

# Public Document Pack



**Cherwell**

DISTRICT COUNCIL  
NORTH OXFORDSHIRE

**Committee: Executive**

**Date: Monday 9 January 2023**

**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 - 16)**

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

### **5. Chairman's Announcements**

To receive communications from the Chairman.

## 6. Urgent Business

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

## 7. Monthly Performance, Risk and Finance Monitoring Report November 2022 (Pages 17 - 70)

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

### Purpose of report

To update the Executive on the council's performance, risk and financial positions for the period up to the end of November 2022.

### Recommendations

The meeting is recommended:

- 1.1 to note the Performance, Risk and Finance Monitoring Report for November 2022.

## 8. Council Tax Base 2023-2024 (Pages 71 - 84)

Report of the Assistant Director of Finance (S151 Officer)

### Purpose of report

To provide the Council Tax Base for 2023-2024

### Recommendations

That the Executive:

- 1.1 approves the report of the Assistant Director of Finance for the calculation of the Council's Tax Base for 2023-2024
- 1.2 agrees that, in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, the amount calculated by Cherwell District Council as its Council Tax Base for the year 2023-2024 shall be **58,184.3**.
- 1.3 agree for the parishes which form part of its area shown in Appendix 1, the amount calculated as the Council Tax Base for the year 2023-2024 in respect of special items shall be as indicated in the column titled Tax Base 2023-2024.
- 1.4 agrees for the Flood Defence Areas which form part of its area, the amount calculated as the Council Tax Base for the year 2023-2024 for the purposes of levies on Oxfordshire County Council by River Authorities, shall be:

Thames Flood Defence Area	55,826.0
Anglian (Great Ouse) Flood Defence Area	1,910.5

**9. Consultation & Engagement for Banbury Vision 2050** (Pages 85 - 92)

Report of Assistant Director – Growth and Economy

**Purpose of report**

To establish a workstream to set a sustainable vision for Banbury town centre and its environs through to 2050. Recognising that post pandemic, the retail sector has significantly changed and for town centres there needs to be a changed dynamic. Establishing what change is required, is an essential first step in developing a new vision.

To do this it is proposed to undertake a comprehensive consultation and engagement exercise with residents, businesses, and visitors in the fourth quarter of 2022-23 which will then inform the programme going forward in 2023-24 and onwards.

The purpose of this will be to establish what is performing well, what is performing not so well, and what stakeholders would like to see more of in their town centre with particular regard to filling the void left by retail in the current and anticipated medium term future for the town.

It is expected that the initial engagement exercise will set a bar for stakeholder expectations which will then lead to the commissioning of a series of evidence bases, modelling and development appraisals to understand and inform the ability to deliver the emerging vision. An increased emphasis on more sustainability, stronger cultural offers, increased “meanwhile” uses are expected through engagement, as will stronger employment options, opening of spaces, improved connectivity, and alternative use of retail space.

**Recommendations**

The meeting is recommended:

- 1.1 To approve the outline programme governance arrangements for the Banbury Vision 2050 Programme Board and Terms of Reference (see Appendix 1).
- 1.2 To approve the initiation of consultation & engagement on Banbury Vision 2050.
- 1.3 To approve proceeding with the appointment of consultants for community consultation and engagement.

**10. Oxfordshire Inclusive Economy Partnership's Charter** (Pages 93 - 102)

Report of Assistant Director - Growth and Economy

**Purpose of report**

The purpose of this report is to introduce the Oxfordshire Inclusive Economy Partnership (OIEP), to engage the Council in its activities and to highlight the forthcoming launch of the OIEP's Charter on 24 January 2023.

## **Recommendations**

The meeting is recommended:

- 1.1 To broadly welcome the work of the Oxfordshire Inclusive Economy Partnership (OIEP).
- 1.2 To actively engage with the OIEP by delegating authority to the Corporate Director – Communities, in conjunction with the Portfolio Holder for Regeneration and Economy, to contribute to the OIEP Steering Group and Working Groups on behalf of the Council.
- 1.3 To authorise the Corporate Director – Communities, in consultation with the Portfolio Holder for Regeneration and Economy, to make appropriate pledges and to sign the OIEP's Charter to reflect the commitments contained within the Council's Delivery Plan (2022-2024).

## **11. Banbury Business Improvement District (BID) Renewal Ballot** (Pages 103 - 110)

Report of Assistant Director – Growth and Economy

### **Purpose of report**

The purpose of this report is to:

- (i) provide an update on the process for Banbury Business Improvement District (the BID)'s renewal ballot;
- (ii) seek Member/officer delegations to establish, via a series of officer and member meetings, CDC's voting position.
- (iii) seek the necessary officer delegations for the ballot process (including delegation of authority to a senior officer to cast votes in the ballot);

### **Recommendations**

The meeting is recommended:

- 1.1 To note the steps required in the process leading to Banbury BID's renewal ballot.
- 1.2 To delegate authority to the Assistant Director – Growth and Economy; the Assistant Director – Finance, and the Council's Monitoring Officer to review the draft Business Plan submitted by the BID in order to enable the Plan to be approved as compliant with the relevant BID legislation within the required timescale; or reject it, in which case, it would not be possible to proceed with the renewal ballot.

- 1.3 To delegate authority to the Assistant Director of Finance, as the Council's s.151 officer, to determine the Levy Collection Fee per annum for the next five year term and negotiate as required with the BID.
- 1.4 To delegate authority to the Assistant Director - Growth and Economy, in conjunction with the Assistant Director of Finance and the Council's Monitoring Officer, to enter into and amend any agreements, legal or contractual, between the Council and the BID, including the Operating Agreement; Data Sharing Agreement; and Baseline Statement.
- 1.5 To delegate authority to the Corporate Director – Communities, in conjunction with the Assistant Director – Growth and Economy; the Assistant Director – Finance; the Council's Monitoring Officer; the Leader of the Council; the Portfolio Holder for Regeneration and Economy; and the Council's Banbury BID Board elected member observer, to establish, via officer and member meetings, the Council's voting position in the renewal ballot.
- 1.6 To delegate authority to the Corporate Director - Communities to cast the votes on behalf of the Council in the renewal ballot.

## **Information about this Agenda**

### **Apologies for Absence**

Apologies for absence should be notified to [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk) or 01295 221589 prior to the start of the meeting.

### **Declarations of Interest**

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

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

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

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

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

### **Evacuation Procedure**

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

### **Access to Meetings**

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

**Mobile Phones**

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

**Queries Regarding this Agenda**

Please contact Natasha Clark, Democratic and Elections [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk),  
01295 221589

**Yvonne Rees****Chief Executive**

Published on Friday 23 December 2022

## **Cherwell District Council**

### **Executive**

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

#### Present:

Councillor Barry Wood (Chairman), Leader of the Council and Portfolio Holder for Policy and Strategy  
Councillor Ian Corkin (Vice-Chairman), Deputy Leader of the Council and Portfolio Holder for Regeneration and Economy  
Councillor Phil Chapman, Portfolio Holder for Healthy Communities  
Councillor Colin Clarke, Portfolio Holder for Planning  
Councillor Nicholas Mawer, Portfolio for Housing  
Councillor Richard Mould, Portfolio Holder for Performance  
Councillor Adam Nell, Portfolio Holder for Finance  
Councillor Lynn Pratt, Portfolio Holder for Property  
Councillor Dan Sames, Portfolio Holder for Cleaner and Greener Communities

#### Apologies for absence:

Councillor Eddie Reeves, Portfolio Holder for Safer Communities

#### Also Present:

Councillor Sandy Dallimore, Chairman of Overview and Scrutiny Committee

#### Officers:

Ian Boll, Corporate Director Communities  
Michael Furness, Assistant Director Finance & S151 Officer  
Shiraz Sheikh, Assistant Director Law, Governance & Democratic Services/Monitoring Officer  
Natasha Clark, Governance and Elections Manager

#### Officers Attending Virtually:

Yvonne Rees, Chief Executive  
Robert Jolley, Assistant Director Growth & Economy  
Shona Ware, Assistant Director Customer Focus  
Simon Hope, Interim Head of Communications and Marketing  
Celia Prado-Teeling, Performance & Insight Team Leader

60

### **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

The Chairman welcomed Councillor Dallimore, Chairman of Overview & Scrutiny Committee, to the meeting. Councillor Dallimore would be reporting the Committee's feedback on item 7, the performance aspects of the monthly monitoring report.

62 **Minutes**

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

63 **Chairman's Announcements**

The Chairman made the following announcement:

"Today's meeting is the last one of 2022. This has been an eventful year for the council and I just wanted to take a few moments to highlight the achievements we have made and the challenges we face as we approach 2023.

We have successfully decoupled from Oxfordshire County Council, ending our partnership which involved 24 services. This has been a major piece of work and I'd like to congratulate everyone involved, for the time, skill and effort that has gone into it and, most importantly, for ensuring that the council continued to deliver excellent services to residents and businesses during this period of great change.

However, this change has given the Council a great opportunity. For the first time in a decade, we are a standalone Council, free to fulfil our own ambitions, always putting our customers, the people of Cherwell, at the heart of our decisions.

With this in mind, we recently approved our first Annual Delivery Plan. This sets out the key priorities for our residents, businesses and communities based on four key pillars: Housing that meets their needs; Regeneration and investing in our communities; Environmental sustainability; and, Healthy and Resilient communities. Our Annual Delivery Plan also includes ten strategic priorities. I won't go through them all but I just wanted to mention a couple.

We should be very proud of the work we are doing to support residents during the cost of living crisis. In the last few weeks, we have introduced a warm space initiative and a food voucher scheme. The warm welcome initiative encourages community venues and spaces to open their doors and provide an activity, information point or a hot drink or meal this winter to help those struggling with the rising costs of heating bills. Participating venues will



display a sticker in their windows so residents can spot that are offering support.

I'm also really pleased that the £100 food vouchers we promised to households facing hardship are now reaching them in time for Christmas, which is always a challenging time of year. Over 3500 households, everyone in the district who is in receipt of housing benefit, will benefit from this support also.

Meeting the challenges of the climate emergency is another key priority for the Council. We are investing, and will continue to invest, in reducing the Council's carbon emissions, for example, we have already made great headway with our air source heat pumps at venues reducing our reliance on fossil fuels.

There are far too many examples to mention all of the great work the Council is carrying out on behalf of residents but just a few days ago, we were delighted that England's Chief Medical Officer, Professor Chris Whitty, visited Bicester to see the work we have been doing alongside other partner agencies in areas such as Elmsbook and at Kings Meadow School.

We will continue to pursue our commitment to building well designed, active communities in Bicester and across the district and I am delighted that we were able to showcase this important work to Professor Whitty.

As we approach the New Year, we face a number of challenges. Many of the long term uncertainties about the way Councils are funded remain. The amount of income we will get in future from business rates and New Homes Bonus are too, such areas. On top of this, the Council is facing a lot of the same pressures related to inflation that residents and business are themselves facing. This means we are looking to make savings of £0.5million from our budget next year.

Proposals for next year's budget are now well advanced and residents can have their say as part of our public consultation which runs until 23 December. These budget proposals have been carefully mapped out with a focus on back office efficiencies and generating more income in certain areas, so that we can protect frontline services such as waste and recycling for residents, and continue to give our residents the services they need.

Despite the need for savings, we are sticking by our ambition to be a Council with a positive vision for the district. Now that we are a standalone Council again, free to put our resources where residents and communities need them most, I am confident that this district's, and this Council's, futures are bright.

I'd like to thank Members of the Executive, other elected Members and the Council staff for your support during this year and I look forward to achieving great things again next year. And, just in case I don't get the chance to say so later, I'd like to wish all of you a very Merry Christmas and Happy New Year."

64 **Urgent Business**

There were no items of urgent business.

65 **Monthly Performance, Risk and Finance Monitoring Report October 2022**

The Assistant Director of Finance and Assistant Director – Customer Focus submitted a report to update the Executive on the Council's Performance, Risk and Finance positions as at the end of October 2022.

Councillor Dallimore, Chairman of the Overview and Scrutiny Committee, presented the comments of the Committee who had details of the October Performance Monitoring at their 29 November 2022 meeting.

Councillor Dallimore advised that the Committee asked officers for clarification on a number of indicators, including the green electricity produced as a result of waste collected from the silver food caddies. The Committee had also queried if the indicator 'number of households living in temporary accommodation', which was reporting as red for October, would need to be reviewed for 2023/24 acknowledging possible financial implications of reducing the target.

**Resolved**

- (1) That the Performance, Risk and Finance Monitoring Report for October 2022 be noted.

**Reasons**

This report provides an update on the Council's progress during October 2022, to deliver its priorities, manage its budget and identify and mitigate any risks that could impact on their delivery

**Alternative options**

This report illustrates the Council's performance, risk and budget positions for the month of October. These monthly reports ensure the council stays on track to deliver its priorities for the year by taking any corrective action at the earliest opportunity to address any issues. Therefore there is no alternative option. However Members can ask officers to provide additional information they would consider helpful for including into these standard reports.

66 **Council Tax Reduction Scheme 2023-2024**

The Assistant Director of Finance submitted a report to enable members to consider the banded scheme for Council Tax Reduction and to seek approval to recommend to Council a council Tax Reduction Scheme for the financial year 2023/24.

To note potential changes to Council Tax discounts and reliefs which are currently subject to consultation as part of the Council's budget consultation

In introducing the report, the Portfolio Holder for Finance advised that the Budget Planning Committee considered the Council Tax Reduction Scheme 2023/24 at its meeting on 26 July 2022 and recommended that the scheme remain unchanged for 2023/24

The Portfolio Holder for Housing highlighted that the banded scheme had been introduced whilst he had been Budget Planning Committee Chairman. The introduction of a banded scheme had cross-party support for the administrative simplicity for recipients and the council.

### **Resolved**

- (1) That the contents of this report and the financial implications for the Council be noted.
- (2) That Council be recommended to agree:
  - The option of no change to the Council Tax Reduction Income Banded Scheme for Working Age Customers for 2023 -24.
  - To amend Working Age Regulations in line with annual uprating; and to amend the Council Tax Regulations for pensioners in line with uprating announced by Department for Levelling Up, Housing and Communities.
- (3) That Council be recommended to agree that the levels of Council Tax discounts and premiums remain the same as previous years as follows:
  - Retain the discount for second homes at zero.
  - Retain the discount for empty homes (unoccupied and substantially unfurnished) at 25% for 6 months and thereafter zero.
  - Retain the empty homes premium of an additional 100% for properties that have remained empty for more than 2 years (total Council Tax payable 200%).
- (4) That it be noted and Council be recommended to note that the following Council Tax discounts and premiums were currently proposed to change as part of the Council's 2023/24 budget consultation:
  - Introduce an empty homes premium of an additional 200% for properties that have remained empty for more than 5 years (total Council Tax payable 300%).

- Introduce an empty homes premium of an additional 300% for properties that have remained empty for more than 10 years (total Council Tax payable 400%).
- Removal of the 25% discount for 12 months (zero thereafter) for dwellings which are vacant and undergoing major repair work to render them habitable.

### **Reasons**

The current scheme is understood by customers and has enabled them to budget for their council tax payments. One of the main advantages of the banded scheme is that it reduces the number of changes that the customer will experience enabling more effective personal budgeting.

There is still a lot of financial uncertainty for many customers and in the current financial climate with the ongoing cost of living crisis it is therefore recommended that the existing scheme should be retained for 2023/24.

### **Alternative options**

The alternative option is to undertake a review of the current CTRS. This option is rejected as the current scheme is understood by customers and has enabled them to budget for their council tax payments. One of the main advantages of the banded scheme is that it reduces the number of changes that the customer will experience enabling more effective personal budgeting.

67

### **Infrastructure Funding Statement 2021/22**

The Assistant Director – Planning and Development submitted a report to seek approval of the Council's Infrastructure Funding Statement 2021/22 for publication and for an accompanying data submission to the Department for Levelling Up, Housing and Communities.

### **Resolved**

- (1) That the Infrastructure Funding Statement 2021/22 be approved for publication by 31 December 2022, subject to any final changes considered to be necessary by the Assistant Director – Planning and Development to secure accuracy in consultation with the Portfolio Holder for Planning.
- (2) That the Assistant Director – Planning and Development be authorised to publish and submit the associated Infrastructure Funding Statement data as required by the Department for Levelling Up, Housing and Communities.

### **Reasons**

The publication of an Infrastructure Funding Statement (IFS) is a statutory requirement that provides transparency and accessibility of information about s.106 developer contributions required for the grant of planning permission. The proposed IFS encapsulates the data that officers propose to publish and submit for 2021/22 to DLUHC to meet that requirement. The information is considered to be the most robust available at this time. Officers will prepare a statement annually and continue to develop monitoring systems on an on-going basis.

### **Alternative options**

Option 1: Not to bring forward an Infrastructure Funding Statement. This is not a lawful option as it would mean that the Council would be in breach of its statutory duty

Option 2: Seek review of the key statistics and proposed Infrastructure Funding Statement. Officers consider that this is not required as the information is the most robust available at this time.

68

### **Update on the UK Shared Prosperity Fund and the Rural England Prosperity Fund**

The Assistant Director - Growth and Economy submitted a report to provide Executive with a comprehensive update on the UK Shared Prosperity Fund investment plan (awaiting approval and imminent arrival of the first tranche of funding) and the development of an 'Addendum' to unlock the Rural England Prosperity Fund and to gain support for the proposed management of the two funds up to March 2025.

### **Resolved**

- (1) That progress made on unlocking Cherwell's £1.255m allocation of UK Shared Prosperity Fund (UKSPF) through the submission of an investment plan on 1 August 2022 be noted.
- (2) That the launch of the Rural England Prosperity Fund (REPF) be noted and authority be delegated to the Corporate Director - Communities, in consultation with the relevant Portfolio Holder, to endorse an investment plan 'Addendum' to unlock Cherwell's £526,831 allocation.
- (3) That the approach in relation to external and internal governance structures, to manage the delivery of UKSPF and REPF projects, including the delegated authority to the Corporate Director, Communities to agree change requests.

### **Reasons**

This report is the first of a series which will update Executive on UKSPF and REPF progress to March 2025, and likely beyond.

To make this programme work, there remain a number of things that need to be put in place. These include:

- External governance structure – The UKSPF and REPF guidance requires that each Authority establishes a Local Partnership Group
- Internal governance structure – Officers are working on a model which is simple but effective, probably based on existing corporate best practice. This will incorporate a mechanism to authorise change requests.

Reason for first Recommendation (1.1) to note progress made on unlocking Cherwell's £1.255m allocation of UK Shared Prosperity Fund (UKSPF) through the submission of an investment plan on 1st August 2022 is to enable Members to be aware that officers have taken the necessary action to access the UKSPF.

Reason for second recommendation (1.2) to note the launch of Rural England Prosperity Fund (REPF) and delegate authority to the Corporate Director - Communities, in consultation with the relevant Portfolio Holder, to endorse an investment plan 'Addendum' to unlock Cherwell's £526,000 allocation is to ensure that the necessary delegations are in place to submit the Addendum.

Reason for third recommendation (1.3) to endorse the approach in relation to external and internal governance structures, to manage the delivery of UKSPF and REPF projects, including the delegated authority to the Corporate Director, Communities to agree change requests is to ensure that when the monies arrive, officers are able to progress the projects.

### **Alternative options**

Option 1: Not engage with process and don't submit an investment plan and addendum within the required timescales. This was rejected because it would have meant the LA would have forfeited c£1.8m funding for the district.

69

### **Digital Infrastructure - East West Rail**

The Assistant Director - Growth and Economy submitted a report to seek approval for a financial contribution of £133,000 to be made to install related digital infrastructure along the East West rail route, and for delegated authority to be given to officers to progress any necessary agreements.

### **Resolved**

- (1) That investment of £133,000 in digital infrastructure along the East West Rail line be authorised.
- (2) That authority be delegated to the Corporate Director – Communities, in consultation with the Portfolio Holder for Regeneration and Economy, the S151 Officer and Monitoring Officer, to progress this workstream and to enter into any necessary agreement with partners to enable the works to proceed.

## **Reasons**

By Summer 2024, East West Rail Phase 2 will provide the first direct rail link in more than 50 years between Oxford and Bletchley/Milton Keynes, transforming connectivity and journey times for people and businesses to, from and through Cherwell district and across the heart of the country. It is expected to:

- Boost economic growth and create opportunities for new housing and jobs
- Encourage people out of cars and onto public transport
- Provide a greener low carbon transport system

The Council has committed to assist the East West Rail project. Funding is, alongside partner local authorities, now being requested to enable digital fibre infrastructure to be installed. To expedite delivery, it is recommended that delegation of authority for officers to progress work streams and to enter into legal agreement with partners is granted.

## **Alternative options**

Option 1: Not to proceed with investing £133,000 in digital infrastructure as part of the East West Rail project. This is not recommended as it would mean that the Council is not meeting its earlier agreement in principle to join with other Councils to contribute towards and to benefits from the investment in the related digital infrastructure.

Option 2: Not to delegate authority to the Corporate Director – Communities but to require the Council or its nominated committee to participate in negotiations and formation of the legal agreement. This is not recommended as it would cause delay, placing at risk the delivery of the East West Rail project. Furthermore, the Council has already committed to supporting the project in principle.

The meeting ended at 7.15 pm

Chairman:

Date:

This page is intentionally left blank



## **Cherwell District Council**

### **Executive**

**9 January 2023**

### **Monthly Performance, Risk and Finance Monitoring Report November 2022**

### **Report of Assistant Director of Finance and Assistant Director – Customer Focus**

This report is public

#### **Purpose of report**

To update the Executive on the council's performance, risk and financial positions for the period up to the end of November 2022.

#### **1.0 Recommendations**

The meeting is recommended:

- 1.1 to note the Performance, Risk and Finance Monitoring Report for November 2022.

#### **2.0 Introduction**

- 2.1 The council actively and regularly monitors its performance, risk and financial positions to ensure it can deliver its corporate priorities and key services for residents but also to respond effectively to emerging issues.
- 2.2 This takes place on a monthly basis to identify potential issues at the earliest opportunity and put measures in place for mitigating and addressing them.
- 2.3 The updates are summarised into a single report given the implications and interdependencies between them, and this is the summary for November.

#### **3.0 Report Details**

3.1 This report is split into three sections:

- Finance
- Performance
- Risk

- 3.2 The Finance section presents the year-end forecasts for the 2022/2023 financial year, based on actual income and expenditure figures up to the end of November
- 3.3 The Performance section sets out the council's progress towards achieving its 2022-23 Business Plan (see Appendix 6) by reporting on the actions, projects and programmes for delivering against its strategic themes and priorities. It also sets out the measures we are taking to address performance exceptions, where measures are slightly behind target but within tolerance (10%), or outside of the agreed tolerance (more than 10% off target).
- 3.4 The Risk section highlights any risks within the council's Leadership Risk Register that have changed in the last month and the mitigating actions to address them. It also includes the latest risk scorecard of all the Leadership risks.

## 4.0 Finance Update

- 4.1 The council's forecast position for 2022/2023 has improved in the last month by £0.672m and it is now predicting an overspend of £0.297m as shown in Table 1. This is as a result of a significant amount of work in October to identify solutions to reduce October's forecasted overspend of £0.969.
- 4.2 The council continues to face significant pressures due to the ongoing impact of Covid-19 on car park income, the cost-of-living crisis on fuel and energy costs and with decoupling costs from Oxfordshire County Council. However, the council is planning to offset the majority of these additional costs through:
- Generating additional income from development Management
  - Taking a fiscally responsible approach to interest income and investing any surplus cash securely and wisely.
  - Proactively reviewing and maximising the use of the income received from grants to deliver services.

### Report Details

**Table 1: Forecast Year End Position**

Service	Original Budget £m	Current Budget £m	Forecast November 2022 £m	November Variance (Under) / Over £m	% Variance to current budget %	October Variance (Under) / Over £m	Change since Previous (better) / worse £m
HR & OD	0.822	0.852	0.852	0.000	0.0%	0.000	0.000
Wellbeing & Housing	3.339	4.27	4.430	0.160	3.7%	0.280	(0.120)
Customer Focus	1.606	1.848	2.008	0.160	8.7%	0.135	0.025
<b>Chief Executive</b>	<b>5.767</b>	<b>6.970</b>	<b>7.290</b>	<b>0.320</b>	<b>4.6%</b>	<b>0.415</b>	<b>(0.095)</b>
Finance	2.850	3.218	3.304	0.086	2.7%	0.086	0.000
Legal & Democratic	1.709	1.885	1.995	0.110	5.8%	0.110	0.000
ICT	1.235	1.250	1.464	0.214	17.1%	0.214	0.000

Property	(3.196)	(1.173)	(1.332)	(0.159)	13.6%	(0.159)	0.000
<b>Resources</b>	<b>2.598</b>	<b>5.180</b>	<b>5.431</b>	<b>0.251</b>	<b>4.8%</b>	<b>0.251</b>	<b>0.000</b>
Planning & Development	1.752	2.147	1.802	(0.345)	-16.1%	(0.034)	(0.311)
Growth & Economy	0.336	1.155	1.145	(0.010)	-0.9%	(0.010)	0.000
Environmental	4.057	4.662	5.394	0.732	15.7%	0.652	0.080
Regulatory	1.112	1.286	1.306	0.020	1.6%	0.020	0.000
<b>Communities</b>	<b>7.257</b>	<b>9.250</b>	<b>9.647</b>	<b>0.397</b>	<b>4.3%</b>	<b>0.628</b>	<b>(0.231)</b>
<b>Subtotal for Directorates</b>	<b>15.622</b>	<b>21.400</b>	<b>22.368</b>	<b>0.968</b>	<b>4.5%</b>	<b>1.294</b>	<b>(0.326)</b>
Executive Matters	4.316	0.034	(0.306)	(0.339)	997.1%	0.007	(0.346)
Policy Contingency	3.554	2.058	1.727	(0.332)	-16.1%	(0.332)	0.000
<b>Total</b>	<b>23.492</b>	<b>23.492</b>	<b>23.789</b>	<b>0.297</b>	<b>1.3%</b>	<b>(0.325)</b>	<b>(0.346)</b>

<b>FUNDING</b>	<b>(23.492)</b>	<b>(23.492)</b>	<b>(23.492)</b>	<b>0.000</b>	<b>0.0%</b>	<b>0.000</b>	<b>0.000</b>
----------------	-----------------	-----------------	-----------------	--------------	-------------	--------------	--------------

<b>(Surplus)/Deficit</b>	<b>0.000</b>	<b>0.000</b>	<b>0.297</b>	<b>0.297</b>
--------------------------	--------------	--------------	--------------	--------------

<b>0.969</b>	<b>(0.672)</b>
--------------	----------------

**Note:** A positive variance is an overspend or a reduction in predicted income and a negative is an underspend or extra income received. Green represents an underspend and red represents a overspend for the current month's forecast.

**Table 2: Analysis of Forecast Variance – November 2022**

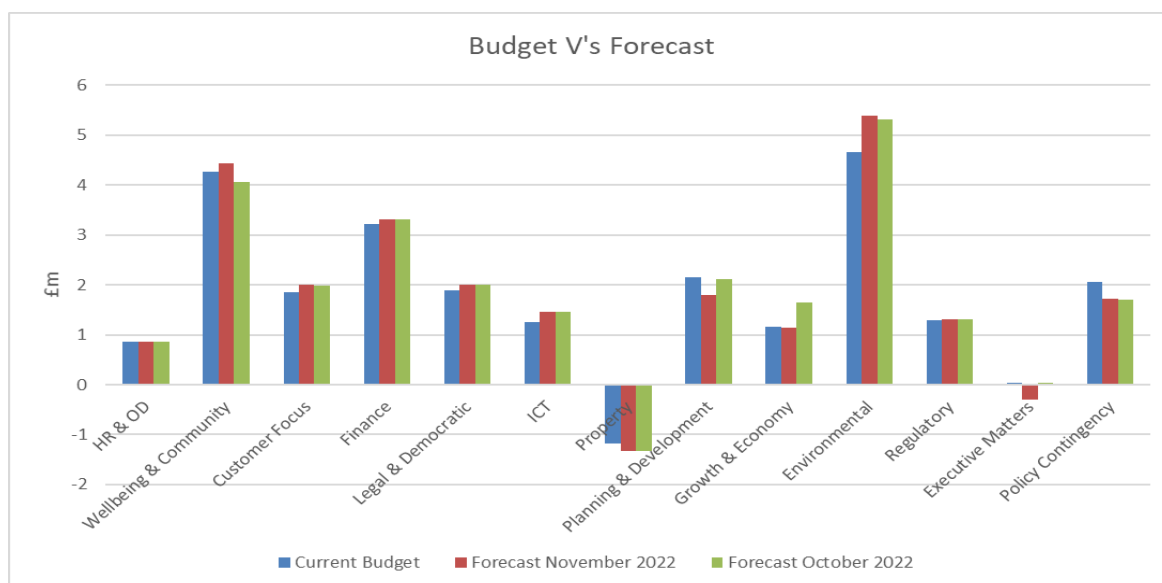
Breakdown of current month forecast	Forecast Variance £m	Forecast Base Budget Over/ (Under) £m	Savings Non-Delivery £m
Chief Executive	0.320	0.259	0.061
Resources	0.251	0.026	0.225
Communities	0.397	0.127	0.270
<b>Subtotal Directorates</b>	<b>0.968</b>	<b>0.412</b>	<b>0.556</b>
Executive Matters	(0.339)	(0.339)	0.000
Policy Contingency	(0.332)	(0.332)	0.000
<b>Total</b>	<b>0.297</b>	<b>(0.259)</b>	<b>0.556</b>

<b>FUNDING</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
----------------	--------------	--------------	--------------

<b>(Surplus)/Deficit</b>	<b>0.297</b>	<b>(0.259)</b>	<b>0.556</b>
--------------------------	--------------	----------------	--------------

**Table 3 – Budget compared with Forecast**

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



**Table 4: Top Five Major Variances:**

Portfolio	Current Budget	Variance	% Variance
Car Parks	(0.949)	0.339	-35.7%
Waste & Recycling	2.940	0.284	9.7%
Leisure	0.160	0.209	130.6%
Interest	(2.375)	(0.339)	14.3%
Development Management	0.268	(0.436)	-162.7%
<b>Total</b>	<b>0.044</b>	<b>0.057</b>	

**Car Parks: -**

The majority of the predicted £0.339m overspend in car parks is due to a drop in usage and consequently a loss of income of £0.280m. The remaining £0.059m overspend is largely due to increases in premises and contractor costs.

**Waste & Recycling: -**

Despite predicting additional income from garden waste and identifying savings on vehicle maintenance and mileage, Waste and Recycling are forecasting an overspend of £0.284m.

The majority of this overspend is from using more agency staff to cover staffing shortages and increased recycling costs.

**Leisure: -**

The overspend has reduced this month from using more grant funding to support service delivery costs.

**Interest: -**

Due to increased interest rates the council is anticipating higher than expected income of (£0.339m).

**Planning & Development: -**

Planning & Development are presently forecasting a (£0.345m) underspend from generating additional income in Development Management, which reflects the level of business they are currently and effectively dealing with.

**Policy Contingency**

A release of inflation contingency of (£0.332m) will partially mitigate some of the inflationary costs the council is experiencing.

**Table 5 - Earmarked Reserves and General Balances at November 2022**

The table below summaries the council's current reserves.

Reserves	Balance 1 April 2022	Original Budgeted use/ (contribution)	Changes agreed since budget setting	Changes proposed November 2022	Forecast Balance 31 March 2023
	£m	£m	£m	£m	£m
General Balance	(5.950)	(0.500)	0.000	0.000	(6.450)
Earmarked	(23.691)	2.262	(0.678)	0.000	(22.107)
Ringfenced Grant	(16.215)	11.205	1.141	0.000	(3.869)
<b>Subtotal Revenue</b>	<b>(45.856)</b>	<b>12.967</b>	<b>0.463</b>	<b>0.000</b>	<b>(32.426)</b>
Capital	(8.049)	0.000	0.000	0.000	(8.049)
<b>Total</b>	<b>(53.905)</b>	<b>12.967</b>	<b>0.463</b>	<b>0.000</b>	<b>(40.475)</b>

For further detail on the reserves please see Appendix 5.

**4.2 Capital**

An underspend of (£7.801m) is currently forecast, of which £6.298m is to be reprofiled in future years. This represents an overall decrease in the total cost of schemes of (£1.503m) due to a number of schemes no longer going ahead.

**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	2.826	1.617	(0.002)	(0.002)
Resources	15.416	9.989	3.910	(1.517)	(0.877)
Communities	5.241	4.486	0.771	0.016	0.020
<b>Total</b>	<b>25.102</b>	<b>17.301</b>	<b>6.298</b>	<b>(1.503)</b>	<b>(0.859)</b>

**Table 8 – How the Capital Programme is financed**

Financing		22/23 Budget	Future Years
Borrowing		17.007	9.312
Reserves		1.200	0
External Financing - Capital Grants and S106		6.895	0
		<b>25.102</b>	<b>9.312</b>

**Table 9 – Total Capital Project Forecast**

There is a total capital project forecast for the council of £32.896m resulting in an underspend of (£1.518m).

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	15.416	13.884	(1.532)	(0.877)
Communities	13.833	13.849	0.016	(0.619)
<b>Total</b>	<b>34.414</b>	<b>32.896</b>	<b>(1.518)</b>	<b>(1.498)</b>

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

**Table 10 - Top Five in Year Capital Variances: -**

Code	Assistant Director	Top 5 In-Year Variances	Budget Total £m	Reprofile to 23/24 £m
40131	Nicola Riley	S106 Capital Costs	1.744	1.310
40144	Andrew Low	Castle Quay	3.257	1.052
40262	Andrew Low/Nicola Riley	Affordable Housing	1.200	1.100
40028	Ed Potter	Vehicle Replacement Programme	1.166	0.566
40239	Andrew Low	Bicester East Community Centre	1.450	0.500
			<b>8.817</b>	<b>4.528</b>

**S106 Capital : -**

£0.480m Adderbury PC Milton Rd community Facility & Sport Pitch project -will now be delivered in 2023/24,

£0.215m Ambrosden Community facility project - still on track to be delivered this year

£0.030m Banbury indoor tennis centre - will now be delivered in 2023/24

£0.360m artificial pitch at NOA - will now be delivered in 2023/24

£0.014m Spiceball leisure centre - will now be delivered in 2023/24,

£0.050m Bicester leisure Centre - will now be delivered in 2023/24,

£0.100m Woodgreen leisure centre - is still on track to be delivered this year,

£0.020m Kidlington leisure centre improvements - will now be delivered in 2023/24

£0.110m Horley Cricket club pavilion project - will now be delivered in 2023/24,

£0.052m Graven Hill sport project - will now be delivered in 2023/24,

£0.035m Improvement to Bloxham recreation ground - still on track to be delivered this year,

£0.060m Whitelands Sports ground improvements - still on track to be delivered this year,

£0.010m Launton Playing field association - still on track to be delivered this year

£0.014m Ardley & Fewcott village hall project - still on track to be delivered this year,

£0.020m Grimsby Community Centre - will now be delivered in 2023/24,

£0.174m Hanwell Fields Community centre projects - will now be delivered in 2023/24.

**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 meant reprofiling a number of projects for delivering in 2023/2024.

**Affordable Housing: -**

The specification needed for this project was held up due to some necessary investigative works. We have now engaged design professionals and anticipate being in a position to start the tender process in February 2023 with an estimated completion time of 12 – 18 months.

**Vehicle Replacement Programme: -**

£0.566m needs reprofiling into 2023/24 due to supply chain issues and the availability of electric vehicles.

**Bicester East Community Centre: -**

The council is working with the tenant on their design requirements to ensure smooth transition into the new premises. This has resulted in a £0.500m slippage from works not starting on site until the end of Q4 2022/2023 for the nine month project, which we anticipate being completed in Q4 2023/2024.

## 5.0 Performance Summary

- 5.1 The council reports on its performance against 16 Business Plan Measures on a monthly basis, 33 measures quarterly and 35 every six months. For the full details, including commentary against each measure see Appendix 7.
- 5.2 During November 2022, of the 16 measures, 13 are on track (green), three are slightly behind target but within the threshold (amber) and none were off target by more than 10 per cent (red)

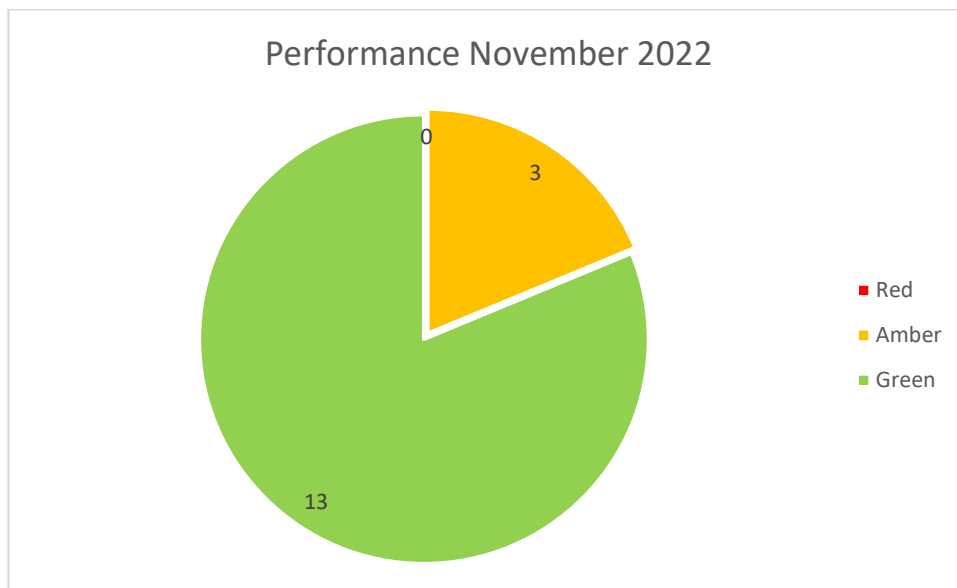


Figure 1: Performance Summary November 2022, out of the 16 measures: 13 Green, 3 Amber and 0

## 5.3 Performance Exceptions

### Number of Homeless Households living in Temporary Accommodation (TA)

**Priority:** Housing that meets your needs

**Service:** Wellbeing and Housing Services

**Assistant Director:** Nicola Riley

Reporting Amber for November and Green for Year to date (37 against a target of 35 – less is better).

**Comments from service:** Numbers in temporary accommodation have been carefully managed through proactive work in securing move-on offers, which has seen as many people leaving placements as those needing them. We are however approaching what is historically a busy period for people presenting as homeless, which may affect the team’s ability to move people on quickly.

**Mitigating Actions:** The team will continue to work closely with partners and on prevention work to reduce those presenting as homeless and to move those in temporary accommodation on as soon as possible.

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



## % of Waste Recycled and Composted

**Priority:** Supporting Environmental Sustainability

**Service:** Environmental Services

**Assistant Director:** Ed Potter

Reporting Amber for November and Year to date (53.2% against a target of 56%).

**Comments from service:** Due to the dry summer we have seen a drop in garden waste which has reduced our recycling rate to 52%. We have also seen a reduction in dry and glass recycling, which could be down to people reusing more materials or producing less waste.

**Mitigating Actions:** We will continue to promote the 'reduce, reuse and recycle waste messages,.

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

## % of Council Tax collected, increase Council Tax Base

**Priority:** An enterprising economy with strong and vibrant local centres

**Service:** Revenues and Benefits - Finance

**Assistant Director:** Michael Furness

Reporting Amber for November and Green for Year to date (8.987% of tax collected against a monthly target of 9.55%).

**Comments from service:** The collection rate for November was 8.87% against a target of 9.55% however the cumulative collection rate for 2022/23 is 74.74% so we have already exceeded the year-to-date target of 74.05%. The in-month rate has dropped slightly as we have exceeded our in-month collection target for six of the last eight months.

**Mitigating Actions:** We will continue to issue reminders and summons to prompt payment.

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

## 5.4 Performance Highlights

Preventing Homelessness – The team is now up to full strength after recruiting to some vacancies, which has helped to reduce the number of people living in temporary accommodation this month.



Garden Waste Service – The number of people taking up the early bird discount on our garden waste service has already exceeded our expectations and the offer is still available until 28 February 2023. The more subscribers we have, the greater the potential impact on the amount of waste we compost next year.

Rural Fund – In November we invited businesses and community organisations from rural areas to submit inspirational ideas for projects that could be funded from the £526,000 the council has been awarded from the Government's Rural England Prosperity Fund. These proposals could be pivotal to the success of an investment plan the council will be submitting to government for approval.



Food Vouchers –We delivered a £100 food voucher to all 3,542 households in the district that were in receipt of housing benefit. To make this possible we increased the original budget from £250,000 to £354,200.

## 6.0 Risk Update

- 6.1 The council’s Leadership Risk Register contains a list of the strategic risks that are both significant in size and duration and will impact on its reputation and performance, and its ability to deliver its corporate priorities.
- 6.2 The heat map below shows the overall position of all risks contained within the Leadership Risk Register for November 2022.

### Risk Scorecard – Residual Risks

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

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

- 6.3 The Corporate Leadership Team reviews the Risk Register as part of the monthly reporting process, but as this is a live document it gets updated as and when a risk changes or is identified.
- 6.4 There were no score changes to any of the risks this month.

## 7.0 Conclusion and Reasons for Recommendations

This report provides an update on progress made during November 2022, to deliver the council’s priorities through reporting on its performance, risk and financial positions.

## 8.0 Consultation

This report sets out performance, risk, and budgetary positions for the seventh month of this financial year, therefore no formal consultation or engagement is required.

## **9.0 Alternative Options and Reasons for Rejection**

This report summarises the council's performance, risk and financial positions up to the end of November, therefore there are no alternative options to consider. However, Members may wish to request further information from officers or for inclusion.

## **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](mailto:Michael.Furness@cherwell-dc.gov.uk)

### **Legal Implications**

- 10.2 There are no legal implications from this report.

Comments checked by:

Shahin Ismail, Interim Head of Legal Services  
[Shahin.Ismail@cherwell-dc.gov.uk](mailto:Shahin.Ismail@cherwell-dc.gov.uk)

### **Risk Implications**

- 10.3 This report contains a full update with regards to the council's risk position at the end of November 2022.

Comments checked by:

Celia Prado-Teeling, Performance Team Leader, Tel: 01295 221556  
[Celia.prado-teeling@cherwell-dc.gov.uk](mailto:Celia.prado-teeling@cherwell-dc.gov.uk)

### **Equalities and Inclusion Implications**

- 10.4 There are no direct equalities and inclusion implications as a consequence of this report.

Comments checked by:

Celia Prado-Teeling, Performance Team Leader, Tel: 01295 221556  
[Celia.prado-teeling@cherwell-dc.gov.uk](mailto:Celia.prado-teeling@cherwell-dc.gov.uk)

## **11.0 Decision Information**

### **Key Decision**

**Financial Threshold Met:** No

**Community Impact Threshold Met:** No

**Wards Affected:**

All

**Links to Corporate Plan and Policy Framework**

This report supports all Corporate Priorities

**Lead Councillor**

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

**Document Information**

**Appendix number and title**

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

**Background papers**

None

**Report Author and contact details**

Celia Prado-Teeling, Performance and Insight Team Leader, Tel: 01295 221556, [Celia.prado-teeling@Cherwell-dc.gov.uk](mailto:Celia.prado-teeling@Cherwell-dc.gov.uk)

Shona Ware, Assistant Director – Customer Focus  
[Shona.Ware@Cherwell-dc.gov.uk](mailto:Shona.Ware@Cherwell-dc.gov.uk)

Appendix 1 - CHERWELL TOTAL CAPITAL PROJECT EXPENDITURE

CODE	ASSISTANT DIRECTOR/RESPONSIBLE OFFICER	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 £1.811m to reflect increasing demand and persistent inflation of construction costs. No carry forward into 2023/24 anticipated.
40160	Nicola Riley	Housing Services - capital	190	190	0	0	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	145	108	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 £0.145m. Anticipated carry-forward into 2023/24 is £0.108m, 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	56	23	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	434	1,310	0	0	1,744	1,744	0	Regular communication with Parish Councils is allowing us to monitor the projects that make up this programme of works. Cherwell hold developer contributions for each project and release funds as requested by the parish. Some projects are taking parishes longer to complete than first anticipated which explains why the spending is slower.
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
<b>Wellbeing &amp; Community</b>			<b>4,345</b>	<b>2,726</b>	<b>1,617</b>	<b>(2)</b>	<b>600</b>	<b>4,945</b>	<b>4,943</b>	<b>(2)</b>	
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 Q4 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
<b>HR &amp; OD</b>			<b>100</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>120</b>	<b>220</b>	<b>220</b>	<b>0</b>	
<b>Chief Executives</b>			<b>4,445</b>	<b>2,826</b>	<b>1,617</b>	<b>(2)</b>	<b>720</b>	<b>5,165</b>	<b>5,163</b>	<b>(2)</b>	
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 Waterfront	2,111	1,611	500	0	0	2,111	2,111	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	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 Q4 2023/24
40240	Andrew Low	Bicester Dovecote	27	3	0	(24)	0	27	3	(24)	Works complete - no more spend expected
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	74	3	0	0	77	0	E0.077m reprofiled from 2021/2022. Works are complete - retention of £3,177 due to be released in Oct 2023	
40249	Andrew Low	Retained Land	286	166	120	0	0	286	0	Full spend anticipated by Q2 23/24	
40225	Andrew Low	Drayton Pavilion - Decarbonisation Works	86	0	0	(86)	0	86	0	(86)	
40229	Andrew Low	Stratfield Brake Sports Ground - Decarbonisation Works	159	0	0	(159)	0	159	0	(159)	
40226	Andrew Low	Thorpe Lane Depot - Decarbonisation Works	250	143	0	(107)	0	250	143	(107)	
40227	Andrew Low	Banbury Museum - Decarbonisation Works	264	360	0	96	0	264	360	96	
40228	Andrew Low	Franklins House - Decarbonisation Works	0	81	0	81	0	0	81	81	
40230	Andrew Low	Whitelands - Decarbonisation Works	0	91	0	91	0	0	91	91	
40231	Andrew Low	Bicester Leisure Centre - Decarbonisation Works	604	729	0	125	0	604	729	125	
40232	Andrew Low	Kidlington Leisure Centre - Decarbonisation Works	675	348	0	(327)	0	675	348	(327)	
40233	Andrew Low	Spiceball Leisure Centre - Decarbonisation Works	991	780	0	(211)	0	991	780	(211)	
40234	Andrew Low	Woodgreen Leisure Centre - Decarbonisation Works	692	336	0	(356)	0	692	336	(356)	
40252	Andrew Low	Expiring Energy Performance Certificates plus Associated works	96	96	0	0	0	96	96	0	Works scoped pending costs from consultant - instruction expected to be made mid Nov 2022
40253	Andrew Low	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	60	0	0	0	60	60	0	Works scoped pending costs from consultant - instruction expected to be made mid Nov 2022
40254	Andrew Low	Thorpe Lane Depot - Renewal of Electrical Incoming Main	270	270	0	0	0	270	270	0	Full spend anticipated by March 2023
40255	Andrew Low	Installation of PV at CDC Property	79	79	0	0	0	79	79	0	Full spend anticipated by March 2023
40263	Andrew Low	Kidlington Leisure New Electrical Main	200	200	0	0	0	200	200	0	Project to install new electrical main for kindlington leisure centre by Scottish and Southern Electricity. All monies to be spent this financial year.
40121	Andrew Low	Bicester Library (phase 1b)	645	10	0	(635)	0	645	10	(635)	Capital project no longer required.
40111	Andrew Low	Admiral Holland Redevelopment Project (phase 1b)	61	61	0	0	0	61	61	0	With construction formally completed end of September 2020 there is the need to budget for retention – the retention is £0.061m.
40118	Andrew Low	Creampot Crescent Cropredy (phase 1b)	(10)	(10)	0	0	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.
40177	Andrew Low	Bullmarsh Close (Phase 2)	17	17	0	0	0	17	17	0	With construction formally completed early May 2021 there is the need to budget for retention which CDC will have to pay in 2022/23
40213	Andrew Low	Build Team Essential Repairs & Improvements	149	0	149	0	0	149	149	0	Work is currently underway and it is likely that all capital expenditure will take place during financial year 2022/23
40224	Andrew Low	Fairway Flats Refurbishment	362	0	362	0	0	362	362	0	Planning consent was received in May 2022. The main capital expenditure is likely to be split equally over the two years 2022/23 and 2023/24. As this is also part of the work relating to housing management and construction it is possible that the balance may change and this will become clearer as we move through the year.
40262	Andrew Low/Nicola Riley	Affordable Housing	1,200	100	1,100	0	0	1,200	1,200	0	The professional services have been engaged with the design and tender documents being progressed. It is forecast that the main works will be tendered in February 2023 via the Procurement Partnership Framework
<b>Property</b>			<b>14,926</b>	<b>9,622</b>	<b>3,792</b>	<b>(1,512)</b>	<b>0</b>	<b>14,926</b>	<b>13,414</b>	<b>(1,512)</b>	
40256	Michael Furness	Processing Card Payments & Direct Debits	20	20	0	0	0	20	20	0	Project to be completed by March 2023.
<b>Finance Total</b>			<b>20</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>20</b>	<b>0</b>	
40056	Paul Nicol	5 Year Rolling HW / SW Replacement Prog	50	50	0	0	0	50	50	0	Budget required for hardware refresh, delayed due to Co-Vid and council wide remote working. Project underway and on-track to complete early Q4 2022/2023
40212	Paul Nicol	Procurement of Joint Performance system	20	0	0	(20)	0	20	0	(20)	Celia has confirmed budget not required post decoupling from OCC. Can be handed back.
40237	Paul Nicol	Council Website & Digital Service	162	77	85	0	0	162	162	0	2nd stage of project expected to conclude Q4 2022/2023. Further stages of work expected in 2023/2024, delayed from current stage due to other council priorities.
40238	Paul Nicol	IT Shared Services	238	238	0	0	0	238	238	0	The Digital Futures programme is in the process of being established and work is underway to explore areas of improvement to reduce the demand on services and provide proactive services to our citizens.
<b>ICT</b>			<b>470</b>	<b>365</b>	<b>85</b>	<b>(20)</b>	<b>0</b>	<b>470</b>	<b>450</b>	<b>0</b>	
<b>Resources</b>			<b>15,416</b>	<b>10,007</b>	<b>3,877</b>	<b>(1,532)</b>	<b>0</b>	<b>15,416</b>	<b>13,884</b>	<b>(1,512)</b>	

40062	Robert Jolley	East West Railways	118	138	0	20	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.
<b>Growth &amp; Economy</b>			<b>118</b>	<b>138</b>	<b>-</b>	<b>20</b>	<b>4,189</b>	<b>4,307</b>	<b>4,327</b>	<b>20</b>	
40015	Ed Potter	Car Park Refurbishments	74	74	0	0	0	74	74	0	Full spend anticipated by March 2024
40026	Ed Potter	Off Road Parking	18	0	18	0	0	18	18	0	Full spend anticipated by March 2024
40028	Ed Potter	Vehicle Replacement Programme	1,166	600	566	0	4,344	5,510	5,510	0	Full spend anticipated by March 2025. Additional bids anticipated as further electric vehicles are introduced to the fleet.
40031	Ed Potter	Urban City Electricity Installations	15	11	0	(4)	0	15	11	(4)	Full spend anticipated by March 2023
40187	Ed Potter	On Street Recycling Bins	18	0	18	0	0	18	18	0	Full spend anticipated by March 2024
40186	Ed Potter	Commercial Waste Containers	25	25	0	0	25	50	50	0	Full spend anticipated by March 2024
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	158	158	0	0	0	158	158	0	Full spend anticipated by March 2023
40216	Ed Potter	Street Scene Furniture and Fencing project	36	12	24	0	24	60	60	0	£0.24m slippage required in to 2023/24, full spend anticipated by March 2026.
40217	Ed Potter	Car Parking Action Plan Delivery	175	175	0	0	0	175	175	0	Full spend anticipated by March 2023
40218	Ed Potter	Depot Fuel System Renewal	35	0	35	0	0	35	35	0	Full spend anticipated by March 2024
40220	Ed Potter	Horsefair Public Conveniences	0	0	0	0	0	0	0	0	This project was completed in 2021/22
40222	Ed Potter	Burnehyll- Bicester Country Park	220	120	100	0	0	220	220	0	£0.100m slippage required in to 2023/24, full spend anticipated by March 2024.
40248	Ed Potter	Solar Panels at Castle Quay	53	53	0	0	0	53	53	0	Full spend anticipated by March 2023
40235	Ed Potter	Chargeable Garden & Food Waste	0	0	0	0	0	0	0	0	This project was completed in 2021/22
40257	Ed Potter	Additional Commercial Waste Containers	10	10	0	0	10	20	20	0	Full spend anticipated by March 2024
40258	Ed Potter	Kidlington Public Convenience Refurbishment	90	90	0	0	0	90	90	0	Full spend anticipated by March 2023
40259	Ed Potter	Market Equipment Replacement	15	5	10	0	0	15	15	0	£0.010m slippage required in to 2023/24, full spend anticipated by March 2024.
40260	Ed Potter	Land for New Bicester Depot	3,000	3,000	0	0	0	3,000	3,000	0	Potential for slippage in to 2023/24 and 2024/25 as the search for a suitable site for a new Bicester depot continues and spend will be dependant on type of land acquired. A multiple of options will be considered. Eg. Land to be developed - what to include, existing site with buildings but in need of refurbishment.
<b>Environmental</b>			<b>5,108</b>	<b>4,333</b>	<b>771</b>	<b>(4)</b>	<b>4,403</b>	<b>9,511</b>	<b>9,507</b>	<b>(4)</b>	
40245	Richard Webb	Enable Agile Working	15	15	0	0	0	15	15	0	
<b>Communities</b>			<b>5,241</b>	<b>4,486</b>	<b>771</b>	<b>16</b>	<b>8,592</b>	<b>13,833</b>	<b>13,849</b>	<b>16</b>	
<b>Capital Total</b>			<b>25,102</b>	<b>17,319</b>	<b>6,265</b>	<b>(1,518)</b>	<b>9,312</b>	<b>34,414</b>	<b>32,896</b>	<b>(1,498)</b>	

CHERWELL CAPITAL EXPENDITURE 2022-23

CODE	ASSISTANT DIRECTOR/RESPONSIBLE OFFICER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	PO COMMITMENTS	Outturn	RE-PROFILED BEYOND 2022/23	Current month Variances £000	Previous month Variances £000	OUTTURN NARRATIVE
40083	Nicola Riley	Disabled Facilities Grants	1,811	1,110	49	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 £1.811m to reflect increasing demand and persistent inflation of construction costs. No carry forward into 2023/2024 anticipated.
40160	Nicola Riley	Housing Services - capital	190	(733)	0	190	0	-	-	The YTD Actual includes (£0.761m) 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	87	1	145	108	-	-	This budget comprises £0.150m core funding and £0.103m reprofiled from 2021/2022. Projected spend for 2022/2023 has been increased from £0.120m to £0.145m in anticipation of high demand for heating-related grants during the winter months. Anticipated carry-forward into 2023/2024 has therefore been reduced from £0.133m to £0.108m
40010	Nicola Riley	North Oxfordshire Academy Astroturf	183	0	0	50	133	-	-	The delivery of a new Astroturf pitch at North Oxfordshire Academy has been complicated by issues arising from securing appropriate and timely developer contributions. Officers are working closely with colleagues in planning to finalise the position and determine the most appropriate course of action and funding. Meetings took place with United Learning Trust on 11th July and 3rd August to move project forward. Formal presentation to the United Learning Trust as to CDC's intention to move forward. Appointed External Consultant to support with initial scope of works up to a point where a decision on planning permission is made and a detailed specification for the tendering of the works is ready to be advertised
40019	Nicola Riley	Bicester Leisure Centre Extension	79	0	0	56	23	-	-	Detailed feasibility work now starting on the development of a learner pool in Bicester including environmental impact assessment. Appointment of FMG to support with next stage of feasibility studies. Seeking to undertake measured surveys and have detailed drawings by January/February 2023
40131	Nicola Riley	S106 Capital Costs	1,744	43	43	434	1,310	-	-	£0.480m Adderbury PC Milton Rd community Facility & Sport Pitch project - will now be delivered in 2023/24, £215k Ambrosden Community facility project - still on track to be delivered this year £0.030m Banbury indoor tennis centre - will now be delivered in 2023/24 £0.360m artificial pitch at NOA - will now be delivered in 2023/24 £0.014m Spiceball leisure centre - will now be delivered in 2023/24, £0.050m Bicester leisure Centre - will now be delivered in 2023/24, £0.100m Woodgreen leisure centre - is still on track to be delivered this year, £0.020m Kidlington leisure centre improvements - will now be delivered in 2023/24 £0.110m Horley Cricket club pavilion project - will now be delivered in 2023/24, £0.052m Graven Hill sport project - will now be delivered in 2023/24, £0.035m Improvement to Bloxham recreation ground - still on track to be delivered this year, £0.060m Whitelands Sports ground improvements - still on track to be delivered this year, £0.010m Launton Playing field association - still on track to be delivered this year £0.014m Ardley & Fewcott village hall project - still on track to be delivered this year, £0.020m Grimsby Community Centre - will now be delivered in 2023/24, £0.174m Hanwell Fields Community centre projects - will now be delivered in 2023/24
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. Contractor now appointed - Site Survey to take place early January. Works to commence and complete February/March 2023
<b>Wellbeing &amp; Community</b>			<b>4,345</b>	<b>505</b>	<b>92</b>	<b>2,726</b>	<b>1,617</b>	<b>(2)</b>	<b>(2)</b>	
40208	Claire Cox	Project Manager for HR/Payroll system	100	3	97	100	0	0	0	£0.100m required for HR system improvements, project expected to conclude end Q4 2022/2023
<b>HR &amp; OD</b>			<b>100</b>	<b>3</b>	<b>97</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Chief Executive</b>			<b>4,445</b>	<b>508</b>	<b>189</b>	<b>2,826</b>	<b>1,617</b>	<b>(2)</b>	<b>(2)</b>	
40139	Andrew Low	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	100	(4)	6	100	0	0	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	16	0	15	0	15	15	These cost are in connection with the solicitors advising on the latent defect in connection with the failing paintwork on the Sainsburys unit
40141	Andrew Low	Castle Quay Waterfront	2,111	964	4	1,611	500	0	0	Budget reprofiled from 2021/2022 as a result delays to completion of Main Contract works for Castle Quay Waterfront following supply chain challenges. This has resulted in a knock on effect and re-profiling the budget.
40144	Andrew Low	Castle Quay	3,257	91	6	2,205	1,052	0	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 2023/2024.
40162	Andrew Low	Housing & IT Asset System joint CDC/OCC	8	(18)	0	2	6	0	0	£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	0	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	0	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	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	0	£0.122m reprofiled from 2021/2022. Works planned over 2 years with additional delays caused by covid 19. Full spend anticipated by March 2023.
40203	Andrew Low	CDC Feasibility of utilisation of proper Space	100	0	0	100	0	0	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	57	19	130	0	0	0	Full spend anticipated by March 2023
40239	Andrew Low	Bicester East Community Centre	1,450	21	5	950	500	0	0	Preparing final design. Planning application submitted mid August. 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 Q4 2023/2024
40240	Andrew Low	Bicester Dovecote	27	3	(24)	3	0	(24)	(24)	Works complete - no more spend expected
40241	Andrew Low	Thorpe Place Roof Works	35	0	0	35	0	0	0	£0.035m reprofiled from 2021/2022. Currently scoping the works which will be complete by March 2023
40242	Andrew Low	H&S Works to Banbury Shopping Arcade	127	0	0	127	0	0	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	73	0	74	3	0	0	£0.077m reprofiled from 2021/2022. Works are complete - retention of £3,177 due to be released in Oct 2023



40249	Andrew Low	Retained Land	286	8	81	166	120	0	0	E0.156m reprofiled from 2021/2022. 2 year scheme - E0.170m in yr1 and E130k 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)	E0.086m 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)	E0.159m 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	1	143	0	(107)	(107)	PSDS Project - Project completed. In retention
40227	Andrew Low	Banbury Museum - Decarbonisation Works	264	335	771	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	81	PSDS Project - Project completed. In retention
40230	Andrew Low	Whitehlands - Decarbonisation Works	0	81	0	91	0	91	91	PSDS Project - Project completed. In retention
40231	Andrew Low	Bicester Leisure Centre - Decarbonisation Works	604	693	0	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	0	348	0	(327)	(327)	PSDS Project - Works at practical completion at 95% pending commissioning of plant and works by district networks operator. E200k for additional project costs to accommodate new electrical mains as per cost centre 40263
40233	Andrew Low	Spiceball Leisure Centre - Decarbonisation Works	991	733	0	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	338	0	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	0	0	Works scoped pending costs from consultant - instruction expected to be made mid Nov 2022
40253	Andrew Low	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	0	0	60	0	0	0	Works scoped pending costs from consultant - instruction expected to be made mid Nov 2022
40254	Andrew Low	Thorpe Lane Depot - Renewal of Electrical Incoming Main	270	85	0	270	0	0	0	Works are currently with consultant for formal design of the Electric Vehicle infrastructure and we have engaged the District Network Operator (Western Power) to install the new sub station. Waiting for dates for this phase.
40255	Andrew Low	Installation of Photovoltaic at CDC Property	79	(0)	(14)	79	0	0	0	Full spend expected in 2022/2023
40121	Andrew Low	Bicester Library (phase 1b)	645	2	(11)	10	0	(635)	(635)	Capital project no longer required.
40263	Andrew Low	Kidlington Leisure New Electrical Main	200	167	0	167	33	0	0	Project to install new electrical main for kidlington leisure centre by Scottish and Southern Electricity. Expected to start Q1 23/24 so balance expected to be spent during this period.
40111	Andrew Low	Admiral Holland Redevelopment Project (phase 1b)	61	0	0	61	0	-	-	With construction formally completed end of September 2020 there is the need to budget for retention – the retention is E0.061m.
40118	Andrew Low	Creampot Crescent Cropredy (phase 1b)	(10)	(215)	0	(10)	0	-	-	Retention payment now paid.
40177	Andrew Low	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 E0.017m.
40213	Andrew Low	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	Andrew Low	Fairway Flats Refurbishment	362	0	20	0	362	-	-	Instructing the consultants mid Nov to process the design ready for tendering
40262	Andrew Low/Nicola Riley	Affordable Housing	1,200	0	19	100	1,100	-	-	The professional services have been engaged with the design and tender documents being progressed. It is forecast that the main works will be tendered in February 2023 via the Procurement Partnership Framework
<b>Property</b>			<b>14,926</b>	<b>4,005</b>	<b>924</b>	<b>9,604</b>	<b>3,825</b>	<b>(1,497)</b>	<b>(1,497)</b>	
40256	Michael Furness	Processing Card Payments & Direct Debits	20	0	0	20	0	0	0	Project to be completed by March 2023.
<b>Finance</b>			<b>20</b>	<b>-</b>	<b>-</b>	<b>20</b>	<b>0</b>	<b>-</b>	<b>-</b>	
40056	Paul Nicol	5 Year Rolling HW / SW Replacement Prog	50	45	0	50	0	0	0	Budget required for hardware refresh, delayed due to Co-Vid and council wide remote working. Project underway and on-track to complete early Q4 2022/2023
40212	Paul Nicol	Procurement of Joint Performance system	20	0	0	0	0	(20)	0	Celia has confirmed budget not required post decoupling from OCC. Can be handed back.
40237	Paul Nicol	Council Website & Digital Service	162	20	8	77	85	0	0	2nd stage of project expected to conclude Q4 2022/2023. Further stages of work expected in 2023/2024, delayed from current stage due to other council priorities.
40238	Paul Nicol	IT Shared Services	238	(24)	5	238	0	0	0	The Digital Futures programme is in the process of being established and work is underway to explore areas of improvement to reduce the demand on services and provide proactive services to our citizens.
<b>ICT</b>			<b>470</b>	<b>40</b>	<b>13</b>	<b>365</b>	<b>85</b>	<b>(20)</b>	<b>-</b>	
<b>Resources</b>			<b>15,416</b>	<b>4,045</b>	<b>937</b>	<b>9,989</b>	<b>3,910</b>	<b>(1,517)</b>	<b>(1,497)</b>	
40062	Robert Jolley	East West Railways	118	0	0	138	0	20	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.
<b>Growth &amp; Economy</b>			<b>118</b>	<b>0</b>	<b>-</b>	<b>138</b>	<b>-</b>	<b>20</b>	<b>20</b>	
40015	Ed Potter	Car Park Refurbishments	74	0	28	74	0	-	-	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 relling. Upgrading of pay machines from 3G to 4G/5G is expected to use the remainder of the budget. Anticipating full spend in 2022/23.
40026	Ed Potter	Off Road Parking	18	0	0	0	18	-	-	E0.018m is required to be slipped in to 2023/24 this is due to resources required for organisation of new management contract. This project relates to LED lighting at various sites.
40028	Ed Potter	Vehicle Replacement Programme	1,166	505	177	600	566	0	0	E0.566m 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	11	0	(4)	(4)	Further commitment expected in quarter 3, no slippage required.
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	-	-	E18k required to be slipped in to 2023/24 due to negotiations with external clients needed for their requirements.
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	158	93	72	158	0	-	-	Full spend anticipated in 2022/23.
40216	Ed Potter	Street Scene Furniture and Fencing project	36	0	0	12	24	0	0	Ongoing issues with lease and land ownership. Optimistic will be resolved and commitment and work carried out in late 2022/23. Additional work required at other sites, E0.024m is required to be slipped in to 2023/24 due to timescales needed to carry out projects.
40217	Ed Potter	Car Parking Action Plan Delivery	175	60	54	175	0	-	-	Anticipating full spend in 2022/23.
40218	Ed Potter	Depot Fuel System Renewal	35	0	0	0	35	-	-	E0.035m slippage required in to 2023/24 once more information on new Bicester Depot site site obtained.
40220	Ed Potter	Horsefair Public Conveniences	0	(10)	0	0	0	-	-	Outstanding invoices due for 2021/22.

40222	Ed Potter	Burnehyll- Bicester Country Park	220	46	10	120	100	0	0	Further commitments expected in quarter 3. £0.100m slippage is required in to 2023/24.
40248	Ed Potter	Solar Panels at Castle Quay	53	0	0	53	0	-	-	Anticipating full spend in 2022/23 but dependant on recruitment to Climate Action Manager post, in post early December 2022.
40235	Ed Potter	Chargeable Garden & Food Waste	0	(16)	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 at end of quarter 3
40259	Ed Potter	Market Equipment Replacement	15	0	0	5	10	-	-	Quotes currently being obtained, commitments expected in quarter 3. £0.010m slippage required in to 2023/24.
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. Due to exchange contracts in early 2023.
<b>Environmental</b>			<b>5,108</b>	<b>687</b>	<b>342</b>	<b>4,333</b>	<b>771</b>	<b>(4)</b>	<b>(4)</b>	
40245	Richard Webb	Enable Agile Working	15	0	0	15	0	-	-	Full spend expected in 2022/2023
<b>Regulatory</b>			<b>15</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Communities</b>			<b>5,241</b>	<b>687</b>	<b>342</b>	<b>4,486</b>	<b>771</b>	<b>16</b>	<b>16</b>	
<b>Capital Total</b>			<b>25,102</b>	<b>5,240</b>	<b>1,468</b>	<b>17,301</b>	<b>6,298</b>	<b>(1,503)</b>	<b>(1,483)</b>	

## Appendix 2 - Report Details – Additional Revenue narrative

### Chief Executive

Chief Executives are forecasting an overspend of £0.320m against a budget of £6.970m (4.6%).

---

HR & OD	HR are forecasting to remain in budget at present.
---------	--

£0.000m Variance

Variance to October's  
forecast  
£0.000m

---

Wellbeing Community	& The overspend has reduced this month due to an improving position with grant funding.
------------------------	--

Variation  
£0.160m  
Overspend

Variation to October's  
Forecast  
(£0.120m)

---

Customer Focus	A drop in land charges income, and a final payment to OCC for a shared service has meant a slight increase in the overspend predicted for year end. However, the majority of the predicted £0.160m overspend is still down to us establishing the support structure needed to be a standalone authority.
----------------	---

Variation to October's  
Forecast  
£0.025m

## Resources

Resources are reporting an overspend of £0.251m against a budget of £5.180m (4.8%).

---

Finance	Bank Charges have increased for the council due to increasing numbers of card payments being taken by the council and Bank Transfer payments being made by the council £0.058m.
Variation £0.086m	
Overspend	Decoupling costs linked to advertising costs for senior posts of £0.038m have been incurred. There are minor variations over the rest of the service (£0.009m).
Variation to October's Forecast £0.000m	

---

Legal & Democratic	Law and Governance are forecasting an overspend of £0.110m. The costs within District Elections are £0.018m over budget and the remaining £0.040m is primarily as a result of staff costs within Democratic Process because extra resources are now required.
Variation £0.110m overspend	
Variation to October's Forecast £0.000m	The remaining additional costs have been through the creation of a new Information Governance position which has enabled the organisation to be proactive in how it deals with information requests, meets legislation and reduces the admin burden across the Council.

---

ICT	£0.214m overspend. The projected overspend within IT is made up of £0.153m consisting of £0.048m under recovery of income 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 £0.014m minor overspends.
Variation £0.214m overspend	
Variation to October's forecast £0.000m	

---

Property	The (£0.159m) underspend is a result of (£0.193m) of additional rent which is predicted as being achieved ahead of forecast, despite tricky economic conditions, and we are predicting spending (£0.173m) less on external professional services than anticipated during the year. However, this is offset by an overspend of £0.021m on utilities due to rising energy prices, £0.118m on staff costs (partly as a result of interim staff being required due to decoupling) and £0.068m increased costs which are largely operational (repairs, maintenance, security and rates).
Variation (£0.159m) underspend	
Variation to October's forecast £0.000m	

---

## Communities

Communities are forecasting an overspend of £0.397m against a budget of £9.250m, (4.3%).

---

Planning & Development	& Planning & Development are presently forecasting a (£0.345m) underspend. This is mainly due to expectations of higher income in Development Management than budgeted which reflects the level of business being dealt with by the department. Income may yet fall again but a positive out-turn at year end is anticipated.
Variation (£0.345m) underspend	
Variance to October's forecast (£0.511m)	

---

Growth & Economy	The Growth and Economy department is forecasting, for November 2022, an overall underspend of (£0.010m) for the year - which is the same as was forecast last month.
Variation (£0.010) underspend	
Variance to October's forecast (£0.000m)	

---

Environmental	The forecast variance for Environmental Services for November is £0.732m.
Variation £0.732m Overspend	This is largely due to the continued pressure within Car Parks of £0.339m. There is a £0.280m reduction anticipated in car park income largely due to reduced demand. Other variances across the service totalling £0.059m are due to an increase in premises and contractor costs.
Variance to October's forecast £0.080m	The forecasted pressure of £0.284m within Waste and Recycling is as a result of multiple factors, but predominantly due to a pressure of £0.232m in employee costs due to increased use of agency staff for backfilling vacant posts and several long-term sick, we are working closely with HR to mitigate. In addition, an increase of £0.071m in fuel costs is partly offset by a reduced spend on vehicle maintenance and mileage, and an increase of £0.126m on gate fees for glass recycling & food waste due to a higher rate per tonne than budgeted and previously forecasted.

---

---

However additional income of (£0.322m) 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 resulting in a net (£0.203m).

This forecast is all made up of other minor variances across Waste and Recycling totalling £0.058m.

Additional income of (£0.045m), reduction in contractual overtime and non-recruitment to vacant posts off (£0.028m) within Street Cleansing (including Public Conveniences and Environmental Strategies) have resulted in a net saving of (£0.073m)

This forecast is all made up of other minor variances across Landscaping and Vehicle Maintenance totalling (£0.005m).

Increased employee costs across Environmental Services have resulted in a net movement of £0.080m from October's reporting.

---

Regulatory	Regulatory Services and Community Safety is reporting a £0.020m overspend due to an under-recovery of licensing income partially offset by vacant posts and the receipt of a grant for community safety.
------------	--

Variation  
£0.020m

Variance to October's  
forecast  
£0.000m

---

## **Executive Matters**

Executive Matters is forecasting an underspend of (£0.339m) against the budget of £0.034m, (-997.1%).

---

Interest	Wholly owned companies have confirmed they will be utilising £6m of their available credit facility which has resulted in £0.214m more interest income than previously forecast. Bank Of England Base interest rate is now 3% which has increased the Treasury income forecast for the 4th Quarter further.
----------	---

Variation  
(£0.339m) underspend

Variance to October's  
forecast  
(£0.346m)

## **Policy Contingency**

Policy Contingency is forecasting an underspend of (£0.332m) against a budget of £2.058m, (-16.1%).

---

Policy Contingency	There is a currently projected release of (£0.332m) for inflation to partially mitigate some of the inflationary costs that the Council is experiencing
Variation (£0.332m) underspend	
Variance to October's forecast £0.000m	

---

This page is intentionally left blank



## Appendix 3 - Virement Summary

### Virement Movement

This table shows the movement in Net Budget from October to November 2022.

<b>Virements - Movement in Net Budget</b>	<b>£m</b>
Directorate Net Budget - October 2022	21.320
Directorate Net Budget - November 2022	21.400
<b>Movement</b>	<b>0.080</b>
<b>Breakdown of Movements</b>	<b>£m</b>
<b>Allocations from/to Reserves</b>	
Covid Funding for Community Food Voucher Scheme	£0.101
<b>Other</b>	
Movement of budget for reduction in NI to Policy contingency	(£0.021)
<b>Total</b>	<b>£0.080</b>

### Aged Debt Update

We are not proposing to write off any bad debts for Sundry Debts this month following the aged debt review that took place earlier this year. Debts are still being actively recovered wherever possible and there may be some debts for licencing and commercial waste for potential write off next month.

This page is intentionally left blank

## 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
DWP	Discretionary Housing Payment	61,193
Home Office	Asylum Seekers	22,500
MHCLG	Test & Trace	41,469
BEIS	Heat Networks Delivery Grant	26,800
DEFRA	DEFRA Air Quality grant	5,150
DLUHC	Rough Sleeping Accommodation Programme	15,750
DLUHC	Homeless Prevention Grant	500,016
DLUHC	Re-opening high streets safely fund	37,008
DWP	DWP - new burdens funding	64,186
Health Education England	HEE mental health workshop	7,395
Home Office	Syrian Resettlement Scheme	96,278
Home Office	Afghan Refugee Accommodation Programme	187,900
		<b>1,414,065</b>

This page is intentionally left blank

## **Appendix 5 - Reserves and Grant Funding**

### **Uses of/ (Contributions to) Reserves**

#### **Specific requests**

There are no requests for Uses of/Contributions to Reserves this month.

This page is intentionally left blank

# 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.



### 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.



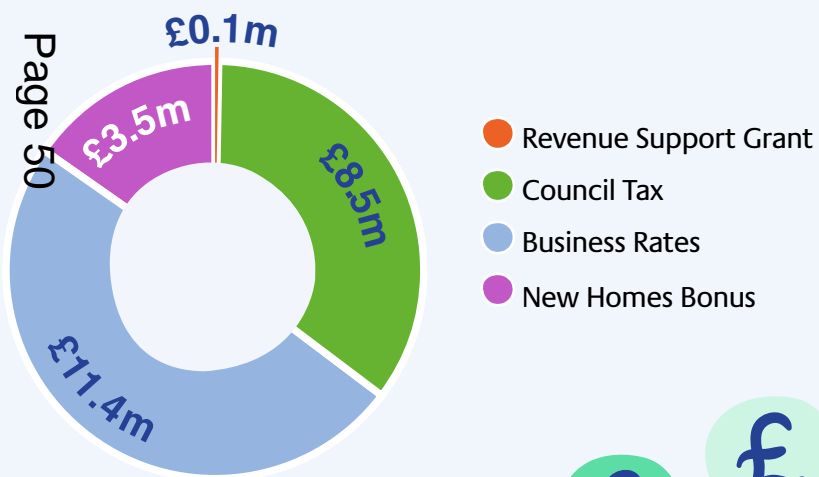
# Council funding



## 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](http://www.cherwell.gov.uk)

Email: [customer.service@cherwell-dc.gov.uk](mailto:customer.service@cherwell-dc.gov.uk)

Phone: 01295 227001

Find and email your ward councillor here:

[www.cherwell.gov.uk/find-member](http://www.cherwell.gov.uk/find-member)

## Write:

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



## Help us, help you

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

[cherwell.gov.uk](http://cherwell.gov.uk)



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

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

[www.cherwell.gov.uk/signup](http://www.cherwell.gov.uk/signup)






Cherwell

DISTRICT COUNCIL  
NORTH OXFORDSHIRE

## Appendix 7 - Performance Report November 2022

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

<b>Colour</b>	<b>Symbol</b>	<b>Tolerances for Business Plans Measures</b>	<b>Tolerances for Key Performance Measures (KPIs)</b>
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	<ul style="list-style-type: none"> <li>■ Michael Furness</li> <li>■ Stephen Hinds</li> </ul>	12.59	18.00	★	Performance still within target. We will continue to monitor the workload in this area	13.85	18.00	★
BP1.2.07 Average time taken to process Housing Benefit Change Events	Cllr A Nell	<ul style="list-style-type: none"> <li>■ Michael Furness</li> <li>■ Stephen Hinds</li> </ul>	3.47	7.00	★	Performance still within target. We will continue to monitor the workload in this area	3.04	7.50	★
BP1.1.01 Homelessness Prevention	Cllr N Mawer	<ul style="list-style-type: none"> <li>■ Nicola Riley</li> <li>■ Yvonne Rees</li> </ul>	Delivering to plan	Delivering to plan	★	The Housing Options Team continue to offer a service to customers at the earliest point we are notified someone may have housing issues. The team is up to full strength following successful recruitment enabling us to ensure early intervention in homelessness cases are prioritised. The work of Tenancy Support Officers is being focused on helping people maintain their current accommodation where possible.	Slightly behind schedule	Delivering to plan	★
BP1.2.01 Number of Homeless Households living in Temporary Accommodation (TA)	Cllr N Mawer	<ul style="list-style-type: none"> <li>■ Nicola Riley</li> <li>■ Yvonne Rees</li> </ul>	37	35	●	Numbers in temporary accommodation have been carefully managed by proactive work to secure move-on offers, which has seen as many people leaving placements as those needing placement. There is a concern numbers reaching crisis will rise in coming weeks and months and the ability of the team to keep moving people on quickly will be very challenging.	34	35	★
BP1.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr N Mawer	<ul style="list-style-type: none"> <li>■ Nicola Riley</li> <li>■ Yvonne Rees</li> </ul>	53.00	45.00	★		432.00	360.00	★
BP1.2.03 Homes improved through enforcement action	Cllr N Mawer	<ul style="list-style-type: none"> <li>■ Nicola Riley</li> <li>■ Yvonne Rees</li> </ul>	13.00	9.00	★		103.00	72.00	★
BP1.2.04 Number of affordable homes delivered including CDC and Growth Deal targets	Cllr N Mawer	<ul style="list-style-type: none"> <li>■ Nicola Riley</li> <li>■ Yvonne Rees</li> </ul>	25.00	12.00	★		112.00	96.00	★
BP1.2.05 Number of Housing Standards interventions	Cllr N Mawer	<ul style="list-style-type: none"> <li>■ Nicola Riley</li> <li>■ Yvonne Rees</li> </ul>	103.00	55.00	★		590.00	440.00	★

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	<ul style="list-style-type: none"> <li>■ Ed Potter</li> <li>■ Ian Boll</li> </ul>	53.2%	56.0%	●	Due to the dry summer we have seen a drop in green waste and as a result our recycling rate will reduce to 52%. There has also been a decrease in the amount of dry and glass recycling.	54.5%	56.0%	●
BP2.2.02 Reduction of fuel consumption used by fleet	Cllr D Sames	<ul style="list-style-type: none"> <li>■ Ed Potter</li> <li>■ Ian Boll</li> </ul>	44,425	44,736	★	Very much on target.	42,109	45,075	★

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	<ul style="list-style-type: none"> <li>■ Ian Boll</li> <li>■ Robert Jolley</li> </ul>	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 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	<ul style="list-style-type: none"> <li>■ Michael Furness</li> <li>■ Stephen Hinds</li> </ul>	8.87%	9.55%	●	The in-month collection rates was 8.87% against a target of 9.55% however the cumulative collection rates for 2022/23 are 74.74% which as exceeded the year to date target of 74.05%. The in-month collection has dropped slightly due to having exceeded our in-month collection target for 6 out of the previous 8 months. Recovery action has continued throughout November with the issuing of reminders and summons to prompt payment.	74.73%	74.05%	★
BP3.2.02 % of Business Rates collected, increasing NNDR Base.	Cllr A Nell	<ul style="list-style-type: none"> <li>■ Michael Furness</li> <li>■ Stephen Hinds</li> </ul>	8.30%	7.20%	★	The in-month collection rates was 8.30% against a target of 7.2% with the cumulative collection rates for 2022/23 being 75.67% against the year to date target of 74.20%. Recovery action has continued throughout November with outbound calls taking place and the issuing of reminders and summonses to prompt payment.	75.68%	74.30%	★

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	<ul style="list-style-type: none"> <li>■ Ian Boll</li> <li>■ Richard Webb</li> </ul>	Delivering to plan	Delivering to plan	★		Delivering to plan	Delivering to plan	★
BP4.1.02 Support Community Safety and Reduce Anti-Social Behaviour	Cllr E Reeves	<ul style="list-style-type: none"> <li>■ Ian Boll</li> <li>■ Richard Webb</li> </ul>	Delivering to plan	Delivering to plan	★	The Council's three new Community Wardens are continuing to progress their core training whilst also starting to increase our presence in Banbury and Bicester Town Centres and in local parks. The team also supported the Police's serious violence campaign through social media messaging and a providing an educational talk at a local school. Four warnings were issued to individuals concerning anti-social behaviour (ASB) in breach of the Public Spaces Protection Order in Bicester. In addition, a prosecution for a breach of an ASB related community protection notice was successfully concluded with the defendant entering a guilty plea and receiving a fine. The Council is currently supporting the Trading Standards anti-scams campaign and the during events in the town centres leading up to Christmas.	Delivering to plan	Delivering to plan	★
BP4.2.01 Number of Visits/Usage to District Leisure Centres	Cllr P Chapman	<ul style="list-style-type: none"> <li>■ Nicola Riley</li> <li>■ Yvonne Rees</li> </ul>	123,714.00	40,000.00	★		952,363.00	350,000.00	★

This page is intentionally left blank



Appendix 8 – Leadership Risk Register as at 13/12/2022

Level of risk	How the risk should be managed
<b>High Risk</b> (16-25)	<b>Requires active management</b> to manage down and maintain the exposure at an acceptable level. Escalate upwards.
<b>Medium Risk</b> (10 -15)	<b>Contingency Plans</b> - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
<b>Low Risk</b> (1 – 9)	<b>Good Housekeeping</b> - 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.

Page 57

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

Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pvi			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated:LR3P-RO-R
Probability	Impact	Rating						Probability	Impact	Rating				
4	16	Page 58	Medium Term Revenue Plan reported regularly to members.	Fully	Councillor Adam Nell	Michael Furness	Joanne Kaye	4	4	16	↔	Posts are filled by appropriately qualified individuals. When posts become vacant the JD is reviewed to ensure it meets the needs of the wider team and that the essential skill levels and experience are appropriate.	The team is currently fully staffed with appropriately qualified individuals. Continuous Professional Development opportunities are offered and maximised by CIPFA, LGA, Link, Pixel. New financial system helping to support the monitoring process.	Risk reviewed 30/11/2022 - Potential impacts and Controls updated
			Balanced medium term and dynamic ability to prioritise resources	Fully								Investment Strategy agreed annually. Strategic Place Shaping Board providing a gateway process for capital investment decisions which comply with governance framework.	New investment proposals are considered as part of the budget setting process and as and when they arise. The MTFs and budget setting continue to enhance the scrutiny and quality of new investments.	
			Highly professional, competent, qualified staff	Partially								Timely and good quality budget monitoring reports, particularly property income and capital. Unit 4 financial system provides improved management information.	Improvements to business partnering and budget management continue to be identified and implemented. Asset Management Strategy to be finalised and approved by Council.	
			Good networks established locally, regionally and nationally. Strong shareholder function and relationships with subsidiaries. Financial returns from the subsidiaries are not included in the MTFs until they are reasonable assured to materialise.	Fully								Introduction and implementation of an Asset Management Strategy. Shareholder Agreements in place with subsidiaries which require regular management reports to be shared with the Shareholder which allows for dialog between the entities.		
			National guidance interpreting legislation available and used regularly	Fully								Work is underway to maximise the impact of the available space in Banbury town centre, encouraging an enjoyable shopping experience alongside space for non-retail activity to co-exist.		
			Progress regeneration plans in a coordinated manner.	Partially								Finance support and engagement with programme management processes, project boards and steering group.	Depending on the profile of the project, finance rep will either be at Strategic or Finance Business Partner or Service Accountant level. Involvement will reflect locally on outcomes.	
			Participate in Oxfordshire Treasurers' Association's work streams	Fully								Integration and continued development of Performance, Finance and Risk reporting.	Integrated reporting has been embedded but needs to be adapted to reflect requirements of the committees at which it's elements are scrutinised.	
			Review of best practice guidance from bodies such as CIPFA, LGA and NAO	Fully								Regular involvement and engagement with colleagues across the county as well as involvement in Regional and National finance forums.	Engagement with a number of national and regional networks to ensure we are as up-to-date as we can be in relation to potential funding changes from 2023/24 and impact on our MTFs.	
			Treasury management and capital strategies in place	Fully								Regular member training and support. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee.	Regular training will be undertaken. Most recently, to induct newly elected members on the Council's finances, and the induction of new members of the Accounts Audit and Risk committee	
			Investment strategies in place	Fully								Budget setting will not be an annual event, but will be a continuous process of reviewing budget monitoring and reflecting trends in the MTFs.	Updated budget monitoring for 2022/23 with a greater focus on savings delivery and budget management. Introduction of Budget Oversight Group will review budget position monthly in order to challenge budget holders to manage their budgets within approved parameters.	
			Regular financial and performance monitoring in place	Fully								Regular utilisation of advisors as appropriate.	Borrowing strategy recently reviewed in consultation with our financial advisors (amongst others).	
			Independent third party advisers in place	Fully								Internal Audits being undertaken for core financial activity and capital as well as service activity.	Regular reporting of progress on internal audits considered by the Accounts Audit and Risk Committee.	
			Regular bulletins and advice received from advisers	Fully								Summarise and distribute announcements to CLT, Leader and Lead Member for Finance as and when announcements are made relating to Spending Reviews and other government announcements affecting Local Government.	No detail in the Spending Review to be able to plan for additional resources with any confidence - must wait for Local Government Finance Settlement 2023 to understand the impact.	
			Property portfolio income monitored through financial management arrangements on a regular basis	Partially										

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/LRR3P-RO-R
Probability	Impact	Rating						Probability	Impact	Rating				
			Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Partially Fully										
												Financial forecasts of resources for 2023/24 have assumed a reduction in resources that will be available from business rates compared to February 2022 assumptions. The budget for 2022/23 was agreed with savings proposals identified to address these reductions. Close monitoring of the delivery of the savings programme took place throughout 2021/22 with mitigations required if slippage was identified. Council agreed a balanced 2022/23 budget at its meeting on 28 February 2022. If resources were to fall significantly below the 2022/23 forecast level the Council has made a number of contingencies available in 2022/23 and, if required, a review of which reserves could be made available to mitigate this would be required (e.g. due to greater ongoing impact of Covid-19 or due to further economic shocks in the short-term). A similar approach to reviewing reserve availability could be adopted if the cost of goods we purchase were to increase. Ongoing impacts would be addressed as part of the 2023/24 budget process. A business rates reset is assumed from 2023/24 which will significantly reduce the resources available to the Council. Should resources from business rates fall much below this (e.g. due to any further ongoing impacts to the economy) then resources would be supplemented by a "safety net" payment from the Government under the current regime. The budget process for 2023/24 has begun with savings proposals sought that would enable the Council, if necessary, to operate within the forecast level of resources. Where the Government has issued consultations on future approaches to funding local government CDC has responded to ensure its views are considered. New capital bids submitted will be questioned to ensure increases in cost assumptions have been reflected and that there is an identified business need.	The Council currently anticipates a medium and long term funding shortfall in overall terms. Set alongside the anticipated funding reductions anticipated to start from 2024-25 the financial resilience of the Council could be severely impacted. The Council set its 2022/23 budget on 28 Feb 2022 and now needs to monitor the delivery of the budget and begin preparations for the 2023/24 budget process. The Government has announced a 3 year Spending Review for 2022/23 - 2024/25 in October 2021. This provided the resource envelope for Government Departments to operate in and has set out an overall increase in local government spending power over the three year period, but did not provide any specific funding allocations for individual local authorities.	
3		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	Councillor Barry Wood	Stephen Hinds	Shiraz Sheikh	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 14/12/22
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 January 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 05/12/2022. Commentary Updated

Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) PwI			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updatedL-RR3P-RO-R
Probability	Impact	Rating						Probability	Impact	Rating				
4	4	16	Business continuity strategy, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering Group	Fully	Councillor Eddie Reeves	Ian Boil	Richard Webb	3	4	12	↔	Business Continuity Statement of Intent and Framework due to be reviewed to align with new incident management framework	The Council's businesses 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 was approved by CLT in November, has been shared with Duty Directors and has been published on the Intranet. The Council's intranet pages on Business Continuity have also been updated to provide better information for staff. A document repository and management system is now in place for key business continuity plans but requires population with current documents. Teams have been asked to update BIAs in advance of a complete review of Business Continuity Plans.	Risk Reviewed 06/12/2022 - Comments updated.
			Services prioritised and ICT recovery plans reflect those priorities and the requirements of critical services	Fully								Cross-council BC Steering Group meets regularly to identify BC improvements needed		
			ICT disaster recovery arrangements in place with data centre and cloud services reducing likelihood of ICT loss and data loss	Fully								ICT transition to data centre and cloud services has reduced likelihood of ICT loss and data loss		
			Incident management team identified in Business Continuity Framework	Fully								Corporate ownership and governance revised as a result of separation of OCC and CDC		
			All services undertake annual business impact assessments and updates of business continuity plans	Partially								BC Impact assessments and BCPs being updated and reviewed by OCC's Emergency Planning team with supporting document management system being implemented.		
			All services maintain business continuity plans	Partially								BC exercises to be arranged		

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 updatedL-RR3P-RO-R
Probability	Impact	Rating						Probability	Impact	Rating				
4	4	16	Incident Management Framework in place and key contact lists updated monthly.	Fully	Councillor Eddie Reeves	Ian Boll	Richard Webb	3	4	12	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers periodically. Available on ELT Teams channel	The council is maintaining its duty director rota for any emergency incidents that might arise. Training is being provided for new Extended Leadership Team members to support them in their new role as Duty Director. A new Incident Response Framework was approved by CLT in November, has been provided to Duty Directors and is now published on the intranet for all staff to access. This new IMF reflects changes following separation from OCC. Duty Directors also have access to this framework on the Cherwell Resilience Direct pages along with a key contacts guide. A 'lessons learned' review of an incident in July (which resulted in no disruption to the council but tested our response arrangements) has identified some actions to improve awareness of the council's business continuity incident response arrangements. These actions are being progressed and will be completed by the end of December 2022.	Risk Reviewed 06/12/2022 - Comments and mitigating actions updated.
			Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered	Fully								OCC Emergency Planning providing expert advice and support under a partnership arrangement which continues post decoupling.		
			Expert advice and support provided by Oxfordshire County Council's Emergency Planning Team under partnership arrangements.	Fully								Supporting officers for incident response identified in the emergency plan and wallet guide.		
			Council Duty Directors attend training relating to role prior to joining duty director rota and have refresh training annually	Fully								Refreshed incident management plan being developed following separation from OCC.		
			Multi agency emergency exercises conducted to ensure readiness	Partially								Training provided for all Duty Directors in late 2021 and early 2022. Training for new duty directors arranged for October and December 2022. All senior managers who provide the Duty Director rota have opportunity attend multi-agency exercises and duty manager training with OCC senior managers.		
			Active participation in Local Resilience Forum (LRF) activities	Fully								On-call rota being maintained and updated to reflect recent staffing changes		
												Authority continues to be represented at the Local Resilience Forum		
4	4	16	Community Safety Partnership monitors risks and oversees the actions needed to reduce risks of exploitation	Partially	Councillor Eddie Reeves	Ian Boll	Richard Webb	3	4	12	↔	Engagement with the CE sub-group of Safeguarding Children Board following the Jacob CSPP to identify improvements to local arrangements.	Work is continuing to implement changes to the local arrangements for tackling child exploitation following the Jacob CSPP. 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 06/12/2022. Comments and mitigating actions updated.
			Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and Cherwell Operations Group to share information and plan actions on known risks and vulnerable people with partners.	Fully								Implementing local changes to the multi-agency arrangements in Cherwell seeking to prevent child exploitation to address findings in the Jacob CSPP.		
			Representation at county Child Exploitation sub-group of the Safeguarding Children Board, the countywide Modern Slavery Partnership and Safer Oxfordshire Partnership.	Fully								CSP to adopt improved oversight of the local arrangements to ensure these are effective.		
			Representation at the Children Missing and Exploited Network meetings for north Oxfordshire.	Fully								Community based exploitation disruption models to be developed and implemented.		
			Engagement at an operational and tactical level with relevant external agencies and networks to deliver community based disruption and preventative actions.	Partially								Continue to engage with partnership arrangements in place to identify risks.		
			Arrangements in place to ensure local framework of partnership meetings are effective and robustly identify and tackle risks.	Partially										

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: L-RR3P-RO-R
Probability	Impact	Rating						Probability	Impact	Rating				
5	4	20	Corporate H&S governance arrangements and policies are regularly reviewed and updated by the Corporate H&S Team and monitored by the H&S Assurance Board.	Fully	Councillor R. Mould	Claire Cox	Martin Green	3	4	12	↔	<p>As a result of decoupling from OCC the strategic H&amp;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.</p> <p>Post decoupling CLT will have monthly monitoring of H&amp;S matters as a standing item at CLT meetings. The corporate H&amp;S register will be managed and monitored with a focus on the depots as our highest risk areas.</p> <p>Corporate H&amp;S Auditing and Inspection programme on track. Reports issued to managers and actions tracked for completion.</p>	<p>Risk re-evaluated in light of decoupling from OCC and the need for a Corporate lead to be recruited which has now taken place.</p> <p>The Health and Safety Manager commenced employment on 1 December 2022 and will be taking forward actions arising from the recent Health and Safety Audit report.</p>	Risk reviewed 02/12/2022
			Directors and service leads are responsible for ensuring H&S arrangements are in place within their areas or responsibility. Managers are responsible for ensuring operational health and safety risks are assessed and effective control measures implemented.	Fully										
			Consultation with employee representatives via employer and union consultative committees (Unison)	Fully										
			Corporate H&S Training provided via corporate learning and development programme. Training for operational risks may be organised by services.	Fully										
			H&S performance monitored by accident and incident reports and corporate H&S auditing and inspection programme.	Fully										
			H&S information is disseminated via internal communications and updates to ELT and other relevant meetings.	Fully										

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:LR3P-RO-R
Probability	Impact	Rating						Probability	Impact	Rating				
4	5	20	File and data encryption on computer devices	Fully	Councillor Richard Mould	Stephen Hinds	David Spilsbury	3	5	15	↔	Cyber Security is mandatory e-learning for all staff to be completed annually and is part of new starters induction training.	Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review. The controls and any further controls will not reduce the potential impact should the risk occur e.g., if we were subject to a ransomware attack the effect on the council could be catastrophic. We do have controls in place to prevent this happening and plans to deal with and recover from such an incident should it occur. The controls in place have reduced the probability from 'probable' to 'possible', we don't believe that this is reduced further to the point of it being 'unlikely' as it is possible, we could be subjected to either a cyber incident or data breach within the Council. The National Cyber Security Centre (NCSC) advise an increased risk of cyber-attack due to escalating tensions in Eastern Europe. The overall risk score remains the same. A recent Audit of the Cyber function (CDC and OCC jointly) rated the that the system of control is being maintained (Amber) It should be noted that two elements of the Audit were red rated, and these were regating procedural documentation which since have been resolved.	Risk reviewed 05/12//22 - No changes
			Managing access permissions and privileged users through AD and individual applications	Fully								Members given presentations and cyber training with the Police Cyber Security Advisor.		
			Schedule of regular security patching	Fully								The Regional Police Cyber Security Advisor have given a series of all-Council staff awareness sessions.		
			Vulnerability scanning	Fully								Microsoft Multi-Factor Authentication is embedded to authenticate users providing an enhanced level of cyber security.		
			Malware protection and detection	Fully								IT implemented an intrusion prevention and detection system which is monitored, and regular actions are implemented from the resulting reports.		
			Effective information management and security training and awareness programme for staff	Fully								Cyber Security advice and guidance regularly highlighted to all staff.		
			Password and Multi Factor Authentication security controls in place	Fully								External Health Check undertaken each year and Cabinet Office PSN compliance reviewed and certified each year to ensure the infrastructure is secure to connect to the PSN.		
			Robust information and data related incident management procedures in place	Fully								Internal Audit completed cyber audits with no major issues or significant risks identified.		
			Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services	Fully								Joint OCC/CDC Cyber Security Officer in place - this is likely to continue after decoupling under SLA.		
			Appropriate plans in place to ensure ongoing PSN compliance	Fully								Additional IT security advice provided for all staff during the Covid-19 working at home period including online coronavirus related scams.		
			Adequate preventative measures in place to mitigate insider threat, including physical and system security	Fully								Cyber Security Manager has reviewed advice and provided assurance on our compliance.		
			Insider threat mitigated through recruitment and line management processes	Fully								All staff reminded to be vigilant to unexpected emails due to the heightened risk of cyber-attack due to escalating tensions in Eastern Europe.		
			A complete restructure and update of the technical approach for the infrastructure has resulted in a move to a zero trust model.	Fully										
Advice received from NCSC on specific activity alerts, the increased threat of globalised ransomware and malware attacks.	Fully													

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:L-RR3P-RO-R
Probability	Impact	Rating						Probability	Impact	Rating				
4	4	16	Safeguarding lead in place and clear lines of responsibility established	Fully	Councillor Phil Chapman	Yvonne Rees	Nicola Riley	2	4	8	↔	Monitoring of implementation of corporate policies and procedures to ensure fully embedded	The action plan was taken to Overview and Scuritry committee on 29th November	Risk reviewed 05/12/2022 - Comments updated
			Safeguarding Policy and procedures in place	Fully								Ensure web pages remain up to date		
			Information on the intranet on how to escalate a concern	Fully								Annual refresher and new training programmes including training for new members		
			Mandatory training and awareness raising sessions are now in place for all staff.	Fully								Attendance at safeguarding boards and participation in learning events		
			Safer recruitment practices and DBS checks for staff with direct contact	Fully								Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within the system and compliance with latest practice		
			Data sharing agreement with other partners	Fully								Regular internal cross departmental meetings to discuss safeguarding practice		
			Attendance at Children and Young People Partnership Board (CYPPB)	Fully								Action plan acted upon and shared with Overview and scrutiny committee once a year		
Annual Section 11 return compiled and submitted as required by legislation.	Fully	Corporate monitoring of all referrals												
3	5	15	Annual business planning in place for all companies to include understanding of the link between the Council's strategic 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. A governance review is being undertaken and initial recommendations have been approved by the Shareholder Committee.	Fully	Councillor Adam Nell	Yvonne Rees	Stephen Hinds	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.	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. SH transitioned as Stakeholder representative on 24th November, with ongoing support in the interim from NE.	Risk reviewed 05/12/22 - Potential impacts and Comments updated
			Regular meetings are in place between the Council's S.151 Officer and the relevant company Finance Directors. Financial planning for the companies undertaken that will then be included within our own Medium Term Financial Strategy. Financial risks are routinely reported by the Shareholder Representative to the Shareholder Committee.	Fully								Resilience and support being developed across business to support and enhance knowledge around council companies.		
			Clear governance arrangements are in place. A governance review is being undertaken and initial recommendations have been approved by the Shareholder Committee.	Partially								Skills and experience being enhanced to deliver and support development, challenge and oversight.		
			Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance through the Shareholder Representative meetings and through the reporting to the Corporate Leadership Team on a monthly basis.	Fully								Work with one company to ensure long term support arrangements are put in place.		
			Training in place for those undertaking Director roles relating to the companies.	Partially										



Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pvi			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updatedL-RR3P-RO-R
Probability	Impact	Rating						Probability	Impact	Rating				
3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners	Partially	Councillor Adam Nell	Shiraz Sheikh	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.	Shiraz Sheikh is taking operational lead with Simon Moody regarding procurement. Communications to go out in December 2022. Shiraz Sheikh extending SLA with Publica.	Risk reviewed 5/12/22 - Commentary updated
			Business continuity planning arrangements in place in regards to key suppliers	Partially								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.		
			Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially								Business continuity plans in place		
			Intelligence unit set up procurement Hub to monitor supplier and contractor market	Fully										
			Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors	Fully										

Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pvi			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updatedL-RR3P-RO-R
Probability	Impact	Rating						Probability	Impact	Rating				
4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc.	Fully	Councillor Barry Wood	Stephen Hinds	Shiraz Sheikh	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures - through CLT and DLTs.	Risk is currently under complete review. A fundamental review of organisational risks and risk policy is ongoing. New MO ratified by Full Council on 17th October.	Risk reviewed 05/12/2022 -No changes
			Clear accountability and resource for corporate governance (including the shareholder role).	Fully								Leadership programme Identifying Programme and Project Management is being developed and rolled out to ELT during 2022/23.		
			Integrated budget, performance and risk reporting framework.	Fully								The Monitoring Officer is a member of full member of CLT.		
			Corporate programme office and project management framework. Includes project and programme governance.	Partially										
			Internal audit programme aligned to leadership risk register.	Fully										
			Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc.	Partially										
			HR policy framework.	Partially										
			Annual governance statement process undertaken for 2021/22 connects more fully and earlier with ELT and CLT.	Fully										
Annual Review of the Constitution will take place each Autumn led by the Overview & Scrutiny Committee and approved by Full Council	Fully													

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:LR3P-RO-R
Probability	Impact	Rating						Probability	Impact	Rating				
4	5	20	Established programme structure and partnership ethos to support effective programme delivery.	Fully	Councillor Barry Wood	Ian Boll	Robert Jolley	4	3	12	↔	A CDC GD programme and programme board capability.	The Infrastructure and Homes from Infrastructure workstream (IH) is the only remaining workstream within the Oxfordshire Housing and Growth Deal Programme and is being reviewed to rebalance the programme within financial parameters; work continues with the various local authority partners and the Future Oxfordshire Partnership in pursuit of this objective. It should be noted that the Productivity workstream was completed when OxLEP finalised the Oxfordshire Industrial Strategy and the Affordable Housing workstream has also been completed. Oxfordshire Plan 2050 ceased in August 2022.	Risk reviewed 05/12/2022- comments updated
			Put suitable arrangements in place to deliver the Project Management function.	Fully, when implemented (not implemented yet).								Meetings to take place with key colleagues to implement suitable arrangements to deliver the Project Management function.		
			Engagement with housing developers to understand their commercial constraints.	Partially								Work stream plans of work (work stream brief, schedule, RAID log) Structured engagement with developers to better understand their needs.		
			Identify potential "top up" schemes to supplement GD affordable housing scheme.	Fully								Appropriate escalation of issues to agree programme flexibilities where required.		
			Utilise effective Programme controls to facilitate prompt escalation of issues to enable appropriate decision making and delivery timescale review.	Fully								Improved collaboration working with partners.		
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.	Partially	Ongoing work with partners to realistically reflect deliverable schemes within programme time frame.												
3	4	12	Analysis of workforce data and on-going monitoring of issues.	Partially	Councillor R. Mould	Yvonne Rees	Claire Cox	3	4	12	↔	Development of relevant workforce plans.	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 02/12/2022 - No changes.
			Key staff in post to address risks (e.g. strategic HR business partners)	Fully								Development of new L&D strategy, including apprenticeships.		
			Weekly Vacancy Management process in place	Fully								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.		
			Ongoing service redesign will set out long term service requirements	Partially								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. 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.		

Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pvi			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated:LR3P-RO-R
Probability	Impact	Rating						Probability	Impact	Rating				
5	4	20	Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services.	Fully	Councillor Barry Wood	Ian Boll	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 06/12/2022. No changes.
			Remote (home based) working in place, to facilitate self isolation and limit impact on service delivery.	Partially										
			Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response.	Fully										
			Regular updates from Director of Public Health, shared internally and externally. Partnership communications. Partnership communications enhanced and regular conversations convened.	Fully										

Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pvi			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated:RR3P:RO:R
Probability	Impact	Rating						Probability	Impact	Rating				
3	4	12	Business Continuity Plans in place.	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 06/12/2022. No changes.
			Guidance supports managers to enable agile working and is updated in response to changing conditions.	Partially										
			Remote working capability across all relevant council teams.	Fully										
			Regular updates from Director of Public Health, shared internally and externally.	Fully										

This page is intentionally left blank

## Cherwell District Council

### Executive

9 January 2023

### Council Tax Base 2023-2024

### Report of the Assistant Director of Finance (S151 Officer)

This report is public

### Purpose of report

To provide the Council Tax Base for 2023-2024

### 1.0 Recommendations

That the Executive:

- 1.1 approves the report of the Assistant Director of Finance for the calculation of the Council's Tax Base for 2023-2024
- 1.2 agrees that, in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, the amount calculated by Cherwell District Council as its Council Tax Base for the year 2023-2024 shall be **58,184.3**.
- 1.3 agree for the parishes which form part of its area shown in Appendix 1, the amount calculated as the Council Tax Base for the year 2023-2024 in respect of special items shall be as indicated in the column titled Tax Base 2023-2024.
- 1.4 agrees for the Flood Defence Areas which form part of its area, the amount calculated as the Council Tax Base for the year 2023-2024 for the purposes of levies on Oxfordshire County Council by River Authorities, shall be:

Thames Flood Defence Area	55,826.0
Anglian (Great Ouse) Flood Defence Area	1,910.5
Severn Region Flood Defence Area	447.8
<b>TOTAL</b>	<b>58,184.3</b>

## **2.0 Introduction**

2.1 For the purposes of Section 31B of the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, the Council is required to calculate the tax base (which will be used for tax setting purposes in February 2023) in respect of:

(a) the whole of its area and

(b) for any parts of its area for the purposes of:

- (i) Apportioning precepts and levies and
- (ii) Calculating the tax base for each area subject to a special item

## **3.0 Report Details**

3.1 In respect of the 1 (a) 'the whole of its area':

3.1.1 The tax base has to be notified by Cherwell District Council to major precepting bodies (i.e., Oxfordshire County Council and the Police and Crime Commissioner for Thames Valley) and levy authorities (i.e., Thames Flood Defence Area, Anglian (Great Ouse) Flood Defence Area and Severn Region Flood Defence Area) by 31 January 2023 to enable their precepts to be calculated as a tax per band D equivalent properties.

3.2 In respect of 1 (b) 'parts of its area'

3.2.1 Major precepting and levying authorities have to notify Cherwell District Council (the billing authority) by 31 December 2022 of the area(s) subject to a special item (expense) and for which an apportionment of the tax base is required. No such notification has been received.

3.2.2 Parishes who levy a precept are automatically treated as a special item and there has to be a tax base calculated for each of the parishes in the area. They are not required to calculate a precept as a tax per band D equivalent property but can request the tax base figure to be supplied to them within ten days of making a request. Each parish and town council are notified of the figure for their area.

### **Calculation of the tax base**

3.3 The starting point of the calculation, as shown in Appendix 3, is the total number of council tax dwellings and their council tax band.

3.4 The council then allows for the following information and estimates for each band:



(a) Dwellings which are exempt, so no council tax is payable (e.g., those where all occupiers are students)

(b) Dwellings which attract a 25 per cent reduction (e.g., those with a single adult occupier)

(c) Dwellings which attract a 50 per cent reduction (e.g., those properties where all adult residents are disregarded or 'don't count' for council tax purposes)

(d) Dwellings which are treated as paying a lower band because they have been adapted for a disabled person. The regulations specify how to adjust the tax base in respect of band A dwellings.

(e) Dwellings which attract a reduction through the Council Tax Reduction Scheme.

(f) Dwellings which are exempt from council tax

3.5 Each band is then converted into "band D equivalents" by applying the factor required by legislation. A band H, for example, is multiplied by two. All of these are added together to give a total number of band D equivalents.

3.6 A further adjustment is made for Class O exempt properties (Armed forces' accommodation) as the Ministry of Defence makes a payment roughly equal to the council tax that it would have had to pay for each property if they were not exempt.

3.7 We also estimate the number of properties which will be either added to or removed from the Valuation List in the new financial year and make an adjustment to reflect that they won't all be subject to full council tax for 12 months.

3.8 A final adjustment is made to allow for non-collection. The council is required to decide what its collection rate is likely to be and applies this to its council tax base. For 2022-2023 this was 98% and it is proposed it should be 98% in 2023-2024.

## **4.0 Conclusion and Reasons for Recommendations**

4.1 The Council must legally set a tax base for the following year by 31 January. This will allow the Council to notify its preceptors of the tax base in order for them (and the Council) to set their budgets for 2023/24.

## **5.0 Consultation**

Councillor Adam Nell, Portfolio Holder for Finance

## 6.0 Alternative Options and Reasons for Rejection

There are no alternative options. The Council has to set a tax base in order to set its council tax for 2023-2024.

## 7.0 Implications

### Financial and Resource Implications

- 7.1 There are no direct financial implications within this report. However, when the Council determines its Council Tax Requirement when setting the budget, the Council Tax Base is used for calculating the amount of Council Tax set by Cherwell District Council. The tax base of 58,184.3 will be reflected in the budget papers taken to Executive and Council in February 2022.

Comments checked by:

Joanne Kaye, Strategic Finance Business Partner  
[joanne.kaye@cherwell-dc.gov.uk](mailto:joanne.kaye@cherwell-dc.gov.uk) 01295 221545

### Legal Implications

- 7.2 For each financial year and each category of dwellings in its area, the council must set an amount of council tax (section 30, Local Government Finance Act 1992). Section 31B of the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 demand that the council calculates a tax base by 31 January 2022. This will be used for Council Tax setting purposes in February 2022.

Comments checked by:

Shiraz Sheikh, Assistant Director Law & Governance  
[Shiraz.Sheikh@cherwell-dc.gov.uk](mailto:Shiraz.Sheikh@cherwell-dc.gov.uk) 01295 221651

### Risk Implications

- 7.3 If the Council does not set a tax base in accordance with statutory deadlines, then it will not be able to set its Council Tax for the 2023-2024 financial year. This is managed as an operational risk and escalated to the leadership risk register as and when necessary.

Comments checked by:

Celia Prado-Teeling, Performance Team Leader  
[Celia.prado-teeling@cherwell-dc.gov.uk](mailto:Celia.prado-teeling@cherwell-dc.gov.uk), 01295 221556

### Equality and Inclusion Implications

- 7.4 All proposals are developed in line with the commitments set in our Equalities and Inclusion Framework. Any equalities and inclusion implications will be reflected with mitigating actions where possible in the correspondent Equalities Impact Assessment.

Comments checked by:  
Celia Prado-Teeling, Performance Team Leader  
[Celia.prado-teeling@cherwell-dc.gov.uk](mailto:Celia.prado-teeling@cherwell-dc.gov.uk), 01295 221556

### **Sustainability Implications**

7.5 There are no sustainability implications.

Comments checked by:  
Ed Potter, Assistant Director Environmental Services  
[ed.potter@cherwell-dc.gov.uk](mailto:ed.potter@cherwell-dc.gov.uk), 01295 221574

## **8.0 Decision Information**

### **Key Decision**

**Financial Threshold Met: No**

**Community Impact Threshold Met: No**

### **Wards Affected:**

All

### **Links to Corporate Plan and Policy Framework:**

All

### **Lead Councillor:**

Councillor Adam Nell, Portfolio Holder for Finance

### **Document Information**

#### **Appendix Number and Title**

- Appendix 1 - Council tax base by parish
- Appendix 2 - Council tax base by Flood Defence Area
- Appendix 3 - Council tax base calculation

### **Background papers**

None

### **Report Author and contact details**

Lynsey Parkinson, Finance Business Partner - Corporate  
[lynsey.parkinson@cherwell-dc.gov.uk](mailto:lynsey.parkinson@cherwell-dc.gov.uk),  
01295 221739



## Appendix 1 – Council Tax Base by Parish 2023-24

Parish	Relevant Amount	Tax Base at 98%	MoD Class O Properties	Tax Base for 2023-24
Adderbury	1,372.0	1,344.6	-	1,344.6
Ambrosden	600.5	588.5	237.4	825.9
Ardley	270.0	264.6	-	264.6
Arncott	324.9	318.4	-	318.4
Banbury	16,974.3	16,634.8	-	16,634.8
Barford	274.2	268.7	-	268.7
Begbroke	373.8	366.3	-	366.3
Bicester	13,133.3	12,870.6	-	12,870.6
Blackthorn	147.2	144.3	-	144.3
Bletchington	451.4	442.4	-	442.4
Bloxham	1,615.6	1,583.3	-	1,583.3
Bodicote	1,125.0	1,102.5	-	1,102.5
Bourton	354.1	347.0	-	347.0
Broughton	126.4	123.9	-	123.9
Bucknell	106.0	103.9	-	103.9
Caversfield	573.2	561.7	-	561.7
Charlton on Otmoor	206.6	202.5	-	202.5
Chesterton	465.4	456.1	-	456.1
Claydon	143.7	140.8	-	140.8
Cottisford	71.6	70.2	-	70.2
Cropredy	309.1	302.9	-	302.9
Deddington	1,065.5	1,044.2	-	1,044.2
Drayton	341.5	334.7	-	334.7
Duns Tew	241.8	237.0	-	237.0
Epwell	141.3	138.5	-	138.5
Fencot and Murcott	132.0	129.4	-	129.4
Finmere	226.1	221.6	-	221.6
Fringford	268.2	262.8	-	262.8
Fritwell	292.5	286.7	-	286.7
Godington	21.3	20.9	-	20.9
Gosford and Water Eaton	556.4	545.3	-	545.3
Hampton Gay and Poyle	82.4	80.8	-	80.8
Hanwell	125.4	122.9	-	122.9
Hardwick with Tusmore	40.7	39.9	-	39.9
Hethe	117.6	115.2	-	115.2
Hook Norton	1,090.3	1,068.5	-	1,068.5
Horley	163.2	159.9	-	159.9
Hornton	172.6	169.1	-	169.1
Horton Cum Studley	256.1	251.0	-	251.0

Parish	Relevant Amount	Tax Base at 98%	MoD Class O Propertes	Tax Base for 2023-24
Islip	327.4	320.9	-	320.9
Kidlington	5,119.9	5,017.5	-	5,017.5
Kirtlington	459.5	450.3	-	450.3
Launton	628.3	615.7	-	615.7
Lower Heyford	224.4	219.9	-	219.9
Merton	142.0	139.2	-	139.2
Middle Aston	68.9	67.5	-	67.5
Middleton Stoney	152.3	149.3	-	149.3
Milcombe	274.4	268.9	-	268.9
Milton	88.9	87.1	-	87.1
Mixbury	120.0	117.6	-	117.6
Mollington	242.6	237.7	-	237.7
Newton Purcell	45.0	44.1	-	44.1
Noke	84.6	82.9	-	82.9
North Aston	105.2	103.1	-	103.1
North Newington	161.4	158.2	-	158.2
Oddington	65.6	64.3	-	64.3
Piddington	183.2	179.5	-	179.5
Prescote	7.7	7.5	-	7.5
Shenington	235.6	230.9	-	230.9
Shipton on Cherwell	158.0	154.8	-	154.8
Shutford	215.7	211.4	-	211.4
Sibford Ferris	201.9	197.9	-	197.9
Sibford Gower	255.0	249.9	-	249.9
Somerton	143.5	140.6	-	140.6
Souldern	216.4	212.1	-	212.1
South Newington	154.4	151.3	-	151.3
Steeple Aston	434.8	426.1	-	426.1
Stoke Lyne	110.9	108.7	-	108.7
Stratton Audley	222.0	217.6	-	217.6
Swalcliffe	115.6	113.3	-	113.3
Tadmarton	261.8	256.6	-	256.6
Upper Heyford	167.0	163.7	-	163.7
Wardington	255.0	249.9	-	249.9
Wendlebury	199.1	195.1	-	195.1
Weston on the Green	263.2	257.9	-	257.9
Wigginton	117.5	115.2	-	115.2
Wroxton	285.5	279.8	-	279.8
Yarnton	1,211.3	1,187.1	-	1,187.1
Heyford Park	1,050.4	1,029.4	-	1,029.4
<b>Total</b>	<b>59,129.1</b>	<b>57,946.9</b>	<b>237.4</b>	<b>58,184.3</b>

## Appendix 2 – Council Tax Base by Flood Defence Area 2023/24

Parish	THAMES	ANGLIAN (Ouse)	SEVERN
Adderbury	1,344.6		
Ambrosden	825.9		
Ardley		264.6	
Arncott	318.4		
Banbury	16,634.8		
Barford	268.7		
Begbroke	366.3		
Bicester	12,870.6		
Blackthorn	144.3		
Bletchington	442.4		
Bloxham	1,583.3		
Bodicote	1,102.5		
Bourton	347.0		
Broughton	123.9		
Bucknell	103.9		
Caversfield	561.7		
Charlton on Otmoor	202.5		
Chesterton	456.1		
Claydon	140.8		
Cottisford		70.2	
Cropredy	302.9		
Deddington	1,044.2		
Drayton	334.7		
Duns Tew	237.0		
Epwell	138.5		
Fencot and Murcott	129.4		
Finmere		221.6	
Fringford		262.8	
Fritwell		286.7	
Godington		20.9	
Gosford and Water Eaton	545.3		
Hampton Gay and Poyle	80.8		
Hanwell	122.9		
Hardwick with Tusmore		39.9	
Hethe		115.2	
Hook Norton	1,068.5		
Horley	159.9		
Hornton	169.1		
Horton cum Studley	251.0		
Islip	320.9		
Kidlington	5,017.5		
Kirtlington	450.3		
Launton	615.7		
Lower Heyford	219.9		
Merton	139.2		
Middle Aston	67.5		
Middleton Stoney	149.3		
Milcombe	268.9		

Parish	THAMES	ANGLIAN (Ouse)	SEVERN
Milton	87.1		
Mixbury		117.6	
Mollington	237.7		
Newton Purcell		44.1	
Noke	82.9		
North Aston	103.1		
North Newington	158.2		
Oddington	64.3		
Piddington	179.5		
Prescote	7.5		
Shenington	230.9		
Shipton on Cherwell	154.8		
Shutford	211.4		
Sibford Ferris			197.9
Sibford Gower			249.9
Somerton		140.6	
Souldern	212.1		
South Newington	151.3		
Steeple Aston	426.1		
Stoke Lyne		108.7	
Stratton Audley		217.6	
Swalcliffe	113.3		
Tadmarton	256.6		
Upper Heyford	163.7		
Wardington	249.9		
Wendlebury	195.1		
Weston On The Green	257.9		
Wiggington	115.2		
Wroxton	279.8		
Yarnton	1,187.1		
Heyford Park	1,029.4		
<b>TOTAL</b>	<b>55,826.0</b>	<b>1,910.5</b>	<b>447.8</b>



## Appendix 3 - Cherwell District Council Calculation of 2023/24 Council Tax Base

**ALL PARISHES COUNCIL TAX - VALUATION BANDS**

All figures at 01 December 2022	Band A with disabled reduction	A	B	C	D	E	F	G	H	2023-24 Tax Base
1.Total number of dwellings on the Valuation List	0	6,077	16,409	19,235	12,453	8,942	4,307	2,785	260	<b>70,468</b>
2.Number of dwellings on valuation list exempt	0	235	485	337	387	102	45	24	3	<b>1,618</b>
3.Number of demolished dwellings	0	0	0	0	0	0	0	0	0	<b>0</b>
4.Number of chargeable dwellings (lines 1-2-3)	0	5,842	15,924	18,898	12,066	8,840	4,262	2,761	257	<b>68,850</b>
5.Number of chargeable dwellings in line 4 subject to disabled reduction	0	6	37	83	61	49	17	10	12	<b>275</b>
6.Number of dwellings effectively subject to council tax for this band by virtue of disabled relief	6	37	83	61	49	17	10	12	0	<b>275</b>
7.Number of chargeable dwellings adjusted in accordance with lines 5 and 6 (Lines 4-5+6)	6	5,873	15,970	18,876	12,054	8,808	4,255	2,763	245	<b>68,850</b>
8.Number of dwellings adjusted In Line 7 entitled to a 25% (SPD)	4	3,254	6,232	5,823	2,949	1,516	645	349	17	<b>20,789</b>
9. Number of dwellings in Line 7 entitled to a 25% discount due to all but one resident being disregarded	0	22	131	161	96	64	27	8	0	<b>509</b>

## Appendix 3

10. Number of dwellings in Line 7 entitled to a 50% discount due to all residents being disregarded	0	10	14	9	2	7	6	16	12	<b>76</b>
11. Number of dwellings in Line 7 classed as second homes	0	101	113	117	94	50	37	54	12	<b>578</b>
12. Number of dwellings in Line 7 classed as empty and receiving a 0% discount	0	61	112	75	57	43	15	20	3	<b>386</b>
13. Number of dwellings in Line 7 classed as empty and receiving a discount	0	81	170	115	64	44	16	14	1	<b>505</b>
14. Number of dwellings in Line 7 classed as empty and being charged the Empty Homes Premium	0	25	20	19	18	10	10	10	5	<b>117</b>
15. Total number of dwellings in Line 7 classed as empty (Lines 12 + 13 + 14)	0	167	302	209	139	97	41	44	9	<b>1,008</b>
16. Number of dwellings that are classed as empty and have been for more than 6 months (from properties in Line 15)	0	84	137	95	76	50	28	29	8	<b>507</b>
16a. Number of dwellings included in Line 16 which are still empty because of flooding that occurred between 1 December 2015 and 31 March 2016	0	0	0	0	0	0	0	0	0	<b>0</b>
17. Number of dwellings that are classed as empty and have been for more than 6 months (formerly Class A exempt excluding any dwellings in Line 16a)	0	1	2	4	4	7	2	1	0	<b>21</b>
18. Number of dwellings classed as empty for more than 6 months excluding those empty due to flooding (Line 16 - line 16a - line 17)	0	83	135	91	72	43	26	28	8	<b>486</b>
19. Number of dwellings in line 7 where there is liability to pay 100% council tax before Family Annexe discount	2	2,477	9,401	12,749	8,925	7,167	3,550	2,366	210	<b>46,847</b>

20. Number of dwellings in line 7 that are assumed to be subject to a discount or a premium before Family Annexe discount	4	3,396	6,569	6,127	3,129	1,641	705	397	35	<b>22,003</b>
21. Reduction in taxbase as a result of the Family Annexe discount (b/fwd. from Family Annexe tab)	0	30	4	2	2	1	0	0	0	<b>39</b>
<b>22. Number of dwellings equivalents after applying discounts and premiums to calculate taxbase</b>	<b>5</b>	<b>5,019</b>	<b>14,356</b>	<b>17,369</b>	<b>11,289</b>	<b>8,408</b>	<b>4,087</b>	<b>2,669</b>	<b>237</b>	<b>63,439</b>
23. Ratio to Band D	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
<b>24. Total number of band D equivalents (to 1 decimal place) (line 22 x line 23)</b>	<b>3</b>	<b>3,346</b>	<b>11,166</b>	<b>15,439</b>	<b>11,291</b>	<b>10,277</b>	<b>5,903</b>	<b>4,449</b>	<b>474</b>	<b>62,347.7</b>
Allowance for new properties										<b>274.3</b>
Allowance for premium on empty homes										<b>123.0</b>
Allowance for Council Tax Reduction Scheme										<b>-3,615.9</b>
Allowance for non-collection (2%)										<b>-1,182.2</b>
Number of band D equivalents of contributions in lieu of M.O.D.										<b>237.4</b>
<b>Taxbase for 2023-24</b>										<b>58,184.3</b>

This page is intentionally left blank

## **Cherwell District Council**

### **Executive**

**9 January 2022**

## **Consultation & Engagement for Banbury Vision 2050**

### **Report of Assistant Director – Growth and Economy**

This report is public

#### **Purpose of report**

To establish a workstream to set a sustainable vision for Banbury town centre and its environs through to 2050. Recognising that post pandemic, the retail sector has significantly changed and for town centres there needs to be a changed dynamic. Establishing what change is required, is an essential first step in developing a new vision.

To do this it is proposed to undertake a comprehensive consultation and engagement exercise with residents, businesses, and visitors in the fourth quarter of 2022-23 which will then inform the programme going forward in 2023-24 and onwards.

The purpose of this will be to establish what is performing well, what is performing not so well, and what stakeholders would like to see more of in their town centre with particular regard to filling the void left by retail in the current and anticipated medium term future for the town.

It is expected that the initial engagement exercise will set a bar for stakeholder expectations which will then lead to the commissioning of a series of evidence bases, modelling and development appraisals to understand and inform the ability to deliver the emerging vision. An increased emphasis on more sustainability, stronger cultural offers, increased “meanwhile” uses are expected through engagement, as will stronger employment options, opening of spaces, improved connectivity, and alternative use of retail space.

#### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To approve the outline programme governance arrangements for the Banbury Vision 2050 Programme Board and Terms of Reference (see Appendix 1).
- 1.2 To approve the initiation of consultation & engagement on Banbury Vision 2050.
- 1.3 To approve proceeding with the appointment of consultants for community consultation and engagement.

## **2.0 Introduction**

2.1 The Adopted Banbury Vision and Masterplan (2015) has the following ambitions:

- To promote Banbury as the service centre of choice for the region
- To establish a strong economy
- To reduce congestion and improve accessibility
- To create a vibrant and attractive town centre
- To create high quality environments and a distinctive place to live and work
- To promote opportunities for local people

2.2 The overall aim of Banbury Vision 2050 is to provide a clear and integrated plan to respond to changing trends in retail and town centres and consumer expectations, and to provide the right offer and environment to ensure the vibrancy and resilience of the town centre over the next 30 years.

2.3 Banbury Vision 2050 will provide an in-depth understanding of the challenges the town centre faces today and, in the future, the opportunities that are available, the interventions required to ensure its long-term vibrancy and resilience and how the area can move towards being a more experience-based and people-focused town centre that provides the right offer, built environment and public realm to give Banbury a clear identity and unique selling point.

2.4 The starting point of the strategy will be an ambitious and aspirational vision that will inform the strategy and masterplan and will form the basis for future work and interventions.

2.5 To help with the development of the vision, we will embark a multi-stage process to define what Banbury Vision 2050 looks like.

2.6 Stage one of this process is the engagement of a creative organisation that will be able to lead visioning workshops, stakeholder engagement and translate the findings into an inspiring and realistic vision.

## **3.0 Report Details**

3.1 This report is the first in a series which will update Executive on progress on the regeneration of Banbury Town Centre and its environs.

3.2 Banbury Vision 2050 seeks to provide a development and investment framework to guide the growth of the town centre up to 2050 years and will provide a framework to evaluate ideas and proposals from within the Council itself, including the use of assets and the delivery of public facilities and services. It will provide a spatial and urban design framework to guide the future planning of the town centre.

3.3 The Banbury Vision 2050 will not be a material consideration for the purposes of determining planning applications. However, its content will be used to inform the preparation of town centre policies as part of ongoing work on the Local Plan Update.

- 3.4 A community consultation and engagement exercise allows for the refreshing and reimagining of Banbury for a sustainable future. Multi-faceted public/private partnerships will be required to drive the delivery of this vision and a comprehensive engagement programme allows for the 'buy-in' of stakeholders – residents, business, third sector groups and the entire community for this future programme.
- 3.5 The governance of the programme will be key to providing the support and framework necessary to drive a cohesive programme of delivery. Outline governance arrangements will be as below with Terms of Reference for the Programme Board as in Appendix 1

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 This report is the first of a series which will update Executive on Banbury Vision 2050 progress to March 2024, and beyond.
- 4.2 Reason for recommendation 1 is that to progress the regeneration on Banbury, robust governance arrangements are required to make sure that the necessary connections and synergies are made to drive effective delivery.
- 4.3 Recommendation 2 kicks starts the conversation and process of ensuring the 'buy-in' of the community into this future.
- 4.4 Recommendation 3 gives the authority to proceed on recommendation 2.

## **5.0 Consultation**

The engagement proposed in this report will include comprehensive stakeholder mapping for consultation.

## **6.0 Alternative Options and Reasons for Rejection**

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

Option 1: Do nothing – this is not an option. Doing nothing runs the risk of not delivering on strategic priorities and Banbury not being regenerated and left behind with impaired prosperity.

## **7.0 Implications**

### **Financial and Resource implications**

- 7.1 Officers estimate that the commission for consultation and engagement will be c£60,000 which is available from within existing budgets. There are no additional funding requests within this report. The funding for individual projects to deliver Banbury Vision 2050 will come from designated budgets, grant funding or the

private sector, meaning that, at this stage, there is no additional call on revenue budgets, although there is currently a bid for £250,000 for 2023/24 which, if approved, will be funded from reserves.

Comments checked by:

Michael Furness, Assistant Director – Finance,  
[Michael.Furness@cherwell-dc.gov.uk](mailto:Michael.Furness@cherwell-dc.gov.uk) Tel: 01295 221845

### **Legal Implications**

7.2 There are no legal implications for this report.

Comments checked by:

Shiraz Sheikh, Assistant Director, Law & Governance, [Shiraz.Sheikh@Cherwell-DC.gov.uk](mailto:Shiraz.Sheikh@Cherwell-DC.gov.uk), Tel: 01295 221651

7.3 There will be an ongoing need for robust programme management as projects come on stream and are in delivery.

7.4 Risk: The main risk to Banbury Vision 2050 will be in not pushing forward with the vision for Banbury leading to lack of investment and regeneration.

7.5 In developing projects that will contribute to Banbury Vision 2050, risk registers will be integral to delivery and these risks will be managed through the service operational risk register and escalated to the Leadership Risk Register as and when necessary.

Comments checked by:

Celia Prado-Teeling, Performance Team Leader,  
[Celia.prado-teeling@cherwell-dc.gov.uk](mailto:Celia.prado-teeling@cherwell-dc.gov.uk) Tel: 01295 221556

### **Equalities and Inclusion Implications**

7.6 Banbury Vision 2050 is intended to support the key objectives of the Levelling up White Paper, with the aims of creating stronger communities and increasing life chances throughout the country. The delivery of the Banbury Vision 2050 will have a positive impact in the district, in line with the commitments reflected in our Equalities and Inclusion Framework.

Comments checked by:

Celia Prado-Teeling, Performance Team Leader,  
[Celia.prado-teeling@cherwell-dc.gov.uk](mailto:Celia.prado-teeling@cherwell-dc.gov.uk) Tel: 01295 221556

### **Sustainability Implications**

7.5 Climate change and environmental impacts will be fully considered as part of all Banbury Vision 2050 interventions and corresponding projects.

Comments to be checked by:

Ed Potter, Assistant Director Environmental Services, [ed.potter@cherwell-dc.gov.uk](mailto:ed.potter@cherwell-dc.gov.uk), Tel: 0300 003 0105

## **8.0 Decision Information**



## **Key Decision**

**Financial Threshold Met:** No

**Community Impact Threshold Met:** Yes

## **Wards Affected**

Calthorpe North, Calthorpe South, Easington North, Grimsbury, Hardwick East, Neithrop South, Park Road

## **Links to Corporate Plan and Policy Framework**

Banbury Vision 2050 interventions will deliver against the following strategic priorities:

- An enterprising economy with strong and vibrant local centres
- Healthy, resilient and engaged communities
- Supporting environmental sustainability

## **Lead Councillor**

Councillor Ian Corkin, Deputy Leader and Portfolio Holder for Regeneration and Economy

## **Document Information**

### **Appendix number and title**

- Appendix 1 - Banbury Vision 2050 Programme Board and Terms of Reference

## **Background papers**

None

## **Report Author and contact details**

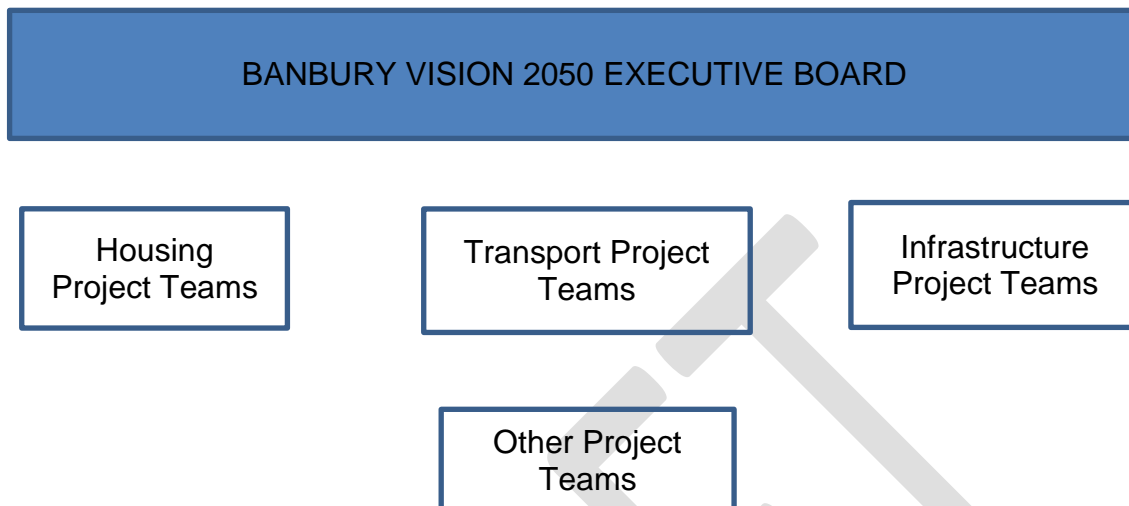
Robert Jolley, Assistant Director Growth and Economy, [robert.jolley@cherwell-dc.gov.uk](mailto:robert.jolley@cherwell-dc.gov.uk)

Yemisi Raiwe, Interim Banbury Programme Manager, [yemisi.rauwe@cherwell-dc.gov.uk](mailto:yemisi.rauwe@cherwell-dc.gov.uk)

This page is intentionally left blank

## Appendix 1

### Banbury Vision 2050 Programme Board – Terms of Reference



- 1.1 The Banbury Vision 2050 Executive Board will be made of senior stakeholders. This will give the strategic direction for the Programme and will consist of Portfolio Holder, Members, Senior Executives from partners and chair of the Programme Board.
- 1.2 The Programme Board will consist of senior responsible owners who will agree the schedule of projects which constitute Banbury Vision 2050.
- 1.3 Project Teams will be led by the appropriate Project Managers.

#### **Meeting Purpose**

To oversee at senior officer level the Banbury Vision 2050 programme. Reporting into the Executive Board, the programme board will be responsible for setting the overall strategic direction and for steering the individual projects which form part of the Banbury Vision 2050 programme. The meeting will ensure that members, key officers and external colleagues are fully informed of all aspects of the programme.

#### **Meeting Agenda**

The agenda for the Board meeting is split in two: with Agenda 1 covering strategic aspect of the programme and Agenda 2 covering project workstreams.

#### **Meeting Frequency**

The Board meets fortnightly with alternate agenda:

- Agenda 1, Strategic – monthly
- Agenda 2, Project workstream – monthly

## **Highlight reports required for the meeting:**

- For Agenda 1:
  - Infrastructure
  - Social Value
  - Sustainability
  
- For Agenda 2:
  - Town Centre Projects
  - Canalside Projects
  - Transport Projects
  - Tramways
  - Debenhams

## **Programme Scope**

Banbury Vision 2050 comprises the projects that contribute to the delivery of Banbury Town Centre and Canalside with the ultimate ambition is to create a place which becomes a destination for living, employment, leisure and entertainment.

## **Meeting Objectives**

- Set the overall strategic direction
- Manage the overall progress of Banbury Vision 2050
- Steer and monitor all of the individual projects
- Monitor financial expenditure
- Manage programme board risk register
- Monitor the master programme
- Monitor all internal and external interdependencies
- Oversee resourcing
- Responsible for the Banbury Vision 2050 communications plan

## **Membership**

Chair – Portfolio Holder – Economy and Regeneration  
Corporate Director Communities  
Assistant Director (AD) - Growth & Economy  
Banbury Future 2050 Programme Director  
Land Acquisition Manager  
Commercial and Development Manager  
Strategic Design Manager  
Senior Development Manager  
Head of Placemaking  
Delivery Manager– Infrastructure and Construction  
Sustainability Manager  
Transport & Highways  
AD - Legal Services  
AD - Finance  
AD – Wellbeing and Housing  
AD - Property  
Project Officer – Note taker

And external stakeholders invited as needed

## **Cherwell District Council**

### **Executive**

**9 January 2023**

## **Oxfordshire Inclusive Economy Partnership's Charter**

### **Report of Assistant Director - Growth and Economy**

This report is public

### **Purpose of report**

The purpose of this report is to introduce the Oxfordshire Inclusive Economy Partnership (OIEP), to engage the Council in its activities and to highlight the forthcoming launch of the OIEP's Charter on 24 January 2023.

### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To broadly welcome the work of the Oxfordshire Inclusive Economy Partnership (OIEP).
- 1.2 To actively engage with the OIEP by delegating authority to the Corporate Director – Communities, in conjunction with the Portfolio Holder for Regeneration and Economy, to contribute to the OIEP Steering Group and Working Groups on behalf of the Council.
- 1.3 To authorise the Corporate Director – Communities, in consultation with the Portfolio Holder for Regeneration and Economy, to make appropriate pledges and to sign the OIEP's Charter to reflect the commitments contained within the Council's Delivery Plan (2022-2024).

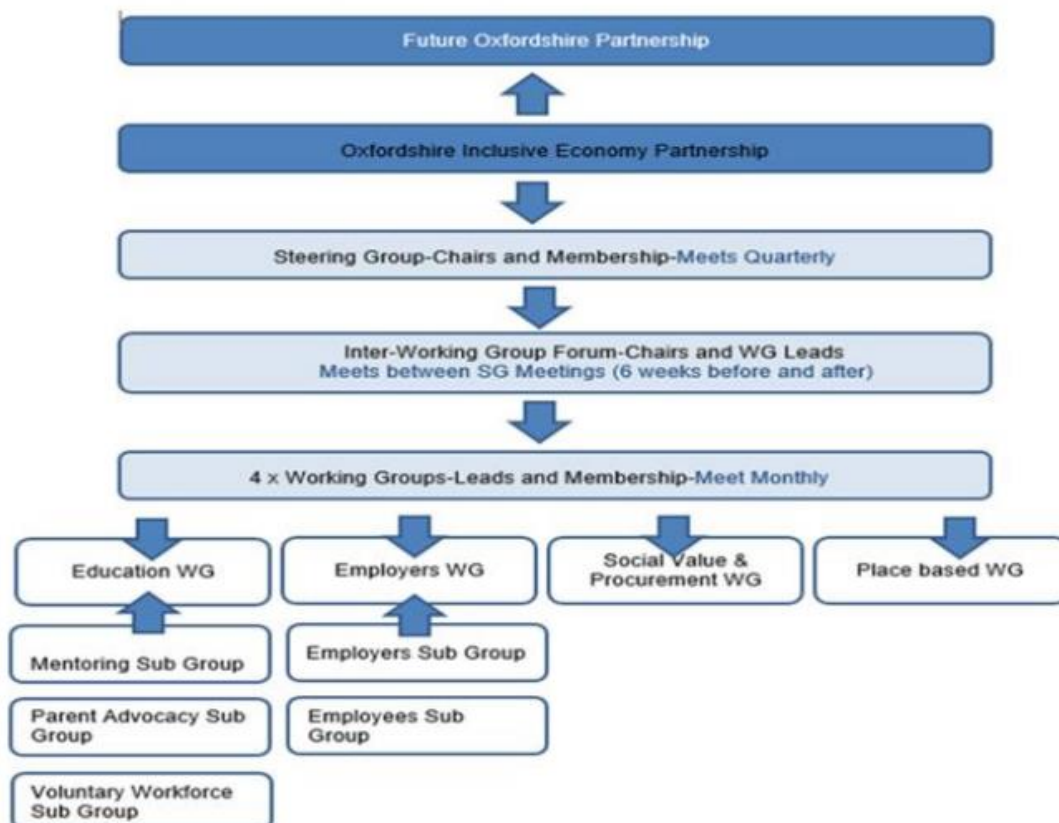
### **2.0 Introduction**

- 2.1 The Oxfordshire Inclusive Economy Partnership (OIEP) is a county-wide group that brings together over one hundred organisations - employers, business, education, community groups and local government – to share knowledge, expertise and resources, and create links and added-value between different areas of work:  
<https://futureoxfordshirepartnership.org/projects/the-oxfordshire-inclusive-economy-partnership/>

- 2.2 OIEP’s aim is to work together to create a more equal and sustainable region that creates opportunities and benefits for all people within the county. The focus is upon addressing matters that require attention, which will have impact and make a real difference by engaging everybody within Oxfordshire’s economy. OIEP’s Mission is to tackle some of our region’s biggest problems to create a fairer environment where everyone can contribute and share in its success.
- 2.3 Oxfordshire is home to significant inequalities. It is one of only three regions that contributes a surplus to the UK economy, yet despite its global position and perceived affluence, its wealth and opportunities are not evenly distributed. The juxtaposition of those strengths and weaknesses also provides a significant opportunity to engage all the resident population – especially those furthest from the labour market who lack skills or experience or require additional support.
- 2.4 In Cherwell, there are geographical concentrations of households suffering exclusion from the economy. This is often an inter-generational and multi-faceted problem. In response, the Local Strategic Partnership oversees the well-established ‘Brighter Futures’ partnership work focussing upon areas of Banbury which rank amongst the 20% most deprived in England. However, the problems arising from economic exclusion extend to households throughout the entire district where localised pockets of deprivation may also be found. The work of the OIEP will therefore bring additional resources through partnership to promote inclusion for all.

### 3.0 Report Details

- 3.1 The Future Oxfordshire Partnership (currently Chaired by the Leader of Cherwell District Council) oversees the work of the OIEP – as illustrated below:



- 3.2 At its Board meeting on 29 November 2022, the Future Oxfordshire Partnership agreed to support and promote the launch of the OIEP Charter, and to engage with local businesses and partners to commit to the pledges of the Charter.
- 3.3 The draft version of the Charter is shown as Appendix One. It is aimed at both individuals and organisations to pledge to for twelve months to demonstrate commitment to Oxfordshire’s inclusive economy work. Towards the end of the document, the pledges are currently being developed and will be considered by the OIEP Steering Group on 12 December 2022.
- 3.4 The proposals will be reviewed and signed off by the OIEP Steering Group. Co-chaired by Baroness Jan Royall (Principal, Somerville College) and Jeremy Long (Chairperson, OxLEP), the Group contains partners from the private, public (district, city and county authorities) education, voluntary and community sectors.
- 3.5 The Purpose of the Charter is to:
- To mobilise support for an Oxfordshire inclusive economy - raising awareness and profile
  - To publicly state commitment - with individuals, businesses and organisations signing an online pledge
  - To set and raise standards around ‘inclusive economy’
  - To encourage residents and businesses to work together to help the sustainable growth of Oxfordshire’s economy - aiming to reduce money leaving the county whilst increasing prosperity for all
- 3.6 The four Working Groups contributing towards the Charter and its aims and mission explained in section 2.0 are:
- Education
  - Employment
  - Social value, and
  - Procurement & place shaping
- 3.7 The Working Groups seek to support, extend and amplify projects throughout Oxfordshire, as well as creating a repository of case studies, information and signposting related to the inclusive economy. The working groups have been established with individuals from broad backgrounds who have particularly relevant knowledge, interest and experience.
- 3.8 Action plans are currently being developing which will identify and build upon specific initiatives that are already successfully tackling inclusivity matters. They will consider how to expand the capacity, reach and impact through partners’ support (whether in-kind, through funding, or by way of making connections). In September 2022, a full-time OIEP Manager also commenced in support of the groups and to provide secretariat and programme services, whilst encouraging the enactment of pledges.
- 3.9 Organisations and individuals are being invited to make pledges under the five broad headings explained in the Charter (Appendix One):
- Improve training and educational attainment

- Recruit inclusively
- Offer opportunities into work
- Support local and social economy
- Provide fair wages

- 3.10 Specific pledges will be decided upon at the discretion of each organisation or individual. The OIEP will offer examples of specific pledges under each grouping but partners are not obliged to sign-up to specific pledges and indeed can put forward their own pledges to demonstrate their own leadership.
- 3.11 Cherwell District Council may, therefore, wish to pledge to continue its own recruitment and training policies, its practical support for refugees to gain employment, its apprenticeships programme, its support for volunteering, etc.
- 3.12 Case studies of pledges will be published on the OIEP webpages – showing commitments for the next 12 months and illustrating the effect of that commitment. It is hoped that positive examples will encourage businesses and residents to sign-up to pledge further commitments.
- 3.13 The Charter will be publicly launched on 24 January 2023, 10am-2pm at the Old Fire Station in Oxford. By hiring the space at the Old Fire Station, OIEP is supporting a local charity and social enterprise that provides support to homeless people. Catering will be provided by Damascus Rose Kitchen, a social enterprise supporting refugee women in the city. It would be hoped that further events could be held in Banbury and elsewhere in Cherwell district to extend the geographical understanding of inclusivity issues and to engage additional resources for north Oxfordshire.

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 The Oxfordshire Inclusive Economy Partnership (OIEP) has developed a Charter as a statement of shared commitment to creating a more inclusive local economy, reflecting the broad ambitions of partners from throughout the county to engage everybody in the creation of stronger, more sustainable communities.
- 4.2 Pledges towards the aims of the Charter are being sought. It is recommended that, once the Charter and proposed pledges are clear, Cherwell District Council's commitment reflects and promotes the policies, activities and commitments it has within its Business Plan and Delivery Plan (2022-2024). This will allow partners to understand this Council's approach and to develop co-operative activity to address matters of shared interest.
- 4.3 The Charter is due to be launched in January 2023 and it is recommended that the Corporate Director – Communities be authorised, in consultation with the Portfolio Holder for Regeneration and Economy, to make appropriate pledges and to sign the OIEP's Charter to reflect the commitments contained within the Council's Delivery Plan (2022-2024).



## 5.0 Consultation

- 5.1 Officers attended a series of workshops in 2019 that provided research and data to inform the identification of priorities now reflected by the OEIP's proposed Charter. Officers have also attended several OIEP Steering Group meetings and have specifically liaised with officers at Oxford City Council and the newly appointed OIEP Manager.

## 6.0 Alternative Options and Reasons for Rejection

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

Option 1: Not to engage with the work of the Oxfordshire Inclusive Economy Partnership and not to sign the Charter or pledge towards its delivery. This was rejected because it would miss an opportunity to reinforce its current work by working in partnership to extend the resources in Cherwell to tackle the significant issues being faced by residents who are not included within the local economy.

Option 2: To engage with the work of the Oxfordshire Inclusive Economy Partnership but neither sign the Charter nor pledge towards its delivery. This was rejected because it would suggest that the Council is not committed to the creation of an inclusive economy.

## 7.0 Implications

### Financial and Resource Implications

- 7.1 There are no financial implications arising directly from this report. Any costs will be met from within existing budgets.

Comments checked by:

Michael Furness, Assistant Director – Finance, 01295 221845,  
[Michael.Furness@cherwell-dc.gov.uk](mailto:Michael.Furness@cherwell-dc.gov.uk)

### Legal Implications

- 7.2 There are no legal implications.

Comments checked by:

Helen Lolas, Team Leader, Legal Services, 07801 400 941,  
[Helen.Lolas@cherwell-dc.gov.uk](mailto:Helen.Lolas@cherwell-dc.gov.uk)

### Risk Implications

- 7.3 There are no significant risks arising from this decision. Local authority partners and other bodies in Oxfordshire are also being asked to sign the Charter. Any strategic risks arising through commitment to Pledges will be identified by the Corporate Director – Communities, in consultation with the Portfolio Holder for Regeneration and Economy. Local operational risks will be managed within service.

Comments checked by:  
Shona Ware, Assistant Director - Customer Focus, Tel 01295 221652,  
[shona.ware@cherwell-dc.gov.uk](mailto:shona.ware@cherwell-dc.gov.uk)

### **Equalities and Inclusion Implications**

- 7.4 There are no equalities issues arising from this report. The Charter is likely to enhance the Council's leadership on inclusivity matters.

Comments checked by:  
Shona Ware, Assistant Director - Customer Focus, Tel 01295 221652,  
[shona.ware@cherwell-dc.gov.uk](mailto:shona.ware@cherwell-dc.gov.uk)

### **Sustainability Implications**

- 7.5 The development of a more inclusive economy is likely to sustain and enhance employment and business opportunities available locally.

Comments checked by:  
Ed Potter, Assistant Director - Environmental Services, 01295 221574,  
[ed.potter@cherwell-dc.gov.uk](mailto:ed.potter@cherwell-dc.gov.uk)

### **Human Resources Implications**

- 7.6 There are no HR implications arising from this report and the pledges could promote existing HR policy.

Comments checked by:  
Claire Cox, Assistant Director - Human Resources, 01295 221549,  
[claire.cox@cherwell-dc.gov.uk](mailto:claire.cox@cherwell-dc.gov.uk)

### **Wellbeing Implications**

- 7.7 The Oxfordshire Inclusive Economy Partnership's Charter has the potential to positively impact on the inequalities currently felt by residents across the district and complements the Council's work to support communities throughout Cherwell.

Comments checked by:  
Nicola Riley, Assistant Director - Wellbeing and Housing Services, 01295 221724,  
[nicola.riley@cherwell-dc.gov.uk](mailto:nicola.riley@cherwell-dc.gov.uk)

## **8.0 Decision Information**

### **Key Decision**

**Financial Threshold Met:** No

**Community Impact Threshold Met:** No

## **Wards Affected**

All

## **Links to Corporate Plan and Policy Framework**

The work of the OIEP and the commitments contained within its emerging Charter support the strategic, corporate and local priorities contained within both the Council's Business Plan and Delivery Plan 2022-2024. This includes the 'Response to the Cost-of-Living Crisis', 'Support and facilitate a Vibrant local Economy', 'Promote individual Well Being & Healthy Communities', 'Work to prevent Homelessness', 'Deliver in Partnership', and 'Deliver for and with our communities'.

## **Lead Councillor**

Councillor Ian Corkin, Deputy Leader and Portfolio Holder for Regeneration and Economy

## **Document Information**

### **Appendix number and title**

- Appendix 1: The Oxfordshire Inclusive Economy Charter with Pledges

### **Background papers**

None

### **Reference Papers**

- The Future Oxfordshire Partnership Board Papers (Tuesday 29 November 2022)
- Cherwell District Council's Business Plan and Delivery Plan (2022/24)

### **Report Author and contact details**

Steven Newman, Senior Economic Growth Officer,  
01295 221680, [steven.newman@cherwell-dc.gov.uk](mailto:steven.newman@cherwell-dc.gov.uk)

Robert Jolley, Assistant Director – Growth and Economy,  
0300 003 0107, [robert.jolley@cherwell-dc.gov.uk](mailto:robert.jolley@cherwell-dc.gov.uk)

This page is intentionally left blank

## **APPENDIX ONE: The Oxfordshire Inclusive Economy Charter**

Actively supporting inclusion across Oxfordshire's economy will generate real benefits for your organisation. Environmental, Social and Governance (ESG) factors are increasingly being considered by employees, customers, funders, investors, and partners.

Participating in the work of the Oxfordshire Inclusive Economy Partnership, through the pledges you make within this Charter, provides a way of demonstrating your commitment to social issues:

- Promoting your role in Oxfordshire's inclusive economy work will help you to attract people to work with you.
- Accessing the widest pool of talent will support growth and productivity within your company or organisation.
- Purchasing from local suppliers and supporting your staff to undertake volunteering activities within the community will contribute to well-being and a sense of loyalty among your employees, differentiating your organisation from competitors.

Joining the work of the Partnership is not only a good thing to do, but it will make a difference to your business too.

By signing this Charter, you are demonstrating your support for and commitment to making Oxfordshire a fairer and more inclusive place to live and work.

## **Charter Pledges**

As a group of employers, we recognise the importance and value of supporting an inclusive Oxfordshire. We are committed to improving all aspects of social mobility and increase shared prosperity for both our communities and residents by taking action on these pledges:

### **Improve training and educational attainment**

Creating workplaces where employees can thrive and grow and supporting educational programmes for children

### **Recruit inclusively**

Making jobs accessible for all residents and hiring from diverse communities

### **Offer opportunities into work**

Supporting those furthest from the labour market on their journey towards secure employment

### **Support local and social economy**

Using our buying power to support the local economy and maximise social value

### **Provide fair wages**

Ensuring employees have a fair and decent wage

This page is intentionally left blank

## **Cherwell District Council**

### **Executive**

**9 January 2023**

## **Banbury Business Improvement District (BID) Renewal Ballot**

### **Report of Assistant Director – Growth and Economy**

This report is public

### **Purpose of report**

The purpose of this report is to:

- (i) provide an update on the process for Banbury Business Improvement District (the BID)'s renewal ballot.
- (ii) seek Member/officer delegations to establish, via a series of officer and member meetings, CDC's voting position.
- (iii) seek the necessary officer delegations for the ballot process (including delegation of authority to a senior officer to cast votes in the ballot).

### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To note the steps required in the process leading to Banbury BID's renewal ballot.
- 1.2 To delegate authority to the Assistant Director – Growth and Economy; the Assistant Director – Finance, and the Council's Monitoring Officer to review the draft Business Plan submitted by the BID in order to enable the Plan to be approved as compliant with the relevant BID legislation within the required timescale; or reject it, in which case, it would not be possible to proceed with the renewal ballot.
- 1.3 To delegate authority to the Assistant Director of Finance, as the Council's s.151 officer, to determine the Levy Collection Fee per annum for the next five year term and negotiate as required with the BID.
- 1.4 To delegate authority to the Assistant Director - Growth and Economy, in conjunction with the Assistant Director of Finance and the Council's Monitoring Officer, to enter into and amend any agreements, legal or contractual, between the Council and the BID, including the Operating Agreement; Data Sharing Agreement; and Baseline Statement.

- 1.5 To delegate authority to the Corporate Director – Communities, in conjunction with the Assistant Director – Growth and Economy; the Assistant Director – Finance; the Council’s Monitoring Officer; the Leader of the Council; the Portfolio Holder for Regeneration and Economy; and the Council’s Banbury BID Board elected member observer, to establish, via officer and member meetings, the Council’s voting position in the renewal ballot.
- 1.6 To delegate authority to the Corporate Director - Communities to cast the votes on behalf of the Council in the renewal ballot.

## **2.0 Introduction**

- 2.1. Banbury BID entered its first five year term of office on 1 April 2018, following a successful ballot on 14 November 2017. The BID’s first term of office is, therefore, scheduled to end on 31 March 2023.
- 2.2 In compliance with the relevant legislation, on 7 October 2022 Banbury BID submitted a Notice of Intent to the Secretary of State for Levelling Up, Housing and Communities and to the Chief Executive of the Council for a renewal ballot for a further five year term of office to be held on 16 February 2023.
- 2.3 The normal lead-in time to undertake a renewal ballot is typically nine months to a year. In this case, just five months have been available and the resultant abridged timeline to undertake all the prescribed steps set out in the relevant legislation has presented significant challenges for both the BID and the Council and these challenges should not be underestimated.

## **3.0 Background**

- 3.1 A Business Improvement District (BID) is a defined area in which a levy is charged on business rate payers in addition to the business rates bill.
- 3.2 A BID is voted upon by businesses which are within a curtilage pre-determined by the BID Proposer who has to prepare a five year Business Plan for the eligible voters as the basis for the ballot.
- 3.3 The ballot process is unusual in that it is businesses, rather than residents, which are eligible to cast votes, with the number of National Non-Domestic Ratepayers within the proposed boundary liable to pay the BID Levy determined by the exceptions prescribed by the BID Proposer – for example, for the first five year term of Banbury BID, businesses with a Rateable Value below £4,750 were (i) exempt from paying any BID Levy and (ii) were therefore ineligible to vote in the ballot.
- 3.4 The majority of businesses within the current BID area have paid a Levy based on 1.5% of their property’s Rateable Value during the BID’s first five year term of office. Properties deemed to be “Managed Centres” have, however, paid the BID Levy at a lower rate of 1.125%, reflecting the fact that they are already paying service charges.



- 3.5 The BID Levy is used to develop projects which will benefit businesses in the local area and there is no limit on what projects or services can be provided through a Business Improvement District. The only requirement is that it should be something that is in addition to services provided by local authorities.
- 3.6 The Business Improvement Districts (England) Regulations 2004 (BID Regulations) provide the legislative framework within which BIDs and local authorities must operate.
- 3.7 It should be noted that the Council undertakes a number of different roles in relation to the BID, which are as follows:
- (a) **Ballot Holder** – upon receipt of a Notice of Intent, the Council is required to set in train the various steps outlined by the BID Regulations for the preparation and running of a ballot or, as in this case, a renewal ballot.
  - (b) **Local Billing Authority** – the Council’s Revenues and Benefits service, within the Finance department, collect the BID Levy on behalf of the BID. The Council’s charge to the BID for the Levy collection work over the first five year term has been £24,000 per annum (with a grant voluntarily provided by the Council to offset part of this cost, as explained under point 6 below).
  - (c) **Regulator** – it is incumbent upon the Council as Ballot Holder and Local Billing Authority to ensure that the ballot and Levy Collection procedures align with the BID Regulations (2004). An example of this is the requirement for the Council to review and (i) approve the BID’s Business Plan before it can be circulated to the eligible voters – or - (ii) reject it, in which case, it would not be possible to proceed with the renewal ballot.
  - (d) **Services Provider** – the Council provides a number of services within the curtilage of the BID area, including street cleaning, waste collection and recycling, landscape services and both Charter and Farmers’ markets. The services provided by the Council are summarised in the Baseline Statement and any services or projects initiated and delivered by the BID during its five year term of office have to be in addition to the services summarised in the Council’s Baseline Statement.
  - (e) **BID Levy Payer** – by aggregate, the Council is one of the BID’s largest Levy payers because of the hereditaments (properties) it owns within the BID area. In addition to the Council-owned car parks and the bus station, the Council is also liable for the Levy payable on any vacant units within the Castle Quay shopping centre.
  - (f) **Financial supporter** – the Council provided a bridging loan to the BID of up to £50,000 in 2017 to cover set-up, operational and project costs and the sum that was borrowed was repaid in full to the Council in 2021.

The Council’s Growth and Economy department has also provided the BID with an annual grant of £9,000, to offset the Levy Collection fee of £24,000 charged by the Council’s Revenues and Benefits service. This method of operating reflected the Executive decision of 2017 that the BID company be charged the full cost of the collection, but that the Growth and Economy

budget should provide an annual grant in order to offset this cost and bring the Levy Collection fee more in line with market expectations for a town and a BID of this size, which would be in the order of between £10,000 and £15,000. It is proposed, therefore, that should the renewal ballot be successful, an annual virement of £9,000 would be made from the Growth and Economy budget to the Revenues and Budget budget in order that the BID is charged a fee commensurate with market expectations.

## 4.0 Report Details

- 4.1 The BID Regulations provide a statutory process for the preparatory work required to enable a renewal ballot, with the timescales prescribed by the closing date of the ballot.

The various steps involved are detailed in the table below.

Action	Date
<i>Notice of Intent from Banbury BID to Secretary of State and the Chief Executive of the Council to hold ballot on 16 February 2023.</i>	<i>Notice of Intent issued Friday 7 October 2022. A period of 84 days has to elapse before submission of the Letter of Request and the BID's Business Plan, meaning that the earliest possible date for submission to the Council would be Saturday 31 December 2022.</i>
CDC to provide Civica with list of eligible voters and the wording for the ballot documents.	Monday 19 December 2022
Letter of Request from Banbury BID to the Council to conduct Ballot, submitting its Business Plan.	Statutory deadline date is Tuesday 3 January 2023.
Statutory (Latest Date): Notification of Ballot	Thursday 5 January 2023.
Statutory (Latest Date): Dispatch of Ballot Papers	Thursday 19 January 2023.
Close of Ballot	<b>Thursday 16 February 2023.</b>
Issue of Result by 17:00	Friday 17 February 2023.

- 4.2 Following the submission of a Notice of Intent in October, the resultant timeline is not only extremely compressed, but it also necessitates the need to seek delegation of authority to the relevant officers, as specified within Recommendation 1.2 above, to review the BID's draft Business Plan in advance of the formal submission of the Plan, in order to enable the Plan to be approved as compliant (or rejected) with the relevant BID legislation within the required timescale. The review and approval of the draft Business Plan is undertaken within the Council's role as Regulator, as outlined in Section 3.7 (c) above and as specified within the BID Regulations; it is not for the Council to pass judgement as to whether it is a good Business Plan or not, at this stage. It will be up to the Levy payers to judge in the renewal ballot whether it is a good Business Plan or not and the Council will have its opportunity to make its judgement at that point, as one of the largest Levy payers (see Section 3.7 (e) above).

- 4.3 In its role as Ballot Holder (see Section 3.7 (a) above), the Council is contracting with Civica Election Services to arrange the renewal ballot with the democratic processes involved. The Council's Democratic Services, working closely with officers from the Growth and Economy department, will oversee the renewal ballot and ensure that all the correct procedures are observed. The fee charged by Civica for this service will be in the region of £4,000.

## **5.0 Conclusion and Reasons for Recommendations**

- 5.1 The meeting is asked to note the steps required in preparation for the renewal ballot and to approve the proposed Recommendations in order to have the necessary delegations of authority in place to enable the renewal ballot's progression in alignment with the BID Regulations 2004.

## **6.0 Consultation**

The BID is required to submit evidence of the consultation it has undertaken at the same time as submitting its Business Plan to the Council.

## **7.0 Alternative Options and Reasons for Rejection**

- 7.1 The following alternative option has been identified and rejected for the reasons as set out below.

Option 1: Not to approve the recommended delegations of authority.

Reason for rejection: This was rejected because not approving the recommended delegations of authority would mean that the Council would be unable to fulfil its role as Ballot Holder; Billing Authority and Regulator in alignment with the BID Regulations 2004 in undertaking the actions required for the renewal ballot and thereafter.

## **8.0 Implications**

### **Financial and Resource Implications**

- 8.1 This purpose of this report is to update on the process for holding a renewal ballot and the costs as specified within the report are available within existing budgets.

Comments checked by:

Michael Furness, Assistant Director – Finance

[Michael.Furness@cherwell-dc.gov.uk](mailto:Michael.Furness@cherwell-dc.gov.uk) Tel: 01295 221845

### **Legal Implications**

- 8.2 The process for holding a renewal ballot will be in accordance with the BID Regulations, as specified in Section 4.1.

- 8.3 In the event that (i) the Business Plan is approved; and (ii) the ballot on 16<sup>th</sup> February 2023 is successful, then those properties which the Council owns within the BID area will be liable to the additional statutory liability for the BID Levy for the BID's second five year term of office. This will, therefore, lead to an additional statutory liability which the Council will have to fund for the next five years, commencing financial year 2023-24.

Comments checked by:

Shahin Ismail, Interim Deputy Monitoring Officer

[Shahin.Ismail@cherwell-dc.gov.uk](mailto:Shahin.Ismail@cherwell-dc.gov.uk) Tel: 07887 550 472

### **Risk Implications**

- 8.4 The report sets out the process for the renewal ballot and the following risks have been identified:
- (a) Risk One: if the steps prescribed by the relevant legislation are not followed within the mandatory timescales, the Ballot Holder will be unable to conduct the renewal election. To mitigate this, officers will comply with the relevant legislation.
  - (b) Risk Two: if the Business Plan is judged by the delegated officers as not being compliant with the relevant BID legislation within the required timescale, the Ballot Holder will be unable to conduct the renewal election. There is no mitigation to this, because it is up to the BID to supply a Business Plan which is compliant with the legislation; and if it is not, then the renewal ballot cannot proceed.
  - (c) Risk Three: as specified in Section 2.3 above, the abridged timeline, which resulted from the BID's not submitting a Notice of Intent until 7 October 2022, against a fixed expiry date (31 March 2023) of their five year term, presents significant challenges for both the BID and the Council. To mitigate these challenges, the Council, in its role as Regulator, is working closely with the BID to ensure that the necessary obligations set out within the BID Regulations 2004 are met.
- 8.5 These, and any further risks arising in the future, will be managed through the service's operational Risk Register, and escalated to the Leadership Risk Register as and when necessary.

Comments checked by:

Celia Prado-Teeling, Performance and Insight Team Leader

[Celia.prado-teeling@cherwell-dc.gov.uk](mailto:Celia.prado-teeling@cherwell-dc.gov.uk) Tel: 01295 221556

### **Equalities and Inclusion Implications**

- 8.6 It is considered that there are no equalities and inclusion implications for the Council in relation to the renewal ballot process outlined or the recommended delegations of authority.

Comments checked by:

Celia Prado-Teeling, Performance and Insight Team Leader  
[Celia.prado-teeling@cherwell-dc.gov.uk](mailto:Celia.prado-teeling@cherwell-dc.gov.uk) Tel: 01295 221556

### **Sustainability Implications**

- 8.7 It is considered that there are no sustainability implications for the Council in relation to the renewal ballot process outlined or the recommended delegations of authority.

Comments checked by:

Ed Potter, Assistant Director - Environmental Services  
[ed.potter@cherwell-dc.gov.uk](mailto:ed.potter@cherwell-dc.gov.uk) Tel: 0300 003 0105

## **9.0 Decision Information**

### **Key Decision**

**Financial Threshold Met: No**

**Community Impact Threshold Met: No**

### **Wards Affected**

Banbury Cross and Neithrop

### **Links to Corporate Plan and Policy Framework**

The continuation of a Business Improvement District in Banbury for a further five year term aligns with the Council's Business Plan 2022 – 2023, in particular linking to the Strategic Priority of "An enterprising economy with strong and vibrant local centres".

### **Lead Councillor**

Councillor Ian Corkin - Portfolio Holder for Regeneration and Economy

### **Document Information**

#### **Appendix number and title**

- None

#### **Background papers**

None

#### **Report Authors and contact details**

Robert Jolley, Assistant Director – Growth and Economy  
Tel: 01295 221688 [robert.jolley@cherwell-dc.gov.uk](mailto:robert.jolley@cherwell-dc.gov.uk)

Philippa Tatham, Economic Growth Officer  
Tel: 01295 221780 [philippa.tatham@cherwell-dc.gov.uk](mailto:philippa.tatham@cherwell-dc.gov.uk)

