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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive

Date: Monday 7 November 2022

Time: 6.30 pm

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

Membership

Councillor Barry Wood (Chairman)

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

Councillor Ian Corkin (Vice-Chairman)

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

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Petitions and Requests to Address the Meeting

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

4. Minutes (Pages 7 - 14)

To confirm as a correct record the Minutes of the meeting held on 3 October 2022.

5. Chairman's Announcements

To receive communications from the Chairman.

6. Urgent Business

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

7. Annual Delivery Plan 2022/24 (Pages 15 - 72)

Report of Chief Executive

Purpose of report

This report recommends the Annual Delivery Plan for 2022/24 to achieve the vision, aims and ambitions of our Council as contained in our Council's Business Plan on behalf of the local communities and businesses we are here to serve.

Recommendations

The meeting is recommended:

- 1.1 To agree the key Strategic Priorities for our Council.
- 1.2 To approve the Annual Delivery Plan 2022/24.
- 1.3 To approve the requirement for future amendments to our Council's Finance, Performance and Risk reporting to incorporate progress on the key Strategic Priorities as recommended in this report.

8. Monthly Performance, Risk and Finance Monitoring Report September 2022 (Pages 73 - 130)

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

Purpose of report

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

Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report September 2022.
- 1.2 To approve the changes to reserves in Appendix 5.
- 1.3 To approve the release of the remaining funds from capital budget 40238 "IT Shared Services". The original proposal in 2019 was to complete activities to support the IT Strategy revolving around the joining up with Oxfordshire County Council (OCC). Cherwell District Council (CDC) decoupling from OCC has marked that chapter of the IT Strategy as complete. However, ahead of the creation of CDC's Digital Strategy, we are exploring areas of

improvement to reduce the demand on services and provide proactive services to our citizens. This aligns with the original proposal of exploring revenue savings and adding efficiencies.

9. Garden Waste Charges for 2023/24 (Pages 131 - 136)

Report of Assistant Director Environmental Services

Purpose of report

To set the garden waste collection charges for 2023/24

Recommendations

The meeting is recommended:

- 1.1 To Launch the Garden Waste Subscription service for 2023/24 from 1 December 2022.
- 1.2 To Implement the revised prices as set out in Appendix 1.

10. Cherwell Sports Studies (Pages 137 - 150)

Report of Assistant Director Wellbeing and Housing

Purpose of report

To note the emerging evidence of the District Sports Studies findings. These will be used as an evidence base for the new Local Plan, and provide the basis of future sports facility developer contribution requests. It is not the intention that all the recommendations should be acted upon by the Council alone, and this report focuses on those where the Council can have an influence. The study models sport facility needs in Cherwell up to 2040.

Recommendations

The meeting is recommended:

- 1.1 To recognise the 2022 Sports Studies as influential strategic documents, and agrees they should be used to seek developer contributions / influence capital bids / seek external funding.
- 1.2 To agree that the documents are shared with partners to ensure wider understanding and influence.
- 1.2 To request that the documents are annually reviewed by officers, Sport England and National Governing Body representatives, and Members are kept a
- 1.3 breast of key changes.

11. Commissioning of the General Information and Money Advice Service 2023 - 2024 (Pages 151 - 202)

Report of Assistant Director Wellbeing and Housing

Purpose of report

To delegate authority to Assistant Director Wellbeing and Housing Service to award the contract for the provision of “General Information and Money Advice Services”.

Recommendations

The meeting is recommended:

- 1.1 To delegate authority to Assistant Director Wellbeing and Housing to award the contract for the provision of an Agency and Temporary Staff Managed Service in consultation with the Monitoring Officer and s151 Officer.
- 1.2 To delegate authority to the Monitoring Officer to enter into the agreement with the successful provider.

12. Exclusion of the Press and Public

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

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.”

13. Commissioning of the General Information and Money Advice Service 2023 - 2024 - Exempt Appendix (Pages 203 - 204)

Information about this Agenda

Apologies for Absence

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

Declarations of Interest

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

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

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

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

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

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Mobile Phones

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

Queries Regarding this Agenda

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

Yvonne Rees
Chief Executive

Published on Friday 28 October 2022

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Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 3 October 2022 at 6.30 pm

Present:

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

Also Present:

Councillor Amanda Watkins (virtual)

Apologies for absence:

Councillor Richard Mould, Portfolio Holder for Performance
Councillor Eddie Reeves, Portfolio Holder for Safer Communities

Officers:

Yvonne Rees, Chief Executive
Nathan Elvery, Chief Operating Officer Interim
Ian Boll, Corporate Director Communities
Stephen Hinds, Corporate Director Resources
Michael Furness, Assistant Director Finance & S151 Officer
Shahin Ismail, Interim Head of Legal Services & Deputy Monitoring Officer
Nicola Riley, Assistant Director Wellbeing & Housing
Richard Webb, Assistant Director Regulatory Services & Community Safety
Natasha Clark, Governance and Elections Manager

Officers in attendance virtually:

Celia Prado-Teeling, Interim Assistant Director Customer Focus
Simon Hope, Interim Head of Communications and Marketing

Declarations of Interest

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

40 **Minutes**

The minutes of the meeting held on 5 September 2022 were agreed as a correct record and signed by the Chairman.

41 **Chairman's Announcements**

There were no Chairman's announcements.

42 **Responding to the Cost of Living Crisis**

The Corporate Director Resources submitted a report which summarised the work the Council was undertaking with respect to the current Cost of Living situation that our residents were experiencing.

In introducing the report the Portfolio Holder for Healthy Communities, also the council's Food Champion, updated Executive on the work of the Food Insecurity Working Group that had been established by the Overview and Scrutiny Committee. The cross-party Working Group would be working with officers on the production of the Cherwell action plan, focusing on three of the priorities from the Oxfordshire Food Strategy: tackle food poverty and diet-related ill health; build vibrant food communities with the capacity and skills to enjoy food together; and, grow the local food economy through local enterprises, local jobs and local wealth generation. The Group would also be working with officers on promotional campaigns for healthy living schemes and promotions, such as the Healthy Start vouchers.

The Portfolio Holder for Healthy Communities also highlighted the warm space initiative whereby the council was working with local partners to provide a comprehensive and complementary warm space offer across the district.

Resolved

- (1) That the work that the Council is undertaking be noted.
- (2) That the Council's Food Champion and the work of the Food Insecurity Working Group be supported.
- (3) That the allocation of £250k from the COVID fund to support the Food Voucher Scheme be supported and authority to approve further expenditure be delegated to the Corporate Director Resources, in consultation with the Section 151 Officer and Portfolio Holder for Healthy Communities.

- (4) That it be agreed to successfully deliver new Central Government funding initiatives that support our communities.

Reasons

This report provides an update on work the Council is undertaking with respect to the Cost of Living Situation. The Council is committed to supporting our residents where we can help them through this current period of economic uncertainty.

Alternative options

Option 1: To reject the recommendations.

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Air Quality Action Plan

The Assistant Director Regulatory Services and Community Safety submitted a report which provided an update on the air quality monitoring carried out across the district in 2021 and the air quality data obtained, the current district Air Quality Action Plan, and other air quality related matters.

Air quality monitoring data showed significant air quality improvements over a 5-year period in the air quality management areas of the District. The Council's Business Plan included a specific commitment to "Work with partners to improve air quality" within the Supporting Environmental Sustainability priority.

Resolved

- (1) That the work undertaken by the Council its partners in relation to air quality in the District and the 2021/22 air quality monitoring data be noted.

Reasons

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

Alternative options

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

Domestic Abuse - Strategic Briefing and Support Services Contract Commissioning

The Assistant Director Regulatory Services & Community Safety submitted a report which updated the Executive on progress in Oxfordshire to meet the new statutory duties in relation to support for domestic abuse victims and to commission a new domestic abuse support services contract.

The report explained that Cherwell District Council worked in partnership with the other local authorities in Oxfordshire and the Police and Crime Commissioner to commission support services for domestic abuse victims in the county. Cherwell contributed £25k per annum to the current domestic abuse support services contract with A2 Dominion. This current contract would expire in April 2023 and therefore work was underway in preparation to tender for a new domestic abuse support services contract.

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

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

Resolved

- (1) That the work taking place across Oxfordshire to meet the new statutory duties and to commission a new domestic abuse support services contract be noted.
- (2) That it be agreed that Cherwell District Council will maintain its contribution to the costs of this contract.

Reasons

The new statutory duties relating to domestic abuse and the need to commission a new support service contract for Oxfordshire are driving considerable partnership activity in Oxfordshire. Work is progressing to bring in additional capacity to support Cherwell with this work.

The Executive is recommended to:

- a) Agree that we will continue to contribute to the cost of the Domestic Abuse support services contract for Oxfordshire at current funding levels.
- b) Agree that proposals for seeking White Ribbon Accreditation should be

developed if the council is successful in appointing a suitable candidate to the new Domestic Abuse Lead Officer post.

Alternative options

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

45 Monthly Performance, Risk and Finance Monitoring Report August 2022

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

Resolved

- (1) That the monthly Performance, Risk and Finance Monitoring Reports for August 2022 be noted.
- (2) That it be agreed to create an income and expenditure budget of £0.503m for the Homes for Ukraine Grant be created.
- (3) That an additional Capital Project to be included within the Capital Programme for a new mains electrical connection to accommodate the newly installed Air Source Heat Pump (ASHP) to operate at Kidlington Leisure Centre be agreed.
- (4) That the following changes to reserves as detailed in the Annex to the Minutes (as set out in the Minute Book) be approved:

Directorate	Type	Description	Amount £m
Communities	Earmarked	Works in Default	0.040
Communities	Earmarked	Castle Quay	0.671
		Total Earmarked Reserves	0.711

Reasons

This report provides an update on progress made during August 2022, to deliver the Council's priorities through reporting on Performance, Leadership Risk Register and providing an update on the Financial Position. The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.

Alternative options

Option 1: This report illustrates the Council's performance against the 2022-23 Business Plan. Regarding the monitoring aspects of the report, no further options have been considered. However, members may wish to request that officers provide additional information. Regarding the recommendation to approve changes in use of reserves, members could choose not to reject the change of use, however, the request is in accordance with the councils Reserves Policy and within existing budgets. If Members chose not to agree to the changes in transfers to reserves, then this would mean resource would need to be found for these projects separately in future years.

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

The Assistant Director of Finance submitted a report which informed the Executive of the proposed approach to the 2023/24 Budget and Business Planning Process and provides context and background information on the existing Medium-Term Financial Strategy and information on latest government announcements relevant to the Strategy.

Resolved

- (1) That the Budget and Business Planning Process for 2023/24 be approved.
- (2) That a five-year period for the Medium-Term Financial Strategy to 2027/28 and five-year period for the Capital Programme to 2027/28 be approved.

Reasons

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

Alternative options

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

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Urgent Business

There were no items of urgent business.

The meeting ended at 7.25 pm

Chairman:

Date:

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Cherwell District Council

Executive

7 November 2022

Annual Delivery Plan 2022/24

Report of Chief Executive

This report is public.

Purpose of report

This report recommends the Annual Delivery Plan for 2022/24 to achieve the vision, aims and ambitions of our Council as contained in our Council's Business Plan on behalf of the local communities and businesses we are here to serve.

1.0 Recommendations

The meeting is recommended:

- 1.1 To agree the key Strategic Priorities for our Council.
- 1.2 To approve the Annual Delivery Plan 2022/24.
- 1.3 To approve the requirement for future amendments to our Council's Finance, Performance and Risk reporting to incorporate progress on the key Strategic Priorities as recommended in this report.

2.0 Introduction

- 2.1 This is the first Annual Delivery Plan proposed for our Council to support the achievement of the vision, aims and ambitions of our Council as contained in our Council's Business Plan. This is driven by the following key considerations:

- ***A local response to national challenges*** – for any national challenge to be successfully responded to it requires a solution and co-ordination at a local level. The national landscape is complex and whether this is in response to the rising cost of living, climate change, housing, support to refugees and asylum seekers, health, inclusive growth and jobs or financial, it is fundamental that a local solution for local communities is in place. The Annual Delivery Plan establishes that local focus and solution to the national challenges we presently face.
- ***COVID-19*** – has presented many challenges to our communities and our response, in partnership, as a Council to these challenges. As we emerge from the restrictions in place over the last few years it will be critical to focus

on the recovery and renewal within our communities, local businesses and our partnerships. The Annual Delivery Plan builds this requirement into our strategic thinking, across our priorities.

- **Climate Change** – since declaring a climate emergency in 2019, our Council has worked hard to reduce its carbon footprint and to embed sustainable policies across our operations and strategic thinking. The Annual Delivery Plan continues this trajectory with new focus on a Carbon Management Plan and resources to support delivery of community led initiatives.
- **Partnership working** – our Council is a place shaper for our local communities whilst at the same time being a significant part of Oxfordshire in scale and size and part of the wider sub-region within this part of our country. Therefore, continuing to work in partnership across our public, private and voluntary & community partners ensures that together we can have a greater impact on the outcomes we aspire to for our local communities. The Annual Delivery Plan helps by setting out our priorities and enabling a clearer focus of engagement with our local partners as well as at a national level.
- **Decoupling** – our Council has recently completed the decoupling programme from its strategic partnership with Oxfordshire County Council following the decision to terminate the partnership in February 2022. This programme of work has been a significant undertaking for our Council which was not anticipated in the planning and budgetary cycles for the 2022/23 year. Our Council has successfully completed this programme of work whilst continuing to manage and respond to the key challenges for our Council and our local communities. During the options assessment of the 24 service areas contained in the partnership it was clear that for a number of areas a new strategic direction would be required to support our Council. The Annual Delivery Plan establishes that strategic direction.
- **Restructure** – as part of the structural response to the decoupling of the strategic partnership with Oxfordshire County Council it has been necessary to establish an effective ‘interim’ officer structure for our Council. The form of this structure needs to focus on the functions for the Council, thus ensuring that the structure best supports the outcomes our Council is seeking to achieve. The Annual Delivery Plan establishes these priorities to ensure the final permanent structure for our Council can enable these achievements and therefore can be finalised in the Autumn 2022.
- **Effectiveness** – any organisation is more effective if it is clear on its key priorities and purpose. We have established a clear vision through the creation of our Business Plan. The Annual Delivery Plan helps to support the achievement of our priorities through the clearly defined actions we will deliver on behalf of our local communities.
- **Cherwell District Council** – has for a decade been part of a partnership arrangement. We now embark on a new chapter in a journey as a Council, one as a standalone authority, able to work with any partner to achieve the outcomes for our local communities. The Annual Delivery Plan establishes a new way of working and models our future Council direction.

- 2.2 The Annual Delivery Plan establishes a new way of working for our Council since the decoupling of our strategic partnership with Oxfordshire County Council setting out our ambitions and priorities as Cherwell District Council for and on behalf of our local communities.

3.0 Report Details

What is an Annual Delivery Plan?

- 3.1 The Annual Delivery Plan sets out the clear priorities and objectives for the year, it establishes a clear direction for our Council on an annual basis in support of the vision, aims and ambitions of our Council as contained in the Council's Business Plan. As this is our Council's initial Annual Delivery Plan and is being introduced during 2022/23 it is therefore intended to cover the period 2022/23 and 2023/24.
- 3.2 It will enable an informed development of the Medium Term Financial Strategy (MTFS), a key policy framework of our Council, through ensuring that the resourcing strategy i.e. the annual budget supports the Annual Delivery Plan priorities and objectives. Thus, it is envisaged that an Annual Delivery Plan would accompany the annual budget cycle and budget approval process for the Council as this policy framework evolves.
- 3.3 The Annual Delivery Plan establishes three levels of priorities to deliver the four key strategic aims of the Business Plan, the broad definition of these priorities is shown below:
- **Strategic** – the priority areas where our Council will work in partnership with a range of partner organisations to achieve outcomes.
 - **Corporate** – the priority areas where our 3 x Directorates across our Council will work corporately to achieve outcomes.
 - **Local** – the priority areas within our 3 x Directorates of our Council will work within the portfolio areas within the Directorate to achieve outcomes.

Business Plan

- 3.4 The Business Plan is attached as **Appendix 1**.

Business Plan Policy Framework

- 3.5 The Business Plan sets a policy framework for the Council's vision, aims and ambitions for our local communities. The four key strategic aims of the Business Plan are shown in **Diagram 1** below supported by the priorities of the Annual Delivery Plan as outlined in paragraph 3.3.

Diagram 1 – 4 x Strategic Aims of the Business Plan



Key Strategic Priorities

- 3.6 The Annual Delivery Plan contains a number of Strategic Priorities as shown in **Appendix 2**, the top ten key Strategic Priorities are identified in **Table 1** below.

Table 1 – 10 x key Strategic Priorities

Key Strategic Priority	Purpose
Response to the Cost of Living Crisis	To respond to the rising cost of living challenges within our local communities, ensuring we co-ordinate our services and our partnerships to provide the most effective support to our communities.
Response to the	The Council declared a climate emergency in 2019 this Council and many others recognised the

Climate Emergency	importance of tackling the impending global ecological disaster by unanimously passing a climate emergency motion and has in place an action plan to reduce the Council's direct impact on the environment. The Council has recently agreed to take forward a new strategy which will be developed with support from Members across the Council and through the contribution of the Overview & Scrutiny Committee.
Promote individual Well Being & Healthy Communities	To support the well-being of our communities and develop a single strategy for physical, mental, social and cultural support promoting inclusion for all.
Support and facilitate a Vibrant local Economy	To ensure we have a clear strategy for the economic prosperity of Bicester, Banbury, Kidlington and our rural villages and communities including specific opportunities to regenerate and improve our Town Centres.
Right homes, Right places - Local Plan	To ensure we have the right target for new homes and economic growth, in the right place, and protect our villages, communities and the environment through our Local Plan.
Work to prevent Homelessness	To support our residents into permanent accommodation that meets their needs and supports their forward journey in society.
Deliver in Partnership	To recognise the importance of working in partnership for our local communities. We will seek to strengthen our Local Strategic Partnership in Cherwell to help achieve improved outcomes for all our communities through improved co-ordination of our priorities with our LSP partners.
Deliver for and with our communities	Deliver effective and efficient services to meet the needs of our local communities now and into the future.
Medium Term Financial sustainability	To ensure the MTFS is balanced over the medium term and we provide value for money with our limited resources focussed on the Council's key priorities and maximise external investment into Cherwell.
Team Cherwell	To ensure the support and development of our organisation, through our staff, to support the aims and ambitions of our Council.

Role and Engagement with our Overview & Scrutiny Committee

- 3.7 The role and engagement with our Overview & Scrutiny Committee will be critical to the Council's future success. We have already made good progress and Members will recognise the connection to our proposed Annual Delivery Plan and the work programme for our Overview & Scrutiny Committee.

Our Support & Enabling Services

- 3.8 Our Council has several support and enabling services. Our services such as Human Resources & Organisational Development, Finance, Legal & Democratic, Digital & IT, Property and Procurement are essential to our front-line services and to the objectives contained in the Annual Delivery Plan.

4.0 Conclusion and Reasons for Recommendations

- 4.1 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.

5.0 Consultation

- 5.1 The Annual Delivery Plan has been shaped by the Executive at a recent Strategy Day and will be shared with our partners once approved including our important relationship via our Cherwell Local Strategic Partnership.

6.0 Alternative Options and Reasons for Rejection

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

Option One: No Annual Delivery Plan – given the challenges and opportunities facing the Council as set out in section 2.1 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 as set out in section 2.1 the need for a timely plan which enables the Council's achievement of the Business Plan is essential.

7.0 Implications

Financial and Resource Implications

- 7.1 The MTFS policy framework shapes our budget setting, resource alignment, effective use of resources, investment, transformation and savings. The Annual Delivery Plan will determine the priorities for the Council which will in turn help shape and inform the Medium-Term Financial Strategy. In relation to 2023/24 the Annual Delivery Plan is being considered in the developing plans for the 2023/24 budget.
- 7.2 The Annual Delivery Plan will accompany the annual budget setting process for the Council.

Comments checked by:
Michael Furness, S.151 Officer & AD – Finance.
Telephone: 01295 221845, Email: Michael.furness@cherwell-dc.gov.uk

Legal Implications

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

Comments checked by:
Shahin Ismail, Interim Monitoring Officer & Assistant Director – Law, Governance & Democratic Services. Email: Shahin.ismail@cherwell-dc.gov.uk

Risk Implications

- 7.4 There are no risk implications arising from this report.

Comments checked by:
Nathan Elvery, Chief Operating Officer (Interim).
Telephone: 01295 227980, Email: nathan.elvery@cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.5 There are equalities and inclusion implications throughout the priorities described within the Annual Delivery Plan. These will be considered as the priorities are brought forward for decision making and implementation.

Comments checked by:
Nathan Elvery, Chief Operating Officer (Interim).
Telephone: 01295 227980, Email: nathan.elvery@cherwell-dc.gov.uk

Sustainability Implications

- 7.6 There are sustainability implications throughout the priorities described within the Annual Delivery Plan. The Council is baselining its climate activity and delivery key improvements through the Carbon Management Plan. All changes to priorities, policies and delivery activity will be subject to individual review against the impact to the environment.

Comments checked by:
Nathan Elvery, Chief Operating Officer (Interim).
Telephone: 01295 227980, Email: nathan.elvery@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Business Plan and Policy Framework

The Annual Delivery Plan supports the achievement of the four key strategic aims of the Business Plan for the Council.

Lead Councillor

Councillor Barry Wood, Leader of the Council

Document Information**Appendix number and title**

- Appendix 1 – Business Plan
- Appendix 2 – Annual Delivery Plan 2022/24

Background papers

None

Report Author and contact details

Nathan Elvery, Chief Operating Officer

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nathan.elvery@cherwell-dc.gov.uk

Cherwell District Council business plan 2022 - 2023

Appendix 1

As we come to refresh our business priorities for the next financial year, I am proud to be the leader of a council that listens to its residents and is willing to adapt to deliver the services that residents value most.

Like other local authorities up and down the country, we must chart a careful and responsible path through the challenges presented by uncertainties around government funding, COVID-19 and a growing and ageing population, all of which have presented significant financial pressures in setting our budget for 2022/23.

But that doesn't mean we should lose sight of our vision for the district – we remain an ambitious authority and will continue to find new ways to deliver services differently and more efficiently, prioritising our resources to where they will have the biggest impact.

In our recent consultation on our 2022/23 budget proposals, local people told us that healthy and resilient communities was their top priority. That means using our influence on the built environment and within the leisure sector to make it easier to lead a healthy lifestyle. It also means making the most of our links to partners in the health system and community and voluntary sectors.

We have been creating new active travel routes, supporting people to ride their bikes and enhancing our green spaces. These examples of action will not only aid our recovery from the pandemic but will secure changes that residents can enjoy well into the future, making north Oxfordshire somewhere where people can truly thrive and enjoy their lives.

Both the budget survey and our annual residents' survey showed that supporting vibrant local centres and a dynamic economy are also top priorities. It has been a pleasure to see the first elements of our investment in Castle Quay Waterfront come to fruition over recent months.

With a much needed town centre supermarket, multi-screen cinema and restaurants coming to Banbury canal side, we've taken a big stride towards securing the town's regional status for years to come and creating new jobs too.

While we have had to take some difficult decisions to ensure a balanced budget for this financial year, where the government has offered funding streams for specific purposes, we have been proactive in securing it. For example, funding to enhance the support that's offered to help prevent homelessness and to help small and medium size businesses navigate change throughout the pandemic.

Our work to become a zero carbon council by 2030 is continuing too, with improvements to reduce emissions at leisure centres and investment to install solar panels at more of our council owned properties.

I am confident that our renewed focus on delivering residents' priorities will help make sure Cherwell remains a great place to live and work for years to come.



Councillor Barry Wood
Leader of Cherwell District Council



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE



Our priorities:

Housing that meets your needs

- Support the delivery of affordable and green housing.
- Ensure minimum standards in rented housing.
- Work with partners supporting new ways to prevent homelessness.
- Support our most vulnerable residents.
- Deliver the Local Plan.

Supporting environmental sustainability

- Work towards our commitment to be carbon neutral by 2030.
- Promote the green economy.
- Support waste reduction, reuse and recycling.
- Work with partners to improve air quality.

An enterprising economy with strong and vibrant local centres

- Support business retention and growth.
- Work with partners to support skills development and innovation.
- Work with others to support growth.
- Work with partners to promote the district as a visitor destination and attract investment in our town centres.
- Work with businesses to ensure compliance and promote best practice.

Healthy, resilient and engaged communities

- Support and encourage active lifestyles and health and wellbeing.
- Support development of leisure services and facilities meeting the needs of residents.
- Support community and cultural development.
- Work towards our commitment to equalities, diversity and inclusion.
- Work with partners to address the causes of health inequality and deprivation.
- Work with partners to reduce crime and antisocial behaviour.



Delivery themes:

Customers

Deliver high quality, accessible and convenient services that are right first time.



Healthy places

Work collaboratively to create sustainable, thriving communities that support good lifestyle choices connecting us to each other and the natural environment.



Partnerships

Work with partners across all sectors to deliver and improve services for our residents and communities.



Continuous improvement

Make the best use of our resources and focus on improvement, innovation and staff development to maintain and enhance services.



Climate action

Support residents and local businesses to reduce their carbon emissions. Continue to transform our own estate to deliver our carbon neutral commitments.



CO₂

COVID-19 recovery and renewal

Work with partners in the health and voluntary sectors to help our local business and residents respond, and ensure together, we are in a stronger position to meet the health, economic and social challenges of the future.



Including everyone

Our equalities, diversity and inclusion framework outlines how we plan to create an inclusive community and workplace in Cherwell, through fair and equitable services.

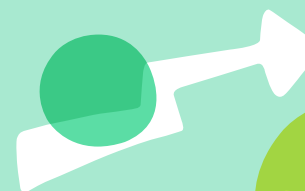


Performance management framework

Cherwell District Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2022 business plan and the priorities of the council. The supporting measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delay.

To measure performance a 'traffic light' system is used. Where performance is on or ahead of target, it is rated green. Where performance is slightly behind the target it is rated amber. A red rating indicates performance is off target.

The monthly performance cycle also includes the management and reporting of leadership risk and financial information. This provides an overview of the council's progress against its strategic priorities and delivery themes as set out earlier in this business plan.

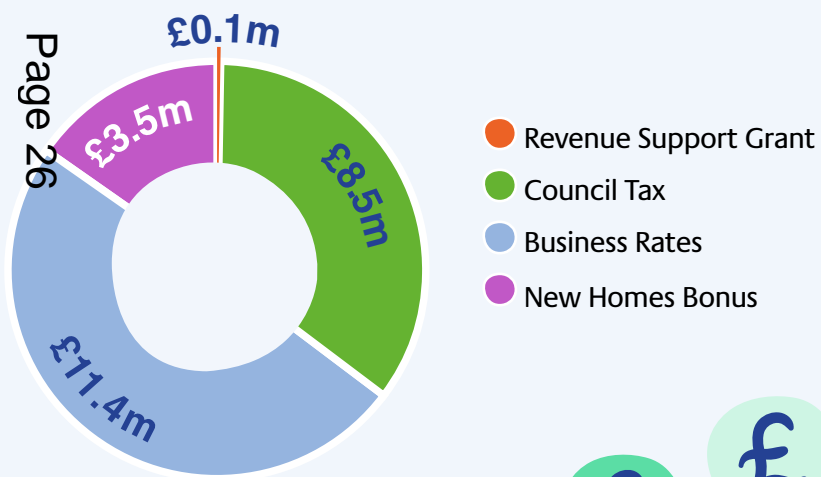


Council funding

Where our money comes from

Thirty six per cent of our funding for services comes directly from Council Tax, with the rest coming from the New Homes Bonus Scheme, Business Rates and Government Revenue Support Grant.

2022/23 funding sources



How we generate income

We generate income by asking people and organisations to pay fees and charges for some of our services such as for planning, car parking and for licences. We also receive rental income from properties the council owns such as Castle Quay and Pioneer Square.

Contact us

Get in touch

Did you know you can access council information and services around the clock at www.cherwell.gov.uk

Email: customer.service@cherwell-dc.gov.uk

Phone: 01295 227001

Find and email your ward councillor here: www.cherwell.gov.uk/find-member

Write:

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

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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Business Plan Aims

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

Business Plan - Aims

Housing that meets your needs

- Support the delivery of affordable and green housing.
- Ensure minimum standards in rented housing.
- Work with partners supporting new ways to prevent homelessness.
- Support our most vulnerable residents.
- Deliver the Local Plan.

An enterprising economy with strong and vibrant local centres

- Support business retention and growth.
- Work with partners to support skills development and innovation.
- Work with other to support growth.
- Work with partners to promote the district as a visitor destination and attract investment in our town centres.
- Work with businesses to ensure compliance and promote best practice.

Supporting environmental sustainability

- Work towards our commitment to be carbon neutral by 2030.
- Promote the green economy.
- Support waste reduction, reuse and recycling.
- Work with partners to improve air quality.

Healthy, resilient and engaged communities

- Support and encourage active lifestyles and health and wellbeing.
- Support development of leisure services and facilities meeting the needs of residents.
- Support community and cultural development.
- Work towards our commitment to equalities, diversity and inclusion.
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- Work with partners to reduce crime and antisocial behaviour.



Annual Delivery Plan Priorities

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



Top 10 x Key Strategic Priorities

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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Business Plan Aims

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



Housing that meets your needs

Supporting Our Strategic Priorities

- Support the delivery of affordable and green housing
 - Ensure minimum standards in rented housing
 - Work with partners supporting new ways to prevent homelessness
 - Support our most vulnerable residents
 - Deliver the Local Plan
- **Local Plan:** Progress a new Plan with policies to guide housing development to meet needs and address national and local priorities including those addressing climate change.
 - **Wholly Owned Companies:** GHVDC / Crown House delivery.
 - **Affordable Housing:** Deliver affordable housing to meet needs and assist access to the housing market.
 - **Infrastructure:** Work with Oxfordshire County Council to deliver key infrastructure, including to support strategic development and the delivery of the Bicester Garden Town, to deliver improvements to Kidlington Roundabout and access to Banbury Railway station, and to support non-car based modes of transport. Banbury Road junction improvement scheme, engaging with Homes England on North West Bicester, Pioneer Roundabout and Ploughley Road junction in Bicester.
 - **Unlock CDC owned sites:** for potential affordable and green housing.
 - **Empty Property Policy:** Identify owners of disused sites (i.e.garages) to ascertain viability of transforming into packets of affordable housing.
 - **Council Tax Policy:** 2nd Homes.
 - **Housing Grants Programme:** enabling residents to be independent longer.
 - **Regulatory Services and Inspections:** Ensuring compliance and standards.
 - **Oxfordshire Housing and Growth Deal Programme:** Delivering the workstreams to the agreed programme.
 - **'One Council':** approach of identification to homelessness.
 - **Housing First:** implementing a new approach in partnership with the Oxfordshire Homelessness Alliance.
 - **Digital Assistance:** and automation in homes to support vulnerable adults.
 - **Permanent Address Scheme:** develop to help residents for permanent address (Manchester Approach).
 - **Supporting the Refugee and Asylum Schemes:** to ensure all residents move towards independent living and settle well.
 - **Business Engagement :** Continuing to build good relations with the business community.

Business Plan Aims

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



Supporting environmental sustainability

Supporting Our Strategic Priorities

- Work towards our commitment to be carbon neutral by 2030
- Promote the green economy
- Support waste reduction, reuse and recycling
- Work with partners to improve air quality
- **Local Plan:** Progress a new Plan with policies to guide sustainable development including for responding to climate change and minimising carbon emissions.
- **Green Investments:** with cash borrowed will be looking to invest until it is all needed.
- **Tree Surgery:** look at investment to provide supply capacity to major development sites and planting initiatives.
- **Country Parks:** Management Strategy.
- **Food Waste Collections:** introduction and approach to green waste.
- **Garden Town Programme and LCWIP delivery** – modal shift support (sustainable travel).
- **Plant a tree nursery:** to supply trees to our country parks and major development sites.
- **Solar Park on land:** in our control to meet our energy needs and provide income stream – which could be a supplementary cost of living crisis.
- **Engagement:** High Tech, High Performing Businesses.
- **Taxi License Policy:** reducing the environmental impact of the licenced taxi fleet.
- **Procurement Strategy:** focus on sustainability with business who work with Cherwell.
- **Waste Strategy:** work with partners to develop an effective strategy for the County.
- **Green Credentials:** placing emphasis on green credentials of our partners.
- **Town Centres:** long term development and delivery of our visions for more sustainable town centres.
- **Parking and Access Strategy:** to provide sufficient and suitable parking to sustain economic, social and environmental well being of our town centres.
- **Air Quality Management:** monitoring air quality and work with partners to improve air quality in designated air quality management areas.

Business Plan Aims

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

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An enterprising economy with strong and vibrant local centres

Supporting Our Strategic Priorities

- Support business retention and growth
- Work with partners to support skills development and innovation
- Work with others to support growth
- Work with partners to promote the district as a visitor destination and attract investment in our town centres
- Work with businesses to ensure compliance and promote best practice
- **Establish visions** for Banbury, Bicester, Kidlington and Rural.
- **Local Plan:** Progress a new Plan with policies to guide development to improve the environment and vitality of our town centres.
- **Public Realm:** design out/solutions in based on healthy place shaping principles and using public art to best effect to develop distinctiveness and civic pride.
- **Castle Quay and Castle Quay Waterfront**
- **Develop a new Investment Strategy:** for Cherwell, Bicester, Banbury, Kidlington and Rural communities.
- **UK Shared Prosperity Fund:** receipt of funding anticipated Autumn 2022 and Year One programme to be delivered by end March 2023.
- **Oxfordshire Housing and Growth Deal:** Delivering the workstreams to the agreed programme.
- **Business Engagement:** continuing to build good relations with the local business community.
- **Cherwell Business Adaptation Fund:** funding from ARG to OxLEP to administer a grant scheme for local business to adapt post-pandemic.
- **Skills:** act as a broker between employers and education establishments to identify skills shortages that are blockers to growth and how this can be remedied.
- **Supportive of high performing business relocation:** and growth within the area.
- **Bicester Garden Town:** supporting the delivery of the garden town programme.
- **Regulatory Services:** provide regulatory business advice and support and deliver risk-based inspection programmes to increase assurance.
- **Develop a Single Business Approach:** across the service areas with our businesses.
- **Support Investment:** through efficient planning and economic development services.
- **Community Safety:** a visible presence in our town centres to provide reassurance and deter anti-social behaviour.
- **Inclusive economy:** developing additional resources to support people into better work.



Business Plan Aims

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



Healthy, resilient and engaged communities

- Support and encourage active lifestyles and health and wellbeing
- Support development of leisure services and facilities meeting the needs of residents
- Support community and cultural development
- Work towards our commitment to equalities, diversity and inclusion
- Work with partners to address the causes of health inequality and deprivation
- Work with partners to reduce crime and antisocial behaviour

Supporting Our Strategic Priorities

- **LSP Food Strategy:** Helping to Tackle the Cost of Living Crisis and Food Insecurity.
- **Digital communities:** having resources accessible anywhere/anytime.
- **Encouraging Active Travel:** Changing residents habits through infrastructure and influencing.
- **Move Together:** helping individuals with long term health conditions out of Covid.
- **Movement on Movement:** working with partners to increase activity and physical independence.
- **Brighter Futures Programme:** partners working to improve life chances in areas of deprivation in Banbury.
- **Inter Faith:** working with faith groups to improve understanding and resident engagement in active, healthy lifestyles.
- **Healthy Place Shaping :** New models of Care, Community Activation Built environment.
- **Cultural Development:** Facilitating and enabling development and attracting external funding to support a vibrant and rich cultural life for residents.
- **Activity for All:** identifying gaps in sporting facilities and active lifestyles locally – developing opportunities for local residents and encouraging visitors to the district.
- **Playing Pitch and Built Facilities Strategy:** develop models to deliver new facilities through securing contributions from developers based on a needs analysis.
- **You Move Programme:** Activity programme aimed at families with free school meal eligibility.
- **Facility Development:** An additional learner pool at Bicester.
- **Age Friendly Family:** extend the principles of age friendly communities across Cherwell.
- **Bicester:** An additional visibility learner pool at Bicester.
- **Work with Community groups:** to take ownership (potential CATs) of unloved and unallocated land to bring communities together/civic pride.
- **Relocation of The Mill:** Facilitating the relocation of The Mill to new premises ensuring the continued provision in the district.
- **Banbury Library:** Working with our partners at the County Council to continue having library provision in Banbury
- **Preventative Debt:** measures use data to proactively work with residents to deliver preventative debt.
- **Community Safety Partnership:** work with partners to deliver actions to enhance community safety.
- **Regulatory Services:** acting on problems which negatively impact local communities.
- **Zero tolerance on Domestic Abuse:** working with partners to prevent domestic abuse and support victims.

Chief Executive

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Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

Chief Executive Directorate

Chief Executive Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
Housing that meets your needs	Wellbeing & Housing	<ul style="list-style-type: none"> To deliver the new CDC homelessness strategy linked to the countywide strategy; increasing prevention, reducing rough sleeping by half and minimise the length of stay in temporary accommodation. To improve the supply of and access to housing at affordable and social rents. To relicense HMO accommodation. To hold Registered Providers to account for voids, maintenance and overall quality of provision in the social rented accommodation sector locally. To continue to provide Home improvements and adaptations for disabled residents. To ensure the joint commissioning of homelessness services meet our residents needs and provides good value for money. To work across the Oxfordshire system and within the South East Migration Partnership to ensure refugees and asylum seekers settle well. To continue to manage our own properties well. 	<ul style="list-style-type: none"> QTR2 2022/23 ON GOING QTR3 2022/23 ON GOING ON GOING ON GOING ON GOING

- HR & OD
- Well Being & Housing
- Customer Focus

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Chief Executive Directorate

Chief Executive Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
Leading on environmental sustainability	Wellbeing & Housing	<ul style="list-style-type: none">To continue to modify facilities to reduce carbon impact and seek ways of embracing new technology and external funding to improve our facilities.To continue to invest in renewable energy for swimming pools and active spaces to reduce utility costs.To work with Property services to consider renewable energy investment in community buildings owned by Cherwell DC.	<ul style="list-style-type: none">QTR4 2022/23ON GOINGON GOING

• HR & OD

• Well Being & Housing

• Customer Focus

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Chief Executive Directorate

- HR & OD
- Well Being & Housing
- Customer Focus

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Chief Executive Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
An enterprising economy with strong and vibrant local centres	HR & OD	<ul style="list-style-type: none"> To support the organisation in the decoupling from the strategic partnership with Oxfordshire County Council. 	<ul style="list-style-type: none"> QTR2 2022/23
	Well Being & Housing	<ul style="list-style-type: none"> To support the development of the arts and cultural services and their role in regeneration. To promote an inclusive economy. To deliver the projects funded through the UK Shared Prosperity Fund. 	<ul style="list-style-type: none"> ON GOING ON GOING ON GOING



Chief Executive Directorate

- HR & OD
- Well Being & Housing
- Customer Focus

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Chief Executive Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
Healthy, resilient and engaged communities	Wellbeing & Housing	<ul style="list-style-type: none"> To deliver targeted Physical Activity provision examples being FAST and HAF to decrease inequality and physical inactivity levels with a focus on those most in need and most deprived wards. To deliver a Wellbeing Strategy that outlines how the wellbeing team will deliver services linking physical activity, healthy behaviours, wellbeing, cultural and community development. To seek to improve the quality and offering to residents relating to the Leisure Facilities through robust and regular monitoring of the service provided aligned with the need to undertake needs assessments of built facilities. To consider options around management of Joint Use Facilities/Sports grounds in Bicester and Kidlington. To support the voluntary sector to be robust and sustainable and achieve corporate priorities. To work to strengthen our most vulnerable communities., tackling food insecurity To assist parish councils to plan for and support the wellbeing of their communities. To organise the Cherwell Local Strategic Partnership to facilitate cross-sectoral working. To develop the role of the Brighter Futures in Banbury Partnership to have greater impact on the lives of residents. 	<ul style="list-style-type: none"> QTR1 2022/23 QTR4 2022/23 ON GOING QTR2 2022/23 ON GOING ON GOING ON GOING ON GOING ON GOING
	Customer Focus	<ul style="list-style-type: none"> To tell our story as a council and as a place – helping to improve our reputation nationally, regionally and sector wide. To implement a new consultation and engagement strategy to engage with residents and other stakeholders in a more active and inclusive way and put residents at the heart of decision-making. To implement a Communications Strategy that works both ways, engaging with our customer to understand their needs, working proactively to provide information about the services we provide and the latest developments. To deliver on the vision of ‘Our Customer Service is your experience...Your satisfaction is our success’. Enhancing our digital customer offer, to increase self-service and assisted service opportunities. 	<ul style="list-style-type: none"> ON GOING QTR4 2022/23 QTR4 2022/23 ON GOING



Chief Executive Directorate

- HR & OD
- Well Being & Housing
- Customer Focus

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Chief Executive Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
Housing that meets your needs	Wellbeing & Housing	<ul style="list-style-type: none">• To ensure the housing allocations process is efficient and meets the needs of the most vulnerable applicants.• To work in partnership with other statutory agencies to reduce homelessness.• To maintain a needs assessed policy for strategic housing delivery.	<ul style="list-style-type: none">• ON GOING• ON GOING• ON GOING



Chief Executive Directorate

Chief Executive Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
Leading on environmental sustainability	Wellbeing & Housing	<ul style="list-style-type: none">To manage built Leisure facilities in a sustainable manner, reducing their carbon footprint	<ul style="list-style-type: none">QTR4 2022/23
	Customer Focus	<ul style="list-style-type: none">To incorporate the climate action framework to our Comms and Marketing strategy, to promote awareness and support education initiatives.	<ul style="list-style-type: none">QTR4 2022/23

- HR & OD
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Chief Executive Directorate

- HR & OD
- Well Being & Housing
- Customer Focus

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Chief Executive Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
An enterprising economy with strong and vibrant local centres	HR & OD	<ul style="list-style-type: none"> To work with the organisation to design and embed agile working practices and issue new contracts to all employees. To review of policies to ensure continued legal compliance, clarity on related processes and efficiency in their operation. To develop a suite of workforce reports that are readily available to managers to make better evidence-based and informed decisions. To review of agency worker usage and contractors; analysing current usage that informs a best value approach which offers savings across the organisation. To develop a Performance Management strategy that ensures every employee is clear on their contribution to the strategic priorities, measures progress and encourages meaningful conversation that motivates and develops our workforce, whilst also ensuring accountability of actions. 	<ul style="list-style-type: none"> ON GOING ON GOING QTR2 2022/23 QTR4 2022/23 QTR4 2022/23
	Wellbeing & Housing	<ul style="list-style-type: none"> To drive partnerships to secure employment for refugees 	<ul style="list-style-type: none"> QTR2 2022/23
	Customer Focus	<ul style="list-style-type: none"> To provide Marketing and comms support to all council’s commercial initiatives . To provide data analysis such as benchmarking to support the delivery of commercial initiatives, funding grants bids and industry awards applications. 	<ul style="list-style-type: none"> ON GOING ON GOING



Chief Executive Directorate

- HR & OD
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- Customer Focus

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Chief Executive Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
Healthy, resilient and engaged communities	HR & OD	<ul style="list-style-type: none"> To review our Learning and Development offer and devise and implement a new strategy. To continue to undertake regular health and safety audits across internal departments. 	<ul style="list-style-type: none"> QTR3 2022/23 ON GOING
	Well Being & Housing	<ul style="list-style-type: none"> To continue to review services to ensure the structure and focus of services are fit for purpose to meet the objective of Healthy resilient and engaged communities. To fulfil the council's statutory duty to assess, register and administer Assets of Community Value. To lead on fulfilling the council's commitments under the Armed Forces Covenant. To secure developer contributions (s.106) for community Infrastructure. To deliver developer funded community infrastructure projects to benefit new communities. 	<ul style="list-style-type: none"> ON GOING ON GOING ON GOING ON GOING
	Customer Focus	<ul style="list-style-type: none"> To perform against our own individual Food Strategy Action Plan measures. To ensure compliance with new Armed Forces Covenant. To co-ordinate quarterly Civilian Military Partnership (CMP) and support CMP Steering Group. To host National Graduate Development Programme. To co-ordinate Corporate awards and Stonewall Workplace Equality Index submissions. To expand from broadcast communications to conversations and two-way engagement – using digital platforms and more varied types of content (such as video, animation and long-form editorial) to broaden our reach and engagement. To implement a new consultation and engagement strategy to engage with residents and other stakeholders in a more active and inclusive way and put residents at the heart of decision-making. To co-ordinate locality meetings and provide policy support to members and ELT. To enhance key strategic relationships with our local partners. To work in partnership on cross-organisation priorities to address inequalities. To improve the First Contact Resolution to customers across all access channels. To improve satisfaction with customer service centre. 	<ul style="list-style-type: none"> ON GOING ON GOING ON GOING ON GOING ON GOING ON GOING QTR4 2022/23 QTR4 2022/23 ONGOING ON GOING ON GOING ON GOING ON GOING

Chief Executive Directorate

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Chief Executive Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
Housing that meets your needs	HR & OD	<ul style="list-style-type: none">To support the workforce to transform and continuously improve.	<ul style="list-style-type: none">ON GOING
	Wellbeing & Housing	<ul style="list-style-type: none">To prioritise and maintain delivery of statutory housing services within the revised budget.	<ul style="list-style-type: none">ON GOING



Chief Executive Directorate

- HR & OD
- Well Being & Housing
- Customer Focus

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Chief Executive Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
An enterprising economy with strong and vibrant local centres	HR & OD	<ul style="list-style-type: none">To successfully embed the iTrent system following strategic review that results in efficiencies within the team, streamlined processes and improved customer experience.	<ul style="list-style-type: none">QTR4 2022/23



Chief Executive Directorate

- HR & OD
- Well Being & Housing
- Customer Focus

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Chief Executive Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
Healthy, resilient and engaged communities	Wellbeing & Housing	<ul style="list-style-type: none"> To deliver agreed service review outcomes for Leisure Facilities. To improve collection and interpretation of community data to inform resource allocation. 	<ul style="list-style-type: none"> • ON GOING • ON GOING
	Customer Focus	<ul style="list-style-type: none"> To provide accurate performance information for national stakeholders and internal customers adhering to quality assurance and SLA targets. To make the best use of Unity across both councils, explore and test automation of data, functionality of risk, project management and the public facing portal. To grow the project management network, develop the best practice templates and proactively use lessons learned to continuously improve across both councils. To promote key research documents more widely supporting evidenced based planning – JSNA, SIA, CENSUS etc. To support services to complete Equality Impact Assessments. To enhance EDI commitment with consideration to external engagement and influence. To maintain a 10 working day or quicker turnaround of official searches. To maintain an accurate and up-to-date Land Charges register. To maintain a service focus across the customer base. To ensure staff are fully trained, developed and competent across the services provided. To provide an upper quartile, qualitative performance. To maintain and improve our digital offer to customers by increasing our historical records data. To implement a Digital Inclusion and VCS Strategy. To manage current VCS Infrastructure provision and develop new proposal alongside VCS Strategy. To work with HMLR in preparation for the Register Migration in 2023/24. 	<ul style="list-style-type: none"> • ON GOING • ON GOING • ON GOING • ON GOING • ON GOING • ON GOING • ON GOING • ON GOING • ON GOING • ON GOING • QTR2 2023/24 • QTR2 2023/24 • ON GOING



Communities

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Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

Communities Directorate

- Planning & Development
- Growth & Economy
- Environmental Services
- Regulatory & Community Safety

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Communities Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
Housing that meets your needs	Planning & Development	<ul style="list-style-type: none"> • To contribute to the delivery or acceleration of development associated with the Oxfordshire Housing & Growth Deal. • To deliver the Cherwell Local Plan Review within the identified budget by developing a robust and demonstrably 'sound' Local Plan that can be adopted as efficiently, effectively and cost effectively as possible. • To implement the Development Management Improvement Plan. • To build strategic developer relationships to enable strategic site delivery. • To reduce our costs and increase resilience by entering into an effective Building Control collaboration with a Partner Authority. 	<ul style="list-style-type: none"> • QTR4 2022/23 • QTR3 2022/23 • QTR4 2022/23 • QTR2 2022/23 • QTR1 2022/23
	Growth & Economy	<ul style="list-style-type: none"> • To continue to develop accelerated housing delivery with funding from Homes England (Garden Communities and Growth Deal). 	<ul style="list-style-type: none"> • ON GOING



Communities Directorate

- Planning & Development
- Growth & Economy
- Environmental Services
- Regulatory & Community Safety

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Communities Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
Leading on environmental sustainability	Planning & Development	<ul style="list-style-type: none"> To progress policies that will lift the environmental credentials of all new development for the Local Plan. To promote, through negotiation and sharing of good practice examples, the Council's aspiration to see applicants consider the opportunities open to them to maximise the sustainability benefits their proposal could deliver. 	<ul style="list-style-type: none"> QTR4 2022/23 ON GOING
	Environmental Services	<ul style="list-style-type: none"> To develop plans for the decarbonisation of the fleet to achieve net zero by 2030. To help move the Street Cleansing fleet towards net zero. To aim to achieve a recycling rate around 60%. To secure a new site for Bicester depot. To develop a new Carbon Management Programme for 2022/25. 	<ul style="list-style-type: none"> QTR2 2022/23 QTR2 2022/23 QTR4 2022/23 QTR3 2022/23 QTR3 2022/23
	Regulatory & Community Safety	<ul style="list-style-type: none"> To work with partners to monitor air quality in the district and deliver actions which improve air quality. 	<ul style="list-style-type: none"> ON GOING



Communities Directorate

- Planning & Development
- Growth & Economy
- Environmental Services
- Regulatory & Community Safety

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Communities Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
An enterprising economy with strong and vibrant local centres	Planning & Development	<ul style="list-style-type: none"> To deliver the Cherwell Local Plan Review as efficiently, effectively and cost effectively as possible. 	<ul style="list-style-type: none"> ON GOING
	Growth & Economy	<ul style="list-style-type: none"> To contribute to the Oxfordshire Housing and Growth Deal Productivity workstream through RPS projects delivering against the Growth Deal Productivity work stream ambitions set out in the Oxfordshire Local Industrial Strategy and harmonising with growth plans across the Oxford-Cambridge Arc. To engage with businesses to provide effective services. To deliver a refocussed and refreshed Garden Town programme for Bicester. To engage with developers and communities. To lead the CDC input into the EEH connectivity studies. To co-ordinate the CDC response to the emerging A34 project proposals. To progress the options for the East West Rail London Road level crossing and fibre connectivity with OCC colleagues and the East West Rail Company. 	<ul style="list-style-type: none"> ON GOING ON GOING QTR4 2022/23 ON GOING ON GOING ON GOING ON GONIG
	Environmental Services	<ul style="list-style-type: none"> To deliver the car parking action plan during 2022-23 & develop a revised plan for 2023-25 – scrutiny review, Banbury BID, Bicester Vision, technology & safety, pay on exit payment, safe, lighting renewal, town centres, Bolton Road, Park and Charge, charging facilities. To satisfy our external customers including West Northamptonshire, by providing a high quality good value service. 	<ul style="list-style-type: none"> QTR4 2022/23 ON GOING



Communities Directorate

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- Growth & Economy
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- Regulatory & Community Safety

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Communities Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
Healthy, resilient and engaged communities	Planning & Development	<ul style="list-style-type: none"> To ensure that the infrastructure required to support new development is secured through Section 106 legal agreements or via Community Infrastructure Levy (CIL) funding upon implementation. 	<ul style="list-style-type: none"> ON GOING
	Environmental Services	<ul style="list-style-type: none"> To progress Banbury Country Park renewing planning, reviewing the masterplan, instigating regular project meetings, installing infrastructure. To progress Burnehyll Community Woodland with regular project meetings. To re-commence neighbourhood blitz events after suspension due to Covid – with communities, awareness raising, village ‘wombles’ programme, Keep Britain Tidy, 50-60 villages ‘Spring Clean’. 	<ul style="list-style-type: none"> QTR4 2022/32 QTR3 2022/23 QTR4 2022/23
	Regulatory & Community Safety	<ul style="list-style-type: none"> To support the Oxfordshire review of public space CCTV to ensure Cherwell’s interests are reflected. To deliver actions to improve community safety and tackle anti-social behaviour to support healthy, resilient and engaged communities. To ensure the commissioning of the new domestic abuse support contract achieves good outcomes for Cherwell. To implement improvements in our approach to tackling child exploitation following the Jacob Child Safeguarding Practice Review. 	<ul style="list-style-type: none"> ON GOING ON GOING QTR3 2022/23 ON GOING



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Communities Directorate

- Planning & Development
- Growth & Economy
- Environmental Services
- Regulatory & Community Safety

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Communities Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
Housing that meets your needs	Planning & Development	<ul style="list-style-type: none"> • To reinvigorate our development management service to be proportionate and increasingly cost neutral. • To enforce against unauthorised development and proportionately monitor development to ensure compliance with consents and provision of S106 contributions. • To enhance customer focus and efficiency as part of wider departmental review of workload management and prioritisation. 	<ul style="list-style-type: none"> • Q4 2022/23 • ON GOING • Q4 2022/23
	Growth & Economy	<ul style="list-style-type: none"> • Leading contribution to the Oxfordshire Housing and Growth Deal • Engaging with Developers to understand and unlock sites through infrastructure acceleration • Developing new town centre vision and masterplans to ensure vibrant and successful places 	<ul style="list-style-type: none"> • ON GOING • ON GOING • Q4 2022/23



Communities Directorate

- Planning & Development
- Growth & Economy
- Environmental Services
- Regulatory & Community Safety

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Communities Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
Leading on environmental sustainability	Planning & Development	<ul style="list-style-type: none"> To build resilience and responsiveness into our Land Drainage/Flood Risk Management service by working in close collaboration with OCC under our Agency agreement and where appropriate with the Flood Risk Management teams of neighbouring Authorities. To undertake monitoring of policy implementation, development and the maintenance of the historic environment, including preparation of the Annual Monitoring Report, housing land supply data and administering the self-and custom build register. 	<ul style="list-style-type: none"> ON GOING QTR4 2022/23
	Environmental Services	<ul style="list-style-type: none"> To ensure planning consultations are completed on time. To adopt green open space when needed – Longford Park, Parish & Town Councils, adoption plan. To maximise the number of properties taking up the chargeable garden waste. 	<ul style="list-style-type: none"> ON GOING ON GOING ON GOING
	Regulatory & Community Safety	<ul style="list-style-type: none"> Take action to tackle and reduce environmental crime. 	<ul style="list-style-type: none"> ON GOING



Communities Directorate

- Planning & Development
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Communities Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
An enterprising economy with strong and vibrant local centres	Planning & Development	<ul style="list-style-type: none"> To commence preparation of a Community Infrastructure Levy (CIL) in readiness for adoption following adoption of the Local Plan Review. 	<ul style="list-style-type: none"> QTR4 2022/23
	Growth & Economy	<ul style="list-style-type: none"> To resolve the issues affecting the delivery of proposals at North West Bicester and Graven Hill. To collaborate with OCC officers on strategic transport issues, projects and proposals. 	<ul style="list-style-type: none"> QTR3 2022/23 ON GOING
	Environmental Services	<ul style="list-style-type: none"> To continue to gradually expand Banbury markets & develop income streams – Bicester and Kidlington Market. To refurbish public convenience facilities in Kidlington to ensure high quality facilities exist in Kidlington – 5 x public conveniences, capital programme, changing placing support facilities – Banbury, Castle Quay, Bicester, Bus Station Redevelopment. 	<ul style="list-style-type: none"> ON GOING Q4 2022/23
	Regulatory & Community Safety	<ul style="list-style-type: none"> To inspect high risk food businesses. 	<ul style="list-style-type: none"> ON GOING



Communities Directorate

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- Growth & Economy
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- Regulatory & Community Safety

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Communities Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
Healthy, resilient and engaged communities	Environmental Services	<ul style="list-style-type: none"> To continue to develop facilities such as Burnehyll Community Woodland encouraging nearby residents to fully utilise good outdoor facilities. 	<ul style="list-style-type: none"> ON GOING
	Regulatory & Community Safety	<ul style="list-style-type: none"> To enhance Community Resilience - activity undertaken to promote community resilience and respond to emergency incidents. To ensure the council’s emergency planning and business continuity arrangements remain robust. 	<ul style="list-style-type: none"> ON GOING ON GOING

Communities Directorate

- Planning & Development
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- Regulatory & Community Safety

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Communities Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
Housing that meets your needs	Planning & Development	<ul style="list-style-type: none"> • To implement continuous improvement in the timeliness of the determination of planning applications and in the quality of decision making by minimising the number of development granted on appeal. • To maintain our share of the Building Regulations market (we are in direct competition with private sector Regulators) – 70% of market, partnership opportunity. • To resume the review and updating of the Conservation Area Appraisals to ensure there is an effective rolling programme for these to be kept up-to-date and ensure they are fit-for-purpose, thus contributing to the protection of Cherwell's historic environment – no design element, no urban designers, design codes, design review panel access. • To provide policy support to other Council teams/ departments and external organisations, including DM consultations and commitments under the Duty-to-Cooperate. 	<ul style="list-style-type: none"> • ON GOING • ON GOING • QTR4 2022/23 • ON GOING

Communities Directorate

- Planning & Development
- Growth & Economy
- Environmental Services
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Communities Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
Leading on environmental sustainability	Planning & Development	<ul style="list-style-type: none"> To respond to reports of dangerous/unsafe structures as soon as practically possible and engage with our blue-light Partners to mitigate all risks to the public at large. 	<ul style="list-style-type: none"> ON GOING
	Environmental Services	<ul style="list-style-type: none"> To maintain the vehicle fleet to minimise costs and environmental impact. 	<ul style="list-style-type: none"> ON GOING
	Regulatory & Community Safety	<ul style="list-style-type: none"> To review the taxi licensing policy for Cherwell to ensure new government guidance is implemented and policy includes transitional arrangements for the taxi fleet to reduce emissions. To monitor compliance with environmental permits. 	<ul style="list-style-type: none"> QTR2 2022/23 ON GOING



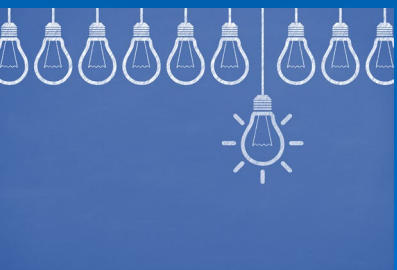
Communities Directorate

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Communities Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
An enterprising economy with strong and vibrant local centres	Planning & Development	<ul style="list-style-type: none"> To maintain Building Control Quality Assurance Accreditation. To ensure customer service improvement benefits the Council's relationships with both local communities and the promoters of development. 	<ul style="list-style-type: none"> ON GOING ON GOING
	Environmental Services	<ul style="list-style-type: none"> To ensure the MOT station continues to deliver a good income stream. To expand commercial waste service to offset overall costs of collection – 4 years, £400k, 25-30% - £150k contribution, £100k per annum. To increase existing income streams and develop new income streams (such as the new graffiti removal vehicle due summer 2022) – litter picking, green open spaces, other public sector bodies, NHS, Park & Ride Bicester, Civil Repairs, Public Sector opportunities – locally, Town Councils. 	<ul style="list-style-type: none"> ON GOING ON GOING ON GOING
	Regulatory & Community Safety	<ul style="list-style-type: none"> To provide regulatory business advice and support to local businesses. To provide licensing support and services to local businesses. 	<ul style="list-style-type: none"> ON GOING ON GOING



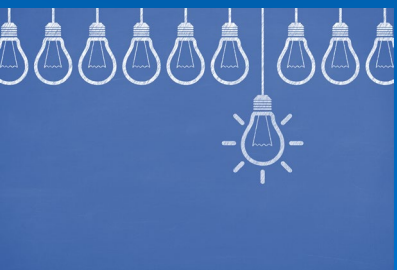
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Communities Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
Healthy, resilient and engaged communities	Planning & Development	<ul style="list-style-type: none"> • To continue to support the preparation of Neighbourhood Development Plans. • To provide training and support for Town and Parish Council's to ensure that they can effectively represent their communities when there are local planning applications under consideration. 	<ul style="list-style-type: none"> • ON GOING • ON GOING
	Environmental Services	<ul style="list-style-type: none"> • To deliver the vehicle capital programme on time & on budget. • To ensure our technicians are well trained to deal with developing & evolving technology. • To maintain levels of customer satisfaction – annual customer satisfaction survey. • To develop our staff to ensure we have enough skilled staff to deliver services. • To maintain levels of customer satisfaction – customer satisfaction survey, annual result, inspections, low level of complaints. 	<ul style="list-style-type: none"> • QTR4 2022/23 • ON GOING • ON GOING • ON GOING • ON GOING
	Regulatory & Community Safety	<ul style="list-style-type: none"> • To ensure the delivery of, and learning from, Domestic Homicide Reviews for Cherwell. • To deliver community safety programmes utilising grant funding from the Safer Streets Fund and Young Women and Girls Fund. 	<ul style="list-style-type: none"> • ON GOING • ON GOING



Resources

Annual Delivery Plan

2022/24

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November 2022



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

FINAL VERSION

Resources Directorate

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Resources Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
Housing that meets your needs	Legal & Democratic	<ul style="list-style-type: none">• To embed a strong governance function, which enables and supports strong service delivery, well run projects, and a well governed Council.	<ul style="list-style-type: none">• QTR3 2022/23
	ICT	<ul style="list-style-type: none">• To develop and deliver assisted living technologies.	<ul style="list-style-type: none">• QTR3 2023/24



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Resources Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
Leading on environmental sustainability	Legal & Democratic	<ul style="list-style-type: none"> To recruit solicitors and a Team leader into Legal Services with expertise in planning, commercial development and environmental legal skills. To embed specialist lawyers into project teams. To support the Planning Service in responding to EIR requests through the Information Governance function. 	<ul style="list-style-type: none"> QTR3 2022/23 QTR3 2022/23 QTR3 2022/23
	ICT	<ul style="list-style-type: none"> To develop and delivery a Digital Strategy for the Council that will help underpin all sustainability work. 	<ul style="list-style-type: none"> QTR4 2022/23
	Corporate Property	<ul style="list-style-type: none"> To deliver the Decarbonisation programme on CDC operational estate. To plan to rationalise the CDC operational estate and new ways of working. To review of Investment properties and develop plan to work with tenants to increase EPC performance. To acquire a New depot to facilitate the decarbonisation of the rest of the waste fleet in future years. To continue the Capital projects delivery and decarbonisation programme. 	<ul style="list-style-type: none"> QTR4 2022/23 QTR4 2022/23 QTR4 2022/23 QTR4 2022/23 ON GOING



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Resources Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
An enterprising economy with strong and vibrant local centres	Finance	<ul style="list-style-type: none"> To deliver a budget process (revenue and capital) in line with the Council's Business Plan. To initiate prompt recovery action for council tax, business rates and sundry debts to maximise revenue collection for the Council. 	<ul style="list-style-type: none"> QTR1 2022/23 ON GOING
	Legal & Democratic	<ul style="list-style-type: none"> To establish strong governance oversight on council projects such as Castle Quay, Waterfront, Canalside, Town Centre House and the Council's wholly owned companies. To provide legal support on partnership based projects. To facilitate good decision making by early planning of key decisions and other decision making routes by timetabling and forward planning. 	<ul style="list-style-type: none"> QTR3 2022/23 ON GOING ON GOING
	ICT	<ul style="list-style-type: none"> To maintain high levels of security standards. 	<ul style="list-style-type: none"> ON GOING
	Corporate Property	<ul style="list-style-type: none"> To deliver more scheme improvements to Castle Quay Shopping Centre. To complete the Waterfront development in Banbury to increase leisure offering in the town. To continue work on Banbury Canalside development. To see through the end of construction and last openings of Castle Quay Phase 2 / Waterfront. To seek to enhance the OPE involvement of CDC and seek to enhance relationships with other public sector bodies within the wider Oxfordshire area. To start Portfolio review of all property assets and consider best use. Identify surplus assets for disposal to gain capital sums to aid with MTFS gap. 	<ul style="list-style-type: none"> ON GOING QTR3 2022/23 ON GOING QTR1 2022/23 ON GOING QTR4 2022/23



Resources Directorate

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Resources Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
Healthy, resilient and engaged communities	Finance	<ul style="list-style-type: none"> To continue to promote online services to deliver budget savings and consider initiating a customer portal take up campaign to promote digital inclusion. 	<ul style="list-style-type: none"> QTR4 2023/24
	Legal & Democratic	<ul style="list-style-type: none"> To support corporate initiatives by ensuring legal input into community consultation, data sharing and good governance oversight. 	<ul style="list-style-type: none"> ON GOING
	ICT	<ul style="list-style-type: none"> To support the councils carbon neutral pledge, new ways of working and recovery from Covid, through the effective use of digital technology. 	<ul style="list-style-type: none"> ON GOING
	Corporate Property	<ul style="list-style-type: none"> To work with community organisations to ensure community halls and facilities are fit for purposes. To increase inspections of community assets and structures, parks pavilions play areas to ensure safe and in good condition. To develop Community Asset transfer scheme. 	<ul style="list-style-type: none"> ON GOING QTR3 2022/23 QTR4 2022/23



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Resources Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
Housing that meets your needs	Finance	<ul style="list-style-type: none"> To review and identify policies, practices and procedures inherited from CSN that require revision. This will include an improvement strategy to identify and correct erroneous housing benefits claims for corrective action resulting in a reduction in Housing Benefit Subsidy errors. To ensure the annual uprating exercise for both housing benefits and the council tax reduction scheme is delivered efficiently to enable prompt payment to all customers. 	<ul style="list-style-type: none"> QTR4 2023/24 QTR4 2023/24
	Legal & Democratic	<ul style="list-style-type: none"> To provide specialist housing legal expertise on homelessness, housing options and needs. To support enhanced housing performance reporting so that there is a transparent and open accountability on how the Council is meeting its statutory obligations and closing the gap on housing needs targets. 	<ul style="list-style-type: none"> QTR4 2022/23 QTR4 2022/23
	ICT	<ul style="list-style-type: none"> To use data to assist defining housing needs. 	<ul style="list-style-type: none"> QTR3 2023/24



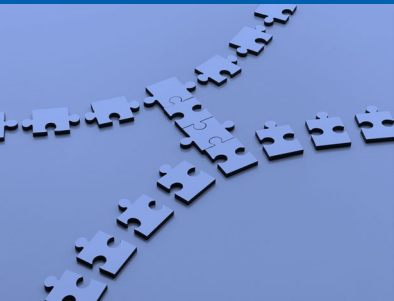
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Resources Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
Leading on environmental sustainability	Legal & Democratic	<ul style="list-style-type: none"> To ensure access to specialist external legal providers on corporate projects requiring legal advice in environmental issues. To provide specialist planning advice to support the Local Plan delivery and review. To provide governance support on the separation of functions for the Council as Local Planning Authority and development partner on corporate projects. 	<ul style="list-style-type: none"> QTR 3 2022/23
	ICT	<ul style="list-style-type: none"> To explore opportunities with partners such as Google, Microsoft and AWS on technologies to assist with environmental sustainability. EG Google Project Sunroof, which maps properties roofs for solar panel suitability. 	<ul style="list-style-type: none"> QTR1 2023/24



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Resources Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
An enterprising economy with strong and vibrant local centres	Finance	<ul style="list-style-type: none"> To ensure the new financial system is utilised amongst both Finance and Service Staff following its implementation on 1 April 2021. To assist services in identifying and developing sustainable budget proposals in line with the Council's priorities and Medium Term Resource Forecast. To improved budget monitoring to ensure that reasons for changes in the forecast (revenue and capital) are clear. In particular enhance Capital monitoring to give updates on the in-year position and the total cost of the scheme. To integrate the Finance and Revenues and Benefits team to facilitate greater joined up working around business rates and council tax forecasting and monitoring. To ensure the annual billing exercise for both council tax and business rates is delivered efficiently to enable cash collection in-line with instalment profiles. To ensure sundry debtor accounts for 2022/23 are produced promptly to maximise revenue collection. 	<ul style="list-style-type: none"> QTR4 2022/23 QTR2 2023/24 QTR2 2022/23 QTR4 2022/23 QTR4 2022/23 QTR4 2022/23
	Legal & Democratic	<ul style="list-style-type: none"> To provide sound decision making advice on corporate projects. To take the lead on governance oversight of complex projects and programmes. 	<ul style="list-style-type: none"> QTR1 2023/24 QTR2 2022/23
	ICT	<ul style="list-style-type: none"> To investigate automation of services to reduce demand on council staff. To unlock data to provide advice to local businesses on opportunities and threats. To explore grant funding opportunities and, wherever possible, spend these funds with local businesses. 	<ul style="list-style-type: none"> QTR1 2023/24 QTR2 2023/24 ON GOING
	Corporate Property	<ul style="list-style-type: none"> To work through de-coupling process, re- establish CDC Team and the property Function and ensure safe and everything is safe and legal from a property perspective. To establish the full CDC property records and cross reference with the CDC Statutory Asset list. To identify strategic projects in CDC which require property input already in progress and start assisting to drive these forward at pace, especially those that have been stuck for some time (eg Highfield Depot). To start establishing a more pro-active approach to our property portfolio and strive to deliver both increased revenue and capital value (main focus Castle Quay as revenue stream at a higher risk level). To increase the profile of the Property Team within CDC and enhance links with other service such as Economic Development. To start work on policies required (Asset Management Plans, Property Action Plans, Rental Grant Subsidies, Community Asset Transfer etc). To establish a corporate landlord model throughout CDC to ensure all property related functions and projects, involving a property, have access to, and the benefits of, the experts in the property team. 	<ul style="list-style-type: none"> QTR3 2022/23 QTR4 2022/23 ON GOING ON GOING ON GOING QTR4 2022/23 QTR3 2022/23



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Resources Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
Healthy, resilient and engaged communities	Legal & Democratic	<ul style="list-style-type: none">• To provide specialist legal support on community engagement, community consultation, and equality impact assessments.	<ul style="list-style-type: none">• QTR2 2022/23
	ICT	<ul style="list-style-type: none">• To develop a single view of customer to assist with automated proactive service offering.• To use data to map areas of engagement, track initiative success and forecast future initiative success.	<ul style="list-style-type: none">• QTR1 2023/24• QTR3 2023/24



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Resources Directorate - Local

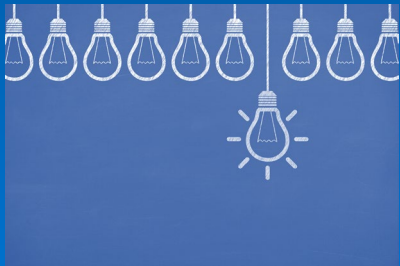
Priority	Portfolio	Activity	Delivery timeframe
Housing that meets your needs	Legal & Democratic	<ul style="list-style-type: none">• To provide specialist housing legal advice, or procure specialist external advice at competitive rates by utilising legal frameworks and instructing external lawyers as an 'intelligent client'.	<ul style="list-style-type: none">• ON GOING
	ICT	<ul style="list-style-type: none">• To support all service in the delivery of their plans.	<ul style="list-style-type: none">• ON GOING



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Resources Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
Leading on environmental sustainability	Legal & Democratic	<ul style="list-style-type: none">• To provide specialist environmental legal advice, or procure specialist external advice at competitive rates by utilising legal frameworks and instructing external lawyers as an ‘intelligent client’.	<ul style="list-style-type: none">• ON GOING
	ICT	<ul style="list-style-type: none">• To support all services in the delivery of their plans.• To continue cloud-first approach.• To identify and use carbon-neutral hardware suppliers.	<ul style="list-style-type: none">• ON GOING• ON GOING• ON GOING



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Resources Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
An enterprising economy with strong and vibrant local centres	Finance	<ul style="list-style-type: none"> To successfully complete the year end closedown process and completion of the statement of accounts and accompanying audit. To ensure compliance with CIPFA's FM Code. 	<ul style="list-style-type: none"> QTR4 2022/23 QTR3 2022/23
	Legal & Democratic	<ul style="list-style-type: none"> To provide specialist commercial, property and contracts legal advice, or procure specialist external advice at competitive rates by utilising legal frameworks and instructing external lawyers as an 'intelligent client' 	<ul style="list-style-type: none"> ON GOING
	ICT	<ul style="list-style-type: none"> To provide digital innovation advice to all services. To create and deliver joint digital programmes. 	<ul style="list-style-type: none"> ON GOING ON GOING
	Corporate Property	<ul style="list-style-type: none"> To establish the property service processes and ways of working to enhance governance and the transparency of decision within the service. To ensure the property team is operating in a commercial way and consider introducing charges or policies for work completed for non-statutory functions (e.g. a resident asks to buy some Council owned land). To prepare work for annual valuations and ensure they are available for the end of year. To continue to establish the commercialisation of the property team. Consider if there are services which we undertake which we could sell commercially to create additional revenue streams for the council. 	<ul style="list-style-type: none"> QTR4 2022/23 QTR4 2022/23 QTR4 2022/23 QTR4 2022/23



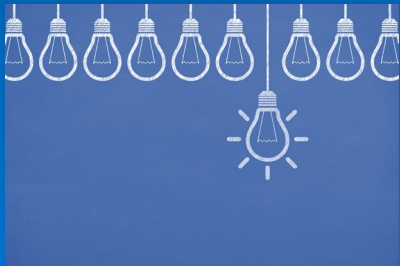
Cherwell

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Resources Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
Healthy, resilient and engaged communities	Legal & Democratic	<ul style="list-style-type: none">• To provide specialist legal advice, or procure specialist external advice at competitive rates by utilising legal frameworks and instructing external lawyers as an 'intelligent client'.	<ul style="list-style-type: none">• ON GOING
	ICT	<ul style="list-style-type: none">• To provide safe and secure, enabled solutions to prevent innovation roadblocks due to technology/policy constraints.• To develop users centric, self-service IT Portal.	<ul style="list-style-type: none">• QTR1 2023/24• QTR3 2023/24



Cherwell District Council

Executive

7 November 2022

Monthly Performance, Risk and Finance Monitoring Report September 2022

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

This report is public

Purpose of report

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

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report September 2022.
- 1.2 To approve the changes to reserves in Appendix 5.
- 1.3 To approve the release of the remaining funds from capital budget 40238 "IT Shared Services". The original proposal in 2019 was to complete activities to support the IT Strategy revolving around the joining up with Oxfordshire County Council (OCC). Cherwell District Council (CDC) decoupling from OCC has marked that chapter of the IT Strategy as complete. However, ahead of the creation of CDC's Digital Strategy, we are exploring areas of improvement to reduce the demand on services and provide proactive services to our citizens. This aligns with the original proposal of exploring revenue savings and adding efficiencies.

2.0 Introduction

- 2.1 The Council is committed to performance, risk and budget management, reporting the progress against its corporate priorities on a monthly basis.
- 2.2 The Council carries out monthly budget forecasts of year end spend, to identify budget risks at the earliest opportunity, and identify approaches to address and mitigate these. Including these within a combined performance and risk report ensures that performance implications can be identified and assessed together with the financial implications.

- 2.3 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2022-23 business plan and the priorities of the Council, highlighting progress, identifying areas of good performance and actions that have been taken to address underperformance or delays.
- 2.4 The Council maintains a Leadership Risk Register that is thoroughly reviewed by the Corporate Leadership Team (CLT) on a monthly basis. The latest available version of the risk register is included in this report (Appendix 8). The Leadership Risk Register is a living document and will alter to reflect the environment in which we operate. The Risk strategy is reviewed annually, reflecting on the priorities of the council for the forthcoming year.
- 2.5 The main report details section is split into three parts:
- Finance Update
 - Performance Summary
 - Leadership Risk Register Summary
- 2.6 There are eight appendices to this report:
- Appendix 1 – Finance Capital September 2022
 - Appendix 2 – Forecast Detailed Revenue Narrative September 2022
 - Appendix 3 – Virements September 2022
 - Appendix 4 – Funding September 2022
 - Appendix 5 – Use of reserves and grant funding September 2022
 - Appendix 6 – 2022/23 Business Plan
 - Appendix 7 – Monthly Performance September 2022
 - Appendix 8 – Leadership Risk Register September 2022

3.0 Report Details

- 3.1 The Finance section presents forecast position for 2022/2023 and a brief summary on the overall forecast financial position in September 2022.
- 3.2 The Council's performance management framework sets out key actions, projects and programmes of work that contribute to deliver the refreshed 2022- 23 business plan (see Appendix 6) and the priorities of the Council. The performance section provides a summary of the Council's performance against each strategic priority, highlighting the performance exceptions, which are those measures where performance is rated amber (slightly behind the target - worse than target by up to 10%), and/or Red (off target - worse than target by more than 10%).
- 3.3 The 2022-23 business plan sets out four strategic priorities:
- **Housing that meets your needs** - The Council is committed to deliver affordable housing, raising the standard of rented housing and find new and innovative ways to prevent homelessness. Also, delivering the local plan and supporting the most vulnerable people in the District.
 - **Supporting environmental sustainability** - The Council is committed to keep working towards the commitment to be carbon neutral by 2030, promoting the Green Economy and increasing recycling across the district; working in

partnerships to improve air quality in the district and the reduction of environmental crime.

- **An enterprising economy with strong and vibrant local centres** - The Council is committed to support business retention and growth; also, securing infrastructure to support growth in the district and securing investment in our town centres. This priority also contributes towards making communities thrive and businesses grow promoting the district as a visitor destination, committing to work with businesses to ensure compliance and promote best practice.
- **Healthy, resilient and engaged communities** - The Council is committed to enabling all residents to lead an active life, improving, and developing the quality of local sports and leisure facilities and promoting health and wellbeing in our communities. Also, supporting community and cultural development, working with our partners to address the causes of health inequalities and deprivation, and to reduce crime and anti-social behaviour.

3.4 The Risk summary highlights the risks within the Leadership Risk Register that changed score during the month and the mitigating actions associated with them. Also, presents the risks scorecard that reflects the current leadership risk register position.

4.0 Finance Update

4.1 The Council's forecast position for 2022/2023 is an overspend of £0.637m shown in the Table below. The majority of the forecast overspend is due to the continued impacts of the Covid-19 pandemic, the current cost-of-living crisis, increased fuel costs and decoupling costs from Oxfordshire County Council.

Service	Original Budget £m	Current Budget £m	Forecast September 2022 £m	September Variance (Under) / Over £m	% Variance to current budget %	August Variance (Under) / Over £m	Change since Previous (better) / worse £m	
HR & OD	0.822	0.855	0.855	0.000	0.0%	0.000	0.000	
Wellbeing & Housing	3.339	4.372	4.532	0.160	3.7%	0.300	(0.140)	
Customer Focus	1.606	1.684	1.859	0.175	10.4%	0.043	0.132	
Chief Executive	5.767	6.911	7.246	0.335	4.8%	0.343	(0.008)	
Finance	2.850	3.220	3.307	0.087	2.7%	0.011	0.076	
Legal & Democratic	1.709	1.887	1.945	0.058	3.1%	0.079	(0.021)	
ICT	1.235	1.253	1.467	0.214	17.1%	0.186	0.028	
Property	(3.196)	(1.910)	(2.089)	(0.179)	9.4%	(0.130)	(0.049)	
Resources	2.598	4.450	4.630	0.180	4.0%	0.146	0.034	
Planning & Development	1.752	2.147	2.120	(0.027)	-1.3%	(0.031)	0.004	
Growth & Economy	0.336	0.774	0.809	0.035	4.5%	(0.080)	0.115	
Environmental	4.057	4.662	4.899	0.237	5.1%	0.161	0.076	
Regulatory	1.112	1.286	1.286	0.000	0.0%	0.000	0.000	
Communities	7.257	8.869	9.114	0.245	2.8%	0.050	0.195	

Subtotal for Directorates	15.622	20.230	20.990	0.760	3.8%	0.539	0.221
Executive Matters	4.316	1.055	1.264	0.209	-19.8%	0.305	(0.096)
Policy Contingency	3.554	2.207	1.875	(0.332)	-15.0%	(0.332)	0.000
Total	23.492	23.492	24.129	0.637	2.7%	(0.027)	(0.096)
FUNDING	(23.492)	(23.492)	(23.492)	0.000	0.0%	0.000	0.000
(Surplus) / Deficit	0.000	0.000	0.637	0.637		0.512	0.125

4.2 Report Details

Table 1: Forecast Year End Position

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

Table 2: Analysis of Forecast Variance – September 2022

Breakdown of current month forecast	Forecast Variance £m	Forecast Base Budget Over/ (Under) £m	Savings Non-Delivery £m
Chief Executive	0.335	0.248	0.087
Resources	0.180	(0.045)	0.225
Communities	0.245	(0.090)	0.335
Subtotal Directorates	0.760	0.113	0.647
Executive Matters	0.209	0.209	0.000
Policy Contingency	(0.332)	(0.332)	0.000
Total	0.637	(0.010)	0.647
FUNDING	0.000	0.000	0.000
(Surplus)/Deficit	0.637	(0.010)	0.647

Table 5 – Budget compared with Forecast

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

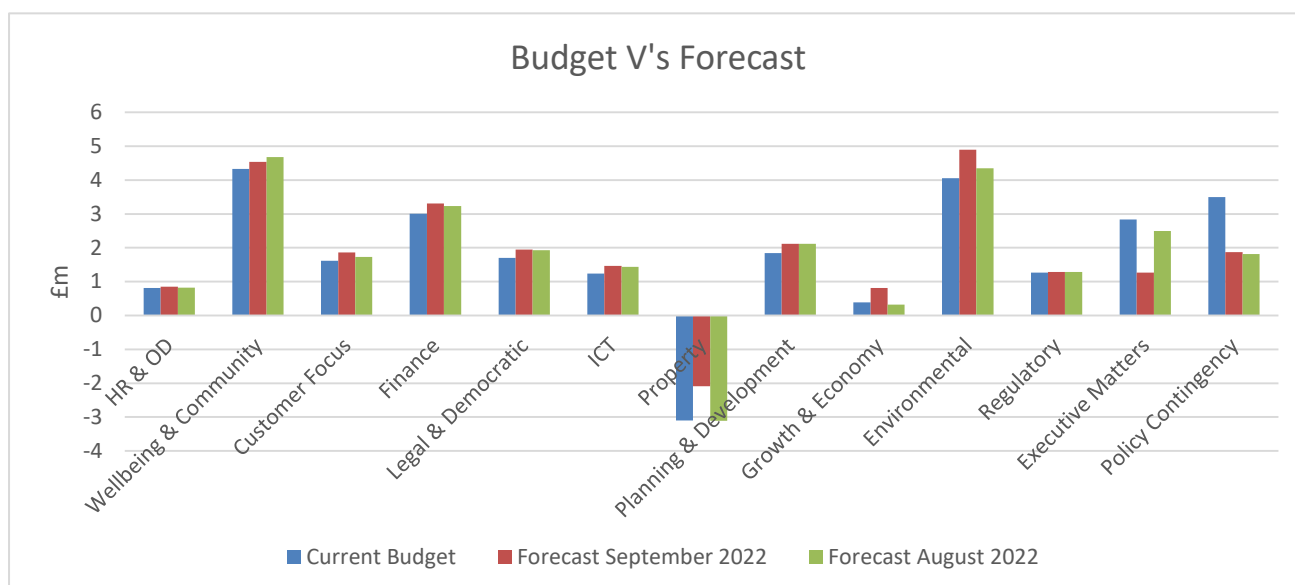


Table 5: Top Five Major Variances:

Portfolio	Current Budget	Variance	% Variance
Leisure utilities	0.160	0.282	176.3%
Interest	2.376	0.209	8.8%
Waste & Recycling	2.940	0.209	7.1%
Performance	0.197	0.159	80.7%
ICT Services	(0.077)	0.118	-153.2%
Total	5.596	0.977	

Leisure Utilities: -

The cost of utilities continues to put pressure on the leisure budget. Teams within the Wellbeing and Housing service have contracted their spending to reduce the overspend from August levels.

Interest: -

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

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

Therefore, the Council has taken out long-term borrowing, over periods ranging between five and ten years, at rates lower than the forecast interest rates. This means

that borrowing costs are now both certain and less than they would be if they were secured when loans need to be renewed as interest rates are forecast to be at their peak then.

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

Waste & Recycling: -

The forecasted pressure of £0.209m within Waste and Recycling is as a result of multiple factors.

This is largely due to a pressure of £0.209m in employee costs due to increased use of agency staff for backfilling vacant posts and several long-term sick.

Performance: -

During September Customer Focus projected an overspend of £0.175m. This is a result of decoupling from OCC and subsequent establishment of a new service delivery structure, including new members of staff being recruited to continue to provide an excellent customer experience.

ICT services: -

£0.214m overspend. The projected overspend within IT is made up of £0.153m (consisting of £0.048m under recovery of income and £0.105m consultant fees) attributable to the decoupling of the IT service and establishing a stand-alone IT service and a new Digital Strategy for Cherwell, £0.047m attributable to increased supplier costs and £0.014m minor overspends.

For further details of variances please see appendix 2

Policy Contingency

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

Table 6 - Earmarked Reserves and General Balances at September 2022

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

Reserves	Balance 1 April 2022	Original Budgeted use/ (contribution)	Changes agreed since budget setting	Changes proposed September 2022	Forecast Balance 31 March 2023
	£m	£m	£m	£m	£m
General Balance	(5.950)	(0.500)	0.000	0.000	(6.450)
Earmarked	(23.691)	2.262	(0.661)	(0.017)	(22.107)
Ringfenced Grant	(16.215)	11.205	1.141	0.000	(3.869)
Subtotal Revenue	(45.856)	12.967	0.480	(0.017)	(32.426)
Capital	(8.049)	0.000	0.000	0.000	(8.049)
Total	(53.905)	12.967	0.480	(0.017)	(40.475)

For further detail on the reserves please see Appendix 5.

4.3 Capital

There is a forecast in-year underspend of (£5.185m), of which £4.241m is to be reprofiled into future years. There is an overall forecast decrease in the total cost of schemes of (£0.944m).

Table 7 - Capital Spend 2022/2023

Directorate	Budget £m	Outturn 2022/23 £m	Re-profiled beyond 2022/23 £m	Variance to Budget £m	Prior Month Variance to Budget £m
Chief Executive	4.445	4.102	0.341	(0.002)	(0.002)
Resources	12.992	9.869	2.161	(0.962)	(0.948)
Communities	7.665	5.946	1.739	0.020	(0.016)
Total	25.102	19.917	4.241	(0.944)	(0.966)

NOTE: The budget has changed from August 2022 £27.229m to September £25.102m by (£2.127m) of which (£2.327m) is due to a change in accounting treatment of lease incentives for Castle Quay 2 and £0.200m is an additional capital project for Kidlington Leisure New Electrical Main.

The IT Service is seeking approval to release the remaining funds from capital budget 40238 "IT Shared Services". The original proposal in 2019 was to complete activities to support the IT Strategy revolving around the joining up with OCC. CDC decoupling from OCC has marked that chapter of the IT Strategy as complete. However, ahead of the creation of CDC's Digital Strategy, we are exploring areas of improvement to reduce the demand on services and provide proactive services to our citizens. This aligns with the original proposal of exploring revenue savings and adding efficiencies.

Table 8 – How the Capital Programme is financed

Financing		22/23 Budget	Future Years
Borrowing		16.807	9.312
Reserves		1.200	0.000
External Financing - Capital Grants and S106		6.895	0.000
		24.902	9.312

Table 9 – Total Capital Project Forecast

There is a total capital project forecast for the council of £33.555m resulting in an underspend of (£0.859m).

Directorate	Budget £m	Total Outturn 2022/23 £m	Variance to Budget £m	Prior Month Variance to Budget £m
Chief Executive	5.165	5.163	(0.002)	(0.002)
Resources	12.992	12.115	(0.877)	(0.853)
Communities	16.257	16.277	0.020	0.020
Total	34.414	33.555	(0.859)	(0.835)

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

Table 10 - Top Five in Year Capital Variances: -

Code	Assistant Director	Top 5 In-Year Variances	Budget Total £'000	Reprofile to 23/24 £'000
40144	Andrew Low	Castle Quay	3,257	1,052
40262	Robert Jolley	Affordable Housing	1,200	600
40028	Ed Potter	Vehicle Replacement Programme	1,166	566
40141	Andrew Low	Castle Quay Waterfront	4,438	500
40239	Andrew Low	Bicester East Community Centre	1,450	500
			11,511	3,218

Castle Quay : -

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

Affordable Housing: -

Work is expected to commence later in the year.

Vehicle Replacement Programme: -

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

Castle Quay Waterfront: -

Budget reprofiled from 2021/2022 as a result of delays to completion of Main Contract works for Castle Quay Waterfront following supply chain challenges. This has resulted in a knock-on effect and re-profiling the budget.

Bicester East Community Centre: -

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

5.0 Performance Summary

- 5.1 The Council reports monthly on performance against 16 Business Plan Measures, 33 measures quarterly and 35 every six months. Full details, including commentary against each measure can be found in Appendix 7.
- 5.2 During September 2022, from a total of 33 measures, 26 reported Green, four Amber, three reported Red.

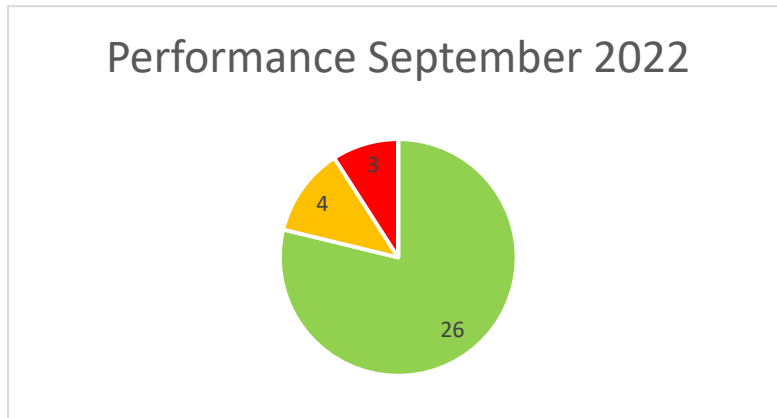


Figure 1: Performance Summary September 2022, out of the 33 measures: 26 Green, 4 Amber and 3 Red

5.3 Performance Exceptions

Net Additional Housing Completions

Priority: Housing that meets your needs

Service: Communities

Assistant Director: David Peckford

Reporting Red for September and Amber for Year to date (250 against target of 285).

Comments from service: There was a range of factors affecting the economy and house sales, in recent months, and it is possible these factors had an impact; however, we will need to look at a longer period of data before we can reach any conclusions.

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

Number of households living in Temporary Accommodation (TA)

Priority: Housing that meets your needs

Service: Wellbeing and Housing Services

Assistant Director: Nicola Riley

Reporting Red for September and Green for Year to date (44 against a target of 35 – less is better-).

Comments from service: It has been anticipated for some time that numbers in temporary accommodation would rise. The impact of the courts resuming evictions, increased waiting time on the Housing Register and lack of affordable private rented accommodation in Cherwell is resulting in growing numbers of households becoming homeless and requiring placement. Management of the current temporary accommodation stock aims to limit the time families spend without a permanent offer and minimise the time it takes to re-let properties. Registered provider partners are facing difficulties with maintenance schedules, materials and staffing leading to delays in families being able to move-on.

Going into the second half of 22/23 it is expected the number of households in temporary accommodation will remain higher than in previous years. The rise in use of temporary accommodation is likely to continue over the next quarter. The statutory timescales are being met and prevention work undertaken by the team results in over 50% of cases not presenting as homeless.

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

Number of affordable homes delivered including CDC and Growth Targets

Priority: Housing that meets your needs

Service: Wellbeing and Housing Services

Assistant Director: Nicola Riley

Reporting Red for September and Red for Year to date (2 against a target of 12).

Comments from service: Delivery of affordable housing has slowed because of global issues affecting supply chains, at a lower level than predicted, we still can achieve this year's target, but are reliant on Registered Providers delivering at pace.

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

Deliver the Local Plan

Priority: Housing that meets your needs

Service: Communities

Assistant Director: David Peckford

Reporting Amber for September and Green for Year to date (slightly behind schedule).

Comments from service: Following cessation of the Oxfordshire Plan and the need for Cherwell to pick up some work previously expected to be completed through the Oxfordshire Plan, the timetable is likely to slip slightly, with consultation starting before the end of the year. The Timetable is being updated and it is expected that the Local Plan will be considered by 5 December, at Executive.

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

% of Waste Recycled & Composted

Priority: Supporting Environmental Sustainability

Service: Communities

Assistant Director: Ed Potter

Reporting Amber for September and Amber for Year to date (54.3% against a target of 56%).

Comments from service: Recycling approximately 3% below the same period last year, mainly caused by reduced garden waste due to the dry summer and a reduction in dry recycling.

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

% of Building Regulations applications acknowledged to within 3 working days of deposit

Priority: An Enterprising Economy with strong and vibrant local centres

Service: Communities

Assistant Director: David Peckford

Reporting Amber for September and Amber for Year to date (88.33% against a target of 90%).

Comments from service: This is not a statutory target and performance is steadily increasing, missing the target by only 1.67%

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

Improve Leisure & Community Facilities

Priority: Healthy, resilient and engaged Communities

Service: Communities

Assistant Director: Nicola Riley

Reporting Amber for September and Amber for Year to date (slightly behind schedule).

Comments from service: All post-season renovation works to pitches were carried out so the new season could start for winter sports clubs. Successful completion of schemes requiring S106 support in village locations, However, a slight delay on pool cover purchase for Woodgreen pool, which should be on track in 8 weeks.

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

5.4 Performance Highlights

■ **Housing that meets your needs**

- ✓ Supporting with increased cost of living - Cherwell District Council outlined its wide-range and targeted package of support to address the cost of living crisis at the executive meeting on Monday 3 October. It includes a sum of around £250,000, which we have allocated to fund two £50 food vouchers for around 2,500 households experiencing significant hardships. Discretionary energy payments have now gone out to people who receive Council Tax Reduction (CTR). The payments are fully funded by central government and follow on from over £5.5m in £150 energy rebates paid out earlier in the year. Further support was provided through discretionary payments of either £30 or £180 depending on whether households received the £150 rebate to make sure that those receiving CTR received a total of £180. For more information on cost of living support, click [here](#).
- ✓ Faster processing of changes to housing benefits – During September the average time taken to process changes to people's housing benefits claims was 2.66 days, easily meeting the target of 8 days (which is the national average). The team is working hard to support our most vulnerable residents, making sure any changes are reflected as soon as possible.



■ **Support Environmental Sustainability**

- ✓ Reduction of fuel consumption used by fleet – During September we experienced a good reduction on the estimated fuel usage, using a total of 42,492 litres against a monthly target of 47,932.
- ✓ Cleaner air - The most polluted parts of north Oxfordshire have seen significant improvements in air quality, says a new report. Data on nitrogen dioxide levels at four areas of concern presented to a meeting of Cherwell District Council's executive on Monday 3 October, showed that road traffic emissions have been steadily dropping over the past five years; improvements to engine efficiency and reductions in traffic are likely to be the main reasons.



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

- ✓ Business Rates collection beating targets – Reported an in-month collection rates of 9.50% against a target of 8.1%. The cumulative collection rates for 2022/23 are 59.23% against a target of 56.20%. Recovery action has continued throughout September with outbound calls taking place and the issuing of reminders and summonses to prompt payment.



■ **Healthy, resilient and engaged communities**

- ✓ Activities for families who get free school meals – You Move is a programme targeting children and families in receipt of free school meals. It currently has 310 families and 1,097 individuals registered. These families have had access to cricket sessions, swimming, multisports at schools, plus discounted opportunities at Gosford All Blacks Rugby club and Banbury United FC. More opportunities will continue to be offered.



6.0 Risk Update

- 6.1 The Council maintains a Leadership Risk Register. This document contains strategic risks that are significant in size and duration and will impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities. The latest available version of the risk register at the date this report is published, is included in this report.
- 6.2 The heat map below shows the overall position of all risks contained within the Leadership Risk Register for September 2022.

Risk Scorecard – Residual Risks

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic	L018		L08		
	4 - Major		L09	L03-L04-L05-L06-L07-L11-L14	L01	
	3 - Moderate		L10-L15	L02-L12-L16-L17	L13	
	2 - Minor		L02-			
	1 - Insignificant					

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

- 6.3 The Leadership Risk Register has been thoroughly reviewed, including re-organisation of the numbering as a consequence of risks closed in the last 6 months, also, as part of the end of year review each risk has been reviewed throughout.
- 6.4 The Leadership Risk Register is reviewed by the Corporate Leadership Team as part of the monthly reporting process, but this is a live document that gets updated as and when required at any point during the month.
- 6.5 During September the Leadership Risk register had no score changes. Two risks have been proposed for de-escalation/closure L17 Post Covid-19 Recovery and L18 Cessation of joint working between CDC and OCC. Further details in Appendix 8.

7.0 Conclusion and Reasons for Recommendations

This report provides an update on progress made during September 2022, to deliver the Council's priorities through reporting on Performance, Leadership Risk Register and providing an update on the Financial Position. The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.

8.0 Consultation

This report sets out performance, risk, and budgetary information for the fifth month of this financial year and as such no formal consultation on the content or recommendations is required.

9.0 Alternative Options and Reasons for Rejection

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

Option 1: This report illustrates the Council's performance against the 2022-23 Business Plan. Regarding the monitoring aspects of the report, no further options have been considered. However, members may wish to request that officers provide additional information. Regarding the recommendation to approve changes in use of reserves, members could choose to reject the change of use, however, the request is in accordance with the councils Reserves Policy and within existing budgets. If Members chose not to agree to the changes in transfers to reserves, then this would mean resource would need to be found for these projects separately in future years.

10.0 Implications

Financial and Resource Implications

10.1 These are detailed within section 4.0 to 4.3 of this report.

Comments checked by:

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

Michael.Furness@cherwell-dc.gov.uk

Legal Implications

10.2 There are no legal implications from this report.

Comments checked by:

Shahin Ismail, Interim Assistant Director Law, Governance & Democratic Services,

Shahin.Ismail@cherwell-dc.gov.uk

Risk Implications

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

Comments checked by:

Celia Prado-Teeling, Interim Assistant Director – Customer Focus,

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

Equalities and Inclusion Implications

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

Comments checked by:

Celia Prado-Teeling, Interim Assistant Director – Customer Focus,

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

11.0 Decision Information

Key Decision

Financial Threshold Met: Yes

Community Impact Threshold Met: No

Wards Affected:

All

Links to Corporate Plan and Policy Framework

This report supports all Corporate Priorities

Lead Councillor

Councillor Richard Mould, Portfolio Holder for Corporate Services

Councillor Adam Nell, Portfolio Holder for Finance

Document Information

Appendix number and title

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

Background papers

None

Report Author and contact details

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CHERWELL CAPITAL EXPENDITURE 2022-23

CODE	ASSISTANT DIRECTOR/RESPONSIBLE OFFICER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	PO COMMITMENTS	Outturn	RE- PROFILED BEYOND 2022/23	Current month Variances £000	OUTTURN NARRATIVE
40083	Nicola Riley	Disabled Facilities Grants	1,811	698	49	1,811	0	-	This budget comprises £1.239m Better Care Fund allocation, £0.375m CDC base budget and £0.196m reprofiled from 2021/2022. Projected spend has been increased from £1.700m to £1.800m to reflect increasing demand and persistent inflation of construction costs. No carry forward into 2023/2024 anticipated.
40160	Nicola Riley	Housing Services - capital	190	(733)	0	190	0	-	The YTD Actual includes (£0.761m) accrual for a grant payable to Heylo for x18 affordable housing units due to be paid 15th July. The budget allocation is unspent Growth Deal funding reprofiled from 2021/2022 due to delays on some development sites and other sites not being due for completion until 2022/2023. Full spend anticipated in 2022/2023 however, this will depend on the progress made on sites and some units may not complete until 2023/2024.
40084	Nicola Riley	Discretionary Grants Domestic Properties	253	62	0	120	133	-	This budget comprises £0.150m core funding and £0.103m reprofiled from 2021/2022. Projected spend for 2022/2023 is circa £0.120m. Anticipated carry-forward into 2023/2024 is £0.133m, but demand for these grants can fluctuate so this could vary.
40010	Nicola Riley	North Oxfordshire Academy Astro turf	183	0	0	50	133	-	The delivery of a new Astro turf pitch at North Oxfordshire Academy has been complicated by issues arising from securing appropriate and timely developer contributions. Officers are working closely with colleagues in planning to finalise the position and determine the most appropriate course of action and funding. Meetings took place with United Learning Trust on 11th July and 3rd August to move project forward
40019	Nicola Riley	Bicester Leisure Centre Extension	79	0	0	47	32	-	£0.029m budget reprofiled from 2021/2022. Detailed feasibility work now starting on the development of a learner pool in Bicester including environmental impact assessment
40131	Nicola Riley	S106 Capital Costs	1,744	(11)	28	1,744	0	-	£0.480m Adderbury PC Milton Rd community Facility & Sport Pitch project, £215k Ambrosden Community facility project £0.030m Banbury indoor tennis centre, £0.360m artificial pitch at NOA £0.014m Spiceball leisure centre, £0.050m Bicester leisure Centre, £0.100m Woodgreen leisure centre, £0.020m Kidlington leisure centre improvements £0.110m Horley Cricket club pavilion project, £0.052m Graven Hill sport project, £0.035m Improvement to Bloxham recreation ground, £0.060m Whitelands Sports ground improvements, £0.010m Launton Playing field association £0.014m Ardley & Fewcott village hall project, £0.020m Grimsby Community Centre, £0.174m Hanwell Fields Community centre projects
40181	Nicola Riley	Sunshine Centre (new extension to the front of the site)	0	(2)	0	(2)	0	(2)	Project completed in 2021/2022
40251	Nicola Riley	Longford Park Art	45	0	0	2	43	0	There is a hold on any Public Art delivery on Longford at the moment due to developers refusing artists permission to carry out installation of art until the country park is approved complete and been handed over to the Council.
40261	Nicola Riley	Replacement Pool Covers at Woodgreen Open Air Pool	40	0	0	40	0	0	Quotations received for works and now entering into case study review/evaluation. Works to be completed October/November 2022
Wellbeing & Community			4,345	13	77	4,002	341	(2)	
40208	Claire Cox	Project Manager for HR/Pavroll system	100	0	0	100	0	0	£0.100m required for HR system improvements, project expected to conclude end Q3 2022/2023
HR & OD			100	0	0	100	0	0	
Chief Executive			4,445	13	77	4,102	341	(2)	
40139	Andrew Low	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	100	(4)	6	100	0	-	£0.100m reprofiled from 2021/2022. Tenders now complete and currently engaging with the tenants. Expect full utilisation of the £0.100m by Q4
40081	Andrew Low	Bicester Town Centre Redevelopment	0	15	0	0		-	These cost are in connection with the solicitors advising on the latent defect in connection with the failing paintwork on the Sainsburys unit
40141	Andrew Low	Castle Quay 2	2,111	296	13	1,611	500	0	Budget reprofiled from 2021/2022 as a result delays to completion of Main Contract works for Castle Quay Waterfront following supply chain challenges. This has resulted in a knock on effect and re-profiling the budget.
40144	Andrew Low	Castle Quay 1	3,257	71	18	2,205	1,052	-	A number of Capital Projects are being reviewed to ensure they meet the strategic direction for Castle Quay and remain relevant to meet the challenges of the changing retail market. This has resulted in reprofiling a number of projects that will be delivered in 2023/2024.
40162	Andrew Low	Housing & IT Asset System joint CDC/OCC	8	(18)	0	2	6	-	£0.100m allocated project budget of which £0.048m has been reprofiled from 2021/2022. Initial set up cost of £0.052m with £0.002m cost per annum for hosting and software support costs for 3 years (2022/2023 to 2024/2025).
40167	Andrew Low	Horsefair, Banbury	55	0	0	55	0	-	The works design is now completed, pending tender. Expect full utilisation of budget by Q4 2022/2023
40191	Andrew Low	Bodicote House Fire Compliance Works	141	(8)	15	141	0	-	Reviewing scope of work to ascertain actual requirements so that specification can be written. Once specification complete works are to be tendered.
40197	Andrew Low	Corporate Asbestos Surveys	50	1	0	50	0	-	£0.050m reprofiled from 2021/2022. Surveys are now complete and assessments are being carried out to formulate the works programme. This project is linked to 'Works from Compliance Surveys' project.
40201	Andrew Low	Works From Compliance Surveys	122	23	0	122	0	-	£0.122m reprofiled from 2021/2022. Works planned over 2 years with additional delays caused by covid 19. Full spend anticipated by March 2023.
40203	Andrew Low	CDC Feasibility of utilisation of proper Space	100	0	0	100	0	-	This amount has been set aside to consider the future office space of the Council. Awaiting development of agile working policy to determine the council's space requirement needs moving forward. Anticipated viability works will commence this financial year.
40219	Andrew Low	Community Centre - Works	130	55	40	130	0	-	Full spend anticipated by March 2023
40239	Andrew Low	Bicester East Community Centre	1,450	10	115	950	500	-	Preparing final design. Planning application submitted mid August. Working with the tenant on their design requirements to ensure smooth transition to the new premises. £0.500m slippage as works will not be on site until the end of Q4 2022/2023 for a 9 month project completion in Q3 2023/2024
40240	Andrew Low	Bicester Dovecote	27	(0)	0	3	0	(24)	Works 95% complete pending attendance from District Network Operator (DNO). Completion due end of November 2022. No more spend expected
40241	Andrew Low	Thorpe Place Roof Works	35	0	0	35	0	-	£0.035m reprofiled from 2021/2022. Currently scoping the works which will be complete by March 2023
40242	Andrew Low	H&S Works to Banbury Shopping Arcade	127	0	0	127	0	-	£0.127m reprofiled from 2021/2022. Currently scoping the works which will be completed by March 2023
40246	Andrew Low	Banbury Museum Pedestrian Bridge	77	73	0	74	3	-	£0.077m reprofiled from 2021/2022. Works are complete - retention of £3,177 due to be released in Oct 2023
40249	Andrew Low	Retained Land	286	8	81	186	100	-	£0.156m reprofiled from 2021/2022. 2 year scheme - £0.170m in yr1 and £130k in yr 2. Retained land surveys now instructed for delivery. Once surveys are completed a works plan will be created. There is a possibility that works may be completed in year but due to PSDS project, some projects have been delayed. Progress will be reviewed monthly and changed if progress is better than expected. Full spend anticipated by Q2 2023
40225	Andrew Low	Drayton Pavilion - Decarbonisation Works	86	0	0	0	0	(86)	£0.086m reprofiled from 2021/2022. PSDS Project, Scheme Withdrawn. - In principal, the PSDS works should be treated as one budget and despite some schemes appearing to have overspent, overall there is expected to be an underspend which will require repayment to Salf.

40229	Andrew Low	Stratfield Brake Sports Ground - Decarbonisation Works	159	0	0	0	0	(159)	£0.159m reprofiled from 2021/2022. PSDS Project, Scheme Withdrawn. - In principal, the PSDS works should be treated as one budget and despite some schemes appearing to have overspent, overall there is expected to be an underspend which will require repayment to Salix.
40226	Andrew Low	Thorpe Lane Depot - Decarbonisation Works	250	131	12	143	0	(107)	PSDS Project - Project completed. In retention
40227	Andrew Low	Banbury Museum - Decarbonisation Works	264	335	783	360	0	96	PSDS Project - Works at practical completion at 95% pending commissioning of plant.
40228	Andrew Low	Franklins House - Decarbonisation Works	0	77	4	81	0	81	PSDS Project - Project completed. In retention
40230	Andrew Low	Whitelands - Decarbonisation Works	0	81	5	91	0	91	PSDS Project - Project completed. In retention
40231	Andrew Low	Bicester Leisure Centre - Decarbonisation Works	604	693	56	729	0	125	PSDS Project - Works at practical completion at 97.5% pending commissioning of plant.
40232	Andrew Low	Kidlington Leisure Centre - Decarbonisation Works	675	324	80	348	0	(327)	PSDS Project - Works at practical completion at 95% pending commissioning of plant and works by district networks operator. Potential £200k for additional project costs to accommodate new electrical mains (not included in outturn).
40233	Andrew Low	Spiceball Leisure Centre - Decarbonisation Works	991	733	39	780	0	(211)	PSDS Project - Works at practical completion at 97.5% pending commissioning of plant.
40234	Andrew Low	Woodgreen Leisure Centre - Decarbonisation Works	692	330	53	336	0	(356)	PSDS Project - Works at practical completion at 97.5% pending commissioning of plant.
40252	Andrew Low	Expiring Energy Performance Certificates plus Associated works	96	0	0	96	0	-	Works currently being formally scoped ready for tendering.
40253	Andrew Low	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	0	0	60	0	-	Works currently being formally scoped out to tender
40254	Andrew Low	Thorpe Lane Depot - Renewal of Electrical Incoming Main	270	79	20	270	0	-	Works are currently with consultant for formal design and engaged with District Network Operator to instal the new sub station.
40255	Andrew Low	Installation of Photovoltaic at CDC Property	79	(0)	0	79	0	-	Full spend expected in 2022/2023
40263	Andrew Low	Kidlington Leisure New Electrical Main	200	0	0	200	0	-	Project to install new electrical main for kindlington leisure centre by Scottish and Southern Electricity. All monies to be spent this financial year.
Property			12,502	3,304	1,341	9,464	2,161	(877)	
40256	Michael Furness	Processing Card Payments & Direct Debits	20	0	0	20	0	-	Project to be completed by March 2023.
Finance			20	-	-	20	0	-	
40056	Paul Nicol	5 Year Rolling HW / SW Replacement Prog	50	0	0	50	0	-	Budget required for hardware refresh, delayed due to Co-Vid and council wide remote working. Anticipate refresh Q3 2022/2023
40212	Paul Nicol	Procurement of Joint Performance system	20	0	0	20	0	-	Budget required for further system enhancements, Expected Q3 2022/2023
40237	Paul Nicol	Council Website & Digital Service	162	6	25	77	85	-	2nd stage of project expected to conclude Q4 2022/2023. Further stages of work expected in 2023/2024, delayed from current stage due to other council priorities.
40238	Paul Nicol	IT Shared Services	238	(25)	5	238	0	-	We seek approval to release the remaining funds from capital budget 40238 "IT Shared Services". The original proposal in 2019 was to complete activities to support the IT Strategy revolving around the joining up with OCC. CDC decoupling from OCC has marked that chapter of the IT Strategy as complete. However, ahead of the creation of CDCs Digital Strategy, we are exploring areas of improvement to reduce the demand on services and provide proactive services to our citizens. This aligns with the original proposal of exploring revenue savings and adding efficiencies.
ICT			470	(20)	30	385	0	-	
Resources			12,992	3,284	1,370	9,869	2,161	(877)	
40062	Robert Jolley	East West Railways	118	0	0	138	0	20	The capital fund has been set up to enable the Council's costs to be recharged when responding to enquiries and regulatory applications, involving for example environmental and land drainage matters, made in connection with the EWR project. In partnership with England's Economic Heartland, Cherwell will be contributing towards fibre connectivity 2022/2023.
40121	Robert Jolley	Bicester Library (phase 1b)	645	2	3	645	0	-	This project is currently being reviewed as part of the work relating to housing management and construction.
40111	Robert Jolley	Admiral Holland Redevelopment Project (phase 1b)	61	(185)	0	61	0	-	With construction formally completed end of September 2020 there is the need to budget for retention which CDC will have to pay in September 2022 – the retention is £0.061m.
40106	Robert Jolley	Cher Com Led Prog Coach House Mews	0	(58)	0	0	0	-	
40118	Robert Jolley	Creampot Crescent Cropredy (phase 1b)	(10)	(10)	0	(10)	0	-	Retention payment now paid.
40177	Robert Jolley	Bullmarsh Close (Phase 2)	17	(5)	0	17	0	-	With construction formally completed early May 2021 there is the need to budget for retention which CDC will have to pay in May 2022 - the retention is £0.017m.
40213	Robert Jolley	Build Team Essential Repairs & Improvements	149	33	22	0	149	-	Work is currently underway and it is likely that all capital expenditure will take place during financial year 2023/24. Need to combine this with the Affordable Housing capital budget.
40224	Robert Jolley	Fairway Flats Refurbishment	362	0	7	0	362	-	Planning consent was received in May 2022. This project is scheduled to commence 2023/24
40262	Robert Jolley	Affordable Housing	1,200	0	0	600	600	-	Work is expected to commence later in the year.
Growth & Economy			2,542	(223)	32	1,451	1,111	20	
40015	Ed Potter	Car Park Refurbishments	74	0	28	48	26	-	This project relates to introduction of pay on exits sites across the district, Clarendon in Bicester now identified. Commitment expected in quarter 3 for bay relining. £0.026m is required to be slipped in to 2023/24.
40026	Ed Potter	Off Road Parking	18	0	0	0	18	-	£0.018m is required to be slipped in to 2023/24. This project relates to LED lighting at various sites.
40028	Ed Potter	Vehicle Replacement Programme	1,166	87	450	600	566	0	£0.566m is required to be slipped in to 2023/24 due to supply chain issues and availability of electric vehicles
40031	Ed Potter	Urban City Electricity Installations	15	9	0	15	0	-	Further commitment expected in quarter 3
40186	Ed Potter	Commercial Waste Containers	25	0	0	25	0	-	The business waste service is continuing to grow with 8-10 new customers per month. Each new customer requires a set of bins (recycling & residual). Depending on the size of the customer , often this funds 660 & 1100 litre bins. This capital scheme aim is to provide new bins for new customers (typically the income from a new customer after costs (collection & disposal costs) will fund the capital cost in 12-18 months.
40187	Ed Potter	On Street Recycling Bins	18	0	0	0	18	-	£18k required to be slipped in to 2023/24.
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	158	79	73	158	0	-	Full spend anticipated in 2022/23. Expecting further commitment in quarter 3.
40216	Ed Potter	Street Scene Furniture and Fencing project	36	0	0	36	0	0	Ongoing issues with lease and land ownership. Optimistic will be resolved and commitment and work carried out in late 2022/23.
40217	Ed Potter	Car Parking Action Plan Delivery	175	0	156	175	0	-	Anticipating full spend in 2022/23.
40218	Ed Potter	Depot Fuel System Renewal	35	0	0	35	0	-	Anticipating full spend in 2022/23.
40220	Ed Potter	Horsefair Public Conveniences	0	(14)	0	0	0	-	Outstanding invoices due for 2021/22.
40222	Ed Potter	Burnehyll- Bicester Country Park	220	35	14	220	0	0	Anticipating full spend in 2022/23. Further commitments expected in quarter 3.

40248	Ed Potter	Solar Panels at Castle Quay	53	0	0	53	0	-	Anticipating full spend in 2022/23 but dependant on recruitment to Climate Action Manager post, anticipating in post December 2022.
40235	Ed Potter	Chargeable Garden & Food Waste	0	(22)	0	0	0	-	Outstanding invoices due for 2021/22.
40257	Ed Potter	Additional Commercial Waste Containers	10	0	0	10	0	-	Anticipating full spend in 2022/23.
40258	Ed Potter	Kidlington Public Convenience Refurbishment	90	0	0	90	0	-	Anticipating full spend in 2022/23. Commitments expected at end of quarter 3
40259	Ed Potter	Market Equipment Replacement	15	0	0	15	0	-	Anticipating full spend in 2022/23. Quotes currently being obtained, commitments expected in quarter 3.
40260	Ed Potter	Land for New Bicester Depot	3,000	0	2	3,000	0	-	Potential for slippage in to 2023/24 and 2024/25. However discussions currently taking place for a prospective site.
Environmental			5,108	173	724	4,480	628	-	
40245	Richard Webb	Enable Agile Working	15	0	0	15	0	-	Full spend expected in 2022/2023
Regulatory			15	0	0	15	0	0	
Communities			7,665	(49)	756	5,946	1,739	20	
Capital Total			25,102	3,248	2,204	19,917	4,241	(859)	

CHERWELL TOTAL CAPITAL PROJECT EXPENDITURE

CODE	ASSISTANT DIRECTOR/RESPONSIBLE OFFICER	DESCRIPTION	Total 22/23 Project Budget	22/23 Forecast	RE-PROFILED BEYOND 2022/23	22/23 Variance	Future Years Budget	Project Total Budget	Project Total forecast	Project Total Variance	Narrative
40083	Nicola Riley	Disabled Facilities Grants	1,811	1,811	0	0	0	1,811	1,811	0	This budget comprises £1.239m Better Care Fund allocation, £0.375m CDC base budget and £0.196m reprofiled from 2021/22. Projected spend has been increased from £1.700m to £1.800m to reflect increasing demand and persistent inflation of construction costs. No carry forward into 2023/24 anticipated.
40160	Nicola Riley	Housing Services - capital	190	190	0	0	0	190	190	0	This is unspent Growth Deal funding reprofiled from 2021/22 due to delays on some development sites and other sites not being due for completion until 2022/23. Full spend anticipated in 2022/23 however, this will depend on the progress made on sites and some units may not complete until 2023/24.
40084	Nicola Riley	Discretionary Grants Domestic Properties	253	120	133	0	600	853	853	0	This budget comprises £0.150m core funding and £0.103m reprofiled from 2021/22. Projected spend for 2022/23 is circa £0.120m. Anticipated carry-forward into 2023/24 is £0.133m, but demand for these grants can fluctuate so this could vary.
40010	Nicola Riley	North Oxfordshire Academy AstroTurf	183	50	133	0	0	183	183	0	Re-profiled from 2021/22. Delivery linked to external partners approval so spend maybe beyond March 2023
40019	Nicola Riley	Bicester Leisure Centre Extension	79	47	32	0	0	79	79	0	Re-profiled from 2021/22 - full spend on feasibility studies expected prior to 31st March 2023
40131	Nicola Riley	S106 Capital Costs	1,744	1,744	0	0	0	1,744	1,744	0	Spending on track for various schemes across the district in line with S106 agreements.
40181	Nicola Riley	Sunshine Centre (new extension to the front of the site)	0	(2)	0	(2)	0	0	(2)	(2)	Project completed in 2021/22
40251	Nicola Riley	Longford Park Art	45	2	43	0	0	45	45	0	Potential for slippage as no further Public Art spend possible until the Country Park is transferred from the developer
40261	Nicola Riley	Replacement Pool Covers at Woodgreen Open Air Pool	40	40	0	0	0	40	40	0	New Scheme for 2022/23 - full spend expected prior to 31st March 2023
Wellbeing & Community			4,345	4,002	341	(2)	600	4,945	4,943	(2)	
40208	Claire Cox	Project Manager for HR/Payroll system	100	100	0	0	120	220	220	0	£0.100m required for HR system improvements, project expected to conclude end Q3 2022/23 .The future years budget of £0.120m is £0.030m per year for 4 years from 2023/24 and will be used for system improvements
HR & OD			100	100	0	0	120	220	220	0	
Chief Executives			4,445	4,102	341	(2)	720	5,165	5,163	(2)	
40139	Andrew Low	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	100	100	0	0	0	100	100	0	Full spend anticipated by March 2023
40141	Andrew Low	Castle Quay 2	2,111	1,611	500	0	0	2,111	2,111	0	Budget reprofiled from 2021/22 as a result delays to completion of Main Contract works for Castle Quay Waterfront following supply chain challenges. This has resulted in a knock on effect and re-profiling the budget.
40144	Andrew Low	Castle Quay 1	3,257	2,205	1,052	0	0	3,257	3,257	0	A number of Capital Projects are being reviewed to ensure they meet the strategic direction for Castle Quay and remain relevant to meet the challenges of the changing retail market. This has resulted in reprofiling a number of projects that will be delivered in 2023/24.
40162	Andrew Low	Housing & IT Asset System joint CDC/OCC	8	2	6	0	0	8	8	0	Joint project with OCC for Property software. The initial set up cost was charged in to 2021/22 of which the remaining balance of £0.048m was reprofiled into this year to fund contract maintenance costs of £0.002m per year for 3 years, yielding a £0.040m saving.
40167	Andrew Low	Horsefair, Banbury	55	55	0	0	0	55	55	0	Full spend anticipated by March 2023
40191	Andrew Low	Bodicote House Fire Compliance Works	141	141	0	0	0	141	141	0	Full spend anticipated by March 2023
40197	Andrew Low	Corporate Asbestos Surveys	50	50	0	0	0	50	50	0	Full spend anticipated by March 2023
40201	Andrew Low	Works From Compliance Surveys	122	122	0	0	0	122	122	0	Full spend anticipated by March 2023
40203	Andrew Low	CDC Feasibility of utilisation of proper Space	100	100	0	0	0	100	100	0	This amount has been set aside to consider the future office space of the Council
40219	Andrew Low	Community Centre - Works	130	130	0	0	0	130	130	0	Full spend anticipated by March 2023
40239	Andrew Low	Bicester East Community Centre	1,450	950	500	0	0	1,450	1,450	0	Full spend of the budget anticipated. Planned completion due Q3 2023/24
40240	Andrew Low	Bicester Dovecote	27	3	0	(24)	0	27	3	(24)	Works 95% complete pending attendance from District Network Operator (DNO). Completion due end of November 2022. No more spend expected
40241	Andrew Low	Thorpe Place Roof Works	35	35	0	0	0	35	35	0	Full spend anticipated by March 2023
40242	Andrew Low	H&S Works to Banbury Shopping Arcade	127	127	0	0	0	127	127	0	Full spend anticipated by March 2023
40246	Andrew Low	Banbury Museum Pedestrian Bridge	77	74	3	0	0	77	77	0	£0.077m reprofiled from 2021/2022. Works are complete - retention of £3,177 due to be released in Oct 2023

40249	Andrew Low	Retained Land	286	186	100	0
40225	Andrew Low	Drayton Pavillion - Decarbonisation Works	86	0	0	(86)
40229	Andrew Low	Stratfield Brake Sports Ground - Decarbonisation Works	159	0	0	(159)
40226	Andrew Low	Thorpe Lane Depot - Decarbonisation Works	250	143	0	(107)
40227	Andrew Low	Banbury Museum - Decarbonisation Works	264	360	0	96
40228	Andrew Low	Franklins House - Decarbonisation Works	0	81	0	81
40230	Andrew Low	Whitelands - Decarbonisation Works	0	91	0	91
40231	Andrew Low	Bicester Leisure Centre - Decarbonisation Works	604	729	0	125
40232	Andrew Low	Kidlington Leisure Centre - Decarbonisation Works	675	348	0	(327)
40233	Andrew Low	Spiceball Leisure Centre - Decarbonisation Works	991	780	0	(211)
40234	Andrew Low	Woodgreen Leisure Centre - Decarbonisation Works	692	336	0	(356)
40252	Andrew Low	Expiring Energy Performance Certificates plus Associated works	96	96	0	0
40253	Andrew Low	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	60	0	0
40254	Andrew Low	Thorpe Lane Depot - Renewal of Electrical Incoming Main	270	270	0	0
40255	Andrew Low	Installation of PV at CDC Property	79	79	0	0
40263	Andrew Low	Kidlington Leisure New Electrical Main	200	200	0	0
Property			12,502	9,464	2,161	(877)
40256	Michael Furness	Processing Card Payments & Direct Debits	20	20	0	0
Finance Total			20	20	0	0
40056	Paul Nicol	5 Year Rolling HW / SW Replacement Prog	50	50	0	0
40212	Paul Nicol	Procurement of Joint Performance system	20	20	0	0
40237	Paul Nicol	Council Website & Digital Service	162	77	85	0
40238	Paul Nicol	IT Shared Services	238	238	0	0
ICT			470	385	85	0
Resources			12,992	9,869	2,246	(877)
40062	Robert Jolley	East West Railways	118	138	0	20
40121	Robert Jolley	Bicester Library (phase 1b)	645	645	0	0
40111	Robert Jolley	Admiral Holland Redevelopment Project (phase 1b)	61	61	0	0
40118	Robert Jolley	Creampot Crescent Cropredy (phase 1b)	(10)	(10)	0	0
40177	Robert Jolley	Bullmarsh Close (Phase 2)	17	17	0	0
40213	Robert Jolley	Build Team Essential Repairs & Improvements	149	0	149	0

0	286	286	0	Full spend anticipated by Q2 23/24
0	86	0	(86)	All projects are at practical completion. Under the grant conditions we will be returning unspent grant which is in the region of £0.800m. There was a need for the Council to bid for the funding at short notice and after receiving the grant and fully investigating the schemes, realised some were not affordable but were able to redirect some of the resource onto other schemes
0	159	0	(159)	
0	250	143	(107)	
0	264	360	96	
0	0	81	81	
0	0	91	91	
0	604	729	125	
0	675	348	(327)	
0	991	780	(211)	
0	692	336	(356)	
0	96	96	0	Full spend anticipated by March 2023
0	60	60	0	Works currently being formally scoped out to tender
0	270	270	0	Full spend anticipated by March 2023
0	79	79	0	Full spend anticipated by March 2023
0	200	200	0	Project to install new electrical main for kindlington leisure centre by Scottish and Southern Electricity. All monies to be spent this financial year.
0	12,502	11,625	(877)	
0	20	20	0	£35k of budget not longer required
0	20	20	0	
0	50	50	0	Budget required for hardware refresh, delayed due to Co-Vid and council wide remote working. Anticipate refresh Q3 2022/23
0	20	20	0	Budget required for further system enhancements, Expected Q3 2022/23
0	162	162	0	2nd stage of project expected to conclude Q4 2022/2023. Further stages of work expected in 2023/2024, delayed from current stage due to other council priorities.
0	238	238	0	We seek approval to release the remaining funds from capital budget 40238 "IT Shared Services". The original proposal in 2019 was to complete activities to support the IT Strategy revolving around the joining up with OCC. CDC decoupling from OCC has marked that chapter of the IT Strategy as complete. However, ahead of the creation of CDCs Digital Strategy, we are exploring areas of improvement to reduce the demand on services and provide proactive services to our citizens. This aligns with the original proposal of exploring revenue savings and adding efficiencies.
0	470	470	0	
0	12,992	12,115	(877)	
4,189	4,307	4,327	20	The capital fund has been set up to enable the Council's costs to be recharged when responding to enquiries and regulatory applications, involving for example environmental and land drainage matters, made in connection with the EWR project. In partnership with England's Economic Heartland, Cherwell will be contributing towards fibre connectivity 2022/23.
0	645	645	0	This project is currently being reviewed as part of the work relating to housing management and construction.
0	61	61	0	With construction formally completed end of September 2020 there is the need to budget for retention which CDC will have to pay in 2022/23.
0	(10)	(10)	0	The retention payment for Creampot has now been paid resulting in a saving as the payment was less than the accrued amount.
0	17	17	0	With construction formally completed early May 2021 there is the need to budget for retention which CDC will have to pay in 2022/23
0	149	149	0	Work is currently underway and it is likely that all capital expenditure will take place during financial year 2022/23

40224	Robert Jolley	Fairway Flats Refurbishment	362	0	362	0
40262	Robert Jolley	Affordable Housing	1,200	600	600	0
40114	Robert Jolley	Cher Com Led Prog Banbury Supported Housing	0	0		0
40103	Robert Jolley	Cher Com Led Prog Old Pace Yard	0	0		0
Growth & Economy			2,542	1,451	1,111	20
40015	Ed Potter	Car Park Refurbishments	74	48	26	0
40026	Ed Potter	Off Road Parking	18	0	18	0
40028	Ed Potter	Vehicle Replacement Programme	1,166	600	566	0
40031	Ed Potter	Urban City Electricity Installations	15	15	0	0
40187	Ed Potter	On Street Recycling Bins	25	0	0	(25)
40186	Ed Potter	Commercial Waste Containers	18	25	18	25
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	158	158	0	0
40216	Ed Potter	Street Scene Furniture and Fencing project	36	36	0	0
40217	Ed Potter	Car Parking Action Plan Delivery	175	175	0	0
40218	Ed Potter	Depot Fuel System Renewal	35	35	0	0
40220	Ed Potter	Horsefair Public Conveniences	0	0	0	0
40222	Ed Potter	Burnehyll- Bicester Country Park	220	220	0	0
40248	Ed Potter	Solar Panels at Castle Quay	53	53	0	0
40235	Ed Potter	Chargeable Garden & Food Waste	0	0	0	0
40257	Ed Potter	Additional Commercial Waste Containers	10	10	0	0
40258	Ed Potter	Kidlington Public Convenience Refurbishment	90	90	0	0
40259	Ed Potter	Market Equipment Replacement	15	15	0	0
40260	Ed Potter	Land for New Bicester Depot	3,000	3,000	0	0
Environmental			5,108	4,480	628	-
40245	Richard Webb	Enable Agile Working	15	15	0	0
Communities			7,665	5,946	1,739	20
Capital Total			25,102	19,917	4,326	(859)

0	362	362	0	Planning consent was received in May 2022. The main capital expenditure is likely to be split equally over the two years 2022/23 and 2023/24. As this is also part of the work relating to housing management and construction it is possible that the balance may change and this will become clearer as we move through the year.
0	1,200	1,200	0	Work is expected to commence later in the year.
0	0		0	
0	0		0	
4,189	6,731	6,751	20	
0	74	74	0	Full spend anticipated by March 2024
0	18	18	0	Full spend anticipated by March 2024
4,344	5,510	5,510	0	Full spend anticipated by March 2025. Additional bids anticipated as further electric vehicles are introduced to the fleet.
0	15	15	0	Full spend anticipated by March 2023
0	25	0	(25)	Full spend anticipated by March 2024
25	43	68	25	Full spend anticipated by March 2024
0	158	158	0	Full spend anticipated by March 2023
24	60	60	0	Potential for slippage in to 23/24 as works identified at multiple locations but lease issue with landowner at Kirtlington Quarry is still ongoing
0	175	175	0	Full spend anticipated by March 2023
0	35	35	0	Full spend anticipated by March 2023
0	0	0	0	This project was completed in 2021/22
0	220	220	0	Full spend anticipated by March 2023
0	53	53	0	Full spend anticipated by March 2023
0	0	0	0	This project was completed in 2021/22
10	20	20	0	Full spend anticipated by March 2024
0	90	90	0	Full spend anticipated by March 2023
0	15	15	0	Full spend anticipated by March 2023
0	3,000	3,000	0	Potential for slippage in to 2023/24 and 2024/25 as the search for a suitable site for a new Bicester depot continues and spend will be dependant on type of land aquired. A multiple of options will be considered. Eg. Land to be developed - what to include, existing site with buildings but in need of refurbishment.
4,403	9,511	9,511	-	
0	15	15	0	
0	15	15	0	
8,592	16,257	16,277	20	
9,312	34,414	33,555	(859)	

Appendix 2 - Report Details – Additional Revenue narrative

Chief Executive

Chief Executives are forecasting an overspend of £0.335m against a budget of £6.911m (4.8%).

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

£0.000m Variance

Variance to August's
forecast
£0.000m

Wellbeing Community	& The cost of utilities continues to put pressure on the leisure budget. Teams within the Wellbeing and Housing service have contracted their spending to reduce the overspend from August levels.
------------------------	--

Variation
£0.160m
Overspend

Variation to August's
Forecast
(£0.140m)

Customer Focus	During September Customer Focus projected an overspend of £0.175m. This is a result of decoupling from OCC, and subsequent establishment of a new service delivery structure, including new members of staff being recruited to continue to provide an excellent customer experience.
----------------	---

Variation
£0.175m overspend

Variation to August's
Forecast
£0.132m

Resources

Resources are reporting an overspend of £0.180m against a budget of £4.450m (4.0%).

<p>Finance</p> <p>Variation £0.087m Overspend</p> <p>Variation to August's Forecast £0.076m</p>	<p>Bank Charges have increased for the council due to increasing numbers of card payments being taken by the council and Bank Transfer payments being made by the council £0.058m. Decoupling costs linked to advertising costs for senior posts of £0.038m have been incurred. There are minor variations over the rest of the service as a whole (£0.009m)</p>
<p>Legal & Democratic</p> <p>Variation £0.058m overspend</p> <p>Variation to August's Forecast (£0.021m)</p>	<p>Law and Governance are forecasting an overspend of £0.058m. The costs within District Elections are £0.018m over budget and the remaining £0.040m is primarily as a result of staff costs within Democratic Process because extra resources are now required.</p>
<p>ICT</p> <p>Variation £0.214m overspend</p> <p>Variation to August's forecast £0.028m</p>	<p>The projected overspend within IT is made up of £0.153m (consisting of £0.048m under recovery of income and £0.105m consultant fees) attributable to the decoupling of the IT service and establishing a stand-alone IT service and a new Digital Strategy for Cherwell, £0.047m attributable to increased supplier costs and £0.014m minor overspends.</p>
<p>Property</p> <p>Variation (£0.179m) underspend</p> <p>Variation to August's forecast (£0.049m)</p>	<p>The (£0.179m) underspend is a result of £0.220m of additional rent which is predicted as being achieved ahead of forecast, despite tricky economic conditions, and we are predicting spending £0.162m less on consultancy fees than anticipated during the year. However, this is offset by an overspend of £0.067m on utilities due to rising energy prices, £0.095m on staff costs (partly as a result of interim staff being required due to decoupling) and £0.041m increased costs which are largely operational (repairs, maintenance, security and rates).</p>

Communities

Communities are forecasting an overspend of £0.424m against a budget of £8.869m, (4.8%).

Planning & Development	The current budget of £2.1m includes an in-year uplift for the Development Management service to support staffing levels and improvement work in the context of high workloads. Agency staff are being used to support service delivery with the additional cost being largely offset by higher-than-expected fee income and the budget uplift. An underspend of circa £0.075m is under review for Development Management due to more vacant posts coming available during September with an aim to fill between December this year and January next year.
Variation (£0.027m) underspend	
Variance to August's forecast £0.004m	
	<p>The Planning Policy and Conservation service is presently forecast to have an overspend of £0.028m, However, the situation in both services is presently fluid due to persistent recruitment challenges. Development Management income will also fluctuate.</p> <p>The Building Control, Dangerous Structures, Street-naming, and Land Drainage services are presently forecast to have a slight overspend at year end of £0.015m due to unpredictability of income up to the end of the year due to seasonal and market conditions.</p> <p>Overall, the current forecast of being within budget by (£0.027m) is comparable to last month's forecast (£0.031m).</p>
Growth & Economy	The Growth and Economy department is forecasting, for September 2022, an overall overspend of £0.035m which consists of £0.225m overspend on the Build team - mainly a £0.125m increase relating to repairs and maintenance and agency staff costs. The offsetting underspend relates to savings within Growth & Economy. Within the overspend in Build there is non-delivery of savings of £0.129m.
Variation £0.035 overspend	
Variance to August's forecast £0.115m	

Environmental	The forecast variance for Environmental Services for September is £0.237m.
Variation £0.237m Overspend	We are continuing to monitor the figures for car parking income. There is an indication that the car parking forecast may need to further deteriorate but before the forecast is updated a further month's financial data is required.
Variance to August's forecast £0.076m	<p>The forecasted pressure of £0.209m within Waste and Recycling is as a result of multiple factors.</p> <p>This is largely due to a pressure of £0.209m in employee costs due to increased use of agency staff for backfilling vacant posts and several long-term sick.</p> <p>A net increase of £0.073m in additional transports costs largely fuel is partially offset by savings on vehicle maintenance and mileage.</p> <p>An increase of £0.055m on gate fees for glass recycling & food waste being a higher rate per tonne than originally budgeted.</p> <p>However additional income of (£0.314m) due to the higher than anticipated take up of garden waste subscriptions offsets under recovery on credits, sale of materials, bulky waste collections and sale of trade sacks resulting in a net (£0.170m).</p> <p>This forecast is all made up of other minor variances across the service totalling £0.042m.</p> <p>The forecasted pressure of £0.028m within Landscaping is a result of an increase in anticipated grounds maintenance costs and under recovery of income from street and specialist markets.</p>
Regulatory	Regulatory Services is on target with a small overspend due to reduced income in Licensing offset by savings from vacant posts.
Variation £0.000m	
Variance to August's forecast £0.000m	

Executive Matters

Executive Matters is forecasting an overspend of £0.209m against the budget of £1.055m, (19.8%).

Interest	Locking in PWLB loans ahead of need, at a weighted average rate of 2.83%, could result in lower interest costs
Variation	of approximately £1.500m per year, as the current
£0.209m overspend	weighted average rate for same PWLB loans is 5.08%.
Variance to August's forecast	
(£0.096m)	

Policy Contingency

Policy Contingency is forecasting an underspend of (£0.332m) against a budget of £2.207m, (35.8%).

Policy Contingency	Policy Contingency is planned to meet affordable housing, commercial pressures, separation costs and inflation. There is a currently projected release of
Variation	(£0.332) for inflation to partially mitigate some of the
(£0.332m) underspend	inflationary costs that the Council is experiencing.
Variance to August's forecast	
£0.000m	

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Appendix 3 - Virement Summary

Virement Movement

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

Virements - Movement in Net Budget	£m
Directorate Net Budget - August 2022	18.241
Directorate Net Budget -September 2022	20.230
Movement	1.989

Breakdown of Movements	£m
Allocations from/to Reserves	
To cover overspend in District Elections	£0.038
Castle Quay revenue received in advance - previously reported	£0.927
To mitigate the revenue impact of a technical change in costs from capital to revenue linked to Castle Quay works - previously reported	£0.146
To cover Bicester Redevelopment contractor costs	£0.014
To cover Roundabout Maintenance	£0.006
Other	
Policy Contingency transfer - Affordable Housing BUILD!	£0.400
Policy Contingency - Car Park income	£0.458
Total	£1.989

Aged Debt Update

An aged debt report will be available next month as the write off process is still in progress.

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Appendix 4 - Funding for 2022/23

Specific Funding

Dept.	Grant Name	Funding
		£
MHCLG	Council Rebate - Discretionary Element	235,800
MHCLG	New Burdens Funding for Council Tax Rebate	78,207
MHCLG	Domestic Abuse Grant	34,413
Home Office	Asylum Seekers	22,500
MHCLG	Test & Trace	41,469
BEIS	Heat Networks Delivery Grant	26,800
DEFRA	DEFRA Air Quality grant	5,150
DLUHC	Rough Sleeping Accommodation Programme	15,750
DLUHC	Homeless Prevention Grant	500,016
DLUHC	Re-opening high streets safely fund	37,008
DWP	DWP - new burdens funding	64,186
Health Education England	HEE mental health workshop	7,395
		1,068,694

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Appendix 5 - Reserves and Grant Funding

Uses of/ (Contributions to) Reserves

Specific requests

Directorate	Type	Description	Reason	Amount £m
Communities	Earmarked	Heat Networks	Return of Heat Networks funding no longer required.	(0.017)
Total Earmarked Reserves				(0.017)

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Cherwell District Council business plan 2022 - 2023

Appendix 6



As we come to refresh our business priorities for the next financial year, I am proud to be the leader of a council that listens to its residents and is willing to adapt to deliver the services that residents value most.

Like other local authorities up and down the country, we must chart a careful and responsible path through the challenges presented by uncertainties around government funding, COVID-19 and a growing and ageing population, all of which have presented significant financial pressures in setting our budget for 2022/23.

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But that doesn't mean we should lose sight of our vision for the district – we remain an ambitious authority and will continue to find new ways to deliver services differently and more efficiently, prioritising our resources to where they will have the biggest impact.

In our recent consultation on our 2022/23 budget proposals, local people told us that healthy and resilient communities was their top priority. That means using our influence on the built environment and within the leisure sector to make it easier to lead a healthy lifestyle. It also means making the most of our links to partners in the health system and community and voluntary sectors.

We have been creating new active travel routes, supporting people to ride their bikes and enhancing our green spaces. These examples of action will not only aid our recovery from the pandemic but will secure changes that residents can enjoy well into the future, making north Oxfordshire somewhere where people can truly thrive and enjoy their lives.

Both the budget survey and our annual residents' survey showed that supporting vibrant local centres and a dynamic economy are also top priorities. It has been a pleasure to see the first elements of our investment in Castle Quay Waterfront come to fruition over recent months.

With a much needed town centre supermarket, multi-screen cinema and restaurants coming to Banbury canal side, we've taken a big stride towards securing the town's regional status for years to come and creating new jobs too.

While we have had to take some difficult decisions to ensure a balanced budget for this financial year, where the government has offered funding streams for specific purposes, we have been proactive in securing it. For example, funding to enhance the support that's offered to help prevent homelessness and to help small and medium size businesses navigate change throughout the pandemic.

Our work to become a zero carbon council by 2030 is continuing too, with improvements to reduce emissions at leisure centres and investment to install solar panels at more of our council owned properties.

I am confident that our renewed focus on delivering residents' priorities will help make sure Cherwell remains a great place to live and work for years to come.



Councillor Barry Wood
Leader of Cherwell District Council



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE



Our priorities:

Housing that meets your needs

- Support the delivery of affordable and green housing.
Ensure minimum standards in rented housing.
Work with partners supporting new ways to prevent homelessness.
- Support our most vulnerable residents.
 - Deliver the Local Plan.

Supporting environmental sustainability

- Work towards our commitment to be carbon neutral by 2030.
- Promote the green economy.
- Support waste reduction, reuse and recycling.
- Work with partners to improve air quality.

An enterprising economy with strong and vibrant local centres

- Support business retention and growth.
- Work with partners to support skills development and innovation.
- Work with others to support growth.
- Work with partners to promote the district as a visitor destination and attract investment in our town centres.
- Work with businesses to ensure compliance and promote best practice.

Healthy, resilient and engaged communities

- Support and encourage active lifestyles and health and wellbeing.
- Support development of leisure services and facilities meeting the needs of residents.
- Support community and cultural development.
- Work towards our commitment to equalities, diversity and inclusion.
- Work with partners to address the causes of health inequality and deprivation.
- Work with partners to reduce crime and antisocial behaviour.



Delivery themes:

Customers

Deliver high quality, accessible and convenient services that are right first time.



Healthy places

Work collaboratively to create sustainable, thriving communities that support good lifestyle choices connecting us to each other and the natural environment.



Partnerships

Work with partners across all sectors to deliver and improve services for our residents and communities.



Continuous improvement

Make the best use of our resources and focus on improvement, innovation and staff development to maintain and enhance services.



Climate action

Support residents and local businesses to reduce their carbon emissions. Continue to transform our own estate to deliver our carbon neutral commitments.



CO₂

COVID-19 recovery and renewal

Work with partners in the health and voluntary sectors to help our local business and residents respond, and ensure together, we are in a stronger position to meet the health, economic and social challenges of the future.



Including everyone

Our equalities, diversity and inclusion framework outlines how we plan to create an inclusive community and workplace in Cherwell, through fair and equitable services.

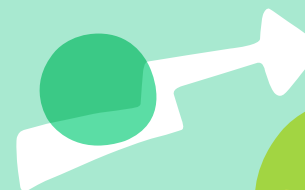


Performance management framework

Cherwell District Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2022 business plan and the priorities of the council. The supporting measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delay.

To measure performance a 'traffic light' system is used. Where performance is on or ahead of target, it is rated green. Where performance is slightly behind the target it is rated amber. A red rating indicates performance is off target.

The monthly performance cycle also includes the management and reporting of leadership risk and financial information. This provides an overview of the council's progress against its strategic priorities and delivery themes as set out earlier in this business plan.

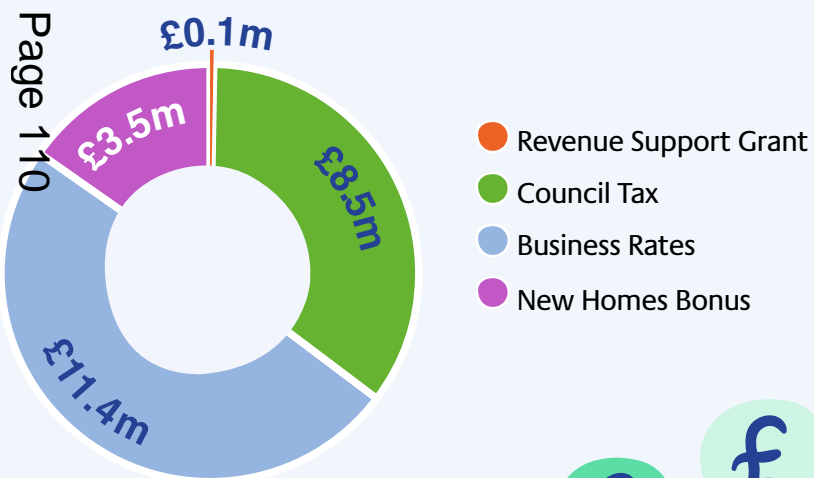


Council funding

Where our money comes from

Thirty six per cent of our funding for services comes directly from Council Tax, with the rest coming from the New Homes Bonus Scheme, Business Rates and Government Revenue Support Grant.

2022/23 funding sources



How we generate income

We generate income by asking people and organisations to pay fees and charges for some of our services such as for planning, car parking and for licences. We also receive rental income from properties the council owns such as Castle Quay and Pioneer Square.

Contact us

Get in touch

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Phone: 01295 227001

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Write:

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Customer Services
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Bodicote
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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Appendix 7 - Performance Report September 2022

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

Colour	Symbol	Tolerances for Business Plans Measures	Tolerances for Key Performance Measures (KPIs)
Red		Significantly behind schedule	Worse than target by more than 10%
Amber		Slightly behind schedule	Worse than target by up to 10%
Green		Delivering to plan/Ahead of target	Delivering to target/Ahead of target

Housing that meets your needs - KPI's & Programme Measures 22-23

	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP1.2.06 Average time taken to process Housing Benefit New Claims	Cllr A Nell	Kerry MacDermott Stephen Hinds	12.03	18.00	★	Performance remains within target, which is excellent for this time of year. We will continue to monitor the workload accordingly	14.37	18.00	★
BP1.2.07 Average time taken to process Housing Benefit Change Events	Cllr A Nell	Kerry MacDermott Stephen Hinds	2.66	8.00	★	Performance remains well within target, which is excellent for this time of year. We will continue to monitor the workload accordingly	2.75	7.50	★
BP1.1.02 Deliver the Local Plan	Cllr C Clarke	David Peckford Ian Boll	Slightly behind schedule	Delivering to plan	●	Following cessation of the Oxfordshire Plan and the need for Cherwell to pick up some work directly that was previously expected to be completed through the Ox Plan process, the timetable is likely to slip slightly with consultation starting before the end of the year. The timetable is currently being updated, but it is expected the Local Plan will be considered by the 5 December Executive.	Slightly Behind schedule	Delivering to plan	★
BP1.2.08 % of Major planning applications determined to National Indicator	Cllr C Clarke	David Peckford Ian Boll	100.0%	60.0%	★	5 Major Planning Applications were determined during Sept 2022, all 5 within National Indicator target or agreed timeframe.	100.0%	60.0%	★
BP1.2.09 % of Non-Major planning applications determined to National Indicator	Cllr C Clarke	David Peckford Ian Boll	90.0%	70.0%	★	110 Non-Major Planning Applications were determined during Sept 2022, 99 of them within National Indicator target or agreed timeframe.	90.0%	70.0%	★
BP1.2.10 % of Major applications overturned at appeal	Cllr R Clarke	David Peckford Ian Boll	0.0%	10.0%	★	No Major Planning Application decisions were overturned at Appeal by the Planning Inspectorate during Sept 2022.	0.0%	10.0%	★
BP1.2.11 % of Non-Major applications overturned at appeal	Cllr C Clarke	David Peckford Ian Boll	0.0%	10.0%	★	No Non-Major Planning Application decisions were overturned at Appeal by the Planning Inspectorate during Sept 2022.	0.0%	10.0%	★
BP1.2.13 Net Additional Housing Completions	Cllr C Clarke	David Peckford Ian Boll	250	285	▲	There have been a range of factors affecting the economy and house sales in recent months, and it is possible these factors are starting to have an impact; however, we will need to look at a longer period of data before we can reach any conclusions.	550	570	●
BP1.1.01 Homelessness Prevention	Cllr N Mawer	Nicola Riley Yvonne Rees	Delivering to plan	Delivering to plan	★	Officers continue to work with over 50% of cases ahead of statutory duties in order to prevent homelessness. The challenges in securing alternative affordable accommodation are increasing, leading to more households having to be provided with temporary accommodation as a result.	Slightly behind schedule	Delivering to plan	★

	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP1.2.01 Number of Homeless Households living in Temporary Accommodation (TA)		Nicola Riley Yvonne Rees	44	35	▲	<p>It has been anticipated for some time that numbers in temporary accommodation would rise. The impact of the courts resuming evictions, increased waiting time on the Housing Register and lack of affordable private rented accommodation in Cherwell is resulting in growing numbers of households becoming homeless and requiring placement.</p> <p>Management of the current temporary accommodation stock aims to limit the time families spend without a permanent offer and minimise the time it takes to re-let properties. Registered provider partners are facing difficulties with maintenance schedules, materials and staffing leading to delays in families being able to move-on. Going into the second half of 22/23 it is expected the number of households in temporary accommodation will remain higher than in previous years. The rise in use of temporary accommodation is likely to continue over the next quarter. The statutory timescales are being met and prevention work undertaken by the team results in over 50% of cases not presenting as homeless.</p>	32	35	★
BP1.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr N Mawer	Nicola Riley Yvonne Rees	55.00	45.00	★	Above target completions in September reflecting the increase in qualifying requests	318.00	270.00	★
BP1.2.03 Homes improved through enforcement action	Cllr N Mawer	Nicola Riley Yvonne Rees	12.00	9.00	★	Above target completions achieved in September	72.00	54.00	★
BP1.2.04 Number of affordable homes delivered including CDC and Growth Deal targets	Cllr N Mawer	Nicola Riley Yvonne Rees	2.00	12.00	▲	<p>Delivery of affordable housing has slowed because of the global issues affecting supply chains.</p> <p>Delivery of new homes continues to be impacted by supply chain issues and is at a lower level than predicted. The latest information still suggests that this year's target can be achieved but that is reliant on Registered Providers delivering at pace.</p>	61.00	72.00	▲
BP1.2.05 Number of Housing Standards interventions	Cllr N Mawer	Nicola Riley Yvonne Rees	72.00	55.00	★	Despite a drop from the August figure there were still 17 more interventions than anticipated	435.00	330.00	★

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

	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP2.1.01 Work with partners to deliver initiatives to improve air quality in the District	Cllr D Sames	Ian Boll Richard Webb	Delivering to plan	Delivering to plan	★	<p>Air quality monitoring data shows that there have been significant improvements in air quality over the last five years in the air quality management areas of the District.</p> <p>The 2022 Annual Status Report which includes a review and assessment of the monitoring data for 2021, and also an update on the actions in the Air Quality Action Plan can be found on the air quality page of the Councils website at https://www.cherwell.gov.uk/info/69/pollution/463/air quality</p> <p>Reports providing an update on the air quality monitoring carried out across the district in 2021 were presented to the Overview and Scrutiny Committee on 6 September 2022 and the Executive Meeting on 3 October 2022.</p>	Delivering to plan	Delivering to plan	★
BP2.1.02 Promote the green economy	Cllr D Sames	Ed Potter Ian Boll	Delivering to plan	Delivering to plan	★	Generally, on target. New Climate Action Manager recruited and should join the organisation in a few weeks.	Ahead of schedule	Ahead of schedule	★
BP2.2.01 % Waste Recycled & Composted	Cllr D Sames	Ed Potter Ian Boll	54.3%	56.0%	●	<p>Recycling rate is approximately 3% below last years this is due to reduced Garden waste because of the dry summer.</p> <p>Comparisons first six months 21/22 Recycling tonnage = 21,020 Tonnes 22/23 Recycling tonnage = 16,936 Tonnes</p>	54.9%	56.0%	●
BP2.2.02 Reduction of fuel consumption used by fleet	Cllr D Sames	Ed Potter Ian Boll	42,492	47,932	★	Good reduction on estimated usage.	42,319	45,595	★

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

	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP3.1.01 Proactively manage the Cherwell workstreams of the Oxfordshire Housing and Growth Deal	Cllr B Wood	Ian Boll Robert Jolley	Delivering to plan	Delivering to plan	★	Cherwell continues to be an engaged and active partner within the Oxfordshire Housing and Growth Deal. This is a five-year programme and the Council entered Year Five at the start of April 2022. The Council's officer Programme Board reviews, on a regular basis, the remaining workstreams involved – Infrastructure and Homes from Infrastructure; and, locally, Productivity (the OxLEP Local Industrial Strategy having already been completed). The Affordable Housing workstream was also previously completed. In August 2022, the Oxfordshire Plan 2050 ceased.	Delivering to plan	Delivering to plan	★
BP3.2.01 % of Council Tax collected, increase Council Tax Base	Cllr A Nell	Michael Furness Stephen Hinds	9.23%	9.20%	★	The in-month collection rates were 9.23% against a target of 9.2%. The cumulative collection rates for 2022/23 are 56.98% against a target of 56.30%. Recovery action has continued throughout September with the issuing of reminders and summons to prompt payment.	56.98%	56.30%	★
BP3.2.02 % of Business Rates collected, increase NNDR Base.	Cllr A Nell	Michael Furness Stephen Hinds	9.50%	8.10%	★	The in-month collection rates were 9.50% against a target of 8.1%. The cumulative collection rates for 2022/23 are 59.23% against a target of 56.20%. Recovery action has continued throughout September with outbound calls taking place and the issuing of reminders and summonses to prompt payment.	59.24%	56.30%	★
BP3.2.03 % of Building Regulations applications acknowledged to within 3 working days of deposit	Cllr C Clarke	David Peckford Ian Boll	88.33	90.00	●	This quarter 106/240 =88.3%, year to date 286/340 = 84.1%. This is not a statutory target and performance is steadily increasing.	84.12	90.00	●
BP3.2.04 % of valid Full Plan applications determined or checked within 15 working days of deposit	Cllr C Clarke	David Peckford Ian Boll	100.00	80.00	★	Quarter performance is 100%, year to date is 94.1%, so above target of 80%.	94.12	80.00	★

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

	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP4.1.01 Tackle Environmental Crime	Cllr E Reeves	Ian Boll Richard Webb	Delivering to plan	Delivering to plan	★	36 fly tips were investigated in September. Four warning letters were sent, two interviews under caution were carried out, and one fixed penalty notice was served on a householder for a duty of care offence. The vacant (since March 2022). Enforcement Officer post has been recruited to and the post holder is now in place.	Delivering to plan	Delivering to plan	★
BP4.1.02 Support Community Safety and Reduce Anti-Social Behaviour	Cllr E Reeves	Ian Boll Richard Webb	Delivering to plan	Delivering to plan	★	12 Connecting Community events delivered to engage residents and promote services, with themes of health & wellbeing, positive activities for young people and connecting to nature. Cherwell Young People, Play & Wellbeing partnership delivered in August 2022 supporting the voluntary sector Cherwell Community Space in Castle Quay launched July 2022 to engage residents with information, services and provide a platform for voluntary organisations to showcase their services in the town 4 Play Day events delivered in July / August to showcase opportunities for young people and families across the district. Three new Community Wardens are due to join the team in late October, filling vacant positions so that the council will have 4 community wardens available once again. A new Young Women's Worker for Cherwell is also starting this month, employed by Donnington Doorstep from Home Office grant funding. This post will provide new capacity to support young women and girls at risk of gang exploitation. The team spoke to the district Pubwatch group about the Bicester Public Spaces Protection Order and how this will impact positively on their business. A homeless male who had been reported to be involved Anti-Social Behaviour in both Bicester and Banbury town centres was assisted by the team to meet a Connections worker and has been provided temporary accommodation in Oxford.	Delivering to plan	Delivering to plan	★
BP4.1.03 Promote Health & Wellbeing	Cllr P Chapman	Nicola Riley Yvonne Rees	Delivering to plan	Delivering to plan	★	Updated smoking policy being finalised for CLT. 3 'Working well from home' mental health sessions held. Wellbeing Portfolio holder attended first meeting of Oxfordshire Health Improvement Board.	Delivering to plan	Delivering to plan	★
BP4.1.04 Improve Leisure & Community Facilities	Cllr P Chapman	Nicola Riley Yvonne Rees	Slightly behind schedule	Delivering to plan	●	All post-season renovation works to pitches were carried out so the new season could start for winter sports clubs. Successful completion of schemes requiring s106 support in village locations. Slight delay on pool cover purchase for Woodgreen pool but should be on track in 8 weeks.	Slightly behind schedule	Delivering to plan	●
BP4.1.05 Support the Voluntary Sector	Cllr P Chapman	Nicola Riley Yvonne Rees	Delivering to plan	Delivering to plan	★	The Community Pop up in Castle Quay goes from strength to strength with many partners becoming regular fixtures. The 2022 Volunteer Awards were held in September, in partnership with Sanctuary Housing. The Cost-of-Living crisis was recognised by the Council. The voluntary groups and charities who work locally are being supported to provide concrete practical support to households in hardship.	Delivering to plan	Delivering to plan	★

	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP4.1.06 Support and Safeguard Vulnerable People	Cllr P Chapman	Nicola Riley Yvonne Rees	Delivering to plan	Delivering to plan	★	September has seen a focus on staff briefings and training updates	Delivering to plan	Delivering to plan	★
BP4.1.07 Promote Healthy Place Shaping	Cllr P Chapman	Nicola Riley Yvonne Rees	Delivering to plan	Delivering to plan	★	The K5 wayfinding project has been completed and new park furniture introduced to two locations in Bicester.	Delivering to plan	Delivering to plan	★
BP4.2.01 Number of Visits/Usage to District Leisure Centres	Cllr P Chapman	Nicola Riley Yvonne Rees	119,811.00	50,000.00	★	Usage figures at the Leisure Centres have increased by circa 4,000 users against the last period (August 2022) with Spiceball and Kidlington showing the largest being at Kidlington (7,000) and Spiceball (3,000), This has been countered by a small decrease at Bicester Leisure Centre and the expected drop off of use at Woodgreen Leisure Centre (relating to the Outdoor Pool) Usage numbers were high at Woodgreen in August because of the hot weather experienced. Whilst usage has not returned as yet to pre-pandemic levels there are encouraging signs of recovery.	714,024.00	270,000.00	★
BP4.2.02 No of individuals registered FAST and You Move	Cllr P Chapman	Nicola Riley Yvonne Rees	310.00	250.00	★	You Move which is a Family programme targeting children and families that are in receipt of free school meals. The programme currently has 310 families registered 1097 individuals registered. These families have had access to Cricket sessions, Swimming, Multi Sports at Schools discounted opportunities at Gosford All Blacks rugby club, Banbury United FC. More opportunities will continue to be offered.	310.00	250.00	★
BP4.2.03 No of young people who participated in Youth Activator activities	Cllr P Chapman	Nicola Riley Yvonne Rees	1,200.00	650.00	★	The Youth Activators have been fully booked in the 1st term in both in schools and community settings by delivering in 21 different schools and colleges. This is delivering a mixture of targeted activities for children who need more support along with early years, mental health, after school and lunch activities. The Activators have also started delivering an SEN session at Banbury College to offer young people aged 16 - 18 the opportunity to be active. Along with the school sessions the Activators have also delivered sessions in the community at The Hill along with National Governing Body specific activities such as Serves Tennis programme, Girls Football Wildcats sessions.	1,200.00	650.00	★

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			Probability	Impact	Rating		Fully effective Partially effective Not effective				Probability	Impact	Rating				
2022/23																	
L01 -	Financial resilience – Failure to react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability	4	4	16	Medium Term Revenue Plan reported regularly to members.	Fully	Councillor Adam Nell	Michael Furness	Joanne Kaye	4	4	16	↔	Posts are filled by appropriately qualified individuals. When posts become vacant the JD is reviewed to ensure it meets the needs of the wider team and that the essential skill levels and experience are appropriate.	The team is currently fully staffed with appropriately qualified individuals. Continuous Professional Development opportunities are offered and maximised by CIPFA, LGA, Link, Pixel. New financial system helping to support the monitoring process.	Risk reviewed - 05/10/2022 - no change
		Reduction in services to customers				Balanced medium term and dynamic ability to prioritise resources	Fully								Investment Strategy agreed annually. Strategic Place Shaping Board providing a gateway process for capital investment decisions which comply with governance framework.	Investment options considered as and when they arise, MTFS and budget setting continue to enhance the scrutiny and quality of investments.	
		Increased volatility and inability to manage and respond to changes in funding levels				Highly professional, competent, qualified staff	Partially								Timely and good quality budget monitoring reports, particularly property income and capital. Unit 4 financial system provides improved management information. Introduction and implementation of an Asset Management Strategy.	Improvements to business partnering and budget management continue to be identified and implemented. Asset Management Strategy to be finalised and approved by Council.	
		Reduced financial returns (or losses) on investments/assets				Good networks established locally, regionally and nationally	Fully										
		Inability to deliver financial efficiencies				National guidance interpreting legislation available and used regularly	Fully										
		Inability to deliver commercial objectives (increased income)				Members aware and are briefed regularly	Fully										
		Poor customer service and satisfaction				Participate in Oxfordshire Treasurers' Association's work streams	Fully								Finance support and engagement with programme management processes, project boards and steering group.	Depending on the profile of the project, finance rep will either be at Strategic or Finance Business Partner or Service Accountant level. Involvement will reflect locally on outcomes.	
		Increased complexity in governance arrangements				Review of best practice guidance from bodies such as CIPFA, LGA and NAO	Fully								Integration and continued development of Performance, Finance and Risk reporting.	Integrated reporting has been embedded but needs to be adapted to reflect requirements of the committees at which it's elements are scrutinised.	
		Lack of officer capacity to meet service demand				Treasury management and capital strategies in place	Fully								Regular involvement and engagement with colleagues across the county as well as involvement in Regional and National finance forums.	Engagement with a number of national and regional networks to ensure we are as up-to-date as we can be in relation to potential funding changes from 2023/24 and impact on our MTFS.	
		Lack of financial awareness and understanding throughout the council				Investment strategies in place	Fully								Regular member training and support. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee.	Regular training will be undertaken. Most recently, to induct newly elected members on the Council's finances, and the induction of new members of the Accounts Audit and Risk committee.	
		Increased inflation in the costs of capital schemes				Regular financial and performance monitoring in place	Fully								Budget setting will not be an annual event, but will be a continuous process of reviewing budget monitoring and reflecting trends in the MTFS.	Updated budget monitoring for 2022/23 with a greater focus on savings delivery and budget management. Introduction of Budget Oversight Group will review budget position monthly in order to challenge budget holders to manage their budgets within approved parameters.	
		Increased inflation in revenue costs				Independent third party advisers in place	Fully								Regular utilisation of advisors as appropriate.	Borrowing strategy recently reviewed in consultation with our financial advisors (amongst others).	
						Regular bulletins and advice received from advisers	Fully								Internal Audits being undertaken for core financial activity and capital as well as service activity.	Regular reporting of progress on internal audits considered by the Accounts Audit and Risk Committee.	
						Property portfolio income monitored through financial management arrangements on a regular basis	Partially								Summarise and distribute announcements to CLT, Leader and Lead Member for Finance as and when announcements are made relating to Spending Reviews and other government announcements affecting Local Government.	No detail in the Spending Review to be able to plan for additional resources with any confidence - must wait for Local Government Finance Settlement 2023 to understand the impact.	

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						Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Partially Fully								Financial forecasts of resources for 2023/24 have assumed a reduction in resources that will be available from business rates compared to February 2022 assumptions. The budget for 2022/23 was agreed with savings proposals identified to address these reductions. Close monitoring of the delivery of the savings programme took place throughout 2021/22 with mitigations required if slippage was identified. Council agreed a balanced 2022/23 budget at its meeting on 28 February 2022. If resources were to fall significantly below the 2022/23 forecast level the Council has made a number of contingencies available in 2022/23 and, if required, a review of which reserves could be made available to mitigate this would be required (e.g. due to greater ongoing impact of Covid-19 or due to further economic shocks in the short-term). A similar approach to reviewing reserve availability could be adopted if the cost of goods we purchase were to increase. Ongoing impacts would be addressed as part of the 2023/24 budget process. A business rates reset is assumed from 2023/24 which will significantly reduce the resources available to the Council. Should resources from business rates fall much below this (e.g. due to any further ongoing impacts to the economy) then resources would be supplemented by a "safety net" payment from the Government under the current regime. The budget process for 2023/24 has begun with savings proposals sought that would enable the Council, if necessary, to operate within the forecast level of resources. Where the Government has issued consultations on future approaches to funding local government CDC has responded to ensure its views are considered. New capital bids submitted will be questioned to ensure increases in cost assumptions have been reflected and that there is an identified business need.	The Council currently anticipates a medium and long term funding shortfall in overall terms. Set alongside the anticipated funding reductions anticipated to start from 2024-25 the financial resilience of the Council could be severely impacted. The Council set its 2022/23 budget on 28 Feb 2022 and now needs to monitor the delivery of the budget and begin preparations for the 2023/24 budget process. The Government has announced a 3 year Spending Review for 2022/23 - 2024/25 in October 2021. This provided the resource envelope for Government Departments to operate in and has set out an overall increase in local government spending power over the three year period, but did not provide any specific funding allocations for individual local authorities.	
L02 -	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy / legislation Financial penalties Reduced service to customers Inability to deliver council's plans Inability to realise commercial opportunities or efficiencies Reduced resilience and business continuity Reduced staff morale, increased workload and uncertainty may lead to loss of good people	3	4	12	Embedded system of legislation and policy tracking In place, with clear accountabilities, reviewed regularly by Directors. Clear accountability for responding to consultations with defined process to ensure Member engagement National guidance interpreting legislation available and used regularly Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed. Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Internal Audit Plan risk based to provide necessary assurances Strong networks established locally, regionally and nationally to ensure influence on policy issues. In addition two Directors hold leading national roles. Senior Members aware and briefed regularly in 1:1s by Directors Arrangements in place to source appropriate interim resource if needed Ongoing programme of internal communication Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required. CDC Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including	Partially Fully Fully Fully Partially Fully Fully Fully Fully Fully Fully Fully	Councillor Barry Wood	Stephen Hinds	Shahin Ismail	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions. Review Directorate/Service risk registers. Ensure Committee forward plans are reviewed regularly by senior officers. Ensure Internal Audit plan focusses on key leadership risks. Appointed Interim officer regarding FOIs/EOIs and enquiries. Regular reports to CLT and DLT outline our performance regarding meeting statutory deadlines. Learning and development opportunities identified and promoted by the Chief Executive and Directors. First tranche of Senior Leadership training/development begins in August, and is cascaded throughout 2022/23. Regular communications from Chief Executive. Quarterly staff briefings from Assistant Directors. External support secured for key corporate projects including Growth Deal and IT Transformation Programme.	Development in legislation continues to be closely monitored as implemented e.g. subsidy control (formerly state aid regime) being reviewed and government guidance tracked as it is developed and published . Additional steps are under way to develop a regular review of legislative developments that will be service team focused to enhance awareness of statutory obligations and legal developments.	Risk reviewed - 05/10/22 No change
L03 -	CDC Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place. Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal Increased costs in planning appeals Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity	4	4	16	Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity. On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies	Partially Partially Partially	Councillor Colin Clarke	Ian Boll	David Peckford	3	4	12	↔	Regular review meetings on progress and critical path review. Regular Corporate Director and Lead Member briefings. LDS updated as required with programme management approach adopted to ensure progress against plan. Regular Corporate Director and Lead Member briefings LDS updated as required with programme management approach adopted to ensure progress against plan LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals. Authority Monitoring Reports continue to be prepared on a regular annual basis.	The Local Development Scheme (LDS) was last updated in September 2021. It includes programmes for the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Levy (CIL). The Oxfordshire Local Planning Authorities agreed to stop work on the Oxon Plan in August 2022. Local Plans for the City and Districts will now provide the framework for the long term planning of Oxfordshire. An issues consultation for the Cherwell Local Plan Review was completed on 14 Sept 2020. An Options consultation was undertaken from 29 September to 10 November 2021. A draft Local Plan is scheduled to be presented to the Executive in November 2022. The programmes for work on the Canalside SPD and CIL are aligned to the Local Plan review timetable and will be updated as work on the Plan progresses.	Risk reviewed 13/09/2022

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L04-	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident impacting on the delivery of the Council's operations	Inability to deliver critical services to customers/residents	4	4	16	Business continuity strategy, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering Group	Fully	Councillor Eddie Reeves	Ian Boll	Richard Webb	3	4	12	↔	Business Continuity Statement of Intent and Framework due to be reviewed to align with new incident management framework	The Council's businesses continuity plans ensured that critical services could continue to be provided throughout the lockdown periods. Remote working enables most teams to work effectively from home and sustain services in the event of travel disruption of inability to use council buildings. A new incident management framework is being developed following the end of the formal partnership with OCC and some further work is required to ensure this new IMF aligns with our BC policy framework. A document repository and management system is under development for key business continuity plans. Teams have been asked to update BIAs for the end of October in advance of a complete review of Business Continuity Plans.	Risk Reviewed 10/10/2022 - Mitigating actions and comments updated.
		Financial loss/ increased costs				Services prioritised and ICT recovery plans reflect those priorities and the requirements of critical services	Fully								Cross-council BC Steering Group meets regularly to identify BC improvements needed		
		Loss of important data				ICT disaster recovery arrangements in place with data centre and cloud services reducing likelihood of ICT loss and data loss	Fully								ICT transition to data centre and cloud services has reduced likelihood of ICT loss and data loss		
		Inability to recover sufficiently to restore non-critical services before they become critical				Incident management team identified in Business Continuity Framework	Fully								Corporate ownership and governance revised as a result of separation of OCC and CDC		
		Loss of reputation				All services undertake annual business impact assessments and updates of business continuity plans	Partially								BC Impact assessments and BCPs being updated and reviewed by OCC's Emergency Planning team with supporting document management system being implemented.		
		Reduced service delivery capacity in medium term due to recovery activity				All services maintain business continuity plans	Partially								BC exercises to be arranged		
															Incident management framework agreed August 2021 and now being revised to reflect arrangements post separation from OCC		

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L05 -	Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency	4	4	16	Incident Management Framework in place and key contact lists updated monthly.	Fully	Councillor Eddie Reeves	Ian Boll	Richard Webb	3	4	12	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers periodically. Available on ELT Teams channel	The council is maintaining its duty director rota for any emergency incidents that might arise. A new Incident Response Framework is being prepared to reflect changes following separation from OCC. Duty Directors have access to this framework on the Cherwell Resilience Direct pages. The Duty Director rota has been revised to reflect decoupling arrangements and consequential staffing changes. A 'lessons learned' review is being conducted of an incident in July which resulted in no disruption to the council but tested our response arrangements.	Risk Reviewed 10/10/2022 -Comments and mitigating actions updated
		Unnecessary hardship to residents and/or communities				Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered	Fully								OCC Emergency Planning providing expert advice and support under a partnership arrangement which continues post decoupling.		
		Risk to human welfare and the environment				Expert advice and support provided by Oxfordshire County Council's Emergency Planning Team under partnership arrangements.	Fully								Supporting officers for incident response identified in the emergency plan and wallet guide.		
		Legal challenge				Council Duty Directors attend training relating to role prior to joining duty director rota and have refresh training annually	Fully								Refreshed incident management plan being developed following separation from OCC.		
		Potential financial loss through compensation claims				Multi agency emergency exercises conducted to ensure readiness	Partially								Training provided for all Duty Directors in late 2021 and early 2022. Training for new duty directors arranged for October 2022. All senior managers who provide the Duty Director rota have opportunity attend multi-agency exercises and duty manager training with OCC senior managers.		
		Ineffective Cat 1 partnership relationships				Active participation in Local Resilience Forum (LRF) activities	Fully								On-call rota being maintained and to be updated to reflect recent staffing changes		
		Reputational damage													Authority continues to be represented at the Local Resilience Forum		
L06-	Safeguarding the Vulnerable – Operational and partnership actions- Failure to work effectively with partners to identify and protect vulnerable people in the district and disrupt exploitation leaving vulnerable people at risk or subject to exploitation.	Increased harm and distress caused to vulnerable individuals and their families.	4	4	16	Community Safety Partnership monitors risks and oversees the actions needed to reduce risks of exploitation	Partially	Councillor Eddie Reeves	Ian Boll	Richard Webb	3	4	12	↔	Engagement with Child Exploitation (CE) workstream and CE sub-group of Safeguarding Children Board following the Jacob CSPR to identify improvements to local arrangements.	Work is continuing to implement changes to the local arrangements for tackling child exploitation following the Jacob CSPR. Plans are in development for local reporting on exploitation risks to Community Safety Partnerships which will support the Partnership to ensure that local response arrangements are effective.	Risk Reviewed 10/10/2022 - Comments and mitigating actions updated.
		Council subject to external reviews				Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and Cherwell Operations Group to share information and plan actions on known risks and vulnerable people with partners.	Fully								Implement local changes to the child exploitation system to address findings in the Jacob CSPR.		
		Criminal investigations potentially compromised				Representation at county Child Exploitation sub-group of the Safeguarding Children Board, the countywide Modern Slavery Partnership and Safer Oxfordshire Partnership.	Fully								CSP to adopt improved oversight of the local arrangements to ensure these are effective.		
		Potential financial liability if council deemed to be negligent.				Representation at the Children Missing and Exploited Network meetings for north Oxfordshire.	Fully								Community based exploitation disruption models to be developed and implemented.		
		Reputational damage to the council.				Engagement at an operational and tactical level with relevant external agencies and networks to deliver community based disruption and preventative actions.	Partially								Continue to engage with partnership arrangements in place to identify risks.		
						Arrangements in place to ensure local framework of partnership meetings are effective and robustly identify and tackle risks.	Partially										

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L07-	Health and safety Failure to ensure effective arrangements are in place for Health and Safety.	Unsafe services leading to fatality, serious injury & ill health to employees, service users or members of the public	5	4	20	Corporate H&S governance arrangements and policies are regularly reviewed and updated by the Corporate H&S Team and monitored by the H&S Assurance Board.	Fully	Councillor R. Mould	Claire Cox	Martin Green	3	4	12	↔	<p>As a result of decoupling from OCC the strategic H&S lead is no longer in place but a recruitment campaign in progress to recruit a Health and Safety Manager who will take a corporate lead on Health and Safety matters.</p> <p>Post decoupling CLT will have monthly monitoring of H&S matters as a standing item at CLT meetings. The corporate H&S register will be managed and monitored with a focus on the depots as our highest risk areas.</p> <p>Corporate H&S Auditing and Inspection programme on track. Reports issued to managers and actions tracked for completion.</p>	<p>Risk re-evaluated in light of decoupling from OCC and the need for a Corporate lead to be recruited</p> <p>Recruitment process for new corporate lead concluded with susccessful candidate currently being cleared and planning to commence employment with CDC in December 2022.</p>	<p>Risk reviewed 07/10/22 - Update on recruitment of corporate lead</p>
		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										

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L08-	Cyber Security -if there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Financial loss / fine	4	5	20	File and data encryption on computer devices	Fully	Councillor Richard Mould	Stephen Hinds	David Spilsbury	3	5	15	↔	Cyber Security is mandatory e-learning for all staff to be completed annually and is part of new starters induction training.	Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review. The controls and any further controls will not reduce the potential impact should the risk occur e.g., if we were subject to a ransomware attack the effect on the council could be catastrophic. We do have controls in place to prevent this happening and plans to deal with and recover from such an incident should it occur. The controls in place have reduced the probability from 'probable' to 'possible', we don't believe that this is reduced further to the point of it being 'unlikely' as it is possible, we could be subjected to either a cyber incident or data breach within the Council. The National Cyber Security Centre (NCSC) advise an increased risk of cyber-attack due to escalating tensions in Eastern Europe. The overall risk score remains the same. A recent Audit of the Cyber function (CDC and OCC jointly) rated the that the system of control is being maintained (Amber) It should be noted that two elements of the Audit were red rated, and these were regarting procedural documentation which since have been resolved.	Risk reviewed 04/10/22 - No changes
		Prosecution – penalties imposed				Managing access permissions and privileged users through AD and individual applications	Fully								Members given presentations and cyber training with the Police Cyber Security Advisor.		
		Individuals could be placed at risk of harm				Schedule of regular security patching	Fully								The Regional Police Cyber Security Advisor have given a series of all-Council staff awareness sessions.		
		Reduced capability to deliver customer facing services				Vulnerability scanning	Fully								Microsoft Multi-Factor Authentication is embedded to authenticate users providing an enhanced level of cyber security.		
		Unlawful disclosure of sensitive information				Malware protection and detection	Fully								IT implemented an intrusion prevention and detection system which is monitored, and regular actions are implemented from the resulting reports.		
		Inability to share services or work with partners				Password and Multi Factor Authentication security controls in place	Fully								Cyber Security advice and guidance regularly highlighted to all staff.		
		Loss of reputation				Robust information and data related incident management procedures in place	Fully								External Health Check undertaken each year and Cabinet Office PSN compliance reviewed and certified each year to ensure the infrastructure is secure to connect to the PSN.		
						Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services	Fully								Internal Audit completed cyber audits with no major issues or significant risks identified.		
						Appropriate plans in place to ensure ongoing PSN compliance	Fully								Joint OCC/CDC Cyber Security Officer in place - this is likely to continue after decoupling under SLA.		
						Adequate preventative measures in place to mitigate insider threat, including physical and system security	Fully								Additional IT security advice provided for all staff during the Covid-19 working at home period including online coronavirus related scams.		
						Insider threat mitigated through recruitment and line management processes	Fully								Cyber Security Manager has reviewed advice and provided assurance on our compliance.		
		Increased threat to security due to most staff working from home				A complete restructure and update of the technical approach for the infrastructure has resulted in a move to a zero trust model.	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.		
						Advice received from NCSC on specific activity alerts, the increased threat of globalised ransomware and malware attacks.	Fully										

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2022/23			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 Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent Reputational damage to the council	4	4	16	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Mandatory training and awareness raising sessions are now in place for all staff. Safer recruitment practices and DBS checks for staff with direct contact Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation.	Fully Fully Fully Fully Fully Fully	Councillor Phil Chapman	Yvonne Rees	Nicola Riley	2	4	8	↔	Monitoring of implementation of corporate policies and procedures to ensure fully embedd Ensure web pages remain up to date Annual refresher and new training programmes including training for new members Attendance at safeguarding boards and participation in learning events Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within the system and compliance with latest practice Regular internal cross departmental meetings to discuss safeguarding practice Action plan acted upon and shared with Overview and scrutiny committee once a year Corporate monitoring of all referrals		Risk Reviewed 07/10/2022 - Comments updated
L10-	Sustainability of Council owned companies and delivery of planned financial and other objectives - failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies Potential impact of local government re-organisation (Northamptonshire) on CSN	3	4	12	Annual business planning in place for all companies to include understanding of the link between our objectives being delivered and financial impact for the council. A regular Shareholder Representative meeting takes place, a Shareholder Liaison Meeting including the S.151 Officer and Monitoring Officer takes place on a quarterly basis and a Shareholder Committee meeting on a quarterly basis. Financial planning for the companies undertaken that will then be included within our own Medium term financial plan Ensure strong corporate governance mechanisms are in place Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance Training in place for those undertaking roles relating to the companies	Fully Fully Partially Fully Partially	Councillor Adam Nell	Stephen Hinds	Nathan Elvery	2	3	6	↔	A Shareholder Representative has been appointed following the decoupling from OCC, the Shareholder Representative is a former Chief Executive, regular governance arrangements are in place. Resilience and support being developed across business to support and enhance knowledge around council companies. Skills and experience being enhanced to deliver and support development, challenge and oversight. Work with one company to ensure long term support arrangements are put in place. Ongoing shareholder meetings key to understanding impact of Northamptonshire reorganisation	A formal governance review is being undertaken by the Shareholder Representative and the Monitoring Officer following the decoupling from OCC as part of the overall Transition Plan. The update Governance report was taken to CLT on 14th September.	Risk reviewed 14/09/22 - Comments updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pvl			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
2022/23			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 Adam Nell	Stephen Hinds	Simon Moody	3	4	12	↔	Service areas to hold meetings as required with suppliers to review higher risk areas and ensure risks are being managed. Reminders to be sent to all who have Procurement/Contract Management responsibility to regularly meet with key suppliers and partners to gain early understanding of the effects of COVID-19 lockdown, have on supply.		Risk reviewed 5/10/22 - No changes
		Business continuity planning arrangements in place in regards to key suppliers				Partially	The Procurement Team is now providing ELT members and identified Contract Mangers a monthly update of all suppliers with spend above £25k c/w a credit risk rating score to enable contract managers to manage any identified risks, with support from the Procurement Team. Furthermore, as a result of Covid-19 the likelihood of this risk is deemed to have increased and thus the procurement and finance team now hold a weekly Business continuity plans in place										
		Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures				Partially											
		Reduced resilience and business continuity				Fully											
		Increased complaints and/or customer dissatisfaction				Fully											
		Increased costs and/or financial exposure to the Council due to having to cover costs				Fully											

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pvl			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
2022/23			Probability	Impact	Rating		Fully effective Partially effective Not effective				Probability	Impact	Rating				
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 Barry Wood	Stephen Hinds	Shahin Ismail	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures - through CLT and DLTs.	Risk is currently under complete review. A fundamental review of organisational risks and risk policy is ongoing.	Risk reviewed 05/10/22 - no changes
		Risk of ultra vires activity or lack of legal compliance				Clear accountability and resource for corporate governance (including the shareholder role).	Fully								Leadership programme identifying Programme and Project Management is being developed and rolled out to ELT during 2022/23.		
		Risk of fraud or corruption				Integrated budget, performance and risk reporting framework.	Fully								The Monitoring Officer is a member of full member of CLT.		
		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								The Annual Governance Statement was produced and has been published. The Corporate Governance Assurance Group continues to map governance processes to ensure visibility and to refresh them.		
		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 will take place each Autumn led by the Overview & Scrutiny Committee and approved by Full Council	Fully										

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pvl			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating		Fully effective Partially effective Not effective				Probability	Impact	Rating				
2022/23																	
L13-	Oxfordshire Housing and Growth Deal - (contract with HMG)	Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023.	4	5	20	Established programme structure and partnership ethos to support effective programme delivery.	Fully	Councillor Barry Wood	Ian Boll	Robert Jolley	4	3	12	↔	A CDC GD programme and programme board capability.	The remaining workstreams within the Oxfordshire Housing and Growth Deal Programme in Cherwell remain substantially on track. It should be noted, however, that the Oxfordshire Plan 2050 ceased in August 2022 and the implications of this are currently being assessed by the relevant parties.	Risk reviewed 04/10/2022. Risk owner updated.
		Failure to replace Programme Management Officer could adversely affect delivery and stability of the overall Cherwell programme.				Put suitable arrangements in place to deliver the Project Management function.	Fully, when implemented (not implemented yet).								Meetings to take place with key colleagues to implement suitable arrangements to deliver the Project Management function.		
		Infrastructure milestone delivery late (for infrastructure linked to accelerated				Engagement with housing developers to understand their commercial constraints.	Partially								Work stream plans of work (work stream brief, schedule, RAID log).		
		Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders				Identify potential "top up" schemes to supplement GD affordable housing scheme.	Fully								Structured engagement with developers to better understand their needs.		
		Delivery of affordable houses below programme targets as GD contributions insufficient to attract sufficient builders/ registered providers				Utilise effective Programme controls to facilitate prompt escalation of issues to enable appropriate decision making and delivery timescale review.	Fully								Appropriate escalation of issues to agree programme flexibilities where required.		
		Oxfordshire Plan delivered late				Develop Year 5 (final year) Plans of Work to detail the expected delivery by CDC for Year 5 of the Growth Deal Programme; building on the experiences and knowledge gained during previous years.	Partially								Improved collaboration working with partners.		
															Ongoing work with partners to realistically reflect deliverable schemes within programme time frame.		
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 R. Mould	Yvonne Rees	Claire Cox	3	4	12	↔	Development of relevant workforce plans.	There are a number of emerging issues in terms of recruitment and retention within the local government workforce especially at entry level roles where competition with the private sector is fierce and in senior management roles where there tends to be an ageing workforce. HR is working with areas experiencing recruitment and retention difficulties.	Risk reviewed 07/10/2022 - No changes
		Impact on our ability to deliver high quality services				Key staff in post to address risks (e.g. strategic HR business partners)	Fully								Development of new L&D strategy, including apprenticeships.		
		Overreliance on temporary staff				Weekly Vacancy Management process in place	Fully								Development of specific recruitment and retention strategies. It is planned for CDC to develop a framework that suits the needs of all services ensuring that the Council has access to a much wider pool of staffing agencies at competitive rates.		
															There are indications that specific service areas are beginning to experience recruitment difficulties for professional roles. HR is working with the relevant directors to consider alternative resourcing methods.		
		Additional training and development costs				Ongoing service redesign will set out long term service requirements	Partially								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.		

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pvl			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
2022/23			Probability	Impact	Rating		Fully effective Partially effective Not effective				Probability	Impact	Rating				
L15-	Covid-19 Community and Customers Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.	<div>Possible reductions in frontline service delivery, events, meetings and customer contact.</div> <div>Economic hardship impacting local business and potentially the local workforce.</div> <div>Impact on vulnerable residents who may find it harder to access services.</div> <div>Increased demand on both frontline and enabling services.</div> <div>Prolonged risk of social isolation and the mental and physical consequence thereof.</div>	5	4	20	<div>Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services.</div> <div>Remote (home based) working in place, to facilitate self isolation and limit impact on service delivery.</div> <div>Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response.</div> <div>Regular updates from Director of Public Health, shared internally and externally. Partnership communications. Partnership communications enhanced and regular conversations convened.</div>	<div>Fully</div> <div>Partially</div> <div>Fully</div> <div>Fully</div>	Councillor Barry Wood	Ian Boll	Richard Webb	2	3	6	↔	<div>Council and partnership business continuity and emergency planning arrangements for the Covid-19 response suspended in recognition of the current situation.</div> <div>Outbreak planning and Standard Operating Procedures are in place and could be implemented rapidly if required.</div>	<div>There is continuing monitoring of case numbers, infection rates and impacts in the health system through the Oxfordshire System and Cherwell are involved with these groups to understand any increase in risk . Risk currently low due to prevalent strain of Covid-19 not having serious health impacts in most people. Consequentially, the impacts on health system and economy are reduced. Monitoring only at this time.</div>	Risk reviewed 10/10/2022 - No changes.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pvl			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
2022/23			Probability	Impact	Rating		Fully effective Partially effective Not effective				Probability	Impact	Rating				
L16-	Covid-19 Business Continuity Significant staff absence due to the Covid-19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.	Possible reductions in frontline service delivery, events, meetings and customer contact. Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual. Requirement to reprioritise service delivery. Requirement to offer mutual aid to partner organisations. Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues.	3	4	12	Business Continuity Plans in place. Guidance supports managers to enable agile working and is updated in response to changing conditions. Remote working capability across all relevant council teams.	Fully Partially Fully	Councillor Barry Wood	Ian Boll	Richard Webb	3	3	9	↔	Council and partnership business continuity and emergency planning arrangements suspended to reflect current low Covid-19 impacts but remain in place for rapid implementation if required. IT remote working arrangements are sustainable. Monitoring for risk escalation only.	The nature of the risk is such that national public health guidelines will determine the councils' response. Staff absences due to Covid-19 are low. Agile working and flexibility to continue. Hybrid meetings are tested and operational.	Risk reviewed 10/10/2022 - No changes.
L17-	Post Covid-19 Recovery - challenges associated with adverse impact on customers, our workforce and the budget.	Long term response to the current covid-19 pandemic Requirement to review service delivery Budget implications	4	4	16	Local plans have been revised in line with the national winter plan and revised contain strategy. Most legal restrictions now removed. CDC fully participates in cross county partnerships to plan for the post-pandemic period. New Council business and budget plans reflect financial, service and community impact.	Partially Partially	Councillor Barry Wood	Yvonne Rees	Stephen Hinds	3	3	9	↔	Governance programme reviewed, shared and implemented. Programme support arrangements continue in place and joint Recovery and Renewal Framework due to review at Cabinet in March, 2022.	Work is ongoing to support recovery from Covid, necessarily focused on support for voluntary groups and implementing the various grants and support arrangements available. The individual elements in L17 are now covered within the existing risks of L01, L11, L14, L15 and L16. This risk is now being transitioned into a current economic climate risk from relating to inflation and the cost of living crisis being encountered by the Council, its residents, partners and businesses. A briefing to Scrutiny around the work the Council is undertaking regarding the Cost of Living support the Council provides. A Food Inclusivity Working Group has met and is developing an action plan and strategy for the district (29th September) with a paper to Executive on 3rd October 2022 These elements will form the new risk and foramlly close L17 in 2022. The new risk will have an Inherent Risk Rating of 16, with a residual risk register of 12.	Risk reviewed 05/10/2022 - Risk Manager and comments updated 07/10/22 - Proposed to be closed
L18-	Cessation of joint working between CDC and OCC - Ending of the Section 113 arrangement (formal partnership agreement) between Cherwell and Oxfordshire results in increased costs or service delivery impacts.	Without an effective transition plan, relevant advice, capacity and a partnership approach to the withdrawal from the formal relationship there is a risk that the of service disruption and additional financial implications for either authority. Uncertainty and change can also impact upon staffing and performance.	5	4	20	Cherwell DC have employed an experienced former Chief Executive who has extensive experience in partnership working, the decoupling and creation of partnerships as the Chief Operating Officer to oversee the decoupling transition plan. Legal, governance and employment advice for both parties in place and a transitional plan is under development. Separate statutory officer arrangements have been established. Governance arrangements have been established including a Joint Decoupling Delivery Group (JDDG), Joint Officer Transition Working Group (JOTWG) and a Joint Shared Services & Personnel Committee (JSS&P Committee) Parties continuing to collaborate within a transitional framework and may seek to continue collaboration in some areas under different operating or service delivery models. Additional programme/project resources to be sought to oversee and implement transition. Communications and engagement with affective staff is in place. Transitional Plan is based on 3 x Phase over 3 x meetings with the JSS&P Committee and supporting officer governance arrangements.	Full Full Full Full Full Full	Cllr Barry Wood	Yvonne Rees	Nathan Elvery	1	5	5	↔	The transitional plan is adaptable to ensure recommendations can be made to the JSS&P Committee in a timely and effective manner. Risks are managed across the various governance arrangements and monitored by the JSS&P Committee. A decoupling implementation plan is in place for CDC to effectively and efficiently manage the transitional arrangements and risks. An update has been reported to the Overview & Scrutiny Committee.	Transition plan has identified 24 service review are to be recommended to the JSS&P Committee during the period March 2022 to July 2022. A detailed CDC implementation plan is in place a monitored on a regular basis via a sub-group of the Corporate Leadership Team - Decoupling Programme Board.	Risk reviewed 11/10/2022- Controls, risk owner, manager, mitigating actions, residual risk and comments updated - Proposed to be closed

Cherwell District Council

Executive

7 November 2022

Garden Waste Charges for 2023/24

Report of Assistant Director Environmental Services

This report is public

Purpose of report

To set the garden waste collection charges for 2023/24

1.0 Recommendations

The meeting is recommended:

- 1.1 To Launch the Garden Waste Subscription service for 2023/24 from 01 December 2022.
- 1.2 To Implement the revised prices as set out in Appendix 1.

2.0 Introduction

- 2.1 Chargeable garden waste was launched from 01 March 2022. This service was launched alongside separate weekly food waste collections. This was a big change for residents who had been used to free garden waste collections since 2003/04
- 2.2 Since launch, over 40,000 properties (out of 70,000) properties have signed up for chargeable garden waste. In addition, more than 5200 have signed up for 2 or more brown bins. Up to the end of September some £1.66 million of income has been received
- 2.3 The original plan had an estimate of around £1.4 million being received, with the new separate weekly food waste collection service costing around £850-900k. The net contribution from this change was forecast at around £500k/year
- 2.4 To maximise take up in 2023/24 it is intended that garden waste bookings for 2023/24 open on 01 December 2022. Before the scheme opens in December the charges for the coming year need to be set. Hence the revised charges need to be approved prior to the budget which is set in February 2023

3.0 Report Details

- 3.1 This Council was the last council to commence charging for garden waste in Oxfordshire. There are no councils nearby which offer free garden waste and the chargeable garden waste service commenced in Spring 2022. It has been well received by residents as the take up rate has been high with new subscriptions still being 10 per day at the start of October.
- 3.2 The charges for 2022/23 were set at £40 with an 'early bird' discount. For those who signed up before the end of February 2022 the 'early bird' charge was set at £36/year. 67% of properties which have signed up for garden waste, signed up prior to the end of February. Hence the 'early bird' discount proved very attractive to residents with this high take up rate.
- 3.3 For those who ordered a second garden waste licence, a £30 charge was made. The expectation was less than 1000 properties would take up this offer. However, clearly this option is proving more popular than anticipated, with more than 5000 choosing this option.
- 3.4 The strategy on pricing was to bring in maximum income by getting high participation through a good value price level. From extensive research, looking at around 50 councils, going significantly higher reduced overall income. For instance, this Council has achieved 57% participation, whereas in Vale of White Horse, where prices are higher, participation is much lower around 40%. This lower participation leads to lower overall income. The overall charges made by this Council were much lower than surrounding councils with the exception of West Oxfordshire District Council, who were marginally cheaper.
- 3.5 The challenge in 2023/24 is to set a price level which accounts for much higher fuel prices and raised labour costs but also makes the offer still attractive to residents. By keeping prices constant the likely overall contribution will fall and it will be more difficult to raise prices in following years. By raising prices too much, overall income will fall as residents do not renew licences in financially challenging times
- 3.6 The pricing decision is sensitive but could have a significant impact on the overall budget if prices are not increased. The view that prices should remain unchanged could have a £135k negative impact on the overall budget for the Council

4.0 Conclusion and Reasons for Recommendations

- 4.1 The garden waste subscription will be launched on 01 December to give residents certainty on prices in 2023/24 and to smooth demand for licences over a reasonable period.

5.0 Consultation

Corporate Leadership Team

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Launch the garden waste subscription service for 2023/24 from a later date with revised prices. This was been rejected as it compresses timescales and makes administration of the process more difficult & mistakes are more likely.

Option 2: Launch the garden waste subscription service for 2023/24 with unchanged prices. This has been rejected due to the rising costs of service delivery, especially fuel costs.

Option 3: Launch the garden waste subscription service for 2023/24 with higher prices than set out. This has been rejected as subscriptions are likely to fall resulting in less overall income

7.0 Implications

Financial and Resource Implications

- 7.1 The chargeable garden waste service is a large income stream to the council and offsets the costs of service delivery. The financial implications of increasing the proposed new charges as outlined in para 3.6 will be incorporated into the budget for 2023/24 if approved.

Comments checked by:

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

Legal Implications

- 7.2 The fees & charges of the Council for 2023/24 need to be approved so they are in place for the opening of the scheme in December

Comments checked by:

Helen Lolas, Legal Services Team Leader, 07801 400941

Risk Implications

- 7.3 The garden waste collection service is a used by a large number of residents and consequently it is high profile front line service. It is important that changes are well managed to minimise risk of damage to reputation. Any related risks will be managed through the service operational risk and escalated to the leadership risk register as and when necessary.

Comments checked by:

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

Equalities and Inclusion Implications

- 7.4 In line with our Equalities and Inclusion Framework guidelines an equalities impact assessment has been completed as part of the revision and proposal of changes on the fees and charges for garden waste.

Comments checked by:

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

Sustainability Implications

- 7.5 The garden waste collected is taken to be composted at a nearby composting site with the compost created used on surrounding fields

Comments checked by:

Ed Potter, Assistant Director Environmental Services 01295 221574
ed.potter@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: Yes

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

N/A

Lead Councillor

Councillor Dan Sames, Portfolio Holder Cleaner & Greener Communities

Document Information

Appendix number and title

- Appendix 1 Proposed Charges for 2023/24

Background papers

None

Report Author and contact details

Ed Potter, Assistant Director Environmental Services
01295 221574 ed.potter@cherwell-dc.gov.uk

APPENDIX 1 - PROPOSED GARDEN WASTE COLLECTION CHARGES FOR 2023/24

Garden Waste Subscriptions to open from 01 December 2022 for the year 01 April 2023 to 31 March 2024

Annual Charge

£43/year (Increased from £40/year in 22/23)

'Early bird 'Charge – order before 01 March 2023

£39/year (Increased from £36/year in 22/23)

Additional Bins

£33/year for each additional bin (Increased from £30/year in 22/23)

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Cherwell District Council

Executive

7 November 2022

Cherwell Sports Studies

Report of Assistant Director Wellbeing and Housing

This report is public

Purpose of report

To note the emerging evidence of the District Sports Studies findings. These will be used as an evidence base for the new Local Plan, and provide the basis of future sports facility developer contribution requests. It is not the intention that all the recommendations should be acted upon by the Council alone, and this report focuses on those where the Council can have an influence. The study models sport facility needs in Cherwell up to 2040.

1.0 Recommendations

The meeting is recommended:

- 1.1 To recognise the 2022 Sports Studies as influential strategic documents, and agrees they should be used to seek developer contributions / influence capital bids / seek external funding.
- 1.2 To agree that the documents are shared with partners to ensure wider understanding and influence.
- 1.3 To request that the documents are annually reviewed by officers, Sport England and National Governing Body representatives, and Members are kept abreast of key changes.

2.0 Introduction

- 2.1 The Council commissioned consultants, Knight, Kavanagh & Page Ltd, to produce fresh Sports Studies for the district. The Studies will replace the previous documents from 2018.
- 2.2 Whilst the Studies are nearing completion (all documents will be available in November), a summary document of emerging recommendations is attached to this report.

2.3 The aim of the Studies is:

- 2.3.1 to provide an understanding of sports facilities provision needs now, and in to the future.
- 2.3.2 to provide an evidence base to support and inform the Local Plan.
- 2.3.3 to inform the determination of planning applications.
- 2.3.4 to inform the strategy for management and maintenance of sports facilities.
- 2.3.5 to inform the strategy for any Council capital and revenue investments, including S106 developer contributions.
- 2.3.6 to inform and underpin bids to external funding partners to assist sporting infrastructure delivery.
- 2.3.7 to identify the role of the education, commercial and third-party sectors in supporting the delivery of community sporting facilities.
- 2.3.8 to identify deficiencies in quality, quantity and any surpluses of provision covering the period to 2040.

3.0 Report Details

- 3.1 The Sports Studies have been divided in two areas, these being the Playing Pitch Strategy and the Built Facilities Strategy. The Playing Pitch Strategy (PPS) focuses on outdoor sports including, but not limited to football, rugby, hockey, tennis and cricket (within the PPS, winter and summer sports have been separated due to the timings of the consultant's work). The Built Facilities Strategy mainly focuses on indoor facilities including swimming pools, gyms, dance studios and sports halls.
- 3.2 Each individual sport has been assessed in terms of current provision, assessment of current supply / demand including any unmet demand. In addition, the individual sports are assessed against future population growth, known developments being built and aspirations of clubs / national governing bodies. This in turn will give supporting evidence for requesting developer contributions to sporting facilities within the District.
- 3.3 The PPS and the Built Facilities Strategy have been produced in consultation with key partners, including Sport England, National Governing Bodies (NGB's) of individual sports, and local sports clubs, facility providers including leisure centres and schools/academies. The strategies and their recommendations will be available to all partners once complete.

4.0 Conclusion and Reasons for Recommendations

- 4.1 We are asking members to note the summary of findings of the 2022 Cherwell Sports Studies. The final Sports Study documents will be used to work with partners and other organisations on delivery models to improve and develop sports facilities where needed, to ensure the effective provision of sport and leisure opportunities across the District. Our main aim is to ensure that a network of sports facilities is in place to cater for the health and wellbeing of the current and future population.

5.0 Consultation

- 5.1 Extensive consultation has taken place with Sport England, national governing bodies of individual sports, local sports clubs and Town and Parish Councils. All CDC Councilors were offered locality specific consultation sessions.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To reject the findings of the Sports Studies, and to seek an alternative means of assessing current and future facility provision. This is not recommended, as it will be costly and will not meet Sport England assessment criteria, which is required for planning compliance and funding bids.

7.0 Implications

Financial and Resource Implications

- 7.1 The cost of the 2022 Sports Studies exercise has been met through approved Planning Policy budgets.

Before committing to any of these potential future projects, the costs to the Council, including ongoing revenue costs and future capital costs, should be identified and considered in the context of the Medium-Term Financial Strategy and ongoing affordability to the Council.

Comments checked by:

Michael Furness, Assistant Director of Finance, 01295 221845

Michael.furness@cherwell-dc.gov.uk

Legal Implications

- 7.2 There are no direct legal implications arising from this report. There may be a range of different largely procurement related and contractual issues which arise should the Council choose to either lead or support specific developments to address the need for additional provision. The report also provides an evidence base against which the Council could seek to obtain financial contributions or the delivery of

facilities from any future development in accordance with the requirements of national and local planning policies.

Comments checked by:

Shahin Ismail Interim Monitoring Officer & Assistant Director Law, Governance and Democratic Services, Shahin.ismail@cherwell-dc.gov.uk

Risk Implications

- 7.3 As many of the recommendations to deliver the sports study findings involve land which the Council does not own, or are dependent on other bodies to deliver and fund, there is a risk of delivery as the Council is not in full control of these projects. This is mitigated, in part, by the good relationships which exist between different sports clubs and the Council and the joint willingness to improve sports facility provision. This will be managed as part of the operational risk register and escalated to the Leadership risk register as and when necessary.

Comments checked by:

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

Equalities and Inclusion Implications

- 7.4 There are no direct equalities and inclusion Implications arising from this report. All proposals are developed in line with the commitments set in our Equalities and Inclusion Framework.

Comments checked by:

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

Planning Policy Implications

- 7.5 The Sports Studies provide important evidence based documents which will be used in support of planning policy documents, and will assist officers working on the new Local Plan review. The Studies have been prepared in full consultation with the Planning Policy and Conservation Team.

Comments checked by:

David Peckford, Assistant Director of Planning and Development
01295 221624 david.peckford@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: Yes/

Wards Affected

All

Links to Corporate Plan and Policy Framework

Healthy, Resilient and Engaged Communities

Lead Councillor

Councillor Phil Chapman, Portfolio Holder for Healthy Communities

Document Information**Appendix number and title**

- Appendix 1 – Summary of 2022 Cherwell Sports Studies Findings

Background papers

None

Report Author and contact details

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Appendix 1: Cherwell Sports Studies – Summary of Key Findings

Playing Pitch Strategy Summary

Table 1: Quantitative headline findings (pitch sports)

N.B. Pitches have a limit of how much play they can accommodate over a certain period of time before their quality, and in turn their use, is adversely affected. As the main usage of pitches is likely to be for matches, it is appropriate for the comparable unit to be **match equivalent sessions**. One match = one match equivalent session if it occurs every week, or 0.5 if it occurs every two weeks.

Analysis area	Pitch/facility type	Current supply/demand balance	Future supply/demand balance (2040)
Football – grass pitches			
Banbury Rural	Adult	Actual spare capacity of 2 match equivalent sessions	Actual spare capacity of 2 match equivalent sessions
	Youth 11v11	Shortfall of 0.5 match equivalent sessions	Shortfall of 1.5 match equivalent sessions
	Youth 9v9	Actual spare capacity of 0.5 match equivalent sessions	Shortfall of 1.5 match equivalent sessions
	Mini 7v7	Actual spare capacity of 0.5 match equivalent sessions	Shortfall of 0.5 match equivalent sessions
	Mini 5v5	Demand is being met	Shortfall of 2.5 match equivalent sessions
Banbury Town	Adult	Shortfall of 4 match equivalent sessions	Shortfall of 4 match equivalent sessions
	Youth 11v11	Shortfall of 2 match equivalent sessions	Shortfall of 2.5 match equivalent sessions
	Youth 9v9	Shortfall of 2.5 match equivalent sessions	Shortfall of 2.5 match equivalent sessions
	Mini 7v7	Demand is being met	Demand is being met
	Mini 5v5	Demand is being met	Shortfall of 0.5 match equivalent sessions
Bicester Rural	Adult	Actual spare capacity 1.5 match equivalent sessions	Shortfall of 1 match equivalent session
	Youth 11v11	Shortfall of 1 match equivalent session	Shortfall of 3 match equivalent sessions
	Youth 9v9	Shortfall of 1 match equivalent session	Shortfall of 6 match equivalent sessions
	Mini 7v7	Actual spare capacity of 3.5 match equivalent sessions	Actual spare capacity of 3.5 match equivalent sessions

Analysis area	Pitch/facility type	Current supply/demand balance	Future supply/demand balance (2040)
	Mini 5v5	Actual spare capacity of 0.5 match equivalent sessions	Shortfall of 2.5 match equivalent sessions
Bicester Town	Adult	Shortfall of 1 match equivalent session	Shortfall of 1.5 match equivalent sessions
	Youth 11v11	Shortfall of 1.5 match equivalent sessions	Shortfall of 1.5 match equivalent sessions
	Youth 9v9	Shortfall of 2 match equivalent sessions	Shortfall of 2 match equivalent sessions
	Mini 7v7	Demand is being met	Demand is being met
	Mini 5v5	Demand is being met	Demand is being met
Kidlington Rural	Adult	Actual spare capacity of 1 match equivalent session	Actual spare capacity of 1 match equivalent session
	Youth 11v11	Demand is being met	Demand is being met
	Youth 9v9	Demand is being met	Demand is being met
	Mini 7v7	Demand is being met	Demand is being met
	Mini 5v5	Demand is being met	Demand is being met
Kidlington Town	Adult	Shortfall of 1 match equivalent session	Shortfall of 1 match equivalent session
	Youth 11v11	Demand is being met	Shortfall of 0.5 match equivalent sessions
	Youth 9v9	Shortfall of 0.5 match equivalent sessions	Shortfall of 1.5 match equivalent sessions
	Mini 7v7	Demand is being met	Shortfall of 1 match equivalent session
	Mini 5v5	Demand is being met	Demand is being met
Rugby union – grass pitches			
Banbury	Senior	Shortfall of 9.75 match equivalent sessions	Shortfall of 11.75 match equivalent sessions
Bicester	Senior	Shortfall of 3.5 match equivalent sessions	Shortfall of 6.25 match equivalent sessions
Kidlington	Senior	Shortfall of 4.75 match equivalent sessions	Shortfall of 6.5 match equivalent sessions
3G pitches			
Banbury Rural	Full size	Shortfall of 1 pitch	Shortfall of 2 pitches
Banbury Town	Full size	Shortfall of 1 pitch	Shortfall of 1 pitch
Bicester Rural	Full size	Shortfall of 2 pitches	Shortfall of 2 pitches
Bicester Town	Full size	Demand is being met	Demand is being met
Kidlington	Full size	Demand is being met	Demand is being met

Analysis area	Pitch/facility type	Current supply/demand balance	Future supply/demand balance (2040)
Rural			
Kidlington Town	Full size	Shortfall of 1 pitch	Shortfall of 1 pitch
Hockey – sand based pitches			
Banbury	Full size	Shortfall of 1 pitch	Shortfall of 1 pitch
Bicester	Full size	Shortfall of 1 pitch	Shortfall of 1 pitch
Kidlington	Full size	Demand is being met	Demand is being met
Cricket squares			
Banbury Rural	Senior	Shortfall of 8 match equivalent sessions	Shortfall of 44 match equivalent sessions
Banbury Town	Senior	Demand is being met	Demand is being met
Bicester Rural	Senior	Actual spare capacity of 46 match equivalent sessions	Actual spare capacity of 46 match equivalent sessions
Bicester Town	Senior	Demand is being met	Demand is being met
Kidlington Rural	Senior	Actual spare capacity of 22 match equivalent sessions	Actual spare capacity of 22 match equivalent sessions
Kidlington Town	Senior	Shortfall of 4 match equivalent sessions	Shortfall of 4 match equivalent sessions

Table 2: Quantitative headline findings (District-wide)

Sport	Pitch/facility type	Current supply/demand balance	Future supply/demand balance (2040)
Football	Adult	Shortfall of 1.5 match equivalent sessions	Shortfall of 4.5 match equivalent sessions
	Youth 11v11	Shortfall of 5 match equivalent sessions	Shortfall of 10 match equivalent sessions
	Youth 9v9	Shortfall of 8.5 match equivalent sessions	Shortfall of 13.5 match equivalent sessions
	Mini 7v7	Actual spare capacity of 4 match equivalent sessions	Actual spare capacity of 2 match equivalent sessions
	Mini 5v5	Actual spare capacity of 0.5 match equivalent sessions	Shortfall of 5.5 match equivalent sessions
Rugby union	Senior	Shortfall of 18 match equivalent sessions	Shortfall of 24.5 match equivalent sessions
3G pitches	Full size	Shortfall of 5 pitches	Shortfall of 6 pitches
Hockey	Full size	Shortfall of 2 pitches	Shortfall of 2 pitches

Sport	Pitch/facility type	Current supply/demand balance	Future supply/demand balance (2040)
Cricket	Senior	Actual spare capacity of 56 match equivalent sessions	Actual spare capacity of 20 match equivalent sessions

For non-pitch sports, quantitative shortfalls can be more difficult to determine, with capacity guidance differing and with focus often away from formal activity. The current and future picture for each sport across Cherwell is therefore instead summarised in the table below.

Table 3: Quantitative headline findings (non-pitch sports)

Sport	Headline findings
Golf	Supply is seemingly good in quantitative terms; however, with high levels of demand also recorded, the level of provision is servicing a clear need and any further loss could not be sustained. Furthermore, there is a lack of variety in what is provided, likely leading to elements of the golfing market not being catered for.
Tennis	There are current capacity shortfalls for three clubs and a future capacity shortfall for four, resulting in an overall level of insufficient provision. For non-club courts, whilst none are identified as having capacity issues, there is a clear need to improve the existing supply in ways that can attract and better accommodate more users.
Netball	The overall quantity of courts does not seem to be a problem, although access to them and the quality of them is. All of the courts that are in use are poor or standard quality and there is a lack of alternative options due to community use not being offered and/or sports lighting not being provided.
Bowls	Whilst there are clearly some pressures on the bowling greens, no clubs report any capacity issues. As such, supply is considered sufficient to meet demand, although with each green in use, it is also clear that each green requires protection to ensure that demand can continue to be accommodated.
Athletics	The current supply of provision is considered to be sufficient to meet demand.
Cycling	Whilst most demand is being satisfied, there is an aspiration for more regular access to traffic-free provision.

Indoor Facilities Strategy Summary

Sports Halls

Each facility is important to the communities served. There are thirteen (3+court plus) halls in the District. Most are of good or above average quality. Main population centres are well served by facilities. Twelve of thirteen halls offer some form of community accessibility. Recommendations based on these findings are to:

- Improve the quality of the below average sport halls, this is explored further in the Strategy.

- Maintain good relationships with schools, to retain levels of community use and support Covid-19 recovery.
- Consider whether and how community use can be extended at school sites enabling existing sport and physical activity participation to grow. This will also, in turn, help spread demand more evenly across the District.
- Levels of demand/used capacity is high across a number of sites (especially, public leisure centres), projected population increases will put this supply under further pressure. New proposed facilities will help alleviate this, as long as community use is secured. Future population forecast FPM runs may be required to analyse future demand further.
- Explore options to increase levels of use at The Cooper School and Whitelands Academy.

Swimming Pools

There is a need to maintain and improve pool quality in the area via good maintenance programmes.

There is a need for new provision in Bicester to support expected population growth. This could take the form of expansion of the existing leisure centre, which is in need of replacement due to its age.

There is also a requirement for a long-term plan to replace/refurbish/possibly extend the pool at Kidlington and Gosford Leisure Centre.

This investment strategy should be supported by bespoke FPM modelling* to test the extent to which demand will increase as a result of housing led population increases. In the short term, programming at key sites should be investigated to ensure the most popular activities are available at peak times.

*FPM modelling has been commissioned separately by the Wellbeing Team, and will be available in 2023.

Health and Fitness

Health and fitness facilities plus studio space offers potential to increase physical activity in the wider population. Cherwell's supply is sufficient now and up to 2040. Monitoring is needed as the market is still growing, this is explored in the Strategy.

The importance of the financial contribution that health and fitness makes to the viability of other facilities such as swimming pools is an important facet.

Squash

There is a need to protect existing facilities and invest in maintaining court quality.

Population increases are unlikely to lead to demand for more courts as there is spare capacity now and to cope with growth up to 2040, especially considering the moderate use reported at leisure centre sites.

Gymnastics

A full gymnastics development plan will be required to develop the sport in the area, including the need to recruit and develop coaches and volunteers. Current supply in the District is adequate and meets current demand.

Indoor Tennis

Continue to work with the LTA and partners on the proposed development of an indoor tennis centre at Hanwell Fields. As reported, a key element of the planning will be the management model for the site and analysis of future sustainability.

Site-by-Site Summary (Focusing on sites where the Council is / can influence future sports facilities and developer contributions)

Banbury

- Canalside / Bankside Phase 2 – To work with the club and partners to support the relocation of Banbury Utd. To deliver new community football facilities.
- Hanwell Fields – To continue to work with the LTA, Town Council and partners to explore the opportunity for a new indoor tennis facility.
- North Oxfordshire Academy – To secure the provision of a new artificial 3G football pitch on the site, primarily for community access.

Bicester

- Oxford Rd / Former Bicester Sports Association Site – To secure adequate mitigation for the loss of the playing pitches and supporting infrastructure.
- Whitelands – To support the development of the site to better utilise the pitches and 3G pitch, ensuring overplay is prevented.
- Graven Hill – To work with the developer and partners to deliver a sustainable football hub.
- Wretchwick Farm – To ensure the developer delivers the agreed new hockey pitches.
- Eco-Town – To secure and develop new pitches to serve identified future need.
- Bicester Leisure Centre – To continue to develop the facility to ensure it meets the needs of projected future population growth.

Heyford Park

- Work with the developer to agree acceptable indoor and outdoor sports schemes. CDC standards to be applied to ensure adequate provision is provided to serve the projected population. All facilities to be built to Sport England standards.

Kidlington

- Stratfield Brake – To invest in the pitches to ensure capacity potential is maximised.
- PR7a – To deliver 4ha of new football pitches in line with recommendations from the 2018 Sports Studies.

- North Oxford Golf Course – To secure adequate mitigation for the forthcoming loss of the golf facilities within the vicinity.
- Kidlington and Gosford Leisure Centre – To develop a plan to either refurbish / extend / replace or compliment the existing facility.

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Cherwell District Council

Executive

7 November 2022

Commissioning of the General Information and Money Advice Service 2023 - 2024

Report of Assistant Director Wellbeing and Housing

This report and appendices 1 – 5 are public. Appendix 6 is exempt from publication by virtue of paragraph 3 of Schedule 12A of Local Government Act 1972

Purpose of report

To delegate authority to Assistant Director Wellbeing and Housing Service to award the contract for the provision of “General Information and Money Advice Services”.

1.0 Recommendations

The meeting is recommended:

- 1.1 To delegate authority to Assistant Director Wellbeing and Housing to award the contract for the provision of an Agency and Temporary Staff Managed Service in consultation with the Monitoring Officer and s151 Officer.
- 1.2 To delegate authority to the Monitoring Officer to enter into the agreement with the successful provider.

2.0 Introduction

- 2.1 The Homelessness and Rough Sleeping Strategy 2021-2026 determines that a money advice service be available to the constituents of Cherwell District. The current contract is solely money advice in nature and held by Citizens Advice North Oxfordshire (CANO). The contract began in 2020, expires in December 2022, and is valued at £428,552 over a two-year period.
- 2.2 To inform future commissioning and to ensure value for money a data gathering exercise was conducted. In this exercise, service data provided by CANO was explored, as were the money advice services provided by neighbouring authorities, and our own internal housing data.
- 2.3 The average commission value of money advice services comparable to the one currently in place with CDC was £90,000 per annum. However, it was noted this

did not account for the cost-of-living increase now impacting residents. To address new cost of living pressures, officers considered that a competitive budget appropriate for this new pressure should be set at £150,000 per annum, totalling £300,000 over two years. This takes into account expected efficiencies in the service and allows for an expansion into a wider, more holistic advice approach to tackle the cost of living rise.

3.0 Report Details

- 3.1 To understand the continued need for a money advice service, a review was completed of the current arrangement and its effectiveness. The current money advice contract became operational as the COVID-19 crisis emerged. From CANO contract monitoring, it was clear that both prior and following the COVID crisis, the majority of customers preferred to utilise the service remotely, either by telephone or online. Although there was a small uptick in approaches driven by the COVID crisis, it was less than predicted and the level of contacts by telephone, online and face to face remained consistent with pre-COVID demand. The trend in preference to access services in this way has allowed Cherwell to be more agile in its future service design and expect partners to follow the same ethos. This has enabled CDC to commission a service at the cost of £150,000 per annum for two years (£300,000 total), against the current cost of £252,089 per annum (£504,178 total), realising a saving of £102,089 per annum. (£204,178 total).
- 3.2 Data presented by CANO showed that in the first quarter of the contract, 83% of individuals accessed the service by phone (largely because of lockdown restrictions), 14% via the web and 2% in person. However, in the most recent quarter of the contract, the percentages are lower but there remains a clear preference in remote access with 57% accessing by phone, 24% via the web and 19% in person. This evidence has supported the decision to rebalance the specification towards remote access and meeting need within the community. This has been reflected in the specification with an enhanced focus on the expansion of home visits and community embedded approaches. To emphasise this, the tender specification encouraged applicants to consider moving away from a central base of operations. This has increased value for money and allowed a potential provider to deliver the service within the budget proposed.
- 3.3 Even as we can consider the COVID crisis to have abated, it is evident through all avenues of Government and local data (**Appendix 1**) that the rising cost-of-living has displaced COVID as the central pressure on the wellbeing of Cherwell residents. It is understood that affordability concerns can affect many areas of life. To address this, the specification was amended to ensure the supplier offer a generalist information and assistance function alongside specialist money advice.
- 3.4 CDC have commissioned a service with 4 main directives
- Provide “A General Information and Money Advice Service” by telephone and online
 - The service should operate within the community via community surgeries or home visits
 - The service should help tackle the cost-of-living crisis

- The service will provide sound Financial Conduct Authority accredited advice to all in Cherwell.
- 3.5 To inform the report, officers drew reference from Government statistics and the current State of the District report commissioned in 2020 (**Appendix 2**) which highlights population demographic and segments income deprivation and need. The key influences on this commission are:
- Areas in Cherwell rank within the top 2% of need in country within the Index of Multiple Deprivation, indicating there are areas suffering intense poverty and social hardship
 - The Average House price is £345,220 (as per 2020) and rendered unaffordable to most residents
 - 9% of children live-in low-income families
 - The over 60s population is rising faster than other demographics.
 - 4748 Households in fuel poverty (as per last recording in 2020)
 - The CPIH annual indicator shows the cost of living has risen 8.6% over the last 12 months
- 3.6 CANO also reported that throughout the life of the current contract, Housing has not been their primary trigger for assistance. Cost of living pressures have always taken precedent. In Quarter 1 of the contract, Benefits (including Universal Credit) accounted for 1413 approaches and Debt 365 approaches, with Housing amounting to 281 approaches. In the last recorded quarter (Year 2 Quarter 3,) Benefits accounted for 944 approaches, Debt 325 approaches and Housing was relegated out of their top 5 approaches of high demand. Housing demand was replaced by the need for assistance with food bank and charity assistance. This need totalled 234 approaches.
- 3.7 This shows alongside direct housing advice and benefit guidance that reduces the need for statutory homeless assistance, there is a strong mandate to expand specialist advice to a general area. This would include other avenues of assistance such as foodbank access, charity relief and legal advice referrals
- 3.8 The balance of need towards mainly financial advice doesn't negate the need for Housing intervention and there is a significant provision for a range of housing advice tools to assist residents alongside CDC's Housing team. This includes homeless prevention support such as eviction defence, referrals to legal advice and private sector tenure advice. We have included provision to share information within the Data Protection Act and expect Supplier 2 to fast track homeless households who need specialist advice and are referred by the Housing Team.
- 3.9 To source the best partner for this commission, a specification (**Appendix 3**) was issued for the procurement portal, alongside an invitation for qualified parties to submit tender applications. The tender process closed on 30 August 2022 and two organisations submitted tenders for assessment. These tenders were marked against published assessment criteria by three senior Housing officers and CDC's procurement specialist. Following a group moderation exercise a clear winner was identified and the decision was made to seek approval from Executive to delegate authority to the Section 151 officer alongside the Head of Legal to award the contract to Supplier 2

4.0 Conclusion and Reasons for Recommendations

- 4.1 Because the setting of the 2022 budget required a saving in the commissioning of a Money Advice service, an extension of the current provision was not an option to explore in ensuring a continued Money Advice Service. For this reason, it was agreed that an entirely new commission would take place. The process was open to any operator in the market with a “general information” and “money advice” specialism.
- 4.2 The current contract with CANO ends on 31st December 2022. In order to ensure the required savings, the new contract must begin at the lower rate on 1st January 2023.
- 4.3 The current relevance of the service cannot be understated. Data supplied by CANO Cherwell’s own data, and Government statistics highlights a clear need.
- 4.4 In the current contract, evidence of the cost-of-living crisis has become particularly clear, in the last quarter recorded, (Year 2 Quarter 3) 234 individuals sought assistance in accessing charitable funding and foodbank assistance.
- 4.5 An exhaustive procurement exercise was undertaken whereby value for money research was undertaken, a specification that met current and future needs of Cherwell residents was formulated, and in conjunction with Oxford County Council, procurement team, a tender was launched to the market.
- 4.6 Two respondents submitted tenders and these tenders were assessed by the CDC procurement specialist for eligibility and by the Housing Commissioning officer, Housing Manager and by Cherwell’s Housing consultant to assess quality assurance.
- 4.7 It was unanimously agreed that Tender 1 did not meet quality thresholds and that Tender 2 met and exceeded in some areas, all the quality requirements stated.
- 4.8 It was also found that Tender 2 met financial stability requirements, safeguarding and data protection requirements and were a fit and proper organisation to receive public funding. Overall Tender 2 has met and exceeded the stated tender requirements.

5.0 Consultation

Not applicable

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Do not award a Contract. This option has been rejected because Cherwell District Council is in need of a Free money Advice and General information service for its residents

Option 2: Extend Current contract at current cost. This option has been rejected because Cherwell District Council is Committed to making savings in 2021/2022. The current cost is unsustainable and when considering comparable public services, not optimal value for money

7.0 Implications

Financial and Resource Implications

- 7.1 By awarding the 'General Information and Money Advice' contract to Tender 2, the Council will achieve the savings mentioned in the main body of the report whilst providing a more holistic service to meet the needs of Cherwell residents.

Comments checked by:

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

Legal Implications

- 7.2 The Contract has been properly procured and there are no other Legal Implications.

Comments checked by:

Jack Hayward, Contracts Solicitor, 01295 221297,
Jack.hayward@Cherwell-dc.gov.uk

Risk Implications

- 7.3 There are no risk implications directly linked to this report. Any arising risks will be managed by the service operational risk and escalated to the leadership risk register as and when necessary.

Comments checked by:

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

Equalities and Inclusion Implications

- 7.4 This proposal gives equitable advice access to all communities within the Cherwell district, the winning Tender will operate surgeries within the community and/or conduct home visits where necessary.

An equalities impact assessment has been included as Appendix 3

Comments checked by:

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

8.0 Decision Information

Key Decision

Financial Threshold Met: Yes

Community Impact Threshold Met: Yes

Wards Affected

All Wards

Links to Corporate Plan and Policy Framework

<https://www.cherwell.gov.uk/downloads/download/1320/homelessness-review-and-strategy>

Lead Councillor

Councillor Nick Mawer, Portfolio Holder for Housing

Document Information

Appendix number and title

- Appendix 1- Base data
- Appendix 2 -State of the District Report
- Appendix 3- Service specification
- Appendix 4 -Equality Impact assessment
- Appendix 5- Procurement engagement document
- Appendix 6 – EXEMPT

Background papers

None

Report Author and contact details

Jonathan Mutchell – Housing Commissioning and Partnership Officer

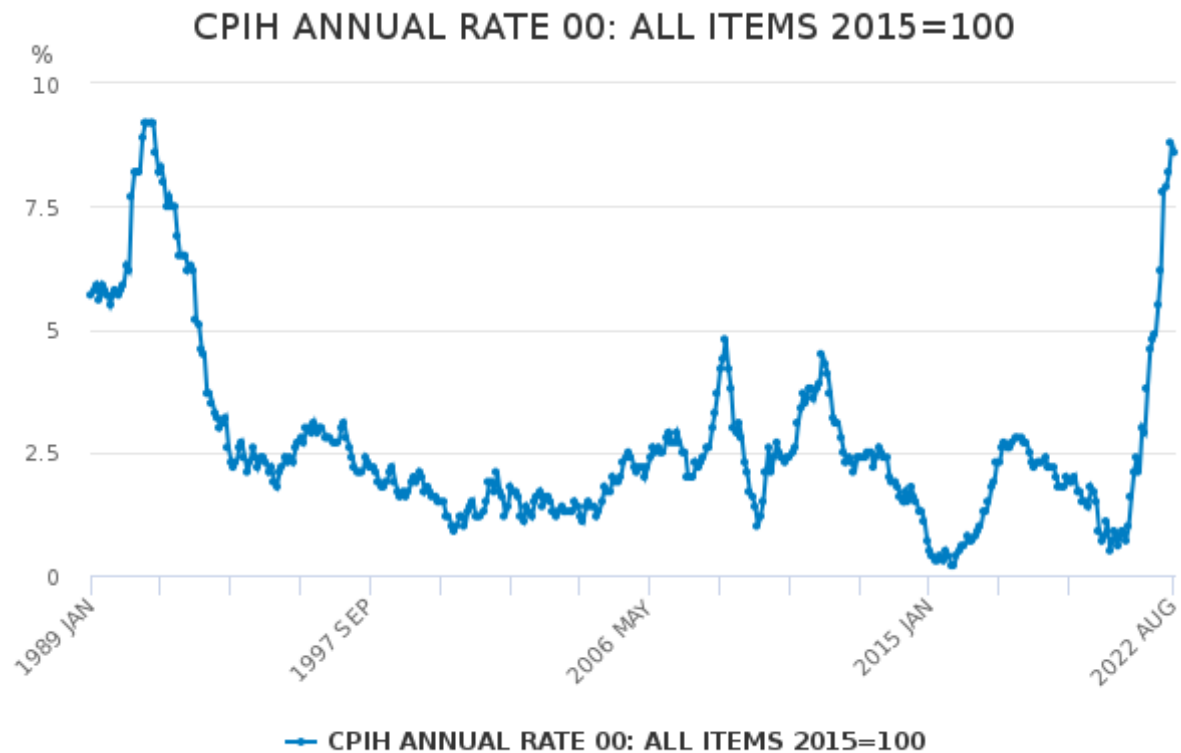
Jonathan.Mutchell@cherwell-DC.gov.uk

Tel: 01295221641

Appendix 1

Data from The Office of National Statistics

- 1) The below graph demonstrates the real increase in the cost of living nationally, local data is not currently available



Source:

Source :

<https://www.ons.gov.uk/peoplepopulationandcommunity/personalandhouseholdfinances/expenditure/articles/whatactionsarepeopletakingbecauseoftherisingcostofliving/2022-08-05>

- 2) The below data is most recent information regarding local Fuel poverty

Table 2: Fuel poor households by administrative area, 2020

[Notes 3 and 4]

Area Codes	Area names		Number of households	Number of households in fuel poverty	Proportion of households fuel poor (%)
E92000001	ENGLAND		23,868,877	3,158,206	13.2
E07000177		Cherwell	61,676	4,826	7.8

Source:

<https://www.gov.uk/government/collections/fuel-poverty-sub-regional-statistics>

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Cherwell District Summary 2020

Published July 2020

Introduction to the District Summary for Cherwell

This is a summary report for Cherwell District and includes the following key areas highlighted in the JSNA 2020 Oxfordshire report:

- Historical and projected population change
- Public Health England 2020 health summary
- Key health and wellbeing facts and figures 2020
- A district inequalities summary (tartan rug)
- Indices of Multiple Deprivation 2019

Other resources include:

[JSNA 2020 Oxfordshire report](#)

[Public Health Dashboards](#)

[Health Needs Assessments](#)

[Community Health and Wellbeing Profiles](#)

[JSNA Bitesize](#)

EMAIL: JSNA@Oxfordshire.gov.uk
WEB: insight.oxfordshire.gov.uk/jsna

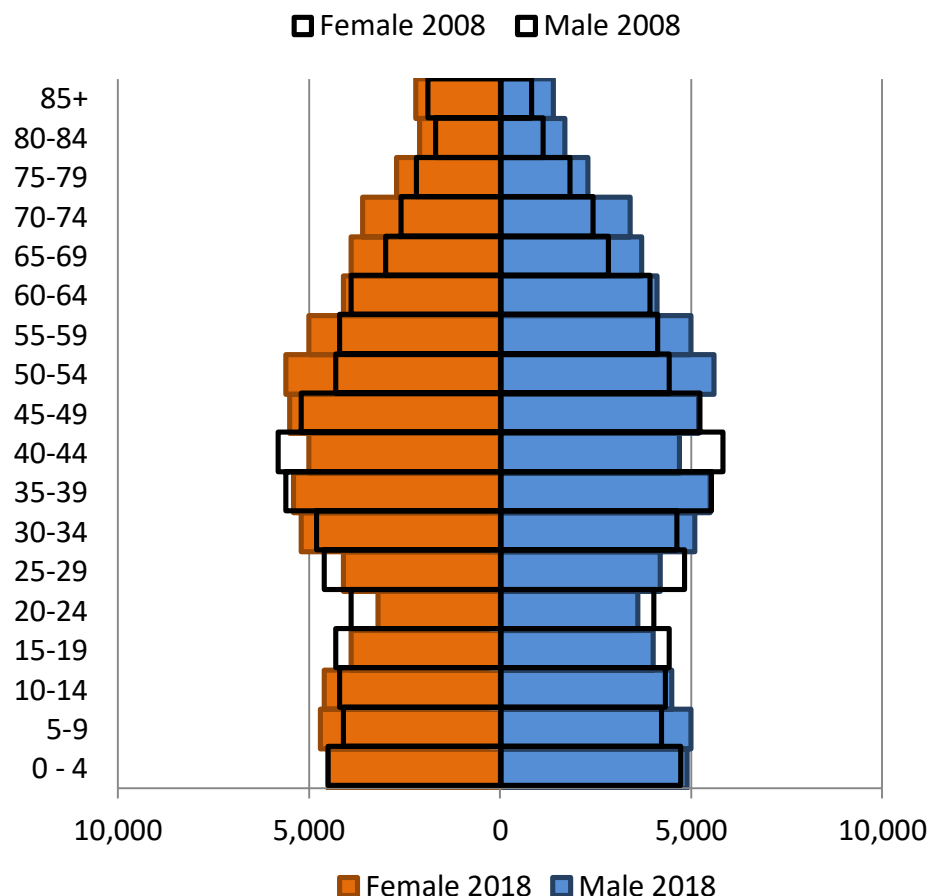
Cherwell District Population

- In mid-2018 there were 149,200 residents in the Cherwell district.
- There were 3,600 people aged 85+ in the Cherwell district.
- Between 2008 and 2018 the population increased by +7%, just below Oxfordshire (+8%) and England (+8%).

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- The population pyramid shows females and males by 5-year age and an increase in the number of young people aged 5-9, working age people aged 30-34 and in older people aged 45 to 59 and 65+.

Historical population change 2008 to 2018

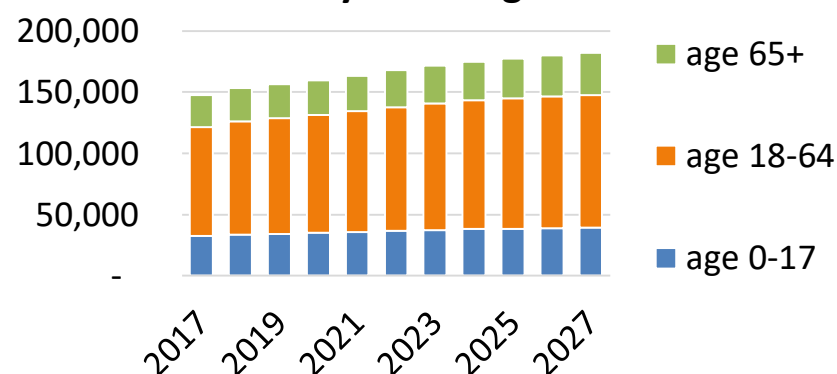


Cherwell District Population Forecast

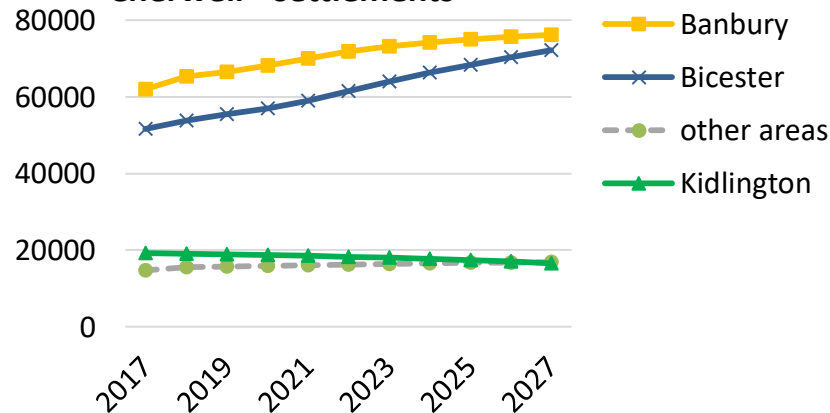
The housing-led forecasts show the population of Cherwell increasing from 147,600 in 2017 to 181,900 by 2027 (+34,300, +23%). There are expected to be significant increases in the populations of the Banbury area and the Bicester area with major developments south of Salt Way and at Bankside in Banbury and at Graven Hill and sites in south east and south west Bicester.

- The population of Banbury and the surrounding area is expected to grow from 62,000 to 76,200 (+23%).
- The population of Bicester and the surrounding area is expected to grow from 51,700 to 70,400 (+40%).
- Kidlington is expected to see a slight decline as there is limited housing growth predicted.

Cherwell by broad age

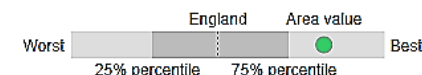


Cherwell - settlements



Health Summary for Cherwell District

Area: Cherwell



● Significantly better / England ● Not significantly different ● Significantly worse / England

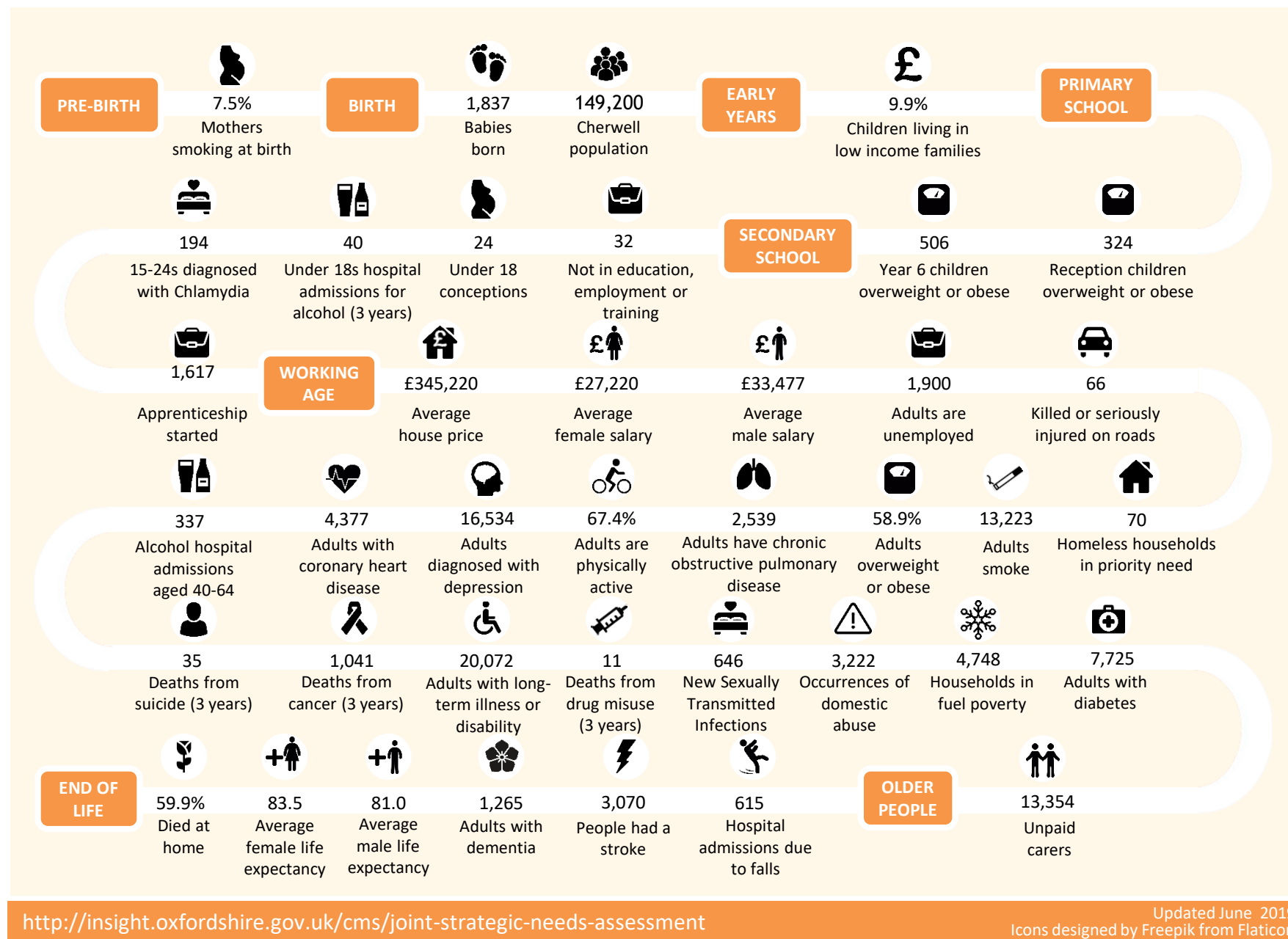
- The Public Health England local health profile for Cherwell shows that more than half of the indicators are **similar** or **better** than the national average.

- Indicators that are **worse** than average are: Emergency admissions in under 5s, admissions for injuries under 5, under 15 and in 15-25 years olds.

Indicators	Selection Value	England Value	England Worst	Spine chart	England Best
Life expectancy at birth for males, 2013-2017 (years)	80.4	79.5	74.4	●	88.8
Life expectancy at birth for females, 2013-2017 (years)	83.5	83.1	79.6	●	90.7
Low birth weight of term babies (%)	2.6	2.8	4.5	●	0.0
Emergency admissions in under 5s (Crude rate per 1000)	155.0	149.2	289.9	●	60.5
A and E attendances in under 5s (Crude rate per 1000)	374.2	551.6	1,761.7	●	147.6
Admissions for injuries in under 5s (Crude rate per 10,000)	162.0	138.8	279.9	●	0.0
Admissions for injuries in under 15s (Crude rate/100,000 aged 0-17)	118.8	110.1	185.4	●	59.0
Admissions for injuries in 15 to 24 year olds (Crude rate per 10,000)	158.9	137.0	280.0	●	64.2
Children with excess weight, Reception Year (%)	20.2	22.4	30.5	●	14.4
Obese Children, Reception Year (%)	7.7	9.5	13.6	●	4.0
Children with excess weight, Year 6 (%)	31.6	34.2	43.9	●	21.6
Obese Children, Year 6 (%)	18.4	20.0	29.1	●	10.3
Hospital stays for self harm (SAR)	98.1	100.0	309.0	●	26.5
Hospital stays for alcohol related harm (Narrow definition) (SAR)	81.6	100.0	183.6	●	60.7
Hospital stays for alcohol related harm (Broad definition) (SAR)	81.2	100.0	165.0	●	60.4
Deaths from all causes, all ages (SMR)	96.8	100.0	133.2	●	52.3
Deaths from all causes, under 75 years (SMR)	89.0	100.0	160.9	●	65.7
Deaths from all cancer, all ages (SMR)	96.2	100.0	130.1	●	52.6
Deaths from all cancer, under 75 years (SMR)	95.4	100.0	140.1	●	66.8
Deaths from circulatory disease, all ages (SMR)	86.6	100.0	142.0	●	57.7
Deaths from circulatory disease, under 75 years (SMR)	77.9	100.0	180.1	●	53.9
Deaths from coronary heart disease, all ages (SMR)	84.1	100.0	165.7	●	56.9
Deaths from stroke, all ages, all persons (SMR)	88.8	100.0	160.6	●	32.8
Deaths from respiratory diseases, all ages, all persons (SMR)	94.0	100.0	157.9	●	41.8
Deaths from causes considered preventable (SMR)	87.1	100.0	168.3	●	65.2

Source: [Public Health England: Local Health](#)

Cherwell District 2019 health and wellbeing facts and figures 2019



Cherwell inequalities summary

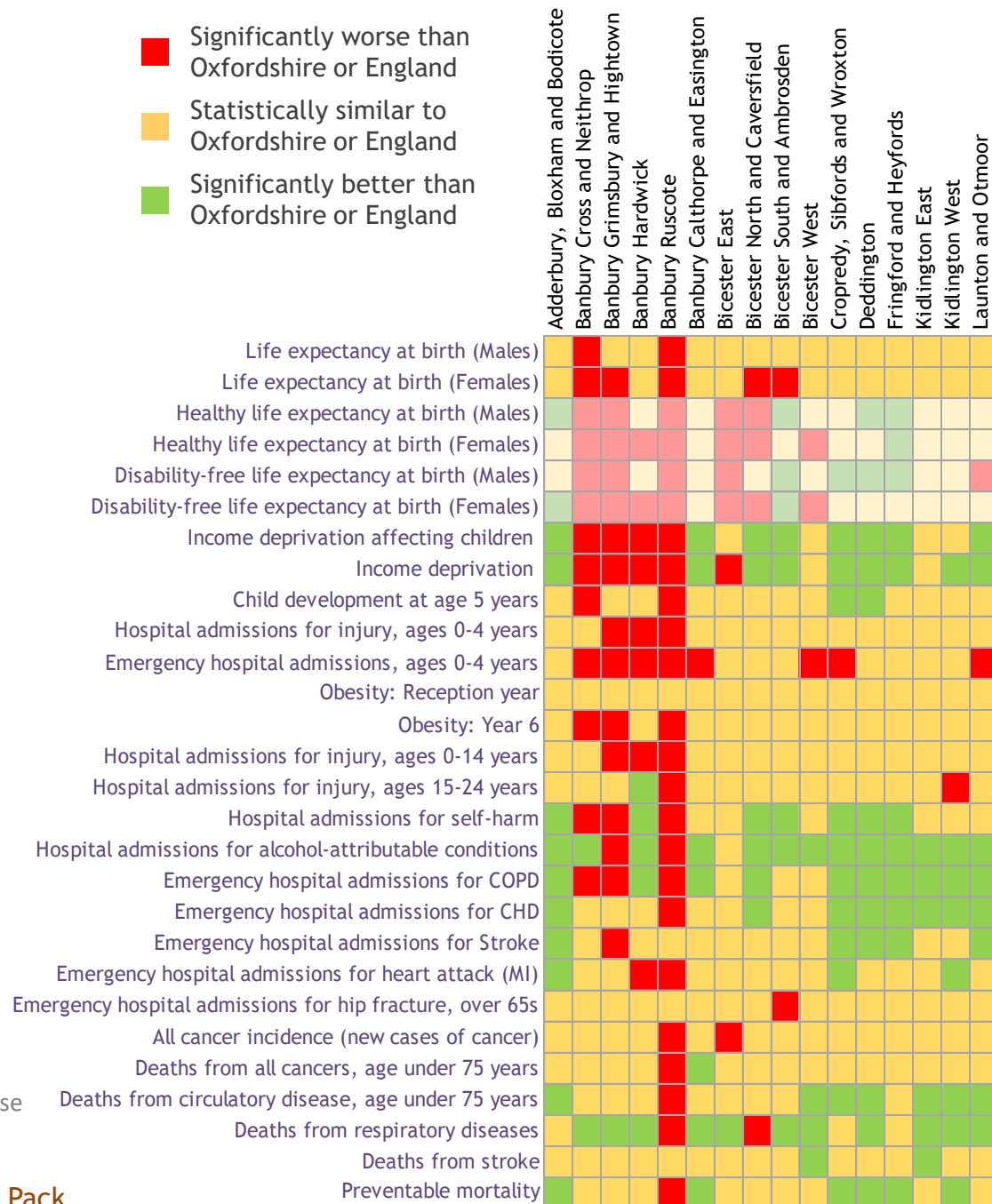
- In Cherwell, wards with the most indicators **worse** than Oxfordshire or England are in Banbury. Banbury Ruscote ward has no indicators significantly **better** than Oxfordshire or England

- Four of the sixteen Cherwell wards have no indicators **worse** than average: Adderbury, Bloxham & Bodicote; Deddington; Fringford & Heyfords; and Kidlington East

- The indicators with the most wards **worse** than average are health state life expectancies and emergency hospital admissions in children aged 0-4 years

Data are shown at ward level for ward boundaries in place in 2016. Health state life expectancy indicators use ward boundaries in place prior to 2016 which may be different from current boundaries and cause discrepancies in the tartan rug. These indicators are shown in a paler colour scheme.

For more information, see the [Inequalities Indicators Excel Pack](#)

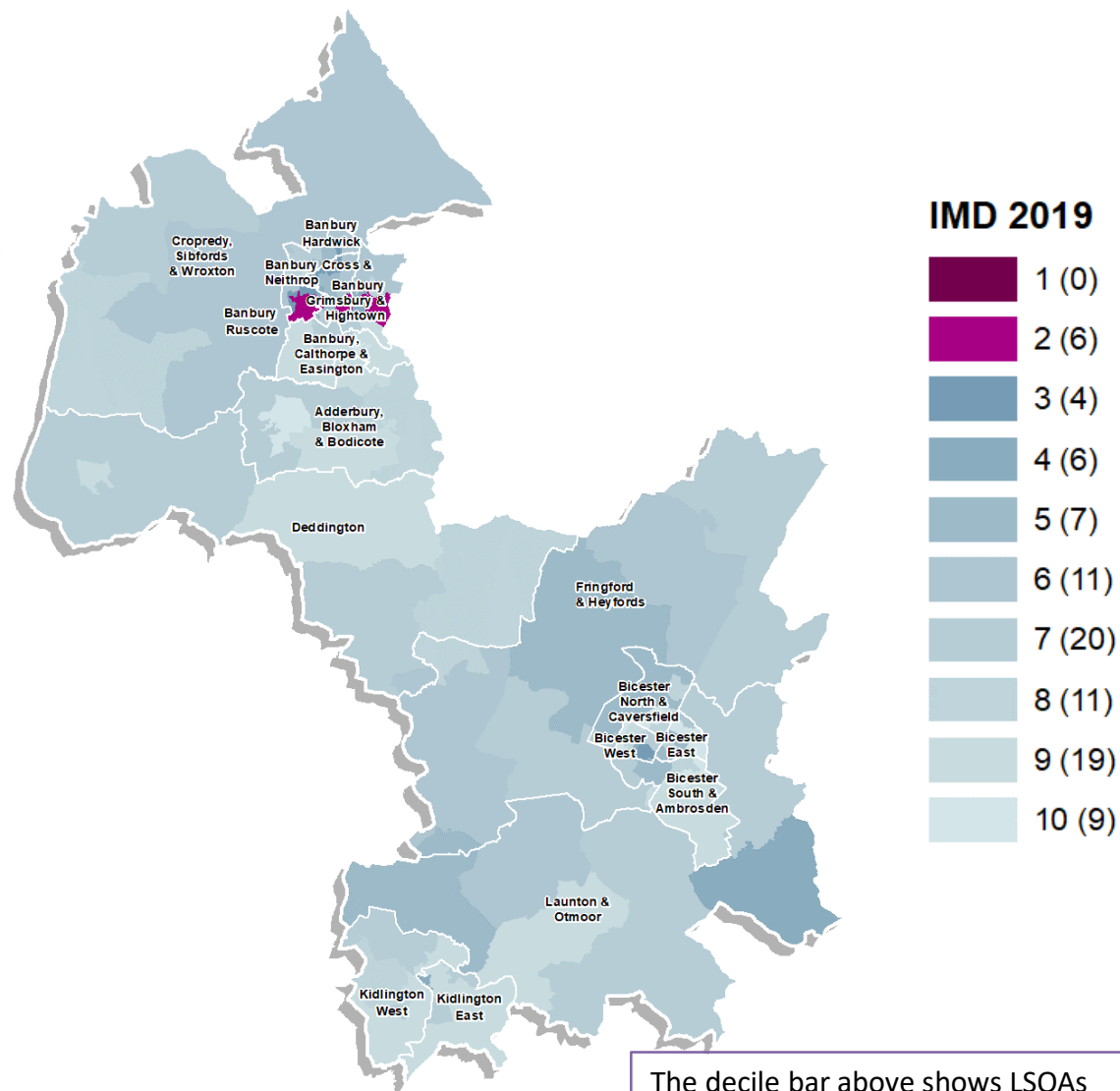


Index of Multiple Deprivation 2019 at national level

- Compared with the IMD 2015, Cherwell has moved down 29 places and it is now ranked 220 out of 317 local authorities where 1 is most deprived and 317 is least deprived.

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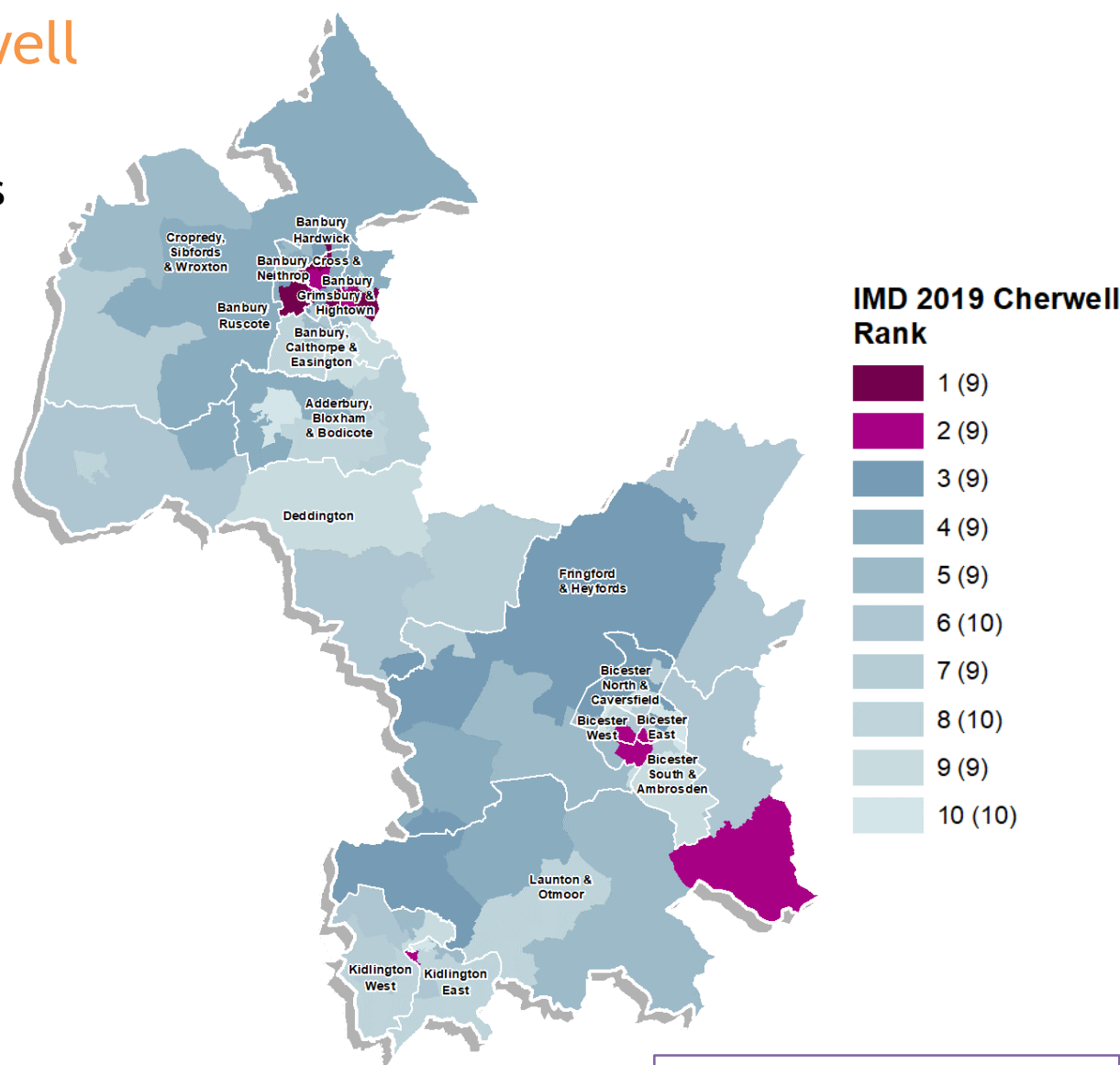
- The map shows that the 20% most deprived LSOAs (Lower Layer Super Output Areas) are located in parts of Banbury Cross & Neithrop, Banbury Grimsbury & Hightown and Banbury Ruscote.
- The amount of LSOAs amongst the 20% most deprived areas in Cherwell have increased from 4 in 2015 to 6 in 2019 which means that overall Cherwell is relatively more deprived.



The decile bar above shows LSOAs grouped according to how deprived they are, where **1 is most deprived** and **10 is least deprived**.

IMD Ranking within Cherwell

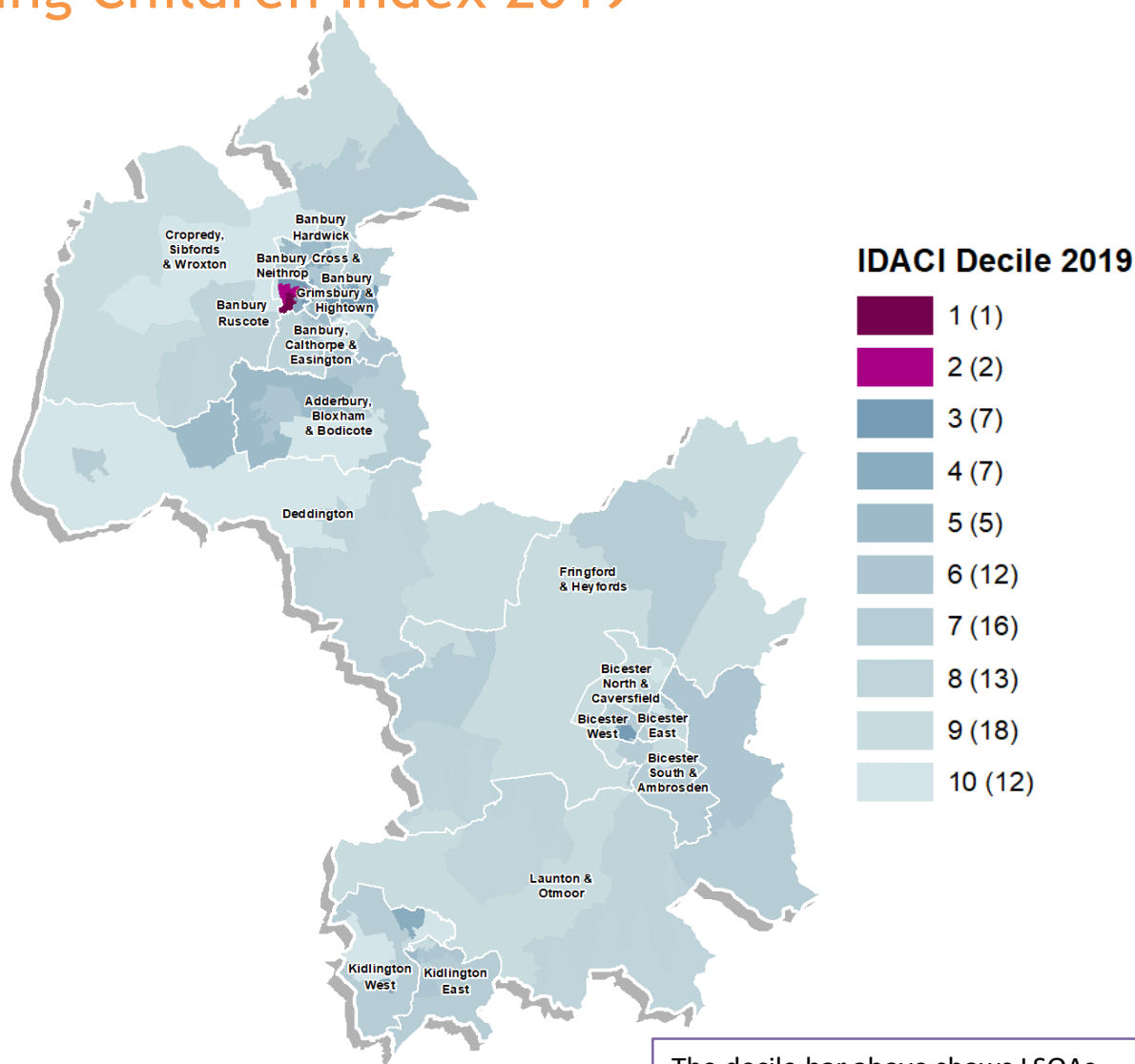
- This map shows how the LSOAs within Cherwell compare to each other.
- Areas that score within the 10% most deprived within Cherwell are in parts of Banbury Cross & Neithrop, Banbury Grimsby & Hightown and Banbury Ruscote.
- Parts of Banbury Cross & Neithrop, Banbury Ruscote, Bicester South & Ambrosden, Bicester West, Kidlington East, and Launton & Otmoor are within the 20% most deprived areas in Cherwell.



The decile bar above shows LSOAs grouped according to how deprived they are, where **1 is most deprived** and **10 is least deprived**.

Income Deprivation Affecting Children Index 2019

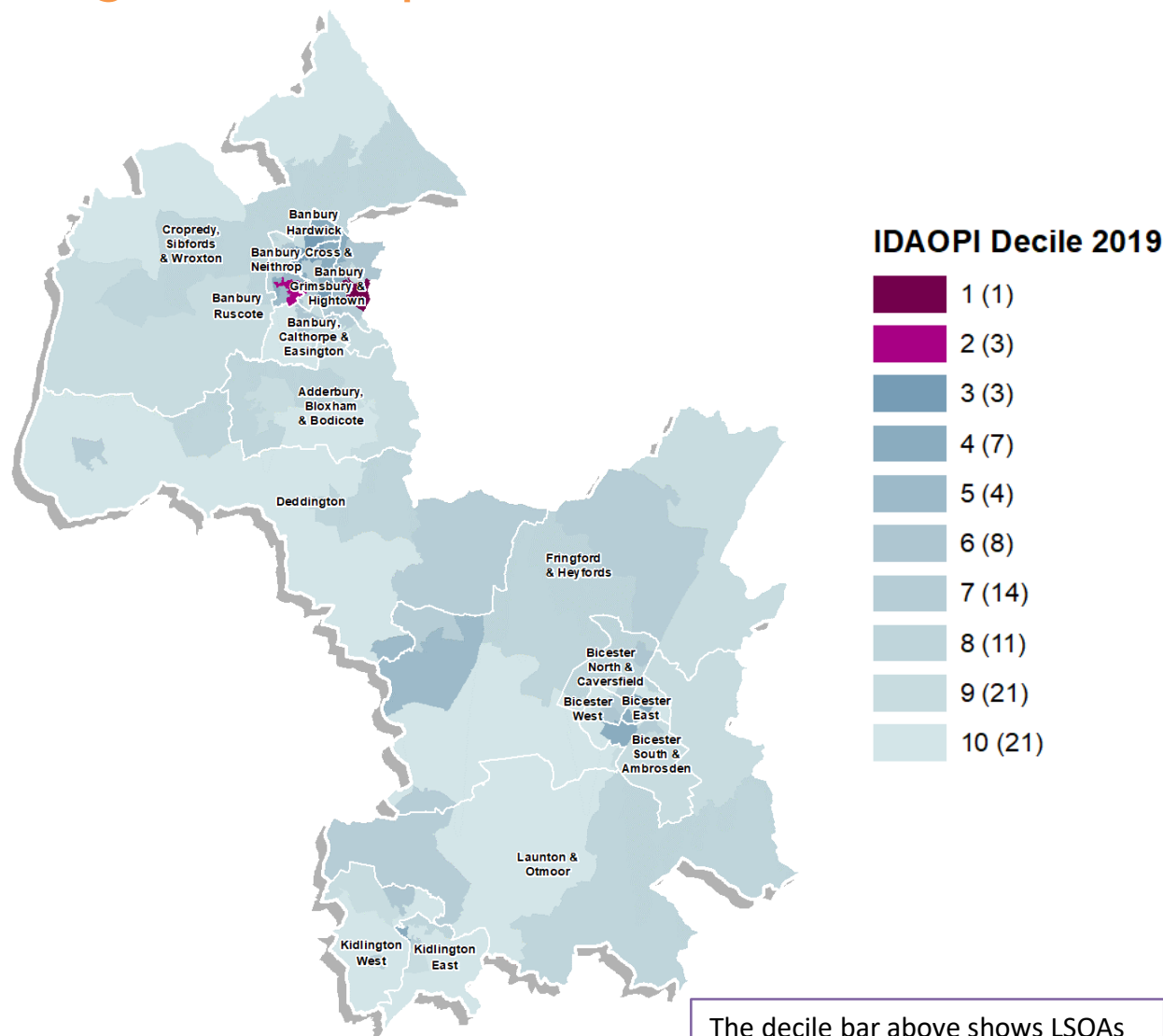
- The Income Deprivation Affecting Children Index (IDACI) is the proportion of children age 0-15 living in income deprived families.
- The most deprived areas on the IDACI in Cherwell were in parts of Banbury Ruscote and both are within 10% and 20% most deprived LSOAs in the country.
- The least deprived areas are located in parts of Adderbury, Bloxham and Bodicote, Cropredy, Sibfords & Wroxton, and Deddington are all within the 10% least deprived LSOAs.



The decile bar above shows LSOAs grouped according to how deprived they are, where **1 is most deprived** and **10 is least deprived**.

Income Deprivation Affecting Older People Index 2019

- The Income Deprivation Affecting Older People Index (IDAOPi) is the proportion of those age 60 or over who experience income deprivation.
- The most deprived areas on the IDAOPi in Cherwell are in parts of Banbury Grimsbury & Hightown in the 10% most deprived areas and Banbury Ruscote and Banbury Cross & Neithrop in the 20% most deprived areas.
- The least deprived areas are in parts of Deddington, Fringford & Heyfords and Bicester West are amongst the 10% least deprived LSOAs.



Sources: [Indices of Multiple Deprivation 2019 Explorer](#) / [Joint Strategic Needs Assessment 2020](#)

EXPLORE the data for districts and small areas with our [interactive deprivation dashboard](#)

The decile bar above shows LSOAs grouped according to how deprived they are, where **1 is most deprived** and **10 is least deprived**.

Finding out more

The latest JSNA giving health and wellbeing facts and figures for Oxfordshire is available on [Oxfordshire Insight](#)

[Oxfordshire 2020 JSNA report](#)

[ANNEX: Inequalities indicators ward level data](#)

[Ward inequalities indicators excel pack including OCCG and District summaries](#)

[Public Health Dashboards](#)

[Health Needs Assessments](#)

[Community Health and Wellbeing Profiles](#)

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Public Health England provides a wide range of health indicators and profiles on [Fingertips](#)

ONS population estimates and population projections for county and districts, benefits claimants and the annual population survey are available from www.nomisweb.co.uk

Oxfordshire County Council population forecasts are published on Oxfordshire Insight (select “future population change”)

<http://insight.oxfordshire.gov.uk/cms/population-0>

Appendix 3

GENERAL INFORMATION AND MONEY ADVICE SERVICE

1. Introduction

- 1.1 The Council recognises the importance of specialist information and money advice services for residents, not only because the support helps people to achieve personal outcomes, become more financially independent and able to deal with debts, and reduce the risk of homelessness, but also because of wider savings in relation to community cohesion, health and wellbeing, economic benefits and social inclusion.

2. Local context

- 2.1 The Council wants Cherwell residents to lead safe, healthy lives; the Council supports the development of thriving communities in Oxfordshire by promoting health and wellbeing, by supporting and safeguarding vulnerable people and seeking to enhance community resilience.
- 2.2 It is clear from the Council's analyses of need and from the outcomes reported by the existing Debt and Money Advice service that there are many Cherwell residents who are experiencing financial difficulties relating to benefits (particularly claims for Universal Credit, Employment Support Allowance, Personal Independence Payments and other disability benefits), housing issues such as rent/mortgage arrears, Council Tax and utilities, and debt (credit cards, loans). In some areas of the district such as Banbury, there is a greater need for such services.
- 2.3 The latest Indices of Multiple Deprivation (IMD) 2019 show that Oxfordshire overall is among the **least deprived** areas of the country. However, one area in the county is among the **10% most deprived** nationally and 16 areas fall within

the **20% most deprived** areas nationally.¹ The Cherwell area overall has become **slightly more deprived** since the previous IMD was published in 2015.¹

- 2.4 Therefore, despite the relative 'affluence' of Oxfordshire, support with benefits and financial issues continues to be needed by Cherwell residents, with many older and vulnerable people and people with disabilities having specific service access needs.

3. Scope and reach of the Service

- 3.1 The overall aim of the Service is to support people to live their lives as independently, successfully and safely as possible within the community, to enhance well-being and improve people's choices.
- 3.2 The Service will achieve this by providing free, independent and impartial advice to assist Cherwell residents with Housing crisis, benefits, debt, budgeting and other financial and welfare issues, thereby reducing the risk of homelessness, maximising incomes and helping people to make the best use of the money available to them.
- 3.3 The service will fulfil the role of a **universal General information and money advice service, for anyone living in the Cherwell area**, and will complement but not duplicate other key specialist services available to eligible people across Oxfordshire.
- 3.4 Cherwell residents should be able to access the Service by phone, online (i.e. digital advice and information, webchat, self-serve options etc.) and in person at locations across the area to include Banbury, Bicester and Kidlington. The Service Provider should, where possible and appropriate, work flexibly to deliver the Service in other public locations such as libraries, GP surgeries, day centres and/or food banks in Cherwell District to increase the opportunity to access the service for those who need it. Some individuals/families in Oxfordshire may already be eligible for an outreach face to face visit in their own home. The Service Provider will be expected to work in partnership with

¹ [Indices of multiple deprivation 2019](#)

agencies working in Cherwell and across Oxfordshire who provide home visits and outreach specialist information and advice services, to maximise the opportunity for eligible individuals/families to access what is available.

4. Service description and delivery

4.1 At a high level, the aim of this service will be to provide an **accessible and well evidenced model of service delivery** which:

- maximises service utilisation by all sectors of the Cherwell community, ensuring that services are accessible to those who need them; and
- maximises outcomes for customers to increase resilience, maximise income and reduce debt, including debt which may escalate to homelessness.

4.2 To do this, the Service Provider will provide a free, comprehensive general information, money advice and support service **to all Cherwell residents who need it**, including those who have already been identified by the Council as needing financial assistance and affected by:

- Benefit changes
- Spare Room Subsidy
- Council tax arrears and reduction applications
- Housing issues due to affordability
- Rent, mortgage arrears
- Loss of employment
- Cost of living payments and grants

By providing early intervention, support and advice, the Service Provider will be able to support households to prevent circumstances becoming worse, prevent homelessness, help to improve households' financial capabilities and resilience, and improve resident's health and wellbeing.

4.3 In delivering the Service, the Service Provider will be expected to utilise a range of methods to include (but not restricted to):

- Telephone information, advice and support.
- Digital advice and information (e.g. webchat, self-serve via website etc.).
- Face to face triage/drop-in surgeries at suitable and accessible locations across the area to include Banbury, Bicester and Kidlington and, where appropriate via web-based technology.
- Face to face appointments using web-based technology and at suitable and accessible locations across the area to include Banbury, Bicester and Kidlington.
- Advice and support via email and letter.
- Support to appeal benefit decisions and prevent homelessness.

- 4.4 It is expected that where possible, the Service will be made available as a minimum within standard office hours and at least one extended day per week over 50 weeks of the year.
- 4.5 It is important that the Service Provider communicates to the Council and service users: details of how and when the service will be available; the model of debt and money advice being provided and the range of interventions to be used (such as drafting of financial statements, negotiation with third parties, income maximisation etc.); and the case management system to be used to record customer data, monitor and track progress and ensure the quality and consistency of advice services offered. The Service Provider should also indicate the referral routes into the Service and how such referrals and emergency cases will be prioritised. It is expected that referrals from the Council and other agencies in respect of individuals/families who are at risk of homelessness or court action will be prioritised.
- 4.6 Depending upon the circumstances of each Cherwell resident seeking help, the Service Provider may also need to consider the family/household circumstances and prioritise and provide different levels of help and assistance as needed. These might include (but not limited to):
- **Information** – Generic information and advice that is relevant but not specifically tailored to an individual service user/family circumstance.
 - **Discrete Advice** – Information and money advice that is tailored to an individual service user/family circumstance and can be provided in a single interaction/intervention.
 - **Detailed Advice** – In-depth information and money advice that is tailored to a service user/family's specific circumstances and may involve multiple appointments.
 - **Casework** – The Service Provider will take responsibility to support service users with a range of issues. This will be more in-depth advice and support to meet the specific needs of individuals and their households and may involve several appointments covering weeks/months.
- 4.7 The telephone and online advice service referred to in 4.3 above, will initially triage calls/online contacts to understand people's issues and needs. Where possible, issues will be resolved at first point of contact by giving information and discreet advice over the phone/online (including webchat) and signposting to other services where appropriate. Depending on the individual's circumstances, they may also wish to receive advice on what forms need to

be completed to maximise income, reduce debt and access other support to maintain financial independence. It is envisioned that the majority, an estimated 60 to 65 percent (%) of all contacts with the Service will be provided with general information and discrete advice.

- 4.8 The community-based face to face advice service (available at publicly accessible locations in the Cherwell district as drop-in sessions and appointments) will assist individuals with more detailed advice, casework and support to help resolve money/financial related issues and improve individual's financial positions through improved personal budgeting, income maximisation and reconciliation of debts/debt management. Where this is not immediately possible, other areas of funding for the client must be explored in order to make direct financial interventions into insurmountable debt. This may be funding bankruptcy or the settling of debts.
- 4.9 To reflect changing needs in the community, it is estimated that around 25 to 35 percent (%) of all contacts with the Service will require more detailed casework and support and the Service Provider will be required to work closely with individual service users to build on their personal knowledge and resilience and, help them find a positive resolution to their circumstances, with the aim of reducing the need of repeat visits to the Service in the future.
- 4.10 Where other funding is not available to provide a Personal Budgeting Support or similar service, this will be provided as part of the general money advice service for claimants of Universal Credit identified and referred by DWP. Individuals who have been referred, are likely to require advice and support via telephone or face-to-face appointments.
- 4.11 The Service Provider will also be expected to refer individuals seeking debt and money advice where appropriate, to take up opportunities to access services from local Credit Unions or other suitable services which will provide better financial outcomes in respect of loans and savings.
- 4.12 It is expected that:
- The Service Provider also receives funding for in-depth and qualified legal advice , to support appeals regarding decisions made about benefits, Housing or an individual's finances, funding from Cherwell District Council should be targeted to support individuals for whom help under the Legal Aid Agency is not appropriate. However it is expected that full unfettered legal support via other funding be offered to Cherwell Housing clients, where legal barriers are preventing financial or housing crisis resolution.

- The Service Provider will develop and maintain standards of service delivery by: evaluating their effectiveness; developing new methods of service delivery; consulting with staff, volunteers, user groups and relevant stakeholders; monitoring and keeping up to date with best practice in the field.
- The Service Provider will employ 2 full time paid workers with a majority workload focused on Cherwell Housing referrals. Voluntary and paid advisers with relevant skills (including languages) to meet the needs of actual and potential clients. These two workers will use all tools and resources available to them to resolve fully and in-depth the complex monetary and Housing crisis presented to them.
- Where there is a need to provide information or a service in a more accessible format, the Service Provider should set out how it will meet these requirements.
- The Service Provider will demonstrate how they will ensure representative service take up from different gender, age groups, ethnic minority groups and people with disabilities.
- The Service will need to be well publicised and promoted to ensure full utilisation of the Service across Cherwell and take up is representative of the local community. This may entail monitoring how people have heard about the Service and considering branding and forms of publicity to build up customer confidence. The Service Provider may need to work collectively with the Council and the media to promote key issues and changes etc.
- In the case of an emergency situation e.g. measures introduced to deal with a pandemic or local flooding event etc. the Service Provider will be expected to provide a demand-responsive Service to Cherwell residents and feedback to the Council to enable the management of the situation as required.
- Where the Service Provider can provide additional services alongside the money advice service, they should set out the details including any added value and contribution to community cohesion, health and wellbeing, economic benefit and social inclusion.

5. Service performance and outcomes

5.1 The Service Provider will develop a robust and detailed performance framework in partnership with the Council, which demonstrates how the Service will support people not only to resolve issues but also to build resilience so that people are better able to 'self-serve' in the future, for example being able to access online information and advice or address issues in a timely way to avoid crises.

5.2 The following measurements are likely to be used in assessing the performance of the Service:

- The number, profile and geographical spread of people who have accessed the Service.

- Feedback from people who have accessed the Service – customer satisfaction/enhanced wellbeing
- Feedback from referring services
- Case studies (particularly useful to process map any issues)
- Outcomes monitoring including homelessness prevention in Cherwell, positive outcomes for service users and how the outcomes demonstrate value for money.
- Service Provider feedback on any identified trends and local issues

5.3 Reporting mechanisms may include the following:

- Quarterly* monitoring reports on an agreed form layout
- Quarterly* monitoring meetings between the service provider and the District Council representative. This may result in an action plan if service improvement is needed
- Monitoring of complaints, their progress and outcomes.

*This may be more frequent in the early stages of the contract or during times when there are service performance concerns.

5.4 Overall, the Service Provider will demonstrate the following outcomes:

- Amount of financial gain, through income maximisation and debts negotiated or written off. It is anticipated that financial gain will be in the region of £5 million per annum.
- Reduction in number of people returning to the Service (using year 1 as a baseline)
- Number of service users helped. It is anticipated that the annual number of households receiving assistance will be in the region of 5,000.
- At least 95% of all referrals made by the Council to the Service to support individuals/families and prevent homelessness, will be prioritised and action taken within 5 working days.

6. Service Provider staffing requirements

6.1 The Service Provider will be accredited e.g. by the Advice Services Alliance (Advice Quality Standard) or the Legal Aid Advice Specialist (Quality Mark) and be approved by the Financial Conduct Authority to deliver debt advice. Staff should have up to date knowledge and relevant sector experience of:

- benefits and entitlements
- personal financial management e.g. dealing with debt, budgeting, interventions.
- how the care and support systems work.

- working with vulnerable people and people who may be distressed and in crisis.
- 6.2 The Service Provider is responsible for ensuring that the information and advice given is correct and appropriate with regard to the needs and circumstances of the individual. The Service Provider will ensure that the service staff keep up to date with current benefit legislation and training requirements, and Oxfordshire Safeguarding processes and procedures.
- 6.3 The Service Provider will work closely with other information, advice and guidance providers, for example, the council's housing team and floating support services to prevent homelessness, to share best practice and information, and also work co-operatively with health, social care and voluntary sector providers to ensure that people who use and require the Service have a clear pathway and referrals to the support and outcomes they need.
- 6.4 The Service Provider will be responsible for: the recruitment and employment of staff and volunteers; with two paid members of staff dedicated to Cherwells needs payment of all taxes and National Insurance relating to the employment of staff; and must ensure that all employees have the required documentation to carry out work in the UK.
- 6.5 The Service Provider will ensure that when staff attend the Council's premises that they conform to the Council's codes and regulations, adopt proper standards of behaviour and co-operate with the Council's staff and agents.



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE



Appendix 5

Cherwell District Council and Oxfordshire County Council Equality and Climate Impact Assessment

September 2022

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Section 1: Summary details

Directorate and Service Area	Wellbeing and Housing, Housing
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	Information and Money Advice Service (To be commissioned)
Is this a new or existing function or policy?	New
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).	Cherwell will commission a service to supply information and Money Advice within the community of Cherwell. The successful bidder will offer a face to face service and will be required to either provide home visits to deliver complex assistance, or have surgeries imbedded within the community, specifically in deprived areas. This will ensure full access for those without the means or ability to travel and ensure all residents can receive an equitable service . The service will be required to extend an operational service outside business hours
Completed By	Jonathan Mutchell
Authorised By	
Date of Assessment	11/05/2022

Section 2: Detail of proposal

<p>Context / Background</p> <p>Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.</p>	<p>The current provision is generously funded meaning there is a strong emphasis on individual casework with an allocated specialist FSA approved financial coach. Because of these resources a high level of cases are taken on and explored to a higher level. Data suggests that the public prior and during the pandemic preferred to access the service by phone or remotely meaning the case for a static building base may be lessened. The current holder engages in some home visits and had two bases of operations. They also attend irregular surgeries in the salvation army for those unable to attend the other location in Bicester</p> <p>The proposed new commission is for a substantially lesser amount. This means an inevitable drop in service range and a focus on more complex acute work.</p> <p>To meet the funding of the grant, a provider may choose to abandon a static base of operations.</p>
<p>Proposals</p> <p>Explain the detail of the proposals, including why this has been decided as the best course of action.</p>	<p>The specification for the new service will remove the emphasis of a static base of operations and instead provide an option for a model that will visit homes to provide advice and assistance or work in an agile way in the community utilising partners to operate regular surgeries imbedded in the community such as doctors surgeries or community support centres or social clubs.</p> <p>This will ensure that every member of the public can choose to access the service in a way that is most easily accessible to them</p>
<p>Evidence / Intelligence</p> <p>List and explain any data, consultation outcomes, research</p>	<p>The following data is extracted from quarterly monitoring reports provided by the current contract holder;</p> <ul style="list-style-type: none"> • In year one of the contract 60-75% of individuals accessed the service by phone. • In year one of the contract 10-31% of individuals accessed the service by online means

<p>findings, feedback from service users and stakeholders etc, that supports your proposals and can help to inform the judgements you make about potential impact on different individuals, communities or groups and our ability to deliver our climate commitments.</p>	<ul style="list-style-type: none"> • In year one of the contract 5-7% of individuals accessed the service in person • In year one Banbury office was open 10-2pm Monday to Friday (This was suspended during the pandemic lockdown and because visits were already very low, had very little impact) • Bicester office was open only 4 hours a week over two days although percentage wise was busier seeing a similar amount of people albeit low compared phone and online access <p>From this the following data can be concluded</p> <ul style="list-style-type: none"> • Office hours don't suit the needs of the users • Users are not able to come to the office • Users prefer to deal with financial matters at a distance <p>A survey conducted by the economist in 2013 demonstrated for general service needs 73% of consumers prefer to deal with matters remotely and in concurrence, The health foundation found only 10% of patients preferred in person consultation. It is clear those are two polar statistics but does demonstrate the trend to preferred remote consultation supported by our own statistics</p>
<p>Alternatives considered / rejected</p> <p>Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.</p>	<p>A solely remote approach was considered and rejected for the following reasons</p> <ul style="list-style-type: none"> • Access to a telephone is not universal • Confident and fluent use of a telephone is not universal • Access to the internet is not universal • Confident and fluent use of online services are not universal <p>A majority centre based approach was rejected for the following reasons</p> <ul style="list-style-type: none"> • The business hours do not suit many who work full time • The distance to travel to access a base can be financially detrimental • Mental or physical disabilities may prevent a customer leaving the home easily

- | | |
|--|--|
| | <ul style="list-style-type: none">• It may not be safe for an individual to enter the centre• There may be cultural or language barriers preventing use of the centre |
|--|--|

Section 3: Impact Assessment - Protected Characteristics

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Physical inability to travel Disinclination in the use of new technology An inability to use technology or other communication devices Reliance on 3 rd party carers	Embedded surgeries or home visits, pro-active telephone use from the contract holder	Contract holder	Monitoring officer through life of contract
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Physical or mental inability to travel Disinclination in the use of new technology An inability to use technology or other communication devices Reliance on 3 rd party carers	Embedded surgeries or home visits, pro-active telephone use from the contract holder	Contract holder	Monitoring officer through life of contract
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	none			

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	none			
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Physical inability to travel	Embedded surgeries or home visits, pro-active telephone use from the contract holder	Contract holder	Monitoring officer through life of contract
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A			
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A			
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A			
Religion or Belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A			

Section 3: Impact Assessment - Additional Community Impacts

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Rural communities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Physical inability to travel Poor public transport infrastructure can make accessing a central base unworkable Internet infrastructure maybe poor	Embedded surgeries or home visits, pro-active telephone use from the contract holder	Contract holder	Monitoring officer through life of contract
Armed Forces	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Physical or mental inability to travel Disinclination in the use of new technology Poor public transport infrastructure can make accessing a central base unworkable Internet infrastructure maybe poor May not have access to up to date communication tools		Contract holder	Monitoring officer through life of contract

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Carers	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
Areas of deprivation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>May not have access to internet,</p> <p>May not have means to travel</p> <p>May not be able to access services in business hours</p>	<p>Embedded surgeries or home visits, pro-active telephone use from the contract holder</p> <p>A service available outside normal hours</p>	Contract holder	Monitoring officer through life of contract

Section 3: Impact Assessment - Additional Wider Impacts

Additional Wider Impacts	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Other Council Services	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
Providers	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
Social Value ¹	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>				

¹ If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area

Section 3: Impact Assessment - Climate Change Impacts

OCC and CDC aim to be carbon neutral by 2030. How will your proposal affect our ability to reduce carbon emissions related to

Climate change impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Energy use in our buildings or highways	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Our fleet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Staff travel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Purchased services and products (including construction)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Maintained schools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

We are also committed to enable Cherwell to become carbon neutral by 2030 and Oxfordshire by 2050. How will your proposal affect our ability to:

Climate change impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Enable carbon emissions reduction at district/county level?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Section 4: Review

Where bias, negative impact or disadvantage is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review Date	
Person Responsible for Review	
Authorised By	

Appendix 5 = Procurement Engagement Document-(PED)

Complete this document where you require support from UK Procurement/IT Sourcing and Supplier Management to engage with any 3rd party suppliers.

Approving Manager to send completed form to Procurement.

Upon completion and approval of this document a Procurement Manager will be assigned to manage all commercial activities.

Originator Name	Jonathan Mutchell	Contact Number	01295221641
Company	Cherwell District Council	Business Unit/Dept	Housing

Objective of Project and Description of Service(s) required	<p>X <u>GENERAL INFORMATION AND MONEY ADVICE SERVICE</u></p> <p>1. Introduction</p> <p>1.1 The Council recognises the importance of specialist information and money advice services for residents, not only because the support helps people to achieve personal outcomes, become more financially independent and able to deal with debts, and reduce the risk of homelessness, but also because of wider savings in relation to community cohesion, health and wellbeing, economic benefits and social inclusion.</p> <p>2. Local context</p> <p>2.1 The Council wants Cherwell residents to lead safe, healthy lives; the Council supports the development of thriving communities in Oxfordshire by promoting health and wellbeing, by supporting and safeguarding vulnerable people and seeking to enhance community resilience.</p> <p>2.2 It is clear from the Council's analyses of need and from the outcomes reported by the existing Debt and Money Advice service that there are many Cherwell residents who are experiencing financial difficulties relating to benefits (particularly claims for Universal Credit, Employment Support Allowance, Personal Independence Payments and other disability benefits), housing issues such as rent/mortgage arrears, Council Tax and utilities, and debt (credit cards, loans). In some areas of the district such as Banbury, there is a greater need for such services.</p> <p>2.3 The latest Indices of Multiple Deprivation (IMD) 2019 show that Oxfordshire overall is among the least deprived areas of the country. However,</p>
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one area in the county is among the **10% most deprived** nationally and 16 areas fall within the **20% most deprived** areas nationally.¹ The Cherwell area overall has become **slightly more deprived** since the previous IMD was published in 2015.¹

- 2.4 Therefore, despite the relative 'affluence' of Oxfordshire, support with benefits and financial issues continues to be needed by Cherwell residents, with many older and vulnerable people and people with disabilities having specific service access needs.

3. Scope and reach of the Service

- 3.1 The overall aim of the Service is to support people to live their lives as independently, successfully and safely as possible within the community, to enhance well-being and improve people's choices.
- 3.2 The Service will achieve this by providing free, independent and impartial advice to assist Cherwell residents with Housing crisis, benefits, debt, budgeting and other financial and welfare issues, thereby reducing the risk of homelessness, maximising incomes and helping people to make the best use of the money available to them.
- 3.3 The service will fulfil the role of a **universal General information and money advice service, for anyone living in the Cherwell area**, and will complement but not duplicate other key specialist services available to eligible people across Oxfordshire.
- 3.4 Cherwell residents should be able to access the Service by phone, online (i.e. digital advice and information, webchat, self-serve options etc.) and in person at locations across the area to include Banbury, Bicester and Kidlington. The Service Provider should, where possible and appropriate, work flexibly to deliver the Service in other public locations such as libraries, GP surgeries, day centres and/or food banks in Cherwell District to increase the opportunity to access the service for those who need it. Some individuals/families in Oxfordshire may already be eligible for an outreach face to face visit in their own home. The Service Provider will be expected to work in partnership with agencies working in Cherwell and across Oxfordshire who provide home visits and outreach specialist information and advice

services, to maximise the opportunity for eligible individuals/families to access what is available.

4. Service description and delivery

- 4.1 At a high level, the aim of this service will be to provide an **accessible and well evidenced model of service delivery** which:
- maximises service utilisation by all sectors of the Cherwell community, ensuring that services are accessible to those who need them; and
 - maximises outcomes for customers to increase resilience, maximise income and reduce debt, including debt which may escalate to homelessness.
- 4.2 To do this, the Service Provider will provide a free, comprehensive general information, money advice and support service **to all Cherwell residents who need it**, including those who have already been identified by the Council as needing financial assistance and affected by:
- Benefit changes
 - Spare Room Subsidy
 - Council tax arrears and reduction applications
 - Housing issues due to affordability
 - Rent, mortgage arrears
 - Loss of employment
 - Cost of living payments and grants
- By providing early intervention, support and advice, the Service Provider will be able to support households to prevent circumstances becoming worse, prevent homelessness, help to improve households' financial capabilities and resilience, and improve resident's health and wellbeing.
- 4.3 In delivering the Service, the Service Provider will be expected to utilise a range of methods to include (but not restricted to):
- Telephone information, advice and support.
 - Digital advice and information (e.g. webchat, self-serve via website etc.).
 - Face to face triage/drop-in surgeries at suitable and accessible locations across the area to include Banbury, Bicester and Kidlington and, where appropriate via web-based technology.
 - Face to face appointments using web-based technology and at suitable and accessible locations across the area to include Banbury, Bicester and Kidlington.
 - Advice and support via email and letter.
 - Support to appeal benefit decisions and prevent homelessness.

	<p>4.4 It is expected that where possible, the Service will be made available as a minimum within standard office hours and at least one extended day per week over 50 weeks of the year.</p> <p>4.5 It is important that the Service Provider communicates to the Council and service users: details of how and when the service will be available; the model of debt and money advice being provided and the range of interventions to be used (such as drafting of financial statements, negotiation with third parties, income maximisation etc.); and the case management system to be used to record customer data, monitor and track progress and ensure the quality and consistency of advice services offered. The Service Provider should also indicate the referral routes into the Service and how such referrals and emergency cases will be prioritised. It is expected that referrals from the Council and other agencies in respect of individuals/families who are at risk of homelessness or court action will be prioritised.</p> <p>4.6 Depending upon the circumstances of each Cherwell resident seeking help, the Service Provider may also need to consider the family/household circumstances and prioritise and provide different levels of help and assistance as needed. These might include (but not limited to):</p> <ul style="list-style-type: none"> • Information – Generic information and advice that is relevant but not specifically tailored to an individual service user/family circumstance. • Discrete Advice – Information and money advice that is tailored to an individual service user/family circumstance and can be provided in a single interaction/intervention. • Detailed Advice – In-depth information and money advice that is tailored to a service user/family's specific circumstances and may involve multiple appointments. • Casework – The Service Provider will take responsibility to support service users with a range of issues. This will be more in-depth advice and support to meet the specific needs of individuals and their households and may involve several appointments covering weeks/months. <p>4.7 The telephone and online advice service referred to in 4.3 above, will initially triage calls/online contacts to understand people's</p>
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issues and needs. Where possible, issues will be resolved at first point of contact by giving information and discreet advice over the phone/online (including webchat) and signposting to other services where appropriate. Depending on the individual's circumstances, they may also wish to receive advice on what forms need to be completed to maximise income, reduce debt and access other support to maintain financial independence. It is envisioned that the majority, an estimated 60 to 65 percent (%) of all contacts with the Service will be provided with general information and discrete advice.

4.8 The community-based face to face advice service (available at publicly accessible locations in the Cherwell district as drop-in sessions and appointments) will assist individuals with more detailed advice, casework and support to help resolve money/financial related issues and improve individual's financial positions through improved personal budgeting, income maximisation and reconciliation of debts/debt management. Where this is not immediately possible, other areas of funding for the client must be explored in order to make direct financial interventions into insurmountable debt. This may be funding bankruptcy or the settling of debts.

4.9 To reflect changing needs in the community, it is estimated that around 25 to 35 percent (%) of all contacts with the Service will require more detailed casework and support and the Service Provider will be required to work closely with individual service users to build on their personal knowledge and resilience and, help them find a positive resolution to their circumstances, with the aim of reducing the need of repeat visits to the Service in the future.

4.10 Where other funding is not available to provide a Personal Budgeting Support or similar service, this will be provided as part of the general money advice service for claimants of Universal Credit identified and referred by DWP. Individuals who have been referred, are likely to require advice and support via telephone or face-to-face appointments.

4.11 The Service Provider will also be expected to refer individuals seeking debt and money advice where appropriate, to take up opportunities to access services from local Credit Unions or other suitable services which will provide better financial outcomes in respect of loans and savings.

4.12 It is expected that:

- The Service Provider also receives funding for in-depth and qualified legal advice , to support appeals regarding decisions made about benefits, Housing or an individual's finances, funding from Cherwell District Council should be targeted to support individuals for whom help under the Legal Aid Agency is not appropriate. However it is expected that full unfettered legal support via other funding be offered to Cherwell Housing clients, where legal barriers are preventing financial or housing crisis resolution.
- The Service Provider will develop and maintain standards of service delivery by: evaluating their effectiveness; developing new methods of service delivery; consulting with staff, volunteers, user groups and relevant stakeholders; monitoring and keeping up to date with best practice in the field.
- The Service Provider will employ 2 full time paid workers with a majority workload focused on Cherwell Housing referrals. Voluntary and paid advisers with relevant skills (including languages) to meet the needs of actual and potential clients. These two workers will use all tools and resources available to them to resolve fully and in-depth the complex monetary and Housing crisis presented to them.
- Where there is a need to provide information or a service in a more accessible format, the Service Provider should set out how it will meet these requirements.
- The Service Provider will demonstrate how they will ensure representative service take up from different gender, age groups, ethnic minority groups and people with disabilities.
- The Service will need to be well publicised and promoted to ensure full utilisation of the Service across Cherwell and take up is representative of the local community. This may entail monitoring how people have heard about the Service and considering branding and forms of publicity to build up customer confidence. The Service Provider may need to work collectively with the Council and the media to promote key issues and changes etc.
- In the case of an emergency situation e.g. measures introduced to deal with a pandemic or local flooding event etc. the Service Provider will be expected to provide a demand-responsive Service to Cherwell

residents and feedback to the Council to enable the management of the situation as required.

- Where the Service Provider can provide additional services alongside the money advice service, they should set out the details including any added value and contribution to community cohesion, health and wellbeing, economic benefit and social inclusion.

5. Service performance and outcomes

5.1 The Service Provider will develop a robust and detailed performance framework in partnership with the Council, which demonstrates how the Service will support people not only to resolve issues but also to build resilience so that people are better able to 'self-serve' in the future, for example being able to access online information and advice or address issues in a timely way to avoid crises.

5.2 The following measurements are likely to be used in assessing the performance of the Service:

- The number, profile and geographical spread of people who have accessed the Service.
- Feedback from people who have accessed the Service – customer satisfaction/enhanced wellbeing
- Feedback from referring services
- Case studies (particularly useful to process map any issues)
- Outcomes monitoring including homelessness prevention in Cherwell, positive outcomes for service users and how the outcomes demonstrate value for money.
- Service Provider feedback on any identified trends and local issues

5.3 Reporting mechanisms may include the following:

- Quarterly* monitoring reports on an agreed form layout
- Quarterly* monitoring meetings between the service provider and the District Council representative. This may result in an action plan if service improvement is needed
- Monitoring of complaints, their progress and outcomes.

*This may be more frequent in the early stages of the contract or during times when there are service performance concerns.

5.4 Overall, the Service Provider will demonstrate

the following outcomes:

- Amount of financial gain, through income maximisation and debts negotiated or written off. It is anticipated that financial gain will be in the region of £5 million per annum.
- Reduction in number of people returning to the Service (using year 1 as a baseline)
- Number of service users helped. It is anticipated that the annual number of households receiving assistance will be in the region of 5,000.
- At least 95% of all referrals made by the Council to the Service to support individuals/families and prevent homelessness, will be prioritised and action taken within 5 working days.

6. Service Provider staffing requirements

6.1 The Service Provider will be accredited e.g. by the Advice Services Alliance (Advice Quality Standard) or the Legal Aid Advice Specialist (Quality Mark) and be approved by the Financial Conduct Authority to deliver debt advice. Staff should have up to date knowledge and relevant sector experience of:

- benefits and entitlements
- personal financial management e.g. dealing with debt, budgeting, interventions.
- how the care and support systems work.
- working with vulnerable people and people who may be distressed and in crisis.

6.2 The Service Provider is responsible for ensuring that the information and advice given is correct and appropriate with regard to the needs and circumstances of the individual. The Service Provider will ensure that the service staff keep up to date with current benefit legislation and training requirements, and Oxfordshire Safeguarding processes and procedures.

6.3 The Service Provider will work closely with other information, advice and guidance providers, for example, the council's housing team and floating support services to prevent homelessness, to share best practice and information, and also work co-operatively with health, social care and voluntary sector providers to ensure that people who use and require the Service have a clear pathway and referrals to the support and outcomes they need.

6.4 The Service Provider will be responsible for: the recruitment and employment of staff and volunteers; with two paid members of staff

	<p>dedicated to Cherwells needs payment of all taxes and National Insurance relating to the employment of staff; and must ensure that all employees have the required documentation to carry out work in the UK.</p> <p>6.5 The Service Provider will ensure that when staff attend the Council's premises that they conform to the Council's codes and regulations, adopt proper standards of behaviour and co-operate with the Council's staff and agents</p> <p>Following the 2022 procurement exercise, the contract should be awarded by unanimous determination to Citizens Advice North Oxfordshire</p>
Suggested Suppliers	Citizens Advice North Oxfordshire
Service Commencement Date	1 st January 2022
Risks/Issues	Minimal risk. Supplier is currently under contract with CDC for Money Advice 2020/2022

Approving Manager:	Name:
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Cost Centre or Internal Order number	Cost Centre Manager	Business Budget allocated to supplier spend (£)	IT Budget allocated to supplier spend (£)	If "XXXXXX UK IT" spend provide specific details.

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

Document is Restricted

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