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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive

Date: Monday 4 March 2024

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 7 - 20)

To confirm as a correct record the Minutes of the meeting held on 5 February 2024

5. Chairman's Announcements

To receive communications from the Chairman.

6. **Urgent Business**

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

7. **Air Quality Update** (Pages 21 - 60)

Report of Head of Regulatory Services and Community Safety

Purpose of report

To approve the updated Air Quality Action Plan and confirm the revocation of two Air Quality Management Areas.

Recommendations

The Executive resolves:

To revoke AQMA No.2 (Horsefair/North Bar, Banbury) and AQMA No.3 (Bicester Road, Kidlington).

1.1 To approve the Air Quality Action Plan 2024.

8. **Fixed Penalty Notices** (Pages 61 - 66)

Report of Head of Regulatory Services and Community Safety

Purpose of report

To review and agree the fixed penalty notice fines that can be charged for various environmental crimes.

Recommendations

The Executive resolves:

1.1 To approve the proposed increase to the fixed penalty fine levels for fly tipping, household duty of care, and littering offences or approve another amount above the current fine level if preferred.

9. **Extending Temporary Accommodation Lease Arrangements** (Pages 67 - 72)

Report of Assistant Director Wellbeing and Housing

Purpose of report

To activate the extension within the existing lease with Punch Taverns (Jubilee) Limited for 1 year

Recommendations

The Executive resolves:

- 1.1 To approve the exercise of an option within the existing lease allowing the Council to take a further lease of the premises for one year.

10. **Food Action Plan** (Pages 73 - 94)

Report of Assistant Director Wellbeing and Housing

Purpose of report

Following the adoption of the Oxfordshire Food Strategy by Executive on June 6 2022 (minute 7 refers) there have been a series of meetings and consultations led by Good Food Oxfordshire, including community food network members and local food businesses to agree an action plan for Cherwell that is presented for approval.

Recommendations

The Executive resolves:

- 1.1 To agree the Food Action Plan for the Cherwell area.
- 1.2 To delegate the approval of any grants to qualifying organisations to the Assistant Director Wellbeing and Housing in consultation with the Portfolio Holder for Healthy and Safe Communities.

11. **Period Poverty** (Pages 95 - 100)

Report of Assistant Director Wellbeing and Housing

Purpose of report

To respond to the motion passed at Full Council on 18 December 2023.

To combat period poverty, this Council asks the Executive

- a) to investigate and report back on the number of accessible locations across the Council's estate where free sanitary products can feasibly and sensitively be provided.
- b) to consider the report and the recommendations therein to make a decision on implementation."

Recommendations

The Executive resolves:

- 1.1 To provide free sanitary products in Bodicote House in the publicly accessible women's lavatories.
- 1.2 Furthermore, to provide an opportunity for community partners from the warm spaces network, community food network and community centres to opt in to providing female hygiene products at no cost to customers.

1.3 To provide a grant of £150 for up to 80 community locations who opt in.

12. Property Asset Management Strategy (Pages 101 - 116)

Report of Corporate Director Resources

Purpose of report

To approve the Property Asset Management Strategy.

Recommendations

The Executive resolves:

1.1 To review and approve the Property Asset Management Strategy.

13. Finance, Performance and Risk Report January 2024 (Pages 117 - 162)

Report of Assistant Director Finance and Assistant Director Customer Focus

Purpose of report

To update Executive on how well the council is performing in delivering its priorities, managing potential risks, and balancing its finances for the month of January 2024.

Recommendations

The Executive resolves:

1.1 To consider and note the contents of the Council's Performance, Risk and Financial report for the month of January 2024.

1.2 To approve a change in the frequency of reporting from the new financial year onwards from monthly to quarterly.

1.3 To approve the reserve requests in Appendix 5.

1.4 To note the approval of £0.011m S106 monies for the refurbishment works to Steeple Aston Village Hall under S151 delegation powers.

14. Silverstone Loan (Pages 163 - 166)

Report of Assistant Director of Finance

Purpose of report

To update Executive on the status of the loan to Silverstone Heritage Limited and agree a rephased payment plan.

Recommendations

The Executive resolves:

- 1.1 To agree to the extension of the payment term of the loan given to Silverstone Heritage Limited to March 2034.

15. Exclusion of the Press and Public

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

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

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

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

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

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

16. Silverstone Loan (Pages 167 - 214)

Exempt report of Assistant Director of Finance

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

Shiraz Sheikh
Monitoring Officer

Published on Friday 23 February 2024

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 5 February 2024 at 6.30 pm

Present:

Councillor Barry Wood (Leader and Portfolio Holder for Policy and Strategy) (Chairman)
Councillor Adam Nell (Deputy Leader and Portfolio Holder for Finance) (Vice-Chairman)
Councillor Phil Chapman, Portfolio Holder for Healthy and Safe Communities
Councillor Sandy Dallimore, Portfolio Holder for Corporate Services
Councillor Donna Ford, Portfolio Holder for Regeneration
Councillor Nicholas Mawer, Portfolio Holder for Housing
Councillor Eddie Reeves, Portfolio Holder for Property
Councillor Dan Sames, Portfolio Holder for Planning and Development
Councillor Nigel Simpson, Portfolio Holder for Sport and Leisure

Apologies for absence:

Councillor Andrew McHugh, Portfolio Holder for Cleaner and Greener Communities

Also Present:

Councillor David Hingley, Leader of the Opposition, Progressive Oxfordshire Group
Councillor Sean Woodcock, Leader of the Labour Group
Councillor John Broad, Chairman, Overview and Scrutiny Committee

Also Present Virtually:

Councillor Jean Conway
Councillor Lesley McLean
Councillor Ian Middleton
Councillor Dorothy Walker

Officers:

Gordon Stewart, Chief Executive
Ian Boll, Corporate Director Communities
Stephen Hinds, Corporate Director Resources
Michael Furness, Assistant Director Finance & S151 Officer
Shiraz Sheikh, Assistant Director Law & Governance and Monitoring Officer
David Peckford, Assistant Director Planning & Development
Nicola Riley, Assistant Director Wellbeing & Housing

Joanne Kaye, Head of Finance and Deputy Section 151 Officer
Natasha Clark, Governance and Elections Manager

Officers Attending Virtually:

Mona Walsh, Assistant Director - Property
Richard Smith, Head of Housing

87 **Declarations of Interest**

There were no declarations of interest.

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

The Chairman advised there were no petitions.

The Chairman welcomed non-Executive Members to the meeting, Councillor Hingley, Progressive Oxfordshire Group Leader and Cllr Woodcock. Labour Group Leader, Councillor Broad, Overview & Scrutiny Committee Chairman, was attending following the Committee's consideration of items 7 and 8 and the performance aspects of item 11. There were no recommendations to Executive on any of the items.

The Chairman also welcomed Councillors Conway, McLean, Walker and Middleton to the meeting who had requested to address the meeting and he would invite them to speak at the relevant items.

89 **Minutes**

The minutes of the meeting held on 8 January 2024 were agreed as a correct record and signed by the Chairman.

90 **Chairman's Announcements**

The Chairman advised that the Future Oxfordshire Partnership (FOP) had met on Tuesday 30 January and he had given an update to the Overview & Scrutiny Committee at their meeting of the same date.

The Chairman explained that FOP had received an update on progress with delivery of health place shaping across Oxfordshire and the new Health and Wellbeing Board Strategy for Oxfordshire as well as updates from the advisory groups, and partners supporting the delivery of the Oxfordshire Strategic Vision.

FOP had also considered recommendations from the FOP Scrutiny Panel. The Scrutiny Panel had asked officers to initiate a review of its Terms of Reference prior to its first meeting in the 2024/25 municipal year.

The next FOP meeting was on 20 March. Items scheduled for that meeting include the Annual Report of the Oxfordshire Director of Public Health; and, Quarter 3 Oxfordshire Housing & Growth Deal.

91 **Budget Setting for 2024/25 and the Medium-Term Financial Strategy up to 2028/29**

The Assistant Director of Finance (S151) submitted a report to consider and approve the Budget Setting for 2024/25 and Medium Term Financial Strategy 2028/29 as per the recommendations.

In introducing the report, the Portfolio Holder for Finance explained that this report was the culmination of the Budget and Business Planning process for 2024/25 to 2028/29 and set out the Executive's proposed Business Plan, Annual Delivery Plan and related revenue budget for 2024/25, medium term financial strategy to 2028/29, capital programme to 2028/29 and all supporting policies, strategies, and information to recommend to Council.

The proposed net budget for the council was £26.9m, which was a decrease of £1.4m from 2023/24. The council planned to fund £0.6m of budget pressures and would deliver £1.8m of savings proposals and operational efficiencies as part of the 2024/25 budget. A Band D Council Tax of £153.50 was proposed for the year which was an increase of £5 compared to 2023/24. The Capital Programme for the period 2024/25 – 2028/29 was proposed to be £40.4m.

The Portfolio Holder for Finance thanked all respondents to the budget consultation, the Budget Planning Committee and all members who attended the December meeting of the Committee for their review of the budget. The Portfolio Holder for Finance thanks the Assistant Director Finance (S151 Officer) and the Finance Team for their hard work on the proposed budget.

In response to a question from Councillor Hingley regarding the additional funding the Government had advised local authorities would be receiving, the Leader advised that CDC had received confirmation earlier that afternoon. The Assistant Director Finance (S151 Officer) advised that the additional funding CDC would receive would be added to the contingency budget.

Resolved

- (1) That authority be delegated to the Section 151 Officer, following consultation with the Leader of the Council and Portfolio Member for Finance, to complete the legal Council Tax calculations once all the information required has been received and submit a separate report to Council.
- (2) That authority be delegated to the S151 Officer, following consultation with the Leader of the Council and Portfolio Member for Finance, to

make appropriate changes to the Executive's proposed budget to Council including policies and plans.

- (3) That Council be recommended to approve the proposed Fees and Charges schedule for 2024/25 and statutory notices be placed where required.
- (4) That Council be recommended to consider and note the Equality Impact Assessments of the Budget.
- (5) That Council be recommended to approve the Business Plan.
- (6) That, in relation to the Revenue Budget Strategy and Medium-Term Financial Strategy (MTFS), Council be recommended to approve:
 - i. The net revenue budget for the financial year commencing on 1 April 2024, as set out below, and further analysed in the Budget Book.

Directorate; Net budget 2024/25 £m
Communities: 8.917
Resources: 4.314
Chief Executive: 5.355
Service Sub-total: 18.586
Corporate Costs: 4.475
Policy Contingency: 3.872
Net Cost of Services: 26.933
 - ii. The MTFS and Revenue Budget 2024/25, including the Savings Proposals and Pressures.
- (7) That, in relation to Council Tax, Council be recommended to approve an increase in the Basic Amount of Council Tax for Cherwell District Council for the financial year beginning on 1 April 2024 of £5, resulting in a Band D charge of £153.50 per annum.
- (8) That, in relation to the Capital Programme and related strategies, Council be recommended to approve:
 - i. The Capital Bids and Capital Programme.
 - ii. The Capital and Investment Strategy 2024/25, including the Minimum Revenue Provision (MRP) Policy, and the revised 2023/24 MRP Policy.
 - iii. The Treasury Management Strategy, including the Prudential Indicators, and Affordable Borrowing Limit for 2024/25.
- (9) That, in relation to reserves, Council be recommended to approve:
 - i. A minimum level of General Balances of £6.1.
 - ii. The Reserves Policy.
 - iii. The medium-term reserves plan.

- (10) That, in relation to the Pay Policy Statement, Council be recommended to approve the Pay Policy Statement, as required by the Localism Act 2010.

Reasons

This report provides information around the various building blocks that make up the proposed budget for 2024/25 and beyond, allowing members to consider and scrutinise the elements of the budget and provide advice and guidance to council to help further shape both budget setting for 2024/25 and the MTFS up to 2028/29.

Alternative options

Option 1: To reject the current proposals and make alternative recommendations. Members will not be aware of the medium-term financial forecast or implications of alternatives if they choose to take this option.

92

Annual Delivery Plan 2024/25

The Assistant Director of Finance and Assistant Director – Customer Focus submitted a report which presented the proposed Annual Delivery Plan for 2024/25, aspiring to be a tool to achieve the Council's vision, aims and ambitions as contained in the Council's Business Plan on behalf of the local communities and businesses we are here to serve.

The Chairman of the Overview and Scrutiny Committee advised that the Committee had reviewed and supported the Annual Delivery Plan at their 30 January meeting with no recommendations to Executive.

Resolved

- (1) That the Annual Delivery Plan 2024/25 be approved.

Reasons

Through the agreement of the recommendations contained in this report the Council is ensuring the focussed delivery of the priorities contained within the Business Plan on behalf of the local communities, we are here to serve.

Alternative options

Option One: No Annual Delivery Plan – given the challenges and opportunities facing the Council, the need for a clear plan which enables the Council's achievement of the Business Plan is essential.

Option Two: Annual Delivery 2023/24 - given the challenges and opportunities facing the Council the need for a timely plan which enables the Council's achievement of the Business Plan is essential.

93 **Homelessness and Rough Sleeping Strategy 2024-2029**

The Assistant Director – Wellbeing and Housing submitted a report to consider and approve the Council’s new Homelessness and Rough Sleeping Strategy 2024-2029.

Resolved

- (1) That the Homelessness and Rough Sleeping Strategy 2024-2029 and accompanying Action Plan be approved.

Reasons

The Council is committed to providing a quality housing options, advice and homelessness service in accordance with our statutory duties. The Homelessness and Rough Sleeping Strategy 2024-2029 will provide a strategic framework to enable this.

Alternative options

Option 1: Not to bring forward a Homelessness and Rough Sleeping Strategy
This option is not considered as reviewing homelessness and producing a strategy every 5 years is part of the Council’s statutory duties and part of the statutory duties of providing housing options and advice services.

94 **Developing a Kidlington Infrastructure and Community Asset Strategy**

The Corporate Director Communities submitted a report to respond to the question raised at council in December 2023 to provide resource and budget to enable the development of a new vision for Kidlington cognisant of the growth allocated in the 2020 Local Plan Partial Review and to provide ongoing oversight of development.

In introducing the report, the Portfolio Holder for Regeneration thanked Councillor McLean for raising the question at the December Council meeting. In response, the Leader had committed to the development of a holistic strategy for the Kidlington area.

The Portfolio Holder for Regeneration explained that the development of a Kidlington Vision would complete the need for a place based vision for each of the three main urban areas of Cherwell. It would build upon the work of the Banbury Vision which had undertaken widespread and detailed stakeholder engagement to identify key themes, and on the Reimaging Bicester work which has a focus on the achievement of exemplary development as part of the Garden Town vision and the integration of new communities with existing.

Having raised the question at the December Council meeting, Councillor McLean addressed Executive commenting that she was pleased the work was being taken forward and hope it would progress in a timely manner.

Councillor Middleton addressed Executive and referred to the questions he had submitted earlier that day confirming he would await a written response.

Resolved

- (1) That it be agreed to develop a Kidlington Infrastructure Strategy in 2024/25 and resource to provide oversight to its ongoing delivery.

Reasons

The development of a Kidlington Vision would complete the need for a place based vision for each of the three main urban areas of Cherwell. It would build upon the work of the Banbury Vision which has undertaken widespread and detailed stakeholder engagement to identify key themes, and on the Reimaging Bicester work which has a focus on the achievement of exemplary development as part of the Garden Town vision and the integration of new communities with existing.

Alternative options

Option 1: Do Nothing. Under this option, development would come forward site by site through the planning process and infrastructure and community assets would be coordinated by existing resources in the respective tiers of Local Government and other agencies.

95

Researching Solar Energy Requirements

The Corporate Director Communities submitted a report to seek funding support for the 2024/25 budget to provide resource and budget to better understand the requirements for solar energy within Cherwell District

Councillor Walker, who had proposed the motion at the December Council meeting, addressed Executive and sought clarification regarding the proposed research in relation to the motion that had been agreed which stated that research needed to be criteria based. .

In response to Councillor Walker's comments, the Corporate Director Communities explained that the report focussed on commissioning a piece of work to look at solar across the district and secure the required budget.

The Chairman requested that officers keep Councillor Walker updated on the research work.

At the discretion of the Chairman, Councillor Woodcock, Councillor Broad and Councillor Middleton addressed Executive.

Resolved

- (1) That it be agreed to plan in the 2024/25 budget for the undertaking of research into the requirements for solar energy within Cherwell.

Reasons

Amending the Medium Term Financial Plan (MTFP) to include the allocation of resource and budget will support the development of a research paper on solar energy generation for Cherwell and the environmental impacts of solar generation options.

Alternative options

Option 1: Do Nothing. Under this option, there would be limited understanding of the impact of solar energy generation across the District.

96

Performance, Risk and Finance Monitoring Report Quarter 3 2023

The Assistant Director of Finance and Assistant Director – Customer Focus submitted a report to give Executive an update on how well the council was performing in delivering its priorities, managing potential risks, and balancing its finances for 2023/24 up to the end of Quarter 3 2023.

Resolved

- (1) That the Council's Performance, Risk and Financial report for the current financial year up to the end of Quarter 3 2023 be noted.
- (2) That the following reserve requests be approved.

Directorate: Resources
Type: Earmarked
Description: Market Risk Reserve
Reason: Over-recovery of Treasury Income
Amount £m: (0.170)

Directorate: Resources
Type: Earmarked
Description: Transformation Implementation
Reason: Underspend withing Policy Contingency
Amount £m: (0.500)

Total Earmarked Reserves £m: (0.670)

- (3) That the use of Policy Contingency of £1.476m to mitigate the lower than budgeted in-year income of S31 grant be approved.

- (4) That the repurposing of £0.030m from the Fairway Flats Refurbishment project for the works at Cope Road Banbury approved by S151 under delegation powers be noted.

Reasons

This report provides an update on progress made during Quarter 3, to deliver the council's priorities, manage potential risks and remain within the agreed budget.

Alternative options

This report summarises the council's performance, risk, and financial positions up to the end of Quarter 3, therefore there are no alternative options to consider. However, Members may wish to request further information from officers for inclusion.

97

Deddington Neighbourhood Plan

The Assistant Director – Planning and Development submitted a report to consider the Examiner's report on the draft Deddington Neighbourhood Plan (the "Draft Neighbourhood Plan") to determine whether the Draft Neighbourhood Plan, incorporating modifications should proceed to referendum.

Resolved

- (1) That all of the Examiner's recommendations and modifications be approved to enable the Plan, incorporating the recommended modifications to proceed to a referendum.
- (2) That the issue of a 'decision statement' confirming the Executive's decision including that the Plan will now proceed to a referendum be authorised.
- (3) That the Assistant Director – Planning and Development be authorised to make any minor presentational changes and corrections necessary to ready the Plan for referendum.

Reasons

Having considered the Examiner's report, officers are of the view that all of his recommendations should be accepted. Officers consider that the Draft Neighbourhood Plan meets the Basic Conditions with the Examiner's proposed modifications and also agree with the Examiner that the referendum area should be based on the Designated Area and that the referendum area does not need to be extended.

It is recommended that the Executive agrees the submission of the Draft Neighbourhood Plan (as modified) for referendum and that a Decision Statement be issued. This Council would then be responsible for making the

necessary arrangements for the referendum to be held. A notice of the referendum will need to be issued. In line with the Neighbourhood Planning (referendums) Regulations 2012, Schedule 1, the following question would be asked: “Do you want Cherwell District Council to use the neighbourhood plan for Deddington to help it decide planning applications in the neighbourhood area?”

If a majority of votes are in favour of the Neighbourhood Plan, it would come into force as part of the statutory Development Plan for the District. This Council must then ensure that the plan is “made” within eight weeks of the referendum for it to take effect.

Alternative options

Option 1: Not to accept all the Examiner’s recommendations.

Where a local planning authority proposes to make a decision that differs from the Examiner’s recommendations it is required to set out these reasons in a Decision Statement which would be subject to further consultation.

Reason: Officers agree with all the Examiner's recommendations.

Option 2: Not to accept the Examiner’s recommendations and not to proceed to a referendum. This option could only be justified if the Examiner recommends that the Draft Neighbourhood Plan should not proceed to a referendum, or the Council is not satisfied that the Draft Neighbourhood Plan has met the procedural and legal requirements.

Reason: Officers agree with the Examiner's recommendations and are of the view that the local planning authority have met the procedural and legal requirements.

98

Sale of Bodicote House Site, White Post Road, Bodicote, OX15 4AA

The Corporate Director of Resources submitted a report in respect of the sale of Bodicote House.

In introducing the public version of the report, the Portfolio Holder for Property explained that Bodicote House site having been marketed for sale, to facilitate the Council moving to new offices the report sought delegated authority and approval to proceed with the Heads of Terms attached to the Exempt part of the report and enter negotiations for the sale contract.

The Portfolio Holder for Property explained that there was an exempt version of the report which included commercially sensitive information relating to the financial and business affairs of the Council and others.

99

Exclusion of the Press and Public

Resolved

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

100

Sale of Bodicote House, White Post Road, Bodicote, OX15 4AA

The Corporate Director Resources submitted an exempt report which sought delegated authority and approval to proceed with the Heads of Terms and enter negotiations for the sale contract for the Bodicote House site which had been marketed for sale, to facilitate the Council moving to new offices.

Resolved

- (1) That authority be delegated to the Corporate Director of Resources in consultation with the Portfolio Holder for Property and the S151 Officer, to proceed with the Heads of Terms and enter into negotiations for the sale contract with Lucy Developments Ltd.
- (2) That authority be delegated to the Assistant Director Law and Governance to enter into Head of Terms.

Reasons

The offer from Company C (Lucy Developments Ltd) as the preferred bidder is recommended because;

- They have offered the best bid for the site, upon receiving planning permission.
- The offer is considered to provide the best value, in that it meets the Councils affordable housing policy.
- The proposal is considered to provide a better likelihood to achieve the highest density of units and obtaining planning permission for the proposed redevelopment.
- They are a regional developer, with a proven track record.
- They have confirmed the purchase and development can be funded from existing resources and without the need to borrow funds.

The Council meets its obligations under S123 of the LGA 1972 to sell land at the best price reasonably obtainable in the marketplace at the time and not at an undervalue. We have been advised that a "Red Book" valuation from a RICS qualified surveyor cannot be obtained due to the variables involved. However, the property has been widely marketed with marketing appraisals including valuation advice from Knight Frank, throughout the process who have confirmed that the offer from Company C (Lucy Developments Ltd) is the best obtainable.

Alternative options

Option 1: Do Nothing

- Not granting the delegated approval for the negotiation of the sale contracts via the Heads of Terms will mean a delay in the receipt of monies and create a funding issue for the relocation.
- Continued ownership of the property will
 - The property continues to be a significant cost to the Council.
 - There is substantial excess space which is not well utilised and difficult to sublet.
 - Surplus to requirement space will continue to need to be maintained for the duration of any occupation.
 - Significant capital costs are required to maintain the building.

This option is therefore not considered a viable alternative.

Option 2: Seek an alternative purchaser

- This will result in serious delay in the disposal and therefore the funding of the relocation
- The holding costs of the property as well as all of the points raise in Option (1) above.

101 **Readmittance of the Press and Public**

Resolved

That the press and public be readmitted to the meeting.

102 **Urgent Business**

There were no items of urgent business.

The meeting ended at 8.30 pm

Chairman:

Date:

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

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This report is public	
Air Quality Update	
Committee	Executive
Date of Committee	4 March 2024
Portfolio Holder presenting the report	Councillor Phil Chapman
Date Portfolio Holder agreed report	13 February 2024
Report of	Head of Regulatory Services and Community Safety, Tim Hughes

Purpose of report

To approve the updated Air Quality Action Plan and confirm the revocation of two Air Quality Management Areas.

1. Recommendations

The Executive resolves:

- 1.1 To revoke AQMA No.2 (Horsefair/North Bar, Banbury) and AQMA No.3 (Bicester Road, Kidlington).
- 1.2 To approve the Air Quality Action Plan 2024.

2. Executive Summary

- 2.1 The measured levels of nitrogen dioxide in two of the Air Quality Management Areas have been below the air quality objective of 40µg/m³ for the last five years. In accordance with the guidance from Defra these AQMAs should now be revoked.
- 2.2 Where an Air Quality Management Area has been declared for an exceedance of an air quality objective, it is a legal requirement for the Council to have an Air Quality Action Plan (AQAP) in place and for this to be reviewed every five years. The current AQAP, approved by the Executive on 6 March 2017, has been updated in consultation with partners and the revised document, Air Quality Action Plan 2024, is attached at Appendix 1 for consideration and approval.

Implications & Impact Assessments

Implications	Commentary
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Finance	There are no financial implications for the Council arising directly from this report. The continuing review and assessment of air quality and the development of the AQAP will be met within existing budgets. Kelly Wheeler, Finance Business Partner. 26 January 2024.			
Legal	There are no further legal considerations other than outlined in the report. Adrian Thompson, Principal Solicitor, Property. 29 January 2024			
Risk Management	There is an increase in risk to health to prolonged and continuous exposure to poor air quality. This risk is being managed through the service risk register and will be escalated if necessary to the Leadership register. Celia Prado-Teeling, Performance & Insight Team Leader, 31 January 2024.			
Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact	X			There are no equalities and inclusion implications as a direct consequence to this report. Improving air quality across the district will have a positive benefit for all residents. Celia Prado-Teeling, Performance & Insight Team Leader, 31 January 2024
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?				Not applicable
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?				Not applicable
Climate & Environmental Impact	X			Air Quality and Climate Change are interlinked. Monitoring air quality and taking action to positively enhance it is important to the overall environment
ICT & Digital Impact				Not applicable
Data Impact				Not applicable
Procurement & subsidy				Not applicable

Council Priorities	Supporting Environmental Sustainability <ul style="list-style-type: none"> • Work with partners to improve air quality
Human Resources	Not applicable
Property	Not applicable
Consultation & Engagement	The following partners have been consulted on the Air Quality Action Plan: <ul style="list-style-type: none"> • Oxfordshire County Council Highways • Planning Policy • Environmental Services: Climate Action

Supporting Information

3. Background

- 3.1 Part IV of the Environment Act 1995 as amended by the Environment Act (2021), established the legislative framework for local air quality management. Under the Act, the Council has a statutory duty to review and assess air quality in the district against national air quality objectives and co-ordinate actions to improve air quality where exceedances are identified.
- 3.2 Where an air quality objective is unlikely to be, or is not being met an Air Quality Management Area (AQMA) must be declared. Once an AQMA has been declared the Council is required to develop an Air Quality Action Plan (AQAP) outlining the measures required to improve air quality in that area.
- 3.3 Four AQMAs have been declared in Cherwell for exceedances of the annual mean air quality objective for nitrogen dioxide. The AQMAs are at:
- AQMA No.1 - Hennef Way, Banbury
 - AQMA No.2 - Horsefair/North Bar, Banbury
 - AQMA No.3 - Bicester Road, Kidlington
 - AQMA No.4 - Kings End/Queens Avenue, Bicester
- 3.4 Nitrogen dioxide from road transport sources has been identified as the pollutant of concern in Cherwell. The Hennef Way AQMA remains the only area where nitrogen dioxide levels remain above the threshold level. This is primarily due to motor vehicle emissions. Opportunities to further reduce nitrogen dioxide levels in this area are limited due to Hennef Way being the main route from the M40 into Banbury.
- 3.5 The revocation of an AQMA should be considered following three consecutive years of compliance with the relevant objective as evidenced through monitoring. Where there have been no exceedances for the past five years, local authorities must proceed with plans to revoke the AQMA.

4. Details

- 4.1 Nitrogen dioxide levels are measured using diffusion tubes over a calendar year. The tubes are changed monthly and the results are used to calculate the annual mean for each site. The annual mean air quality objective for nitrogen dioxide against which the data is assessed is 40µg/m³.
- 4.2 In 2022 monitoring was undertaken using diffusion tubes at 42 locations across the district. The measured levels in the four AQMAs for 2022 and also the previous four years are shown in Table 1.

Table 1: Annual Mean Nitrogen Dioxide Monitoring Results (µg/m³)

AQMA	2018	2019	2020	2021	2022	Status
Hennef Way, Banbury	81.2	77.5	57.9	58.6	55.0	Red
Horsefair/North Bar, Banbury	38.7	38.6	30.0	30.4	33.7	Green
Bicester Road, Kidlington	37.9	33.6	26.6	26.6	28.1	Green
Kings End/ Queens Avenue, Bicester	41.9	41.5	34.5	34.9	32.6	Green

- 4.3 In AQMA No.1 (Hennef Way, Banbury) nitrogen dioxide concentrations continue to fall but still show exceedances of the annual mean objective level.
- 4.4 In AQMA No.2 (Horsefair/North Bar, Banbury) the measured levels have been below the objective for the last five years, and more than 10% below for the last three years. In accordance with the guidance from Defra this AQMA should be revoked.
- 4.5 In AQMA No.3 (Bicester Road, Kidlington) the measured levels have been below the objective for the last five years, and more than 10% below for the last four years. In accordance with the guidance from Defra this AQMA should be revoked.
- 4.6 In AQMA No.4 (Bicester) the nitrogen dioxide concentrations have continued to fall over the last five years and have been more than 10% below the objective for the last three years. If the 2023 and 2024 monitoring data show a similar trend the AQMA can be revoked.
- 4.7 Overall the nitrogen dioxide concentrations across the district in 2022 were broadly comparable to 2020 and 2021, with some minor reductions and some minor increases. None of the increases were disproportional to the measured increase in background levels around the district.
- 4.8 Councils are required to submit Annual Status Reports (ASR) to the Department of Environment, Food and Rural Affairs (Defra) by 30 June each year for their appraisal. The ASR includes a review and assessment of the previous year's monitoring data, and also an update on the actions in the AQAP.
- 4.9 The full monitoring data for 2022 can be found in the 2023 Air Quality Annual Status Report on the air quality management page of the Council's website at <https://www.cherwell.gov.uk/downloads/download/1069/air-quality-management>

- 4.10 At the time of writing the monitoring data for 2023 was not available because we are waiting for Defra to publish the 2023 bias adjustment factors to be applied. Laboratories use different gel mixes in the diffusion tubes and so the measured results have to be bias adjusted to account for this.

Air Quality Action Plan

- 4.11 The current AQAP was agreed by the Executive on 6 March 2017. Although the action table in the AQAP is updated annually with partners as part of the ASR submission to Defra, an updated AQAP, and not just the action table, must be submitted every five years.
- 4.12 Defra will not appraise AQAPs for AQMAs that have been in compliance for five years. The action measures that were specific to AQMA No.2 (Horsefair/North Bar, Banbury), and AQMA No.3 (Bicester Road, Kidlington) have therefore been removed from the AQAP.
- 4.13 Action measures for AQMA No.1 (Hennef Way, Banbury), and AQMA No.4 (Bicester) have been updated. The air quality data has been updated, and the source apportionment figures updated based on the latest traffic data.
- 4.14 The AQAP has been updated in consultation with partners and in particular Oxfordshire County Council Highways, Oxfordshire County Council Public Health and Community Safety, Environmental Services (Climate Action), and Planning and Development. The updated AQAP is attached at Appendix 1

5. Alternative Options and Reasons for Rejection

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

Option 1: To not revoke AQMA No.3 (Bicester Road, Kidlington) and AQMA No.2 (Horsefair/North Bar, Banbury). This option was rejected because local authorities are required to revoke AQMAs where there have been no exceedances of the relevant objective for the past five years.

Option 2: To not approve the Air Quality Plan 2024. This option was rejected because where there is an AQMA declared for an exceedance of an air quality objective, it is a legal requirement for the Council to have an AQAP in place (Environment Act 1995 as amended), and to review it every five years.

6 Conclusion and Reasons for Recommendations

- 6.1 In AQMA No.2 (Horsefair/North Bar, Banbury) and AQMA No.3 (Bicester Road, Kidlington) the measured levels of nitrogen dioxide have been below the air quality objective of $40\mu\text{g}/\text{m}^3$ for the last five years. The guidance from Defra is that revocation of an AQMA should be considered following three consecutive years of compliance with the relevant objective, and where there have been no exceedances

for the past five years, the AQMA should be revoked. The Executive are therefore recommended to approve the revocation of these two AQMAs.

- 6.2 Where an AQMA has been declared for an exceedance of an air quality objective, it is a legal requirement for the Council to have an AQAP in place and then review it every five years. The current AQAP, approved by the Executive on 6 March 2017, has been updated in consultation with partners and to reflect the latest monitoring and traffic data. The Executive are therefore recommended to approve the Air Quality Action Plan 2024.

Decision Information

Key Decision	No.
Subject to Call in	Yes
If not, why not subject to call in	Not applicable.
Ward(s) Affected	All

Document Information

Appendices	
Appendix 1	Air Quality Action Plan 2024
Background Papers	None
Reference Papers	None
Report Author	Trevor Dixon, Environmental Protection and Enforcement Manager
Report Author contact details	trevor.dixon@cherwell-dc.gov.uk 01295 227948



Cherwell District Council

Air Quality Action Plan

In fulfilment of Part IV of the Environment Act 1995

Local Air Quality Management

2024

Information	Cherwell District Council Details
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Department	Environmental Protection
Address	Bodicote House Bodicote Banbury OX15 4AA
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Report Reference Number	AQAP2024
Date	January 2024

Executive Summary

This Air Quality Action Plan (AQAP) has been produced as part of our statutory duties required by the Local Air Quality Management framework as set out in Part IV of the Environment Act (1995), as amended by the Environment Act (2021), and the relevant Policy and Technical Guidance documents. It outlines the action we will take to improve air quality in Cherwell District between 2024 and 2029.

This action plan replaces the previous action plan approved in 2017. Projects delivered through the past action plan include:

- Air Quality actions are included in the Local Transport Plan.
- Electric vehicle charging infrastructure.
- Taxi licensing incentives.
- Review of council and contractor's fleets.
- Several public awareness campaigns.
- The introduction of a new county-wide air quality website.
- Signposting of walking and cycling routes.
- Improvements in traffic signalling near M40 junction 11.
- Live monitors have been mounted outside of two schools in the district, the data from which has been used to inform communications to the district raising awareness of the effects of car idling and air pollution, and the benefits of active travel.

Air pollution is associated with several adverse health impacts. It is recognised as a contributing factor in the onset of heart disease and cancer. Additionally, air pollution particularly affects the most vulnerable in society: children and older people, and those with heart and lung conditions. There is also often a strong correlation with

equalities issues because areas with poor air quality are also often the less affluent areas^{1,2}.

The annual health cost to society of the impacts of particulate matter alone in the UK is estimated to be around £16 billion³. Cherwell District Council is committed to reducing the exposure of people in Cherwell to poor air quality in order to improve health.

We have developed actions that can be considered under five broad topics:

- Policy guidance and development control
- Promoting low emission transport
- Promoting travel alternatives to private vehicle use
- Transport planning and infrastructure
- Public information

Our priorities are:

- Priority 1 – Strengthening local policy to improve air quality and its role in protecting health.
- Priority 2 – Reducing NO_x emissions from cars in all AQMAs.
- Priority 3 – Ensuring new developments encourage and facilitate low emission and alternative transport.
- Priority 4 – Ensuring transport infrastructure delivery takes account of air quality improvement potential within AQMAs.
- Priority 5 – Raising awareness of poor air quality and encouraging improvement actions by vehicle users and fleet managers.

In this AQAP we outline how we plan to effectively tackle air quality issues within our control. However, we recognise that there are a large number of air quality policy areas that are outside of our influence, but for which we may have useful evidence,

¹ Environmental equity, air quality, socioeconomic status and respiratory health, 2010

² Air quality and social deprivation in the UK: an environmental inequalities analysis, 2006

³ Defra. Abatement cost guidance for valuing changes in air quality, May 2013

and so we will continue to work with regional and central government on policies and issues beyond Cherwell District Council's direct influence.

Responsibilities and Commitment

This AQAP was prepared by the Environmental Protection and Enforcement Team of Cherwell District Council with the support and agreement of the following officers and departments:

Public Health, Oxfordshire County Council • Infrastructure Strategy Team, Oxfordshire County Council • Air Quality Team, National Highways • Communications and Consultation and Engagement Teams, West Oxfordshire, Oxford City, South Oxfordshire and Vale of White Horse District Councils

This AQAP has been approved by: **Executive Committee on 4 March 2024 (TBC)**

This AQAP will be subject to an annual review, appraisal of progress and progress each year will be reported in the Annual Status Reports (ASRs) produced by Cherwell District Council as part of our statutory Local Air Quality Management duties.

If you have any comments on this AQAP, please send them to Environmental Protection at:

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Introduction

This Air Quality Action Plan (AQAP) outlines the actions that Cherwell District Council will deliver between 2024 and 2029 in order to reduce concentrations of air pollutants and exposure to air pollution; thereby positively impacting on the health and quality of life of residents and visitors to Cherwell.

It fulfils the requirements of Local Air Quality Management (LAQM) as set out in Part IV of the Environment Act (1995), as amended by the Environment Act (2021), and the relevant Policy and Technical Guidance documents, to work towards Air Quality Strategy (AQS) objectives.

This Plan will be reviewed every five years at the latest and progress on measures set out within this Plan will be reported on annually within Cherwell District Council's air quality ASR.

Summary of Current Air Quality in Cherwell

Cherwell District Council has identified two areas where air quality does not meet national air quality objectives for nitrogen dioxide (NO₂). The locations of these two Air Quality Management Areas (AQMAs) can be found on our website at www.cherwell.gov.uk/airqualitymanagement. A full list of AQMAs across the country can be found at <http://uk-air.defra.gov.uk/aqma/list>. There is one in Banbury and one in Bicester. These concentrations are largely related to road traffic emissions. The AQMAs are shown in Appendix C.

Concentrations have decreased across all AQMAs since 2017. Annual mean NO₂ concentrations were below the 40 µg/m³ objective in 2020, 2021 and 2022 in one of the AQMAs with the exception of AQMA No.1 at Hennef Way in Banbury.

Concentrations in 2020 and to a lesser extent, in 2021, are likely to have been unusually low due to Covid-19 lockdowns leading to restrictions in travel.

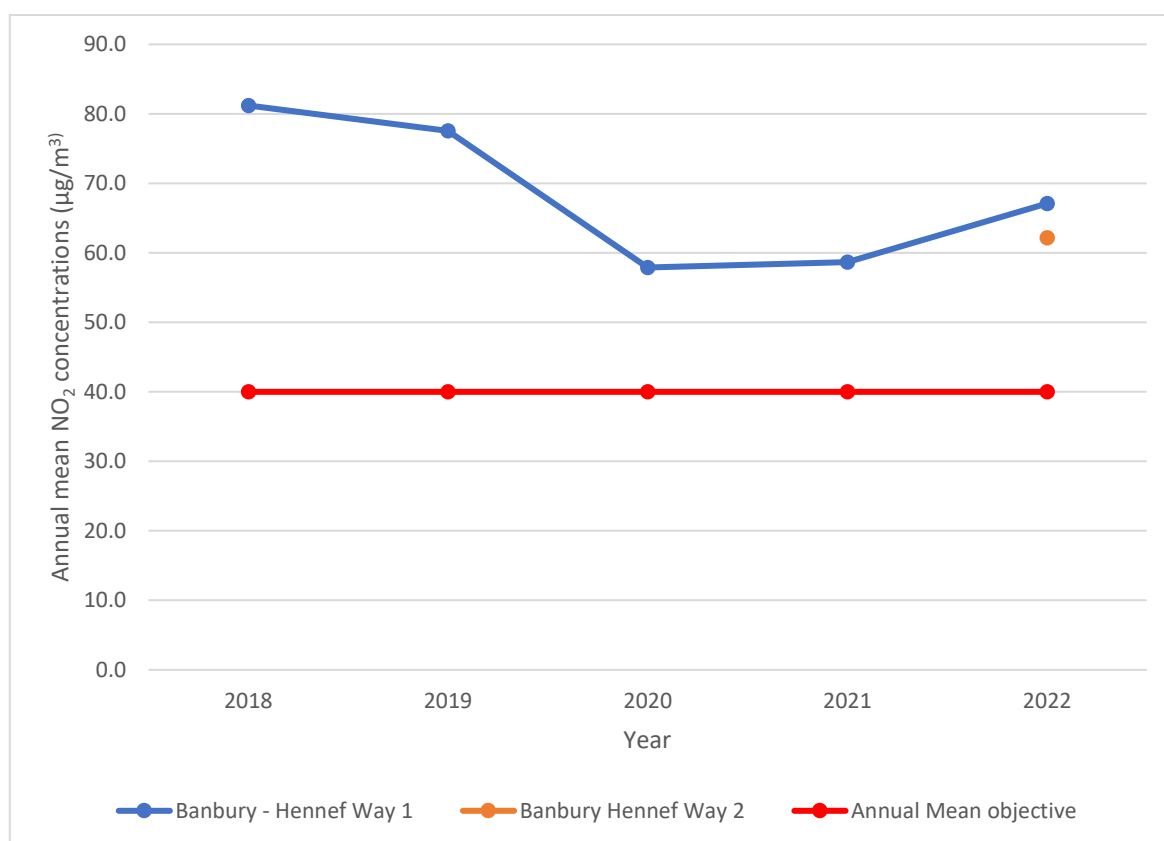
Table 0.1 – Declared Air Quality Management Areas

AQMA Name	Date of Declaration	Pollutants and Air Quality Objectives	One Line Description	Is air quality in the AQMA influenced by roads controlled by Highways England?	Level of Exceedance: Declaration	Level of Exceedance: Current Year	Number of Years Compliant with Air Quality Objective	Name and Date of AQAP Publication	Web Link to AQAP
AQMA No. 1	17th January 2011	NO ₂ Annual Mean and 1 Hour Mean	Three residential property facades backing onto Hennef Way between roundabouts with Ermont Way and Concord Avenue.	YES	86.4 µg/m ³	55.0 µg/m ³	Not compliant	Cherwell District Council Air Quality Action Plan 2017	Cherwell District Council: Air Quality

AQ MA No. 2	9th October 2015	NO2 Annual Mean	The North Street / Filed Street mini roundab out, through Queens Avenue to the mini roundab out on Kings End, including St Johns.	YES	46.9 µg/m3	32.6 µg/m3	3 years	Cherwell District Council Air Quality Action Plan 2017	Cherwell District Council: Air Quality
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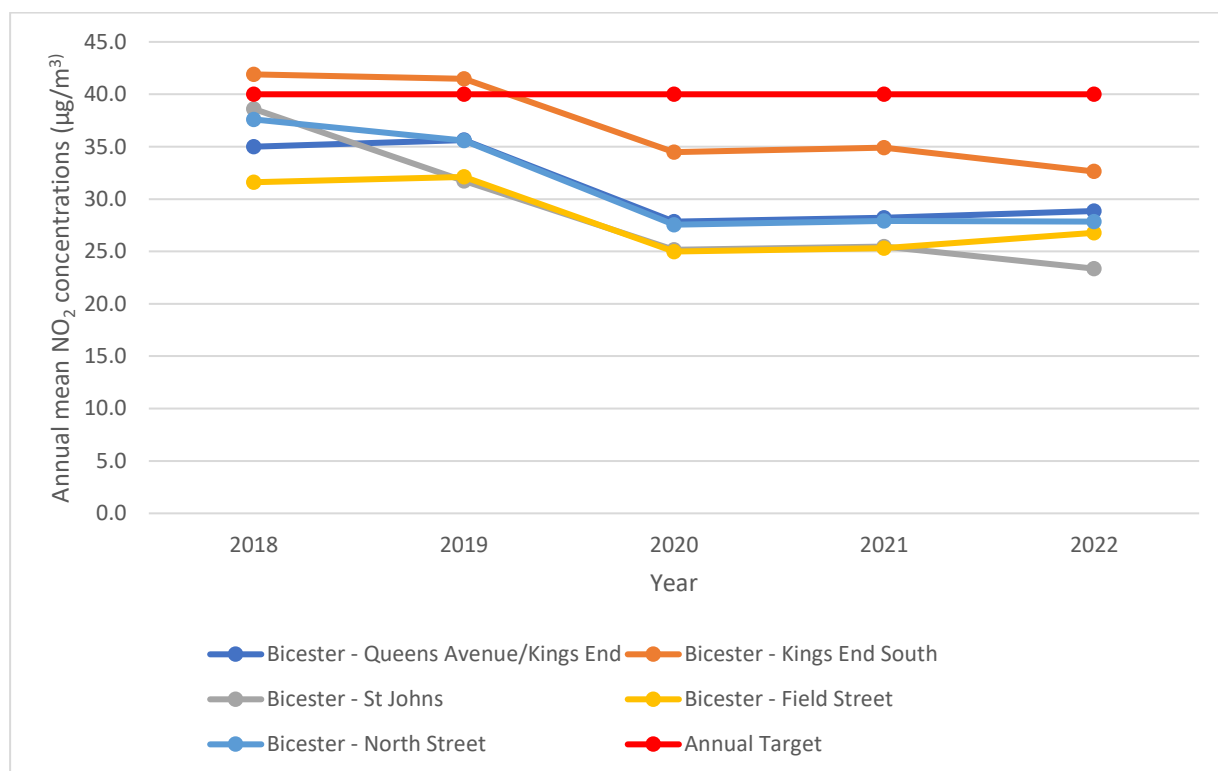
For Hennef Way, trends in annual mean NO₂ concentrations are shown in Figure 2.1. The site has shown considerable reductions in concentrations of NO₂ since 2017, however the concentrations are still significantly higher than the annual mean objective. After a significant reduction in concentrations during the years affected by Covid-19, there has been a slight increase in concentrations in 2022. The concentrations are also high enough to indicate that, on occasion, NO₂ levels may be above the short-term objective. As such, it is appropriate to consider further measures to reduce concentrations within the Hennef Way AQMA.

Figure 1 - Trends in Annual Mean NO₂ Concentrations at AQMA No.1 Hennef Way



For Kings End/Queens Avenue, trends in annual mean NO₂ concentrations are shown in Figure 2.2. All sites within the AQMA have been below the annual mean objective of 40 µg/m³ from 2020 onwards. The measured figures since 2020 have shown a consistent reduction in NO₂ concentrations. As such, monitoring data from future years (unaffected by covid-19) may enable Cherwell to consider revoking the AQMA. However, at this stage, it is appropriate to consider further measures to reduce concentrations within the Kings End/Queens Avenue AQMA.

Figure 2 – Trends in Annual Mean NO₂ Concentrations at AQMA No.4 Bicester



Cherwell District Council's Air Quality Priorities

1.1 Public Health Context

Two AQMAs have been identified with people exposed to sufficiently poor air quality to require legal intervention under Environment Act 1995, which this action plan contributes to. Table 3.1.1 shows the number of residential properties within the AQMAs.

Table 3.1.1 – Residential properties within AQMAs

AQMA	Description	Nitrogen Dioxide Concentration ($\mu\text{g}/\text{m}^3$) ^a	Approximate No. residential properties within AQMA
AQMA No.1	Hennef Way, Banbury	55.0	3
AQMA No.2	Bicester	32.6	111

These AQMAs are localised areas representing the worst affected places. The main source of pollutants in these AQMAs is traffic emissions. Traffic emissions are not localised i.e., journeys originating and terminating within the AQMA so measures to address emissions district-wide are collated as general measures.

It is anticipated that most general measures to reduce emissions will also contribute to reducing PM_{2.5} emissions from vehicles.

Where local measures to reduce pollutant concentrations are identified, these measures have been related to that specific AQMA.

Oxfordshire County Councils Joint Strategic Needs Assessment (JSNA) provides information about Oxfordshire's population and the factors affecting health, wellbeing, and social care needs and can be found at <http://insight.oxfordshire.gov.uk/cms/joint-strategic-needs-assessment>

- Air quality is included in “Building Blocks of Health” section of the 2023 JSNA and recognises:
- Oxfordshire has 11 designated Air Quality Management Areas where air quality objectives are not being met.
- The latest (2020) modelled air pollution data from DEFRA highlights urban centres and roads in Oxfordshire with the highest annual average levels of nitrogen oxides.
- The sites with the highest readings for Nitrogen Dioxide (NO₂) in Oxford and West Oxfordshire have each seen a slight increase since 2020. The sites with the highest readings of NO₂ in Cherwell and South Oxfordshire and Vale of White Horse have seen a decrease in readings.

World Health Organisations (WHO) guidelines state that PM_{2.5}, fine particulate matter of 2.5 micrometres or less in diameter, is the most dangerous pollutant because it can penetrate the lung barrier and enter the blood system, causing cardiovascular and respiratory disease and cancers. It affects more people than other pollutants and has health impacts even at very low concentrations. The updated WHO target is for annual average concentrations of PM_{2.5} not exceeding 5 µg/m³. The current UK target is to achieve annual average concentrations of PM_{2.5} of 10 µg/m³ by 2040. Around half of UK concentrations of PM comes from anthropogenic sources in the UK such as domestic wood burning and tyre and brake wear from vehicles.

- As of 2021, the fraction of mortality attributable to particulate air pollution value for Oxfordshire was 5.5%, slightly above the South East average (5.4%) and similar to the England average (5.5%).

Public Health England reports air quality and active travel indicators by district (Office for Health Improvement & Disparities, 2023). Table 3.1.2 provides the most recently published data for air quality and travel indicators for the two local authority areas, compared with the regional and national averages.

Table 3.2.2 – PHE air quality and active travel indicators

Indicator	Cherwell	South East	England
Air pollution: fine particulate matter (concentrations of total PM _{2.5} , µg/m ³) (2020)	8.74	8.1	7.5
Mortality of adults over 30 years, attributable to particulate air pollution (%) (2021)	5.5	5.4	5.5
Adults cycling for travel at least three days per week (%) (2019-20)	3.8	2.4	2.3
Adults walking for travel at least three days per week (%) (2019-20)	8.7	14.9	15.1

Concentrations of PM_{2.5} in Cherwell are higher than the average for the region, which itself is higher than the average for England, however the mortality rates for the district are in line with the regional and national average, indicating that the high levels of PM are not necessarily in areas with an increased risk of exposure.

The district has a higher-than-average proportion of adults who travel by bicycle, although this is not the case for travel on foot, which is lower than the regional and national averages.

All the AQMAs in Cherwell were declared for exceedances in NO₂, and the measures in this AQAP focus on reducing nitrogen dioxide, however these measures should also lead to a reduction in particulate matter.

1.2 Planning and Policy Context

Cherwell District Council declared a climate change emergency in 2019 and committed to ensure our operations are net zero by 2030 and to do our part to achieve a net zero carbon district and lead through example.

Cherwell has developed a new Climate change action plan for 2023-24 which outlines how we intend to achieve this.

Moving forwards, air quality is to be considered and included in the Council's local plan.

The Oxfordshire Local Transport and Connectivity Plan (LTCP) 2022-2050 (OCC, 2022e) makes provision for Area Travel Plans, focussed on specific geographic areas in Oxfordshire, including the centre of Banbury. The Local Cycling and Walking Infrastructure Plan (LCWIP) for Banbury was adopted in 2023 (OCC, 2022a), which includes measures to improve walking and cycling connectivity across the town, thus reducing the need to use private cars. This has included the recent resurfacing of every pavement in Banbury and will also involve adding additional benches and dropped kerbs.

Oxfordshire-wide actions include the following:

- An updated website providing information on air quality in Oxfordshire (Oxfordshire District Councils, 2023).
- Installation of EV charging points through Oxfordshire Park and Charge (Office for Zero Emission Vehicles, 2021).
- Oxfordshire's Bus Service Improvement Plan (OCC, 2022b) includes targets to improve journey times, reliability, passenger numbers and passenger satisfaction. It also aims to provide more frequent services, as well as integration with other modes, improvements in fares and ticketing (targeting fare reductions for 16 and 17 year olds and low paid NHS employees), investments in bus priority measures.
- Oxfordshire LTCP includes:
 - Headline targets to:
 - reduce car journeys (by 2030 replace / remove 1 out of every 4 current car trips, and by 2040 replace / remove an additional 1 out of 3 car trips in Oxfordshire)
 - increase active travel (by 2030 increase cycle trips in Oxfordshire from 600,000 to 1 million trips per week)
 - deliver a net zero transport network by 2040, and a transport network contributing to a climate positive future by 2050
 - Promotion of Healthy (Policy 9) and Safe (Policy 10) Streets
 - Working with schools, employers and businesses to promote travel choices (Policy 11)

- Developing the 20-minute neighbourhoods (Policy 13) and on integrated transport and land use planning (Policy 14)
- Improving public transport, including acceleration of zero emission buses across the region (Policy 18), and supporting multimodal travel (Policy 22), mobility hubs (Policy 23), micro mobility (e-scooters) (Policy 38), car clubs (Policy 39);
- (a) continued implementation of the Zero Emission Zone (ZEZ) in Oxford and (b) investigation of Clean Air Zones and ZEZ schemes for other parts of Oxfordshire where traffic emissions are contributing significantly to air pollution problems (Policy 28)
- Delivering infrastructure requirements for zero emission vehicles (Policy 29)
- Parking management, including reference to workplace parking levy (Policy 33)
- Promotion of rail freight for the long distance movement of goods (Policy 48), appropriate routes for HGVs (Policy 49); promotion of freight consolidation and last mile goods movement (Policy 50); and
- Collaborative regional working (Policy 51), transport corridor strategies, including for M40/A34 (Policy 53); tailored solutions for smaller market towns (Policy 54).
- Oxfordshire County Council adopted has adopted new requirements for Transport Assessments, based on 'Decide and Provide' (OCC, 2022d). This moves away from the traditional approach of 'Predict and Provide', which uses current or historical traffic patterns to determine the future need for infrastructure, but which tends to simply maintain the status quo and focus on provision of capacity for private car journeys. The 'decide and provide' approach enables Oxfordshire County Council to prioritise active travel and public transport and reduce reliance on private cars.
- Oxfordshire County Council's updated Parking Standards for New Developments (OCC, 2022f) significantly reduce residential and

commercial parking provision, and set maximum, rather than minimum standards.

- Oxfordshire Freight and Logistics Strategy 2022-2050 includes 47 separate actions to reduce the impacts of freight (OCC, 2022c).
- Oxfordshire Rail Corridor Study and strategy to identify potential requirements for Oxfordshire's future trains services in the medium (2028) and long-term (2033), (Network Rail, 2021).
- Oxfordshire LiftShare provides alternatives to single occupancy driving (Mobilityways Limited, 2023).
- Oxfordshire's Cycling & Walking Activation Programme seeks to support behaviour change and encourage active travel, particularly for those residents who experience the greatest barriers to walking and cycling.

1.3 Source Apportionment

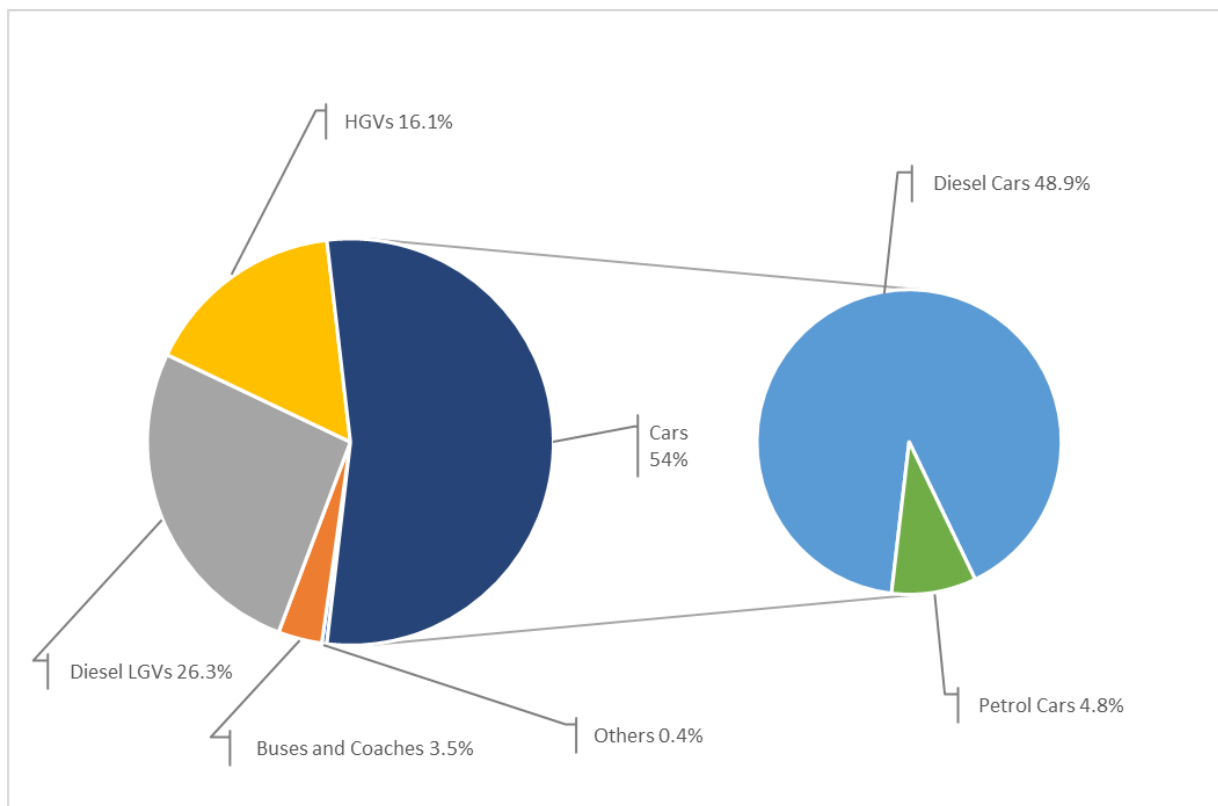
The AQAP measures presented in this report are intended to be targeted towards the predominant sources of emissions within Cherwell District Council's area.

A source apportionment exercise was carried out by Cherwell District Council in 2024 using traffic data taken from Department for Transport traffic counts, and the default breakdown for vehicle categories and engine types was used.

The source apportionment identified that within the AQMAs, the largest contribution to vehicle emissions of NO_x was from diesel cars and diesel vans. The breakdown is described below.

1.3.1 AQMA No.1 Hennef Way, Banbury - Source Apportionment

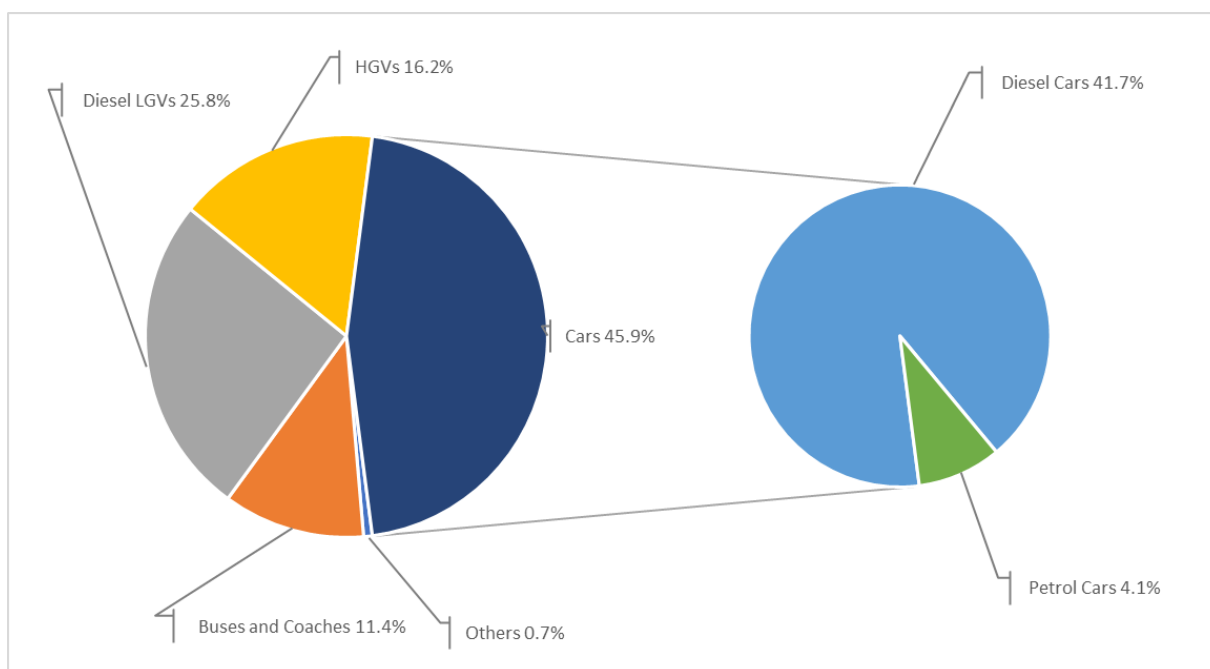
Figure 3 - Source apportionment of vehicle emissions, Hennef Way



Cars are the main contributor (54%) to road traffic pollution within the AQMA. Diesel car emissions are attributed to most of these car-related emissions with 48.9% of the total. Diesel light goods vehicles make up the next highest proportion (26.3%) of emissions, with HGVs accounting for 16.1% and buses a smaller fraction (3.5%).

1.3.2 AQMA No.2 Bicester - Source Apportionment

Figure 4 - Source apportionment of vehicle emissions, Bicester



Cars are the main contributor (45.9%) to this NO₂ concentration. Diesel car emissions are attributed to most of these car-related emissions with 41.7% of the total. HGVs make up the next highest proportion (16.2%) of this concentration with light goods vehicles accounting for 25.8 % and buses a much smaller fraction (11.4%).

1.4 Required Reduction in Emissions

Except for Hennef Way, concentrations at AQMAs within Cherwell District have not exceeded 40 µg/m³ since 2020. For Hennef Way, the required reduction in emissions has been calculated for the site using the distance corrected figure, in accordance with Defra Technical Guidance (LAQM.TG22), as shown in the table below. However, it should be noted that this is likely to be an overestimate, as concentrations measured at the façade of the nearest property to the AQMA were below 40 µg/m³.

Total oxides of nitrogen (NO_x) are used for the required reduction in vehicle emissions. This is routinely used for vehicle emissions standards instead of NO₂. Vehicles emit nitrogen dioxide (NO₂) and nitrogen oxide (NO) which make up the

total NO_x. The NO reacts with ozone in sunlight to create NO₂. The relationship between NO_x emitted and ambient NO₂ is not linear so emission reductions are presented in NO_x.

1.4.1 AQMA No.1 Hennef Way, Banbury – Required Reduction

The NO₂ concentrations at worst-case relevant exposure location were 55.0 µg/m³. The required reduction was then calculated in accordance with Defra Technical Guidance (LAQM.TG22), calculating NO_x values using the DEFRA NO₂/NO_x Calculator version 8.1.

- Step one: Local background concentrations of NO₂ for 2022 were 10.7 µg/m³.
- Step Two: Road NO_x concentrations equating to 55 µg/m³ of NO₂ were calculated as 97.94 µg/m³.
- Step Three: Road NO_x concentration required to give total NO₂ concentration of 40 µg/m³ is 60.5 µg/m³.
- Step Four: Road NO_x reduction required = 37.44 µg/m³, which equates to 38.2 %.

1.5 Key Priorities

The key priorities for action are:

- Priority 1 – Strengthening local policy to improve air quality and its role in protecting health;
- Priority 2 – Reducing NO_x emissions from cars in all AQMAs;
- Priority 3 – Ensuring new developments encourage and facilitate low emission and alternative transport;
- Priority 4 – Ensuring transport infrastructure delivery takes account of air quality improvement potential within AQMAs;
- Priority 5 – Raising awareness of poor air quality and encouraging improvement actions by vehicle users and fleet managers.

AQAP Measures

Table 0.1 shows the Cherwell District Council AQAP measures. It contains:

- a list of the actions that form part of the plan
- the responsible individual and departments/organisations who will deliver this action
- estimated cost of implementing each action (overall cost and cost to the local authority)
- expected benefit in terms of pollutant emission and/or concentration reduction
- the timescale for implementation
- how progress will be monitored

NB: Please see future ASRs for regular annual updates on implementation of these measures

Table 0.1 – Air Quality Action Plan Measures

Measure No.	Measure	Category	Classification	Estimated Year Measure to be Introduced	Estimated / Actual Completion Year	Organisations Involved	Funding Source	Defra AQ Grant Funding	Funding Status	Estimated Cost of Measure	Measure Status	Target Reduction in Pollutant / Emission from Measure	Key Performance Indicator	Progress to Date	Comments / Potential Barriers to Implementation
G.1	Explore the Local Plan including Low Emission Vehicle uptake measures being incorporated into new developments	Policy Guidance and Development Control	Air Quality Planning and Policy Guidance	2022	2023/24	CDC	Met within existing budgets	No	N/A	Met within staffing resource	Planning	NO ₂	Annual average concentration of NO ₂	Local Plan Part 2, which was being developed in line with the OCC local plan 2050 is now defunct. A new plan will consider measures to encourage low emission vehicle take-up through development management policy.	
G.2	All major developments to include Emission statements and mitigation strategies within an appropriate air quality assessment submitted at the application stage.	Policy Guidance and Development Control	Air Quality Planning and Policy Guidance	2023	2024	2023/24	Met within existing budgets	No	N/A	Met within staffing resource	Planning	NO ₂	Annual average concentration of NO ₂	Emission statements and mitigation strategies will be required in air quality assessments. To be included in development management policies as part of development of a new local planning policy.	
G.3	Damage cost calculations to be included in air quality assessments to show the financial impact of developments.	Policy Guidance and Development Control	Air Quality Planning and Policy Guidance	2022	2023/24	CDC	Met within existing budgets	No	N/A	Met within staffing resource	Planning	NO ₂	Annual average concentration of NO ₂	Damage Cost calculations will be required in air quality assessments. To be included in development management policies as part of planning policy	

Measure No.	Measure	Category	Classification	Estimated Year Measure to be Introduced	Estimated / Actual Completion Year	Organisations Involved	Funding Source	Defra AQ Grant Funding	Funding Status	Estimated Cost of Measure	Measure Status	Target Reduction in Pollutant / Emission from Measure	Key Performance Indicator	Progress to Date	Comments / Potential Barriers to Implementation
G.4	Air Quality actions to be included in the Local Transport Plan	Policy Guidance and Development Control	Air Quality Planning and Policy Guidance	2019	2024	OCC	Met within existing budgets	No	Funded		Planning	NO ₂	Annual average concentration of NO ₂	Transport measures to reduce air quality issues will be a key part of area transport strategies within LTCP.	
G.5	Low emission plant, vehicle, delivery and fleet requirements to be included in sustainable procurement section of CDC procurement policy.	Policy Guidance and Development Control	Sustainable procurement guidance	2017	Ongoing	OCC	Met within existing budgets	No	Funded	£100k-500k	Implementation	NO ₂	Annual average concentration of NO ₂	10% of the Council's fleet is now electric and this will increase during 2023/24 to more than 15%, possibly even higher. Work will also take place in late 2023/24 to improve the electrical infrastructure at Thorpe Lane depot so that the relevant charging infrastructure is in place for increased numbers of electric vehicles and larger vehicles with large batteries. A new depot in Bicester is being acquired which will have a good vehicle charging infrastructure to cope with the electrification of the fleet in Bicester into the future	
G.7	Low emission plant, vehicle, delivery and fleet requirements to be included in procurement policy.	Policy Guidance and Development Control	Sustainable procurement guidance	2019	Ongoing	CDC/OCC	Met within existing budgets	No	Funded	£100k-500k	Implementation	NO ₂	Annual average concentration of NO ₂	A programme 'One Fleet' has been agreed to bring all fleet into one centralised management function within the County Council. This will be a key supporting element in delivering County Council's ambition towards low emission fleet. OCC & CDC Business Travel / Grey fleet programme – as above 10% of the CDC fleet are electric. One more vehicle is on order. This is due to supply chain issues in the vehicle industry where a year lead time of a year is becoming common. The depot at Banbury needs a bigger incoming electricity supply to deal with more & bigger electric vehicles. The	

Measure No.	Measure	Category	Classification	Estimated Year Measure to be Introduced	Estimated / Actual Completion Year	Organisations Involved	Funding Source	Defra AQ Grant Funding	Funding Status	Estimated Cost of Measure	Measure Status	Target Reduction in Pollutant / Emission from Measure	Key Performance Indicator	Progress to Date	Comments / Potential Barriers to Implementation	
															new incoming supply was be installed in autumn 2022. During 2023 increased improved charging facilities will be in place which will allow more electric vehicles to be acquired in 2023 & 2024.	
1.1	Banbury Park and Ride Bus service around M40 junction	Alternatives to private vehicle use	Bus based Park & Ride	2025-26	TBC	OCC	Met within existing budgets	No	Partially funded	£1 million - £10 million			Annual average concentration of NO ₂ in Hennef Way AQMA	The feasibility of a Park and Ride needs to be part of a project to tackle the severe air quality issues on Hennef Way. This needs to consider sites to both the north and the south of the town. This development will require road improvements and traffics schemes to be considered through the area travel plan including north-facing slips on the M40. This may take some time to agree and implement.	BSIP Measures include bus priority infrastructure, real time information, support for youth fares, ticketing reform, support for bus services, marketing/journey planning	
1.2	Lift share scheme	Alternatives to private vehicle use	Car & lift sharing schemes	2024	2026	OCC	Met within existing budgets	No	Funded				Annual average concentration of NO ₂ in Hennef Way AQMA	OCC to update as developments occur. Lift share schemes are currently being reviewed due to the widespread switch to agile working.		
1.3	North facing slips on M40	Promoting Travel Alternatives	UTC, congestion management, traffic reduction	2026	2030	OCC	Met within existing budgets	No	Funded				Annual average concentration of NO ₂ in Hennef Way AQMA	Optioneering work was completed, and this is to be considered as part of the local travel plan.		
1.4	Improved public transport and active travel links to reduce north-south traffic using Hennef Way	Promoting Travel Alternatives	UTC, congestion management, traffic reduction	2024	2025	OCC	To be confirmed by OCC	No	Not yet funded				Annual average concentration of NO ₂ in Hennef Way AQMA			

Measure No.	Measure	Category	Classification	Estimated Year Measure to be Introduced	Estimated / Actual Completion Year	Organisations Involved	Funding Source	Defra AQ Grant Funding	Funding Status	Estimated Cost of Measure	Measure Status	Target Reduction in Pollutant / Emission from Measure	Key Performance Indicator	Progress to Date	Comments / Potential Barriers to Implementation
1.5	Improved cycle routes on Overthorpe Way	Promoting Travel Alternatives	UTC, congestion management, traffic reduction	2024	2024	OCC	Met within existing budgets	No	Funded				Annual average concentration of NO2 in Hennef Way AQMA	OCC are working in conjunction with Northamptonshire/Middleton Cheney to improve cycle routes on Overthorpe Way into Banbury	
2.1	Bicester Park and Ride Bus service	Alternatives to private vehicle use	Bus based Park & Ride	2024	2026	OCC	Met within existing budgets		Funded		Planning	Medium	Annual average concentration of NO2 in Bicester		Annual survey shows that bus passenger numbers continue to increase. OCC is also considering an alternative fuel station when the park & ride expands. Expansion of the park and ride to include making it a mobility hub is in the planning stage.
2.2	Central corridor works in LTP	Traffic Management	Strategic highway improvements, re-prioritising road space away from cars, inc. access management, selective vehicle priority, bus priority, high vehicle occupancy lane	2024	2026	OCC	Met within existing budgets		Not yet funded		Planning	Medium	Annual average concentration of NO2 in Bicester		Cycle route improved Middleton Stoney Road to centre. To be extended. Landscape improvements completed. A41 bus lane improvements proposed as part of local plan. Bicester South east link road.

Appendix A: Response to Consultation

Table A.1 – Summary of Responses to Consultation and Stakeholder Engagement on the AQAP

Consultee	Category	Response
Oxfordshire County Council Highways	Local Authority	Relevant measures agreed
CDC Planning Policy	Local Authority	Relevant measures agreed
CDC Environmental Services	Local Authority	Relevant measures agreed

Appendix B: Reasons for Not Pursuing Action Plan Measures

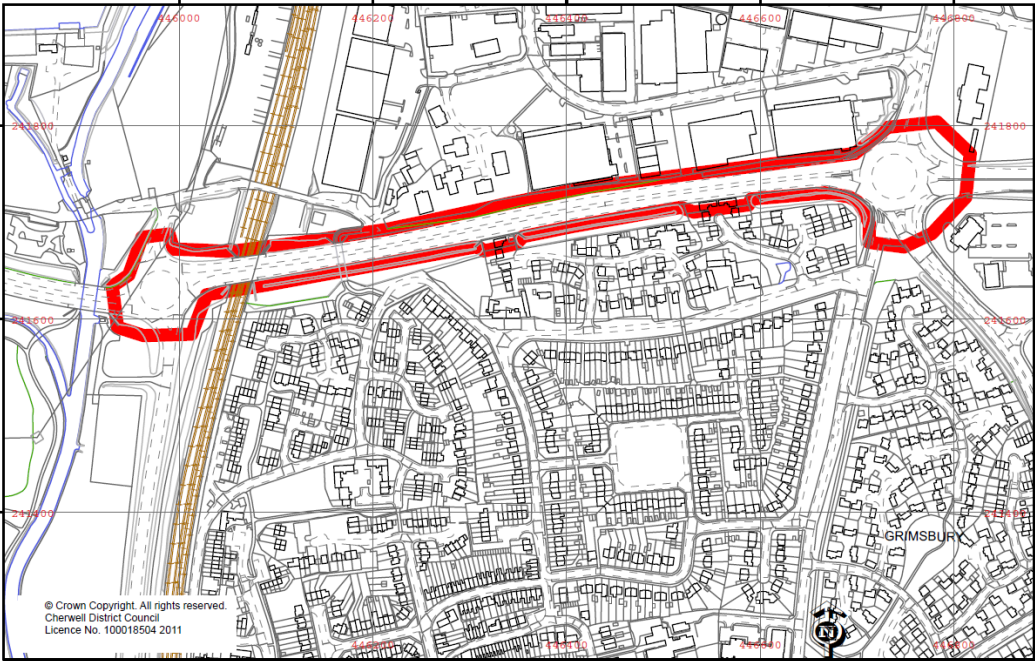
Table B.1 – Action Plan Measures Not Pursued and the Reasons for that Decision

Action category	Action description	Reason action is not being pursued (including Stakeholder views)
Not Applicable	Not Applicable	Not Applicable

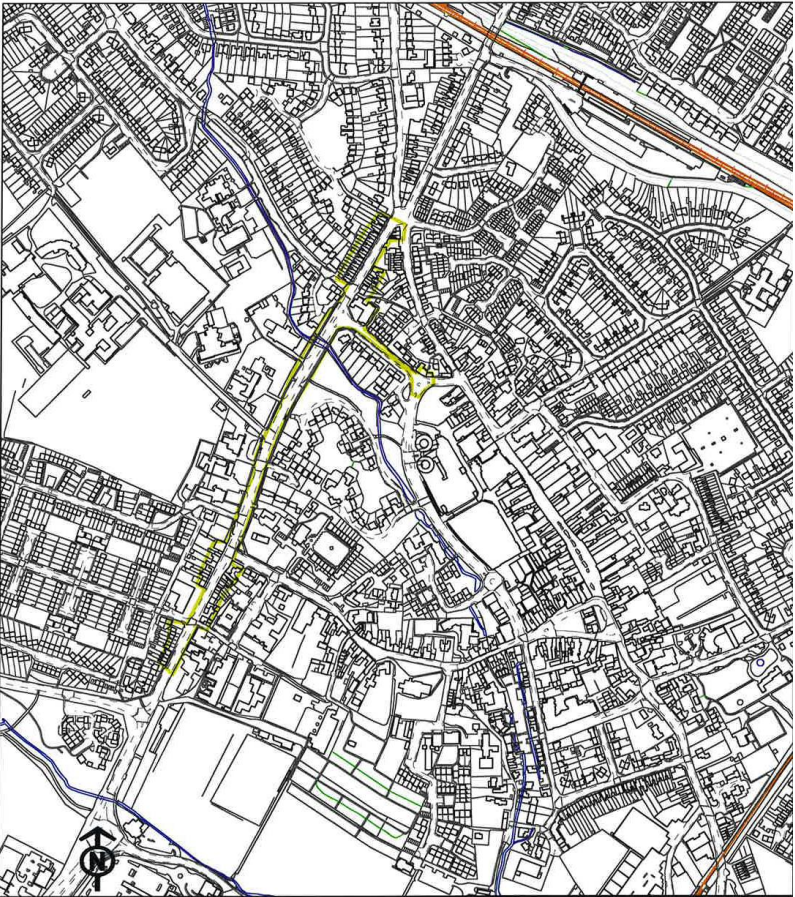
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Appendix C: Air Quality Management Areas

AQMA No.1 (Hennef Way, Banbury)



AQMA No.2 (Bicester)



Glossary of Terms

Abbreviation	Description
AQAP	Air Quality Action Plan - A detailed description of measures, outcomes, achievement dates and implementation methods, showing how the local authority intends to achieve air quality limit values'
AQMA	Air Quality Management Area – An area where air pollutant concentrations exceed / are likely to exceed the relevant air quality objectives. AQMAs are declared for specific pollutants and objectives
AQS	Air Quality Strategy
ASR	Air quality Annual Status Report
CDC	Cherwell District Council
Defra	Department for Environment, Food and Rural Affairs
EV	Electric Vehicle
JSNA	Joint Strategic Needs Assessment
LAQM	Local Air Quality Management
LAQM TG22	Local Air Quality Management Technical Guidance 22
NO ₂	Nitrogen Dioxide
NO _x	Nitrogen Oxides
OCC	Oxfordshire County Council
PM ₁₀	Airborne particulate matter with an aerodynamic diameter of 10µm (micrometres or microns) or less

PM _{2.5}	Airborne particulate matter with an aerodynamic diameter of 2.5µm or less
µg/m ³ .	Micrograms per metre cubed
WHO	World Health Organisation

References

To be added.

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This report is public	
Fixed Penalty Notices	
Committee	Executive
Date of Committee	4 March 2024
Portfolio Holder presenting the report	Portfolio Holder for Healthy and Safe Communities. Councillor Phil Chapman
Date Portfolio Holder agreed report	13 February 2024
Report of	Head of Regulatory Services and Community Safety, Tim Hughes

Purpose of report

To review and agree the fixed penalty notice fines that can be charged for various environmental crimes.

1. Recommendations

The Executive resolves:

- 1.1 To approve the proposed increase to the fixed penalty fine levels for fly tipping, household duty of care, and littering offences or approve another amount above the current fine level if preferred.

2. Executive Summary

- 2.1 The maximum fixed penalty fine levels that can be imposed for fly tipping, household duty of care, and littering offences have been increased. This report considers the changes and recommendations for increasing our fixed penalty fine levels.

Implications & Impact Assessments

Implications	Commentary
Finance	The Council is allowed to retain the receipts from fixed penalty payments. Funds raised from penalty notices can be used to support the investigation of environmental offences. Kelly Wheeler, Finance Business Partner
Legal	Prosecutions are costly and time consuming and if found guilty offenders will have a criminal record. Fines, where appropriate, are therefore likely to be a proportionate and reasonable response

	<p>to these offences. Failure to accept or pay a fixed penalty notice could result in prosecution. Any prosecutions need to be in line with the Councils Enforcement Policy.</p> <p>A consultation has taken place on ringfencing the income from these fines therefore it is important to keep informed of any developments in this regard as clear audit trails showing compliance with rules on spending may be required. This money is already to only be used for limited purposes but it may be limited further.</p> <p>It is important to make sure that the fines are not used as a way to raise revenue therefore clear guidance should be given on when fines are to be issued and when a warning or prosecution may be more appropriate.</p> <p>Alison Coles, Legal Services Operations Manager, Solicitor</p>			
Risk Management	<p>Provisions for the use of fixed penalty notices are already in place, therefore there is no additional risk in adopting the recommendations of this report. If any risk should arise in the future link to this activity, they will be managed through the service operational risk, and escalated to the Leadership Risk Register as and when necessary.</p> <p>Celia Prado-Teeling, Performance & Insight Team Leader</p>			
Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact		X		<p>There are no equalities or inclusion implications as a direct consequence to this report.</p> <p>Celia Prado-Teeling, Performance & Insight Team Leader</p>
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		
Climate & Environmental Impact				Not applicable

ICT & Digital Impact				Not applicable
Data Impact				Not applicable
Procurement & subsidy				Not applicable
Council Priorities	Healthy, resilient and engaged communities. <ul style="list-style-type: none"> • Work with partners to reduce crime and antisocial behaviour 			
Human Resources	Not Applicable.			
Property	Not Applicable.			
Consultation & Engagement	None required.			

Supporting Information

3. Background

- 3.1 Fixed penalties can be an effective and visible way of responding to environmental crimes and provide a quicker and proportionate alternative to prosecution through the courts. They allow the person believed to have committed an offence the opportunity to discharge their liability to conviction for that offence by payment of a fixed penalty. If the person does not pay the fixed penalty fine the matter would be put forward for prosecution for the original offence.
- 3.2 The receipts from fixed penalties can be retained by the council and used to support the investigation of environmental offences.
- 3.3 The current fixed penalty fine levels the council charges are set out in the table below.

Description of offence	Penalty	Penalty if paid within 10 days
Unauthorised deposit of waste (fly tipping)	£400	£240
Failure in household duty of care	£300	£180
Failure to produce commercial waste documents (waste transfer notes)	£300	No discount
Failure to produce authority to transport waste (waste carriers licence)	£300	No discount
Abandoning a vehicle	£200	No discount
Failure to comply with a waste receptacle notice	£100	No discount
Depositing litter	£100	£75
Failure to remove dog faeces from designated land	£100	£75
Failure to comply with a Community Protection Order	£100	No discount
Failure to comply with a Public Space Protection Order	£100	No discount

4. Details

- 4.1 The Environmental Offences (Fixed Penalties) (Amendment) (England) Regulations 2023 increased the upper limits for some fixed penalty notices as follows:
- The maximum amount those caught fly-tipping can be fined increased from £400 to £1,000
 - The maximum amount those who breach their household waste duty of care can be fined increased from £400 to £600
 - The maximum amount those who litter can be fined increased from £150 to £500
- 4.2 These increased fixed penalty fine levels have been discussed with the other Oxfordshire Councils at the County Waste Enforcement Group. West Oxfordshire District Council and South and Vale District Councils have, or will be increasing the fine levels for fly tipping and household duty of care to the new maximum level, but will be charging different amounts for littering offences. Oxford City Council have yet to decide on the levels they propose to charge.
- 4.3 To reflect the seriousness with which the Council takes fly tipping and also the cost of clearing up fly tipped waste, it is recommended that the fixed penalty fine level for this offence be increased to £1,000, the maximum possible, with a reduction of 50% for early payment within 10 days. West Oxfordshire District Council has already set theirs at the maximum level (£1,000 and £500 for early payment), and South and Vale District Councils are proposing to do the same.
- 4.4 Householders have a duty of care to take all reasonable measures to ensure they only transfer household waste produced on their property to an authorised person, business, or organisation. Many fly tips are the result of householders paying an unauthorised person to take their waste who then subsequently fly tips the waste. For this offence it is recommended that the fixed penalty fine level be increased to £600, the maximum possible, with a reduction of 50% for early payment within 10 days. West Oxfordshire District Council has already set theirs at the maximum level (£600 and £300 for early payment), and South and Vale District Councils are proposing to do the same.
- 4.5 Litter is hard to define but is most commonly assumed to include materials, often associated with smoking, eating and drinking, that are improperly discarded and left by members of the public. West Oxfordshire District Council has already set their fixed penalty fine at the maximum level (£500 and £250 for early payment). However, as littering can include the discarding of a single cigarette end this fine level might seem a disproportionate response for the offence. South and Vale District Councils are therefore proposing to increase their fixed penalty fine level for littering to £150 (currently £80) with a reduction to £80 for early payment (currently £50).
- 4.6 Littering fixed penalty notices can also be served for fly tipping offences. If the fixed penalty fine level for this offence is increased to the maximum of £500 with a 50% reduction for early payment, it would be an effective and proportionate penalty for dealing with small fly tipping offences such as one or two black bags of waste. As we have only served four fixed penalty notices for littering in the last five years, one

in 2023 and three in 2019, and these were for dropping a cigarette end, anyone caught littering in the future could in the first instance be given a warning. If caught dropping litter a second time a fixed penalty fine of £500 with a 50% reduction for early payment would then not be a disproportionate response for the offence having already been warned. It is therefore recommended that the fixed penalty fine level for littering be increased to £500, the maximum possible, with a reduction of 50% for early payment within 10 days, similar to West Oxfordshire.

- 4.7 The number of fixed penalty notices served in the last three years for fly tipping, household duty of care and littering offences is shown in the table below.

Description of offence	2023/24	2023/22	2022/21
Unauthorised deposit of waste (fly tipping)	7	6	8
Failure in household duty of care	5	11	6
Depositing litter	1	0	0

5. Alternative Options and Reasons for Rejection

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

Option 1: To leave the fixed penalty fine levels unchanged at current levels. This option was rejected as the current fine levels do not reflect the seriousness of the offences.

Option 2: To not issue fixed penalty notices but to proceed with prosecutions. This option was rejected because issuing a fixed penalty notice is a proportionate approach for dealing with lesser offences in accordance with the Council's Enforcement Policy.

Option 3: To remove the early payment discount. This option was rejected in order to encourage and provide an incentive for early payment.

6 Conclusion and Reasons for Recommendations

- 6.1 It is recommended that the Executive agree to increase the fixed penalty fines for the offences outlined to the levels specified in the table below for the reasons stated above. Alternatively, the Executive are asked to agree another amount above the current fine level if preferred.

Description of offence	Penalty	Penalty if paid within 10 days
Unauthorised deposit of waste (fly tipping)	£1,000	£500
Failure in household duty of care	£600	£300
Depositing litter	£500	£250

Decision Information

Key Decision	No
Subject to Call in	Yes
If not, why not subject to call in	Not applicable
Ward(s) Affected	All

Document Information

Appendices	
Appendix 1	None
Background Papers	None
Reference Papers	None
Report Author	Trevor Dixon, Environmental Protection and Enforcement Manager
Report Author contact details	trevor.dixon@cherwell-dc.gov.uk 01295 227948

This report is public	
Extending Temporary Accommodation Lease Arrangements	
Committee	Executive
Date of Committee	4 March 2024
Portfolio Holder presenting the report	Portfolio Holder for Housing - Councillor Nicholas Mawer
Date Portfolio Holder agreed report	8 February 2024
Report of	Assistant Director Wellbeing and Housing, Nicola Riley

Purpose of report

To activate the extension within the existing lease with Punch Taverns (Jubilee) Limited for 1 year

1. Recommendations

The Executive resolves:

- 1.1 To approve the exercise of an option within the existing lease allowing the Council to take a further lease of the premises for one year.

2. Executive Summary

- 2.1 The Council currently leases a 10-unit block of rooms at the Musketeer pub, Ruscote Avenue, Banbury. The lease expires in September 2024. There is a clause within the lease to extend the arrangement by one year, A decision is required to exercise that option.

Implications & Impact Assessments

Implications	Commentary
Finance	There are no new financial implications outlined in the report as the existing arrangement is captured in the base revenue budget Kelly Wheeler, Finance Business Partner
Legal	The exercise of the option will enable the Council to renew the existing legal arrangements for its use of these premises. As a land contract the arrangement is considered to be outside of the scope of the Public Contracts Regulations 2015. Adrian Thompson, Principal Solicitor - Property

Risk Management	As per paragraph 5, there will be a risk linked to the rejection of this proposal, agreement on the recommended action will mitigate the risk of increase costs for Temporary Accommodation. Any further arising risks will be managed through the service operational risk and escalated to the Leadership Risk register as and when necessary. Celia Prado-Teeling, Performance & Insight Team Leader			
Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact				Not applicable
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		x		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		x		
Climate & Environmental Impact				Not applicable
ICT & Digital Impact				Not applicable
Data Impact				Not applicable
Procurement & subsidy				Not applicable
Council Priorities	Housing that meets your needs			
Human Resources	Not applicable			
Property	Not applicable			
Consultation & Engagement	None			

Supporting Information

3. Background

- 3.1 The accommodation that is leased at the Musketeer is a 10 unit block of studio flats, immediately adjacent to the pub of the same name. The managers of the pub also manage the rooms. The establishment is owned by Punch Partnership (PTL) Limited and let to Punch Taverns (Jubilee) Limited, which in turn lets the accommodation to the Council.
- 3.2 The Council has sole use of the accommodation on a year around basis. The Musketeer is used to assist the Council in meeting its temporary accommodation duties for homeless households.
- 3.3 The Council has a varied temporary accommodation portfolio. It has a number of self-contained units provided by Sanctuary housing that it uses for temporary accommodation, as well as some of its own units. The demand for temporary accommodation and housing options services in general mean that these units are not enough to meet the demands on the service. Therefore, commercial hotels are also used on an ad hoc basis.
- 3.4 Homelessness pressures and the need to accommodate singles and families in "Priority Need" mean that when the self-contained units of accommodation that the Council has access to are oversubscribed, which is routine, commercial hotels are used. Hotels are also used to house people in times of severe weather or when a homeless emergency occurs out of hours.

4. Details

- 4.1 The routine use of hotel accommodation leads to the Council seeking the greatest value for money to achieve this. The cost to Council budget for the Musketeer lease is £124,100 per annum, which is around £34 per night per room. If we were to purchase commercial rooms at a chain hotel on the spot, it would cost significantly more, and we cannot guarantee location or availability, particularly at weekends. Housing Benefit claims do offset costs of hotel accommodation, but not fully. Please see Table 1 below to show benefits and costs of potential options

Option	Cost	Benefits/disbenefits
Extend the Musketeer	£124,100 per annum	Known location, within main population centre of Banbury
Use commercial hotels	£255,500 estimated	Not able to guarantee location and some hotels are away from town centre

Block book a commercial hotel (based on one example of a 30 room minimum booking)	£662,475	Costs exceed budget and income received from grants
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- 4.2 The Musketeer therefore offers greater value for money than using other commercial hotels, such as the chain hotels within Banbury and Bicester. The Musketeer is also within District and close to the town centre and amenities, so it has additional benefits.
- 4.3 The Council is currently reviewing its temporary accommodation offer, particularly with a view to increasing demand pressures placed on the services due to resettlement schemes and market conditions. There is therefore increased usage and thus higher costs of providing temporary accommodation. This review forms two main strategies, attempting to secure more temporary accommodation from partners or exploring new partnership opportunities and reviewing the usage of our own small stock holding and how it is used. The use of commercial hotels is routine and is unlikely to completely cease as outlined earlier in the report, however, if the Council were able to create further opportunities within its own stock or other stock it could access, and remove the need for the Musketeer, the Council could make revenue savings.
- 4.4 Within Council stock holding, the availability of Town Centre House for temporary accommodation is within this consideration. However, Town Centre House will not be available in the timescales outlined in the report and before the Musketeer lease expires.
- 4.5 The Council's existing three-year lease of the accommodation at the Musketeer is due to expire on 30 September 2024, but includes an option for the Council to extend the lease for a further 12 months, from and including 1 October 2024, on the same terms. Save for the length of the lease and the exclusion of a further option to renew, the Council will be entitled to take the new lease on the same terms as the existing lease, including the current rent of £124,100 per annum and the right for either the landlord or the Council to terminate the arrangement on giving six months' notice to the other. In order to exercise this right of the new lease, the Council will need to have served notice on its landlord before the 1st April 2024, stating its intention to take on the new lease.
- 4.6 As the current rent of £124,100 for the new lease is above the officer delegations within the Council's constitution, the Executive will need to give authority before the Council commits itself to taking the new lease.

5. Alternative Options and Reasons for Rejection

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

Option 1: Not agree to exercise the option in the existing lease to take a new lease of the accommodation at the Musketeer for one year and to vacate these premises at the end of the existing lease. This is a consideration but is rejected because it would lead to a short term rise in costs due to placements of households in more

expensive commercial hotels

Option 2: Enter negotiations for a new lease for a term longer than one year. This is a consideration but is rejected at the current time due to the review of our own stock and other potential opportunities outlined in the report. Following the review, it may be a result that a new lease is required as the best way to assist in the discharge of the Council's temporary accommodation function.

6 Conclusion and Reasons for Recommendations

- 6.1 Exercising the option within the existing Musketeer lease and entering a new lease for use of these premises would avoid a short term rise in costs attributed to temporary accommodation linked to the use of other commercial hotels. This would also allow for other opportunities to be explored for temporary accommodation in the medium and long term.

Decision Information

Key Decision	Yes
Subject to Call in	Yes
If not, why not subject to call in	Not applicable
Ward(s) Affected	Banbury Ruscote

Document Information

Appendices	
Appendix 1	None
Background Papers	None
Reference Papers	None
Report Author	Richard Smith - Head of Housing
Report Author contact details	richard.smith@cherwell-dc.gov.uk 01295 221640]

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This report is public.	
A Food Strategy Action Plan for Cherwell	
Committee	Executive
Date of Committee	4 March 2024
Portfolio Holder presenting the report	Portfolio Holder for Healthy and Safe Communities. Councillor Phil Chapman
Date Portfolio Holder agreed report	9 January 2024
Report of	Assistant Director Wellbeing and Housing, Nicola Riley

Purpose of report

Following the adoption of the Oxfordshire Food Strategy by Executive on June 6 2022 (minute 7 refers) there have been a series of meetings and consultations led by Good Food Oxfordshire, including community food network members and local food businesses to agree an action plan for Cherwell that is presented for approval.

1. Recommendations

The Executive resolves:

- 1.1 To agree the Food Action Plan for the Cherwell area.
- 1.2 To delegate the approval of any grants to qualifying organisations to the Assistant Director Wellbeing and Housing in consultation with the Portfolio Holder for Healthy and Safe Communities.

2. Executive Summary

- 2.1 Good Food Oxfordshire (GFO) has been commissioned by Oxfordshire County Council to work countywide and develop a food strategy and place- based action plans.
- 2.2 Cherwell Executive agreed this strategy last year and approved officers working with partners from the Cherwell Food Network and food producers and businesses alongside GFO to create an action plan for the district.
- 2.3 Linked to the overarching strategy the action plan establishes a series of actions for a variety of partners to take to improve outcomes for residents and improve the relationships between ecosystems and consumers.
- 2.4 Each action in the plan, which is over three years, is led by one of the partners. There will be regular reviews of progress and measurement of impact. This will be reported through the Food Insecurity working group to the Overview and Scrutiny committee.

2.5 The County Council has pledged £25,000 to each district authority to enable and support the actions of the plan. Cherwell District Council will be the responsible body for the grant monies and oversee spending across the partners to ensure appropriate delivery and compliance with the county council grant terms.

Implications & Impact Assessments

Implications	Commentary			
Finance	There are no additional budget requirements arising from the actions outlined in this report that cannot be contained within the base budget and the grant. Kelly Wheeler Finance Business Partner			
Legal	As Cherwell District Council will be responsible for the distribution of grant monies, it will need to ensure grants are distributed in accordance with the grant scheme and any procurement implications are addressed. Shahin Ismail, Deputy Monitoring Officer			
Risk Management	There are no notable or significant risks involved in agreeing the action plan. Individual project and programme risks will be captured in the appropriate service risk register. Celia Prado-Teeling, Performance & Insight Team Leader			
Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact	x			The delivery of the action plan should improve the availability of good and sustainable food sources across Cherwell. Celia Prado-Teeling, Performance & Insight Team Leader
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	x			
B Will the proposed decision have an impact upon the lives of people with protected		x		

characteristics, including employees and service users?				
Climate & Environmental Impact	x			Not applicable
ICT & Digital Impact		x		Not applicable
Data Impact		x		Not applicable
Procurement & subsidy		x		Not applicable
Council Priorities	Healthy, resilient, and engaged communities			
Human Resources	N/A			
Property	N/A			
Consultation & Engagement	<p>A series of 9 consultative workshops and connection to the Food Insecurity Working group has ensured that through debate of the issues the action plan developed has broad community support</p> <p>There will continue to be 6 monthly meetings of the wider food network group to monitor progress.</p>			

Supporting Information

3. Background

- 3.1 The Oxfordshire Food Strategy sets out a vision where everyone in Oxfordshire can enjoy the healthy and sustainable food they need every day
- 3.2 The strategy has five priority areas for action:
- Tackle food poverty and diet-related ill-health.
 - Build vibrant food communities with the capacity and skills to enjoy food together.
 - Grow the local good food economy through enterprise, local jobs, local wealth generation. Strengthen short, transparent local food supply chains.
 - Improve the health and sustainability of institutional catering.
- 3.3 A critical part of implementing this strategy has been the development of local Food Action Plans for each district, to ensure that the Food Strategy reflects local priorities and reflects the unique nature of Oxford City and each of the Districts. These have been led by the Food Action Working Groups (FAWGs) which include representatives from across the food system.
- 3.4 The Cherwell Community Food Network, which consists of Food banks, Larders and Community Fridges, alongside food producers and voluntary support

organisations based in the district, were involved in the development of the action plan through a series of 9 interactive workshop style meetings. This has given the Food Insecurity Working group of the council the assurance that topics have been aired well and consensus achieved in presenting the action plan. Stakeholders believe this is deliverable.

- 3.5 The Councils Healthy place shaping team will coordinate the work involved as part of their workplan for 2024 onwards.

4. Details

- 4.1 The food action plan set out at Appendix One is a multi-stakeholder plan, with a range of organisations taking responsibility for action. Through this 'collective action' approach we can achieve more, working collaboratively towards a vision for a better food system for Cherwell.
- 4.2 The plan identifies initial actions spanning 2024 – 2027. The plan has been developed following a Theory of Change methodology to ensure that the actions will deliver the intended outcomes and impacts. Throughout this period, we will review progress against targets and metrics with other groups and organisations as we all contribute to the successful enactment of the plan. Over time there will be opportunities to refine the actions recognising that the issues we face are complex and happen within a context in which action owners do not always have control over externalities.
- 4.3 GFO, who lead the whole countywide process, intend to take an iterative learning approach both to actions and metrics and whilst maintaining the integrity of our ambitions, be pragmatic about the most effective way to achieve these.

5. Alternative Options and Reasons for Rejection

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

Option 1: To not endorse the action plan

This course of action has been rejected as there are no substantive reason why the council should not enter into a formalised action plan with regard to the vision of the Oxfordshire Food Strategy 'Where everyone in Oxfordshire can enjoy the healthy and sustainable food they need every day'.

6 Conclusion and Reasons for Recommendations

- 6.1 Endorsing the Food Action Plan for Cherwell, which is the result of community consultation and shared ambition, allows groups involved to be confident in their plans for development. Furthermore it allows Cherwell District Council to receive funding from Oxfordshire County Council to support the delivery of the identified actions.

Decision Information

Key Decision	No
Subject to Call in	Yes
If not, why not subject to call in	not applicable
Ward(s) Affected	All

Document Information

Appendices	
Appendix 1	Cherwell Food Action Plan
Background Papers	N/A
Reference Papers	Oxfordshire Food Strategy
Report Author	Nicola Riley Assistant Director Wellbeing and Housing
Report Author contact details	nicola.riley@cherwell-dc.gov.uk 01295 221724

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Cherwell District Food Action Plan

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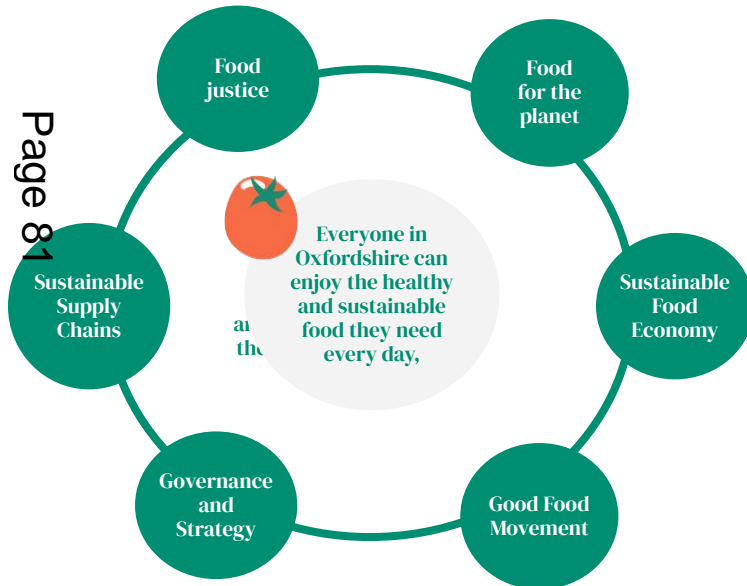




1. The Oxfordshire Food Strategy

The Oxfordshire Food Strategy sets out a vision where everyone in Oxfordshire can enjoy the healthy and sustainable food they need every day.

Ambitions to achieve this vision



Five priority areas for action

Tackle food poverty and diet-related ill-health

Build vibrant food communities with the capacity and skills to enjoy food together

Grow the local good food economy through enterprise, local jobs, local wealth generation

Strengthen short, transparent local food supply chains

Improve the health and sustainability of institutional catering

2. Developing local Food Action Plans

A critical part of implementing this strategy has been the development of local Food Action Plans for each district, to ensure that the Food Strategy reflects local priorities and reflects the unique nature of the City and each of the Districts. These have been led by the Food Action Working Groups (FAWGs) which include representatives from across the food system.

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This document presents the Food Action Plan for Cherwell district, however there are additional actions which sit at county-level and are therefore included in the Oxfordshire Country-level plan.

This food action plan is a multi stakeholder plan, with a range of organisations taking responsibility for action. Through this 'collective action' approach we can achieve more, working collaboratively towards a vision for a better food system for Cherwell.



Food Action Working Groups include representatives from across the local food system

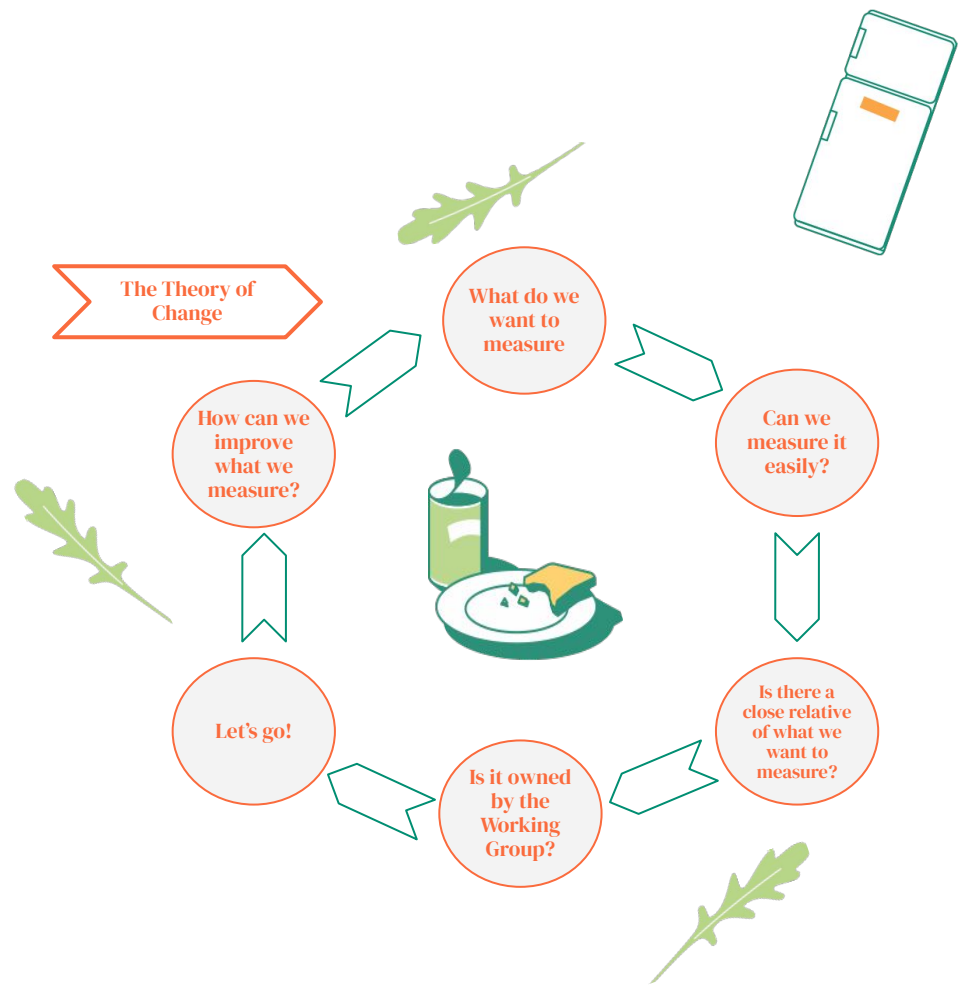
3. Tracking progress

The plan identifies initial actions spanning 2024 – 2027. The plans have been developed following a Theory of Change to ensure that the actions will deliver the intended outcomes and impacts.

Throughout this period, we will review progress against targets and metrics and refine the actions recognising that the issues we face are complex and happen within a context in which action owners do not always control over externalities.

We will take an iterative learning approach both to actions and metrics and whilst maintaining the integrity of our ambitions, be pragmatic about the most effective way to achieve these.

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The plans have been underpinned by the Food Strategy Theory of Change and Metrics

Everyone in Oxfordshire can enjoy the healthy and sustainable food that they need everyday



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Impacts	Outcomes	Outputs	Oxfordshire-wide activities to achieve these	SDGs
People are healthier and health and wellbeing disparities between areas reduce as a result of better diets	Fewer people experience food poverty and diet-related ill-health and levels of food poverty/diet related ill-health are less severe	Incidence and severity of food insecurity as measured by the PPFI*reduces. The disparity between areas reduces Incidence (new cases) and prevalence (total number) of diet-related ill-health conditions reduces. The disparity between areas reduces	Cash and in-kind support targeted at people experiencing food insecurity e.g., community larders, foodbanks, sharing schemes Healthy eating support available in priority areas e.g., cooking and growing programmes Planning and business support for affordable healthy options in local shops in priority areas Promote existing schemes to improve uptake e.g., Healthy Start, HAF	No Poverty Good Health and Wellbeing Reduced inequality
Community connection and cohesion are supported through a vibrant food culture	Oxfordshire is home to vibrant food communities where the growing, preparation, celebration and enjoyment of good food is central to community life	Communities access cooking and growing opportunities tailored to local needs and preferences More community volunteering linked to food Communities celebrate and enjoy food together through events, festivals and campaigns	Support for communities and individuals to find, set up and run cooking activities and growing spaces. Sharing of volunteering opportunities across a wide range of networks Sharing of food-related events and campaigns and support for communities to engage with these	Good Health and Wellbeing Sustainable Cities and Communities
Better jobs, livelihoods and places supported by the Good Food Economy	Local good food economy contributes more value to Oxfordshire - measured by economic, health, social, and environmental metrics	More people are employed in locally owned food businesses More food businesses pay wages that are reflective of local living costs	Anchor institutions use their procurement power to support local food enterprises Planning and economy teams support local food enterprises including social enterprises	Decent work and economic growth No poverty Reduced inequality
The food that we produce and consume has less negative impact on the planet, and supports local livelihoods	Sustainable farming practices, a circular economy and local food resilience are supported via short, transparent local food supply chains	More sustainably produced food is produced, bought and consumed locally	Support for and investment in infrastructure for local sustainable producers and short local supply chains Anchor institutions commit to procurement via short local supply chains	Decent work and economic growth Responsible production and consumption Life on Land; Climate Action
Institutions lead the way using their buying power to support healthy and sustainable production and consumption that is accessible to more people and becomes the 'norm'	More people can access healthy and sustainable food through institutional catering benefitting health, the planet and the local economy	More institutions serve healthy and sustainable food and measure their progress e.g., via accreditation schemes More institutions support the local food economy	Institutions set and achieve sustainability targets around food	Good Health and Wellbeing Responsible production and consumption

4. The Cherwell Food Action Plan



In Cherwell the FAWG have met on 8 occasions to debate priorities, and develop, refine and test the local action plan. 12 FAWG members represent a wider range of stakeholders including The Hill Community Centre, Oxford Food Hub, Cherwell Collective, Banbury Mosque, Banbury CAG, Bicester Food Bank, North Aston Farm, Cherwell District Council and Good Food Oxfordshire.

For the purposes of this plan we have only included primary lead and support organisations involved in the development of these plans, however the named lead and support organisations for each action may be working with a range of delivery partners.

Alongside monthly FAWG meetings, members consulted with a wider group of 27 community stakeholders at the Cherwell Food Summit event.



Priority Area: Tackle food poverty and diet-related ill-health



- Fewer people experience food poverty and diet-related ill-health
- Levels of food poverty and diet-related ill-health are less severe

Activity	Output	Outcome	Metric	Organisation/Group
Use Priority Place Food Index to target support at areas most affected by food poverty and diet-related ill-health across the district.	Identified target areas, existing food provision and gaps.	Enhanced understanding of target areas, demographics and existing provision and identified gaps for targeted support.	Year 1: identify priority areas Year 2 = support targeted to priority areas increases as % of total support (£) available. Set year 3 target Year 3 = support to priority areas increases in line with target	Lead: CDC Support: GFO, Cherwell Community Food Network
Development of a fully functional Food Hub in Cherwell, for surplus food distribution and the infrastructure and resources required for this.	Roadmap of Food Hub developed with defined funding, timescales, ownership and potential sites.	Food Hub is more accessible for CDC community groups, better serves their needs, and has more direct access to surplus food in CDC.	Year 1: scoping project of Food Hub complete Year 2: Food hub established Year 3: Review project	Lead: CDC Support: OFH, Banbury Food For Charities
Identify the location of processing units or commercial kitchen spaces available for hire.	Database of processing units and / or commercial kitchen spaces available for hire.	Locally grown surplus food is able to be processed and preserved, to enable longer shelf life and distribution throughout the year.	Year 1: Amount of surplus food processed via kitchens for redistribution Year 2: 10% increase on baseline Year 3: 20% increase on baseline	Lead: WISH Support: CDC, OFH
Identify priority schools in areas of highest food poverty and enhance their food education curriculum offer based on individual school needs.	Needs analysis and implementation plan co-created with school. Model for implementation in schools.	Integration of healthy food and nutrition education within schools.	Number of schools implementing healthy food and nutrition education Year 1: establish baseline Year 2: 3 additional schools Year 3: 3 additional schools	Lead: CDC
Expand sources of food surplus by linking farmers, growers and food producers with surplus to CFNs.	CFNs are accessing more surplus food.	More access to healthy food for users of CFNs.	Weight of food Number of volunteers	Lead: GFO, Cherwell Collective via WISH Support: Oxford Food Hub

Priority Area: Build vibrant food communities with the capacity and skills to enjoy food together

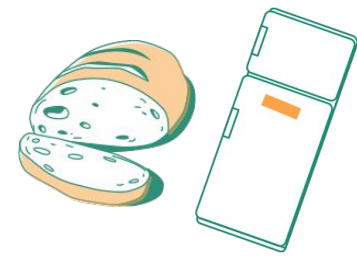


- Stronger communities through sharing and participation in food-related activities
- More people can access knowledge and skills to support growing, cooking and better nutrition
- People have better options to eat healthy and sustainable food

Activity	Output	Outcome	Metric	Organisation/Group
<p>Clear signposting plan to share GFO's online directory of cooking, growing, and community food activities and facilities across Cherwell District, to ensure the map is widely utilised.</p> <p>Clear plan for maintenance and expansion of map to ensure correct details.</p> <p>Expansion map categories and profiles to include community kitchens, community growing spaces, gleanng activities, veg box schemes, neighbourhood surplus schemes, village fairs and events across the district.</p>	<p>Plan to promote and share the map widely</p> <p>Comprehensive online map and directory of cooking and growing activities and facilities.</p>	<p>More people can access cooking and growing activities.</p>	<p>Year 1: establish baseline of online views of the cooking and growing map and set year 2 & 3 targets ; year 2 = achieve target and review year 3 targets; year 3 =achieve targets</p> <p>Year 1: Establish baseline for community cooking and growing activity mapped, and shared; set target for year 2 and year 3 Year 2 = achieve target and review year 3 target Year 3 = achieve target</p>	<p>Lead: GFO Support: CDC, Cherwell Collective (Harvest at Home), WISH, Oxford Food Hub</p>
<p>Encourage and support new and existing cooking opportunities, through promotion, resources, and signposting.</p>	<p>More people participate in cooking activities</p>	<p>More people have greater knowledge, skills and confidence to cook and eat healthy and sustainable diets.</p>	<p>Year 1: baseline number of people participating in cooking activities in district and set year 2 and 3 targets. Year 2: achieve target and review year 3 targets Year 3: achieve targets</p> <p>Storytelling/ case studies of lived experiences community cooking and growing , shared as part of the signposting plan</p>	<p>Lead: CDC Support: Cherwell Collective, GFO</p>
<p>Create Supplementary Planning Document/good practice guidelines for planning teams to ensure that growing spaces (allotments/ community gardens) are considered in all new developments.</p>	<p>SPD/Good practice guide aimed at planning teams to ensure growing spaces are built into new developments.</p>	<p>All new developments have growing spaces as part of plans.</p>	<p>Year 1: establish baseline and set targets for years 2 and 3 Year 2: achieve targets and review year 3 targets Year 3: achieve targets</p>	<p>Lead: CDC</p>

Priority Area: Grow the local good food economy through enterprise, local jobs, local wealth generation

- More locally owned food enterprises flourish
- People working in food-related organisations have decent livelihoods



Activity	Output	Outcome	Metric	Organisation/Group
<p>Business support – for start-ups and existing businesses.</p> <p>Small and micro rural food businesses and rural businesses seeking to diversify into the food industry encouraged to apply for Rural England Prosperity Fund small business grant scheme (2024/25).</p> <p>Responding to the CDC Employers’ Needs Survey (Dec 2023), support existing food businesses and inward investors to recruit and retain staff locally.</p>	<p>Assistance with marketing, increasing customer engagement, developing local supply chains, diversification planning for rural food businesses.</p> <p>Grants awarded to eligible rural businesses to support diversification into food industry or growth and innovation of an existing food business.</p> <p>Account management support to larger employers, including recruitment assistance.</p>	<p>Increased number of jobs and enterprises, served by enhanced supply chains, providing more affordable and sustainable food options.</p>	<p>30 businesses receive financial or non-financial support.</p>	<p>Lead: CDC Econ Dev team</p>
<p>Implement a communication campaign on waste reduction, transparency on waste and keeping surplus local.</p>	<p>Communications and resources to promote waste reduction, transparency on waste and keeping surplus local.</p>	<p>Consumers engage with campaigns that demand waste reduction, transparency on waste and keeping surplus local.</p>	<p>Year 1: Establish baseline data on average reach and engagement</p> <p>Year 2: Increase engagement by 20%</p> <p>Year 3: Increase engagement by 30%</p>	<p>Lead: GFO, WISH Support: CDC Recycle Team</p>
<p>Ensure food enterprise is explored as a priority area in the Banbury Vision 2050 consultation</p>	<p>Priorities for local food enterprises are included in Banbury Vision 2050.</p>	<p>More local food enterprises established.</p>	<p>Year 1: baseline Year 2: 10% increase on baseline Year 3: 20% increase on baseline</p>	<p>Lead: CDC</p>

Priority Area: Strengthen short, transparent local food supply chains

- More sustainable food is produced and processed locally for local consumption
- Net zero goals are supported through local sustainable food production
- Consumers are more engaged and connect



Activity	Output	Outcome	Metric	Organisation/Group
<p>Research project to identify farmers and growers across Cherwell District, interested in joining a short local supply chain. Identify a farming cluster?</p> <p>Assess database of contacts to buy into local procurement project.</p>	<p>Database of engaged farmers and growers with produce types and quantities available throughout the year.</p>	<p>Data on farmers and production capacity supports countywide work on short local food supply chains.</p>	<p>Year 1: 10 farms added to database Year 2: 10 additional farms added to database Year 3: 10 additional farms added to database</p>	<p>Lead: GFO Support: Cherwell Collective</p>
<p>Pilot project to determine food-related carbon sequestration working in the district and also with countywide partners including Oxford City Farm</p> <p>Work with CDC to explore how sustainable produced food can offset carbon from local development</p> <p>Case study shared as best practice.</p>	<p>Food-related carbon sequestration best practice defined.</p>	<p>Sustainable agriculture is promoted and production expands as a vehicle for carbon sequestration.</p>	<p>Year 1: Pilot defined Year 2: Sequestration metrics developed over 12 sites Year 3: Case study and outputs shared</p>	<p>Lead: Cherwell Collective (WISH)</p>

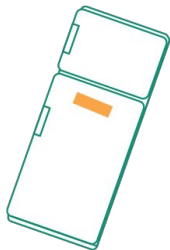
Priority Area: Improve the health and sustainability of institutional catering

- More people have access to healthy and sustainable food via local institutions
- The local food economy is supported by institutional procurement
- Institutions climate and sustainability targets a



Activity	Output	Outcome	Metric	Organisation/Group
<p>Work with Public Health School Food Adviser to work with priority schools to identify areas of improvement for school catering and nutrition education.</p>	<p>Priority schools identified and plan in place</p>	<p>More children have access to healthy and sustainable food and food-related learning.</p>	<p>Year 1 - 2 schools Year 2 - 5 schools Year 3 - 10 schools</p>	<p>Lead: CDC Contact: Dean Woodham (Oxfordshire School Sports Partnerships)</p>
<p>Support institutional settings (schools, nurseries, care homes and residential settings) to participate in campaigns to encourage more plant-based options and healthy, sustainable eating:</p> <ul style="list-style-type: none"> • Eat Them to Defeat Them • Switch Up Your Lunch • Sugar Smart • Veg Power • Healthy Start 	<p>Year on year increase in the number of children involved in campaigns to increase healthy and sustainable eating</p>	<p>More children eat healthy and sustainable food.</p>	<p>Year 1 - 2 schools Year 2 - 5 schools Year 3 - 10 schools</p>	<p>Lead: GFO Support: CDC, Public Health</p>

5. Conclusion



Good Food Oxfordshire would like to recognise the huge commitment of each FAWG member; their experience and contributions were essential to the development of this plan. The actions contained in this plan set out a roadmap for how we will continue working together on food systems change across Cherwell District, and the metrics determine how we will review and monitor progress.

The process of working collaboratively and iteratively, and across sectors, has been instrumental in bringing a wealth of voices, and experiences together. The Food Action Working Group engaged with a wider stakeholder group to share draft plans and test our thinking with those engaged in the food system, to ensure a wider variety of voices are reflected.

We hope this plan will catalyse the incredible work of all the many organisations who are working to change the food system across Oxfordshire. We look forward to continue to work with Cherwell District Council and other lead organisations to deliver these actions and help achieve the vision set out in the Oxfordshire Food Strategy; for everyone in Oxfordshire to enjoy the healthy and sustainable food they need everyday.



Glossary of terms

Term	Definition	Source
Accredited Living Wage Schemes	Promote liveable earnings for all workers recognising cost of living. Schemes and rates for 2023 include: The Oxford Living Wage (£11.35/ hour); Living Wage foundation (£10.90 outside of London); National Living Wage (£10.43)	
Community Food Services	Refers to all services providing free or subsidised food support to communities in Oxfordshire. These include Community Larders, Fridges, Foodbanks, Cafes and meal delivery services	https://goodfoodoxford.org/food-support/community-food-services-map/
Community Wealth Building	Community wealth building is a new people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people	https://cles.org.uk/community-wealth-building/what-is-community-wealth-building/#:~:text=Community%20wealth%20building%20is%20a%20new%20people-centred%20approach,and%20benefits%20into%20the%20hands%20of%20local%20people.
Emergency Food Services	Emergency food services include food banks that provide food support to those experiencing acute or chronic food insecurity. Reference to emergency food services does not include community larders or fridges which provide more affordable food options and help to reduce food waste	GFO
Food security/ insecurity	When all people, at all times, have physical and economic access to sufficient, safe, and nutritious food that meets their dietary needs and food preferences for an active and healthy life'. Food insecurity exists when people do not have adequate physical, social or economic access to food as defined above	World Food Summit in 1996, FAO, Trade reforms and food security, Conceptualizing the Linkages, 2003, Chapter 2. Food security: concepts and measurement. https://www.fao.org/3/y4671e/y4671e06.htm
Food Supply Chain	The food supply chain consists of the activities and actors that take food from production to consumption and to the disposal of its waste. The steps of the food supply chain include: production; storage and distribution; processing and packaging; retail and markets. At each step, food supply chains involve many large- to small-scale actors, both public and private, that are influenced by biophysical and environmental; innovation, technology and infrastructure; political and economic; socio-cultural; and demographic drivers drivers. The decisions made by one group of actors at one stage of the chain have implications for the others.	HLPE, 2017, Nutrition and food systems. A report by the High Level Panel of Experts on Food Security and Nutrition of the Committee on World Food Security, Rome

Food system	All elements and activities that relate to production, processing, distribution, preparation and consumption of food.	EAT-Lancet Commission Summary Report.pdf (eatforum.org)
Healthy Eating/ Diets	A healthy diet is the right amount and variety of different foods that provide all the calories (energy) and nutrients to meet the particular needs of your body. This will allow it to grow and develop normally during childhood, and to maintain normal function in adulthood, so as to reach old age with minimal disease and disability. [IARC] Consuming a healthy diet throughout the life-course helps to prevent malnutrition in all its forms as well as a range of noncommunicable diseases (NCDs) and conditions. The exact make-up of a diversified, balanced and healthy diet will vary depending on individual characteristics (e.g. age, gender, lifestyle and degree of physical activity), cultural context, locally available foods and dietary customs. However, the basic principles of what constitutes a healthy diet remain the same. [WHO] : eat plenty of whole grains, pulses, vegetables and fruits; limit high-calorie foods (foods high in sugar or fat)and avoid sugary drinks; avoid processed meat, and limit red meat and foods high in salt. [IARC]	[WHO]
Healthy Start (HS)	Healthy Start provides support to to buy healthy food like fruit and vegetables and unsweetened dairy products to people who are more than 10 weeks pregnant or have a child under 4 . Free vitamins are also provided. Eligibility is linked to certain benefits. If under 18 and pregnant you are eligible regardless of benefit status.	Get help to buy food and milk (Healthy Start)
Holiday Activity and Food Programme (HAF)	The Holiday Activities and Food programme (HAF) is a Department for Education funded programme that provides free holiday clubs for Reception to year 11 pupils in receipt of benefits-related free school meals. The camps will take place across Oxfordshire over the long summer, winter and spring holidays.	https://coordinate.ccloud/haf-oxfordshire-county-council/
Local food	An equitable and meaningful definition of local food should consider both where food is produced and how it is produced. It should prioritise business practices that share power and wealth more equally, and ensure that local communities growing and producing food experience a fairer and more sustainable food system. Supporting local food doesn't necessarily mean buying what is produced closest to you, but sourcing in a way which builds wealth, power and resources within communities. Food zones can be a helpful way to think about how urban areas can plan where their food comes from.	https://www.sustajnwelb.org/climatechange/making_the_case_for_local_food/
Food zones	Food zones aim to show what we could be eating, how it should be produced and where it might come from, if we are to meet the challenges of climate change and resource depletion and make our food and farming system fit for the future. The percentage figures are there to stimulate and inspire – they're not specific targets in the sense that we have proved it is possible to meet them. They are, however, based roughly on what has been achieved in best practice examples.	https://growingcommunities.org/food-zones
Priority Places for Food Index	The Priority Places for Food Index is a composite index formed of data compiled across seven different dimensions relating to food insecurity for England, Scotland, Wales, and Northern Ireland. Its goal is to identify neighbourhoods that are most vulnerable to increases in the cost of living and which have a lack of accessibility to cheap, healthy, and sustainable sources of food.	https://priorityplacesforfood.which.co.uk/

Micro, Small and Medium Enterprise	<p>The UK government definition of SMEs encompasses micro (less than 10 employees and an annual turnover under €2 million), small (less than 50 employees and an annual turnover under €10 million) and medium-sized (less than 250 employees and an annual turnover under €50 million) businesses.</p>
Regenerative agriculture	<p>Regenerative agriculture is an approach to food and farming systems that aims to reverse climate change by rebuilding soil organic matter and soil biodiversity¹². It also focuses on enhancing ecosystem services, improving the water cycle, and increasing resilience to climate change¹³. Regenerative agriculture is not a specific practice, but a combination of various sustainable techniques that respect farmer wisdom, indigenous knowledge, modern research, and adaptive learning¹⁴. Regenerative agriculture is based on outcomes and takes advantage of the natural tendencies of ecosystems to regenerate when disturbed⁴⁵.</p> <p>https://regenerationinternational.org/2017/02/24/what-is-regenerative-agriculture/ https://regenerativeagriculturefoundation.org/about/what-is-regenerative-agriculture/ https://www.overstovalliance.org/library/regenerative-agriculture/ https://www.csuchico.edu/regenerative-agriculture/ra101-section/ra101-definition.shtml</p>
Sustainable Agriculture	<p>Sustainable agriculture must nurture healthy ecosystems and support the sustainable management of land, water and natural resources, while ensuring food security. To be sustainable, agriculture must meet the needs of present and future generations for its products and services, while ensuring profitability, environmental health and social and economic equity. [FAO]</p> <p>[FAO]</p>
Sustainable Eating Diets	<p>Sustainable diets are those with low environmental impacts which contribute to food and nutrition security and to healthy life for present and future generations. Sustainable diets are protective and respectful of biodiversity and ecosystems, culturally acceptable, accessible, economically fair and affordable; nutritionally adequate, safe and healthy; while optimizing natural and human resources. [FAO]</p> <p>[FAO]</p>
Sustainable Food	<p>Sustainable food: refers to the food produced and consumed through sustainable processes minimizing the impact on the use of resources and on the environment.</p> <p>FEAST</p>

Sustainable Healthy Diets	<p>"Sustainable healthy diets: Sustainable Healthy Diets are dietary patterns that promote all dimensions of individuals' health and wellbeing; have low environmental pressure and impact; are accessible, affordable, safe and equitable; and are culturally acceptable (FAO WHO, 2019).</p> <p>FEAST</p>
Ultra Processed Food	<p>Ultra-processed foods usually contain ingredients that you wouldn't add when cooking homemade food. They most likely have many added ingredients such as sugar, salt, fat, and artificial colors or preservatives. You may not recognise the names of these ingredients as many will be chemicals, colourings, sweeteners and preservatives. Ultra-processed foods are made mostly from substances extracted from foods, such as fats, starches, added sugars, and hydrogenated fats. Examples of these foods are frozen meals, soft drinks, hot dogs and cold cuts, fast food, packaged cookies, cakes, and salty snacks.</p> <p>What is ultra-processed food? – BBC Food</p>
Vulnerable Groups	<p>Dependent on the context these groups may include children, pregnant or lactating women, indigenous communities, elderly population, people with lower socio-economic status based on education levels and/or income, and people living in remote areas. Conceptually, vulnerable groups can be characterized as those with high risk and low resilience.</p> <p>With regard to food, vulnerable groups can be divided in three groups:</p> <ol style="list-style-type: none"> 1) People that don't have access to food (both, no access to food at all and no access to healthy food) 2) People that do have access to food, but not enough knowledge or skills to eat healthy and sustainable food 3) People that do have access to food and enough knowledge and skills but don't make healthy choices <p>In this definition, vulnerability is more open and it is not only related to pay (except the first group). dimensions of individuals' health and wellbeing; have low environmental pressure and impact; are accessible, affordable, safe and equitable; and are culturally acceptable (FAO WHO, 2019).</p> <p>Adapted from FEAST Wiki. https://www.sciencedirect.com/science/article/abs/pii/S0303141515302445</p> <p>Source: Interview with Dirk Masquillier, director of SAAMO Vlaams-Brabant</p>



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This report is public	
Period Poverty	
Committee	Executive
Date of Committee	4 March 2024
Portfolio Holder presenting the report	Portfolio Holder for Healthy and Safe Communities Councillor Phil Chapman
Date Portfolio Holder agreed report	Full Council 18 December 2023
Report of	Assistant Director Wellbeing and Housing, Nicola Riley

Purpose of report

To respond to the motion passed at Full Council on 18 December 2023.

To combat period poverty, this Council asks the Executive

- a) to investigate and report back on the number of accessible locations across the Council's estate where free sanitary products can feasibly and sensitively be provided.
- b) to consider the report and the recommendations therein to make a decision on implementation."

1. Recommendations

The Executive resolves:

- 1.1 To provide free sanitary products in Bodicote House in the publicly accessible women's lavatories.
- 1.2 Furthermore, to provide an opportunity for community partners from the warm spaces network, community food network and community centres to opt in to providing female hygiene products at no cost to customers.
- 1.3 To provide a grant of £150 for up to 80 community locations who opt in.

2. Executive Summary

- 2.1 The motion laid out in December focussed on the Action Aid report into period poverty. It stated;

'We have seen the cost of living crisis leave many of our residents with unacceptable choices between heating or eating.

However, the cost of living crisis has caused highlighted another crucial issue: period poverty. Many women and girls do not have access to sanitary products due to the rising cost of other essentials such as food and energy, which are necessarily being prioritised.

A poll by Action Aid in May 2023 showed that more than 21% or 1 in 5 women and people who menstruate are experiencing period poverty. Furthermore, the percentage of those affected has risen from 12% to 21% in just one year.

Being unable to comfortably leave home for several days every month due to lack of sanitary products is unbearable for the individuals and missing work or school has further financial or educational implications.

There are also serious health risks: 41% of respondents used sanitary products for much longer than recommended and 8% resorted to re-using disposal products. In addition to the physical dangers, the impact of shame and anxiety on mental health is significant.”

- 2.2 Cherwell District Council has one publicly accessible building in its direct management; Bodicote House. In responding to the proposal, the recommendation proposes that sanitary products should be available in the publicly accessible toilets. The number of visitors to the council offices make it unlikely that there will be a great demand for products there, but this shouldn't be a reason not to supply them.
- 2.3 Furthermore, through the cost of living work the Council has been engaged in with its community partners there is a further opportunity to connect with women who find the cost of sanitary products necessitates some change to their everyday lives when they have a period.
- 2.4 Some of the community venues in the warm space network, alongside community food network members, and some community centres run by community associations offer hygiene products. There is an opportunity to partner with them, highlighting their support for women and offering some small-scale support.
- 2.5 Cherwell Officers will undertake an evaluation to ascertain how many of the spaces continued to provide hygiene items once the grant was spent at 6 months post award.

Implications & Impact Assessments

Implications	Commentary
Finance	The recommendations will require £12,000 to cover up to 80 community venues plus an additional cost for provision of hygiene products at Bodicote House of £1,000. These cost can be met through the utilisation of the Household Support Fund grant but will require the current programme of equipment grants and draught proofing to accommodate this new expenditure.

	Kelly Wheeler Finance Business Partner			
Legal	There are no legal implications arising from the report. Shahin Ismail - Interim Head of Legal Services			
Risk Management	There are no risks associated with the report. Celia Prado-Teeling, Performance & Insight Team Leader			
Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact	x			This intervention will have a beneficial impact on women and girls who are currently experiencing period poverty. Celia Prado-Teeling, Performance & Insight Team Leader
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	x			
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	x			
Climate & Environmental Impact		x		Not applicable
ICT & Digital Impact		x		Not applicable
Data Impact		x		Not applicable
Procurement & subsidy		x		Not applicable
Council Priorities	Healthy, resilient, and engaged communities			
Human Resources	N/A			
Property	Minor variation to Facilities management at Bodicote will be required and can be delivered. Claire Banks Site Facilities Manager			

Consultation & Engagement	Community partners will be consulted about their willingness to participate should the recommendation be agreed via email.
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Supporting Information

3. Background

- 3.1 The Action Aid report referred to in the motion to full council sets out the issues surrounding period poverty. The headlines of that report apply as equally to Cherwell as any other area in the country. Given the known levels of deprivation across the district we can assume that there are women in Cherwell who are struggling to meet the costs of having periods.

4. Details

- 4.1 UK based charity Freedom4girls asked Plan international to run a large scale survey of women and girls to gather statistics and analyse the extent to which period poverty had an impact on them.
- 4.2 From the investigations towards the report, Plan International also defined period poverty as having three levels to it:
1. The cost of menstrual products.
 2. A lack of education around periods and general menstrual health.
 3. Shame, stigma and taboo associated with menstruation.
- 4.3 Period poverty has been recognised nationally as a topic requiring some response from devolved and local authorities.
- 4.4 Locally Schools have been providing free products for girls in schools who need them and many of the food banks have hygiene products available and some community buildings also have free products to use.
- 4.5 There is no reason to believe that the scale of the issues nationally would not be reflected locally.

5. Alternative Options and Reasons for Rejection

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

Option 1: To do nothing. Given the motion that was passed at Full Council and the potential impact on health and economic independence period poverty can have, this option has not been recommended.

Option 2: Consider providing more sustainable products rather than free disposable ones. The prohibitive costs of more sustainable products and the administrative resource needed to offer them makes this a commitment beyond our current means and so hasn't been recommended.

6 Conclusion and Reasons for Recommendations

- 6.1 In conclusion, period poverty is a local issues and the recommendations continue the spirit of the motion in providing products at Bodicote but recognises that women struggling to meet everyday costs of living are more likely to access community buildings and community food provision making support of these spaces the best way to get district coverage of free hygiene products.

Decision Information

Key Decision	No
Subject to Call in	Yes
If not, why not subject to call in	N/A
Ward(s) Affected	All

Document Information

Appendices	
Appendix 1	None
Background Papers	None
Reference Papers	Freedom4girls website and Action Aid report into Period poverty
Report Author	Assistant Director Wellbeing and Housing, Nicola Riley
Report Author contact details	nicola.riley@cherwell-dc.gov.uk 01295 221724

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This report is public	
Property Asset Management Strategy	
Committee	Executive
Date of Committee	4 March 2024
Portfolio Holder presenting the report	Portfolio Holder for Property, Councillor Eddie Reeves
Date Portfolio Holder agreed report	19 February 2024
Report of	Corporate Director of Resources, Stephen Hinds

Purpose of report

To approve the Property Asset Management Strategy.

1. Recommendations

The Executive resolves:

- 1.1 To review and approve the Property Asset Management Strategy.

2. Executive Summary

- 2.1 The Property Asset Management Strategy will support Council decision making, priorities and service delivery. Buildings and/or land are needed to support much of the Council's service delivery. The Strategy needs to be adaptable and flexible and support decision making about changes in service delivery, budgetary, statutory or regulatory requirements.
- 2.2 The Property Asset Management Strategy outlines the principles and framework underpinning decisions to make best use of property assets. This is the first Property Asset Management Strategy since the Council decoupled from Oxfordshire County Council in 2022.
- 2.3 Undertaking a strategic asset review, to recognise the potential of the council's property portfolio in meeting its regeneration ambition, formed part of the action plan arising from the 2022 LGA Peer Review. The Property Asset Management Strategy will support this need.
- 2.4 All property assets should contribute in some way to the Council's service delivery objectives and help to achieve the Council's corporate objectives and priorities as defined in its Business Plan and have regard to other policies, strategies and plans including the need for income generation to support Council activities.

Implications & Impact Assessments

Implications	Commentary			
Finance	<p>There are no financial implications arising directly as a consequence of this report. If their implementation give rise to proposals that would require additional resources then these would be authorised separately via a business case. Kelly Wheeler, Finance Business Partner</p>			
Legal	<p>Legal implications are likely to arise in relation to the implementation of the Strategy. Legal advice should be sought at an early stage during the asset challenge process and whilst developing an action plan, to ensure that all relevant legal implications and constraints are considered during the decision making process. The relevant departments should also be consulted as they will be experts on whether the current assets are viable, meet the need required, and what the need is both now and in the future. Regard should also be had to any proposed legislative changes or drives to ensure that we do not find ourselves unable to meet future responsibilities. Rachel O'Shaughnessy Solicitor</p>			
Risk Management	<p>There are no risks arising from this report. Any arising risks will be managed by the relevant service operational risk register and escalated to the leadership risk register as and when necessary. Celia Prado-Teeling, Performance Team Leader</p>			
Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact		x		<p>There are no equality nor diversity implications arising directly as a consequence of this report. Celia Prado-Teeling, Performance Team Leader</p>
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		x		n/a
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including		x		n/a

employees and service users?				
Climate & Environmental Impact	x			Recommendations arising from the Property Asset Management Strategy will consider the impact of sustainability and decarbonisation and have the potential to make a positive impact.
ICT & Digital Impact		x		n/a
Data Impact		x		n/a
Procurement & subsidy		x		n/a
Council Priorities	The Council's property assets and the way they are managed have the potential to contribute to Council Priorities as set out in the Business Plan: <ol style="list-style-type: none"> 1. Housing that meets your needs 2. Supporting environmental sustainability 3. An enterprising economy with strong vibrant local centres 4. Healthy, resilient and engaged communities 			
Human Resources	N/A Claire Cox, Assistant Director Human Resources. 20 Feb 2024			
Property	Approval of the Property Asset Management Strategy sets out the principles and framework underpinning decisions to make best use of property assets. Mona Walsh, Assistant Director Property. 13 February 2024			
Consultation & Engagement	n/a			

Supporting Information

3. Background

- 3.1 The Property Asset Management Strategy will support Council decision making, priorities and service delivery. Buildings and/or land are needed to support much of the Council's service delivery. The Strategy needs to be adaptable and flexible and support decision making about changes in service delivery, budgetary, statutory or regulatory requirements.
- 3.2 The Property Asset Management Strategy outlines the principles and framework underpinning decisions to make best use of property assets. This is the first Property Asset Management Strategy since the Council decoupled from Oxfordshire County Council in 2022.
- 3.3 Undertaking a strategic asset review, to recognise the potential of the council's property portfolio in meeting its regeneration ambition, formed part of the action plan arising from the 2022 LGA Peer Review. The Property Asset Management Strategy will support this need.

- 3.4 All property assets should contribute in some way to the Council's service delivery objectives and help to achieve the Council's corporate objectives and priorities as defined in its Business Plan and have regard to other policies, strategies and plans including the need for income generation to support Council activities.

4. Details

- 4.1 The purpose of this strategy is to:

4.1.1 Set out the approach the Council will take to review the strategic purpose of its property asset portfolio and ensure it is allocating available resources to land and property which best support the Councils Business Plan and the wider vision and ambition for Cherwell;

4.1.2 Establish a framework to monitor the continuous performance of the property asset portfolio against priorities and test whether it remains fit for purpose and to better plan for a future that looks through a broader and more sustainable lens; and

4.1.3 Outline the governance arrangements on which property asset management decisions including rationalisation, development, investment and construction can be consistently based.

- 4.2 The Property Asset Management Strategy structure is the "industry standard" format endorsed by CIPFA and other bodies and includes:

- Vision/Policy – reflecting Council plans and priorities
- Strategy – how the Council will use its assets to accommodate service provision, finance and future planning
- Action Plan – a detailed strategy or asset management plan for each individual asset or asset type

- 4.3 All Council strategies and policies are informed by and flow from the Business Plan and will be informed by other corporate strategies and policies.

- 4.4 The Property Asset Management Strategy establishes clear principles about how properties are managed and will remain in place for 5 years but be reviewed in 2 years to ensure it still reflects the ambitions.

- 4.5 Property assets comprise operational, income producing, housing, community and other types of land and properties including public open space. The assets are managed in-house, with additional external support to meet specific capacity and capability needs.

- 4.6 Council owned land and building assets have a total book value of c£160m. Whilst this is not necessarily the amount the Council would receive if all assets were sold it demonstrates the considerable resource they provide and why rationalisation, careful management and robust decision making is needed.

- 4.7 Historically the Council managed its assets on a reactive basis and several services managed their own properties direct. The Council intends implanting a Corporate

Landlord Model thus improving how property is managed and enabling occupying services to concentrate on their service delivery.

- 4.8 The Council will ensure property assets are managed effectively and robust decisions are made by:
- 4.8.1 Have the right information and data about assets to inform robust decision making.
 - 4.8.2 Use an Asset Challenge approach to aid decision making and review of assets resulting in a streamlined, fit for purpose and active asset portfolio aligned with corporate objectives and service delivery.
 - 4.8.3 Develop an effective property management approach.
 - 4.8.4 Maintain assets.
 - 4.8.5 Implement a Corporate Landlord Approach.
 - 4.8.6 Develop systems, processes and procedures.
 - 4.8.7 Consider Risk Management.
 - 4.8.8 Develop an Action Plan for each asset.
 - 4.8.9 Having the appropriate governance arrangements in place.
 - 4.8.10 Complete regular performance review

5. Alternative Options and Reasons for Rejection

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

Option 1: The alternative option would be not to approve the Property Asset Management Strategy. This option has been rejected as the need for a Property Strategy was highlighted in the LGA 2022 Peer Review and the Council requires a Strategy to support decision making, priorities and service delivery.

6 Conclusion and Reasons for Recommendations

- 6.1 The Property Asset Management Strategy will support Council decision making, priorities and service delivery. It outlines the principles and framework underpinning decisions to make best use of property assets and is the first Property Asset Management Strategy since the Council decoupled from Oxfordshire County Council in 2022. The need for a strategic property asset review formed part of the action plan arising from the 2022 LGA Peer Review and the Property Asset Management Strategy will support this need.

Decision Information

Key Decision	No
Subject to Call in	Yes
If not, why not subject to call in	n/a
Ward(s) Affected	All

Document Information

Appendices	
Appendix 1	Property Asset Management Strategy 2024/25 to 2029/30
Background Papers	None
Reference Papers	None
Report Author	Mona Walsh, Assistant Director Property
Report Author contact details	E: Mona.walsh@cherwell-dc.gov.uk T: 01295 221602

CHERWELL DISTRICT COUNCIL

Property Asset Management Strategy 2024/25 to 2029/30

“Strategic Property Asset Management is the process which aligns business and property asset strategies, ensuring the optimisation of an organisation’s property assets in a way which best supports its key business goals and objectives” – RICS Public Sector Asset Management Guidelines

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1. INTRODUCTION

1.1 Cherwell District Council (CDC) Property Asset Management Strategy outlines the principles and framework underpinning decisions to make best use of property assets. This is the first Property Asset Management Strategy since the Council decoupled from Oxfordshire County Council in 2022.

1.2 Undertaking a strategic asset review, to recognise the potential of the council's property portfolio in meeting its regeneration ambition, formed part of the action plan arising from the 2022 LGA Peer Review.

1.3 The Council has a diverse property portfolio including council offices, leisure centres, car parks, depots, open spaces, housing and commercial property. Some properties such as Graven Hill, Bicester and Crown House, Banbury are held by wholly owned subsidiary companies. Reasons for holding property are primarily service driven.

1.4 The Property Asset Management Strategy will support Council decision making, priorities and service delivery. Buildings and/or land are needed to support much of the Council's service delivery. The Strategy needs to be adaptable and flexible and support decision making about changes in service delivery, budgetary, statutory or regulatory requirements.

1.5 The current national and local context provides several drivers for a review of the Council's estate and how it manages its assets:

1.6 Key Drivers

- Financial
- How the Council currently uses property to deliver services
- Service need – future service design/delivery
- Relocation of Council HQ offices to Castle Quay Banbury
- Decarbonisation and sustainability issues, including costs of upgrading properties
- Relocation of depot facilities to a new depot at Graven Hill
- Risk appetite
- Operational costs
- Income generation to support Council activities
- Utilising Council property to support local economy
- Opportunities to transfer ownership to other appropriate organisations
- Grant and funding opportunities available
- Can only sell a property once

1.7 The Property Asset Management Strategy structure is the "industry standard" format endorsed by CIPFA and other bodies and includes:

- **Vision/Policy** – reflecting Council plans and priorities
- **Strategy** – how the Council will use its assets to accommodate service provision, finance and future planning
- **Action Plan** – a detailed strategy or asset management plan for each individual asset or asset type



- 1.8 All property assets should contribute in some way to the Council's service delivery objectives and help to achieve the Council's corporate objectives and priorities as defined in its Business Plan and have regard to other policies, strategies and plans, including the need for income generation to support Council activities.

2 STRATEGIC APPROACH

2.1 Global events including Covid-19, repercussions of ongoing conflicts, inflation, rapid increases in interest rates and uncertainties around government funding have impacted Cherwell's communities, businesses and the Council. In this context, the Council must be prudent with its finances and inventive in finding better ways to deliver services. Property assets have an important role to play in this. For example, the council's investment in the Castle Quay Waterfront helped deliver a much-needed town centre regeneration scheme with a supermarket, multi-screen cinema and restaurants for Banbury. These created many new jobs and are helping secure the town's regional status for years to come. The Council's recent decision to relocate its main offices to Castle Quay will bring additional benefits including greater accessibility for residents, an improved working environment better suited to modern ways of working and bring vacant space back into use.

2.2 The purpose of this strategy is to:

- 2.2.1 set out the approach the Council will take to review the strategic purpose of its property asset portfolio and ensure it is allocating available resources to land and property which best support the Councils Business Plan and the wider vision and ambition for Cherwell;
- 2.2.2 establish a framework to monitor the continuous performance of the property asset portfolio against priorities and test whether it remains fit for purpose and to better plan for a future that looks through a broader and more sustainable lens; and
- 2.2.3 outline the governance arrangements on which property asset management decisions including rationalisation, development, investment and construction can be consistently based.

3 VISION AND POLICY

3.1 The Councils Business Plan sets out four priorities to guide its activities:

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

3.2 The Council's property assets and the way they are managed have the potential to contribute to these ambitions.

3.3 All Council strategies and policies are informed by and flow from the Business Plan. The Property Asset Management Strategy will also be informed by other strategies and policies including but not limited to Medium Term Financial Strategy, Local Plan, Digital Futures Strategy, Capital Strategy and Investment Strategy.



Like any other council resource it is important that land and buildings are effectively managed, key stakeholders are involved in the process and d

3.4 Decisions made are closely aligned to the Council's priorities and core objectives. Within the Council's current financial context it is key that the costs associated with operating and maintaining the estate are minimised whilst supporting optimal service delivery. The Council recognises the importance of working closely with its partners both locally, regionally and nationally to help deliver the Property Asset Management Strategy.

4 STRATEGY

4.1 The Property Asset Management Strategy establishes clear principles about how properties are managed and will remain in place for the next 5 years but be reviewed in 2 years to ensure it still reflects the ambitions. The Property Asset Management Strategy sets out eight Aims aligned with the Business Plan.

4.2 AIMS

- 4.2.1 Manage property to support Business Plan objectives and priorities
- 4.2.2 Minimise the operational and long-term cost of the Council's property estate
- 4.2.3 Provide Value for Money by using Council resources wisely and having information needed to make robust and informed decisions
- 4.2.4 Support service delivery by providing assets fit for purpose and effective, modern ways of working
- 4.2.5 Consider the impact of sustainability in all decisions, making buildings as sustainable as possible including making positive contributions to decarbonisation
- 4.2.6 Take a dynamic approach to property asset management including retention, investment, repurpose or disposal of those surplus to requirements, and acquisition.
- 4.2.7 Work with partners to maximise opportunities and consider transfer of services/assets to Town and Parish Councils and other appropriate organisations
- 4.2.8 Implement a Corporate Landlord Model

5 ESTATE MANAGEMENT APPROACH

5.1 Property assets comprise operational, income producing, housing, community and other types of land and properties including public open space. The assets are managed in-house, with additional external support to meet specific capacity and capability needs.

5.2 Council owned land and building assets have a total book value of c£160m. Whilst this is not necessarily the amount the Council would receive if all assets were sold it demonstrates the considerable resource they provide and why rationalisation, careful management and robust decision making is needed.

5.3 Some properties were not designed or planned for their current use, are no longer fit for modern ways of working and are expensive to maintain. An example is Bodicote House, the Council's main office, a Grade 2 former house set in landscaped gardens.

5.4 Some assets listed below are used for operational purposes, ie housing or a property that is used for both operational service delivery and income generation. Asset types include:

- 5.4.1 **Operational Property Assets** - used for service delivery and include Council offices,



depots, car parks, bus station, leisure centres and public conveniences.

- 5.4.2 **Residential Property Assets** - comprise fewer than 200 residential properties providing affordable housing, not intended to generate a financial return, with a view to preventing homelessness, mitigating poverty and providing greater stability to residents. Most social housing within Cherwell is owned and managed by housing associations.
- 5.4.3 **Community Property Assets** - used for the well-being and social interests of local communities and includes properties such as Village Halls and Community Centres, Scout Huts and allotments. Many are let to community groups providing facilities and services to local residents.
- 5.4.4 **Other Property Assets** - let to 3rd parties, helping support the local economy, drive economic development and generating an income to support council activities.
- 5.4.5 **Ancillary Property Assets** includes retained and public open land and other ancillary properties not included in the categories above.

5.5 Historically the Council managed its assets on a reactive basis. In addition there was limited central management of assets, with several services managing their own properties direct. This has resulted in incomplete records and data, ongoing difficulties with budgeting and expenditure, and legacy issues still requiring resolution e.g. adoption of public open space and comprehensive details of management and utility contracts.

5.6 The Council secured funding towards decarbonisation and upgrade of some assets, particularly leisure centres. The Council will continue to pursue these types of funding opportunities when new schemes become available and will consider them when reviewing assets and making recommendations.

5.7 The council has made decisions in the past year about some property assets. These decisions show the commitment of the Council to using its property assets for improved service delivery, economic benefit and town centre vitality. Activity underway includes:

- 5.7.1 Bodicote House sale - approved, subject to negotiation of contract
- 5.7.2 Relocation of Council HQ to vacant space at Castle Quay – approved and project to fit out the space underway
- 5.7.3 New Depot – plot at Graven Hill acquired, project underway for relocation of existing depot facilities
- 5.7.4 Existing Depot/s – following decision to acquire a new depot site at Graven Hill existing depot sites will be reviewed and recommendations made about future options
- 5.7.5 Castle Quay – rebranding as a destination centre rather than “Shopping Centre” in recognition of changing uses and activities to support town centre vitality

6 WHAT CHERWELL DISTRICT COUNCIL WILL DO:

The Council will make use of the following to develop and implement action plans for assets and ensure property assets are managed effectively in the future

6.1 Baseline Data

- 6.1.1 Information and data about assets is needed to inform robust decision making. Work is underway to complete the following information. Some information and data is not relevant for all assets:
 - Address



- Legal and Title Information
- Occupancy and Tenancy Details
- Rents and Service Charges Details
- Building Plans and Layouts
- Running costs and maintenance contracts
- Maintenance and repair responsibilities
- Compliance Responsibilities
- Condition Surveys
- Mechanical and Electrical Surveys
- Fire Risk Assessments
- Access Surveys

6.1.2 Baseline data is used to develop and populate a database which will be regularly updated and maintained and lead to greater efficiencies and robustness of information when managing assets. This will be supported by the Digital Futures Strategy.

6.2 Asset Challenge – Decision Making About Why We Hold Assets

6.2.1 An Asset Challenge approach will be used to aid decision making and review of assets resulting in a streamlined, fit for purpose and active asset portfolio that is aligned with corporate objectives and service delivery. The aims of Asset Challenge are to reduce costs and identify assets to be retained, invested in, repurposed or which are surplus to requirements and can be disposed, and acquisition.

The Asset Challenge will consider the following: (parts of the following will not be relevant for all assets):

6.2.2 Strategic Purpose

- Why do we have the asset?
- What is its strategic purpose?
- Who is accountable for performance of it?
- What do we expect of it?
- Is this financial, non-financial or both?
- How would we know when this is being achieved?

6.2.3 Opportunities and Risks

- Are there any opportunities that could be exploited?
- Are there any known barriers to exploiting these opportunities?
- Are there any risks that could be faced?

6.2.4 Performance Appraisal

- What financial and non-financial outcomes have been delivered?
- Can non-financial benefits be quantified, or are they qualitative?
- What are the management costs?
- Are there any invisible costs?

6.2.5 Option Appraisal

- Balance of performance, opportunities and risks
- What options are available?
- What are the relative costs and benefits of these options?
- Do any options carry increased risks?



6.2.6 Pre-implementation Consultation

- Internal Stakeholders
- External Stakeholders and Partners.

6.2.7 Outcome

- Retained
- Replaced / Remodelled / Re-used
- Disposed
- Open Market or Asset Transfer.

6.3 Develop an Effective Property Management Approach

6.3.1 Without careful management, there is potential to waste money by keeping property assets that are not fit for purpose. Equally, all assets have a value and if they are no longer required, they could have a new purpose or be sold to unlock value which can be reinvested.

6.3.2 As service delivery models change assets will also need to change to support Council activities and priorities. The Council will need to invest in existing assets, acquire or develop other assets to ensure continuing service delivery fit for the future and to maximise the benefit to the people who live, work or visit Cherwell and this cycle of renewal and asset challenge will continue.

6.3.3 Capital works will be prioritised appropriately, based on evidence from building condition surveys and in alignment with operational priorities and service delivery.

6.3.4 There are a wide range of assets within the current property portfolio including offices, open spaces, specialist operational properties and other properties generating an income. The reasons for holding these assets will vary and, as a result, performance may need to be assessed in different ways. Performance of each asset must therefore be linked to the strategic purpose for holding it.

6.3.5 Management and maintenance of property assets including embedding a Corporate Landlord Approach will help drive efficiency through proactive asset management of our land and property and ensure assets are used to their best advantage to provide the right space, in the right place and on the best terms.

6.3.6 This approach to effective property management will ensure best value is achieved from assets, they are performing appropriately and provides assurance that money is spent in the right places and on the right buildings.

6.4 Maintain Assets

6.4.1 Land and property assets will be managed and maintained to ensure they are statutory and industry compliant, adopting appropriate RICS and CIPFA best practice guidelines. In-house property teams with support from external suppliers where necessary, will strive to ensure the property portfolio is effective, sustainable, energy efficient and meets service need.



- 6.4.2 Adopt a comprehensive compliance regime to ensure property assets remain safe for use and occupation.
- 6.4.3 Decisions relating to improvement or maintenance of property assets will consider their contribution to corporate priorities, in particular the reduction of the carbon emissions from buildings.
- 6.4.4 Data from Condition Surveys, Mechanical & Electrical Surveys and Fire Risk Assessments will help develop a planned and costed maintenance plan for property assets. This will help with financial budgeting and enable preparation of accurate service charge estimates for commercial property assets and recharging of costs to council services occupying property. A planned preventative maintenance regime with regular inspections and updated records will inform future budget planning and help ensure where possible works are planned and not reactive. This will contribute to better controlled and lower maintenance costs and better maintained assets.

6.5 The Corporate Landlord Approach

- 6.5.1 The Council will adopt a Corporate Landlord Approach for management of council owned property assets. The Council has begun this process, with the delivery of the new depot at Graven Hill.
- 6.5.2 The Corporate Landlord Approach will move responsibility for managing and operating property assets away from individual service areas into the corporate core and managed by Property. The service area then becomes a corporate tenant. This ensures the Corporate Landlord has oversight and control of all property assets allowing service areas to focus their efforts on service design and delivery. A key function of the Corporate Landlord is ensuring that property requirements of the individual service areas are properly understood and appropriately accommodated. The Corporate Landlord Approach will bring efficiencies to how assets are managed, used and maintained.
- 6.5.3 The following are undertaken or coordinated by the Corporate Landlord:
 - Estate management and valuation.
 - Strategic asset management.
 - Project design and management.
 - Statutory compliance.
 - Energy monitoring.
 - Facilities management.
 - Planned and reactive maintenance
 - Acquisitions and disposals
 - Property development
 - Budgetary management
- 6.5.4 The Corporate Landlord's responsibility includes asset planning, review, feasibility and options appraisal accounting for the needs of all service areas, but most importantly, making recommendations based on overall corporate priorities.
- 6.5.5 Implementation of a Corporate Landlord Approach requires adequate resources for budgets and staffing within the Property Team for a successful implementation and ongoing delivery.

6.6 The maintenance and upkeep of Council owned property assets is an ongoing and essential



activity to ensure that they remain

- Safe and secure.
- Fit for their intended purpose.
- Efficiently operated.
- Maximise the investment.
- Achieve the right balance between reactive and planned works.
- Protect market value.
- Maximise efficiencies through procurement.

6.7 The Council has a duty to manage the risk and assess the impact of statutory regulations on its property assets, for example in relation to asbestos, fixed wiring, legionella and fire regulation compliance. To ensure that the asset portfolio is compliant with statutory requirements, regular inspections and reviews of property are completed. Some 3rd parties, such as tenants and leisure centre providers, have responsibility for these compliance activities, with the responsibilities set out in tenancy documentation.

6.8 Develop Systems, Processes and Procedures.

6.8.1 Accurate, reliable and consistent data collection and record keeping is essential to properly manage property assets.

6.8.2 Appropriate systems and processes will assist with workflow, accurate record keeping and ensure all activities are completed and logged and help drive efficiencies. The Council will continue with work already underway to identify what is needed, ensure systems and processes are developed and adopted and that all those needing to make use of them are appropriately trained.

6.9 Risk Management

6.9.1 Risk management is an intrinsic part of property asset management by adding value to activities and increasing the probability of successfully delivering property asset management objectives. Risk management will enable management of uncertainty and embeds a process where unexpected events are minimised.

6.10 Communications

6.10.1 The Asset Management Strategy will recognise that stakeholders and their needs are diverse. What is communicated and the way that is done is important while safeguarding the reputation of the Council and monitoring the success of this engagement.

6.11 Develop an Action Plan for Each Asset

6.11.1 Using the approach outlined above an Action Plan will be developed for delivery of recommendations to determine future of assets at:

- Bodicote House
- Existing Depots - Thorpe Lane and Highfield
- Graven Hill Depot (D8)
- Community Centres (including village and parish halls)
- Housing – various
- Castle Quay



- Other non-operational income generating Assets (includes non-Castle Quay retail units, industrial and others)
- Pioneer Square
- Franklin House
- Car Parks
- Garages
- Open Spaces/Retained Land (including allotments and land CDC lease to Town Councils)
- Leisure Centres
- Miscellaneous (water tower, dovecotes etc.)
- Subsidiary Companies – several hold/own property assets. Review individual Companies narrative to confirm in scope

Note: as highlighted earlier decisions have been made in whole or in part for some assets above.

6.11.2 The Outputs will comprise:

- Detailed recommendation and Action Plan for Assets
- Implementation phase of Action Plan/s

7 GOVERNANCE ARRANGEMENTS

7.1 The Councils Strategic Programmes Board will provide oversight of the asset review process with relevant decisions referred on to Corporate Leadership Team and Council Committees.

7 PERFORMANCE AND REVIEW

8.1 A framework to measure improvement and performance of the Council's property estate and the changes to the way the Council manages property will be developed. This will demonstrate performance and help to deliver better outcomes for the Council, its partners and communities.

8.2 Benchmarking is a valuable way of assessing the outcomes and achievements of asset management practice and helps achieve improvement. Relevant and appropriate benchmarking data from a variety of sources including other local authorities, national and local data from Government and other sources and proprietary surveys will be used.

8.3 The nature of property requires a longer-term approach to the realisation of benefits and therefore the strategy is for a period of 5 years. It is important to monitor progress and performance regularly to ensure the direction of travel is being maintained and the objectives of the strategy are being delivered.

Jan 2024

This report is public	
Finance, Performance and Risk Report January 2024	
Committee	Executive
Date of Committee	4 March 2024
Portfolio Holder presenting the report	Councillor Adam Nell, Portfolio Holder for Finance / Councillor Sandy Dallimore, Portfolio Holder for Corporate Services
Date Portfolio Holder agreed report	19 February 2024
Report of	Assistant Director of Finance, Michael Furness, and Assistant Director -Customer Focus, Shona Ware

Purpose of report

To update Executive on how well the council is performing in delivering its priorities, managing potential risks, and balancing its finances for the month of January 2024.

1. Recommendations

The Executive resolves:

- 1.1 To consider and note the contents of the Council's Performance, Risk and Financial report for the month of January 2024.
- 1.2 To approve a change in the frequency of reporting from the new financial year onwards from monthly to quarterly.
- 1.3 To approve the reserve requests in Appendix 5.
- 1.4 To note the approval of £0.011m S106 monies for the refurbishment works to Steeple Aston Village Hall under S151 delegation powers.

2. Executive Summary

2.1 This report is split into three sections:

- Finance
- Performance
- Risk

2.2 The Finance section presents the year-end forecasts for the 2023/2024 financial year as of January, we are currently reporting an underspend on revenue of (£0.059m) and Capital in-year underspend of (£14.180m) and a total capital project underspend across years totalling (£0.283m).

- 2.3 The Performance section sets out how the council has performed against its targets for January. Out of the seven measures for January, five were either achieved or within the agreed tolerance for the target and two reported slightly behind target but have achieved their year-to-date targets.
- 2.4 The Risk section highlights any changes to the council's Leadership Risk Register however, there were no changes this month (January 2024).

Implications & Impact Assessments

Implications	Commentary			
Finance	Financial and Resource implications are detailed within sections 4.1 to 4.2 of this report. Michael Furness, Assistant Director of Finance / Section 151			
Legal	There are no legal implications arising from the report. Shahin Ismail, Interim Head of Legal Services			
Risk Management	This report contains a full update on the council's risk position at the end of January 2024 within section 4.5 Celia Prado-Teeling, Performance Team Leader			
Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact		X		There are no equality implications arising directly as a consequence of this report. Celia Prado-Teeling, Performance Team Leader
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		

Climate & Environmental Impact				N/A
ICT & Digital Impact				N/A
Data Impact				N/A
Procurement & subsidy				N/A
Council Priorities	All			
Human Resources	N/A			
Property	N/A			
Consultation & Engagement	This report sets out the performance position for January 2024, therefore no formal consultation or engagement is required.			

Supporting Information

3. Background

- 3.1 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.
- 3.2 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.
- 3.3 These updates are consolidated into a single report given the implications and interdependencies between them, and this is the summary up to January 2024.

4. Details

4.1 Finance Update

The Council's forecast outturn position for 2023/2024 is an underspend of (£0.059m). This is after an underspend within Policy contingency which will offset the lower than budgeted in-year income of S31 grant. The overall forecast position is an improvement of (£0.059m) over the previous month's forecast.

Report Details

Table 1: Forecast Year End Position

Service	Original Budget £m	Current Budget £m	January Forecast £m	January Variance (Under) / Over £m	% Variance to current budget %	December Variance (Under) / Over £m	Change since Previous (better) / worse £m
HR & OD	0.807	0.833	0.833	0.000	0.0%	0.000	0.000
Wellbeing & Housing	2.286	2.699	2.499	(0.200)	-7.4%	(0.200)	0.000
Customer Focus	2.367	2.512	2.382	(0.130)	-5.2%	(0.080)	(0.050)
Chief Executive	5.460	6.044	5.714	(0.330)	-5.5%	(0.280)	(0.050)
Finance	3.303	3.566	3.516	(0.050)	-1.4%	(0.050)	0.000
Legal, Democratic, Elections & Procurement	1.959	2.102	2.447	0.345	16.4%	0.287	0.058
ICT	1.526	1.551	1.576	0.025	1.6%	(0.020)	0.045
Property	(1.691)	(2.454)	(2.302)	0.152	-6.2%	0.136	0.016
Resources	5.097	4.765	5.237	0.472	9.9%	0.353	0.119
Planning & Development	1.890	1.989	2.220	0.231	11.6%	0.308	(0.077)
Growth & Economy	0.546	0.507	0.417	(0.090)	-17.8%	(0.090)	0.000
Environmental	5.106	6.570	6.642	0.072	1.1%	0.099	(0.027)
Regulatory	1.150	1.187	1.163	(0.024)	-2.0%	0.000	(0.024)
Communities	8.692	10.253	10.442	0.189	1.8%	0.317	(0.128)
Subtotal for Directorates	19.249	21.062	21.393	0.331	1.6%	0.390	(0.059)
Executive Matters	3.695	3.695	3.647	(0.048)	-1.3%	(0.048)	0.000
Policy Contingency	5.229	3.526	1.708	(1.818)	-51.6%	(1.818)	0.000
Total	28.173	28.283	26.748	(1.535)	-5.4%	(1.476)	(0.059)
FUNDING							
	(28.173)	(28.283)	(26.807)	1.476	-5.2%	1.476	0.000
(Surplus)/Deficit							
	0.000	0.000	(0.059)	(0.059)		0.000	(0.059)

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 – January 2024

Breakdown of current month forecast	January 2024 Forecast £m	Base Budget Over/ (Under) £m	Savings Non-Delivery £m
Chief Executive	(0.330)	(0.372)	0.042
Resources	0.472	0.283	0.189
Communities	0.189	0.186	0.003
Subtotal Directorates	0.331	0.097	0.234
Executive Matters	(0.048)	(0.048)	0.000
Policy Contingency	(1.818)	(1.818)	0.000
Total	(1.535)	(1.769)	0.234
FUNDING	1.476	1.476	0.000
(Surplus)/Deficit	(0.059)	(0.293)	0.234

Table 3: Budget compared with Forecast

The graph below shows the change from December 2023 forecast to January 2024 compared to the current budget.

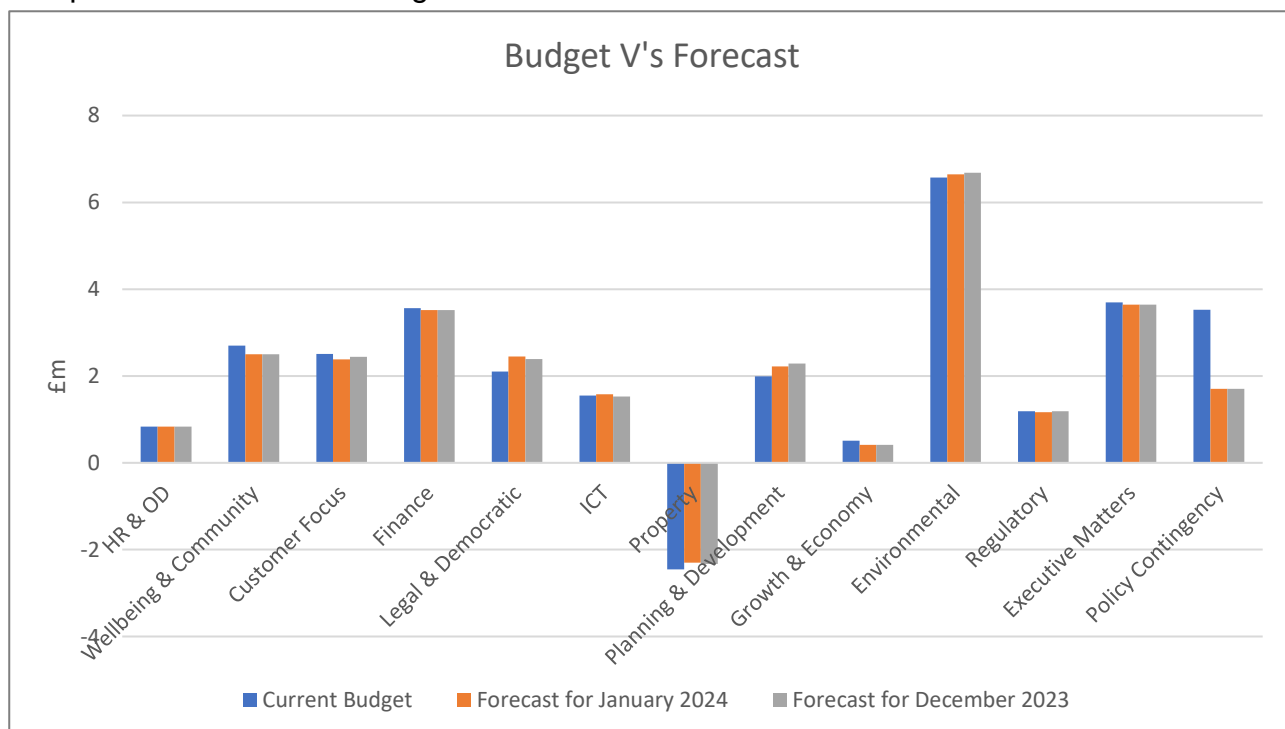


Table 4: Top Major Variances:

Service	Service	Current Budget	Variance	% Variance
Policy Contingency	Policy Contingency	3.526	(1.818)	-51.6%
S31 Grant	Funding	(28.283)	1.476	-5.2%
Legal & Democratic	Legal & Democratic	2.033	0.345	17.0%
Planning & Development	Development Management	0.598	0.231	38.6%
Environmental Services	Waste & Recycling	3.230	0.072	2.2%
	Total	(18.896)	0.306	

Policy Contingency Underspend (£1.818m) (December's Variance underspend £1.818m)

The unallocated inflation contingency underspend forecast this month within policy contingency will mitigate the under-recovery of S31 grant and the remaining offsetting the overspend within directorates.

Funding Overspend £1.476m (December's Variance overspend 1.476m)

There is a lower than budgeted in-year income of S31 grant forecast. This is due to timing issues in the split between S31 grant income for compensation for business rates discounts introduced by the Government and business rates income. When the income is received as business rates income, this will become available in 2024/25 and has been taken into account within the budget process. The in-year shortfall will be mitigated through Policy Contingency surpluses.

Legal, Democratic, Elections & Procurement Overspend £0.345m (December's Variance Overspend £0.287m)

Overspend is due to:

- 1) higher than anticipated costs of delivering the District Elections.
- 2) an unavoidable reliance on agency staff whilst we continue with recruitment for permanent staff.
- 3) Legal fees and license charges for case management system .
- 4) Under recovery of income due to decrease in s106 fees (because of work being carried out externally).

Development Management Overspend £0.231m (December's Overspend £0.308m)

Planning and Development now forecasts an overspend of £0.231m. This is the result of agency staffing costs exceeding the cost of unfilled established posts, the cost of legal and consultant representation for planning appeals and Building Control income forecasts remaining lower than budget.

Waste & Recycling Variance £0.072m (December Variance over spend £0.099m): -

The forecasted pressure of £0.072m 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 again during the fourth quarter.

Table 5: Earmarked Reserves and General Balances at January 2024

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

Reserves	Balance 1 April 2023	Original Budgeted use/ (contribution)	Changes agreed since budget setting	Changes proposed January 2024	Balance 31 March 2024
	£m	£m	£m	£m	£m
General Balance	(6.150)	0.000	0.000	0.000	(6.150)
Earmarked	(19.123)	(2.469)	0.175	(0.391)	(21.808)
Ringfenced Grant	(3.506)	0.711	0.344	(0.489)	(2.940)
Subtotal Revenue	(28.779)	(1.758)	0.519	(0.880)	(30.898)
Capital	(8.049)	1.000	0.000	0.000	(7.049)
Total	(36.828)	(0.758)	0.519	(0.880)	(37.947)

Please see appendix 5 for reserve requests.

4.2 Capital

There is a forecast in-year underspend of (£14.180m), of which £13.897m is to be reprofiled into future years.

Table 6: Capital Spend 2023/2024

Directorate	2023/24 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	12.066	8.383	3.580	(0.103)	(0.103)
Resources	13.222	5.147	7.941	(0.134)	(0.036)
Communities	3.782	1.360	2.376	(0.046)	(0.046)
Total	29.070	14.890	13.897	(0.283)	(0.185)

For further detail please view Appendix 1.

Table 7: How the Capital Programme is financed

Financing	23/24 Budget £m	Future Years £m	Total
Borrowing	19.542	12.527	32.069
Grants	9.528	9.006	18.534
Capital Receipts	0.000	1.175	1.175
	29.070	22.708	51.778

Table 8: Total Capital Project Forecast

Directorate	Total Budget £m	Total Forecast 2023/24 £m	Variance to Budget £m	Prior Month Variance to Budget £m
Chief Executives	20.290	19.437	(0.853)	(0.851)
Resources	14.432	14.298	(0.134)	0.143
Communities	17.056	17.010	(0.046)	(0.046)
Total	51.778	50.745	(1.033)	(0.754)

Table 9: Top Five in-year Capital Variances: -

Code	Top 5 In-Year Variances	Budget Total £'000	Reprofile to Future Years £'000	% of in year Budget Variance
40278	Development of New Land Bicester Depot	2.775	2.750	99.10%
40144	Castle Quay	2.795	2.545	91.04%
40028	Vehicle Replacement Programme	1.731	1.162	67.13%
40300	S106 - Bicester Leisure Centre Extension	1.154	1.154	100.00%
40239	Bicester East Community Centre	1.371	0.871	63.53%
		9.826	8.482	

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.

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. Once each element has been contractually agreed, work can commence.

Vehicle Replacement Programme: -

Reprofiling of £1.162m in to 2024/25. A review of the programme has been undertaken. Nationally there is delay in vehicle supply and thus delivery.

S106 – Bicester Leisure Centre Extension: -

Initial stages of feasibility have been completed with high level costings received to deliver the project. Further stages required including detailed business case.

Bicester East Community Centre: -

Now on site for a 35 week project. £1.371m of capital funding remains allocated to deliver this bespoke community centre for local residents. Some spend requiring to be reprofiled to 2024/25.

4.3 Performance Summary

Of the seven measures we monitor on a monthly basis, five were either achieved or within the agreed tolerance for the target. The two measures that were outside tolerance for January have however met their year-to-date targets:

- Number of Homeless Households living in Temporary Accommodation (TA).

January was an exceptionally busy month – 20 new placements into temporary accommodation and a 50% increase in calls and visits to the duty office. However, despite this additional pressure, the service managed to keep the impact on the overall numbers of households in temporary accommodation to a minimum – just nine above the target for the month:

January 2024: 49 against target of 40 – Amber

Year to date: 36 against target of 40 – Green

- Number of Visits to council sports facilities

All our sports facilities, except for Spiceball Leisure Centre saw an increase in visitors in January. These increases were unfortunately not able to offset the decrease in use at Spiceball Leisure Centre, but officers are looking into the factors that may have led to this drop in usage.

January 2024: 123,263 against target of 136,700 - Amber

Year to date: 1,140,142 against target of 1,118,486 – Green

See appendix 6 for the full list of measures for January.

4.4 Reporting cycle

As part of the work to develop our Performance Management Framework for the new financial year 2024-25 officers have been reviewing the council's performance monitoring and reporting cycle. This work has shown that performance generally does not fluctuate very much on a monthly basis and on the rare occasion this happens, has been down to an anomaly that has been rectified the following month.

Moving to quarterly reporting will shift our focus from reacting to (and reporting) anomalies to identifying and addressing escalating trends and significant emerging issues.

This change in frequency will also allow us to align our reporting with national bench marking requirements for example OFLOG.

The change in reporting cycle would come into effect at the start of the new financial year for performance and risk and for finance when committee cycles can be aligned.

4.5 Risk Update

There were no changes to the council's Leadership Risk Register in January 2024. 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		L06-L09	L03-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 7.

5. Alternative Options and Reasons for Rejection

5.1 There is no alternative option to consider as this is an update report on the council's performance, risk, and financial positions up to the end of January 2024. However, members may wish to request further information from officers for inclusion.

6 Conclusion and Reasons for Recommendations

6.1 This report provides an update on progress made during January 2024, to deliver the council's priorities, manage potential risks and remain within the agreed budget.

Decision Information

Key Decision	Yes
Subject to Call in	Yes
If not, why not subject to call in	N/A
Ward(s) Affected	All

Document Information

Appendices	
Appendix 1	Capital January 24
Appendix 2	Detailed Revenue Narrative on Forecast January 24
Appendix 3	Virements January 24
Appendix 4	Funding January 24
Appendix 5	Use of Reserves and Grant funding January 24
Appendix 6	Performance January 24
Appendix 7	Leadership Risk Register January 24
Background Papers	None
Reference Papers	None
Report Author	Celia Prado-Teeling, Performance Team Leader Leanne Lock, Strategic Business Partner
Report Author contact details	Celia.Prado-Teeling@Cherwell-dc.gov.uk , 01295 221556 Leanne.Lock@Cherwell-dc.gov.uk , 01295 227098

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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	Prior month Variances £000	Forecast Narrative
40010	North Oxfordshire Academy Astro turf	183	46	0	46	137		-	-	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	0	0	0	79		-	-	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	1,550	1,244	22	1,500	50		-	-	£108k additional funding from DLUHC was confirmed in September and has been added to the budget.
40084	Discretionary Grants Domestic Properties	140	26	0	90	0		(50)	(50)	This budget covers small repairs and larger essential repairs to vulnerable households and some grants for landlords. Demand for essential repairs is typically heavily weighted towards the winter months -. Private rented sector market forces have led to lower than usual uptake of landlord grants, so an underspend is now expected. Range of grants offered is being reviewed to ensure correct targeting and full spend 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.
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 delayed by the developers. The remaining spend on the public art programme has been reprofiled to acknowledge this.
40262	Town Centre House Repair	4,750	4,366	42	4,750	0		-	-	The purchase of TCH completed in November. The tender for improvement works has concluded with works due to begin on site in February with final completion in 2024/25.

40275	UKSPF - CDC community facilities x 3	30	30	0	30	0	-	-	Projects completed
40131	S106 Capital Costs	15	18	(0)	11	0	(4)	(4)	S106 funding has been identified for projects that have proceeded this year and there will be no overspend at year end
40294	S106 - Ambrosden Community Facility Project	20	0	0	0	20	-	-	Parish Council has a variety of projects they are looking to bring forward to increase capacity at the village hall.
40295	S106 - Ambrosden Indoor Sport Project	65	0	0	0	65	-	-	Indoor Sport Project involving upgrades to a portacabin building.
40296	S106 - Ambrosden Outdoor Sports	130	0	0	0	130	-	-	Site to be confirmed before project can move forward; options appraisal underway.
40297	S106 - Ardley & Fewcott Play Area Project	15	0	0	0	15	-	-	Awaiting direction from the parish council regarding further play area investment.
40298	S106 - Ardley & Fewcott Village Hall Project	9	0	6	6	3	-	-	Village Hall project for chairs and tables submitted, S106 spend approved.
40299	S106 - Banbury Indoor Tennis Centre	55	60	0	60	0	5	5	Review of overall projected costs currently taking place.
40300	S106 - Bicester Leisure Centre Extension	1,154	0	0	0	1,154	-	-	Initial stages of feasibility have been completed with high level costings received to deliver the project. Further stages required including detailed business case
40301	S106 - Graven Hill Outdoor Sport Project	52	0	0	0	52	-	-	Initial discussions around delivery model and engagement with project management consultants to move forward with the project
40302	S106 - Grimsbury Community Centre Projects	20	0	0	0	20	-	-	No further projects identified at present.
40303	S106 - Hanwell Fields Community Centre Projects	180	0	0	0	180	-	-	No decision at present on capital project to be brought forward.
40304	S106 - Hook Norton Sport And Social Club Project	80	0	0	0	80	-	-	The scale and scope of the project is yet to be confirmed.
40305	S106 - Horley Cricket Club Pavilion Project	110	0	0	0	110	-	-	Horley Cricket Club in contact with CDC, looking at a staged project due to cost increases for a new build. Actively working with the club to finalise project details.
40306	S106 - Improvements to Bloxham Recreation Ground	35	34	0	34	0	(1)	(1)	Project for works to the roof at the changing room pavilion received and S106 spend approved.
40307	S106 - Kidlington & Gosford Leisure Centre	20	0	0	0	20	-	-	No detailed projects as yet for this spend.
40308	S106 - Milton Road Community Facility and Sports Pitch Project	479	8	0	8	471	-	-	Awaiting Update from Parish Council
40309	S106 - NOA Improvements	700	22	0	100	600	-	-	High level costings/detailed plans have now been received for this project, further works required to developing the business cases/other stages of feasibility
40310	S106 - Spiceball Leisure Centre Improvements	14	0	0	0	14	-	-	Options are being considered
40311	S106 - The Hill Improvements Project	50	0	0	0	50	-	-	Various possible projects are being considered to provide improvements to the external area around The Hill.
40312	S106 - Whitelands Farm Sports Ground (Pedestrian crossing and various works)	76	21	5	76	0	-	-	Remedial works to pathways/outdoor gym areas/bank slippage have been completed. Progress continues into the install of the new pedestrian crossing

40313	S106 - Woodgreen Leisure Centre Improvements	47	0	0	0	47		-	-	Plans in development stage relating to the modernisation of the changing facilities.
40314	S106 - Deddington Parish Council Projects	40	39	0	39	1		-	-	Forecast to spend by the end of the financial year
40315	S106 - Longford Park Sport Pitches	50	29	3	29	21		-	-	Forecast to spend by the end of the financial year
40318	S106 - Steeple Aston Parish Council Village Hall Sports and Recreation Centre	11	0	0	11	0		-	-	Forecast to spend by the end of the financial year
40319	Local Authority Housing Fund R2	1,672	0	0	1,616	56		-	-	Grant agreements have been concluded with two registered providers of social housing, Sanctuary Housing and South Oxfordshire Housing Association (SOHA) to bring homes forward for clients within resettlement scheme. Grants to be paid in this financial year
	Wellbeing & Community	12,036	5,944	77	8,406	3,580	0	(50)	(50)	
40208	HR Payroll System	0	(23)	0	(23)	0		(23)	(23)	unmatched accrual balance
40292	iTrent HR System Upgrades	30	0	0	0	0		(30)	(30)	We have completed the overall implementation now so no longer have a need for the capital.
	HR & OD	30	(23)	0	(23)	0	0	(53)	(53)	
	Chief Executive	12,066	5,922	77	8,383	3,580	0	(103)	(103)	
40111	Admiral Holland Redevelopment Project (phase 1b)	61	61	0	61	0		-	-	On target
40139	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	130	0	0	0	130		-	-	Work is scheduled for delivery in Q1 24/25.
40141	Castle Quay Waterfront	0	(613)	5	0	0		-	-	On target (will be offset by the retention payment)
40144	Castle Quay	2,795	(6)	268	250	2,545		(0)	(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. Once each element has been contractually agreed, work can commence.
40162	Housing & IT Asset System joint CDC/OCC	26	0	0	0	26		-	-	Forecasting on target
40167	Horsefair, Banbury	55	0	0	35	20		-	-	The works design is now completed for paving to the footpath on Horsefair. Project to be procured Q4 of the 2023/24 financial year
40191	Bodicote House Fire Compliance Works	149	4	0	0	60	0	(89)	(89)	Assessment completed, with works being developed and scoped from the assessment
40201	Works From Compliance Surveys	99	0	0	0	0		(99)	-	Works complete - funds no longer required
40203	CDC Feasibility of utilisation of proper Space	100	89	89	178	0		78	78	Works are in progress, will be finalised in Q4

40219	Community Centre - Works	54	0	4	54	0		-	-	Banbury Museum atrium stairwell works, currently in design with completion due in Q4 of the financial year 2023/24. Works are being tendered - may need reprofiling but aim is to complete by end of the year
40224	Fairway Flats Refurbishment	356	0	0	50	160		(146)	(146)	This project is within the asset review which will be completed in Q4 of the financial year 2023/24. Some works to be reprofiled for 2024/25.
40227	Banbury Museum - Decarbonisation Works	0	0	20	20	0		20	20	End of defects period retention payments due
40232	Kidlington Leisure Centre - Decarbonisation Works	0	(9)	4	0	(5)		(5)	(5)	On target
40233	Spiceball Leisure Centre - Decarbonisation Works	0	(19)	0	0	0		-	-	On target- invoice due, retention payment agreed
40239	Bicester East Community Centre	1,371	302	90	500	871		-	-	Now on site for a 35 week project. £1.371m of capital funding remains allocated to deliver this bespoke community centre for local residents. Some spend requiring to be reprofiled to 2024/25.
40241	Thorpe Place Roof Works	35	1	0	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	15	15	112		-	-	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	3	0		-	-	On target
40249	Retained Land	260	18	73	73	187		-	-	Works almost complete pending final report
40252	Expiring Energy Performance Certificates plus Associated works	96	28	0	28	68		-	-	Works instructed and surveys complete, working on the recommendations for any improvement works to maintain a compliant EPC
40253	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	18	0	44	0		(16)	(17)	Works instructed and surveys in train, completion by end of Q4 of the financial year 2023/24
40254	Thorpe Lane Depot - Renewal of Electrical Incoming Main	171	1	0	0	171		-	-	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	0	79		-	-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery quarter one of the financial year 2024/25
40263	Kidlington Leisure New Electrical Main	20	0	0	0	20		-	-	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. SP working with legal. Planned delivery expected to be Q2 2024/25
40264	Sunshine Centre	190	0	0	20	170		-	-	New Heating Boilers and LED lighting are required at the property. The specification has been completed and is with the procurement team for tendering.
40279	Spiceball Sports Centre - Solar PV Car Ports	180	0	1	7	173		-	-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery quarter one of the financial year 2024/25

40280	Kidlington Sports Centre - Solar PV Car Ports	137	0	0	0	137		-	-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Work cannot start until electrical mains installed (dependant on DNO). Planned delivery Q2 2024/25
40281	North Oxfordshire Academy - Solar Panels	18	0	0	0	18		-	-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery quarter one of 24/25
40282	Community Centre Solar Panels	108	0	0	0	108		-	-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q1 of 24/25
40283	Thorpe Lane - Solar Panels	34	0	0	0	34		-	-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q1 2024/25
40284	Thorpe Lane - Heater Replacement (Gas to Electric)	28	0	4	5	23		-	-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery is Q2 2024/25
40015	Car Park Refurbishments	46	0	0	0	46		-	-	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)	(18)	Budget no longer required - saving.
40217	Car Parking Action Plan Delivery	18	0	0	0	18		-	-	Project is part of ongoing review of Car Park Action Plan. Reprofiled into beyond 23/24. This project has been transferred from ES
40260	Land for New Bicester Depot	2,989	3,130	0	3,130	0		141	141	Project completed. Purchase of site finalised in quarter 3.
40278	Development of New Land Bicester Depot	2,775	0	8	25	2,750		-	-	Scoping underway. Spend will require re profiling in line with programme, detail to be confirmed as work is undertaken.
40317	Cope Road, Banbury	30	0	0	30	0	0	-	-	Design work completed pending tendering and submission to Procurement team.
Property		12,618	3,007	581	4,563	7,921	0	(134)	(36)	
40256	Processing Card Payments & Direct Debits	20	0	0	0	20		-	-	This is being rolled into 24/25 as this project is linked to upgrades on another Finance system
Finance		20	0	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	112	166	(25)	112	0		-	-	Continuation of Flytipping AI and RPA proof of concepts. Futurework/pilots will fall under Digital Futures Programme.
40285	Digital Strategy	350	87	0	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 3) Move all online files to sharepoint to reduce hosting costs 4) Implement new devices to monitor Fly Tipping in two locations.
ICT		584	266	(25)	584	0	0	0	0	

Resources		13,222	3,273	556	5,147	7,941	0	(134)	(36)	
40062	East West Railways	137	108	28	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	2	0	40	960		-	-	"£0.180m approved by Executive (sept23) for design and consultation work in 2023/24 (for final plans for Market Square Public Realm and full business plan). Design Consultants to be procured Feb24 £0.040m to be spent by end of financial year remaining budget to be reprofiled into 2024/25 for continuation of the project."
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	82	2	0	82	0		-	-	UKSPF capital grant will be fully spent in 2023/24 on the following £0.030m improvement to town centres & high streets £0.002m Bridge Street Community Garden £0.050m contribution to floodlights at Whitelands Sport ground
40288	UKSPF Rural Fund	167	0	117	167	0		-	-	Investment in capacity building and infrastructure support for local civil society and community groups. A capital grant scheme for infrastructure improvements to village and rural community halls launched in September 2023, with a closing date of 6th November. A second application round is now open and will close on 4th February
Growth & Economy		1,386	42	145	426	960	0	0	0	
40028	Vehicle Replacement Programme	1,731	569	53	569	1,162		-	-	Reprofiling of £1.162m 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	8	10		-	-	Reprofiling of £0.010m in to 2024/25. Funds earmarked for street furniture in Kidlington village centre
40188	Thorpe Lane Depot Capacity Enhancement	0	7	0	7	0		7	7	Retention payments paid in 2023/24
40216	Street Scene Furniture and Fencing project	48	45	0	45	3		-	-	£0.045m to be spent in 2023/24 at various play and open spaces. Anticipating reprofiling of £0.003m
40218	Depot Fuel System Renewal	35	0	0	0	35		-	-	Reprofiling of £0.035m required in to 2024/25. This will be reviewed as the new Bicester Depot site progresses.
40222	Burnehyll- Bicester Country Park	159	22	10	50	109		-	-	Anticipating reprofiling of £0.109m into 2024/25. Project delivery programme is under review
40248	Solar Panels at Castle Quay	53	0	0	0	0		(53)	(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	0	90		-	-	Reprofiling of £0.090m required in to 2024/25. A re-tender is required.
40259	Market Equipment Replacement	15	0	0	8	7		-	-	Reprofiling of £0.007m required in to 2024/25.
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		25	0		-	-	Anticipating full spend in quarter 4 of 2023/24
	Environmental Services	2,221	643	63	759	1,416	0	(46)	(46)	
40245	Enable Agile Working	15	0	0	15	0		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 continues to be delayed. The app is now due for release early 2024. 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	0	
40293	Planning - S106 Projects	160	160	0	160	0		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	0	
	Communities	3,782	845	208	1,360	2,376	0	(46)	(46)	
	Capital	29,070	10,040	842	14,890	13,897	0	(283)	(185)	

CHERWELL TOTAL CAPITAL PROJECT EXPENDITURE

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	46	137	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	0	79	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	1,550	1,500	50	0	4,956	6,506	6,506	0	£108k additional funding from DLUHC was confirmed in September and has been added to the budget.
40084	Discretionary Grants Domestic Properties	140	90	0	(50)	600	740	690	(50)	This budget covers small repairs and larger essential repairs to vulnerable households and some grants for landlords. Demand for essential repairs is typically heavily weighted towards the winter months. Private rented sector market forces have led to lower than usual uptake of landlord grants, so an underspend is now expected. Range of grants offered is being reviewed to ensure correct targeting and full spend 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.
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 delayed by the developers. The remaining spend on the public art programme has been reprofiled to acknowledge this.
40262	Town Centre House Roof Repair	4,750	4,750	0	0	2,548	7,298	6,548	(750)	Latest estimated spend following the tender process and finalised costs of purchase.
40275	UKSPF - CDC community facilities x 3	30	30	0	0	0	30	30	0	Projects completed
40131	S106 Capital Costs	15	11	0	(4)	0	15	11	(4)	S106 funding has been identified for projects that have proceeded this year and there will be no overspend at year end
40294	S106 - Ambrosden Community Facility Project	20	0	20	0	0	20	20	0	Parish Council has a variety of projects they are looking to bring forward to increase capacity at the village hall.
40295	S106 - Ambrosden Indoor Sport Project	65	0	65	0	0	65	65	0	Indoor Sport Project involving upgrades to a portacabin building.
40296	S106 - Ambrosden Outdoor Sports	130	0	130	0	0	130	130	0	Site to be confirmed before project can move forward; options appraisal underway.
40297	S106 - Ardley & Fawcett Play Area Project	15	0	15	0	0	15	15	0	Awaiting direction from the parish council regarding further play area investment.
40298	S106 - Ardley & Fawcett Village Hall Project	9	6	3	0	0	9	9	0	Village Hall project for chairs and tables submitted, S106 spend approved.
40299	S106 - Banbury Indoor Tennis Centre	55	60	0	5	0	55	60	5	Review of overall projected costs currently taking place.
40300	S106 - Bicester Leisure Centre Extension	1,154	0	1,154	0	0	1,154	1,154	0	Initial stages of feasibility have been completed with high level costings received to deliver the project. Further stages required including detailed business case
40301	S106 - Graven Hill Outdoor Sport Project	52	0	52	0	0	52	52	0	Initial discussions around delivery model and engagement with project management consultants to move forward with the project
40302	S106 - Grimsbury Community Centre Projects	20	0	20	0	0	20	20	0	No further projects identified at present.
40303	S106 - Hanwell Fields Community Centre Projects	180	0	180	0	0	180	180	0	No decision at present on capital project to be brought forward.
40304	S106 - Hook Norton Sport And Social Club Project	80	0	80	0	0	80	80	0	The scale and scope of the project is yet to be confirmed.
40305	S106 - Horley Cricket Club Pavilion Project	110	0	110	0	0	110	110	0	Horley Cricket Club in contact with CDC, looking at a staged project due to cost increases for a new build. Actively working with the club to finalise project details.
40306	S106 - Improvements to Bloxham Recreation Ground	35	34	0	(1)	0	35	34	(1)	Project for works to the roof at the changing room pavilion received and S106 spend approved.
40307	S106 - Kidlington & Gosford Leisure Centre	20	0	20	0	0	20	20	0	No detailed projects as yet for this spend.
40308	S106 - Milton Road Community Facility and Sports Pitch Project	479	8	471	0	0	479	479	0	Awaiting Update from Parish Council
40309	S106 - NOA Improvements	700	100	600	0	0	700	700	0	High level costings/detailed plans have now been received for this project, further works required to developing the business cases/other stages of feasibility
40310	S106 - Spiceball Leisure Centre Improvements	14	0	14	0	0	14	14	0	Options are being considered
40311	S106 - The Hill Improvements Project	50	0	50	0	0	50	50	0	Various possible projects are being considered to provide improvements to the external area around The Hill.
40312	S106 - Whitelands Farm Sports Ground (Pedestrian crossing and various works)	76	76	0	0	0	76	76	0	Remedial works to pathways/outdoor gym areas/bank slippage have been completed. Progress continues into the instal of the new pedestrian crossing
40313	S106 - Woodgreen Leisure Centre Improvements	47	0	47	0	0	47	47	0	Plans in development stage relating to the modernisation of the changing facilities.
40315	S106 - Longford Park Sport Pitches	50	29	21	0	0	50	50	0	Forecast to spend by the end of the financial year
40314	S106 - Deddington Parish Council Projects	40	39	1	0	0	40	40	0	Forecast to spend by the end of the financial year
40318	S106 - Steeple Aston Parish Council Village Hall Sports and Recreation Centre	11	11	0	0	0	11	11	0	
40319	Local Authority Housing Fund R2	1672	1616	56	0	0	1,672	1,672	0	Grant agreements have been concluded with two registered providers of social housing, Sanctuary Housing and South Oxfordshire Housing Association (SOHA) to bring homes forward for clients within resettlement scheme. Grants to be paid in this financial year
Wellbeing & Community		12,036	8,406	3,580	(50)	8,104	20,140	19,340	(800)	
40208	HR Payroll System	0	(23)	0	(23)	0	0	(23)	(23)	unmatched accrual balance
40292	ITrent HR System Upgrades	30	0	0	(30)	120	150	120	(30)	We have completed the overall implementation now so no longer have a need for the capital.
HR & OD		30	(23)	0	(53)	120	150	97	(53)	
Chief Executives		12,066	8,383	0	(103)	8,224	20,290	19,437	(853)	
40111	Admiral Holland Redevelopment Project (phase 1b)	61	61	0	0	0	61	61	0	On target
40139	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	130	0	130	0	0	130	130	0	Work is scheduled for delivery in Q1 24/25.
40144	Castle Quay	2,795	250	2,545	(0)	0	2,795	2,795	(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. Once each element has been contractually agreed, work can commence.
40162	Housing & IT Asset System joint CDC/OCC	26	0	26	0	0	26	26	0	Forecasting on target
40167	Horsefair, Banbury	55	35	20	0	0	55	55	0	The works design is now completed for paving to the footpath on Horsefair. Project to be procured Q4 of the 2023/24 financial year

40191	Bodcote House Fire Compliance Works	149	0	60	(89)	0	149	60	(89)	Assessment completed, with works being developed and scoped from the assessment
40197	Corporate Asbestos Surveys	0	0	0	0	0	0	0	0	No longer needed
40201	Works From Compliance Surveys	99	0	0	(99)	0	99	0	(99)	Works complete - funds no longer required
40203	CDC Feasibility of utilisation of proper Space	100	178	0	78	0	100	178	78	Works are in progress, will be finalised in Q4
40219	Community Centre - Works	54	54	0	0	0	54	54	0	Banbury Museum atrium stairwell works, currently in design with completion due in Q4 of the financial year 2023/24. Works are being tendered - may need reprofiling but aim is to complete by end of the year.
40224	Fairway Flats Refurbishment	356	50	160	(146)	0	356	210	(146)	This project is within the asset review which will be completed in Q4 of the financial year 2023/24. Some 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	500	871	0	0	1,371	1,371	0	Now on site for a 35 week project. £1.371m of capital funding remains allocated to deliver this bespoke community centre for local residents. Some spend requiring to be reprofiled to 2024/25.
40241	Thorpe Road 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	15	112	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	On target
40249	Retained Land	260	73	187	0	0	260	260	0	Works almost complete pending final report
40252	Expiring Energy Performance Certificates plus Associated works	96	28	68	0	0	96	96	0	Works instructed and surveys complete, working on the recommendations for any improvement works to maintain a compliant EPC
40253	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	44	0	(16)	0	60	44	(16)	Works instructed and surveys in train, completion by end of Q4 of the financial year 2023/24
40254	Thorpe Lane Depot - Renewal of Electrical Incoming Main	171	0	171	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	0	79	0	0	79	79	0	Preparing scope so that feasibility can be carried out to maximise potential PV to the site. Planned delivery quarter one of the financial year 2024/25
40263	Kidlington Leisure New Electrical Main	20	0	20	0	0	20	20	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. SP working with legal. Planned delivery expected to be Q2 2024/25
40264	Sunshine Centre	190	20	170	0	0	190	190	0	New Heating Boilers and LED lighting are required at the property. The specification has been completed and is with the procurement team for tendering.
40279	Spiceball Sports Centre - Solar PV Car Ports	180	7	173	0	0	180	180	0	Preparing scope so that feasibility can be carried out to maximise potential PV to the site. Planned delivery quarter one of the financial year 2024/25
40280	Kidlington Sports Centre - Solar PV Car Ports	137	0	137	0	0	137	137	0	Preparing scope so that feasibility can be carried out to maximise potential PV to the site. Work cannot start until electrical mains installed (dependant on DNO). Planned delivery Q2 2024/25
40281	North Oxfordshire Academy - Solar Panels	18	0	18	0	0	18	18	0	Preparing scope so that feasibility can be carried out to maximise potential PV to the site. Planned delivery quarter one of 24/25
40282	Community Centre Solar Panels	108	0	108	0	0	108	108	0	Preparing scope so that feasibility can be carried out to maximise potential PV to the site. Planned delivery Q1 of 24/25
40283	Thorpe Lane - Solar Panels	34	0	34	0	0	34	34	0	Preparing scope so that feasibility can be carried out to maximise potential PV to the site. Planned delivery Q1 2024/25
40284	Thorpe Lane - Heater Replacement (Gas to Electric)	28	5	23	0	0	28	28	0	Preparing scope so that feasibility can be carried out to maximise potential PV to the site. Planned delivery Q2 2024/25
40015	Car Park Refurbishments	46	0	46	0	0	46	46	0	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	(18)	0	18	0	(18)	Budget no longer required - saving.
40217	Car Parking Action Plan Delivery	18	0	18	0	0	18	18	0	Project is part of ongoing review of Car Park Action Plan. Reprofiled into beyond 23/24. This project has been transferred from ES
40260	Land for New Bicester Depot	2,889	3,130	0	141	10	2,999	3,140	141	Project completed. Purchase of site finalised in quarter 3.
40278	Development of New Land Bicester Depot	2,775	25	2,750	0	1,200	3,975	3,975	0	Scoping underway. Spend will require re profiling in line with programme, detail to be confirmed as work is undertaken.
40317	Cope Road, Banbury	30	30	0	0	0	30	30	0	Design work completed pending tendering and submission to Procurement team.
Property		12,618	4,563	7,921	(134)	1,210	13,828	13,694	(134)	
40256	Processing Card Payments & Direct Debits	20	0	20	0	0	20	20	0	This is being rolled into 24/25 as this project is linked to upgrades on another Finance system.
Finance Total		20	0	20	0	0	20	20	0	
40237	Council Website & Digital Service	122	122	0	0	0	122	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	112	112	0	0	0	112	112	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) 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		584	584	0	0	0	584	584	0	
Resources		13,222	5,147	7,941	(134)	1,210	14,432	14,298	(134)	
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	40	960	0	3,250	4,250	4,250	0	"£0.180m approved by Executive (sept23) for design and consultation work in 2023/24 (for final plans for Market Square Public Realm and full business plan). Design Consultants to be procured Feb24 £0.040m to be spent by end of financial year remaining budget to be reprofiled into 2024/25 for continuation of the project."
40287	UK Shared Prosperity Fund (UK SPF) Year Two Investment Plan Programme	82	82	0	0	162	244	244	0	Improvements to town centres and highstreets and community facilities
40288	UKSPF Rural Fund	167	167	0	0	395	562	562	0	Investment in capacity building and infrastructure support for local civil society and community groups. A capital grant scheme for infrastructure improvements to village and rural community halls launched in September 2023, with a closing date of 6th November. A second application round is now open and will close on 4th February
Growth & Economy		1,386	426	960	-	7,996	9,382	9,382	0	
40028	Vehicle Replacement Programme	1,731	569	1,162	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	8	10	0	0	18	18	0	Full spend anticipated by March 2025
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	45	3	0	12	60	60	0	Full spend anticipated by March 2026
40218	Depot Fuel System Renewal	35	0	35	0	24	59	59	0	Full spend anticipated by March 2025
40222	Burnehill- Bicester Country Park	159	50	109	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	0	90	0	0	90	90	0	Full spend anticipated by March 2025
40259	Market Equipment Replacement	15	8	7	0	0	15	15	0	Full spend anticipated by March 2025
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		2,221	759	1,416	(46)	5,278	7,499	7,453	(46)	
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 trialled different tablets but have delayed the project since the release of the app that will support mobile working continues to be delayed. The app is now due for release early 2024. 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	0	
40293 Planning - S106 Projects	160	160	0	0	0	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	0	160	0	
Communities	3,782	1,360	2,376	(46)	13,274	17,056	17,010	(46)
Capital Total	29,070	14,890	13,897	(283)	22,708	51,778	50,745	(1,033)

Appendix 2 - Report Details – Additional Revenue narrative

Chief Executive

Chief Executives are forecasting an underspend of (£0.330m) against a budget of £6.044m (-5.5%). Directorate is working efficiently to deliver high quality services within its budget envelope.

HR & OD

£0.000m Variance HR are forecasting to be on budget at year end.

Variation to
December's Forecast
£0.000m

Wellbeing & Housing

Variation Proactive work from the team has increased income.
(£0.200m) Particularly in the areas of housing standards, where
underspend enforcement actions to improve homes in the rented sector
 have increased income. There has also been better use of
 external funding received.

Variation to
December's Forecast
(£0.000m)

Customer Focus

Variation We are currently forecasting an underspend at year end
(£0.130m) underspend by managing vacancies and operational costs to offset the
 reduction in land charges income caused by volatile
 market conditions.

Variation to We have found an additional £50,000 of savings from
December's Forecast staffing efficiencies to increase our year-end underspend
(£0.050m) forecast to £130,000.

Resources

Resources are forecasting £0.472m overspend against a budget of £4.765m (9.9%).

There are tight managerial controls within the resources directorate that have enabled a small forecast overspend. An understanding on the election costs is underway, and the team will work towards mitigating this further.

Finance

Variation
(£0.050m)
underspend

Based on the latest information, it is forecasted that bank charges linked to processing payments will be less than budgeted, mitigating other minor overspends. We have also over achieved regarding grant income.

Variation to
December's Forecast
(£0.000m)

Legal, Democratic, Elections & Procurement

Variation
£0.345m
Overspend

Overspend is due to:
1) higher than anticipated costs of delivering the District Elections.
2) an unavoidable reliance on agency staff whilst we continue with recruitment for permanent staff.
3) Legal fees and license charges for case management system .
4) Under recovery of income due to decrease in s106 fees (because of work being carried out externally).

Variation to
December's Forecast
£0.058m

The overspend from last month is largely driven by increased agency costs.
A permanent recruitment campaign has been implemented.

ICT

Variation
£0.025m overspend

£0.025m overspend is made up of: -

Variation to
December's Forecast

1) (£0.020m) underspend due to savings we have made from further reductions in redundant and underutilised phone lines and a reduction in hardware expenditure as more of our infrastructure is cloud based.
2) 0.045m overspend due to costs incurred for consultancy services, subscriptions and licenses.

£0.045m

Property

Variation
£0.152m Overspend

£0.036m overspend in Property is largely as a result of a dependency on agency staff. Permanent recruitment is ongoing. The remaining 0.116m is a result of an overspend within car parks (previously ES). The £0.116m can be broken down as:

- 1) £0.028m under recovery of car park income and
- 2) 0.078m increase in the forecasted fee payable to OCC for car park management
- 3) Various other small overspends totalling £0.010m This £0.116m overspend is therefore a result of historical pressures which have since been identified following the movement of the service.

Variation
December's Forecast
£0.016m

to £0.015m within Car Parks – estimated amount owed re the car park contract has increased by £0.006m because projected PCM monies (which get deducted from fee we pay) appeared too optimistic when reviewed. Of the remaining £0.010m, £0.008m is an estimated overspend on Electricity at the Bus Station. The extra staff cost is partly offset by a projected over recovery of commercial rental income and the under recovery of Car Park income is partly offset by a reductions in anticipated management fees.

Communities

Communities are forecasting an overspend of £0.189m against a budget of £10.253m, (1.8%).

The Directorate has looked carefully across all the service budget areas to identify savings to support the external cost pressures in Environmental services and Planning Development for appeal costs that haven't been accounted for.

Planning &
Development

Variation
£0.231m Overspend

Planning and Development now forecasts an overspend of £0.231m. This is the result of agency staffing costs exceeding the cost of unfilled established posts, the cost of legal and consultant representation for planning appeals and Building Control income forecasts remaining lower than budget.

Variation to
December's Forecast
(£0.077m)

The £0.231m overspend is £0.077m lower than last month's £0.308m due largely to higher income expectations from Planning Performance Agreements (£0.074m). Building control income is lower than expected this month by approximately £0.016m but offset by net cost reductions across the department.

A coordinated recruitment campaign is being pursued to fill established posts and costs are continuing to be managed closely.

Growth & Economy

Variation
(£0.090m)
Underspend

The UK Shared Prosperity grant received for 2023/24 has been utilised to support the services in delivering the Councils priorities allowing for Council resource to be diverted to support other services within the Communities directorate

Variation to
December's Forecast
£0.000m

Environmental

Variation
£0.072m
Overspend

The forecasted pressure of £0.072m 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 again during the fourth quarter.

Variation to
December's Forecast
(£0.027m)

The movement of (£0.027m) is a result of additional income through various waste and recycling streams and a reduction in anticipated gate fee costs for dry recycling and food waste.

Monthly meetings with our recycling reprocessor and monitoring of the individual commodity prices allows to estimate gate fees in advance of the quarterly price agreement.

Cost savings identified for 2024/25 for direct delivery of food waste have been commenced early.

The service is continually reviewing its spend in less critical, front line services.

Regulatory

Variation
(£0.024m)
Underspend

Regulatory Services and Community Safety are forecasting a small underspend of (£0.024m). The forecasted saving is as a result of savings delivered through holding vacancies open for an extended period.

Variation to
December's Forecast
(£0.024m)

Executive Matters

Executive Matters is forecasting an underspend of (£0.048m) against the budget of £3.695m (-1.3%).

Interest

Variation
(£0.048m) underspend

Executive Matters are forecasting an over recovery of net interest, the windfall surplus is offset by movements of (£0.072m) to the Commercial Risk Reserve as part of Appendix 5.

Variation to
December's Forecast
(£0.000m)

Policy Contingency

Policy Contingency is forecasting and underspend of (£1.818m) against a budget of £3.695m, (-51.6%)

Policy Contingency

Variation
(£1.818m)

The unallocated inflation contingency underspend forecast this month within policy contingency will mitigate the under-recovery of S31 grant and the remaining offsetting the overspend within directorates.

Variation to
December's Forecast
£0.000m

Appendix 3 - Virement Summary

Virement Movement

This table shows the movement in Net Budget from December 2023 to January 2024.

Virements - Movement in Net Budget	£m
Directorate Net Budget - December 2023	21.062
Directorate Net Budget - January 2024	21.062
Movement	0.000

Breakdown of Movements	£m
N/A	
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	71,283
DLUHC	Homelessness Prevention Grant	761,091
DLUHC	Local Council Tax Support Scheme Grant	177,020
DLUHC	Domestic Abuse Grant	36,284
DLUHC	Tenant satisfaction measures new burdens	5,172
DLUHC	Rough Sleepers Initiative	197,606
DLUHC	Pavement Licensing New Burdens	1,000
DLUHC	Homes for Ukraine	1,026,825
Home Office	Asylum seeker dispersal grant	280,750
Home Office	Afghan relocations and assistance policy	314,344
Home Office	Syrian Resettlement Scheme	27,785
BEIS	Energy Bills Support Scheme New Burdens	22,220
		2,921,380

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Appendix 5 - Reserves and Grant Funding

Uses of/ (Contributions to) Reserves

Specific requests

Directorate	Type	Description	Reason	Amount £m
Resources	Earmarked	Market Risk Reserve	Treasury over-recovery of income to Market risk reserve.	(0.072)
Chief Executive	Earmarked	Projects Reserve	Return unspent funding allocated to 'work in default' on properties to make them safe.	(0.021)
Chief Executive	Earmarked	Cherwell Lottery Reserve	Income from the sale of Cherwell Lottery tickets to be then paid out to successful bidders of community organisations	(0.006)
Chief Executive	Earmarked	Projects Reserve	Return unspent allocation of awards given to community groups to celebrate the King's coronation.	(0.015)
Resources	Earmarked	Dilapidations, Garage Project & Canalside Reserve	Transfer £95K of unspent back to reserve to be released in 24/25.	(0.095)
Communities	Earmarked	Development Management Casework Reserve	Return unspent reserve monies due to delays in recruitment therefore not required.	(0.050)
Communities	Earmarked	Local Plan Charges Reserve	This budget will need to be released in 24/25 as the Local Plan gets underway to cover related legal costs that may arise.	(0.100)
Communities	Earmarked	Licensing	The surplus of licensing budget must be ringfenced for future fee setting.	(0.032)
Total Earmarked Reserves				(0.391)
Chief Executives	Ringfenced Grant		Return unspent SPARK grant to reserves.	(0.010)
Chief Executives	Ringfenced Grant		Return unspent COMF to reserve for release in 24/25	(0.071)
Communities	Ringfenced Grant		move unspent Bicester Garden Town to reserve for utilisation in 24/25	(0.221)
Resources	Ringfenced Grant		Match funding received from OCC, ringfenced for spend on Discretionary Housing Payments only. Will be allocated in 2024-25	(0.187)
Ringfenced Grants				(0.489)

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Housing that meets your needs

Ref	Portfolio Holder	Director/Lead Officer	Actual	Target	R.A.G	YTD Actual	YTD Target	YTD R.A.G
BP1.2.01 Number of Homeless Households living in Temporary Accommodation (TA)	Cllr N Mawer	<ul style="list-style-type: none"> ■ Gordon Stewart ■ Nicola Riley 	49	40	●	36	40	★
<p>Commentary January was an exceptionally busy month – 20 new placements into temporary accommodation and a 50% increase in calls and visits to the duty office. However, despite this additional pressure, the service managed to keep the impact on the overall numbers of households in temporary accommodation to a minimum – just nine above the target for the month</p>								
BP1.2.06 Average time taken to process Housing Benefit New Claims and council tax reduction (Days)	Cllr A Nell	<ul style="list-style-type: none"> ■ Michael Furness ■ Stephen Hinds 	15.9 days	18.0 days	★	17.0 days	18.0 days	★
<p>Commentary n/a</p>								
BP1.2.07 Average time taken to process Housing Benefit Change Events & council tax reduction (Days)	Cllr A Nell	<ul style="list-style-type: none"> ■ Michael Furness ■ Stephen Hinds 	4.3 days	8.0 days	★	3.8 days	8.0 days	★
<p>Commentary n/a</p>								

An enterprising economy with strong and vibrant local centres

Ref	Portfolio Holder	Director/Lead Officer	January Actual	End-of-Year-target	YTD R.A.G
BP3.2.01 % of Council Tax collected, increase Council Tax Base	Cllr A Nell	<ul style="list-style-type: none"> ■ Michael Furness ■ Stephen Hinds 	92.37%	97%	★

Commentary

We have collected over 92% of council tax for the year, remaining on track to meet the year-end target

BP3.2.02 % of Business Rates collected, increasing NNDR Base	Cllr A Nell	<ul style="list-style-type: none"> ■ Michael Furness ■ Stephen Hinds 	91.79%	97%	★
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Commentary

We have collected over 91% of business rates for the year, remaining on track to meet the year-end target

Healthy, resilient and engaged communities

Ref	Portfolio Holder	Director/Lead Officer	Actual	Target	R.A.G	YTD Actual	YTD Target	YTD R.A.G
BP4.2.01 Number of Visits/Usage of contracted & directly managed sports facilities	Cllr N Simpson	<ul style="list-style-type: none"> ■ Gordon Stewart ■ Nicola Riley 	123,263	136,700	●	1,140,142	1,118,486	★

Commentary

All our sports facilities, except for Spiceball Leisure Centre saw an increase in visitors in January. These increases were unfortunately not able to offset the decrease in use at Spiceball Leisure Centre, but officers are looking into the factors that may have led to this drop in usage.

Healthy, resilient and engaged communities

Ref	Portfolio Holder	Director/Lead Officer	Actual	Target	R.A.G	YTD Actual	YTD Target	YTD R.A.G
BP4.1.02 Support Community Safety and Anti-Social Behaviour Prevention Activities	Cllr P Chapman	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Delivering to plan	Delivering to plan	★	Delivering to plan	Delivering to plan	★

Commentary

- Enforcement action carried out by the Community Safety Team included serving an FPN for breach of the Bicester PSPO and also served a Community Protection Warning linked to ASB.
- The Community Wardens attended:
 - Rural, Grimsbury and Ruscote, Hardwick, Hanwell and Neithrop Community Forums
 - TVP Have Your Say at Kidlington Sainsbury's
 - Coffee Networking Morning for local schools
- Our Community wardens arranged and led Reduce the Risk, a charitable initiative supporting victims of domestic abuse, networking meeting with TVP representatives and a Reduce the Risk representative.
- Our Domestic Abuse Co-ordinator has been delivering several initiatives including delivering on the 16 days of activism linked to reducing domestic abuse and understanding the problems and issues in doing so. Work continues towards achieving the Domestic Abuse Housing Alliance accreditation. A number of sessions on Domestic Abuse Stalking and Harassment (DASH) awareness have been delivered to colleagues and other professionals.
- Our Youth Activators delivered their popular Mental Health programme in a number of primary and secondary schools across the district. We are continuing to work with Oxford United as they are delivering a mental health programme so have linked our provision with theirs to incorporate free tickets and player appearances at schools where the mental health programme is delivered.
- The You Move Initiative, continues, we currently have 972 families and 3540 individuals on the programme offering positive activities in the community with over 550 visits per month across Bicester, Spiceball and Kidlington as part of You Move. There are a range of opportunities for young people such as access to Leisure Centres, Boxing Clubs, Cricket, Rugby, Football, Climbing and much more.
- Our Youth Activators have also delivered their School and Community programme this term with 6,558 attendances during this term. This has included sessions at The Hill Youth Centre, The Mosque, Style Acre (Inclusive sessions) and many more.
- The Castle Quay Community Space has taken the theme of Community Safety & Trading Standards Scam awareness to have information on the display tables to support residents this winter. Partners including TVP, OCC Trading Standards and our CDC Community Safety Team have provided information, resources and giveaways. This will run until March 2024 A youth festival for Banbury will take place this half term at The Hill 15th Feb, to engage young people with positive activities and allow partners to share key messages with young people to keep them safe and have support services on hand to give advice. This event is open to all young people in the town.

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Appendix 7 – Leadership Risk Register as at 12/02/2024

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 155 Impact	5 - Catastrophic			L08		
	4 - Major		L09 - L06	L03-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 (before Controls)	Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)	Direction of travel	Mitigating actions (to address control issues)	Comments	Last updated	
		Probability Impact Rating		Fully effective Partially effective Not effective				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	16	Medium Term Revenue Plan reported regularly to members.	Fully	Councillor A Nell	Michael Furness	Joanne Kaye	4	16	↔	This continuous process will include reviewing budget monitoring, active budget management, and reflection of economic and Local Government sector trends in the MTFS. Wherever possible, policy decisions will be taken as soon as possible, rather than waiting until the February Council meeting which sets the annual budget. This will allow officers to be ready to implement, or have implemented, policy decisions which will maximise positive impacts on the budget.	Risk reviewed on 05/02/24
	Reduction in services to customers			Balanced medium term and dynamic ability to prioritise resources	Fully							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.	
	Increased volatility and inability to manage and respond to changes in funding levels			Highly professional, competent, qualified staff	Partially							Integration and continued development of Performance, Finance and Risk reporting	
	Reduced financial returns (or losses) on investments/assets such as in subsidiaries.			Good networks established locally, regionally and nationally.	Fully							Internal Audits being undertaken for core financial activity and capital as well as service activity	
	Inability to deliver financial efficiencies			Strong shareholder function and relationships with subsidiaries	Fully							Introduction and implementation of an Asset Management Strategy	
	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.	Partially							Investment Strategy agreed annually	
	Poor customer service and satisfaction			National guidance interpreting legislation available and used regularly.	Fully							Posts are filled by appropriately qualified individuals	
	Increased complexity in governance arrangements			Progress regeneration plans in a coordinated manner. Participate in Oxfordshire Treasurers' Association's work streams.	Fully							Regular involvement and engagement with colleagues across the county	
	Lack of officer capacity to meet service demand			Review of best practice guidance from bodies such as CIPFA, LGA and NAO.	Fully							Regular member training and support	
	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.	Fully							Regular utilisation of advisors as appropriate	
	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.	Fully							Summarise and distribute announcements to CLT and members.	
	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	Fully Fully Partially Partially							Timely and good quality budget management 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	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors.	Partially	Councillor S Dallimore	Stephen Hinds	Shiraz Sheikh	3	9	↔	Ensure Committee forward plans are reviewed regularly by senior officers.	Risks reviewed on 03/01/24 - All complete - No changes required
	Loss of opportunity to influence national policy / legislation			Clear accountability for responding to consultations with defined process to ensure Member engagement	Fully							Ensure Internal Audit plan focusses on key leadership risks.	
	Financial penalties			National guidance interpreting legislation available and used regularly	Fully							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.	Fully							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	Partially							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	Fully							Review Directorate/Service risk registers.	
	Reduced resilience and business continuity			Internal Audit Plan risk based to provide necessary assurances	Fully							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	Fully							Ensure Internal Audit plan focusses on key leadership risks.	
				Senior Members aware and briefed regularly in 1:1s by Directors Arrangements in place to source appropriate interim resource if needed	Fully Fully							Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions.	
				Ongoing programme of internal communication Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required. Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing.	Fully Fully Fully							External support secured for key corporate projects including Growth Deal and IT Transformation Programme. 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 Review Directorate/Service risk registers.	

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)	Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)	Direction of travel	Mitigating actions (to address control issues)	Comments	Last updated		
		Probability Impact Rating		Fully effective Partially effective Not effective				Probability Impact Rating						
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	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	Partially	Councillor D Sames	Ian Boll	David Peckford	3	12	↔	Annual (Authority) Monitoring Reports presented to the Executive on plan making and policy effectiveness.	Consultation on a draft of the Cherwell Local Plan Review took place from 22 September to 3 November 2023. A new programme for the Local Plan was agreed when the Council's Executive approved an updated 'Local Development Scheme' on 5 September 2023. An Annual Monitoring Report was approved by the Executive on 4 December 2023. A 'Proposed Submission' (Reg. 19) draft of the Plan will be prepared for Autumn 2024 and regular progress reports provided to the Council's Corporate Leadership Team and the Portfolio Holder for Planning and Development.	Risk reviewed on 06/02/2024 - Mitigations and 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.	Partially					An updated LDS presented to the Executive when there is a significant change in the circumstances for the Local Plan timetable.				
	Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal			On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies	Partially					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									Project management of the Local Plan process continues.				
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	16	Business continuity strategy, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering Group	Fully	Councillor P Chapman	Ian Boll	Tim Hughes	2	6	↔	BC actions post-audit are being implemented as per plan. BCSG meeting routinely and corporate refresh across all areas is progressing.	Risk reviewed on 07/02/2024 - No change	
	Financial loss/ increased costs			Services prioritised and ICT recovery plans reflect those priorities and the requirements of critical services	Fully					BC Impact assessments and BCPs being updated and reviewed by OCC's Emergency Planning team with supporting document management system being				
	Loss of important data			ICT disaster recovery arrangements in place with data centre and cloud services reducing likelihood of ICT loss and data loss	Fully					Business Continuity Statement of Intent and Framework due to be reviewed to align with new incident management framework				
	Inability to recover sufficiently to restore non-critical services before they become critical			Incident management team identified in Business Continuity Framework	Fully					Cross-council BC Steering Group meets regularly to identify BC improvements needed; BC Steering Group has been reconvened, engagement is being made across all service areas.				
	Loss of reputation			All services undertake annual business impact assessments and updates of business continuity plans	Partially									
	Reduced service delivery capacity in medium term due to recovery activity			Cross-council Business Continuity Steering Group meets regularly to identify Business Continuity improvements needed	Partially									
L05 - Emergency Planning - 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	16	Incident Management Framework in place and key contact lists updated monthly.	Fully	Councillor P Chapman	Ian Boll	Tim Hughes	2	6	↔	IMF reviewed and updated. Training schedule in place. Emergency plan contacts list updated monthly and reissued to all duty managers periodically. Available on ELT Teams channel.	Risk reviewed on 07/02/24 - 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	Fully					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.	Fully									
	Legal challenge			Council Duty Directors attend training relating to role prior to joining duty director rota and have refresh training annually	Fully									
	Potential financial loss through compensation claims			Multi agency emergency exercises conducted to ensure readiness	Partially									
	Ineffective Cat 1 partnership relationships			Active participation in Local Resilience Forum (LRF) activities	Fully									
	Reputational damage			On-call rota being maintained and updated to reflect recent staffing changes										

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)		Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)		Direction of travel	Mitigating actions (to address control issues)	Comments	Last updated		
		Probability	Impact						Probability	Impact						
		4	4		Fully effective Partially effective Not effective				2	4						
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	2	4	8	↔	Continue in linking in with Oxfordshire partnerships protocol review to ensure outcomes relevant to CDC are understood and implemented as necessary.	Risk reviewed on 07/02/2024 - No change		
	Council subject to external reviews				Child Exploitation prevalence report reviewed with LPA Commander following each CE sub-group meeting.										Fully	
	Criminal investigations potentially compromised				Community based exploitation disruption coordinated through the Joint Agency Tasking and Coordination Process.										Fully	
	Potential financial liability if council deemed to be negligent.														Fully	
	Reputational damage to the council.														Partially Partially	
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 Woodridge	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. 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.	RW & MG are undertaking audits and inspections on a monthly basis as per the KPI and on target for 100% completion. Reports are going monthly to CLT. Ruth is also reporting in to monthly DLT meetings when necessary. All Corporate Arrangements were reviewed late 2022, RW now going through again and doing further updates.	Risk reviewed on 08/01/2024 & 07/02/2024 - 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.											Fully
	Financial impact (compensation or improvement actions)				Consultation with employee representatives via employer and union consultative committees (Unison)											Fully
	Reputational Impact				Corporate H&S Training provided via corporate learning and development programme. Training for operational risks may be organised by services.											Fully
					H&S performance monitored by accident and incident reports and corporate H&S auditing and inspection programme.											Fully
					H&S information is disseminated via internal communications and updates to ELT and other relevant meetings.											Fully

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)	Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)	Direction of travel	Mitigating actions (to address control issues)	Comments	Last updated	
		Probability Impact Rating		Fully effective Partially effective Not effective				Probability Impact Rating					
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, or a loss of service.	Financial loss / fine	4	20	File and data encryption on computer devices	Fully	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.
	Prosecution – penalties imposed			Managing access permissions and privileged users through AD and individual applications	Fully								All staff reminded to be vigilant to unexpected emails due to the heightened risk of cyber-attack due to escalating tensions in Eastern Europe and at critical periods such as the run up to Elections
	Individuals could be placed at risk of harm			Schedule of regular security patching	Fully								Cyber Security advice and guidance regularly highlighted to all staff.
	Reduced capability to deliver customer facing services			Vulnerability scanning	Fully								Cyber Security is mandatory e-learning for all staff to be completed annually and is part of new starters induction training. Additionally regular Mimecast videos sent to all users for bitsize regular training.
	Unlawful disclosure of sensitive information			Malware protection and detection	Fully								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	Fully								External Health Check undertaken each year and Cabinet Office PSN compliance reviewed and certified each year to ensure the infrastructure is secure to connect to the PSN.
	Loss of reputation			Password and Multi Factor Authentication security controls in place	Fully								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	Fully								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	Fully								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	Fully								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	Fully								
				Insider threat mitigated through recruitment and line management processes	Fully								
				A complete restructure and update of the technical approach for the infrastructure has resulted in a move to a zero trust model.	Fully								
			Advice received from NCSC on specific activity alerts, the increased threat of globalised ransomware and malware attacks.										
			Mimecast awareness training and comprehensive defence system deployed to improve email security.	Fully									

Risk reviewed on 7/02/2024 no changes

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)	Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)	Direction of travel	Mitigating actions (to address control issues)	Comments	Last updated			
		Probability Impact Rating		Fully effective Partially effective Not effective				Probability Impact Rating							
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	16	Safeguarding lead in place and clear lines of responsibility established	Fully	Councillor P Chapman	Gordon Stewart	Nicola Riley	2	4	8	↔	Action plan acted upon and shared with Overview and scrutiny committee once a year Annual refresher and new training programmes including training for new members Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within the system and compliance with latest practice Corporate monitoring of all referrals Ensure web pages remain up to date Monitoring of implementation of corporate policies and procedures to ensure fully embedded Regular internal cross departmental meetings to discuss safeguarding practice SAR's and Lessons Learned reports circulated to improve practice and knowledge.	Monthly Safeguarding training/ briefings continue with good attendance, Safeguarding News Bulletin to all safeguarding champions keeping safeguarding at the forefront and identifies shared learning across the districts. Further push on Member training saw promising results.	Risk reviewed on 05/02/2024 - Comments updated
	Council could face criminal prosecution			Safeguarding Policy and procedures in place	Fully										
	Criminal investigations potentially compromised			Information on the intranet on how to escalate a concern	Fully										
	Potential financial liability if council deemed to be negligent			Mandatory training and awareness raising sessions are now in place for all staff.	Fully										
	Reputational damage to the council			Safer recruitment practices and DBS checks for staff with direct contact	Fully										
				Data sharing agreement with other partners	Fully										
				Attendance at Children and Young People Partnership Board (CYPPB)	Fully										
				Annual Section 11 return compiled and submitted as required by legislation.	Fully										
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 Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes	3	15	Annual business planning in place for all companies to include understanding of the link between the Council's strategic objectives being delivered and financial impact for the council. A regular Shareholder Representative meeting takes place, a Shareholder Liaison Meeting including the S.151 Officer and Monitoring Officer takes place on a quarterly basis and a Shareholder Committee meeting on a quarterly basis. A governance review is being undertaken and initial recommendations have been approved by the Shareholder Committee.	Fully	Councillor B Wood	Gordon Stewart	Stephen Hinds	2	3	6	↔	A Shareholder Representative was appointed and regular governance arrangements are in place. Resilience and support being developed across business to support and enhance knowledge around council companies. Skills and experience being enhanced to deliver and support development, challenge and oversight. Work with one company to ensure long term support arrangements are put in place.	Risk reviewed 07/02/2023	
	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.	Fully										
				Clear governance arrangements are in place.	Partially										
				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.	Fully										
				Training in place for those undertaking Director roles relating to the companies.	Partially										

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		Probability Impact Rating		Fully effective Partially effective Not effective				Probability Impact Rating								
L11 - Financial sustainability of third-party suppliers and contractors	The financial failure of a third party supplier and contractors results in the inability or reduced ability to deliver a service to customers or provide goods needed. A reduced supply market could also result in increased costs due to the council's loss of competitive advantage.	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners	Partially	Councillor A Nell	Shiraz Sheikh	Michael Sullivan	3	4	12	↔	Creditsafe UK tool purchased to allow Procurement to carry out supplier credit checks when required.	Creditsafe UK tool now operational .Guidance is being developed for service areas to ensure that a contract management process is followed on a regular basis. This will include regular checks on Creditsafe UK to check on financial health; service areas will be advised to confirm that business continuity arrangements are in place and to seek evidence of regular reviews of this as part of the contract management process.	Risk Reviewed 07/02/24 - No changes.
	Reduced resilience and business continuity				Business continuity planning arrangements in place in regards to key suppliers	Partially								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.	Service areas to provide details of all current contracts to Procurement to enable analysis of third party spend to identify and risk assess key suppliers and contractors and to identify areas of duplication of costs.	
	Increased complaints and/or customer dissatisfaction				Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially										
	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				Intelligence unit set up procurement Hub to monitor supplier and contractor market	Fully									Prior to contract award, procurement carries out a credit safe check to ensure financial viability of the preferred supplier.	
					Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors	Fully									Services areas to keep the key suppliers under regular check including running financial checks.	
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.	Fully	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 on 07/02/24 - No changes required
	Risk of ultra vires activity or lack of legal compliance				Clear accountability and resource for corporate governance (including the shareholder role).	Fully										
	Risk of fraud or corruption				Integrated budget, performance and risk reporting framework.	Fully										
	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.	Partially										
	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.	Fully										
	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.	Partially										
	Elements of the COVID-19 response and recovery work may be compromised, delayed or not taken forwards.				HR policy framework.	Partially										
					Annual governance statement process undertaken for 2021/22 connects more fully and earlier with ELT and CLT.	Fully										
				Annual Review of the Constitution by the MO with member involvement and approval by the Full Council	Fully											

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)		Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)		Direction of travel	Mitigating actions (to address control issues)	Comments	Last updated	
		Probability	Impact						Probability	Impact					
		4	5		Fully effective Partially effective Not effective				4	3					
L13 - Monitoring and management of Major Infrastructure Projects and Programmes - 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. Failure to properly manage and monitor the various residual Oxfordshire Housing and Growth Deal infrastructure projects.		4	5	20	Need to establish appropriate officer and stakeholder governance structures to support effective programme delivery.	Partially	Councillor D Ford	Ian Boli	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 on 06/02/24 - No changes (to be confirmed by IB)
	Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders				Need to institute regular and effective dialogue with developers.	Partially									
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.	Partially	Councillor S Dallimore	Gordon Stewart	Claire Cox	3	4	12	↔	There are indications that specific service areas are continue to experience recruitment difficulties for professional roles. HR is working with the relevant directors to consider alternative resourcing methods. Development of new L&D strategy, including apprenticeships. Development of relevant workforce plans. 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.	Risk reviewed - 06/02/2024
	Impact on our ability to deliver high quality services		Key staff in post to address risks (e.g. strategic HR business partners)	Fully											
	Overreliance on temporary staff		Weekly Vacancy Management process in place	Fully											
	Additional training and development costs		Ongoing service redesign will set out long term service requirements	Partially											

This report is public	
Silverstone Loan	
Committee	Executive
Date of Committee	4 March 2024
Portfolio Holder presenting the report	Portfolio Holder for Finance, Councillor Adam Nell
Date Portfolio Holder agreed report	15 February 2024
Report of	Assistant Director of Finance, Michael Furness

Purpose of report

To update Executive on the status of the loan to Silverstone Heritage Limited and agree a rephased payment plan.

1. Recommendations

The Executive resolves:

- 1.1 To agree to the extension of the payment term of the loan given to Silverstone Heritage Limited to March 2034.

2. Executive Summary

- 2.1 The council agreed to provide Silverstone Heritage Limited (SHL) with an unsecured loan of £1m in July 2018. SHL has asked the council whether a new arrangement can be made to extend the term of the loan. Further details are available in the private paper elsewhere on the agenda.

Implications & Impact Assessments

Implications	Commentary
Finance	As interest rates are expected to fall over the period, the proposed extension of the payment term of the loan would likely yield a higher return than might be expected to be achieved as part of the council's treasury management activities if the loan were to be repaid in full on 29 March 2024. Detailed finance implications are addressed in the exempt report. Alex Rycroft, Strategic Finance Business Partner

Legal	The loan variation will be conditional upon the payment of £150k by 29 March 2024. Subsidy Control issues addressed in the exempt report. Shahin Ismail, Interim Head of Legal Services			
Risk Management	The proposal aims to mitigate any financial risk linked to the mentioned loan payment. This, and any further arising risks, are being managed through the service risk register, and will be escalated to the Leadership Risk Register as and when deemed necessary. Celia Prado-Teeling, Performance Team Leader			
Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact		X		There is no equality impact directly associated to this report. Celia Prado-Teeling, Performance Team Leader
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		
Climate & Environmental Impact				N/A
ICT & Digital Impact				N/A
Data Impact				N/A
Procurement & subsidy		X		For subsidy comments please see private report.
Council Priorities	An enterprising economy with strong and vibrant local centres			
Human Resources	N/A			
Property	N/A			
Consultation & Engagement	None			

Supporting Information

3. Background

- 3.1 The council agreed to grant Silverstone Heritage Limited (SHL) (trading as Silverstone Museum) an unsecured £1m loan at its meeting on 16 July 2018, following a recommendation from Executive at its meeting on 2 July 2018. This loan was to partially match fund £9.1m of grant funding secured from Heritage Lottery Fund and in addition to £8m loans granted by local council partners and Local Enterprise Partnerships.
- 3.2 SHL opened in March 2020 and had to shut almost immediately due to the Covid-19 pandemic and trading was interrupted over the next couple of years and consequently visitor numbers have been less than anticipated. As a result, SHL's trading position is not where its original business case had estimated it would be.
- 3.3 Limited interest payments were due to be made over the term of the loan. A final payment of £1.228m was due to be paid to the council by 29 March 2024. Silverstone Heritage Limited has asked the council to consider amending the terms of the loan to extend the repayment period.

4. Details

- 4.1 SHL and the council have been in discussions since March 2023 over the arrangements around SHL repaying the loan and accrued interest to the council. SHL made their first interest payment on 29 March 2023 as planned.
- 4.2 Throughout the course of the past 12 months, CDC has regularly met with SHL and discussed the following options:
- Taking on a commercial loan from the markets
 - Applying to HLF for additional funding
 - Discussing with local council partners whether they can extend their loan facilities.
- 4.3 Following these discussions, it is in the council's and council tax payers' best interest to agree to extend the repayment term of the loan to SHL.

5. Alternative Options and Reasons for Rejection

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

Option 1: Make no changes to the loan agreement. This has been discounted on the basis that an alternative funder cannot be identified.

6 Conclusion and Reasons for Recommendations

- 6.1 In conclusion, it is felt that the most likely way for the council to safeguard its resources is to agree to a revised payment profile of the loan with SHL.

Decision Information

Key Decision	Yes Will generate additional interest income of more than £50,000 over the life of the loan.
Subject to Call in	Yes
If not, why not subject to call in	N/A
Ward(s) Affected	All

Document Information

Appendices	
Appendices	None
Background Papers	None
Reference Papers	Executive Report 2 July 2018 – Silverstone Heritage Centre Loan Facility Council Report 16 July 2018 – Silverstone Heritage Centre Loan Facility
Report Author	Michael Furness, Assistant Director of Finance (S151 Officer)
Report Author contact details	Michael.furness@cherwell-dc.gov.uk 01295 221845

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