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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive

Date: Monday 3 October 2022

Time: 6.30 pm

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

Membership

**Councillor Barry Wood
(Chairman)**

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

Councillor Ian Corkin (Vice-Chairman)

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

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Petitions and Requests to Address the Meeting

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

4. Minutes (Pages 7 - 14)

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

5. Chairman's Announcements

To receive communications from the Chairman.

6. **Responding to the Cost of Living Crisis**

** Report to follow “”

Report of Corporate Director of Resources

7. **Air Quality Action Plan** (Pages 15 - 24)

Report of Assistant Director Regulatory Services and Community Safety

Purpose of report

This report provides an update on the air quality monitoring carried out across the district in 2021 and the air quality data obtained, the current district Air Quality Action Plan, and other air quality related matters.

Air quality monitoring data shows significant air quality improvements over a 5-year period in the air quality management areas of the District.

The Council’s Business Plan includes a specific commitment to “Work with partners to improve air quality” within the Supporting Environmental Sustainability priority.

Recommendations

The meeting is recommended:

- 1.1 To note the work undertaken by the Council its partners in relation to air quality in the District and the 2021/22 air quality monitoring data.

8. **Domestic Abuse - Strategic Briefing and Support Services Contract Commissioning** (Pages 25 - 32)

Report of Assistant Director Regulatory Services & Community Safety

Purpose of report

The Council works in partnership with the other local authorities in Oxfordshire and the Police and Crime Commissioner to commission support services for domestic abuse victims in the county. Cherwell contributes £25k per annum to the current domestic abuse support services contract with A2 Dominion. This current contract expires in April 2023 and therefore work is underway in preparation to tender for a new domestic abuse support services contract.

The Domestic Abuse Act 2021 introduced new statutory duties on local authorities in relation to support for domestic abuse victims in safe accommodation. Subsequent national guidance published in the Domestic Abuse Plan 2022 includes additional recommendations for prevention and perpetrator services to help reduce domestic homicides, suicides, risks, and harm to victim-survivors.

This paper updates the Executive on progress in Oxfordshire to meet the new statutory duties and to commission a new domestic abuse support services contract.

Ensuring there is an effective response to domestic abuse in Cherwell contributes to the corporate priority to promote healthy, resilient and engaged communities. In particular it supports the commitment to work with partners to reduce crime and antisocial behaviour, and it also supports our commitment to equalities, diversity and inclusion and work with partners to address the causes of health inequality and deprivation.

Recommendations

The meeting is recommended:

- 1.1 To note the work taking place across Oxfordshire to meet the new statutory duties and to commission a new domestic abuse support services contract.
- 1.2 To agree that Cherwell will maintain its contribution to the costs of this contract.

9. Monthly Performance, Risk and Finance Monitoring Report August 2022 (Pages 33 - 88)

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

Purpose of report

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

Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report August 2022.
- 1.2 To create an income and expenditure budget of £0.503m for the Homes for Ukraine Grant.
- 1.3 To agree additional Capital Project to be included within the Capital Programme for a new mains electrical connection to accommodate the newly installed Air Source Heat Pump (ASHP) to operate at Kidlington Leisure Centre.
- 1.4 To approve the changes to reserves as detailed in Appendix 5.

10. Budget and Business Planning Process 2023/24 - 2027/28 (Pages 89 - 102)

Report of Assistant Director of Finance

Purpose of report

This report is to inform the Executive of the proposed approach to the 2023/24 Budget and Business Planning Process and provides context and background information on the existing Medium-Term Financial Strategy and information on latest government announcements relevant to the Strategy.

Recommendations

The meeting is recommended to:

- 1.1 Approve the Budget and Business Planning Process for 2023/24
- 1.2 Approve a five-year period for the Medium-Term Financial Strategy to 2027/28 and five-year period for the Capital Programme to 2027/28.

11. Urgent Business

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

Information about this Agenda

Apologies for Absence

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

Declarations of Interest

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

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

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

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

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

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Queries Regarding this Agenda

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

Yvonne Rees**Chief Executive**

Published on Friday 23 September 2022

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Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 5 September 2022 at 6.30 pm

Present:

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

Councillor Phil Chapman, Portfolio Holder for Healthy Communities
Councillor Colin Clarke, Portfolio Holder for Planning
Councillor Nicholas Mawer, Portfolio Holder for Housing
Councillor Richard Mould, Portfolio Holder for Performance
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

Also Present:

Councillor John Broad
Councillor Sean Woodcock (virtual)

Apologies for absence:

Councillor Ian Corkin, Deputy Leader of the Council and Portfolio Holder of Regeneration and Economy

Officers:

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

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Declarations of Interest

There were no declarations of interest.

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

There were no petitions.

The Chairman advised the meeting that he had agreed to Councillor Woodcock addressing the meeting on agenda item 6, Monthly Performance, Risk and Finance Monitoring Report July 2022, and Councillor Broad addressing the meeting on item 7, Climate Change – Carbon Management Plans.

27 **Minutes**

The minutes of the meeting held on 4 July 2022 were agreed as a correct record and signed by the Chairman.

28 **Chairman's Announcements**

There were no Chairman's announcements.

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

In introducing the report the Portfolio Holder for Performance highlighted the clarification that had been included on the published report and agenda front sheet for the meeting 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. The council does not 'impose' offers out of area, but in some cases, it may be in the best interests of the client.

It was further explained that the council takes this responsibility very seriously and to date this year had 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 and that 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, affording the power to all housing authorities to 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, the council would welcome them back to the Cherwell District.

Reassurance was given that Cherwell District Council always follows due process and critically puts the needs of the client at the centre of the support and advice given.

The phrasing of the previous report was not helpful and if it caused confusion or concern, for which the council unreservedly apologised.

The Portfolio Holder for Performance subsequently introduced the performance aspects of the report and the Portfolio Holder for Finance introduced the finance aspects of the report.

Councillor Woodcock addressed Executive and referred to the clarification given by the Portfolio Holder for Performance and sought clarity regarding who the apology was from.

In response to Councillor Woodcock's address the Chairman explained that the apology was a corporate apology through him as Leader on behalf of the council and the Executive.

The Portfolio Holder for Housing confirmed that a full explanation had been given to Councillor Woodcock after he had first raised the matter.

Resolved

- (1) That the monthly Performance, Risk and Finance Monitoring Report July 2022 be noted.
- (2) That the following proposed changes in the use of reserves and detailed in the Annex to the Minutes (as set out in the Minute Book) be approved:

Directorate	Type	Description	Amount £m
Resources	Earmarked	Projects reserve	0.146
Resources	Earmarked	Elections Reserve	0.038
Resources	Earmarked	Commercial Risk Reserve	(2.573)
		Total Earmarked Reserves	(2.389)

- (3) That the reduction in the Castle Quay capital scheme of £3.370m be approved.
- (4) That the budget virement between Executive Matters and the Property Budget of £0.927m be approved.

Reasons

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.

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.

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Climate Change - Carbon Management Plans

The Assistant Director Environmental Services submitted a report which set out the Carbon Management Plans for the period of 2022-2025 to guide the Council towards its net zero target.

Councillor Broad addressed Executive acknowledging and commending the work that had been done the council's estate to date. His understanding however, when the council declared a Climate Change Emergency in 2019 was that the intention was to bring the district to net zero by 2030 and the report only referred to the council's actions. Councillor Broad commented that achieving net zero across the district was closely linked to planning developments in the Local Plan review and in the future. He had hoped the Local Plan review would address these issues however the Member advisory sub-group, of which he was a member, had not been engaged in the review process to date and it now seemed too late which was disappointing as he was keen to be involved.

In response to Councillor Broad's address, the Chairman explained that with regards climate change, the council had no direct control over district wide emissions and could only change the way it did things for its own climate management and 2030 net zero commitment. The council did however have a duty and responsibility to be a facilitator encouraging stakeholders, businesses and residents to move forward district wide carbon management. With regards the climate change agenda within the Cherwell Local Plan, this could be built on and there would be a role for engagement with Members at different stages in the process.

The Portfolio Holder for Cleaner and Greener Communities added that whilst the council could not commit the district to carbon zero, as the Chairman had highlighted it had a facilitating role and was already leading by example.

In relation to the Local Plan Advisory Sub-Group, the Portfolio Holder for Planning confirmed that the sub-group would meet well in advance of Executive considering the Cherwell Local Plan for consultation at its 7 November meeting.

Resolved

- (1) That the significant progress in the Council moving towards net zero by 2030 be noted.

- (2) That the proposed carbon management plans (Annex to the Minutes as set out in the Minute Book) in making further steps to reach net zero by 2030 be supported and approved.

Reasons

The Carbon Management Plans set out plans for this year and future years to reduce the overall emissions of the Council in its journey to reach net zero by 2030.

Alternative options

Option 1: To adopt the proposed carbon management plans.

Option 2: To reject the proposed carbon management plans and ask officers to reconsider the overall management plans

31

Car Parking Agency Agreement

The Assistant Director Environmental Services submitted a report to seek approval to move into an Agency Agreement with Oxfordshire County Council to cover enforcement of the Council's off street car parks.

Resolved

- (1) That the 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 and an option to cease the agreement with twelve months' notice on either side be approved.
- (2) That authority be delegated to the Corporate Director Communities in conjunction with the Monitoring Officer to agree the details of the agency agreement.

Reasons

The current car parking contract has been extended until the end of November 2022. From 1 December 2022 new arrangements must be put in place.

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.

Alternative options

Option 1: To adopt the recommendations.

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

32 **Notification of Urgent Action - Letting of Unit at Castle Quay**

The Interim Assistant Director – Corporate Property submitted a report to advise the Executive of an urgent Executive decision which was taken on the 12 July 2022 by the Chief Executive regarding the letting of Unit 4 Castle Quay, Waterfront Banbury.

Resolved

- (1) That the urgent action by the Chief Executive in relation to the letting of a unit at Castle Quay be noted.

Reasons

There is a Constitutional requirement for urgent action to be notified to the body that would ordinarily have taken the decision.

Alternative options

Option 1: As the decision has been taken there no alternative options.

33 **Urgent Business**

There were no items of urgent business.

34 **Summary of Debt Write Offs - public cover report and Appendix C**

The Chairman advised that the papers for the item had originally been published as exempt items, however the cover report and Appendix C had subsequently been published as public documents. Appendices A and B remained exempt and it would be necessary to exclude the press and public should there be any questions on the exempt appendices.

The Assistant Director of Finance submitted a report which provided Members with a summary of the accounts proposed for write-off and sought approval for the write-offs in line with the Council's financial procedure rules.

Resolved

- (1) That, having given due consideration, the proposed bad debt write offs summarised in the exempt Annexes A1 to A14 to the Minutes (as set out in the Minute Book), which contain debts recommended for write-off relating to Housing Benefit Overpayments where the value exceeds £5,000 be approved.
- (2) That, having given due consideration, the proposed bad debt write offs summarised in exempt Annexes B1 to B10 to the Minutes (as set out in

the Minute Book), which contain other sundry debts recommended for write-off where the values exceeds £5,000 be approved.

- (3) That the proposed write off of debts for each service area where the value is less than £5000.00 but all recovery methods have been exhausted, which have been reviewed by the S151 Officer and are available to be reviewed on request, be approved.
- (4) That the Corporate Debt Policy (Annex to the Minutes as set out in the Minute Book) be approved.

Reasons

The Council's financial procedure rules require that recommended write offs with an outstanding balance of £5,000 and above for Council Tax, Overpayment of Housing Benefit or Sundry Debtors, and £10,000 and above for Non- Domestic Rates must be approved by the Executive.

Adopting the Corporate Debt Policy makes is clear that wherever possible the Council should collect income prior to providing a service. The Policy also updates the process and flow charts for collecting debt at each stage of recovery.

Alternative options

Option 1: To not write off the debt. This old and irrecoverable debt places additional administration on the team as periodically, it is required to be reviewed and pursued. By writing off the debt, more time will be able to be focussed on reviewing debt that is more likely to be recoverable.

35 Exclusion of the Press and Public

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

36 Summary of Debt Write offs - Exempt Appendices A and B

Resolutions as set out at Minute 34

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

Resolved

- (1) That the exempt appendix be noted.

The meeting ended at 7.40 pm

Chairman:

Date:

Cherwell District Council

Executive

3 October 2022

Air Quality Update

Report of Assistant Director Regulatory Services and Community Safety

This report is public

Purpose of report

This report provides an update on the air quality monitoring carried out across the district in 2021 and the air quality data obtained, the current district Air Quality Action Plan, and other air quality related matters.

Air quality monitoring data shows significant air quality improvements over a 5-year period in the air quality management areas of the District.

The Council's Business Plan includes a specific commitment to "Work with partners to improve air quality" within the Supporting Environmental Sustainability priority.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the work undertaken by the Council its partners in relation to air quality in the District and the 2021/22 air quality monitoring data.

2.0 Introduction

2.1 Part IV of the Environment Act 1995 established the legislative framework for local air quality management. Under the Act, the Council has a statutory duty to review and assess air quality in the district against national air quality objectives and co-ordinate actions to improve air quality where exceedances are identified.

2.2 Where an air quality objective is unlikely to be, or is not being met an Air Quality Management Area (AQMA) must be declared. Once an AQMA has been declared the Council is required to develop an Air Quality Action Plan (AQAP) outlining the measures required to improve air quality in that area.

2.3 Four AQMAs have been declared in Cherwell for exceedances of the annual mean air quality objective for nitrogen dioxide. The AQMAs are at:

- AQMA No.1 - Hennef Way, Banbury
- AQMA No.2 - Horsefair/North Bar, Banbury

- AQMA No.3 - Bicester Road, Kidlington
- AQMA No.4 - Kings End/Queens Avenue, Bicester

2.4 Nitrogen dioxide from road transport sources has been identified as the pollutant of concern in Cherwell. The Hennef Way area remains the only area where nitrogen dioxide levels remain above the threshold level. This is primarily due to motor vehicle emissions. Opportunities to further reduce nitrogen dioxide levels in this area are limited due Hennef Way being the main route from the M40 into Banbury.

3.0 Report Details

3.1 Nitrogen dioxide levels are measured using diffusion tubes. The tubes are changed monthly and returned to a laboratory for analysis. The monthly results are used to calculate the annual mean for each site. The annual mean air quality objective for nitrogen dioxide against which the data is assessed is $40\mu\text{g}/\text{m}^3$.

3.2 In 2021 monitoring was undertaken using diffusion tubes at 42 locations across the district. The measured levels in the four AQMA's for 2021 and also the previous four years are shown in Table 1.

Table 1: Annual Mean Nitrogen Dioxide Monitoring Results ($\mu\text{g}/\text{m}^3$)

AQMA	2017	2018	2019	2020	2021	Status	Trend
Hennef Way, Banbury	91.6	81.2	77.5	57.9	58.6	Red	↓
Horsefair/North Bar, Banbury	41.8	38.7	38.6	30.0	30.4	Green	↓
Bicester Road, Kidlington	41.0	37.9	33.6	26.6	26.6	Green	↓
Kings End/ Queens Avenue, Bicester	41.7	41.9	41.5	34.5	34.9	Green	↓

3.3 In AQMA No.1 (Hennef Way, Banbury) nitrogen dioxide concentrations have been steadily falling since 2018, but continue to show exceedances of the annual mean objective level. The 2021 level, however, remained at roughly the same level as was measured in 2020 during lockdown.

3.4 In AQMA No.2 (Horsefair/North Bar, Banbury) there was a very small (below $1\mu\text{g}/\text{m}^3$) increases in nitrogen dioxide concentrations when compared with the results from 2020, and remain a significant amount below the annual mean objective level.

3.5 In AQMA No.3 (Bicester Road, Kidlington) the measured concentration remained similar to the 2020 level, and more than 10% below the objective level for a third year. This is indicative of a long-term drop below the annual mean objective, and if the level remains similar during 2022, we will need to review whether the AQMA should remain in place or be revoked.

3.6 In AQMA No.4 (Bicester) the nitrogen dioxide concentration remained consistent with the levels measured in 2020, and lower than the annual mean objective level for the second year running.

- 3.7 Overall the general trend in nitrogen dioxide concentrations across the district was downwards.
- 3.8 The full monitoring data for 2021 can be found in the 2022 Air Quality Annual Status Report on the air quality management page of the Council's website at <https://www.cherwell.gov.uk/downloads/download/1069/air-quality-management>
- 3.9 Councils are required to submit Annual Status Reports (ASR) to the Department of Environment, Food and Rural Affairs (Defra) each year for their appraisal. The ASR includes a review and assessment of the previous year's monitoring data, and also an update on the actions in the AQAP. The 2022 report was submitted to Defra by the 30 June deadline and we are waiting to receive feedback on their appraisal.

Air Quality Action Plan

- 3.10 The AQAP was agreed by the Executive on 6 March 2017.
- 3.11 The AQAP is reviewed annually to check progress on the agreed actions, but also to consider any additional measures that could be included. A review of the agreed actions is being undertaken in consultation with Oxfordshire County Council, the Planning Policy team, and Environmental Services.
- 3.12 The latest AQAP is attached at Appendix 1. This includes comments on the progress to date, new initiatives, and actual or estimated completion dates where known.

Air Quality Grant Projects

- 3.13 Grant funding of £17,300 was secured by the Council under the Defra 2020/21 Air Quality Grant Scheme. Grants were awarded towards projects for raising awareness of air quality. The bid was based on the purchase of portable air quality monitors and promotional material such as anti-idling signs. The monitors will measure nitrogen dioxide, particulate matter (both PM10 and PM2.5), as well as sulphur dioxide and ozone. Two monitors have been set up at the school drop off points at Hanwell School in Banbury and St Edburg's School in Bicester who have agreed to participate in the project. Two monitors have also been set up in the Hennef Way and Bicester AQMA's.
- 3.14 The data will be used to look at the impact of interventions such as anti-idling and active travel to school campaigns. The data will be made available to the schools to use when covering air quality on the curriculum.
- 3.15 We are continuing to work closely with the Public Health Team at Oxfordshire County Council to link this DEFRA funded project in with the air quality work they are doing with other schools across the County.
- 3.16 Oxford City Council, on behalf of the County Air Quality Group, also secured a grant under the 2020/21 Air Quality Grant Scheme to improve the county wide air quality website. Improvements will include better mapping, live data and more information to help raise awareness of air quality.

- 3.17 The Act establishes a requirement for at least two national air quality targets to be brought forward in secondary legislation by 31 October 2022. The proposed targets for fine particulate matter (PM_{2.5}) are an annual mean concentration of 10 µg/m³ (current objective level 25 µg/m³), and a population exposure reduction (compared to a 2018 base year) of 35%, both to be achieved by 2040.
- 3.18 The four portable air quality monitors set up for the air quality grant project measure PM_{2.5} will therefore provide a guide as to whether the proposed annual mean concentration level of 10 µg/m³ will be met.
- 3.19 There are also proposals to simplify, update and strengthen the local air quality management framework. In particular to ensure that responsibility for solutions to poor air quality is shared across all tiers of local government and designated relevant public authorities.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The Council will continue to work in partnership with the County Council to monitor air quality in the district and update the district AQAP. Proposals for the new air quality targets are being monitored and the implications will be assessed once those targets are finalised. A further annual update will be provided in 2023.

5.0 Consultation

- 5.1 No consultation required. This report has been received by the council's Overview and Scrutiny Committee.

6.0 Alternative Options and Reasons for Rejection

- 6.1 The council has a statutory duty to work with partners to review and assess air quality in the district and to develop air quality action plans for areas where air quality limits are exceeded. This report provides an update on the work carried out by the Council in this function and therefore there are no alternative options to be explored.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications for the Council arising directly from this report. The continuing review and assessment of air quality and the development of the AQAP will be met within existing budgets.

Comments checked by:

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

Tel: 01295 221570

Legal Implications

- 7.2 There are no further legal considerations other than outlined in the report.

Comments checked by:

Helen Lolas, Team Leader Legal Services, Helen.Lolas@Cherwell-DC.gov.uk

Tel: 07801 400 941

Risk Implications

- 7.3 There is an increase in risk to health to prolonged and continuous exposure to poor air quality. This risk is being managed through the service risk register and will be escalated if necessary to the Leadership register

Comments checked by:

Celia Prado-Teeling, Interim Assistant Director – Customer Focus

Celia.prado-teeling@cherwell-dc.gov.uk, Tel: 01295 221556

Equalities and Inclusion Implications

- 7.4 Improving air quality across the district will have a positive benefit for all residents and therefore there are no specific equalities and inclusion implications as a result.

Comments checked by:

Celia Prado-Teeling, Interim Assistant Director – Customer Focus

Celia.prado-teeling@cherwell-dc.gov.uk , Tel: 01295 221556

Sustainability Implications

- 7.5 Air Quality and Climate Change are interlinked. Monitoring air quality and taking action to positively enhance it is important to the overall environment.

Comments checked by:

Ed Potter, Assistant Director Environmental Services

ed.potter@cherwell-dc.gov.uk Tel: 0300 003 0105

8.0 Decision Information

Key Decision:

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

As outlined above in the main body of the report.

Lead Councillor

Cllr Dan Sames, Portfolio Holder for Cleaner and Greener Communities

Document Information

Appendix number and title

- Appendix 1: Air Quality Action Plan

Background papers

None

Report Author and contact details

Trevor Dixon, Service Manager Environmental Protection and Enforcement

Trevor.dixon@cherwell-dc.gov.uk

Tel: 01295 227948

Appendix 1 Air Quality Action Plan June 2022

Air Quality Action Plan General Measures

Measure No.	Measure	EU Category	EU Classification	Organisations involved and Funding Source	Planning Phase	Implementation Phase	Reduction in Pollutant / Emission from Measure	Progress to Date	Estimated / Actual Completion Date	Comments / Barriers to implementation
G.1	Explore the Local Plan including Low Emission Vehicle uptake measures being incorporated into new developments	Policy Guidance and Development Control	Air Quality Planning and Policy Guidance	CDC	2022	2023/24	Medium	Ongoing	Ongoing	Local Plan Part 2, which was being developed in line with the Oxfordshire Plan 2050, is no longer being developed. A new plan is to go to a working group starting in September 2022 and will consider measures to encourage low emission vehicle take-up through development management policy.
G.2	All major developments to include Emission statements and mitigation strategies within an appropriate air quality assessment submitted at the application stage.	Policy Guidance and Development Control	Air Quality Planning and Policy Guidance	CDC	2022	2023/24	Medium	Ongoing	Ongoing	Emission statements and mitigation strategies will be required in air quality assessments. To be included in development management policies as part of development of a new local planning policy.
G.3	Damage cost calculations to be included in air quality assessments to show the financial impact of developments	Policy Guidance and Development Control	Air Quality Planning and Policy Guidance	CDC	2022	2023/24	Low	Ongoing	Ongoing	Damage Cost calculations will be required in air quality assessments. To be included in development management policies as part of planning policy development.
G.4	Travel plans submitted with development proposals will make reference to their contribution to an air quality mitigation strategy. Progress will be reported to OCC post development completion.	Policy Guidance and Development Control	Air Quality Planning and Policy Guidance	OCC	n/a	In place	Low	Ongoing	Ongoing	OCC officers do currently check that travel plans reference air quality action plans for the towns that have an AQAP in place. Most of the actions in a Travel Plan should help to improve air quality.
G.5	Air Quality actions to be included in the Local Transport Plan	Policy Guidance and Development Control	Air Quality Planning and Policy Guidance	OCC	2019	2022	Medium	Ongoing	Ongoing	Transport measures to reduce air quality issues will be a key part of area transport strategies within LTCP. The timetable for LTCP is as follows: <ul style="list-style-type: none"> Spring – Summer 2022 – Development of area and corridor strategies and engagement with local councillors Autumn-Winter 2022 – Consultation and adoption of area strategies
G.6	Low emission vehicles to be included in taxi licensing policy to encourage their take up and use within the district.	Policy Guidance and Development Control	Other Policy	CDC	2017/18	In place	Low	Ongoing	Complete	Measures to encourage Low emission vehicles are included in the Taxi Licensing Policy
G.7	Low emission plant, vehicle, delivery and fleet requirements to be included in sustainable procurement section of CDC procurement policy.	Policy Guidance and Development Control	Sustainable procurement guidance	CDC/OCC	2017	2020	Medium	Ongoing	Ongoing	Energy Savings Trust has been engaged to carry of a Green Fleet Review for CDC fleet. The OCC 'One Fleet' programme has now been extended to include Cherwell District Council's fleet. OCC & CDC Business Travel / Grey fleet programme - A low carbon staff business travel (grey fleet) programme is being developed for both OCC and CDC that would help reduce carbon emissions associated with business travel. This would involve engaging with high mileage teams and individuals to identify bespoke travel solutions, the accurate capture of staff travel data and promotion of the travel hierarchy & green travel options. Energy Savings Trust has been engaged to carry of a Grey Fleet Review for CDC's business travel.

G.8	Low emission plant, vehicle, delivery and fleet requirements to be included in OCC procurement policy.	Policy Guidance and Development Control	Sustainable procurement guidance	OCC	2019	On-going	Medium	Ongoing	Ongoing	<p>OCC has begun the transition of its fleet to low emission vehicles – currently 21 fully electric vans and cars operating, a further 4 on order, and several trials taking place in a number of service areas within the County Council.</p> <p>A programme 'One Fleet' has been agreed to bring all fleet into one centralised management function within the County Council. This will be a key supporting element in delivering County Council's ambition towards low emission fleet</p> <p>OCC & CDC Business Travel / Grey fleet programme – as above</p> <p>10% of the CDC fleet are electric. One more vehicle is on order. This is due to supply chain issues in the vehicle industry where a lead time of a year is becoming common.</p> <p>The depot at Banbury needs a bigger incoming electricity supply to deal with more & bigger electric vehicles. The new incoming supply will be installed in autumn 2022. During 2023 increased improved charging facilities will be in place which will allow more electric vehicles to be acquired in 2023 & 2024.</p>
G.9	Air pollution and action measures awareness raising campaign	Public Information	Via other mechanisms	CDC	2019	2022	Low	Ongoing	Ongoing	<p>Participated in National Clean Air Day 2022, which included sending messages via social media and on our website outlining the actions individuals can take to reduce air pollution. CDC will continue to participate in awareness raising campaigns in 2022, supporting these with the data on air pollution reduction during the COVID-19 lockdown as well as data obtained as part of the schools project below.</p>
G.10	Electric Vehicle Charging in CDC owned car parks	Promoting Low Emission Transport	Procuring alternative Refuelling infrastructure to promote Low Emission Vehicles, EV recharging, Gas fuel recharging	CDC	2019	ongoing	Low	Ongoing	Ongoing	<p>Charging infrastructure has been installed at 18 OCC sites in 2018-20.</p> <p>The OLEV workplace charge point grant scheme has been used to part fund the installation of these charge points.</p>
G.11	CDC Schools Air Quality Project	Public Information	Via other mechanisms	CDC	2020	2022-23	Low	Ongoing	Ongoing	<p>DEFRA air quality grant funding was secured to run an engagement project with local schools. Earthsense Zephyr air quality monitors will be used to monitor the air pollution levels at school drop off points. This data will then be used to communicate to parents the current short-term exposure levels caused by car idling outside the schools. This is to be complemented by student engagement using "Build your own" PM monitors provided by Blenheim Palace that can be built and carried around by students and compared with the data from the Zephyr monitors. Sensors are now installed outside participating schools, the full campaign will commence in September and run in line with the school year.</p>

AQMA No.1 Hennef Way Air Quality Action Plan Measures

Measure No.	Measure	EU Category	EU Classification	Organisations involved and Funding Source	Planning Phase	Implementation Phase	Reduction in Pollutant / Emission from Measure	Progress to Date	Estimated / Actual Completion Date	Comments / Barriers to implementation
1.1	Banbury Park and Ride Bus service around M40 junction	Alternatives to private vehicle use	Bus based Park & Ride	OCC	2020-21	Not agreed yet	Medium	Ongoing	Ongoing	The feasibility of a Park and Ride needs to be part of a project to tackle the air quality issues on Hennef Way. This needs to consider sites to both the north and the south of the town.
1.2	Lift share scheme	Alternatives to private vehicle use	Car & lift sharing schemes	OCC	current	current	Low	Ongoing	Ongoing	OCC to update as developments occur
1.3	Corporate policy encouraging home working where possible and equipment provision.	Promoting Travel Alternatives	Encourage / Facilitate home-working	CDC	current	current	low	Ongoing	Ongoing	CDC transport policy encourages home working as part of the transition to agile working.
1.4	North facing slips on M40	Promoting Travel Alternatives	UTC, congestion management, traffic reduction	OCC	current	current	Medium	Ongoing	Ongoing	Optioneering study starts in Oct 2019. HS2 and developer funding will also improve the operation of Junction 11 through the installation of the MOVA traffic light operation system.

AQMA No.2 Banbury Air Quality Action Plan Measures

Measure No.	Measure	EU Category	EU Classification	Organisations involved and Funding Source	Planning Phase	Implementation Phase	Reduction in Pollutant / Emission from Measure	Progress to Date	Estimated / Actual Completion Date	Comments / Barriers to implementation
2.1	Banbury Park and Ride Bus service around M40 junction	Alternatives to private vehicle use	Bus based Park & Ride	OCC	2017/18	2019/20	Medium	Ongoing	Ongoing	See above under 1.1 – LTCP review is to include provision for this.
2.2	Banbury wide car club	Alternatives to private vehicle use	Car Clubs	Banbury CAG	2017	tbc	low	Ongoing	Ongoing	Ongoing with Banbury CAG.
2.3	Corporate policy encouraging home working where possible and equipment provision.	Promoting Travel Alternatives	Encourage / Facilitate home-working	CDC	current	current	low	Ongoing	Ongoing	CDC transport policy encourages home working and regularly reviews work travel. Following the Covid-19 lockdowns, CDC has transitioned to Agile working.

AQMA No.3 Kidlington Air Quality Action Plan Measures

Measure No.	Measure	EU Category	EU Classification	Organisations involved and Funding Source	Planning Phase	Implementation Phase	Reduction in Pollutant / Emission from Measure	Progress to Date	Estimated / Actual Completion Date	Comments / Barriers to implementation
3.2	HGV Weight Restriction on Bicester Road, Kidlington	Traffic Management	UTC, Congestion management, traffic reduction	OCC	2020	tbc	Low			This would prevent HGVs from cutting through the centre of Kidlington to avoid congestion on A34. Currently under review by OCC as an option for the spending of development funds in the area.

AQMA No.4 Bicester Air Quality Action Plan

Measure No.	Measure	EU Category	EU Classification	Organisations involved and Funding Source	Planning Phase	Implementation Phase	Reduction in Pollutant / Emission from Measure	Progress to Date	Estimated / Actual Completion Date	Comments / Barriers to implementation
4.1	Bicester Park and Ride Bus service	Alternatives to private vehicle use	Bus based Park & Ride	OCC	2019	Medium term	Medium	Ongoing	Ongoing	Annual survey shows that bus passenger numbers continue to increase. OCC is also considering an alternative fuel station when the park & ride expands.
4.4	Central corridor works in LTP	Traffic Management	Strategic highway improvements, re-prioritising road space away from cars, inc. access management, selective vehicle priority, bus priority, high vehicle occupancy lane	OCC	2019	2022	Low	Ongoing	Ongoing	Plans to install a shared footpath/cycleway were put on hold pending the more comprehensive review of the corridor. In addition funding has been secured by CDC through the HNT programme to carry out landscape improvements which will seek to reduce the impact of vehicle emissions. The timing of these works is aimed to fit with the OCC works.

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Cherwell District Council

Executive

3 October 2022

Domestic Abuse – Strategic Briefing and Support Services Contract Commissioning Update

Report of Assistant Director Regulatory Services & Community Safety

This report is public

Purpose of report

The Council works in partnership with the other local authorities in Oxfordshire and the Police and Crime Commissioner to commission support services for domestic abuse victims in the county. Cherwell contributes £25k per annum to the current domestic abuse support services contract with A2 Dominion. This current contract expires in April 2023 and therefore work is underway in preparation to tender for a new domestic abuse support services contract.

The Domestic Abuse Act 2021 introduced new statutory duties on local authorities in relation to support for domestic abuse victims in safe accommodation. Subsequent national guidance published in the Domestic Abuse Plan 2022 includes additional recommendations for prevention and perpetrator services to help reduce domestic homicides, suicides, risks, and harm to victim-survivors.

This paper updates the Executive on progress in Oxfordshire to meet the new statutory duties and to commission a new domestic abuse support services contract.

Ensuring there is an effective response to domestic abuse in Cherwell contributes to the corporate priority to promote healthy, resilient and engaged communities. In particular it supports the commitment to work with partners to reduce crime and antisocial behaviour, and it also supports our commitment to equalities, diversity and inclusion and work with partners to address the causes of health inequality and deprivation.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the work taking place across Oxfordshire to meet the new statutory duties and to commission a new domestic abuse support services contract.
- 1.2 To agree that Cherwell will maintain its contribution to the costs of this contract.

2.0 Introduction

- 2.1 Domestic abuse is a crime that can have a devastating effect on the lives of victims, children and families, regardless of income, age, or social situation. There are long-term negative impacts on victims who may experience social isolation, mental and physical ill health as a result of domestic abuse.
- 2.2 The Domestic Abuse Act 2021 (the 'Act') recognises the importance of a systemwide commitment to addressing domestic abuse. This includes providing access to safe accommodation to allow victims-survivors and their families to escape their abuser, which can be the first step towards a life without fear.
- 2.3 The Act introduced two key new requirements on local authorities. Firstly, the Act requires each Tier 1 local authority to develop a strategic partnership board with prescribed members from a range of organisations, including Tier 2 local authorities and people affected by domestic abuse. Secondly, that Board is required to oversee the development of a local Needs Assessment and Safe Accommodation Strategy to ensure there is adequate safe accommodation provision and support for all victims and their children who reside in relevant safe accommodation. The strategy should be implemented through commissioning arrangements. The Department for Levelling Up Housing and Communities (DLUHC) requires the Board to provide annual reports on spend from the dedicated grant for domestic abuse and annual updates on performance against strategic objectives.
- 2.4 The new duties introduced by the Act are the only direct statutory duties the council has in relation to providing support for victims of domestic abuse. However, domestic abuse contributes significantly to recorded crime and Police incidents in Cherwell and is a priority for the community safety partnership.
- 2.5 A Domestic Abuse Strategic Partnership has been in existence in Oxfordshire for a number of years. This partnership developed and delivered a domestic abuse strategy and led the commissioning of domestic abuse support services for the county in 2018. The domestic abuse support services contract provides support and emergency accommodation services for adults, children, and young people. The contract is held by the County Council but is funded jointly by the County Council with the district and city councils and the Police and Crime Commissioner (PCC). It is due to expire in March 2023.

3.0 Report Details

- 3.1 In 2021 the Oxfordshire Domestic Abuse Strategic Partnership was reconstituted to meet the requirements of the Domestic Abuse Act 2021 to have a domestic abuse strategic board for Oxfordshire. The Board is well established, and includes prescribed representation from victim-survivors, NHS, Voluntary and Community Sector, the Police and Crime Commissioner's office and Local Authority partners from across the system. This Board has produced an Oxfordshire Safe Accommodation Strategy and Overarching Domestic Abuse Strategy in line with the statutory duties for Tier 1 Local Authorities.
- 3.2 The Board has also established a Safe Accommodation Working Group to oversee delivery of a plan under the Safe Accommodation Strategy. Cherwell is represented in

this group by our Housing Team.

- 3.3 The current domestic abuse support services contract commenced in 2018 and is held by A2Dominion. Under this contract A2Dominion provide an access/ help line, outreach support, specialist domestic abuse support for anyone affected by domestic abuse including people from minoritised communities and those with protected characteristics, emergency refuge and place of safety accommodation to ensure immediate escape from fear and danger in addition to a pathway to more sustainable accommodation and support to access help for wider health and care needs.
- 3.4 In addition Reducing the Risk, a local domestic abuse charity, provides Independent Domestic Violence Advocate (IDVA) services and a Champions' network. These services are funded by a range of charitable trusts, voluntary donations, and small grants from OCC.
- 3.5 Support for child victims of domestic abuse is available through Safe!, an independent charity.
- 3.6 In July, the Oxfordshire Domestic Abuse Needs Assessment was finalised. This assessment is based on a review aiming to identify whether the needs of victim-survivors of domestic abuse, including those with relevant characteristics, are being met by the current provision of domestic abuse services in Oxfordshire. This assessment identified some areas for improvement in relation to the current service provision which need to be addressed in the new support services contract. The needs assessment will be published shortly. A refreshed Domestic Abuse Strategy was prepared at the same time as the needs assessment, reflecting the findings of the needs assessment. The Domestic Abuse Strategic Board is now taking forward work to deliver that strategy.
- 3.7 The Domestic Abuse Strategic Board has formed a sub-group to lead the commissioning of the new domestic abuse support services contract to commence in April 2023. The intention is to procure domestic abuse services via a competitive tendering process to align provision across the system. Future commissioning intentions for the Oxfordshire domestic abuse services include:
- Safe accommodation, refuge and outreach support for people affected by domestic abuse and their children.
 - Independent Domestic Violence Advocate services to work with families with safeguarding issues and complex needs affected by domestic abuse.
 - Prevention services including for children and young people, training for professionals and perpetrator support services to assist in the prevention and reduction of harm for individuals and their children affected by domestic abuse

The content of these services will be informed by recommendations in the needs assessment and delivery plans from the Safe Accommodation Strategy published in January 2022 and Needs Assessment and Overarching Domestic Abuse Strategy.

- 3.8 In 2021/22 a grant of £1.14million was awarded to Oxfordshire County Council by MHCLG (Ministry of Housing Communities and Local Government, now known as The Department for Levelling Up, Homes and Communities (DLUHC)) for delivery of the duties under the Act. This grant is not ring-fenced. Tier 2 local authorities in Oxfordshire additionally received grants (Cherwell received £34k) to implement their

safe accommodation duty. These grants have been awarded again in 2022-23 to local authorities for the same value. The new support services Local Authorities are required to provide under the Act will be partly or wholly funded by future DLUHC grants awarded on an annual basis. However, the level of future funding we will receive is not known.

- 3.9 DHLUC has defined reporting requirements to ensure the effective delivery of the Domestic Abuse Act duties and funding allocation. This reporting requirement includes needs assessment data, updated annually, regarding the range of accommodation provided, specialist Domestic Abuse support and provision for people with protected characteristics. The completion of this data return has proved challenging since it seeks data that partners were not previously aware we would need to collate. Improved data collection will be needed for future returns.

New Support Services Contract Costs

- 3.10 The County Council will continue to receive funding from DLUHC in relation to the new domestic abuse duties. The scope of the domestic abuse support services contract will need to be increased from the existing contract to reflect the new duties and accommodation-based support needs. The County Council DLUHC funding may contribute to the increase contract costs. However, whilst the DLUHC funding is being provided to support local authorities to meet the requirements of the new statutory duties, the amount of funding for future years is not yet known. It is likely that the new contract will be commissioned against a set contract price, with providers setting out the services offered for that price.
- 3.11 The needs assessment identifies that domestic abuse is often a hidden crime. It highlights that overall demand for support services has grown since the current contract was established and therefore there is a need increase support service capacity.
- 3.12 Due to changes in some partners' funding arrangements for victim support services there have been some reductions in funding for the general domestic abuse support services contract. Public Health have asked each District Council to identify the amount of funding they will contribute to the future domestic abuse support services contract. Cherwell currently contributes £25k p.a. This funding comes from Housing Services and is built into base budget. South Oxfordshire DC and the Vale of the White Horse DC contribute a similar amount for each district, whilst the City Council and West Oxfordshire contribute slightly higher amounts.
- 3.13 It should be noted that the needs assessment identifies that Cherwell has a higher rate of recorded domestic abuse incidents per head of population (13.4 per 1000 population) than the other districts (Oxford City is next highest at 12.6 per 1000 population).
- 3.14 Public Health, as the lead commissioner, are asking partners to agree their contributions to the new contract cost as soon as possible. We have indicated that our current budget plans include continuing to contribute the same amount towards this contract.

Capacity

- 3.15 The Assistant Director of Regulatory Services and Community Safety currently leads

on domestic abuse related matters for Cherwell. However, domestic abuse is relevant to a number of other service areas, particularly housing and community engagement. There is no dedicated capacity in the council supporting the council's work on domestic abuse.

- 3.16 Oxfordshire County Council provided £50k to Cherwell to support a dedicated Domestic Abuse Lead Officer post. This post will provide the capacity that Cherwell requires to coordinate work on domestic abuse internally and with partners, with a view to better understanding Cherwell's needs and how well services meet those needs to inform our engagement with the Board and commissioning group. The post will also provide capacity for proactive educational and awareness work and to support complex housing cases. An attempt to recruit to this new post in July was unsuccessful and therefore a further recruitment campaign is being planned for October.
- 3.17 The Executive may also want to consider whether the council should seek White Ribbon Accreditation. This accreditation would demonstrate the council's commitment to ending male violence against women. But seeking accreditation would require capacity to coordinate the work required. If are successful in recruiting a Domestic Abuse Lead Officer we are likely to have the capacity to seek this accreditation.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The new statutory duties relating to domestic abuse and the need to commission a new support service contract for Oxfordshire are driving considerable partnership activity in Oxfordshire. Work is progressing to bring in additional capacity to support Cherwell with this work.
- 4.2 The Executive are recommended to-
- a) Agree that we will continue to contribute to the cost of the Domestic Abuse support services contract for Oxfordshire at current funding levels.
 - b) Agree that proposals for seeking White Ribbon Accreditation should be developed if the council is successful in appointing a suitable candidate to the new Domestic Abuse Lead Officer post.

5.0 Consultation

- 5.1 No consultation is required at this stage.

6.0 Alternative Options and Reasons for Rejection

- 6.1 The Council could withdraw its funding for the Domestic Abuse Support Services Contract. This was discounted since this would result in the Council not meeting its statutory duties and would also lead to a significant reduction in domestic abuse support services in the district.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications arising from this report as the current and proposed future contribution of £25k p.a is held within existing budgets.

Comments checked by:

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

Legal Implications

- 7.2 There are no direct legal implications arising from this report, however this Council should act on the relevant legislation as a minimum and take all proportionate steps to engage with and provide support services proactively.

Comments checked by:

Helen Lolas, Team Leader Legal Services, 07801400941, helen.lolas@cherwell-dc.gov.uk

Risk Implications

- 7.3 There are no risk management implications arising directly from this report. Any arising risks will be managed through the service operational risk 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

Equalities and Inclusion Implications

- 7.4 There are no equalities nor inclusion implications directly arising from the contents of this report. The proposal is consistent with our commitment to Equalities, inclusion and diversity as stated in our equalities and inclusion framework

Comments checked by:

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

Sustainability Implications

- 7.5 There are no sustainability implications to consider.

Comments checked by:

Ed Potter, Assistant Director Environmental Services. ed.potter@cherwell-dc.gov.uk
0300 003 0105

8.0 Decision Information

Key Decision:

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

As outlined in the purpose section in the main report.

Lead Councillor

Councillor Eddie Reeves, Portfolio Holder for Safer Communities

Document Information

Appendix number and title

None

Background papers

None

Report Author and Contact Details

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Cherwell District Council

Executive

3 October 2022

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

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report August 2022.
- 1.2 To create an income and expenditure budget of £0.503m for the Homes for Ukraine Grant.
- 1.3 To agree additional Capital Project to be included within the Capital Programme for a new mains electrical connection to accommodate the newly installed Air Source Heat Pump (ASHP) to operate at Kidlington Leisure Centre.
- 1.4 To approve the changes to reserves as detailed in Appendix 5.

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 August 2022
 - Appendix 2 – Forecast Detailed Revenue Narrative August 2022
 - Appendix 3 – Virements August 2022
 - Appendix 4 – Funding August 2022
 - Appendix 5 – Use of reserves and grant funding August 2022
 - Appendix 6 – 2022/23 Business Plan
 - Appendix 7– Monthly Performance August 2022
 - Appendix 8– Leadership Risk Register August 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 August 2022.
- 3.2 The Council's performance management framework sets out key actions, projects and programmes of work that contribute to deliver the 2022- 23 business plan (see Appendix 6) 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 August and the Mitigating actions taken by the service.

4.0 Finance Update

4.1 The Council i's forecasting an overspend of £0.512m for 2022/23 as shown in Table 1. The majority of the forecast overspend is due to the continued impacts of the Covid-19 pandemic relating to commercial and car parking income streams and the cost-of-living crisis linked to increasing fuel costs.

Report Details

Table 1: Forecast Year End Position

Service	Original Budget	Current Budget	Forecast August 2022	August Variance (Under) /Over	% Variance to current budget	July Variance (Under) / Over	Change since Previous (better) / worse	
	£m	£m	£m	£m	%	£m	£m	
HR & OD	0.822	0.826	0.826	0.000	0.0%	0.000	0.000	
Wellbeing & Housing	3.339	4.374	4.674	0.300	6.9%	0.225	0.075	
Customer Focus	1.606	1.684	1.727	0.043	2.6%	0.061	(0.018)	
Chief Executive	5.767	6.884	7.227	0.343	5.0%	0.286	0.057	
Finance	2.850	3.220	3.231	0.011	0.3%	0.000	0.011	
Legal & Democratic	1.709	1.849	1.928	0.079	4.3%	0.051	0.028	
ICT	1.235	1.253	1.439	0.186	14.8%	0.223	(0.037)	
Property	(3.196)	(2.983)	(3.113)	(0.130)	4.4%	(0.108)	(0.022)	

Resources	2.598	3.339	3.485	0.146	4.4%	0.166	(0.020)	
Planning & Development	1.752	2.147	2.116	(0.031)	-1.4%	(0.036)	0.005	
Growth & Economy	0.336	0.403	0.323	(0.080)	-19.9%	(0.050)	(0.030)	
Environmental	4.057	4.182	4.801	0.619	14.8%	0.623	(0.004)	
Regulatory	1.112	1.286	1.286	0.000	0.0%	0.000	0.000	
Communities	7.257	8.018	8.526	0.508	6.3%	0.537	(0.029)	
Subtotal for Directorates	15.622	18.241	19.238	0.997	5.5%	0.989	0.008	
Executive Matters	4.316	2.186	2.491	0.305	-14.0%	0.393	(0.088)	
Policy Contingency	3.554	3.065	2.275	(0.790)	-25.8%	(0.332)	(0.458)	
Total	23.492	23.492	24.004	0.512	2.2%	0.061	(0.546)	

FUNDING	(23.492)	(23.492)	(23.492)	0.000	0.0%
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0.000	0.000
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(Surplus)/Deficit	0.000	0.000	0.512	0.512
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1.050	(0.538)
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Note: A positive variance is a forecast overspend and a negative is a forecast underspend. Green represents an improvement and red represents a decline compared to the previous month's forecast.

Table 2: Analysis of Forecast Variance – August 2022

Breakdown of current month forecast	Forecast Variance	Forecast Base Budget Over/ (Under)	Savings Non-Delivery
	£m	£m	£m
Chief Executive	0.343	0.243	0.100
Resources	0.146	(0.076)	0.222
Communities	0.508	0.177	0.331
Subtotal Directorates	0.997	0.344	0.653
Executive Matters	0.305	0.305	0.000
Policy Contingency	(0.790)	(0.790)	0.000
Total	0.512	(0.141)	0.653

FUNDING	0.000	0.000	0.000
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(Surplus)/Deficit	0.512	(0.141)	0.653
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Table 5 – Budget compared with Forecast

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

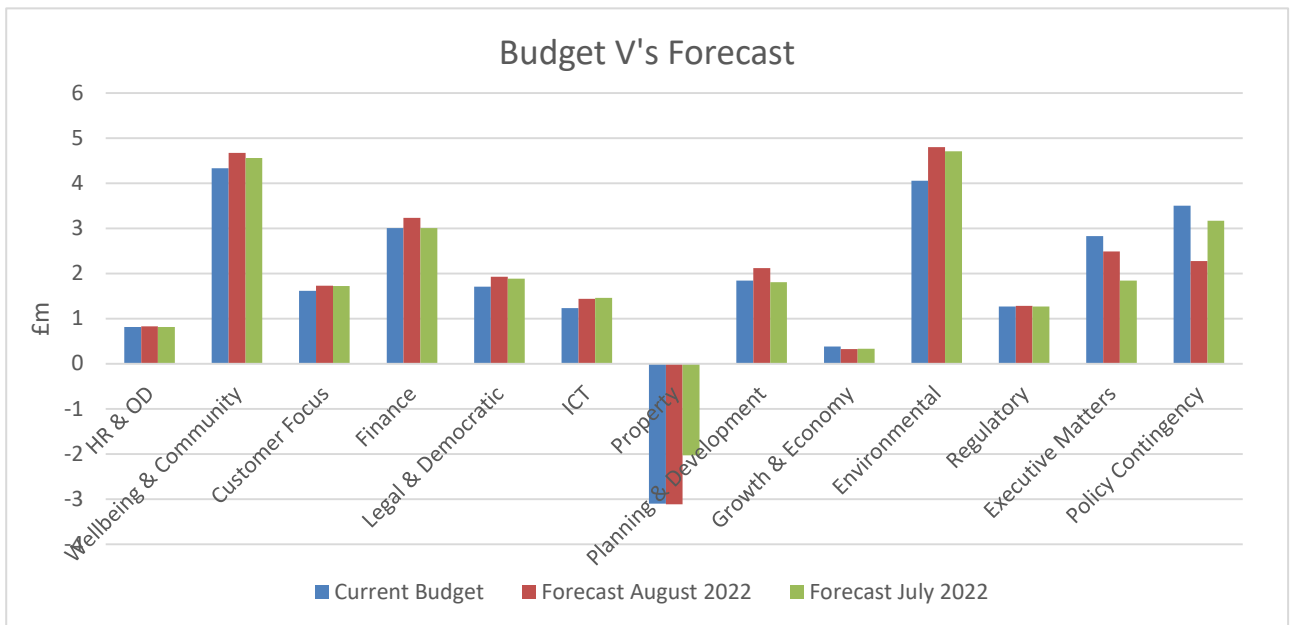


Table 5: Top Five Major Variances:

Portfolio	Current Budget	Variance	% Variance
Car Parks	2.327	0.458	19.7%
Interest	2.376	0.305	12.8%
Leisure	0.697	0.225	32.3%
Waste & Recycling	0.369	0.127	34.4%
ICT Services	(0.077)	0.093	-120.8%
Total	5.692	1.208	

Car Parks: -

There is a £0.458m reduction in anticipated car park income largely due to reduced demand.

Usage 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 car park charges in July 2022 is not anticipated to increase income by a further 10%.

Interest: -

Interest rates have continued to rise and the cost to carry (difference between what it costs to lend the money and what we can earn by investing the surplus funds) has reduced because of this.

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 interest payments are now certain and also less than they would be if borrowing was secured later in the year when interest rates are forecast to be at their peak.

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: -

The overspend is predominantly caused by greater than anticipated utility costs. It is expected the extensive decarbonisation works undertaken at the Leisure Centres will have a positive impact on utility costs, but it is too soon to say what the scale of that impact will be over the remainder of the year. The forecast overspend also includes a pressure from a slower than anticipated progress on a possible new 3G pitch at North Oxfordshire Academy. The overspend is being offset to some extent by increased income from joint use contributions in Leisure and also fines issued by the Housing Standards team to landlords for failure to register HMO properties.

Waste & Recycling: -

The forecasted pressure of £0.127m within Waste and Recycling is as a result of multiple factors. This is largely due to a pressure of £0.094m in employee costs due to agency staff for backfilling vacant posts and several long-term sick. An increase of £0.066m in additional transports costs, largely fuel, is offset by savings on vehicle maintenance and mileage

ICT Services: -

Consisting of under recovery of income and 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 forecast variances please see appendix 2

Policy Contingency

Policy Contingency is planned to meet affordable housing, commercial pressures, costs of decoupling from OCC and inflation. There is a currently projected release of (£0.790m) for inflation to partially mitigate some of the inflationary costs that the Council is experiencing and car parking income challenges.

Table 6 - Earmarked Reserves and General Balances at August 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	Changes proposed August 2022	Forecast Balance 31 March 2023

			setting		
	£m	£m	£m	£m	£m
General Balance	(5.950)	(0.500)	0.000	0.000	(6.450)
Earmarked	(23.691)	2.262	(1.372)	0.711	(22.090)
Ringfenced Grant	(16.215)	11.205	1.168	0.000	(3.842)
Subtotal Revenue	(45.856)	12.967	(0.204)	0.711	(32.382)
Capital	(8.049)	0.000	0.000	0.000	(8.049)
Total	(53.905)	12.967	(0.204)	0.711	(40.431)

For further detail on the reserves please see Appendix 5.

4.2 Capital

There is a forecast in-year underspend of (£5.073m), of which £4.238m is to be reprofiled in future years. There is an overall forecast decrease in the total cost of schemes of (£0.835m).

A new capital scheme is required at Kidlington Leisure Centre in order to accommodate a new mains electrical connection to accommodate the newly installed Air Source Heat Pump (ASHP) at Kidlington Leisure Centre. The estimated cost of this works is £200,000.

Table 7 - 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	4.102	0.341	(0.002)	(0.002)
Resources	15.134	12.123	2.158	(0.853)	(0.948)
Communities	7.650	5.931	1.739	0.020	(0.016)
Total	27.229	22.156	4.238	(0.835)	(0.966)

Table 8 – How the Capital Programme is financed

Financing	22/23 Budget	Future Years
Borrowing	12,818	5,658
Reserves	1,200	0
Capital Receipts - Repayment of Loan Principal	6,000	3,654
External Financing - Capital Grants and S106	7,081	0
	27,099	9,312

Table 9 – Total Capital Project Forecast

There is a total capital project forecast for the council of £35.706m resulting in an underspend of (£0.835m).

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)	(0.002)
Resources	15.134	14.281	(0.853)	2.424
Communities	16.242	16.262	0.020	(0.019)
Total	36.541	35.706	(0.835)	2.403

For further detail please view appendix 1 Finance Capital August 2022.

Table 10 - 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
40144	Andrew Low	Castle Quay	3,257	1,052	32.30%
40141	Andrew Low	Castle Quay Waterfront	4,438	500	11.27%
40239	Andrew Low	Bicester East Community Centre	1,450	500	34.48%
40262	Robert Jolley	Affordable Housing	1,200	600	50.00%
40028	Ed Potter	Vehicle Replacement Programme	1,166	566	48.54%
			11,511	3,218	

Castle Quay: -

A number of Capital Projects are being reviewed to ensure they meet the strategic direction for Castle Quay and remain relevant to meet the challenges of the changing retail market. This has resulted in reprofiling a number of projects that will be delivered in 2023/2024.

Castle Quay Waterfront: -

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.

Bicester East Community Centre: -

Preparing final design. Planning application submitted mid-August. Working with the tenant on their design requirements to ensure smooth transition into the new premises. £0.500m slippage as works will not be on site until the end of Q4 2022/2023 for a 9-month project completion in Q3 2023/2024.

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.

Vehicle Replacement Programme: -

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

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 7.

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

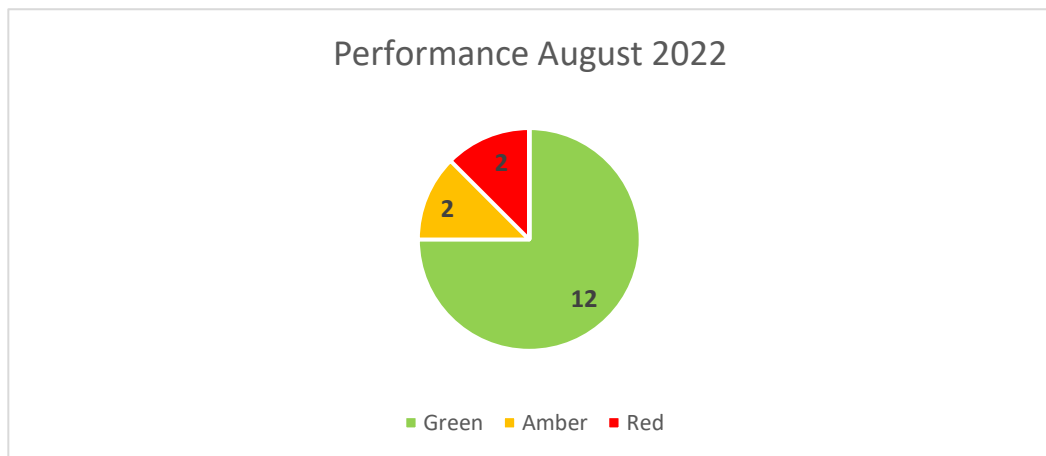


Figure 1: Performance Summary August 2022, 12 measures Green, 2 Amber and 2 Red

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 August and Green for Year to date (1 against a target of 12).

Comments from service: There was one shared ownership affordable home completed for August. As previously reported some units have now been delayed, to September/October, due to shortages of building materials, a continued impact of COVID-19, and availability of workforce, together with heatwaves which impacted construction. However, we are reporting Green for year to date with 59 homes delivered against a target of 60 to date.

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

% of Business Rates collected, increasing NNDR Base

Priority: An Enterprising Economy with strong and vibrant local centres

Service: Revenues and Benefits

Assistant Director: Michael Furness

Reporting Red for August and Green for Year to date (9.02% against a target of 10.20%).

Comments from service: The in-month collection rates was 9.02% against a target of 10.2%,

however, the cumulative collection rate for year to date is 49.73%, exceeding the year to date target of 48.20%. Recovery action has continued throughout August with outbound calls taking place and the issuing of reminders and summonses to prompt payment.

Financial Year to date performance		
April (Amber)	May (Green)	June (Amber)
July (Green)	August (Red)	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 August and Year to date (51.84% of waste collected against a monthly target of 56%).

Comments from service: The recycling rate is down compared with last year if this continues the final recycling rate maybe below 55%. There are many reasons for this decline in the recycling rate, but it is mainly due to the very dry summer meaning which has impacted the garden waste collection, also, the amount of dry recycling and glass has seen a reduction during the year.

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

Reduction of fuel consumption used by fleet

Service: Environmental Services

Assistant Director: Ed Potter

Reporting Amber for August and Green for Year to date (42,428 against a target of 42,199 litres).

Comments from service: We had a slight increase on the estimated usage for August, however, last month was substantially down on estimated usage which helps balancing our position, hence why we are performing Green for year to date.

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

5.4 Performance Highlights

- **Housing that meets your needs**
Average time taken to process Housing Benefit Claims – Performance in August for the measure is well within target (9.44 achieved against a target of below 18.00) which is excellent for this time of year. The team will continue to monitor the workload accordingly.
- **An enterprising economy with strong and vibrant local centres**
% of Council Tax collected, increase Council Tax Base – Reported an in-month collection rate of 9.14% against target of 9%. The cumulative collection rates for 2022/23 are 47.75%, above target of 47.10%. Recovery continued throughout August, with the issuing of reminders and summons to prompt payment.
- **Healthy, resilient and engaged communities**
Supporting Community Safety and Reduce Anti-Social Behaviour – The Community Safety Team assisted in the search for two missing young children, locating one of them and waiting with them until their carer arrived. The team also assisting in locating two adults with dementia who had gone missing.

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 August 2022.

Risk Scorecard – Residual Risks

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

Figure 2: Risk scorecard showing the risk scores in the Leadership Risk Register for August 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; however, this is a live document that gets updated as and when required at any point during the month.

6.5 During August the Leadership Risk register had one score change **L18 Cessation of joint working between CDC and OCC** residual score has been reduced from 10 Medium Risk to 5 Low Risk.

Leadership Risk	Residual Score (after mitigation)	Direction of travel	Mitigating Actions
L18 Cessation of joint working between CDC and OCC	5 Low Risk	↓	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.

7.0 Conclusion and Reasons for Recommendations

This report provides an update on progress made during August 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

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

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 4.2 of this report.

Comments checked by:

Michael Furness, Assistant Director of Finance / Section 151, Tel: 01295 221845, Michael.Furness@cherwell-dc.gov.uk

Legal Implications

- 10.2 There are no legal implications arising directly 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 August 2022.

Comments checked by:

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

Equalities and Inclusion Implications

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

Comments checked by:

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

11.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

This report supports all Corporate Priorities

Lead Councillor

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

Document Information

Appendix number and title

- Appendix 1 – Finance Capital August 2022
- Appendix 2 – Forecast Detailed Revenue Narrative August 2022
- Appendix 3 – Virements August 2022
- Appendix 4 – Funding August 2022
- Appendix 5 – Use of reserves and grant funding August 2022
- Appendix 6 – 2022/23 Business Plan
- Appendix 7– Monthly Performance August 2022
- Appendix 8– Leadership Risk Register August 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

Appendix 1 - CHERWELL TOTAL CAPITAL PROJECT EXPENDITURE

CODE	ASSISTANT DIRECTOR	DESCRIPTION	Total 22/23 Project Budget	22/23 Forecast	RE-PROFILED BEYOND 2022/23	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	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 £1.800m 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	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	0	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	50	133	0	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	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	1,744	0	0	0	1,744	1,744	0	Spending on track for various schemes across the district in line with S106 agreements.
40181	Nicola Riley	Sunshine Centre (new extension to the front of the site)	0	(2)	0	(2)	0	0	(2)	(2)	Project completed in 2021/22
40251	Nicola Riley	Longford Park Art	45	2	43	0	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	0	40	40	0	New Scheme for 2022/23 - full spend expected prior to 31st March 2023
Wellbeing & Community			4,345	4,002	341	(2)	600	4,945	4,943	(2)	
40208	Claire Cox	Project Manager for HR/Payroll system	100	100	0	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	0	120	220	220	0	
Chief Executives			4,445	4,102	341	(2)	720	5,165	5,163	(2)	
40139	Andrew Low	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	100	100	0	0	0	100	100	0	Full spend anticipated by March 2023
40141	Andrew Low	Castle Quay 2	4,438	3,938	500	0	0	4,438	4,438	0	Budget reprofiled from 2021/22 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.
40144	Andrew Low	Castle Quay 1	3,257	2,205	1,052	0	0	3,257	3,257	0	A number of Capital Projects are being reviewed to ensure they meet the strategic direction for Castle Quay and remain relevant to meet the challenges of the changing retail market. This has resulted in reprofiling a number of projects that will be delivered in 2023/24.
40162	Andrew Low	Housing & IT Asset System joint CDC/OCC	8	2	6	0	0	8	8	0	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	Horsefair, Banbury	55	55	0	0	0	55	55	0	Full spend anticipated by March 2023
40191	Andrew Low	Bodicote House Fire Compliance Works	141	141	0	0	0	141	141	0	Full spend anticipated by March 2023
40197	Andrew Low	Corporate Asbestos Surveys	50	50	0	0	0	50	50	0	Full spend anticipated by March 2023
40201	Andrew Low	Works From Compliance Surveys	122	122	0	0	0	122	122	0	Full spend anticipated by March 2023
40203	Andrew Low	CDC Feasibility of utilisation of proper Space	100	100	0	0	0	100	100	0	This amount has been set aside to consider the future office space of the Council
40219	Andrew Low	Community Centre - Works	130	130	0	0	0	130	130	0	Full spend anticipated by March 2023
40239	Andrew Low	Bicester East Community Centre	1,450	950	500	0	0	1,450	1,450	0	Full spend of the budget anticipated. Planned completion due Q3 2023/24
40240	Andrew Low	Bicester Dovecote	27	27	0	0	0	27	27	0	Full spend anticipated by August 2022
40241	Andrew Low	Thorpe Place Roof Works	35	35	0	0	0	35	35	0	Full spend anticipated by March 2023
40242	Andrew Low	H&S Works to Banbury Shopping Arcade	127	127	0	0	0	127	127	0	Full spend anticipated by March 2023
40246	Andrew Low	Banbury Museum Pedestrian Bridge	77	77	0	0	0	77	77	0	Full spend anticipated by August 2022
40249	Andrew Low	Retained Land	286	186	100	0	0	286	286	0	Full spend anticipated by Q2 23/24
40225	Andrew Low	Drayton Pavillion - Decarbonisation Works	86	0	0	(86)	0	86	0	(86)	

40229	Andrew Low	Stratfield Brake Sports Ground - Decarbonisation Works	159	0	0	(159)
40226	Andrew Low	Thorpe Lane Depot - Decarbonisation Works	250	143	0	(107)
40227	Andrew Low	Banbury Museum - Decarbonisation Works	264	360	0	96
40228	Andrew Low	Franklins House - Decarbonisation Works	0	81	0	81
40230	Andrew Low	Whitelands - Decarbonisation Works	0	91	0	91
40231	Andrew Low	Bicester Leisure Centre - Decarbonisation Works	604	729	0	125
40232	Andrew Low	Kidlington Leisure Centre - Decarbonisation Works	675	348	0	(327)
40233	Andrew Low	Spiceball Leisure Centre - Decarbonisation Works	991	780	0	(211)
40234	Andrew Low	Woodgreen Leisure Centre - Decarbonisation Works	692	336	0	(356)
40245	Richard Webb	Enable Agile Working	15	15	0	0
40252	Andrew Low	Expiring Energy Performance Certificates plus Associated works	96	96	0	0
40253	Andrew Low	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	60	0	0
40254	Andrew Low	Thorpe Lane Depot - Renewal of Electrical Incoming Main	270	270	0	0
40255	Andrew Low	Installation of PV at CDC Property	79	79	0	0
Property			14,644	11,633	2,158	(853)
40256	Michael Furness	Processing Card Payments & Direct Debits	20	20	0	0
Finance Total			20	20	0	0
40056	Tim Spiers	5 Year Rolling HW / SW Replacement Prog	50	50	0	0
40212	Tim Spiers	Procurement of Joint Performance system	20	20	0	0
40237	Tim Spiers	Council Website & Digital Service	162	162	0	0
40238	Tim Spiers	IT Shared Services	238	238	0	0
ICT			470	470	0	0
Resources			15,134	12,123	2,158	(853)
40062	Robert Jolley	East West Railways	118	138	0	20
40121	Robert Jolley	Bicester Library (phase 1b)	645	645	0	0
40111	Robert Jolley	Admiral Holland Redevelopment Project (phase 1b)	61	61	0	0
40118	Robert Jolley	Creampot Crescent Cropredy (phase 1b)	(10)	(10)	0	0
40177	Robert Jolley	Bullmarsh Close (Phase 2)	17	17	0	0
40213	Robert Jolley	Build Team Essential Repairs & Improvements	149	0	149	0
40224	Robert Jolley	Fairway Flats Refurbishment	362	0	362	0
40262	Robert Jolley	Affordable Housing	1,200	600	600	0
Growth & Economy			2,542	1,451	1,111	20
40015	Ed Potter	Car Park Refurbishments	74	48	26	0
40026	Ed Potter	Off Road Parking	18	0	18	0

0	159	0	(159)	
0	250	143	(107)	
0	264	360	96	
0	0	81	81	
0	0	91	91	
0	604	729	125	
0	675	348	(327)	
0	991	780	(211)	
0	692	336	(356)	
0	15	15	0	Full spend anticipated by March 2023
0	96	96	0	Full spend anticipated by March 2023
0	60	60	0	Full spend anticipated by March 2023
0	270	270	0	Full spend anticipated by March 2023
0	79	79	0	Full spend anticipated by March 2023
0				(853)
0	20	20	0	£35k of budget not longer required
0				0.00
0	50	50	0	Budget required for hardware refresh, delayed due to Co-Vid and council wide remote working. Anticipate refresh Q3 2022/23
0	20	20	0	Budget required for further system enhancements, Expected Q3 2022/23
0	162	162	0	Project now expected to conclude at end of Q3 2022/23.
0	238	238	0	Project in final stages and expected to conclude Q2 2022/23.
0				0
0				(853)
4,189	4,307	4,327	20	The capital fund has been set up to enable the Council's costs to be recharged when responding to enquiries and regulatory applications, involving for example environmental and land drainage matters, made in connection with the EWR project. In partnership with England's Economic Heartland, Cherwell will be contributing towards fibre connectivity 2022/23.
0	645	645	0	This project is currently being reviewed as part of the work relating to housing management and construction.
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.
0	(10)	(10)	0	The retention payment for Creampot has now been paid resulting in a saving as the payment was less than the accrued amount.
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
0	149	149	0	Work is currently underway and it is likely that all capital expenditure will take place during financial year 2022/23
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.
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.
4,189				6,731
0	74	74	0	Full spend anticipated by March 2024
0	18	18	0	Full spend anticipated by March 2024

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

40028	Ed Potter	Vehicle Replacement Programme	1,166	600	566	0
40031	Ed Potter	Urban City Electricity Installations	15	15	0	0
40187	Ed Potter	On Street Recycling Bins	25	0	0	(25)
40186	Ed Potter	Commercial Waste Containers	18	25	18	25
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	158	158	0	0
40216	Ed Potter	Street Scene Furniture and Fencing project	36	36	0	0
40217	Ed Potter	Car Parking Action Plan Delivery	175	175	0	0
40218	Ed Potter	Depot Fuel System Renewal	35	35	0	0
40220	Ed Potter	Horsefair Public Conveniences	0	0	0	0
40222	Ed Potter	Burnehyll- Bicester Country Park	220	220	0	0
40248	Ed Potter	Solar Panels at Castle Quay	53	53	0	0
40235	Ed Potter	Chargeable Garden & Food Waste	0	0	0	0
40257	Ed Potter	Additional Commercial Waste Containers	10	10	0	0
40258	Ed Potter	Kidlington Public Convenience Refurbishment	90	90	0	0
40259	Ed Potter	Market Equipment Replacement	15	15	0	0
40260	Ed Potter	Land for New Bicester Depot	3,000	3,000	0	0
Environmental			5,108	4,480	628	-
Communities			7,650	5,931	1,739	20
Capital Total			27,229	22,156	4,238	(835)

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.
0	15	15	0	Full spend anticipated by March 2023
0	25	0	(25)	Full spend anticipated by March 2024
25	43	68	25	Full spend anticipated by March 2024
0	158	158	0	Full spend anticipated by March 2023
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
0	175	175	0	Full spend anticipated by March 2023
0	35	35	0	Full spend anticipated by March 2023
0	0	0	0	This project was completed in 2021/22
0	220	220	0	Full spend anticipated by March 2023
0	53	53	0	Full spend anticipated by March 2023
0	0	0	0	This project was completed in 2021/22
10	20	20	0	Full spend anticipated by March 2024
0	90	90	0	Full spend anticipated by March 2023
0	15	15	0	Full spend anticipated by March 2023
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.
4,403	9,511	9,511	-	
8,592	16,242	16,262	20	
9,312	36,541	35,686	(835)	

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	576	64	1,811	0	-	-	This budget comprises £1.239m Better Care Fund allocation, £0.375m CDC base budget and £0.196m reprofiled from 2021/2022. Projected spend has been increased from £1.700m to £1.800m to reflect increasing demand and persistent inflation of construction costs. No carry forward into 2023/2024 anticipated.
40160	Nicola Riley	Housing Services - capital	190	(761)	0	190	0	-	-	The (£0.761m) in YTD is an accrual for a grant payable to Heylo for x18 affordable housing units due to be paid 15th July. The budget allocation is unspent Growth Deal funding reprofiled from 2021/2022 due to delays on some development sites and other sites not being due for completion until 2022/2023. Full spend anticipated in 2022/2023 however, this will depend on the progress made on sites and some units may not complete until 2023/2024.
40084	Nicola Riley	Discretionary Grants Domestic Properties	253	61	0	120	133	-	-	This budget comprises £0.150m core funding and £0.103m reprofiled from 2021/2022. Projected spend for 2022/2023 is circa £0.120m. Anticipated carry-forward into 2023/2024 is £0.133m, but demand for these grants can fluctuate so this could vary.
40010	Nicola Riley	North Oxfordshire Academy Astrotruf	183	0	0	50	133	-	-	The delivery of a new Astrotruf 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. Meetings took place with United Learning Trust on 11th July and 3rd August to move project forward
40019	Nicola Riley	Bicester Leisure Centre Extension	79	0	0	47	32	-	-	£0.029m budget reprofiled from 2021/2022. 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	(23)	39	1,744	0	-	-	£0.480m Adderbury PC Milton Rd community Facility & Sport Pitch project, £215k Ambrosden Community facility project £0.030m Banbury indoor tennis centre, £0.360m artificial pitch at NOA £0.014m Spiceball 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 Whitelands 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 2021/2022
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	(148)	104	4,002	341	(2)	(2)	
40208	Claire Cox	Project Manager for HR/Payroll system	100	0	0	100	0	0	0	£0.100m required for HR system improvements, project expected to conclude end Q3 2022/2023
HR & OD			100	0	0	100	0	0	0	
Chief Executive			4,445	(148)	104	4,102	341	(2)	(2)	
40139	Andrew Low	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	100	(4)	6	100	0	-	-	£0.100m reprofiled from 2021/2022. Tenders now complete and currently engaging with the tenants. Expect full utilisation of the £0.100m by Q4
40081	Andrew Low	Bicester Town Centre Redevelopment	0	12	0	0	-	-	-	
40141	Andrew Low	Castle Quay 2	4,438	2,476	10	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.
40144	Andrew Low	Castle Quay 1	3,257	31	53	2,205	1,052	-	(2)	A number of Capital Projects are being reviewed to ensure they meet the strategic direction for Castle Quay and remain relevant to meet the challenges of the changing retail market. This has resulted in reprofiling a number of projects that will be delivered in 2023/2024.
40162	Andrew Low	Housing & IT Asset System joint CDC/OCC	8	(18)	0	2	6	-	(40)	£0.100m allocated project budget of which £0.048m has been reprofiled from 2021/2022. Initial set up cost of £0.052m with £0.002m cost per annum for hosting and software support costs for 3 years (2022/2023 to 2024/2025).
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 2022/2023
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	1	0	50	0	-	-	£0.050m reprofiled from 2021/2022. 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 2021/2022. Works planned over 2 years with additional delays caused by covid 19.
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. Planning application submitted mid August with expected approval by mid November. 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 2022/2023 for a 9 month project completion in Q3 2023/2024
40240	Andrew Low	Bicester Dovecote	27	(1)	25	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 2021/2022. 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 2021/2022. 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 2021/2022. Works are complete pending completion certificate and final invoice
40249	Andrew Low	Retained Land	286	8	81	186	100	-	-	£0.156m reprofiled from 2021/2022. 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 2021/2022. 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 reprofiled from 2021/2022. 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	131	12	143	0	(107)	(126)	PSDS Project - Project completed. In retention
40227	Andrew Low	Banbury Museum - Decarbonisation Works	264	335	783	360	0	96	96	PSDS Project - Works at practical completion at 95% pending commissioning of plant.
40228	Andrew Low	Franklins House - Decarbonisation Works	0	77	4	81	0	81	82	PSDS Project - Project completed. In retention
40230	Andrew Low	Whitelands - Decarbonisation Works	0	81	5	91	0	91	91	PSDS Project - Project completed. In retention

40231	Andrew Low	Bicester Leisure Centre - Decarbonisation Works	604	693	56	729	0	125	125	PSDS Project - Works at practical completion at 97.5% pending commissioning of plant.
40232	Andrew Low	Kidlington Leisure Centre - Decarbonisation Works	675	324	80	348	0	(327)	(327)	PSDS Project - Works at practical completion at 95% pending commissioning of plant and works by district networks operator. Potential £200k for additional project costs to accommodate new electrical mains (not included in outturn).
40233	Andrew Low	Spiceball Leisure Centre - Decarbonisation Works	991	733	39	780	0	(211)	(211)	PSDS Project - Works at practical completion at 97.5% pending commissioning of plant.
40234	Andrew Low	Woodgreen Leisure Centre - Decarbonisation Works	692	330	53	336	0	(356)	(356)	PSDS Project - Works at practical completion at 97.5% pending commissioning of plant.
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 engaged with District Network Operator to instal the new sub station.
40255	Andrew Low	Installation of Photovoltaic at CDC Property	79	0	93	79	0	-	-	Full spend expected in 2022/2023
40245	Richard Webb	Enable Agile Working	15	0	0	15	0	-	-	Full spend expected in 2022/2023
Property			14,644	5,238	1,583	11,633	2,158	(853)	(913)	
40256	Michael Furness	Processing Card Payments & Direct Debits	20	0	0	20	0	-	(35)	£35k budget not required
Finance			20	-	-	20	0	-	(35)	
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 2022/2023
40212	Tim Spiers	Procurement of Joint Performance system	20	0	0	20	0	-	-	Budget required for further system enhancements. Expected Q3 2022/2023
40237	Tim Spiers	Council Website & Digital Service	162	6	25	162	0	-	-	Project now expected to conclude at end of Q3 2022/2023 .
40238	Tim Spiers	IT Shared Services	238	(25)	5	238	0	-	-	Project in final stages and expected to conclude Q2 FY 2022/2023 .
ICT			470	(20)	30	470	0	-	-	
Resources			15,134	5,218	1,612	12,123	2,158	(853)	(948)	
40062	Robert Jolley	East West Railways	118	0	0	138	0	20	-	The capital fund has been set up to enable the Council's costs to be recharged when responding to enquiries and regulatory applications, involving for example environmental and land drainage matters, made in connection with the EWR project. In partnership with England's Economic Heartland, Cherwell will be contributing towards fibre connectivity 2022/2023 .
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.
40106	Robert Jolley	Cher Com Led Prog Coach House Mews	0	(58)	0	0	0	-	-	
40118	Robert Jolley	Creampot Crescent Crepreddy (phase 1b)	(10)	(10)	0	(10)	0	-	(16)	Retention payment now paid.
40177	Robert Jolley	Bullmarsh Close (Phase 2)	17	(5)	0	17	0	-	-	With construction formally completed early May 2021 there is the need to budget for retention which CDC will have to pay in May 2022 - the retention is £0.017m.
40213	Robert Jolley	Build Team Essential Repairs & Improvements	149	33	22	0	149	-	-	Work is currently underway and it is likely that all 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			2,542	(223)	42	1,451	1,111	20	-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 slipped in to 2023/24.
40026	Ed Potter	Off Road Parking	18	0	0	0	18	-	-	£0.018m is required to be slipped in to 2023/24. This project relates to LED lighting at various sites.
40028	Ed Potter	Vehicle Replacement Programme	1,166	87	450	600	566	0	-	£0.566m is required to be slipped 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	0	18	-	-	£18k required to be slipped in to 2023/24.
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	158	79	73	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	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	138	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	0	-	Anticipating full spend in 2022/23. Further commitments expected in quarter 3.
40248	Ed Potter	Solar Panels at Castle Quav	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	2	3,000	0	-	-	Potential for slippage in to 2023/24 and 2024/25. However discussions currently taking place for a prospective site.
Environmental			5,108	173	706	4,480	628	-	-	
Communities			7,650	(49)	748	5,931	1,739	20	(16)	
Capital Total			27,229	5,020	2,464	22,156	4,238	(835)	(966)	

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Appendix 2 - Report Details – Additional Revenue narrative on Forecast

Chief Executive

Chief Executives are forecasting an overspend of £0.343m against a budget of £6.884m (5.0%).

HR & OD	HR are forecasting to remain in budget at present.
£0.000m Variance	
Variance to July's forecast £0.000m	
Wellbeing & Community/Housing	The overspend is predominantly caused by greater than anticipated utility costs. It is expected the extensive decarbonisation works undertaken at the Leisure Centres will have a positive impact on utility costs, but it is too soon to say what the scale of that impact will be over the remainder of the year. The forecast overspend also includes a pressure from a slower than anticipated progress on a possible new 3G pitch at North Oxfordshire Academy. The overspend is being offset to some extent by increased income from joint use contributions in Leisure and also fines issued by the Housing Standards team to landlords for failure to register HMO properties.
Variation £0.300m Overspend	
Variation to July's Forecast £0.075m	
Customer Focus	Customer Focus is projecting an overspend of £0.043m as a result of decoupling the service delivery from OCC. The service is going through a process of transformation, in order that is resourced correctly to continue to provide an excellent customer experience.
Variation £0.043m overspend	
Variation to July's Forecast (£0.018m)	Comms Strategy & Insight are reporting on target.

Resources

Resources are reporting an overspend of £0.146m against a budget of £3.339m (4.4%).

Finance	Small overspend due to minor variances across the service.
Variation £0.011m Overspend	
Variation to July's Forecast (£0.011m)	
Legal & Democratic	Legal & Democratic are reporting a £0.079m overspend. £0.037m is within legal/information governance (extra staff costs as a result of decoupling plus minor overspends of £0.012m. These are partially offset by an anticipated over recovery of income of (£0.041m) and a budget of £0.023m for Information Governance.
Variation £0.079m overspend	
Variation to July's Forecast £0.028m	The remaining £0.042m relates to overspends in Governance, largely due to increased staff costs within democratic process
ICT	ICT are report a £0.186m overspend. The projected overspend within IT is made up of £0.124m (consisting of £0.020m 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 £0.186m overspend	
Variation to July's forecast (£0.037m)	
Property	Property are reporting a (£0.130m) underspend. This is a result of (£0.240m) of additional rent which is predicted as being achieved ahead of forecast, despite tricky economic conditions, we are predicting spending -£0.160m less on consultancy fees than anticipated during the year. However, this is offset by an overspend of £0.065m on utilities due to rising energy prices, £0.160m on staff costs (partly as a result of interim staff being required due to decoupling) and £0.045m increased costs of operational costs (including repairs & maintenance and security combined).
Variation (£0.130m) underspend	
Variation to July's forecast (£0.022m)	

Communities

Communities are forecasting an overspend of £0.508m against a budget of £8.018m, (6.3%).

Planning & Development	The current budget of £2.1m includes an in-year uplift for the Development Management service to support staffing levels and improvement work in the context of high workloads.
Variation (£0.031m) underspend	Agency staff are being used to support service delivery with the additional cost being largely offset by higher-than-expected fee income and the budget uplift. An underspend of circa £0.022m is presently forecast for Development Management for the end of the financial year.
Variance to July's forecast £0.005m	The Planning Policy and Conservation service is presently expecting to be just within budget at the yearend (£0.002m). However, the situation in both services is presently fluid due to persistent recruitment challenges.
	Development Management income will also fluctuate. The Building Control, Dangerous Structures, Street-naming and Land Drainage services are presently forecast to be within budget at year end circa (£0.010m), with additional fee income offsetting some agency costs. Overall, the current forecast of being within budget by –(£0.031m) is comparable to last month's forecast (£0.036m).

Growth & Economy	The Growth and Economy department is forecasting, for August 2022, an overall underspend of £0.080m which consists of £0.120m overspend on the Build team and an underspend of (£0.200m) on staff savings. 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 undertaken within the organisation.
Variation (£0.080) Underspend	
Variance to July's forecast (£0.030m)	

Environmental	The forecast variance for Environmental Services for August is £0.619m.
Variation £0.619m Overspend	This is largely due to the continued pressure within Car Parks. There is a £0.458m reduction in anticipated car park income largely due to reduced demand. 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 is not anticipated to increase income by 10%.
Variance to July's forecast (£0.004m)	The forecasted pressure of £0.127m within Waste and Recycling is as a result of multiple factors. This is largely due to a pressure of £0.094m in employee costs due to agency staff for backfilling vacant posts and several long-term sick. An increase of £0.066m in additional transports costs largely fuel is offset by savings on vehicle maintenance and mileage. An increase of £0.081m on gate fees for glass recycling & food waste being a higher rate per tonne. However additional income due to the higher than anticipated take up of garden waste subscriptions offsets under recovery on credits, sale of materials, bulky waste collections and sale of trade sacks by (£0.175m) This forecast is all made up of other minor variances across the service totalling £0.034m.
Regulatory	Regulatory Services is on target with a small overspend due to reduced income in Licensing offset by savings from vacant posts.
Variation £0.000m	
Variance to July's forecast £0.000m	

Executive Matters

Executive Matters is forecasting an overspend of £0.305m against the budget of £2.186m, (14.0%).

Interest	Interest rates have continued to rise and the cost to carry (difference between what it costs to lend the money and what we can earn by investing the surplus funds) has reduced because of this.
Variation £0.305m overspend	

Variance to July's forecast (£0.088m)	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.
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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.

Since the Council locked in fixed rates, interest rates have increased by a further 1% meaning the interest costs being paid are lower than they otherwise would be.

Policy Contingency

Policy Contingency is forecasting an underspend of (£0.790m) against a budget of £3.065m, (25.8%).

Policy Contingency	Policy Contingency is planned to meet affordable housing, commercial pressures, separation costs and inflation. There is a currently projected release of (£0.790m) for inflation to partially mitigate some of the inflationary costs that the Council is experiencing and car parking income challenges.
Variation (£0.790m) underspend	
Variance to July's forecast (£0.458m)	

Appendix 3 - Virement Summary

Virement Movement

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

Virements - Movement in Net Budget	£m
Directorate Net Budget - July 2022	18.136
Directorate Net Budget - Aug 2022	18.241
Movement	0.105

Breakdown of Movements	£m
Allocations from/to Reserves	
Other	
Costs of decoupling transferred from Policy Contingency to Finance	£0.180
Transfer of unrequired funding from Planning and Development to Policy Contingency	(£0.075)
Total	£0.105

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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

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Appendix 5 - Reserves and Grant Funding

Uses of/ (Contributions to) Reserves

Specific requests

Directorate	Type	Description	Reason	Amount £m
Communities	Earmarked	Works in Default	An allocation of Reserves is required to enable the Housing Standards Team carry out Works in Default in order to meet Housing Authority duties for the protection of public health and abatement of nuisances and other duties as prescribed in legislation.	0.040
Communities	Earmarked	Castle Quay	Use of reserve to allocate to Castle Quay. This income had previously been budgeted to be used for capital adaptations at Castle Quay.	0.671
Total Earmarked Reserves				0.711

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Cherwell District Council business plan 2022 - 2023



Appendix 6



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.



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.



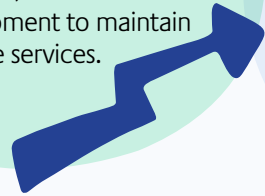
Partnerships

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.

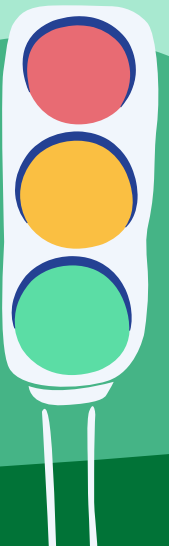


Performance management framework

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.



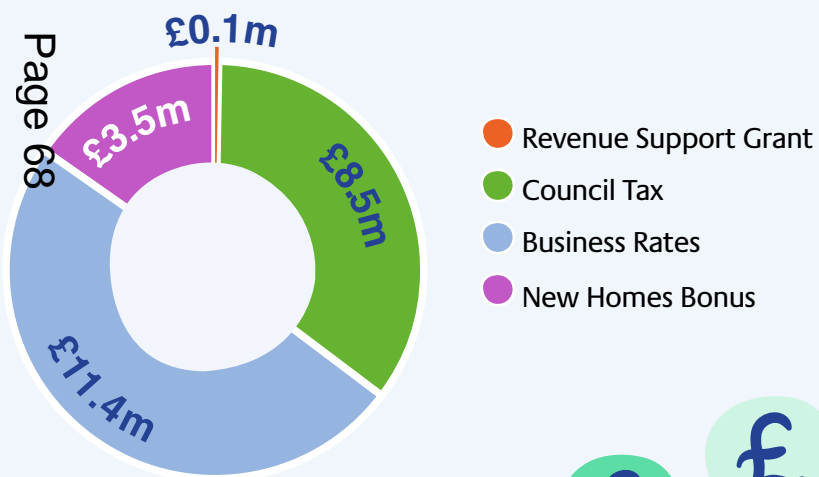
Council funding



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



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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Appendix 7 - Performance Report August 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
BP1.2.06 Average time taken to process Housing Benefit New Claims	Cllr A Nell	Kerry MacDermott Stephen Hinds	9.44	18.00	★	Performance ahead of target, which is excellent for this time of year. We will continue to monitor the workload accordingly	14.84	18.00	★
BP1.2.07 Average time taken to process Housing Benefit Change Events	Cllr A Nell	Kerry MacDermott Stephen Hinds	2.11	8.00	★	Performance is ahead target which is excellent for this time of year. We will continue to monitor the workload accordingly	2.77	7.40	★
BP1.1.01 Homelessness Prevention	Cllr N Mawer	Nicola Riley Yvonne Rees	Delivering to plan	Delivering to plan	★	The Housing Options Team continues to work ahead of any statutory duties where possible. A review of completed cases since the beginning of year shows that 60% of cases have been completed at an early stage with homelessness and the need for temporary accommodation avoided. Early intervention depends on clients contacting and receiving advice as soon as possible.	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	28	35	★	The team have been proactively working with clients in temporary accommodation to provide appropriate move-on, with an aim to limit the time any households spends in temporary housing as well as ensuring the limited resources are then available quickly for others who need it. Early intervention to prevent homelessness wherever possible, is the key to avoiding the need for temporary accommodation as well as limiting the time people spend in a placement by careful casework to find appropriate move-on options as soon as possible.	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	45.00	45.00	★	The number of residents helped to live independently is performing ahead of the year to date target of 225 with 263 residents helped so far this financial year	263.00	225.00	★

	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP1.2.03 Homes improved through enforcement action	Cllr N Mawer	Nicola Riley Yvonne Rees	9.00	9.00	★	The 'homes improved through enforcement action' figure is made up as follows: <ul style="list-style-type: none"> Housing Standards closed 12 cases, of which 2 were concluded with 'informal action taken' the rest being advisory only. Housing Standards issued 8 HMO licenses, of which 7 included licence conditions requiring works. Six notices were closed this month, but none related to works in properties. 	60.00	45.00	★
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	▲	In August one shared-ownership affordable home was completed. Some completion planned for July/August have now been delayed to September/October due to shortages of building materials and continued impact of COVID-19, and availability of workforce. The recent heatwave also impacted on construction. However, year to date (YTD) figures show the annual delivery to be on track.	59.00	60.00	★
BP1.2.05 Number of Housing Standards interventions	Cllr N Mawer	Nicola Riley Yvonne Rees	97.00	55.00	★	The 'Housing Standards Interventions' figure is made up as follows: <ul style="list-style-type: none"> We received 63 service requests of which 40 Housing Standards, 4 Homes for Ukraine, and 19 Tenancy Relations cases. We served 34 notices comprising of 8 HMO Licences issued, 14 Notices served requiring documents or information, 7 informal notices requiring works, 1 notice of entry, 2 smoke alarm remedial notices, and 1 cleansing notice. No proactive investigations initiated this month. 	363.00	275.00	★

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

	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	51.84	56.00	●	The recycling rate is down compared with last year if this continues the final recycling rate maybe below 55%. There are many reasons for this decline in the recycling rate but it is mainly due to the very dry summer meaning much less garden waste. The amount of Dry recycling and glass is also reduced.	54.99	56.00	●
BP2.2.02 Reduction of fuel consumption used by fleet	Cllr D Sames	Ed Potter Ian Boll	42,428	42,199	●	Slight increase on estimated usage for August.	42,284	45,128	★

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, the remaining workstreams involved - Infrastructure and Homes from Infrastructure; and, locally, Productivity (the OxLEP Local Industrial Strategy having already been completed). The Affordable Housing workstream was also previously completed. In August 2022, the Oxfordshire Plan 2050 ceased.	Delivering to plan	Delivering to plan	★
BP3.2.01 % of Council Tax collected, increase Council Tax Base	Cllr A Nell	Michael Furness Stephen Hinds	9.14%	9.00%	★	The in-month collection rates was 9.14% against a target of 9%. The cumulative collection rates for 2022/23 are 47.10% against a target of 47.75%. Recovery action has continued throughout August with the issuing of reminders and summons to prompt payment.	47.75%	47.10%	★
BP3.2.02 % of Business Rates collected, increasing NNDR Base.	Cllr A Nell	Michael Furness Stephen Hinds	9.02%	10.20%	★	The in-month collection rates was 9.02% against a target of 10.2% however the cumulative collection rates for 2022/23 are 49.73% which as exceeded the year to date target of 48.20%. Recovery action has continued throughout August with outbound calls taking place and the issuing of reminders and summons to prompt payment.	9.95%	9.64%	★

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	★	80 fly tips were investigated in August. Six warning letters were sent, and three interviews under caution were carried out. There were two prosecutions for duty of care offences; for one the offender was fined £300 and ordered to pay a £34 victim surcharge and costs of £150, and for the other the offender was fined £180 and ordered to pay a £34 victim surcharge and costs of £100. Both prosecutions were taken as the offenders had failed to pay a fixed penalty fine for the offences. However, it is disappointing that in both cases the fines did need exceed the fixed penalty amount of £300 (£180 if paid within 10 days), particularly as the full costs of taking the cases were not awarded.	Delivering to plan	Delivering to plan	★
BP4.1.02 Support Community Safety and Reduce Anti-Social Behaviour	Cllr E Reeves	Ian Boll Richard Webb	Delivering to plan	Delivering to plan	★	During August the community safety team: Assisted in the search for two missing young children, locating one of them and waiting with them until their carer arrived. They also assisted in locating two adults with dementia who had gone missing. Found and removed 2 knives and an axe hidden in public areas. Deterred a group of young adults who were attempting to start fires around play areas during the heatwave. Attended the Bicester Park fun day to speak with the public about Community Safety matters. Provided crime prevention advice to two new businesses in Bicester. Monitored the Public Spaces Protection Order (PSPO) areas. Carried out regular patrols of Hillview and Ruscote Parks following reports of misuse of motorbikes in the parks. An arrest resulted from these patrols. Plans for September include Providing a presentation to businesses on the PSPOs. Providing training to Police Community Support Officers in relation to enforcement of the PSPOs.	Delivering to plan	Delivering to plan	★
BP4.2.01 Number of Visits/Usage to District Leisure Centres	Cllr P Chapman	Nicola Riley Yvonne Rees	115,200.00	50,000.00	★	The number of visitors to our Leisure Centres keeps the upward trend observe all this year and is forecasted to end the year ahead of target.	594,213.00	220,000.00	★

Appendix 8 – Leadership Risk Register as at 14/09/2022

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						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Page 75	5 - Catastrophic	L18				
	4 - Major		L09	L03-L04-L05-L06-L07-L11-L14	L01	
	3 - Moderate		L10-L15	L12-L16-L17	L08- L13	
	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) Pvl			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.	<p>Reduced medium and long term financial viability</p> <p>Reduction in services to customers</p> <p>Increased volatility and inability to manage and respond to changes in funding levels</p> <p>Reduced financial returns (or losses) on investments/assets</p> <p>Inability to deliver financial efficiencies</p> <p>Inability to deliver commercial objectives (increased income)</p> <p>Poor customer service and satisfaction</p> <p>Increased complexity in governance arrangements</p> <p>Lack of officer capacity to meet service demand</p> <p>Lack of financial awareness and understanding throughout the council</p> <p>Increased inflation in the costs of capital schemes</p> <p>Increased inflation in revenue costs</p>	4	4	16	<p>Medium Term Revenue Plan reported regularly to members.</p> <p>Balanced medium term and dynamic ability to prioritise resources</p> <p>Highly professional, competent, qualified staff</p> <p>Good networks established locally, regionally and nationally</p> <p>National guidance interpreting legislation available and used regularly</p> <p>Members aware and are briefed regularly</p> <p>Participate in Oxfordshire Treasurers' Association's work streams</p> <p>Review of best practice guidance from bodies such as CIPFA, LGA and NAO</p> <p>Treasury management and capital strategies in place</p> <p>Investment strategies in place</p> <p>Regular financial and performance monitoring in place</p> <p>Independent third party advisers in place</p> <p>Regular bulletins and advice received from advisers</p> <p>Property portfolio income monitored through financial management arrangements on a regular basis</p> <p>Asset Management Strategy in place and embedded.</p> <p>Transformation Programme in place to deliver efficiencies and increased income in the future</p>	<p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Fully</p>	Councillor Adam Nell	Michael Furness	Joanne Kaye	4	4	16	↔	<p>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.</p> <p>Investment Strategy agreed annually. Strategic Place Shaping Board providing a gateway process for capital investment decisions which comply with governance framework.</p> <p>Timely and good quality budget monitoring reports, particularly property income and capital. Unit 4 financial system provides improved management information. Introduction and implementation of an Asset Management Strategy.</p> <p>Finance support and engagement with programme management processes, project boards and steering group.</p> <p>Integration and continued development of Performance, Finance and Risk reporting.</p> <p>Regular involvement and engagement with colleagues across the county as well as involvement in Regional and National finance forums.</p> <p>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.</p> <p>Budget setting will not be an annual event, but will be a continuous process of reviewing budget monitoring and reflecting trends in the MTFS.</p> <p>Regular utilisation of advisors as appropriate.</p> <p>Internal Audits being undertaken for core financial activity and capital as well as service activity.</p> <p>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.</p> <p>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.</p>	<p>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.</p> <p>Investment options considered as and when they arise, MTFS and budget setting continue to enhance the scrutiny and quality of investments.</p> <p>Improvements to business partnering and budget management continue to be identified and implemented. Asset Management Strategy to be finalised and approved by Council.</p> <p>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.</p> <p>Integrated reporting has been embedded but needs to be adapted to reflect requirements of the committees at which it's elements are scrutinised.</p> <p>Engagement with a number of national and regional networks to ensure we are up-to-date as we can be in relation to potential funding changes from 2023/24 and impact on our MTFS.</p> <p>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.</p> <p>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.</p> <p>Borrowing strategy recently reviewed in consultation with our financial advisors (amongst others).</p> <p>Regular reporting of progress on internal audits considered by the Accounts Audit and Risk Committee.</p> <p>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.</p> <p>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.</p>	Risk reviewed - 13/09/2022 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) Pvl			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2022/23																	
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	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 FOIs/EOIs 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 - 14/09/22 No change
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 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 Canalside 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 Canalside SPD and CIL are aligned to the Local Plan review timetable and will be updated as work on the Plan progresses.	Risk reviewed - 13/09/2022 No change

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			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 Financial loss/ increased costs Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation Reduced service delivery capacity in medium term due to recovery activity	4	4	16	Business continuity strategy, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering Group Services prioritised and ICT recovery plans reflect those priorities and the requirements of critical services ICT disaster recovery arrangements in place with data centre and cloud services reducing likelihood of ICT loss and data loss Incident management team identified in Business Continuity Framework All services undertake annual business impact assessments and updates of business continuity plans All services maintain business continuity plans	Fully Fully Fully Fully Partially Partially	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 Cross-council BC Steering Group meets regularly to identify BC improvements needed ICT transition to data centre and cloud services has reduced likelihood of ICT loss and data loss Corporate ownership and governance revised as a result of separation of OCC and CDC BC Impact assessments and BCPs to be updated and reviewed by OCC's Emergency Planning team BC exercises to be arranged Updated Incident management framework agreed August 2021	The Council'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 is being developed following the end of the formal partnership with OCC and some further work is required to ensure this new IMF aligns with our BC policy framework. A document repository and management system is under development for key business continuity plans. Teams have been asked to update BIAs for September in advance of a complete review of Business Continuity Plans.	Risk Reviewed - 05/09/2022 Comments updated.

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2022/23																	
L05 -	Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships Reputational damage	4	4	16	Incident Management Framework in place and key contact lists updated monthly. Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered Expert advice and support provided by Oxfordshire County Council's Emergency Planning Team under partnership arrangements. Council Duty Directors attend training relating to role prior to joining duty director rota and have refresh training annually Multi agency emergency exercises conducted to ensure readiness Active participation in Local Resilience Forum (LRF) activities	Fully Fully Fully Fully Partially 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 OCC 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 from OCC. Refreshed incident management plan being developed following separation from OCC. Training provided for all Duty Directors in late 2021 and early 2022. All senior managers who provide the Duty Director rota have opportunity attend multi-agency exercises and duty manager training with OCC senior managers. On-call rota being maintained and to be updated to reflect recent staffing changes Authority continues to be represented at the Local Resilience Forum	The council is maintaining its duty director rota for any emergency incidents that might arise. A new Incident Response Framework is being prepared to reflect changes following separation from OCC. 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. A 'lessons learned' review is being conducted of an incident in July which resulted in no disruption to the council but tested our response arrangements.	Risk Reviewed - 05/09/2022 Comments updated
L06-	Safeguarding the Vulnerable – Operational and partnership actions- Failure to work effectively with partners to identify and protect vulnerable people in the district and disrupt exploitation leaving vulnerable people at risk or subject to exploitation.	Increased harm and distress caused to vulnerable individuals and their families. Council subject to external reviews Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent. Reputational damage to the council.	4	4	16	Community Safety Partnership monitors risks and oversees the actions needed to reduce risks of exploitation Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and Cherwell Operations Group to share information and plan actions on known risks and vulnerable people with partners. Representation at county Child Exploitation sub-group of the Safeguarding Children Board, the countywide Modern Slavery Partnership and Safer Oxfordshire Partnership. Representation at the Children Missing and Exploited Network meetings for north Oxfordshire. Engagement at an operational and tactical level with relevant external agencies and networks to deliver community based disruption and preventative actions. Arrangements in place to ensure local framework of partnership meetings are effective and robustly identify and tackle risks.	Partially Fully Fully Fully Partially Partially	Councillor Eddie Reeves	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. CSP to adopt improved oversight of the local arrangements to ensure these are effective. Community based exploitation disruption models to be developed and implemented. Continue to engage with partnership arrangements in place to identify risks.	Work is continuing to implement changes to the local arrangements for tackling child exploitation following the Jacob CSPR. Plans are in development for local reporting on exploitation risks to Community Safety Partnerships which will support the Partnership to ensure that local response arrangements are effective.	Risk Reviewed - 05/09/2022 Comments updated.

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2022/23																	
L07-	Health and safety Failure to ensure effective arrangements are in place for Health and Safety.	Unsafe services leading to fatality, serious injury & ill health to employees, service users or members of the public	5	4	20	Corporate H&S governance arrangements and policies are regularly reviewed and updated by the Corporate H&S Team and monitored by the H&S Assurance Board.	Fully	Councillor Richard 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 - 14/09/22 No changes
Criminal prosecution for failings Breach of legislation and potential for enforcement action.	Fully																
Financial impact (compensation or improvement actions) Reputational Impact	Fully																
	Fully																
	Fully																

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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 Fully Fully Fully Fully Fully Fully	Councillor Phil Chapman	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. Action plan from the 2021/22 peer review are being implemented to ensure our processes are delivering the improvements suggested	Risk Reviewed - 14/09/2022 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	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. The update Governance report was taken to CLT on 14th September.	Risk reviewed - 14/09/22 Comments updated

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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. Reduced resilience and business continuity Increased complaints and/or customer dissatisfaction Increased costs and/or financial exposure to the Council due to having to cover costs or provide service due to failure of third party supplier of contractor	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners Business continuity planning arrangements in place in regards to key suppliers Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures Intelligence unit set up procurement Hub to monitor supplier and contractor market Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors	Partially Partially Partially Fully Fully	Councillor Adam Nell	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 - 07/09/22 No changes

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2022/23																	
L12-	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the council. Inability to support Council's democratic functions / obligations (e.g. return to physical public meetings and public access to meetings). Elements of the COVID-19 response and recovery work may be compromised, delayed or not taken forwards.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statement process undertaken for 2021/22 connects more fully and earlier with ELT and CLT. Annual Review of the Constitution will take place each Autumn led by the Overview & Scrutiny Committee and approved by Full Council	Fully Fully Fully Partially Fully Partially Partially Fully Fully	Councillor Barry Wood	Yvonne Rees	Shahin Ismail	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures - through CLT and DLTs. Leadership programme identifying Programme and Project Management is being developed and rolled out to ELT during 2022/23. The Monitoring Officer is a member of full member of CLT. 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.	Risk is currently under complete review. A fundamental review of organisational risks and risk policy is ongoing.	Risk reviewed - 07/09/22 No changes

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L13-	Oxfordshire Housing and Growth Deal - (contract with HMG)	<p>Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023.</p> <p>Failure to replace Programme Management Officer could adversely affect delivery and stability of the overall Cherwell programme.</p> <p>Infrastructure milestone delivery late (for infrastructure linked to accelerated)</p> <p>Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders</p> <p>Delivery of affordable houses below programme targets as GD contributions insufficient to attract sufficient builders/registered providers</p> <p>Oxfordshire Plan delivered late</p>	4	5	20	<p>Established programme structure and partnership ethos to support effective programme delivery.</p> <p>Put suitable arrangements in place to deliver the Project Management function.</p> <p>Engagement with housing developers to understand their commercial constraints.</p> <p>Identify potential "top up" schemes to supplement GD affordable housing scheme.</p> <p>Utilise effective Programme controls to facilitate prompt escalation of issues to enable appropriate decision making and delivery timescale review.</p> <p>Develop Year 5 (final year) Plans of Work to detail the expected delivery by CDC for Year 5 of the Growth Deal Programme; building on the experiences and knowledge gained during previous years.</p>	<p>Fully effective</p> <p>Partially effective (not implemented yet).</p> <p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Partially</p>	Councillor Barry Wood	Ian Boll	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 remaining workstreams within the Oxfordshire Housing and Growth Deal Programme in Cherwell remain substantially on track. It should be noted, however, that the Oxfordshire Plan 2050 ceased in August 2022 and the implications of this are currently being assessed by the relevant parties.	Risk reviewed - 14/09/2022 Comments and risk owner updated.
L14-	Workforce Strategy The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.	<p>Limit our ability to recruit, retain and develop staff</p> <p>Impact on our ability to deliver high quality services</p> <p>Overreliance on temporary staff</p> <p>Additional training and development costs</p>	3	4	12	<p>Analysis of workforce data and on-going monitoring of issues.</p> <p>Key staff in post to address risks (e.g. strategic HR business partners)</p> <p>Weekly Vacancy Management process in place</p> <p>Ongoing service redesign will set out long term service requirements</p>	<p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Partially</p>	Councillor Richard 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 - 14/09/2022 No changes

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L15-	Covid-19 Community and Customers Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.	Possible reductions in frontline service delivery, events, meetings and customer contact. Economic hardship impacting local business and potentially the local workforce. Impact on vulnerable residents who may find it harder to access services. Increased demand on both frontline and enabling services. Prolonged risk of social isolation and the mental and physical consequence thereof.	5	4	20	Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services. Remote (home based) working in place, to facilitate self isolation and limit impact on service delivery. Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Partnership communications. Partnership communications enhanced and regular conversations convened.	Fully Partially Fully 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 - 05/09/2022 No changes.

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L16-	Covid-19 Business Continuity Significant staff absence due to the Covid-19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.	Possible reductions in frontline service delivery, events, meetings and customer contact. Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual. Requirement to reprioritise service delivery. Requirement to offer mutual aid to partner organisations. Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues.	3	4	12	Business Continuity Plans 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 Partially Fully Fully	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 councils' response. Staff absences due to Covid-19 are low. Agile working and flexibility to continue. Hybrid meetings are tested and operational.	Risk reviewed - 05/09/2022 No changes.
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 Partially	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 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 regarding the Cost of Living support the Council provides. A Food Inclusivity Working Group has been agreed, with a ToR to be finalised, as will the membership. These elements will form the new risk and foramlly close L17 in 2022. The new risk will have an Inherent Risk Rating of 16, with a residual risk register of 12.	Risk reviewed - 07/09/2022 Risk Manager and comments updated
L18-	Cessation of joint working between CDC and OCC - Ending of the section 113 arrangement (formal partnership agreement) between Cherwell and Oxfordshire results in increased costs or service delivery impacts.	Without an effective transition plan, relevant advice, capacity and a partnership approach to the withdrawal from the formal relationship there is a risk that the of service disruption and additional financial implications for either authority. Uncertainty and change can also impact upon staffing and performance.	5	4	20	Cherwell DC have employed an experienced former Chief Executive 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	Councillor Barry Wood	Yvonne Rees	Nathan Elvery	1	5	5	↓	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 a monitored on a regular basis via a sub-group of the Corporate Leadership Team - Decoupling Programme Board.	Risk reviewed - 14/09/2022 Controls, risk owner, manager, mitigating actions, residual risk and comments updated

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Cherwell District Council

Executive

3 October 2022

Budget and Business Planning Process 2023/24 – 2027/28

Report of Assistant Director of Finance

This report is public

Purpose of report

This report is to inform the Executive of the proposed approach to the 2023/24 Budget and Business Planning Process and provides context and background information on the existing Medium-Term Financial Strategy and information on latest government announcements relevant to the Strategy.

1.0 Recommendations

The meeting is recommended to:

- 1.1 Approve the Budget and Business Planning Process for 2023/24
- 1.2 Approve a five-year period for the Medium-Term Financial Strategy to 2027/28 and five-year period for the Capital Programme to 2027/28.

2.0 Introduction

- 2.1 This report is the first in the series on the Budget and Business Planning process for the forthcoming year. It forms context and background information ahead of and part of the process which will culminate in Council setting a budget for 2023/24; a medium-term strategy to 2027/28, the capital programme to 2027/28 and a Business Plan in February 2023.
- 2.2 The Business Plan will be supported by an Annual Delivery Plan which will set out the clear priorities and objectives for the year, it will establish a clear direction for the Council on an annual basis in support of the vision, aims and ambitions of the Council as contained in the Council's Business Plan.
- 2.3 The Annual Delivery Plan will enable an informed development of the Medium-Term Financial Strategy, a key policy framework of the Council, through ensuring that the resourcing strategy i.e. the annual budget supports the Annual Delivery Plan. Thus,

it is envisaged that an Annual Delivery Plan would accompany the annual budget cycle and approval process for the Council.

- 2.4 The Medium-Term Financial Strategy (MTFS) to 2026/27, agreed by Council in February 2022, identified savings of £5.5m to be delivered in 2023/24. The MTFS also reflects expected growth for demographic and other additional directorate spending needs and inflationary costs plus impacts of agreed savings and other income growth.
- 2.5 Information on latest government announcements and their impact, as well as an overview of new and emerging pressures which will need addressing through the Budget and Business Planning process for 2023/24, are set out in the report.
- 2.6 There is uncertainty in government funding for 2023/24 and beyond; whilst there was a three-year Spending Review announced in 2021, local authority specific funding allocations have not yet been announced beyond 2022/23. We don't expect to have received the Provisional Financial Settlement until December. In addition, announcements are awaited with regards to the introduction of a new Fairer Funding Formula, alongside a Business Rates Reset. As announcements have not yet been made, these are now expected to be introduced from 2025/26 within the MTFS. This level of uncertainty remains as high as last year; however, in forming the MTFS prudent assumptions will be made based on the latest information available and using scenarios and a sensitivity analysis to form a view.

3.0 Report Details

- 3.1 This initial report sets the context and the starting point for the Budget and Business Planning process. It sets out the assumptions on which the existing MTFS agreed in February 2022 is based, information arising from government and other announcements plus new and emerging financial issues for 2023/24 and beyond which impact on the existing MTFS. It also sets out the process for updating the Business Plan, supported by our Annual Delivery Plan, as well as the timetable of events for the Budget and Business Planning process.
- 3.2 The following appendices are attached to this report:
 - Appendix 1: Previously agreed budget changes 2022/23 – 2026/27
 - Appendix 2: Budget and Business Planning timetable for 2022/23
- 3.3 It is proposed that the MTFS continues to cover a five-year time frame given the financial challenges the Council is facing and is therefore extended by one year to cover 2027/28. It is also proposed that the Capital Programme is extended by three years to cover the same five-year period to 2027/28 as the MTFS.

Assumptions in the existing Medium-Term Financial Strategy

Additional Spending & Savings

- 3.4 The 2022/23 – 2026/27 MTFS agreed by Council in February 2022 identified the requirement for annual savings of £5.5m in 2023/24 to offset funding reductions and to meet additional expenditure needs. Due to an initial assumption that the

business rates reset would be delayed by one year and take place in 2024/25, the required on-going annual target for new savings was estimated in June 2022 to be £11m across the MTFS period to 2027/28. Delivery of savings identified in February 2022 for implementation in 2022/23 of £3m are being monitored through the monthly Performance, Finance and Risk Monitoring Reports to Executive throughout the financial year. To the extent that savings anticipated in 2022/23 are not delivered on an ongoing basis this will increase the level of savings required in 2023/24. The Council is working to minimise any ongoing savings non-delivery in 2022/23.

- 3.5 The existing MTFS also includes an additional £0.5m per year of on-going funding for pay awards of 2.5%, contract inflation of 2% on an ongoing basis after an increase of 6% in 2022/23. Increases in the Council's fees and charges are included at 2% per annum. No inflation has been provided for general prices. Inflation will be reviewed as part of the Budget and Business Planning process.
- 3.6 Details of the savings and growth assumed in the existing MTFS for 2023/24 to 2026/27 are set out in Appendix 1.

Funding

- 3.7 The MTFS for 2022/23 approved by Council in February 2022 identified temporary funding received in 2022/23 as a result of the delay to the proposed reset of business rates growth within the Business Rates Retention System and a further year's payment of the New Home Bonus grant prior to its winding down. As a consequence, the existing MTFS has a budget shortfall of £5.5m in 2023/24. There is also considerable uncertainty surrounding the financial implications of the Spending Review and introduction of a new formula to allocate funding across local government.
- 3.8 However, now that the business rates reset is expected to be delayed until 2025/26, the income retained from the Business Rates Retention Scheme is estimated to remain in the region of £11.4m in 2023/24. The amount retained in 2025/26 is now expected to reduce by £6.4m but is predicated on the assumption that growth in business rates above the baseline reduces with the expectation of a business rates reset in April 2025.
- 3.9 Revenue Support Grant, which was extended for another year in 2022/23, is now expected continue in 2023/24 and 2024/25. The continuing phased reduction of the New Homes Bonus grant will also be assumed.
- 3.10 Maximum council tax increases of £5 for a Band D property are assumed across all years of the existing MTFS. It is assumed the Council Tax base will increase 1.6% on average annually. Total income from Council Tax (not including collection surpluses) is estimated to be £9.8m a year by 2026/27.
- 3.11 Details of the MTFS approved in February 2022 are set out in the table below.

Table 1: MTFS as approved February 2022

MTFS Movements	2022/23	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m	£m
Base budget brought forward	22.374	0.000	0.000	0.000	0.000
Service Pressures	(1.138)	(0.761)	(0.762)	0.348	0.000
Service Savings Proposals	(2.907)	(0.505)	(0.163)	(0.108)	(0.188)
Capital Impact	(0.061)	0.036	(0.014)	(0.014)	(0.014)
Corporate changes	6.045	(3.623)	0.367	1.570	0.333
Inflation	0.673	0.494	0.494	0.495	0.495
Use of reserves	(2.089)	(1.674)	0.462	0.454	0.472
Additional government grants	0.594	1.236	0.000	0.000	0.000
Net Budget Requirement	23.492	(4.797)	0.384	2.745	1.098
Revenue Support Grant	(0.121)	0.121	0.000	0.000	0.000
Council Tax	(8.511)	(0.043)	(0.455)	(0.411)	(0.407)
Business Rates	(11.398)	6.754	(0.306)	(0.233)	(0.025)
New Homes Bonus	(3.462)	3.462	0.000	0.000	0.000
Total Income	(23.492)	10.294	(0.761)	(0.644)	(0.432)
Funding Gap / (Surplus)	0.000	5.498	(0.377)	2.101	0.666

Earmarked Reserves and General Balances

- 3.12 Earmarked reserves (reserves held for a specific purpose) are forecast to be £18.4m at the end of 2022/23. The latest forecast estimates that general balances will remain around £6.0m at the end of 2022/23. As with general balances, the level of earmarked reserves is reviewed each year as part of the Budget and Business Planning process. A risk assessment to determine the level of appropriate balances will also be undertaken as part of the Budget & Business Planning process.

Covid-19 Pandemic Recovery and Cost-of-Living Crisis

- 3.13 The economy continues to recover from the impacts of the Covid-19 pandemic and is now beset by a cost-of-living crisis wherein inflation is at its highest levels in over a decade, driven by increased fuel costs. Changes to national policy are being formulated in order to drive the growth in the economy to aid recovery and ward off a recession.
- 3.14 It remains unclear whether businesses will be able to continue to operate and grow at the rates assumed in the MTFS. There are clearly significant challenges for businesses and the detail of measures to help them have not yet been released. While an Oxfordshire wide Economic Recovery Plan is in place to mitigate Covid-19 impact, if the economic recovery is not swift enough then some businesses may not continue into 2023/24 putting at risk the anticipated growth of business rates. In addition, if business rates growth is less than anticipated for 2022/23, this will result

in a deficit to the Collection Fund which will have to be considered when setting the 2023/24 budget.

- 3.15 In addition to the reduced rates of growth in business rates, the Council has seen increases in the levels of those eligible for working age Council Tax Support and receiving discounts on their council tax bills. There is a risk that, as the cost-of-living crisis continues, levels of working age Council Tax Support will continue to increase. This could have the impact of reducing levels of Council Tax that will be received by the Council compared to the MTFs.
- 3.16 It is also possible that an economic downturn and the continuing cost-of-living crisis could mean additional costs and income losses could be felt by the Council in 2023/24.

Government Announcements

- 3.17 Since Council approved the 2022/23 budget, MTFs and Capital Programme, there have been a number of impacts on local government finance which have attempted to reduce uncertainty for 2023/24 and 2024/25. However, beyond that the following will impact on the Council:
- Any immediate impact of an Emergency Budget Announcement in 2022.
 - the on-going financial impact of the cost-of-living crisis and its impact on the recovery from the Covid-19 pandemic
 - an expected further delay in implementing the Fair Funding Review, which may now be implemented from April 2025
 - an expected further delay in Business Rates Reform, which may now be introduced from April 2025
 - the Business Rates Revaluation, expected to happen in April 2023

Decoupling

- 3.18 Following the decision taken to end the partnership between Oxfordshire County Council and Cherwell District Council, the Council has had to review how it provides its services as a standalone authority. Any ongoing costs identified as a result of this will be factored into the 2023/24 budget.

Further Medium-Term Uncertainty

- 3.19 To compound the planning uncertainty, there are major changes to the way local government funding works, and how that funding is allocated between authorities, which have already been delayed by three years and are not now expected to be implemented in April 2023 either. The latest expectation is that they will be introduced from 2025/26 onwards as part of the Fair Funding Review and how local authorities are rewarded for generating growth in business rates will change; however, it is not possible to predict the overall financial impact of these proposals as they are still being designed and yet to be consulted on. Therefore, for now the planning assumption is that they are cost neutral.
- 3.20 There has been no Government consultation issued on how the anticipated business rates reset could be implemented. Due to the lead time required for a consultation and implementation of how a business rates reset would work, the Council no longer expects the business rates reset to take place in 2023/24 but expects it to be delayed until 2025/26.

Savings Proposals

- 3.21 Given the challenging situation relating to funding and the high levels of uncertainty, the Council will undertake to identify savings proposals to address the MTFs gap. These will take into account the impacts identified in the MTFs approved in February 2022 and also the potential financial impacts of Covid-19 recovery and the cost-of-living crisis. Assumptions will be revisited and revised as information becomes clearer, but it is important to note that the actual implications will not be known until very late in the Budget and Business Planning process.
- 3.22 The Budget and Business Planning Process will consider the impact that savings proposals may have on the strategic priorities of:
- Housing that meets your needs
 - Supporting environmental sustainability
 - An enterprising economy with strong and vibrant local centres
 - Healthy, resilient and engaged communities
- 3.23 The strategy for identifying savings will be based on the plan to address the MTFs gap which was approved by Council in February 2022. The Council will look to identify what savings can be provided by services and how they impact on priorities. In addition, the Council will undertake a cross-cutting review of strategic themes. These will aim to look across Council services for savings potential from, for example, customer focus, digitisation, and procurement opportunities.

Business Plan

- 3.24 The Business Plan sets a framework for the Council's vision, aims and ambitions of for our local communities. The four key strategic aims of the Business Plan are shown in Diagram 1 below supported by the priorities which will be contained in the Annual Delivery Plan. The overarching priorities of this Business Plan will be supported by the MTFs to achieve the strategic aims of the Council.

Diagram 1: Strategic Aims of the Business Plan



- 3.25 The Outcomes Framework and the Leadership Risk Register will also be revised to reflect our priorities, ensuring the framework accurately describes the priorities and performance actions supporting the plan.
- 3.26 Performance indicators (key performance indicators and qualitative measures) will be reviewed and updated to ensure that they have a clear and direct line to outcomes and the new council's priorities. The performance measures and target setting process will ensure that the reasons for changing or maintaining a target across years are transparent and support the priorities.

Consultation and Engagement

- 3.27 Residents and service users expect to be consulted about council spending and council tax levels. There are no prescriptive guidelines on how and when councils should consult. Some councils prefer to consult early and explore the principles by which the council could approach balancing its budget ie on the 'shape of the budget', whereas others prefer to consult later and consult on the 'substance' of the budget when more formed proposals have been developed. Some council's do both and some do neither.
- 3.28 The common law duty to consult applies to budget consultation as residents' and service users' views and feedback could legitimately be expected to inform the council's budget setting process. There are also legal duties to consult residents and services users on the detail of specific service change proposals and particularly cuts, and these are judged on a case-by-case basis.
- 3.29 Under section 65 of the Local Government Finance Act 1992, billing authorities must 'consult persons or bodies appearing to be representative of persons subject to non-domestic rates under section 43 and 45 of the 1998 Act about the rateable value (hereditaments) of properties.' We will engage businesses in our second-stage autumn consultation set out below.

Formal consultation

- 3.30 A public consultation will be published at the end of November on the 'substance' of the budget, to give the wider population and stakeholders (including businesses to meet our statutory duty) the opportunity to feedback on the council's 'formed' budget proposals. It does not, however, replace the need to specifically consult on service change proposals relating to significant service changes and where there is a legal requirement to do so.
- 3.31 The consultation exercise will include a consultation booklet and accompanying questionnaire. Our approach will be digital first, using Cherwell District Council's consultation platform, Let's talk Cherwell. Paper copies of both the booklet and questionnaire will also be available in public buildings and customer services will be fully briefed to support inclusion, for example to enable materials in alternative formats to be requested. A communications promotional plan will support this exercise.

Budget and Business Planning Timetable

- 3.32 An online public consultation on CDC's budget proposals will commence when the information is published at the end of November 2022, with Budget Planning

Committee (BPC) considering the budget pressures and savings on 6 December 2022. Comments from BPC, along with other responses, will feed into the final formulation of proposals. An All-Member briefing is scheduled for 1 December 2022.

- 3.33 Capital proposals will also be considered by Budget Planning Committee on 6 December 2022. The Capital & Investment Strategy which incorporates the Treasury Management Strategy will be considered at the meeting in January 2023.
- 3.34 The Executive will take into consideration the comments from the BPC in December 2022 and comments from the public consultation alongside the funding available announced as part of the provisional settlement, at its meeting on 6 February 2023 in setting out its proposed budget to Council.
- 3.35 At this time, there are no indications when we can expect the provisional local government finance settlement. This will confirm the general funding available to the Council for 2023/24 and the Council Tax referendum limit to be applied.
- 3.36 The Council meeting to agree the 2023/24 revenue budget, MTFS and capital programme will take place on 27 February 2023.
- 3.37 A timetable for the Budget and Business Planning process is attached at Appendix 2.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The Council has a legal obligation to set a balanced budget and ensure it maintains a suitable level of reserves each year. The process laid out in this report will allow CDC to develop budget proposals that will allow it to meet these legal obligations.

5.0 Consultation

None required

6.0 Alternative Options and Reasons for Rejection

- 6.1 The Council has a legal obligation to set a balanced budget and evaluate its level of reserves to ensure they are held at a suitable level. Therefore, there are no alternative options other than to carry out a budget process that reviews the levels of reserves and identifies a budget proposal that can be delivered within the overall level of resources available to the Council.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no immediate financial implications associated with agreeing a budget process.

Comments checked by:
Joanne Kaye, Strategic Finance Business Partner, 01295 221545,
joanne.kaye@cherwell-dc.gov.uk

Legal Implications

- 7.2 The Council legally has to set a balanced budget each year. Ensuring there is a robust process in place will help it to achieve that.

Comments checked by:
Helen Lolas, Team Leader, Legal Services and Solicitor, 07801 400941
Helen.Lolas@cherwell-dc.gov.uk

Risk Implications

- 7.3 The Council faces significant risks given the scale of the financial challenge for 2023/24 and 2024/25. Having a robust process in place to develop budget proposals and the associated Corporate Plan will help to mitigate these. These risks are managed as part of the operational and leadership risk register.

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

- 7.4 There are no equalities implications associated with agreeing a budget process.

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 No

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

The Budget and Business Planning Process cuts across the entire Corporate Plan and Policy Framework

Lead Councillor

Cllr Adam Nell, Portfolio Holder for Finance

Document Information

Appendix number and title

- Appendix 1 – Previously agreed budget changes 2022/23 – 2025/26
- Appendix 2 – Budget and Business Planning Timetable for the 2023/24 Process

Background papers

None

Report Author and contact details

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

Savings 2022/23

Appendix 1

Figures are shown as an incremental, year on year change to the budget

Resources								
Reference	Existing or New	Description	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTF5 (£m)	
SAV2133b	Existing	Continuation of temporary reduced spend on utilities due to reduced occupancy in Bodicote House until 2023/24.	0.030	-	-	-	0.030	
SAV2133d	Existing	Removal of planned LED lighting project at Bodicote House. This has been replaced with LED lighting projects across other properties.	0.120	-	-	-	0.120	
SAV2139	Existing	Continued removal of time limited project review funding within Commercial Growth.	0.016	-	-	-	0.016	
SAV2141	Existing	Minor fallout of time limited saving linked to post reduction within Commercial Growth.	0.002	0.001	0.001	0.001	0.005	
SFREV221	New	Reduce the cost of the revenues and benefits service now the service is being delivered by the council and no longer outsourced	(0.013)	-	-	-	(0.013)	
SELEC221	New	Review of recharges to Parishes for CDC running Parish Elections	(0.002)	(0.001)	-	(0.002)	(0.005)	
SCOMC221	New	Delete vacant assistant director post and reallocate work across existing resources	(0.017)	(0.001)	(0.001)	-	(0.019)	
SINVP221	New	Increase rental income from commercial council properties through contractual lease reviews	(0.032)	0.074	0.020	(0.035)	0.027	
		Total	0.104	0.073	0.020	(0.036)	0.161	

Communities								
Reference	Existing or New	Description	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTF5 (£m)	
SAV025	Existing	Increasing car parking charges	(0.100)	(0.045)	-	-	(0.145)	
SAV2145	Existing	Introduce a new food waste collection service giving residents the opportunity to recycle their food waste on a weekly basis. This will reduce the amount of residual waste and increase CDC's recycling rate. Residents will still be able to subscribe to our current well used garden waste collection service, which will incur a charge.	(0.210)	(0.077)	-	-	(0.287)	
SCARP022	New	Increase annual car parking charge of no more than 10p per hour	(0.100)	(0.100)	(0.100)	(0.100)	(0.400)	
SAFFH221	New	Prioritise the building of affordable and social housing through greater partnership work with registered providers and developers, shifting the emphasis away from direct delivery by the Council	(0.185)	-	-	-	(0.185)	
SBCOM221	New	Increase building control fees	(0.001)	(0.001)	(0.001)	(0.001)	(0.004)	
SDMAN225	New	Increase planning pre-application charges	(0.002)	(0.001)	(0.002)	(0.001)	(0.006)	
		Total	(0.598)	(0.224)	(0.103)	(0.102)	(1.027)	

Chief Executive								
Reference	Existing or New	Description	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTF5 (£m)	
SMUSE221	New	Reduce the grant funding to the Banbury Museum Trust	-	(0.012)	(0.025)	(0.050)	(0.087)	
SDEBT221	New	Review the debt and money advice contract to assess future options and cost reductions	(0.011)	-	-	-	(0.011)	
		Total	(0.011)	(0.012)	(0.025)	(0.050)	(0.098)	

Corporate								
Reference	Existing or New	Description	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTF5 (£m)	
SCORP221	New	Reduce business mileage	-	-	-	-	(0.013)	
		Total	-	-	-	-	(0.013)	

		Total Savings	(0.505)	(0.163)	(0.108)	(0.188)	(0.977)
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Pressures 2022/23

Resources							
Reference	Existing or New	Description	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTFS (£m)
SAV2193	Existing	Forecast change in rental incomes for Council owned properties	(0.090)	0.205	0.012	-	0.127
SAV2151, PCQUAY221	Existing and New	Forecast change in rental incomes for Castle Quay shopping centre.	(0.225)	(0.776)	0.371	-	(0.630)
PCOMM221	New	Renewal of contract for community engagement business system	0.016	(0.001)	-	-	0.015
PPERF221	New	Funding for the council's performance management business system	-	0.010	-	-	0.010
PFREV221	New	Additional Housing Benefit Subsidy costs to the Council due to the errors identified in processing claims	0.004	(0.200)	-	-	(0.196)
PPCAP222	New	Dover Avenue garage complex - one-off cost of demolition	(0.108)	-	-	-	(0.108)
PPCAP223	New	Investigate council owned land for progression to planning consent in principle - one-off costs for feasibility	(0.048)	-	-	-	(0.048)
		Total	(0.451)	(0.762)	0.383	-	(0.830)

Communities							
Reference	Existing or New	Description	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTFS (£m)
GRW002	Existing	Growth Deal - Year 3 CDC Plan Resourcing	(0.321)	-	-	-	(0.321)
GRW018	Existing	Increase in Waste Collection crew required due to district growth.	0.170	-	-	-	0.170
PSCEN011	New	Contribution towards AJ Bell Women's Cycling Tour in 2022/23	(0.030)	-	-	-	(0.030)
PDMA023	New	Investment in development management to support service delivery due to increased demand	(0.050)	-	-	-	(0.050)
		Total	(0.231)	-	-	-	(0.231)

Chief Executive							
Reference	Existing or New	Description	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTFS (£m)
GRW026	Existing	Fallout of time limited funding for the FAST Programme - Wellbeing Service	(0.027)	-	-	-	(0.027)
PLEIS221	New	Increase in utility costs	-	-	(0.035)	-	(0.035)
		Total	(0.027)	-	(0.035)	-	(0.062)

Corporate Costs							
Reference	Existing or New	Description	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	Total MTFS (£m)
UNAV2105	Existing	Fallout of time limited funding for Housing and Growth Deal contribution	(0.052)	-	-	-	(0.052)
		Total	(0.052)	-	-	-	(0.052)
		Total Pressures	(0.761)	(0.762)	0.348	-	(1.175)

Budget and Business Planning Process High Level Timetable

Action	Date
Budget and Business Planning Process Report considered by Executive	3 October 2022
Budget Consultation Published	End November 2022
Budget Proposals considered by Budget Planning Committee	6 December 2022
Council Tax Reduction Scheme considered by Council	19 December 2022
Provisional Local Government Finance Settlement	Mid-December 2022
Council Tax Base considered by Executive	9 January 2023
Draft Treasury Management and Capital & Investment Strategies considered by AARC	25 January 2023
Draft Capital & Investment Strategies considered by BPC	17 January 2023
Proposed Budget from Executive	6 February 2023
Council to agree 2023/24 Budget	27 February 2023

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