

Public Document Pack



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive

Date: Monday 4 September 2023

Time: 6.30 pm

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

Membership

Councillor Barry Wood (Chairman)

Councillor Phil Chapman

Councillor Donna Ford

Councillor Andrew McHugh

Councillor Dan Sames

Councillor Adam Nell (Vice-Chairman)

Councillor Sandy Dallimore

Councillor Nicholas Mawer

Councillor Eddie Reeves

Councillor Nigel Simpson

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 9 - 18)

To confirm as a correct record the Minutes of the meeting held on 3 July 2023.

5. Chairman's Announcements

To receive communications from the Chairman.

6. Cherwell Local Plan Regulation 18 Consultation (Pages 19 - 40)

** Due to the size of the documents, to assist with access and downloading, the covering report is attached to the agenda pack, appendices 1 – 9 are published as supplements to the main agenda **

Report of Assistant Director Planning and Development

Purpose of report

To present, for consideration, a draft of the emerging Cherwell Local Plan Review 2040 for consultation purposes.

Recommendations

The meeting is recommended:

- 1.1 To approve public consultation on the draft Cherwell Local Plan Review 2040 (Appendices 1 and 2) subject to the changes presented at Appendix 9 in response to the resolution of the Overview and Scrutiny Committee of 16 August 2023;
- 1.2 To delegate to the Assistant Director - Planning and Development the authority to make any minor amendments and corrections to the draft document he considers necessary prior to formal publication and in consultation with the Portfolio Holder for Planning and Development;
- 1.3 To delegate to the Assistant Director – Planning and Development the authority to finalise and publish supporting documents in consultation with the Portfolio Holder for Planning and Development.

7. Local Development Scheme (Pages 41 - 60)

Report of Assistant Director – Planning and Development

Purpose of report

To seek approval of an updated Local Development Scheme (LDS) to produce the Council's key planning policy documents.

Recommendations

The meeting is recommended:

- 1.1 To approve the updated Local Development Scheme (LDS) presented at Appendix 1.

8. Tenant's Charter (Pages 61 - 78)

Report of Assistant Director – Wellbeing and Housing

Purpose of report

To consider and approve the Council's new Tenants Charter for the tenants that live within its rented stock portfolio.

Recommendations

The meeting is recommended:

- 1.1 To approve the new Tenants Charter. The Tenants Charter sets out a new service standard that all tenants can expect to receive from the Council whilst they are living within properties the Council manages.
- 1.2 To approve the planned publicity and promotion to ensure a raising of the standards of rented properties within the District, following the motion at the Council meeting on 17 July 2023 that called on the Executive to;
 - Reiterate the basic rights of tenants across Cherwell and the responsibilities of landlords.
 - Run a public awareness campaign of the Charter, encouraging tenants to be aware of their rights and where local sources of advice and support can be found.

9. Increase service family accommodation for ARAP scheme members (Pages 79 - 84)

Report of Assistant Director – Wellbeing and Housing

Purpose of report

To increase the delivery of housing and support for the ARAP scheme (Afghan Resettlement and Assistance Programme) in Cherwell. The original figure was to accommodate 10 families in MOD housing which has now been achieved. The request is to increase our offer of accommodation for a further 6 properties making 16 in total by early 2024.

Recommendations

The meeting is recommended:

- 1.1 to delegate authority to Assistant Director Housing and Wellbeing in consultation with Portfolio Holder Housing to:
 - a. agree variation to existing agreement to extend the offer of accommodation from 10 properties to 16 properties for the period as deemed appropriate.
 - b. agree and utilise future accommodation for the same purpose.

10. Bicester Garden Town Programme - Market Square Project Business Need and Next Stages (Pages 85 - 104)

Report of Assistant Director – Growth and Economy

Purpose of report

- (i) to provide the Executive with the background and context for this capital project;
- (ii) to set out the business need for the Bicester Market Square enhancement proposals;
- (iii) to gain approval to appoint consultants to undertake feasibility studies, further design work and consultation with key stakeholders and the wider public.
- (iv) to provide the Executive with an understanding of the governance of the project and gateways to full scheme approval

Recommendations

The meeting is recommended:

- 1.1 to confirm the business need for transformational public realm improvements at Bicester Market Square
- 1.2 to approve the expenditure (up to a level of £180k) required for consultants to undertake detailed design through to planning permission and consultation with stakeholders; to include associated studies on;
 - the relocation of parking and wider impacts of parking within Bicester
 - traffic movement and flows through Market Square and around the Town Centre, including access for existing businesses/users
 - a full design of the Market Square public realm improvement project with full business case for the capital expenditure and future revenue impact from changes to car parking income and any future costs
- 1.3 to note the governance of the project to monitor and review development of the full business case which will return to Executive for approval prior to delivery of the project.

11. Performance, Risk and Finance Monitoring Report April to July 2023 (Pages 105 - 164)

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

Purpose of report

To give the committee an update on how well the council is performing in delivering its priorities, managing potential risks, and balancing its finances for 2023/24 up to the end of July 2023.

Recommendations

The meeting is recommended:

- 1.1 To note the Council's Performance, Risk and Financial report for the current financial year up to the end of July 2023 and its contents.
- 1.2 To note the inclusion of a capital budget under officer delegated authority of £0.160m to provide a grant to the Canal & River Trust funded through S106 developer contributions in recognition of our commitment to the canal as an important asset in the district.
- 1.3 To approve £0.112 m for the Digital Transformation Capital Project.

12. Summary of Debt Write Offs (Pages 165 - 170)

Report of Assistant Director – Finance

The appendices to this report are exempt

Purpose of report

To provide members with a summary of the accounts proposed for write-offs and to request approval for the write-offs. These are debts where all avenues for collecting the debt have been exhausted and it is good practice to write these debts off. All of the debts proposed for write off will be funded from the Council's Bad debt Provision.

£1.042m Council Tax and £1.002m business rates are proposed for write off. These debts range from 2001/02 to 2023/24. Over this period bills of £1.809bn have been raised for Council Tax and £1.559bn for business rates. As a result 0.06% and 0.06% of the value billed over this time frame is recommended for write off.

Recommendations

The meeting is recommended:

- 1.1 To review and approve the proposed bad debt write offs summarised in exempt Appendix A this contains debts recommended for write-off relating to Council Tax debts where the value exceeds £5,000.
- 1.2 To review and approve the proposed bad debt write offs summarised in exempt Appendix B this contains Business Rates debts recommended for write-off where the values exceeds £10,000.
- 1.3 To approve the proposed write off of debts where the value is less than £5,000.00 for Council Tax and less than £10,000. for Business Rates but all recovery methods have been exhausted. These have been reviewed by the S151 Officer and are available to be reviewed on request.
- 1.4 To note that the constitution gives a delegation to the S151 Officer to write off bad debts for Business Rates up to the value of £10,000 and up to the value

of £5,000 for non-business rates bad debt. Following this review the S151 Officer will operate under this delegation and periodically update the Executive on the actions taken.

13. Urgent Business

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

14. Exclusion of the Press and Public

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

1 – Information relating to any individual

2 – Information which is likely to reveal the identity of an individual

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

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

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

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

“That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraphs 1, 2 and 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

15. Summary of Debt Write Offs - Exempt appendices (Pages 171 - 208)

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwell-dc.gov.uk or 01295 221534 prior to the start of the meeting.

Declarations of Interest

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

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

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

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

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

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Queries Regarding this Agenda

Please contact Natasha Clark, Democratic and Elections democracy@cherwell-dc.gov.uk, 01295 221534

Yvonne Rees
Chief Executive

Published on Thursday 24 August 2023

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Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 3 July 2023 at 6.30 pm

Present:

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

Councillor Adam Nell (Vice-Chairman), Deputy Leader of the Council and Portfolio Holder for Finance

Councillor Sandy Dallimore, Portfolio Holder for Corporate Services

Councillor Donna Ford, Portfolio Holder for Regeneration

Councillor Nicholas Mawer, Portfolio Holder for Housing

Councillor Andrew McHugh, Portfolio Holder for Cleaner and Greener Communities

Councillor Eddie Reeves, Portfolio Holder for Property

Councillor Dan Sames, Portfolio Holder for Planning and Development

Apologies for absence:

Councillor Phil Chapman, Portfolio Holder for Healthy and Safe Communities

Councillor Nigel Simpson, Portfolio Holder for Sport and Leisure

Also Present:

Councillor John Broad, Chairman Overview and Scrutiny Committee

Officers:

Yvonne Rees, Chief Executive

Stephen Hinds, Corporate Director Resources

Michael Furness, Assistant Director Finance & S151 Officer

Shiraz Sheikh, Assistant Director Law, Governance & Democratic Services/Monitoring Officer

Aaron Hetherington, Principal Officer - Electoral Services Lead

Officers in attendance virtually:

Celia Prado-Teeling, Performance and Insight Manager

1 Declarations of Interest

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

The Chairman welcomed Councillor Broad, Chairman of the Overview & Scrutiny Committee. Councillor Broad would be speaking on Item 6 – Performance, Risk and Finance Monitoring Report – End of Year 2022-23 and Item 7 – Performance, Risk and Finance Monitoring Report - May 2023.

3 **Minutes**

The minutes of the meeting held on 3 April 2023 were agreed as a correct record and signed by the Chairman.

4 **Chairman's Announcements**

There were no Chairman's announcements.

5 **Performance, Risk and Finance Monitoring Report End of Year 2022 - 2023**

The Assistant Director of Finance and Assistant Director – Customer Focus submitted a report which updated the Executive on the council's performance, risk, and financial positions for the period up to the end of the financial year 2022-2023.

Councillor Broad, Chairman of Overview & Scrutiny Committee addressed the Executive. Cllr Broad reported that the Overview & Scrutiny Committee had asked general questions of clarification on the report but had no specific comments to make to Executive and had noted the report.

Resolved

- (1) That the Performance, Risk and Finance Monitoring Report for End of year 2022- 2023 be noted.
- (2) That the Annual Report 2022 – 2023 be noted.
- (3) That the carry forward of funding into reserves be approved and the allocations being released for use in 2023/2024 (Annex to the Minutes as set out in the Minute Book) be agreed.
- (4) That the capital carry forwards (Annex to the Minutes as set out in the Minute Book) be approved.
- (5) That the Use of / Contributions to Reserves (Annex to the Minutes as set out in the Minute Book) be approved.

- (6) That the outturn underspend for 2022/2023 be noted.

Reasons

This report provides a summary of the council's delivery against its business plan priorities including its, risk, and financial positions for the 2022/23 financial year.

Alternative Options

This report summarises the council's performance, risk and financial positions for the 2022/23 financial year, therefore there are no alternative options to consider.

6 Monthly Performance, Risk and Finance Monitoring Report May 2023

The Assistant Director of Finance and Assistant Director – Customer Focus submitted a report to update the Executive on the council's performance, risk, and financial positions for the 2023/24 financial year to the end of May 2023.

Councillor Broad, Chairman of Overview and Scrutiny Committee addressed the Executive. Councillor Broad reported that the Overview and Scrutiny Committee had asked questions of clarification regarding the performance measures, and whether the quoted targets were local or national.

Regarding indicator BP4.1.02, Support Community Safety and Reduce Anti-Social Behaviour, the Overview and Scrutiny Committee had discussed whether the indicator should be geared towards the prevention of anti-social behaviour, rather than intervention.

The Overview and Scrutiny Committee resolved to make the following comment to Executive: 'That Executive give consideration to review the wording of measure BP4.1.02 Support Community Safety and Reduce Anti-Social Behaviour'.

Resolved

- (1) That the Performance, Risk and Finance Monitoring Report for May 2023 be noted.
- (2) That the Budget Management Report be noted.
- (3) That the proposed changes in use of reserves (Annex to the Minutes as set out in the Minute Book) be approved,
- (4) That the Virements agreed under Section 151 Officer delegations be noted.

Reasons

This report provides an update on progress made during May 2023, to deliver the council's priorities through reporting on its performance, risk and financial positions.

Alternative Options

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

7 Cherwell Digital Futures Strategy

The ICT and Digital Lead submitted a report to present the Digital Futures Strategy, a forward-thinking blueprint designed to greatly improve the experience for all stakeholders - citizens, businesses, partners, visitors, staff, and elected members. The Strategy deviated from traditional IT strategies because instead of centring on specific technology implementations, it prioritised identifying innovative technologies and approaches that align with the ambition to become the best version of ourselves. The aim was to leverage digital advancements to foster an improved, engaging, and seamless experience for all.

Resolved

- (1) That the Digital Futures Strategy be approved.

Reasons

Embracing the digital approaches proposed in this strategy will align our services with the evolving expectations and daily digital interactions of our customers. By automating routine tasks, we empower our council officers to devote their expertise to more complex cases and to community members who would benefit from a more personal touch. Our commitment to gradual and strategic "evolution" rather than abrupt "revolution" allows us to manage the cost implications effectively. As such, most expenses related to the digital transformation will seamlessly integrate within our existing transformational budget or coincide with our planned system replacement schedules. This thoughtful approach ensures a smoother transition towards our digital future, minimising disruption while maximising benefits and value for our community.

Alternative Options

Option 1: To request the creation of a more traditional IT Strategy. Due to the drivers for transformation, a traditional IT Strategy would not provide the framework required to support radical change if needed.

8 Discretionary Housing Payments Policy reviewed 2023/2024

The Assistant Director of Finance submitted a report to inform the Executive of the reviewed policy for Discretionary Housing Payment (DHP) and proposed updates.

Resolved

- (1) That the contents of the reviewed policy for Discretionary Housing Payments be noted.
- (2) That policy for Discretionary Housing Payments be approved.

Reasons

Discretionary Housing Payments are vital for residents in the current economic climate and help to support our most vulnerable residents with housing costs. It is recommended that the policy is endorsed by Executive to continue delivering support to these customers.

Alternative Options

Option 1: Returning the funds to Department for Works and Pensions and Oxfordshire County Council has been rejected as this would not be in line with Cherwell's objectives of responding to the cost of living crisis and working to prevent homelessness.

9 Implementation of Car Parking Pricing

The Assistant Director Environmental Services submitted a report to inform Executive of the changes proposed to the implementation of car park price increases during summer 2023 and provided the rationale for the revised implementation.

The new scheme did not raise prices beyond those approved by Council. It set out an implementation plan which ensured the Council's car park charges strike a balance between the Medium Term Financial Plan (MTFP) priorities and being responsive to the current economic climate.

Resolved

- (1) That the following proposed car parking changes be noted:
 - Increase the 1st hour from £1.10 to £1.20. This will increase income broadly in line with inflation.
 - Keep the 2nd and 3rd hour unchanged as parking usage has demonstrated that use has declined and is not competitive with alternative car parking offers.
 - Increase the daily charge from £5.00 to £5.50 – an increase of 10p per hour - in line with inflation and as long stay car parks are showing increasing demand from increasing numbers of workers returning to office.

- Increase the ultra short stay from £1.10 to £1.20 for ½ hour. Increase the hour rate from £1.60 to £1.70 in ultra short stay car parks, where it is evidenced that there is increasing demand.

(2) That the publishing of the revised charges be approved.

Reasons

The proposed changes protect against inflation pressures of car parking operational costs and income, and to reflect market forces and changes in use.

Alternative Options

Option 1: To raise charges in line with the MTFP. This is not recommended as it is anticipated to have an adverse impact on use and therefore income due to competing offers from other car park providers in Banbury and Bicester, and to a lesser extent from competing towns outside of Cherwell.

10

Budget and Business Planning Process 2024/25 - 2028/29

The Assistant Director of Finance submitted a report to inform Executive of the proposed approach to the 2024/25 Budget and Business Planning Process and provided context and background information on the existing Medium-Term Financial Strategy and information on the latest Government announcements relevant to the Strategy.

Resolved

- (1) That the Budget and Business Planning Process for 2024/25 be approved.
- (2) That the base assumptions to be used for the 2024/25 budget be approved.
- (3) That a five-year period for the Medium-Term Financial Strategy to 2028/29 and five-year period for the Capital Programme to 2028/29 be approved.
- (4) That the revised Reserves Policy (Annex to the Minutes as set out in the Minute Book) be approved.

Reasons

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

Alternative Options

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

11 **Award of Contract for the Repair and Refurbishment of Town Centre House**

The Assistant Director Wellbeing and Housing submitted a report to seek delegated authority to the Assistant Director Wellbeing and Housing to award the contract to the successful tender for the repair and refurbishment of Town Centre House.

Resolved

- (1) That authority be delegated to Assistant Director Wellbeing and Housing to award the contract for the repair and refurbishment of Town Centre House in consultation with the Monitoring Officer and s151 Officer.
- (2) That authority be delegated to the Monitoring Officer to enter into the agreement with the successful tenderer.

Reasons

To agree to delegating authority for procuring contractors and entering into a contract to complete the necessary works on Town Centre House following a competitive tendering exercise and formal costed evaluation of the bids received.

Alternative Options

Option 1: Do not award a contract over the summer. This option has been rejected because Cherwell District Council must meet its financial and housing obligations in order to receive the Local Authority Housing Fund (LAHF) grant.

Option 2: Not to take the LAHF grant This option has been rejected because Cherwell District Council is committed to supporting refugees as well as delivering where possible quality homes at local housing allowance rents.

12 **Updates to Terms of Reference of the Future Oxfordshire Partnership**

The Monitoring Officer submitted a report to set out and seek approval of adjustments to the Future Oxfordshire Partnership's Terms of Reference following recent changes to the programmes within the Oxfordshire Housing and Growth Deal.

Resolved

- (1) That the Future Oxfordshire Partnership's revised Terms of Reference and Memorandum of Understanding be approved.

Reasons

The revised governance documents are required to set out how the councils in the Future Oxfordshire Partnership will meet the requirements set out in the DLUHC letter dated 5 December 2022, securing the final £30 million of funding for infrastructure to support the accelerated delivery of new homes.

Alternative Options

Option 1: Do not approve the adjustments to the Terms of Reference. Rejected as it would not meet the requirements set out by central government to secure the funding for infrastructure. It would mean that the Council would not benefit from the opportunities that are presented from joint working with other councils in the Future Oxfordshire Partnership.

13

Pledges to Oxfordshire Inclusive Economy Partnership's Charter

The Assistant Director - Growth and Economy submitted a report that advised on the use of the delegated authority granted in January 2023 for the Council to make Pledges towards the implementation of the Oxfordshire Inclusive Economy Partnership (OIEP) Charter.

Resolved

- (1) That Cherwell District Council's commitment to the adoption of twelve pledges (Annex to the Minutes as set out in the Minute Book) aligned with Oxfordshire Inclusive Economy Partnership (OIEP) 2023-24 and to support delivery of the pledges through appropriate services areas.
- (2) That engagement with and membership of the OIEP Steering Group and Working Groups on behalf of the Council be delegated to the Corporate Director – Communities, in conjunction with the Portfolio Holder for Regeneration.

Reasons

The OIEP has developed a Charter as a statement of shared commitment to creating a more inclusive local economy, reflecting the ambitions of partners from throughout the county to enable everybody to be economically active within stronger, more sustainable communities. To enact the Charter, partners are invited to make pledges towards it and this Council has led by example.

The Council's Inclusive Communities plan will ensure that the Council can commit to delivering its pledges in 2023-24.

By implementing these pledges, the Council will demonstrate good practice and encourage other organisations and businesses through continuing its active participation in the OIEP.

Alternative Options

Option 1: Not to pledge towards delivering Oxfordshire Inclusive Economy Partnership's Charter. This was rejected because it would suggest that the Council is not committed to the creation of an inclusive economy. By not gaining external recognition of its own inclusive policies, it would also miss an opportunity to encourage others to engage and would therefore restrict its ambition to tackle the significant issues being faced by residents who are not currently benefitting as fully as they might from any increasing prosperity within the local economy.

Option 2: To make alternative pledges to Oxfordshire Inclusive Economy Partnership's Charter. This was rejected because the Council should firstly identify pledges that are realistically achievable within existing resources. It is expected that in future years, additional pledges could be considered, subject to resource availability.

14

Urgent Business

There were no items of urgent business.

The meeting ended at 7.11 pm

Chairman:

Date:

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Cherwell District Council

Executive

4 September 2023

Draft Cherwell Local Plan Review 2040 (Regulation 18) Consultation

Report of Assistant Director - Planning and Development

This report is public

Purpose of report

To present, for consideration, a draft of the emerging Cherwell Local Plan Review 2040 for consultation purposes.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve public consultation on the draft Cherwell Local Plan Review 2040 (Appendices 1 and 2) subject to the changes presented at Appendix 9 in response to the resolution of the Overview and Scrutiny Committee of 16 August 2023;
- 1.2 To delegate to the Assistant Director - Planning and Development the authority to make any minor amendments and corrections to the draft document he considers necessary prior to formal publication and in consultation with the Portfolio Holder for Planning and Development;
- 1.3 To delegate to the Assistant Director – Planning and Development the authority to finalise and publish supporting documents in consultation with the Portfolio Holder for Planning and Development.

2.0 Introduction

- 2.1 The Council is reviewing its Local Plan. This is required under the Planning Regulations which state that local plans should be reviewed at least every five years from their adoption date. Planning Practice Guidance makes clear that *'most plans are likely to require updating in whole or in part, at least every five years¹.'*

1

- 2.2 Cherwell's existing Local Plan consists of three documents:
- i. Saved policies of the Cherwell Local Plan 1996 (those not replaced),
 - ii. Cherwell Local Plan 2011 – 2031 (Part 1) (Adopted 2015),
 - iii. Cherwell Local Plan 2011 – 2031 (Part 1) Partial Review – Oxford's Unmet Housing Need (Adopted 2020).
- 2.3 A review of the saved policies of the 1996 Plan and those of the 2015 Plan was undertaken in 2020. This generally concluded that the plans' policies remained up-to-date at that time. A further review was undertaken in February 2023 which again showed that nearly all policies remained generally consistent with government policy and/or local circumstances and therefore remained up to date. There was however one exception, Policy BSC 1: District-wide Housing Distribution within the 2015 Cherwell Local Plan due to the publication of a new Housing and Employment Needs Assessment (HENA) in 2022.
- 2.4 This current review of the Local Plan provides the opportunity to establish a new set of policies for addressing housing and other development needs, for climate action, for healthy place-shaping, for biodiversity net gain, for our urban centres, rural areas and in response to new Government policy and guidance.
- 2.5 The timetable for preparing the Cherwell Local Plan Review 2040 has been affected by the timetable for the previously proposed Oxfordshire Plan. Until August 2022, it had been anticipated that a strategic framework for planning in Oxfordshire would have been provided by the Oxfordshire Plan. However, in August 2022, it was decided that work on the Oxfordshire Plan would cease.
- 2.6 A draft local plan for consultation was subsequently presented to the Executive on 19 January 2023 which resolved "*... Consultation be deferred until a later date...in light of the comments of the Overview and Scrutiny Committee and Executive to allow officers to consider these comments*".
- 2.7 The Overview and Scrutiny Committee had formally considered the draft Plan at a meeting on 11 January 2023.
- 2.8 The Committee's comments have been considered and, where considered appropriate by officers, changes to the emerging Plan have been made. Other improvements have been made to the draft as explained below.
- 2.9 Also on the agenda for this meeting is a proposed update to the Council's Local Development Scheme (LDS) last updated in September 2021. It includes the broad programme for Plan preparation which, in brief, is as follows:
- Draft Plan (Regulation 18) Consultation – Autumn 2023
 - Publication of Proposed / Pre-Submission Plan (Regulation 19) – Summer 2024
 - Submission to Secretary of State (Regulation 22) – Winter 2024/25

- 2.10 The Executive is being asked to consider a consultation draft of the emerging Plan under Regulation 18 of the Local Plan regulations (the issues and options stage of plan-making).
- 2.11 Public consultation at this stage would provide an opportunity for local communities, interest groups, statutory bodies, infrastructure and service providers, development promoters and other stakeholders to comment on emerging thinking and make suggestions on how the Plan should be developed further. A corporate communications plan will supplement the Council's published Statement of Community Involvement and help ensure wide engagement. At this draft plan stage (Regulation 18) the Council is still able to make significant changes to the emerging Plan in response to the consultation responses received and further evidence.
- 2.12 Responses to consultation at the next proposed or pre-submission stage (Regulation 19) are submitted with the Plan for Examination. Alternatively, the Council could choose to make further significant changes and re-consult before submitting the Plan. However, the Government's current proposals are that Plans prepared under the current Local Plan system should be submitted for Examination by 30 June 2025.

3.0 Report Details

Previous Consultations

- 3.1 Two previous consultations have already been undertaken to help inform the emerging Plan. These were:
- Community Involvement Paper Consultation (July 2020), and
 - Community Involvement Paper 2: Developing our Options Consultation (September 2021)
- 3.2 These documents were well received, with the responses to the first document informing the second, and responses to the second document informing the consultation draft of the Plan. Details of the previous consultation are set out in the formal Statement of Consultation (Appendix 5).

Response to 19 January 2023 Executive Resolution

- 3.3 Following the resolution of Executive in January 2023 to defer the consultation at that time, officers have taken the opportunity to undertake a wide review of the scope and presentation of the draft plan. It has been redrafted with a greater emphasis on consultation, with feedback being more explicitly encouraged and with specific questions added. Where possible the language has been made more accessible (less technical) and in places information has also been presented in a simpler, more understandable, and transparent way.
- 3.4 The key message is that this is a consultation draft. The input of local communities in reviewing and refining proposals will be helpful and further evidence will be

produced. Topics where further work is needed have also been highlighted. Members are not being asked to approve the final Plan. Details on how the specific comments raised by the Committee have been addressed are set out in Appendix 7.

Draft Cherwell Local Plan Review 2040 - Overview

- 3.5 The draft Plan sets out a vision and proposes homes, employment land, infrastructure and other essential services required to support the local community over the Plan period.
- 3.6 The emerging Plan has three overarching themes. These are:
- Theme 1: Meeting the Challenge of Climate Change and Ensuring Sustainable Development
 - Theme 2: Maintaining and Developing a Sustainable Local Economy, and
 - Theme 3: Building Healthy and Sustainable Communities.
- 3.7 The draft Plan suggests a series of objectives for meeting the vision and addressing these themes. It then presents a draft strategy, draft policies and proposals for meeting these objectives and delivering the vision.
- 3.8 In summary, the draft strategy is to:
- Ensure that our committed growth is delivered;
 - Focus new development at Bicester and to a lesser extent at Banbury;
 - Revitalise our urban centres and encourage investment;
 - Raise the design quality of our built and ‘green’ environments;
 - Minimise carbon emissions and achieve set net gains in biodiversity; wherever possible in delivering new development.
- 3.9 The district-wide strategy is supported by area strategies for Banbury, Bicester, Kidlington, Heyford Park and the Rural Areas:

Figure 1: Draft Cherwell Local Plan Review 2040 – Spatial Strategy

Spatial Strategy	
District	<ul style="list-style-type: none"> • Minimise carbon emissions and achieve set net gains in biodiversity wherever possible in delivering new development; • Raise design standards and improvements to the built environment to elevate the attractiveness of our towns and villages; • Ensure that new developments improves well-being wherever possible through design, accessibility, social interaction, the provision of amenities and facilities and opportunities for active travel and recreation;

	<ul style="list-style-type: none"> • Encourage new development that improves opportunity for all and in particular provides access to housing to meet all needs;
Banbury	<ul style="list-style-type: none"> • Deliver committed development and provide for some limited additional growth reflecting the topographical, landscape and rural character constraints of the town's edge; • Revitalise appropriately repurpose and seek further investment in the town centre, continue to improve its built and 'green' environment and public realm and further develop the night time economy; • Continue to support and strengthen the town's economy and diversify its skill base; • Encourage development proposals that will support education and help reduce deprivation; • Seek strategic transport improvements to encourage active travel, reduce congestion and pollution, and reduce cross town traffic by motorised vehicles.
Bicester	<ul style="list-style-type: none"> • Deliver committed development and be the focus for additional development reflecting the town's on-going growth and transformation as a sustainable Garden Town and its regional and sub-regional location on the Oxford-Cambridge Corridor including and East-West Rail route; • Continue to maximise the benefits of having key international and national destinations and economic activity to support further business investment; • Support the continued improvement of the town's centre, its facilities, its public realm and 'green' environment; • Resolve transport connectivity and infrastructure challenges and encourage active travel.
Kidlington	<ul style="list-style-type: none"> • Strengthen Kidlington's role as a Local Service Centre; • Continue to support investment in key economic assets including the Village Centre, London-Oxford Airport, Begbroke Science Park and at Langford Lane. • Improve the built and 'green' environment of Kidlington Village Centre. • Ensure the successful implementation of the committed 4,400 homes to help Oxford's housing needs so that the planned benefits for the communities of Kidlington, Gosford and Water Eaton, Begbroke and Yarnton are delivered.

Heyford Park	<ul style="list-style-type: none"> • Ensure the implementation of the committed growth at Heyford Park to fully establish the new settlement <u>that is already</u> planned; • Provide for the future expansion of Heyford Park to meet future housing and infrastructure needs should highway capacity limitations be resolved.
Rural Areas	<ul style="list-style-type: none"> • Protect the identity and character of our villages and rural areas and avoid unplanned development in the open countryside; • Provide for limited development to meet local community and business needs and help support the vitality of these more rural settlements and the viability of existing businesses and farms; • Direct the development of new housing to the larger and more sustainable villages that offer a wider range of services and are more well connected to our urban areas than the smaller villages; • Maintain the designated Green Belt but consider a limited release at Kidlington to meet local housing needs if there are exceptional circumstances to do so; • Protect the Cotswolds National Landscape (Area of Outstanding Natural Beauty).

3.10 A number of strategic development policies are also proposed. Most will apply across the district and will inform and guide development to ensure it is well-designed and reflects the overarching themes and Plan objectives. Figure 2 describes how the policies have been grouped under each of the key themes.

Figure 2: Draft Cherwell Local Plan Review 2040 – Key Themes

Theme One: Meeting the Challenge of Climate Change and Ensuring Sustainable Development	Theme Two: Maintaining and Developing a Sustainable Local Economy	Theme Three: Building Healthy and Sustainable Communities
<ul style="list-style-type: none"> • Connectivity and Transport • Sustainable design and construction and Renewable Energy • Flood Risk • Natural Resources • Landscape • Green Infrastructure • Biodiversity 	<ul style="list-style-type: none"> • Employment • Tourism • Town Centres & Retail • Education • Utilities and Infrastructure 	<ul style="list-style-type: none"> • Achieving Well Designed and Healthy Places • Housing • Historic Environment

Assessing Housing Need

- 3.11 The Plan needs to be informed by a local housing need assessment, prepared using a nationally set 'standard method' – unless exceptional circumstances justify an alternative approach which also reflects current and future demographic trends and market signals.
- 3.12 In addition, to the district's needs, any housing need that cannot be met within neighbouring areas should also be taken into account in establishing the amount of housing to be planned for.
- 3.13 The 'standard method' is a formula based on nationally projected household growth for the local area and the housing affordability of the area (based on a house price and workplace earnings ratio). Some adjustment is required depending on local circumstances.
- 3.14 Under the standard method, Cherwell has a need for some 742 new homes per annum which would equate to 14,840 homes for the period 2020-2040. Oxford City has a 'capped' need of 762 homes per annum.
- 3.15 Government guidance highlights that the standard method for assessing local housing need needs provides a minimum starting point in determining the number of

homes needed in an area. It does not attempt to predict the impact that future government policies, changing economic circumstances or other factors might have on demographic behaviour.

3.16 It states that there will be circumstances where it is appropriate to consider whether actual housing need is higher than the standard method indicates. This includes but is not limited to situations where increases in housing need are likely to exceed past trends because of:

- Growth strategies for the area that are likely to be deliverable, for example where funding is in place to promote and facilitate additional growth (e.g. Housing Deals);
- Strategic infrastructure improvements that are likely to drive an increase in the homes needed locally; or
- An authority agreeing to take on unmet need from neighbouring authorities, as set out in a statement of common ground.

3.17 An Oxfordshire Housing and Economic Needs Assessment (HENA, 2022) was commissioned jointly by this Council and Oxford City Council to examine these issues.

3.18 The Assessment concluded that its evidence points to an overall scale of housing need above the minimum level of need arising from the Standard Method. It states that the Standard Method underestimates housing need by not capturing demographic data post 2014, and not allowing for sufficient housing to match the level of job creation expected to 2040.

3.19 Based on the findings of the HENA it is the current assumption that Cherwell has a need for some 1,009 homes per annum to meet its own projected needs. It is also expected that Cherwell will need to accommodate a proportion of Oxford's unmet housing need.

3.20 Figure 3 sets out the projected housing need and potential contribution to Oxford's needs that presently underpin the housing requirement elements of proposed consultation draft of the Plan:

Figure 3: Draft Cherwell Local Plan Review 2040 – Projected Housing Need

Projected Housing Need	
Cherwell's housing need	1,009 per annum
Oxford's housing need	1,322 per annum
Oxford's current housing capacity	457 per annum
Oxford's current unmet need	865 per annum

Indicative % of unmet need to Cherwell	32.8 %
Unmet need potentially distributed to Cherwell	284 per annum
Housing need to be met in Cherwell	1,293 per annum
Housing need to be met in Cherwell 2020-2040	25,860

3.21 Members of the Overview and Scrutiny Committee were invited to an internal presentation and discussion on the HENA at the Local Plan Members Advisory Group on 6 July 2023.

Understanding Existing Housing Supply

3.22 Once the overall housing need is established it is then necessary to understand the existing supply of housing. Cherwell already has a very significant level of housing supply. Figure 4 sets out the current assessment of housing supply for 2020-2040.

Figure 4: Draft Cherwell Local Plan Review 2040 – Existing Housing Supply

	Housing Completions 2020-22	Deliverable Supply 2022-2040	Developable Supply 2022-2040	Totals
Banbury	954	2,273	1,871	5,098
Bicester	817	4,391	5,588	10,796
Heyford Park	136	643	1,103	1,882
Kidlington	109	32	0	141
Rural Areas	351	538	0	889
Partial Review Sites	0	1,090	3,310	4,400
Windfall Projections	0	1,000	0	1,000

Totals	2,367	9,967	11,872	24,206
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3.23 Indicatively, these figures suggest that only a further 1,654 homes are required to meet identified housing need (a need of 25,860 minus a current supply of 24,206). However, there are a number of issues that need to be considered before the housing requirement can be finalised. These include:

- Can all the existing housing supply be reliably delivered within the Plan period?
- Do any larger scale developments need longer time frames for delivery?
- What does this supply say about meeting housing needs for Kidlington?
- Is there sufficient supply in the longer term to meet rural housing needs?

3.24 North-West Bicester, the district's largest development site, is currently planned to provide for some 6,000 homes. Due to delays in delivery it is now anticipated that about 3,000 of those homes will actually be delivered beyond 2040. If these 3,000 homes are deducted from the calculations the existing supply falls to 21,206 homes by 2040. This leaves a remaining draft requirement to be provided of 4,654 homes.

3.25 The feedback we receive to consultation would help us consider these issues further.

Strategic Development Options - Housing

3.26 Work undertaken so far favours the options summarised below in Figure 5. Site templates within the Plan's appendices summarise the key constraints and opportunities. There are no proposed site policies within the draft Plan at this stage and further evidence and consultation feedback will inform our thinking.

Figure 5: Draft Cherwell Local Plan Review – Potential New Development Sites

Potential New Development Sites / Supply	
Banbury	
North of Wykham Lane	600
Withycombe Farm	230
Bicester	
South-East of Wretchwick Green	800
South of Chesterton / North-West of A41	500
Kidlington	

North of The Moors	300
South-East of Woodstock	450
Heyford Park	
South of Heyford Park	1,235
Rural Areas	
Indicative allocation	500
Total	4,615

Affordable Housing

- 3.27 The HENA analyses the need for affordable housing in terms of social/affordable rented housing and affordable home ownership. It identifies a significant need for affordable housing across the district. It states that there is a need for 660 social rented/affordable rented homes per year with an additional 193 homes to meet affordable home ownership needs.
- 3.28 On 27 February 2023, the Council adopted a motion, requesting that the Executive consider including an affordable element of at least 50% within future housing developments and that this be included as a requirement in the emerging Local Plan 2040 along with a clear definition of what affordable housing encompasses.
- 3.29 Government policy states that local plans should set out what new development is expected to provide, and that the requirement should not be so high as to undermine the delivery of the Plan. To ensure that the local plan is deliverable its proposals and policies need to be viability tested. In order to understand the level of affordable housing the Plan could require, whilst at the same time ensuring the delivery of the Plan, the Council's interim Viability Assessment tested a range of requirements for affordable housing from 0 to 50% and for First Homes (discounted market homes) provided at 25%. It recommends an overall 30% affordable housing requirement on all sites. For Banbury and Bicester, this is the same level as the adopted 2015 Local Plan, but lower for Kidlington and the rural areas.
- 3.30 However, in light of the Council's adopted motion, and recognising the importance of housing need as a policy area, officers have inserted a specific consultation question to gauge opinion on whether there is stakeholder support for maximising the delivery of affordable housing, and in particular the delivery of more social rented housing, if sacrifices were made in respect of other requirements.

Employment

3.31 The HENA identifies a need for between 274 and 283 ha of employment land in Cherwell over the period 2021 to 2040. The 2015 local plan identified a significant amount of employment land and whilst much of this has been developed there still remains substantial areas of land available. In addition, there is a need to take account of other permissions in place and development that has been completed on unallocated sites. An Employment Land Review (October 2022) has been undertaken which has identified a number of additional potential employment sites across the District (Figure 6) although further sites may be required.

Figure 6: Draft Cherwell Local Plan Review 2040 – Potential Employment Sites

Site Name	Type of Site (Uses Class)	Available Development Land (Hectares)
Higham Way – Banbury	Mixed Use B2, B8 and E (g)	3.0
Canalside – Banbury*	Mixed Use B2, B8 and E (g)	7.5
Land East of M40 J9 and South of Green Lane – Bicester	Mixed Use B2, B8 and E (g))	40.0
Land adjacent to Symmetry Park, North of A41 – Bicester	Mixed Use B2, B8 and E (g)	6.3
Bicester Business Park (Bicester 4)**	Saved 2015 LP Allocation for B1 (a) and E (g)(i)	3.3
Begbroke Science Park	Science Park – E (g) (ii)	14.7

Banbury Area Strategy

3.32 The draft Plan proposes a specific vision and strategy for the district's largest town. The draft strategy seeks to:

- Focus new development on previously developed land within the existing urban area, particularly in the vicinity of the town centre;
- Bring about Canalside regeneration, including enhancing the gateway to the town and improving access to the railway station, for the benefit of the whole town;
- Encourage residential development within the town centre on appropriate sites;
- Support the role of the town centre by resisting further major out of centre retail developments;
- Help reduce the level of deprivation by securing benefits achieved through specific development proposals and by economic growth and diversification;
- Secure a site that will provide a permanent home for Banbury United Football Club;
- Deliver a new secondary school for the town;
- Ensure new developments deliver improved community and health facilities;
- Deliver an improved and enhanced green infrastructure network across the town, including access to green spaces, the Oxford Canal and River Cherwell corridor, and children's play space, allotments and community gardens;
- Deliver schemes that reduce transport congestion, particularly along Hennef Way and in areas around the town centre;
- Ensure new developments strengthen the connection between the town centre and railway station, a key gateway to the town, and
- Ensure new developments deliver improved active travel routes in and around the town, radiating to surrounding villages.

Bicester Area Strategy

3.33 The draft plan proposes a specific vision and spatial strategy for the district's fastest growing town with the overarching priorities for Bicester reflecting those for Banbury. The draft strategy seeks to:

- Deliver new high quality development helping to achieve climate change objectives.
- Provide new jobs and services reducing the need for out-commuting and travel to other locations.
- Provide new infrastructure alongside new homes and employment.

- Maximise opportunities for new development on previously developed land within the existing urban area, particularly in the vicinity of the town centre.
- Bring about coordinated town centre improvements and regeneration including the redevelopment of Market Square.
- Support the role of the town centre by resisting further major out of centre retail developments.
- Ensure new developments deliver improved community and health facilities.
- Deliver an improved and enhanced green infrastructure network across the town, including access to green spaces, children's play space, allotments, community gardens and a new cemetery.
- Protect and enhance areas of ecological importance and historic value.
- Deliver schemes that reduce transport congestion, including a potential new south east link road.
- Strengthen the connections between the town centre and Bicester Village.
- Ensure new developments deliver improved active travel routes in and around the town and to surrounding villages.

Kidlington Area Strategy

3.34 The draft strategy for Kidlington is to:

- Support a strong local economy with a focus on high value employment uses at Langford Lane and Begbroke centred on the Oxford Technology Park, London Oxford Airport and Begbroke Science Park;
- Deliver new planned neighbourhoods at Yarnton, Begbroke and Gosford and Water Eaton with community facilities and infrastructure supporting greener sustainable living;
- Support proposals that enhance the attractiveness and visibility of Kidlington's centre;
- Promote an enhanced role for Kidlington as a local service centre with new business and homes in/near the village's centre and an improved cultural and leisure/night economy offer;
- Improve access for all residents to high quality community facilities, sports and recreation spaces, and support improved health care facilities with the expansion of existing GP surgeries or a new facility;
- Securing high-quality well-designed and accessible buildings and public spaces;
- Provide enough market and affordable homes to address local needs;

- Protect and enhance the townscape and landscape that form the setting of Kidlington, Gosford and Water Eaton, Shipton on Cherwell and Thrupp, Begbroke and Yarnton and maintain their local distinctiveness;
- Protect and enhance areas of high natural capital value in the Cherwell Valley and the wider region including Oxford Meadows Special Area of Conservation (SAC) and the proposed Otmoor, Bernwood and Ray Nature Park;
- Support increased access to nature, open spaces and the Green Belt with specific opportunities to ‘green’ Kidlington’s centre and secure improvements to the Oxford Canal and River Cherwell corridors;
- Build on the area’s excellent links to Oxford, Bicester and London by public transport and work with County and Parish councils to deliver safe and inclusive routes that facilitate car free movements as the first choice for residents and visitors;
- Support the delivery of Kidlington’s Local Cycling and Walking Plan with new and enhanced walking and cycling routes linking Kidlington to the surrounding villages of Hampton Poyle, Islip, Yarnton, Begbroke, Thrupp, Shipton-on-Cherwell;
- Work with the Environment Agency, Thames Water and Oxfordshire County Council to mitigate surface water run off through appropriate sustainable drainage infrastructure and look for opportunities for betterment where flood risk is already present.

Heyford Park Area Strategy

3.35 The draft strategy for Heyford Park is the:

- Successful implementation of the approved masterplan (2022);
- Delivery of further transport investment to avoid unacceptable impacts on the highway network and support sustainable modes of travel;
- Helping to improve the range of employment, community facilities and infrastructure and further enhance the sustainable transport and connectivity credentials of the area;
- Recognise the potential for additional development to strengthen the long-term sustainability of the new community at Heyford Park;
- Providing the future potential for additional development later in the plan period on land south of Heyford Park to provide approximately 1,235 new dwellings.

Rural Areas Strategy (including Village Categorisation)

3.36 The draft strategy for the rural areas is:

- Development opportunities to meet identified local needs

- Tight management of speculative development and the avoidance of comparatively less sustainable development outcomes
- Greater emphasis on development being supported by sustainable transport and active travel opportunity
- Greater emphasis on development being designed and supported by infrastructure to support health and well-being
- Protection and enhancement of our environmental and heritage assets

3.37 The 2015 adopted Cherwell Local Plan uses a village categorisation system as a way of directing growth to the most sustainable villages. This approach has generally helped to limit development in the rural areas and ensure a focus on more sustainable urban areas. However, there has been some criticism of the category of some villages, particularly in recent years. In preparing this draft plan the opportunity has therefore been taken to review the current village categorisation, based on an assessment of the current level of services and facilities in individual settlements. This has resulted in a number of villages within Category A of the 2015 Plan being reassessed as proposed 'smaller villages' in the draft Plan. These re-categorised villages include Arncott, Begbroke, Chesterton, Cropredy, Finmere, Fringford, Fritwell, Milcombe, Sibford Ferris, Sibford Gower, Weston-on-the-Green and Wroxton.

3.38 The draft Plan proposes to manage rural development pressures in a way that benefits local communities, does not lead to unacceptable pressure on local infrastructure, can be supported by sustainable and active travel options and which does not damage the characteristics that contribute to making the rural area attractive and distinctive.

3.39 This draft Plan is suggesting that when finalised, specific housing site allocations to accommodate an additional 500 new dwellings in the most sustainable villages (the 'larger villages') should be identified. Officers have yet to complete their assessment of potential sites. Moreover, parishes preparing neighbourhood plans are being encouraged to identify housing sites within their plans. In addition, to allocated sites, it is also expected that small 'windfalls' on sites of less than 10 dwellings will continue to come forward.

4.0 Conclusion and Reasons for Recommendations

4.1 The Council has a legal requirement to review its Local Plan every five years. A new Local Plan is required to meet Cherwell's needs, protect its environment and secure sustainable development. The process for preparing a new local plan is prescribed by legislation. This current Plan is a consultation draft prepared to prompt discussion and feedback on its vision, objectives, spatial strategies, and new planning policies. When adopted, the Local Plan will guide the delivery of sustainable development

across the district. The Executive is invited to approve a consultation to support further plan development.

5.0 Consultation

- 5.1 Preparation of the draft Plan has been informed by a wide range of stakeholders, through two previous stages of public consultation and via the Council's formal responsibilities under the Duty to Cooperate.
- 5.2 Members of Overview & Scrutiny Committee have had the opportunity to attend two recent meetings of the Local Plan Members Advisory Group (MAG). At the first meeting the HENA consultants gave a presentation on their report and all Overview and Scrutiny members had the opportunity to discuss the report and ask detailed questions. At the second MAG meeting on 26 July 2023, Members were provided with a detailed preview of the draft Plan followed by an opportunity for questions and discussion.
- 5.3 This report has been prepared in consultation with the Portfolio Holder for Planning and Development, Councillor Sames.
- 5.4 On 16 August 2023, the proposed consultation draft of Plan and supporting documents were presented to a meeting of the Overview and Scrutiny Committee. The Committee resolved:
- '(1) *That having given due consideration to the draft Local Plan 2040 (Regulation 18), the following comment be made to the Executive:*
- *that in line with the carried motion at February 2023 full Council meeting on housing affordability mix, the Local Plan be stronger in terms of the desirability of having more affordable housing in the allocated sites; and delegate to the Chairman to report detailed comments made by Committee to the Executive on the 4 September 2023.*
- (2) *That it be noted that the Assistant Director for Planning and Development will retain delegated authority, in consultation with the Portfolio Holder for Planning and Development, to make minor amendments to the draft document, including correcting any typographic or formatting errors, up to the start of the consultation'.*
- 5.5 Other observations were also made by individual Members of the Overview and Scrutiny Committee (Appendix 8).
- 5.6 Officers have considered the Committee's resolution and, in respect of affordable housing, recommend to the Executive the proposed changes at Appendix 9 to this report.
- 5.7 Minor typographical errors have been corrected and delegation is requested to make minor amendments in consultation with the Portfolio Holder for Planning and Development prior to consultation commencing (particularly final wording of

consultation questions and explaining acronyms). It is the view of officers that the other policy related matters raised by individual committee Members are not ones that necessitate change to the draft Plan ahead of consultation. They will however be considered further by officers for the next stage of Plan development and in discussion with the Local Plan Members Advisory Group.

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 progress a Cherwell Local Plan Review at this time.

The Council has a legal requirement to review its Local Plan every five years, and update it if appropriate. There is therefore an expectation that most plans will need to be updated every five years. Progressing the review of the Local Plan is required to ensure a plan-led approach to development in Cherwell.

Option 2: Delay progress on a Cherwell Local Plan Review.

The Local Plan programme has already slipped, principally due to the decision in August 2022 to cease work on the Oxfordshire Plan which was expected to set the strategic level of growth across the County. More recently, following consideration of a previous version of the draft local plan in January 2023 the Executive resolved, “...*Consultation be deferred until a later date...in light of the comments of the Overview and Scrutiny Committee and Executive to allow officers to consider these comments*”. Further delay would create significant uncertainty about maintaining a plan-led approach to development in Cherwell.

Option 3: Do not consult on an emerging Plan at ‘Regulation 18’ stage

There is no specific requirement to publish a draft Plan under Regulation 18 of the Local Plan regulations. There have been two issues and options consultations in 2020 and 2021 and the Council could wait until it publishes a proposed / pre-submission Plan under Regulation 19. However, there is time to undertake consultation now which would provide further opportunity for community engagement, benefit Plan development and ensure as many issues as possible are considered before a proposed Plan is prepared under Regulation 19.

7.0 Implications

Financial and Resource Implications

7.1 The Local Plan programme is funded from the Planning Policy budget and Local Plan Reserve. There are no wider budgetary implications.

Comments checked by:

Kelly Wheeler, Business Partner - Finance

Kelly.Wheeler@cherwell-dc.gov.uk

Legal Implications

- 7.2 The Local Plan needs to be prepared and consulted upon in line with legislation. There is no requirement to consult specifically upon a draft Plan at this stage. Regulation 18 of The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) requires the inviting of representations from prescribed bodies and persons about a local plan ought to contain. The Council has done this in previous consultations (2020 and 2021). Nonetheless, the clear advantages of additional consultation are noted.

Comments checked by:

Shiraz Sheikh, Assistant Director Law and Governance and Democratic Services

Shiraz.sheikh@cherwell-dc.gov.uk

Risk Implications

- 7.3 There are numerous risks associated with producing a Local Plan, including the potential for legal challenge. Local plan preparation is governed by legislation and the plan must be demonstrably found 'sound' through an independent Examination process. The Plan must be consistent with national policy, guidance and legislation.
- 7.4 The Council is preparing the Local Plan as required by legislation. The Plan is still at a relatively early stage in the plan-making process, and this draft plan will be subject to public consultation. The Council still retains the flexibility to amend the plan in the future. Responses to the consultation will, in part, inform these amendments.
- 7.5 Existing and arising risks, depending on their nature, are managed through the service operational risk and the Leadership Risk register (view LO3 – CDC Local Plan).

Comments checked by:

Shona Ware, Assistant Director - Customer Focus

Shona.Ware@cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.6 A Health and Equality Impact Assessment (HEqIA) has been prepared to accompany the draft Plan and inform consultation (Appendix 5). There are no implications at this draft stage. The Plan has not been finalised.

Comments checked by:

Shona Ware, Assistant Director - Customer Focus

Shona.Ware@cherwell-dc.gov.uk

Sustainability Implications

- 7.7 Under the Planning Acts, the Council has a statutory duty to contribute to the achievement of sustainable development. It also has a statutory requirement to be informed by a process of Sustainability Appraisal (SA). An initial SA supports the emerging Plan and the SA supporting the submission Plan will be tested at Examination.
- 7.8 The draft plan supports sustainable development through its Spatial Strategy, ensuring development is located in the most sustainable locations that maximise opportunities for supporting sustainable transport modes. The plan contains a suite of policies to support sustainable development, including those relating to the standards any new development should confirm to, including to achieve high climate change standards.

Comments checked by:

Ed Potter, Assistant Director – Environment

Ed.Potter@cherwell-dc.gov.uk

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

The Council's Business Plan 2023-24 includes the following four key priorities; all of which are central to the Local Plan:

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

Document Information

Appendix number and title

- Appendix 1 – Draft Cherwell Local Plan Review 2040
- Appendix 2– Interim Sustainability Appraisal August 2023
- Appendix 3 – Habitats Regulations Assessment August 2023
- Appendix 4 – Health and Equalities Impact Assessment August 2023

- Appendix 5 – Consultation Statement (September 2023)
- Appendix 6 – Interim Duty to Cooperate Statement
- Appendix 7 – Officer Response to Comments of Overview and Scrutiny Committee 11 January 2023
- Appendix 8 – Observations of Members of the Overview and Scrutiny Committee – 16 August 2023
- Appendix 9 – Proposed changes in response to the Overview and Scrutiny Committee resolution of 16 August 2023

Background papers

- Report and Minutes, Overview and Scrutiny Committee 11 January 2023, Draft Local Plan 2040 (Regulation 18) Consultation
<https://modgov.cherwell.gov.uk/ieListDocuments.aspx?CId=116&MId=3873&Ver=4ation>
- Report and Minutes, Executive 19 January 2023, Draft Local Plan 2040 (Regulation 18) Consultation
<https://modgov.cherwell.gov.uk/ieListDocuments.aspx?CId=115&MId=3872&Ver=4>
- Motion to Council and Resolution 27 February 2023, Housing Affordability Mix
<https://modgov.cherwell.gov.uk/ieListDocuments.aspx?CId=114&MId=3648&Ver=4>
- Report and Resolution, Overview and Scrutiny Committee 16 August 2023, Draft Cherwell Local Plan Review 2040 (Regulation 18) Consultation
<https://modgov.cherwell.gov.uk/ieListDocuments.aspx?CId=116&MId=3966&Ver=4>

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Cherwell District Council

Executive

4 September 2023

Local Development Scheme

Report of Assistant Director – Planning and Development

This report is public.

Purpose of report

To seek approval of an updated Local Development Scheme (LDS) to produce the Council's key planning policy documents.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the updated Local Development Scheme (LDS) presented at Appendix 1.

2.0 Introduction

2.1 Local Planning Authorities are required to produce a Local Development Scheme (LDS) under section 15 of the Planning and Compulsory Purchase Act 2004 (as amended). An LDS is a rolling timetable plan for the preparation of key planning policy documents. It must be kept up to date and made publicly available and these matters are 'tested' during the examination of the Local Plan.

2.2 The main purposes of an LDS are:

- To inform the local community and other interested parties of development plan documents being prepared or updated and the envisaged timescales.
- To publish the Council's priorities for the preparation of the new development plan documents and their associated work programmes.

2.3 Progress against the timescales set out in the LDS is monitored through the Annual Monitoring Report (AMR). The LDS is periodically reviewed to ensure it provides the most up to date information. The review is necessary due to the significant change of circumstances since the adoption of the current LDS in 2021 and, in particular, the cessation of work on the joint Oxfordshire Plan in August 2022.

2.4 A new LDS is presented at Appendix 1 for approval. It revises that approved by Executive in September 2021.

- 2.5 The revised LDS provides timescales for:
1. completion of the Cherwell Local Plan Review 2040; and
 2. recommencement of work on a Community Infrastructure Levy aligned to the Local Plan Review 2040
- 2.6 These projects require close working among services provided by this Council and Oxfordshire County Council as well as engagement and consultation with local communities, the development industry and other partners and stakeholders.
- 2.7 The LDS has been prepared having regard to current circumstances. Future circumstances that might lead to the need for review of the LDS include:
- new legislation, Government policy and guidance on plan-making;
 - changing timeframes for work not fully within the Council's control; and
 - unanticipated changes to available resources.
- 2.8 The LDS will be kept under review.

3.0 Report Details

- 3.1 The LDS provides a programme schedule for each of the key planning policy documents that will be prepared specifying the geographical area affected by the document, the status of the document, the timetable for production, a brief summary of the management arrangements and service resource, and the monitoring and review mechanism.
- 3.2 There are several changes to the LDS compared to the document approved in September 2021. These are outlined below. An updated Local Development Scheme (LDS) is presented at Appendix 1.

Oxfordshire Plan 2050

- 3.3 Since the approval of the last LDS work on the Oxfordshire Plan has ceased.

Cherwell Local Plan Review 2040

- 3.4 A review of the adopted Cherwell Local Plan, known as the Cherwell Local Plan Review 2040 is being undertaken to ensure key district level planning policies are kept up to date and new policies are prepared to guide decision making have regard to national and local priorities. The Plan will include policies to meet an evidenced vision and objectives and include the allocation of land for the delivery of strategic and non-strategic development sites.
- 3.5 It was envisaged, at the time of the previous LDS, that the Local Plan would assist in the implementation of the Oxfordshire Plan and align with the overarching vision and framework set by that plan. However, as noted above, work on the Oxfordshire Plan

has now ceased. This followed a period of seeking to align the timescales of the Local Plan and the Oxfordshire Plan.

- 3.6 Following the formal decision to cease work on an Oxfordshire wide plan, it has since been necessary to revisit elements of the evidence base. The preparation of these documents has inevitably delayed the programme. Nevertheless, this additional work is crucial to the preparation of a ‘sound’ plan which will meet the Duty to Cooperate and pass examination.
- 3.7 The Government has recently published a consultation document (23 July 2023) on the implementation of plan making reforms. This document confirms that Plans prepared under the current Local Plan system should be submitted for Examination by 30 June 2025, with adoption by 31 December 2026. It is proposed to meet this timescale through a programme for submission by January 2025. This provides some time contingency. Examination commences at the point of submission but the dates of public hearings and the timescale for receipt of an Examination report are set by the Planning Inspectorate (PINS) and are therefore indicative in the LDS.
- 3.8 The revised timescales are set out below:

Cherwell Local Plan Review 2040 Stage	Timetable
Consultation on draft Plan (Regulation 18)	September-October 2023
Consultation on Proposed Submission Plan (Regulation 19)	September-October 2024
Submission (Regulation 22)	January 2025
Examination Hearings (estimate) (Regulation 24)	April/May 2025
Receipt and Publication of the Inspector's Report (estimate) (Regulation 25)	September 2025 (estimated)
Adoption (estimate) (Regulation 26)	December 2025 (subject to examination)

Community Infrastructure Levy (CIL) Charging Schedule

- 3.9 CIL comprises a schedule of charges for contributions to off-site infrastructure, payable by developers. A consultation on a preliminary charging schedule was undertaken from 12 February to 25 March 2016. A draft charging schedule was consulted upon from 14 November 2016 to 9 January 2017. Work on a potential CIL was put on hold while a national policy review was undertaken and in anticipation of further Government guidance which has since been published.
- 3.10 Details are awaited from the Government on major reforms to developer contributions and a potential Infrastructure Levy. This is likely to take a considerable amount of

time to be in place and it is considered prudent to continue work on CIL to support infrastructure delivery.

Community Infrastructure Levy Charging Schedule Stage	Timetable
Evidence gathering & engagement	August - December 2023
Preparation of draft charging schedule	December 2023- January 2024
Consultation on charging schedule	February - March 2024
Submission	June 2024
Examination	September 2024 (estimated)
Receipt and Publication of the Inspector's Report	October 2024 (estimated subject to examination)
Approval	January 2025 (estimated)

Banbury Canalside Supplementary Planning Document (SPD)

- 3.11 Although Supplementary Planning Documents do not have to be programmed in the LDS, the 2021 LDS included a commitment to a Banbury Canalside SPD. The SPD would have provided additional detail to supplement Policy Banbury 1 of the adopted Cherwell Local Plan 2011-2031 which seeks residential led, mixed-use redevelopment of the area.
- 3.12 The review of that policy through the Cherwell Local Plan Review provides an opportunity to revisit the strategy for the planning and implementation of that redevelopment and an SPD related to the existing policy would be overtaken by new Local Plan policy and short-lived. The SPD is therefore removed from the LDS at this time.
- 3.13 However, improvement of the area remains a key priority for the Local Plan and work such as understanding the viability of development and how the local built environment can be enhanced having regard to the relationship with the railway station and town centre will continue. On-going work on a Banbury Vision also provides an opportunity to consider the needs of the town holistically.
- 3.14 Once a new Local Plan policy has been established, there remains the option of producing supplemental planning guidance.

4.0 Conclusion and Reasons for Recommendations

- 4.1 An updated LDS has been prepared taking into account the significant change in circumstances since the last LDS was adopted in 2021. It provides a broad programme for completion of the on-going Local Plan review and a potential Community Infrastructure Levy. The Council has a statutory responsibility to prepare and maintain an LDS. The LDS will be used by officers, the public, partners and developers and other stakeholders to monitor the production of documents and to plan for associated consultations. Approval of the LDS is needed to assist project management and ensure that the Council meets its statutory responsibilities for plan-making. The LDS will be reviewed again if there is a further, significant change in circumstances.

5.0 Consultation

- 5.1 Councillor Dan Sames – Portfolio Holder for Planning & Development.

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 approve the LDS

The Council has a statutory responsibility to maintain an LDS. If the Council did not prepare its own LDS the Secretary of State could impose one. Aside from legal duty, not to approve the LDS could undermine the confidence of the public and stakeholders about the Council's plan-making programme. The LDS would need to be re-presented to the Executive at a future meeting.

Option 2: To reconsider the content of the LDS

The LDS has been prepared having regard to the Council's statutory responsibilities and current resources. It is considered by officers to be appropriate for the present and foreseeable circumstances.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no significant finance and resource implications arising from this report. The work arising from the LDS is to be met within existing budgets. To ensure that the timescales can be achieved resources will be made available from the existing budget.

Comments checked by:
Kelly Wheeler, Business Partner - Finance
Kelly.Wheeler@cherwell-dc.gov.uk

Legal Implications

- 7.2 The Council has a statutory responsibility to prepare an LDS and to keep it maintained as set out in the Planning and Compulsory Purchase Act 2004 (as amended).

Comments checked by:
Andrew Maughan, Planning Solicitor
Andy.Maughan@cherwell-dc.gov.uk

Risk Implications

- 7.3 An update to the LDS is required as detailed within the report to address changes in circumstances. The update will ensure that the Council complies with the Planning and Compulsory Purchase Act 2004 (as amended). The report recognises that a further review of the LDS may be required if circumstances again change significantly. The risk of delay to the specified programmes are managed through the Council's performance and risk management processes.

Comments checked by:
Celia Prado-Teeling, Performance and Insight Team Leader
Celia.Prado-Teeling@Cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.4 The LDS is an overview of the programme of work to be undertaken by the Planning Policy team and there are no specific equality and diversity implications arising from this report. The Cherwell Local Plan Review 2040 is subject to Heath and Equality Impact Assessment which will be completed and reviewed in line with the timetables set out in this report. The Consultation Draft Local Plan, elsewhere on this agenda, has been prepared with an Assessment.

Comments checked by:
Celia Prado-Teeling, Performance and Insight Team Leader
Celia.Prado-Teeling@Cherwell-dc.gov.uk

Sustainability Implications

- 7.5 There are no direct sustainability implications as a consequence of this report. The LDS is a programme management tool. The Consultation Draft Local Plan, elsewhere on this agenda, has been prepared with a Sustainability Appraisal.

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

8.0 Decision Information

Key Decision:

Financial Threshold Met: No

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

Business Plan Priorities 2023-2024:

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

Lead Councillor

Councillor Dan Sames – Portfolio Holder for Planning & Development

Document Information

Appendix 1: Draft Local Development Scheme, September 2023

Background papers

None

Report Author and contact details

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**CHERWELL DISTRICT COUNCIL
LOCAL DEVELOPMENT SCHEME
September 2023**

Draft for Executive



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

CONTENTS

Section	Page
1. Introduction	1
2. Key changes since the last LDS	
3. Existing Development Plan	1
4. Existing Supplementary Planning Documents	
5. Non-Statutory Local Plan	2
6. Statement of Community Involvement	
7. Annual (or Authorities) Monitoring Reports (AMRs)	3
8. Potential Neighbourhood Development Plans	
9. Planning Policy Documents to be prepared by the Council	4
Schedules	5
Appendix 1: LDS Timetable	9

1 INTRODUCTION

1.1 Councils are required to produce a Local Development Scheme (LDS) under section 15 of the Planning and Compulsory Purchase Act 2004 (as amended). An LDS is a rolling plan for the preparation of key planning policy documents.

1.2 This LDS sets out the programme for the preparation of key planning policy documents for the next three-year period and was considered by members of Cherwell District Council's Executive on 4 September 2023. It revises that previously approved on 6 September 2021.

1.3 The main purposes of an LDS are:

- To inform the local community and other interested parties of the development plan documents that are being prepared for the area and the envisaged timescales.
- To establish the Council's priorities for the preparation of new development plan documents and their associated work programmes.

1.4 The LDS does not contain details of other documents that the council may prepare to aid decision making. This includes Supplementary Planning Documents, Development Briefs or Master Plans.

2 KEY CHANGES SINCE THE LAST LDS

2.1 Key changes since approval of the last LDS in September 2021 include:

- The cessation of work on the Oxfordshire wide Joint Statutory Spatial Plan (Oxfordshire Plan 2050) following a decision in August 2022; and
- Progress on the Cherwell Local Plan Review 2040

2.2 These changes have informed preparation of this LDS.

3 EXISTING DEVELOPMENT PLAN

3.1 As of September 2023, the existing statutory Development Plan comprises:

- Cherwell Local Plan 2011-2031 (Part 1) (incorporating the re-adopted Policy Bicester 13) - July 2015
- Cherwell Local Plan 2011-2031 (Part 1) Partial Review – Oxford's Unmet Housing Need - September 2020
- Saved policies of the adopted Cherwell Local Plan 1996 that have not been replaced (see Appendix 7 of the 2015 adopted Local Plan) - November 1996
- Hook Norton Neighbourhood Plan - 19 October 2015

- Bloxham Neighbourhood Plan - 19 December 2016
- Adderbury Neighbourhood Plan - 16 July 2018
- Mid-Cherwell Neighbourhood Plan - 14 May 2019
- Weston-on-the-Green Neighbourhood Plan - 19 May 2021
- Oxfordshire Minerals and Waste Local Plan (Part 1 – Core Strategy) - September 2017
- Saved policies of the Oxfordshire Minerals and Waste Local Plan 1996 (adopted by the County Council) that have not been replaced - July 1996

3.2 The **Cherwell Local Plan 1996** was adopted in November 1996 and policies were saved from 27 September 2007.

3.3 The **Cherwell Local Plan 2011-2031 (Part 1)** was completed and adopted by the Council on 20 July 2015. It incorporates Policy Bicester 13 re-adopted on 19 December 2016. The Plan presently comprises the main strategy document containing strategic development sites and policies.

3.4 The **Cherwell Local Plan 2011-2031 (Part 1) Partial Review – Oxford’s Unmet Housing Need** was completed and adopted by the Council on 7 September 2020. The Plan provides the strategic planning framework and sets out strategic site allocations to provide Cherwell’s share of the unmet housing needs of Oxford to 2031.

3.5 The **adopted Policies Map** is a map of Cherwell which illustrates geographically the application of the policies in the adopted Development Plan (other than Minerals and Waste policies prepared by the County Council). An Interactive Adopted Policies Map is available on-line at www.cherwell.gov.uk.

4 EXISTING SUPPLEMENTARY PLANNING DOCUMENTS

4.1 Supplementary Planning Documents (SPDs) provide further detail to Local Plan policies. They are statutory documents but do not form part of the Development Plan and their production is not required to be reported within the LDS. There are currently no SPDs being prepared by Cherwell District Council.

4.2 The following SPDs add further detail to the adopted Cherwell Local Plan 2011-2031:

- North West Bicester SPD - 22 February 2016
- Banbury Masterplan SPD - 19 December 2016
- Kidlington Masterplan SPD - 19 December 2016
- Developer Contributions SPD - 26 February 2018
- Cherwell Residential Design Guide SPD - 16 July 2018

5 NON-STATUTORY LOCAL PLAN

5.1 The Council also has a Non-Statutory Cherwell Local Plan 2011 which has not been withdrawn nor fully replaced. Originally produced as a replacement for the adopted Local Plan 1996, the Plan was subject to first and second draft deposit stages and pre-inquiry changes were incorporated. However, the decision was taken by the Council to discontinue work on the plan on the 13 December 2004 and withdraw it from the statutory local plan process before the Public Inquiry. To avoid a policy void the Non-Statutory Cherwell Local Plan 2011 was approved by the Council as interim planning policy for development control purposes on the 13 December 2004. Over time, its policies are being superseded by new planning documents.

6 OTHER DOCUMENTS:

Statement of Community Involvement

6.1 The Council's Statement of Community Involvement (SCI) sets out how communities and stakeholders can expect to be engaged in the preparation of planning documents and in the consideration of planning applications. The current SCI was adopted by the Council in October 2021. As it is currently less than 5 years old, there is no current formal requirement to update it at present. However, the effectiveness of the SCI is kept under review.

Annual (or Authorities) Monitoring Reports (AMR)

6.2 Local Planning Authorities are required monitor progress in producing Local Plans and Supplementary Planning Documents; on the implementation of policies; in meeting the district's housing requirement; and on the making of Neighbourhood Plans and report on these annually. They must include up-to-date information collected for monitoring purposes and, where relevant, include information on any applicable Community Infrastructure Levy and cooperation with prescribed bodies.

6.3 The Council's Annual (Authorities) Monitoring Reports (AMRs) are available on the Council's website. Supplemental information on the monitoring of residential development can also be published each year.

Masterplans and Development Briefs

6.4 The Council is continuing to finalise Development Briefs for the allocated sites within the Cherwell Local Plan 2011-2031 (Part 1) Partial Review – Oxford's Unmet Housing Need to assist within informing planning applications and aid decision making.

7 NEIGHBOURHOOD DEVELOPMENT PLANS

7.1 Neighbourhood Plans are produced by Town or Parish Councils or other relevant bodies (know as "qualifying bodies") to set out policies in relation to the development and use of land in the whole or any part of a designated neighbourhood area. They are not prepared by Cherwell District Council, although there is a legal obligation placed on the Council to aid those who wish to prepare them.

7.2 As they are not prepared by Cherwell District Council, Neighbourhood Plans are not reported within the LDS. Progress on Neighbourhood Plans including areas that have been designated are reported within the AMR annually.

8 PLANNING POLICY DOCUMENTS TO BE PREPARED

8.1 In August 2022, the decision was taken by authorities to cease work on a county-wide joint plan, known as the 'Oxfordshire Plan 2050'. This document was intended to set the framework for a range of strategic matters including locations for economic growth, housing scale and distribution and key infrastructure across Oxfordshire. The decision to cease work means that the Cherwell Local Plan Review 2040 will now need to address these matters via the Duty to Cooperate and its own evidence.

8.2 Planning policy documents that the Council is, or will be working for the next 3 years are as follows:

a. **Cherwell Local Plan Review 2040** – a review of the adopted Cherwell Local Plan to ensure key planning policies are kept up to date for the future and to replace policies from the 2015 adopted Cherwell Local Plan 2011-2031 (Part 1), the remaining saved policies of the 1996 Local Plan and the 2011 Non-Statutory Local Plan interim policies. Upon adoption by the Council, it will become part of the statutory Development Plan.

b. **Community Infrastructure Levy (CIL) Charging Schedule** – CIL comprises a schedule of charges for contributions to infrastructure to support the development of Cherwell District, payable by developers. A consultation on a preliminary charging schedule was undertaken from 12 February to 25 March 2016. A draft charging schedule was consulted upon from 14 November 2016 to 9 January 2017. Work on a potential CIL was put on hold while a national policy review was undertaken and in anticipation of further Government guidance which has since been published. New work on CIL commenced in 2023.

8.3 The programme for preparing these documents is set out in the below and it is expected that documents will be produced in accordance with these schedules. If significant changes in circumstances occur the LDS will be reviewed.

Schedule 9.2	Cherwell Local Plan Review 2040
Strategic or Local Policies	Strategic and Local Policies
Subject Matter	Planning policies to manage development and meet local priorities, and to review & keep up-to-date existing planning policies. Will include new policies to support climate action, biodiversity and design; and the identification and delivery of strategic and non-strategic development sites for housing, employment, open space and recreation, travelling communities and other land uses.
Geographical Area	Cherwell District
Status	Development Plan Document (DPD)

Timetable	Commencement	April 2020
	District Wide Issues Consultation (Regulation 18)	July - August 2020
	District Wide Options Consultation (Regulation 18)	October - November 2021
	Consultation on draft Plan (Regulation 18)	September-October 2023
	Consultation on Proposed Submission Plan (Regulation 19)	September-October 2024
	Submission (Regulation 22)	January 2025
	Examination (Regulation 24)	January 2025 onwards (hearings estimated April & May 2025)
	Receipt and Publication of the Inspector's Report (Regulation 25)	September 2025 (estimated)
	Adoption (Regulation 26)	December 2025 (subject to examination)
	Notes: Examination dates and subsequent programme subject to confirmation from the Planning Inspectorate and views of Inspector.	
Management Arrangements	<ul style="list-style-type: none"> • Planning Policy, Conservation and Design Manager reporting to: <ul style="list-style-type: none"> ○ Assistant Director - Planning and Development reporting to ○ Corporate Director – Communities • Reports to Overview & Scrutiny, Executive and Council • Internal Members Advisory Group 	
Resources Required	Planning Policy, Conservation and Design service, input from other Council services, neighbouring authorities and consultees; consultancy support as required. Programme Officer and Planning Inspectorate.	
Monitoring and review mechanisms	Annual Monitoring Report	

Schedule 9.2	Community Infrastructure Levy (CIL) Charging Schedule	
Subject Matter	The purpose of CIL is to raise funds to deliver infrastructure that will support the development of Cherwell District. This could include open space, leisure centres,-sports facilities, transport schemes, schools among other requirements. The charging schedule provides the basis of the Levy and must be informed by an assessment of an infrastructure funding gap and the viability of different levels of Levy. There will be consultation and a public Examination.	
Geographical Area	Cherwell District	
Status	Levy	
Timetable	Evidence gathering & engagement	August - December 2023
	Preparation of draft charging schedule	December 2023- January 2024
	Consultation on charging schedule	February - March 2024
	Submission	June 2024
	Examination	September 2024 (estimated)
	Receipt and Publication of the Inspector's Report	October 2024 (estimated subject to examination)
	Approval	January 2025 (estimated)
	Notes: The CIL charging schedule programme will be subject to review pending Government proposals for a new Infrastructure Levy. Examination dates and subsequent programme subject to confirmation from the Examiner.	
Management Arrangements	<ul style="list-style-type: none"> • Planning Policy, Conservation and Design Manager reporting to: <ul style="list-style-type: none"> ○ Assistant Director - Planning and Development reporting to ○ Corporate Director - Communities • Reports to Executive and Council • Internal Members Advisory Group 	
Resources Required	Planning Policy team; input from other Council services, neighbouring authorities and consultees; consultancy support as required. Programme Officer and Planning Inspectorate.	
Monitoring and review mechanisms	Annual Monitoring Report	

Appendix 1: LDS Timetable

	2020												2021												2022												
Document	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
1 Cherwell Local Plan Review 2040				C		IC	IC													FC	FC																
2 Community Infrastructure Levy (CIL) Charging Schedule																																					

	2023												2024												2025											
Document	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
1 Cherwell Local Plan Review 2040									FC	FC									FC	FC			S			H	H							A		
2 Community Infrastructure Levy (CIL) Charging Schedule	C												CC	CC		S			H			A														

Page 59

- C Commencement
- CC CIL Consultation
- IC Initial Consultation
- FC Further Consultation
- S Submission
- H Hearings (Public Examination)
- A Adoption / Approval
- R Re-commencement
- In Progress
- Paused

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Cherwell District Council

Executive

4 September 2023

Tenants Charter

Report of Assistant Director – Wellbeing and Housing

This report is public

Purpose of report

To consider and approve the Council's new Tenants Charter for the tenants that live within its rented stock portfolio.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the new Tenants Charter. The Tenants Charter sets out a new service standard that all tenants can expect to receive from the Council whilst they are living within properties the Council manages.
- 1.2 To approve the planned publicity and promotion to ensure a raising of the standards of rented properties within the District, following the motion at the Council meeting on 17 July 2023 that called on the Executive to;
 - Reiterate the basic rights of tenants across Cherwell and the responsibilities of landlords.
 - Run a public awareness campaign of the Charter, encouraging tenants to be aware of their rights and where local sources of advice and support can be found.

2.0 Introduction

- 2.1 The Council has a small mixed tenure stock portfolio of circa 180 properties.
- 2.2 The way social housing is regulated has changed a number of times over the past two decades. Following the Grenfell Tower Fire in 2017, HM Government set out bringing new Legislation forward following the questions raised as a result of the fire for everyone involved in social housing, with an aim of learning lessons. This is in the form of the Social Housing Regulation Act.

- 2.3 Reviewing the relationship that the Council has with the residents that live in its properties is therefore timely to ensure that the Council can comply with future legislation and to ensure that tenants are receiving quality services.
- 2.4 In addition to the Social Housing Regulation Act, there is additional legislation proposed for those renting privately. The Renters (Reform) Bill proposes a set of new standards within the private sector to reform the landlord and tenant relationship within the sector. Provisions within the Bill include a ban on Section 21 'no-fault' evictions, an improvement of standards of accommodation within the sector and give tenants stronger powers to challenge poor practice, such as arbitrary rent review.
- 2.5 The 6 February 2023 Executive approved the drafting of the new Tenants Charter following an Amendment to a Motion at the 19 December 2022 Council meeting, where the Executive was called to;
- Establish a Tenants Charter setting out minimum standards that the Council and that all Council tenants expect
 - To ask Officers to engage with registered social landlords and private landlords to seek improvements in standards, in line with those this Council will adopt.
 - To call on the government to bring forward the Private Renters Reform Bill, the promised ban on 'no fault' evictions and to commit to the national campaign of insulating poor homes
- 2.6 The 17 July 2023 a Full Council Motion called on the Executive to;
- Reiterate the basic rights of tenants across Cherwell and the responsibilities of landlords.
 - Run a public awareness campaign of the Charter, encouraging tenants to be aware of their rights and where local sources of advice and support can be found.

3.0 Report Details

- 3.1 The Tenants Charter sets out, in broad themes and specific actions, what tenants can expect from Cherwell District Council as their landlord. The drafted Charter is within the Appendix 1 of the report.
- 3.2 A key area that the Tenants Charter has looked to address is the relationship between the tenant and the Council as their housing provider to ensure that issues raised are acted upon and feedback used effectively to improve services. Another key element of the Charter is ensuring that properties that are provided by the Council are free from hazards like damp and mould and compliant with relevant legislation on health and safety within residential property.
- 3.3 The Tenants Charter has been produced in consultation with residents, to reflect the concerns that they may have and understand what more the Council could do when

discharging its housing management functions, to improve services to residents. The consultation ran throughout June 2023. The Council received a positive response from residents and this and the headline results of the consultation are summarised within Appendix 2.

- 3.4 The Council is taking a leadership role within Cherwell in developing the Tenants Charter and has advised and is advising other registered providers of social housing of the completed Charter with a view to wider implementation across social housing in Cherwell of an equivalent set of standards for their tenants.
- 3.5 In addition to the Tenants Charter, but as part of this leadership role, the Council will also work to engage positively with private landlords operating in Cherwell to ensure that they are supported to meet their new obligations, to improve the relationship between landlord and tenant but also to hold them to account for poor practice, now and in the future, using our role and powers that we have with regards to enforcement.
- 3.6 The Overview and Scrutiny Committee on 1 August scrutinised the Council's draft charter and resolved the following
- Consideration of the language used in the Charter, ensuring the final draft is accessible to all tenants
 - Additional clarity on how residents can raise issues with the Council as their landlord
 - That the comments regarding the comprehensive communications plan to be presented to the Executive alongside the draft Charter be noted.

The report contains the communications plan, Appendix 3, and the draft Charter has been amended following Overview and Scrutiny, giving further consideration to the language used and including details of how tenants can raise a complaint.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The Council is committed to improving the standards of accommodation and the experience of tenants within the District, and the new Tenants Charter and its commitments provide a framework for ensuring this is realised and also assists the Council in its leadership role in driving improvements in standards.

5.0 Consultation

- 5.1 Consultation was undertaken during June 2023 with our residents that live within our rented properties. The outcomes of this consultation are within Appendix 2.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Not to bring forward a Tenants Charter

This option would be contrary to a Motion from Council and a previous Executive decision.

7.0 Implications

Financial and Resource Implications

7.1 There are no direct financial implications identified. The work on the Tenants Charter can be completed within existing budget and resources.

Comments checked by: Alex Rycroft, Strategic Finance Business Partner – Technical and Transformation, alex.rycroft@cherwell-dc.gov.uk 01295 221541

Legal Implications

7.2 There are currently no statutory requirements for those that provide social housing, like Cherwell District Council, to have a Tenants Charter. However, a Tenants Charter will provide tenants with a clear set of principles and service standards that they can expect from the Council.

Comments checked by: Shiraz Sheikh, Assistant Director – Law and Governance, shiraz.sheikh@cherwell-dc.gov.uk, 01295 221651

Risk Implications

7.3 There are no risk management issues arising directly from this report. Any arising risks will be managed through the service operational risk frameworks and escalated as and when necessary.

Comments checked by: Shona Ware, Assistant Director – Customer Focus, shona.ware@cherwell.gov.uk, 01295 221652

Equalities and Inclusion Implications

7.4 The Tenants Charter does ensure that every Cherwell Council tenant has equal access to a safe and well maintained home.

Comments checked by: Shona Ware, Assistant Director – Customer Focus, shona.ware@cherwell.gov.uk, 01295 221652

8.0 Decision Information

Key Decision **Yes**

Financial Threshold Met: **No**

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

A Tenants Charter would link to a key Business Plan priority of “Housing that meets your needs”

Lead Councillor

Councillor Nicholas Mawer, Portfolio Holder for Housing

Document Information

Appendix number and title

Appendix 1 – Tenants Charter – Draft

Appendix 2 – Summary of Tenants Charter consultation

Appendix 3 – Tenants Charter Communications Plan

Background papers

None

Report Author and contact details

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CHERWELL DISTRICT COUNCIL – TENANTS’ CHARTER

Why we developed this Charter

We know that having a safe place to live is really important. When a tenant rents a home, their landlord must take responsibility for fixing and preventing problems. Whether a landlord rents out a single room or many properties, it is a home, and the landlord should ensure residents are safe and comfortable.

At Cherwell District Council, we are serious about this responsibility.

We want everyone who rents a home from us to feel secure and know that help is there when it's needed. That's why we developed this Charter. In developing it, we listened to the views of our tenants by asking them what they wanted.

We're not just thinking about now – we're planning for the future. We want to keep improving by listening to tenants, focusing on their priorities, and involving them in what we do.

Our Promises to you

To make this happen, we have made three significant commitments to our residents:

1. Quality homes: We promise to provide you with a safe and quality home.
2. Help and support: We promise to support you when needed and make strong communities.
3. Engage and be responsible: We promise to engage with you and be responsible for our actions.

Quality Homes

Your safety is most important to us. If you live in one of our Council homes, we will:

- Follow all the rules regarding home safety, such as, gas, electricity, and fire.
- Work with you to ensure we access your home at a time that is convenient for you
- Let you know how well we're performing
- Fix things quickly and tell you how long it will take.
- Continue to invest in keeping your home in good condition.
- Give advice to help you take care of your home
- Support sustainability and the environment as an example to other landlords and homeowners.

Help and Support

We want to make it easy for you to talk to us about issues in your home and find solutions. Most people can care for themselves, but we understand that everyone is different. We aim to support you and help you stay in your home or find a new one if needed.

Dealing with crime and anti-social behaviour is our priority because it affects you and your family. We want you to know what's expected of you and your neighbours.

To help and support you, we will:

- Ensure our services are easy to use and respond to your needs. We'll quickly address your questions.
- Help you stay in your home by involving partner agencies early on to help prevent eviction or homelessness.
- Help you access the care and support you need to remain in your home or, if necessary, find an alternative home.
- Understand your needs as a resident, starting when you become a council tenant and during annual visits.
- Work with other organisations that can support you when necessary.
- Partner with agencies like the Police and our Community Safety Team to improve safety.
- Regularly review our tenancy agreements so they meet your needs.

Engage and be Responsible

We want to communicate with you in ways that suit you best. Having easy and direct contact routes is crucial to building strong relationships.

If issues arise and you're unhappy with our services, we'll quickly handle your complaint. We will share what we learn and how we will change our service if this is appropriate.

We also want you to be aware of our performance by providing you with information to assess if we're meeting our commitments.

To help us meet this goal, we will:

- Encourage your feedback and participation in our decision-making processes.
- Make our performance data accessible using "You said, we did" messaging.
- Ensure you know how to make a complaint. If you do, we'll follow the proper procedure. If mistakes are identified, we'll learn from them and look to share these lessons.
- Have our staff able to resolve more issues when you first contact us.
- Review rents and service charges for the upcoming year transparently, considering all specific factors.
- Establish new service standards for responding to your issues.
- Ensure you understand what you can expect from us.



Getting in touch

You can make a complaint using our 24/7 online form:

www.cherwell.gov.uk/complaints

If you cannot use our online services, email complaints@cherwell-dc.gov.uk or call 01295 227001.

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Tenants Charter Consultation Summary

As part of developing the Charter, we asked our tenants for their views. On the three key commitments, or promises, tenants gave us the following feedback.

Key Commitment/Promise	Total Agreed it was important to them
To ensure that residents are safe and secure in a quality home	100%
To ensure that residents can access support when they need it, building stronger communities	96%
To ensure effective communication, where residents are engaged and hold us to account.	100%

Comments from our tenants included

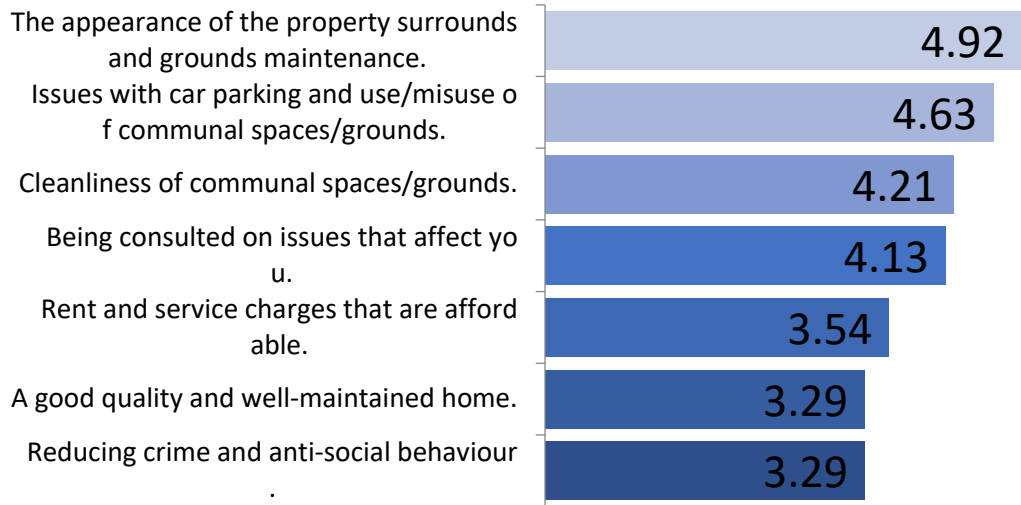
“Yes, the three Key Commitments cover everything that matters”

“There is always more that can be done but I like that 3 possible objectives are being focused on for the charter”

Following the consultation, the final draft has simplified the wording of the three promises, these now succinctly read

1. Quality homes: We promise to provide you with a safe and quality home.
2. Help and support: We promise to support you when needed and build stronger communities.
3. Engage and be responsible: We promise to engage with you and be responsible for our actions.

Our tenants were asked to score out of 7, what was important to them. The table shows the average responses. There was a variety of answers from tenants, and no clear correlations can be drawn. The Charter has sought to address all of these priorities within the actions of each promise.



Overall, 87% of our tenants who responded believed that having a Tenants Charter was a positive step.

Tenants’ charter communications plan

Go live date	5 September 2023	Plan sign-off	Richard Smith
Comms leads	Tom Slingsby	Directorate contact	Richard Smith
Document version – 18.08.2023 – version 0.2			

1. Background

Cherwell District Council’s own tenants will soon benefit from a Tenants’ Charter and during 2023 has been calling on government to move forward with the Renters Reform Bill. On 17 July 2023 the Council adopted a motion which agrees to strengthen the charter by reiterating the basic rights of tenants across Cherwell, and the responsibilities of all landlords. The motion commits the Council to running a public awareness campaign encouraging tenants to be aware of their rights and of where local sources of advice and support can be found.

This document gives a high level overview of the strategy that we will use for delivering this campaign and how it will be delivered.

2. Objectives

- To promote best practice among private sector and social landlords in the district
- To support higher standards of accommodation for people who rent their homes
- To increase tenants’ awareness of their rights
- To increase landlords’ awareness of their responsibilities
- To promote the commitments in the charter and use this as a benchmark
- To strengthen the relationship between the council as landlord and its tenants

3. Strategy

Cherwell District Council has a large base of social media followers which can be leveraged to promote behaviour changes and raise awareness, with 15,000 on Facebook and 9,000 on Twitter. We also have excellent traction with local newspapers.

During the course of this campaign we will use all of the council's public-facing communications channels to raise awareness of the commitments in the Tenants' Charter, of landlords responsibilities and of tenants' rights.

To keep the content of the campaign interesting and varied we will develop a series of weekly messages based around

- different issues tenants face
- different aspects of the housing team's duties
- what Cherwell does that is different (our USPs)
- where tenants can get advice

We will present messages in a friendly plain English tone, and generate content that is relatable and interesting. As a means of promoting the Tenants' Charter, the three promises within the Tenants' Charter document will be woven through this campaign as key messages.

Where practicable we will give residents an insight into the duties of some of our key officers through case studies and insightful facts and figures.

We know that due to the lower temperatures, housing issues are most keenly felt during autumn and winter. Therefore, we will focus the bulk of this activity over autumn and early winter. However, the messages which we will develop for the campaign have an ongoing relevance and can be reiterated into the new year.



Appendix 3

Business plan priorities

This campaign supports the following business plan priorities:

Housing that meets your needs

- Ensure minimum standards in rented housing.
- Work with partners supporting new ways to prevent homelessness.
- Support our most vulnerable residents.

4. Implementation

The campaign is broken down into weekly messages, each focussed on a different topic. The following key messages will be woven through the campaign, drawn from the Tenants' Charter document:

- Safe and secure in a quality home
- Support when you need it
- Building stronger communities
- Effective communication
- Hold us/your landlord to account

Appendix 3

Here is a sample of the type of topics and methods of communication that will be used to illustrate the new charter as well as highlight our usual service delivery

Activity plan

Date	Message content/Activity	Channels
w/c 5 September	Announcement that executive has adopted tenants charter	Press release, social media
w/c 5 September	Copy of approved Charter to be sent to all CDC tenants	Hard copy leaflet posted
w/c 11 September	Where to get advice and support with your tenancy	social media
w/c 11 September	Event at Castle Quay to launch Charter	Face to face roadshow event
w/c 11 September	Promotion to other Registered providers in the District	Hard copy and letter posted
w/c 18 September	Landlords should service your boiler every year	social media
w/c 25 September	What to do if your landlord is not maintaining the property	social media, residents email newsletter
w/c 2 October	What the best landlords do – proactive work by CDC	social media
w/c 9 October	Spotlight on tenancy relations officer	Press release, social media
w/c 16 October	Damp and mould – what to do if you are affected	social media
w/c 23 October	Enforcement – actions taken to tackle sub-par landlords 25 th October	social media Housing staff at Grimsbury Play Day
w/c 30 October	Fire safety	social media
w/c 6 November	Help if you can't pay your rent	social media; debt pop up Castle Quay with partners



Appendix 3

w/c 13 November	Promoting the council funded CAB advice service	Press release, residents email newsletter
w/c 20 November	Spotlight on housing standards officers – examples of recent investigations and action taken	social media
w/c 27 November	Support if you are struggling to pay your rent	social media; hard copy information made available through Warm Spaces

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Cherwell District Council

Executive

4 September 2023

Increase service family accommodation for ARAP scheme members

Report of Assistant Director – Wellbeing and Housing

This report is public

Purpose of report

To increase the delivery of housing and support for the ARAP scheme (Afghan Resettlement and Assistance Programme) in Cherwell. The original figure was to accommodate 10 families in MOD housing which has now been achieved. The request is to increase our offer of accommodation for a further 6 properties making 16 in total by early 2024.

1.0 Recommendations

The meeting is recommended:

- 1.1 to delegate authority to Assistant Director Housing and Wellbeing in consultation with Portfolio Holder Housing to:
 - a. agree variation to existing agreement to extend the offer of accommodation from 10 properties to 16 properties for the period as deemed appropriate.
 - b. agree and utilise future accommodation for the same purpose.

2.0 Introduction

- 2.1 Cherwell DC have taken ten families through the ARAP scheme to resettle in Cherwell. We have an agreement with the Ministry of Defence to use their housing stock for this purpose.
- 2.2 The original six properties / families are settling well with extended leases till March 2025
- 2.3 A further four properties have been released to Cherwell bringing the group of properties to ten, as agreed.

- 2.4 Families from the closing bridging hotel accommodation are being matched to these properties.
- 2.5 These four properties will have three-year leases until 2026.
- 2.6 We have been offered a further six properties to resettle more Afghan families who worked with British forces during the war in Afghanistan.
- 2.7 The next tranche will be for a further six families.

3.0 Report Details

- 3.1 The ARAP scheme offers priority relocation to eligible current or former Afghan nationals who were locally employed staff by the British military forces and who are assessed to be under serious threat to life.
- 3.2 CDC currently leases 10 properties from the Ministry of Defence (MOD) for housing Afghan refugees under the Government’s ARAP scheme. Consent for this was given by the Chief Executive using urgency powers in September 2021.
- 3.3 The properties were held initially on 12-month leases, and they have all been extended to cover up to a maximum of three years. The properties are managed on our behalf by Sanctuary Housing.
- 3.4 Consent was originally granted for 10 properties, but only 6 were taken because the Home Office only wanted larger properties (4+ bedrooms) at that stage. The remaining four properties are currently being leased later in this year (year 2) for three years to accommodate families in bridging hotels.
- 3.5 Funding from the Home Office is for a three year period.

	Year 1	Year 2	Year 3
LA Tariff (per person)	£10,500	£6,000	£4,020
Flexible Housing Funding accessible from April 23 for new families moving from bridging hotels	£7,100 per person as a one-off payment.		

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- 3.6 Across the original six properties, we have 43 persons. This means we will receive a payment of £258K in Year 2 and £173k in Year 3.
- 3.7 In the second group of four properties, we will have at least 20 persons. Basing our figures on this number.
- 3.8 In year 1 we will receive a payment of £210K plus the flexible housing supplement of £142K, equalling £352K. In year 2 £120K and £80,400 in year 3.
- 3.9 The final size of the properties on offer from the MOD is currently under discussion. These figures are based on smaller three bed properties.
- 3.10 The intensive initial support element is delivered currently by Connections. Connection Support costings for 12-month support was £129,469 for 6 families (£21,578 / family).
- 3.11 These costs do not include the provision of furniture previously estimated at £4K. The MOD now supply all white goods reducing the costings for set up.

Staff

- 3.12 We currently have one full-time Resettlement Officer to oversee the funding and support the families. An additional Resettlement Support Worker will pick up the support once the initial intensive support period is complete. It is expected that only light-touch support will be needed, enabling us to move from extended expensive support from Connection. This budget also pays a third of the Head of Resettlement salary.

Key dates/next steps

- 3.13 Families will be pre-matched from bridging hotels where possible and then with family groups needing homes currently waiting in Pakistan.
- 3.14 Leases negotiations need to be concluded.
- 3.15 Connection to be approached to consider extending wrap around support to a further six families.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Agree a further six properties under the ARAP scheme to take CDC to a current total of 16.

5.0 Consultation

Ministry of Defense (MOD) Service Family Accommodation (SFA) properties
Home Office resettlement team
Sanctuary Housing

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 offer to partner the Home Office in their commitment to settle families in the UK who were part of the United Kingdom military operation in Afghanistan. Rejected because Cherwell District Council considers itself part of the UK response to supporting refugees

Option 2: Provide accommodation through our regular housing register.

Rejected By partnering with the MOD we are able to provide a resource not usually available to non-service personnel and so protect the applicants on the housing register from an increase in people seeking homes through that route.

7.0 Implications

Financial and Resource Implications

- 7.1 Nil impact on revenue as funded by central government grant.
- 7.2 We have modelled the example on smaller units and families but given the proportionate nature of the funding there is still scope to cover costs within the budget should home or family size be larger.
- 7.3 Positively, our ability to offer support from in house staff, reduces extra additional costly grant agreements with Connection Support in years 2 and 3.

Comments checked by:

Joanne Kaye, Head of Finance. Joanne.kaye@cherwell-dc.gov.uk

Legal Implications

7.2 There are no legal implications arising from this report

Comments checked by:

Shiraz Sheikh, Assistant Director of Law and Governance and Democratic Services and MO, Shiraz.Sheikh@Cherwell-DC.gov.uk, 01295 221651

Risk Implications

7.3 Families could choose to leave these properties and move to other areas. However, voids would be filled fairly quickly with other eligible families and the remaining lease time will come with funding.

7.4 Sanctuary have agreed to offer housing management for the further six properties, so CDC needs not go out to tender and increase set up time.

7.5 Connection Support employ staff on temporary contracts and establishing timeframes for this new element of the programme is essential. CDC Resettlement Support team could not pick up the intensity that is needed when families first arrive. Connection could withdraw offer of support if understaffed and timeframes lengthen.

7.6 These risks will be managed throughout the service operational risk and escalated to the Leadership Risk Register as and when deemed appropriate.

Comments checked by:

Celia Prado-Teeling, Performance and Insight Team Leader

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

Equalities and Inclusion Implications

7.6 This housing stock isn't available to our general needs list so we are not withholding stock from our current communities.

7.7 MOD will have stock returned in a well-kept state and rentable for their service families in the future.

7.8 Enabling growth within the Ambrosden area increases diversity in the local communities, aids integration, reduces isolation and supports resettlement.

Comments checked by:

Celia Prado-Teeling, Performance and Insight Team Leader

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

8.0 Decision Information

Key Decision No

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

Bicester South and Ambrosden

Links to Corporate Plan and Policy Framework

Housing that meets your needs

Lead Councillor

Councillor Nick Mawer, Portfolio Holder for Housing

Document Information

Appendix number and title

- None

Background papers

None

Report Author and contact details

Katie Thrussell, Head of Resettlement. Katie.thrussell@cherwell-dc.gov.uk

Cherwell District Council

Executive

4 September 2023

Bicester Garden Town Programme - Market Square Project Business Need & Next Stages

Report of Assistant Director – Growth & Economy

This report is public

Purpose of report

- (i) to provide the Executive with the background and context for this capital project;
- (ii) to set out the business need for the Bicester Market Square enhancement proposals;
- (iii) to gain approval to appoint consultants to undertake feasibility studies, further design work and consultation with key stakeholders and the wider public.
- (iv) to provide the Executive with an understanding of the governance of the project and gateways to full scheme approval

1.0 Recommendations

The meeting is recommended:

- 1.1 to confirm the business need for transformational public realm improvements at Bicester Market Square
- 1.2 to approve the expenditure (up to a level of £180k) required for consultants to undertake detailed design through to planning permission and consultation with stakeholders; to include associated studies on;
 - the relocation of parking and wider impacts of parking within Bicester
 - traffic movement and flows through Market Square and around the Town Centre, including access for existing businesses/users

- a full design of the Market Square public realm improvement project with full business case for the capital expenditure and future revenue impact from changes to car parking income and any future costs
- 1.3 to note the governance of the project to monitor and review development of the full business case which will return to Executive for approval prior to delivery of the project.

2.0 Introduction

- 2.1 Bicester has grown significantly over the last two decades, most of this through residential and commercial development on the periphery of the settlement. The Town Centre has received some regeneration, including the £70m Pioneer Square development which opened in 2013. There are, however, limited opportunities to bring people together for events or experiential activities within the town centre, because appropriate spaces or locations for such events do not currently exist.
- 2.2 In 2019 a visioning workshop conducted with key stakeholders with Bill Grimsey (the renowned retail and town centre expert) identified the need to transform the market square into *'an inclusive 'cultural hub' as a multifunctional space for the arts and community.'* As a result of this workshop, an informal Town Centre task and finish group was established, consisting of Council members, officers, and key external stakeholders. This group subsequently formulated the *'Reimagining Bicester's Town Centre Outline Plan'* (see Appendix One). From this work the concept of creating a community hub which will transform the *'market square to become the vibrant epicentre of the town, meeting local need'* was reaffirmed. This area will provide a venue for events and cultural activities, with dedicated spaces for the community to enjoy a wide range of experiential activities.
- 2.3 There has been a long held desire for environmental enhancements to be delivered at the Market Square by the community and Council. Several projects have been promoted or designed in the past but these have not materialised.
- 2.4 Bicester is witnessing further sustained growth and changes. Given the significant attractions of Bicester Village and Bicester Heritage, combined with the growing residential population of the town; new commercial developments; and improvements to the town's rail infrastructure and services, there is the potential for Bicester's Town Centre footfall to be significantly increased and for the economic vitality of the town centre to be improved through targeted investment on public realm improvements.

- 2.5 During 2021, as a direct result of the Outline Plan, and focussing on the Community Hub key theme and foundation stone, OCC, in partnership with CDC, commissioned Wood consultants (now a part of WSP) to undertake some research and produce some concepts. Evidence from research into a range of recent public realm improvement schemes which reduced the dominance of motor vehicles shows that this has a beneficial effect on health, business prosperity and the economy. The research demonstrates that such schemes might have the potential to:
- Boost commercial trade by up to 40%
 - Improve retail sales and turnover by 15 - 25%
 - Improve retail footfall by 10-45%
 - Provide rental and capital value increases of between 15-20%
 - Achieve 20% decline in vacancy rates in areas with high quality public realm
- 2.6 Further research undertaken by Wood also indicates retailers have tended to over-estimate the importance of the car for customer travel, with many people coming to Bicester Market Square by walking, cycling or by bus.
- Local businesses believed:
- 63% of their customers arrived by car
 - 37% walked
- A survey of visitors revealed that actually:
- 20% arrived by car
 - 64% walked
- 2.7 The Government has also recognised that High Streets and Town Centres are changing and funding has recently been made available through the c.£1bn *Future High Streets Fund* for 72 towns to improve their town centres. (Members will recall that in March 2019 the Council made an unsuccessful Phase One Expression of Interest to the Ministry of Housing, Communities and Local Government (MHCLG)'s *Future High Streets Fund* for Bicester.) The aim of the Fund is to *renew and reshape town centres and high streets in a way that drives growth, improves experience and ensures future sustainability. It will do this by providing co-funding to successful applicants to support transformative and structural changes to overcome challenges in their area.* Many of the projects are focussed on market square regeneration and public realm enhancements and should offer a wealth of learning and guidance for Bicester's approach.
- 2.8 There is strong support and justification for the Bicester Market Square project through existing and emerging planning policy and the Corporate Business Plan. The current Cherwell Local Plan 2011-2031 acknowledges the need to 'support the viability and vitality of the existing town centre' and to 'improve the

character and appearance of the centre of Bicester and the public realm'. The emerging Local Plan (Cherwell Local Plan 2040 reg 18 Consultation – yet to be approved by members) states that there are specific areas of change identified for Bicester, with the Market Square being one of them;

Site 3 - Market Place (Square) - This area offers the opportunity to become a focal point of the Town Centre and a venue for periodic events that could drive interest and footfall in Bicester. Removal of car parking would facilitate improvements to the public realm, including widening of pavements, enable outside seating for the nearby food and beverage traders and create an attractive 'café culture' environment where visitors will want to spend more time. It is important this area provides a successful multi-functional space, enhanced landscaping and a high quality pedestrian environment.

3.0 Report Details - Business Case - Project Outline

3.1 Further consultation, engagement and research on various issues is now required to understand the full scope and implications of the project and to develop the concept ideas into a final design. Other factors such as the London Road Level Crossing requirements and whether vehicular traffic will be restricted here could influence the design ethos. It is important that this is considered and investigated, but that it does not define the Market Square project which may need to come forward ahead of any decision on this.

Table One: Pros and Cons of proceeding with the Bicester Market Square regeneration - summary

Pros	Cons
<ul style="list-style-type: none"> • Provides opportunity to build on previous Town Centre regeneration (Pioneer Square) creating something which is fit for purpose. • Will strengthen the visitor and resident attraction for the Town Centre - particularly linking to Bicester Village and the Station • Supports events and activities in the Town Centre • Supports additional footfall, dwell time and local enterprise in the Town Centre • Supports community cohesion and civic pride • Promotes higher utilisation of car parking assets across whole of town centre 	<ul style="list-style-type: none"> • Potential loss of some car parking revenue (£80-90k worst case scenario) • Loss of car parking in this area of the Town Centre • Temporary impact on businesses, shoppers and residents during construction phase

- Promotes active travel and sustainability agenda

3.2 Project Funding

- 3.2.1 In February 2023 Council approved £4.25m to be allocated towards this capital project and further funds of c.£880k may become available through OCC s106 town centre funding which could reduce resources required for this project or further resources could be requested depending on the agreed final project plan.
- 3.2.2 The concept work by Wood in 2021 estimated that, based on their feasibility work and the costing of the public realm improvements alone, the costs would be within the budget now available. However, this estimate does not include the ambition of transforming the Market Square into a multi-functional Community Hub and the cost of developing concepts to create this multi-functional space. Until further design work is completed and an outline business plan drafted it is impossible to quantify any risks in relation to operation and delivery and identify what their impact might be. Hence the need to undertake further design work and studies before requesting further approval to proceed with the project in its final form.
- 3.2.3 It is anticipated that a budget of up to 20% of the total project budget would be required to cover all professional fees for the entire project. An initial £180k is sought to undertake relevant feasibility studies, design work and consultation in order that officers can report back to members to achieve the required Gateway approvals through the Strategic Place Shaping Programme Board (SPSPB) and allow members to consider a full outline business case for the project. The design work will include extensive consultation and engagement with a wide range of stakeholders (including residents and businesses), as well as providing a draft business case for the operation of the assets which will be created and consideration as to where these assets should be vested. This would then allow members the opportunity to fully scrutinise the project before agreeing to let it proceed reducing the risk and maintaining oversight. There would be a risk that if the project did not proceed and be completed for any reason then the budget expended to that point would have to be converted back into revenue. The table below sets out the likely tasks and feasibility reports, and their overall potential costs, necessary before members consider the full business case and final design plans.

Table Two: Initial Project Tasks To Develop Fully Costed Business Plan

Task	Description	SPSPB/SOP/Exec	Cost
1.	Define project brief & principles	SPSPB	
2,	Feasibility - Car Parking Study and Strategy	Update to SPSPB	
3.	Feasibility - Impact from Traffic Modelling, Area Travel Plan & Active Travel – specific issues such as taxi rank and public transport	Update to SPSPB	
4.	Feasibility - Utilities studies, Topographical, services & stats, drainage, archaeological	Update to SPSPB	
5.	Design - Initial design options building on Wood concept designs	Review feasibility & material prior to public consultation- SPSPB	
6.	Consultation – Public Realm design proposals	Consider Consultation materials - SOP	
7.	Consultation – Community group activity		
8.	Consultation feedback & report	Consider consultation feedback - SOP	
9.	Design - Draft proposal (costed plan)	Consider Draft Proposals – SPSPB/SOP (Gateway 1)	
10.	Reconsult stakeholders/community		
11.	Outline Business Plan for Community Hub	Consider Final plans – SOP/SPSPB	
12.	Full Business Case	Executive approval for final design and Full Business Plan (Gateway 2)	>£180k
13.	Develop Planning Application		

3.4 Project Delivery and Next Steps

3.4.1 Governance of the project is proposed through a wide Project Team incorporating relevant Council and OCC officers, with senior officers involved through the Bicester Garden Town Officer Programme Board and full member engagement through the Bicester Garden Town Strategic Oversight Partnership (SOP). Regular reporting would also occur through the Council's Strategic Place Shaping Programme Board and Corporate Leadership Team as set out above.

3.4.2 The envisaged key stages of the project to achieve final designs and provide a fully costed business case for members to consider and approve are set out in table two above.

A significant amount of design work, feasibility studies and consultation will be required in order to progress the scheme to Gateway 2 at which point Executive will be able to assess the full implications of the final proposals before approving the next stage to develop a planning application for the project. Full scrutiny of the project up to this point will be provided through the governance arrangements set out above and at the milestones indicated.

3.4.3 Landownership being OCC and CDC means that OCC will work closely with the Council on the project board and with a S106 contribution potentially available from them (design not yet determined therefore unknown). OCC will also provide by virtue of partnership working, pre-planning advice through the officer project board.

3.4.3 The procurement of consultants to assist in the design and consultation process with stakeholders and the general public, therefore, should take place on approval of this recommendation through Executive. A further report summarising the conclusion of that work, the implications arising and recommendations on how to proceed will come back for member deliberation in due course.

4.0 Conclusion and Reasons for Recommendations

4.1 Significant resources (£4.25m) have been made available to progress this project through the Council's capital programme and officers are now seeking to bring forward more detailed plans in consultation with stakeholders and the public for members to approve.

4.2 Therefore, officers are seeking to have the business need for delivering this project at the market square in Bicester affirmed and for authorisation to expend up to £180k of the anticipated £900k professional fees on relevant studies, consultation and detailed design (to the point of planning application

submission) to enable a further report to members recommending approval for the final scheme and how it will be delivered.

5.0 Consultation

- 5.1 Significant consultation with key players has already taken place over a number of years and it is envisaged that an extensive consultation and engagement programme will commence shortly once the design and engagement consultants have been procured.

6.0 Alternative Options and Reasons for Rejection

- 6.1 Options would be evaluated as part of the consultation process

7.0 Implications

Financial and Resource Implications

- 7.1 There is a capital budget of £4.25m within the Capital Programme to fund this project.

No revenue impacts of the scheme were identified at the time of budget setting and so the 2023/24 budget and Medium Term Financial Strategy has not made provision for a loss of car parking income or ongoing revenue costs e.g. to maintain the “Community Hub”. The service should identify how the ongoing revenue impacts of this scheme will be addressed before it goes ahead.

As the report says, if any resource is spent on this project and it does not proceed then that will result in the costs becoming a revenue cost. Therefore, the minimum should be spent on this project to identify the ongoing revenue impacts so that they can be brought back for approval to continue with the scheme or not.

Michael Furness, Assistant Director – Finance (S151 Officer),
Michael.furness@cherwell-dc.gov.uk, 01295 221845

Legal Implications

- 7.2 This project requires a thorough business case. It needs an enforceable project agreement between the parties. It is necessary for project heads of terms to be developed. Once the business case and the project agreement/ heads of terms are in place then there should be scoping of services and works to be finalised. Need to ensure that Woods initial works can be carried forward so Intellectual Property rights, etc implications should be checked. There will also be a need for a development agreement depending on how this progressed. The

development agreement should be in two phases and should be procured (framework is an option subject to value for money via an independent QS /project manager role). First phase should be designed etc and the second phase to be construction. The risks associated with the project should be highlighted and how they will be mitigated.

Shiraz Sheikh, Assistant Director of Law and Governance and Democratic Services and MO, Shiraz.Sheikh@Cherwell-DC.gov.uk, 01295 221651

Risk Implications

7.3 There are various risks associated with the project and a detailed risk workshop and register will be created at the point of project initiation and mitigations considered. The key risks however are as follows:

- If the capital project does not for any reason proceed and is not completed, then the budget expended up until that point would have to be converted back to revenue.
- Cost inflation and Mission Creep – capital projects at the present time are subject to rapidly increased material and labour costs. It will be important to take account of this and provide adequate contingencies in order that the project does not have a cost overrun. It is suggested that in this current environment 20% contingency may possibly be required, but this will be evaluated and set out in the full business case. Equally the ambitions for the project should be kept realistic and within the budgets available and consultation/community engagement should not lead to mission creep and increased costs.
- Officer Resource – The project will require adequate officer resource and skill sets. For the construction phase there may be a case to employ a construction QS consultant to manage the contract with the main contractor.
- These and any further arising risks will be managed through the projects' risk register and will be escalated to the Leadership Risk Register as and when deemed necessary.

Celia Prado-Teeling, Performance and Insight Team Leader

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

Equalities and Inclusion Implications

- 7.4 There are no immediate equalities nor inclusion implications associated directly with this report. Through the design process there will be a need to take account of groups with protected characteristics such as the elderly, young people and people with disabilities. This will be set out as a requirement to build this into the project as part of the consultant's brief. All proposals, changes and decisions are made taking careful consideration of the Council's commitments to equalities and inclusion as set out in the equalities framework, keeping those principles at the core of everything undertaken. An Equalities and Climate Impact Assessment (ECIA) will be undertaken and reviewed as part of this process and will provide mitigations for any impacts on groups with protected characteristics.

Celia Prado-Teeling, Performance and Insight Team Leader

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

Sustainability Implications

- 7.5 The full implications for sustainability will need to be considered as part of the development of the detailed design plans, but in principle if the Market Square is enhanced to make Bicester Town Centre more appealing to visit and use, then the need for people to travel further afield for services and entertainment should be reduced. This would accord with the County Council's Area Travel Plan and Active Travel measures and align with Government's aim to reduce reliance on the motor vehicle and widen the use of other sustainable modes of travel. There would be a degree of carbon emissions generated by the construction process and there will also be the embedded carbon within the material being used within the Public Realm scheme. The sustainability credentials of the project will need to be evaluated and assessed against the wider economic, societal and environmental benefits of the scheme.

Jo Miskin, Climate Action Manager,

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8.0 Decision Information

Key Decision

Financial Threshold Met: Yes

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

The Bicester Market Square aligns with the Council's Business Plan 2023 – 2024, in particular linking to the objective to “*Work with partners to promote the district as a visitor destination and attract investment in our town centres*”. The project also links to the Council's Annual Delivery Plan 2022 – 2024, particularly to the strategic aim of “*supporting the delivery of the garden town programme*”, of which the project is a key part, and “*design[ing] out/solutions based on healthy place shaping principles and using public art to best effect to develop distinctiveness and civic pride*” in relation to Public Realm.

Lead Councillor

Councillor Donna Ford - Portfolio Holder for Regeneration

Document Information

Appendix number and title

- One. Reimagining Bicester's Town Centre: Outline Plan

Background papers

None

Report Author and contact details

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Reimagining Bicester’s Town Centre

Outline plan

Strategic vision

***Bicester:** An authentic market town with strong ambitions for a bright economic future. A safe and happy place for the next generation to grow up in a thriving, resilient and well-connected community. A town ready to embrace positive change for the future while taking care to preserve and enhance the landscape and heritage of its past. To be the pride of Oxfordshire and the UK.*



Six key themes for transformation

Outline plan

Events and Cultural Activities

- Develop dedicated spaces for the community to enjoy a wide range of events and experiential activities
- Curate and promote an entertainment programme with broad appeal
- Establish and maintain an easily accessible centralised box office and dedicated events website
- Use digital signage and appropriate virtual platforms to showcase and promote forthcoming events

Retail and Town Centre

- Continue to develop the night-time economy
- Establish a 'destination' food quarter
- Create a culture of cleanliness and pride within the town
- Curate a compelling retail offer
- Stimulate demand for more local and independent businesses by exploring and developing imaginative solutions which could include flexible use of space
- Ensure the provision of event spaces which are fit for purpose, accessible and welcoming for all
- Establish a landlord forum to bring together the key property owners in the town to discuss and find solutions to matters of a mutual concern
- Engender a culture of environmentally friendly behaviours

Heritage

- Maximise heritage assets and ensure historic buildings are well maintained and remain in creative use
- Design an atmospheric lighting scheme to make the town more appealing, particularly at night.
- Develop the heritage trail further and use technology (such as augmented reality) to make it more accessible to visitors and the community

Community Hub

- Transform market square to become the vibrant epicentre of the town, meeting local need
- Diversify town centre uses to encourage live /work spaces for 2020 and beyond.
- Pursue opportunities to develop 'meanwhile activities' in the town centre providing flexible space for occupancy to encourage diverse uses
- Ensure the provision and use of community spaces is welcoming to all



Foundation stones

- Single Delivery Vehicle
- Investment
- Strategic Spine
- Community Hub
- Communication and Brand Identity
- Planning Policies

Arts and Culture

- Develop an inclusive 'cultural hub' as a multifunctional space for the arts and community
- Listen to the community and incorporate the views of the young, old and vulnerable
- Create an all-encompassing cultural programme
- Grow the burgeoning festival culture including food, arts, music.
- Promote and enhance key indoor and outdoor cultural venues
- Make connections and encourage engagement between existing and new communities
- Establish an aspirational town centre market programme

Townscape and Landscape

- To maintain an attractive and pleasant environment that encourages all the community to visit and enjoy
- Ensure new development is of high quality and respects the design of the existing town
- Redesign planted areas to create visually appealing and accessible green spaces which enhance the town centre and its buildings
- Enhance and upgrade as appropriate all links to the town centre, or example; Bicester Village, Bicester Avenue, Bicester Gateway, Bicester Motion and both railway stations
- Maintain and enrich areas of natural beauty around the town including rivers, streams, pathways etc
- Seek recognised and credible accreditation and awards to reinforce Bicester as an attractive visitor destination, such as Bicester in Bloom.

Six key themes for transformation

Outline plan

1 Retail and Town Centre

- Continue to develop the night-time economy
- Establish a 'destination' food quarter
- Create a culture of cleanliness and pride within the town
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2 Townscape and Landscape

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Six key themes for transformation

Outline plan



3 Community Hub

- Transform market square to become the vibrant epicentre of the town, meeting local need
- Diversify town centre uses to encourage live/work spaces for 2020 and beyond.
- Pursue opportunities to develop 'meanwhile activities' in the town centre providing flexible space for occupancy to encourage diverse uses
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4 Arts and Culture

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- Listen to the community and incorporate the views of the young, old and vulnerable
- Create an all-encompassing cultural programme
- Grow the burgeoning festival culture including food, arts, music.
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Six key themes for transformation

Outline plan

5

Events and Cultural Activities

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- Curate and promote an entertainment programme with broad appeal
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6

Heritage

- Maximise heritage assets and ensure historic buildings are well maintained and remain in creative use
- Design an atmospheric lighting scheme to make the town more appealing, particularly at night.
- Develop the heritage trail further and use technology (such as augmented reality) to make it more accessible to visitors and the community



Reimagining Bicester's Town Centre

Outline plan

Cross Cutting Values

Every project will embed the following values into community life in Bicester:

• **Inclusive Community** Residents and visitors feel safe, respected, and comfortable in being themselves. Established and new communities blend successfully with a shared sense of identity and belonging.

• **Connectivity and Access** Destinations linked by sustainable and effective transport and transit routes. A town that embraces new technology and enables residents and visitors to easily gain access to it.

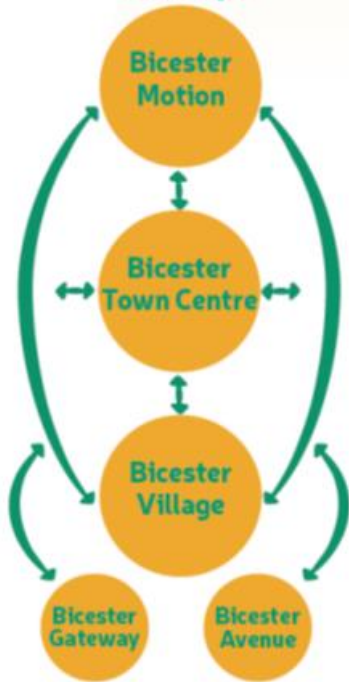
• **Technology and Innovation** Utilise new technology such as augmented reality to establish effective wayfinding and display town information. Employ technology to better understand how the town is used by residents and visitors.

• **Sustainability** In line with the climate emergency and target for a carbon neutral district by 2030, sustainability needs to underpin all project elements.

• **Health & Wellbeing** Ensuring health and wellbeing is at the very heart of reshaping the town to ensure continued prioritisation of healthy and active living, travel and work, creating better outcomes across the whole Bicester community.

Strategic spine network

Concept



Now (pre-COVID)



Circles are representative of visitor numbers (but not drawn to accurate scale).

Future



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Cherwell District Council

Executive

4 September 2023

Performance, Risk and Finance Monitoring Report April to July 2023

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

This report is public

Purpose of report

To give the committee an update on how well the council is performing in delivering its priorities, managing potential risks, and balancing its finances for 2023/24 up to the end of July 2023.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the Council's Performance, Risk and Financial report for the current financial year up to the end of July 2023 and its contents.
- 1.2 To note the inclusion of a capital budget under officer delegated authority of £0.160m to provide a grant to the Canal & River Trust funded through S106 developer contributions in recognition of our commitment to the canal as an important asset in the district.
- 1.3 To approve £0.112 m for the Digital Transformation Capital Project.

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 respond effectively to emerging issues.
- 2.2 This monitoring takes place at least monthly so the council can identify potential issues at the earliest opportunity and put measures in place to mitigate them.
- 2.3 These updates are consolidated into a single report given the implications and interdependencies between them, and this is the summary up to July 2023.

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 2023/2024 financial year, based on actual income and expenditure figures up to the end of July.
- 3.3 The Performance section sets out the council's progress towards achieving its priorities for 2023-24, which are set out in its Outcomes Framework.
- 3.4 The Risk section highlights any changes to risks within the council's Leadership Risk Register.

3.5 Finance Update

The Council's forecast outturn position for 2023/2024 is an overspend of £0.338m shown in Table 1. There is slight change in the forecast from the previous update of £0.048m mainly due to an increased forecast within Property Services. For further detail of the major variances please see Table 4.

The Council notes that national pay negotiations are ongoing and that the employers have made an offer to the Trade Unions which has not been accepted. The forecast for this month only includes the current interim pay award which has been allocated at a local level. Once the outcome of the national pay negotiations has concluded and a local pay award agreement reached this will be factored into the forecast for 2023/24 and the MTFs for the Council.

Report Details

Table 1: Forecast Year End Position

Service	Original Budget £m	Current Budget £m	July Forecast £m	July Variance (Under) / Over £m	% Variance to current budget %	Prior Month Variance (Under) / Over £m	Change since Previous (better) / worse £m
HR & OD	0.807	0.807	0.807	0.000	0.0%	0.000	0.000
Wellbeing & Housing	2.286	2.307	2.197	(0.110)	-4.8%	(0.090)	(0.020)
Customer Focus	2.367	2.367	2.342	(0.025)	-1.1%	0.000	(0.025)
Chief Executive	5.460	5.481	5.346	(0.135)	-2.5%	(0.090)	(0.045)
Finance	3.303	3.303	3.303	0.000	0.0%	0.000	0.000
Legal & Democratic	1.959	2.033	2.063	0.030	1.5%	0.026	0.004
ICT	1.526	1.526	1.526	0.000	0.0%	0.000	0.000
Property	(1.691)	(1.691)	(1.612)	0.079	-4.7%	0.000	0.079
Resources	5.097	5.171	5.280	0.109	2.1%	0.026	0.083
Planning & Development	1.890	1.893	1.934	0.041	2.2%	0.041	0.000
Growth & Economy	0.546	0.523	0.453	(0.090)	-17.2%	(0.100)	0.010
Environmental	5.106	5.191	5.612	0.421	8.1%	0.421	0.000
Regulatory	1.150	1.151	1.151	0.000	0.0%	0.000	0.000
Communities	8.692	8.758	9.130	0.372	4.2%	0.362	0.010
Subtotal for Directorates	19.249	19.410	19.756	0.346	1.8%	0.298	0.048
Executive Matters	3.695	3.695	3.687	(0.008)	-0.2%	(0.008)	0.000
Policy Contingency	5.229	5.068	5.068	0.000	0.0%	0.000	0.000

Total	28.173	28.173	28.511	0.338	1.2%	0.290	0.048
FUNDING	(28.173)	(28.173)	(28.173)	0.000	0.0%	0.000	0.000
(Surplus)/Deficit	0.000	0.000	0.338	0.338		0.290	0.048

Note: A positive variance is an overspend or a reduction in forecast 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 – July 2023

Breakdown of current month forecast	July 2023 Forecast £m	Base Budget Over/ (Under) £m	Savings Non-Delivery £m
Chief Executive	(0.135)	(0.150)	0.015
Resources	0.109	0.099	0.010
Communities	0.372	0.369	0.003
Subtotal Directorates	0.346	0.318	0.028
Executive Matters	(0.008)	(0.008)	0.000
Policy Contingency	0.000	0.000	0.000
Total	0.338	0.310	0.028
FUNDING	0.000	0.000	0.000
(Surplus)/Deficit	0.338	0.310	0.028

Table 3: Budget compared with Forecast

The graph below shows the change from June's forecast to July 2023 compared to budget.

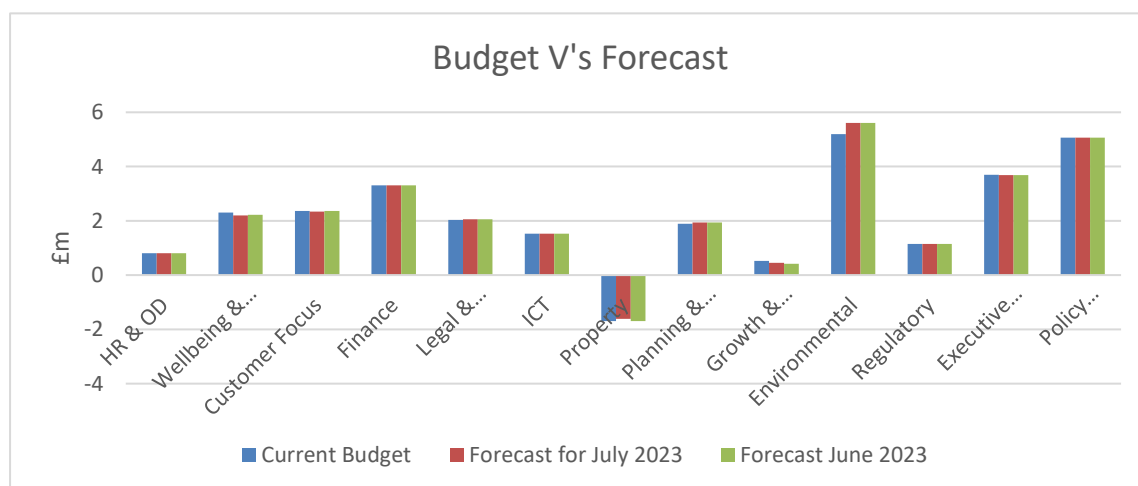


Table 4: Top Major Variance:

Service	Service	Current Budget	Variance	% Variance
Environmental Services	Waste & Recycling	3.230	0.421	13.0%

	Total	3.230	0.421	
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Waste & Recycling Variance £0.421m (June Variance over spend £0.320m): -

The forecasted pressure of £0.421m within Environmental Services is primarily due to changes in the global market for recycled materials falling as recycling processing costs have increased. Commodity prices are currently very volatile, and the forecast could change during the year. The Council holds monthly meetings with the recycling reprocessor and monitor individual commodity prices on a monthly basis.

Staffing pressures and agency costs have added a further pressure which are being closely monitored and managed. The service is reviewing its staffing requirements to minimise fluctuations in resources in the waste service area.

Table 5: Earmarked Reserves and General Balances at July 2023

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

Reserves	Balance 1 April 2023 £m	Original Budgeted use/ (contribution) £m	Changes agreed since the budget was set £m	Changes proposed July 2023 £m	Balance 31 March 2024 £m
General Balance	(6.150)	0.000	0.000	0.000	(6.150)
Earmarked	(28.052)	(2.469)	1.396	0.000	(29.125)
Ringfenced Grant	(4.327)	0.711	0.344	0.000	(3.272)
Subtotal Revenue	(38.529)	(1.758)	1.740	0.000	(38.547)
Capital	(8.049)	1.000	0.000	0.000	(7.049)
Total	(46.578)	(0.758)	1.740	0.000	(45.596)

There are no reserve requests for July.

3.6 Capital

There is a forecast in-year underspend of (£7.130m), of which £7.086m is to be reprofiled in future years. There is an overall forecast decrease in the total cost of schemes of (£0.044m).

Table 6: Capital Spend 2023/2024

Directorate	Budget £m	Forecast Spend 2023/24 £m	Re-profiled beyond 2023/24 £m	Variance to Budget £m	Prior Month Variance to Budget £m
Chief Executives	6.691	5.218	1.473	0.000	0.000
Resources	7.264	5.074	2.210	0.020	0.000
Communities	9.628	6.161	3.403	(0.064)	(0.064)

Total	23.583	16.453	7.086	(0.044)	(0.064)
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For further detail please view appendix 1.

Table 7: How the Capital Programme is financed

Financing	23/24 Budget £m	Future Years £m
Borrowing	17.682	10.222
Grants	5.901	8.763
Capital Receipts	0.000	1.175
	23.583	20.160

Table 8: Total Capital Project Forecast

Directorate	Budget £m	Total Forecast £m	Variance to Budget £m	Prior Month Variance to Budget £m
Chief Executives	12.367	12.367	0.000	0.000
Resources	7.264	7.284	0.020	0.000
Communities	24.112	24.048	(0.064)	(0.064)
Total	43.743	43.699	(0.044)	(0.064)

Table 9: Top Five in Year Capital Variances: -

Code	Top 5 In-Year Variances	Budget Total £'000	Reprofile to 24/25 £'000	% of in year Budget Variance
40278	Development of New Land Bicester Depot	2.775	2.275	81.98%
40131	S106 Capital Costs	3.310	1.116	33.72%
40144	Castle Quay	2.985	0.985	32.99%
40239	Bicester East Community Centre	1.371	0.600	43.76%
40028	Vehicle Replacement Programme	1.731	0.531	30.68%
		12.172	5.507	

Development of New Land Bicester Depot

Scoping underway. Spend will require re-profiling in line with programme. Detail to be confirmed as work is undertaken.

S106 Capital Costs

Cherwell holds developer contributions derived from s106 agreements for Town and Parish councils to deliver agreed programmes of work. The pace of this delivery is outside the control of CDC officers; whilst it is anticipated that many projects will be delivered close working with partners has enabled reprofiling of s106 to span into next year.

Castle Quay

As part of the Castle Quay Development and the regeneration of Banbury, the Council is working closely and in partnership with a number of public and private organisations to repurpose parts of Castle Quay Shopping Centre to deliver a number of complimentary uses enabling the regeneration of Banbury.

Bicester East Community Centre

Start date on site is September 2023. £1.371m of capital funding remains allocated to deliver this bespoke community centre for local residents. The project duration is circa 50 weeks with some spend requiring to be reprofiled to 2024/25.

Vehicle Replacement Programme

Reprofiling of £0.531m in to 2024/25. A review of the programme has been undertaken. Nationally there is delay in vehicle supply and thus delivery.

3.7 Performance Summary

3.8 The council is performing well against the targets it has set for the period between 1 April and 31 July 2023. These targets consist of 26 Business Plan Measures, 20 Peer Review Actions, and nine Annual Delivery Plan milestones. Of the 55 targets the council has achieved 80% of them (44). We will include an update on the council's Equalities Diversity and Inclusion action plans in the next performance monitoring report, once they have been considered by the councillor working group.

3.9 Business Plan Measures

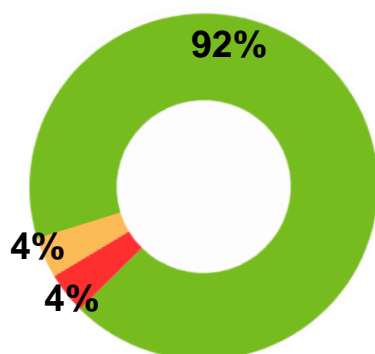
Of the 26 measures, 24 have been achieved (92%), and the following two behind target:

- Net Additional Housing Completions to meet Cherwell needs - 173 completed against a target of 286 – **Red**.

The number of housing completions have slowed in recent months, due to a range of external factors including economic pressures. It is expected that where sites have commenced construction and have planning permissions in place, delivery will continue albeit at a pace reflective of the housing market, and the Council will work with developers and stakeholders wherever possible to speed up delivery, including ensuring a well-resourced planning service and working with funding agencies to accelerate delivery.

- Average time taken to process Housing Benefit New Claims and council tax reduction (Days) - 18.92 days against a target of 18 days - **Amber**.

We had a large volume of claims over a number of days, which has inflated this month's figure. However, expect to be below target next month, and our year to date performance is 15.91 against a target of 18 days.



Green – Target achieved
Amber – Slightly missed target (less than 10%)
Red – Behind target by more than 10%

Figure 1 - Performance Summary end of July 2023, 26 objectives performing Green, 1 Amber and 1 performing Red.

3.10 There are 5 measures that the council monitors for trend analysis to identify any emerging trends that might require early intervention from ourselves or partners. There are no targets for these measures (see attached in Appendix 6) as they are dependent on external factors. For most of these monitoring measures it is too early in the year to see any obvious or concerning trends.

3.11 Annual Delivery Plan Priorities

Of the nine milestones for this period, five were achieved and the following four were slightly behind but on track to meet their Q2 Milestones:

- Vibrant Economy Strategy
- Climate Emergency Strategy
- Cost of Living Strategy
- Team Cherwell

See Appendix 7 for the full list of Q1 priorities and commentary.

3.12 Peer Review Action

Of the 20 actions for completing in this period, 15 were achieved and the following five underway:

- Refresh the performance and risk management frameworks and embed them throughout the organisation
- Refresh the climate strategy and associated actions plans and continue to embed them across the organisation demonstrating a robust pathway to achieving its net zero ambition.
- Communicate the council's vision for Banbury and Bicester, Adopt a Place shaping Strategy for Banbury (non-statutory masterplan) and clarify role in securing future stages.
- Create a prospectus for investment in Cherwell.
- Develop and agree a council wide Communications and Marketing Strategy.

See Appendix 8 for the full list of Q1 actions and commentary.

3.13 Performance Highlights

- Usage figures for our leisure centres continues with the upward trend during July, increasing considerably in comparison to the same period last year, with Spiceball seeing an increase of more than 4,000 visits, Bicester more than 3,000 and Kidlington up circa 1,400 more visits.

- Our yearly event “Banbury Play Day” on 26 July, saw more than 3,000 people enjoy the free activities offered, having the opportunity to get to know more about the services and opportunities available for young people and families in Banbury. In line with our cost of living crisis response, this year’s theme was ‘Playing on a shoestring, making every day an adventure’, showing our younger residents how to have fun for free or at a low cost, making the most of our green spaces.

3.14 Risk Update

There were no changes to the council’s Leadership Risk Register in July 2023. Therefore, the overall position of all Leadership risks for this period remains as follows:

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

The full Leadership Risk Register is attached in Appendix 9.

4.0 Conclusion and Reasons for Recommendations

This report provides an update on progress made between April and July, to deliver the council’s priorities, manage potential risks and remain within the agreed budget.

5.0 Consultation

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

In line with their respective terms of reference, the Accounts, Audit & Risk Committee reviews the risk register, the Budget Planning Committee undertakes finance monitoring and the Overview and Scrutiny Committee performance monitoring.

6.0 Alternative Options and Reasons for Rejection

- 6.1 This report summarises the council’s performance, risk, and financial positions up to the end of July, therefore there are no alternative options to consider. However, members may wish to request further information from officers for inclusion.

7.0 Implications

Financial and Resource Implications

- 7.1 Financial and Resource implications are detailed within sections 3.5 to 3.6 of this report.

Comments checked by:

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

Michael.Furness@cherwell-dc.gov.uk

Legal Implications

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

Comments checked by:

Shahin Ismail, Interim Head of Legal Services,

Shahin.Ismail@cherwell-dc.gov.uk

Risk Implications

- 7.3 This report contains a full update with regards to the council's risk position at the end of July 2023 within section 3.14.

Comments checked by:

Celia Prado-Teeling, Performance Team Leader, Tel: 01295 221556

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

Equalities and Inclusion Implications

- 7.4 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

Sustainability Implications

- 7.5 There are no direct sustainability implications as a consequence of this report.

Comments checked by:

Ed Potter, Assistant Director Environmental Services

Ed.Potter@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected:

All

Lead Councillor

Councillor Sandy Dallimore, Portfolio Holder for Corporate Services

Councillor Adam Nell, Portfolio Holder for Finance

Document Information

Appendix number and title

- Appendix 1 – Finance Capital July 2023
- Appendix 2 – Detailed Revenue Narrative on Forecast July 2023
- Appendix 3 – Virements and Aged debt July 2023
- Appendix 4 – Funding July 2023
- Appendix 5 – Performance July 2023
- Appendix 6 – Monitoring only objectives July 2023
- Appendix 7 – Annual Delivery Plan Q1
- Appendix 8 – Peer Review Action Plan Q1
- Appendix 9 – Leadership Risk Register July 2023

Background papers

None

Report Author and contact details.

Celia Prado-Teeling

Celia.Prado-Teeling@cherwell-dc.gov.uk

CHERWELL CAPITAL EXPENDITURE

Cost Centre	DESCRIPTION	BUDGET	YTD ACTUAL	PO COMMITMENTS	Forecast	RE-PROFILED BEYOND 2023/24	RE-PROFILED BEYOND 2024/25	Current month Variances £000	Forecast Narrative
40010	North Oxfordshire Academy Astro turf	183	0	0	80	103		-	Good progress made to date on scale. Scope and nature of the project. Close working with the school. Next steps are to apply for pre application planning advice and complete project costings.
40019	Bicester Leisure Centre Extension	79	15	0	30	49		-	The project continues to progress as predicted. Outline costings for the project have been received. The next step is to complete a detailed business case prior to planning permission being sought.
40083	Disabled Facilities Grants	1,432	463	22	1,432	0		-	Full spend anticipated.
40084	Discretionary Grants Domestic Properties	150	18	0	150	0		-	This budget covers small repairs and larger essential repairs to vulnerable households. Demand is typically heavily weighted towards the winter months, no carry-forward into 2024/25 is currently expected.
40131	S106 Capital Costs	3,310	43	53	2,194	1,116		-	Cherwell DC holds developer contributions derived from s106 agreements for Town and Parish councils to deliver agreed programmes of work. The pace of this delivery is outside the control of CDC officers; whilst it is anticipated that many projects will be delivered close working with partners has enabled reprofiling of s106 to span into next year.
40160	Housing Services - capital	160	0	0	0	160		-	Developer completions slower at NW Bicester than expected therefore final payment will be made to the developer in 2024/25.
40213	Build Team Essential Repairs & Improvements	116	0	0	116	0		-	Work is currently underway and it is likely that all capital expenditure will take place during financial year 2023/24.
40251	Longford Park Art	45	0	0	0	45		-	The final delivery of the public art programme is dependent on overall site handover which has been held up. The remaining spend on the public art programme has been reprofiled to acknowledge this
40262	Affordable Housing	1,156	30	66	1,156	0		-	The tender for these works will conclude shortly and the programme is anticipated to begin on site in October. The overall scheme will complete in 24/25.
40275	UKSPF - CDC community facilities x 3	30	10	0	30	0		-	Working in partnership with communities on the scope of works to be procured. Full spend is anticipated.
	Wellbeing & Community	6,661	579	141	5,188	1,473	0	0	
40292	iTrent HR System Upgrades	30	0	0	30	0		-	The implementation of the main modules within iTrent is very nearly finished but we do still have other modules to explore and it is important that we maintain this capital expenditure to explore ROI these additional modules offer.
	HR & OD	30	0	0	30	0	0	0	
	Chief Executive	6,691	579	141	5,218	1,473	0	0	
40111	Admiral Holland Redevelopment Project (phase 1b)	61	54	0	61	0		-	On target
40139	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	104	0	0	104	0		-	We are carrying out investigations as to potential recovery of some of these costs from tenant.

40144	Castle Quay	2,985	(78)	129	2,000	985	-	As part of the Castle Quay Development and the regeneration of Banbury, the Council is working closely and in partnership with a number of public and private organisations to repurpose parts of Castle Quay Shopping Centre to deliver a number of complimentary uses enabling the regeneration of Banbury.
40162	Housing & IT Asset System joint CDC/OCC	26	0	0	26	0	-	Forecasting on target
40167	Horsefair, Banbury	55	0	0	55	0	-	The works design is now completed for paving to the footpath on Horsefair. Project to be procured Q3.
40191	Bodicote House Fire Compliance Works	149	0	19	149	0	-	Works are currently being scoped from recent assessment
40197	Corporate Asbestos Surveys	50	0	0	50	0	-	Review of the work is to be carried out - aiming to instruct Q3 2023/24
40201	Works From Compliance Surveys	99	0	0	49	50	-	Works will be carried out in phases current phase planned for Q3 2023/24 next phase planned for the next financial year 24/25
40203	CDC Feasibility of utilisation of proper Space	100	0	0	100	0	-	Investigation works ongoing due to be completed by Q3 2023/24
40219	Community Centre - Works	54	0	0	54	0	-	Banbury Museum atrium stairwell works, currently in design with completion due Q3 2023/24
40224	Fairway Flats Refurbishment	362	0	0	0	362	-	This project is within the asset review which will be completed Q3 2023/24. Works to be reprofiled for 2024/25.
40226	Thorpe Lane Depot - Decarbonisation Works	0	(12)	0	0	0	-	On target
40227	Banbury Museum - Decarbonisation Works	0	0	20	20	0	20	End of defects period retention payments due
40228	Franklins House - Decarbonisation Works	0	(4)	0	0	0	-	On target
40230	Whitelands - Decarbonisation Works	0	(10)	0	0	0	-	On target
40231	Bicester Leisure Centre - Decarbonisation Works	0	(42)	0	0	0	-	On target
40232	Kidlington Leisure Centre - Decarbonisation Works	0	(27)	0	0	0	-	On target
40233	Spiceball Leisure Centre - Decarbonisation Works	0	(33)	0	0	0	-	On target
40239	Bicester East Community Centre	1,371	20	1,138	771	600	-	Start date on site is September 2023. £1.371m of capital funding remains allocated to deliver this bespoke community centre for local residents. The project duration is circa 50 weeks with some spend requiring to be reprofiled to 2024/25.
40241	Thorpe Place Roof Works	35	0	1	35	0	-	Carrying out drone survey of roof to identify condition ready for scoping and design.
40242	H&S Works to Banbury Shopping Arcade	127	0	5	127	0	-	Works currently in design together with review with investigations on potential partial recoverability from tenant service charge.
40246	Banbury Museum Pedestrian Bridge	3	0	3	3	0	-	On target
40249	Retained Land	260	0	91	260	0	-	Completion of site surveys beginning of Q3 which will lead to completion of remedial works completed anticipated by Q4 2023/24
40252	Expiring Energy Performance Certificates plus Associated works	96	20	0	96	0	-	Works instructed and in train completion by end of Q3
40253	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	18	0	60	0	-	Works instructed and in train completion by end of Q3
40254	Thorpe Lane Depot - Renewal of Electrical Incoming Main	171	1	0	171	0	-	Works are currently designed pending tender of the Electrical supply infrastructure. Works to be coordinated with the District Network Operator to install the new sub station, who are engaged. Waiting for dates from the DNO.
40255	Installation of Photovoltaic at CDC Property	79	0	0	79	0	-	This will now take place along with the new capital works planned for 2023/24
40263	Kidlington Leisure New Electrical Main	20	0	0	20	0	-	Project to install new electrical main for Kidlington leisure centre. Expected to start Q3 2023/24 so balance expected to be spent during this period.
40279	Spiceball Sports Centre - Solar PV Car Ports	180	0	7	90	90	-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q1 2024/25

40280	Kidlington Sports Centre - Solar PV Car Ports	137	0	0	72	65		-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q1 2024/25
40281	North Oxfordshire Academy - Solar Panels	18	0	0	18	0		-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/24
40282	Community Centre Solar Panels	108	0	0	50	58		-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site.
40283	Thorpe Lane - Solar Panels	34	0	0	34	0		-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/24
40284	Thorpe Lane - Heater Replacement (Gas to Electric)	28	0	0	28	0		-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/24
Property		6,772	(92)	1,412	4,582	2,210	0	20	
40256	Processing Card Payments & Direct Debits	20	0	0	20	0		-	This PCI Project is on Target to be completed this year
Finance		20	0	0	20	0	0	0	
40237	Council Website & Digital Service	122	13	0	122	0		-	Work underway to select a product to form basis of Unified CRM Platform. Platform in place and initial Pilot expected to complete Q4.
40274	Digital Futures Programme	0	72	70	0	0		-	Continuation of Flytipping AI and RPA proof of concepts. Futurework/pilots will fall under Digital Futures Programme.
40285	Digital Strategy	350	3	59	350	0		-	Year one of the Digital Future strategy looks to: 1) Implemented a Data Lakehouse platform as a foundation to the Data and Analytics strategy . 2)Improve cyber security by aligning with a standard framework and implementing additional security measures (by end of Dec 2023) 3) Move all online files to sharepoint to reduce hosting costs (by end Oct 2023) 4) Implement new devices to monitor Fly Tipping in two locations.
ICT		472	88	129	472	0	0	0	
Resources		7,264	(3)	1,542	5,074	2,210	0	20	
40062	East West Railways	137	56	78	137	0		-	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. This is in partnership with England's Economic Heartland.
40286	Transforming Market Square Bicester	1,000	0	0	475	525		-	£0.475m for commissioning design and consultation work in 2023/24 (for the final plans for Market Square Public Realm) with the remaining budget to be reprofiled in to 2025/26 for continuation of the programme
40124	Spring Gardens	0	(70)	0	0	0		-	Capital receipt received from Trowers & Hamlins in respect of 10 Spring Walk. Will be moved to the capital receipts reserves
40287	UK Shared Prosperity Fund (UK SPF) Year Two Investment Plan Programme	117	0	0	117	0		-	UKSPF capital grant will be fully spent in 2023/24 on the following £0.030m improvement to town centres & high streets £0.035m improvements to CDC community facilities £0.002m Bridge Street Community Garden £0.050m contribution to NOA 3G pitch
40288	UKSPF Rural Fund	132	0	0	132	0		-	Investment in capacity building and infrastructure support for local civil society and community groups. A grant funding scheme will be established to enable village halls and other community buildings to maximise their potential though key infrastructure improvements and acquisitions.
Growth & Economy		1,386	(14)	78	861	525	0	0	

40015	Car Park Refurbishments	46	0	0	46	0		-	Anticipating full spend in 2023/24. This to continue the projects of pay on exit sites across the district and upgrading of pay machines from 3G to 4G.
40026	Off Road Parking	18	0	0	0	0		(18)	Budget no longer required - saving
40028	Vehicle Replacement Programme	1,731	0	618	1,200	531		-	Reprofiling of £0.531m in to 2024/25. A review of the programme has been undertaken. Nationally there is delay in vehicle supply and thus delivery
40186	Commercial Waste Containers	25	0	0	25	0		-	Anticipating full spend in quarter 4 of 2023/24.
40187	On Street Recycling Bins	18	0	0	18	0		-	Anticipating full spend in 2023/24. Sites have been identified for refurbishments.
40188	Thorpe Lane Depot Capacity Enhancement	0	7	0	7	0		7	Retention payments paid in 2023/24
40216	Street Scene Furniture and Fencing project	48	12	0	40	8		-	£0.040m to be spent in 2023/24 at various play and open spaces. Anticipating reprofiling of £0.08.
40217	Car Parking Action Plan Delivery	18	0	0	18	0		-	Anticipating full spend in 2023/24. Project is part of ongoing review of Car Park Action Plan.
40218	Depot Fuel System Renewal	35	0	0	35	0		-	Anticipating full spend in quarter 4 of 2023/24. This will be reviewed as the new Bicester Depot site progresses.
40222	Burnehyll- Bicester Country Park	159	17	1	95	64		-	Anticipating reprofiling of £0.064m into 2024/25. Project delivery programme is under review
40248	Solar Panels at Castle Quay	53	0	0	0	0		(53)	Delivery and scope of project to be reviewed
40257	Additional Commercial Waste Containers	10	0	0	10	0		-	Anticipating full spend in quarter 4 of 2023/24
40258	Kidlington Public Convenience Refurbishment	90	0	0	90	0		-	Anticipating full spend in quarter 4 of 2023/24
40259	Market Equipment Replacement	15	0	0	15	0		-	Anticipating full spend in quarter 4 of 2023/24
40260	Land for New Bicester Depot	2,989	11	0	2,989	0		-	Anticipating full spend in 2023/24. Expecting purchasing of site to be finalised in quarter 2.
40278	Development of New Land Bicester Depot	2,775	0	0	500	2,275		-	Scoping underway. Spend will require re profiling in line with programme - detail to be confirmed as work is undertaken
40289	Computer Software Upgrade for Vehicle Management	12	0	0	12	0		-	Anticipating full spend in quarter 4 of 2023/24
40291	New Commercial Waste IT System	25	0	0	25	0		-	Anticipating full spend in 2023/24
	Environmental Services	8,067	47	619	5,125	2,878	0	(64)	
40245	Enable Agile Working	15	0	0	15	0		0	The funding is intended to be used to purchase the technology needed to enable the teams to use our new case management system whilst 'on-site' carrying out inspection work, etc. We have trialed different tablets but have delayed the project since the release of the app that will support mobile working has been delayed. The app is now due for release in Late summer 23/24. The mobile working approach will potentially save approx. £1400 pa through reducing costs (mileage, printing and stationery) as well as making the inspection process more efficient, delivering an improved customer experience and realising a resource saving of 0.2 FTE. The ongoing cost of the app will be approx. £1500 pa.
	Regulatory Services	15	0	0	15	0	0	0	
40293	Planning - S106 Projects	160	160	0	160	0		0	S106 Funded contribution towards the construction and mechanisation of bridge over Oxford Canal (Canal and River Trust)
	Planning and Development	160	160	0	160	0	0	0	
	Communities	9,628	193	698	6,161	3,403	0	(64)	
	Capital Total	23,583	769	2,380	16,453	7,086	0	(44)	

CHERWELL TOTAL CAPITAL PROJECT EXPENDITURE

Page 119

CODE	DESCRIPTION	Total 23/24 Project Budget	Forecast	RE-PROFILED BEYOND 2023/24	23/24 Variance	Future Years Budget	Project Total Budget	Project Total forecast	Project Total Variance	Narrative
40010	North Oxfordshire Academy Astro turf	183	80	103	0	0	183	183	0	Good progress made to date on scale. Scope and nature of the project. Close working with the school. Next steps are to apply for pre application planning advice and complete project costings.
40019	Bicester Leisure Centre Extension	79	30	49	0	0	79	79	0	The project continues to progress as predicted. Outline costings for the project have been received. The next step is to complete a detailed business case prior to planning permission being sought.
40083	Disabled Facilities Grants	1,432	1,432	0	0	4,956	6,388	6,388	0	Full spend anticipated.
40084	Discretionary Grants Domestic Properties	150	150	0	0	600	750	750	0	This budget covers small repairs and larger essential repairs to vulnerable households. Demand is typically heavily weighted towards the winter months, no carry-forward into 2024/25 is currently expected.
40131	S106 Capital Costs	3,310	2,194	1,116	0	0	3,310	3,310	0	Cherwell DC holds developer contributions derived from s106 agreements for Town and Parish councils to deliver agreed programmes of work. The pace of this delivery is outside the control of CDC officers; whilst it is anticipated that many projects will be delivered close working with partners has enabled reprofiling of s106 to span into next year.
40160	Housing Services - capital	160	0	160	0	0	160	160	0	Developer completions slower at NW Bicester than expected therefore final payment will be made to the developer in 2024/25.
40213	Build Team Essential Repairs & Improvements	116	116	0	0	0	116	116	0	Work is currently underway and it is likely that all capital expenditure will take place during financial year 2023/24.
40251	Longford Park Art	45	0	45	0	0	45	45	0	The final delivery of the public art programme is dependent on overall site handover which has been held up. The remaining spend on the public art programme has been reprofiled to acknowledge this
40262	Affordable Housing	1,156	1,156	0	0	0	1,156	1,156	0	The tender for these works will conclude shortly and the programme is anticipated to begin on site in October. The overall scheme will complete in 24/25.
40275	UKSPF - CDC community facilities x 3	30	30	0	0	0	30	30	0	Working in partnership with communities on the scope of works to be procured. Full spend is anticipated.
Wellbeing & Community		6,661	5,188	1,473	0	5,556	12,217	12,217	0	
40292	iTrent HR System Upgrades	30	30	0	0	120	150	150	0	There are further iTrent modules to explore and it is important that we maintain this capital expenditure to explore ROI these additional modules offer.
HR & OD		30	30	0	0	120	150	150	0	
Chief Executives		6,691	5,218	0	0	5,676	12,367	12,367	0	
40111	Admiral Holland Redevelopment Project (phase 1b)	61	61	0	0	0	61	61	0	Retention payment expected
40139	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	104	104	0	0	0	104	104	0	We are carrying out investigations as to potential recovery of some of these costs from tenant.
40144	Castle Quay	2,985	2,000	985	0	0	2,985	2,985	0	As part of the Castle Quay Development and the regeneration of Banbury, the Council is working closely and in partnership with a number of public and private organisations to repurpose parts of Castle Quay Shopping Centre to deliver a number of complimentary uses enabling the regeneration of Banbury.
40162	Housing & IT Asset System joint CDC/OCC	26	26	0	0	0	26	26	0	Forecasting on target
40167	Horsefair, Banbury	55	55	0	0	0	55	55	0	The works design is now completed for paving to the footpath on Horsefair. Project to be procured Q3.

40191	Bodicote House Fire Compliance Works	149	149	0	0	0	149	149	0	Works are currently being scoped from recent assessment
40197	Corporate Asbestos Surveys	50	50	0	0	0	50	50	0	Review of the work is to be carried out - aiming to instruct Q3 2023/24
40201	Works From Compliance Surveys	99	49	50	0	0	99	99	0	Works will be carried out in phases current phase planned for Q3 2023/24 next phase planned for the next financial year 24/25
40203	CDC Feasibility of utilisation of proper Space	100	100	0	0	0	100	100	0	Investigation works ongoing due to be completed by Q3 2023/24
40219	Community Centre - Works	54	54	0	0	0	54	54	0	Banbury Museum atrium stairwell works, currently in design with completion due Q3 2023/24
40224	Fairway Flats Refurbishment	362	0	362	0	0	362	362	0	This project is within the asset review which will be completed Q3 2023/24. Works to be reprofiled for 2024/25.
40227	Banbury Museum - Decarbonisation Works	0	20	0	20	0	0	20	20	End of defects period retention payments due
40239	Bicester East Community Centre	1,371	771	600	0	0	1,371	1,371	0	Start date on site is September 2023/24. £1.371m of capital funding from 22/23 remains allocated to deliver this bespoke community centre for local residents. The project duration is c.50 weeks with some spend requiring to be reprofile to 2024/25.
40241	Thorpe Place Roof Works	35	35	0	0	0	35	35	0	Carrying out drone survey of roof to identify condition ready for scoping and design.
40242	H&S Works to Banbury Shopping Arcade	127	127	0	0	0	127	127	0	Works currently in design together with review with investigations on potential partial recoverability from tenant service charge.
40246	Banbury Museum Pedestrian Bridge	3	3	0	0	0	3	3	0	£3K retention due in Oct 23
40249	Retained Land	260	260	0	0	0	260	260	0	Completion of site surveys beginning of Q3 which will lead to completion of remedial works completed anticipated by Q4 2023/24
40252	Expiring Energy Performance Certificates plus Associated works	96	96	0	0	0	96	96	0	Works instructed and in train completion by end of Q3
40253	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	60	0	0	0	60	60	0	Works instructed and in train completion by end of Q3
40254	Thorpe Lane Depot - Renewal of Electrical Incoming Main	171	171	0	0	0	171	171	0	Works are currently designed pending tender of the Electrical supply infrastructure. Works to be coordinated with the District Network Operator to install the new sub station, who are engaged. Waiting for dates from the DNO.
40255	Installation of Photovoltaic at CDC Property	79	79	0	0	0	79	79	0	This will now take place along with the new capital works planned for 2023/24
40263	Kidlington Leisure New Electrical Main	20	20	0	0	0	20	20	0	Project to install new electrical main for Kidlington leisure centre. Expected to start Q3 2023/24 so balance expected to be spent during this period.
40279	Spiceball Sports Centre - Solar PV Car Ports	180	90	90	0	0	180	180	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q1 2024/25
40280	Kidlington Sports Centre - Solar PV Car Ports	137	72	65	0	0	137	137	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q1 2024/25
40281	North Oxfordshire Academy - Solar Panels	18	18	0	0	0	18	18	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/24
40282	Community Centre Solar Panels	108	50	58	0	0	108	108	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site.
40283	Thorpe Lane - Solar Panels	34	34	0	0	0	34	34	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/24
40284	Thorpe Lane - Heater Replacement (Gas to Electric)	28	28	0	0	0	28	28	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/24
Property		6,772	4,582	2,210	20	-	6,772	6,792	0	
40256	Processing Card Payments & Direct Debits	20	20	0	0	0	20	20	0	Works planned for 23/24
Finance Total		20	20	0	0	0	20	20	0	
40237	Council Website & Digital Service	122	122	0	0	0	122	122	0	Works planned for 23/24

40285	Digital Strategy	350	350	0	0	0	350	350	0	Year one of the Digital Future strategy looks to: 1) Implement a Data Lakehouse platform as a foundation to the Data and Analytics strategy (by end July 2023). 2) Improve cyber security by aligning with a standard framework and implementing additional security measures (by end of Dec 2023) 3) Move all online files to sharepoint to reduce hosting costs (by end Oct 2023) 4) Implement new devices to monitor Fly Tipping in two locations.
ICT		472	472	0	0	0	472	472	0	
Resources		7,264	5,074	0	20	0	7,264	7,284	0	
40062	East West Railways	137	137	0	0	4,189	4,326	4,326	0	The capital fund has been set up to enable the Council's costs to be recharged when responding to enquiries and regulatory applications made in connection with the EWR project.
40286	Transforming Market Square Bicester	1,000	475	525	0	3,250	4,250	4,250	0	Investment to transform the Market Square into a multi-purpose space and "community hub" which will transform and help regenerate Bicester town centre
40287	UK Shared Prosperity Fund (UK SPF) Year Two Investment Plan Programme	117	117	0	0	162	279	279	0	Improvements to town centres and highstreets and community facilities
40288	UKSPF Rural Fund	132	132	0	0	395	527	527	0	Investment in capacity building and infrastructure support for local civil society and community groups in 2023/24. Investment in micro and small rural based businesses in 2024/25.
Growth & Economy		1,386	861	525	-	7,996	9,382	9,382	0	
40015	Car Park Refurbishments	46	46	0	0	0	46	46	0	Full spend anticipated by March 2024
40026	Off Road Parking	18	0	0	(18)	0	18	0	(18)	Budget no longer required
40028	Vehicle Replacement Programme	1,731	1,200	531	0	5,242	6,973	6,973	0	Full spend anticipated by March 2025
40186	Commercial Waste Containers	25	25	0	0	0	25	25	0	Full spend anticipated in quarter 4 of 2023-24.
40187	On Street Recycling Bins	18	18	0	0	0	18	18	0	Full spend anticipated in quarter 4 of 2023-24.
40188	Thorpe Lane Depot Capacity Enhancement	0	7	0	7	0	0	7	7	Delayed retention payments made.
40216	Street Scene Furniture and Fencing project	48	40	8	0	12	60	60	0	Full spend anticipated by March 2026
40217	Car Parking Action Plan Delivery	18	18	0	0	0	18	18	0	Full spend anticipated by March 2024
40218	Depot Fuel System Renewal	35	35	0	0	24	59	59	0	Full spend anticipated by March 2024
40222	Burnehyll- Bicester Country Park	159	95	64	0	0	159	159	0	Full spend anticipated by March 2025
40248	Solar Panels at Castle Quay	53	0	0	(53)	0	53	0	(53)	Budget no longer required for this financial year. It is believed the bid/project is out of date so a review of the requirements on site is required and a new bid to be submitted when review completed.
40257	Additional Commercial Waste Containers	10	10	0	0	0	10	10	0	Full spend anticipated in quarter 4 of 2023-24.
40258	Kidlington Public Convenience Refurbishment	90	90	0	0	0	90	90	0	Full spend anticipated in quarter 2 of 2023-24.
40259	Market Equipment Replacement	15	15	0	0	0	15	15	0	Full spend anticipated in quarter 4 of 2023-24.
40260	Land for New Bicester Depot	2,989	2,989	0	0	10	2,999	2,999	0	Full spend anticipated by March 2024 - Expecting purchasing of site to be finalised in quarter 2.
40278	Development of New Land Bicester Depot	2,775	500	2,275	0	1,200	3,975	3,975	0	Full spend anticipated by March 2025 - this will be confirmed as the project progresses.
40289	Computer Software Upgrade for Vehicle Management	12	12	0	0	0	12	12	0	Full spend anticipated by March 2024
40291	New Commercial Waste IT System	25	25	0	0	0	25	25	0	Full spend anticipated by March 2024
Environmental		8,067	5,125	2,878	(64)	6,488	14,555	14,491	(64)	
40245	Enable Agile Working	15	15	0	0	0	15	15	0	The funding is intended to be used to purchase the technology needed to enable the teams to use our new case management system whilst 'on-site' carrying out inspection work, etc. We have trialed different tablets but have delayed the project since the release of the app that will support mobile working has been delayed. The app is now due for release in Late summer 23/24. The mobile working approach will potentially save approx. £1400 pa through reducing costs (mileage, printing and stationery) as well as making the inspection process more efficient, delivering an improved customer experience and realising a resource saving of 0.2 FTE. The ongoing cost of the app will be approx. £1500 pa.
Regulatory Services		15	15	0	0	0	15	15	0	
40293	Planning - S106 Projects	160	160	0	0	0	160	160	0	S106 Funded contribution towards the construction and mechanisation of bridge over Oxford Canal (Canal and River Trust)

Planning and Development	160	160	0	0
Communities	9,628	6,161	3,403	(64)
Capital Total	23,583	16,453	7,086	(44)

0	160	160	0	
14,484	24,112	24,048	(64)	
20,160	43,743	43,699	(64)	

Appendix 2 - Report Details – Additional Revenue narrative

Chief Executive

Chief Executives are forecasting an underspend of (£0.135m) against a budget of £5.481m (-2.5%). Directorate is working efficiently to deliver high quality services within its budget envelope.

HR & OD

£0.000m Variance HR are forecasting to remain on budget at present.

Variation to June's
Forecast
£0.000m

Wellbeing & Housing

Variation
(£0.0110m)
Underspend Income received has increased against budget.

Variation to June's
Forecast
(£0.020m) Estimated additional saving of (£0.020m)

Customer Focus

Variation
(£0.025m)
underspend We are currently predicting an underspend of (£0.025m)
at year end by managing vacancies to offset the drop in
land charges income caused by volatile market conditions.

Variation to June's
Forecast
(£0.025m) Staff Savings identified due to vacancies

Resources

Resources are forecasting £0.109m overspend against a budget of £5.171m (2.1%).

Whilst the total overspend is relatively small, the focus on utilising agency staff whilst going out for recruitment is being monitored. Unfortunately, the spend is necessary given the corporate projects needing support from the team to enable delivery.

Finance

Variation £0.000m Overspend	The Service forecasts a number of minor overspends and underspends resulting in an overall forecast in line with the budget.
-----------------------------------	--

Variation to June's Forecast £0.000m	
--	--

Legal & Democratic

Variation £0.030m Overspend	Overspend is due to an increase in costs of delivering the District Elections.
-----------------------------------	--

Variation to June's Forecast £0.004m	The extra cost of delivering the elections is partly offset by an underspend in Legal and Procurement because of vacant posts.
--	--

ICT

Variation £0.000m	ICT are forecasting to remain on budget at present.
----------------------	---

Variation to June's Forecast £0.000m	
--	--

Property

Variation £0.079m Overspend	The overspend in Property is largely as a result of a dependency on agency staff. Permanent recruitment is ongoing.
-----------------------------------	---

Variation to June's Forecast £0.079m	The extra staff cost is partly offset by an projected over recovery of income.
--	--

Communities

Communities are forecasting an overspend of £0.372m against a budget of £8.758m, (4.2%).

The directorate has looked carefully across all the service budget areas to identify savings to support the external cost pressure arising from changing gate fees for recycled materials.

Planning & Development

Variation
£0.041m Overspend

Planning and Development presently has a projected overspend of £0.041m due largely to agency costs and to income projections being lower than expected.

Variation to June's
Forecast
£0.000m

Recruitment and agency costs will continue to be managed closely having regard to future income expectations.

Growth & Economy

Variation
(£0.090m)
Underspend

The additional 2023/24 UK Shared Prosperity Funding allocations have allowed the service to make mitigating cuts to the service budget to support the pressures reported elsewhere in the directorate. Postponement of the Economic Prosperity Strategy has also enabled some in year savings to be made.

Variation to June's
Forecast
£0.010m

Reprofiling of staffing costs and service budgets to account for the focussing of resources on the grant funding allocation have driven the savings.

Environmental

Variation
£0.421m
Overspend

The forecasted pressure of £0.421m within Environmental Services is primarily due to changes in the global market for recycled materials falling as recycling processing costs have increased.
Commodity prices are currently very volatile and this could change during the year.

Variation to June's
Forecast
£0.000m

Staffing pressures and agency costs have added a further pressure which are being closely monitored and managed.

We hold monthly meetings with our recycling reprocessor and monitor individual commodity prices on a monthly basis.

The service is reviewing its staffing requirements to minimise fluctuations in resources in the waste service area.

Regulatory

Variation
£0.000m

Regulatory Services and Community Safety are forecasting a balanced outturn.

Variation to June's
Forecast
£0.000m

Executive Matters

Executive Matters is forecasting an underspend of (£0.008m) against the budget of (£3.695m), (-0.20%).

Interest

Variation
(£0.008m) underspend

Executive Matters are forecasting a minor underspend of (£0.008m).

Variation to June's
Forecast
(£0.000m)

Policy Contingency

Policy Contingency is forecasting on target against a budget of £5.068m, (0.00%)

Policy Contingency

Variation
£0.000m

Policy Contingency is forecasting to remain on budget at present.

Variation to June's
Forecast
£0.000m

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Virement Summary

Virement Movement

This table shows the movement in Net Budget from June to July 2023.

Virements - Movement in Net Budget	£m
Directorate Net Budget - June 2023	19.410
Directorate Net Budget - July 2023	19.410
Movement	0.000

Breakdown of Movements	£m
Allocations from/to Reserves	
Other	
Total	£0.000

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Appendix 4 - Funding for 2023/24

Specific Funding received since budget was set

Dept.	Grant Name	Funding
		£
DLUHC	Elections New Burdens	66,593
DLUHC	Homelessness Prevention Grant	508,605
DLUHC	Local Council Tax Support Scheme Grant	177,020
DLUHC	Domestic Abuse Grant	36,284
DLUHC	Tenant satisfaction measures new burdens	5,172
Home Office	Syrian Resettlement scheme	53,996
Home Office	Asylum seeker dispersal grant	210,750
Home Office	Afghan relocations and assistance policy	221,870
		1,280,290

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Appendix 5 - Business Plan Measures up to July 2023

Housing that meets your needs - KPIs						
Measure	Portfolio Holder	Director/ Lead Officer	Actual	Target	End of year target	R.A.G
BP1.2.01 Number of Homeless Households living in Temporary Accommodation (TA)	Cllr N Mawer	Nicola Riley Yvonne Rees	33	40	40	★
BP1.2.02 % Referrals for major disability adaptations (urgent or high need) & approved within 12 week	Cllr N Mawer	Nicola Riley Yvonne Rees	84.62%	80.00%	80.00%	★
BP1.2.04 No of affordable homes delivered	Cllr N Mawer	Nicola Riley Yvonne Rees	45	36	190	★
BP1.2.06 Average time taken to process Housing Benefit New Claims and council tax reduction (Days)	Cllr A Nell	Michael Furness Stephen Hinds	18.92 days	18.00 days	18.00 days	●
BP1.2.07 Average time taken to process Housing Benefit Change Events & council tax reduction (Days)	Cllr A Nell	Michael Furness Stephen Hinds	4.00 days	8.00 days	8.00 days	★
BP1.2.08 % of Major Planning Applications determined to National Indicator	Cllr D Sames	David Peckford Ian Boll	90.00%	60.00%	60.00%	★
BP1.2.09 % of Non-Major Planning Applications determined to National Indicator	Cllr D Sames	David Peckford Ian Boll	87.60%	70.00%	70.00%	★
BP1.2.10 % of Major Applications overturned at appeal	Cllr D Sames	David Peckford Ian Boll	0.00%	10.00%	10.00%	★
BP1.2.11 % of Non-Major Applications overturned at appeal	Cllr D Sames	David Peckford Ian Boll	0.40%	10.00%	10.00%	★
BP1.2.13 Net Additional Housing Completions to meet Cherwell needs	Cllr D Sames	David Peckford Ian Boll	173	286	1,142	▲

Supporting environmental sustainability- KPIs

Measure	Portfolio Holder	Director/ Lead Officer	Actual	Target	End of year target	R.A.G
BP2.2.01 % Waste Recycled & Composted	Cllr A McHugh	Ed Potter Ian Boll	58.00%	55.00%	55.00%	★

An enterprising economy with strong and vibrant local centres - KPIs

BP3.2.01 % of Council Tax collected, increase Council Tax Base	Cllr A Nell	Michael Furness Stephen Hinds	38.55%	38.10%	97.00%	★
BP3.2.02 % of Business Rates collected, increasing NNDR Base	Cllr A Nell	Michael Furness Stephen Hinds	42.94%	38.00%	97.00%	★
BP3.2.03 % of Building Regulations Applications acknowledged to within 3 working days of deposit	Cllr D Sames	David Peckford Ian Boll	82.89%	80.00%	80.00%	★
BP3.2.04 % of valid Full Plan Applications determined or checked within 25 working days of deposit	Cllr D Sames	David Peckford Ian Boll	91.67%	90.00%	90.00%	★

Healthy, resilient and engaged communities - KPIs

BP4.2.01 Number of Visits/Usage of contracted & directly managed sports facilities	Cllr N Simpson	Nicola Riley Yvonne Rees	114,733	109,753	1,348,666	★
BP4.2.04 % of due high risk food inspections completed	Cllr P Chapman	Ian Boll Tim Hughes	100.00%	100.00%	100.00%	★

Supporting environmental sustainability- Programme measures

Measure	Portfolio Holder	Director/Lead Officer	R.A.G	Commentary
<p>BP2.1.01 Work with partners to deliver initiatives to improve air quality in the district</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 135</p>	<p>Cllr P Chapman</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	<p>★</p>	<p>The 2023 Annual Status Report (ASR), which reports on the air quality monitoring data for 2022, has been submitted to the Department for Food and Rural Affairs (Defra). The measured levels for 2022 were broadly comparable to 2020 and 2021.</p> <p>The ASR includes an updated Air Quality Action Plan outlining the measures to improve air quality in the district. Once the report has been accepted by Defra a copy will be made available on the website.</p> <p>For Clean Air Day on 15 June 2023 messages were put out on social media by the Communications Team giving information on measures people can take to help improve air quality.</p> <p>The Healthy Living campaign promotes walking and cycling as sustainable alternatives to using the car.</p> <p>The Growth and Economy team has worked with County Council colleagues to ensure that the Growth Deal funded infrastructure includes sustainable travel measures to reduce emissions.</p>
<p>BP2.1.02 Promote the green economy</p>	<p>Cllr Ford</p>	<ul style="list-style-type: none"> ■ Ed Potter ■ Ian Boll 	<p>★</p>	<p>One of the identified projects as part of the Year Three (2024/25) UK Shared Prosperity Fund (UKSPF) programme is a comprehensive set of activities which will include Green Skills training and possibly a three year Green Skills strategy. Elements of the Green Skills project may require collaboration with other local authorities and agencies in Oxfordshire and work on developing these strands continues. The Council has been part of a countywide consortium to bid for HUG 2 funding, which has been granted £6.42m county wide for the delivery of Home Upgrade Grants to provide energy efficient upgrades and low carbon heating for eligible homes. The grant was awarded at the start of the year and is currently mobilising to deliver.</p>

An enterprising economy with strong and vibrant local centres - Programme measures

Measure	Portfolio Holder	Director/Lead Officer	R.A.G	Commentary
BP3.1.01 Delivery CDC elements - Future Oxfordshire Partnership Homes for Infrastructure workstream	Cllr D Ford	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	★	<p>Council has been advised by Oxfordshire County Council that all relevant infrastructure schemes are progressing to target, including:</p> <p>A4095-B4100 Banbury Road Roundabout Improvements Former RAF Upper Heyford J10 improvements North Oxford Corridor – Kiddlington Tramway Road Banbury</p>
BP3.1.02 Develop and adopt the Banbury Vision 2050 Programme	Cllr D Ford	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	★	<p>Programme rescheduled to enable Banbury Vision 2050 stakeholder and consultation process to follow completion of Local Plan consultation.</p>
BP3.1.03 Transform Bicester Market Square through Public Realm & Environmental Improvement Project	Cllr D Ford	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	★	<p>Executive approval to be sought for appointment of stakeholder engagement specialists and design consultants at start of Q3. The stakeholder engagement and consultation process would follow during Q3 and Q4.</p>

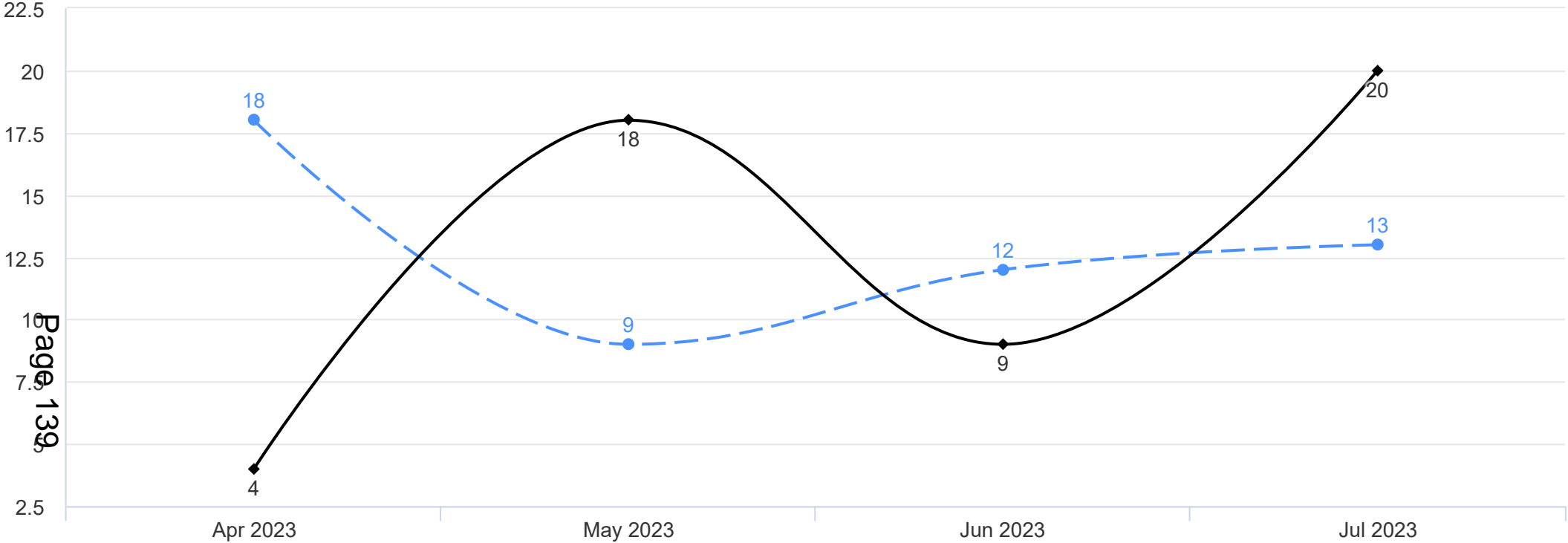
Healthy , resilient and engaged communities - Programme measures

Measure	Portfolio Holder	Director/Lead Officer	R.A.G	Commentary
<p>BP4.1.02 Support Community Safety and Anti-Social Behaviour Prevention Activities</p>	<p>Cllr P Chapman</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	<p>★</p>	<p>July has been an extremely busy month within Community Safety, with additional weekend operations being attended in relation to anti-social behaviour.</p> <p>Joint patrols were carried out with:</p> <p>Colleagues from Turning Point PCSOs to patrol the PSPO at Bicester TVP at Park/Hillview Park/Bradley Arcade re Op Jankle to identify areas we can look to reduce youth ASB issues. Assisted TVP with a Saturday Op Jankle action, leading to 2 arrests Increased park patrols occurred on teacher strike days Engagement activities carried out included: Stall at Hillview School Fete Attended ENACT volume II at Chipping Norton Theatre (a production on violence against women and girls created with the collaboration of children from Cherwell schools) Attended People's Park Playday Attended bike event with PCSO Sanford and British Cycling Community Outreach meeting with PCSO Sanford/Turning Point/Banbury BID Attended Hanwell Have your Say with PCSO</p> <p>Other actions and interventions carried out during July included: Ambulance called for gentleman who was found having a fit on a Banbury footpath. Stayed with him while he came out of the fit and until First Responder arrived. The wardens called an ambulance for a lady taken unwell in Market Place. Wardens stayed with her until it arrived. Whilst out on patrol a missing school child was spotted and reported to TVP. A disclosure was made to a warden and a youth was found to be carrying a knife, so the wardens supported TVP with a vehicle stop and search resulting in the knife being found and people being arrested. The team is currently collecting statements regarding the breach of a community protection notice in relation to begging. The team is involved with a relaunch of the safe space scheme, which has involved multi-agency work. Two referrals have been made into the homelessness pathway with regards to individuals in the district locale An adult safeguarding and a child safeguarding referral have been completed.</p>

Measure	Portfolio Holder	Director/Lead Officer	R.A.G	Commentary
BP4.1.04 Improve Leisure & Community Facilities in line with agreed Capital Programme	Cllr N Simpson	<ul style="list-style-type: none"> ▪ Nicola Riley ▪ Yvonne Rees 	★	<p>As noted in the previous months update. the Council are keen to progress the options into a BMX pump tracks being delivered in Cherwell. This month officers have received the report in to the options at Spiceball Park and have also carried out site visits to other BMX tracks.</p> <p>Works are to commence at Kidlington Leisure Centre early next month in modernising and refurbishing the existing Health and Fitness Changing Rooms</p>
BP4.1.06 Support and Vulnerable People	Cllr P Chapman	<ul style="list-style-type: none"> ▪ Nicola Riley ▪ Yvonne Rees 	★	<p>Safeguarding training across Cherwell continues with increased attendance each month. A Discretionary Housing Benefit policy has been reapproved and the Council continues to offer food grants and vouchers to and through community food network members, offering support to vulnerable residents. The Brighter Futures in Banbury programme is drawing in partners together, working on health inequalities and the wellbeing team continue to provide support across a range of programmes, initiatives and services designed to enable residents to have choice and make positive decisions about their wellbeing.</p> <p>Promotions currently focus on cycling, walking and making use of free resources..A new Wellbeing strategy is currently out for consultation and links to the wider strategies from the County Council and the Integrated Care Board.</p>

Appendix 6 – Monitoring only Business plan objectives July

Please note in the following graphs the black line represents performance for 2022 - 23, and the blue one the current financial year performance

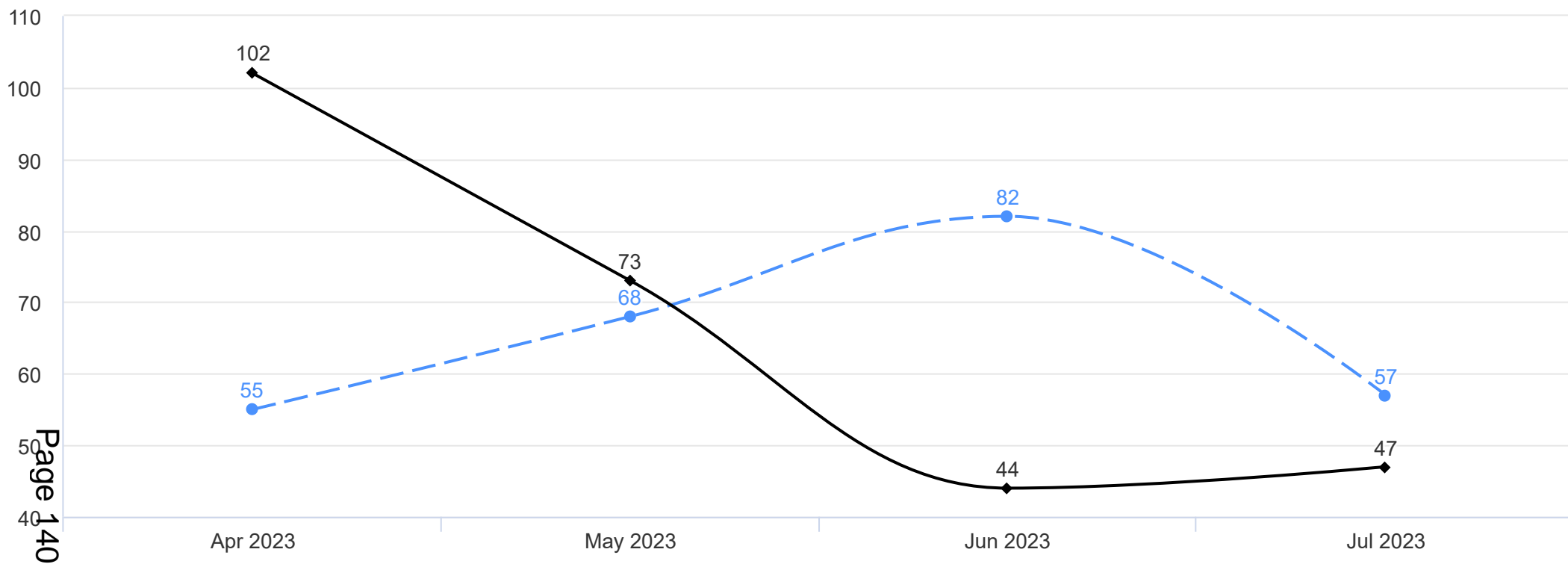


Objective: Homes improved through enforcement action

July: 13

Year to date: 52

We are reporting 7 cases less in comparison with the same period last year, which could be an indication of improvement on housing standards offered by landlords across the district.

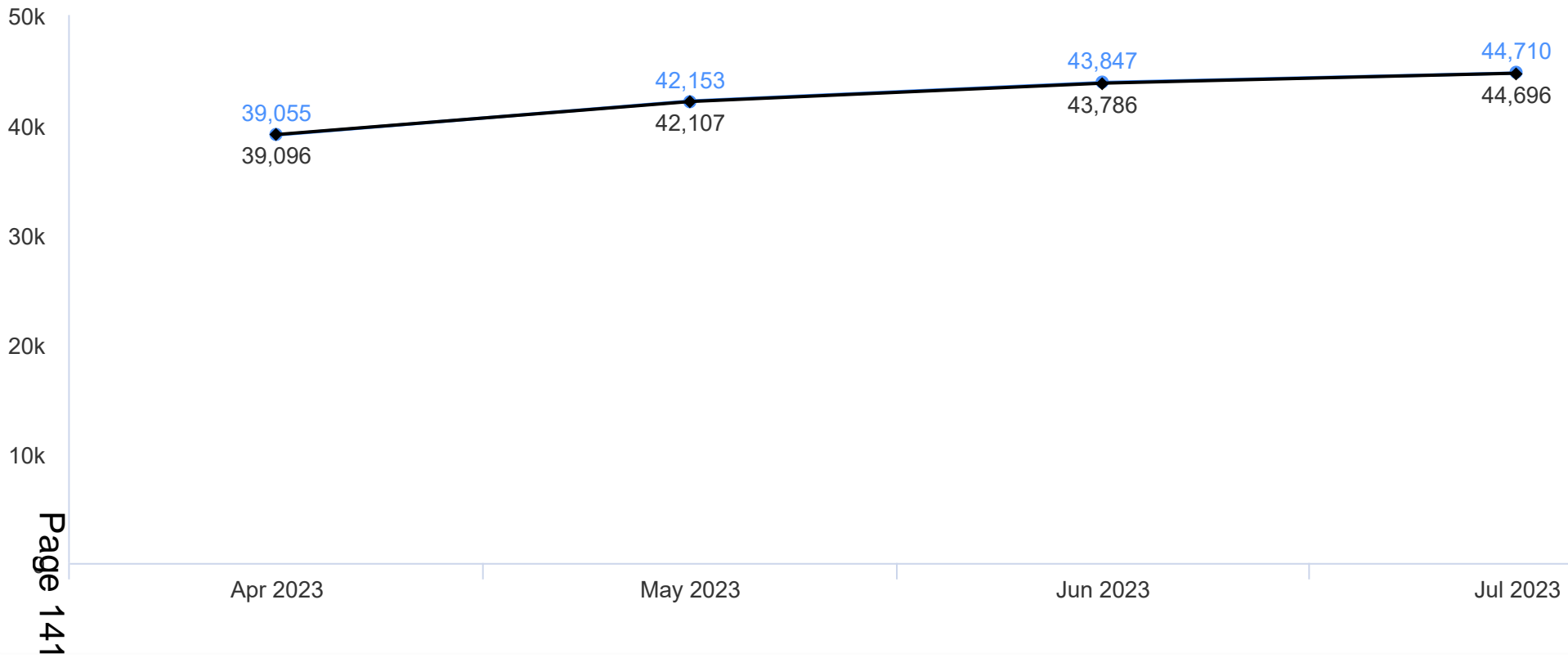


Objective: Number of Housing Standards interventions

July: 57

Year to date: 262

We are reporting 10 more interventions than during the same period last year, but a considerable decrease in comparison with previous two months, this could be related to landlords keeping higher standards, hence the reduction in the number of requests received by the team.

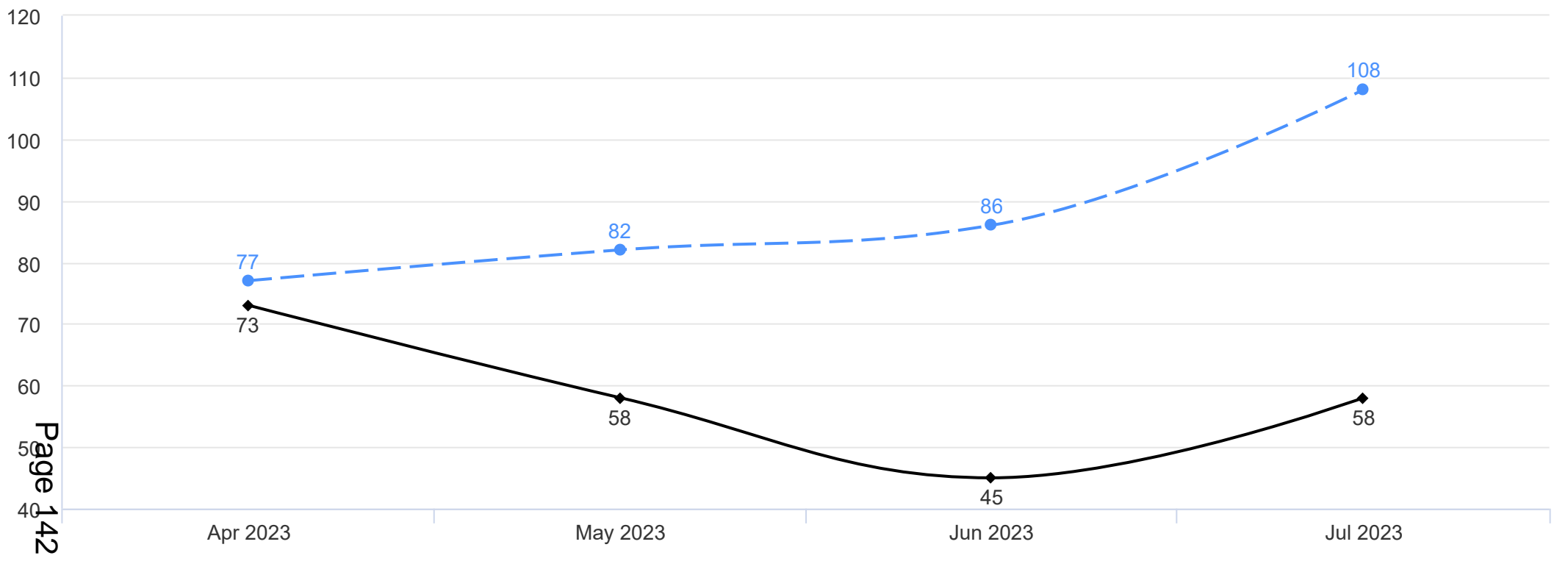


Objective: Number of garden waste subscriptions

July: Total 44,710 (5,976 new subscriptions in July)

Year to date: 44,710

A consistent trend upwards is observed for this objective since the beginning of the financial year, this could be due to the good weather at the beginning of the period and an increased awareness about the service.

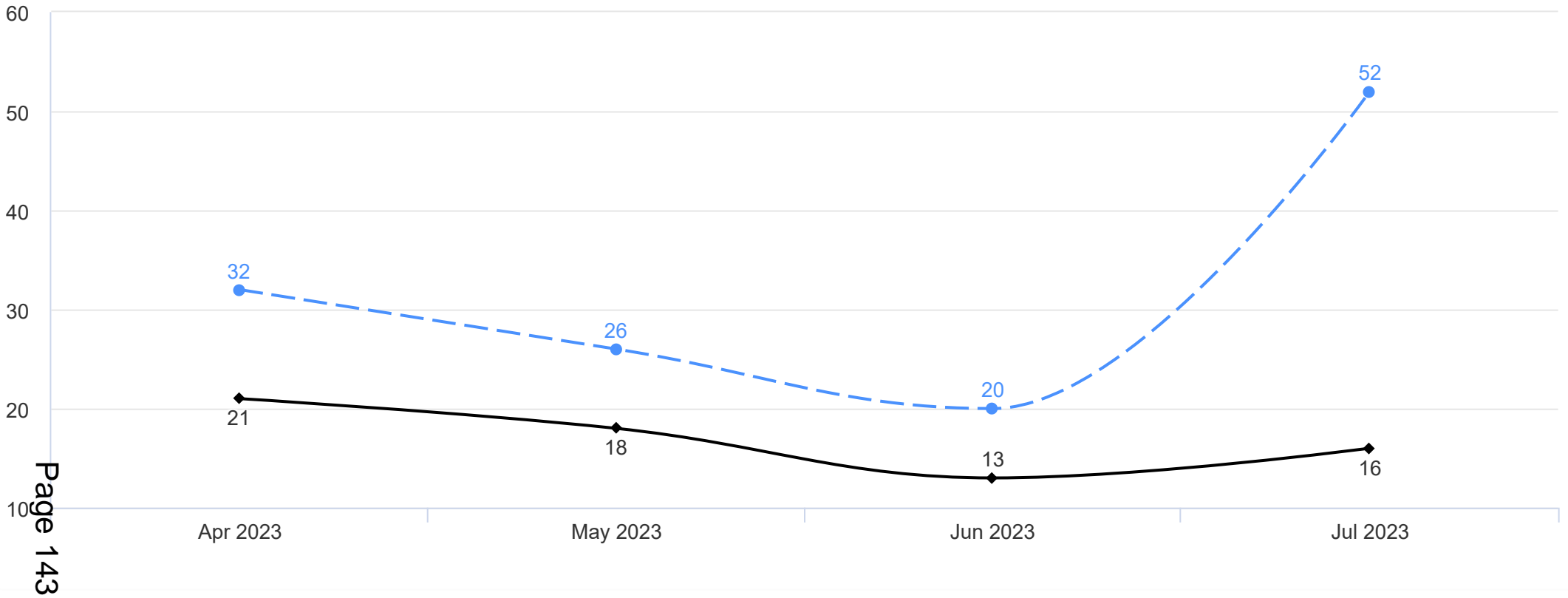


Objective: Number of Illegal Fly Tips

July: 108

Year to date: 383

108 fly tips were reported in July and 89 were investigated. A noticeable increase in the number of illegal fly tips, not just in comparison with the previous year, 234 against 383 so far this year, but also an upwards in-year trend, further study is necessary to present a possible explanation for this increase.



Objective: Number of enforcement notices issued

July: 52

Year to date: 130

27 warning letters were sent, 12 interviews under caution were carried out, and 13 notices were served for fly tipping and waste related offences. We are reporting 36 more enforcement notices issued than during the same period last year, this increase relates to the previous measure, at least in the case of fly tips.

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Appendix 7 - Annual Delivery Priorities 2023 -2024 – Quarter 1 Reporting

Priority	Director/AD	Q1 Actions/Milestones	Update Q1	Comments
02 Homelessness Strategy	Nicola Riley Richard Smith	Q1- Review existing strategy	Achieved	The new strategy has been drafted and new action plan themes formulated. The next stage is to complete the review of homelessness before launching a consultation on the strategy as a whole.
03 Vibrant Economy Strategy	Ian Boll Robert Jolley	Year 2 UKSPF plan has been approved by DLUHC and the funding (£304,841) for year two projects received end of June 2023.	On track for achieving Q2 milestone	Ten UKSPF projects are currently live. The first tranche of Community Facilities improvements are underway. The business needs survey is currently out to tender with the survey on track to launch in September. A public realm strategy has been commissioned to identify improvements to town centre spaces.
04 Climate Emergency Strategy	Ed Potter Ian Boll	The Climate Management Action Plan is in draft and circulated internally for comment ahead of going for wider member review in Q2/Q3.	On track for achieving Q2 milestone – the Climate Management Action Plan for 23/24	Conducting feasibility study to establish best option Solar PV to ensure maximum benefit from fit. We are aiming to complete the works within this financial year, however there are permissions required by the District Network Operator (National Grid) which can take some time.
05 Cost of Living Strategy	Nicola Riley Yvonne Rees	Q1- Review current cost of living support package	On track for achieving Q2 milestone	The many activities delivered by both CDC and in partnership with other local organisations to support residents during the Cost of Living crisis continue to be delivered (as publicised). We have drawn the activities together into an action plan in order that we can review our planned delivery to ensure we continue to provide a wide range of support (as is within our remit) to reflect the changing needs of our residents.

06 Investment in our communities	Nicola Riley Yvonne Rees	Q1- Launch Coronation grant scheme	Achieved	<ul style="list-style-type: none"> - Successful grant scheme launched, delivered, and completed, allowing Parish Councils to support community celebrations of the Kings coronation - New Service Level Agreements are in place with trusted partners including Citizens Advice (volunteer drivers and volunteering development); Age UK; Community First Oxfordshire. Delivery Plan in place for community elements of UK Shared Prosperity Fund, including Bridge Street Community Garden; Better Lives Through Culture programme; Community Facilities upgrades programme.
07 Local Strategic Partnership	Kevin Larnar Nicola Riley Yvonne Rees	Q1 - Review existing partnership arrangements.	Achieved	Review concluded at the end of April – it was welcomed by partners. Agreed updated terms of reference and broadening of LSP membership agreed. Outline forward plan includes regular updates on Health & Wellbeing, Strategic Place shaping. UK Shared Prosperity Fund; Community Safety. The LSP to be used as a key forum for two-way discussion with critical partners.
08 Everyone's Wellbeing Strategy	Nicola Riley Yvonne Rees	Q1 - Draft strategy	Achieved	Draft Strategy developed and presented to Overview and Scrutiny for comment ahead of consultation over the summer. Final draft will be re-presented to O&S ahead of submission to the Executive for approval in Quarter 3
09 Team Cherwell	Shona Ware Mark Duff Claire Cox Yvonne Rees	Q1 - Staff engagement exercise and consultation on proposed values	On track to achieving Q2 milestone	A series of staff activities and workshops have taken place to shape draft values, which we will consult on late summer
10 Medium Term Financial Strategy	Michael Furness Stephen Hinds	Q1 – Agree transformation strategy.	Achieved	Transformation Strategy has been agreed and is being implemented

Appendix 8 - Peer review Action plan – Q1 2023

Recommendation	Actions	Timescale/Due date	Officer	Quarter 1 update	Comments
<p>VISION</p> <p>The council needs a compelling vision and narrative for the district post decoupling and the role the council will play in delivering it.</p>	Agree and deliver a project plan for producing a new Business Plan for 2024 onwards	Q4 22/23 Q1 23/24	AD Customer Focus	Complete	The existing corporate priorities remain relevant in driving forward the Council's ambitions and delivering key services for residents. To reflect this and the number of major projects in train to deliver better outcomes for its communities, members took the decision to retain the current Business Plan and to test its relevancy again in 24/25. Work is however already underway to develop the 2024/5 Annual Delivery Plan.
	Embed the Annual Delivery Programme across the council so there is a clear and visible golden thread from corporate vision to everyday service delivery	Q4 22/23 Q1 23/24	AD Customer Focus	Complete	The Annual delivery plan priorities (ADP) are embedded in our performance management framework and we report our progress against these on a quarterly basis to Overview and Scrutiny and Executive Committees.
	Refresh the performance and risk management frameworks and embed them throughout the organisation	Q4 22/23	AD Customer Focus	In Progress	The Council's Risk Management Strategy went to Accounts, Audit and Risk Committee on 26 th July 2023. The report was noted, with no improvements or comments referred to Executive for consideration.
	Refresh the climate strategy and associated actions plans and continue to embed them across the organisation demonstrating a robust pathway to achieving its net zero ambition.	Q1 23/24 – ongoing	CD Communities/ AD for Environment	On-Going	<p>The Climate Action Management Plan is in draft and is aiming to be completed for Executive review and approval in Q3 of 23/24.</p> <p>Climate awareness is being embedded and climate impact sign off is required on all decision reports and is a standing item on the Place Shaping and Capital Program Board to review progress on projects.</p> <p>Climate Literacy training is being arranged with the target that the Council achieves Silver Carbon Literacy status.</p>

					The Council has committed to the FOP Pathways to net Zero Carbon program.
	Review and update the existing EDI action plans for delivering the council's commitments set out in its Equalities Framework 'Including Everyone'	Q4 22/23	AD Customer Focus	Completed	A joint councilor working group with members from Personnel and Overview and Scrutiny committees was set up to drive the development of these action plans. Post election both committees agreed to the working group continuing to review the Council's progress in delivering the plans.
SAVINGS A whole council approach is required to meet the savings needed in the future. Identify what it will do less of in the future and how this will impact on the size of the organisations	Agree and deliver a Transformation programme that aligns with the MTFS	Q1 23/24 agree plan (Q3 23/24 draft proposal to at least meet 24/25) savings requirement.	AD Customer Focus	Completed	The transformation strategy has been agreed and is currently being implemented. Reviews in Planning and Environmental Services are underway as well as cross cutting reviews of Agency and Overtime Costs and vacancies. We will be able to share the findings and recommendations from these reviews in Q2.
	Agree the 2024/25 budget process	Q4 22/23	AD for Finance	Completed	CLT have agreed the budget process and a report went to 3rd July Exec for approval.
PRIORITISATION The council needs to prioritise initiatives, which will have a positive impact on the budget, including a review of its assets	To build this into the transformation work	Q1 23/24 agree priorities	ADs for Finance and Customer Focus	Completed	This is an ongoing process.
RESOURCES The council will need to resource and embed sufficient corporate, strategic and performance	Establish the team, resources and governance arrangements needed to deliver the desired outcomes of the Transformation and Prioritisation Programme.	Q4 22/23 – ongoing	AD Customer Focus	Completed	The governance arrangements have been put in place for the Transformation programme. A strategic programmes board and Transformation programme delivery board have been put in place and take place monthly. A delivery team has been assigned to the 3 priority services and resource demands will be monitored to ensure that the programme moves at pace.

management capacity to plan, deliver and oversee your substantial transformation journey at pace and provide strategic oversight	Develop a plan and programme of activities to support staff through the Transformation and Prioritisation Programme.	Q4 22/23 – ongoing	AD for HR	On going	This will be ongoing throughout the transformation programme
	Review our member development and induction programmes and develop an action plan for any improvements identified.	Q4 22/23 – Q1 23/24	AD for legal	Completed	Member Development programme was developed and agreed at Full Council meeting in May 2023.
	Develop the O&S function and ensure its properly resourced.	Q1 22/23	AD for legal	Completed	O&S function is within the Constitution and the Council has a new Scrutiny Lead, Emma Faulkner
REGENERATION The council has significant regeneration ambitions and recognises the need to invest in its property portfolio. The council now needs this ambition to deliver significant financial returns alongside social and economic objectives.	Communicate the council's vision for Banbury and Bicester, Adopt a Place shaping Strategy for Banbury (non-statutory masterplan) and clarify role in securing future stages.	Q4 22/23 – ongoing	AD Growth and Economy	On going	Stakeholder engagement and consultation processes for Banbury Vision 2050 Programme and Bicester Market Square Project are scheduled for Q3 and Q4. A new public realm framework to identify recommendations for improvements to the three urban centres (Banbury, Bicester and Kidlington) has been commissioned.
	Create a prospectus for investment in Cherwell	Q1 23/24	AD Growth and Economy	In Progress	The Future Oxfordshire Partnership has committed to development of an Oxfordshire wide Place Narrative which will include the prospectus for investment in Cherwell. CDC are working with OCC on development of the narrative and options to invest further on a dedicated daughter document to the overarching narrative. The Strategic Economic Plan developed by OxLEP is being finalised and prepared for consideration by FOP, which will complement the development of the prospectus.
	Ensure planning service can administer continued sustainable growth.	Q4 22/23 – ongoing	AD for Planning	On going	The Draft Local Plan goes to Executive in Sept 23 for approval to commence Regulation 18 consultation. The Local Development Scheme is scheduled for approval in parallel and sets out the timetable to achieve a new Local Plan. Recruitment to bring in additional resources and reduce the dependency in temporary resource across Planning and

					Development Management has commenced with a target to recruit a number of roles by October.
<p>COMMUNICATIONS</p> <p>Communication will be vital for the next part of the council's journey. Develop a communications and engagement strategy that covers both internal and external communications.</p>	Develop and agree a council wide Communications and Marketing Strategy	Q1 23/24	AD Customer Focus	In Progress	We have now recruited a Permanent Communications and Marketing Manager so work is now underway. It is planned to be delivered in Q1
<p>PARTNERSHIPS</p> <p>Continue to partner appropriately, this is part of your DNA. Being visible and leading where possible, benefits will accrue to the council because of its leadership of partnerships.</p>	Complete the review of the LSP and the council's strategic partnerships to ensure we continue to partner appropriately.	Q1 23/24	AD for Housing and Wellbeing	Completed	Review concluded at the end of April. Agreed updated terms of reference and broadening of LSP membership.
	Agree an action plan for delivering any improvements	Q1 23/24	AD for Housing and Wellbeing	Completed	Outline forward plan agreed, to include regular updates on Health & Wellbeing; Strategic Place-shaping; UK Shared Prosperity Fund and Community Safety.
<p>INFRASTRUCTURE</p> <p>The council should leverage support from willing districts to align growth plans with Oxfordshire County</p>	Establish a clear action plan for the next phase of the "infrastructure and place- shaping" relationship with Oxfordshire County Council	Ongoing	CEO/CD Communities	Ongoing	Initial scoping undertaken for development of action plan.

<p>Council and help secure infrastructure funding. Carefully consider how the council is perceived by Government, is Cherwell an attractive place to invest?</p>	<p>Reset critical officer and member relations with partners and the business community, including developers) and increase the visibility of other senior leaders across the organisation.</p>	<p>Ongoing</p>	<p>CEO and senior leadership team</p>	<p>Ongoing</p>	<p>Collaboration with OxLEP (Oxfordshire Local Enterprise Partnership), partners and business community on development of county-wide Strategic Economic Plan. Collaboration work planned with partners for Q2-Q4 on development of Oxfordshire Place Narrative, led by FOP (Future Oxfordshire Partnership).</p>
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Appendix 9 – Leadership Risk Register as at 21/08/2023

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Page 153 Impact	5 - Catastrophic			L08		
	4 - Major		L09	L03-L06-L07-L11-L14	L01	
	3 - Moderate		L04-L05-L10	L02-L12	L13	
	2 - Minor					
	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

Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Mitigating actions (to address control issues)	Comments	Last updated
		Probability	Impact	Rating					Probability	Impact	Rating			
L01 - Financial resilience – Failure to react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability	4	4	16	Medium Term Revenue Plan reported regularly to members.	Councillor A Nell	Michael Furness	Joanne Kaye	4	4	16	Budget setting will not be an annual event	Risk reviewed 07/08/2023 - No changes	
	Reduction in services to customers				Balanced medium term and dynamic ability to prioritise resources							Finance support and engagement with programme management processes		
	Increased volatility and inability to manage and respond to changes in funding levels				Highly professional, competent, qualified staff							Financial forecasts of resources for 2024/25 and 2025/26 have assumed a reduction in resources compared to February 2023 assumptions. The budget for 2023/24 was agreed with savings proposals identified to contribute to addressing these reductions. Close monitoring of the delivery of the savings programme will take place throughout 2023/24 with mitigations required if slippage was identified.		
	Reduced financial returns (or losses) on investments/assets such as in subsidiaries.				Good networks established locally, regionally and nationally.							Integration and continued development of Performance, Finance and Risk reporting		
	Inability to deliver financial efficiencies				Strong shareholder function and relationships with subsidiaries							Internal Audits being undertaken for core financial activity and capital as well as service activity		
	Exposure to commercial pressures in relation to regeneration projects.				Financial returns from the subsidiaries are not included in the MTFS until they are reasonably assured to materialise.							Introduction and implementation of an Asset Management Strategy		
	Poor customer service and satisfaction				National guidance interpreting legislation available and used regularly.							Investment Strategy agreed annually		
	Increased complexity in governance arrangements				Progress regeneration plans in a coordinated manner. Participate in Oxfordshire Treasurers' Association's work streams.							Posts are filled by appropriately qualified individuals		
	Lack of officer capacity to meet service demand				Review of best practice guidance from bodies such as CIPFA, LGA and NAO.							Regular involvement and engagement with colleagues across the county		
	Lack of financial awareness and understanding throughout the council				Treasury management and capital strategies in place Investment strategies in place Regular financial and performance monitoring in place.							Regular member training and support		
	Increased inflation in the costs of capital schemes				Independent third party advisers in place Regular bulletins and advice received from advisers Property portfolio income monitored through financial management arrangements on a regular basis.							Regular utilisation of advisors as appropriate		
	Increased inflation in revenue costs				Independent third party advisers in place Asset Management Strategy in place and embedded Transformation Programme in place to deliver efficiencies and increased income in the future							Summarise and distribute announcements to CLT Timely and good quality budget monitoring reports, particularly property income and capital Work is underway to maximise the impact of the available space in Banbury town centre		
	L02 - Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge	3	4	12	Embedded system of legislation and policy tracking In place, with clear accountabilities, reviewed regularly by Directors.	Councillor S Dallimore	Stephen Hinds	Shiraz Sheikh	3	3	9		Ensure Committee forward plans are reviewed regularly by senior officers.
Loss of opportunity to influence national policy / legislation					Clear accountability for responding to consultations with defined process to ensure Member engagement							Ensure Internal Audit plan focusses on key leadership risks.		
Financial penalties					National guidance interpreting legislation available and used regularly							Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions.		
Reduced service to customers					Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed.							External support secured for key corporate projects including Growth Deal and IT Transformation Programme.		
Inability to deliver council's plans					Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place							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. Staff briefings on rules and procedures by MO		
Exposure to commercial pressures					Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit							Review Directorate/Service risk registers.		
Reduced resilience and business continuity					Internal Audit Plan risk based to provide necessary assurances							Ensure Committee forward plans are reviewed regularly by senior officers.		
Reduced staff morale, increased workload and uncertainty may lead to loss of good people					Strong networks established locally, regionally and nationally to ensure influence on policy issues. In addition two Directors hold leading national roles							Ensure Internal Audit plan focusses on key leadership risks.		
					Senior Members aware and briefed regularly in 1:1s by Directors							Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions.		
					Arrangements in place to source appropriate interim resource if needed							External support secured for key corporate projects including Growth Deal and IT Transformation Programme.		
				Ongoing programme of internal communication							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. Staff briefings on rules and procedures by MO			
				Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required.							Review Directorate/Service risk registers.			
				Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing.										

Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Mitigating actions (to address control issues)	Comments	Last updated
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L03 - CDC Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place.	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	Councillor D Sames	Ian Boll	David Peckford	3	4	12	Annual (Authority) Monitoring Reports presented to the Executive on plan making and policy effectiveness. A report will be prepared at the end of the calendar year.	A consultation draft of the emerging Local Plan is scheduled to be presented to the Council's Executive in September 2023. This follows its deferment by the Executive in January 2023.	Risk reviewed 01/08/2023 -Comments updated
	Negative (or failure to optimise) economic, social, community and environmental gain				Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity.						An updated LDS is scheduled to be presented to the Executive in September.			
	Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal											Programme built into Directorate level objectives (e.g. via Service Plans) and staff appraisals; on-going preparation of the Local Plan is a service priority.		
	Increased costs in planning appeals											A draft Plan is being presented to the Executive in September. Project management of the Local Plan process continues.		
	Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity				On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies							Regular Corporate Director, Lead Member and Members Advisory Group briefings		

Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Mitigating actions (to address control issues)	Comments	Last updated
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L04 - Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident impacting on the delivery of the Council's operations	Inability to deliver critical services to customers/residents	4	4	16	Business continuity strategy, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering Group Services prioritised and ICT recovery plans reflect those priorities and the requirements of critical services ICT disaster recovery arrangements in place with data centre and cloud services reducing likelihood of ICT loss and data loss Incident management team identified in Business Continuity Framework All services undertake annual business impact assessments and updates of business continuity plans Cross-council Business Continuity Steering Group meets regularly to identify Business Continuity improvements needed	Councillor P Chapman	Ian Boll	Tim Hughes	2	3	6	BC exercises to be arranged BC Impact assessments and BCPs being updated and reviewed by OCC's Emergency Planning team with supporting document management system being implemented. Business Continuity Statement of Intent and Framework due to be reviewed to align with new incident management framework Cross-council BC Steering Group meets regularly to identify BC improvements needed; BC Steering Group has been reconvened, need to ensure engagement across all service areas.		Risk Reviewed 07/08/2023 - No change
	Financial loss/increased costs													
	Loss of important data													
	Inability to recover sufficiently to restore non-critical services before they become critical													
	Loss of reputation													
	Reduced service delivery capacity in medium term due to recovery activity													

Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Mitigating actions (to address control issues)	Comments	Last updated
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L05 - Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency	4	4	16	Incident Management Framework in place and key contact lists updated monthly.	Councillor P Chapman	Ian Boll	Tim Hughes	2	3	6	Emergency plan contacts list updated monthly and reissued to all duty managers periodically. Available on ELT Teams channel.		Risk Reviewed 07/08/2023 - No change
	Unnecessary hardship to residents and/or communities				Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered						Supporting officers for incident response reviewed and identified across some areas, to ensure they are reviewed and updated across all service areas.			
	Risk to human welfare and the environment				Expert advice and support provided by Oxfordshire County Council's Emergency Planning Team under partnership arrangements.									
	Legal challenge				Council Duty Directors attend training relating to role prior to joining duty director rota and have refresh training annually									
	Potential financial loss through compensation claims				Multi agency emergency exercises conducted to ensure readiness									
	Ineffective Cat 1 partnership relationships				Active participation in Local Resilience Forum (LRF) activities									
	Reputational damage				On-call rota being maintained and updated to reflect recent staffing changes									
L06 - Safeguarding the Vulnerable – Operational and partnership actions- Failure to work effectively with partners to identify and protect vulnerable people in the district and disrupt exploitation leaving vulnerable people at risk or subject to exploitation	Increased harm and distress caused to vulnerable individuals and their families.	4	4	16	Engagement with the Oxfordshire partnerships protocol review to identify improvements to local arrangements in support of the strategic partnerships. Outcomes of review to be implemented.	Councillor P Chapman	Ian Boll	Tim Hughes	3	4	12	Need to re-engage with Oxfordshire partnerships protocol review to ensure outcomes relevant to CDC to be implemented		Risk Reviewed 07/08/2023 - No changes
	Council subject to external reviews				Child Exploitation prevalence report reviewed with LPA Commander following each CE sub-group meeting.						Exploitation concerns and actions discussed routinely at Joint Agency Tasking and Co-ordination meetings on a monthly basis			
	Criminal investigations potentially compromised				Community based exploitation disruption coordinated through the Joint Agency Tasking and Coordination Process.									
	Potential financial liability if council deemed to be negligent.													
	Reputational damage to the council.													

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L07 - Health and safety Failure to ensure effective arrangements are in place for Health and Safety.	Unsafe services leading to fatality, serious injury & ill health to employees, service users or members of the public	5	4	20	Corporate H&S governance arrangements and policies are regularly reviewed and updated by the Corporate H&S Team and monitored by the H&S Assurance Board.	Councillor S Dallimore	Claire Cox	Ruth Wooldridge	3	4	12	Corporate H&S Auditing and Inspection programme on track. Reports issued to managers and actions tracked for completion. Work ongoing with 2 audits per calendar month.		Risk reviewed 04/08/2023 - No changes
	Criminal prosecution for failings Breach of legislation and potential for enforcement action.				Directors and service leads are responsible for ensuring H&S arrangements are in place within their areas or responsibility. Managers are responsible for ensuring operational health and safety risks are assessed and effective control measures implemented.							Work still in progress with service areas around the corporate H&S register, which will be managed and monitored with a focus on the depots as our highest risk areas.		
	Financial impact (compensation or improvement actions)				Consultation with employee representatives via employer and union consultative committees (Uhison)							Post decoupling senior management will have monthly monitoring of H&S matters as a standing item at senior management meetings.		
	Reputational Impact				Corporate H&S Training provided via corporate learning and development programme. Training for operational risks may be organised by services.							Relevant and required policies and procedures are being reviewed.		
					H&S performance monitored by accident and incident reports and corporate H&S auditing and inspection programme.							Working with service areas to ensure that suitable risk assessments are in place.		
					H&S information is disseminated via internal communications and updates to ELT and other relevant meetings.									

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L08 - Cyber Security -If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Financial loss / fine	4	5	20	File and data encryption on computer devices	Councillor S Dallimore	Stephen Hinds	David Spilsbury	3	5	15	A series of all-Council staff awareness sessions and members given presentations with the Police Cyber Security Advisor.		Risk reviewed 30/07/2023 - No changes
	Prosecution – penalties imposed				Managing access permissions and privileged users through AD and individual applications							All staff reminded to be vigilant to unexpected emails due to the heightened risk of cyber-attack due to escalating tensions in Eastern Europe and at critical periods such as the run up to Elections		
	Individuals could be placed at risk of harm				Schedule of regular security patching							Cyber Security advice and guidance regularly highlighted to all staff.		
	Reduced capability to deliver customer facing services				Vulnerability scanning							Cyber Security is mandatory e-learning for all staff to be completed annually and is part of new starters induction training.		
	Unlawful disclosure of sensitive information				Malware protection and detection							Cyber Security Officer has reviewed advice and provided assurance on our compliance.		
	Inability to share services or work with partners				Effective information management and security training and awareness programme for staff							External Health Check undertaken each year and Cabinet Office PSN compliance reviewed and certified each year to ensure the infrastructure is secure to connect to the PSN.		
	Loss of reputation				Password and Multi Factor Authentication security controls in place							Internal Audit completed cyber audits with no major issues or significant risks identified.		
	Increased threat to security due to most staff working from home				Robust information and data related incident management procedures in place							IT implemented an intrusion prevention and detection system which is monitored, and regular actions are implemented from the resulting reports.		
					Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services							IT Officer has specific responsibility for Cyber Security and we have engaged a specialist partner to advise on industry best practices and standards.		
					Appropriate plans in place to ensure ongoing PSN compliance							Microsoft Multi-Factor Authentication is embedded to authenticate users providing an enhanced level of cyber security.		
				Adequate preventative measures in place to mitigate insider threat, including physical and system security										
				Insider threat mitigated through recruitment and line management processes										
				A complete restructure and update of the technical approach for the infrastructure has resulted in a move to a zero trust model.										
				Advice received from NCSC on specific activity alerts, the increased threat of globalised ransomware and malware attacks.										

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L09 - Safeguarding the vulnerable - Internal procedures- Failure to follow our internal policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare.	Increased harm and distress caused to vulnerable individuals and their families	4	4	16	Safeguarding lead in place and clear lines of responsibility established	Councillor P Chapman	Yvonne Rees	Nicola Riley	2	4	8	Action plan acted upon and shared with Overview and scrutiny committee once a year		Risk reviewed 30/07/2023 - No changes
	Council could face criminal prosecution				Safeguarding Policy and procedures in place							Annual refresher and new training programmes including training for new members		
	Criminal investigations potentially compromised				Information on the intranet on how to escalate a concern							Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within the system and compliance		
	Potential financial liability if council deemed to be negligent				Mandatory training and awareness raising sessions are now in place for all staff.							Corporate monitoring of all referrals		
	Reputational damage to the council				Safer recruitment practices and DBS checks for staff with direct contact							Ensure web pages remain up to date		
				Data sharing agreement with other partners	Monitoring of implementation of corporate policies and procedures to ensure fully embedded									
				Attendance at Children and Young People Partnership Board (CYPPB)	Regular internal cross departmental meetings to discuss safeguarding practice									
				Annual Section 11 return compiled and submitted as required by legislation.										
L10 - Sustainability of Council owned companies and delivery of planned financial and other objectives - Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes	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.	Councillor A Nell	Yvonne Rees	Stephen Hinds	2	3	6	A Shareholder Representative was appointed and regular governance arrangements are in place.		Risk reviewed 09/08/2023 - No change
	Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives				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.							Resilience and support being developed across business to support and enhance knowledge around council companies.		
	Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies				Clear governance arrangements are in place.							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 monthly.							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.									

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L11 - Financial sustainability of third-party suppliers and contractors	The financial failure of a third party supplier and contractors results in the inability or reduced ability to deliver a service to customers or provide goods needed. A reduced supply market could also result in increased costs due to the council's loss of competitive advantage.	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners Business continuity planning arrangements in place in regards to key suppliers Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Councillor A Nell	Shiraz Sheikh	Michael Sullivan	3	4	12	Creditsafe UK tool purchased to allow Procurement to carry out supplier credit checks when required. Service areas to ensure supplier suitability checks have been carried out prior to award of contract and 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 any issues arising.		Risk reviewed 07/08/2023 - No change
	Reduced resilience and business continuity				Intelligence unit set up procurement Hub to monitor supplier and contractor market							Services areas to keep the key suppliers under regular check including running financial checks.		
	Increased complaints and/or customer dissatisfaction				Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors									
	Increased costs and/or financial exposure to the Council due to having to cover costs or provide service due to failure of third party supplier of contractor													

Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Mitigating actions (to address control issues)	Comments	Last updated
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L12 - Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc.	Councillor S Dallimore	Stephen Hinds	Shiraz Sheikh	3	3	9	The Annual Governance Statement was produced and has been published and approved by the Audit, Accounts and Risk Committee. The Corporate Governance Assurance Group continues to map governance processes to ensure visibility and to refresh them.		Risk Reviewed - 07/08/2023 - Mitigating actions updated
	Risk of ultra vires activity or lack of legal compliance				Clear accountability and resource for corporate governance (including the shareholder role).									
	Risk of fraud or corruption				Integrated budget, performance and risk reporting framework.									
	Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control.				Corporate programme office and project management framework. Includes project and programme governance.									
	Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the council.				Internal audit programme aligned to leadership risk register.									
	Inability to support Council's democratic functions / obligations (e.g. return to physical public meetings and public access to meetings).				Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc.									
	Elements of the COVID-19 response and recovery work may be compromised, delayed or not taken forwards.				HR policy framework.									
				Annual governance statement process undertaken for 2021/22 connects more fully and earlier with ELT and CLT.										
				Annual Review of the Constitution by the MO with member involvement and approval by the Full Council										

Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Mitigating actions (to address control issues)	Comments	Last updated
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L13 - Monitoring and management of Major Infrastructure Projects and Programmes - Failure to properly manage and monitor the various residual Oxfordshire Housing and Growth Deal infrastructure projects.	Failure to actively manage the various Infrastructure Projects and Programmes, particularly in relation to those being delivered by Oxfordshire County Council, could lead to delays or failure to deliver timely obligations, which could lead to HM Government holding back some or all of its funding, or requiring repayment.	4	5	20	Need to establish appropriate officer and stakeholder governance structures to support effective programme delivery. Need to institute regular and effective dialogue with developers.	Councillor D Ford	Ian Boll	Robert Jolley	4	3	12	Establishment of appropriate officer and stakeholder governance structures to support effective programme delivery Institute regular and effective dialogue with developers		Risk reviewed 31/07/2023 - No change
	Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders													
L14 - Workforce Strategy The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.	Limit our ability to recruit, retain and develop staff	3	4	12	Analysis of workforce data and on-going monitoring of issues.	Councillor S Dallimore	Yvonne Rees	Claire Cox	3	4	12	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.		Risk reviewed 03/08/2023 - No changes.
	Impact on our ability to deliver high quality services				Key staff in post to address risks (e.g. strategic HR business partners)							Development of new L&D strategy, including apprenticeships.		
	Overreliance on temporary staff				Weekly Vacancy Management process in place							Development of relevant workforce plans.		
	Additional training and development costs				Ongoing service redesign will set out long term service requirements							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. The new IT system has been implemented to improve our workforce data and continues to be develop to improve our ability to interrogate and access key data (ongoing) in order to inform workforce strategies.		

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Cherwell District Council

Executive

4 September 2023

Summary of Debt Write Offs

Report of Assistant Director of Finance

This report is public. The appendices are exempt from publication by virtue of paragraphs 1, 2 and 3 of Schedule 12A of Local Government Act 1972

Purpose of report

To provide members with a summary of the accounts proposed for write-offs and to request approval for the write-offs. These are debts where all avenues for collecting the debt have been exhausted and it is good practice to write these debts off. All of the debts proposed for write off will be funded from the Council's Bad debt Provision.

£1.042m Council Tax and £1.002m business rates are proposed for write off. These debts range from 2001/02 to 2023/24. Over this period bills of £1.809bn have been raised for Council Tax and £1.559bn for business rates. As a result 0.06% and 0.06% of the value billed over this time frame is recommended for write off.

1.0 Recommendations

The meeting is recommended:

- 1.1 To review and approve the proposed bad debt write offs summarised in exempt Appendix A this contains debts recommended for write-off relating to Council Tax debts where the value exceeds £5,000.
- 1.2 To review and approve the proposed bad debt write offs summarised in exempt Appendix B this contains Business Rates debts recommended for write-off where the values exceeds £10,000.
- 1.3 To approve the proposed write off of debts where the value is less than £5,000.00 for Council Tax and less than £10,000. for Business Rates but all recovery methods have been exhausted. These have been reviewed by the S151 Officer and are available to be reviewed on request.
- 1.4 To note that the constitution gives a delegation to the S151 Officer to write off bad debts for Business Rates up to the value of £10,000 and up to the value of £5,000 for non-business rates bad debt. Following this review the S151 Officer will operate under this delegation and periodically update the Executive on the actions taken.

2.0 Introduction

- 2.1 The Council's financial procedure rules require that recommended write offs with an outstanding balance of £5,000 and above for Council Tax, Overpayment of Housing Benefit or Sundry Debtors, and £10,000 and above for Business Rates must be approved by the Executive.
- 2.2 There are certain circumstances where it is practically or legally impossible to collect outstanding debts due to the Council. This includes cases where the debtor has gone into liquidation, been declared bankrupt, has died or has left a property without trace and all reasonable efforts to trace the debtor have proven unsuccessful.
- 2.3 The Council has now undertaken fundamental review of Council Tax or Business Rates debts that should be considered for write off. This is a higher amount than would normally be reported.
- 2.4 The Council's power to collect and enforce Business Rates are set out in the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 and every effort will be made to recover debt owing to the Council before it is considered for write off This includes using tracing agents, visiting the property, contacting the occupants as well as cross – referencing other internal databases
- 2.5 The Council's power to collect and enforce Council Tax are set out in the Council Tax (Administration and Enforcement) Regulations 1992 and every effort will be made to recover debt owing to the Council before it is considered for write off This includes using tracing agents, visiting the property, contacting the occupants as well as cross – referencing other internal databases
- 2.6 The recommendation for the majority of write off fall into the following categories
 - Deceased – No Estate – No further recovery options are available in this instance
 - Absconded/Abroad – Several of the cases relate to individuals that have returned to their Country of origin and fall outside of our jurisdiction for any further enforcement action
 - Insolvency/bankruptcy/Individual Voluntary arrangement/Company Voluntary Arrangement – Those cases in the insolvency process cannot have alternative action taken against them, in some cases we are receiving nominal payments but these will all leave substantial balances outstanding and the recovery process has been exhausted, further action cannot be pursued following the insolvency process.
 - Statute barred – Debts over 6 years old and fall within the Statute of Limitations Act
 - Uneconomical to collect / Recovery Activity Exhausted – debts of low value or where all recovery options have been exhausted

- 2.7 The financial regulations make provision for writing off debts that are uneconomical to collect or irrecoverable. The Council maintains a number of bad debt provisions in the anticipation that debts will become uncollectable and these once agreed are charged to the relevant provision or cost centre. The provision within the council for Council Tax bad debt is £2.084m and for Business Rates is £2.261m and by writing off the amount of debt mentioned in this report will not cause the provision to be exceeded. This provision is reviewed on a regular basis to ensure that we have sufficient within it.
- 2.8 These debts range from 2001/02 to 2023/24. Over this period bills of £1.809bn have been raised for Council Tax and £1.559bn for business rates. As a result 0.06% and 0.06% of the value billed over this time frame is recommended for write off.
- 2.9 Debts below £5,000 for Council Tax and debts below £10,000 for Non-Domestic Rates will be reviewed by the Section 151 officer at Cherwell District Council
- 2.10 Debts above these thresholds only are contained within Appendices A and B

3.0 Report Details

- 3.1 Exempt appendix A details the Council Tax cases over £5,000.00 requiring approval for write off.
- 3.2 Exempt appendix B details the Business Rates cases over £10,000.00 requiring approval for write off
- 3.3 Some of the personal contents in the report appendices has been anonymised for the purposes of General Data Protection Regulations, such as addresses and full names.
- 3.4 The table below provides the total value of debts contained in the appendices that accompany the report.

Appendix A

Reason for write off	Fund	Amount	Fund Impacted
Bankruptcy	Council Tax	£ 42,995.21	Collection Fund
Deceased	Council Tax	£ 32,359.50	Collection Fund
Goneaway/Absconded	Council Tax	£ 51,078.18	Collection Fund
Recovery exhausted	Council Tax	£ 49,008.64	Collection Fund
Statutory barred	Council Tax	£ 23,406.98	Collection Fund
Total amount for Appendix A		£198,848.51	

Appendix B

Reason for write off	Fund	Amount	Fund Impacted
Goneaway/Absconded	Business Rates	£ 62,741.02	Collection Fund
Liquidation	Business Rates	£140,108.60	Collection Fund
Company Voluntary Arrangement	Business Rates	£117,447.46	Collection Fund
Company dissolved	Business Rates	£244,150.92	Collection Fund
Total amount for Appendix B		£750,628.30	

3.5 The table below contains the value of debt for each reason for not being collectable and where the overall value of the bills raised is for less than £5,000.00 for Council Tax and £10,000.00 for Business Rates

These have been reviewed and approved for write off by Section 151 Officer

Reason for write off	Fund	Amount	Fund Impacted
Bankruptcy	Council Tax	£ 74,089.26	Collection Fund
Recovery exhausted	Council Tax	£ 241,910.62	Collection Fund
Deceased	Council Tax	£ 35,028.72	Collection Fund
Gone Away/Absconded	Council Tax	£ 324,229.27	Collection Fund
Liquidation	Council Tax	£ 17,903.71	Collection Fund
Small Balance Write Off	Council Tax	£ 11,723.17	Collection Fund
Statute Barred	Council Tax	£ 138,166.70	Collection Fund
Total to be written off under £5k		£ 843,051.45	

Reason for write off	Fund	Amount	Fund Impacted
Absconded	Business Rates	£ 64,240.22	Collection Fund
Bankrupt	Business Rates	£ 39,055.96	Collection Fund
Company dissolved	Business Rates	£ 52,839.20	Collection Fund
Company voluntary arrangement	Business Rates	£ 38,861.88	Collection Fund
Deceased	Business Rates	£ 84.79	Collection Fund
Liquidation	Business Rates	£ 24,290.09	Collection Fund
No forwarding address known	Business Rates	£ 1,965.88	Collection Fund
Recovery exhausted	Business Rates	£ 10,589.43	Collection Fund
Small Balance	Business Rates	£ 226.88	Collection Fund
Statute Barred	Business Rates	£ 23,494.49	Collection Fund
Total to be written off under £10k		£251,093.78	

4.0 Conclusion and Reasons for Recommendations

- 4.1 Members are asked to note the contents of the report and approve the debts for write off as detailed in the attached exempt Appendices A and B

5.0 Consultation

None

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.

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

7.0 Implications

Financial and Resource Implications

- 7.1 The implications are set out in the report and detailed in the appendices. The Council reviews the level and age of debt owed to it periodically. Provisions are created and reviewed each year to ensure resource has been put aside for debts that are not able to be collected. Bad debt provision will be released to cover the cost of these debt write offs. The level of bad debt provision required at the end of the year will be considered based on the aged debt profile at that point and adjusted accordingly.

Write offs of business rates debt are shared in the ratio 40% Cherwell District Council, 10% Oxfordshire County Council, 50% the Government.

Comments checked by: Michael Furness

Michael Furness Assistant Director of Finance Michael.furness@cherwell-dc.gov.uk

Legal Implications

- 7.2 The appendices to this report detail each debt. This report seeks to write off debts so far as the Council's internal accounting protocols and procedures are is concerned. It does not preclude the Council from seeking recovery should it become feasible in the future - the debts will still exist and the Council would remain entitled to chase for them, subject to applicable limitation periods under the Limitation Act 1980 that render pursuance statute barred after substantial periods of non-contact (generally 6 years in respect of the recovery of a debt).

Comments checked by: Shiraz Sheikh Assistant Director of Law Governance an Shiraz.sheikh@cherwell-dc.gov.uk

Risk Implications

- 7.3 There is a corporate debt write-off policy included as appendix, and these write offs are being considered in accordance with the policy and the Council's Financial Regulations. There are no risk management issues arising directly from this report. Any arising risks will be managed through the service operational risk and escalated to the Leadership Risk Register as and when necessary

Comments checked by:

Celia Prado-Teeling, Performance and Insight Team Leader, 01295 221556
Celia.Prado-Teeling@cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.4 There are no equalities nor inclusion implications arising directly from this report

Comments checked by:

Celia Prado-Teeling, Performance & Insight Team Leader, 01295 221556
Celia.Prado-Teeling@Cherwell-dc.gov.uk

8.0 Decision Information

Key Decision Yes

Financial Threshold Met: Yes

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

Serve the residents and the business

Lead Councillor

Councillor Adam Nell – Portfolio Holder for Finance

Document Information

Appendix number and title

- Exempt Appendix A Council Tax cases recommended for write off
- Exempt Appendix B Non-Domestic Rates cases recommended for write off

Background papers

None

Report Author and contact details

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