

Public Document Pack



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive

Date: Monday 4 July 2022

Time: 6.30 pm

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

Membership

**Councillor Barry Wood
(Chairman)**

Councillor Phil Chapman
Councillor Nicholas Mawer
Councillor Adam Nell
Councillor Eddie Reeves

Councillor Ian Corkin (Vice-Chairman)

Councillor Colin Clarke
Councillor Richard Mould
Councillor Lynn Pratt
Councillor Dan Sames

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Petitions and Requests to Address the Meeting

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

4. Minutes (Pages 5 - 14)

To confirm as a correct record the Minutes of the meeting held on 6 June 2022 .

5. Chairman's Announcements

To receive communications from the Chairman.

6. Urgent Business

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

7. Proposal to Consult on a Hackney Carriage Tariff Increase (Pages 15 - 34)

Report of Assistant Director Regulatory Services & Community Safety

Purpose of report

The Council's Licensing Team have been asked by the Cherwell Valley Taxi Association to increase the fare tariff for hackney carriages. To do so requires public consultation. The Executive are asked to agree to that the council should commence this consultation and implement the statutory procedure for altering the fare tariff pursuant to the Local Government (Miscellaneous Provisions) Act 1976.

Whilst this proposal primarily relates to the way the council discharges its statutory responsibilities, ensuring that there is a strong licensed taxi trade in Cherwell supports the council priority to enable "An enterprising economy with strong and vibrant local centres".

Recommendations

The meeting is recommended:

- 1.1 To agree to commence the public consultation on increasing the fare tariff for hackney carriages with a view to increasing the maximum fares that licenced Hackney Carriages can charge.

8. Monthly Performance, Risk and Finance Monitoring Report May 2022 (Pages 35 - 88)

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

Purpose of report

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

Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report May 2022.
- 1.2 To approve the proposed changes in use of reserves at Appendix 3.
- 1.3 To delegate authority to the Assistant Director of Finance, in consultation with the Portfolio Holder for Finance, to agree budget adjustments from the

Policy Contingency Budget in excess of their £250,000 delegation where the budget adjustment is in accordance with the contingency.

9. Exclusion of the Press and Public

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

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

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

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

10. Approval of Delegated Authority to Seal Plans for Residential Properties within the Council's Housing Assets Portfolio (Pages 89 - 94)

Exempt report of Assistant Director – Growth and Economy

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 24 June 2022

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 6 June 2022 at 6.30 pm

Present:

Councillor Barry Wood (Chairman), Leader of the Council and Portfolio Holder for Policy and Strategy

Councillor Nicholas Mawer, Portfolio Holder for Housing
Councillor Adam Nell, Portfolio Holder for Finance
Councillor Lynn Pratt, Portfolio Holder for Property
Councillor Eddie Reeves, Portfolio Holder for Safer Communities
Councillor Dan Sames, Portfolio Holder for Cleaner and Greener Communities

Apologies for absence:

Councillor Ian Corkin, Deputy Leader of the Council and Portfolio Holder for
Councillor Phil Chapman, Portfolio Holder for Healthy Communities
Councillor Colin Clarke, Portfolio Holder for Planning
Councillor Richard Mould, Portfolio Holder for Corporate Services

Officers (in person):

Nathan Elvery, Corporate Director - Communities (Interim)
Michael Furness, Assistant Director of Finance & S151 Officer
Shahin Ismail, Assistant Director - Law, Governance & Democratic Services & Monitoring Officer (Interim)
Ed Potter, Assistant Director: Environmental Services
Celia Prado-Teeling, Assistant Director - Customer Focus (Interim)
Natasha Clark, Governance and Elections Manager

Officers (virtual):

Yvonne Rees, Chief Executive
Richard Webb, Assistant Director Regulator Services and Community Safety
Simon Hope, Interim Head of Communications and Marketing

1 Declarations of Interest

There were no declarations of interest.

2 Petitions and Requests to Address the Meeting

There were no petitions or requests to address the meeting.

3 **Minutes**

The minutes of the meeting held on 7 March 2022 were agreed as a correct record and signed by the Chairman.

4 **Chairman's Announcements**

There were no Chairman's announcements.

5 **Urgent Business**

There were no items of urgent business.

6 **Executive Performance, Risk and Finance Report 2021-2022**

The Assistant Director of Finance and Interim Assistant Director of Customer Focus submitted a report which summarised the Council's Performance, Risk and Finance monitoring positions at the end of the Financial Year 2021-2022.

In introducing the report, the Portfolio Holder for Finance commended and congratulated officers on the outturn report.

On behalf of Executive, the Chairman commended officers for the performance over the 2021-2022 financial year. The Annual Report was extremely positive and should be distributed widely as it would be of interest Members, residents and stakeholders

In response to questions regarding the Community Project to be funded from S106 within the capital programme, the Assistant Director of Finance undertook to provide additional information on the Project.

Resolved

- (1) That the Annual Report 2021-2022 (annex to the Minutes as set out in the Minute Book) be noted.
- (2) That the Risk and Opportunities Management Strategy 2022/23 (annex to the Minutes as set out in the Minute Book) be noted.
- (3) That the carry forward of funding into reserves as set out in the annex to the Minutes (as set out in the Minute Book) be approved and the allocations being released for use in 2022/23 be agreed
- (4) That Capital carry forwards as set out in the annex to the Minutes (as set out in the Minute Book) be approved:

- (5) That authority be delegated to the Assistant Director of Finance, in consultation with the Leader of the Council, to approve the Community Project, spend to be funded from S106 as set out in the annex to the Minutes (as set out in the Minute Book) once additional information on the Project has been provided. .
- (6) That the Use of / (Contributions to) Reserves be approved.
- (7) That the outturn underspend for 2021/2022 be noted.

Reasons

This report provides an update on progress made during January 2022, to deliver the Council's priorities through reporting on Performance, Leadership Risk Register and providing an update on the Financial Position. The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis. Executive is recommended to agree a change in the use of reserves in accordance with the Council's Reserves Policy and to agree the revised Con29 Fee for 2022/23 as set by Oxfordshire County Council.

Alternative options

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 councils Reserves Policy and within existing budgets. If members chose not to agree to the changes in transfers to reserves, then this would mean resource would need to be found for these projects separately in future years.

7 Oxfordshire Food Strategy

The Assistant Director Wellbeing and Housing Services submitted a report which informed Members of the new Oxfordshire Food strategy and outline how Cherwell District Council will join with partners in its adoption and delivery.

Resolved

- (1) That the Oxfordshire Food Strategy (annex to the Minutes as set out in the Minute Book) be committed to and endorsed.

Reasons

An Oxfordshire wide food strategy has been developed by Good Food Oxfordshire in partnership with Oxfordshire County Council, City and District councils and representatives from Oxfordshire community sector groups. The

strategy supports a broad range of Council priorities and strategies including wellbeing and access to healthy food, Recovery and Renewal, access to green space, addressing food poverty and tackling inequalities.

It is proposed that £65k of funding would be allocated from Oxfordshire County Council to be put towards delivery of actions that will directly impact accessibility to food that can be used internally or put towards community groups within the Cherwell district to endorse and commit to the Oxfordshire Food Strategy and continue only to be a member of the Cherwell Food Network. This however would go against the Cherwell Food Networks ambition to expand its work and impact in the district, becoming more joined up in the bigger picture of food and allowing it to grow alongside a Food Strategy for Oxfordshire. improving food options for many residents and joining up actions with other partners to strengthen the system through reducing food waster, growing projects, and community action.

Alternative options

Option 1: Not to endorse and commit to the Oxfordshire Food Strategy and continue only to be a member of the Cherwell Food Network. This however would go against the Cherwell Food Networks ambition to expand its work and impact in the district, becoming more joined up in the bigger picture of food and allowing it to grow alongside a Food Strategy for Oxfordshire. improving food options for many residents and joining up actions with other partners to strengthen the system through reducing food waster, growing projects, and community action.

8 Proposal to Introduce a Public Spaces Protection Order for Bicester Town Centre

The Assistant Director – Regulatory Services and Community Safety submitted a report regarding a proposal to introduce a Public Spaces Protection Order (PSPO) for Bicester Town Centre.

A consultation was recently undertaken on a proposal to introduce a Public Spaces Protection Order (PSPO) for Bicester town centre. The report provided the background to the proposal, a summary of the consultation undertaken and the feedback from key stakeholders and details of the potential scope of the Order. Executive was requested to decide whether to introduce a PSPO in Bicester Town Centre.

The proposed PSPO will contribute towards the delivery of the council objective to “work with partners to reduce crime and antisocial behaviour” within the Healthy, Resilient and Engaged Communities priority. A reduction in anti-social behaviour in the town centre will also contribute towards the Enterprising Economy with Strong and Vibrant Local Centres priority. Tackling anti-social behaviour was also identified as one of the priorities for the council in the last residents survey.

Resolved

- (1) That, having given due consideration to the outcomes of the public consultation and partner organisations' views, a Public Spaces Protection Order for Bicester town centre be introduced.

Reasons

The results of the consultation show overwhelming support for the introduction of a PSPO in Bicester Town Centre from the public and stakeholder organisations. The responses support including all three prohibitions that were included in the consultation. Crime and incident data from the Police evidence supports the conclusion that prevalent and persistent problem of anti-social behaviour in and around Bicester town centre and that the legal requirements for the introduction of a PSPO are met. Therefore, the Executive is recommended to approve the introduction of the PSPO (subject to any minor amendments advised by the council's solicitors to ensure the order will be effective).

Alternative options

Option 1: Not introduce a PSPO.

This option is not recommended. Crime and incident data from the Police evidence supports the conclusion that prevalent and persistent problem relating to anti-social behaviour in and around Bicester town centre. The consultation outcomes show strong support for the introduction of a PSPO to tackle this problem and stakeholders, including Thames Valley Police, also support the proposal.

Option 2: Introduce a PSPO of more limited scope.

This option is not recommended. The consultation outcomes show support for all aspects of the proposal PSPO and there is data and evidence which justifies the inclusion of all the proposed prohibitions if a PSPO is to be introduced.

9

Fixed Penalty Notice Level for Cycling on the Pavement

The Assistant Director – Regulatory Services and Community Safety submitted a report which sought agreement of the fixed penalty notice fine level for cycling on footpaths.

Action to prevent cycling on pavements will contribute towards the delivery of the council's objective to "work with partners to reduce crime and antisocial behaviour" within the Healthy, Resilient and Engaged Communities priority. It will also contribute towards the Enterprising Economy with Strong and Vibrant Local Centres priority. Tackling anti-social behaviour was also identified as one of the priorities for the council in the last residents survey.

Resolved

- (1) That the fixed penalty notice amount to be applied to the offence of cycling on a footpath be set at £50 to align with Thames Valley Police.

Reasons

The offence for riding on a footpath is included in section 72 of the Highway Act 1835 along with other similar offences. The Police have accredited the council's Community Safety Team officers with the power to issue fixed penalty notices to persons identified as committing this offence normally only available to Police Constables under section 54 of the Road Traffic Offenders Act 1988.

The penalty for an offence under section 72 of the Highway Act 1835 is stated as "any sum not exceeding level 2 on the standard scale". Therefore, the council can determine the level of fine to apply. Level 2 on the standard scale is £500. Thames Valley Police have set the level of fine they apply for this offence at £50.

It is recommended that the council applies the same level of fine for this offence as Thames Valley Police to minimise the chance of challenge on the basis that similar offences in the same location attract different penalties depending on which organisation is issuing the notice.

Alternative options

Option 1: Set an alternative level of penalty to apply for this offence. Since this is a new power available to the accredited officers there is no data or information available to the council at this time to support setting the fine level at a different level to that determined appropriate by Thames Valley Police.

Option 2: To not set a fine level for this offence. This would result in the council being unable to issue fixed penalty notices for cycling on the footpath despite council officers being accredited to do so by Thames Valley Police.

10 Traffic Orders Bus Station & Cherwell Drive

The Assistant Director Environmental Services submitted a report to seek to introduce new Traffic Orders covering the Bus Station & a new car park at Cherwell Drive.

Resolved

- (1) That the consultation on changing the traffic orders be noted.
- (2) That, while noting the objection from Stagecoach and response from the Council, changing the Traffic Orders at the Bus Station & the new Cherwell Drive car park be approved.

Reasons

The Traffic orders need the approval of the Executive if they are to proceed. If the orders are not changed then the project cannot proceed.

Alternative options

Option 1: To reject the recommendations and ask officers to reconsider the overall project

11 Appointment of Outside Body Representatives, Member Champion and Shareholder Committee

The Assistant Director – Law, Governance and Democratic Services (Interim) submitted a report for Executive to appoint representatives to Partnerships, Outside Bodies and Member Champions where these are executive functions, for the municipal year 2022/2023.

Resolved

- (1) That appointments to partnerships, outside bodies, the Shareholder Committee, Member Champions and advisory groups for 2022/2023 be made and ceased as set out in the annex to the Minutes (as set out in the Minute Book).
- (2) That authority be delegated to the Assistant Director – Law, Governance and Democratic Services (Interim), in consultation with the Leader of the Council, to appoint Members to any outstanding vacancies and make changes to appointments as may be required for the 2022/2023 Municipal Year.

Reasons

It is proposed that representatives are appointed to Partnerships, Outside Bodies and as Member Champions to ensure that the Council is represented and maintains links with partnerships and outside bodies.

Delegation to the Assistant Director – Law, Governance and Democratic Services (Interim), in consultation with the Leader provides flexibility for the remainder of the Municipal Year to appoint to any outstanding vacancies, or if amendments are required to any appointments, and ensures they are made in a timely manner.

Alternative options

Option 1: Not to appoint representatives to outside bodies, partnerships and as Member Champions. This is not recommended as the internal working groups would be ineffective and the Council would not be represented on these outside bodies and could miss valuable information and opportunities.

12 **Notification of Urgent Action: Additional Restrictions Grants Policy - Grant payment levels**

The Assistant Director of Finance submitted a report to inform the Executive of the urgent decision that was taken by the Chief Executive to finalise an additional grants policy in response to the Omicron variant in line with Government guidance.

Resolved

- (1) That the urgent decision taken by the Chief Executive in relation to grant payment levels for the Additional Restrictions Grants Policy be noted.

Reasons

In line with the Constitution, this report is informing Executive of a decision which was taken by the Chief Executive under urgency powers.

Alternative options

Option 1: Not to note the report. this is not recommended as the urgent action has been taken and it is a constitutional requirement for it to be reported to Executive.

13 **Notification of Decision taken by Chief Executive under Urgency Powers**

The Assistant Director – Growth and Economy submitted a report to inform the Executive of the decision taken under urgency powers by the Chief Executive for the approval of delegated authority to the Assistant Director – Growth and Economy, in consultation with the Council’s s151 officer, to enter into new sales of leases; staircase of shared ownership leases; or resale of leases for residential properties in the Council’s housing assets portfolio.

Resolved

- (1) That the urgent decision taken by the Chief Executive for the approval of delegated authority to the Assistant Director – Growth and Economy, in consultation with the Council’s s151 officer, to enter into new sales of leases; staircase of shared ownership leases; or resale of leases for residential properties in the Council’s housing assets portfolio be noted.

Reasons

In line with the Constitution, this report is informing Executive of a decision which was taken by the Chief Executive under urgency powers.

Alternative options

Option 1: Not to note the report. This is not recommended as the urgent action has been taken and it is a constitutional requirement for it to be reported to Executive.

14 **Exclusion of the Press and Public**

There being no questions on the exempt appendix, it was not necessary to exclude the press and public.

15 **Notification of Decision taken by Chief Executive under Urgency Powers - Exempt Appendix**

Resolved

(1) That the exempt appendix be noted.

The meeting ended at 7.10 pm

Chairman:

Date:

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Cherwell District Council

Executive

4 July 2022

Proposal to Consult on a Hackney Carriage Tariff Increase

Report of Assistant Director Regulatory Services & Community Safety

This report is public

Purpose of report

The Council's Licensing Team have been asked by the Cherwell Valley Taxi Association to increase the fare tariff for hackney carriages. To do so requires public consultation. The Executive are asked to agree to that the council should commence this consultation and implement the statutory procedure for altering the fare tariff pursuant to the Local Government (Miscellaneous Provisions) Act 1976.

Whilst this proposal primarily relates to the way the council discharges its statutory responsibilities, ensuring that there is a strong licensed taxi trade in Cherwell supports the council priority to enable "An enterprising economy with strong and vibrant local centres".

1.0 Recommendations

The meeting is recommended:

- 1.1 To agree to commence the public consultation on increasing the fare tariff for hackney carriages with a view to increasing the maximum fares that licenced Hackney Carriages can charge.

2.0 Introduction

- 2.1 Local authorities have a statutory power to set the maximum fares that licensed hackney carriages can charge for a journey. Under section 65 of the Local Government (Miscellaneous Provisions) Act 1976, local authorities have the power to "...fix the rates or fares within the district as well for time as distance, and all other charges in connection with the hire of a vehicle or with the arrangements for the hire of a vehicle, to be paid in respect of the hire of hackney carriages by means of a table (hereafter in this section referred to as a "table of fares") made or varied in accordance with the provisions of this section."
- 2.2 The current maximum fares for Cherwell were agreed in 2013. These are the maximum fares that hackney carriages licensed by the district can charge. Since the time those maximum fares were set the fares have not been reviewed or amended. The Cherwell Valley Taxi Association have requested these fares be

revised to reflect the increases in fuel costs and the general cost of living since these fares were last reviewed.

3.0 Report Details

- 3.1 Since the last fare increase the cost of living, inflation, and fuel prices have all increased, and as such the current hackney carriage maximum tariffs no longer meet license holders' costs. The process of setting a fare increase is complex and a balance needs to be struck between the legitimate aims of the taxi trade to maintain profitability in the face of increasing costs, while protecting the public from excessive fares.
- 3.2 The Department for Transport's 'Taxi and private hire vehicle licensing: best practice guidance' (March 2010) includes some guidance around taxi fares at paragraphs 52 to 54. Paragraph 52 states "fare scales should be designed with a view to practicality". It notes that it is "good practice to review the fare scales at regular intervals" and goes on to state; "The Department also suggests that in reviewing fares authorities should pay particular regard to the needs of the travelling public, with reference both to what it is reasonable to expect people to pay but also to the need to give taxi drivers sufficient incentive to provide a service when it is needed. There may well be a case for higher fares at times of higher demand."
- 3.3 Hackney carriage drivers are not required to charge the maximum fare. This means that hackney carriage drivers are within their rights to negotiate the fare down provided that the final agreed fare is no more than the maximum set. The best practice guidance confirms; "Taxi fares are a maximum, in principle are open to downward negotiation between passenger and driver. It is not good practice to encourage such negotiations at ranks, or for on-street hailing. But local licensing authorities can usefully make it clear that published fares are a maximum. There is a case for allowing any taxi operators who wish to do so, to make it clear that they charge less than the maximum fare".
- 3.4 A number of discussions have taken place with the taxi trade and Cherwell Valley Taxi Association about potential adjustments to these fares. Following these discussions the tariff review has been requested by Cherwell Valley Taxi Association. A revised table of fares has been developed, which reflect the views of the trade whilst also seeking to be reasonable for the public. The proposed changes to the fares are shown in appendix 01.
- 3.5 The proposed revised table of fares provides for an increase in the fee charges for the first one quarter mile (403 metres) of any journey. This change is designed to reflect cost recovery over shorter journeys and are more representative of the local minimal charge of £5 charged by local Private Hire Operators.
- 3.6 Introducing these changes to the tariff would incur a small cost to the license holder of approximately £20 to adjust every vehicle meter.
- 3.7 Any changes to the current table of fares must be subject to a statutory consultation process. This consultation process is unusual in that if no objection to a table of fares or variation is duly made within the consultation period specified in the published notice the table of fares or variation shall come into operation on the date

of the expiration of the period specified in the notice. Therefore, should the Executive decide to consult on the proposed revised table of fares those revisions will come into force if no-one objects to the change without any further decisions being required of the Executive. If objections are received, the Executive will be asked to consider those objections and decide whether to change the table of fares or not.

4.0 Conclusion and Reasons for Recommendations

- 4.1 To enable implementation of new tariff as requested by Cherwell Valley Taxi Association it is recommended that the Executive agree to commence public consultation on the revised table of fares in appendix 1.

5.0 Consultation

- 5.1 The Cherwell Valley Taxi Association is a representative body for the taxi trade in Cherwell. They have approached the council on behalf of their members to request this revision to the table of fares. The public will be consulted through the statutory consultation process.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To propose alternative tariffs in the table of fares. This was rejected as the proposed revisions were determined in discussion with the trade and appear to meet the balance of ensuring the licensed hackney carriage fares allow drivers to recover costs and make reasonable profit whilst not becoming prohibitive to customers.

Option 2: To retain the current fare tariffs. Given the rises in fuel costs since the current tariffs were set not considering an increase in fares charged by drivers could result in a substantial reduction in the number of taxis operating in the district and therefore impacting on the community.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications arising directly from this report.

Comments checked by:

Kelly Wheeler, Finance Business Partner, 01295 221570
Kelly.wheeler@cherwell-dc.gov.uk

Legal Implications

- 7.2 The legal requirements are set out in the main body of the report.

Comments checked by:
Syma Akhtar, Solicitor 01295 753 701, Syma.Akhtar@Cherwell-DC.gov.uk

Risk Implications

- 7.3 There are no risk implications in this report. Any arising risks will be managed through the service operational risk register and will be escalated to the Leadership risk register as and when necessary.

Comments checked by:
Celia Prado-Teeling, Interim Assistant Director – Customer Focus, 07580 031776
Celia.Prado-Teeling@Cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.4 The council's licensing team has developed an Equality and Climate Impact Assessment for this report, which details how the council evaluated the wider impact of the taxi tariff increase on our residents within the protected characteristics and our communities, overall, to make sure any possible impact is mitigated. One possible impact to rural communities has been identified, mitigating actions are in place, also, failure to allow for increased fees could reduce availability of taxis and impact negatively on accessibility to rural areas.

Comments checked by:
Celia Prado-Teeling, Interim Assistant Director Customer Focus, 01295 221556
Celia.Prado-Teeling@Cherwell-dc.gov.uk

Sustainability Implications

- 7.5 There are no direct climate change impacts from revisiting taxi fares.

Comments checked by:
Ed Potter, Assistant Director Environmental Services
Ed.potter@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision:	Yes
Financial Threshold Met:	No
Community Impact Threshold Met:	No

Wards Affected

All

Links to Corporate Plan and Policy Framework

As outlined in the purpose section in the main report.

Lead Councillor

Councillor Eddie Reeves, Portfolio Holder for Safer Communities

Document Information**Appendix number and title**

- Appendix 1 – Proposed new tariffs
- Appendix 2 – Equality Impact Assessment

Background papers

None

Report Author and Contact Details

Richard Rockall - Licensing Manager

Licensing@cherwell-dc.gov.uk Telephone: 01295 753744

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Appendix 1 - Proposed New Tariffs

	Mileage	Fare
Tariff 1 – Day Tariff Between 0600 & 2200 hrs	If the distance does not exceed one quarter mile, or 403 metres, for the whole distance; or if the distance exceeds one quarter mile, or 403 metres, for the first quarter mile. <u>[Increase of £0.80]</u>	£3.00
	For each subsequent one thirteenth of a mile, or 123 metres or uncompleted part thereof. <u>[Decrease of £0.02]</u>	£0.10
Tariff 2 – Night Tariff Between 2200 & 0600 hrs	If the distance does not exceed one quarter mile, or 403 metres, for the whole distance; or if the distance exceeds one quarter mile, or 403 metres, for the first quarter mile. <u>[Increase of £0.50]</u>	£3.50
	For each subsequent one fourteenth of a mile, or 114 metres or uncompleted part thereof. <u>[No Change]</u>	£0.13
Tariff 3 – Christmas & New Year Tariff Between 2100 on 24 Dec & 0600 hrs on 27 Dec & 2100 hrs on 31 Dec and 0600 hrs on 2 Jan	If the distance does not exceed one quarter mile, or 403 metres, for the whole distance; or if the distance exceeds one quarter mile, or 403 metres, for the first quarter mile. <u>[No change]</u>	£4.00
	For each subsequent one twelfth of a mile, or 123 metres or uncompleted part thereof <u>[No change]</u>	£0.25
* Tariff 4 <u>[Sunday & Public Bank Holidays 0600 to 2200 hrs – during the day]</u>	<i>If the distance does not exceed one quarter mile, or 403 metres, for the whole distance; or if the distance exceeds one quarter mile, or 403 metres, for the first quarter mile.</i> <u>[Increase £0.50]</u>	£3.00
	For each subsequent one fifteenth of a mile or 107 Metres <u>[No change]</u>	£0.13
Other Charges	Waiting time for 20 seconds <u>[No change]</u>	£0.10
	Soiling charge <u>[No change]</u>	£50.00

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Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE



Appendix 2

Cherwell District Council and Oxfordshire County Council Equality and Climate Impact Assessment

May 2022

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Section 1: Summary details

Directorate and Service Area	Regulatory Services and Community Safety; Licensing
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	CDC Taxi Licensing; Hackney Carriage Tariff review
Is this a new or existing function or policy?	To approve an application made by Cherwell Valley Taxi Association for an increase in the fare tariff for Hackney Carriages. To implement the statutory procedure for altering the fare tariff pursuant to the Local Government (Miscellaneous Provisions) Act 1976
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).	<p>The Council has not reviewed the maximum fares it permits licensed Hackney Carriages to charge since 2013. Since the last tariff increase the cost of living, inflation, and fuel prices have all increased, and as such, the current Hackney Carriage tariffs no longer meet license holders' costs.</p> <p><u>Impacts:</u></p> <ul style="list-style-type: none"> • The proposed tariff increase will see a small increase in fares for consumers if drivers/operators choose to use the upper limits of the tariffs. The process of setting a fare increase is complex and a balance needs to be struck between the legitimate aims of the taxi trade to maintain profitability in the face of increasing costs, while protecting the public from excessive fares. • Cost to the trade of around £20.00 each to have vehicle meters adjusted. <p>The tariff review process does not bias, discriminate, or unfairly disadvantage individuals, groups the community. Those who have protected characteristics are not discriminated.</p>

Completed By	Richard Rockall
Authorised By	Richard Webb
Date of Assessment	27/04/2022

Section 2: Detail of proposal

<p>Context / Background</p> <p>Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.</p>	<p>Local authorities have a statutory power to set the maximum fares that licensed hackney carriages (taxis) can charge for a journey.</p> <p>Under section 65 of the Local Government (Miscellaneous Provisions) Act 1976, local authorities have the power to “...fix the rates or fares within the district as well for time as distance, and all other charges in connection with the hire of a vehicle or with the arrangements for the hire of a vehicle, to be paid in respect of the hire of hackney carriages by means of a table hereafter in this section referred to as a “table of fares”) made or varied in accordance with the provisions of this section.</p>
<p>Proposals</p> <p>Explain the detail of the proposals, including why this has been decided as the best course of action.</p>	<p>Increased Tariff change summary to be accepted. The Licensed Hackney Carriage trade have not had an increase of the Hackney Carriage charging tariffs since 2013. Since the last tariff increase the cost of living, inflation, and fuel prices have all increased, and as such, the current Hackney Carriage tariffs no longer meet licence holders’ costs.</p> <p>To enable implementation of new tariff as requested by Cherwell Valley Taxi Association.</p> <p>The Licensed Hackney Carriage trade in Cherwell have not had an increase of the Hackney charging tariffs since 2013. Since the last tariff increase the cost of living, inflation, and fuel prices have all increased, and as such, the current Hackney tariffs no longer meet license holders’ costs.</p> <p>COVID-19 has impacted all industries/sectors and the taxi industry has not been immune to</p>

	<p>this, experiencing a significant reduction in business.</p> <p>That pursuant to Section 65 of the Local Government (Miscellaneous Provisions) Act 1976 the Council fix the following rates of fares for Hackney Carriages in accordance with the tariffs suggested by the Cherwell Valley Taxi Association, as set out below. The proposed scale can be found in Appendix 01 and is highlighted in brackets and underlined.</p>
<p>Evidence / Intelligence</p> <p>List and explain any data, consultation outcomes, research findings, feedback from service users and stakeholders etc, that supports your proposals and can help to inform the judgements you make about potential impact on different individuals, communities or groups and our ability to deliver our climate commitments.</p>	<p>Consultation evidence for this review to follow.</p> <p>The procedure for setting fares and public notice requirements are stipulated within section 65 of the Local Government (Miscellaneous Provisions) Act 1976. The statutory process for consultation under s.65 is to be followed if approved.</p>
<p>Alternatives considered / rejected</p> <p>Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.</p>	<p>Option 1: To propose alternative tariffs in the table of fares. This was rejected as the proposed revisions were determined in discussion with the trade and appear to meet the balance of ensuring the licensed hackney carriage fares allow drivers to recover costs and make reasonable profit whilst not becoming prohibitive to customers.</p> <p>Option 2: To retain the current fare tariffs. Given the rises in fuel costs since the current tariffs were set not considering an increase in fares charged by drivers could result in a substantial reduction in the number of taxis operating in the district and therefore impacting on the community.</p>

Section 3: Impact Assessment - Protected Characteristics

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Marriage & Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Pregnancy & Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Religion or Belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Section 3: Impact Assessment - Additional Community Impacts

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Rural communities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Small fare increases will impact consumers	The trade is not obligated to charge the maximum fare. This means that hackney carriage drivers are within their rights to negotiate the fare down provided that the final agreed fare is no more than the maximum set. The best practice guidance confirms; "Taxi fares... in principle are open to downward negotiation between passenger and driver. It is not good practice to encourage such negotiations at ranks, or for on-street hailing. But local licensing authorities can usefully make it clear that published fares are a maximum..." "There is a	Licensing Team - CDC	Tariffs to be reviewed annually in future allowing impacts to be considered periodically.

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
					<p>case for allowing any taxi operators who wish to do so, to make it clear... that they charge less than the maximum fare..."</p> <p>Failure to allow for increased fees could reduce availability of taxis and impact negatively on accessibility to rural areas.</p>		
Armed Forces	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Carers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Areas of deprivation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Section 3: Impact Assessment - Additional Wider Impacts

Additional Wider Impacts	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Other Council Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OCC in control of fares used for school transport and in a position to negotiate set fares.			
Providers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Social Value ¹	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

¹ If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area

Section 3: Impact Assessment - Climate Change Impacts

OCC and CDC aim to be carbon neutral by 2030. How will your proposal affect our ability to reduce carbon emissions related to

Climate change impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Energy use in our buildings or highways	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Our fleet	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Staff travel	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Staff Travel is not normally by Taxi			
Purchased services and products (including construction)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	If a purchased service is applicable then fares negotiable at point of contract/service level agreement			
Maintained schools	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

We are also committed to enable Cherwell to become carbon neutral by 2030 and Oxfordshire by 2050. How will your proposal affect our ability to:

Climate change impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (* Job Title, Organisation)	Timescale and monitoring arrangements
Enable carbon emissions reduction at district/county level?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Section 4: Review

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

Review Date	N/A
Person Responsible for Review	N/A
Authorised By	N/A

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Cherwell District Council

Executive

4 July 2022

Monthly Performance, Risk and Finance Monitoring Report May 2022

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

This report is public

Purpose of report

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

1.0 Recommendations

The meeting is recommended:

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

2.0 Introduction

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

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

3.0 Report Details

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

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

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

4.0 Finance Update

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

4.2 Report Details

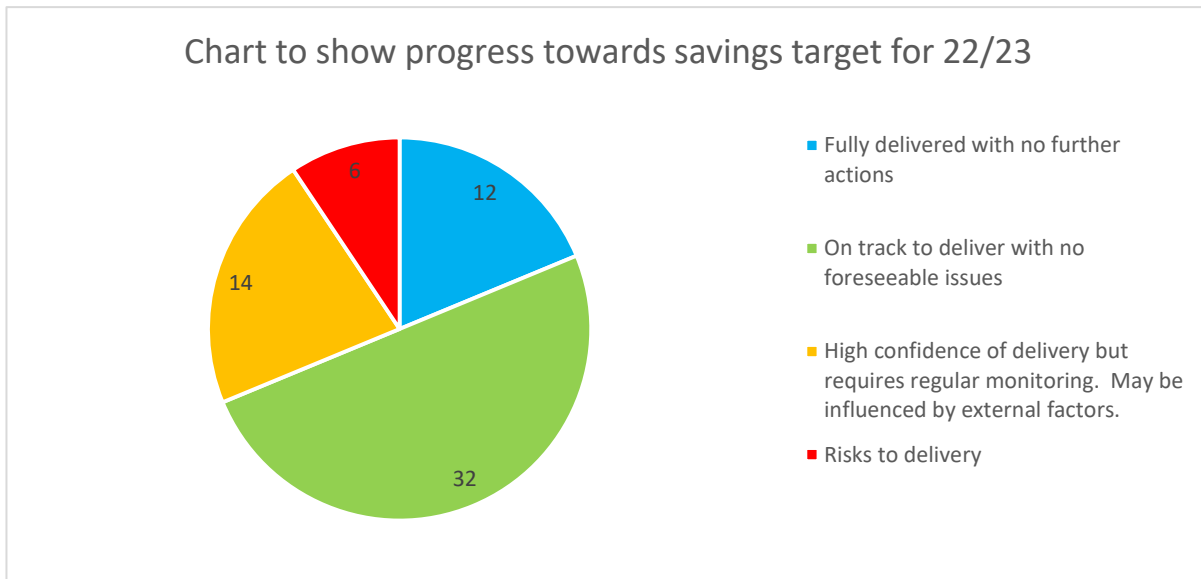
Table 1: Forecast Year End Position

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

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

Table 2 - Savings Targets

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



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

Table 3 – Budget compared with Forecast

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

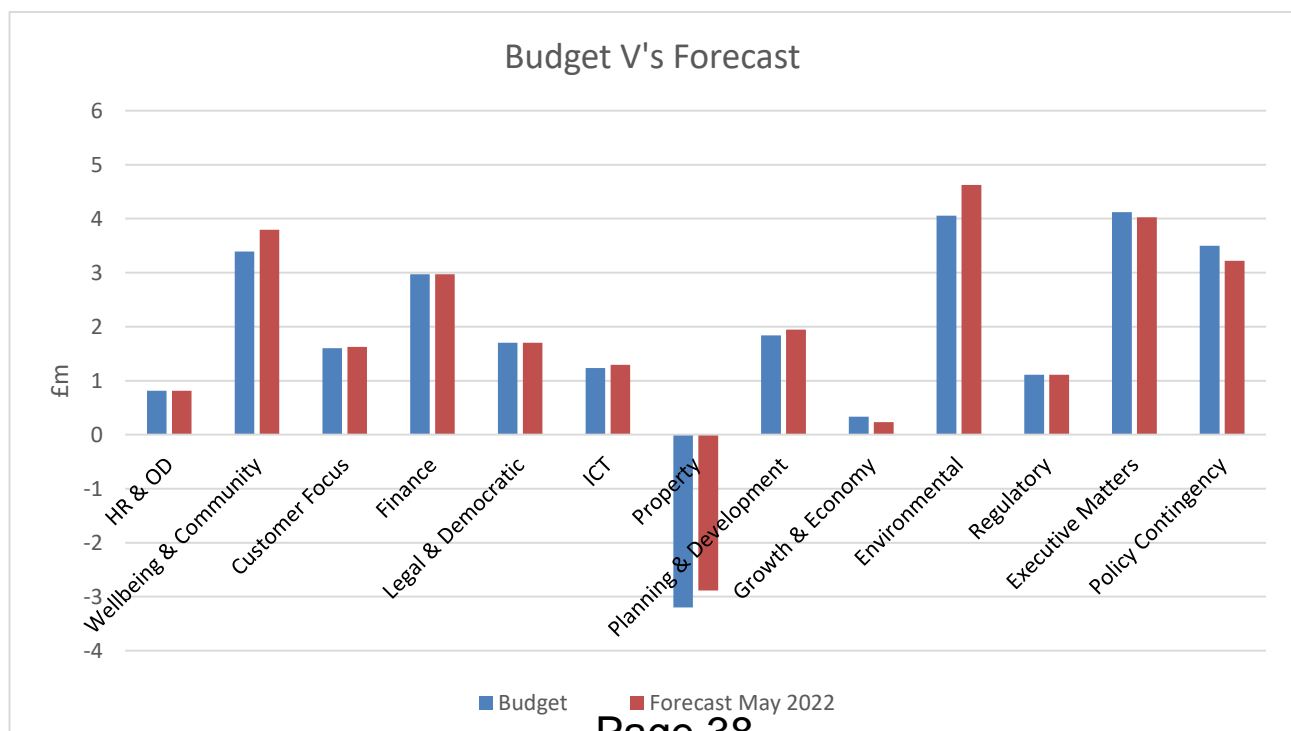


Table 4: Top Five Major Variances:

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

Car Parks: -

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

Leisure: -

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

Castle Quay: -

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

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

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

Waste & Recycling: -

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

Building Control & Development Management: -

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

For further details of variances please see Appendix 4.

Policy Contingency

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

Table 5 - Earmarked Reserves and General Balances at May 2022

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

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

For further detail on the reserves please see Appendix 3.

4.3 Capital

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

Table 6 - Capital Spend 2022/2023

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

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

Table 7 – How the Capital Programme is financed

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

Table 8 - Top Five in Year Capital Variances: -

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

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

Affordable Housing: -

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

Fairway Flats: –

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

Discretionary Grants Domestic Properties: -

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

Disabled Facilities Grants: -

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

Longford Park Art: -

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

5.0 Performance Summary

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

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

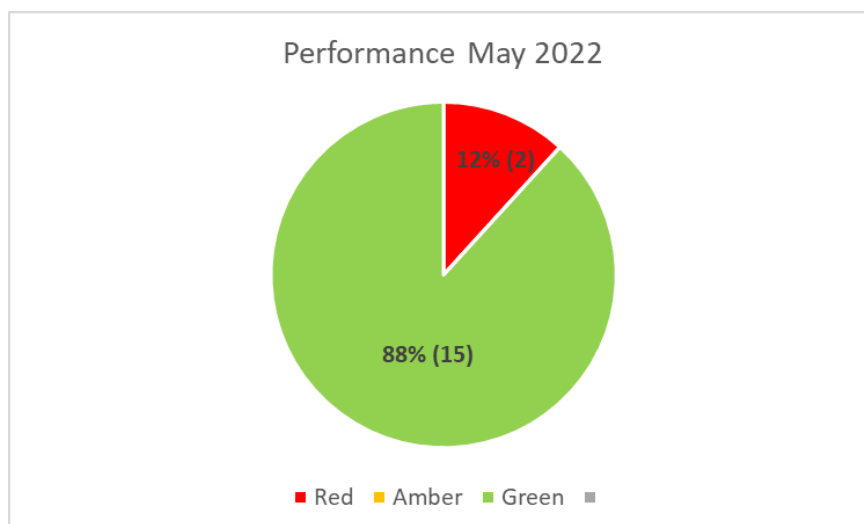


Figure 1: Performance Summary May 2022, 15 measures Green, 0 Amber and 2 Red

5.3 Performance Exceptions

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

Priority: Housing that meets your needs

Service: Revenues and Benefits / Finance

Assistant Director: Michael Furness

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

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

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

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

Priority: Supporting Environmental Sustainability

Service: Fleet Management / Environmental Services

Assistant Director: Ed Potter

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

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

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

5.4 Performance Highlights

- **Housing that meets your needs**

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



- **Supporting Environmental Sustainability**

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



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

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

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



- **Healthy, resilient and engaged communities**

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

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



6.0 Risk Update

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

Risk Scorecard – Residual Risks

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

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

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

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

Leadership Risk	Residual Score (after mitigation)	Direction of travel	Mitigating Actions
L03 CDC Local Plan	12 Medium Risk	↔	<ul style="list-style-type: none"> ▪ 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.
L04 Business Continuity	12 Medium Risk	↔	<ul style="list-style-type: none"> ▪ Business Continuity Statement of Intent and Framework due to be reviewed to align with new 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 being revisited as a result of separation of OCC and CDC ▪ BC Impact assessments and BCPs to be updated and reviewed by OCC's Emergency Planning team ▪ BC exercises to be arranged ▪ Updated Incident management framework agreed August 2021
L05 Emergency Planning	12 Medium Risk	↔	<ul style="list-style-type: none"> ▪ 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. Senior management responsibilities and accountability being reviewed following decision to end formal OCC and CDC partnership. ▪ 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 provided for all Duty Directors in late 2021 and early 2022. All senior managers who provide the Duty Director rota have opportunity attend multi-agency exercises and duty manager training with OCC senior managers. ▪ On-call rota being maintained and to be updated to reflect recent staffing changes ▪ Authority continues to be represented at the Local Resilience Forum
L06 Safeguarding the Vulnerable – Operational and partnership actions	12 Medium Risk	↔	<ul style="list-style-type: none"> ▪ Engagement with CE workstream following the Jacob CSPR to identify improvements to local arrangements. ▪ Implement local changes to the child exploitation system to address findings in the Jacob CSPR. ▪ CSP to adopt improved oversight of the local arrangements to ensure these are effective. ▪ Community based exploitation disruption models to be developed and implemented. ▪ Continue to engage with partnership arrangements in place to identify risks.
L08 Cyber Security	15 Medium Risk	↔	<ul style="list-style-type: none"> ▪ Cyber Security is mandatory e-learning for all staff to be completed annually and is part of new starters induction training. ▪ Members given presentations and cyber training with the Police Cyber Security Advisor. ▪ The Regional Police Cyber Security Advisor have given a series of all-Council staff awareness sessions. ▪ Microsoft Multi-Factor Authentication is embedded to authenticate users providing an enhanced level of cyber security. ▪ IT implemented an intrusion prevention and detection system which is monitored, and regular actions are implemented from the resulting reports. ▪ Cyber Security advice and guidance regularly highlighted to all staff. ▪ External Health Check undertaken each year and Cabinet Office PSN compliance reviewed and certified each year to ensure the infrastructure is secure to connect to the PSN. ▪ Internal Audit completed cyber audits with no major issues or significant risks identified. ▪ Joint OCC/CDC Cyber Security Officer in place. ▪ Additional IT security advice provided for all staff during the Covid-19 working at home period including online coronavirus related scams.

Leadership Risk	Residual Score (after mitigation)	Direction of travel	Mitigating Actions
L11 Financial sustainability of third- party suppliers and contractors	12 Medium Risk	↔	<ul style="list-style-type: none"> ▪ 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 finance team now hold a weekly joint meeting to consider funding solutions to support At Risk Suppliers in accordance with the national guidance note PPN04/20. ▪ Business continuity plans in place
L13 Oxfordshire Growth Deal	12 Medium Risk	↓	<ul style="list-style-type: none"> ▪ 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.
L14 Workforce Strategy	12 Medium Risk	↔	<ul style="list-style-type: none"> ▪ Development of relevant workforce plans. ▪ Development of new L&D strategy, including apprenticeships. ▪ Development of specific recruitment and retention strategies. It is planned for CDC to join the Commensurate Managed Services contract which is in place at OCC to ensure that the Council has access to a much wider pool of staffing agencies at competitive rates. ▪ 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.
L15 COVID-19 Community	16 High Risk	↔	<ul style="list-style-type: none"> ▪ Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. ▪ Outbreak planning and Standard Operating Procedures are in place and regularly reviewed.
L18 Cessation of joint working between CDC and OCC	12 Medium Risk	↔	<p>Statutory officer posts in place - approved by Full Council on the 7th of Feb. External independent Legal support in place. Transition plan, financial analysis underway. Joint officer transition group set up. Regular staff and Cllr communications in place to keep up to date with changes. High level risk, dependencies and assumptions are regularly reviewed by the JOTWG and reported to the JSSP.</p>

7.0 Conclusion and Reasons for Recommendations

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

8.0 Consultation

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

9.0 Alternative Options and Reasons for Rejection

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

Option 1: This report illustrates the Council's performance against the 2022-23 Business Plan. Regarding the monitoring aspects of the report, no further options have been considered. However, members may wish to request that officers provide additional information. Regarding the recommendation to approve changes in use of reserves, members could choose not to reject the change of use, however, the request is in accordance with the councils Reserves Policy and within existing budgets. If members chose not to agree to the changes in transfers to reserves, then this would mean resource would need to be found for these projects separately in future years.

10.0 Implications

Financial and Resource Implications

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

Comments checked by:

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

Michael.Furness@cherwell-dc.gov.uk

Legal Implications

- 10.2 There are no legal implications from this report.

Comments checked by:

Shahin Ismail, Assistant Director Law & Governance,

Shahin.Ismail@cherwell-dc.gov.uk

Risk Implications

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

Comments checked by:

Celia Prado-Teeling, Interim Assistant Director – Customer Focus, Tel: 01295 221556

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

Equalities and Inclusion Implications

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

Comments checked by:

Celia Prado-Teeling, Interim Assistant Director – Customer Focus, Tel: 01295 221556

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

11.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

This report supports all Corporate Priorities

Lead Councillor

Councillor Richard Mould, Portfolio Holder for Corporate Services

Councillor Adam Nell, Portfolio Holder for Finance

Document Information

Appendix number and title

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

Background papers

None

Report Author and contact details

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Appendix 1 - CHERWELL CAPITAL EXPENDITURE 2022-23

CODE	ASSISTANT DIRECTOR	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	PO COMMITMENTS	Outturn	RE-PROFILED BEYOND 2022/23	Year End Variances £000	OUTTURN NARRATIVE
40083	Vicki Jessop	Disabled Facilities Grants	1,811	111	41	1,700	111	-	The budget comprises £1,240k Better Care Fund, £196k reprofiled from last year and £375k base budget, giving a total of £1,811k. Projected spend for 22-23 is circa £1.7m, but this could vary due to demand and inflationary pressures.
40160	Vicki Jessop	Housing Services - capital	190	(761)	0	190	0	-	£160k NW Bicester (A2 Dominion) 10% GD grant paid on completion £30k Stanbridge House (housing 21) 10% GD grant paid on completion
40084	Vicki Jessop	Discretionary Grants Domestic Properties	253	22	0	120	133	-	This budget comprises £150k core funding and £103k reprofiled from 21-22. Projected spend for 22-23 is circa £120k.
40010	Nicola Riley	North Oxfordshire Academy Astroturf	183	0	0	183	0	-	The delivery of a new Astroturf 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. Meeting scheduled with United Learning Trust/NOA Academy on 11th July.
40019	Nicola Riley	Bicester Leisure Centre Extension	79	0	0	40	39	-	£29k budget reprofiled from 21/22. Detailed feasibility work now starting on the development of a learner pool in Bicester including environmental impact assessment
40131	Nicola Riley	S106 Capital Costs	1,744	(38)	0	1,744	0	-	
40181	Nicola Riley	Sunshine Centre (new extension to the front of the site)	0	(2)	0	(2)	0	(2)	
40251	Nicola Riley	Longford Park Art	45	0	0	2	43	0	There is a hold on any Public Art delivery on Longford at the moment due to developers and the handover of the country park is complete
40261	Nicola Riley	Replacement Pool Covers at Woodgreen Open Air Pool	40	0	0	40	0	0	Quotations received for works and now entering into case study review/evaluation. Works to be completed October/November 22
Wellbeing & Community			4,345	(668)	41	4,017	326	(2)	
40208	Claire Cox	Project Manager for HR/Payroll system	100	0	0	100	0	0	£100k required for HR system improvements. project expected to conclude end Q3 FY22/23
HR & OD			100	0	0	100	0	0	
Chief Executive			4,445	(668)	41	4,117	326	(2)	
40081	Andrew Low/Peter Hadley	Bicester Town Centre Redevelopment	0	5	0	0	0	-	
40139	Andrew Low/Peter Hadley	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	100	(4)	6	100	0	-	£100k reprofiled from 21/22. Tenders now complete and currently engaging with the tenants. Expect full utilisation of the £100k by Q4
40141	Andrew Low/Peter Hadley	Castle Quay 2	4,438	285	175	4,438	0	-	
40144	Andrew Low/Peter Hadley	Castle Quay 1	6,627	(30)	35	6,627	0	-	
40162	Andrew Low/Peter Hadley	Housing & IT Asset System joint CDC/OCC	48	(21)	0	2	6	(40)	£100k project budget of which £48k has been reprofiled from 21/22. Joint project with OCC. Initial cost of setting up the service was £52k with a £2.4k per year, commencing after the first year, for three years for hosting and support.
40167	Andrew Low/Peter Hadley	Horsefair, Banbury	55	0	0	55	0	-	
40191	Andrew Low/Peter Hadley	Bodicote House Fire Compliance Works	141	(8)	15	141	0	-	Reviewing scope of work to ascertain actual requirements so that specification can be written. Once specification complete works are to be tendered. The delay is a result of PSDS commitments together with Bodicote House review.
40197	Andrew Low/Peter Hadley	Corporate Asbestos Surveys	50	0	1	50	0	-	£50k reprofiled from 21/22. Surveys are now complete and assessments are being carried out to formulate the works programme. This project is linked to 'Works from Compliance Surveys' project.
40201	Andrew Low/Peter Hadley	Works From Compliance Surveys	122	17	0	122	0	-	£122k reprofiled from 21/22. Works planned over 2 years with additional delays caused by covid 19. Full spend anticipated by March 2023 which has slipped from original planned delivery of March 22 due to delays relating to the delivery of the PSDS works.
40203	Andrew Low/Peter Hadley	CDC Feasibility of utilisation of proper Space	100	0	0	100	0	-	This amount has been set aside to consider the future office space of the Council
40219	Andrew Low/Peter Hadley	Community Centre - Works	130	0	82	130	0	-	£20k reprofiled from 21/22. Year 2 budget allocation of £190k = £320k total. £110k budget held back and will be loaded in to 22/23. Originally planned over 2 years but delays caused by Covid-19. Full spend anticipated by March 2023 which has slipped from the original planned March 2022 due to delays relating to the delivery of the PSDS works.
40239	Andrew Low/Peter Hadley	Bicester East Community Centre	1,450	5	136	1,450	0	-	£210k reprofiled from 21/22 and £1240k loaded in YR2. Preparing final design including planning application ready for planning. Working with the tenant on their design requirements to ensure smooth transition in to the new premises. Community Centres to agree to Option to Tax to progress scheme
40240	Andrew Low/Peter Hadley	Bicester Dovecote	27	(1)	27	27	0	-	£27k reprofiled from 21/22. The main works were completed in April 22. Installation of the new electrical supply due in July 22.
40241	Andrew Low/Peter Hadley	Thorpe Place Roof Works	35	0	0	35	0	-	£35k reprofiled from 21/22. Currently scoping the works which will be complete by March 2023
40242	Andrew Low/Peter Hadley	H&S Works to Banbury Shopping Arcade	127	0	0	127	0	-	£127k reprofiled from 21/22. Currently scoping the works which will be completed by March 2023
40246	Andrew Low/Peter Hadley	Banbury Museum Pedestrian Bridge	77	0	76	77	0	-	£77k reprofiled from 21/22. Works currently on site with completion due early August 22.
40249	Andrew Low/Peter Hadley	Retained Land	286	0	92	286	0	-	£156k reprofiled from 21/22. 2 year scheme - £170k in yr1 and £130k in yr 2. Retained land surveys now instructed for delivery. Once surveys are completed a works plan will be created. Full spend anticipated by Q2 2023
40225	Andrew Low/Peter Hadley	Drayton Pavillion - Decarbonisation Works	86	0	0	0	0	(86)	£86k reprofiled from 21/22. PSDS Project, Scheme Withdrawn. - In principal, the PSDS works should be treated as one budget and despite some schemes appearing to have overspent, overall there is expected to be an underspend which will require repayment to Salix.
40229	Andrew Low/Peter Hadley	Stratfield Brake Sports Ground - Decarbonisation Works	159	0	0	0	0	(159)	£159k reprofiled from 21/22. PSDS Project, Scheme Withdrawn. - In principal, the PSDS works should be treated as one budget and despite some schemes appearing to have overspent, overall there is expected to be an underspend which will require repayment to Salix.
40226	Andrew Low/Peter Hadley	Thorpe Lane Depot - Decarbonisation Works	250	11	12	143	0	(107)	PSDS Project - Project at Practical Completion finalising documentation.
40227	Andrew Low/Peter Hadley	Banbury Museum - Decarbonisation Works	264	238	1,606	380	0	116	PSDS Project - Works 85% completed delays with material supply completion 2nd week of July.
40228	Andrew Low/Peter Hadley	Franklins House - Decarbonisation Works	0	56	56	100	0	100	PSDS Project - Project at Practical Completion finalising documentation.
40230	Andrew Low/Peter Hadley	Whitelands - Decarbonisation Works	0	40	33	100	0	100	PSDS Project - Project at Practical Completion finalising documentation.
40231	Andrew Low/Peter Hadley	Bicester Leisure Centre - Decarbonisation Works	604	274	58	780	0	176	PSDS Project - Works 90% completed delays with material supply completion 2nd week of June.
40232	Andrew Low/Peter Hadley	Kidlington Leisure Centre - Decarbonisation Works	675	166	84	709	0	34	PSDS Project - Works 95% completed delays with material supply completion 2nd week of June.
40233	Andrew Low/Peter Hadley	Spiceball Leisure Centre - Decarbonisation Works	991	243	41	800	0	(191)	PSDS Project - Works 90% completed delays with material supply completion 2nd week of June.
40234	Andrew Low/Peter Hadley	Woodgreen Leisure Centre - Decarbonisation Works	692	164	61	709	0	17	PSDS Project - Works 90% completed delays with material supply completion 2nd week of June.
40252	Andrew Low/Peter Hadley	Expiring Energy Performance Certificates plus Associated works	96	0	0	96	0	-	Works currently being formally scoped ready for tendering.
40253	Andrew Low/Peter Hadley	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	0	0	60	0	-	Works currently being formally scoped ready for tendering.
40254	Andrew Low/Peter Hadley	Thorpe Lane Depot - Renewal of Electrical Incoming Main	270	0	0	270	0	-	Works are currently with consultant for formal design and liaison with District Network Operator.

40255	Andrew Low/Peter Hadley	Installation of PV at CDC Property	79	0	49	79	0	-	
40245	Richard Webb	Enable Agile Working	15	0	0	15	0	-	
Property			18,054	1,440	2,643	18,008	6	(40)	
40256	Michael Furness	Processing Card Payments & Direct Debits	55	0	0	55	0	-	Conversations regarding the Tender of the new system with procurement are ongoing and is on target for 22/23.
Finance			55	-	-	55	0	-	
40056	Tim Spiers	5 Year Rolling HW / SW Replacement Prog	50	0	0	50	0	-	Budget required for hardware refresh, delayed due to Co-Vid and council wide remote working. Anticipate refresh Q3 FY22/23
40210	Tim Spiers	CDC & OCC Technology Alignment	0	17	0	0	0	-	17K to be journalled into IT shared services (40238) and then this cc can be closed
40212	Tim Spiers	Procurement of Joint Performance system	20	0	0	20	0	-	Budget required for further system enhancements. Expected Q3 FY2023
40237	Tim Spiers	Council Website & Digital Service	162	(35)	0	162	0	-	Project anticipated to extend to end Q3 FY22/23 in order to further enhance digital services.
40238	Tim Spiers	IT Shared Services	238	(42)	12	238	0	-	Programme of work has extended into 22/23 financial year. Supplier payments to be aligned with timeline
ICT			470	(60)	12	470	0	-	
Resources			18,579	1,380	2,655	18,533	6	(40)	
40062	Robert Jolley	East West Railways	27	0	0	4	3	(20)	The capital fund has been set up to enable the Council's costs to be recharged when responding to enquiries and regulatory applications, involving for example environmental and land drainage matters, made in connection with the EWR project.
40121	Robert Jolley	Bicester Library (phase 1b)	645	2	12	645	0	-	This project is currently being reviewed as part of the work relating to housing management and construction.
40111	Robert Jolley	Admiral Holland Redevelopment Project (phase 1b)	61	0	0	61	0	-	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 £61k.
40118	Robert Jolley	Creampot Crescent Cropredy (phase 1b)	6	(17)	0	(10)	0	(16)	Retention payment now paid.
40177	Robert Jolley	Bullmarsh Close (Phase 2)	17	(5)	0	17	0	-	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.
40213	Robert Jolley	Build Team Essential Repairs & Improvements	149	0	40	149	0	-	Work is currently underway and it is likely that all capital expenditure will take place during financial year 2022-23. Need to combine this with the Affordable Housing capital budget.
40224	Robert Jolley	Fairway Flats Refurbishment	362	0	7	181	181	-	Planning consent was received in May 2022. The main capital expenditure is likely to be split equally over the two years 2022-23 and 2023-24. As this is also part of the work relating to housing management and construction it is possible that the balance may change and this will become clearer as we move through the year.
40262	Robert Jolley	Affordable Housing	1,200	0	0	600	600	-	The expenditure on this project depends upon the outcome of survey work which will comment during the summer. The current forecast is the best we can project given current information prior to receiving the report for the survey work which is due in the autumn.
40114	Robert Jolley	Cher Com Led Prog Banbury Supported Housing	0	0	16	0	0	-	
40103	Robert Jolley	Cher Com Led Prog Old Pace Yard	0	0	37	0	0	-	
Growth & Economy			2,467	(21)	113	1,647	784	(36)	
40015	Ed Potter	Car Park Refurbishments	74	0	28	74	0	-	This project relates to introduction of pay on exits sites across the district, Clarendon in Bicester now identified. Commitment expected in quarter 3.
40026	Ed Potter	Off Road Parking	18	0	0	18	0	-	This project relates to LED lighting at various sites. Commitment expected in quarter 3.
40028	Ed Potter	Vehicle Replacement Programme	1,166	0	534	1,166	0	-	Anticipating full spend, commitments not expected until quarter 3/4
40031	Ed Potter	Urban City Electricity Installations	15	0	9	15	0	-	Further commitment expected in quarter 2
40186	Ed Potter	Commercial Waste Containers	25					(25)	
40187	Ed Potter	On Street Recycling Bins	18	0	0	18	0	-	A review of on street, laby by and urban centre bins is required before placing any orders. This is due to take place in quarter 2.
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	158	54	26	158	0	-	Full spend anticipated in 2022/23. Expecting further commitment in quarter 3.
40216	Ed Potter	Street Scene Furniture and Fencing project	36	0	0	36	0	-	Ongoing issues with lease and land ownership. Optimistic will be resolved and commitment and work carried out in late 2022/23.
40217	Ed Potter	Car Parking Action Plan Delivery	175	0	80	175	0	-	Anticipating full spend in 2022/23. Commitment expected in quarter 3.
40218	Ed Potter	Depot Fuel System Renewal	35	0	0	35	0	-	Anticipating full spend in 2022/23
40220	Ed Potter	Horsefair Public Conveniences	0	(14)	0	0	0	-	Outstanding invoices due for 2021/22.
40222	Ed Potter	Burnehyll- Bicester Country Park	220	27	21	220	0	-	Anticipating full spend in 2022/23. Further commitments expected in quarter 3.
40248	Ed Potter	Solar Panels at Castle Quay	53	0	0	53	0	-	Anticipating full spend in 2022/23
40235	Ed Potter	Chargeable Garden & Food Waste	0	(22)	0	0	0	-	Outstanding invoices due for 2021/22.
40257	Ed Potter	Additional Commercial Waste Containers	10	0	0	10	0	-	Anticipating full spend in 2022/23.
40258	Ed Potter	Kidlington Public Convenience Refurbishment	90	0	0	90	0	-	Anticipating full spend in 2022/23. Commitments expected in quarter 3
40259	Ed Potter	Market Equipment Replacement	15	0	0	15	0	-	Anticipating full spend in 2022/23
40260	Ed Potter	Land for New Bicester Depot	3,000	0	0	3,000	0	-	This project is led by Vic in Property at OCC
Environmental			5,108	45	698	5,083	0	(25)	
Communities			7,575	24	811	6,730	784	(61)	
Capital Total			30,599	736	3,507	29,380	1,116	(103)	

CHERWELL TOTAL CAPITAL PROJECT EXPENDITURE

£000's

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	22/23 BUDGET	REPROFILED FROM 2021/22 included in budget	Total 22/23 Project Budget	22/23 Forecast	22/23 Variance	Future Years Budget	Project Total Budget	Project Total forecast	Project Total Variance
40062	Andrew Bowe/Tony Brummell	East West Railways	20	7	27	4	(23)	80	107	87	(20)
40121	Robert Jolley	Bicester Library (phase 1b)	0	645	645	645	0	0	645	645	0
40111	Robert Jolley	Admiral Holland Redevelopment Project (phase 1b)	0	61	61	61	0	0	61	61	0
40118	Robert Jolley	Creampot Crescent Cropredy (phase 1b)	0	6	6	(10)	(16)	0	6	(10)	(16)
40177	Robert Jolley	Bullmarsh Close (Phase 2)	0	17	17	17	0	0	17	17	0
40213	Robert Jolley	Build Team Essential Repairs & Improvements	0	149	149	149	0	0	149	149	0
40224	Robert Jolley	Fairway Flats Refurbishment	244	118	362	181	(181)	0	362	362	0
40262	Robert Jolley	Affordable Housing	1,200	0	1,200	600	(600)	0	1,200	1,200	0
Growth & Economy Total			1,464	1,003	2,467	1,647	(820)	80	2,547	2,511	(36)
40015	Ed Potter	Car Park Refurbishments	0	74	74	74	0	0	74	74	0
40026	Ed Potter	Off Road Parking	0	18	18	18	0	0	18	18	0
40028	Ed Potter	Vehicle Replacement Programme	664	502	1,166	1,166	0	4,344	5,510	5,510	0
40031	Ed Potter	Urban City Electricity Installations	0	15	15	15	0	0	15	15	0
40187	Ed Potter	On Street Recycling Bins	0	18	18	18	0	0	18	18	0
40186	Ed Potter	Commercial Waste Containers	25	0	25	25	0	25	50	50	0
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	0	158	158	158	0	0	158	158	0
40216	Ed Potter	Street Scene Furniture and Fencing project	12	24	36	36	0	24	60	60	0
40217	Ed Potter	Car Parking Action Plan Delivery	0	175	175	175	0	0	175	175	0
40218	Ed Potter	Depot Fuel System Renewal	0	35	35	35	0	0	35	35	0
40220	Ed Potter	Horsefair Public Conveniences	0	0	0	0	0	0	0	0	0
40222	Ed Potter	Burnehyll- Bicester Country Park	55	165	220	220	0	0	220	220	0
40248	Ed Potter	Solar Panels at Castle Quay	0	53	53	53	0	0	53	53	0
40235	Ed Potter	Chargeable Garden & Food Waste	0	0	0	0	0	0	0	0	0
40257	Ed Potter	Additional Commercial Waste Containers	10	0	10	10	0	10	20	20	0
40258	Ed Potter	Kidlington Public Convenience Refurbishment	90	0	90	90	0	0	90	90	0
40259	Ed Potter	Market Equipment Replacement	15	0	15	15	0	0	15	15	0
40260	Ed Potter	Land for New Bicester Depot	3,000	0	3,000	3,000	0	0	3,000	3,000	0
Environment and Waste Total			3,871	1,237	5,108	5,108	-	4,403	9,511	9,511	-
Environment and Place total			5,335	2,240	7,575	6,755	(820)	4,483	12,058	12,022	(36)
40139	Stuart Parkhurst	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	0	100	100	100	0	0	100	100	0
40141	Chris Hipkiss	Castle Quay 2	0	4,438	4,438	4,438	0	0	4,438	4,438	0
40144	Chris Hipkiss	Castle Quay 1	3,500	3,127	6,627	6,627	0	0	6,627	6,627	0
40162	Peter Hadley/Andrew Lo	Housing & IT Asset System joint CDC/OCC	0	48	48	2	(46)	0	48	8	(40)
40167	Stuart Parkhurst	Horsefair, Banbury	0	55	55	55	0	0	55	55	0
40191	Stuart Parkhurst	Bodicote House Fire Compliance Works	70	71	141	141	0	0	141	141	0
40197	Stuart Parkhurst	Corporate Asbestos Surveys	0	50	50	50	0	0	50	50	0
40201	Stuart Parkhurst	Works From Compliance Surveys	0	122	122	122	0	0	122	122	0
40203	Peter Hadley/Andrew Lo	CDC Feasibility of utilisation of proper Space	0	100	100	100	0	0	100	100	0
40219	Stuart Parkhurst	Community Centre - Works	110	20	130	130	0	0	130	130	0
40239	Stuart Parkhurst	Bicester East Community Centre	1,240	210	1,450	1,450	0	0	1,450	1,450	0
40240	Stuart Parkhurst	Bicester Dovecote	0	27	27	27	0	0	27	27	0
40241	Stuart Parkhurst	Thorpe Place Roof Works	0	35	35	35	0	0	35	35	0
40242	Stuart Parkhurst	H&S Works to Banbury Shopping Arcade	0	127	127	127	0	0	127	127	0
40246	Stuart Parkhurst	Banbury Museum Pedestrian Bridge	0	77	77	77	0	0	77	77	0
40249	Stuart Parkhurst	Retained Land	130	156	286	286	0	0	286	286	0
40225	Stuart Parkhurst	Drayton Pavillion - Decarbonisation Works	0	86	86	0	(86)	0	86	86	0

40229	Stuart Parkhurst	Stratfield Brake Sports Ground - Decarbonisation Works	0	159	159	0	(159)
40226	Stuart Parkhurst	Thorpe Lane Depot - Decarbonisation Works	0	250	250	143	(107)
40227	Stuart Parkhurst	Banbury Museum - Decarbonisation Works	0	264	264	380	116
40228	Stuart Parkhurst	Franklins House - Decarbonisation Works	0	0	0	100	100
40230	Stuart Parkhurst	Whitelands - Decarbonisation Works	0	0	0	100	100
40231	Stuart Parkhurst	Bicester Leisure Centre - Decarbonisation Works	0	604	604	780	176
40232	Stuart Parkhurst	Kidlington Leisure Centre - Decarbonisation Works	0	675	675	709	34
40233	Stuart Parkhurst	Spiceball Leisure Centre - Decarbonisation Works	0	991	991	800	(191)
40234	Stuart Parkhurst	Woodgreen Leisure Centre - Decarbonisation Works	0	692	692	709	17
40245	Richard Webb	Enable Agile Working	0	15	15	15	0
40252	Stuart Parkhurst	Expiring Energy Performance Certificates plus Associated works	96	0	96	96	0
40253	Stuart Parkhurst	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	0	60	60	0
40254	Stuart Parkhurst	Thorpe Lane Depot - Renewal of Electrical Incoming Main	270	0	270	270	0
40255	Stuart Parkhurst	Installation of PV at CDC Property	79	0	79	79	0
Community Development Assets and Investment			5,555	12,499	18,054	18,008	(46)
Comm Dev Assets total			5,555	12,499	18,054	18,008	(46)
40256	Michael Furness	Processing Card Payments & Direct Debits	55	0	55	55	0
Finance Total			55	-	55	55	-
40208	Claire Cox	Project Manager for HR/Payroll system	0	100	100	100	0
HR Total			0	100	100	100	0
40056	Tim Spiers	5 Year Rolling HW / SW Replacement Prog	0	50	50	50	0
40210	Tim Spiers	CDC & OCC Technology Alignment	0	0	0	17	17
40212	Tim Spiers	Procurement of Joint Performance system	0	20	20	20	0
40237	Tim Spiers	Council Website & Digital Service	0	162	162	162	0
40238	Tim Spiers	IT Shared Services	0	238	238	238	0
ICT and Digital Total			0	470	470	487	17
Customers, Org Dev & Resources total			55	570	625	642	17
40083	Frances Evans	Disabled Facilities Grants	1,615	196	1,811	1,700	(111)
40160	Frances Evans	Housing Services - capital	190	0	190	190	0
40084	Frances Evans	Discretionary Grants Domestic Properties	150	103	253	120	(133)
40081		Bicester Town Centre Redevelopment	0	0	0	0	0
Housing Services Total			1,955	299	2,254	2,010	(244)
Housing Total			1,955	299	2,254	2,010	(244)
40010	Liam Didcock	North Oxfordshire Academy Astroturf	0	183	183	183	0
40019	Liam Didcock	Bicester Leisure Centre Extension	50	29	79	40	(39)
40131	Tom Darlington	S106 Capital Costs	1,744	0	1,744	1,744	0
Leisure and Sport Total			1,794	212	2,006	1,967	(39)
40181	Stuart Parkhurst	Sunshine Centre (new extension to the front of the site)	0	0	0	(2)	(2)
40251	Nicola Riley	Longford Park Art	0	45	45	2	(43)
40261	Nicola Riley	Replacement Pool Covers at Woodgreen Open Air Pool	40	0	40	40	0
Wellbeing Total			40	45	85	(0)	(45)
Public Health Wellbeing Total			1,834	257	2,091	1,967	(84)
Capital Total			14,734	15,865	30,599	29,382	(1,177)

0	159	159	0
0	250	250	0
0	264	264	0
0	0	0	0
0	0	0	0
0	604	604	0
0	675	675	0
0	991	991	0
0	692	692	0
0	15	15	0
0	96	96	0
0	60	60	0
0	270	270	0
0	79	79	0
0	18,054	18,014	(40)
0	18,054	18,014	(40)
0	55	0	(55)
-	55	-	(55)
120	220	0	(220)
120	220	0	(220)
0	50	0	(50)
0	0	0	0
0	20	0	(20)
0	162	0	(162)
0	238	0	(238)
-	470	-	(470)
120	745	-	(745)
0	1,811	1,811	0
0	190	190	0
600	853	853	0
0	0	0	0
600	2,854	2,854	-
600	2,854	2,854	-
0	183	183	0
0	79	79	0
0	1,744	1,744	0
0	2,006	2,006	0
0	0	(2)	(2)
0	45	45	0
0	40	40	0
0	85	83	(2)
0	2,091	2,089	(2)
5,203	35,802	#VALUE!	#VALUE!

Appendix 2 - Funding for 2022/23

Specific Funding

Dept.	Grant Name	Funding
		£
MHCLG	Council Rebate - Discretionary Element	235,800
MHCLG	New Burdens – Council Tax Rebate	78,207
MHCLG	Domestic Abuse Grant	34,413
Home Office	Asylum Seekers	22,500
		370,920

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Appendix 3 - Reserves and Grant Funding

Uses of/ (Contributions to) Reserves

Specific requests

Directorate	Type	Description	Reason	Amount £m
Communities	Ringfenced	Heat Networks delivery	Grant from Dept for Business, Energy, and Industrial Strategy (BEIS) has established a HNDU with the objective to develop new heating/cooling networks	0.027
Communities	Ringfenced	Development Management	Required to fund on-going improvement work in Development Management and provide additional capacity to address higher caseloads and work on strategic development sites	0.335
Total Ringfenced				0.362
Chief Executives	Earmarked	“Improving the Customer Experience” programme of works as detailed on Reserves form.	Due to the impact of COVID-19 and the need to prioritise resource to deal with the impact of the pandemic, certain individual workstreams haven’t progressed as expected within the 21/22 financial year. Revenue Budget had been identified to support these projects but was not spent and re-allocated to Reserves and therefore needs to carry forward to 22/23 and be allocated back to the CSC	0.050
Resources	Earmarked	To cover cost of members laptops	To cover cost of members laptops	0.028
Resources	Earmarked	Elections Reserve	To cover appx 0.097m staff costs in June	0.100
Communities	Earmarked	Country Parks	To be used for infrastructure at Country Parks	0.025
Total Earmarked Reserves				0.203

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Appendix 4 - Report Details – Additional Revenue narrative

Chief Executive

Chief Executives are forecasting an overspend of £0.420m against a budget of £5.814m (7.2%).

HR & OD	HR are forecasting to remain in budget at present. Due to decoupling, the team currently have some interim staffing arrangements in place, and this could cause some pressure as we progress through the year.
£0m Variance	
Wellbeing & Community	Wellbeing is forecasting an overspend of £0.400m by the end of the financial year consisting of additional utility costs.
Variation	The rest of the service is reporting on target.
£0.400m overspend	With regards to savings there is a pressure of £15k but this is mitigated by savings on operating budgets within the service as a whole in 2022/2023.
	There is a Savings proposal is linked to an income generation through the provision of a new 3G Facility at the North Oxfordshire Academy, Banbury. For a number of reasons, the development of the Facility is yet to progress however discussions are due to recommence with United Learning Trust and the Academy around this provision
Customer Focus	
Variation	The CSC service is reporting broadly on target for the year with a minor overspend of £0.020
£0.020m overspend	

Resources

Resources are reporting an overspend of £0.379m against a budget of £2.711m (14%).

Finance	Minor overspend across the service.
Variation	
£0.005m overspend	

Legal & Democratic	Forecasting on target for the year.
Variation £0.000m	
ICT	This overspend is made up of 0.025m due to underrecovery of income, £0.015m minor overspends and £0.019m due to unexpected supplier costs which the IT service management team are analysing to see if can be offset by underspends in other areas. A further overspend due to maternity cover is anticipated but this has yet to be quantified.
Variation £0.059m	
Property	The forecast net income for 2022/2023 is £2.525m resulting in an overspend of £0.315m for 2022/2023. This projection is mainly the result of: <ul style="list-style-type: none"> • Void costs • Increased cost of utilities due to inflationary pressures and • Loss of car park commercial income following delayed openings of the leisure scheme. This is an improved forecast against 2021/2022 final outturn which positively reflects the centre's continued recovery from Covid-19.
Variation £0.315m	

Communities

Communities are forecasting an overspend of £0.564m against a budget of £7.347, (7.7%).

Planning & Development	Overspend due to continued difficulties in recruiting resulting in reliance on agency staff.
Variation £0.104m overspend	
Growth & Economy	There is currently forecast (for Growth and Economy) to be an overall underspend of (£0.183m) which is netted off by £0.078m overspend on Build! salaries to give an overall underspend of (£0.105m). This will change as the department is undergoing a short transition period; an update will be provided at future forecasts. Consultancy costs of £0.168m relating to the Housing Assets Portfolio will be covered by Policy Contingency Budget and so have not been included in the forecast.
Variation (£0.105) Underspend	

Environmental	The forecast variance for Environmental Services for May is £0.565m.
Variation £0.565m Overspend	This is largely due to the continued pressure within Car Parks. There is a £0.407m reduction in anticipated car parks income. The pressure within Waste and Recycling has is a result of an increase of fuel prices £0.109m and minor variance across the service of £0.043m. There is a pressure of £0.010m within Mechanical sweeping in villages for Street Cleansing which is a result of delayed consultation and implementation around amendment to contractual hours for the manual workers. Although not highlighted this month there is a continued pressure within the Car Parking Charges. Footfall has yet to return to pre pandemic levels. The charges increase of 25% last year, produced an increase in income of 16-18%. A further 10% rise in July 22 may not increase income by 10% and possibly even may produce no increase in income. Further parts of Castle Quay open later in June so this may help car parking income. Car Parking will continue to be reviewed on a regular basis but is too early to predict the pressure at this point in the financial year.

Regulatory	Regulatory Services and Community Safety are forecasting a small overspend due to licensing income remaining below pre-pandemic levels. Volumes of licence applications have been increasing however and therefore this may change. The overspend may also be offset by savings due to vacant posts in Community Safety.
Variation £0.000m	

Executive Matters

Executive Matters is forecasting an underspend by (£0.096m) against the budget of (£4.121m), 2.3%.

Interest	This surplus is made up of a savings of (£0.186m) due to lower interest rate on borrowings and (£0.027m) due to Interest adjustment S106 for 20/21.
Variation (£0.096m) underspend	

Policy Contingency

Policy Contingency is forecasting an underspend of (£0.280m) against a budget of £3.499m, (8.0%).

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

Cherwell District Council business plan 2022 - 2023



As we come to refresh our business priorities for the next financial year, I am proud to be the leader of a council that listens to its residents and is willing to adapt to deliver the services that residents value most.

Like other local authorities up and down the country, we must chart a careful and responsible path through the challenges presented by uncertainties around government funding, COVID-19 and a growing and ageing population, all of which have presented significant financial pressures in setting our budget for 2022/23.

But that doesn't mean we should lose sight of our vision for the district – we remain an ambitious authority and will continue to find new ways to deliver services differently and more efficiently, prioritising our resources to where they will have the biggest impact.

In our recent consultation on our 2022/23 budget proposals, local people told us that healthy and resilient communities was their top priority. That means using our influence on the built environment and within the leisure sector to make it easier to lead a healthy lifestyle. It also means making the most of our links to partners in the health system and community and voluntary sectors.

We have been creating new active travel routes, supporting people to ride their bikes and enhancing our green spaces. These examples of action will not only aid our recovery from the pandemic but will secure changes that residents can enjoy well into the future, making north Oxfordshire somewhere where people can truly thrive and enjoy their lives.

Both the budget survey and our annual residents' survey showed that supporting vibrant local centres and a dynamic economy are also top priorities. It has been a pleasure to see the first elements of our investment in Castle Quay Waterfront come to fruition over recent months.

With a much needed town centre supermarket, multi-screen cinema and restaurants coming to Banbury canal side, we've taken a big stride towards securing the town's regional status for years to come and creating new jobs too.

While we have had to take some difficult decisions to ensure a balanced budget for this financial year, where the government has offered funding streams for specific purposes, we have been proactive in securing it. For example, funding to enhance the support that's offered to help prevent homelessness and to help small and medium size businesses navigate change throughout the pandemic.

Our work to become a zero carbon council by 2030 is continuing too, with improvements to reduce emissions at leisure centres and investment to install solar panels at more of our council owned properties.

I am confident that our renewed focus on delivering residents' priorities will help make sure Cherwell remains a great place to live and work for years to come.



A handwritten signature in black ink, appearing to read 'Barry Wood'.

Councillor Barry Wood
Leader of Cherwell District Council



Our priorities:

Housing that meets your needs

- Support the delivery of affordable and green housing.
- Ensure minimum standards in rented housing.
- Work with partners supporting new ways to prevent homelessness.
- Support our most vulnerable residents.
- Deliver the Local Plan.



Supporting environmental sustainability

- Work towards our commitment to be carbon neutral by 2030.
- Promote the green economy.
- Support waste reduction, reuse and recycling.
- Work with partners to improve air quality.



An enterprising economy with strong and vibrant local centres

- Support business retention and growth.
- Work with partners to support skills development and innovation.
- Work with others to support growth.
- Work with partners to promote the district as a visitor destination and attract investment in our town centres.
- Work with businesses to ensure compliance and promote best practice.



Healthy, resilient and engaged communities

- Support and encourage active lifestyles and health and wellbeing.
- Support development of leisure services and facilities meeting the needs of residents.
- Support community and cultural development.
- Work towards our commitment to equalities, diversity and inclusion.
- Work with partners to address the causes of health inequality and deprivation.
- Work with partners to reduce crime and antisocial 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 connecting us to each other and the natural environment.



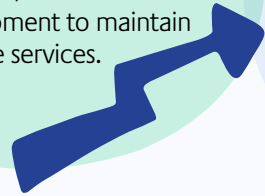
Partnerships

Work with partners across all sectors to deliver and improve services for our residents and communities.



Continuous improvement

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



Climate action

Support residents and local businesses to reduce their carbon emissions. Continue to transform our own estate to deliver our carbon neutral commitments.



CO₂

COVID-19 recovery and renewal

Work with partners in the health and voluntary sectors to help our local business and residents respond, and ensure together, we are in a stronger position to meet the health, economic and social challenges of the future.



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 2022 business plan and the priorities of the council. The supporting 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 leadership risk and financial information. This provides an overview of the council's progress against its strategic priorities and delivery themes as set out earlier in this business plan.



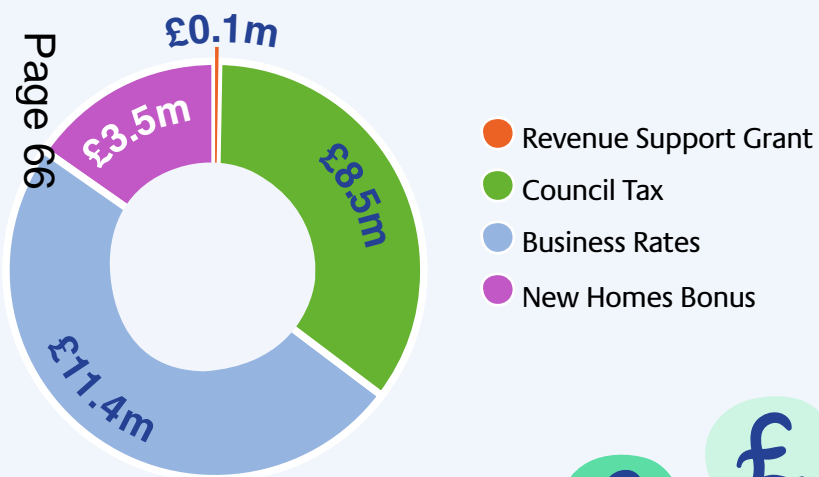
Council funding



Where our money comes from

Thirty six per cent of our funding for services comes directly from Council Tax, with the rest coming from the New Homes Bonus Scheme, Business Rates and Government Revenue Support Grant.

2022/23 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.service@cherwell-dc.gov.uk

Phone: 01295 227001

Find and email your ward councillor here:

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Write:

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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

2022/23 CDC Business Plan

Strategic Priorities:

CDC Business Plan Priorities – 2022-2023
Housing that meets your needs
Supporting Environmental Sustainability
An enterprising economy with strong and vibrant local centres
Healthy, resilient and engaged communities

Supporting Outcomes:

Housing that meets your needs	
Outcome Measures 22-23	Reporting Frequency
Homelessness Prevention	Monthly
Deliver the Local Plan	Quarterly
Number of Homeless Households living in Temporary Accommodation	Monthly
Number of people helped to live independently through the use of DFG & Other Grants/Loans	Monthly
Homes improved through enforcement action	Monthly
Number of affordable homes delivered included CDC and Growth Deal targets	Monthly
Number of standard housing interventions	Monthly
Average time taken to process Housing Benefit New Claims	Monthly
Average time taken to process Housing Benefit Change Events	Monthly
% of Major planning applications determined to National Indicator	Quarterly
% of Non-Major planning applications determined to National Indicator	Quarterly
% Major applications overturned at appeal	Quarterly
% of Non-major applications overturned at appeal	Quarterly
Maintain 5 year land supply	Twice Yearly
Net additional housing completions	Quarterly

Supporting Environmental Sustainability

Outcome Measures 22-23	Reporting Frequency
Work with partners to deliver initiatives to improve air quality in the district	Quarterly
Promote the green economy	Quarterly
Waste recycled and composted	Monthly
Reduction of fuel consumption	Monthly

An Enterprising Economy with Strong and Vibrant Local Centres

Outcome Measures 22-23	Reporting Frequency
Proactively manage the Cherwell workstream of the Oxfordshire Housing and Growth Deal	Monthly
Adopt & Deliver Recovery & Prosperity Strategy (RPS) for Cherwell	Quarterly
% of Council Tax collected, increase Council Tax Base	Monthly
% of Business Rates collected, increasing NNRD Base	Monthly
% of Building Regulations applications acknowledged to within 3 working days of deposit	Quarterly
% of valid Full Plan applications determined or checked within 15 working days of deposit	Quarterly




Healthy, Resilient and Engaged Communities

Outcome Measures 22-23	Reporting Frequency
Tackle Environmental Crime	Monthly
Support Community Safety and Reduce Anti-Social Behaviour	Monthly
Promote Health & Wellbeing	Monthly
Improve Leisure and Community Facilities	Quarterly
Support the Voluntary Sector	Quarterly
Support and Safeguard Vulnerable People	Quarterly
Promote Health Space Shaping	Quarterly
Deliver the Equalities Diversity Inclusion Action Plan	Quarterly
Number of Visits/Usage to District Leisure Centres	Quarterly
No of individuals registered FAST and You Move	Quarterly
No of young people who participated in Youth Activator activities	Quarter

Appendix 6 - Performance Report May 2022

Includes:

- Key Performance Indicators -KPI- (Quantitative)
- Programme Measures (Qualitative)

Colour	Symbol	Tolerances for Business Plans 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/Ahead of target

Housing that meets your needs

KPIs & Programme Measures	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP1.1.01 Homelessness Prevention	Cllr N Mawer	<ul style="list-style-type: none"> ■ Nicola Riley ■ Vicki Jessop 	Delivering to plan	Delivering to plan	★	The Housing Team have continued to focus on trying to reach households before they reach crisis and actually become homeless. There has been a campaign to ensure clients and those supporting them are given up to date and realistic information on the housing challenges in Cherwell so they can fully explore all options prior to imposing statutory homeless duties. The housing team have been looking at areas outside Cherwell where accommodation is available and affordable and offering to support homeless households to consider moving as a solution to securing long term settled housing, given the long waiting times for social housing in this area and the unaffordability of any private rented.	Slightly behind schedule	Delivering to plan	★
BP1.2.01 Number of Homeless Households living in Temporary Accommodation (TA)	Cllr N Mawer	<ul style="list-style-type: none"> ■ Nicola Riley ■ Vicki Jessop 	28	35	★	The Housing Team have managed to secure move-on options for several clients to reduce the number of households now in temporary accommodation. The focus on upstream work to prevent the need for emergency accommodation has also been more successful in May. However, there are some very concerning cases where it appears homelessness is not going to be avoided and families with particular needs are likely to present over the next few months requiring intensive work to find a long-term housing solution. The trend is still likely to be an increase in the need for temporary accommodation into the summer months.	30	35	★
BP1.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr N Mawer	<ul style="list-style-type: none"> ■ Nicola Riley ■ Vicki Jessop 	52.00	45.00	★	We provided help to 52 households in May 2022. A total of 18 by means of major adaptations and another 34 by means of smaller works including rails, ramps and key safes.	107.00	90.00	★
BP1.2.03 Homes improved through enforcement action	Cllr N Mawer	<ul style="list-style-type: none"> ■ Nicola Riley ■ Vicki Jessop 	18.00	9.00	★	There were 18 homes improved through enforcement action. This includes 9 homes improved in May and 9 homes improved but not previously reported in April 2022.	22.00	18.00	★

KPIs & Programme Measures	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP1.2.04 Number of affordable homes delivered including CDC and Growth Deal targets	Cllr N Mawer	<ul style="list-style-type: none"> ■ Nicola Riley ■ Vicki Jessop 	22.00	12.00	★	We enabled completion of 22 affordable homes in May 2022. This exceeds the target for the month. There were 19 affordable rented homes and 3 Shared Ownership homes completed. We continue to see delays in delivery of affordable housing across the district. The delays on sites are mainly due to shortages of building materials and the continued impact of Covid.	34.00	24.00	★
BP1.2.05 Number of Housing Standards interventions	Cllr N Mawer	<ul style="list-style-type: none"> ■ Nicola Riley ■ Vicki Jessop 	73.00	55.00	★	There were 73 housing standards interventions recorded in May 2022.	175.00	110.00	★
BP1.2.06 Average time taken to process Housing Benefit New Claims	Cllr A Nell	<ul style="list-style-type: none"> ■ Kerry MacDermott ■ Michael Furness 	20.45	18.00	▲	Following on from the increased number of claims received in March and April, we are still seeing the impact of those claims. Resource is focused on this area to deal with the additional work, and we are continuing to monitor this work area closely	22.77	18.00	▲
BP1.2.07 Average time taken to process Housing Benefit Change Events	Cllr A Nell	<ul style="list-style-type: none"> ■ Kerry MacDermott ■ Michael Furness 	2.99	7.00	★	2.99 days against a target of 7 days, so target met	3.24	7.00	★

Supporting Environmental Sustainability

KPIs & Programme Measures	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP2.2.01 % Waste Recycled & Composted	Cllr D Sames	<ul style="list-style-type: none"> ■ Ed Potter ■ Nathan Elvery 	56.51	56.00	★		54.29	56.00	●
BP2.2.02 Reduction of fuel consumption used by fleet	Cllr D Sames	<ul style="list-style-type: none"> ■ Ed Potter ■ Nathan Elvery 	43,560	35,979	▲	More fuel used as there are 9 extra 12-tonne trucks, in the fleet, due to the commencement of food waste weekly collection service. The target is not correct, and needs adjusted. These extra vehicles are using around 6,000 litres of fuel each month between them. On last years fuel usage and taking the new vehicles usage into account, the target needs to be around 530,000 litres of fuel for the year.	42,112	37,331	▲

An Enterprising Economy with Strong and Vibrant Local Centres

KPIs & Programme Measures	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP3.1.01 Proactively manage the Cherwell workstreams of the Oxfordshire Housing and Growth Deal	Cllr B Wood	<ul style="list-style-type: none"> ■ Nathan Elvery ■ Robert Jolley 	Delivering to plan	Delivering to plan	★	Cherwell District Council continues to be an engaged and active participant within the Oxfordshire Housing and Growth Deal. This is a five year programme and the Council entered Year Five at the start of April 2022. The Council's officer Programme Board reviews, on a monthly basis, the remaining workstreams involved - Infrastructure and Homes from Infrastructure; the Oxfordshire Plan 2050; and Productivity.	Delivering to plan	Delivering to plan	★
BP3.2.01 % of Council Tax collected, increase Council Tax Base	Cllr A Nell	<ul style="list-style-type: none"> ■ Kerry MacDermott ■ Michael Furness 	9.33%	9.20%	★	As of 1 June 2022 the amount of council tax due to be collected for 2022/23 was just over of £124.3m. The collection rate was 9.33% against a target on 9.20%. Whilst our in month target was achieved, the performance for 2022/23 to date has slightly dipped against the same period last year due to customers waiting for their Council Tax energy payments to be credited to their Council Tax account. The payments have since been credited to the Council Tax accounts.	20.29%	19.80%	★
BP3.2.02 % of Business Rates collected, increasing NNDR Base.	Cllr A Nell	<ul style="list-style-type: none"> ■ Kerry MacDermott ■ Michael Furness 	11.26%	8.75%	★	As of 1 June the amount of Business Rates due to be collected in 2022/23 increased to just over £98.75m. The collection rates were 11.26% against a target of 8.75%.	22.39%	20.75%	★

Healthy, Resilient and Engaged Communities

KPIs & Programme Measures	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP4.1.01 Tackle Environmental Crime	Cllr E Reeves	<ul style="list-style-type: none"> ■ Richard Webb ■ Steve Jordan 	Delivering to plan	Delivering to plan	★	58 fly tips were investigated in May. Seven warning letters were sent. Four fixed penalty notices were served, two for duty of care offences, one for a fly tipping offence and one for a waste transfer note offence. Seven interviews under caution were carried out, three by letter and four face to face.	Delivering to plan	Delivering to plan	★
BP4.1.02 Support Community Safety and Reduce Anti-Social Behaviour	Cllr E Reeves	<ul style="list-style-type: none"> ■ Richard Webb ■ Steve Jordan 	Delivering to plan	Delivering to plan	★	<p>During May the council's Community Safety Team prioritised work to tackle anti-social behaviour in the district. This included joint visits with Thames Valley Police to residents who reported anti-social behaviour by youth people in Kidlington and joint work with Sanctuary Housing on complaints relating to their properties. The team also attended the Kidlington Neighbourhood Forum and received positive feedback for the work of the team in the Kidlington & Yarnton area. A joint operation with the Police was also carried out in Trinity Park in relation to knife crime.</p> <p>Recruitment is underway for to fill vacant posts in the Community Safety Team which will provide more capacity for proactive work in future months. The Council also worked with the Police and Crime Commissioners Office to submit a bid for funding under the Safer Streets Fund. This bid would support work to promote positive gender attitudes and perceptions in young people. A decision on whether the bid is successful is expected in late June.</p> <p>A decision on whether to introduce a Public Spaces Protection Order for Bicester town centre will be taken by the Executive in early June.</p>	Delivering to plan	Delivering to plan	★
BP4.1.03 Promote Health & Wellbeing	Cllr P Chapman	Nicola Riley	Delivering to plan	Delivering to plan	★	<p>Discussions with County Council and the other districts around launching the new tranche of Household Support Fund (to be distributed via Citizens Advice).</p> <p>Community Liaison Officer has been recruited to support Ukrainian refugees.</p>	Delivering to plan	Delivering to plan	★

KPIs & Programme Measures	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP4.2.01 Number of Visits/Usage to District Leisure Centres	Cllr P Chapman	Nicola Riley	129,866.00	40,000.00	★	Usage figures for May increased at all of the main leisure centres at Spiceball, Bicester and Kidlington by 4,500, 2000 and 3,000 respectively. These figures were also significantly up on the same period last year (May 2021), however this was the first full month of opening after the pandemic so some localised restrictions in place so not unexpected that figures are higher. However good to see confidence in returning customers	247,358.00	80,000.00	★

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			Probability	Impact	Rating						Probability	Impact	Rating				
2022/23																	
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	Councillor Adam Nell	Michael Furness	Joanne Kaye	4	4	16	Review of workload and capacity across the team. Permanent Capital Accountant in post. New Finance Business Partner Corporate started in October 2021. Permanent appointment made to support VAT and S106. Support to the corporate accountant started at the end of November 2021. Assessment of national picture undertaken and being reported through senior managers and members highlighting the medium term challenges. Recruited to a further interim accountant post to support with the business grant schemes and council tax rebate. An external provider to carry out necessary checks for council tax rebate scheme.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. New financial system helping to support the monitoring process. Interim resource retained to support test and trace and business grants and council tax rebate scheme.	Risk reviewed - 06/06/22 - Potential Impact, 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. Asset Management Strategy being reviewed and refreshed.	Improvements to business partnering and budget management continue to be identified and implemented.										
Reduced financial returns (or losses) on	Good networks established locally, regionally and nationally	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 financial efficiencies	National guidance interpreting legislation available and used regularly	Fully				Finance support and engagement with programme management processes continuing.	Finance business partners involved with reflection locally on outcomes.										
Inability to deliver commercial objectives (increased income)	Members aware and are briefed regularly	Fully				Further integration and development of Performance, Finance and Risk reporting.	Integrated reporting has been embedded										
Poor customer service and satisfaction	Participate in Oxfordshire Treasurers' Association's work streams	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 2023/24 and impact on our MTFS.										
Increased complexity in governance arrangements	Review of best practice guidance from bodies such as CIPFA, LGA and NAO	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 officer capacity to meet service demand	Treasury management and capital strategies in place	Fully				2022/23 Budget set, a review of the process was carried out at ELT March 2022, revised process being developed for 2023/24 to be presented to Exec Oct 2022. Updated budget monitoring for 2022/23 with a greater focus on savings delivery and budget management. Introduction of Budget Oversight Group will review budget position monthly in order to challenge budget holders to manage their budgets within approved parameters.	2022/23 budget set. Review of the 2023/24 budget setting process undertaken April 2022.										
Lack of financial awareness and understanding throughout the council	Investment strategies in place	Fully				Regular utilisation of advisors as appropriate.	Review of borrowing approach being considered alongside our financial advisors.										
Increased inflation in the costs of capital schemes	Regular financial and performance monitoring 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.										
Increased inflation in revenue costs	Independent third party advisers in place	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 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 2023 to understand the impact.										
	Regular bulletins and advice received from advisers	Fully															
	Property portfolio income monitored through financial management arrangements on a regular basis	Partially															

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			Probability	Impact	Rating						Probability	Impact	Rating				
2022/23																	
						Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Partially Fully							Financial forecasts of resources for 2023/24 have assumed a reduction in resources that will be available from business rates compared to February 2022 assumptions. The budget for 2022/23 was agreed with savings proposals identified to address these reductions. Close monitoring of the delivery of the savings programme took place throughout 2021/22 with mitigations required if slippage was identified. Council agreed a balanced 2022/23 budget at its meeting on 28 February 2022. If resources were to fall significantly below the 2022/23 forecast level the Council has made a number of contingencies available in 2022/23 and, if required, a review of which reserves could be made available to mitigate this would be required (e.g. due to greater ongoing impact of Covid-19 or due to further economic shocks in the short-term). A similar approach to reviewing reserve availability could be adopted if the cost of goods we purchase were to increase. Ongoing impacts would be addressed as part of the 2023/24 budget process. A business rates reset is assumed from 2023/24 which will significantly reduce the resources available to the Council. Should resources from business rates fall much below this (e.g. due to any further ongoing impacts to the economy) then resources would be supplemented by a "safety net" payment from the Government under the current regime. The budget process for 2023/24 has begun with savings proposals sought that would enable the Council, if necessary, to operate within the forecast level of resources. 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 and that there is an identified business need.	The Council currently anticipates a medium and long term funding shortfall in overall terms. Set alongside the anticipated funding reductions anticipated to start from 2024-25 the financial resilience of the Council could be severely impacted. The Council set its 2022/23 budget on 28 Feb 2022 and now needs to monitor the delivery of the budget and begin preparations for the 2023/24 budget process. The Government has announced a 3 year Spending Review for 2022/23 - 2024/25 in October 2021. This provided the resource envelope for Government Departments to operate in and has set out an overall increase in local government spending power over the three year period, but did not provide any specific funding allocations for individual local authorities.		
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. Clear accountability for responding to consultations with defined process to ensure Member engagement National guidance interpreting legislation available and used regularly Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed. Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Internal Audit Plan risk based to provide necessary assurances Strong networks established locally, regionally and nationally to ensure influence on policy issues. In addition two Directors hold leading national roles. Senior Members aware and briefed regularly in 1:1s by Directors Arrangements in place to source appropriate interim resource if needed Ongoing programme of internal communication Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required. CDC Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including	Partially Fully Fully Fully Partially Fully Fully Fully Fully Fully Fully Fully Fully Fully Fully Fully	Councillor Barry Wood	Shahin Ismail	TBC	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 Growth Deal and IT Transformation Programme.	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 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 - 12/04/2022 - Risk owner and Comments Updated
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. On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies	Partially Partially Partially	Councillor Colin Clarke	Nathan Elvery	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. The programme for completion is presently being finalised under review. 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. A draft Local Plan is scheduled to be presented to the Executive in October 2022. The programmes for work on the Canalside SPD and CIL are aligned to the Local Plan review timetable.	Risk reviewed 07/06/2022 - Controls and commentary updated

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2022/23																	
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 Partially Partially Fully	Councillor Eddie Reeves	Rob MacDougall	Richard Webb	3	4	12	↔	Business Continuity Statement of Intent and Framework due to be reviewed to align with new 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 being revisited as a result of separation of OCC and CDC BC Impact assessments and BCPs to be updated and reviewed by OCC's Emergency Planning team BC exercises to be arranged Updated incident management framework agreed August 2021	The Council continued to provide critical services throughout the lockdown periods and has adapted to remote working, reducing risks arising from any loss of access to property. A process has been established to facilitate business continuity status reporting in the event of any new incidents. Remote working enables most teams to work effectively from home and sustain services in the event of travel disruption of inability to use council buildings. A new incident management framework has been adopted for the council and aligns our incident response arrangements with OCCs. Work has started on aligning the council's BC statement of intent and framework support this new incident management framework. A document repository and management system is under development for key business continuity plans. Teams to be asked to update BIAs and BCPs to reflect changed working arrangements and new business plans.	Risk Reviewed 06/06/2022 - Mitigating actions and comments updated

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2022/23																	
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 Eddie Reeves	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. Senior management responsibilities and accountability being reviewed following decision to end formal OCC and CDC partnership. 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 provided for all Duty Directors in late 2021 and early 2022. All senior managers who provide the Duty Director rota have opportunity attend multi-agency exercises and duty manager training with OCC senior managers. 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 council is maintaining its duty director rota for any emergency incidents that might arise. A new Incident Response Framework has been adopted and was introduced to duty directors in the refresh of duty director training in late 2021/ early 22. Duty Directors have access to this framework on the Cherwell Resilience Direct pages. Extended duty director rota introduced from January 2022 but subject to revisions as the council's management structure changes.	Risk Reviewed 06/06/2022 - Comments and mitigating actions updated
L06-	Safeguarding the Vulnerable – Operational and partnership actions. Failure to work effectively with partners to identify and protect vulnerable people in the district and disrupt exploitation leaving vulnerable people at risk or subject to exploitation.	Increased harm and distress caused to vulnerable individuals and their families. Council subject to external reviews Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent. Reputational damage to the council.	4	4	16	Community Safety Partnership monitors risks and oversees the actions needed to reduce risks of exploitation Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and Cherwell Operations Group to share information and plan actions on known risks and vulnerable people with partners. Representation at county Child Exploitation sub-group of the Safeguarding Children Board, the countywide Modern Slavery Partnership and Safer Oxfordshire Partnership. Representation at the Children Missing and Exploited Network meetings for north Oxfordshire. Engagement at an operational and tactical level with relevant external agencies and networks to deliver community based disruption and preventative actions. Arrangements in place to ensure local framework of partnership meetings are effective and robustly identify and tackle risks.	Partially Fully Fully Fully Partially Partially	Councillor Eddie Reeves	Steve Jorden	Richard Webb	3	4	12	↔	Engagement with CE workstream following the Jacob CSPR to identify improvements to local arrangements. Implement local changes to the child exploitation system to address findings in the Jacob CSPR. CSP to adopt improved oversight of the local arrangements to ensure these are effective. Community based exploitation disruption models to be developed and implemented. Continue to engage with partnership arrangements in place to identify risks.	Previously part of risk L08 revised April 2022 to separate internal processes supporting the council to protect the vulnerable from externally focussed operational activities.	Risk reviewed 06/06/2022 - No changes

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2022/23																	
L07-	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	5	4	20	Corporate H&S governance arrangements and policies are regularly reviewed and updated by the Corporate H&S Team and monitored by the H&S Assurance Board.	Fully	Councillor Lynn Pratt	Steve Jorden	Martin Green	2	4	8	↔	<p>COVID-Secure arrangements and safe working practices remain effective. These are due to be replaced with consolidated PH advice post April:</p> <ul style="list-style-type: none"> - Cease asymptomatic testing except for specific groups in health and social care. - No longer requirement for specific COVID risk assessment. - Updated IPC guidance. <p>Corporate H&S Auditing and Inspection programme on track. Reports issued to managers and actions tracked for completion.</p> <p>Ongoing service redesign in Joint Property Service including single view of the asset and business systems. This will seek to improve assurance of building compliance and H&S. This includes defining the role of responsible premises manager and proving them with support, training and tools. New service Compliance/H&S specialist due to start May 22.</p>	<p>Managers will decide on staff return to workplace based on service needs and priorities.</p> <p>Office protocols remain in place with focus on ventilation, regular cleaning and encouraging hand hygiene.</p>	<p>Risk Reviewed 23/05/2022 - Controls, Control assessment, Mitigating actions and Comments Updated</p>
Criminal prosecution for failings Breach of legislation and potential for enforcement action.	Fully	Directors and service leads are responsible for ensuring H&S arrangements are in place within their areas or responsibility. Managers are responsible for ensuring operational health and safety risks are assessed and effective control measures implemented.															
Financial impact (compensation or improvement actions)	Fully	Consultation with employee representatives via employer and union consultative committees (Unison)															
Reputational Impact	Fully	Corporate H&S Training provided via corporate learning and development programme. Training for operational risks may be organised by services.															
	Fully	H&S performance monitored by accident and incident reports and corporate H&S auditing and inspection programme.															
	Fully	H&S information is disseminated via internal communications and updates to ELT and other relevant meetings.															

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2022/23																	
L08-	Cyber Security -if there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation Increased threat to security due to most staff working from home	4	5	20	File and data encryption on computer devices Fully Managing access permissions and privileged users through AD and individual applications Fully Schedule of regular security patching Fully Vulnerability scanning Fully Malware protection and detection Fully Effective information management and security training and awareness programme for staff Fully Password and Multi Factor Authentication security controls in place Fully Robust information and data related incident management procedures in place Fully Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Fully Appropriate plans in place to ensure ongoing PSN compliance Fully Adequate preventative measures in place to mitigate insider threat, including physical and system security Fully Insider threat mitigated through recruitment and line management processes Fully A complete restructure and update of the technical approach for the infrastructure has resulted in a move to a zero trust model. Fully Advice received from NCSC on specific activity alerts, the increased threat of globalised ransomware and malware attacks. Fully		Councillor Richard Mould	Tim Spiers	David Spilsbury	3	5	15	↔	Cyber Security is mandatory e-learning for all staff to be completed annually and is part of new starters induction training. Members given presentations and cyber training with the Police Cyber Security Advisor. The Regional Police Cyber Security Advisor have given a series of all-Council staff awareness sessions. Microsoft Multi-Factor Authentication is embedded to authenticate users providing an enhanced level of cyber security. IT implemented an intrusion prevention and detection system which is monitored, and regular actions are implemented from the resulting reports. Cyber Security advice and guidance regularly highlighted to all staff. External Health Check undertaken each year and Cabinet Office PSN compliance reviewed and certified each year to ensure the infrastructure is secure to connect to the PSN. Internal Audit completed cyber audits with no major issues or significant risks identified. Joint OCC/CDC Cyber Security Officer in place. Additional IT security advice provided for all staff during the Covid-19 working at home period including online coronavirus related scams. Cyber Security Manager has reviewed advice and provided assurance on our compliance. All staff reminded to be vigilant to unexpected emails due to the heightened risk of cyber-attack due to escalating tensions in Eastern Europe.	Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review. The controls and any further controls will not reduce the potential impact should the risk occur e.g., if we were subject to a ransomware attack the effect on the council could be catastrophic. We do have controls in place to prevent this happening and plans to deal with and recover from such an incident should it occur. The controls in place have reduced the probability from 'probable' to 'possible', we don't believe that this is reduced further to the point of it being 'unlikely' as it is possible, we could be subjected to either a cyber incident or data breach within the Council. The National Cyber Security Centre (NCSC) advise an increased risk of cyber-attack due to escalating tensions in Eastern Europe. The overall risk score remains the same.	Risk Reviewed 31/05/2022 - Overall update

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L09-	Safeguarding the vulnerable - Internal procedures- Failure to follow our internal policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare.	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent Reputational damage to the council	4	4	16	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Mandatory training and awareness raising sessions are now in place for all staff. Safer recruitment practices and DBS checks for staff with direct contact Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation.	Fully Fully Fully Fully Fully Fully Fully	Councillor Eddie Reeves	Yvonne Rees	Nicola Riley	2	4	8	↔	Monitoring of implementation of corporate policies and procedures to ensure fully embedded Ensure web pages remain up to date Annual refresher and new training programmes including training for new members Attendance at safeguarding boards and participation in learning events Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within the system and compliance with latest practice Regular internal cross departmental meetings to discuss safeguarding practice Action plan acted upon and shared with Overview and scrutiny committee once a year Corporate monitoring of all referrals	Risk revised in April 2022 to separate internal processes supporting the council to protect the vulnerable from externally focussed operational activities (now proposed new L20 Safeguarding the Vulnerable – Operational and partnership actions-	Risk Reviewed 04/04/2022 - Portfolio holder updated
L10-	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 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)	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 Adam Nell	Steve Jorden	Andrew Low	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 CLT 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 15/06/2022 - Portfolio holder and Risk manager updated

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L11-	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 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 finance team now hold a weekly joint meeting to consider funding solutions to support At Risk Suppliers in accordance with the national guidance note PPN04/20. Business continuity plans in place		Risk reviewed 31/03/2022 - No changes

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L12-	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 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	Shahin Ismail	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures. Induction Programme to be planned for May 2022 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 for 2021/22 is in progress with sessions held with ELT to explain assurance required and to identify any areas where governance could be strengthened across the directorates. The Corporate Governance Assurance Group continues to map governance processes to ensure visibility and to refresh them.	Risk is currently under complete review, to be completed for April 2022 reporting	Risk reviewed 12/04/2022 - Controls, Risk Manager and Comments updated

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L13-	Oxfordshire Growth Deal - (contract with HMG)	<p>Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023.</p> <p>Failure to replace Programme Management Officer could adversely affect delivery and stability of the overall Cherwell programme.</p> <p>Infrastructure milestone delivery late (for infrastructure linked to accelerated)</p> <p>Delivery of infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders</p> <p>Delivery of affordable houses below programme targets as GD contributions insufficient to attract sufficient builders/registered providers</p> <p>Oxfordshire Plan delivered late</p>	4	5	20	<p>Established programme structure and partnership ethos to support effective programme delivery.</p> <p>Put suitable arrangements in place to deliver the Project Management function.</p> <p>Engagement with housing developers to understand their commercial constraints.</p> <p>Identify potential "top up" schemes to supplement GD affordable housing scheme.</p> <p>Utilise effective Programme controls to facilitate prompt escalation of issues to enable appropriate decision making and delivery timescale review.</p> <p>Develop Year 5 (final year) Plans of Work to detail the expected delivery by CDC for Year 5 of the Growth Deal Programme; building on the experiences and knowledge gained during previous years.</p>	<p>Fully</p> <p>Fully, when implemented (not implemented yet).</p> <p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Partially</p>	Councillor Barry Wood	Robert Jolley	Andrew Bowe	4	3	12	↓	<p>A CDC GD programme and programme board capability.</p> <p>Meetings to take place with key colleagues to implement suitable arrangements to deliver the Project Management function.</p> <p>Work stream plans of work (work stream brief, schedule, RAID log).</p> <p>Structured engagement with developers to better understand their needs.</p> <p>Appropriate escalation of issues to agree programme flexibilities where required.</p> <p>Improved collaboration working with partners.</p> <p>Ongoing work with partners to realistically reflect deliverable schemes within programme time frame.</p>	To address the Programme Management (PMO) gap, one of the workstream leads has temporarily stepped in to the role to ensure continuity.	06/06/2022 - Risk reviewed and updated.
L14-	Workforce Strategy The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.	<p>Limit our ability to recruit, retain and develop staff</p> <p>Impact on our ability to deliver high quality services</p> <p>Overreliance on temporary staff</p> <p>Additional training and development costs</p>	3	4	12	<p>Analysis of workforce data and on-going monitoring of issues.</p> <p>Key staff in post to address risks (e.g. strategic HR business partners)</p> <p>Weekly Vacancy Management process in place</p> <p>Ongoing service redesign will set out long term service requirements</p>	<p>Partially effective</p> <p>Fully</p> <p>Fully</p> <p>Partially</p>	Councillor Ian Corkin	Yvonne Rees	Claire Cox	3	4	12	↔	<p>Development of relevant workforce plans.</p> <p>Development of new L&D strategy, including apprenticeships.</p> <p>Development of specific recruitment and retention strategies. It is planned for CDC to join the Commensurate Managed Services contract which is in place at OCC to ensure that the Council has access to a much wider pool of staffing agencies at competitive rates.</p> <p>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.</p> <p>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.</p>	<p>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.</p> <p>Sickness absence continues to be monitored along with the impact on services across the council. HR is working with areas experiencing recruitment difficulties.</p> <p>There are a number of emerging issues in terms of recruitment and retention within the local government workforce especially at entry level roles where competition with the private sector is fierce and in senior management roles where there tends to be an ageing workforce. HR is working with areas experiencing recruitment and retention difficulties.</p>	Risk reviewed 11/04/2022 - Risk owner and manager updated

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L15-	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.	Fully Partially 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. 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. 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 06/04/2022 Mitigating Actions and Comments Updated

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L16-	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.	3	4	12	Business Continuity Plans have been reviewed and tested.	Fully	Councillor Barry Wood	Yvonne Rees	Richard Webb	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. With the return to 'Plan A', managers working with all staff to oversee return to the office alongside longer term planning for Agile working.	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. Hybrid meetings are tested and operational. 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 07/04/2022 - Comments and inherent scoring Updated
Guidance has been prepared for managers to support agile working and is updated in response to changing conditions.	Partially																
Remote working in place.	Fully																
Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response.	Fully																
Regular updates from Director of Public Health, shared internally and externally.	Fully																
Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols).	Fully																
Regular communication messages following Public Health advice.	Fully																
Sanitisers in washrooms.	Partially																
Agile working being tested further across services, ensuring equipment and access is in place.	Fully																
Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces.	Fully																
L17-	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.	Partially	Councillor Barry Wood	Yvonne Rees	Nathan Elvery	3	3	9	↔	Governance programme reviewed, shared and implemented.	Work is ongoing to support recovery from Covid, necessarily focused on support for voluntary groups and implementing the various grants and support arrangements available. Programme support arrangements continue in place and joint Recovery and Renewal Framework due to review at Cabinet in March, 2022.	Risk reviewed 01/05/22 -Risk Manager updated
New Council business and budget plans reflect financial, service and community impact.	Partially																
	Partially																
L18-	Cessation of joint working between CDC and OCC - Ending of the section 113 arrangement (formal partnership agreement) between Cherwell and Oxfordshire results in increased costs or service delivery impacts.	Without an effective transition plan, relevant advice, capacity and a partnership approach to the withdrawal from the formal relationship there is a risk that the of service disruption and additional financial implications for either authority. Uncertainty and change can also impact upon staffing and performance.	5	4	20	Cherwell DC have employed an experienced former Chief Executive as the Chief Operating Officer to oversee the decoupling transition plan.	Full	Cllr Barry Wood	Yvonne Rees	Nathan Elvery	2	5	10	↔	The transitional plan is adaptable to ensure recommendations can be made to the JSS&P Committee in a timely and effective manner.	Transition plan has identified 19 service review are to be recommended to the JSS&P Committee during the period March 2022 to July 2022.	Risk reviewed 06/06/2022- Mitigating actions, control assessment and comments updated
Legal, governance and employment advice for both parties in place and a transitional plan is under development.																	
Separate statutory officer arrangements have been established.																	
Governance arrangements have been established including a Joint Decoupling Delivery Group (JDDG), Joint Officer Transition Working Group (JOTWG) and a Joint Shared Services & Personnel Committee (JSS&P Committee)																	
Parties continuing to collaborate within a transitional framework and may seek to continue collaboration in some areas under different operating or service delivery models.																	
Additional programme/project resources to be sought to oversee and implement transition.																	
Communications and engagement with affective staff is in place.																	
Transitional Plan is based on 3 x Phase over 3 x meetings with the JSS&P Committee and supporting officer governance arrangements.																	

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