

Public Document Pack



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive

Date: Monday 5 September 2022

Time: 6.30 pm

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

Membership

Councillor Barry Wood (Chairman)	Councillor Ian Corkin (Vice-Chairman)
Councillor Phil Chapman	Councillor Colin Clarke
Councillor Nicholas Mawer	Councillor Richard Mould
Councillor Adam Nell	Councillor Lynn Pratt
Councillor Eddie Reeves	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 7 - 12)

To confirm as a correct record the Minutes of the meeting held on 5 July 2022.

5. Chairman's Announcements

To receive communications from the Chairman.

6. Monthly Performance, Risk and Finance Monitoring Report July 2022 (Pages 13 - 70)

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 July 2022.

Please note: a clarification regarding the Performance, Risk and Finance Executive Report presented on Monday 6 July – section 5.4. Cherwell District Council always fully considers the needs of all clients when offering placements. We never 'impose' offers out of area, but in some cases, it may be in the best interests of the client.

We take this responsibility very seriously and to date this year have only made 6 such placements and all by agreement. Examples would be to move for safety reasons or to be closer family to provide additional support needs. These are all right and proper reasons. The ability to house residents out of District is set in legislation - Part 7 of the 1996 housing act. As all authorities we can discharge a responsibility out of area if it is suitable and reasonable to do so. If within 24 months, the client decides they want to return to CDC they maintain a local connection and we would welcome them back to us.

Cherwell District Council always follow due process and critically put the needs of the client at the centre of our support and advice.

The phrasing of the previous report was not helpful and if it caused confusion or concern, we unreservedly apologise.

Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report July 2022
- 1.2 To approve the proposed changes in use of reserves at Appendix 5
- 1.3 To approve the reduction in the Castle Quay capital scheme of £3.370m.
- 1.4 To approve the budget virement between Exec Matters and the Property Budget of £0.927m

7. Climate Change - Carbon Management Plans

Report of Assistant Director Environment Services

Please note this report will be to follow

8. Car Parking Agency Agreement (Pages 71 - 76)

Purpose of report

The purpose of this report is to seek approval to move into an Agency Agreement with Oxfordshire County Council to cover enforcement of the Council's off street car parks

Recommendations

The meeting is recommended:

- 1.1 To approve entering into an agency agreement for five years with an option to extend for up to a further five years with Oxfordshire County Council regarding car parking. There will be an option to cease the agreement with twelve months notice on either side
- 1.2 To give delegated authority to the Corporate Director Communities in conjunction with the Monitoring Officer to agree the details of the agency agreement

9. Notification of Urgent Action - Letting of Unit at Castle Quay

Report of the Chief Executive

Please note this report will be to follow. The appendix to the report will be exempt

10. Urgent Business

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

11. Exclusion of the Press and Public

The following report contains exempt information as defined in the following paragraphs of Part 1, Schedule 12A of Local Government Act 1972.

1 – Information relating to any individual

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, Paragraphs 1 and 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

12. Summary of Debt Write offs (Pages 77 - 138)

Exempt report of Assistant Director of Finance

13. Notification of Urgent Action - Letting of Unit at Castle Quay - Exempt Appendix

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.

Evacuation Procedure

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

Access to Meetings

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

Mobile Phones

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

Queries Regarding this Agenda

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

Yvonne Rees**Chief Executive**

Published on Thursday 25 August 2022

This page is intentionally left blank

Cherwell District Council

Executive

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

Present:

Councillor Ian Corkin (Vice-Chairman, in the Chair), Deputy Leader of the Council and Portfolio Holder for Economy and Regeneration

Councillor Phil Chapman, Portfolio Holder for Healthier Communities
Councillor Colin Clarke, Portfolio Holder for Planning
Councillor Nicholas Mawer, Portfolio Holder for Housing
Councillor Richard Mould, Portfolio Holder for Corporate Services
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 Barry Wood, Leader of the Council and Portfolio Holder for Policy and Strategy

Officers:

Yvonne Rees, Chief Executive
Ian Boll, Corporate Director - Communities
Stephen Hinds, Corporate Director - Resources
Nathan Elvery, Interim Chief Operating Officer
Michael Furness, Assistant Director of Finance & S151 Officer
Shahin Ismail, Assistant Director - Law, Governance & Democratic Services & Monitoring Officer (Interim)
Simon Hope, Interim Head of Communications and Marketing
Celia Prado-Teeling, Assistant Director - Customer Focus (Interim)
Richard Webb, Assistant Director Regulatory Services
Natasha Clark, Governance and Elections Manager

16 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

18 **Minutes**

The minutes of the meeting held on 6 June 2022 were agreed as a correct record and signed by the Vice-Chairman in the Chair.

19 **Chairman's Announcements**

There were no Chairman's announcements.

20 **Urgent Business**

There were no items of urgent business.

21 **Proposal to Consult on a Hackney Carriage Tariff Increase**

The Assistant Director Regulatory Services & Community Safety submitted a report to seek agreement to consult on a Hackney Carriage tariff increase.

The Council's Licensing Team had been asked by the Cherwell Valley Taxi Association to increase the fare tariff for hackney carriage which requires public consultation. The Executive are asked to agree 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.

An updated version of the proposed tariffs to be consulted on had been published as a supplement to the agenda as the Cherwell Taxi Association had requested further amendments to the proposed tariffs after publication of the original proposals. .

Resolved

- (1) That it be agreed to commence the public consultation on increasing the fare tariff for hackney carriages to the levels as set out on the Annex to the Minutes (as set out in the Minute Book) with a view to increasing the maximum fares that licenced Hackney Carriages can charge.

Reasons

Local authorities have a statutory power to set the maximum fares that licensed hackney carriages can charge for a journey. 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 (amended appendix 1 to the report).

Alternative options

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.

22 Monthly Performance, Risk and Finance Monitoring Report May 2022

The Assistant Director of Finance and Interim Assistant Director – Customer Focus submitted a report which summarised the Council’s Performance, Risk and Finance monitoring positions as at the end of May 2022.

In response to Members’ questions regarding addressing the forecast position for 2022/2023 of an overspend and the impact of inflation, the Portfolio Holder for Finance explained that there were reserves that could be drawn on if required to address any overspend at the year end. In relations to inflation, contingency was built into the budget for inflation.

Resolved

- (1) That the monthly Performance, Risk and Finance Monitoring Report May 2022.
- (2) That the following changes in use of reserves be approved:

Directorate	Type	Description	Amount £m
Communities	Ringfenced	Heat Networks Delivery	0.027
		Total Ringfenced	0.027
Communities	Earmarked	Development Management	0.335
Chief Executives	Earmarked	“Improving the Customer Experience” programme of works	0.050
Resources	Earmarked	Member laptops	0.028
Resources	Earmarked	Elections reserve	0.100
Communities	Earmarked	Country Parks	0.025
		Total Earmarked	0.538

- (3) That authority be delegated 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.

Reasons

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.

Alternative options

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.

23 Exclusion of the Press and Public

Resolved

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

24 Approval of Delegated Authority to Seal Plans for Residential Properties within the Council's Housing Assets Portfolio

The Assistant Director – Growth and Economy submitted and exempt report to seek approval to apply the Council's seal for plans to two properties within the Council's housing assets portfolio (as set out on the exempt annex to the Minutes as set out in the Minute Book), which will enable Registration of the transactions at the Land Registry. In addition, Executive was requested to agree to put in place appropriate delegations for similar transactions in the future.

Resolved

- (1) That the applying of seals for plans to two properties within the Council's housing assets portfolio be approved and thereby completion of the transactions enabling Registration at the Land Registry be authorised.
- (2) That the power to authorise the sealing of plans and agreements of similar transactions within the Council's housing assets portfolio be delegated to the Assistant Director – Growth and Economy (or such other Assistant Director or officer with responsibility for the management of the Council's housing assets portfolio), in consultation with the Council's s151 Officer and Monitoring Officer and it be noted that this delegation will be inserted into the Council's Scheme of Delegations.

Reasons

The transactions for the two properties can only be registered at the Land Registry with sealed plans.

By the Executive approving applying of seals for plans to these two properties within the Council's housing assets portfolio, Executive will thereby authorise completion of the transactions enabling Registration at the Land Registry

Providing the delegation to authorise the sealing of plans and agreements of similar transactions within the Council's housing assets portfolio will avoid the need to return to Executive for any future similar transaction.

Alternative options

Option 1: Not to agree to the approval; and to the delegation of authority requested – this has been rejected because to do so would leave uncertainty around the two properties and the Council's management of its housing assets portfolio.

The meeting ended at 7.05 pm

Chairman:

Date:

This page is intentionally left blank

Cherwell District Council

Executive

5 September 2022

Monthly Performance, Risk and Finance Monitoring Report July 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 July 2022.

Please note: a clarification regarding the Performance, Risk and Finance Executive Report presented on Monday 6 July – section 5.4. Cherwell District Council always fully considers the needs of all clients when offering placements. We never 'impose' offers out of area, but in some cases, it may be in the best interests of the client.

We take this responsibility very seriously and to date this year have only made 6 such placements and all by agreement. Examples would be to move for safety reasons or to be closer family to provide additional support needs. These are all right and proper reasons. The ability to house residents out of District is set in legislation - Part 7 of the 1996 housing act. As all authorities we can discharge a responsibility out of area if it is suitable and reasonable to do so. If within 24 months, the client decides they want to return to CDC they maintain a local connection and we would welcome them back to us.

Cherwell District Council always follow due process and critically put the needs of the client at the centre of our support and advice.

The phrasing of the previous report was not helpful and if it caused confusion or concern, we unreservedly apologise.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report July 2022
- 1.2 To approve the proposed changes in use of reserves at Appendix 5
- 1.3 To approve the reduction in the Castle Quay capital scheme of £3.370m.
- 1.4 To approve the budget virement between Exec Matters and the Property Budget of £0.927m

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 Corporate Leadership Team (CLT) on a monthly basis. The latest available version of the risk register is included in this report (Appendix 8). The Leadership Risk Register is a living document and will alter to reflect the environment in which we operate. 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 8 appendices to this report:
 - Appendix 1 – Finance Capital July 2022
 - Appendix 2 – Forecast Detailed Revenue Narrative July 2022
 - Appendix 3 – Virements and Aged Debt July
 - Appendix 4 – Funding July
 - Appendix 5 – Use of reserves and grant funding July
 - Appendix 6 – 2022/23 Business Plan
 - Appendix 7– Monthly Performance July 2022
 - Appendix 8– Leadership Risk Register July 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 in July 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 (see Appendix 1) and the priorities of the Council. 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 July 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 £1.050m shown in Table 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.

The Council notes that national pay negotiations are ongoing and that the employers have made an offer to the Trade Unions which has not been accepted. The forecast for this month only includes the current pay award which has been allocated at a local level. Once the outcome of the national pay negotiations has concluded this will be factored into the MTFS for the Council.

4.2 Report Details

Table 1: Forecast Year End Position

Service	Original Budget £m	Current Budget £m	Forecast July 2022 £m	July Variance (Under) / Over £m	% Variance to current budget %	June Variance (Under) / Over £m	Change since Previous (better) / worse £m	
HR & OD	0.822	0.815	0.815	0.000	0.0%	0.000	0.000	
Wellbeing & Community	3.339	4.331	4.556	0.225	5.2%	0.225	0.000	
Customer Focus	1.606	1.663	1.724	0.061	3.7%	0.063	(0.002)	
Chief Executive	5.767	6.809	7.095	0.286	4.2%	0.288	(0.002)	
Finance	2.850	3.009	3.009	0.000	0.0%	0.005	(0.005)	
Legal & Democratic	1.709	1.833	1.884	0.051	2.8%	0.027	0.024	
ICT	1.235	1.235	1.458	0.223	18.1%	0.119	0.104	
Property	(3.196)	(1.918)	(2.026)	(0.108)	5.6%	0.310	(0.418)	
Resources	2.598	4.159	4.325	0.166	4.0%	0.461	(0.295)	
Planning & Development	1.752	1.842	1.806	(0.036)	-2.0%	(0.043)	0.007	
Growth & Economy	0.336	0.385	0.335	(0.050)	-13.0%	(0.040)	(0.010)	
Environmental	4.057	4.083	4.706	0.623	15.3%	0.565	0.058	
Regulatory	1.112	1.266	1.266	0.000	0.0%	0.020	(0.020)	
Communities	7.257	7.576	8.113	0.537	7.1%	0.502	0.035	
Subtotal for Directorates	15.622	18.544	19.533	0.989	5.3%	1.251	(0.262)	
Executive Matters	4.316	1.448	1.841	0.393	-27.1%	0.065	0.328	
Policy Contingency	3.554	3.500	3.168	(0.332)	-9.5%	(0.280)	(0.052)	
Total	23.492	23.492	24.542	1.050	4.5%	(0.215)	0.276	

FUNDING	(23.492)	(23.492)	(23.492)	0.000	0.0%
----------------	-----------------	-----------------	-----------------	--------------	-------------

0.000	0.000	
--------------	--------------	--

(Surplus)/Deficit	0.000	0.000	1.050	1.050
--------------------------	--------------	--------------	--------------	--------------

1.036	0.014	
--------------	--------------	--

Note: A positive variance is an overspend and a negative is an underspend. Green represents an improvement and red represents a decline compared to the previous month's forecast.

Table 2: Analysis of Forecast Variance – July 2022

Breakdown of current month forecast	Forecast Variance £m	Forecast Base Budget Over/ (Under) £m	Savings Non-Delivery £m
Chief Executive	0.286	0.211	0.075
Resources	0.166	(0.056)	0.222
Communities	0.537	0.211	0.326
Subtotal Directorates	0.989	0.366	0.623
Executive Matters	0.393	0.393	0.000
Policy Contingency	(0.332)	(0.332)	0.000
Total	1.050	0.427	0.623

FUNDING	0.000	0.000	0.000
----------------	--------------	--------------	--------------

(Surplus)/Deficit	1.050	0.427	0.623
--------------------------	--------------	--------------	--------------

Table 3 – Budget compared with Forecast

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

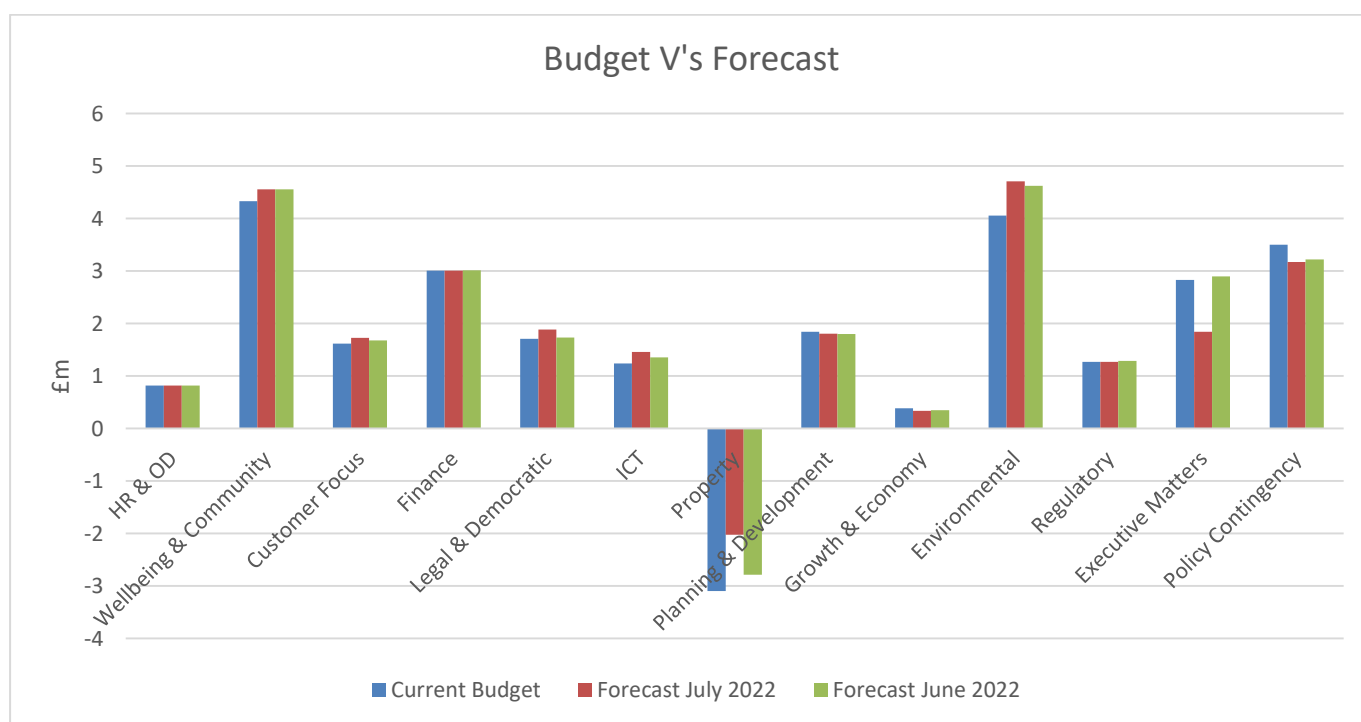


Table 4: Top Five Major Variances:

Portfolio	Current Budget	Variance	% Variance
Car Parks	(2.327)	0.458	-19.7%
Interest	(1.983)	0.393	-19.8%
Leisure	0.697	0.225	32.3%

Waste & Recycling	0.369	0.109	29.5%
ICT Services	(0.077)	0.104	-135.1%
Total	(3.321)	1.289	

Car Parks: -

There is a £0.458m reduction anticipated in car park income largely due to reduced demand. The service continue to review on a regular basis, including the impact of changes to charges made in 2021 and 2022.

Interest: -

Due to the rapidly changing economic circumstances and external factors such as the ongoing war in the Ukraine, interest rates are increasing significantly above the levels assumed in the Council's budget.

The Council had held a significant amount of it's borrowing as short-term loans due to interest rates being very low. However, given the instability and uncertainty surrounding interest rates the Council has worked closely with its external treasury management advisers to understand forecasts of where the Bank of England base rate and hence short-term borrowing rates could lead to.

Therefore, the Council has taken out long-term borrowing, over periods ranging between five and ten years, at rates lower than the forecast interest rates. This means that borrowing costs are now both certain and less than they would be if they were secured when loans need to be renewed as interest rates are forecast to be at their peak then.

Taking out this fixed borrowing at higher than budgeted interest rates creates a budget pressure. The Council is mitigating this by taking the additional cash it now holds and investing this in line with its Investment Strategy. A strategy is being implemented to allow the Council to take advantage of increasing interest rates by investing the surplus cash it holds to reduce the impact in 2022/23.

Leisure: -

Having had the opportunity to re-evaluate joint use income and operational income from Leisure sites it has been possible to reduce the overspend in Wellbeing to £0.225m mitigating the increased utility costs which currently stand at a projected overspend of £0.385m.

Waste & Recycling: -

The forecast pressure within Waste and Recycling is as a result of an increase of fuel prices £0.109m. The service continually monitors driver and route efficiency to minimise fuel usage and vehicle emissions however the recent surge in fuel prices due to global events is very difficult to mitigate.

ICT Services: -

£0.104m due to cost consultant fees attributable to the decoupling of the IT service and establishing a stand-alone IT service and a new Digital Strategy for Cherwell

For further details of variances please see Appendix 1

Policy Contingency

Policy Contingency is planned to meet affordable housing, commercial pressures, separation costs and inflation. There is a currently projected release of (£0.332) for inflation to partially mitigate some of the inflationary costs that the Council is experiencing.

Table 5 - Earmarked Reserves and General Balances at July 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 July 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	1.017	(2.389)	(22.801)
Ringfenced Grant	(16.215)	11.205	1.168	0.000	(3.842)
Subtotal Revenue	(45.856)	12.967	2.185	(2.389)	(33.093)
Capital	(8.049)	0.000	0.000	0.000	(8.049)
Total	(53.905)	12.967	2.185	(2.389)	(41.142)

For further detail on the reserves and aged debt please see Appendix 5.

4.3 Capital

There is a forecast in-year underspend of (£8.424m), of which £7.458m is to be reprofiled in future years. There is an overall forecast decrease in the total cost of schemes of (£0.966m).

Table 6 - Capital Spend 2022/2023

Directorate	Budget £m	Outturn 2022/23 £m	Re- profiled beyond 2022/23 £m	Variance to Budget £m	Prior Month Variance to Budget £m
Chief Executives	4.445	3.825	0.618	(0.002)	(0.002)
Resources	15.209	11.305	2.956	(0.948)	(0.095)
Communities	7.575	5.890	1.669	(0.016)	(0.016)
Total	27.229	21.020	5.243	(0.966)	(0.113)

Table 7 – How the Capital Programme is financed

Financing		22/23 Budget	Future Years
Borrowing		12.948	1.549
Reserves		1.200	0.000
Capital Receipts - Repayment of Loan Principal		6.000	3.654
External Financing - Capital Grants and S106		7.081	0.000
		27.229	5.203

Table 8 – Total Capital Project Forecast

There is a total capital project forecast for the council of £34.835m resulting in an underspend of (£0.967m).

Directorate	Budget £m	Total Outturn 2022/23 £m	Variance to Budget £m	Prior Month Variance to Budget £m
Chief Executives	5.165	5.163	(0.002)	(0.222)
Resources	15.209	17.633	2.424	(0.095)
Communities	12.058	12.039	(0.019)	(0.019)
Total	32.432	34.835	2.403	(0.336)

For further detail please view Appendix 1 Finance Capital July 2022

Table 9 - 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
40224	Robert Jolley	Fairway Flats Refurbishment	362	362	100.00%
40144	Andrew Low	Castle Quay 1	3,257	1,850	56.80%
40028	Ed Potter	Vehicle Replacement Programme	1,166	600	51.46%
40262	Robert Jolley	Affordable Housing	1,200	600	50.00%
40141	Andrew Low	Castle Quay 2	4,438	500	11.27%
			10,423	3,912	

Fairway Flats Refurbishment: -

Planning consent was received in May 2022. This project is scheduled to commence 2023/24.

Castle Quay 1: -

We are currently undertaking a strategic review of the asset to ensure the offering is suitable and relevant to meet the challenges of the changing retail market, as well as those affecting the wider commercial property market. As a result of this review, a number of Capital Projects have been initially reprofiled while further consideration is being undertaken. Other capital projects have been reprofiled because the potential tenants have not proceeded as quickly as initially expected or because they are now reconsidering their commitments to the centre, as a result of the current economic conditions and their other commitments.

Vehicle Replacement Programme: -

£0.566m is required to be slipped in to 2023/24 due to supply chain issues and availability of electric vehicles.

Affordable Housing: -

The expenditure on this project depends upon the outcome of survey work which will commence 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.

Castle Quay 2: -

Budget reprofiled from 2021 / 2022 as a result delays to completion of Main Contract works for Castle Quay Waterfront following supply chain challenges. This has resulted in a knock on effect and re-profiling the budget to ensure sufficient budget remains to deal with any additional works required following the conclusion of both snagging and retention periods the conclusion of which have been pushed back as a result of the delays.

5.0 Performance Summary

5.1 The Council reports monthly on performance against 16 Business Plan Measures, 37 measures quarterly and 38 every six months. Full details, including commentary against each measure can be found in Appendix 2. Please note that during April and May we reported on 17 business plan measures, the correct number of monthly measures is 16, this was due to a human error as one measure reported during April and May is meant to be reported quarterly.

5.2 During July 2022, 12 measures reported Green and two reported Red.

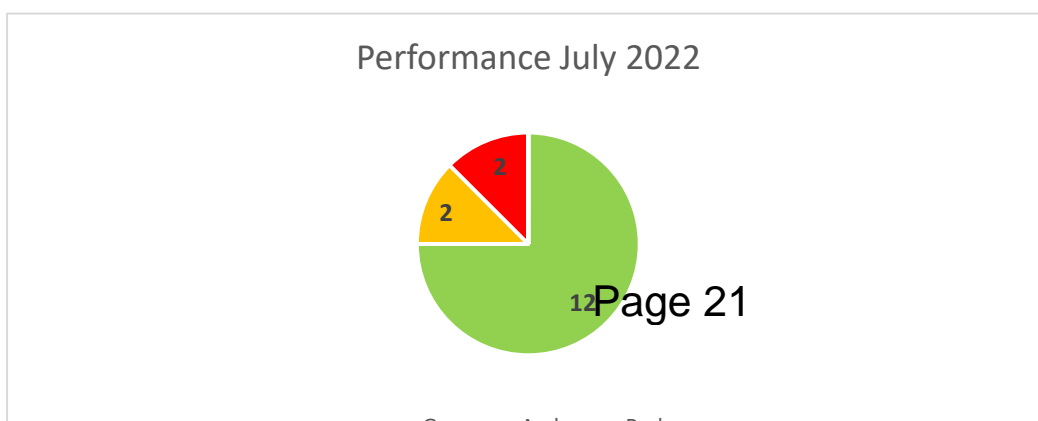


Figure 1: Performance Summary July 2022, 12 measures Green, 2 Amber and 2 Red

5.3 Performance Exceptions

Number of Affordable Homes delivered including CDC and Growth Deal targets

Priority: Housing that meets your needs

Service: Wellbeing and Housing Services

Assistant Director: Nicola Riley

Reporting Red for July and Green for Year to date (1 against a target of 12).

Comments from service: There was just one shared ownership affordable home completed, for July. Whilst this is below the monthly target, there was a higher delivery than expected, for June. Some units were delayed, to September/October, due to shortages of building materials, a continued impact of COVID-19, and availability of workforce. The recent heatwaves also impacted construction.

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

Number of Housing Standards interventions

Priority: Housing that meets your needs

Service: Wellbeing and Housing Services

Assistant Director: Nicola Riley

Reporting Red for July and Green for Year to date (47 housing interventions against a monthly target of 55).

Comments from service: There were 47 housing standards interventions recorded in July 2022, against a target of 55. Interventions and responses are determined by the nature of the customers' service requests. The team will continue to ensure that requests are dealt appropriately and are putting plans in place to carry out proactive property and HMO inspection work, for September. From 1 April to date, there were 266 interventions, exceeding the target of 220 for the same period, for the year.

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

% of Waste Recycled & Composted

Priority: Supporting Environmental Sustainability

Service: Environmental Services

Assistant Director: Ed Potter

Reporting Amber for July and Year to date (55.87% of waste collected against a monthly target of 56%).

Comments from service: Recycling rate 2.9% below target figure compared with last year. Fall in recycling rate can be related to the drought through June and July leading to nearly 3,000 tonnes less garden waste.

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

% of Council Tax collected, increase Council Tax Base

Priority: An enterprising economy with strong and vibrant local centres

Service: Finance

Assistant Director: Michael Furness

Reporting Amber for July and Green for Year to date (8.96% of tax collected against a monthly target of 9.10%).

Comments from service: The cumulative collection rates for year to date are 40.72% against target of 38%. Recovery action has continued throughout July, with outbound calls taking place to prompt payment.

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

5.4 Performance Highlights

▪ **Housing that meets your needs**

Number of homeless households living in temporary accommodation - The numbers remained within target for July. Our team continued ensuring that time spent in emergency or temporary housing is kept to a minimum.



▪ **Supporting Environmental Sustainability**

Reduction of fuel consumption used by fleet – We continue to improve the reduction of usage, as fuel usage is down on current estimates, for July, registering a consumption of 41,088 against a target of 46,257 litres.

Proud of our Waste and Recycling crews – During July’s heatwave our waste and recycling crews started their rounds early in the morning to try to avoid the heat and being able they empty everyone’s bins; there was a couple of areas missing which they promptly revisiting on the following day. The crews want to extend a “big thank you” to all our residents for their patience, and their kindness for those who brought them cold drinks while they were emptying bins in the exceptional heat.



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

% of Business Rates collected, increasing NNDR Base – Reported an in-month collection rate of 8.27% against target of 7%. The cumulative collection rates for 2022/23 are 40.72%, above target of 38%. Recovery continued throughout July.



▪ **Healthy, resilient and engaged communities**

Pop-up space will showcase best of the community – Cherwell District Council is providing the unit at Castle Quay so that many of the key groups who are active in the community have a place to showcase their work and meet people for a conversation, giving local people a central hub to discover opportunities to participate. The space officially open on Thursday 21 July, and the move has already been backed by partners such as Citizen’s Advice, Age UK and Trading Standards.



Banbury Play day 2022 – On 27th July at People’s Park we hosted another edition of the Banbury Play day, an amazing day of fun themed around the great outdoors. The event

organised by Cherwell in partnership with Oxfordshire Play Association (OPA), Banbury Town Council Events, Sanctuary Housing, Bridge Street Garden Banbury and Banbury Community Action Group was as always a great success.

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 July 2022.

Risk Scorecard – Residual Risks

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic					
	4 - Major		L09-	L03-L04-L05-L06-L07-L11-L14	L01	
	3 - Moderate		L10-L15	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 July 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 During July the Leadership Risk register had two score changes, **L07 Health and Safety**, has increased its score from 8 - Low risk - to 12 - Medium risk-; and **L15 Covid-19 Community and Customers** decreased its score from 16 - High Risk- to 6 - Low Risk- The following table reflects the mitigating actions and score for these two strategic risks. For details on all risks please go to Appendix 8 Leadership Risk Register July.

Leadership Risk	Residual Score (after mitigation)	Dtion of travel	Mitigating Actions
L07 Health and Safety	12 Medium Risk	↑	<ul style="list-style-type: none"> ▪ As a result of decoupling from OCC the strategic H&S lead is no longer in place but a recruitment campaign in progress to recruit a Health and Safety Manager who will take a corporate lead on Health and Safety matters. ▪ Post decoupling CLT will have monthly monitoring of H&S matters as a standing item at CLT meetings. The corporate H&S register will be managed and monitored with a focus on the depots as our highest risk areas. ▪ Corporate H&S Auditing and Inspection programme on track. Reports issued to managers and actions tracked for completion.
L15 Covid-19 Community and Customers	6 Low Risk	↓	<ul style="list-style-type: none"> ▪ Council and partnership business continuity and emergency planning arrangements for the Covid-19 response suspended in recognition of the current situation. ▪ Outbreak planning and Standard Operating Procedures are in place and could be implemented rapidly if required.

7.0 Conclusion and Reasons for Recommendations

This report provides an update on progress made during July 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 fourth 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 Legal Implications –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 July 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 Yes

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 July 2022
- Appendix 2 – Forecast Detailed Revenue Narrative July 2022
- Appendix 3 – Virements and Aged Debt July
- Appendix 4 – Funding July
- Appendix 5 – Use of reserves and grant funding July
- Appendix 6 – 2022/23 Business Plan
- Appendix 7– Monthly Performance July 2022
- Appendix 8– Leadership Risk Register July 2022

Background papers

None

Report Author and contact details

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

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

This page is intentionally left blank

Appendix 1 - Finance Capital July 2022

CHERWELL CAPITAL EXPENDITURE 2022-23

CODE	ASSISTANT DIRECTOR	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	PO COMMITMENTS	Outturn	RE-PROFILED BEYOND 2022/23	Current month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40083	Nicola Riley	Disabled Facilities Grants	1,811	376	0	1,811	0	-	-	This budget comprises £1.239m Better Care Fund allocation, £0.375m CDC base budget and £0.196m reprofiled from 2021/22. Projected spend has been increased from £1.700m to £1.811m to reflect increasing demand and persistent inflation of construction costs. No carry forward into 2023/24 anticipated.
40160	Nicola Riley	Housing Services - capital	190	(761)	0	190	0	-	-	The (£0.761m) in YTD is an accrual for a grant payable for x18 affordable housing units due to be paid in the near future. The budget allocation is unspent Growth Deal funding reprofiled from 2021/22 due to delays on some development sites and other sites not being due for completion until 2022/23. Full spend anticipated in 2022/23 however, this will depend on the progress made on sites and some units may not complete until 2023/24.
40084	Nicola Riley	Discretionary Grants Domestic Properties	253	35	0	120	133	-	-	This budget comprises £0.150m core funding and £0.103m reprofiled from 2021/22. Projected spend for 2022/23 is circa £0.120m. Anticipated carry-forward into 2023/24 is £0.133m, but demand for these grants can fluctuate so this could vary.
40010	Nicola Riley	North Oxfordshire Academy Astrotrurf	183	0	0	133	50	-	-	The delivery of a new Astrotrurf pitch at North Oxfordshire Academy has been complicated by issues arising from securing appropriate and timely developer contributions. Officers are working closely with colleagues in planning to finalise the position and determine the most appropriate course of action and funding. A meeting took place with United Learning Trust/NOA Academy on 11th July where it was agreed in principle that the project could progress subject to planning and any additional infrastructure e.g. car parks/changing facilities/access controls etc. Pre construction costs are expected to fall in to 2022/23 but actual construction will most probably take place May to August 2023.
40019	Nicola Riley	Bicester Leisure Centre Extension	79	0	0	47	32	-	-	£0.029m budget reprofiled from 2021/22. 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	(25)	39	1,384	360	-	-	£0.480m Adderbury PC Milton Rd community Facility & Sport Pitch project, £0.215m Ambrosden Community facility project £0.030m Banbury indoor tennis centre, £0.360m artificial pitch at NOA (linked to cc40010) Both S106 funds and allocated capital in 40010 will be required in 2023/24 £0.014m Spicball leisure centre, £0.050m Bicester leisure Centre, £0.100m Woodgreen leisure centre, £0.020m Kidlington leisure centre improvements £0.110m Horley Cricket club pavilion project, £0.052m Graven Hill sport project, £0.035m Improvement to Bloxham recreation ground, £0.060m Whitehills Sports ground improvements, £0.010m Launton Playing field association £0.014m Ardley & Fewcott village hall project, £0.020m Grimsby Community Centre, £0.174m Hanwell Fields Community centre projects
40181	Nicola Riley	Sunshine Centre (new extension to the front of the site)	0	(2)	0	(2)	0	(2)	(2)	Project completed in 2021/22
40251	Nicola Riley	Longford Park Art	45	0	0	2	43	0	0	There is a hold on any Public Art delivery on Longford at the moment due to developers refusing artists permission to carry out installation of art until the country park is approved complete and been handed over to the Council.
40261	Nicola Riley	Replacement Pool Covers at Woodgreen Open Air Pool	40	0	0	40	0	0	0	Quotations received for works and now entering into case study review/evaluation. Works to be completed October/November 2022
Wellbeing & Community			4,345	(376)	39	3,725	618	(2)	(2)	
40208	Claire Cox	Project Manager for HR/Pavroll system	100	0	0	100	0	0	0	£0.100m required for HR system improvements, project expected to conclude end Q3 2022/23
HR & OD			100	0	0	100	0	0	0	
Chief Executive			4,445	(376)	39	3,825	618	(2)	(2)	
40139	Andrew Low	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	100	(4)	6	100	0	-	-	£0.100m reprofiled from 2021/22. Tenders now complete and currently engaging with the tenants. Expect full utilisation of the £0.100m by Q4
40141	Andrew Low	Castle Quay 2	4,438	1,951	132	3,938	500	-	-	Budget reprofiled from 2021 / 2022 as a result delays to completion of Main Contract works for Castle Quay Waterfront following supply chain challenges. This has resulted in a knock on effect and re-profiling the budget to ensure sufficient budget remains to deal with any additional works required following the conclusion of both snagging and retention periods the conclusion of which have been pushed back as a result of the delays
40144	Andrew Low	Castle Quay 1	3,257	(28)	35	1,405	1,850	(2)	-	We are currently undertaking a strategic review of the asset to ensure the offering is suitable and relevant to meet the challenges of the changing retail market, as well as those affecting the wider commercial property market. As a result of this review, a number of Capital Projects have been initially reprofiled while further consideration is being undertaken. Other capital projects have been reprofiled because the potential tenants have not proceeded as quickly as initially expected or because they are now reconsidering their commitments to the centre, as a result of the current economic conditions and their other commitments.
40162	Andrew Low	Housing & IT Asset System joint CDC/OCC	48	(18)	0	2	6	(40)	(40)	£0.100m allocated project budget of which £0.048m has been reprofiled from 2021/22. Initial set up cost of £0.052m with £0.002m cost per annum for hosting and software support costs for 3 years (2022/23 to 2024/2025). Proposed saving of £0.040m.
40167	Andrew Low	Horsefair, Banbury	55	0	0	55	0	-	-	The works design is now completed, pending tender. Expect full utilisation of budget by Q4 2022/23
40191	Andrew Low	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.
40197	Andrew Low	Corporate Asbestos Surveys	50	0	0	50	0	-	-	£0.050m reprofiled from 2021/22. 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	Works From Compliance Surveys	122	23	0	122	0	-	-	£0.122m reprofiled from 2021/22. Works planned over 2 years with additional delays caused by covid 19. Full spend anticipated by March 2023.
40203	Andrew Low	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. Awaiting development of agile working policy to determine the council's space requirement needs moving forward. Anticipated viability works will commence this financial year.
40219	Andrew Low	Community Centre - Works	130	4	80	130	0	-	-	Full spend anticipated by March 2023.
40239	Andrew Low	Bicester East Community Centre	1,450	10	111	950	500	-	-	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. £0.500m slippage as works will not be on site until the end of Q4 2022/23 for a 9 month project completion in Q3 2023/24
40240	Andrew Low	Bicester Dovecote	27	(1)	27	27	0	-	-	Works 95% complete pending attendance from District Network Operator (DNO). Completion due end of September 2022
40241	Andrew Low	Thorpe Place Roof Works	35	0	0	35	0	-	-	£0.035m reprofiled from 2021/22. Currently scoping the works which will be completed by March 2023
40242	Andrew Low	H&S Works to Banbury Shopping Arcade	127	0	0	127	0	-	-	£0.127m reprofiled from 2021/22. Currently scoping the works which will be completed by March 2023
40246	Andrew Low	Banbury Museum Pedestrian Bridge	77	0	76	77	0	-	-	£0.077m reprofiled from 2021/22. Works currently on site with completion due August 2022.
40249	Andrew Low	Retained Land	286	8	81	186	100	-	-	£0.156m reprofiled from 2021/22. 2 year scheme - £0.170m in yr1 and £130k in yr 2. Retained land surveys now instructed for delivery. Once surveys are completed a works plan will be created. There is a possibility that works may be completed in year but due to PSDS project, some projects have been delayed. Progress will be reviewed monthly and changed if progress is better than expected. Full spend anticipated by Q2 2023
40225	Andrew Low	Drayton Pavilion - Decarbonisation Works	86	0	0	0	0	(86)	(86)	£0.086m reprofiled from 2021/22. 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	Stratfield Brake Sports Ground - Decarbonisation Works	159	0	0	0	0	(159)	(159)	£0.159m reprefilled from 2021/22. 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	Thorpe Lane Depot - Decarbonisation Works	250	130	12	124	0	(126)	(107)	PSDS Project - Project completed. In retention
40227	Andrew Low	Banbury Museum - Decarbonisation Works	264	335	783	360	0	96	116	PSDS Project - Works at practical completion at 95% pending commissioning of plant.
40228	Andrew Low	Franklins House - Decarbonisation Works	0	77	4	82	0	82	100	PSDS Project - Project completed. In retention
40230	Andrew Low	Whitelands - Decarbonisation Works	0	81	5	91	0	91	100	PSDS Project - Project completed. In retention
40231	Andrew Low	Bicester Leisure Centre - Decarbonisation Works	604	687	56	729	0	125	176	PSDS Project - Works at practical completion at 97.5% pending commissioning of plant.
40232	Andrew Low	Kidlington Leisure Centre - Decarbonisation Works	675	321	80	348	0	(327)	34	PSDS Project - Works at practical completion at 95% pending commissioning of plant and works by district networks operator.
40233	Andrew Low	Spiceball Leisure Centre - Decarbonisation Works	991	724	39	780	0	(211)	(191)	PSDS Project - Works at practical completion at 97.5% pending commissioning of plant. Unspent grant will be returned to Salix
40234	Andrew Low	Woodgreen Leisure Centre - Decarbonisation Works	692	328	55	336	0	(356)	17	PSDS Project - Works at practical completion at 97.5% pending commissioning of plant. Unspent grant will be returned to Salix
40252	Andrew Low	Expiring Energy Performance Certificates plus Associated works.	96	0	0	96	0	-	-	Works currently being formally scoped ready for tendering.
40253	Andrew Low	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	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	Installation of Photovoltaic at CDC Property	79	0	49	79	0	-	-	Full spend expected in 2022/23
40245	Richard Webb	Enable Agile Working	15	0	0	15	0	-	-	Full spend expected in 2022/23
Property			14,684	4,620	1,646	10,815	2,956	(913)	(40)	
40256	Michael Furness	Processing Card Payments & Direct Debits	55	0	0	20	0	(35)	(55)	£0.035m budget not required, remaining £0.020m required to assist PCI compliance
Finance			55	-	-	20	0	(35)	(55)	
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 2022/23
40212	Tim Spiers	Procurement of Joint Performance system	20	0	0	20	0	-	-	Budget required for further system enhancements. Expected Q3 2022/23
40237	Tim Spiers	Council Website & Digital Service	162	(17)	30	162	0	-	-	Project now expected to conclude at end of Q3 2022/23.
40238	Tim Spiers	IT Shared Services	238	(25)	5	238	0	-	-	Project in final stages and expected to conclude Q2 FY 2022/23.
ICT			470	(43)	35	470	0	-	-	
Resources			15,209	4,577	1,682	11,305	2,956	(948)	(95)	
40062	Robert Jolley	East West Railways	27	0	0	24	3	-	-	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. In partnership with England's Economic Heartland, Cherwell will be contributing towards fibre connectivity 2022/23.
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	(185)	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 £0.061m.
40118	Robert Jolley	Creampot Crescent Cropredy (phase 1b)	6	(10)	0	(10)	0	(16)	(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 £0.017m.
40213	Robert Jolley	Build Team Essential Repairs & Improvements	149	24	31	55	94	-	-	Preliminary works are underway but the majority of capital expenditure will take place during financial year 2023/24. Need to combine this with the Affordable Housing capital budget.
40224	Robert Jolley	Fairway Flats Refurbishment	362	0	7	0	362	-	-	Planning consent was received in May 2022. This project is scheduled to commence 2023/24
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 commence 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.
Growth & Economy			2,467	(174)	51	1,392	1,059	(16)	(16)	
40015	Ed Potter	Car Park Refurbishments	74	0	28	48	26	-	-	This project relates to introduction of pay on exits sites across the district, Claremont in Bicester now identified. Commitment expected in quarter 3 for bay relining. £0.026m is required to be slippage in to 2023/24.
40026	Ed Potter	Off Road Parking	18	0	0	0	18	-	-	£0.018m is required to be slippage in to 2023/24. This project relates to LED lighting at various sites.
40028	Ed Potter	Vehicle Replacement Programme	1,166	0	539	600	566	-	-	£0.566m is required to be slippage in to 2023/24 due to supply chain issues and availability of electric vehicles
40031	Ed Potter	Urban City Electricity Installations	15	9	0	15	0	-	-	Further commitment expected in quarter 3
40186	Ed Potter	Commercial Waste Containers	25	0	0	25	0	-	-	The business waste service is continuing to grow with 8-10 new customers per month. Each new customer requires a set of bins (recycling & residual). Depending on the size of the customer, often this funds 660 & 1100 litre bins. This capital scheme aim is to provide new bins for new customers (typically the income from a new customer after costs (collection & disposal costs) will fund the capital cost in 12-18 months.
40187	Ed Potter	On Street Recycling Bins	18	0	0	18	0	-	-	A review of on street, baby 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	71	9	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.
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	35	14	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 but dependant on recruitment to Climate Action Manager post, currently out for recruitment.
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. Quotes currently being obtained, commitments expected in quarter 3.
40260	Ed Potter	Land for New Bicester Depot	3,000	0	0	3,000	0	-	-	Potential for slippage in to 2023/24 and 2024/25. However discussions currently taking place for a prospective site.
Environmental Communities			5,108	78	670	4,498	610	-	-	
Capital Total			27,229	4,106	2,441	21,020	5,243	(966)	(113)	

CHERWELL TOTAL CAPITAL PROJECT EXPENDITURE

CODE	ASSISTANT DIRECTOR	DESCRIPTION	Total 22/23 Project Budget	22/23 Forecast	22/23 Variance	Future Years Budget	Project Total Budget	Project Total forecast	Project Total Variance	Narrative
40083	Nicola Riley	Disabled Facilities Grants	1,811	1,811	0	0	1,811	1,811	0	This budget comprises £1.239m Better Care Fund allocation, £0.375m CDC base budget and £0.196m reprofiled from 2021/22. Projected spend has been increased from £1.700m to £1.811m to reflect increasing demand and persistent inflation of construction costs. No carry forward into 2023/24 anticipated.
40160	Nicola Riley	Housing Services - capital	190	190	0	0	190	190	0	This is unspent Growth Deal funding reprofiled from 2021/22 due to delays on some development sites and other sites not being due for completion until 2022/23. Full spend anticipated in 2022/23 however, this will depend on the progress made on sites and some units may not complete until 2023/24.
40084	Nicola Riley	Discretionary Grants Domestic Properties	253	120	(133)	600	853	853	0	This budget comprises £0.150m core funding and £0.103m reprofiled from 2021/22. Projected spend for 2022/23 is circa £0.120m. Anticipated carry-forward into 2023/24 is £0.133m, but demand for these grants can fluctuate so this could vary.
40010	Nicola Riley	North Oxfordshire Academy Astro turf	183	133	(50)	0	183	183	0	Re-profiled from 2021/22. Delivery linked to external partners approval so spend maybe beyond March 2023
40019	Nicola Riley	Bicester Leisure Centre Extension	79	47	(32)	0	79	79	0	Re-profiled from 2021/22 - full spend on feasibility studies expected prior to 31st March 2023
40131	Nicola Riley	S106 Capital Costs	1,744	1,384	(360)	0	1,744	1,744	0	Spending on track for various schemes across the district
40181	Nicola Riley	Sunshine Centre (new extension to the front of the site)	0	(2)	(2)	0	0	(2)	(2)	Project completed in 2021/22
40251	Nicola Riley	Longford Park Art	45	2	(43)	0	45	45	0	Potential for slippage as no further Public Art spend possible until the Country Park is transferred from the developer
40261	Nicola Riley	Replacement Pool Covers at Woodgreen Open Air Pool	40	40	0	0	40	40	0	New Scheme for 2022/23 - full spend expected prior to 31st March 2023
Wellbeing & Community			4,345	3,725	(620)	600	4,945	4,943	(2)	
40208	Claire Cox	Project Manager for HR/Payroll system	100	100	0	120	220	220	0	£0.100m required for HR system improvements, project expected to conclude end Q3 2022/23 .The future years budget of £0.120m is £0.030m per year for 4 years from 2023/24 and will be used for system improvements
HR & OD			100	100	0	120	220	220.00	0	
Chief Executives			4,445	3,825	(620)	720	5,165	5,163	(2)	
40139	Andrew Low/Peter Hadley	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	100	100	0	0	100	100	0	Full spend anticipated by March 2023
40141	Andrew Low/Peter Hadley	Castle Quay 2	4,438	3,938	(500)	0	4,438	4,438	0	Budget reprofiled from 2021 / 2022 as a result delays to completion of Main Contract works for Castle Quay Waterfront following supply chain challenges. This has resulted in a knock on effect and re-profiling the budget to ensure sufficient budget remains to deal with any additional works required following the conclusion of both snagging and retention periods the conclusion of which have been pushed back as a result of the delays
40144	Andrew Low/Peter Hadley	Castle Quay 1	3,257	1,405	(1,852)	0	3,257	6,627	3,370	We are currently undertaking a strategic review of the asset to ensure the offering is suitable and relevant to meet the challenges of the changing retail market, as well as those affecting the wider commercial property market. As a result of this review, a number of Capital Projects have been initially reprofiled while further consideration is being undertaken. Other capital projects have been reprofiled because the potential tenants have not proceeded as quickly as initially expected or because they are now reconsidering their commitments to the centre, as a result of the current economic conditions and their other commitments.
40162	Andrew Low/Peter Hadley	Housing & IT Asset System joint CDC/OCC	48	2	(46)	0	48	8	(40)	Joint project with OCC for Property software. The initial set up cost was charged in to 2021/22 of which the remaining balance of £0.048m was reprofiled into this year to fund contract maintenance costs of £0.002m per year for 3 years, yielding a £0.040m saving.
40167	Andrew Low/Peter Hadley	Horsefair, Banbury	55	55	0	0	55	55	0	Full spend anticipated by March 2023

40191	Andrew Low/Peter Hadley	Bodicote House Fire Compliance Works	141	141	0	0	141	141	0	Full spend anticipated by March 2023
40197	Andrew Low/Peter Hadley	Corporate Asbestos Surveys	50	50	0	0	50	50	0	Full spend anticipated by March 2023
40201	Andrew Low/Peter Hadley	Works From Compliance Surveys	122	122	0	0	122	122	0	Full spend anticipated by March 2023
40203	Andrew Low/Peter Hadley	CDC Feasibility of utilisation of proper Space	100	100	0	0	100	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	130	0	0	130	130	0	Full spend anticipated by March 2023
40239	Andrew Low/Peter Hadley	Bicester East Community Centre	1,450	950	(500)	0	1,450	1,450	0	Full spend of the budget anticipated. Planned completion due Q3 2023/24
40240	Andrew Low/Peter Hadley	Bicester Dovecote	27	27	0	0	27	27	0	Full spend anticipated by August 2022
40241	Andrew Low/Peter Hadley	Thorpe Place Roof Works	35	35	0	0	35	35	0	Full spend anticipated by March 2023
40242	Andrew Low/Peter Hadley	H&S Works to Banbury Shopping Arcade	127	127	0	0	127	127	0	Full spend anticipated by March 2023
40246	Andrew Low/Peter Hadley	Banbury Museum Pedestrian Bridge	77	77	0	0	77	77	0	Full spend anticipated by August 2022
40249	Andrew Low/Peter Hadley	Retained Land	286	186	(100)	0	286	286	0	Full spend anticipated by Q2 23/24
40225	Andrew Low/Peter Hadley	Drayton Pavillion - Decarbonisation Works	86	0	(86)	0	86	0	(86)	All projects are at practical completion. Under the grant conditions we will be returning unspent grant which is in the region of £0.800m. There was a need for the Council to bid for the funding at short notice and after receiving the grant and fully investigating the schemes, realised some were not affordable but were able to redirect some of the resource onto other schemes
40229	Andrew Low/Peter Hadley	Stratfield Brake Sports Ground - Decarbonisation Works	159	0	(159)	0	159	0	(159)	
40226	Andrew Low/Peter Hadley	Thorpe Lane Depot - Decarbonisation Works	250	124	(126)	0	250	124	(126)	
40227	Andrew Low/Peter Hadley	Banbury Museum - Decarbonisation Works	264	360	96	0	264	360	96	
40228	Andrew Low/Peter Hadley	Franklins House - Decarbonisation Works	0	82	82	0	0	82	82	
40230	Andrew Low/Peter Hadley	Whitelands - Decarbonisation Works	0	91	91	0	0	91	91	
40231	Andrew Low/Peter Hadley	Bicester Leisure Centre - Decarbonisation Works	604	729	125	0	604	729	125	
40232	Andrew Low/Peter Hadley	Kidlington Leisure Centre - Decarbonisation Works	675	348	(327)	0	675	348	(327)	
40233	Andrew Low/Peter Hadley	Spiceball Leisure Centre - Decarbonisation Works	991	780	(211)	0	991	780	(211)	
40234	Andrew Low/Peter Hadley	Woodgreen Leisure Centre - Decarbonisation Works	692	336	(356)	0	692	336	(356)	
40245	Andrew Low/Peter Hadley	Enable Agile Working	15	15	0	0	15	15	0	Full spend anticipated by March 2023
40252	Andrew Low/Peter Hadley	Expiring Energy Performance Certificates plus Associated works	96	96	0	0	96	96	0	Full spend anticipated by March 2023
40253	Andrew Low/Peter Hadley	Energy Performance Certificates Govt Implementation of target B - Strategic Plan	60	60	0	0	60	60	0	Full spend anticipated by March 2023
40254	Andrew Low/Peter Hadley	Thorpe Lane Depot - Renewal of Electrical Incoming Main	270	270	0	0	270	270	0	Full spend anticipated by March 2023
40255	Andrew Low/Peter Hadley	Installation of PV at CDC Property	79	79	0	0	79	79	0	Full spend anticipated by March 2023
Property			14,684	10,815	(3,869)	0	14,684	17,143	2,459	
40256	Michael Furness	Processing Card Payments & Direct Debits	55	20	(35)	0	55	20	(35)	£35k of budget not longer required
Finance Total			55	20	(35)	0	55	20	(35)	
40056	Tim Spiers	5 Year Rolling HW / SW Replacement Prog	50	50	0	0	50	50	0	Budget required for hardware refresh, delayed due to Co-Vid and council wide remote working. Anticipate refresh Q3 2022/23
40212	Tim Spiers	Procurement of Joint Performance system	20	20	0	0	20	20	0	Budget required for further system enhancements, Expected Q3 2022/23
40237	Tim Spiers	Council Website & Digital Service	162	162	0	0	162	162	0	Project now expected to conclude at end of Q3 2022/23.
40238	Tim Spiers	IT Shared Services	238	238	0	0	238	238	0	Project in final stages and expected to conclude Q2 2022/23.
ICT			470	470	0	0	470	470	0	
Resources			15,209	11,305	(3,904)	0	15,209	17,633	2,424	

40062	Robert Jolley	East West Railways	27	24	(3)	80	107	104	(3)	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. In partnership with England's Economic Heartland, Cherwell will be contributing towards fibre connectivity 2022/23.
40121	Robert Jolley	Bicester Library (phase 1b)	645	645	0	0	645	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	61	0	0	61	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.
40118	Robert Jolley	Creampot Crescent Cropredy (phase 1b)	6	(10)	(16)	0	6	(10)	(16)	The retention payment for Creampot has now been paid resulting in a saving as the payment was less than the accrued amount.
40177	Robert Jolley	Bullmarsh Close (Phase 2)	17	17	0	0	17	17	0	With construction formally completed early May 2021 there is the need to budget for retention which CDC will have to pay in 2022/23
40213	Robert Jolley	Build Team Essential Repairs & Improvements	149	55	(94)	0	149	149	0	Work is currently underway and it is likely that all capital expenditure will take place during financial year 2022/23
40224	Robert Jolley	Fairway Flats Refurbishment	362	0	(362)	0	362	362	0	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	600	(600)	0	1,200	1,200	0	The expenditure on this project depends upon the outcome of survey work which will commence 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.
Growth & Economy			2,467	1,392	(1,075)	80	2,547	2,528	(19)	
40015	Ed Potter	Car Park Refurbishments	74	48	(26)	0	74	74	0	Full spend anticipated by March 2024
40026	Ed Potter	Off Road Parking	18	0	(18)	0	18	18	0	Full spend anticipated by March 2024
40028	Ed Potter	Vehicle Replacement Programme	1,166	600	(566)	4,344	5,510	5,510	0	Full spend anticipated by March 2025. Additional bids anticipated as further electric vehicles are introduced to the fleet.
40031	Ed Potter	Urban City Electricity Installations	15	15	0	0	15	15	0	Full spend anticipated by March 2023
40187	Ed Potter	On Street Recycling Bins	18	18	0	0	18	18	0	Full spend anticipated by March 2023
40186	Ed Potter	Commercial Waste Containers	25	25	0	25	50	50	0	Full spend anticipated by March 2024
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	158	158	0	0	158	158	0	Full spend anticipated by March 2023
40216	Ed Potter	Street Scene Furniture and Fencing project	36	36	0	24	60	60	0	Potential for slippage in to 23/24 as works identified at multiple locations but lease issue with landowner at Kirtlington Quarry is still ongoing
40217	Ed Potter	Car Parking Action Plan Delivery	175	175	0	0	175	175	0	Full spend anticipated by March 2023
40218	Ed Potter	Depot Fuel System Renewal	35	35	0	0	35	35	0	Full spend anticipated by March 2023
40220	Ed Potter	Horsefair Public Conveniences	0	0	0	0	0	0	0	This project was completed in 2021/22
40222	Ed Potter	Burnehyll- Bicester Country Park	220	220	0	0	220	220	0	Full spend anticipated by March 2023
40248	Ed Potter	Solar Panels at Castle Quay	53	53	0	0	53	53	0	Full spend anticipated by March 2023
40235	Ed Potter	Chargeable Garden & Food Waste	0	0	0	0	0	0	0	This project was completed in 2021/22
40257	Ed Potter	Additional Commercial Waste Containers	10	10	0	10	20	20	0	Full spend anticipated by March 2024
40258	Ed Potter	Kidlington Public Convenience Refurbishment	90	90	0	0	90	90	0	Full spend anticipated by March 2023
40259	Ed Potter	Market Equipment Replacement	15	15	0	0	15	15	0	Full spend anticipated by March 2023
40260	Ed Potter	Land for New Bicester Depot	3,000	3,000	0	0	3,000	3,000	0	Potential for slippage in to 2023/24 and 2024/25 as the search for a suitable site for a new Bicester depot continues and spend will be dependant on type of land acquired. A multiple of options will be considered. Eg. Land to be developed - what to include, existing site with buildings but in need of refurbishment.
Environmental			5,108	4,498	(610)	4,403	9,511	9,511	-	
Communities			7,575	5,890	(1,685)	4,483	12,058	12,039	(19)	
Capital Total			27,229	21,020	(6,209)	5,203	32,432	34,835	2,403	

This page is intentionally left blank

Appendix 2 - Report Details – Additional Revenue narrative

Chief Executive

Chief Executives are forecasting an overspend of £0.286m against a budget of £6.809m (4.2%).

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.
£0.000m Variance	
Variance to June's forecast	
£0.000m	

Wellbeing Community	& Having had the opportunity to re-evaluate joint use income and operational income from Leisure sites it has been possible to reduce the overspend in Wellbeing to £0.225m mitigating the increased utility costs which currently stand at a projected overspend of £0.385m. This betterment is sustainable throughout the year but should not be relied upon beyond that.
Variation	
£0.225m	
Overspend	
	Housing is forecasting on track.
Variation to June's Forecast	
£0.000	

Customer Focus	Customer Focus service is projecting an overspend. This is due to decoupling from OCC requiring short term interim cover while the service is refocused.
Variation	
£0.061m overspend	Land charges are projecting a £0.006m under recovery due to the impact of the "cost of living" challenges and the knock-on consequences in the housing market
Variation to June's Forecast	
(£0.002m)	Comms Strategy & Insight are reporting on target.

Resources

Resources are reporting an overspend of £0.166m against a budget of £4.159m (4.0%).

Finance	Finance is showing as on Target.
Variation £0.000m Overspend	
Variation to June's Forecast (£0.005m)	

Legal & Democratic	Law and Governance are reporting an overspend of £0.051m. £0.038m relates to additional staff costs, plus minor overspends of £0.010m. This is partially offset by an anticipated over recovery of income of (£0.040m) and a budget of £0.023m for Information Governance. The remaining £0.013m relates to minor overspends in Governance.
Variation £0.051m overspend	
Variation to June's Forecast £0.024m	

ICT	The overspend within IT is made up of £0.161m (consisting of £0.057m under recovery of income and £0.104m consultant fees) attributable to the decoupling of the IT service and establishing a stand-alone IT service and a new Digital Strategy for Cherwell, £0.047m attributable to increased supplier costs and £0.015m minor overspends.
Variation £0.223m overspend	
Variation to June's forecast £0.104	

Property	There is a favourable variance of (£0.108m) in July's budget compared to June that is as a result of (£0.030m) reduction on utility costs, (£0.055m) reduction in consultants fees and finally (£0.023m) reduction in security costs.
Variation (£0.108m) underspend	
Variation to June's forecast (£0.418m)	Within the overall forecast this month for Property the overall position has improved by (£0.418m), Castle Quay shows a net decline for 2022/23 of £0.615m.
	In general, the tough global economic conditions and inflationary operational costs is having a direct impact on the tenant uptake of units and this is resulting in vacant units remaining vacant longer and therefore an increase

in the vacant unit costs.

Currently we are undertaking a strategic review of the asset to ensure our plans for the centre remain aligned to the rapidly changing retail environment and this means that while the review is being undertaken we are not progressing some of the projects which were previously planned. In addition, other alternative use projects which were due to commence are now being reconsidered by the potential tenants due to their financial challenges and therefore, potential occupation has been delayed and these delays have now been taken into account in our latest forecast predictions.

£3.5m of previously received revenue had been set aside to fund additional capital projects within Castle Quay. The capital budget has been reviewed and this funding is not needed for capital projects currently planned. These funds have therefore been released to offset the fall in revenue predicted in this financial year. So far this year £0.927m has been transferred which means that currently Castle Quay is showing for budgeting purposes as being on track. The balance of this reserve will be held to help mitigate future financial impacts.

Communities

Communities are forecasting an overspend of £0.537m against a budget of £7.576m, (7.1%).

Planning Development	&	No significant change in forecasting since the last monitoring period. Presently more Development Management income is being received than expected due to receipts for strategic developments.
Variation (£0.036m) underspend		

Variance to June's
forecast
£0.007m

<p>Growth & Economy Variation (£0.050) Underspend</p>	<p>The Growth and Economy department is forecasting, for July 2022, an overall underspend of (£0.050m) which consists of £0.110m overspend on the Build team and an underspend of (£0.160m) on staff savings.</p>
<p>Variance to June's forecast (£0.010m)</p>	<p>Within these numbers are some 'savings non-deliverables' which amount to a total of £0.129m consisting of Dovecote £0.031m, Bicester recharges £0.028m and £0.070m for overspend in Build. The first two will be mitigated by absorbing the costs within this year's budget whilst the Build overspend will be addressed as part of a short transitional period which is currently being developed within the organisation.</p>
<p>Environmental</p>	<p>The forecast variance for Environmental Services for July is £0.623m.</p>
<p>Variation £0.623m Overspend</p>	<p>This is largely due to the continued pressure within Car Parks. There is a £0.458m reduction anticipated in car park income largely due to reduced demand. The service continue to review on a regular basis, including the impact of changes to charges made in 2021 and 2022.</p>
<p>Variance to June's forecast £0.058m</p>	<p>The forecast pressure within Waste and Recycling is as a result of an increase of fuel prices £0.129m. The service continually monitors driver and route efficiency to minimise fuel usage and vehicle emissions however the recent surge in fuel prices due to global events is very difficult to mitigate.</p>
	<p>There is a pressure of £0.011m within Increase charges for using public conveniences, a review is underway of the usage at each site, which includes a gradual move away from use of cash to contactless at all sites.</p>
	<p>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 2022 may not increase income by 10%. Further parts of Castle Quay opened in June so this may help car parking income.</p>
	<p>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. There is a new pressure of £0.015m within Reduce waste processing facility charges due to rates being higher than anticipated due to the current climate. Commodity prices are constantly reviewed so that forecasting can take place in advance of the next quarters rate being agreed.</p>
	<p>All these pressures are continually being reviewed for improvement by the Assistant Director of Environmental Services and the service managers.</p>

Regulatory	Regulatory Services is forecasting on target.
Variation £0.000m	
Variance to June's forecast (£0.020m)	

Executive Matters

Executive Matters is forecasting an overspend of £0.393m against the budget of £1.448m, (27.1%).

Interest	Due to the rapidly changing economic circumstances and external factors such as the ongoing war in the Ukraine, interest rates are increasing significantly above the levels assumed in the Council's budget.
Variation £0.393m overspend	
Variance to June's forecast £0.328m	<p>The Council had held a significant amount of its borrowing as short-term loans due to interest rates being very low. However, given the instability and uncertainty surrounding interest rates the Council has worked closely with its external treasury management advisers to understand forecasts of where the Bank of England base rate and hence short-term borrowing rates could lead to.</p> <p>Therefore, the Council has taken out long-term borrowing, over periods ranging between five and ten years, at rates lower than the forecast interest rates. This means that borrowing costs are now both certain and less than they would be if they were secured when loans need to be renewed as interest rates are forecast to be at their peak then.</p> <p>Taking out this fixed borrowing at higher than budgeted interest rates creates a budget pressure. The Council is mitigating this by taking the additional cash it now holds and investing this in line with its Investment Strategy. A strategy is being implemented to allow the Council to take advantage of increasing interest rates by investing the surplus cash it holds to reduce the impact in 2022/23.</p>

Policy Contingency

Policy Contingency is forecasting an underspend of (£0.332m) against a budget of £3.500m, (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 (£0.332) for inflation to partially mitigate some of the inflationary costs that the Council is experiencing.
Variation (£0.332m) underspend	
Variance to June's forecast (£0.052m)	

Appendix 3 - Virement Summary

Virement Movement

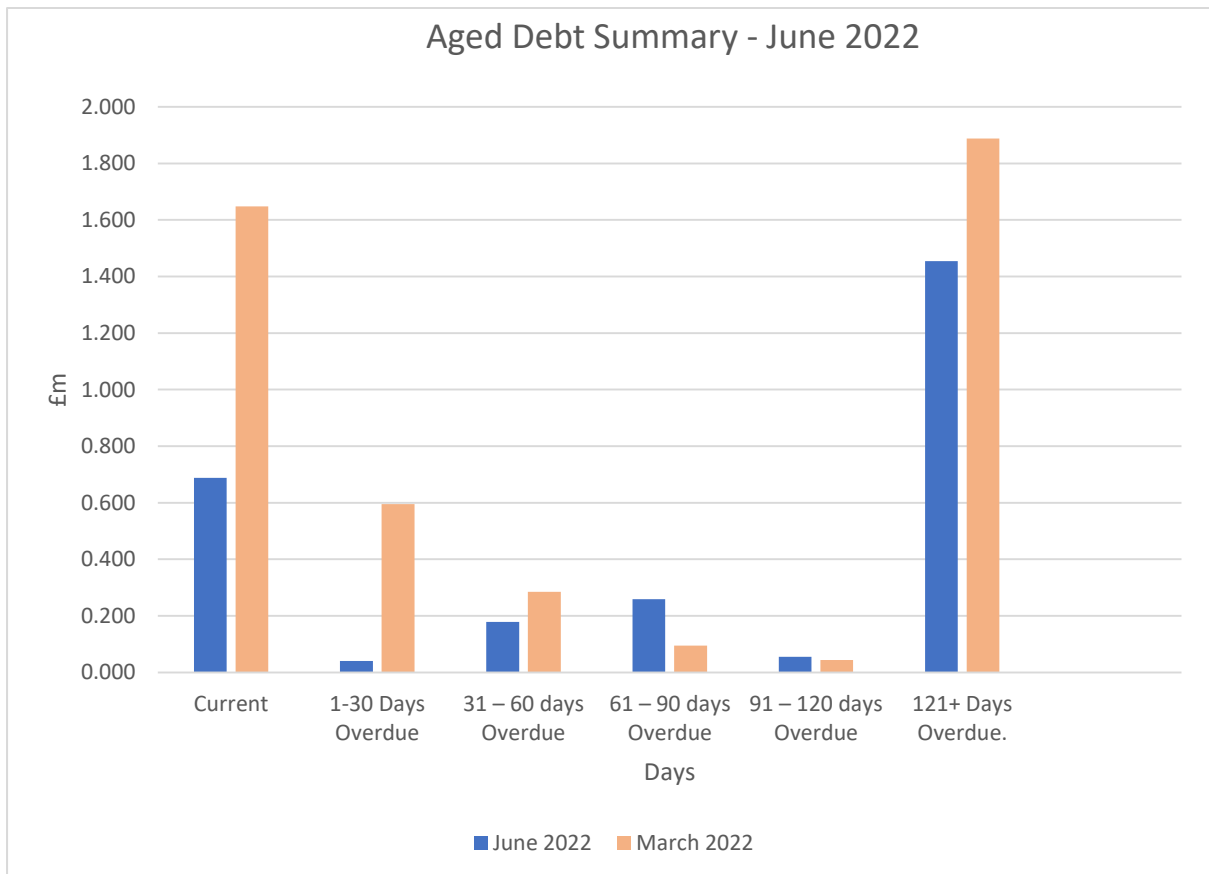
This table shows the movement in Net Budget from June to July 2022.

Virements - Movement in Net Budget	£m
Directorate Net Budget - June 2022	17.161
Directorate Net Budget - July 2022	18.544
Movement	1.383

Breakdown of Movements	£m
Allocations from/to Reserves	
Improving the Customer Experience programme of works, due to the impact of Covid-19 and the need to prioritise to deal with the impact of the pandemic, certain workstreams haven't progressed as expected in 2021/22, therefore this is planned for 2022/23.	£0.050
Elections Reserve	£0.100
To cover cost of members laptops	£0.028
Unspent Budget - Country Parks	£0.025
To mitigate the revenue impact of a technical change in costs from capital to revenue linked to Castle Quay works	£0.146
Other:	
Castle Quay revenue received in advance	£0.926
Saving on Minimum Revenue Provision	£0.108
Total	£1.383

Aged Debt Summary

The graph below shows a comparing of the aged debt at June 2022.



Appendix 4 - Funding for 2022/23

Specific Funding

Dept.	Grant Name	Funding
		£
MHCLG	Council Rebate - Discretionary Element	235,800
MHCLG	New Burdens Funding for Council Tax Rebate	78,207
MHCLG	Domestic Abuse Grant	34,413
Home Office	Asylum Seekers	22,500
MHCLG	Test & Trace	41,469
		412,389

This page is intentionally left blank

Appendix 5 - Reserves and Grant Funding

Uses of/ (Contributions to) Reserves

Specific requests

Directorate	Type	Description	Reason	Amount £m
Resources	Earmarked	Projects Reserve	To mitigate the revenue impact of a technical change in costs from capital to revenue linked to Castle Quay works	0.146
Resources	Earmarked	Elections Reserve	To cover overspend in District Elections	0.038
Resources	Earmarked	Commercial Risk Reserve	The Council had previously received rental income in advance for Castle Quay, which had been budgeted to use as a revenue contribution to capital works. Firm plans are not yet in place for these capital works and so following a review, the revenue contribution is no longer required. A more appropriate use of this resource is to mitigate the in-year position for Castle Quay with the balance of £2.573m being put into reserves to act as a contingency to support Castle Quay in the medium term.	(2.573)
Total Earmarked Reserves				(2.389)

This page is intentionally left blank

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 stylized signature in black ink.

Councillor Barry Wood
Leader of Cherwell District Council



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE



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.



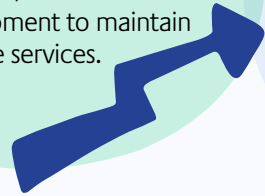
Partnerships

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.

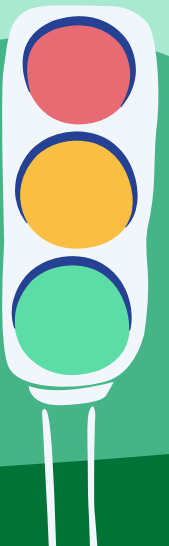
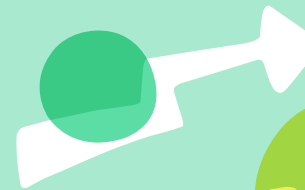


Performance management framework

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.



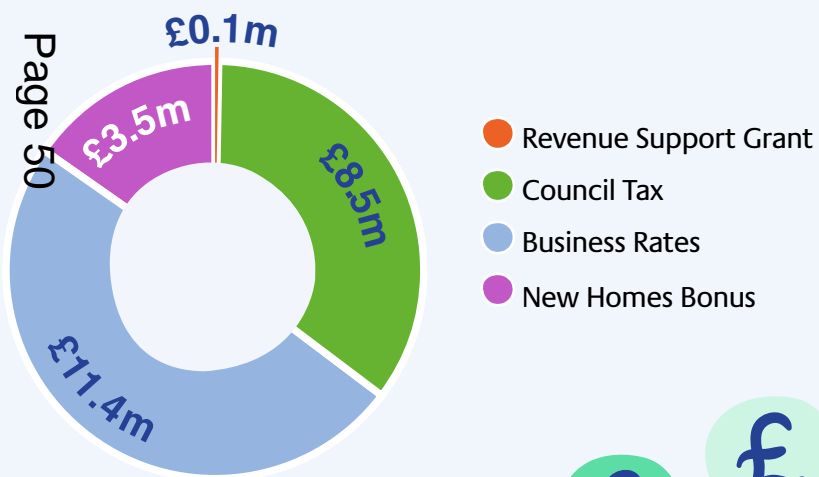
Council funding



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:

www.cherwell.gov.uk/find-member

Write:

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



Help us, help you

Doing things online is much cheaper, which means we can spend more time on essential services. You can use our online services to **pay, apply, report** or **book** most services.

cherwell.gov.uk



Get all the latest news, events, and developments from across Cherwell, every month.

Sign up for your next edition of **Cherwell link**

www.cherwell.gov.uk/signup






Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Appendix 7 - Performance Report July 2022

- 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 – KPI's & Programme Measures 22–23

	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP1.1.01 Homelessness Prevention	Cllr N Mawer	Nicola Riley Yvonne Rees	Delivering to plan	Delivering to plan	★	The Housing Options Team remain focused working upstream for statutory homeless duties before anyone reaches crisis. The team offer practical advice and support as early as possible, to help people understand the local challenges and make informed decisions about their housing options.	Slightly behind schedule	Delivering to plan	★
BP1.2.01 Number of Homeless Households living in Temporary Accommodation (TA)	Cllr N Mawer	Nicola Riley Yvonne Rees	33	35	★	The numbers in temporary accommodation in this period have remained within target. We continue ensuring that time anyone spends in emergency or temporary housing is kept to a minimum and our key principle managing resource.	30	35	★
BP1.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr N Mawer	Nicola Riley Yvonne Rees	58.00	45.00	★	We provided help to 58 households, in July. A total of 26 by means of major adaptations and 32 by means of smaller works including rails, ramps, and key safes.	218.00	180.00	★
BP1.2.03 Homes improved through enforcement action	Cllr N Mawer	Nicola Riley Yvonne Rees	20.00	9.00	★	There were 20 homes improved through enforcement action. This is unfortunately higher than 'our target' of 9 as action should be the last option. We continue to support and advise our customers.	51.00	36.00	★
BP1.2.04 Number of affordable homes delivered including CDC and Growth Deal targets	Cllr N Mawer	Nicola Riley Yvonne Rees	1.00	12.00	▲	There was just one shared-ownership affordable home completed in July. Whilst this is below the monthly target, there was a higher delivery than expected in June. Some units, with completion planned for July, were delayed to September/October due to shortages of building materials, a continued impact of COVID-19, and availability of workforce. The recent heatwaves also impacted on construction.	58.00	48.00	★
BP1.2.05 Number of Housing Standards interventions	Cllr N Mawer	Nicola Riley Yvonne Rees	47.00	55.00	▲	There were 47 housing standards interventions recorded in July 2022, against a target of 55. Interventions and responses are determined by the nature of the customers' service requests. The team will continue to ensure that requests are dealt appropriately and are putting plans in place to carry out proactive property and HMO inspection work, for September. From 1 April to date, there were 266 interventions, exceeding the target of 220 for the same period.	266.00	220.00	★
BP1.2.06 Average time taken to process Housing Benefit New Claims	Cllr A Nell	Kerry MacDermott Stephen Hinds	7.24	18.00	★	The team has done a great job processing new claims this month against the established targets, which are in line with the national average targets	16.19	18.00	★
BP1.2.07 Average time taken to process Housing Benefit Change Events	Cllr A Nell	Kerry MacDermott Stephen Hinds	2.38	8.00	★	In line with the great performance shown on the measure above.	2.93	7.25	★

	Portfolio Holder	Director/ Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP2.2.01 % Waste Recycled & Composted	Cllr D Sames	Ed Potter Ian Boll	55.87	56.00	●	Recycling rate 2.9% below target figure compared with last year. Fall in recycling rate can be related to the drought through June and July leading to nearly 3,000 tonnes less garden waste.	55.77	56.00	●
BP2.2.02 Reduction of fuel consumption used by fleet	Cllr D Sames	Ed Potter Ian Boll	41,088	46,257	★	Fuel usage down on current estimates.	42,249	45,860	★

Supporting Environmental Sustainability – KPI's & Programme Measures 22–23

An Enterprising Economy with Strong and Vibrant Local Centres – KPI's & Programme Measures 22–23

	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	Ian Boll 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 regular basis, with remaining workstreams we were involved in being 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	Michael Furness Stephen Hinds	8.96%	9.10%	●	The in-month collection rate was 8.96% against a target of 9.10% with the shortfall equating to, approximately, £174k. However, the cumulative collection rate for 2022/23 is 38.61%, which has exceeded the year-to-date target of 38.10%. Council Tax reminders were issued in July and recovery action is continuing.	38.61%	38.10%	★
BP3.2.02 % of Business Rates collected, increasing NNDR Base	Cllr A Nell	Michael Furness Stephen Hinds	8.27%	7.00%	★	The in-month collection rate was 8.27% against target of 7%. The cumulative collection rates for 2022/23 are 40.72% against target of 38%. Recovery action has continued throughout July, with outbound calls taking place to prompt payment.	10.18%	9.50%	★

Healthy, Resilient and Engaged Communities – KPI's & Programme Measures 22–23

	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP4.1.01 Tackle Environmental Crime	Cllr E Reeves	Ian Boll Richard Webb	Delivering to plan	Delivering to plan	★	58 fly tips were investigated in July. 15 warning letters and one interview letter under caution letter were sent.	Delivering to plan	Delivering to plan	★
BP4.1.02 Support Community Safety and Reduce Antisocial Behaviour	Cllr E Reeves	Ian Boll Richard Webb	Delivering to plan	Delivering to plan	★	<p>In July, the Council's Community Wardens undertook town centre patrols in Banbury, following reports of anti-social behaviour in the area. Work is progressing to identify longer-term solutions to this problem. Community Protection Warnings were served in the district, on 3 individuals who were identified causing nuisance to immediate neighbours and their local communities. Wardens also continued to put signs around Bicester Public Spaces Protection Order, also undertaking patrols on the Kingsmere estate, after reports of anti-social behaviour. Proactive crime reduction work continued, by attending a community forum at St Leonards School, providing crime reduction and personal safety advice at the Banbury play-day, undertaking joint visits with Thames Valley Police to vulnerable residents, and provide information on a new nominated neighbor scheme; and providing a talk to school leavers around personal safety and responsibility, while in the community on their last week term.</p> <p>Wardens also located 4 missing school children, who were reported missing by their school, and joint work took place with Thames Valley Police, in two addresses, with suspected involvement in county drug lines.</p>	Delivering to plan	Delivering to plan	★
BP4.2.01 Number of Visits/Usage to District Leisure Centres	Cllr P Chapman	Nicola Riley Yvonne Rees	114,599.00	50,000.00	★	Usage figures for all 4 main Leisure Centres (Spiceball, Bicester, Kidlington and Woodgreen) have increased on the same period of last year by 3,000; 5,000; 3,000 and 2,000 respectively.	479,013.00	170,000.00	★

This page is intentionally left blank

Appendix 8 – Leadership Risk Register as at 23/08/2022

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

Risk Scorecard – Residual Risks						
Page 57 Impact		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Page 57 Impact	5 - Catastrophic					
	4 - Major		L09-	L03-L04-L05-L06-L07-L11-L14	L01	
	3 - Moderate		L10-L15	L12-L16-L17	L08- L13-L18	
	2 - Minor		L02-			
	1 - Insignificant					

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

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pst			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			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				Medium Term Revenue Plan reported regularly to members.	Fully							Posts are filled by appropriately qualified individuals. When posts become vacant the JD is reviewed to ensure it meets the needs of the wider team and that the essential skill levels and experience are appropriate.	The team is currently fully staffed with appropriately qualified individuals. Continuous Professional Development opportunities are offered and maximised by CIPFA, LGA, Link, Pixel. New financial system helping to support the monitoring process.	Risk reviewed - 08/06/2022 Mitigating actions and comments updated	
		Reduction in services to customers				Balanced medium term and dynamic ability to prioritise resources	Fully							Investment Strategy agreed annually. Strategic Place Shaping Board providing a gateway process for capital investment decisions which comply with governance framework.	Investment options considered as and when they arise, MTF5 and budget setting continue 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							Timely and good quality budget monitoring reports, particularly property income and capital. Unit 4 financial system provides improved management information.	Improvements to business partnering and budget management continue to be identified and implemented. Asset Management Strategy to be finalised and approved by Council.		
		Reduced financial returns (or losses) on inability to deliver financial efficiencies				Good networks established locally, regionally and nationally	Fully							Introduction and implementation of an Asset Management Strategy.			
		Inability to deliver commercial objectives (increased income)				National guidance interpreting legislation available and used regularly	Fully										
		Poor customer service and satisfaction				Members aware and are briefed regularly	Fully							Finance support and engagement with programme management processes, project boards and steering group.	Depending on the profile of the project, finance rep will either be at Strategic or Finance Business Partner or Service Accountant level. Involvement will reflect locally on outcomes.		
		Increased complexity in governance arrangements				Participate in Oxfordshire Treasurers' Association's work streams	Fully							Integration and continued development of Performance, Finance and Risk reporting.	Integrated reporting has been embedded but needs to be adapted to reflect requirements of the committees at which it's elements are scrutinised.		
		Lack of officer capacity to meet service demand				Review of best practice guidance from bodies such as CIPFA, LGA and NAO	Fully							Regular involvement and engagement with colleagues across the 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 MTF5.		
		Lack of financial awareness and understanding throughout the council				Treasury management and capital strategies in place	Fully							Regular member training and support. 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. Most recently, to induct newly elected members on the Council's finances, and the induction of new members of the Accounts Audit and Risk committee.		
		Increased inflation in the costs of capital schemes				Investment strategies in place	Fully							Budget setting will not be an annual event, but will be a continuous process of reviewing budget monitoring and reflecting trends in the MTF5.	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.		
		Increased inflation in revenue costs	4	4	16	Regular financial and performance monitoring in place	Fully	Councillor Adam Neil	Michael Furness	Joanne Kaye	4	4	16	Regular utilisation of advisors as appropriate.	Borrowing strategy recently reviewed in consultation with our financial advisors (amongst others).		
						Independent third party advisers in place	Fully							Internal Audits being undertaken for core financial activity and capital as well as service activity.	Regular reporting of progress on internal audits considered by the Accounts Audit and Risk Committee.		
						Regular bulletins and advice received from advisers	Fully							Summarise and distribute announcements to CLT, Leader and Lead Member for Finance as and when announcements are made relating to Spending Reviews and other government announcements affecting Local Government.	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.		
						Property portfolio income monitored through financial management arrangements on a regular basis	Partially										

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pst			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			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 Fully Fully	Councillor Barry Wood	Shahin Ismail	Helen Lolas	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. Appointed interim officer regarding FDI/EDI and enquiries. Regular reports to CLT and DLT outline our performance regarding meeting statutory deadlines. Learning and development opportunities identified and promoted by the Chief Executive and Directors. First tranche of Senior Leadership training/development begins in August, and is cascaded throughout 2022/23. 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 - 23/08/2022 Mitigating actions 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	Ian Boll	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 last updated in September 2021. It includes programmes for the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canal Side Supplementary Planning Document and work on a Community Infrastructure Levy (CIL). The Oxfordshire Local Planning Authorities agreed to stop work on the Oxon Plan in August 2022. Local Plans for the City and Districts will now provide the framework for the long term planning of Oxfordshire. 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 November 2022. The programmes for work on the Canal Side SPD and CIL are aligned to the Local Plan review timetable and will be updated as work on the Plan progresses.	Risk reviewed 15/08/2022 - Risk owner and comments updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pw			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2022/23																	
L04	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident impacting on the delivery of the Council's operations	Inability to deliver critical services to customers/residents	4	4	16	Business continuity strategy, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering Group	Fully effective	Councillor Eddie Reeves	Ian Boll	Richard Webb	3	4	12	↔	Business Continuity Statement of Intent and Framework due to be reviewed to align with new incident management framework	The Council's business continuity plans ensured that critical services could continue to be provided throughout the lockdown periods. 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 but some further work is required to ensure this is reflected in the policy framework. A document repository and management system is under development for key business continuity plans. Teams asked to update BAs for September in advance of a complete review of Business Continuity Plans.	Risk Reviewed 04/06/2022 - Risk description, controls, owner, mitigating actions and comments updated.
		Financial loss/ increased costs				Services prioritised and ICT recovery plans reflect those priorities and the requirements of critical services	Fully effective								Cross-council BC Steering Group meets regularly to identify BC improvements needed		
		Loss of important data				ICT disaster recovery arrangements in place with data centre and cloud services reducing likelihood of ICT loss and data loss	Fully effective								ICT transition to data centre and cloud services has reduced likelihood of ICT loss and data loss		
		Inability to recover sufficiently to restore non-critical services before they become critical				Incident management team identified in Business Continuity Framework	Fully effective								Corporate ownership and governance revised as a result of separation of OCC and CDC		
		Loss of reputation				All services undertake annual business impact assessments and updates of business continuity plans	Partially effective								BC Impact assessments and BCPs to be updated and reviewed by OCC's Emergency Planning team		
		Reduced service delivery capacity in medium term due to recovery activity				All services maintain business continuity plans	Partially effective								BC exercises to be arranged		
															Updated incident management framework agreed August 2021		

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pw			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
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	4	4	16	Incident Management Framework in place and key contact lists updated monthly.	Fully	Councillor Eddie Reeves	Ian Boll	Richard Webb	3	4	12	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers periodically. Available on ELT Teams channel DCC Emergency Planning providing expert advice and support under a partnership arrangement which will continue post decoupling. Supporting officers for incident response identified in the emergency plan and wallet guide but requires refresh following separation. Refreshed incident management plan agreed and implemented.	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. Duty director rota being revised to reflect decoupling arrangements and consequential staffing changes.	Risk Reviewed 04/06/2022 - Controls, control assessment, risk owner, mitigating actions and comments updated
		Unnecessary hardship to residents and/or communities				Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered	Fully										
		Risk to human welfare and the environment				Expert advice and support provided by Oxfordshire County Council's Emergency Planning Team under partnership arrangements.	Fully										
		Legal challenge				Council Duty Directors attend training relating to role prior to joining duty director rota and have refresh training annually	Fully										
		Potential financial loss through compensation claims				Multi agency emergency exercises conducted to ensure readiness	Partially										
		Ineffective Cat 1 partnership relationships				Active participation in Local Resilience Forum (LRF) activities	Fully										
Reputational damage																	
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.	4	4	16	Community Safety Partnership monitors risks and oversees the actions needed to reduce risks of exploitation	Partially	Councillor Eddie Reeves	Ian Boll	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. CSPR 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.		Risk reviewed 04/06/2022 - No changes
		Council subject to external reviews				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.	Fully										
		Criminal investigations potentially compromised				Representation at county Child Exploitation sub-group of the Safeguarding Children Board, the countywide Modern Slavery Partnership and Safer Oxfordshire Partnership.	Fully										
		Potential financial liability if council deemed to be negligent.				Representation at the Children Missing and Exploited Network meetings for north Oxfordshire.	Fully										
		Reputational damage to the council.				Engagement at an operational and tactical level with relevant external agencies and networks to deliver community based disruption and preventative actions.	Partially										
						Arrangements in place to ensure local framework of partnership meetings are effective and robustly identify and tackle risks.	Partially										

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pw			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
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 R. Mould	Claire Cox	Martin Green	3	4	12	↑	As a result of decoupling from OCC the strategic H&S lead is no longer in place but a recruitment campaign in progress to recruit a Health and Safety Manager who will take a corporate lead on Health and Safety matters. Post decoupling CLT will have monthly monitoring of H&S matters as a standing item at CLT meetings. The corporate H&S register will be managed and monitored with a focus on the depots as our highest risk areas. Corporate H&S Auditing and Inspection programme on track. Reports issued to managers and actions tracked for completion.	Risk re-evaluated in light of decoupling from OCC and the need for a Corporate lead to be recruited Risk Manager and Head of Paid Service on and changed to amber due to need to recruit corporate lead following decoupling.	Risk reviewed 11/08/22 - Lead member, residual score, mitigating actions and comments updated
Criminal prosecution for failings breach of legislation and potential for enforcement action.	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.	Fully															
Financial impact (compensation or improvement actions)	Consultation with employee representatives via employer and union consultative committees (Unison)	Fully															
Reputational impact	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.	Fully															

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pst			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2022/23																	
LOB	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 Managing access permissions and privileged users through AD and individual applications Schedule of regular security patching Vulnerability scanning Malware protection and detection Effective information management and security training and awareness programme for staff Password and Multi Factor Authentication security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes A complete restructure and update of the technical approach for the infrastructure has resulted in a move to a zero trust model. Advice received from NCS on specific activity alerts, the increased threat of globalised ransomware and malware attacks.	Fully Fully Fully Fully Fully Fully Fully Fully Fully Fully Fully Fully Fully Fully Fully	Councillor Richard Mould	Stephen Hinds	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 - this is likely to continue after decoupling under SLA. 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 (NCS) advise an increased risk of cyber-attack due to escalating tensions in Eastern Europe. The overall risk score remains the same. A recent Audit of the Cyber function (CDC and OCC jointly) rated the that the system of control is being maintained (Amber) It should be noted that two elements of the Audit were red rated, and these were regarding procedural documentation which since have been resolved.	Risk Reviewed 15/06/2022 Comments updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pw			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2022/23																	
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 effective Partially effective Not effective	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 12/06/2022 - No changes
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	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. A regular Shareholder Representative meeting takes place, a Shareholder Liaison Meeting including the S.151 Officer and Monitoring Officer takes place on a quarterly basis and a Shareholder Committee meeting on a quarterly basis. 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	Stephen Hinds	Nathan Elvery	2	3	6	↔	A Shareholder Representative has been appointed following the decoupling from OCC, the Shareholder Representative is a former Chief Executive, regular governance arrangements are in place. 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	A formal governance review is being undertaken by the Shareholder Representative and the Monitoring Officer following the decoupling from OCC as part of the overall Transition Plan. A regular monthly report to the Corporate Leadership Team will be established from September 2022.	Risk reviewed 28/07/2022 - Controls, risk owner, manager, mitigating actions and comments updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pw			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated	
			Probability	Impact	Rating						Probability	Impact	Rating					
2022/23																		
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.	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners	Partially	Councillor Tony Illot	Stephen Hinds	Simon Moody	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 28/07/2022 - Risk manager updated	
Business continuity planning arrangements in place in regards to key suppliers	Partially																	
Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially																	
Intelligence unit set up procurement Hub to monitor supplier and contractor market	Fully																	
	Reduced resilience and business continuity					Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors	Fully											
	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																	

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pw			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2022/23																	
L12-	<p>Corporate Governance</p> <p>Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.</p> <p>Risk of ultra vires activity or lack of legal compliance</p> <p>Risk of fraud or corruption</p> <p>Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control.</p> <p>Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the council.</p> <p>Inability to support Council's democratic functions / obligations (e.g. return to physical public meetings and public access to meetings).</p> <p>Elements of the COVID-19 response and recovery work may be compromised, delayed or not taken forwards.</p>	<p>Threat to service delivery and performance if good management practices and controls are not adhered to.</p> <p>Risk of ultra vires activity or lack of legal compliance</p> <p>Risk of fraud or corruption</p> <p>Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control.</p> <p>Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the council.</p> <p>Inability to support Council's democratic functions / obligations (e.g. return to physical public meetings and public access to meetings).</p> <p>Elements of the COVID-19 response and recovery work may be compromised, delayed or not taken forwards.</p>	4	4	16	<p>Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc.</p> <p>Clear accountability and resource for corporate governance (including the shareholder role).</p> <p>Integrated budget, performance and risk reporting framework.</p> <p>Corporate programme office and project management framework. Includes project and programme governance.</p> <p>Internal audit programme aligned to leadership risk register.</p> <p>Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc.</p> <p>HR policy framework.</p> <p>Annual governance statement process undertaken for 2021/22 connects more fully and earlier with ELT and CLT.</p> <p>Annual Review of the Constitution will take place each Autumn led by the Overview & Scrutiny Committee and approved by Full Council</p>	<p>Fully effective</p> <p>Partially effective</p> <p>Not effective</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Fully</p>	Councillor Barry Wood	Yvonne Rees	Shahin Ismail	3	3	9	↔	<p>Standing item at senior officer meetings – regular review of risk and control measures - through CLT and DLTS.</p> <p>Leadership programme identifying Programme and Project Management is being developed and rolled out to ELT during 2022/23.</p> <p>The Monitoring Officer is a member of full member of CLT.</p> <p>The Annual Governance Statement was produced and has been published. The Corporate Governance Assurance Group continues to map governance processes to ensure visibility and to refresh them.</p>	<p>Risk is currently under complete review. A fundamental review of organisational risks and risk policy is ongoing.</p>	<p>Risk reviewed 19/06/2022 - Controls, mitigating actions and comments updated</p>

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pw			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2022/23																	
L13-	Oxfordshire Housing and Growth Deal - (contract with HWG)	<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 effective</p> <p>Partially effective</p> <p>Not effective</p> <p>Fully, when implemented (not implemented yet).</p> <p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Partially</p>	Councillor Barry Wood	Ian Boli	Robert Jolley	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>	The Growth Deal Programme in Cherwell remains substantially on track and all of the workstreams are contributing to the overall programme.	Risk reviewed and comments updated by Risk manager 16/08/2022. Risk owner updated.
L14-	Workforce Strategy	<p>The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.</p> <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</p> <p>Fully</p> <p>Fully</p> <p>Partially</p>	Councillor R. Mould	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 develop a framework that suits the needs of all services ensuring 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>The new IT system has been implemented to improve our workforce data and continues to be developed to improve our ability to interrogate and access key data (ongoing) in order to inform workforce strategies.</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.	Risk reviewed 15/08/2022 - No changes

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pw			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2022/23																	
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 enhanced and regular conversations convened.	Fully Partially Fully	Councillor Barry Wood	Yvonne Rees	Richard Webb	2	3	6	↓	Council and partnership business continuity and emergency planning arrangements for the Covid-19 response suspended in recognition of the current situation. Outbreak planning and Standard Operating Procedures are in place and could be implemented rapidly if required.	There is continuing monitoring of case numbers, infection rates and impacts in the health system through the Oxfordshire System and Cherwell are involved with these groups to understand any increase in risk. Risk currently low due to prevalent strain of Covid-19 not having serious health impacts in most people. Consequentially, the impacts on health system and economy are reduced. Monitoring only at this time.	Risk reviewed 04/06/2022 Risk owner, manager, residual score, mitigating actions and comments updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pw			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2022/23																	
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 council's 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 in place. Guidance supports managers to enable agile working and is updated in response to changing conditions. Remote working capability across all relevant council teams. Regular updates from Director of Public Health, shared internally and externally.	Fully effective Partially effective Not effective	Councillor Barry Wood	Ian Boll	Richard Webb	3	3	9	↔	Council and partnership business continuity and emergency planning arrangements suspended to reflect current low Covid-19 impacts but remain in place for rapid implementation if required. IT remote working arrangements are sustainable. Monitoring for risk escalation only.	The nature of the risk is such that national public health guidelines will determine the council's response. Staff absences due to Covid-19 are low. Agile working and flexibility to continue. Hybrid meetings are tested and operational.	Risk reviewed 04/06/2022 Mitigating actions and comments updated
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. CDC fully participates in cross county partnerships to plan for the post-pandemic period. New Council business and budget plans reflect financial, service and community impact.	Partially effective Partially effective	Councillor Barry Wood	Yvonne Rees	Stephen Hinds	3	3	9	↔	Governance programme reviewed, shared and implemented. Programme support arrangements continue in place and joint Recovery and Renewal Framework due to review at Cabinet in March, 2022.	Work is ongoing to support recovery from Covid, necessarily focused on support for voluntary groups and implementing the various grants and support arrangements available. The individual elements in L17 are now covered within the existing risks of L01, L11, L14, L15 and L16. This risk is now being transitioned into a current economic climate risk from August 2022 relating to inflation and the cost of living crisis being encountered by the Council, its residents, partners and businesses. A briefing to Scrutiny around the work the Council is undertaking is being taken in September 2022, including detail on areas including Housing, Grants and Support and Health. These elements will form the new risk and foramilly close L17. The new risk will have an Inherent Risk Rating of 16, with a residual risk register of 12.	Risk reviewed 15/06/2022 -Risk Manager and comments updated
L18-	Cessation of joint working between CDC and Cherwell DC Ending of the 113 arrangement (joint partnership between Cherwell and CDC) results in increased costs or impact on service delivery	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 who has extensive experience in partnership working, the decoupling and creation of partnerships as the Chief Operating Officer to oversee the decoupling transition plan. 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.	Full Full Full Full Full Full	Clr 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. Risks are managed across the various governance arrangements and monitored by the JSS&P Committee. A decoupling implementation plan is in place for CDC to effectively and efficiently manage the transitional arrangements and risks. An update has been reported to the Overview & Scrutiny Committee.	Transition plan has identified 24 service review are to be recommended to the JSS&P Committee during the period March 2022 to July 2022. A detailed CDC implementation plan is in place monitored on a regular basis via a sub-group of the Corporate Leadership Team - Decoupling Programme Board.	Risk reviewed 28/07/2022- Controls, mitigating actions and comments updated

L03 - Local Plan Risk

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

Oxfordshire Plan 2050

The Oxfordshire Local Planning Authorities agreed to stop work on the Oxon Plan in August 2022. Local Plans for the City and Districts will now provide the framework for the long term planning of Oxfordshire.

Local Plan Review

An issues consultation was undertaken in 2020. Consultation on an Options Paper was undertaken from 29 September to 10 November 2021. The latest timetable for the continuing work on the Cherwell Local Plan Review is as follows:

- Consultation on draft Plan (Regulation 18): November / December 2022
- Consultation on Proposed Submission Plan (Regulation 19): June/July 2023
- Submission for Examination (Regulation 22): November 2023

Banbury Canalside Supplementary Planning Document

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

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

This timetable will need to be adjusted to follow that for the Local Plan.

Community Infrastructure Levy (CIL)

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

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

This timetable will need to be adjusted to accord with that for the Local Plan.

Community Infrastructure Levy (CIL)

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

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

Cherwell District Council

Executive

5 September 2022

Car Parking Agency Agreement

Report of Assistant Director Environment Services

This report is public

Purpose of report

The purpose of this report is to seek approval to move into an Agency Agreement with Oxfordshire County Council to cover enforcement of the Council's off street car parks

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve entering into an agency agreement for five years with an option to extend for up to a further five years with Oxfordshire County Council regarding car parking. There will be an option to cease the agreement with twelve months notice on either side
- 1.2 To give delegated authority to the Corporate Director Communities in conjunction with the Monitoring Officer to agree the details of the agency agreement

2.0 Introduction

- 2.1 The contract with Apcoa for the provision of car parking management services has been extended until the end of November 2022. A new way of managing the car parks must be in place by the end of November 2022.
- 2.2 In November 2021 Civil Parking Enforcement (CPE) was implemented in a joint project with Oxfordshire County Council, South Oxfordshire District Council and Vale of White Horse District Council. This has proved a success with enforcement action against vehicles parked on double yellow lines and in other prohibited areas. The incidence of vehicles causing an obstruction in the three urban centres has reduced since the introduction of civil parking enforcement.
- 2.3 The end of the car parking contract gave three possible options. These options were insourcing, re tender the service or enter into an agency agreement with Oxfordshire County Council. The insource option is probably undeliverable due to a lack of in- house expertise. Retendering the service is unlikely to deliver a significant reduction in costs. The preferred option is to enter into an agency arrangement with the County Council. This option will deliver a good service but at a

lower cost than the current arrangements. With one set of enforcement officers covering both on-street and off-street parking, cost savings are expected to be significant and have been added to the Medium-Term Financial Plan.

- 2.4 In addition, the County Council already run a back office for processing Parking Charge Notices (PCNs). A number of other benefits are expected from the close working relationships built up between this Council and the County Council during the development of plans for CPE and its subsequent implementation.
- 2.5 The Car Parking Officer for this Council will manage the agency agreement with the County Council using Key Performance Indicators to ensure a good service is delivered.

3.0 Report Details

- 3.1 This Council runs a number of car parks in Banbury and in Bicester. It also runs one car park in Kidlington. The income from these car parks generates an income of around £2 million.
- 3.2 In 2017 a contract was let with Apcoa to manage the car parks on a day to day basis, inspecting all car parks and carrying out enforcement against vehicles parking outside parking bays or staying beyond the time on pay and display tickets.
- 3.3 Increasingly the car parks, where feasible, are moving to pay on exit. Currently there are two pay on exit car parks, but it is hoped that this will increase during 2023 to four. These car parks are popular with residents as they pay for the time parked rather than estimating their stay before arrival. For enforcement purposes pay on exit car parks require less patrols as pay and display tickets are not present so do not need to be inspected so frequently
- 3.4 The car parking contract with Apcoa has run well with a strong working relationship between the Council and Apcoa. During the life of the contract a car parking strategy has been developed and implemented. In addition, an action plan for the delivery of this strategy has been followed. This action plan has delivered a number of benefits including electric charging points installed at five car parks, two pay on exit car parks and LED lighting, which should be installed at most sites this autumn.
- 3.5 The agency agreement will pass the powers to the County Council for enforcement on this Council's car parks. However, this Council will set the procedure and the guidance for enforcement officers to follow in carrying out enforcement activities.
- 3.6 The Council will retain a large degree of control over its own car parks with income being directly paid into the Council's account. The car parking officer will continue to monitor the performance of the car parks including Key Performance Indicators.
- 3.7 In initial meeting with Oxfordshire County Council a number of ideas were discussed to improve the operation of the car parks including speed of payment which currently on some car parking machines is too slow. Enhancing this speed will be a priority under the new arrangements.

- 3.8 The new arrangements with the County Council will mean one enforcement team will exist covering on street parking and this Council's car parks. This change will mean a significant saving for the Council.
- 3.9 The agency agreement will allow twelve months' notice to be given by either party for the termination of this agency agreement.
- 3.10 The new arrangements will lead to a similar or even enhanced service for a lower cost. The existing Apcoa enforcement staff will TUPE transfer over to Oxfordshire County Council's contractor.
- 3.11 The current annual value contract with Apcoa is circa £450k/year. The predicted annual spend on the new arrangements with Oxfordshire County Council is predicted to be less than £350k/year, delivering a £100k saving on the current contract.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The current car parking contract has been extended until the end of November 2022. From the 1st December new arrangements must be put in place.
- 4.2 Having considered the options, entering into an agency agreement with the County Council will deliver a very good service with a significant reduction in service delivery cost

5.0 Consultation

Consultation has taken place with Apcoa and Oxfordshire County Council

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 adopt the recommendations.

Option 2: To reject the recommendations and ask officers to reconsider the overall project

7.0 Implications

7.1 Financial and Resource Implications

The 2022/23 budget has been set on the basis that the Council would generate a £100k/year revenue saving regards the Car Parking Agency Agreement. This proposal will meet the ongoing MTFs assumptions but will generate an in-year pressure which the service will need to look for options to mitigate.

Comments checked by Michael Furness, Assistant Director of Finance. Tel: 01295 221845. michael.furness@cherwell-dc.gov.uk

7.2 Legal Implications

The contract with Apcoa for the provision of car parking management services will end on 30 November 2022. A new way of managing the car parks must be in place by that time.

Comments checked by Helen Lolas, Team Leader, Legal Services. Tel: 07801 400941 Helen.Lolas@Cherwell-DC.gov.uk

7.3 Risk Implications

There is a risk in changing service provision but, this will be managed through the service's operational risk register and escalated to the Leadership Risk Register as and when necessary.

Comments checked by Celia Prado-Teeling, Interim Assistant Director – Customer Focus. Tel: 01295 221556, Celia.prado-teeling@cherwell-dc.gov.uk

7.4 Equalities & Climate Implications

There are no direct impacts on equalities from this change of service delivery provider

Comments checked by Celia Prado-Teeling, Interim Assistant Director – Customer Focus. Tel: 01295 221556, Celia.prado-teeling@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision Yes

Financial Threshold Met: Yes

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

An enterprising economy with strong and vibrant local centres

Lead Councillor

Councillor Dan Sames Portfolio Holder for Cleaner & Greener Communities.

Document Information

Appendix number and title

None

Background papers

None

Report Author and contact details

Ed Potter Assistant Director Environmental Services. Tel: 0300 003 0105

ed.potter@cherwell-dc.gov.uk

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank