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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive

Date: Monday 3 July 2023

Time: 6.30 pm

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

Membership

**Councillor Barry Wood
(Chairman)**

Councillor Phil Chapman
Councillor Donna Ford
Councillor Andrew McHugh
Councillor Dan Sames

Councillor Adam Nell (Vice-Chairman)

Councillor Sandy Dallimore
Councillor Nicholas Mawer
Councillor Eddie Reeves
Councillor Nigel Simpson

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Petitions and Requests to Address the Meeting

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

4. Minutes (Pages 7 - 14)

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

5. Chairman's Announcements

To receive communications from the Chairman.

6. Performance, Risk and Finance Monitoring Report End of Year 2022 - 2023
(Pages 15 - 86)

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

Purpose of report

To give an update on the council's performance, risk, and financial positions for the period up to the end of the financial year 2022-2023.

Recommendations

The meeting is recommended:

- 1.1 To note the Performance, Risk and Finance Monitoring Report for End of year 2022- 2023.
- 1.2 To note the Annual Report 2022 – 2023 (Appendix 9).
- 1.3 To approve the carry forward of funding into reserves and agree the allocations being released for use in 2023/2024 as set out in Appendix 6.
- 1.4 To approve the capital carry forwards described in Appendix 1.
- 1.5 To approve the Use of / Contributions to Reserves as set out in Appendix 5.
- 1.6 To note the outturn underspend for 2022/2023.

7. Monthly Performance, Risk and Finance Monitoring Report May 2023 (Pages 87 - 132)

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

Purpose of report

To update Executive on the council's performance, risk, and financial positions for the 2023/24 financial year to the end of May 2023.

Recommendations

The meeting is recommended:

- 1.1 To note the Performance, Risk and Finance Monitoring Report for May 2023.
- 1.2 To note the Budget Management Report.
- 1.3 To approve the proposed changes in use of reserves in Appendix 5.
- 1.4 To Note the Virements agreed under S151 delegations in Appendix 3.

8. Cherwell Digital Futures Strategy (Pages 133 - 162)

Report of ICT and Digital Lead

Purpose of report

To present the Digital Futures Strategy, a forward-thinking blueprint designed to greatly improve the experience for all stakeholders - citizens, businesses, partners, visitors, staff, and elected members. Our strategy deviates from traditional IT strategies; instead of centring on specific technology implementations, we prioritise identifying innovative technologies and approaches that align with our ambition to become the best version of ourselves. Our aim is to leverage digital advancements to foster an improved, engaging, and seamless experience for all.

Recommendations

The meeting is recommended:

- 1.1 To approve the Digital Futures Strategy.

9. Discretionary Housing Payments Policy reviewed 2023/2024 (Pages 163 - 186)

Report of Assistant Director of Finance

Purpose of report

To inform Executive of the reviewed policy for Discretionary Housing Payment (DHP) and proposed updates.

Recommendations

The meeting is recommended to:

- 1.1 Note the contents of the reviewed policy for Discretionary Housing Payments.
- 1.2 Approve the policy for Discretionary Housing Payments (appendix one).

10. Implementation of Car Parking Pricing (Pages 187 - 198)

Report of Assistant Director Environmental Services

Purpose of report

To inform Members of the changes proposed to the implementation of car park price increases during summer 2023 and provides the rationale for the revised implementation.

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

Recommendations

The meeting is recommended:

- 1.1 To note the proposed changes below:
- Increase the 1st hour from £1.10 to £1.20. This will increase income broadly in line with inflation.
 - Keep the 2nd and 3rd hour unchanged as parking usage has demonstrated that use has declined and is not competitive with alternative car parking offers.
 - Increase the daily charge from £5.00 to £5.50 – an increase of 10p per hour - in line with inflation and as long stay car parks are showing increasing demand from increasing numbers of workers returning to office.
 - Increase the ultra short stay from £1.10 to £1.20 for ½ hour. Increase the hour rate from £1.60 to £1.70 in ultra short stay car parks, where it is evidenced that there is increasing demand.
- 1.2 To approve the publishing of the revised charges.

11. Budget and Business Planning Process 2024/25 - 2028/29 (Pages 199 - 226)

Report of Assistant Director of Finance

Purpose of report

This report is to inform the Executive of the proposed approach to the 2024/25 Budget and Business Planning Process and provides context and background information on the existing Medium-Term Financial Strategy and information on latest government announcements relevant to the Strategy.

Recommendations

The meeting is recommended to:

- 1.1 Approve the Budget and Business Planning Process for 2024/25.
- 1.2 Approve the base assumptions to be used for the 2024/25 budget.
- 1.3 Approve a five-year period for the Medium-Term Financial Strategy to 2028/29 and five-year period for the Capital Programme to 2028/29.
- 1.4 Approved the revised Reserves Policy at Appendix 4.

12. Award of Contract for the Repair and Refurbishment of Town Centre House
(Pages 227 - 230)

Report of Assistant Director Wellbeing and Housing

Purpose of report

To delegate authority to Assistant Director Wellbeing and Housing to award the contract to the successful tender for the repair and refurbishment of Town Centre House.

Recommendations

The meeting is recommended:

- 1.1 To delegate authority to Assistant Director Wellbeing and Housing to award the contract for the repair and refurbishment of Town Centre House in consultation with the Monitoring Officer and s151 Officer.
- 1.2 To delegate authority to the Monitoring Officer to enter into the agreement with the successful tenderer.

13. Updates to Terms of Reference of the Future Oxfordshire Partnership (Pages 231 - 256)

Report of Monitoring Officer

Purpose of report

To set out and approve adjustments to the Future Oxfordshire Partnership's Terms of Reference following recent changes to the programmes within the Oxfordshire Housing and Growth Deal.

Recommendations

The meeting is recommended:

- 1.1 To approve the Future Oxfordshire Partnership's revised Terms of Reference and Memorandum of Understanding.

14. Pledges to Oxfordshire Inclusive Economy Partnership's Charter (Pages 257 - 266)

Report of Assistant Director - Growth and Economy

Purpose of report

This report advises on the use of the delegated authority granted in January 2023 for the Council to make Pledges towards the implementation of the Oxfordshire Inclusive Economy Partnership (OIEP) Charter.

Recommendations

The meeting is recommended:

- 1.1 To re-confirm Cherwell District Council's commitment to the adoption of twelve pledges (Appendix Two) aligned with OIEP 2023-24 and to support delivery of the pledges through appropriate services areas.
- 1.2 To delegate engagement with and membership of the OIEP Steering Group and Working Groups on behalf of the Council to Corporate Director – Communities, in conjunction with the Portfolio Holder for Regeneration.

15. Urgent Business

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

Information about this Agenda

Apologies for Absence

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

Declarations of Interest

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

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

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

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

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

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Queries Regarding this Agenda

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

Yvonne Rees
Chief Executive

Published on Friday 23 June 2023

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 3 April 2023 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 Richard Mould, Portfolio Holder for Corporate Services
Councillor Adam Nell, Portfolio Holder for Finance
Councillor Lynn Pratt, Portfolio Holder for Property

Also Present:

Councillor Sandy Dallimore, Chairman Overview and Scrutiny Committee

Also Present Virtually:

Councillor Dorothy Walker

Apologies for absence:

Councillor Eddie Reeves, Portfolio Holder for Safer Communities
Councillor Dan Sames, Portfolio Holder for Clean and Green

Officers:

Ian Boll, Corporate Director Communities
Stephen Hinds, Corporate Director Resources
Shiraz Sheikh, Assistant Director Law, Governance & Democratic Services/Monitoring Officer
Nicola Riley, Assistant Director Wellbeing & Housing
Ed Potter, Assistant Director Environmental Services
Joanne Kaye, Head of Finance and Deputy S151 Officer
Natasha Clark, Governance and Elections Manager

Officers Attending Virtually:

Yvonne Rees, Chief Executive
Mark Mills, Policy Officer

107 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

The Chairman welcomed Councillor Dallimore, Chairman of Overview & Scrutiny Committee, and Councillor Walker to the meeting. Councillor Dallimore would be speaking on item 7, Equalities, Diversity and Inclusion (EDI) Action Plans. Councillor Walker would be speaking on item 10, Environment, Social and Governance (ESG) Investment, as she had proposed the motion to the 19 December 2022 Council meeting.

109 **Minutes**

The minutes of the meeting held on 6 March 2023 were agreed as a correct record and signed by the Chairman.

110 **Chairman's Announcements**

The Chairman paid tribute to Councillors Clarke, Mould and Corkin who were standing down at the May local elections and this was therefore their last Executive meeting.

Councillor Clarke had been a district councillor for 19 years. The Chairman personally thanked Councillor Clarke for his hard work on the Executive and as Portfolio Holder for Planning.

Councillor Mould had been a district councillor for 8 years. The Chairman personally thanked Councillor Mould for his diligence and hard work in each of the various portfolios he had held.

Councillor Corkin had been a district councillor for 9 years. The Chairman personally thanked Councillor Corkin for his hard work and diligence on the Executive and was particularly grateful for the personal support from Councillor Corkin as Deputy Leader.

Councillors Clarke, Mould and Corkin each responded to the Leader's comments thanking him for his leadership and friendship and wishing Members and officers all the best for the future.

111 **Oxfordshire Net Zero Route Map & Action Plan**

The Climate Action Manager submitted a report to provide an overview of the "Oxfordshire Net Zero Route Map and Action Plan". The report set out the

context for the production of the Route Map and Action Plan, along with detail of the structure and key areas of activity, such as decarbonising buildings and transport across the district.

During recent years, Cherwell District Council had worked collaboratively on the climate change agenda with Oxfordshire County Council and other authorities in Oxfordshire leading to successful outcomes, such as the Park & Charge EV infrastructure in our car parks. This approach had led to investment in the district, whilst minimising the resource impact upon staff, e.g. to deal with procurement, project management etc. The Route Map and Action Plan focussed on the areas of activity which could be enabled through joint working with our local authority partners.

Resolved

- (1) That the proposed Route Map and Action Plan which seeks to deliver the ambitions of the Pathways to a Zero Carbon Oxfordshire (PaZCO) 2021 report be supported.
- (2) That, for the avoidance of doubt, it be agreed that this Council does not support the closure of the level crossing at London, Road, Bicester.

Reasons

This Action Plan and Pathway which aim to achieve a zero carbon Oxfordshire, is a detailed study of the work and actions needed to achieve the county-wide 2050 target. The actions are based on the most 'ambitious' pathway to achieve 2050, with an interim target of reducing our emissions by half by 2030. It has been written with Cherwell in mind, and there are many aspects that we will be responsible for delivering ourselves.

By working jointly with our local authority partners on this Route Map and Action Plan, we place ourselves in the strongest position possible to meet our climate change objectives.

Examples of areas of work where working collaboratively is particularly beneficial include regional retrofitting of homes, conserving and enhancing our natural capital and planning to meet future energy needs.

The entire body of work required to achieve the 2050 target is not contained within this study, although there is a wider programme of work already taking place, of which this study is a part.

The delivery of significant and high impact decarbonisation solutions is dependent on building and sustaining successful and productive co-working relationships across the public, private and third sectors. Oxfordshire is fortunate enough to have strong existing partnerships and collaborations on which to build.

Securing the appropriate funding to execute the priority actions is an integral part of Oxfordshire's net zero journey, with finance acting as either a key

enabler or barrier to success. Whilst a fundamental component, finance is historically difficult to secure. It requires ongoing attention, critically taking forward the enabling action to identify innovative approaches to sit alongside conventional funding sources (including grants from national government and the allocation of local authority budgets).

An innovative approach to delivering the actions will be needed. This includes sourcing and accessing alternative funding opportunities, supporting and bringing inventive technology into the mainstream, and encouraging communities to adopt novel solutions to local problems.

Opposition to the closure of the level crossing at London Road, Bicester is agreed for the avoidance of doubt.

Alternative options

Option 1: Not support the Pathway and Action Plan. This work supports our own ambitions around reducing greenhouse gas emissions and is an important body of evidence that can underpin our own action planning for carbon net zero.

Pursuing Option 1 however, would mean that CDC would not benefit from wider opportunities that are presented from joint working with other local authorities. Climate action is almost always more effective when taken collaboratively leading to joint benefits achieved at a greater scale.

112

Equalities, Diversity and Inclusion (EDI) Action Plans

The Assistant Director – Customer Focus submitted a report which sought agreement of the action plans for delivering the council's equality, diversity and inclusion (EDI) commitments for creating inclusive communities, services and an inclusive workforce, which were set out in its Equalities Framework, Including Everyone.

Councillor Dallimore, Chairman of the Overview and Scrutiny Committee, which had nominated Members to the EDI working group and had reviewed the Inclusive Communities and Inclusive Services draft action plans at their 14 March meeting addressed Executive. Councillor Dallimore commended the work that had been undertaken to date by the working group and officers.

Resolved

- (1) That the draft action plans for Inclusive Communities, Inclusive Services and Inclusive Workplaces be approved.
- (2) That the addition to the Inclusive Communities plan of an action to “use our participation in the Oxfordshire Inclusive Economy Charter as a spur to further activities which promote equality, diversity and inclusion locally” be approved.

- (3) That the recommendation from the Overview and Scrutiny Committee to amend the Inclusive Communities to include an additional action to *“develop and agree a policy for supporting national events that further our corporate priorities and reflect the diversity of our communities”* and provide further clarification under commitment 1.03 that the review of our support to refugees, asylum seekers and other vulnerable migrants would consider the impact on migrants *“of all nationalities”* be approved.
- (4) That authority be delegated to the Assistant Director for Customer Focus in consultation with the Portfolio Holder for Corporate Services and the Chair of the Equality, Diversity and Inclusion working group, to make minor amendments to the agreed action plans and to update on a rolling basis.

Reasons

The council is committed to going above and beyond our statutory responsibilities in creating inclusive communities and services and an inclusive workforce. To do this effectively we need to have the right resources and infrastructure in place to:

- capture the latest EDI data and trends
- use the data available to identify and address any barriers
- ensure EDI implications are identified and considered at the earliest opportunities through our service planning and decision making processes

The Inclusive Communities, Inclusive Services, and Inclusive Workplaces Action Plans provides a structure in which this can be delivered and a basis on which further more specific, substantive work on this topic can be delivered.

Alternative options

Option One: To continue to deliver the original action plan. This option has been rejected as the council is now a standalone authority and therefore the action plan needs to reflect its single council status.

113

Performance Outcomes Framework 2023-2024

The Assistant Director – Customer Focus submitted a report to present the approach for measuring, monitoring, and reporting on the council’s performance and progress towards its priorities and objectives for 2023/24.

Resolved

- (1) That the proposed approach for measuring and monitoring the council’s performance against achieving its desired outcomes for 2023/24 be approved.

Reasons

This report sets out a suggested framework for measuring and monitoring the council's performance and progress towards achieving better outcomes for its communities. This framework will ensure there is a clear pathway to achieving success, hence the recommendation for approval of the proposed framework.

Alternative options

Option One: Not to agree a performance management framework, but without one the council cannot monitor its progress towards its desired outcomes and therefore agree any corrective action that might be necessary to keep them on track. Therefore, the council would risk not delivering its desired outcomes for its communities. This option has therefore been rejected.

114

Integrated Care Board 5-year Strategic Plan Update

The Assistant Director Wellbeing and Housing submitted a report to share the draft 5-year strategy of the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Partnership (ICP).

Resolved

- (1) That the 5 year strategic plan of the Integrated Care Partnership for Buckinghamshire, Oxfordshire and Berkshire West be endorsed.
- (2) That the opportunity to participate in the development of the Oxfordshire specific plan and the importance of the Health and Wellbeing Board in shaping that for residents' benefit be welcomed.

Reasons

This is a significantly influential strategy that may impact on the development of the Local Plan and Healthy Place Shaping policies as well as the developing Wellbeing Strategy for Cherwell.

Alternative options

Option 1: Not endorse the future strategy of the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Partnership (ICP). Rejected as there is a significant synergy with our own developing plans and past place-based plans that have shaped the direction of travel for our policies over the last 5 years.

115

Environmental, Social and Governance (ESG) Investment

The Assistant Director of Finance (S151) submitted a report to provide information to Executive on ESG in the context of Local Government and to allow for consideration of the motion referred by Council 19 December 2022 to the Executive.

Councillor Walker, as proposer of the motion to the Council meeting, addressed Executive. Councillor Walker thanked Executive for the detailed report and requested that updates be provided at appropriate times.

The Portfolio Holder for Finance thanked Councillor Walker for her comments and assured that updates would be provided at appropriate times.

Resolved

- (1) That the Local Government context for the application of ESG principles and how the Council will respond to the motion relating to Environmental, Social and Governance (ESG) principles be noted.
- (2) That, in response to proposal 1, "Holding transparent annual audits of all our investments to be measured against ESG principles which will be published alongside the annual accounts", officers be requested to update the Executive on ESG audit requirements following the outcome of the Financial Reporting Council (FRC) and subsequent CIPFA requirements.
- (3) That, in response to proposal 2, "To divest as soon as practicable from any investment that runs contrary to ESG principles and any other standards set by the council, particularly with respect to any funds connected with fossil fuels, unfair labour practices or exploitation of workers", it be agreed to agree to continue to comply with the current Council approved Capital and Investment and Treasury Management Strategies until such time as there is more information available about defining ESG principles within a Capital and Investment or Treasury Management Strategy.
- (4) That in response to proposal 3, "To urge the Oxfordshire Pension Fund to further divest from fossil fuel investments at the earliest opportunity with a firm timetable for complete divestment from such funds by 2030", it be agreed that the Leader initially write to the Pension Fund to understand how the pension fund invests in its assets and then act appropriately based on the information received.

Reasons

The report sets out ESG in the context of Local Government and the proposed actions in response to the motion received by Council and referred to the Executive.

Alternative options

No alternative options have been identified and rejected.

The Assistant Director of Finance (Section 151 Officer) submitted a report to inform the Executive of the urgent decision that was taken by the Corporate Director Resources to accept the outcome for the insurance tender and appoint the insurers for three years, with the option to extend for a further 2 years, so that the necessary insurances would be in place on 1 April 2023.

Resolved

- (1) That the urgent decision taken by the Corporate Director Resources on 13 March 2023 in relation to the award of insurance be noted.

Reasons

In line with the Constitution, this report is informing Executive of the decision which were taken by the Corporate Director Resources to ensure that the Council has insurance in place on 1 April 2023.

Alternative options

Option 1: Not to note the report. This is not recommended as the urgent action has been taken and it is a constitutional requirement for it to be reported to Executive.

117 **Urgent Business**

There were no items of urgent business.

The meeting ended at 7.10 pm

Chairman:

Date:

Cherwell District Council

Executive

3 July 2023

Performance, Risk and Finance Monitoring Report End of year 2022 - 2023

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

This report is public

Purpose of report

To update Executive on the council's performance, risk, and financial positions for the period up to the end of the financial year 2022-2023.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the Performance, Risk and Finance Monitoring Report for End of year 2022-2023.
- 1.2 To note the Annual Report 2022 – 2023 (Appendix 9).
- 1.3 To approve the carry forward of funding into reserves and agree the allocations being released for use in 2023/2024 as set out in Appendix 6.
- 1.4 To approve the capital carry forwards described in Appendix 1.
- 1.5 To approve the Use of / Contributions to Reserves as set out in Appendix 5.
- 1.6 To note the outturn underspend for 2022/2023.

2.0 Introduction

- 2.1 This report provides with financial, performance and risk insights on our overall delivery against the council's business plan priorities from April 2022 to March 2023.

During an eventful year, our overall performance in 2022-23 remained strong, confirming our commitment to being a high performing council, working hard to embed a culture of continuous improvement, providing excellent services, keeping our residents at the heart of all we do.

3.0 Report Details

3.1 This report is split into three sections:

- Finance
- Performance
- Risk

3.2 The Finance section presents the year-end results for the 2022/2023 financial year, based on actual income and expenditure figures up to the end of March.

3.3 The Performance section sets out the council's delivery towards its 2022-23 Business Plan commitments.

3.4 The Risk section highlights the council's Leadership Risk Register position as of the end of the financial year 2022- 2023, it also includes the end of year risk scorecard of with all Leadership risks.

3.5 Finance Update

The council has been successful in delivering an outturn position for 2022/23 with an overall minor underspend of (£0.001m). This is a significant achievement under the current economic circumstances. In addition to being able to come in under budget, the Council has been able to address a number of items within the outturn to benefit the Council:

- £1.145m has been identified to be set aside to contribute to reserves. This will be used to mitigate a deficit in the business rates collection fund in 2024/25.
- The Council was able to identify underspends across the organisation to address an underachievement of S31 grant income in 2022/23 of £0.871m due to business rates reliefs funded by S31 grant being lower than budgeted.
- Addressing these two issues now have the dual benefit of
 - not increasing the pressure on the 2024/25 budget, and
 - relieves pressure on the 2022/23 budget which had assumed that it would need to make contributions to reserves to address these issues.
- The Council had also budgeted to use £1.200m of reserves from capital fund, none of which was required due to underspends elsewhere in the budget and has all been returned to reserves.
- In addition, the Council was still able to make a contribution of £0.200m to the General Fund, compared to a budgeted commitment of £0.500m.

For further details on the above please see appendix 2

Report Details

Table 1.1: Forecast Year End Position

Service	Original Budget £m	Current Budget £m	Year End Position at March £m	March Variance (Under) / Over £m	% Variance to current budget %	January Variance (Under) / Over £m	Change since Previous (better) / worse £m	
HR & OD	0.822	0.852	0.809	(0.043)	-5.0%	0.000	(0.043)	Green
Wellbeing & Housing	3.339	3.780	3.776	(0.004)	-0.1%	0.170	(0.174)	Green
Customer Focus	1.606	1.848	2.021	0.173	9.4%	0.185	(0.012)	Red
Chief Executive	5.767	6.480	6.606	0.126	1.9%	0.355	(0.229)	Red
Finance	2.850	3.134	3.292	0.158	5.0%	(0.024)	0.182	Red
Legal & Democratic	1.709	1.904	2.111	0.207	10.9%	0.169	0.038	Red
ICT	1.235	1.251	1.380	0.129	10.3%	0.175	(0.046)	Red
Property	(3.196)	(1.483)	(1.539)	(0.056)	3.8%	(0.097)	0.041	Green
Resources	2.598	4.806	5.244	0.438	9.1%	0.223	0.215	Red
Planning & Development	1.752	1.814	0.923	(0.891)	-49.1%	(0.663)	(0.228)	Green
Growth & Economy	0.336	0.779	0.724	(0.055)	-7.1%	(0.040)	(0.015)	Green
Environmental	4.057	4.664	5.736	1.072	23.0%	0.933	0.139	Red
Regulatory	1.112	1.123	1.126	0.003	0.3%	0.000	0.003	Red
Communities	7.257	8.380	8.509	0.129	1.5%	0.230	(0.101)	Red
Subtotal for Directorates	15.622	19.666	20.359	0.693	3.5%	0.808	(0.115)	Red
Executive Matters	4.315	3.076	2.240	(0.836)	-27.2%	(0.515)	(0.321)	Green
Policy Contingency	3.555	0.750	0.021	(0.729)	-97.2%	(0.332)	(0.397)	Green
Total	23.492	23.492	22.620	(0.872)	-3.7%	(0.039)	(0.833)	Green

FUNDING	(23.492)	(23.492)	(22.621)	0.871	-3.7%
(Surplus)/Deficit	0.000	0.000	(0.001)	(0.001)	

0.000	0.871
(0.039)	0.038

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

Funding - Business Rates Income

Table 1.2 provides a breakdown of the business rates outturn position for 2022/23.

The variance of £0.871m has been met from underspends identified at year end across the organisation and is explained in detail in Appendix 2.

Table 1.2: Business Rates Outturn 2022/23

Business Rates Breakdown	Original Budget £m	Year End £m	Variance £m
Business Rates Share	(34.474)	(34.474)	0.000
Business Rates Tariff	29.072	29.072	0.000
Business Rates Levy	4.467	5.294	0.827
Business Rates Pooling Gain	(2.210)	(2.442)	(0.232)
Section 31 grants	(8.406)	(8.130)	0.276
Previous Year Collection Fund Deficit	10.479	10.479	0.000
Use of Section 31 Reserve	(10.324)	(10.324)	0.00
Grand Total	(11.397)	(10.526)	0.871

Table 2: Analysis of Variance – March 2023

Breakdown of current month forecast	Outturn £m	Base Budget Over/ (Under) £m	Savings Non-Delivery £m
Chief Executive	0.126	(0.097)	0.223
Resources	0.438	0.213	0.225
Communities	0.129	(0.249)	0.378
Subtotal Directorates	0.693	(0.133)	0.826
Executive Matters	(0.836)	(0.836)	0.000
Policy Contingency	(0.729)	(0.729)	0.000
Total	(0.872)	(1.698)	0.826
FUNDING	0.871	0.871	0.000
(Surplus)/Deficit	(0.001)	(0.827)	0.826

Table 3 – Budget compared with Outturn

The graph below shows the change from January's forecast to March's outturn position for the financial year.

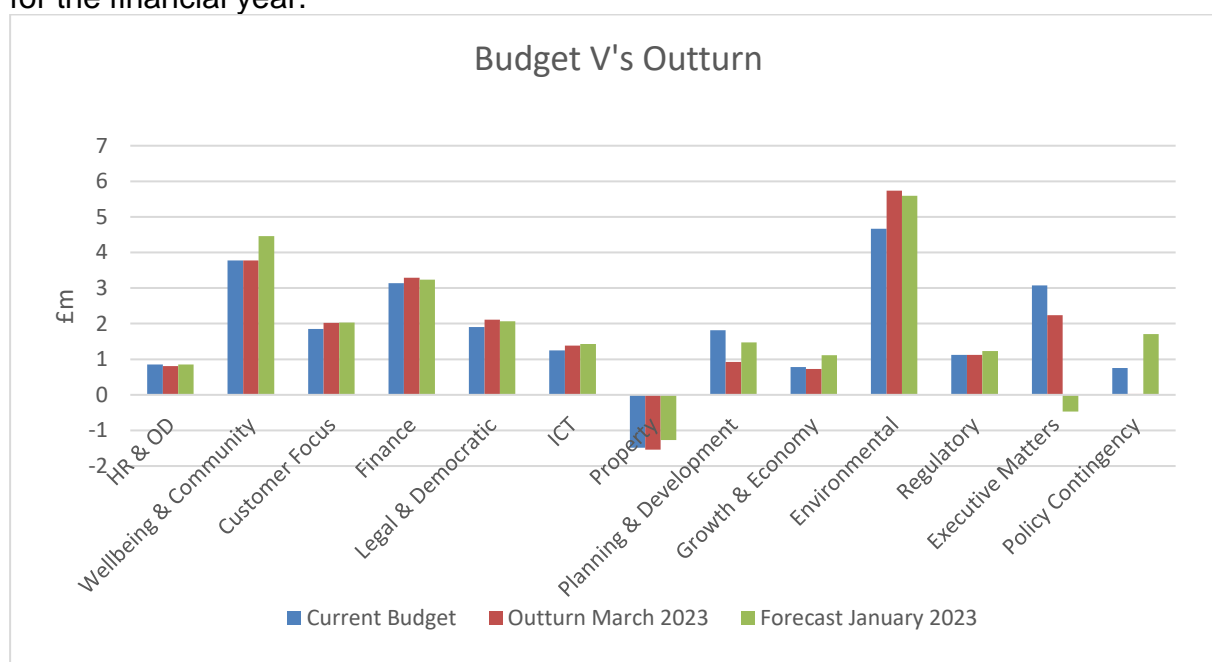


Table 4: Top Five Major Variances:

Portfolio	Current Budget	Variance	% Variance
Development Management	(0.024)	(0.850)	3541.7%
Policy Contingency	0.750	(0.729)	-97.2%
Interest	(2.375)	(0.593)	25.0%
Car Parks	(0.950)	0.347	-36.5%
Waste & Recycling	2.933	0.597	20.4%
Total	0.334	(1.228)	

The top 5 services differ slightly from last month although there is an overall improvement of (£1.136m)

Development Management Variance (£0.850m) [January Variance (£0.742m)]: - Development Management income exceeded expectations (£2.702m) compared to a budget of (£2.249m) and a further (£0.118m) was received from monitoring fees owing. This represents an additional (£0.571m) over that expected.

Policy Contingency

The movement in policy contingency is shown in the table below: -

Policy Contingency	Budget	Expenditure	Notes
Original Budget	3.555		
Inflation Contingency	-0.334		Used to fund pay award
Affordable Housing	-0.840		For Town Centre Roof
Commercial Risk	-0.458		Car Park Income
General Contingency	0.077		£77k is relating to Saving GWR002 removed
General Contingency	0.300		Reduction in General fund contribution
General Contingency	-0.010		Utility cost review
General Contingency	-0.010		Elections budget realignment
General Contingency	-0.047		Pension Strain
Separation Costs	-0.399		Decoupling pressure
General Contingency	0.061		NI reduction returned from services to Policy Contingency
General Contingency	-1.145		Contribution to S31 Reserve
		0.021	Minor corporate costs funded from general contingency
	0.750	0.021	

Interest Variance (£0.593m) [January Variance (£0.515m)]: -

In July 2022 the Council identified that interest rates were rising and took the decision to borrow £66m to address its borrowing needs over the following two years. This has successfully insulated the Council from the increased borrowing costs that have taken place since then. The Council has been able to invest this surplus cash prior to loan repayments becoming due. As interest rates have increased, the council is anticipating higher than budgeted income of (£0.593m).

Car Parks Variance £0.347m [January Variance £0.332m]: -

There is a £0.347m reduction in car park income which has previously been reported mainly due to reduced volumes as a result of ongoing changes in customer behaviour. This has been addressed in the budget for 2023/24 and a review of the councils assets in the future will aim to maximise use of space.

Waste & Recycling Variance £0.597m [January Variance £0.624m]: -

The pressure within Waste and Recycling of £0.597m is a result of a combination factors. An increase of £0.571m in employee costs due to continued unusual amount of long-term sickness and vacancies. Gate fees have risen by £0.269m due to a decrease in the value of recycled materials and an increase of £0.081m on transport costs of which £0.109m is result of high fuel costs.

Table 5 - Earmarked Reserves and General Balances at March 2023

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

Reserves	Balance 1 April 2022	Original Budgeted use/ (contribution)	Changes agreed since budget setting	Changes proposed March 2023	Balance 31 March 2023
	£m	£m	£m	£m	£m
General Balance	(5.950)	(0.500)	0.000	0.300	(6.150)
Earmarked	(23.691)	2.262	(2.067)	(4.555)	(28.051)
Ringfenced Grant	(16.215)	11.205	2.696	(2.015)	(4.329)
Subtotal Revenue	(45.856)	12.967	0.629	(6.270)	(38.530)
Capital	(8.049)	0.000	0.000	0.000	(8.049)
Total	(53.905)	12.967	0.629	(6.270)	(46.579)

Please see appendix 5 for requests for reserves transfers.

3.6 Capital

The Council has an in-year underspend of (£14.958m), of which £14.273m is requested to be reprofiled in future years. This represents an overall decrease in the total cost of schemes of (£0.685m) due to a number of schemes no longer going ahead.

Table 7 - Capital Spend 2022/2023

Directorate	Budget £m	Outturn 2022/23 £m	Re-profiled beyond 2022/23 £m	Variance to Budget £m	Prior Month Variance to Budget £m
Chief Executives	4.602	2.305	2.297	0.001	(0.002)
Resources	14.571	6.133	7.738	(0.699)	(0.552)
Communities	5.241	1.017	4.238	0.014	0.020
Total	24.413	9.455	14.273	(0.685)	(0.534)

Table 8 – How the Capital Programme is financed

Financing	22/23 Budget	Future Years
Borrowing	17.230	9.312
Reserves	7.183	0
	24.413	9.312

Table 9 – Total Capital Project Forecast

There is a total capital project spend for the council of £33.703m resulting in an underspend of (£0.685m).

Directorate	Budget £m	Total Outturn 2022/23 £m	Variance to Budget £m	Prior Month Variance to Budget £m
Chief Executives	5.320	5.320	0.001	(0.002)
Resources	14.551	13.851	(0.700)	(0.552)
Communities	13.833	13.847	0.014	0.020
Total	33.703	33.019	(0.685)	(0.534)

For further detail please view appendix 1 Finance Capital March 2023.

Table 10 - Top Five in Year Capital Variances: -

Code	Assistant Director	Top 5 In-Year Variances	Budget Total £'000	Reprofile to 23/24 £'000
40260	Ed Potter	Land for New Bicester Depot	3,000	2,989
40144	Andrew Low	Castle Quay	3,257	2,985
40131	Nicola Riley	S106 Capital Costs	1,744	1,637
40239	Andrew Low	Bicester East Community Centre	1,450	1,371
40262	Andrew Low/Nicola Riley	Affordable Housing	1,200	1,156
			4,394	4,164

The top 5 capital projects differ to January's reporting and there has been an increase in the budget reprofiling into 2023/24 of £5.329m.

Land for New Bicester Depot: -

Due to rapid growth within the area the Council has identified a new site for the Bicester Depot and terms for the purchase are expected to be finalised early in 23/24. A project team has been established to develop the site under a separate capital scheme. The design is expected to maximise income opportunities in vehicle maintenance, energy cost reduction and which will greatly benefit the district and further our commitment to carbon reduction.

Castle Quay : -

As part of the Castle Quay Development and the regeneration of Banbury, the Council is working closely and in partnership with Oxfordshire County Council and The Mill Arts to provide new Library and Arts Facilities in Banbury respectively. Whilst arrangements are being finalised the Council has paused developments resulting in capital slippage which will be required in 2023/24.

S106 Capital : -

The budget allocation is for 16 projects funded by S106. Due to the clauses of grant agreements, the passporting of S106 funds is reliant upon timely project delivery by other bodies outside of the Council's control. Therefore, the majority of projects will be delivered in 2023/24.

Bicester East Community Centre: -

Expected start date on site is Quarter 1 of 2023/24. £1.371m of capital funding from 22/23 remains allocated to deliver this bespoke community centre for local residents.

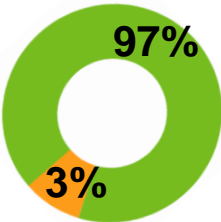
Affordable Housing: -

We have engaged design professionals to prepare the specification of works which are required to effect both the repair to the roof and the reinstatement of the living accommodation, which has been affected by the invasive investigative works which we have undertaken. The tender process will be completed in early 2023/24 with the aim being to complete the required works within the next 12 months.

3.7 Performance Summary

3.8 We achieved 32 of 33 performance goals for 2022/23, with one measure narrowly missed. This is an improvement of 12% on our performance for 2021/22

Figure 1 (below): Performance Summary End of financial year 2022-2023, 32 measures green (97%), one amber (3%) and zero red.



3.9 Performance Exceptions

The measure below missed its target for the financial year:

Measure: % of Waste Recycled and Composted

End of year: 53.1% (Target 56%)

Comment: We reported 9% more waste recycled and composted than the average for England of 44%.

3.10 Performance Highlights

Please go to our Annual Report 2022-2023 (Appendix 9) to see our highlights for the financial year.

3.11 Risk Update

3.12 The table below shows the position of all risks within the Leadership Risk Register for 2022 – 2023

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

Figure 2: Risk scorecard showing the risk scores in the Leadership Risk Register as of end of year 2022-2023

3.13 To review the full Leadership Risk Register, go to appendix 8.

4.0 Conclusion and Reasons for Recommendations

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

5.0 Consultation

This report sets out performance, risk, and budgetary positions for the end of the financial year 2022-2023, therefore no formal consultation or engagement is required.

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

6.0 Alternative Options and Reasons for Rejection

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

7.0 Implications

Financial and Resource Implications

- 7.1 Financial and Resource implications are detailed within sections 3.5 and 3.6 of this report. The reserves policy requires Executive to agree transfers to and from earmarked reserves and general balances during the financial year.

Comments checked by:

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

Legal Implications

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

Comments checked by:

Shahin Ismail, Interim Head of Legal Services,
Shahin.Ismail@cherwell-dc.gov.uk

Risk Implications

- 7.3 This report contains a full update with regards to the council's risk position at the end of 2022- 2023.

Comments checked by:

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

Equalities and Inclusion Implications

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

Comments checked by:

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

Sustainability Implications

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

Comments checked by:

Ed Potter, Assistant Director Environmental Services
Ed.Potter@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: Yes

Community Impact Threshold Met: No

Wards Affected:

All

Links to Corporate Plan and Policy Framework

<https://www.cherwell.gov.uk/info/189/performance/934/business-plan-2022-to-2023>

Lead Councillor

Councillor Sandy Dallimore, Portfolio Holder for Corporate Services
Councillor Adam Nell, Deputy Leader and Portfolio Holder for Finance

Document Information

Appendix number and title

- Appendix 1 – Finance Capital March 2023
- Appendix 2 – Detailed Revenue Narrative on Forecast March 2023
- Appendix 3 – Virements and Aged Debt March 2023
- Appendix 4 – Funding Outturn 2023
- Appendix 5 – Use of Reserves and Grant funding 2023
- Appendix 6 – Transfer to Reserves to be released in 23 - 24
- Appendix 7 – Performance Report End of year 2022- 2023
- Appendix 8 – Leadership Risk Register End of year 2023
- Appendix 9 – Annual Report 2022 - 2023

Background papers

None

Report Author and contact details.

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

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Appendix 1 - CHERWELL TOTAL CAPITAL PROJECT EXPENDITURE

CODE	ASSISTANT DIRECTOR/RESPONSIBLE OFFICER	DESCRIPTION	Total 22/23 Project Budget	March Outturn	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	1,726	85	(0)	0	1,811	1,811	(0)	The outturn for 2022/23 is £1.726m. This is less than previously forecast due to some case complexity with individual grants. Therefore there is a need to reprofile the underspent budget to fund these works in 2023/24
40160	Nicola Riley	Housing Services - capital	345	182	160	(3)	0	345	342	(3)	Practical completion payment is still due for development at NW Bicester that will now be due in 2023/24
40084	Nicola Riley	Discretionary Grants Domestic Properties	253	142	108	(3)	600	853	850	(3)	The outturn for 2022/23 is a spend of £0.142m. Therefore a request to reprofile the unspent budget of £0.111m to offset the reduction in DFG core funding in 2023/24
40010	Nicola Riley	North Oxfordshire Academy Astro turf	183	0	183	0	0	183	183	0	Delivery linked to external partners approval so spend will now take place in 2023/24
40019	Nicola Riley	Bicester Leisure Centre Extension	79	0	79	0	0	79	79	0	Through the utilisation of UKSPF in 2022/23, the unspent core budget is required to be reprofiled to continue the development of a learner pool in Bicester.
40131	Nicola Riley	S106 Capital Costs	1,744	107	1,637	(0)	0	1,744	1,744	(0)	Regular communication with Parish Councils is allowing us to monitor the projects that make up this programme of works. Cherwell hold developer contributions for each project and release funds as requested by the parish. Some projects are taking parishes longer to complete than first anticipated which explains why the spending is slower.
40181	Nicola Riley	Sunshine Centre (new extension to the front of the site)	0	0	0	0	0	0	0	0	Project completed in 2021/22
40251	Nicola Riley	Longford Park Art	45	0	45	0	0	45	45	0	The request for budget to be reprofiled 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	Project complete
40276	Nicola Riley	UKSPF - Bridge Street Community Garden	2	2	0	0	0	2	2	0	Project complete
Wellbeing & Community			4,502	2,198	2,297	(6)	600	5,100	5,093	(6)	
40208	Claire Cox	Project Manager for HR/Payroll system	100	107	0	7	120	220	227	7	The project has concluded in Q4 2022/23
HR & OD			100	107	0	7	120	220	227	7	
Chief Executives			4,602	2,305	2,297	1	720	5,320	5,320	1	
40139	Andrew Low	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	100	0	104	4	0	100	104	4	£0.100m reprofiled from 2021/22. New tender package is going out to suppliers shortly for commencement in Q1 2023/24
40141	Andrew Low	Castle Quay Waterfront	2,111	2,111	0	0	0	2,111	2,111	0	Project complete
40144	Andrew Low	Castle Quay	3,257	272	2,985	0	0	3,257	3,257	0	A number of Capital Projects have been paused whilst they are reviewed to ensure they will continue to meet the strategic direction for Castle Quay and remain relevant to meet the challenges of the changing retail market.
40162	Andrew Low	Housing & IT Asset System joint CDC/OCC	8	(18)	26	0	0	8	8	0	£0.100m allocated project budget of which £0.048m has been reprofiled from 2021/22. Initial set up cost of £0.052m with £0.002m cost per annum for hosting and software support costs for 3 years (2022/23 to 2024/25).
40167	Andrew Low	Horsefair, Banbury	55	0	55	0	0	55	55	0	The works design is now completed, pending tender. Tender went out in Feb 2023 for delivery in Q1 2023/24
40191	Andrew Low	Bodicote House Fire Compliance Works	141	0	149	8	0	141	149	8	Works are ready to be tendered, due to Bodicote House review we are re evaluating whether the works are now required.
40197	Andrew Low	Corporate Asbestos Surveys	50	0	50	0	0	50	50	0	Review of the work needs to be carried out and costs reassessed
40201	Andrew Low	Works From Compliance Surveys	122	23	99	(0)	0	122	122	(0)	Final phase now planned for Q1 2023/24
40203	Andrew Low	CDC Feasibility of utilisation of proper Space	100	0	100	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	76	54	0	0	130	130	0	Anticipated completion in Q1 2023/24
40239	Andrew Low	Bicester East Community Centre	1,450	79	1,371	(0)	0	1,450	1,450	(0)	Expected start date on site is Quarter 1 of 2023/24. £1.371m of capital funding from 22/23 remains allocated to deliver this bespoke community centre for local residents
40240	Andrew Low	Bicester Dovecote	27	3	0	(24)	0	27	3	(24)	Works complete - no more spend expected
40241	Andrew Low	Thorpe Place Roof Works	35	0	35	0	0	35	35	0	£0.035m reprofiled - project is to be reviewed as part of the portfolio assessment for 2023/24
40242	Andrew Low	H&S Works to Banbury Shopping Arcade	127	15	127	15	0	127	142	15	£0.127m reprofiled - project is to be reviewed as part of the portfolio assessment for 2023/24
40246	Andrew Low	Banbury Museum Pedestrian Bridge	77	73	3	(1)	0	77	76	(1)	£0.077m reprofiled from 2021/22. Works are complete - retention of £3.177 due to be released in Oct 2023

40249	Andrew Low	Retained Land	286	0	260	(26)	0	286	260	(26)	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 2023/24
40225	Andrew Low	Drayton Pavillion - Decarbonisation Works	0	0	0	0	0	0	0	0	
40229	Andrew Low	Stratfield Brake Sports Ground - Decarbonisation Works	0	0	0	0	0	0	0	0	
40226	Andrew Low	Thorpe Lane Depot - Decarbonisation Works	143	143	32	32	0	143	175	32	
40227	Andrew Low	Banbury Museum - Decarbonisation Works	374	349	25	0	0	374	374	0	
40228	Andrew Low	Franklins House - Decarbonisation Works	81	81	0	0	0	81	81	0	
40230	Andrew Low	Whitelands - Decarbonisation Works	91	91	0	0	0	91	91	0	
40231	Andrew Low	Bicester Leisure Centre - Decarbonisation Works	734	734	0	0	0	734	734	0	
40232	Andrew Low	Kidlington Leisure Centre - Decarbonisation Works	351	351	0	0	0	351	351	0	
40233	Andrew Low	Spiceball Leisure Centre - Decarbonisation Works	766	766	0	0	0	766	766	0	
40234	Andrew Low	Woodgreen Leisure Centre - Decarbonisation Works	338	338	0	(0)	0	338	338	(0)	
40252	Andrew Low	Expiring Energy Performance Certificates plus Associated works	96	0	96	0	0	96	96	0	
40253	Andrew Low	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	0	60	0	0	60	60	0	
40254	Andrew Low	Thorpe Lane Depot - Renewal of Electrical Incoming Main	270	99	171	0	0	270	270	0	
40255	Andrew Low	Installation of PV at CDC Property	79	0	79	0	0	79	79	0	
40277	Andrew Low	BEIS = Repayment of Decarbonisation Grant/Capital Grants repaid	0	64	0	64	0	0	64	64	
40263	Andrew Low	Kidlington Leisure New Electrical Main	200	180	20	0	0	180	200	20	
40121	Andrew Low	Bicester Library (phase 1b)	645	0	0	(645)	0	645	0	(645)	
40111	Andrew Low	Admiral Holland Redevelopment Project (phase 1b)	61	0	61	0	0	61	61	0	
40118	Andrew Low	Creampot Crescent Cropredy (phase 1b)	(10)	0	0	10	0	(10)	0	10	
40177	Andrew Low	Bullmarsh Close (Phase 2)	17	12	0	(5)	0	17	12	(5)	
40213	Andrew Low	Build Team Essential Repairs & Improvements	149	33	116	(0)	0	149	149	(0)	
40224	Andrew Low	Fairway Flats Refurbishment	362	0	362	0	0	362	362	0	
40262	Andrew Low/Nicola Riley	Affordable Housing	1,200	44	1,156	(0)	0	1,200	1,200	(0)	
Property			14,083	5,920	7,596	(566)	0	14,063	13,517	(546)	
40256	Michael Furness	Processing Card Payments & Direct Debits	20	0	20	0	0	20	20	0	
Finance Total			20	0	20	0	0	20	0	0	
40056	Mark Duff	5 Year Rolling HW / SW Replacement Prog	50	45	0	(5)	0	50	45	(5)	
40212	Mark Duff	Procurement of Joint Performance system	20	0	0	(20)	0	20	0	(20)	
40237	Mark Duff	Council Website & Digital Service	162	44	122	4	0	162	166	4	

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

Scopes reviewed - expected instruction shortly

Scopes reviewed - expected instruction shortly

Works are currently designed pending tender of the Electrical supply infrastructure. Works to be coordinated with the District Network Operator (Western Power) to instal the new sub station, who are engaged. Waiting for dates from the DNO. Reprofile balance of funds £0.171m into 2023/24

This will now take place along with the new capital works planned for 2023/24

Balance of payment back to Salix

Project to install new electrical main for kindlington leisure centre by Scottish and Southern Electricity. Expected to start Q1 2023/24 so balance expected to be spent during this period.

Capital project no longer required.

With construction formally completed end of September 2020 there is the need to budget for retention – the retention is £0.061m.

Retention payment now paid.

Retention payment now paid.

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.

Instructing the consultants shortly to progress the design ready for tendering

We have engaged design professionals to prepare the specification of works which are required to effect both the repair to the roof and the reinstatement of the living accommodation, which has been affected by the invasive investigative works which we have undertaken. The tender process will be completed in early 2023/24 with the aim being to complete the required works within the next 12 months.

The project has concluded in Q4 2022/23

Budget required for hardware refresh, delayed due to Co-Vid and council wide remote working. Project underway and on-track to complete early Q4 2022/2023

Budget not required post decoupling from OCC. Can be handed back.

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	Mark Duff	IT Shared Services	0	0	0	0	0	0	The Digital Futures programme is in the process of being established and work is underway to explore areas of improvement to reduce the demand on services and provide proactive services to our citizens.		
40274	Mark Duff	Digital Future Programme	236	124	0	(112)	0	236	124	(112)	Digital Futures Programme is progressing with pilot initiatives and discovery work.
ICT			468	213	122	(133)	0	468	335	(133)	
Resources			14,571	6,133	7,738	(700)	0	14,551	13,851	(680)	
40062	Robert Jolley	East West Railways	118	1	117	(0)	4,189	4,307	4,307	(0)	The capital fund has been set up to enable the Council's costs to be recharged when responding to enquiries and regulatory applications, involving for example environmental and land drainage matters, made in connection with the EWR project. This is in partnership with England's Economic Heartland. Cherwell's contribution towards fibre connectivity will now take place in 2023/24 and therefore requires the remaining budget to be reprofiled
40109	Robert Jolley	Hope House	0	12	0	12	0	0	12	12	We commissioned the work to address two issues with the hardstandings at Hope Close and Fairway that were presenting health and safety issues.
Growth & Economy			118	13	117	12	4,189	4,307	4,319	12	
40015	Ed Potter	Car Park Refurbishments	74	28	46	(0)	0	74	74	(0)	£0.046m slippage required in to 2023/24. Full spend anticipated by March 2024
40026	Ed Potter	Off Road Parking	18	0	18	0	0	18	18	0	£0.018m slippage required in to 2023/24. Full spend anticipated by March 2024
40028	Ed Potter	Vehicle Replacement Programme	1,166	537	629	0	4,344	5,510	5,510	0	£0.629m slippage required in to 2023/24. Full spend anticipated by March 2025. Additional bids anticipated as further electric vehicles are introduced to the fleet.
40031	Ed Potter	Urban City Electricity Installations	15	9	0	(6)	0	15	9	(6)	Project completed in 2022/23.
40187	Ed Potter	On Street Recycling Bins	18	0	18	0	0	18	18	0	£0.018m slippage required in to 2023/24. Full spend anticipated by March 2024
40186	Ed Potter	Commercial Waste Containers	25	25	0	0	25	50	50	0	Full spend anticipated by March 2024
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	158	165	0	7	0	158	165	7	Project completed in 2022/23.
40216	Ed Potter	Street Scene Furniture and Fencing project	36	0	36	0	24	60	60	0	£0.036m slippage required in to 2023/24, full spend anticipated by March 2026.
40217	Ed Potter	Car Parking Action Plan Delivery	175	157	18	0	0	175	175	0	£0.018m slippage required in to 2023/24. Full spend anticipated by March 2024
40218	Ed Potter	Depot Fuel System Renewal	35	0	35	0	0	35	35	0	£0.035m slippage required in to 2023/24. Full spend anticipated by March 2024
40220	Ed Potter	Horsefair Public Conveniences	0	0	0	0	0	0	0	0	Project completed in 2021/22. Retention payment still outstanding
40222	Ed Potter	Burnehyll- Bicester Country Park	220	61	159	(0)	0	220	220	(0)	£0.159m slippage required in to 2023/24, full spend anticipated by March 2024.
40235	Ed Potter	Chargeable Garden & Food Waste	0	0	0	0	0	0	0	0	Project completed in 2022/23.
40248	Ed Potter	Solar Panels at Castle Quay	53	0	53	0	0	53	53	0	£0.053m slippage required in to 2023/24, full spend anticipated by March 2024
40257	Ed Potter	Additional Commercial Waste Containers	10	11	0	1	10	20	21	1	Full spend anticipated by March 2024
40258	Ed Potter	Kidlington Public Convenience Refurbishment	90	0	90	0	0	90	90	0	£0.090m slippage required in to 2023/24, completed in Q1 2023/24
40259	Ed Potter	Market Equipment Replacement	15	0	15	0	0	15	15	0	£0.015m slippage required in to 2023/24, full spend anticipated by March 2024.
40260	Ed Potter	Land for New Bicester Depot	3,000	11	2,989	(0)	0	3,000	3,000	(0)	Due to rapid growth within the area the Council has identified a new site for the Bicester Depot and terms for the purchase are expected to be finalised early in 23/24. A project team has been established to develop the site under a separate capital scheme. The design is expected to maximise income opportunities in vehicle maintenance, energy cost reduction and which will greatly benefit the district and further our commitment to carbon reduction.
Environmental			5,108	1,004	4,106	2	4,403	9,511	9,513	2	
40245	Richard Webb	Enable Agile Working	15	0	15	0	0	15	15	0	The funding is intended to be used to purchase the technology needed to enable the teams to use our new case management system whilst 'on-site' carrying out inspection work, etc. We have trialled different tablets but have delayed the project since the release of the app that will support mobile working has been delayed by IDOX (the case management system provider). The app is now due for release in early summer.

	15	0	15	0
Communities	5,241	1,017	4,238	14
Capital Total	24,413	9,455	14,273	(685)

	0	15	15	0
	8,592	13,833	13,847	14
	9,312	33,703	33,019	(665)

CHERWELL CAPITAL EXPENDITURE 2022-23

CODE	ASSISTANT DIRECTOR/RES POSSIBLE OFFICER	DESCRIPTION	BUDGET	Outturn	RE-PROFILED BEYOND 2022/23	Current month Variances £000	Prior month Variances £000	OUTTURN NARRATIVE
40083	Nicola Riley	Disabled Facilities Grants	1,811	1,726	85	(0)	-	Final spend of £1.726m which is less than previously forecast due to some case complexity with individual grants. Therefore there is a need to reprofile the underspent budget to fund these works in 2023/24
40160	Nicola Riley	Housing Services - capital	345	182	160	(3)	-	Practical completion payment of £0.160m is still due for development at NW Bicester that will now be due in 2023/24
40084	Nicola Riley	Discretionary Grants Domestic Properties	253	142	108	(3)	-	Final spend of £0.142m. Therefore a request to reprofile the unspent budget of £0.111m to offset the reduction in DFG core funding in 2023/24
40010	Nicola Riley	North Oxfordshire Academy Astro turf	183	0	183	-	-	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. Appointed external consultant to support with initial scope of works up to a point where a decision on planning permission is made and a detailed specification for the tendering of the works is ready to be advertised, this should happen in early 2023/24
40019	Nicola Riley	Bicester Leisure Centre Extension	79	0	79	-	-	Detailed feasibility work now started which have been funded through the utilisation of UKSPF in 2022/23. This has therefore resulted in the need to reprofile the unspent core budget to 2023/24 to continue the development of a learner pool in Bicester.
40131	Nicola Riley	S106 Capital Costs	1,744	107	1,637	(0)	-	The budget allocation is for 16 projects funded by S106. Due to the clauses of grant agreements, the passporting S106 funds is reliant upon timely project delivery by other bodies outside of the Council's control. Therefore, the majority of projects will be delivered in 2023/24.
40181	Nicola Riley	Sunshine Centre (new extension to the front of the site)	0	0	0	-	(2)	Project completed in 2021/22.
40251	Nicola Riley	Longford Park Art	45	0	45	-	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	40	0	-	0	Project completed in 2022/23
40276	Nicola Riley	UKSPF - Bridge Street Community Garden	2	2	0	-	0	Project completed in 2022/23
Wellbeing & Community			4,502	2,198	2,297	(6)	(2)	
40208	Claire Cox	Project Manager for HR/Payroll system	100	107	0	7	0	The project has concluded in Q4 2022/23
HR & OD			100	107	0	7	0	
Chief Executive			4,602	2,305	2,297	1	(2)	
40139	Andrew Low	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	100	0	104	4	(4)	£0.100m reprofiled from 2021/22. New tender package is going out to suppliers shortly for commencement in Q1 2023/24
40081	Andrew Low	Bicester Town Centre Redevelopment	0	0	0	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 Waterfront	2,111	2,111	0	0	0	Project complete
40144	Andrew Low	Castle Quay	3,257	272	2,985	0	0	A number of Capital Projects have been paused whilst they are reviewed to ensure they will continue to meet the strategic direction for Castle Quay and remain relevant to meet the challenges of the changing retail market.
40162	Andrew Low	Housing & IT Asset System joint CDC/OCC	8	(18)	26	0	0	£0.100m allocated project budget of which £0.048m has been reprofiled from 2021/22. Initial set up cost of £0.052m with £0.002m cost per annum for hosting and software support costs for 3 years (2022/23 to 2024/25).
40167	Andrew Low	Horsefair, Banbury	55	0	55	0	0	The works design is now completed, pending tender. Tender went out in Feb 2023 for delivery in Q1 2023/24
40191	Andrew Low	Bodicote House Fire Compliance Works	141	0	149	8	0	Works are ready to be tendered, due to Bodicote House review we are re evaluating whether the works are now required.
40197	Andrew Low	Corporate Asbestos Surveys	50	0	50	0	0	Review of the work needs to be carried out and costs reassessed
40201	Andrew Low	Works From Compliance Surveys	122	23	99	(0)	0	Final phase now planned for Q1 2023/24
40203	Andrew Low	CDC Feasibility of utilisation of proper Space	100	0	100	0	0	This amount has been set aside to consider the future office space of the Council.
40219	Andrew Low	Community Centre - Works	130	76	54	0	0	Anticipated completion in Q1 2023/24
40239	Andrew Low	Bicester East Community Centre	1,450	79	1,371	(0)	0	Expected start date on site is Quarter 1 of 2023/24. £1.371m of capital funding from 22/23 remains allocated to deliver this bespoke community centre for local residents
40240	Andrew Low	Bicester Dovecote	27	3	0	(24)	(24)	Works complete - no more spend expected
40241	Andrew Low	Thorpe Place Roof Works	35	0	35	0	0	£0.035m reprofiled - project is to be reviewed as part of the portfolio assessment for 2023/24
40242	Andrew Low	H&S Works to Banbury Shopping Arcade	127	15	127	15	0	£0.127m reprofiled - project is to be reviewed as part of the portfolio assessment for 2023/24

40246	Andrew Low	Banbury Museum Pedestrian Bridge	77	73	3	(1)	0	£0.077m reprofiled from 2021/22. Works are complete - retention of £3,177 due to be released in Oct 2023
40249	Andrew Low	Retained Land	286	0	260	(26)	0	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 2023/24
40225	Andrew Low	Drayton Pavilion - Decarbonisation Works	0	0	0	0	0	£0.086m reprofiled from 2021/22. PSDS Project, Scheme Withdrawn. - In principal, the PSDS works should be treated as one budget and despite some schemes appearing to have overspent, overall there is expected to be an underspend which will require repayment to Salix.
40229	Andrew Low	Stratfield Brake Sports Ground - Decarbonisation Works	0	0	0	0	0	£0.159m reprofiled from 2021/22. 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	143	143	32	32	0	PSDS Project - Project completed. In retention
40227	Andrew Low	Banbury Museum - Decarbonisation Works	374	349	25	0	0	PSDS Project - Works at practical completion at 95% pending commissioning of plant.
40228	Andrew Low	Franklins House - Decarbonisation Works	81	81	0	0	0	PSDS Project - Project completed. In retention
40230	Andrew Low	Whitelands - Decarbonisation Works	91	91	0	0	0	PSDS Project - Project completed. In retention
40231	Andrew Low	Bicester Leisure Centre - Decarbonisation Works	734	734	0	0	0	PSDS Project - Works at practical completion at 97.5% pending commissioning of plant.
40232	Andrew Low	Kidlington Leisure Centre - Decarbonisation Works	351	351	0	0	0	PSDS Project - Works at practical completion at 95% pending commissioning of plant and works by district networks operator. £200k for additional project costs to accommodate new electrical mains as per cost centre 40263
40233	Andrew Low	Spiceball Leisure Centre - Decarbonisation Works	766	766	0	0	0	PSDS Project - Works at practical completion at 97.5% pending commissioning of plant.
40234	Andrew Low	Woodgreen Leisure Centre - Decarbonisation Works	338	338	0	(0)	77	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	96	0	0	Scopes reviewed - expected instruction shortly
40253	Andrew Low	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	0	60	0	0	Scopes reviewed - expected instruction shortly
40254	Andrew Low	Thorpe Lane Depot - Renewal of Electrical Incoming Main	270	99	171	0	0	Works are currently designed pending tender of the Electrical supply infrastructure. Works to be coordinated with the District Network Operator (Western Power) to instal the new sub station, who are engaged. Waiting for dates from the DNO. Reprofile balance of funds £0.171m into 2023/24
40255	Andrew Low	Installation of Photovoltaic at CDC Property	79	0	79	0	0	This will now take place along with the new capital works planned for 2023/24
40277	Andrew Low	BEIS = Repayment of Decarbonisation Grant/Capital Grants repaid	0	64	0	64	64	Balance of payment back to Salix
40121	Andrew Low	Bicester Library (phase 1b)	645	0	0	(645)	(635)	Capital project no longer required.
40263	Andrew Low	Kidlington Leisure New Electrical Main	200	180	20	0	0	Project to install new electrical main for kidlington leisure centre by Scottish and Southern Electricity. Expected to start Q1 2023/24 so balance expected to be spent during this period.
40111	Andrew Low	Admiral Holland Redevelopment Project (phase 1b)	61	0	61	0	-	With construction formally completed end of September 2020 there is the need to budget for retention – the retention is £0.061m.
40118	Andrew Low	Creampot Crescent Cropreddy (phase 1b)	(10)	0	0	10	-	Retention payment now paid.
40177	Andrew Low	Bullmarsh Close (Phase 2)	17	12	0	(5)	(5)	Retention payment now paid.
40213	Andrew Low	Build Team Essential Repairs & Improvements	149	33	116	(0)	-	Work is currently underway and it is likely that all capital expenditure will take place during financial year 2023/24. Need to combine this with the Affordable Housing capital budget.
40224	Andrew Low	Fairway Flats Refurbishment	362	0	362	0	-	Instructing the consultants shortly to process the design ready for tendering
40262	Andrew Low/Nico	Affordable Housing	1,200	44	1,156	(0)	-	We have engaged design professionals to prepare the specification of works which are required to effect both the repair to the roof and the reinstatement of the living accommodation, which has been affected by the invasive investigative works which we have undertaken. The tender process will be completed in early 2023/24 with the aim being to complete the required works within the next 12 months.
Property			14,083	5,920	7,596	(566)	(527)	Did we start the tender process? This is as at 31 March - we should be able to say if it started, concluded etc.
40256	Michael Furness	Processing Card Payments & Direct Debits	20	0	20	0	0	
Finance			20	-	20	-	-	I believe its only just gone to tender!
40056	Mark Duff	5 Year Rolling HW / SW Replacement Prog	50	45	0	(5)	(5)	Refresh now completed, no further spend expected.
40212	Mark Duff	Procurement of Joint Performance system	20	0	0	(20)	(20)	Budget not required post decoupling from OCC. Can be handed back.
40237	Mark Duff	Council Website & Digital Service	162	44	122	4	0	2nd stage of project concluded January 2023. Budget reprofiled to support further improvements to be reviewed for delivery under the Digital Futures programme in 2023/24.
40238	Mark Duff	IT Shared Services	0	0	0	0	0	Budget transferred to Digital Futures programme.
40274	Mark Duff	Digital Futures Programme	236	124	0	(112)	0	Digital Futures Programme is progressing with pilot initiatives and discovery work.
ICT			468	213	122	(133)	(25)	
Resources			14,571	6,133	7,738	(699)	(552)	
40062	Robert Jolley	East West Railways	118	1	117	(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. This is in partnership with England's Economic Heartland. Cherwell's contribution towards fibre connectivity will now take place in 2023/24 and therefore requires the remaining budget to be reprofiled
40109	Robert Jolley	Hope House	0	12	0	12	0	We commissioned the work to address two issues with the hardstandings at Hope Close and Fairway that were presenting health and safety issues.
Growth & Economy			118	13	117	12	20	
40015	Ed Potter	Car Park Refurbishments	74	28	46	(0)	-	£0.046m slippage is required in to 2023/24 to continue the projects of pay on exits sites across the district and upgrading of pay machines from 3G to 4G/5G. This project is in conjunction with CC 40026 and 40217.
40026	Ed Potter	Off Road Parking	18	0	18	-	-	£0.018m slippage is required in to 2023/24 to continue the project of installing LED lighting at various sites. This project is in conjunction with CC 40015 and 40217.

40028	Ed Potter	Vehicle Replacement Programme	1,166	537	629	0	0	£0.629m slippage is required in to 2023/24 due to supply chain issues and availability of electric vehicles.
40031	Ed Potter	Urban City Electricity Installations	15	9	0	(6)	(5)	Project completed in 2022/23
40186	Ed Potter	Commercial Waste Containers	25	25	0	0	-	Project completed in 2022/23
40187	Ed Potter	On Street Recycling Bins	18	0	18	-	-	£0.018m slippage is required in to 2023/24 due to negotiations with external clients needed for their requirements and to identify sites in need of refurbishment.
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	158	165	0	7	5	Project completed in 2022/23
40216	Ed Potter	Street Scene Furniture and Fencing project	36	0	36	0	0	£0.036m slippage is required in to 2023/24. Ongoing issues with lease and land ownership. Optimistic will be resolved in early 2023, this work is in addition to works at other sites.
40217	Ed Potter	Car Parking Action Plan Delivery	175	157	18	0	-	£0.018m slippage is required in to 2023/24 as part of ongoing review of Car Park Action Plan. This project is in conjunction with CC 40015 and 40026.
40218	Ed Potter	Depot Fuel System Renewal	35	0	35	-	-	£0.035m slippage required in to 2023/24 once more information on new Bicester Depot site site obtained.
40220	Ed Potter	Horsefair Public Conveniences	0	0	0	-	-	Retention payment still outstanding
40222	Ed Potter	Burnehyll- Bicester Country Park	220	61	159	0	0	£0.159m slippage is required in to 2023/24 to continue development of country park.
40248	Ed Potter	Solar Panels at Castle Quay	53	0	53	-	-	£0.053m slippage is required in to 2023/24. Project to commence in early 2023/24.
40235	Ed Potter	Chargeable Garden & Food Waste	0	0	0	-	-	Accruals now written off, project completed in 2022/23.
40257	Ed Potter	Additional Commercial Waste Containers	10	11	0	1	-	Project completed in 2022/23
40258	Ed Potter	Kidlington Public Convenience Refurbishment	90	0	90	-	-	£0.090m slippage is required in to 2023/24. Tenders returned higher than expected, design/specifications to be reviewed and re-tendered in quarter 1 2023/24.
40259	Ed Potter	Market Equipment Replacement	15	0	15	-	-	£0.015m slippage required in to 2023/24.
40260	Ed Potter	Land for New Bicester Depot	3,000	11	2,989	(0)	-	Due to rapid growth within the area the Council has identified a new site for the Bicester Depot and terms for the purchase are expected to be finalised early in 23/24. A project team has been established to develop the site under a separate capital scheme. The design is expected to maximise income opportunities in vehicle maintenance, energy cost reduction and which will greatly benefit the district and further our commitment to carbon reduction.
Environmental			5,108	1,004	4,106	2	(4)	
40245	Richard Webb	Enable Agile Working	15	0	15	-	-	The funding is intended to be used to purchase the technology needed to enable the teams to use our new case management system whilst 'on-site' carrying out inspection work, etc. We have trialled different tablets but have delayed the project since the release of the app that will support mobile working has been delayed by IDOX (the case management system provider). The app is now due for release in early summer 23/24.
Regulatory			15	0	15	0	0	
Communities			5,241	1,017	4,238	14	20	
Capital Total			24,413	9,455	14,273	(685)	(534)	

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Appendix 2 - Report Details – Additional Revenue narrative

Chief Executive

Chief Executives are reporting an overspend of £0.126m against a budget of £6.480m, 1.9%.

HR & OD		There has been a (£0.043m) underspend within the HR function. The underspend can be attributed to a saving with the learning and development budget due to training being delivered more efficiently with utilisation of the apprenticeship levy where possible.
(£0.043m) Underspend	Variation	
Variance to January's forecast (£0.043m)		

Wellbeing Community	&	Wellbeing And Housing have managed to bring the previously reported overspend, which can be attributed to the global price rises in utility costs and maintenance costs, to within budget at year end. This was achieved by delivering full service objectives efficiently and effectively and by making best use of external funding.
Variation (£0.004m) underspend		
Variation to January's Forecast (£0.174m)		

Customer Focus		Unavoidable decoupling costs and an ambitious income target for land charges were the cause of Customer Focus's final outturn position of £0.173m overspend.
Variation £0.173m overspend		
Variation to January's Forecast (£0.012m)		

Resources

Resources are reporting an overspend of £0.438m against a budget of £4.806m, 9.1%.

<p>Finance</p> <p>Variation £0.158m overspend</p> <p>Variation to January's Forecast £0.182m</p>	<p>Overall, Finance has ended the year with an overspend of £0.158m. This is primarily made up of corporate costs from linked to decoupling from Oxfordshire County Council, housing benefit subsidy costs and bank charges totalling £0.254m, offset by underspends in the Finance and Revenues and Benefits services of (£0.085m) primarily related to additional grant income for administering Council Tax Rebate grant, Energy Bill support schemes and other sources of Income. Other minor variances make up the remaining (£0.011m)</p> <p>There has been a change from the January forecast due to separation costs of £0.030m and the final housing benefit subsidy costs for 2021/22 of £0.156m following audit. Other minor variances of (£0.004m) make up the difference.</p>
<p>Legal & Democratic</p> <p>Variation £0.207m overspend</p> <p>Variation to January's Forecast £0.038m</p>	<p>Law and Governance have an overspend of £0.207m. There are small variances within Elections totalling £0.023m over budget and a further £0.023m has been incurred as a result of staff costs within Democratic Process because extra resources are now required. The remaining additional costs are due to the creation of a new Information Governance position which has enabled the organisation to be proactive in how it deals with information requests, meets legislation, and reduces the administrative burden across the Council and an overspend within Procurement incurred due to establishing a stand-alone service for Cherwell.</p>
<p>ICT</p> <p>Variation £0.129m overspend</p> <p>Variation to January's forecast (£0.046m)</p>	<p>The overspend within ICT is made up of £0.048m under recovery of income attributable to the decoupling of the IT service and £0.042m costs incurred due to establishing a stand-alone IT service and a new Digital Strategy for Cherwell. A further £0.039m attributable to increased supplier costs.</p>
<p>Property</p> <p>Variation (£0.056m) Underspend</p> <p>Variation to January's forecast £0.041m</p>	<p>The (£0.056m) underspend in Property is a result of: (£0.227m) of additional rent which is predicted as being achieved ahead of forecast, despite tricky economic conditions, and we have spent (£0.173m) less on external professional services than anticipated during the year. However, this is offset by an overspend of £0.170m on utilities due to rising energy prices, £0.116m on staff costs (partly as a result of interim staff being required due</p>

to decoupling) and £0.096m increased costs which are largely operational (repairs, maintenance, security and rates). There is a further underspend of (£0.038m) relating to Castle Quay

Communities

Communities are reporting an overspend of £0.129m against a budget of £8.380m, 1.5%.

Planning & Development	& Planning and Development recorded an outturn of £0.923m which is (£0.891m) under budget. Development Management income exceeded expectations: (£2.702m) compared to a budget of (£2.249m) and a further (£0.118m) from monitoring fees owing. This represents an additional (£0.571m) over that expected but includes (£0.200m) brought forward from 21/22 for work continuing into 22/23.
Variation (£0.891m) underspend	
Variance to January's forecast (£0.228m)	Staffing costs in Development Management were also lower than budgeted by (£0.219m) due to staff turnover and recruitment challenges and by (£0.048m) in Planning Policy for the same reasons. Operational costs in DM were also lower than budgeted by (£0.035m).
	Overall, Development Management was significantly under budget, Planning Policy and Conservation were within budget and Building Control (including Land Drainage) was only £0.006m over budget.
	The total change of (£0.228m) from the last monitoring period arises from lower staffing costs than anticipated (£0.080m) and lower operational costs (£0.110m) and additional income (£0.038m).
Growth & Economy	The final outturn for the Growth & Economy department is an underspend of (£0.055m) which is a slight improvement from the (£0.040m) reported in January. This mainly relates to savings in salaries due to staff secondment duties and also delivering the service objectives within budget, including the Bicester Garden Town Programme and the commencement of Banbury Regeneration. The department also began projects through the utilisation of grant funding from Central Government through the UK Shared Prosperity Funding which will continue in to 2023/24 with completion in 2024/25.
Variation (£0.055) underspend	
Variance to January's forecast (£0.015m)	

Environmental	Environmental Services are reporting a variance of £1.072m for 2022/23.
Variation £1.072m Overspend	There is a £0.347m reduction in car park income which has previously been reported mainly due to reduced volumes as a result of ongoing changes in customer behaviour. This has been addressed in the budget for 2023/24 and a review of the councils assets in the future will aim to maximise use of space.
Variance to January's forecast £0.139m	The pressure within Waste and Recycling of £0.597m is a result of a combination factors. An increase of £0.571m in employee costs due to continued unusual amount of long-term sickness and vacancies. Gate fees have risen by £0.269m due to a decrease in the value of recycled materials and an increase of £0.081m on transport costs of which £0.109m is result of high fuel costs. There has been a saving of (£0.023m) on vehicle repairs and running costs reduces this overspend, these overspends are all partly offset by additional income of (£0.411m) from a greater than budgeted number of garden waste subscriptions.
	The pressure within Vehicle Maintenance and MOT's of £0.057m is a result of additional parts and tool purchases due to maintaining a larger fleet including commercial work maintaining other vehicle fleet including West Northants & Oxfordshire County Council.
Regulatory	Regulatory Services and Community Safety is reporting a balanced outturn. Under-recovery of premises licensing income (£0.030m) due to a reduction in licence applications was offset by increased community safety related grants received in the year. Increased kennelling and vets bills incurred during the year in connection with our stray dog duties were off-set by lower than anticipated contractor spend in other budget areas.
Variation £0.003m Overspend	
Variance to January's forecast £0.003m	

Executive Matters

Executive Matters are reporting an underspend of (£0.836m) against the budget of £3.076m, (67.6%).

Interest	In July the Council borrowed £66m ahead of need at an average of 2.83% to ensure interest rate certainty. As interest rates continued to rise rapidly to 4.25% in March 2023, the surplus funds were invested at higher than anticipated rates, resulting in a savings.
Variation (£0.593m) underspend	
Variance to January's forecast	

(£0.078m)

Corporate The main reason for the variation in this area relates to
Variation £0.207m Pension costs being more than budgeted, as well
(£0.243m) underspend as earmarked reserves transfers being less than budgeted
Variance to January's (£0.102m), reduction in the bad debt provision (£0.187m),
forecast an underspend within corporate of (£0.083m) and minor
£0.004m underspends relating to (£0.078m) across the service.

Policy Contingency

Policy Contingency are reporting an underspend of (£0.729m) against a budget of £0.750m, (97.2%) the movement in this is explained below: -

Policy Contingency	Budget	Expenditure	Notes
Original Budget	3.555		
Inflation Contingency	-0.334		Used to fund pay award
Affordable Housing	-0.840		For Town Centre Roof
Commercial Risk	-0.458		Car Park Income
General Contingency	0.077		£77k is relating to Saving GWR002 removed
General Contingency	0.300		Reduction in General fund contribution
General Contingency	-0.010		Utility cost review
General Contingency	-0.010		Elections budget realignment
General Contingency	-0.047		Pension Strain
Separation Costs	-0.399		Decoupling pressure
General Contingency	0.061		NI reduction returned from services to Policy Contingency
General Contingency	-1.145		Contribution to S31 Reserve ¹
		0.021	Minor corporate costs funded from general contingency
	0.750	0.021	

¹ Due to additional business rates income during the year there is a Collection Fund surplus of £11.464m for 2022/23 of which the Council's share is £4.586m. This is £1.408m less than forecast when setting the **2023/24** budget and this amount will be offset against the **2024/25** business rates income budget. At the end of 2022/23, this has been managed through underspends identified across the organisation, facilitating a contribution to reserves of £1.145m, which combined with the closing balance on the Section 31 reserve will offset the charge to the general fund in **2024/25**.

Funding

Funding is reporting an overspend of £0.871m against a budget of (£23.492m), (3.7%) the movement in this is explained below: -

Business Rates	The Council sets its business rates income budget based on the NNDR1 form and this is the amount that is credited to the General Fund at the end of year, in accordance with statutory accounting requirements. The amount credited is £34.718m, however actual income for the year is £39.303m, a surplus of £4.586m. This surplus is managed through the Collection Fund and made available to the Council in future years.
Variation £0.871m overspend	
Variance to January's forecast £0.871m	
NB The January forecast did anticipate that a deficit on Funding would be managed through in- year underspends	The business rates levy is calculated on actual income collected at year end, so due to higher income the amount payable is £0.827m higher than estimated. This in turn is partially offset by (£0.232) additional benefit from Business Rates Pooling. Section 31 grants are paid by Central Government to compensate specific discretionary reliefs. Actual reliefs granted in year was lower than estimated and resulted in a budget variance of £0.332. The overall variance of £0.871m has been met from underspends identified at year end across the organisation.

Appendix 3 - Virement Summary

Virement Movement

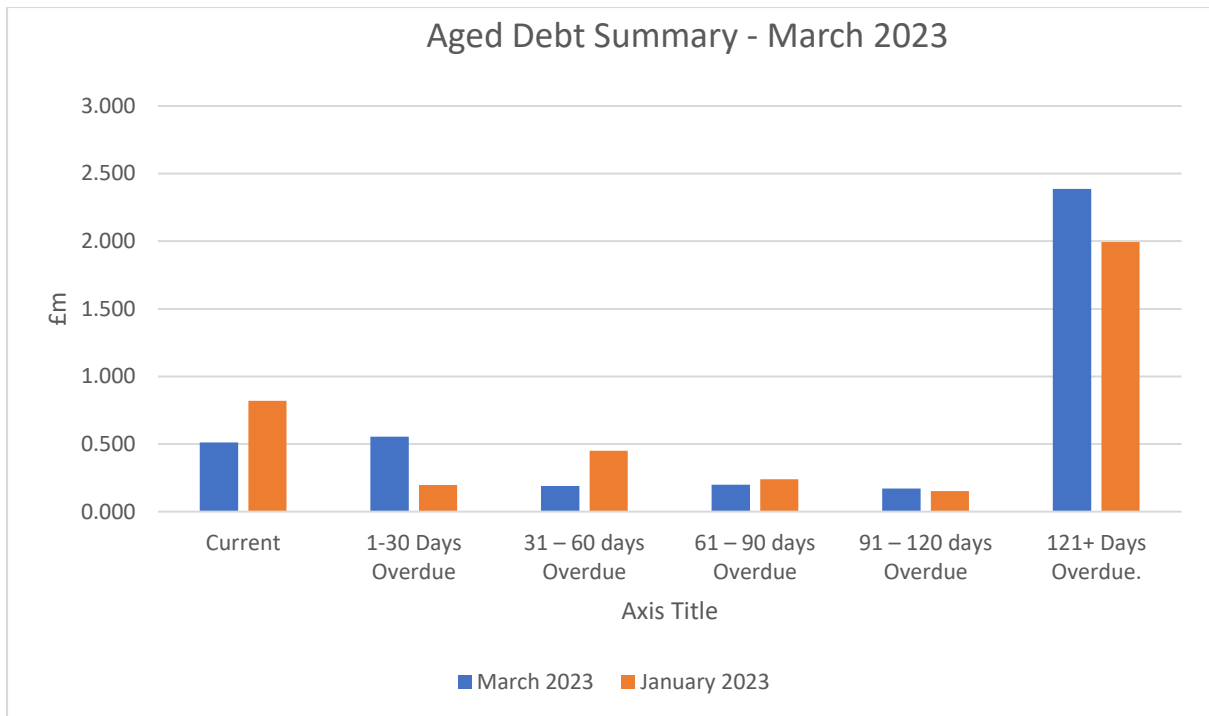
This table shows the movement in Net Budget from January to March 2023.

Virements - Movement in Net Budget	£m
Directorate Net Budget - January 2023	21.404
Directorate Net Budget - March 2023	19.666
Movement	(1.738)

Breakdown of Movements	£m
Allocations from/to Reserves	
Return unutilised HPG usage to reserves	(£0.217)
Return unutilised Brighter futures funding to reserves	(£0.043)
Return unutilised works in default funding to reserves	(£0.024)
Return unutilised SPARK usage to reserves	(£0.009)
Return unutilised RSI usage to reserves	(£0.016)
Return unutilised COMF funding to reserves	(£0.344)
Move surplus HIA income to reserve	(£0.024)
Unspent Cherwell lottery revenue transfer to reserve	(£0.016)
Return unutilised Bicester GT funding to Garden community capacity funding reserve	(£0.279)
Transfer unspent appeals budget to reserve	(£0.087)
Return unspent budgeted reserves usage to Local Plan Charges reserve	(£0.036)
Return unutilised Primary Authority consultant usage from Health & Safety public food reserve	(£0.036)
Return unutilised dilapidations reserve usage	(£0.100)

Additional contribution to dilapidations reserve for Dover garage demolition contingency	(£0.010)
Return unutilised canalside reserve usage	(£0.100)
Transfer unspent planning application income to reserves	(£0.200)
Transfer income received in relation to OxFutures and ISfB (Innovation support for Businesses) to reserves	(£0.060)
Transfer new burdens funding to revs and bens new burdens reserve	(£0.100)
Return additional 20k unutilised Bicester GT funding to Bicester Garden town reserve	(£0.020)
Additional 75k contribution to reserve for Dover Garage slippage into 23/24	(£0.070)
R5 - S106 Hanwell fields reserve usage in year	£0.006
Other	
Unspent budget back to Policy Contingency	(£0.035)
Town Centre House Roof	£0.100
Budget realignment from Policy Contingency	(£0.010)
Total	(£1.734)

There is a slight difference in the above which is due to roundings.



Aged Debt Write Off Summary:

	£m
Sundry Debts previously written off	0.635
Aged Debts written off March 2023	0.000
Total write offs to date	0.635

Housing Benefit Write off Summary:

	£m
Housing Benefit previously written off	0.316
Housing Benefit Overpayments written off January 2023 under S151 Delegation	0.000
Total Write offs to date	0.316

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Appendix 4 - Funding for 2022/23

Specific Funding

Dept.	Grant Name	Funding
		£
DLUHC	Council Rebate - Discretionary Element	205,483
DLUHC	Business Rates Reliefs - New Burdens	77,811
DLUHC	New Burdens Funding for Council Tax Rebate	78,207
DLUHC	Domestic Abuse Grant	34,413
DWP	Discretionary Housing Payment	186,083
Home Office	Asylum Seekers	22,500
MHCLG	Test & Trace	41,469
BEIS	Heat Networks Delivery Grant	26,800
DEFRA	DEFRA Air Quality grant	563
DLUHC	Rough Sleeping Accommodation Programme	31,500
DLUHC	Homeless Prevention Grant	576,760
DLUHC	Redmond Review Grant	25,991
DWP	DWP - new burdens funding	71,175
Health Education England	HEE mental health workshop	7,395
Home Office	Syrian Resettlement Scheme	256,392
Home Office	Afghan Refugee Accommodation Programme	291,450
DLUHC	Pavement licensing New Burdens	1,000
DLUHC	Elections New Burdens Funding	27,126
DWP	Housing Benefit Accuracy Award Grant	8,550
BEIS	New Burdens Funding	46,020
DLUHC	Council Tax Family Annex Grant	58,909
DLUHC	UK Prosperity Fund	83,000
DLUHC	Transparency Code New Burdens	7,679
DLUHC	Services Grant	241,323
European Structure and	Low Carbon Hub Oxfutures	37,050

investment fund		
ERDF	European Rural Development Fund	36,261
Home Office	Young Women and Girls Fund	9,457
DLUHC	Tenant Satisfaction Measures New burdens	2,829
DWP	Local Authority Partnership Engagement & Delivery	5,538
		2,498,733

Appendix 5 (Reserves and Grant Funding)

Uses of/ (Contributions to) Reserves

Specific requests

Directorate	Type	Description	Reason	Amount £m
Executive Matters	General Fund	General Fund	To reduce the budgeted general fund contribution of £0.500m by £0.300m. This will still ensure the recommended minimum of £6.00m in the General Fund.	0.300
Total General Fund				0.300

Directorate	Type	Description	Reason	Amount £m
Communities	Earmarked	Local Plan	Returning of unspent reserves from the original allocation of £50K from local plan reserve for future resilience	(0.036)
Communities	Earmarked	Planning Control	Unspent budget carried over to help support future appeals and legal challenges.	(0.087)
Communities	Earmarked	Health & Safety (Public Food)	Unspent budget carried over for future resource requirement for primary authority work.	(0.036)
Chief Executives	Earmarked	Cherwell Lottery	lottery income is used to pay out awards to charities	(0.016)
Resources	Earmarked	Garage Project and Canalside	Returning unspent use of reserves, and additional contribution for Dover Garage demolition continuing into 23/24	(0.285)
Resources	Earmarked	Capital Reserve	Returning unspent £1.2m usage from budget, plus £2.154m contribution for Minimum Revenue Provision & £0.375m contribution to be used for Town Centre House in 23/24.	(3.739)
Resources	Earmarked	Projects Reserve	Returning unspent budgeted usage for Brighter Futures (£43k), SPARK (£9k) and Works in default (£24k).	(0.106)

			In addition, £60k contribution for Banbury regeneration consultancy work continuing in 23/24, and £30k usage for OVO women's cycling 22/23.	
Chief Executives	Earmarked	Home Improvement Agency	HIA surplus is ringfenced for future home improvements	(0.024)
Resources	Earmarked	Admin for CTAX rebate	Release of funds for administering council tax rebate scheme in 22/23	0.069
Communities	Earmarked	Public Food Safety	Use of new burdens funding for food allergen labelling.	0.005
Communities	Earmarked	Development Management Casework	Planning application fees paid in 22/23 but relate to work being carried out in 23/24.	(0.200)
Resources	Earmarked	Revenue & Benefits New Burdens	To fund the retention of data for grant payments held within an external system	(0.100)
Total Earmarked Reserves				(4.555)

Directorate	Type	Description	Reason	Amount £m
Executive Matters	Grant	S31 Reserve	Contribution to S31 reserve to meet 22/23 business rates variance impact in 24/25	(1.145)
Chief Executives	Grant	Covid Outbreak Management Fund General Allocation	COMF specific projects span over in to 23/24	(0.344)
Communities	Grant	Garden Community Capacity Funding	Bicester Garden Town is a grant from Homes England specifically for the development of Bicester as a garden town. The funding was awarded based a specific projects.	(0.042)
Chief Executives	Grant	Rough Sleepers Initiative	Homelessness grant from DLUHC specifically for the prevention of homelessness. This grant has future commitments to meet.	(0.016)

Chief Executives	Grant	Homelessness Prevention	Homelessness grant from DLUHC specifically for the prevention of homelessness. This grant has future commitments to meet.	(0.217)
Communities	Grant	Bicester Garden Town	Bicester Garden Town is a grant from Homes England specifically for the development of Bicester as a garden town. The funding was awarded based on specific projects.	(0.257)
Communities	S106	Hanwell Fields S106 Revenue	Use of S106 funding for Hanwell fields	0.006
Total Ringfenced Grants				(2.015)

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Appendix 6 - Transfers to reserves to be released in 23/24

Directorate	Type	Reserve	Description	Amount £m
Chief Executive	Earmarked	Projects	Works in default within the Housing Standards team continuing into 23/24	0.024
Communities	Earmarked	Projects	OxFutures and ISFB funding for Banbury regeneration	0.060
Communities	Earmarked	Planning Control	Smoothing of appeals budget	0.087
Communities	Earmarked	Development Management Casework	For ongoing development management casework	0.200
Resources	Earmarked	Garage Project and Canalside	For Garage projects and canalside continuing into 23/24	0.285
Resources	Earmarked	Revenues and benefits new burdens	New burdens funding for data storage costs	0.020
Resources	Earmarked	Town Centre House Reserve	To meet the financial pressure for Town Centre House Roof works	0.375
				1.051

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Appendix 7 - Performance Report End of year 2023

- 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
BP1.1.01 Homelessness Prevention	Cllr N Mawer	<ul style="list-style-type: none"> ▪ Nicola Riley ▪ Yvonne Rees 	Delivering to plan	Delivering to plan	★	Despite the very challenging housing environment the Housing Options Team are maintaining the focus on working with clients to prevent crisis and ahead of any statutory duties being imposed in nearly 80 % of cases. Those cases which can not be prevented from becoming homeless or have approached when they are already at crisis point are support under statutory duties.	Slightly behind schedule	Delivering to plan	★
BP1.2.01 Number of Homeless Households living in Temporary Accommodation (TA)	Cllr N Mawer	<ul style="list-style-type: none"> ▪ Nicola Riley ▪ Yvonne Rees 	37	35	●	The number of people in temporary accommodation has remained steady with every effort being made by the Housing Team to carefully manage resources. The focus on preventing homelessness avoid the need for temporary accommodation altogether, but in the cases where this can't be achieved the focus becomes ensuring the time spent in emergency or temporary accommodation is kept to a minimum and permanent offers are made as quickly as possible. The time some households spend in temporary accommodation is going up, as waiting times on the Housing Register increase. The Team continue to work with client to consider all options, if an allocation of social housing in Cherwell will not resolve their circumstances in a timely way.	35	35	★

	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP1.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr N Mawer	<ul style="list-style-type: none"> ▪ Nicola Riley ▪ Yvonne Rees 	60.00	45.00	★		666.00	540.00	★
BP1.2.03 Homes improved through enforcement action	Cllr N Mawer	<ul style="list-style-type: none"> ▪ Nicola Riley ▪ Yvonne Rees 	11.00	9.00	★		151.00	108.00	★
BP1.2.04 Number of affordable homes delivered including CDC and Growth Deal targets	Cllr N Mawer	<ul style="list-style-type: none"> ▪ Nicola Riley ▪ Yvonne Rees 	47.00	12.00	★	Due to reporting lagging, previous months have been captured within this year end figure, these have been completed in Q3-4	181.00	144.00	★
BP1.2.05 Number of Housing Standards interventions	Cllr N Mawer	<ul style="list-style-type: none"> ▪ Nicola Riley ▪ Yvonne Rees 	69.00	55.00	★		883.00	660.00	★
BP1.2.06 Average time taken to process Housing Benefit New Claims	Cllr A Nell	<ul style="list-style-type: none"> ▪ Michael Furness ▪ Stephen Hinds 	13.42	18.00	★	We're continuing to monitor the work in this area - we expect an increase at this time of year following the system being shutdown for annual billing	13.37	18.00	★
BP1.2.07 Average time taken to process Housing Benefit Change Events	Cllr A Nell	<ul style="list-style-type: none"> ▪ Michael Furness ▪ Stephen Hinds 	1.43	8.00	★	We continue to monitor the work in this area	3.03	7.42	★
BP1.2.08 % of Major Planning Applications determined to National Indicator	Cllr C Clarke	<ul style="list-style-type: none"> ▪ David Peckford ▪ Ian Boll 	75.0%	60.0%	★	4 Major Planning Applications was determined during March, 3 of which were determined within the National Indicator target or agreed timeframe.	90.0%	60.0%	★
BP1.2.09 % of Non-Major Planning Applications determined to National Indicator	Cllr C Clarke	<ul style="list-style-type: none"> ▪ David Peckford ▪ Ian Boll 	93.3%	70.0%	★	119 Non-Major Planning Applications were determined during March 2023, 111 of them within National Indicator target or agreed timeframe.	92.5%	70.0%	★

	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP1.2.10 % of Major Applications overturned at appeal	Cllr R Clarke	<ul style="list-style-type: none"> ■ David Peckford ■ Ian Boll 	0.0%	10.0%	★	No Major Planning Application decisions were overturned at Appeal by the Planning Inspectorate during March 2023.	0.0%	10.0%	★
BP1.2.11 % of Non-Major Applications overturned at appeal	Cllr C Clarke	<ul style="list-style-type: none"> ■ David Peckford ■ Ian Boll 	1.7%	10.0%	★	2 Non-Major Planning Application decisions were overturned at Appeal by the Planning Inspectorate during March 2023, set against a total of 119 Non-Major Planning Applications determined during the month.	0.6%	10.0%	★
BP1.2.12 Maintain 5 year land supply	Cllr C Clarke	<ul style="list-style-type: none"> ■ David Peckford ■ Ian Boll 	5.40	5.00	★	Due to more recent evidence which has made parts of the current Local Plan 'out of date', National Guidance requires the use of the 'Standard Method' for calculating the district's 5 year land supply. For Cherwell the Standard method results in a requirement of 742 dwellings per year compared to 1,142 in the Local Plan. Because this requirement is lower, even with the number of homes expected to be delivered, the Council can demonstrate a 5 year supply.	5.40	5.00	★
BP1.2.13 Net Additional Housing Completions (Quarterly)	Cllr C Clarke	<ul style="list-style-type: none"> ■ David Peckford ■ Ian Boll 	481	286	★		1,318	1,142	★

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	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Richard Webb 	Delivering to plan	Delivering to plan	★	<p>Work is continuing on the Department for Environment, Food and Rural Affairs (Defra) grant funded project to raise awareness of air quality. Data from the air quality monitors at Hanwell School in Banbury and St Edburg's School in Bicester is being provided to the schools to use when discussing air quality as part of the school curriculum. Information on air quality, including anti-idling when doing the school run is being provided to parents via the schools.</p> <p>Work is starting on the 2023 Annual Status Report which will report on the air quality monitoring undertaken across the district in 2022.</p>	Delivering to plan	Delivering to plan	★
BP2.1.02 Promote the green economy	Cllr D Sames	<ul style="list-style-type: none"> ▪ Ed Potter ▪ Ian Boll 	Delivering to plan	Delivering to plan	★		Delivering to plan	Delivering to plan	★
BP2.1.01 % Waste Recycled & Composted	Cllr D Sames	<ul style="list-style-type: none"> ▪ Ed Potter ▪ Ian Boll 	51.3%	56.0%	●	Recycling rate at the end of the year will be 53.1% which is below target this is due to the reduction of garden waste due to the hot dry summer and cold winter.	53.1%	56.0%	●
BP2.2.02 Reduction of fuel consumption used by fleet	Cllr D Sames	<ul style="list-style-type: none"> ▪ Ed Potter ▪ Ian Boll 	46,444	45,282	●	Slight increase in consumption, but still ahead of end of year target	42,234	44,327	★

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

	Portfolio Holder	Director/Lead Officer*	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP3.1.01 Proactively manage the Cherwell workstreams of the Oxfordshire Housing and Growth Deal	Cllr B Wood	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Delivering to plan	Delivering to plan	★	The five year Oxfordshire Housing and Growth Deal contract between the Oxfordshire-system partners and HM Government was substantially completed on 31st March 2023. The Government-funded <i>Homes from Infrastructure</i> (Hfi) workstream, however, continues into financial year 2023-24; and this workstream will be monitored and reported through the Future Oxfordshire Partnership. The Cherwell elements of this workstream will be monitored and reported through the Council's Performance Management Framework.	Delivering to plan	Delivering to plan	★
BP3.2.01 % of Council Tax collected, increase Council Tax Base	Cllr A Nell	<ul style="list-style-type: none"> ■ Michael Furness ■ Stephen Hinds 	2.19%	3.75%	▲	The in-month collection rates was 2.19% against a target of 3.75% with the end of year collection rates for 2022/23 at 98.05% which exceeded the end of year target of 97.05%. Recovery action has continued throughout the whole of the financial year with the most recent reminders & summonses being issued in March to prompt payment. Any outstanding balances will continue to be pursued.	98.05%	97.05%	★
BP3.2.02 % of Business Rates collected, increasing NNDR Base.	Cllr A Nell	<ul style="list-style-type: none"> ■ Michael Furness ■ Stephen Hinds 	2.82%	2.50%	★	The in-month collection was 2.82% against a target of 2.5% with the end of year collection rates being 98.72% which exceeds the end of year target of 97.00%. Recovery action has continued throughout the financial year with outbound calls taking place and the issuing of reminders and summonses to prompt payment.	98.72%	97.00%	★
BP3.2.03 % of Building Regulations Applications acknowledged to within 3 working days of deposit	Cllr C Clarke	<ul style="list-style-type: none"> ■ David Peckford ■ Ian Boll 	187.31	90.00	★		121.40	90.00	★
BP3.2.04 % of valid Full Plan Applications determined or checked within 15 working days of deposit	Cllr C Clarke	<ul style="list-style-type: none"> ■ David Peckford ■ Ian Boll 	467.50	80.00	★		170.71	80.00	★

	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
Page 59	BP4.1.01 Tackle Environmental Crime	Cllr E Reeves	<ul style="list-style-type: none"> ■ Ian Boll ■ Richard Webb 	Delivering to plan	Delivering to plan	<p>66 fly tips were reported in March and 66 were investigated. 16 warning letters were sent, nine interviews under caution were carried out, and two fixed penalty notices were served and paid for fly tipping and duty of care offences.</p> <p>There were two prosecutions:</p> <ul style="list-style-type: none"> • Mr R Nunes, a builder undertaking renovation works at a property engaged an unlicensed person to dispose of some of the waste. The waste consisting of interior doors, sections of interior wood, old carpet, pieces of cardboard, a base of an office chair and plastic packaging was subsequently fly tipped in Yarnton Lane. Nunes was prosecuted for a duty of care offence and was fined £346, ordered to pay compensation of £326, a victim surcharge of £35 and costs of £293 (Total £1,000). • Mr S Mohamad of 11 Jerome Way, Shipton-on-Cherwell left a large quantity of construction waste, enough to fill two transit vans, on land to the rear of the property. Mohamad was prosecuted for fly tipping and duty of care offences and was fined £900, ordered to pay a victim surcharge of £90 and costs of £3,336.27 (Total £4,326.27). 	Delivering to plan	Delivering to plan	★
	BP4.1.02 Support Community Safety and Reduce Anti-Social Behaviour	Cllr E Reeves	<ul style="list-style-type: none"> ■ Ian Boll ■ Richard Webb 	Delivering to plan	Delivering to plan	<p>During March a consultation commenced on a proposal for a new Public Spaces Protection Order for Banbury. This consultation closes in April. During the month the Council's activities to promote community safety included-</p> <ul style="list-style-type: none"> • Community engagement events to promote personal safety and crime reduction including a stall at Banbury market, a community forum at The Sunshine Centre to discuss anti-social behaviour and visiting the Sunrise Centre to speak with an Asian women's group. • Engaging with rough sleepers to help them access support. • Regular patrols of identified anti-social behaviour 'hot spots' 	Delivering to plan	Delivering to plan	★

	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP4.1.03 Promote Health & Wellbeing	Cllr P Chapman	<ul style="list-style-type: none"> ■ Nicola Riley ■ Yvonne Rees 	Delivering to plan	Delivering to plan	★	The local element of Household Support Fund 3 has been delivered, with £158,000 distributed to 578 households through our partnership with Citizens Advice. 331 Ukrainian guests are being supported through the 'Homes for Ukraine' scheme, including employment and skills, language classes and bus passes.	Delivering to plan	Delivering to plan	★
BP4.1.04 Improve Leisure & Community Facilities	Cllr P Chapman	<ul style="list-style-type: none"> ■ Nicola Riley ■ Yvonne Rees 	Delivering to plan	Delivering to plan	★	Progress has been made in regards to the delivery of a new swimming pool at Bicester Leisure Centre. Indicative designs and costs/reports have been provided and under review. Feasibility studies into the potential for a new BMX Pump Track at Spiceball Park have been commissioned. Progress is being made in reference to the delivery of a new 3G Pitch at the North Oxfordshire Academy. Pool Covers are to be installed at the beginning of May at Woodgreen Outdoor Pool to support with the Net Zero Carbon Targets. New lighting is to be installed at Stratfield Brake Sports Ground in early April to support Kidlington Running Club on their routes in and out of the site.	Delivering to plan	Delivering to plan	★
BP4.1.05 Support the Voluntary Sector	Cllr P Chapman	<ul style="list-style-type: none"> ■ Nicola Riley ■ Yvonne Rees 	Delivering to plan	Delivering to plan	★	<p>Cherwell Young People & Play partnership delivered in March, the forum brings together voluntary organisations working with young people and early years to share information , good practice and to deliver joint initiatives in the district.</p> <p>Cherwell Warm Welcome initiative continues working with 38 community venues and groups to provide welcoming and warm spaces, the community development team send out monthly packs of information of up to date resources to support voluntary groups to support their users.</p> <p>Community Link publication edition published in March supporting the Voluntary Sector, with a focus on the Cost of Living crisis and partners that can help groups to navigate the situation, this includes Citizens Advice initiative "Energy Matters"</p>	Delivering to plan	Delivering to plan	★

	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
						<p>Brighter Futures in Banbury partnership event was delivered on 2nd March to engage and equip voluntary sector partners and stakeholders with vital information and support relating to the cost of living crisis to support their users and residents in the 3 most deprived wards of Banbury</p> <p>The castle Quay Community space continues to support the voluntary sector giving groups a platform to promote services and resources for residents. Currently the space hosts 3 voluntary sector partners each week, including Citizens Advice. During March / April the space is key to promote the Voter ID campaign. Good practice from the community space is being used in Kidlington & Bicester to work with partners to have pop up sessions in all towns.</p> <p>We continue to support Citizens advice to run the district-wide Volunteer Drivers service, ensuring elderly and disadvantaged residents can get to important appointments and avoid social isolation.</p> <p>We continue produce the monthly Parish Bulletin to keep Cherwell's 79 parish authorities up to date with developments and opportunities which may affect their communities.</p>			
BP4.1.06 Support and Safeguard Vulnerable People	Cllr P Chapman	<ul style="list-style-type: none"> ▪ Nicola Riley ▪ Yvonne Rees 	Delivering to plan	Delivering to plan	★	<p>Safeguarding training across Cherwell continues with monthly briefings for new employees and refresher training for existing employees. From Jan 23 to March 23 we have delivered safeguarding training to 86 employees. In addition we have delivered behaviour management training to Youth Activity workers for the Holiday Hubs. Cherwell continues with shared working with the Districts in a safeguarding representative role.</p>	Delivering to plan	Delivering to plan	★

	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP4.1.07 Promote Healthy Place Shaping	Cllr P Chapman	<ul style="list-style-type: none"> ■ Nicola Riley ■ Yvonne Rees 	Delivering to plan	Delivering to plan		<p>We are on track and delivering to plan. Some highlights include-</p> <p>Delivery of the Banbury Shape Trails in our Brighter Future Wards. Park and Stride wayfinding route for Hanwill View School. Continued engagement with the Zoo Trails in Kidlington Dangerfield wildlife information boards and picnic benches Spark grants being given out to Bicester and Kidlington community groups Kidlington Play Day Supported Bicester and Kidlington Town council events Insight work into barriers that young girls face when using their green spaces (To be continued in 23/24) E Bike loan scheme (To be continued in 23/24). Junior Park run launch in Kidlington (Soon to be Banbury too)</p>	Delivering to plan	Delivering to plan	★
BP4.2.01 Number of Visits/Usage to District Leisure Centres	Cllr P Chapman	<ul style="list-style-type: none"> ■ Nicola Riley ■ Yvonne Rees 	127,243.00	50,000.00	★	<p>Usage figures for Bicester, Spiceball, Kidlington and Woodgreen all exceeded for those in February 2023 with both Kidlington and Spiceball increasing in usage against the same period last year. Kidlington Leisure Centre currently showing usage figures greater than pre-pandemic</p>	1,423,867.00	540,000.00	★
BP4.2.02 No of individuals registered FAST and You Move	Cllr P Chapman	<ul style="list-style-type: none"> ■ Nicola Riley ■ Yvonne Rees 	1,815.00	250.00	★	<p>You Move has started well with 1815 individuals and 486 families in Cherwell being part of the You Move programme being able to access free and reduced physical activity opportunities. These include family swims, climbing opportunities along with activities in local community settings such as The Hill, The Mosque and opportunities in local schools.</p>	1,815.00	250.00	★

	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP4.2.03 No of young people who participated in Youth Activator activities	Cllr P Chapman	<ul style="list-style-type: none"> ■ Nicola Riley ■ Yvonne Rees 	1,600.00	650.00	★	The Youth Activators have had a really busy term delivering opportunities in 28 different schools along with 6 community settings. These included working with North Oxfordshire School Sport Partnership to deliver multi sport activities targeted at children and young people who needed slightly more support to be physically active along with Mental Health and physical activity sessions, cycling, football, wildcats and many more.	1,600.00	650.00	★

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Appendix 8 – Leadership Risk Register as at 12/04/2023

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Page 65 Impact	5 - Catastrophic			L08		
	4 - Major		L09	L03-L06-L07- L11-L14	L01	
	3 - Moderate		L04-L05-L10- L15	L02-L12	L13	
	2 - Minor					
	1 - Insignificant					

Risk Definition	
Leadership	Strategic risks that are significant in size and duration, and will impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities
Operational	Risks to systems or processes that underpin the organisation’s governance, operation and ability to deliver services

Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	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
		Probability	Impact	Rating						Probability	Impact	Rating			
					Fully effective Partially effective Not effective										
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.
	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.	New investment proposals are considered as part of the budget setting process and as and when they arise. The MTFS and budget setting continue to enhance the scrutiny and quality of new investments.
	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.	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 such as in subsidiaries.				Good networks established locally, regionally and nationally. Strong shareholder function and relationships with subsidiaries. Financial returns from the subsidiaries are not included in the MTFS until they are reasonably assured to materialise.	Fully								Introduction and implementation of an Asset Management Strategy. Shareholder Agreements in place with subsidiaries which require regular management reports to be shared with the Shareholder which allows for dialog between the entities.	
	Inability to deliver financial efficiencies				National guidance interpreting legislation available and used regularly	Fully								Work is underway to maximise the impact of the available space in Banbury town centre, encouraging an enjoyable shopping experience alongside space for non-retail activity to co-exist.	
	Exposure to commercial pressures in relation to regeneration projects.				Progress regeneration plans in a coordinated manner.	Partially								Finance support and engagement with programme management processes, project boards and steering group.	Depending on the profile of the project, finance rep will either be at Strategic or Finance Business Partner or Service Accountant level. Involvement will reflect locally on outcomes.
	Poor customer service and satisfaction				Participate in Oxfordshire Treasurers' Association's work streams	Fully								Integration and continued development of Performance, Finance and Risk reporting.	Integrated reporting has been embedded but needs to be adapted to reflect requirements of the committees at which it's elements are scrutinised.
	Increased complexity in governance arrangements				Review of best practice guidance from bodies such as CIPFA, LGA and NAO	Fully								Regular involvement and engagement with colleagues across the county as well as involvement in Regional and National finance forums.	Engagement with a number of national and regional networks to ensure we are as up-to-date as we can be in relation to potential funding changes from 2025/26 and impact on our MTFS.
	Lack of officer capacity to meet service demand				Treasury management and capital strategies in place	Fully								Regular member training and support. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee.	Regular training will be undertaken. Most recently, training on the Council's Treasury Management was provided to the Accounts Audit and Risk committee and open to all members.
	Lack of financial awareness and understanding throughout the council				Investment strategies in place	Fully								Budget setting will not be an annual event, but will be a continuous process of reviewing budget monitoring and reflecting trends in the MTFS.	Updated budget monitoring for 2023/24 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 the costs of capital schemes				Regular financial and performance monitoring in place	Fully								Regular utilisation of advisors as appropriate.	Borrowing strategy recently reviewed in consultation with our financial advisors (amongst others).
	Increased inflation in revenue costs				Independent third party advisers in place	Fully								Internal Audits being undertaken for core financial activity and capital as well as service activity.	Regular reporting of progress on internal audits considered by the Accounts Audit and Risk Committee.
	Regular bulletins and advice received from advisers	Fully	Summarise and distribute announcements to CLT, Leader and Lead Member for Finance and all other members 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 in 2024/25 with any confidence - must wait for Local Government Finance Settlement 2024 to understand the impact. All Member Briefings are held to communicate the impact of government financial settlements.											
	Property portfolio income monitored through financial management arrangements on a regular basis	Partially													

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					Fully effective Partially effective Not effective										
					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 2024/25 and 2025/26 have assumed a reduction in resources compared to February 2023 assumptions. The budget for 2023/24 was agreed with savings proposals identified to contribute to addressing these reductions. Close monitoring of the delivery of the savings programme has been taking place throughout 2022/23 with mitigations required if slippage was identified. This will continue during 2023/24. If resources were to fall significantly below the 2023/24 forecast level the Council has made a number of contingencies available in 2023/24 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 the cost of living crisis, 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 beyond the level of inflation allowed for in the 2023/24 budget. Ongoing impacts would be addressed as part of the 2024/25 budget setting process. A business rates reset is assumed from 2025/26 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 2024/25 has already begun, with savings proposals sought that would enable the Council 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 scrutinised 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 2025-26 the financial resilience of the Council could be severely impacted. The Council set its 2023/24 budget on 27 Feb 2023 and will then monitor the delivery of the budget and begin preparations for the 2024/25 budget process in order to meet the forecast shortfall identified in the MTF5. The Government 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. In the settlement for 2023/24, the government committed to maintaining council spending power, but it is not clear how this commitment will be delivered in the final year of the settlement.
102 - Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for. Page 67	Legal challenge	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors	Partially	Councillor Barry Wood	Stephen Hinds	Shiraz Sheikh	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions.	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.
	Loss of opportunity to influence national policy / legislation				Clear accountability for responding to consultations with defined process to ensure Member engagement	Fully								Review Directorate/Service risk registers.	
	Financial penalties				National guidance interpreting legislation available and used regularly	Fully								Ensure Committee forward plans are reviewed regularly by senior officers.	
	Reduced service to customers				Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed.	Fully								Ensure internal Audit plan focusses on key leadership risks.	
	Inability to deliver council's plans				Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place	Partially								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.	
	Exposure to commercial pressures				Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit.	Fully									
	Reduced resilience and business continuity				Internal Audit Plan risk based to provide necessary assurances	Fully									
	Reduced staff morale, increased workload and uncertainty may lead to loss of good people				Strong networks established locally, regionally and nationally to ensure influence on policy issues. In addition two Directors hold leading national roles.	Fully									
					Senior Members aware and briefed regularly in 1:1s by Directors	Fully									
					Arrangements in place to source appropriate interim resource if needed	Fully									
	Ongoing programme of internal communication	Fully													
	Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required.	Fully													
	CDC Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review	Partially													
103 - 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	Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity.	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.	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 was presented to the Overview and Scrutiny Committee on 11 January 2023 and to the Executive on 19 January 2023. Consultation on the Plan was deferred to allow officers to consider the comments made. The consultation draft will be re-presented to the Executive in the Summer. The Local Plan programme and other LDS commitments require review.
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.															

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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	2	3	6	↔	Business Continuity Statement of Intent and Framework due to be reviewed to align with new incident management framework	The Council maintains businesses continuity plans for services to ensure that critical services can continue to be provided in the event of an emergency incident. Remote working enables most teams to work effectively from home and sustain services in the event of travel disruption or inability to use council buildings. A new incident management framework was approved by CLT in November, has been shared with Duty Directors and has been published on the intranet. The Council's intranet pages on Business Continuity have also been updated to provide better information for staff. A document repository and management system is now in place for key business continuity plans and is in the process of being populated with new documents when they are refreshed. Teams have been asked to update BIAs and a review of Business Continuity Plans has started. Residual risk assessment updated in January to reflect recent actions.
	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 in place and revised to reflect arrangements post separation from OCC. The IMF is available on the Intranet to all staff.	

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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	2	3	6	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers periodically. Available on ELT Teams channel.	The council is maintaining its duty director rota for any emergency incidents that might arise. Training has been provided for new Extended Leadership Team members to support them in their new role as Duty Director. A new Incident Response Framework was approved by CLT in November, has been provided to Duty Directors and is now published on the Intranet for all staff to access. A staff briefing on the Duty Director and Emergency Response arrangements was included in the All Staff Briefing in early February. The new IMF reflects changes following separation from OCC. Duty Directors also have access to this framework on the Cherwell Resilience Direct pages along with a key contacts guide. The Council's website information relating to Emergency Planning has also been updated. A 'lessons learned' review of an incident in July (which resulted in no disruption to the council but tested our response arrangements) identified some actions to improve awareness of the council's business continuity incident response arrangements. These actions have been completed.
	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 developed and pushed following separation from OCC. Staff briefed on arrangements at February all staff briefing.	
	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 and December 2022. All senior managers who provide the Duty Director rota have opportunity attend multi-agency exercises and duty manager training with OCC senior managers.	
	Ineffective Cat 1 partnership relationships				Active participation in Local Resilience Forum (LRF) activities	Fully								On-call rota being maintained and 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 the Oxfordshire partnerships protocol review to identify improvements to local arrangements in support of the strategic partnerships.	Work is continuing to implement changes to the local arrangements for tackling child exploitation following the Jacob CSPR. A wider partnerships review for the Oxfordshire strategic partnerships has been undertaken and will conclude in early 2023. This is expected to lead to changes in how the strategic partnerships work together. 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.
	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								Child Exploitation prevalence report reviewed with LPA Commander.	
	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 coordinated through the Joint Agency Tasking and Coordination Process.	
	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 effective	Councillor R. Mould	Claire Cox	Ruth Woodridge	3	4	12	↔	As a result of decoupling from OCC the strategic H&S lead is no longer in place but a recruitment campaign in progress to recruit a Health and Safety Manager who will take a corporate lead on Health and Safety matters. Post decoupling senior management will have monthly monitoring of H&S matters as a standing item at senior management meetings. The corporate H&S register will be managed and monitored with a focus on the depots as our highest risk areas. Corporate H&S Auditing and Inspection programme on track. Reports issued to managers and actions tracked for completion. Relevant and required policies and procedures are being reviewed.	The Health and Safety Manager commenced employment on 1 December 2022 and is taking forward actions arising from the recent Health and Safety Audit report. Health and Safety matters regularly discussed across the organisation. Auditing and inspection programme being reviewed to ensure relevance along with the forms that are completed. Review of escalation process from any audit actions to be undertaken also along with timeframes. Corporate Arrangements have now been updated and the H&S Policy is going to Personnel Committee on the 15th March 2023.
	Criminal prosecution for failings Breach of legislation and potential for enforcement action.				Fully effective										
	Financial impact (compensation or improvement actions)				Fully effective										
	Reputational Impact				Fully effective										
					Fully effective										
					Fully effective										

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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 regarding procedural documentation which since have been resolved.		
	Prosecution – penalties imposed				Managing access permissions and privileged users through AD and individual applications	Fully								Schedule of regular security patching		Fully	Members given presentations and cyber training with the Police Cyber Security Advisor.
	Individuals could be placed at risk of harm				Vulnerability scanning	Fully								Malware protection and detection		Fully	The Regional Police Cyber Security Advisor have given a series of all-Council staff awareness sessions.
	Reduced capability to deliver customer facing services				Effective information management and security training and awareness programme for staff	Fully								Robust information and data related incident management procedures in place		Fully	Microsoft Multi-Factor Authentication is embedded to authenticate users providing an enhanced level of cyber security.
	Unlawful disclosure of sensitive information				Password and Multi Factor Authentication security controls in place	Fully								Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services		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				Robust information and data related incident management procedures in place	Fully								Appropriate plans in place to ensure ongoing PSN compliance		Fully	Cyber Security advice and guidance regularly highlighted to all staff.
	Loss of reputation				Appropriate plans in place to ensure ongoing PSN compliance	Fully								Adequate preventative measures in place to mitigate insider threat, including physical and system security		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.
					Insider threat mitigated through recruitment and line management processes	Fully								Insider threat mitigated through recruitment and line management processes		Fully	Internal Audit completed cyber audits with no major issues or significant risks identified.
					A complete restructure and update of the technical approach for the infrastructure has resulted in a move to a zero trust model.	Fully								Insider threat mitigated through recruitment and line management processes		Fully	Joint OCC/CDC Cyber Security Officer in place - this is likely to continue after decoupling under SLA.
	Increased threat to security due to most staff working from home				Advice received from NCSC on specific activity alerts, the increased threat of globalised ransomware and malware attacks.	Fully								Insider threat mitigated through recruitment and line management processes		Fully	Additional IT security advice provided for all staff during the Covid-19 working at home period including online coronavirus related scams.

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L09 - Safeguarding the vulnerable - Internal procedures - Failure to follow our internal policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare.	Increased harm and distress caused to vulnerable individuals and their families	4	4	16	Safeguarding lead in place and clear lines of responsibility established	Fully	Councillor Phil Chapman	Yvonne Rees	Nicola Riley	2	4	8	↔	Monitoring of implementation of corporate policies and procedures to ensure fully embedded	General Safeguarding training has been promoted to Members resulting in a positive response.
	Council could face criminal prosecution				Safeguarding Policy and procedures in place	Fully								Ensure web pages remain up to date	
	Criminal investigations potentially compromised				Information on the intranet on how to escalate a concern	Fully								Annual refresher and new training programmes including training for new members	
	Potential financial liability if council deemed to be negligent				Mandatory training and awareness raising sessions are now in place for all staff.	Fully								Attendance at safeguarding boards and participation in learning events	
	Reputational damage to the council				Safer recruitment practices and DBS checks for staff with direct contact	Fully								Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within the system and compliance with latest practice	
					Data sharing agreement with other partners	Fully								Regular internal cross departmental meetings to discuss safeguarding practice	
					Attendance at Children and Young People Partnership Board (CYPPB)	Fully								Action plan acted upon and shared with Overview and scrutiny committee once a year	
	Annual Section 11 return compiled and submitted as required by legislation.	Fully	Corporate monitoring of all referrals												
L10 - Sustainability of Council owned companies and delivery of planned financial and other objectives - failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes	3	5	15	Annual business planning in place for all companies to include understanding of the link between the Council's strategic objectives being delivered and financial impact for the council. A regular Shareholder Representative meeting takes place, a Shareholder Liaison Meeting including the S.151 Officer and Monitoring Officer takes place on a quarterly basis and a Shareholder Committee meeting on a quarterly basis. A governance review is being undertaken and initial recommendations have been approved by the Shareholder Committee.	Fully	Councillor Adam Nell	Yvonne Rees	Stephen Hinds	2	3	6	↔	A Shareholder Representative has been appointed following the decoupling from OCC, the Shareholder Representative is a former Chief Executive, regular governance arrangements are in place.	A formal governance review is being undertaken by the Shareholder Representative and the Monitoring Officer following the decoupling from OCC as part of the overall Transition Plan. The update Governance report was taken to CLT on 14th September. SH transitioned as Stakeholder representative on 24th November, with ongoing support in the interim from NE. The review of the governance is now with a third party assessing this. Work is ongoing between GH and CDC to ensure a viable business plan moving forward. Independent advice has been agreed to review any cases put forward. Business Case (Stack 18) due for approval at April Shareholder Committee (committee date moved). Report and plan for future of Crown House already developed and due for approval at aforementioned committee meeting. Both have been reviewed independently by Savills
	Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives				Regular meetings are in place between the Council's S.151 Officer and the relevant company Finance Directors. Financial planning for the companies undertaken that will then be included within our own Medium Term Financial Strategy. Financial risks are routinely reported by the Shareholder Representative to the Shareholder Committee.	Fully								Resilience and support being developed across business to support and enhance knowledge around council companies.	
	Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies				Clear governance arrangements are in place. A governance review is being undertaken and initial recommendations have been approved by the Shareholder Committee.	Partially								Skills and experience being enhanced to deliver and support development, challenge and oversight.	
					Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance through the Shareholder Representative meetings and through the reporting to the Corporate Leadership Team on a monthly basis.	Fully								Work with one company to ensure long term support arrangements are put in place.	
	Training in place for those undertaking Director roles relating to the companies.	Partially													

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		Probability	Impact	Rating						Probability	Impact	Rating			
					Fully effective Partially effective Not effective										
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	Shiraz Sheikh	TBC	3	4	12	↔	Service areas to hold meetings as required with suppliers to review higher risk areas and ensure risks are being managed. Reminders to be sent to all who have Procurement/Contract Management responsibility to regularly meet with key suppliers and partners to gain early understanding of the effects of COVID-19 lockdown, have on supply. The Procurement Team is now providing ELT members and identified Contract Mangers a monthly update of all suppliers with spend above £25k c/w a credit risk rating score to enable contract managers to manage any identified risks, with support from the Procurement Team. Furthermore, as a result of Covid-19 the likelihood of this risk is deemed to have increased and thus the procurement and finance team now hold a Business continuity plans in place	Shiraz Sheikh is taking operational lead with Simon Moody regarding procurement. Communications to go out in December 2022. Shiraz Sheikh extending SLA with Publica. Contracts Register almost complete with over 500 contracts now recorded.
	Business continuity planning arrangements in place in regards to key suppliers				Partially										
	Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures				Partially										
	Intelligence unit set up procurement Hub to monitor supplier and contractor market				Fully										
	Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors				Fully										
Reduced resilience and business continuity															
Increased complaints and/or customer dissatisfaction															
Increased costs and/or financial exposure to the Council due to having to cover costs or															

Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pvi			Direct'n of travel	Mitigating actions (to address control issues)	Comments
		Probability/Impact	Rating							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 effective	Councillor Barry Wood	Stephen Hinds	Shiraz Sheikh	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures - through CLT and DLTs. Leadership programme identifying Programme and Project Management is being developed and rolled out to ELT during 2022/23. The Monitoring Officer is a member of full member of CLT. The Annual Governance Statement was produced and has been published. The Corporate Governance Assurance Group continues to map governance processes to ensure visibility and to refresh them.	Risk is currently under complete review. Review of Constitution is underway, due to go to full council 27/02
	Risk of ultra vires activity or lack of legal compliance				Clear accountability and resource for corporate governance (including the shareholder role).	Fully									
	Risk of fraud or corruption				Integrated budget, performance and risk reporting framework.	Fully									
	Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control.				Corporate programme office and project management framework. Includes project and programme governance.	Partially									
	Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the council.				Internal audit programme aligned to leadership risk register.	Fully									
	Inability to support Council's democratic functions / obligations (e.g. return to physical public meetings and public access to meetings).				Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc.	Partially									
	Elements of the COVID-19 response and recovery work may be compromised, delayed or not taken forwards.				HR policy framework.	Partially									
					Annual governance statement process undertaken for 2021/22 connects more fully and earlier with ELT and Annual Review of the Constitution will take place each Autumn led by the Overview & Scrutiny Committee and approved by Full Council	Fully									

Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls) Pvl			Direct'n of travel	Mitigating actions (to address control issues)	Comments
		Probability	Impact	Rating						Probability	Impact	Rating			
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 effective Partially effective Not effective	Councillor Barry Wood	Ian Boll	Robert Jolley	4	3	12	↔	A CDC GD programme and programme board capability.	The five year Oxfordshire Housing and Growth Deal contract between the Oxfordshire-system partners and HM Government substantially concluded on 31st March 2023. The Homes from Infrastructure (Hfi) workstream, however, continues and is being reviewed to rebalance the programme within financial parameters; work continues with the various local authority partners and the Future Oxfordshire Partnership in pursuit of this objective.
	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.	Partially controlled through the partial repurposing of the role of one of the Workstream Leads.								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 housing)				Engagement with housing developers to understand their commercial constraints.	Partially								Work stream plans of work (work stream brief, schedule, RAID log). Structured engagement with developers to better understand their needs.	
	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								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								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.
	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.	
	Additional training and development costs				Ongoing service redesign will set out long term service requirements	Partially								There are indications that specific service areas are beginning to experience recruitment difficulties for professional roles. HR is working with the relevant directors to consider alternative resourcing methods. The new IT system has been implemented to improve our workforce data and continues to be developed to improve our ability to interrogate and access key data (ongoing) in order to inform workforce strategies.	

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Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

Annual Report 2022 - 2023

Foreword

Welcome to Cherwell District Council's (CDC) annual report that summarises our performance and key achievements from April 2022 to March 2023.

During the past 12 months, we have stood firm and achieved many successes against a challenging economic backdrop that affected all local councils.

We became a standalone authority for the first time in over a decade in August 2022 - just five months after announcing the end of our partnership with Oxfordshire County Council (OCC).

Our immediate priority was then to take stock and, to do this, we enlisted the help of a Local Government Association Peer Review Challenge.

This involved a team of our contemporaries from other councils carrying out a root and branch review of how we operate and how well-equipped we are to face the future.

We're pleased to say its findings were overwhelmingly positive, describing Cherwell as a leader of a place with big ambitions.

Better yet, it also equipped us with an action plan to help us plan and build for the future.

The cost of living crisis has been a central concern for the council, and we've made supporting our residents through it an essential mission while ensuring that we can balance the books.

Much work was put into a well-thought-out budget which made modest savings on the revenue side while also providing exciting investments.

Across sports, leisure, housing and environment, we are proud of the services and initiatives we have provided for you in north Oxfordshire.

Read on to learn more about what we've delivered across Cherwell and where you live.



Councillor Barry Wood
Leader,
Cherwell District Council



Yvonne Rees
Chief Executive,
Cherwell District Council



Our Business Plan 2022 – 2023

Our 2022/23 business plan includes the following four priorities:

Housing that meets your needs

Promote affordable, green housing and minimum rental standards. Prevent homelessness with partners. Support vulnerable residents. Prepare the Local Plan.



Supporting environmental sustainability

Achieve carbon neutrality by 2030. Promote the green economy. Reduce waste and improve air quality with partners.



An enterprising economy with strong and vibrant local centres

Support business growth. Partner for skills and innovation. Promote district as a visitor destination and attract investment. Ensure business compliance and best practices.



Healthy, resilient, and engaged communities

Encourage active lifestyles and wellbeing. Develop leisure services. Support community and diversity. Address health inequality. Reduce crime and antisocial behaviour.



Our 2022 - 2023 performance

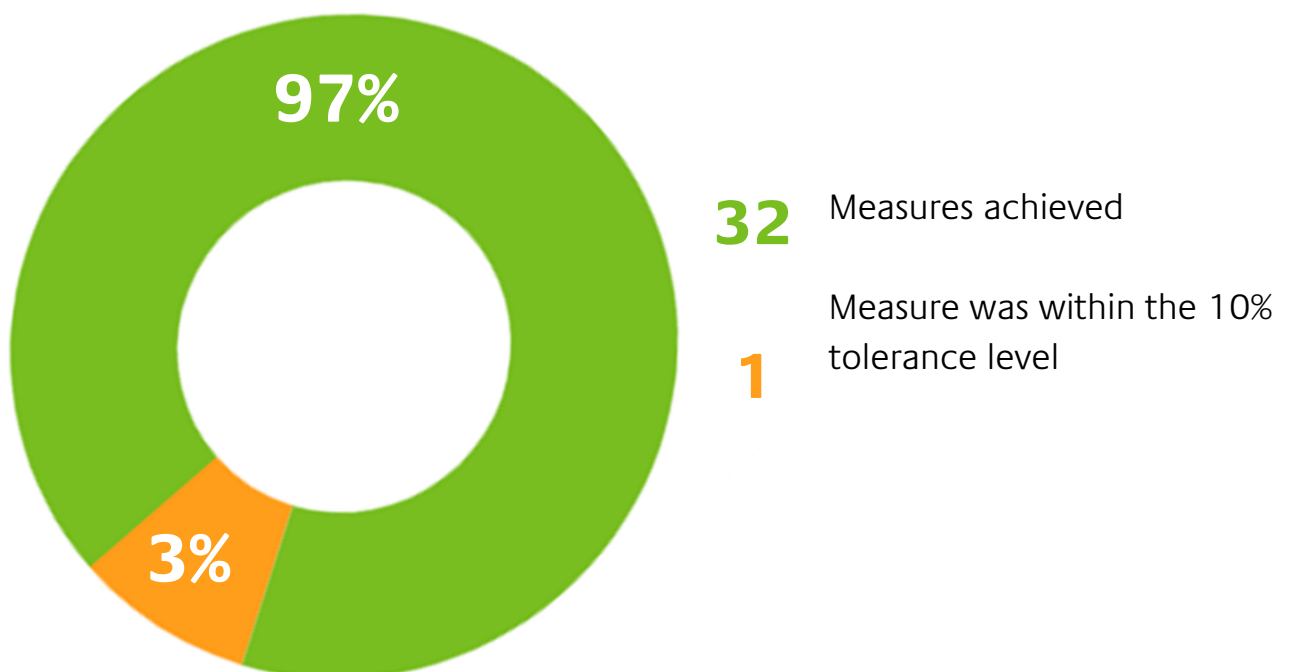
Every year, we look to serve you better. This includes emptying your bins, managing your planning applications, handling housing benefit requests, keeping your communities clean and tidy, and delivering crucial day-to-day services.

This report highlights some notable accomplishments from the past year that are on top of our regular work.

We assess progress based on our four key business plan priorities, measured through 33 performance goals.

In 2022/23, we achieved 32 goals, marking a 12% improvement compared to the previous year.

We were close to hitting our waste recycling and composting goal and remained within an acceptable margin. Our objective was to achieve a 56% recycling rate, and our actual rate was a commendable 53%. It's important to highlight that this figure is 9% above the average recycling rate for councils in England and shows our commitment to environmental sustainability.



Housing that meets your needs

Below are some of the past year's achievements for this strategic priority.



Prevented 654 households from becoming homeless.

Reduced the number of rough sleepers through effective intervention with partners.



Increased our housing supply to 5.4 years through to 2027, up from 3.5 years, to ensure there is land to build the right homes in the right places to meet our residents' needs.

Built 16% more homes than last year (1,318). Of which 181 were affordable homes, a 4% increase and above the national average.



Adapted 666 homes to enable vulnerable residents to remain living independently.

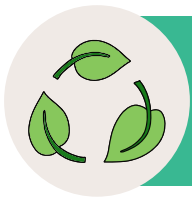
Improved 151 homes through enforcement to ensure homeowners and landlords provide safe places for people to live, a 9% increase.



Processed new housing benefit claims in 8 days, quicker than England's average of 21 days.

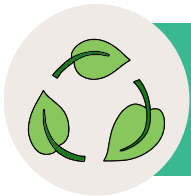
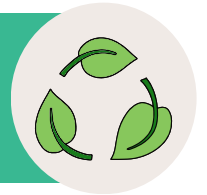
Supporting environmental sustainability

Below are some of the past year's achievements for this strategic priority.



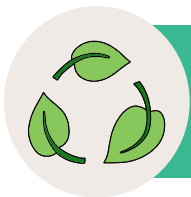
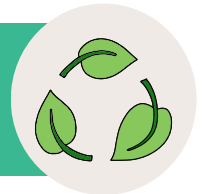
Fitted air source heat pumps and batteries at our Thorpe Lane waste and recycling depot in Banbury to cut emissions and deliver an annual saving of £180,000.

Saved 785 tonnes of carbon dioxide pollution annually through installing new sustainable measures at our outdoor and indoor swimming pools.



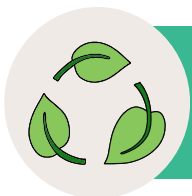
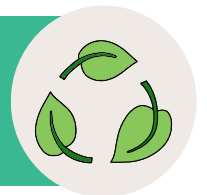
Reduced our fuel use by 5% through more efficient waste collection routes to over 73,000 homes.

Collected 58,183 tonnes of waste, 12% less than last year, as we help residents become more environmentally conscious.



Recycled 53% of waste collected, 9% more than England's average.

Collected waste from 619 businesses, schools, and charities, 13% more organisations than last year, with 91% customer satisfaction.



Dealt with 299 abandoned vehicles, 22 less than last year, as we helped reduce the number of offences.

An enterprising economy with strong and vibrant local centres

Below are some of the past year's achievements for this strategic priority.



Committed to creating a Banbury Vision 2050 masterplan as the first step towards the future regeneration of the town.

Allocated £4.25m of capital funding to an exciting regeneration project for Bicester Market Square.



Awarded 30 grants from the Cherwell Business Adaptation Fund. This government Covid-19 funded scheme provided £450,000 in total to help our businesses recover post-Covid.

Successfully bid for £1.8m from UK Shared Prosperity Fund and the Rural England Prosperity Fund to support local schemes, infrastructure and community pride.



Opened The Light entertainment complex at Castle Quay Waterfront, to attract more visitors to Banbury.

Approved the new phase of development at Oxford Technology Park in Kidlington to attract new investment.



Healthy, resilient, and engaged communities

Below are some of the past year's achievements for this strategic priority.



Developed a comprehensive support package to help residents struggling with the cost-of-living crisis. This included giving £100 food vouchers to those most in need before Christmas.

Launched Warm Spaces with our partners for vulnerable residents to meet and connect with others in the winter.



Welcomed 1,423,867 visitors to our leisure centres, 10% more than last year.

Encouraged 1,600 children to become more active through our Youth Activators program.



Delivered 120 new bikes to 32 schools through our partnership with British Cycling.

Attracted 1,815 residents to our You Move programme to enjoy free and reduced-price physical activities. This represented 37% of the total referrals, making us leaders in the county.



Supported 331 Ukrainian guests through the 'Homes for Ukraine' scheme.

Backed 90 local causes through the Cherwell Lottery, with nearly £24,000 raised last year.



How we spend your money



Sound financial planning saw us achieve a slight underspend of £0.001m. This positive outcome is a remarkable accomplishment, given the current economic climate.

Where did our funding come from?

Government grants	Council Tax	Business rates	New Homes Bonus
£0.121m	£8.509m	£10.529m	£3.462m

Totalling £22,621m in funding for last year.

We monitor our ongoing budget position to enable the Executive to make timely decisions on any required changes. Through this robust process, we have demonstrated that we are fiscally responsible and, with this strong end-of-year financial position, have put us in a good place for the year to come.

Where did we spend our funding?

Here is where we spent our funding and what services each directorate covers:

Chief Executive Directorate	Resources	Communities	Executive Matters
Human Resources Organisational Development Wellbeing & Housing Customer Focus	Finance Legal & Democratic Digital & IT Property	Planning & Development Growth & Economy Environmental & Regulatory Service	Includes corporate costs and income, including pension and interest payments
£6.606m	£5.244m	£8.509m	£2.240m

Customer service excellence

Providing quality customer service for all our residents is another priority.



Improved our 24/7 'My Account' online service to make it easier for people to request and track services like bulky waste collections.

Resolved 94% of queries were first time, way above our 75% target.



Help us to help you

We are committed to delivering the best service possible and ensuring our services are accessible to all. Doing things online is much cheaper and means we can spend more on providing essential services, so wherever possible, please make use of our 24/7 online services, which can be found at: [cherwell.gov.uk](https://www.cherwell.gov.uk)

Here, you can access a range of services and can Pay, Apply, Report and Book

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

Alternatively, please write to us at Cherwell District Council, Bodicote House, Bodicote, Banbury, Oxfordshire OX15 4AA.

You can find your ward councillor at [cherwell.gov.uk/findmycouncillor](https://www.cherwell.gov.uk/findmycouncillor)

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Cherwell District Council

Executive

3 July 2023

Monthly Performance, Risk and Finance Monitoring Report May 2023

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

This report is public

Purpose of report

To update Executive on the council's performance, risk, and financial positions for the 2023/24 financial year to the end of May 2023.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the Performance, Risk and Finance Monitoring Report for May 2023.
- 1.2 To note the Budget Management Report.
- 1.3 To approve the proposed changes in use of reserves in Appendix 5.
- 1.4 To Note the Virements agreed under S151 delegations in Appendix 3.

2.0 Introduction

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

3.0 Report Details

- 3.1 This report is split into three sections: Finance, Risk; and, Performance.

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

The Council's forecast position for 2023/2024 is an overspend of £0.232m shown in Table 1. The majority of the forecast overspend is due to recycling processor costs rising and a rise in energy labour costs within Waste & Recycling (for further detail please see table 4).

Report Details

Table 1: Forecast Year End Position

Service	Original Budget £m	Current Budget £m	May Forecast £m	May Variance (Under) / Over £m	% Variance to current budget %	
HR & OD	0.807	0.807	0.807	0.000	0.0%	
Wellbeing & Housing	2.286	2.284	2.214	(0.070)	-3.1%	
Customer Focus	2.367	2.367	2.367	0.000	0.0%	
Chief Executive	5.460	5.458	5.388	(0.070)	-1.3%	
Finance	3.303	3.303	3.303	0.000	0.0%	
Legal & Democratic	1.959	2.015	2.015	0.000	0.0%	
ICT	1.526	1.526	1.526	0.000	0.0%	
Property	(1.691)	(1.691)	(1.691)	0.000	0.0%	
Resources	5.097	5.153	5.153	0.000	0.0%	
Planning & Development	1.890	1.893	1.893	0.000	0.0%	
Growth & Economy	0.546	0.546	0.536	(0.010)	-1.8%	
Environmental	5.106	5.191	5.511	0.320	6.2%	
Regulatory	1.150	1.151	1.151	0.000	0.0%	
Communities	8.692	8.781	9.091	0.310	3.5%	
Subtotal for Directorates	19.249	19.392	19.632	0.240	1.2%	
Executive Matters	3.695	3.695	3.687	(0.008)	-0.2%	
Policy Contingency	5.229	5.086	5.086	0.000	0.0%	
Total	28.173	28.173	28.405	0.232	0.8%	
FUNDING	(28.173)	(28.173)	(28.173)	0.000	0.0%	
(Surplus)/Deficit	0.000	0.000	0.232	0.232		

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

Table 2: Analysis of Forecast Variance – May 2023

Breakdown of current month forecast	May 2023 Forecast £m	Base Budget Over/ (Under) £m	Savings Non-Delivery £m
Chief Executive	(0.070)	(0.090)	0.020
Resources	0.000	(0.010)	0.010
Communities	0.310	0.307	0.003
Subtotal Directorates	0.240	0.207	0.033
Executive Matters	(0.008)	(0.008)	0.000
Policy Contingency	0.000	0.000	0.000
Total	0.232	0.199	0.033
FUNDING	0.000	0.000	0.000
(Surplus)/Deficit	0.232	0.199	0.033

Table 3: Budget compared with Forecast

The graph below shows the Forecast for May 2023 compared to budget.

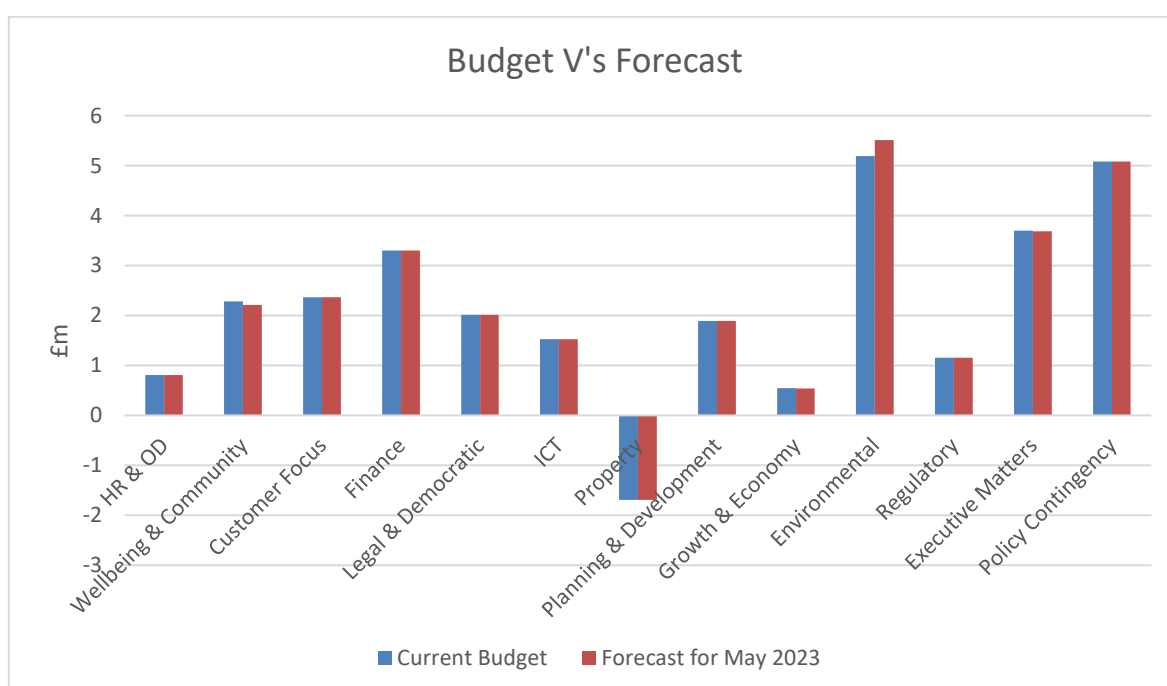


Table 4: Top Major Variance:

Service	Service	Current Budget	Variance	% Variance
Environmental Services	Waste & Recycling	3.755	0.341	9.1%
	Total	3.755	0.341	

Waste & Recycling Variance £0.341m: -

A pressure within Waste and Recycling of £0.341m is a result of a combination of recycling material prices falling as recycling processing costs have increased. An increase in income of (£0.021m) due to additional dry recycling tonnage estimates partially offsets this overspend. Commodity prices are extremely volatile, and this could change during the year. We hold monthly meetings with our recycling reprocessor and monitor individual commodity prices on a monthly basis. The service and directorate will consider what can be done to offset this pressure.

Table 5: Earmarked Reserves and General Balances at May 2023

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

Reserves	Balance 1 April 2023	Original Budgeted use/ (contribution)	Changes Proposed in the Outturn Report for 2022/23	Changes proposed May 2023	Balance 31 March 2024
	£m	£m	£m	£m	£m
General Balance	(6.150)	0.000	0.000	0.000	(6.150)
Earmarked	(28.052)	(2.469)	0.676	0.720	(29.125)
Ringfenced Grant	(4.327)	0.711	0.000	0.344	(3.272)
Subtotal Revenue	(38.529)	(1.758)	0.676	1.064	(38.547)
Capital	(8.049)	1.000	0.000	0.000	(7.049)
Total	(46.578)	(0.758)	0.676	1.064	(45.596)

For further detail on the reserves please see Appendix 5.

3.6 Capital

There is a forecast in-year underspend of (£6.903m), of which £3.029m is to be re-profiled in future years. There is an overall forecast decrease in the total cost of schemes of (£3.874m).

Table 6: Capital Spend 2023/2024

Directorate	Budget £m	Forecast Spend 2023/24 £m	Re-profiled beyond 2023/24 £m	Variance to Budget £m
Chief Executives	5.389	5.077	0.152	(0.160)
Resources	8.593	8.593	0.000	0.000
Communities	9.468	6.591	2.877	0.000
Total	23.450	20.261	3.029	(0.160)

For further detail please view appendix 1.

Table 7: How the Capital Programme is financed

Financing	23/24 Budget	Future Years
Borrowing	17.652	10.222
Grants	5.798	8.763
Capital Receipts	0.000	1.175
	23.450	20.160

Table 8: Total Capital Project Forecast

Directorate	Budget £m	Total Forecast 2023/24 £m	Variance to Budget £m
Chief Executives	11.065	10.905	(0.160)
Resources	8.593	8.593	0.000
Communities	23.952	23.952	0.000
Total	43.610	43.450	(0.160)

Table 9: Top Five in Year Capital Variances: -

Code	Top 5 In-Year Variances	Budget Total £'000	Reprofile to 24/25 £'000	% of in year Budget Variance
40278	Development of New Land Bicester Depot	2,775	2,275	81.98%
40160	Housing Services - capital	160	160	100.00%
40010	North Oxfordshire Academy Astro turf	183	103	56.28%
40222	Burnehyll- Bicester Country Park	159	79	49.69%
40019	Bicester Leisure Centre Extension	79	49	62.03%
		3,356	2,666	

Development of New Land Bicester Depot: -

A project team has been established to develop the site. It is likely that an element of reprofiling will be required in to 2024/25, this will be confirmed as the project progresses.

Housing Services: –

Strategic housing contributions are delayed for North West Bicester due to slower completion rate by the developer.

North Oxfordshire Academy Astro turf: -

Currently waiting for final costings and designs. Next stage is to seek planning approval for the new 3G pitch and procure a delivery partner over the Summer.

Burnehyll- Bicester Country Park: -

Anticipating reprofiling of £0.079m into 2024/25. The budget requires reprofiling due to the project not progressing as predicted when the capital bid was submitted.

Bicester Leisure Centre Extension: -

Reprofiled the capital spend to cover professional fees in 2023/24 because of the UK Shared Prosperity Fund (UKSPF) contribution to the scheme in 2022/23.

The project continues to progress as predicted. Next Milestone is final detailed plans and costing due at the start of July.

3.7 Performance Summary

- 3.8 The council measures its performance against its priorities for the year at least monthly. We measure the progress towards delivering the Business Plan priorities through 37 performance indicators, 13 are reported monthly, a further 19 quarterly, four on a rolling three months' cycle and one twice a year. On a quarterly basis we also monitor our progress towards achieving the actions set out in our Annual Delivery plan, Peer Review action plan and Equalities, Inclusion and Diversity action plans. For the full details and commentary against each measure see Appendix 7
- 3.9 The data for May shows that of the 8 measures with monthly targets, we are on track to achieve, 7, and one is slightly off track but within tolerance. There are also five measures that we monitor to identify any emerging trends that might require action from ourselves or partners, but they do not have targets as they are dependent on external factors

Homes improved through enforcement action: 27 this year to date

Number of Housing Standards interventions: 123 this year to date.

Number of Illegal Fly Tips: 159 this year to date

Number of enforcement notices issued: 58 this year to date

Number of garden waste subscriptions: 71,245 this year to date

Figure 1 (below): Performance Summary end of May 2023, 7 measures green, one amber, and zero red. Please note this graph excludes the five monitoring measures not targeted



3.9 Performance Exceptions

The following measure was behind target but within the tolerance for May:

Measure: % of electric vehicles in the fleet

May: Amber – 10.75% against an average target of 15%

Year to date: Amber - 10.75% against an average target of 15%

Comments: Additional EV vehicles have been ordered for in year delivery and subject to no supply chain issue, this target is expected to be achieved by year end.

3.10 Performance Highlights

- There was a 7% increase in people using our sports facilities this month, possibly down to a number of new initiatives such as Atlantis Splash (Oxfordshire’s only indoor pool, giant inflatable obstacle course) and half term swimming crash courses.
- Our Customer Service Centre have successfully achieved the CCA-Global accreditation standard, joining industry leaders such as SKY, RAC, Tesco PLC and HP. The CCA recognises the top performers in customer service and say that “Achieving CCA Global Accreditation is an outstanding accolade that requires dedication, hard-work, courage, and ambition”. As an Accredited centre, we will be recognised as a CCA Centre of Excellence, this in our first year post decoupling is a huge achievement.

3.11 Risk Update

3.12 The council’s Leadership Risk Register contains a list of the strategic risks that are both significant in size and duration and will impact on its reputation and performance, and its ability to deliver its corporate priorities

3.13 The table below shows the overall position of all the risks contained within the Leadership Risk Register for May 2023 including the impact and probability score.

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

3.14 There were no changes to the risk register during May, other than changing L13, from “Oxfordshire Housing and Growth Deal” to “Major Infrastructure Projects and Programmes”. To review the full Leadership Risk Register, go to appendix 8.

4.0 Conclusion and Reasons for Recommendations

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

5.0 Consultation

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

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

6.0 Alternative Options and Reasons for Rejection

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

7.0 Implications

Financial and Resource Implications

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

Comments checked by:

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

Michael.Furness@cherwell-dc.gov.uk

Legal Implications

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

Comments checked by:

Shahin Ismail, Interim Head of Legal Services,

Shahin.Ismail@cherwell-dc.gov.uk

Risk Implications

- 7.3 This report contains a full update with regards to the council's risk position at the end of May 2023 within sections 3.11 to 3.14

Comments checked by:

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

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

Equalities and Inclusion Implications

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

Comments checked by:

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

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

Sustainability Implications

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

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

8.0 Decision Information

Key Decision

Financial Threshold Met: Yes

Community Impact Threshold Met: No

Wards Affected:

All

Lead Councillor

Councillor Sandy Dallimore, Portfolio Holder for Corporate Services
Councillor Adam Nell, Deputy Leader & Portfolio Holder for Finance

Document Information

Appendix number and title

- Appendix 1 – Finance Capital May 2023
- Appendix 2 – Detailed Revenue Narrative on Forecast May 2023
- Appendix 3 – Virements May 2023
- Appendix 4 – Funding 2023
- Appendix 5 – Use of Reserves and Grant funding 2023
- Appendix 6 – Business plan 2023 - 24
- Appendix 7 – Performance May 2023
- Appendix 8 – Leadership Risk Register May 2023

Background papers

None

Report Author and contact details.

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

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Appendix 1 - CHERWELL CAPITAL EXPENDITURE

Cost Centre	DESCRIPTION	BUDGET	YTD ACTUAL	PO COMMITMENTS	Forecast	RE-PROFILED BEYOND 2023/24	Current month Variances £000	Forecast Narrative
40010	North Oxfordshire Academy Astro turf	183	0	0	80	103	0	Currently waiting for final costings and designs. Next stage is to seek planning approval for the new 3G pitch and procure a delivery partner over the Summer.
40019	Bicester Leisure Centre Extension	79	15	0	30	49	0	Reprofiled the capital spend to cover professional fees in 23/24 because of the UK Shared Prosperity Fund (UKSPF) contribution to the scheme in 22/23. The project continues to progress as predicted. Next Milestone is final detailed plans and costing due at the start of July
40083	Disabled Facilities Grants	1,432	179	0	1,432	0	0	This budget is an amalgum of £1.239m Better Care Fund allocation and £0.085m underspend from 2022-23 alongside £0.108m reprofiled from the Discretionary Grants budget. Full spend anticipated.
40084	Discretionary Grants Domestic Properties	150	7	0	150	0	0	This budget covers small repairs and larger essential repairs to vulnerable households. Underspend from previous years has been reprofiled to supplement this year's DFG budget. Demand is typically heavily weighted towards the winter months, no carry-forward into 2024-25 is currently expected.
40131	S106 Capital Costs	3,310	(10)	15	3,310	0	0	The budget allocation is for projects funded by S106. Due to the clauses of grant agreements, the passporting S106 funds is reliant upon timely project delivery by other bodies outside of the Council's control. It is currently anticipated that the majority of projects will be delivered in 2023/24.
40160	Housing Services - capital	160	0	0	0	0	(160)	Strategic housing contributions are delayed for North West Bicester due to slower completion rate by the developer
40251	Longford Park Art	45	0	0	45	0	0	There is the possibility that this budget may need to be reprofiled in to 24/25 because of delays in transfer of land from the developer to new ownership. Therefore no public art is to be constructed until this process has been completed.
	Wellbeing & Community	5,359	190	15	5,047	152	(160)	
40292	iTrent HR System Upgrades	30	0	0	30	0	0	The implementation of the main modules within iTrent is very nearly finished but we do still have other modules to explore and it is important that we maintain this capital expenditure to explore ROI these additional modules offer.
	HR & OD	30	0	0	30	0	0	
	Chief Executive	5,389	190	15	5,077	152	(160)	
40081	Bicester Town Centre Redevelopment	0	1	0	(0)	0	(0)	Project completed
40111	Admiral Holland Redevelopment Project (phase 1b)	61	0	0	61	0	0	Retention payment expected.
40139	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	104	(4)	0	104	0	0	New tender package is going out to suppliers shortly for commencement in Q1 2023/24
40144	Castle Quay	2,985	(84)	5	2,985	0	0	Capital projects are being reviewed to ensure they will continue to meet the strategic direction for Castle Quay and remain relevant to meet the challenges of the changing retail market. Forecasted to be on budget in 23/24.
40162	Housing & IT Asset System joint CDC/OCC	26	0	0	26	0	0	This project is for hosting and software support costs for 3 years (2022/23 to 2024/25).
40167	Horsefair, Banbury	55	0	0	55	0	0	The works design is now completed, pending tender. Tender went out in Feb 2023 for delivery in Q1 2023/24
40191	Bodicote House Fire Compliance Works	149	0	19	149	0	0	Works are ready to be tendered following Bodicote House review
40197	Corporate Asbestos Surveys	50	0	0	50	0	0	Review of the work is to be carried out
40201	Works From Compliance Surveys	99	0	0	99	0	0	Final phase now planned for Q1 2023/24
40203	CDC Feasibility of utilisation of proper Space	100	0	0	100	0	0	This amount has been set aside to consider the future office space of the Council.
40213	Build Team Essential Repairs & Improvements	116	0	0	116	0	0	Work is currently underway and it is likely that all capital expenditure will take place during financial year 2023/24.
40219	Community Centre - Works	54	0	0	54	0	0	Anticipated completion in Q1 2023/24
40224	Fairway Flats Refurbishment	362	0	0	362	0	0	Instructing the consultants shortly to progress the design ready for tendering
40226	Thorpe Lane Depot - Decarbonisation Works	32	(12)	0	32	0	0	Salix Project finished- just retention payment outstanding
40227	Banbury Museum - Decarbonisation Works	25	0	20	25	0	0	Salix Project finished- just retention payment outstanding
40228	Franklins House - Decarbonisation Works	0	(4)	0	0	0	0	Retention payments due (accrued)
40230	Whitelands - Decarbonisation Works	0	(10)	0	0	0	0	Retention payments due (accrued)
40231	Bicester Leisure Centre - Decarbonisation Works	0	(42)	0	0	0	0	Retention payments due (accrued)
40232	Kidlington Leisure Centre - Decarbonisation Works	0	(27)	0	0	0	0	Retention payments due (accrued)

40233	Spiceball Leisure Centre - Decarbonisation Works	0	(33)	0	0	0	0	Retention payments due (accrued)
40239	Bicester East Community Centre	1,371	15	150	1,371	0	0	Expected start date on site is Quarter 1 of 2023/24. £1.371m of capital funding from 22/23 remains allocated to deliver this bespoke community centre for local residents
40241	Thorpe Place Roof Works	35	0	1	35	0	0	Project is being reviewed
40242	H&S Works to Banbury Shopping Arcade	127	0	0	127	0	0	Project is forecasted as being on budget in 23/24.
40246	Banbury Museum Pedestrian Bridge	3	0	3	3	0	0	£3K retention due in Oct 23
40249	Retained Land	260	0	91	260	0	0	Full spend anticipated by Q2 2023/24
40252	Expiring Energy Performance Certificates plus Associated works	96	20	0	96	0	0	Scopes received - expected instruction shortly
40253	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	0	0	60	0	-	Scopes received - expected instruction shortly
40254	Thorpe Lane Depot - Renewal of Electrical Incoming Main	171	0	0	171	0	0	Works are currently designed pending tender of the Electrical supply infrastructure. Works to be coordinated with the District Network Operator to install the new sub station, who are engaged. Waiting for dates from the DNO.
40255	Installation of Photovoltaic at CDC Property	79	0	0	79	0	0	This will now take place along with the new capital works planned for 2023/24
40262	Affordable Housing	1,156	16	84	1,156	0	0	We have engaged design professionals to prepare the specification of works which are required to effect both the repair to the roof and the reinstatement of the living accommodation, which has been affected by the invasive investigative works which we have undertaken. The tender process will be completed shortly in 2023/24
40263	Kidlington Leisure New Electrical Main	20	0	0	20	0	0	Project to install new electrical main for kindlington leisure centre. Expected to start Q1 2023/24 so balance expected to be spent during this period.
40279	Spiceball Sports Centre - Solar PV Car Ports	180	0	0	180	0	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/24
40280	Kidlington Sports Centre - Solar PV Car Ports	137	0	0	137	0	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/24
40281	North Oxfordshire Academy - Solar Panels	18	0	0	18	0	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/24
40282	Community Centre Solar Panels	108	0	0	108	0	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/24
40283	Thorpe Lane - Solar Panels	34	0	0	34	0	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/24
40284	Thorpe Lane - Heater Replacement (Gas to Electric)	28	0	0	28	0	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/24
Property		8,101	(165)	374	8,101	0	0	
40256	Processing Card Payments & Direct Debits	20	0	0	20	0	0	This PCI Project is on Target to be completed this year
Finance	Finance	20	0	0	20	0	0	
40237	Council Website & Digital Service	122	5	7	122	0	0	Works planned for 23/24
40285	Digital Strategy	350	0	79	350	0	0	Year one of the Digital Future strategy looks to: 1) Implement a Data Lakehouse platform as a foundation to the Data and Analytics strategy (by end July 2023). 2) Improve cyber security by aligning with a standard framework and implementing additional security measures (by end of Dec 2023) 3) Move all online files to sharepoint to reduce hosting costs (by end Oct 2023) 4) Implement new devices to monitor Fly Tipping in two locations.
ICT		472	5	86	472	0	0	
Resources		8,593	(160)	460	8,593	0	0	
40062	East West Railways	137	56	78	137	0	0	The capital fund has been set up to enable the Council's costs to be recharged when responding to enquiries and regulatory applications, involving for example environmental and land drainage matters, made in connection with the EWR project. This is in partnership with England's Economic Heartland. Cherwell's contribution towards fibre connectivity of £0.133m has now been paid in Quarter 1 2023/24
40286	Transforming Market Square Bicester	1,000	0	0	500	500	0	£500k for commissioning design and consultation work in 2023/24 (for the final plans for Market Square Public Realm) with the remaining budget to be reprofiled in to 2025/26 for continuation of the programme
40124	Spring Gardens	0	(70)	0	0	0	0	Capital receipt received from Trowers & Hamlins in respect of 10 Spring Walk. Will be moved to the capital receipts reserves

40287	UK Shared Prosperity Fund (UK SPF) Year Two Investment Plan Programme	117	0	0	117	0	0	UKSPF capital grant will be fully spent in 2023/24 on the following £30k improvement to town centres & high streets £35k improvements to CDC community facilities £2k Bridge Street Community Garden £50k contribution to NOA 3G pitch
40288	UKSPF Rural Fund	132	0	0	132	0	0	Investment in capacity building and infrastructure support for local civil society and community groups. A grant funding scheme will be established to enable village halls and other community buildings to maximise their potential through key infrastructure improvements and acquisitions.
	Growth & Economy	1,386	(14)	78	886	500	0	
40015	Car Park Refurbishments	46	0	0	46	0	0	Anticipating full spend in 2023-24. This to continue the projects of pay on exit sites across the district and upgrading of pay machines from 3G to 4G.
40026	Off Road Parking	18	0	0	18	0	0	Anticipating full spend in 2023-24. This is to continue the project of installing LED lighting at various sites.
40028	Vehicle Replacement Programme	1,731	0	618	1,731	0	0	Anticipating full spend in 2023-24.
40186	Commercial Waste Containers	25	0		25	0	0	Anticipating full spend in quarter 4 of 2023-24.
40187	On Street Recycling Bins	18	0	0	18	0	0	Anticipating full spend in 2023-24. Sites have been identified for refurbishments.
40216	Street Scene Furniture and Fencing project	48	0	0	25	23	0	£0.025m to be spent in 2023-24 at various play and open spaces. Anticipating slippage of £0.023m in to 2024-25 due to ongoing issue with lease and land ownership.
40217	Car Parking Action Plan Delivery	18	0	0	18	0	0	Anticipating full spend in 2023-24. Project is part of ongoing review of Car Park Action Plan.
40218	Depot Fuel System Renewal	35	0	0	35	0	0	Anticipating full spend in quarter 4 of 2023-24. This will be reviewed as the new Bicester Depot site progresses.
40222	Burnehyll- Bicester Country Park	159	4	7	80	79	0	Anticipating reprofiling of £0.079m into 2024/25. The budget requires reprofiling due to the project not progressing as predicted when the capital bid was submitted.
40248	Solar Panels at Castle Quay	53	0	0	53	0	0	Anticipating full spend in 2023-24.
40257	Additional Commercial Waste Containers	10	0	0	10	0	0	Anticipating full spend in quarter 4 of 2023-24.
40258	Kidlington Public Convenience Refurbishment	90	0	0	90	0	0	Anticipating full spend in quarter 2 of 2023-24.
40259	Market Equipment Replacement	15	0	0	15	0	0	Anticipating full spend in quarter 4 of 2023-24.
40260	Land for New Bicester Depot	2,989	11	0	2,989	0	0	Anticipating full spend in 2023-24. Expecting purchasing of site to be finalised in quarter 1.
40278	Development of New Land Bicester Depot	2,775	0	0	500	2,275	0	A project team has been established to develop the site. Some slippage will be required in to 2024/25, this will be confirmed as the project progresses.
40289	Computer Software Upgrade for Vehicle Management	12	0	0	12	0	0	Anticipating full spend in quarter 4 of 2023-24.
40291	New Commercial Waste IT System	25	0		25	0	0	Anticipating full spend in 2023-24.
	Environmental Services	8,067	15	626	5,690	2,377	-	
40245	Enable Agile Working	15	0	0	15	0	0	The funding is intended to be used to purchase the technology needed to enable the teams to use our new case management system whilst 'on-site' carrying out inspection work, etc. We have trialed different tablets but have delayed the project since the release of the app that will support mobile working has been delayed. The app is now due for release in Late summer 23/24. The mobile working approach will potentially save approx. £1400 pa through reducing costs (mileage, printing and stationery) as well as making the inspection process more efficient, delivering an improved customer experience and realising a resource saving of 0.2 FTE. The ongoing cost of the app will be approx. £1500 pa.
	Regulatory Services	15	0	0	15	0	0	
Communities		9,468	2	704	6,591	2,877	0	
Capital Total		23,450	33	1,179	20,261	3,029	(160)	

CHERWELL TOTAL CAPITAL PROJECT EXPENDITURE

CODE	ASSISTANT DIRECTOR/RESPONSIBLE OFFICER	DESCRIPTION	Total 23/24 Project Budget	Forecast	RE-PROFILED BEYOND 2023/24	23/24 Variance	Future Years Budget	Project Total Budget	Project Total forecast	Project Total Variance	Narrative
40010	Nicola Riley	North Oxfordshire Academy Astro turf	183	80	103	0	0	183	183	0	Delivery linked to external partners approval.
40019	Nicola Riley	Bicester Leisure Centre Extension	79	30	49	0	0	79	79	0	Initial stage of feasibility is nearly complete. Costed design proposals have been submitted. Further works required on the funding routes available for next stages/development.
40083	Nicola Riley	Disabled Facilities Grants	1,432	1,432	0	0	4,956	6,388	6,388	0	This budget comprises Better Care Fund allocation and reprofiled underspend from 2022-23. Full spend anticipated.
40084	Nicola Riley	Discretionary Grants Domestic Properties	150	150	0	0	600	750	750	0	This budget covers small repairs and larger essential repairs to vulnerable households. Demand is typically heavily weighted towards the winter months, no carry-forward into 2024-25 is currently expected.
40131	Nicola Riley	S106 Capital Costs	3,310	3,310	0	0	0	3,310	3,310	0	Regular communication with Parish Councils is allowing us to monitor the projects that make up this programme of works. Cherwell hold developer contributions for each project and release funds as requested by the parish. Some projects are taking parishes longer to complete than first anticipated which explains why the spending is slower.
40160	Nicola Riley	Housing Services - capital	160	0	0	(160)	0	160	0	(160)	Affordable Housing at NW Bicester funded via Growth Deal.
40251	Nicola Riley	Nicola Riley	45	45	0	0	0	45	45	0	Delays in transfer of land from the developer to new ownership whilst lease agreed meaning no public art is to be constructed until this process has been completed.
Wellbeing & Community			5,359	5,047	152	(160)	5,556	10,915	10,755	(160)	
40292	Claire Cox	iTrent HR System Upgrades	30	30	0	0	120	150	150	0	There are further iTrent modules to explore and it is important that we maintain this capital expenditure to explore ROI these additional modules offer.
HR & OD			30	30	0	0	120	150	150	0	
Chief Executives			5,389	5,077	0	(160)	5,676	11,065	10,905	(160)	
40111	Andrew Low	Admiral Holland Redevelopment Project (phase 1b)	61	61	0	0	0	61	61	0	Retention payment expected.
40139	Andrew Low	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	104	104	0	0	0	104	104	0	New tender package is going out to suppliers shortly for commencement in Q1 2023/24
40144	Andrew Low	Castle Quay	2,985	2,985	0	0	0	2,985	2,985	0	Capital projects are being reviewed to ensure they will continue to meet the strategic direction for Castle Quay and remain relevant to meet the challenges of the changing retail market. Forecasted to be on budget in 23/24.
40162	Andrew Low	Housing & IT Asset System joint CDC/OCC	26	26	0	0	0	26	26	0	This project is for hosting and software support costs for 3 years (2022/23 to 2024/25).
40167	Andrew Low	Horsefair, Banbury	55	55	0	0	0	55	55	0	The works design is now completed, pending tender. Tender went out in Feb 2023 for delivery in Q1 2023/24
40191	Andrew Low	Bodicote House Fire Compliance Works	149	149	0	0	0	149	149	0	Works are ready to be tendered following Bodicote House review
40197	Andrew Low	Corporate Asbestos Surveys	50	50	0	0	0	50	50	0	Review of the work is to be carried out
40201	Andrew Low	Works From Compliance Surveys	99	99	0	0	0	99	99	0	Final phase now planned for Q1 2023/24
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.
40213	Andrew Low	Build Team Essential Repairs & Improvements	116	116	0	0	0	116	116	0	Work is currently underway and it is likely that all capital expenditure will take place during financial year 2023/24.
40219	Andrew Low	Community Centre - Works	54	54	0	0	0	54	54	0	Anticipated completion in Q1 2023/24
40224	Andrew Low	Fairway Flats Refurbishment	362	362	0	0	0	362	362	0	Instructing the consultants shortly to progress the design ready for tendering
40226	Andrew Low	Thorpe Lane Depot - Decarbonisation Works	32	32	0	0	0	32	32	0	Salix Project finished- just retention payment outstanding
40227	Andrew Low	Banbury Museum - Decarbonisation Works	25	25	0	0	0	25	25	0	Salix Project finished- just retention payment outstanding
40239	Andrew Low	Bicester East Community Centre	1,371	1,371	0	0	0	1,371	1,371	0	Expected start date on site is Quarter 1 of 2023/24. £1.371m of capital funding from 22/23 remains allocated to deliver this bespoke community centre for local residents
40241	Andrew Low	Thorpe Place Roof Works	35	35	0	0	0	35	35	0	Project is being reviewed
40242	Andrew Low	H&S Works to Banbury Shopping Arcade	127	127	0	0	0	127	127	0	Project is forecasted as being on budget in 23/24.
40246	Andrew Low	Banbury Museum Pedestrian Bridge	3	3	0	0	0	3	3	0	£3K retention due in Oct 23
40249	Andrew Low	Retained Land	260	260	0	0	0	260	260	0	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 2023/24
40252	Andrew Low	Expiring Energy Performance Certificates plus Associated works	96	96	0	0	0	96	96	0	Scopes reviewed - expected instruction shortly

40253	Andrew Low	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	60	0	0	0	60	60	0	0	Scopes reviewed - expected instruction shortly
40254	Andrew Low	Thorpe Lane Depot - Renewal of Electrical Incoming Main	171	171	0	0	0	171	171	0	0	Works are currently designed pending tender of the Electrical supply infrastructure. Works to be coordinated with the District Network Operator (Western Power) to install the new sub station, who are engaged. Waiting for dates from the DNO.
40255	Andrew Low	Installation of Photovoltaic at CDC Property	79	79	0	0	0	79	79	0	0	This will now take place along with the new capital works planned for 2023/24
40262	Andrew Low	Affordable Housing	1,156	1,156	0	0	0	1,156	1,156	0	0	We have engaged design professionals to prepare the specification of works which are required to effect both the repair to the roof and the reinstatement of the living accommodation, which has been affected by the invasive investigative works which we have undertaken. The tender process will be completed shortly in 2023/24
40263	Andrew Low	Kidlington Leisure New Electrical Main	20	20	0	0	0	20	20	0	0	Project to install new electrical main for kidlington leisure centre by Scottish and Southern Electricity. Expected to start Q1 2023/24 so balance expected to be spent during this period.
40279	Andrew Low	Spiceball Sports Centre - Solar PV Car Ports	180	180	0	0	0	180	180	0	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/24
40280	Andrew Low	Kidlington Sports Centre - Solar PV Car Ports	137	137	0	0	0	137	137	0	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/24
40281	Andrew Low	North Oxfordshire Academy - Solar Panels	18	18	0	0	0	18	18	0	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/24
40282	Andrew Low	Community Centre Solar Panels	108	108	0	0	0	108	108	0	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/24
40283	Andrew Low	Thorpe Lane - Solar Panels	34	34	0	0	0	34	34	0	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/25
40284	Andrew Low	Thorpe Lane - Heater Replacement (Gas to Electric)	28	28	0	0	0	28	28	0	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/26
Property			8,101	8,101	0	0	-	8,101	8,101	0	0	
40256	Michael Furness	Processing Card Payments & Direct Debits	20	20	0	0	0	20	20	0	0	Works planned for 23/24
Finance Total			20	20	0	0	0	20	20	0	0	
40237	Mark Duff	Council Website & Digital Service	122	122	0	0	0	122	122	0	0	Works planned for 23/24
40285	Mark Duff	Digital Strategy	350	350	0	0	0	350	350	0	0	Year one of the Digital Future strategy looks to: 1) Implement a Data Lakehouse platform as a foundation to the Data and Analytics strategy (by end July 2023). 2) Improve cyber security by aligning with a standard framework and implementing additional security measures (by end of Dec 2023) 3) Move all online files to sharepoint to reduce hosting costs (by end Oct 2023) 4) Implement new devices to monitor Fly Tipping in two locations.
ICT			472	472	0	0	0	472	472	0	0	
Resources			8,593	8,593	0	0	0	8,593	8,593	0	0	
40062	Robert Jolley	East West Railways	137	137	0	0	4,189	4,326	4,326	0	0	The capital fund has been set up to enable the Council's costs to be recharged when responding to enquiries and regulatory applications made in connection with the EVR project.
40286	Robert Jolley	Transforming Market Square Bicester	1,000	500	500	0	3,250	4,250	4,250	0	0	Investment to transform the Market Square into a multi-purpose space and "community hub" which will transform and help regenerate Bicester town centre
40287	Robert Jolley	UK Shared Prosperity Fund (UK SPF) Year Two Investment Plan Programme	117	117	0	0	162	279	279	0	0	Improvements to town centres and highstreets and community facilities
40288	Robert Jolley	UKSPF Rural Fund	132	132	0	0	395	527	527	0	0	Investment in capacity building and infrastructure support for local civil society and community groups.
Growth & Economy			1,386	886	500	-	7,996	9,382	9,382	0	0	
40015	Ed Potter	Car Park Refurbishments	46	46	0	0	0	46	46	0	0	Full spend anticipated by March 2024
40026	Ed Potter	Off Road Parking	18	18	0	0	0	18	18	0	0	Full spend anticipated by March 2024
40028	Ed Potter	Vehicle Replacement Programme	1,731	1,731	0	0	5,242	6,973	6,973	0	0	Full spend anticipated by March 2025
40186	Ed Potter	Commercial Waste Containers	25	25	0	0	0	25	25	0	0	Full spend anticipated in quarter 4 of 2023-24.
40187	Ed Potter	On Street Recycling Bins	18	18	0	0	0	18	18	0	0	Full spend anticipated in quarter 4 of 2023-24.
40216	Ed Potter	Street Scene Furniture and Fencing project	48	25	23	0	12	60	60	0	0	Full spend anticipated by March 2026
40217	Ed Potter	Car Parking Action Plan Delivery	18	18	0	0	0	18	18	0	0	Full spend anticipated by March 2024
40218	Ed Potter	Depot Fuel System Renewal	35	35	0	0	24	59	59	0	0	Full spend anticipated by March 2024
40222	Ed Potter	Burnehyll- Bicester Country Park	159	80	79	0	0	159	159	0	0	Full spend anticipated by March 2025
40248	Ed Potter	Solar Panels at Castle Quay	53	53	0	0	0	53	53	0	0	Full spend anticipated in 2023-24.
40257	Ed Potter	Additional Commercial Waste Containers	10	10	0	0	0	10	10	0	0	Full spend anticipated in quarter 4 of 2023-24.
40258	Ed Potter	Kidlington Public Convenience Refurbishment	90	90	0	0	0	90	90	0	0	Full spend anticipated in quarter 2 of 2023-24.
40259	Ed Potter	Market Equipment Replacement	15	15	0	0	0	15	15	0	0	Full spend anticipated in quarter 4 of 2023-24.
40260	Ed Potter	Land for New Bicester Depot	2,989	2,989	0	0	10	2,999	2,999	0	0	Full spend anticipated by March 2024 - Expecting purchasing of site to be finalised in quarter 1.

40278	Ed Potter	Development of New Land Bicester Depot	2,775	500	2,275	0	1,200	3,975	3,975	0	Full spend anticipated by March 2025 - this will be confirmed as the project progresses.
40289	Ed Potter	Computer Software Upgrade for Vehicle Management	12	12	0	0	0	12	12	0	Full spend anticipated by March 2024
40291	Ed Potter	New Commercial Waste IT System	25	25	0	0	0	25	25	0	Full spend anticipated by March 2024
Environmental			8,067	5,690	2,377	-	6,488	14,555	14,555	-	
40245	Richard Webb	Enable Agile Working	15	15	0	0	0	15	15	0	The funding is intended to be used to purchase the technology needed to enable the teams to use our new case management system whilst 'on-site' carrying out inspection work, etc. We have trialed different tablets but have delayed the project since the release of the app that will support mobile working has been delayed. The app is now due for release in Late summer 23/24. The mobile working approach will potentially save approx. £1400 pa through reducing costs (mileage, printing and stationery) as well as making the inspection process more efficient, delivering an improved customer experience and realising a resource saving of 0.2 FTE. The ongoing cost of the app will be approx. £1500 pa.
			15	15	0	0	0	15	15	0	
Communities			9,468	6,591	0	0	14,484	23,952	23,952	0	
Capital Total			23,450	20,261	0	(160)	20,160	43,610	43,450	(160)	

Appendix 2 - Report Details – Additional Revenue narrative

Chief Executive

Chief Executives are forecasting an Underspend of (£0.070m) against a budget of £5.458m (1.30%).

HR & OD

HR are forecasting to remain on budget at present.

£0m Variance

Wellbeing
Community

& The savings have arisen as housing commission costs have now been confirmed at a lower level than estimated and there are some salary savings while we recruit suitable staff to our Healthy Place Shaping team.

Variation
(£0.070m)
underspend

Customer Focus

Customer Focus is currently expecting to end the year within the agreed budget.

Variation
£0.000m

Resources

Resources are reporting on target against a budget of £5.153m (0.00%).

Finance	Finance is forecasting to be on budget.
Variation £0.000m overspend	
Legal & Democratic	The supplies and services for Legal and Democratic are on target.
Variation £0.000m	The legal services department has an ongoing recruitment drive and has successfully recruited 7 new members of staff - staff costs are therefore being reviewed and we will update further for Quarter one.
ICT	ICT are forecasting to remain on budget at present.
Variation £0.000m	
Property	At this stage the savings from staff vacancies are offsetting Asset Management costs. Although recruitment for permanent staff is ongoing the number of interim and agency staff within the team is still high but these additional costs are being offset by increased income from properties and other pressures which have not materialised. Therefore, at this stage we are able to report that we on target and within budget.
Variation £0.000m	

Communities

Communities are forecasting an overspend of £0.310m against a budget of £8.781m, (3.50%).

Planning Development	& Planning and Development is broadly working to budget for the first two months of the year.
Variation £0.000m	

Growth & Economy	As it currently stands, Growth and Economy is forecasting a (£0.010m) underspend.
Variation (£0.010m) Underspend	

Environmental	A pressure within Waste and Recycling of £0.341m is a result of a combination of recycling material prices falling as recycling processing costs have increased. An increase in income of (£0.021m) due to additional dry recycling tonnage estimates partially offsets this overspend.
Variation £0.320m Overspend	Commodity prices are extremely volatile, and this could change during the year. We hold monthly meetings with our recycling reprocessor and monitor individual commodity prices on a monthly basis. The service and directorate will consider what can be done to offset this pressure.

Regulatory	Regulatory Services and Community Safety are forecasting a balanced outturn.
Variation £0.000m	

Executive Matters

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

Interest	Executive Matters are forecasting a minor underspend of (£0.008m)
Variation (£0.108m) underspend	

Policy Contingency

Policy Contingency is forecasting on target against a budget of £5.086m, (0.00%)

Policy Contingency	Policy Contingency is forecasting to remain on budget at present.
Variation £0.000m	

Appendix 3 - Virement Summary

Virement Movement

This table shows the movement in Net Budget from April to May 2023.

Virements - Movement in Net Budget	£m
Directorate Net Budget - April 2023	19.250
Directorate Net Budget - May 2023	19.392
Movement	0.142
Breakdown of Movements	£m
Allocations from/to Reserves	
Other	
Policy Contingency to support Procurement function	£0.057
Policy Contingency release to mitigate the current fuel cost challenges within Environmental services	£0.085
Total	£0.142

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Appendix 4 - Funding for 2023/24

Specific Funding

Dept.	Grant Name	Funding
		£
DLUHC	Elections New Burdens	66,593
DLUHC	Homelessness Prevention Grant	508,605
DLUHC	Local Council Tax Support Scheme Grant	164,691
DLUHC	Domestic Abuse Grant	36,284
Home Office	Syrian Resettlement scheme	45,480
Home Office	Asylum seeker dispersal grant	84,000
		905,653

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Appendix 5 Reserves and Grant Funding

Uses of/ (Contributions to) Reserves

Specific requests

Directorate	Type	Description	Reason	Amount £m
Chief Executive	Grant	COMF Grant	Release unspent COMF into 2023/24	0.344
Total Ringfenced				0.344
Chief Executive	Earmarked Reserves	Transformation Reserve	Transformation Programme Manager post to be funded from Transformation reserve	0.071
Chief Executive	Earmarked Reserves	Annual Subscription	CFO insight annual subscription	0.008
Chief Executive	Earmarked Reserves	Cherwell Lottery Reserve	Release Cherwell lottery reserve for grants paid out in 23/24	0.016
Chief Executive	Earmarked Reserve	Transformation Programme	Release reserve for Transformation Programme spend 23/24	0.500
Chief Executive	Earmarked Reserve	Banbury Regeneration	Release reserve for Banbury Regeneration spend 23/24	0.125
Total Earmarked Reserves				0.720

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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.
- Prepare 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

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 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.



Appendix 7 - Performance Report May 2023

- 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

Measure	Portfolio Holder	Measure Lead Officer & Director	Performance	Actual	Target	YTD Actual	YTD Target	YTD Performance
BP1.2.01 Number of Homeless Households living in Temporary Accommodation (TA)	Cllr N Mawer	<ul style="list-style-type: none"> ■ Nicola Riley ■ Yvonne Rees 	★	34	40	32	40	★
<p>Commentary Numbers are consistent based on the ongoing focus of the Housing Team to work ahead of crisis situations and resolve housing issues before temporary accommodation is needed. The team are currently holding 80% of cases under early help or prevention duties.</p>								
BP1.2.03 Homes improved through enforcement action	Cllr N Mawer	<ul style="list-style-type: none"> ■ Nicola Riley ■ Yvonne Rees 	n/a	9.00	n/a	27.00	n/a	n/a
<p>Commentary Please note this measure has been set for information and monitoring purposes, as such it does not present any targets</p>								
BP1.2.05 Number of Housing Standards interventions	Cllr N Mawer	<ul style="list-style-type: none"> ■ Nicola Riley ■ Yvonne Rees 	n/a	68.00	n/a	123.00	n/a	n/a
<p>Commentary These included 27 notices of various types</p>								

Housing that meets your needs

Measure	Portfolio Holder	Measure Lead Officer & Director	Performance	Actual	Target	YTD Actual	YTD Target	YTD Performance
BP1.2.06 Average time taken to process Housing Benefit New Claims and council tax reduction	Cllr A Nell	<ul style="list-style-type: none"> ■ Michael Furness ■ Stephen Hinds 	★	15.50	18.00	15.75	18.00	★
Commentary								
BP1.2.07 Average time taken to process Housing Benefit Change Events and council tax reduction	Cllr A Nell	<ul style="list-style-type: none"> ■ Michael Furness ■ Stephen Hinds 	★	4.00	8.00	3.46	8.00	★
Commentary								

Supporting environmental sustainability

Measure	Portfolio Holder	Measure Lead Officer & Director	Performance	Actual	Target	YTD Actual	YTD Target	YTD Performance
BP2.2.02 % of electric vehicles in the fleet	Clr A McHugh	<ul style="list-style-type: none"> ■ Ed Potter ■ Ian Boll 	●	10.75%	15.00%	10.75%	15.00%	●
Commentary								
BP2.2.03 No of garden waste subscription	Clr A McHugh	<ul style="list-style-type: none"> ■ Ed Potter ■ Ian Boll 	n/a	37,040		71,245	n/a	
Commentary								

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An enterprising economy with strong and vibrant local centres

Measure	Portfolio Holder	Measure Lead Officer & Director	Performance	Actual	Target	YTD Actual	YTD Target	YTD Performance
BP3.2.01 % of Council Tax collected, increase Council Tax Base	Cllr A Nell	<ul style="list-style-type: none"> ■ Michael Furness ■ Stephen Hinds 	★	20.29%	19.80%	20.29%	19.80%	★
Commentary								
BP3.2.02 % of Business Rates collected, increasing NNDR Base	Cllr A Nell	<ul style="list-style-type: none"> ■ Michael Furness ■ Stephen Hinds 	★	22.39%	20.75%	22.39%	20.75%	★
Commentary								

Healthy, resilient and engaged communities

Measure	Portfolio Holder	Measure Lead Officer & Director	Performance	Actual	Target	YTD Actual	YTD Target	YTD Performance
BP4.1.02 Support Community Safety and Reduce Anti-Social Behaviour	Cllr P Chapman	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	★	Delivering to plan	Delivering to plan	Delivering to plan	Delivering to plan	★

Commentary
 As well as the usual patrols and investigations into complaints about anti-social behaviour the team have been involved in the following; Attended a Multi-agency review meeting with North Oxford Academy relating to child exploitation concerns. Patrolled at the Party in the Park coronation event alongside TVP. Issued CPW to an aggressive beggar in Banbury – this may lead to a Community Protection Notice, as additional breaches are being seen. Attended Celebration of Faith event at the Town Hall Increased regular patrols in the Bradley Arcade area and have worked with TVP to carry out joint patrols following anti-social behaviour. Worked alongside TVP PCSOs during Op Sceptre (knife crime intensification) week 15-21 May and carried out additional school patrols, metal detection of flower beds and shrubbery. Carried out reassurance patrols in Banbury town centre following a sudden death. Attended Exercise Ember, a training exercise for emergency response volunteers. Prepared and delivered a County Drugs Lines presentation to year 5 and 6 parents/carers at Bure Farm School; Rode the Friday route for the Bicester Ability Bus and engaged with residents about Community Safety; Completed a welfare Check completed of a vulnerable male resident and referral made for a safe and well check; In relation to the Safer Streets funding that we have received, we have formed a working group to talk about the areas highlighted by schools as to where and how their students feel unsafe and where money from the grant can be spent to improve safety in these areas. We are also designing a sign with our partners to erect in the pedestrian area of Banbury to remind cyclists and e-scooter riders not to ride through the area.

BP4.2.01 Number of Visits/Usage of contracted & directly managed sports facilities	Cllr N Simpson	<ul style="list-style-type: none"> ■ Nicola Riley ■ Yvonne Rees 	★	115,926.00	111,054.00	230,463.00	215,215.00	★
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Commentary
 Usage figures for Spiceball, Kidlington and Woodgreen Leisure Centres have increased against April 2023 with Spiceball and Kidlington showing an increase on the same month in 2022. Spiceball showing a healthy increase of circa 4,000 visitors on May 2022

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Healthy , resilient and engaged communities

Measure	Portfolio Holder	Measure Lead Officer & Director	Performance	Actual	Target	YTD Actual	YTD Target	YTD Performance
BP4.2.05 Number of Illegal Fly Tips	Cllr A McHugh	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	n/a	82	n/a	159	n/a	n/a

Commentary

82 fly tips were reported in May and 82 were investigated.

Please note this measure has been set for information and monitoring purposes, as such it does not present any targets

BP4.3.06 Number of enforcement notices issued	Cllr P Chapman	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	n/a	26	n/a	58	n/a	n/a
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Commentary

14 warning letters were sent, nine interviews under caution were carried out, and three notices were served requiring waste transfer notes to be submitted to confirm proper arrangements are in place for the disposal of waste.

Please note this measure has been set for information and monitoring purposes, as such it does not present any targets

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Appendix 8 – Leadership Risk Register May 2023

Risk Name	Risk Rating May	
	Inherent Score	Rating
L01 Financial resilience	16	▲
L08 Cyber Security	15	●
L03 CDC Local Plan	12	●
L06 Safeguarding the Vulnerable - Operational and partnership actions-	12	●
L07 Health and safety	12	●
L11 Financial sustainability	12	●
L13 Major Infrastructure Projects and Programmes	12	●
L14 Workforce Strategy	12	●
L02 Statutory functions	09	★
L12 Corporate Governance	09	★
L09 Safeguarding the vulnerable - Internal procedures-	08	★
L04 Business Continuity	06	★
L05 Emergency Planning (EP)	06	★
L10 Sustainability of Council owned companies and delivery of planned financial and other objectives	06	★

Table 1 – Summary of all risks in the Leadership Risk Register with inherent scores (after controls) for May 2023 and ratings.

High Risk (16-25) – requires active management to bring score down when possible and maintain it at an acceptable level.

Medium Risk (10 -15) - a robust contingency plan may suffice, together with early warning mechanisms to detect any deviation from the profile.

Low Risk (1-9) - good housekeeping may require some controls to reduce the probability if this can be done cost effectively, but management to ensure the impact remains low should be adequate. Re-asses frequently to ensure condition remains the same.

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

Table 2 - Overall position of all the risks contained within the Leadership Risk Register for May 2023 including their impact and probability scores.

Leadership Risk Register

L01 Financial resilience

Risk Description	Portfolio Holder	Monitoring Officer	Risk Response	R.A.G	Actual
Failure to react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions.	Cllr A Nell	Joanne Kaye	Treat	▲	16

Risk - Controls

Medium Term Revenue Plan reported regularly to members.
 Balanced medium term and dynamic ability to prioritise resources.
 Highly professional, competent, qualified staff.
 Good networks established locally, regionally and nationally.
 Strong shareholder function and relationships with subsidiaries.
 Financial returns from the subsidiaries are not included in the MTFS until they are reasonably assured to materialise.
 National guidance interpreting legislation available and used regularly.
 Progress regeneration plans in a coordinated manner.
 Participate in Oxfordshire Treasurers' Association's work streams.
 Review of best practice guidance from bodies such as CIPFA, LGA and NAO.
 Treasury management and capital strategies in place Investment strategies in place Regular financial and performance monitoring in place.
 Independent third party advisers in place
 Regular bulletins and advice received from advisers
 Property portfolio income monitored through financial management arrangements on a regular basis.
 Asset Management Strategy in place and embedded.
 Transformation Programme in place to deliver efficiencies and increased income in the future

Comments and Last Updated

Reviewed on 7/6/23

L02 Statutory functions

Risk Description	Portfolio Holder	Monitoring Officer	Risk Response	R.A.G	Actual
Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Cllr S Dallimore	Shiraz Sheikh	Treat	★	09
Risk - Controls 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 resourcing.					
Comments and Last Updated Reviewed on 15/6/23					

L03 CDC Local Plan

Risk Description	Portfolio Holder	Monitoring Officer	Risk Response	R.A.G	Actual
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	Cllr D Sames	David Peckford	Treat	●	12
Risk - Controls 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					
Comments and Last Updated Reviewed on 6/6/23 - A draft of the emerging Local Plan was presented to the Council's Executive on 19 January 2023. The decision was to defer consultation until a later date (to be determined) in light of comments made by the Council's Overview and Scrutiny Committee and the Executive and to allow officers to consider these comments. The emerging plan is presently scheduled to return to the Executive in September 2023.					

L04 Business Continuity

Risk Description	Portfolio Holder	Monitoring Officer	Risk Response	R.A.G	Actual
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	Cllr P Chapman	Tim Hughes	Treat	★	06

Risk - Controls

Business continuity strategy, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering Group
 Services prioritised and ICT recovery plans reflect those priorities and the requirements of critical services
 Incident management team identified in Business Continuity Framework
 All services undertake annual business impact assessments and updates of business continuity plans
 Cross-council BC Steering Group meets regularly to identify BC improvements needed

Comments and Last Updated

Reviewed on 7/6/23

L05 Emergency Planning (EP)

Risk Description	Portfolio Holder	Monitoring Officer	Risk Response	R.A.G	Actual
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	Cllr P Chapman	Tim Hughes	Treat	★	06

Risk - Controls

Incident Management Framework in place and key contact lists updated monthly.
 Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered
 Expert advice and support provided by Oxfordshire County Council's Emergency Planning Team under partnership arrangements.
 Council Duty Directors attend training relating to role prior to joining duty director rota and have refresh training annually
 Multi agency emergency exercises conducted to ensure readiness
 Active participation in Local Resilience Forum (LRF) activities
 On-call rota being maintained and updated to reflect recent staffing changes

Comments and Last Updated

Reviewed on 7/6/23

L06 Safeguarding the Vulnerable - Operational and partnership actions-

Risk Description	Portfolio Holder	Monitoring Officer	Risk Response	R.A.G	Actual
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.	Cllr P Chapman	Tim Hughes	Treat	●	12

Risk - Controls

Engagement with the Oxfordshire partnerships protocol review to identify improvements to local arrangements in support of the strategic partnerships. Outcomes of review to be implemented.
 Child Exploitation prevalence report reviewed with LPA Commander following each CE sub-group meeting.
 Community based exploitation disruption coordinated through the Joint Agency Talking and Coordination Process.

Comments and Last Updated

Reviewed on 7/6/23

L07 Health and safety

Risk Description	Portfolio Holder	Monitoring Officer	Risk Response	R.A.G	Actual
Failure to ensure effective arrangements are in place for Health and Safety.	Cllr S Dallimore	Ruth Wooldridge	Treat	●	12

Risk - Controls

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.
 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.
 Consultation with employee representatives via employer and union consultative committees (Unison)
 Corporate H&S Training provided via corporate learning and development programme. Training for operational risks may be organised by services.
 H&S performance monitored by accident and incident reports and corporate H&S auditing and inspection programme.
 H&S information is disseminated via internal communications and updates to ELT and other relevant meetings.

Comments and Last Updated

Reviewed 1/5/23

L08 Cyber Security

Risk Description	Portfolio Holder	Monitoring Officer	Risk Response	R.A.G	Actual
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.	Cllr S Dallimore	David Spilsbury	Treat	●	15

Risk - Controls

File and data encryption on computer devices
 Managing access permissions and privileged users through AD and individual applications
 Schedule of regular security patching
 Vulnerability scanning
 Malware protection and detection
 Effective information management and security training and awareness programme for staff
 Password and Multi Factor Authentication security controls in place
 Robust information and data related incident management procedures in place
 Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services
 Appropriate plans in place to ensure ongoing PSN compliance
 Adequate preventative measures in place to mitigate insider threat, including physical and system security
 Insider threat mitigated through recruitment and line management processes
 A complete restructure and update of the technical approach for the infrastructure has resulted in a move to a zero trust model.
 Advice received from NCSC on specific activity alerts, the increased threat of globalised ransomware and malware attacks.

Comments and Last Updated

Reviewed on 2/6/23

L09 Safeguarding the vulnerable - Internal procedures-

Risk Description	Portfolio Holder	Monitoring Officer	Risk Response	R.A.G	Actual
Failure to follow our internal policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare.	Cllr P Chapman	Nicola Riley	Treat	★	08

Risk - Controls

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.

Comments and Last Updated

Reviewed on 1/5/23

L10 Sustainability of Council owned companies and delivery of planned financial and other objectives

Risk Description	Portfolio Holder	Monitoring Officer	Risk Response	R.A.G	Actual
Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives	Cllr A Nell	Stephen Hinds	Treat	★	06

Risk - Controls

Annual business planning in place for all companies to include understanding of the link between the Council's strategic objectives being delivered and financial impact for the council. A regular Shareholder Representative meeting takes place, a Shareholder Liaison Meeting including the S.151 Officer and Monitoring Officer takes place on a quarterly basis and a Shareholder Committee meeting on a quarterly basis. A governance review is being undertaken and initial recommendations have been approved by the Shareholder Committee.
 Regular meetings are in place between the Council's S.151 Officer and the relevant company Finance Directors. Financial planning for the companies undertaken that will then be included within our own Medium Term Financial Strategy. Financial risks are routinely reported by the Shareholder Representative to the Shareholder Committee.
 Clear governance arrangements are in place. A governance review is being undertaken and initial recommendations have been approved by the Shareholder Committee.
 Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance through the Shareholder Representative meetings and through the reporting to the Corporate Leadership Team on a monthly basis.
 Training in place for those undertaking roles relating to the companies.

Comments and Last Updated

Reviewed on 2/6/23

L11 Financial sustainability

Risk Description	Portfolio Holder	Monitoring Officer	Risk Response	R.A.G	Actual
Financial sustainability of third-party suppliers and contractors	Cllr A Nell	Michael Sullivan	Treat		12

Risk - Controls

Ensure contract management in place review and anticipate problems within key service suppliers and partners
 Business continuity planning arrangements in place in regards to key suppliers
 Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures
 Intelligence unit set up procurement Hub to monitor supplier and contractor market
 Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors

Comments and Last Updated

Reviewed on 2/6/23

2 Corporate Governance

Risk Description	Portfolio Holder	Monitoring Officer	Risk Response	R.A.G	Actual
Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing	Cllr S Dallimore	Shiraz Sheikh	Treat		09

Risk - Controls

Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc.
 Clear accountability and resource for corporate governance (including the shareholder role).
 Integrated budget, performance and risk reporting framework.
 Corporate programme office and project management framework. Includes project and programme governance.
 Internal audit programme aligned to leadership risk register.
 Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc.
 HR policy framework.
 Annual governance statement process undertaken for 2021/22 connects more fully and earlier with ELT and CLT.
 Annual Review of the Constitution by the MO with member involvement and approval by the Full Council

Comments and Last Updated

Reviewed on 2/6/23

L13 Major Infrastructure Projects and Programmes

Risk Description	Portfolio Holder	Monitoring Officer	Risk Response	R.A.G	Actual
Incorporating residual Oxfordshire Housing and Growth Deal Homes from Infrastructure workstream	Cllr D Ford	Robert Jolley	Treat	●	12
Risk - Controls Need to establish appropriate officer and stakeholder governance structures to support effective programme delivery. Need to institute regular and effective dialogue with developers.					
Comments and Last Updated Reviewed on 7/6/23					

L14 Workforce Strategy

Risk Description	Portfolio Holder	Monitoring Officer	Risk Response	R.A.G	Actual
The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services	Cllr S Dallimore	Claire Cox	Treat	●	12
Risk - Controls Analysis of workforce data and on-going monitoring of issues. Key staff in post to address risks (e.g. strategic HR business partners) Weekly Vacancy Management process in place Ongoing service redesign will set out long term service requirements					
Comments and Last Updated Reviewed on 1/6/23					

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Cherwell District Council

Executive

3 July 2023

Cherwell Digital Futures Strategy

Report of ICT and Digital Lead

This report is public

Purpose of report

To present the Digital Futures Strategy, a forward-thinking blueprint designed to greatly improve the experience for all stakeholders - citizens, businesses, partners, visitors, staff, and elected members. Our strategy deviates from traditional IT strategies; instead of centring on specific technology implementations, we prioritise identifying innovative technologies and approaches that align with our ambition to become the best version of ourselves. Our aim is to leverage digital advancements to foster an improved, engaging, and seamless experience for all.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the Digital Futures Strategy.

2.0 Introduction

- 2.1 As we adapt to an increasingly digital world, our strategies need to focus on utilising available technologies to fulfil our responsibilities and meet our goals. This approach will enhance the experience for citizens, businesses, partners, visitors, staff and future community members, regardless of digital proficiency, while maximising effectiveness, boosting efficiency and promoting accountability.
- 2.2 This digital strategy outlines how technology serves as a key enabler for our ongoing transformation programme, emphasising automation, digital solutions, data analytics, streamlined communication, and employee empowerment.
- 2.3 Through the implementation of a unified platform approach, we will deliver a seamless experience across all council services and incorporate advanced customer insights.
- 2.4 Our data and analytics strategy focuses on breaking down information barriers, using Artificial Intelligence and Machine Learning (AI/ML) to gain insights across all

services. We'll work towards creating reliable, accurate data sources while enhancing transparency. User privacy and data security remain top priorities, adhering to GDPR guidelines and building robust security standards into our systems by design.

- 2.5 We'll deploy chatbots, robotic process automation, and other technologies as needed to improve customer experiences further and reduce manual tasks. By adopting this digital strategy, we can build upon our already strong service delivery, enabling our staff to concentrate even more on refining and enhancing the quality of council services. This will ensure we continue to excel in meeting and exceeding the expectations of those we serve.
- 2.6 To achieve these ambitious goals, we will be transforming our IT Services into a dynamic Digital and Innovation hub. This transformation will serve as the catalyst for driving technological advancements, fostering a culture of innovation, and, ultimately, enhancing the delivery of our council services to better meet the diverse needs of all stakeholders.
- 2.7 Our ultimate aim is to ensure that services are accessible to all, irrespective of digital literacy, age, gender, ethnicity, disability, or socioeconomic background, in line with the principles of equality and inclusivity that underpin UK society.

3.0 Report Details

- 3.1 Full details can be found in Appendix 1, "CDC Digital Futures Strategy".
- 3.2 The strategy outlines the following:
 - A Definition of Digital
 - Digital, a Vehicle of Transformation
 - Our Digital Future for Cherwell (Strategy on a page)
 - Current Digital Capabilities
 - Focus on Security and Data Protection
 - Technology and Infrastructure
 - Initial Guiding Principles
 - Enhancing Data Analytics - The outline of a Data and Analytics strategy
 - Enhancing Transparency
 - Digital Solutions – A Unified Platform approach
 - Automation
 - Streamlining Communications
 - Empowering Staff
 - Facilitating Council Members
 - An overview of the new Target Operating Model for Digital and Innovation
 - A technology availability roadmap
- 3.3 The full document also includes a glossary of terms and some examples of the approaches suggested.

4.0 Conclusion and Reasons for Recommendations

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

5.0 Consultation

Leadership Team

Current IT Team regarding the formation of a new team called Digital and Innovation) who supported the proposal.

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

7.0 Implications

Financial and Resource Implications

- 7.1 Focus is on maintaining or reducing the current spending on technology and the resources used to implement, support and maintain these resources. There will be a capital bid of £350,000 per year for the life of this strategy (2023 – 2026), to enable the implementation of new technologies and platforms, with the bulk of any costs coming from the transformation programme or system renewals (which will have individual capital bids).

Comments checked by:

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

Legal Implications

- 7.2 Any contracts related to new systems, platforms or technology will be reviewed and signed off by Legal as per their standard process. Also, as Information Governance falls under Legal, concerns related to data protection will be raised with them with

all new projects passing through the Data Process Impact assessment and Privacy assessment processes.

Comments checked by:

Shiraz Sheik; Assistant Director Law and Governance (Monitoring Officer), 01295 21651, Shiraz.sheik@cherwell-dc.gov.uk

Risk Implications

- 7.3 Due to the evolutionary approach described, there are no predicted risks. However, all project risks will be recorded and closely monitored.

Comments checked by:

Shona Ware, Assistant Director of Customer Focus, 01295221652, shona.ware@cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.4 The Digital Futures Strategy is not proposing potential savings directly, but the resulting transformation initiatives will be. We will therefore complete ECIA's for these proposals as they arise.

Comments checked by:

Shona Ware, Assistant Director of Customer Focus, 01295221652, shona.ware@cherwell-dc.gov.uk

Sustainability Implications

- 7.5 The Digital Futures Strategy has a Cloud Only principal, which will ensure we reduce our carbon footprint by removing the need for dedicated data centres. Any IoT devices implemented will be required to support solar or other renewable power sources. The future on demands reports and low-powered devices for all staff should also result in a reduction of printed materials.

Comments checked by:

Jo Miskin, Climate Action Manager, 07900 227103, jo.miskin@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: Yes

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Councillor Sandy Dallimore, Portfolio Holder for Corporate Services

Document Information

Appendix number and title

- Appendix 1 - CDC Digital Futures Strategy

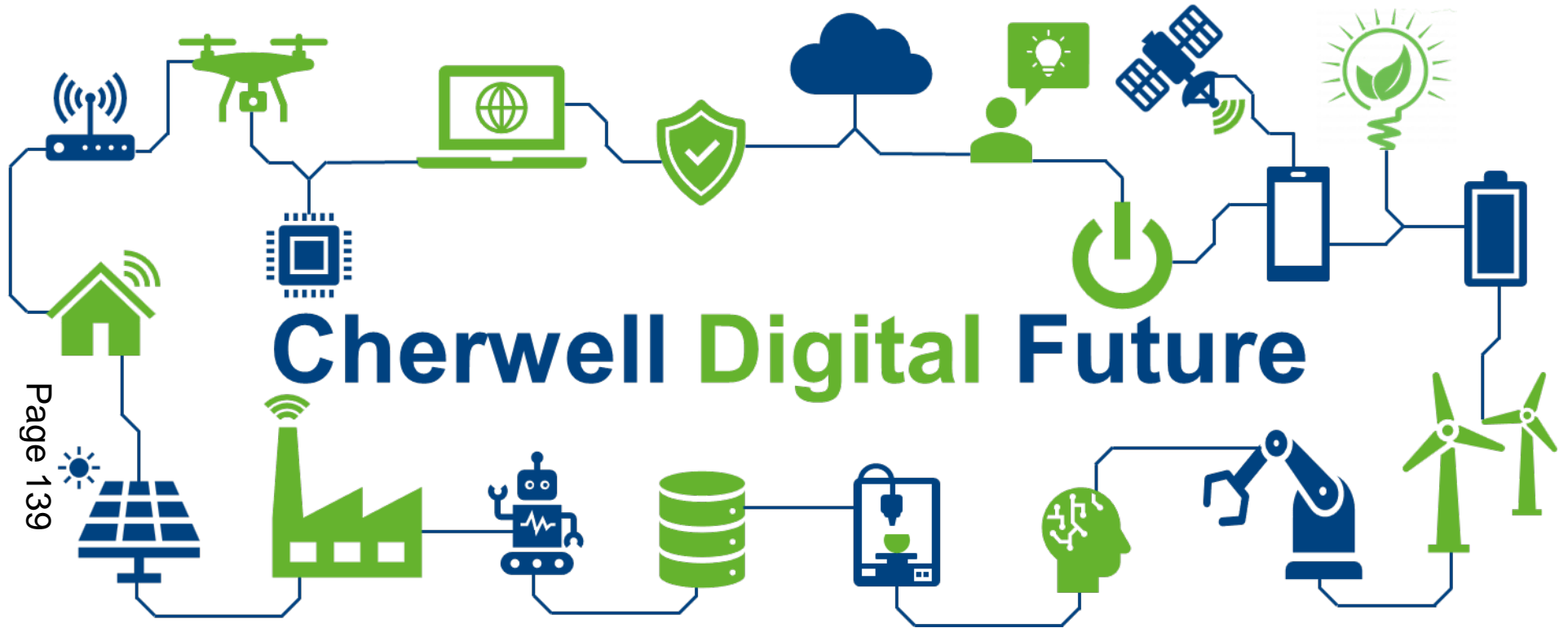
Background papers

None

Report Author and contact details

Mark Duff, ICT and Digital Lead Consultant (AD ICT), mark.duff@cherwell-dc.gov.uk

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Cherwell District Council
Digital Futures Strategy
2023-2026 - DRAFT

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Introduction

As we adapt to an increasingly digital world, our strategies need to **focus on utilising available technologies** to **fulfil our responsibilities** and meet our goals. This approach will **enhance the experience for citizens**, businesses, partners, visitors, staff and future community members, **regardless of digital proficiency**, while maximising **effectiveness**, boosting **efficiency** and promoting **accountability**.

This digital strategy outlines how technology serves as a key enabler for our ongoing transformation programme, emphasising automation, digital solutions, data analytics, streamlined communication, and employee empowerment.

Through the implementation of a **unified platform approach**, we will deliver a seamless experience across all council services and incorporate advanced customer insights.

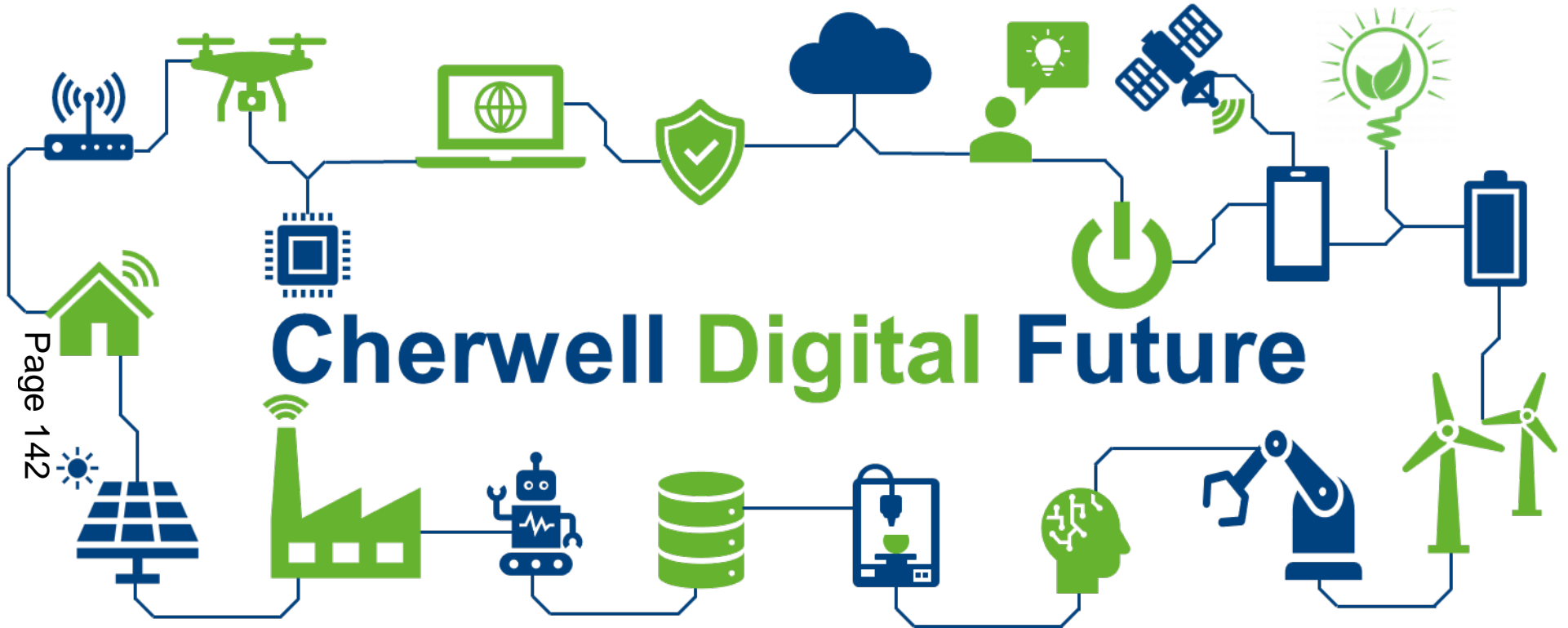
Our data and analytics strategy focuses on **breaking down information barriers**, using Artificial Intelligence and Machine Learning (AI/ML) to gain insights across all services. We'll work towards creating reliable, accurate data sources while **enhancing transparency**. User privacy and data security remain top priorities, adhering to GDPR guidelines and building robust security standards into our systems by design.

We'll deploy chatbots, robotic process automation, and other technologies as needed to improve customer experiences further and reduce manual tasks. By adopting this digital strategy, we can build upon our already strong service delivery, enabling our staff to concentrate even more on refining and **enhancing the quality of council services**. This will ensure we continue to excel in meeting and exceeding the expectations of those we serve.

To achieve these ambitious goals, we will be transforming our IT Services into a dynamic Digital and Innovation hub. This transformation will serve as the catalyst for driving technological advancements, fostering a culture of innovation, and, ultimately, enhancing the delivery of our council services to better meet the diverse needs of all stakeholders.

Our ultimate aim is to ensure that **services are accessible to all**, irrespective of digital literacy, age, gender, ethnicity, disability, or socioeconomic background, in line with the principles of equality and inclusivity that underpin UK society.

Mark Duff – ICT and Digital Lead



Summary

Definition of “Digital”

In the context of this strategy, "Digital" refers to the use of technology, electronic tools, and systems to enhance and streamline various aspects of the council's operations, communication, and interactions. It involves harnessing the power of digital technologies, such as the internet, software, artificial intelligence, machine learning, and automation, to improve efficiency, optimise processes, and deliver better experiences for citizens, businesses, and staff. The digital landscape encompasses the underlying infrastructure, platforms, and strategies that support and enable the integration of technology into the council's overall goals and objectives.

Why are we avoiding the term "Digital Transformation"?

The term "Digital Transformation" often implies a process driven primarily by the IT department. However, a truly transformative approach, especially one that focuses on operating cost efficiencies and challenges current operating models, requires the involvement of every part of the organisation. While some solutions may involve new systems, most will demand new ways of working and thinking. Digital technology can certainly facilitate these changes, but the focus should extend beyond digital aspects alone.

Understanding the motivation behind any initiative is key. If the reasoning is primarily "keeping up with the trend," it's beneficial to pause and delve into why others are adopting this approach. Gaining insight into their rationale equips us with the knowledge to decide if it aligns with our objectives and needs.

In summary, digital technology serves as a primary vehicle for driving transformation. However, a comprehensive transformation requires a broader focus and collaborative efforts across the entire organisation. This holistic perspective will ensure that the shift is not only about digital aspects but also about fostering a new mindset and implementing innovative ways of working.

Digital, a Vehicle of Transformation

Now

Running Service

Shared activities



Individual service activities



Page
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Delivering Service



Improving Service



Utilising digital tools and technologies, an effective digital strategy streamlines processes, enhances data analytics, optimises communication, and empowers employees. This approach will **support the transformation programme's goals** to elevate service delivery and reduce operational costs.

Our digital strategy will enable the transformation programme in the following ways:

Automating tasks

Identifying areas for automation, like data entry or invoicing, saving staff time and resources while boosting efficiency and accuracy.

Adopting digital solutions

Aiding in finding and implementing digital solutions to cut operating costs, such as using cloud-based systems to reduce physical infrastructure needs while increasing resilience.

Enhancing data analytics

Improving data analytics capabilities, allowing the council to monitor expenses better, pinpoint potential cost savings and provide customer and service insights.

Simplifying communication

Streamlining communication among teams, departments, and stakeholders, decreasing the need for physical meetings and related expenses, and ensuring consistency and accuracy.

Empowering employees

Equipping employees with tools and resources for efficient and effective work, like mobile apps or remote access, reducing office space requirements and associated costs. Implementing automation, digital solutions, enhance data analytics, and simplified communication will enable staff to focus less on running services and more time on delivering and improving services.

Facilitating Council Members

Providing council members with the tools and reports to assist decision-making and a platform to help connect to their constituents.

Future

Running Service

Automation



Shared activities



Individual service activities



Delivering Service



Improving Service

Insight



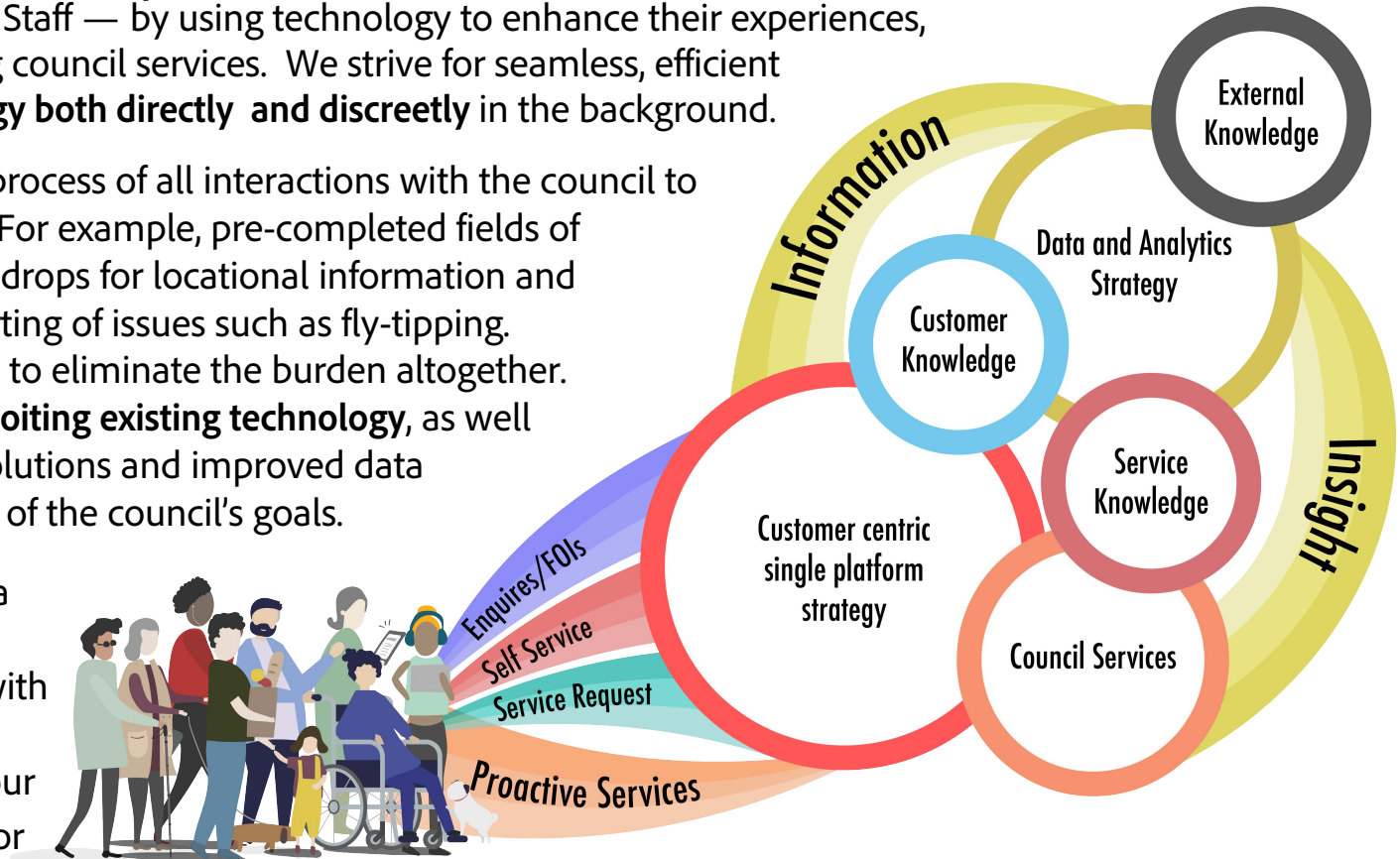
Our Digital Vision for Cherwell

Our vision is to make life **easier for everyone** in Cherwell—residents, visitors, businesses, Council Members and Council Staff — by using technology to enhance their experiences, whether receiving or providing council services. We strive for seamless, efficient interactions, **utilising technology both directly and discreetly** in the background.

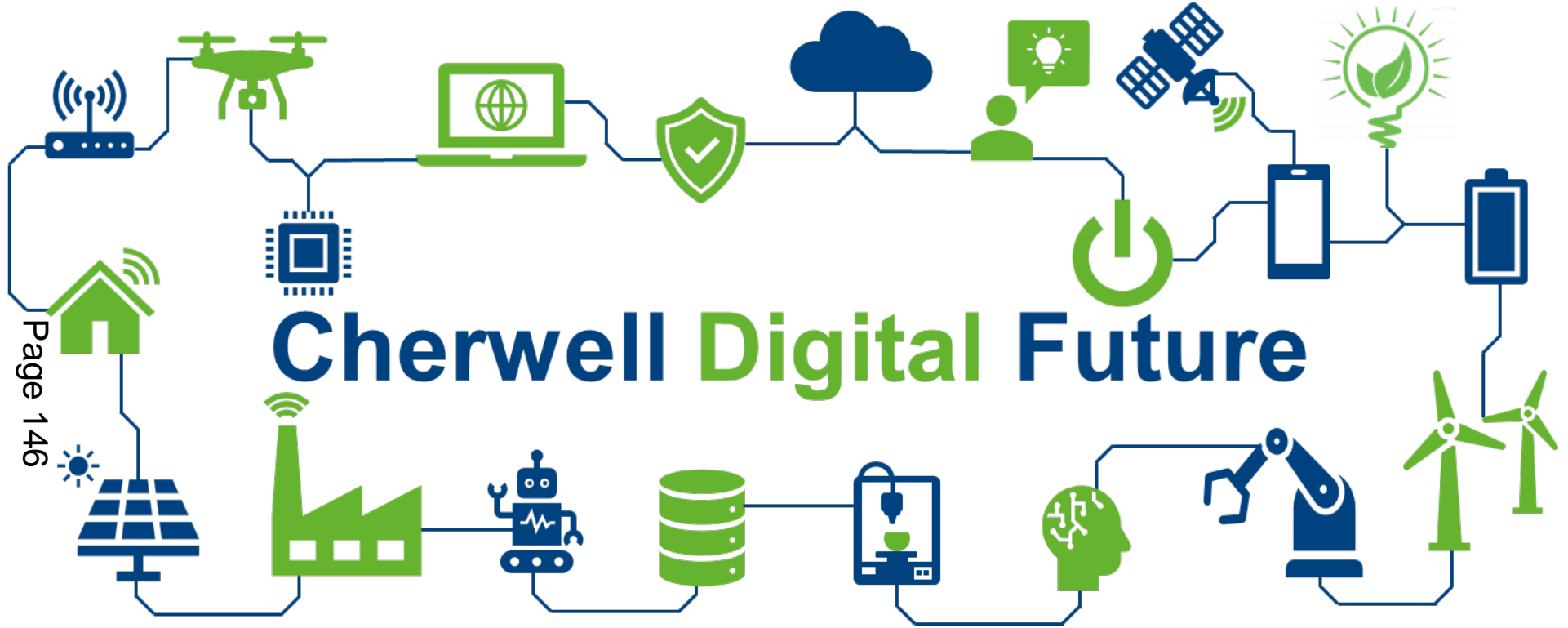
We'll work on simplifying the process of all interactions with the council to **reduce the burden on citizens**. For example, pre-completed fields of known data in forms, map pin drops for locational information and automatic detection and reporting of issues such as fly-tipping. Whenever possible, we'll strive to eliminate the burden altogether.

Our approach will involve **exploiting existing technology**, as well as implementing innovative solutions and improved data analytics to help us achieve all of the council's goals.

Ultimately, we want to create a single, **user-friendly platform** that makes every interaction with Cherwell straightforward and familiar, whether it's through our website, a mobile app, phone or other channels.



Consolidating our data sources and leveraging multiple channels will enable us to analyse information better, foster a culture of continuous improvement, and **deliver outstanding experiences for our citizens**. Additionally, this approach creates the potential to offer proactive services in the future across all channels.



Strategy in detail

Current Digital Capabilities

Over the past few years, Cherwell has shifted to a cloud-first strategy, which means we've moved all our data and servers to the Microsoft Azure Cloud. This is like moving everything in a physical office to a virtual one in the cloud. As a result, we've been able to shut down our own data centres.

This move, which may seem like just moving things from one place to another, has given us a few significant advantages:

- Our services have become more reliable and resilient.
- Our data is backed up more securely.
- The physical security of our data has greatly improved.
- We can easily scale our services up or down as needed.

To ensure the safety of our data and services, we've set up multiple layers of security that protect us from various threats online.

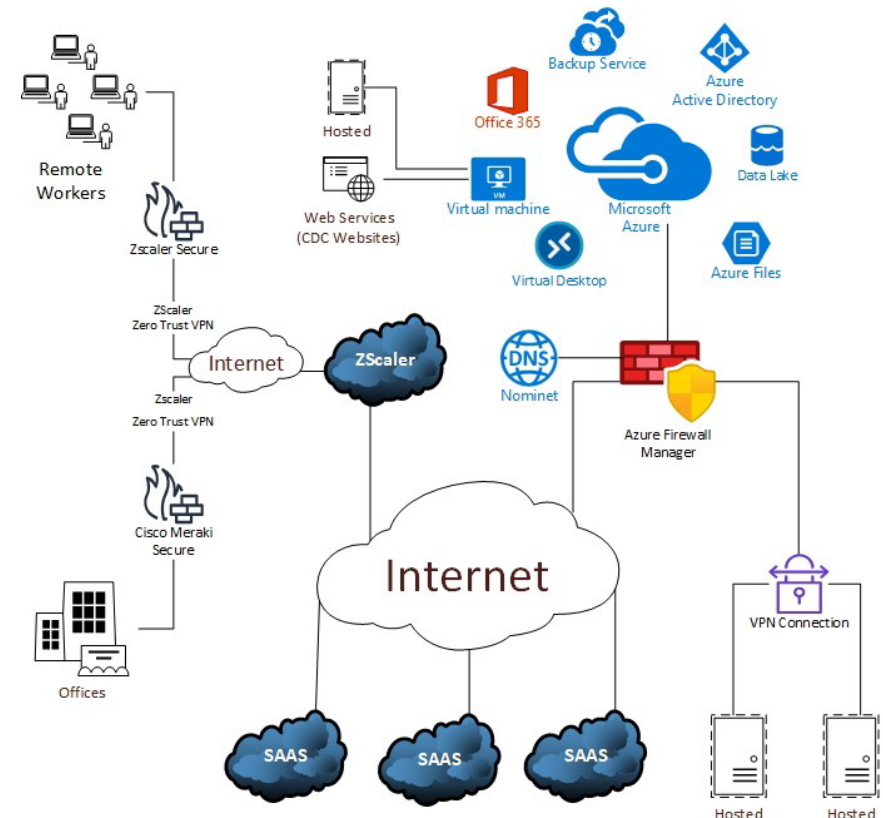
We've started using Software as a Service (SaaS) solutions (see glossary), but we still have some systems hosted both locally (within our cloud-based virtual data centre) and in remote partner locations. The task of supporting these systems is shared by our partners, our IT team, and system owners within the Council services. The responsibility varies depending on the system involved.

The Cherwell IT team is in charge of supporting all infrastructure services, which are the fundamental services that keep our systems running.

At present, our use of automation is limited to scripted processes, where we write a set of instructions for the computer to follow, and built-in system automation, which are tasks that computer systems can do automatically. Essentially, we're using basic automation technology to carry out routine tasks, saving time and reducing errors.

Cherwell IT provides and manages standard laptops for all staff and council members, along with support for mobile devices upon request. Additionally, everyone is given access to customised Microsoft 365 services, including, at the very least, an individual email account.

Although the model we have implemented may appear complicated, it has allowed us to establish a secure and efficient IT environment that caters to the diverse needs of our Services and a springboard for the next level of modernisation.



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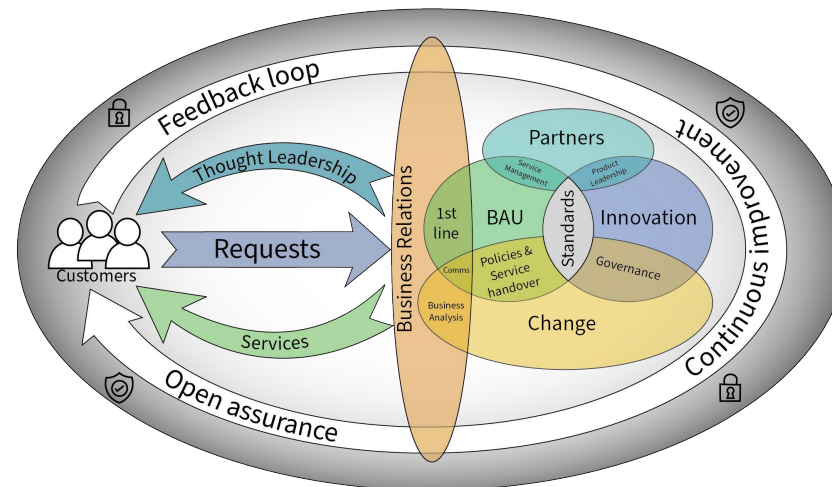
Focus on Security and Data Protection

In our digital world, safeguarding our systems and the information of our citizens is of utmost importance. To achieve this, we've implemented industry-leading security measures, such as:

- A 'Zero Trust' VPN solution: This is a type of secure online connection that doesn't automatically trust anything or anyone. Every user and device is verified before gaining access.
- Multiple firewall layers: These are like digital walls that keep out unwanted visitors from our computer systems.
- Secure Wi-Fi connections: This means that our wireless internet connections are encrypted, or coded, so that any information sent over them is protected.
- Multi-step identity verification: This is a process where users have to prove their identity in several ways before they can access our systems. It's a bit like showing multiple forms of ID before entering a secure building.
- Smart web and email filters powered by AI: These are systems that automatically sort through web content and emails to block out any harmful or unwanted material, using Artificial Intelligence to learn and improve over time.

However, we understand that cyber threats are constantly evolving, making it crucial to stay ahead. We are committed to continuing the bolstering our human, technical, and data security measures across the board. Our aim is to anticipate and pre-empt potential threats, prevent breaches, and swiftly contain any risks that arise. Our ultimate goal is the steadfast protection of our systems, and the data and privacy of our citizens.

The security and compliance bubble around the Digital and Innovation Target Operating Model illustrates that security is deeply ingrained and pervasive in all aspects of our operations.



Continuous investment in these measures, ensures we protect our systems and the data entrusted to us by our citizens.

Technology and Infrastructure

To deliver our digital future, we need to use a structured approach that combines a number of standard approaches, such as “Guiding Principles”, “Enterprise Architecture” and “Building Blocks”.

Guiding principles:

These are the foundational values or rules that help an organisation make consistent and sound decisions. They serve as a compass, ensuring we stay on the right path while navigating the digital landscape. By adhering to these principles, we can build and maintain a digital ecosystem that is efficient, reliable, and sustainable while ensuring we are not constrained as new technology and methods develop.

Enterprise Architecture (EA):

Enterprise Architecture is a strategic planning process that helps organisations align their business goals with their information technology (IT) infrastructure. It provides a blueprint of the company's IT systems, their relationships, and their impact on the organisation's operations. EA helps identify gaps and redundancies, plan for future needs, and ensure that IT investments align with business objectives.

Building Blocks:

The building block approach in Enterprise Architecture refers to breaking down the complex IT environment into smaller, more manageable components or "building blocks." By understanding and managing these individual blocks, organisations can create an integrated and optimised IT infrastructure that supports their digital goals. Examples of building blocks are:

- Software building blocks: These include the various applications, platforms, and tools that organisations use to run their operations, manage data, and interact with customers. Choosing the right software solutions and keeping them up-to-date can improve efficiency and user experience while reducing costs.
- Data building blocks: Data is an essential asset for any organisation in the digital age. Data building blocks include databases, data warehouses, and other storage systems, as well as policies and procedures for ensuring data quality, security, and privacy. By managing data effectively, organisations can make better-informed decisions and drive innovation.
- Process building blocks: These represent the workflows, procedures, and rules that govern how the organisation operates and uses its IT systems. By streamlining and automating processes, companies can improve efficiency and adapt to changing business needs more quickly.
- People building blocks: The success of any digital initiative ultimately depends on the people involved. This includes the IT professionals who design, build, and maintain the systems, as well as the end-users who rely on them. Investing in training, collaboration tools, and a strong organisational culture can help ensure everyone is equipped to contribute to the digital future.

By using guiding principles and an Enterprise Architecture building block approach, we can create a flexible and efficient digital environment that supports our objectives and meets the demands of an ever-changing world.

Technology and Infrastructure - Principles

The following is a non-exhaustive list of essential guiding principles that will be implemented from the inception of the Digital Futures Strategy:

<p>Secure by design</p> <p>Security measures will be integrated from the inception of a project, ensuring robust protection against potential threats and vulnerabilities throughout the system's lifecycle.</p>	<p>Cloud only</p> <p>No solutions requiring local hosting will be considered.</p>	<p>SAAS first</p> <p>Software as a Service (SaaS) solutions over traditional software, leveraging cloud-based, scalable, and easily accessible applications to optimise business operations and reduce IT overhead.</p>	<p>Industry-standard cloud platforms only</p> <p>For hosted solutions, partners must use known cloud platforms and be able to demonstrate expertise, resilience, scalability and supportability.</p>	<p>Embrace SAAS standards and improvements</p> <p>Stay up to date with platform improvements implemented by partners.</p>
<p>Reuse/build before buy</p> <p>This approach can save costs, ensure better integration with existing systems, and offer more control over features and security while minimising reliance on external vendors.</p>	<p>Native Azure Active Directory integration</p> <p>Enabling seamless single sign-on experience.</p>	<p>Focus on reducing the burden for citizens and users</p> <p>Pre-filled information wherever possible, use available technology for location information etc.</p>	<p>Data opportunities considered from system conception</p> <p>All data captured by systems must provide benefits to citizens or aid the improvement of council services while remaining compliant with all data protection guidelines.</p>	<p>User-Centric design</p> <p>Prioritise user needs by involving them in the design process, and creating intuitive interfaces and experiences to ensure high levels of user satisfaction and adoption.</p>
<p>Agile development</p> <p>Employ Agile methodologies to continuously iterate, adapt, and improve software solutions based on user feedback and changing requirements, fostering faster delivery and better responsiveness.</p>	<p>Accessibility and inclusiveness</p> <p>Ensure services are accessible to all users, regardless of their abilities, by adhering to accessibility standards and guidelines and promoting digital inclusion.</p>	<p>Transparent and ethical use of data</p> <p>Practice responsible data handling and privacy measures, ensuring transparency in data usage, and maintaining citizens' and users' trust.</p>	<p>Privacy by design</p> <p>At every stage of development, from conception to deployment, we prioritise privacy. We build our systems and services with the fundamental principle that privacy is not an afterthought.</p>	

2023-24
 Digital
 Strategy

Enhancing data analytics

This data and analytics strategy aims to utilise every interaction and service delivery as a data opportunity. Integrating internal and external data sources will improve service delivery, reduce information redundancy, and enable proactive service provision. The strategy serves as the foundation for creating a digital twin* of our services.

We will collect and integrate data from:

- Improve service delivery using data-driven decisions.
- Minimise information redundancy for citizens.
- Enable proactive service delivery through analytics.
- Create a digital twin of our services.

We will collect and integrate data from:

- An internal (centralised) data repository for all departmental interactions and service delivery data.
- Relevant external data sources, such as census data, and open data platforms.

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To ensure data reliability and accuracy, we will:

- Enhance and strengthen data governance policies and procedures.
- Appoint a data steward to oversee data governance principles.
- Regularly audit and cleanse data.

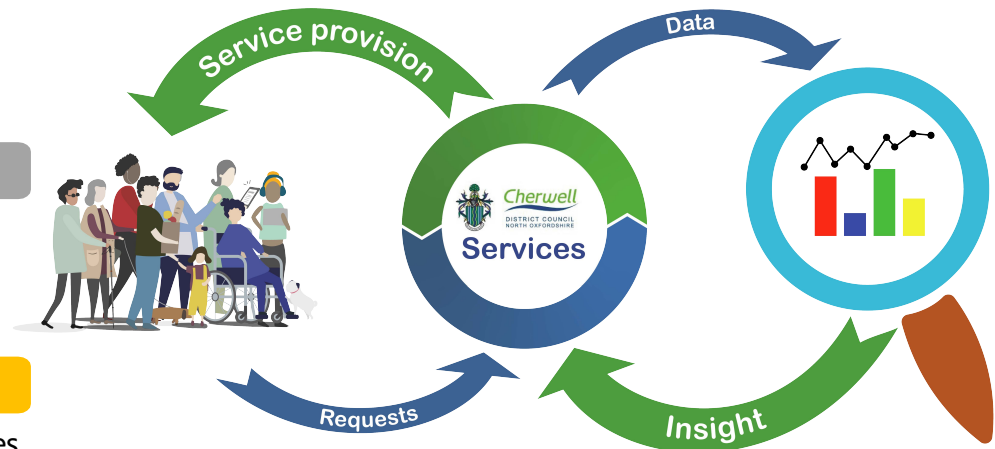
Advanced analytics techniques and tools, including descriptive, diagnostic, predictive, and prescriptive analytics, will be used to generate insights for continuous improvement and proactive service delivery.

We will invest in capacity building and training for our staff, developing data literacy and analysis skills, and fostering a data-driven culture.

Secure and scalable technology solutions will be implemented alongside the necessary software and analytics tools, enabling us to safely test and adopt new technologies as they become available.

This approach will allow Cherwell District Council to improve service delivery and reduce the burden on our citizens while promoting proactive service provision. Prioritising security and safety, this strategy lays a robust foundation for efficient operations, data-driven decision-making, and potential for technologies like Digital Twinning*.

* See Glossary



Enhancing Transparency

Enhancing data transparency through a data and analytics strategy for the Cherwell District Council will involve the following:

Data Accessibility: Consolidating and integrating data sources for easier access and understanding by our staff and citizens, promoting transparency in operations and decision-making.

Open Data Initiatives: Sharing relevant, anonymised datasets through open data platforms, fostering transparency, civic engagement, and innovation.

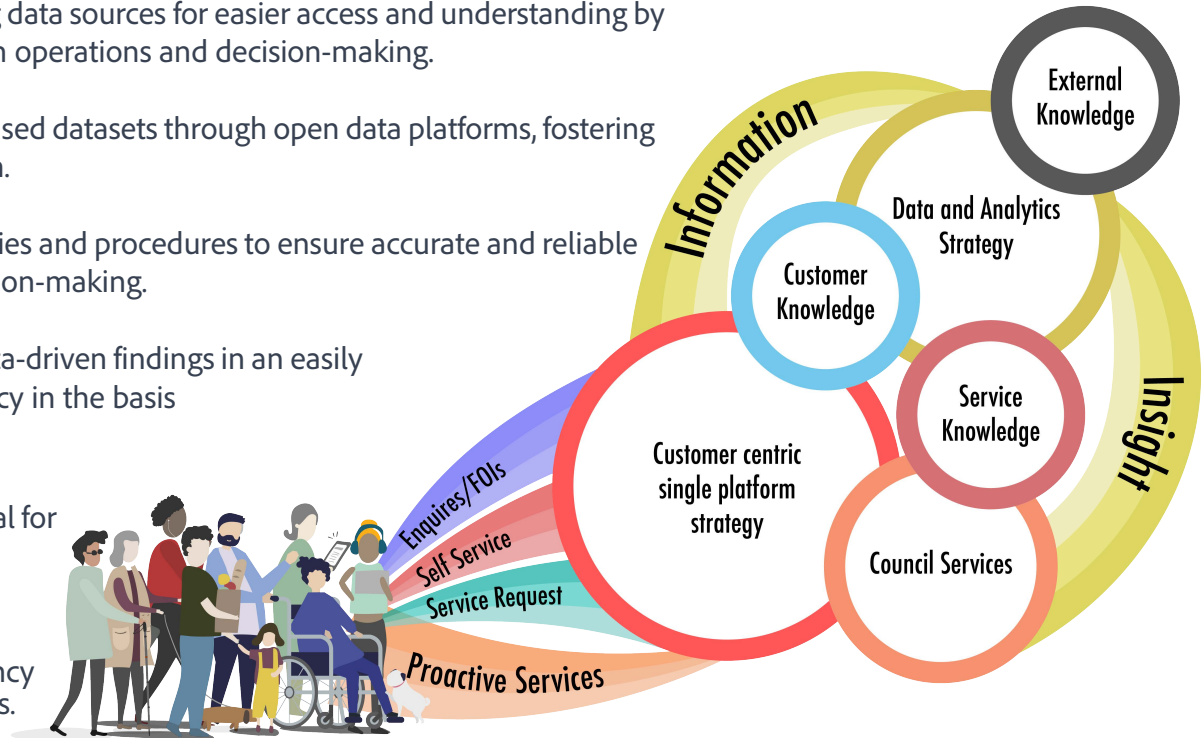
Data Governance and Quality: Establishing policies and procedures to ensure accurate and reliable data, enhancing trust and transparency in decision-making.

Clear Communication of Insights: Presenting data-driven findings in an easily understandable manner, promoting transparency in the basis for decisions and policy impact.

Self-Service FOI and SARs Requests: The potential for self-service Freedom of Information (FOI) and Subject Access Requests (SARs) will empower citizens to access the information they need without delays. This further increases transparency and demonstrates our commitment to openness.

Performance Measurement and Monitoring: Establishing transparent performance metrics and KPIs, ensuring accountability, progress towards strategic objectives, and continuous improvement.

Implementing a data and analytics strategy will promote transparency by making information more accessible, sharing data through open data initiatives, ensuring data quality and governance, effectively communicating insights, and establishing transparent performance measurements.



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Digital solutions – A unified platform

To unlock the full potential of our data, enhance the customer and user experience and simplify system integration, we are focusing on implementing a unified platform solution.

A platform is a digital space that supports businesses and organisations in handling and sharing their information, tools, and services. It acts as a central hub for all business units and different online activities, making it simpler for people to collaborate, communicate, and get things done using technology.

Adopting a unified platform will offer numerous benefits to Cherwell, including:

Enhanced efficiency and communication:

A user-friendly and accessible platform makes it easy for everyone, including those with limited tech skills, to work together smoothly.

Centralised access to crucial information

With everything in one place, like documents, schedules, and tasks, it's easier to manage and access important data.

Facilitated collaboration

Teams can work together seamlessly, overcoming challenges posed by distance or organisational boundaries.

Robust security

Multiple layers of protection safeguard sensitive information from potential threats.

Creation and maintenance of golden records

A unified platform allows us to establish accurate and complete versions of specific information, eliminating the need for duplicated data. This ensures data consistency and integrity, reduces confusion, and simplifies data management.



Refine the customer and user experience for ease and convenience

Optimise workflows to facilitate seamless and automated operations

Boost communication among team members

Improve decision-making processes and the efficiency of service delivery







Enable informed decisions driven by precise and trustworthy data

Automation

As a public-facing service provider, our primary goal is to deliver high-quality, efficient, and cost-effective services to our community. By adopting automation technologies, we can enhance our services and improve operational efficiency.

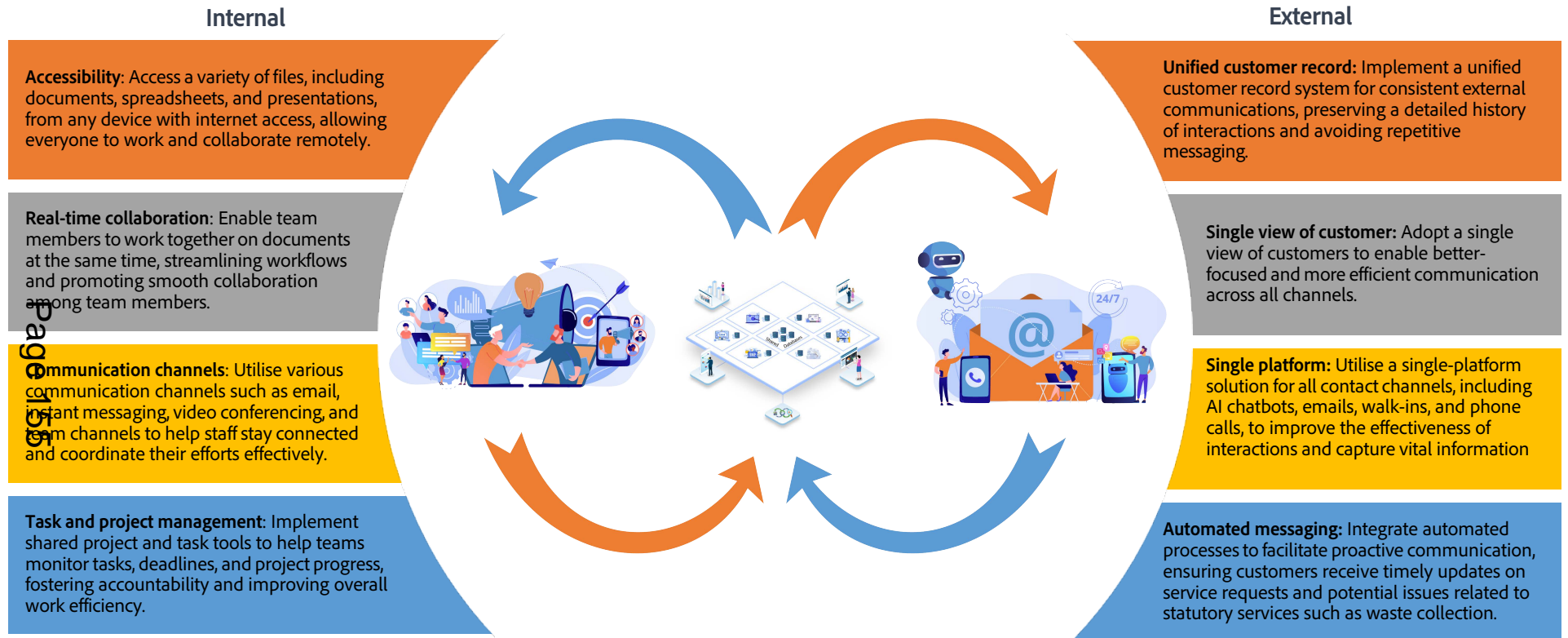
Automation solutions streamline processes, reduce repetitive tasks, and optimise our IT infrastructure, enabling us to minimise errors, save time, and allocate resources more effectively. As a result, we can focus on delivering better, faster, and more reliable services to the public while ensuring prudent use of resources and maintaining cost efficiency. In doing so, we uphold our commitment to serving our community with the utmost dedication and professionalism.

As part of this digital strategy, we will implement solutions to enable the following types of automation:

AI Driven Chatbots	Robotic Process Automation (RPA)	Business Process Automation (BPA)	Workflow Automation	Data Automation	IT Process Automation (ITPA)
<p>AI chatbots streamline customer interactions, freeing human agents from complex tasks. With 24/7 availability, they boost satisfaction and efficiency while reducing support costs. Chatbots can be integrated across channels, such as websites, social media platforms, and messaging apps, making them a versatile and valuable automation tool.</p> 	<p>RPA involves the use of software bots to automate repetitive, rule-based tasks, helping reduce manual intervention, minimise errors, and save time. RPA can be applied to various processes, such as data entry, invoice processing, and customer service.</p> 	<p>BPA focuses on automating entire business processes, driving efficiency, and standardising operations. By implementing BPA, we can optimise our processes, reduce turnaround times, and enhance productivity.</p> 	<p>Workflow Automation streamlines the coordination and execution of tasks within specific workflows. It ensures tasks are completed in the right order, by the right people, and within the required timeframe, leading to improved process transparency and accountability.</p> 	<p>Data Automation automates data-related tasks, such as data extraction, transformation, loading (ETL), data integration, and data analysis. By embracing Data Automation, we can make better-informed decisions, identify patterns and trends, and drive actionable insights while reducing manual data management efforts.</p> 	<p>ITPA focuses on automating tasks and processes within the IT domain, such as system monitoring, incident management, and software deployment. ITPA can help improve efficiency and reduce manual intervention in IT operations, leading to reduced downtime and minimised risk of human errors.</p> 

Streamlining communication

Leveraging new and existing technologies, we aim to enhance internal and external communications, fostering a culture of effective collaboration and productivity. Through the integration of relevant technologies, we strive to improve overall efficiency and deliver an exceptional customer experience.



Harnessing the full potential of our Microsoft 365 licensing, we can provide staff with a comprehensive suite of tools for efficient communication and collaboration. Simultaneously, by establishing a unified customer record system, we ensure consistent external communications and streamlined customer interactions across multiple channels.

This holistic approach not only enhances staff collaboration and productivity but also ensures a consistent and streamlined customer experience. As we continue to evolve and adapt to the ever-changing digital landscape, our commitment to fostering a culture of effective collaboration, leveraging innovative tools, and delivering exceptional services will drive us towards greater success and a brighter future.

Empowering staff

This page serves as a summary of the benefits to Team Cherwell (our staff) through the implementation of this strategy.

Enhanced communication

We will have improved communication throughout the council, allowing staff to communicate more effectively and efficiently with each other. This will lead to better collaboration, increased productivity, and better outcomes.

Improved access to information

Our data and analytics strategy will improve staff access to information, making it easier for them to find the information they need to do their jobs. This will enable staff to make better decisions and be more productive.

Streamlined processes

Implementing automation and streamlining processes within the council will make it easier for staff to complete tasks and reduce the amount of time they need to spend on administrative tasks. This can help staff to focus more on their core responsibilities and aid productivity.

Work from anywhere

Our technology will enable staff to work from anywhere (safely and securely), giving them greater flexibility in how and where they work. This can improve work-life balance and increase staff satisfaction.

Improved IT Skills support and training

Freeing IT staff from repetitive tasks will enable them to offer help and support not traditionally provided by an IT Service Desk. As well as being thought leaders, IT Staff will be digital leaders, providing help and support to enable Cherwell to get the most out of their digital investments.

Digital Inclusion

In addition to all the benefits above, we will also focus on enabling all staff to be more digitally aware and included. Staff who do not currently "need" devices and connectivity to complete their daily tasks will be provided with devices, connectivity and the skills they need to be part of Cherwell's digital community and help them navigate the digital world outside as well as inside of work.

Our digital futures strategy will empower staff by making their work easier, more efficient, and more rewarding. This will lead to increased productivity, better outcomes, and a more engaged and motivated workforce.



Facilitating Council Members

Council Members occupy a crucial and complex position, acting as conduits between their constituents and council officers. Up to this point, our strategies have predominantly targeted Cherwell's "customers" and staff. However, we will also ensure that our data insights, communication streamlining, and other strategies take into consideration the unique needs of our elected members.

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Adopting a similar approach to "Empowering Staff", we will implement solutions and processes that ensure members have access to the same **consistent data sources** as council officers to help them in their decision-making. We will also provide them with the tools and systems they need to interact equally well with their constituents, fellow members, and council officers. Any systems created will comply with our **"Unified Platform"** approach and feed into our overarching **"Transparency"** agenda.

Supporting D&I Target Operating Model

The main objective of the Digital and Innovation Target Operating Model is to optimise IT operations by fostering customer-centric services, promoting collaboration between IT functions, encouraging innovation, and maintaining continuous improvement. A crucial aspect of this model is ensuring robust cybersecurity and data protection measures, which are vital to safeguarding sensitive information and maintaining customer trust. This model helps create better alignment between IT and business objectives, increased efficiency and enhanced overall performance while minimising risks and vulnerabilities.

The main benefits of this model are:

Enhanced customer focus - Ensures IT services meet customer needs, leading to better outcomes and satisfaction.

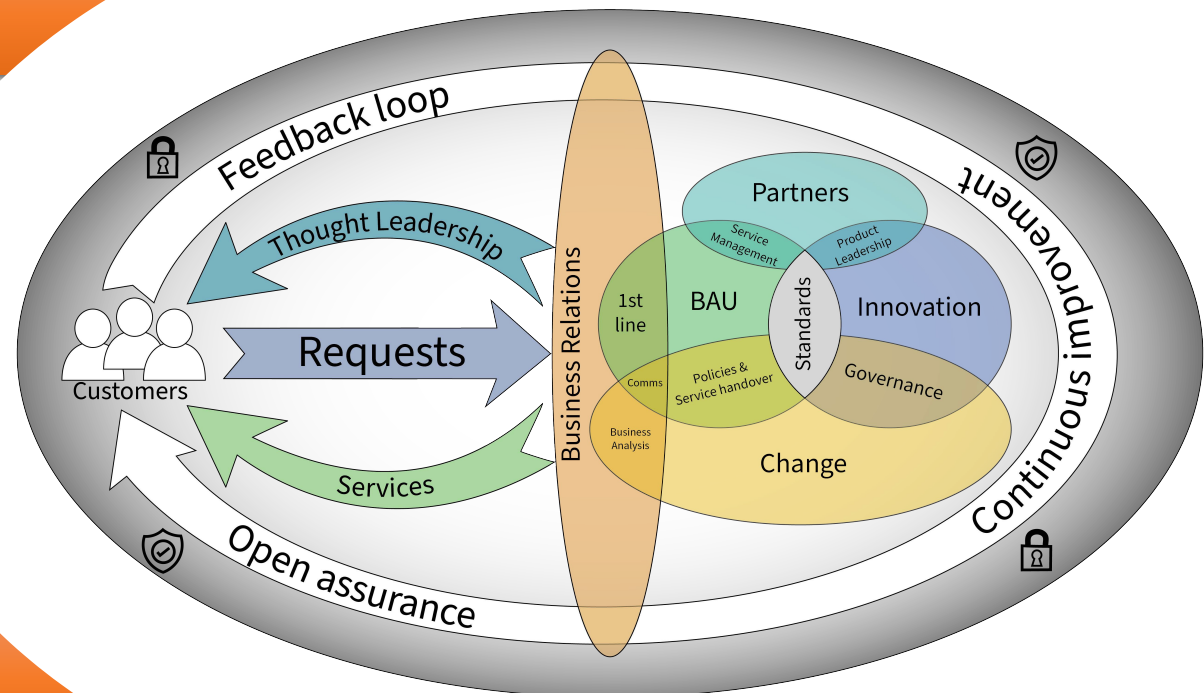
Improved collaboration - Streamlines operations and decision-making by fostering communication between IT functions.

Continuous improvement - Promotes ongoing evaluation and adaptation to changing needs through feedback loops.

Clear roles and responsibilities - Clarifies roles and dependencies, increasing efficiency.

Encouragement of innovation - Emphasises creative activities to stay ahead in the digital landscape.

Secure by design - Security is deeply ingrained and pervasive in all aspects of our operations.



Moving to an assurance framework emphasises proactive risk management and continuous improvement, leading to increased transparency, collaboration, and optimised decision-making.

D&I Functions accountability

Clearly defined accountability within a collaborative framework will be a key feature in our delivery of excellent service

This functional structure provides a clear view of accountability for the Digital and Innovation - Operations, Innovation, and Change Teams.

This structure ensures accountability while enabling better collaboration between teams, streamlined decision-making, and increased efficiency.

Additionally, it ensures that all aspects of IT operations, from service desk to cyber security to change management, are effectively managed and monitored to ensure a seamless and secure IT environment.



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Service Desk
Application Support
Infrastructure Support
Major Incident Management
Partner Management
Business Relations
Operational Cyber Security
IT Asset Management
Contract Management

Operations

Enterprise Architecture
Solution Architecture
Application Development
Project Delivery
Data Science
Cyber Security
Spatial Services

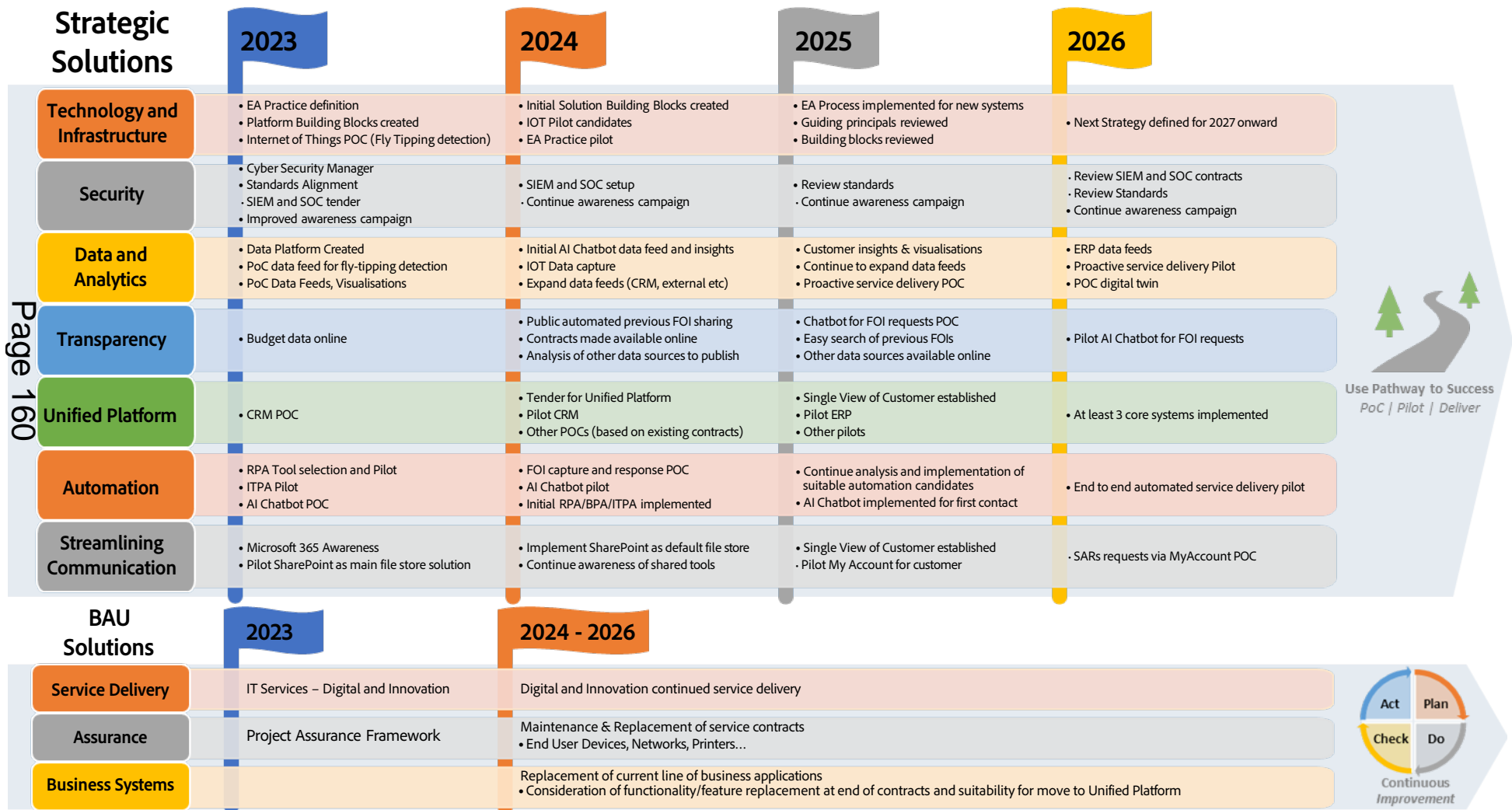
Innovation

Programme Management
Project Management
Business Analysis
IT Governance
IT Assurance
Change Control

Change

Fostering collaboration and fusing this with accountability and innovation, we will be able to create a cohesive and dynamic environment which supports our Agile approach.

Responsive Digital Futures Pathway



As we navigate our transformation journey, we remain committed to consistently reassessing and adapting our pathway to ensure synchronised progress and alignment with the council’s overarching priorities and goals.

Glossary

- **Artificial Intelligence and Machine Learning (AI/ML):** Technologies that enable computers to learn from data, recognise patterns, and make decisions or predictions based on that data without explicit human intervention.
- **BAU (Business As Usual):** BAU refers to the regular, routine functions of an organization.
- **Chatbots:** Automated software that can simulate conversation with users, often used for customer service, information retrieval, or other tasks.
- **Cloud-first Strategy:** A strategic approach that prioritises the use of cloud-based infrastructure and services over traditional, on-premises solutions, offering benefits such as flexibility, scalability, and cost savings.
- **CRM (Customer Relationship Management):** CRM is a technology for managing a company's relationships and interactions with customers.
- **Cyber Essentials Plus:** A UK government-backed cybersecurity certification scheme, designed to help organisations protect themselves against common online threats and demonstrate their commitment to cybersecurity.
- **Cybersecurity:** The practice of protecting systems, networks, and data from digital attacks, theft, or damage, ensuring a secure online environment.
- **Data steward:** A person responsible for overseeing data governance principles.
- **Digital twin:** A digital replica of physical assets, processes, or systems, enabling data-driven decision-making and proactive service delivery.
- **Enterprise Architecture (EA):** A strategic planning process that helps organisations align their business goals with their IT infrastructure, providing a blueprint for the design, implementation, and management of IT systems.
- **GDPR:** General Data Protection Regulation, a set of rules governing data privacy and protection for individuals within the European Union (EU).
- **Golden records:** Accurate and complete versions of specific information, eliminating the need for duplicated data and ensuring data consistency and integrity.
- **Microsoft Azure:** A cloud computing platform and service offered by Microsoft, providing a range of services including infrastructure, storage, and analytics.
- **Secure by Design:** Integrating security measures and practices throughout all aspects of operations to protect sensitive information and maintain customer trust.
- **Security Incident and Event Management (SIEM):** A set of tools and processes for collecting, analysing, and responding to security events and incidents, helping organisations detect and respond to threats more effectively.
- **Security Operations Centre (SOC):** A centralised unit responsible for monitoring, analysing, and responding to cybersecurity threats and incidents in real-time, working to prevent and mitigate potential attacks.
- **Single view of customer:** A comprehensive view of customers to enable better-focused and more efficient communication across all channels.
- **Software as a Service (SaaS):** A software licensing and delivery model where software is provided over the internet, rather than installed on individual computers or servers. Users typically access the software through a web browser and pay a subscription fee.
- **Zero Trust VPN:** A virtual private network (VPN) solution based on the Zero Trust security model, which assumes that no user, device, or network should be trusted by default and requires continuous authentication and validation for access to resources.

Digital Examples

- **Maidstone BC have used data analysis to prevent 100s from becoming homeless.**
<https://www.lgcplus.com/idea-exchange/data-analytics-helped-us-prevent-100-households-becoming-homeless-14-01-2022/>
- **Norfolk CC use low-cost, low-power devices to monitor weather conditions for more effective gritting etc**
<https://www.govx.digital/technology/local-councils-turn-to-iot-to-improve-their-services>
- **Coventry City Council use IoT sensors for Footfall and Air Quality reporting** <https://coventry-city-council.github.io/iot/>
- **The UK Power Network has initiated “Social Connect”, which will use AI to mine current data sources from Smart Meters etc, to help reduce the impact of fuel poverty by providing individual advice on energy-saving measures**
<https://es.catapult.org.uk/project/ukpn-social-connect/>
- **How Taiwan is Using Technology to Foster Democracy**
<https://hbr.org/podcast/2020/10/how-taiwan-is-using-technology-to-foster-democracy-with-digital-minister-audrey-tang>
- **The City of Palo Alto interactive online budget demonstrating transparency**
<https://paloalto.opengov.com/transparency>
- **Rutland County Council embrace a unified platform approach**
<https://www.salesforce.com/uk/customer-success-stories/rutland-county-council/>
- **E-Estonia – the story of Estonia digital journey** <https://e-estonia.com/story/>

Cherwell District Council

Executive

3 July 2023

Discretionary Housing Payments Policy reviewed 2023/2024

Report of Assistant Director of Finance

This report is public

Purpose of report

To inform Executive of the reviewed policy for Discretionary Housing Payment (DHP) and proposed updates.

1.0 Recommendations

The meeting is recommended to:

- 1.1 Note the contents of the reviewed policy for Discretionary Housing Payments.
- 1.2 Approve the policy for Discretionary Housing Payments (appendix one).

2.0 Introduction

- 2.1 The DHP policy was last reviewed in 2021. It is good practice to periodically review policies to ensure they remain relevant and in line with supporting the delivery of the Council's policies.
- 2.2 The DHP scheme was introduced on 2 July 2001 and allows councils the discretion to help people on a low income with their housing costs where Housing Benefit (HB) or Housing Costs (HC) included in Universal Credit (UC) alone does not meet all their needs.
- 2.3 In 2023/24 total funding amount paid to Cherwell District Council by Department for Works and Pensions is £187,383.
- 2.4 Oxfordshire County Council has also agreed to contribute £187,383 match funding to the Discretionary Housing Payments fund.
- 2.5 £28,000 of remaining Covid Outbreak Management Funds (COMF) have also been added to the fund taking the total available funds to £402,766

- 2.5 Cherwell District Council remains committed to identifying and assisting the most vulnerable residents through effective use of DHP monies in order to offer one-off or ongoing support to families in exceptional need affected by the following changes to HB or UC housing costs:
- Benefit cap
 - Changes/restrictions to Local Housing Allowance for claimants who have private sector tenancies.
 - Removal of the Spare Room Subsidy for claimants who have social sector tenancies
 - The roll out of Universal Credit Full Service where claimants move from claiming HB to UC housing costs.
- 2.4 Cherwell District Council is also committed to the Government's recommendation that Local Authorities should give priority consideration to households where substantial disabled adaptations have been undertaken to meet the disability needs for a household member, and where these households have also been adversely affected by Spare Room Subsidy restrictions and for whom it would not be reasonable to expect them move from their homes into smaller accommodation.

3.0 Report Details

- 3.1 DHP is an award that can be made to claimants who have a shortfall between rental liability and entitlement to HB or UC housing costs element. This would be paid as a weekly 'top up'. this weekly top up cannot exceed the eligible rental liability
- 3.2 Eligible rental liability means all the payments specified in Regulation 12(1) of the Housing Benefit Regulations 2006 or the Housing Benefit (Persons who have attained the qualifying age for state pension credit) Regulations 2006 except those specified in Regulation 12(3)(b)(i) to (iii) of those regulations, i.e. deductions in respect of certain service charges.
- 3.3 A DHP award can also be made as a one-off payment to resolve an issue relating to housing costs.
- 3.4 Housing costs are not defined in the regulations, however, in general, housing costs means rental liability. This can also be interpreted more widely to include:
- Rent in advance
 - Rent deposits
 - Other lump sum costs associated with a housing need such as removal costs.
- 3.5 The claimant must be entitled to HB or UC housing costs at the time they apply for DHP.
- 3.6 Local Authorities are allocated Central Government funding for DHP. Local Authorities can also make an additional local contribution to the fund (up to 2.5 times the Government allocation).
- 3.7 The funding must be awarded to claimants in the financial year it is allocated and once the fund is exhausted no further funding will be available until the following financial year. Any DHP funding not awarded by the end of the financial year must be paid back to the DWP.

4.0 Conclusion and Reasons for Recommendations

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

5.0 Consultation

- 5.1 There is consultation process required.

6.0 Alternative Options and Reasons for Rejection

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

7.0 Implications

Financial and Resource Implications

- 7.1 The financial implications are set out within the report. DHP is funded by grants received by the Council. The Council has budgetary provision to administer the grant funding within the Revenues and Benefits team.

Comments checked by:

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

Legal Implications

- 7.2 The Discretionary Policy has been reviewed having consideration of the following legislation:

The Child Support, Pensions and Social Security Act 2000.

Regulations: Discretionary Financial Assistance Regulations 2001.

These regulations were amended in 2012 to cover the introduction of Universal Credit and the abolition of Council Tax Benefit from April 2013.

Amendments to the regulations are covered by the Council Tax Benefit Abolition (Consequential Amendments) Regulations 2013 (which came into force on 1 April 2013) and The Welfare Reform Act 2012 (Consequential Amendments) Regulations 2013, a further set of Universal Credit Consequential Amendment Regulations, which make amendments to the Discretionary Financial Assistance Regulations 2001 which are consequential upon the introduction of Universal Credit.

Comments checked by:

Shahin Ismail Legal Services Manager

Shahin.ismail@cherwell-dc.gov.uk

Risk Implications

- 7.4 There are no risk management issues arising directly from this report. Any arising risk will be managed through the service operational risk and escalated to the Leadership Risk Register as and when necessary

Comments checked by:

Celia Prado-Teeling, Performance and Insight Team Leader, 01295 221556

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

Equalities and Inclusion Implications

- 7.4 No further changes have been made to the existing policy, as such there is no need for a new Equalities Impact Assessment to be completed.

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

Links to Corporate Plan and Policy Framework

Promote individual well being and healthy communities

Work to prevent Homelessness

Response to the cost of living crisis

Lead Councillor

Councillor Adam Nell, Deputy Leader and Portfolio Holder for Finance

Document Information

Appendix number and title

- Appendix 1 – Discretionary Housing Payments Policy

Background papers

None

Report Author and contact details

Jacey Scott, Head of Revenues and Benefits,
01295 221548, Jacey.scott@cherwell-dc.gov.uk



Discretionary Housing Payments (DHP) Policy

Legislation

Primary Legislation: The Child Support, Pensions and Social Security Act 2000.

Regulations: Discretionary Financial Assistance Regulations 2001.

These regulations were amended in 2012 to cover the introduction of Universal Credit and the abolition of Council Tax Benefit from April 2013.

Amendments to the regulations are covered by the Council Tax Benefit Abolition (Consequential Amendments) Regulations 2013 (which came into force on 1 April 2013) and The Welfare Reform Act 2012 (Consequential Amendments) Regulations 2013, a further set of Universal Credit Consequential Amendment Regulations, which make amendments to the Discretionary Financial Assistance Regulations 2001 which are consequential upon the introduction of Universal Credit.

Introduction

DWP increased the DHP Government funding to Local Authorities from 2015/16 onwards in order to support claimants through the potential impacts of Welfare Reform.

From 2018/19, as part of the lower funding settlement agreement and due to the methodology for allocation being based on key welfare reforms identified at a local level, funding had reduced by circa 14 per cent in 2018/19 and a further 6 per cent in 2019/20.

There was then a significant increase in 2020/21 due to affordability pressures in the private sector. For 2021/22 the initial funding has decreased by 45 per cent, although further funding was then allocated mid year to local authorities.

In 2022 / 23 total funding amount paid of £187,383 Cherwell District Council remains committed to identifying and assisting the most vulnerable residents through effective use of DHP monies in order to offer ongoing support to families in exceptional need affected by the following changes to Housing Benefit (HB) or Universal Credit housing costs:

- Benefit cap
- Changes/restrictions to Local Housing Allowance for claimants who have private sector tenancies.
- Removal of the Spare Room Subsidy for claimants who have social sector tenancies
- The roll out of Universal Credit Full Service where claimants move from claiming Housing Benefit to UC housing costs.

Cherwell District Council is also committed to the Government's recommendation that Local Authorities should give priority consideration to households where substantial disabled adaptations have been undertaken to meet the disability needs for a household member, and where these households have also been adversely affected by Spare Room Subsidy restrictions and for whom it would not be reasonable to expect them move from their homes into smaller accommodation.

What is a DHP?

DHP is an award that can be made to claimants who have a shortfall between rental liability and entitlement to HB or Universal Credit (UC) housing costs element. This would be paid as a weekly 'top up', for HB this cannot exceed the eligible rental liability.

Eligible rental liability means all the payments specified in Regulation 12(1) of the Housing Benefit Regulations 2006 or the Housing Benefit (Persons who have attained the qualifying age for state pension credit) Regulations 2006 except those specified in

Regulation 12(3)(b)(i) to (iii) of those regulations, i.e. deductions in respect of certain service charges.

A DHP award can also be made as a one-off payment to resolve an issue relating to housing costs.

Housing costs are not defined in the regulations, however, in general, housing costs means rental liability. This can also be interpreted more widely to include:

- Rent in advance
- Rent deposits
- Other lump sum costs associated with a housing need such as removal costs.

Following the abolition of Council Tax Benefit from April 2013 a DHP can no longer be paid to assist with Council Tax liability. A customer who is receiving Council Tax Reduction (CTR) with no rental liability is not entitled to a DHP award.

The claimant must be entitled to Housing Benefit or UC housing costs at the time they apply for DHP.

Local Authorities are allocated Central Government funding for DHP. Local Authorities can also make an additional local contribution to the fund (up to 2.5 of the Government allocation).

The funding must be awarded to claimants in the financial year it is allocated and once the fund is exhausted no further funding will be available until the following financial year. Any DHP funding not awarded by the end of the financial year must be paid back to the DWP.

For the financial year 2023 / 24 Cherwell District Council has initially been allocated £187,383

DWP guidance to Local Authorities is payments from the fund should be made to support claimants affected by key welfare forms:

- Reduction in Housing Benefit or UC housing costs as a result of Spare Room Subsidy
- Reductions in Housing Benefit or UC housing costs as a result of LHA reforms
- Non-dependant deductions in HB, or housing cost contributions in UC

- Rent shortfalls to prevent a household becoming homeless whilst the housing authority explores alternative options
- Income taper reduction
- Policy to limit benefit to two children; and
- any other policy change that limits the amount of HB payable, for example the removal of the family premium.

DHP cannot be used to help with:

- Ineligible service charges.
- Increases in rent due to arrears.
- Shortfalls in the Second Adult Rebate.
- Shortfalls in Council Tax Reduction.
- Certain sanctions and reductions in benefit.
- Any reduction in UC due to a sanction as specified under regulation 100 of the UC Regulations 2013
- Shortfalls caused by HB or UC overpayment recovery: when recovery of an HB or UC overpayment is taking place, such shortfalls should not be considered for a DHP.

Further guidance can be found [in Appendix A of the Department for Work and Pensions DHP Good practice guide](#) (May 2022).

A DHP is not a 'means-tested' entitlement of Housing Benefit. It is a short-term additional award made by the Local Authority to a claimant facing financial hardship in order to alleviate that hardship and reduce the risk of homelessness.

DHP should not be considered as a long-term solution to maintain customers in accommodation they cannot afford based on their rent liability and normal entitlement to Housing Benefit/UC housing costs.

Due to the limit of a DHP award, the DWP recommends claimants are advised by the Local Authority to consider options available to them in order to alleviate their financial and/or housing situation during the period of the award.

Cherwell District Council DHP Policy

This policy refers to Cherwell District Council, references within this policy to ‘the Council’ means Cherwell District Council and references to “decision makers” are also officers of the Council or officers authorised to act on behalf of the Council.

The purpose of this policy is to assist with the administration of DHPs, specifies how the Council will operate the DHP scheme and indicates some factors that will be considered when deciding when to award a DHP.

Each application for a DHP will be treated on its own merits, taking into consideration the guidelines issued by the DWP and those stated in this policy, to ensure all claimants are treated equally and fairly.

The Council is committed to working with social landlords, the local voluntary sector, homelessness prevention agencies, Citizens Advice Bureau and any other partners and stakeholders within the district to maximise publication of the scheme to help as many residents as possible.

Statement of objectives

The Council will consider awarding a DHP to claimants who meet the qualifying criteria subject to funding limitations. Before making an award, the Council must be satisfied that the claimant is entitled to:

- HB/UC housing costs element. This includes where the claimant would have been entitled to UC housing costs were it not for the fact that the person occupies specified accommodation or temporary accommodation; and
- Has a rental liability; and
- Requires further financial assistance with housing costs.

The key objectives of this policy in prioritising awards of DHP are:

- Preventing homelessness.
- Alleviating poverty.

- Keeping families together.
- Supporting the vulnerable and elderly in sustaining tenancies.
- Helping those who are trying to help themselves.
- Enabling people to secure new sustainable tenancies.
- Providing financial respite for people in short term difficulty.
- Incentivising people into and maintaining work.
- Supporting young people in education.
- Supporting those who are in affordable housing but at risk of becoming homeless due to being unable to meet their full rental liability due to severe financial difficulties from the effects of the current economic climate.

Claiming a DHP

A claim for a DHP must be made in writing on the following form [DHP application](#)

A request for a paper application can be arranged by emailing benefits@Cherwell-dc.gov.uk

An award can occasionally be extended for a short period without a further claim form being submitted where the Council is satisfied that the claimant's circumstances continue to remain the same, despite the claimant taking all reasonable steps during the period of the original award to alleviate their situation.

A DHP will not be awarded where the Council considers alternative monies, benefits, awards, grants or funds are available or more appropriate for the claimant, for example, the Council's rent deposit scheme, deposit from a previously rented property.

The Council may request any information or documentary evidence reasonable and/or relevant in support of an application for a DHP. All requests for additional information will be made in writing or by email, where possible existing information/documentary evidence will be used to support an application in order to avoid duplication.

If a claimant is in receipt of UC, any information held for local Council Tax Reduction may also be used to process a DHP application and/or change in circumstances.

The Council may verify the information provided by the claimant with authorised agencies, for example, Her Majesty's Revenue and Customs (HMRC) and DWP. Where the claimant is in receipt of Housing Benefit the Council will carry out a claim review, in order to ensure the correct level of Housing Benefit is being awarded, before making a DHP decision.

The claimant will be given one month to provide any additional information/documentary evidence requested. Decision Makers will have discretion to extend the time limit in appropriate circumstances.

However, if information/documentary evidence is not returned within the agreed time limit the Decision Maker will make the DHP decision based upon the information available at that time.

The decision-making process

Each decision reached is discretionary and is not governed by means-tested regulations, however, the Council will ensure that all decisions made are in-line with the objectives of this policy.

On receipt of an approved/signed form the Decision Maker will verify that the claimant is eligible.

Where the claimant is not eligible/successful, the Decision Maker will advise the claimant in writing their request has been unsuccessful without requesting further information.

Where the application is made and indicates one or more of the following is the only reason for the claim the DHP will be decided as not eligible:

- Ineligible service charges
- Increases in rent due to arrears
- Shortfalls in the Second Adult Rebate
- Shortfalls in Council Tax Reduction (CTR)
- Shortfall in HB due to recovery of an overpayment
- Reduction in HB due to other benefit sanctions

- HB that has been suspended
- The waiting days applied to Universal Credit claims
- The decision maker will advise the claimant in writing without requesting further information

Where any of the above applies, the Decision Maker will advise the claimant in writing without requesting further information.

Where the claimant's circumstances are eligible for DHP, the Decision Maker will consider one or more of the following impacts on the claimant's housing costs circumstances and finances in considering an award. The reason for the request is:

- To cover a reduction in eligible rent due to the Removal of the Spare Room Subsidy
- To cover a shortfall in rent due to the Benefit Cap
- To cover a rent restriction imposed by the Rent Officer for private tenancies.
- To cover the difference between the LHA rate and the rental liability
- To cover the difference between the housing costs in the UC award and the rental liability
- To counteract the effect of any non-dependant deduction
- To support a customer back into work
- To prevent homelessness
- Removal costs in relation to obtaining affordable accommodation.
- Rent deposits and rent in advance in relation to obtaining affordable accommodation: a DHP can be awarded for a rent deposit or rent in advance for a property that the claimant has yet to move into if they are already entitled to HB or UC for their present home.

All other options must be explored prior to a DHP being awarded in this instance, such as Cherwell District Council's rent deposit scheme, deposit from a previously rented property etc. Regard should be given to the Court of Appeal's decision in R v LB Lambeth, ex parte Garrett which sets out that any

HB already paid towards housing costs must be deducted when calculating the amount of DHP to avoid duplicate provision. The following conditions must also be satisfied;

- the property is affordable for the tenant; and
- the tenant has a valid reason to move; and
- the deposit or rent in advance is reasonable.

To help with liability to pay rent on two homes: the regulations permit a person to have help through a DHP award with rent due on a property they have moved into when treated as temporarily absent from their home e.g. the claimant has moved due to domestic violence. If the customer is liable for the rent on both properties and in both cases, there is a shortfall, a DHP could be awarded in respect of both properties subject to the weekly limit on each property.

- If the claimant is liable for payments on one dwelling but is having to pay rent on two, a weekly DHP could be made to assist with the temporary accommodation up to the level of the weekly eligible rent on the dwelling from which they are temporarily absent.

(this list is not exhaustive)

The Decision Maker will then consider if the claimant has:

- Demonstrated financial hardship
- Demonstrated a personal life event that has led to financial hardship, for example, the bereavement of a close relative.
- Demonstrated steps already taken to achieve financial independence, for seeking and accepting advice from the Council's Housing Options team, Tenancy Support Officers or Citizens Advice Bureau.

Applications may be considered unsuccessful if one or more of the following apply:

- Other support/provision has been granted for this need/situation
- Eligibility criteria has not been met
- Exceptional need is not evidenced

- Exceptional financial circumstances are not evidenced
- Applicant has accessible capital/savings
- Applicant has already received DHP either as
- short-term financial support by way of on-going DHP
- rent in advance in lieu of an on-going DHP or;
- rent deposit in lieu of an on-going DHP and has not shown that they have taken any relevant steps to help alleviate their situation
- Applicant chooses to cancel any arrangement whereby support/assistance is being provided by another body such as Citizens Advice Bureau, Housing Options or Landlords' Welfare Officers.

The Decision Maker will compare the actual household income and savings compared with essential household expenditure. The Decision Maker will also take account of any other income, grants, discretionary awards and/or benefits that the claimant could be entitled to in order to determine whether the claimant needs further financial assistance to meet their housing costs.

Where the Council considers the claimant may be entitled to other income or benefits the Council may award a DHP to allow time for the claimant to apply for alternative income or benefits.

The Council will refer to the latest available Standard Financial Statement (SFS) trigger figures in order to determine reasonable expenditure for telephone, housekeeping, and travel.

The Common Financial Statement trigger figures are widely used in the financial industry as reasonable expenditure levels. This approach is consistent with the financial hardship work undertaken by Citizens Advice.

Where specific expenditure is higher than the trigger figures the Decision Maker will request further information and/or evidence to determine why the figures are higher. Where the claimant is unable to provide satisfactory information to explain the higher figures the expenditure used to calculate any DHP award will be adjusted to the trigger figures.

The Decision Maker will also consider the following in relation to the claimant's household and financial circumstances:

- Whether the property has been substantially adapted for the needs of a disabled customer
- Any steps already taken by the customer to reduce their rental liability
- The financial and medical or social needs of anyone in the household
- Any steps already taken by the claimant in order to reduce other expenditure
- Any steps already taken by the claimant in order to achieve financial stability.
- Any savings or capital held by the claimant or family members
- Any steps already taken by the claimant in order to reduce the level of debt in the household
- Any exceptional circumstances of the claimant or family members
- The possible impact on the authority of not making such an award, for example, pressure on priority homeless accommodation
- The possible impact on the claimant of not making such an award, for example, the immediate threat of homelessness
- The amount available in the DHP budget at the time of the application
- Any special reasons which make it necessary or particularly desirable for the claimant to occupy the dwelling in respect of which the liability arises
- The risk of becoming homeless due to rent arrears, particularly where any of the household are vulnerable by reason of age, sickness or disability
- Action taken by the landlord to recover arrears of rent
- Legislative change impacts, for example- restrictions to eligible rent, LHA restrictions, size criteria, benefit cap.)
- Any other special circumstances brought to the decision maker's attention

(this list is not exhaustive)

Start dates of an award

A DHP will normally be awarded from:

- The Monday following receipt of the application form or
- The Monday following the initial request made where the application form is received within one month of the date of the initial request or
- The date on which entitlement to Housing Benefit or Universal Credit commenced whichever is the most appropriate.

A DHP cannot be awarded for any period outside an existing Housing Benefit or Universal Credit period granted under the Housing Benefit or Universal Credit statutory schemes.

Backdating

Claimants may apply for a backdated DHP. However, awards are expected to meet current financial hardship and household circumstances. Whilst there are no restrictions on the Council considering a request for a backdated award, any payment would normally be restricted to the current financial year due to the DWP funding arrangements.

Any application will be considered on a case by case basis in accordance with this policy.

Period of award

Any DHP award will be made for a period relevant to the claimant's housing and financial circumstances. Consideration will be given to the level of vulnerability of the household and the likelihood of that household circumstances alleviating during the period of award.

The length of the award will vary on a case by case basis, as follows:

- There is no minimum period for a DHP award which can be made until a change in circumstances results in that household's ability to afford their rental liability; or
- Maximum period of 12 months in the case of exceptional hardship or if the claimant has limited options in making changes to their circumstances; or.
- Bespoke period based on the individual circumstances of the claimant, for example, to the end of a tenancy; or
- A lump sum award relating to a specific amount, for example, a rent deposit.

When awarding a DHP to assist the claimant to secure a new tenancy, the Decision Maker will consider the following:

- If the claimant has been offered but not accepted the rent deposit scheme operated by the Council
- If DHP is a more appropriate award than the rent deposit scheme.
- If DHP has been previously paid for a rent deposit or rent in advance.
- The claimant's deposit or rent paid in advance for previous accommodation.
- Ability of the claimant to move to more affordable accommodation with the help of moving costs, rent in advance or rent deposit.
- What steps the claimant has taken to save in order to contribute towards rent in advance or rent deposits.

Level of Award

The Decision Maker will determine the level of award on a case by case basis based on the criteria outlined in this policy.

Where the DHP claim is to meet a shortfall between the eligible rent and Housing Benefit award/UC housing costs, the award may be:

- The full amount of the shortfall.
- A part payment of the shortfall

Where the DHP claim is a lump sum payment:

- An amount not exceeding the equivalent of one month's rent for rent deposits and/or rent in advance
- A part payment taking into account available savings or other monies available to the claimant for rent in advance, rent deposit, moving costs etc.

The Decision Maker will consider the household's overall financial circumstances in determining the award for DHP, this will include any income or benefits fully or partly disregarded in the normal means tested calculation for Housing Benefit/UC housing costs, for example child benefit, maintenance.

Where the Council receives information that the claimant's circumstances have been alleviated during the period of award, the DHP end date may be revised, or the level of award reduced for the remainder of the period to reflect this change.

For claimants in receipt of Housing Benefit, the level of the DHP award, calculated on a weekly basis, cannot exceed the eligible rent.

For claimants in receipt of UC housing costs, the level of the DHP award cannot exceed the housing element.

Where a DHP is awarded to recipient of UC, the DHP level of award will also take into account:

- Where an Alternative Payment Arrangement (APA) is in place to the claimant's landlord, the award will be the maximum of the shortfall between the payment to the landlord and the claimant's rent. This amount will be converted from a monthly to a weekly amount.
- Where the APA is not in place, the shortfall will be determined with reference to the claimant's circumstances. The maximum DHP award is also affected by reductions in the UC housing costs component for items such as a maximum LHA rate or non-dependant deductions as form part of the Schedule 4 to the UC Regulations i.e. the UC housing costs component of the UC award notice.
- Where a claimant is in receipt of UC the maximum DHP award that can be made is identified by looking at their UC award notification. Their UC award notice will identify a housing element, and this is the same as the maximum DHP that can be made when calculating a DHP as a monthly award.

Please note that whilst the housing element of the UC award notification may include financial support for mortgage interest payments, owner-occupiers are not eligible to receive a DHP award.

Method of payment

The Decision Maker will award the DHP to the most appropriate person to pay on a case by case basis from the following:

- The claimant
- Their partner
- An appointee
- Their landlord
- Any third party to whom it might be most appropriate to make payment.

Payment will be made by electronic transfer (i.e. BACS).

For claimants in receipt of HB a weekly DHP award to meet a shortfall will normally be made in line with the frequency and method of payment of their normal Housing Benefit.

For UC housing costs frequency is at the discretion of the Decision Maker, as payments of Universal Credit are made monthly.

Notification

The Council will inform the claimant of the outcome of their application in writing either by letter or email. A copy of the income and expenditure used in the calculation will be provided with the notification where that has been used to calculate the amount of the award.

Where the application is unsuccessful, the Council will set out the reasons to explain the decision.

Where the application is successful, the Council will advise:

- The weekly amount of DHP awarded
- The period of the award
- How, when and to whom the award will be paid
- The requirement to report a change in circumstances.

Where the claimant is experiencing financial difficulties due to restrictions implemented as part of welfare reforms associated with their accommodation, their details may be passed to the Council's Housing Options team or Citizens Advice.

Where payment is to be made to a third party, for example a Landlord for a rent deposit, the Landlord will also receive a written notification.

The Council will include information about the legal obligations for landlords to protect any deposit paid in a Government approved tenancy deposit protection scheme.

Compliance with this requirement will help reduce the need for future help with deposits.

Reapplying for a DHP

There are no restrictions on the number or amount of DHP applications that can be made by a claimant, other than the availability of funding.

However, reapplications will take into account previous awards of DHP, steps taken by the claimant during the period of the original award and any barriers that have prevented the claimant alleviating their financial and housing situation.

Where the application is unsuccessful, the claimant may reapply for a DHP at any time (or request [a review of the decision](#)). Where an application is successful the claimant may apply for an increase or additional DHP payment (for example, a rent deposit) during or at the end of their current period of award.

The Council will not contact the claimant at the end of the award unless there are exceptional circumstances, for example the claimant is vulnerable and/or has known difficulties managing their circumstances.

A claimant will need to complete a new application to reapply for DHP at the end of a current award, except in occasional circumstances where the Council is satisfied their

circumstances have remained the same. Claimants can submit an application to reapply for a further award up to 4 weeks before the end of the current award period.

The right to seek a review

DHP decisions are not subject to the statutory appeals procedure, as they are not awards of Housing Benefit or Universal Credit.

Claimants can request a review of the Council's decision on ;

- an unsuccessful DHP
- a reduced award
- a decision not to backdate a DHP
- or a decision that there has been an overpayment of DHP.
- The level of DHP awarded

A request for a review must be submitted to the Council within one month of the date of the DHP notification. The Council may consider requests made after this time period where the claimant has given specific reasons for the delay and the Decision Maker considers these reasonable.

On receipt of a request for a review:

- A Decision Maker, different to the original Decision Maker, will review the decision and all the evidence, as soon as possible.
- Request any additional evidence/information that may be required.
- Notify the claimant of the outcome of the review in writing.
- Where the Council makes the decision to uphold the original decision, the Decision Maker will notify the claimant of their decision in writing, setting out the reasons for their decision.
- The decision is final and binding and may only be challenged via the judicial review process or by complaint to the Local Government Ombudsman where there is an allegation of maladministration.

DHP Overpayments

A DHP overpayment may occur where the Council determines:

- The claimant misrepresented their circumstances or failed to disclose a material fact or change in circumstances, either fraudulently or otherwise, at the start, end or during the period of award.
- DHP was awarded as a result of an error made in determining Housing Benefit or UC housing costs entitlement.

The Council may consider the overpayment to be recoverable.

Overpayments deemed recoverable may be recovered from any ongoing DHP entitlement or future DHP awards.

Where no DHP is in payment the Council will issue an invoice to the claimant or other person considered responsible to repay the overpayment. The Council will consider requests by claimants/other responsible persons who wish to repay a DHP overpayment by instalments on a case by case basis.

The Council cannot recover DHP from ongoing Housing Benefit, UC or other attachment of benefits.

Publicity

The Council will continue to publicise the DHP fund working with key stakeholders and partners using various platforms including using the Council's website.

Decision Makers will liaise closely with social landlords, volunteer agencies and Housing Options team to ensure the most vulnerable customers are made aware of DHP's and are assisted in claiming them as required.

Fraud

The Council is committed to the fight against fraud. Claimants found to have claimed or attempted to claim a DHP by falsely representing their circumstances, providing a false

statement or evidence in support of their application, may have committed an offence under the Theft Act 1968, including Sections 17 'False Accounting' and 24A 'wrongful Credit' . Offences may also have been committed under the Fraud Act 2006, the identity documents Act 2010 and the Accessories and Abettors Act 1861. This list is not exhaustive. Where the Council has evidence that such a fraud may have occurred, the matter will be referred for investigation to the Council's Corporate Fraud Team and this may lead to the instigation of criminal proceedings.

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Cherwell District Council

Executive

3 July 2023

Implementation of Car Parking Pricing

Report of Assistant Director Environmental Services

This report is public

Purpose of report

To inform Members of the changes proposed to the implementation of car park price increases during summer 2023 and provides the rationale for the revised implementation.

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

1.0 Recommendations

The meeting is recommended:

1.1 To note the proposed changes below:

- Increase the 1st hour from £1.10 to £1.20. This will increase income broadly in line with inflation.
- Keep the 2nd and 3rd hour unchanged as parking usage has demonstrated that use has declined and is not competitive with alternative car parking offers.
- Increase the daily charge from £5.00 to £5.50 – an increase of 10p per hour - in line with inflation and as long stay car parks are showing increasing demand from increasing numbers of workers returning to office.
- Increase the ultra short stay from £1.10 to £1.20 for ½ hour. Increase the hour rate from £1.60 to £1.70 in ultra short stay car parks, where it is evidenced that there is increasing demand.

1.2 To approve the publishing of the revised charges.

2.0 Introduction

2.1 The current Medium Term Financial Plan (MTFP) for the Council assumes an up to 10p fee increase in 2023/23 and makes an assumption of income increase in line with fee increase. However, since the pandemic, footfall in the urban centres has

reduced significantly and this has had a direct impact on parking income and usage. The current cost of living crisis and the sustained period of high inflation has had a significant impact on disposal income. In recent months, there has been evidence from the weakened car parking income figures reported.

- 2.2 In 2020 Bicester charges rose to align with Banbury, at 80p/hour. In 2021 the charges in both Banbury and Bicester rose from 80p/hour to a £1/hour. The £1/hour charge represented a 25% rise and brought this Council's charges into line with other competition within the district and in surrounding towns. However, the 25% rise only produced a rise of 15-17% in income. This was an indication that price changes should be handled carefully.
- 2.3 Last year prices rose by a further 10p/hour in July 2022. Financial monitoring over the 2022/23 financial period has reflected reduction in use and it is evident that the 10p increase in parking fees has not produced the budget income. Car Parking charges are due to rise in 2023 by up to 10p per hour as per the consulted MTFP and use trends demonstrate it is unlikely that this will increase income. The wrong increase will make the Council's charges uncompetitive and will likely receive a negative reaction from the public and from businesses in the town centres who are all struggling with increased cost rises and a reduction in disposable income.

3.0 Report Details

- 3.1 Car parking charges are benchmarked against competition provision in Banbury and Bicester as well as nearby towns surrounding Cherwell. In surrounding towns this Council is cheaper than tourist towns such as Stratford on Avon, Leamington & Warwick. However, it is more expensive than Aylesbury, Northampton and Witney (which does not charge).
- 3.2 The comparative charges for surrounding towns are set out below. This Council is more expensive than Aylesbury & Northampton but cheaper than tourist destinations such as Oxford, Stratford and Warwick.

	1 hour	2 hours	3 hours	All day	Notes
Aylesbury	£1	£2	£3	£8	
Ban/Bic	£1.10	£2.20	£3	£5	
Leamington	1.30	£2.50	£3.80		No cash
Northampton	£1	£2	£3	£6	
Oxford	£4.50	£6.50	£9.50	£28.50	
Stratford	£1.20	£2.40	£3.50	£8	No cash
Warwick	£1.30	£2.50	£3.80	£7	No cash
Witney	Free	Free	Free		

3.3 The current prices in Banbury & Bicester with the main local competitors are set out below.

Banbury	1 hour	2 hour	3 hour	All day	
Lidl	Free for 90 mins				
Castle Quay	£1.10	£1.80	£2.30	£6.60	
CDC	£1.10	£2.20	£3	£5	
NCP X 2	£1.95 95p on App	£3.90	£5.85	£8.95	But 95p/hour on NCP App
Parsons St	£1	£2	£2.80	£4.50	
Chiltern Rail	£5.50	£5.50	£5.50	£5.50	
Bicester	1 hour	2 hour	3 hour	All day	
CDC	£1.10	£2.20	£3	£6	
Sainsbury	Free	Free	£1.70		
Bicester Village	Free	Free	Free		

3.4 There is concern that unless prices are raised cautiously, users will park elsewhere. Hence, raising prices across the board as per the MTFP could lead to lower income levels.

4.0 Conclusion and Reasons for Recommendations

4.1 It is recommended to make the changes as proposed in the recommendations at the front of this report to protect against inflation pressures of car parking operational costs and income, and to reflect market forces and changes in use.

5.0 Consultation

N/A

6.0 Alternative Options and Reasons for Rejection

6.1 Two options were considered:

Option 1. To raise charges in line with the MTFP. This is anticipated to have an adverse impact on use and therefore income due to competing offers from other car park providers in Banbury and Bicester, and to a lesser extent from competing towns outside of Cherwell.

Option 2. To make the changes as proposed in the recommendations at the front

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

Option 1 is not recommended due to the likely adverse impact on parking use and income.

7.0 Implications

7.1 Financial and Resource Implications

The latest 2023/24 financial forecast (elsewhere on the agenda) was completed by the Assistant Director Environmental Services and has assumed these changes will be approved in arriving at that forecast.

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

7.2 Legal Implications

The changes proposed are within the limits approved by Full Council on xx February 2023 and therefore no further decision is required as the limits are not being exceeded. The implementation of car park charges is within the general delegation of the Director, but as this report has potential income implications, it is reported to Executive for information and transparency.

Comments checked by
Shahin Ismail, Interim Head of Legal Services, 01295 221556
shahin.ismail@cherwell-dc.gov.uk

7.3 Risk Implications

Car Parking charges can be sensitive and large changes could impact users and town centre footfall. By adopting the recommendation and a lower increase than the maximum provisioned in the MTFP then this risk is mitigated in balance with the need to protect against increasing car park management costs and income.

Comments checked by:
Celia Prado-Teeling, Performance & Insight Team Leader 01295221556 Celia.prado-teeling@cherwell-dc.gov.uk

7.4 Equalities Implications

There are no direct impacts on equalities. The change in charges do not impact blue badge holders

Comments checked by
Celia Prado-Teeling, Performance & Insight Team Leader 01295 221556
Celia.prado-teeling@cherwell-dc.gov.uk

7.5 Climate implications

There are no direct impacts on climate change from a small variation in car parking charges

Comments checked by
Jo Miskin, Climate Action Manager, Jo.miskin@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

Supporting environmental sustainability

Lead Councillor

Councillor Andrew McHugh Lead Member for Clean & Green

Document Information

Appendix number and title

- Appendix 1 – Car Parking Fee Scheduled

Background papers

None

Report Author and contact details.

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

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Car Parking					
Fees and Charges	Fee 22-23 (excl. VAT)	Proposed Fee 23-24 (excl. VAT)*	Actual Increase	% Increase	Statutory/ Discretionary?
Banbury Short Stay (Charges apply 8am-6pm. Free Parking after 6pm)					
Market Place Monday To Saturday					
0 -30 minutes	£1.10	£1.20	£0.10	9.1%	Discretionary
0 - 1 hour	£1.60	£1.70	£0.10	6.2%	Discretionary
Market Place Sunday and Bank Holidays					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary
Horsefair West Monday To Saturday					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
1 - 2 Hours	£2.20	£2.20	£0.00	0.0%	Discretionary
2 - 3 Hours	£3.00	£3.00	£0.00	0.0%	Discretionary
Horsefair West Sunday and Bank Holidays					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary
Calthorpe Street West (part) Monday To Saturday					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
1 - 2 Hours	£2.20	£2.20	£0.00	0.0%	Discretionary
2 - 3 Hours	£3.00	£3.00	£0.00	0.0%	Discretionary
Calthorpe Street West (part) Sunday and Bank Holidays					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary
Calthorpe Street East Monday To Saturday					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
1 - 2 Hours	£2.20	£2.20	£0.00	0.0%	Discretionary
2 - 3 Hours	£3.00	£3.00	£0.00	0.0%	Discretionary
Calthorpe Street East Sunday and Bank Holidays					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary
South Bar East (part) up to Calthorpe Street Monday To Saturday					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
1 - 2 Hours	£2.20	£2.20	£0.00	0.0%	Discretionary
2 - 3 Hours	£3.00	£3.00	£0.00	0.0%	Discretionary
South Bar East (part) up to Calthorpe Street Sunday and Bank Holidays					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary
North Bar East Monday To Saturday					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
1 - 2 Hours	£2.20	£2.20	£0.00	0.0%	Discretionary
2 - 3 Hours	£3.00	£3.00	£0.00	0.0%	Discretionary
North Bar East Sunday and Bank Holidays					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary
The Mill Monday To Saturday					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
1 - 2 Hours	£2.20	£2.20	£0.00	0.0%	Discretionary
2 - 3 Hours	£3.00	£3.00	£0.00	0.0%	Discretionary
The Mill Sunday and Bank Holidays					

Car Parking					
Fees and Charges	Fee 22-23 (excl. VAT)	Proposed Fee 23-24 (excl. VAT)*	Actual Increase	% Increase	Statutory/ Discretionary?
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary
Chamberlaine Court Monday To Saturday					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
1 - 2 Hours	£2.20	£2.20	£0.00	0.0%	Discretionary
2 - 3 Hours	£3.00	£3.00	£0.00	0.0%	Discretionary

* Changes in car parking fees will come into effect from 01.07.22, and will remain at 2021-22 fees until then.

Car Parking

Fees and Charges	Fee 22-23 (excl. VAT)	Proposed Fee 23-24 (excl. VAT)*	Actual Increase	% Increase	Statutory/ Discretionary?
Chamberlaine Court Sunday and Bank Holidays					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary
Bridge Street (Blue Badge Holders Only)					
Monday To Saturday	£0.00	£0.00	£0.00	0.0%	Discretionary
Sunday and Bank Holidays	£0.00	£0.00	£0.00	0.0%	Discretionary
Free of charge up to maximum stay permitted					
Banbury Long Stay (charges apply 8am-6pm. Free Parking after 6pm)					
Riverside Monday To Saturday					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
1 - 2 Hours	£2.20	£2.20	£0.00	0.0%	Discretionary
2 - 3 Hours	£3.00	£3.00	£0.00	0.0%	Discretionary
3 - 4 Hours	£3.80	£3.80	£0.00	0.0%	Discretionary
4-5 Hours	N/A	£4.50			Discretionary
Day rate up to 6pm	£5.00	£5.50	£0.50	10.0%	Discretionary
Riverside Sunday and Bank Holidays					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary
South Bar East and West Monday To Saturday					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
1 - 2 Hours	£2.20	£2.20	£0.00	0.0%	Discretionary
2 - 3 Hours	£3.00	£3.00	£0.00	0.0%	Discretionary
3 - 4 Hours	£3.80	£3.80	£0.00	0.0%	Discretionary
4-5 Hours	N/A	£4.50			Discretionary
Day rate up to 6pm	£5.00	£5.50	£0.50	10.0%	Discretionary
South Bar East and West Sunday and Bank Holidays					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary
North Bar West Monday To Saturday					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
1 - 2 Hours	£2.20	£2.20	£0.00	0.0%	Discretionary
2 - 3 Hours	£3.00	£3.00	£0.00	0.0%	Discretionary
3 - 4 Hours	£3.80	£3.80	£0.00	0.0%	Discretionary
4- 5 Hours	N/A	£4.50			Discretionary
Day rate up to 6pm	£5.00	£5.50	£0.50	10.0%	Discretionary
North Bar West Sunday and Bank Holidays					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary
Calthorpe Street West Monday To Saturday					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
1 - 2 Hours	£2.20	£2.20	£0.00	0.0%	Discretionary
2 - 3 Hours	£3.00	£3.00	£0.00	0.0%	Discretionary
3 - 4 Hours	£3.80	£3.80	£0.00	0.0%	Discretionary
4 - 5 Hours	N/A	£4.50			Discretionary
Day rate up to 6pm	£5.00	£5.50	£0.50	10.0%	Discretionary
Calthorpe Street West Sunday and Bank Holidays					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary

Car Parking					
Fees and Charges	Fee 22-23 (excl. VAT)	Proposed Fee 23-24 (excl. VAT)*	Actual Increase	% Increase	Statutory/ Discretionary?
Windsor Street Monday To Saturday					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
1 - 2 Hours	£2.20	£2.20	£0.00	0.0%	Discretionary
2 - 3 Hours	£3.00	£3.00	£0.00	0.0%	Discretionary
3 - 4 Hours	£3.80	£3.80	£0.00	0.0%	Discretionary
4 - 5 Hours	N/A	£4.50			Discretionary
Day rate up to 6pm	£5.00	£5.50	£0.50	10.0%	Discretionary
Windsor Street Sunday and Bank Holidays					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary

* Changes in car parking fees will come into effect from 01.07.22, and will remain at 2021-22 fees until then.

Car Parking					
Fees and Charges	Fee 22-23 (excl. VAT)	Proposed Fee 23-24 (excl. VAT)*	Actual Increase	% Increase	Statutory/ Discretionary?
Bolton Road Monday To Saturday					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
1 - 2 Hours	£2.20	£2.20	£0.00	0.0%	Discretionary
2 - 3 Hours	£3.00	£3.00	£0.00	0.0%	Discretionary
3 - 4 Hours	£3.80	£3.80	£0.00	0.0%	Discretionary
4 - 5 Hours	N/A	£4.50			Discretionary
Day rate up to 6pm	£5.00	£5.50	£0.50	10.0%	Discretionary
Bolton Road Sunday and Bank Holidays					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary
Compton Road Monday To Saturday					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
1 - 2 Hours	£2.20	£2.20	£0.00	0.0%	Discretionary
2 - 3 Hours	£3.00	£3.00	£0.00	0.0%	Discretionary
3 - 4 Hours	£3.80	£3.80	£0.00	0.0%	Discretionary
4- 5 Hours	N/A	£4.50			Discretionary
Day rate up to 6pm	£5.00	£5.50	£0.50	10.0%	Discretionary
Compton Road Sunday and Bank Holidays					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary
Compton Road lay over (Coaches only) - no charge	£0.00	£0.00	£0.00	0.0%	Discretionary
<u>Drop Off - Pick Up Points</u>					
Bridge Street (all week)					
0 - 15 minutes	£0.40	£0.40	£0.00	0.0%	Discretionary
Horsefair East - Coaches Drop Off/Pick Up - no charge	£0.00	£0.00	£0.00	0.0%	Discretionary
<u>Permits</u>					
5 Day Permit Valid Monday - Friday					
Annual	£770.00	£770.00	£0.00	0.0%	Discretionary
Quarterly	£210.00	£210.00	£0.00	0.0%	Discretionary
Monthly	£80.00	£80.00	£0.00	0.0%	Discretionary
7 Day Permit Valid Monday - Sunday					
Annual	£1,000.00	£1,000.00	£0.00	0.0%	Discretionary
Quarterly	£270.00	£270.00	£0.00	0.0%	Discretionary
Monthly	£100.00	£100.00	£0.00	0.0%	

Car Parking

Fees and Charges	Fee 22-23 (excl. VAT)	Proposed Fee 23-24 (excl. VAT)*	Actual Increase	% Increase	Statutory/ Discretionary?
<u>Bicester Short Stay (Charges apply 8am-6pm. Free Parking after 6pm)</u>					
Market Square Monday To Saturday					
0 - 30 Minutes	£1.10	£1.20	£0.10	9.1%	Discretionary
0 - 1 Hour	£1.60	£1.70	£0.10	6.2%	Discretionary
Market Square Sunday and Bank Holidays					
0 - 1 Hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary
Claremont Monday To Saturday					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
1 - 2 Hours	£2.20	£2.20	£0.00	0.0%	Discretionary
2 - 3 Hours	£3.00	£3.00	£0.00	0.0%	Discretionary
Claremont Sunday and Bank Holidays					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.70	£0.10	6.2%	Discretionary
Chapel Brook Monday To Saturday					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
1 - 2 Hours	£2.20	£2.20	£0.00	0.0%	Discretionary
2 - 3 Hours	£3.00	£3.00	£0.00	0.0%	Discretionary
Chapel Brook Sunday and Bank Holidays					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary
Victoria Road Monday To Saturday					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
1 - 2 Hours	£2.20	£2.20	£0.00	0.0%	Discretionary
2 - 3 Hours	£3.00	£3.00	£0.00	0.0%	Discretionary
Victoria Road Sunday and Bank Holidays					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary
<u>Bicester Long Stay</u>					
Cattle Market Monday To Saturday					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
1 - 2 Hours	£2.20	£2.20	£0.00	0.0%	Discretionary
2 - 3 Hours	£3.00	£3.00	£0.00	0.0%	Discretionary
3 - 4 Hours	£3.80	£3.80	£0.00	0.0%	Discretionary
4 -5 Hours	N/A	£ 4.50			Discretionary
Day rate up to 6pm	£5.00	£5.50	£0.50	10.0%	Discretionary
Cattle Market Sunday and Bank Holidays					
0 - 1 hour	£1.10	£1.20	£0.10	9.1%	Discretionary
Over 1 hour flat rate	£1.60	£1.60	£0.00	0.0%	Discretionary
<u>Kidlington</u>					
Curtis Place (all week) - no charge	£0.00	£0.00	£0.00	0.0%	Discretionary

* Changes in fees from 22-23 to 23-24 will come into effect from 01.07.23, and will remain at 22-23 levels until then.

Cherwell District Council

Executive

3 July 2023

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

Report of Assistant Director of Finance

This report is public.

Purpose of report

This report is to inform the Executive of the proposed approach to the 2024/25 Budget and Business Planning Process and provides context and background information on the existing Medium-Term Financial Strategy and information on latest government announcements relevant to the Strategy.

1.0 Recommendations

The meeting is recommended to:

- 1.1 Approve the Budget and Business Planning Process for 2024/25
- 1.2 Approve the base assumptions to be used for the 2024/25 budget.
- 1.3 Approve a five-year period for the Medium-Term Financial Strategy to 2028/29 and five-year period for the Capital Programme to 2028/29.
- 1.4 Approved the revised Reserves Policy at Appendix 4.

2.0 Introduction

- 2.1 This report is the first in the series on the Transformation Budget and Business Planning process for the forthcoming year. It forms context and background information and is part of the process which will culminate in Council setting a budget for 2024/25; a medium-term financial strategy to 2028/29, the capital programme to 2028/29 and a Business Plan in February 2024.
- 2.2 The Business Plan will be supported by an Annual Delivery Plan which will set out the clear priorities and objectives for the year, it will establish a clear direction for the Council on an annual basis in support of the vision, aims and ambitions of the Council as contained in the Council's Business Plan.

- 2.3 The Annual Delivery Plan will enable an informed development of the Medium-Term Financial Strategy, a key policy framework of the Council, through ensuring that the resourcing strategy i.e., the annual budget supports the Annual Delivery Plan. Thus, it is envisaged that an Annual Delivery Plan would accompany the annual budget cycle and approval process for the Council.
- 2.4 The Medium-Term Financial Strategy (MTFS) to 2027/28, agreed by Council in February 2023, identified savings of £4.7m to be delivered in 2024/25. The MTFS also reflects expected growth for demographic and other additional directorate spending needs and inflationary costs plus impacts of agreed savings and other income growth.
- 2.5 Information on latest government announcements and their impact, as well as an overview of new and emerging pressures which will need addressing through the Budget and Business Planning process for 2024/25, are set out in the report.
- 2.6 There is uncertainty in government funding for 2024/25 and beyond; whilst there was a three-year Spending Review announced in 2021, local authority specific funding allocations have not yet been announced beyond 2023/24. The Council does not expect to have received the Provisional Financial Settlement until December. In addition, announcements are awaited with regards to the introduction of a new Fairer Funding Formula, alongside a Business Rates Reset. These are now expected to be introduced from 2025/26 within the MTFS. This level of uncertainty remains as high as last year; however, in reviewing and updating the MTFS prudent assumptions will be made based on the latest information available and using scenarios and a sensitivity analysis to form a view.

3.0 Report Details

- 3.1 This initial report sets the context and the starting point for the Budget and Business Planning process. It sets out the assumptions on which the existing MTFS agreed in February 2023 is based, information arising from government and other announcements plus new and emerging financial issues for 2024/25 and beyond which impact on the existing MTFS. It also sets out the process for updating the Business Plan, supported by our Annual Delivery Plan, as well as the timetable of events for the Budget and Business Planning process.
- 3.2 The following appendices are attached to this report:
- Appendix 1: Previously agreed Savings 2023/24 – 2027/28
 - Appendix 2: Previously agreed Growth 2023/24 – 2027/28
 - Appendix 3: Budget and Business Planning timetable for 2024/25
 - Appendix 4: Reserves Policy
- 3.3 It is proposed that the MTFS continues to cover a five-year time frame given the financial challenges the Council is facing and is therefore extended by one year to cover 2028/29. It is also proposed that the Capital Programme also cover the same five-year period to 2028/29 as the MTFS.

Assumptions in the existing Medium-Term Financial Strategy

Additional Spending & Savings

- 3.4 The 2023/24 – 2027/28 MTFS agreed by Council in February 2023 identified the requirement for additional annual savings of £4.7m in 2024/25 to offset funding reductions and to meet additional expenditure needs – this is in addition to the £0.3m savings already planned for 2024/25. Delivery of savings identified in February 2023 for implementation in 2023/24 of £1.0m are being monitored through the monthly Performance, Finance and Risk Monitoring Reports to Executive throughout the financial year. To the extent that savings anticipated in 2023/24 are not delivered on an ongoing basis this will increase the level of savings required in 2024/25. The Council is working to minimise any ongoing savings non-delivery in 2023/24.
- 3.5 The existing MTFS has provided for inflation on pay, contracts, and fees and charges within the budget. It assumes that there will be 5 percent pay awards in the three years to 2025/26. In the remaining two years of the MTFS period pay awards are assumed to increase at 2.5 percent annually. Contract inflation had been provided for at 6 percent in 2023/24 in the February 2022 MTFS. This provision has been increased by £3m for 2023/24 to reflect inflationary pressures on utilities, and other contracts with ongoing provision in future years at 2 percent. Fees and charges have been reviewed and increased for 2023/24 to reflect cost recovery and are then assumed to increase by 2 percent annually. For 2024/25, the Council will look to consider uplifting fees and charges by 10% (where not set by another body) to reflect the ongoing impact of high levels of inflation faced by the Council.
- 3.6 Details of the savings and growth assumed in the existing MTFS, approved by Council in February 2023, for 2023/24 to 2027/28 are set out in Appendix 1 and 2.

Funding

- 3.7 The MTFS for 2023/24 approved by Council in February 2023 identified temporary funding received as a result of the delay to the proposed reset of business rates growth within the Business Rates Retention System and a further two year's payment of the New Home Bonus grant prior to its winding down. Despite this, the existing MTFS has a budget shortfall of £4.7m in 2024/25. If the Government chooses not to continue New Homes Bonus funding in 2024/25 then the funding gap could be greater in 2024/25.
- 3.8 However, now that the business rates reset is expected to be delayed until 2025/26, the income retained from the Business Rates Retention Scheme is estimated to remain in the region of £14.6m in 2024/25. The amount retained in 2025/26 is now expected to reduce by £10.3m but is predicated on the assumption that growth in business rates above the baseline reduces with the expectation of a business rates reset in April 2025.
- 3.9 Revenue Support Grant, which was extended for another year in 2023/24, is now expected continue in 2024/25. The continuing phased reduction of the New Homes Bonus grant will also be assumed.
- 3.10 Maximum council tax increases of £5 for a Band D property are assumed across all years of the existing MTFS. It is assumed the Council Tax base will increase 1.6% on average annually. Total income from Council Tax (not including collection surpluses) is estimated to be £10.4m a year by 2027/28.

3.11 Details of the MTFS approved in February 2023 are set out in Table 1 below.

Table 1: MTFS as approved February 2023

MTFS Movements	2023/24	2024/25	2025/26	2026/27	2027/28
	£m	£m	£m	£m	£m
Base budget b/f	23.492	0.000	0.000	0.000	0.000
Service Pressures	2.009	(0.222)	0.013	0.171	0.001
Service Savings	(1.004)	(0.297)	(0.218)	(0.214)	(0.104)
Capital Impact	0.288	(0.056)	0.024	0.022	0.106
Corporate changes	3.309	0.909	(2.940)	0.612	0.001
Inflation	3.504	1.213	1.214	0.529	0.562
Use of reserves	(1.667)	0.462	0.454	0.472	0.000
Additional government grants	(1.757)	0.000	2.993	0.000	0.000
Net Budget Requirement	28.174	2.009	1.540	1.592	0.566
Revenue Support Grant	(0.132)	0.000	0.132	0.000	0.000
Council Tax	(9.290)	0.170	(0.481)	(0.419)	(0.422)
Business Rates	(17.127)	2.495	10.262	(0.207)	(0.297)
New Homes Bonus	(1.625)	0.000	1.625	0.000	0.000
Total Income	(28.174)	2.665	11.538	(0.626)	(0.719)
Funding Gap / (Surplus)	0.000	4.674	13.078	0.966	(0.153)

Earmarked Reserves and General Balances

- 3.12 When the Council set its budget in February 2023, earmarked reserves (reserves held for a specific purpose) were forecast to be £25.9m at the end of 2023/24. The latest forecast estimates that general balances will remain around £6.0m at the end of 2023/24. As with general balances, the level of earmarked reserves is reviewed each year as part of the Budget and Business Planning process. A risk assessment to determine the level of appropriate balances will also be undertaken as part of the Budget & Business Planning process.
- 3.13 Executive approved the Reserves Policy (Appendix 4) which is reviewed periodically. Section 6.1 of the policy introduced far tighter restrictions on the ability to use reserves with the Executive being required to approve contributions to and from reserves where there is not a specific ringfence around how the money must be spent. In cases where such a ringfence exists, the S151 Officer is able to authorise expenditure in line with the specific ringfence.
- 3.14 Section 6.2 is proposed as an addition to the approval process to reflect the complexities recently experienced in relation to extended external audits and their impact on the reserves position. The outturn report to Executive (normally presented in June) is the final opportunity for reserves uses/contributions to be approved for the financial year being reported.
- 3.15 However, with the example of the 2021/22 audit, technical changes required to the 2021/22 accounts could have an impact on the opening reserves position for 2022/23 and could change how the Council would choose to prudently manage its

balances in 2022/23 after the outturn report is finalised and approved by the Executive. The proposed addition at 6.2 reads as follows:

The current trend for external audits to extend beyond the end of the next financial accounting year can result in changes to the accounts which could have an impact on useable reserves. Therefore, for changes to and from useable reserves which come about as a result of external audit following the submission of the annual outturn report, the Section 151 Officer will have delegated authority, in consultation with the Portfolio Holder for Finance, to manage the impact on useable reserves of such changes to ensure the long-term resilience of the Council. Any such changes made under this delegated power will be reported to the Executive when the audit is complete.

- 3.16 This allows the S151 Officer to ensure that the General Balances and Earmarked Reserves positions remain at the level identified as prudent in the annual Section 25 report (described at section 4 of the policy). Any reserves movements approved by the S151 Officer under this new section will be reported to the Executive as soon as possible after the audit that resulted in them is finalised.

Cost-of-Living Crisis

- 3.17 The economy remains beset by a cost-of-living crisis wherein inflation remains at persistently high levels, driven by increased fuel costs. Changes to national policy are being formulated in order to drive the growth in the economy to aid recovery and ward off a recession.
- 3.18 It remains unclear whether businesses will be able to continue to operate and grow at the rates assumed in the MTFS. There are clearly significant challenges for businesses and the detail of future measures to help them have not yet been released. If the economic recovery is not swift enough, then some businesses may not continue into 2024/25 putting at risk the anticipated growth of business rates. In addition, if business rates growth is less than anticipated for 2023/24, this will result in a deficit to the Collection Fund which will have to be considered when setting the 2024/25 budget.
- 3.19 In addition to the reduced rates of growth in business rates, the Council has seen increases in the levels of those eligible for working age Council Tax Support and receiving discounts on their council tax bills. There is a risk that, as the cost-of-living crisis continues, levels of working age Council Tax Support will continue to increase. This could have the impact of reducing levels of Council Tax that will be received by the Council compared to the MTFS.
- 3.20 It is inevitable that an economic downturn and the continuing cost-of-living crisis could mean additional costs and income losses could be felt by the Council in 2024/25.

Government Announcements

- 3.21 Since Council approved the 2023/24 budget, MTFS and Capital Programme, there have been a number of impacts on local government finance which have attempted to reduce uncertainty for 2024/25 and 2025/26. However, beyond that the following will impact on the Council:
- the on-going financial impact of the cost-of-living crisis

- an expected further delay in implementing the Fair Funding Review, which is now expected to be implemented from April 2025
- an expected further delay in Business Rates Reform, which is now expected to be introduced from April 2025
- Anticipated consultation on a revised NHB scheme
- Extended Producer Responsibility – waste reforms and the impact this will have on the Council when collecting waste and recycling.

Further Medium-Term Uncertainty

- 3.22 To compound the planning uncertainty, there are major changes to the way local government funding works, and how that funding is allocated between authorities, which have already been delayed by four years and are not now expected to be implemented until April 2025. However, it is not possible to predict the overall financial impact of these proposals as they are still being designed and yet to be consulted on. Therefore, for now the planning assumption is that they are cost neutral.
- 3.23 There has been no Government consultation issued on how the anticipated business rates reset could be implemented. Due to the lead time required for a consultation and implementation of how a business rates reset would work, the government has indicated a reset won't take place until 2025/26.
- 3.24 As there is so much uncertainty around future local government funding, in particular from 2025/26 onwards, the MTFS will be updated to include a number of scenarios that make differing assumptions about a business rates reset. The current MTFS assumes a full reset with all growth redistributed. Alternative options could include a phased reset or a partial reset of the system.

Savings Proposals

- 3.25 Given the challenging situation relating to funding and the high levels of uncertainty, the Council will undertake to identify savings proposals to address the MTFS gap.
- 3.26 In line with the MTFS approved in February 2023 the Council will:
- Adopt a transformational approach to service delivery to shape the thinking for the future design of the Council.
 - Review the Council's priorities and alignment of resources to maximise delivery of priorities within the resources available
 - Maximise income opportunities
 - Continue to lobby policy makers
- 3.27 Savings proposals will take the form of both expenditure reduction and increases in income. These will take into account the impacts identified in the MTFS approved in February 2023 and also the financial impacts and the cost-of-living crisis. Assumptions will be revisited and revised as information becomes clearer, but it is important to note that the actual implications will not be known until very late in the Budget and Business Planning process.

- 3.28 The Budget and Business Planning Process will consider the impact that savings proposals may have on the strategic priorities of:
- Housing that meets your needs
 - Supporting environmental sustainability
 - An enterprising economy with strong and vibrant local centres
 - Healthy, resilient and engaged communities
- 3.29 The strategy for identifying savings will be based on the plan to address the MTFS gap which was approved by Council in February 2023. The Council will look to identify what savings can be provided by services and how they impact on priorities. In addition, the Council will undertake a cross-cutting review of the Council’s strategic delivery themes identified in the Business Plan.

Business Plan

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

Diagram 1: Strategic Aims of the Business Plan

<p>Housing that meets your needs</p> <ul style="list-style-type: none"> • 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. • Prepare the Local Plan. 	<p>Supporting environmental sustainability</p> <ul style="list-style-type: none"> • 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.
<p>An enterprising economy with strong and vibrant local centres</p> <ul style="list-style-type: none"> • 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. 	<p>Healthy, resilient, and engaged communities</p> <ul style="list-style-type: none"> • 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.

- 3.31 The Outcomes Framework, will also be revised to make sure it reflects our strategic priorities, ensuring the framework accurately describes the performance actions supporting the plan. Furthermore, the council Risk Strategy and Leadership Risk Register will be reviewed to ensure they both align with the objectives stated in the Business plan, reflecting any risks to their delivery.
- 3.32 Performance indicators (key performance indicators and qualitative measures) will be reviewed and updated to ensure that they have a clear and direct line to outcomes and the council's priorities. The performance measures and target setting process will ensure that the reasons for changing or maintaining a target across years are transparent and support the priorities.

Consultation and Engagement

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

Formal consultation

- 3.36 A public consultation will be published at the end of November on the 'substance' of the budget, to give the wider population and stakeholders (including businesses to meet our statutory duty) the opportunity to feedback on the council's 'formed' budget proposals. It does not, however, replace the need to specifically consult on service change proposals relating to significant service changes and where there is a legal requirement to do so.
- 3.37 Our approach will be digital first, using Cherwell District Council's consultation platform, Citizens Space Cherwell. In line with our commitment to Equality, Diversity and Inclusion, paper copies of both the booklet and questionnaire will also be available and customer services will be fully briefed to support residents if they need to request materials in alternative formats A communications promotional plan will support this exercise.

Budget and Business Planning Timetable

- 3.38 An online public consultation on CDC's budget proposals will commence when the information is published at the end of November 2023, with Budget Planning Committee (BPC) considering the budget pressures, savings and Fees & Charges proposals and on 5 December 2023. Comments from BPC, along with other responses, will feed into the final formulation of proposals. An All-Member briefing will be scheduled for early December 2023.
- 3.39 Capital proposals will also be considered by Budget Planning Committee on 5 December 2023. The Capital & Investment Strategy which incorporates the Treasury Management Strategy will be considered at the meeting in January 2024.
- 3.40 The Executive will take into consideration the comments from the BPC in December 2023 and comments from the public consultation alongside the funding available announced as part of the provisional settlement, at its meeting on 5 February 2024 in setting out its proposed budget to Council.
- 3.41 At this time, there are no indications when we can expect the provisional local government finance settlement, though it is anticipated that it will be received in late December as in previous years. This will confirm the general Government funding available to the Council for 2024/25 and the Council Tax referendum limit to be applied.
- 3.42 The Council meeting to agree the 2024/25 revenue budget, MTFS and capital programme will take place on 26 February 2024.
- 3.43 A timetable for the Budget and Business Planning process is attached at Annex 2.

4.0 Conclusion and Reasons for Recommendations

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

5.0 Consultation

None required.

6.0 Alternative Options and Reasons for Rejection

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

reserves and identifies a budget proposal that can be delivered within the overall level of resources available to the Council.

7.0 Implications

Financial and Resource Implications

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

Comments checked by:

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Legal Implications

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

Comments checked by:

Shiraz Sheikh, Assistant Director Law & Governance and Democratic Services,
01259 221651, Shiraz.Sheikh@cherwell-dc.gov.uk

Risk Implications

- 7.3 The Council faces significant risks given the scale of the financial challenge for 2024/25 and 2025/26. Having a robust process in place to develop budget proposals and the associated Corporate Plan will help to mitigate these. These risks are managed as part of the operational and leadership risk register.

Comments checked by:

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

Equalities and Inclusion Implications

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

Comments checked by:

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

Sustainability Implications

- 7.5 There are no sustainability implications arising directly from this report to initiate the budget process. However, the implications of proposals arising from the process will need to be reviewed to consider whether they have sustainability impacts. As the Council looks to reduce its spend it would be hoped that this would also lead to a reduction in carbon impact as well.

Comments checked by:
Jo Miskin, Climate Action Manager, 01295 221748
Jo.Miskin@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision No

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

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

Lead Councillor

Cllr Nell, Finance

Document Information

Appendix number and title

- Appendix 1 – Previously agreed Savings 2023/24 – 2027/28
- Appendix 2 – Previously agreed Growth 2023/24 – 2027/28
- Appendix 3 – Budget and Business Planning Timetable for the 2024/25 Process
- Appendix 4 – Reserves Policy

Background papers

None

Report Author and contact details

Joanne Kaye, Head of Finance, 01295 221545, joanne.kaye@cherwell-dc.gov.uk

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Appendix 1 - Savings Proposals 2023/24

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

Chief Executive									
Reference	Existing or New	Title	Description	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	2027/28 (£m)	Total MTF5 (£m)
SAFFH221	Existing	Affordable and Social housing partnership work	Prioritise the building of affordable and social housing through greater partnership work with registered providers and developers, shifting the emphasis away from direct delivery by the Council	(0.185)	-	-	-	-	(0.185)
SDEBT221	Existing	Debt and Money advice contract	Review the debt and money advice contract to assess future options and cost reductions	(0.011)	-	-	-	-	(0.011)
SMUSE221	Existing	Reduction in Banbury Museum grant	Reduce the grant funding to the Banbury Museum Trust	-	(0.012)	(0.025)	(0.050)	-	(0.087)
SHUMR231	New	Reduction in consultancy fees	We no longer require consultancy support for the roll-out of our HR system so we can release the budget set aside for this in 2023/24	(0.020)	-	-	-	-	(0.020)
SHUMR232	New	Reduction in external legal support	We have reduced the need to access external legal advice for complex HR/staffing matters and are therefore proposing to reduce this budget in 2023/24.	(0.011)	-	-	-	-	(0.011)
SHUMR233	New	Back office efficiencies in HR	By reviewing our back-office HR processes we could make a saving in 2023/24.	(0.025)	(0.050)	-	-	-	(0.075)
SAFFH231	New	Rent increase for Affordable Rent and Shared Ownership properties	The Council's rent policy for Affordable Rent and Shared Ownership says we will follow Government guidance on rent increases. This is currently CPI plus 1% for Affordable Rent, and RPI plus 0.5% for Shared Ownership, which would mean an increase of around 13% next year. However, because of high inflation, the Government is consulting on a new rent cap of 7% or less for 2023/24, which would apply to our affordable rent tenants only. The Government has concluded its consultation and set the cap at 7% for affordable rented properties in 2023/24; the Council intends to increase its rent for affordable rent tenants at 7% in line with the cap. The rent cap does not apply to Shared Ownership properties, which would mean around 13% increase for all properties. However the Council is proposing to cap the increase at 7% in line with affordable rent increases.	(0.114)	-	-	-	-	(0.114)
SAFFH232	New	Bringing rent collection in house	By collecting the rent from council properties ourselves, instead of through a housing association we could achieve a saving in 2023/24	(0.015)	(0.015)	-	-	-	(0.030)
SHOSD231	New	Increase in HMO Licenses	By introducing a 7% increase in the license fee for landlords providing houses in multiple occupation we can generate additional income	(0.016)	-	-	-	-	(0.016)
SCDEV231	New	Increase grant income and or external funding	By applying for external grants and funding we hope to raise additional income in 2023/24 to support service delivery	(0.045)	-	-	-	-	(0.045)
SCPAR231	New	Review of funding arrangements to partnership programmes	We could make a small saving in 2023/24 by focusing the financial support we give to partnership programmes to those that are supporting our overarching strategic priorities such as tackling the cost-of-living crisis and climate change.	(0.008)	-	-	-	-	(0.008)
SMUSE231	New	Gradual reduction in support to Banbury Museum	We are proposing a gradual reduction in the funding we give to Banbury Museum over a three-year period. This is as a result of a change to their business model which will enable the museum to generate additional income. If we go ahead with this proposal, we will keep the situation under constant review, so if it becomes untenable for the museum we will work with them to consider what options are available.	-	(0.013)	(0.020)	(0.025)	-	(0.058)
SSDEV231	New	Adopting a full cost recovery model for our Holiday activities programme	Through delivering a holiday activity programme that generates enough income to cover its costs we can achieve a saving in 2023/24	(0.015)	-	-	-	-	(0.015)
SBTRA231	New	Joint transformation service	This money was earmarked for a joint transformation service with OCC, which we no longer need now that we will be delivering our own inhouse service.	(0.010)	-	-	-	-	(0.010)
Total				(0.475)	(0.098)	(0.045)	(0.075)	-	(0.685)

Appendix 1 - Savings Proposals 2023/24

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

Communities									
Reference	Existing or New	Title	Description	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	2027/28 (£m)	Total MTFS (£m)
SAV2145	Existing	Food Waste Collection Service	Continued impact of introduction of the food waste collection service giving residents the opportunity to recycle their food waste on a weekly basis. This will reduce the amount of residual waste and increase CDC's recycling rate. Residents will still be able to subscribe to our current well used garden waste collection service, which will incur a charge.	(0.210)	(0.077)	-	-	-	(0.287)
SAV025 & SCARP222	Existing	Car park fees	Increase annual car parking charge of no more than 10p per hour	(0.200)	(0.145)	(0.100)	(0.100)	(0.100)	(0.645)
SBCON221	Existing	Building Control Fees	Increase building control fees	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)	(0.005)
SDMAN225	Existing	Planning pre-application fees	Increase planning pre-application charges	(0.002)	(0.001)	(0.002)	(0.001)	(0.002)	(0.008)
SDMAN231	New	Planning Service Efficiencies	Approved investment in the planning team will result in ongoing efficiencies through realisation of the recommendations made to streamline activity, implement new IT solutions to case tracking and invest in house capacity of the team.	(0.075)	-	-	-	-	(0.075)
SPROT231	New	Reduction in cost of noise nuisance service	The Council utilises a noise recording app to assess noise nuisance complaints. The use of this app has reduced the need for officers to attend locations out of hours to carry out these assessments. Therefore, costs of the noise nuisance service have reduced slightly.	(0.002)	-	-	-	-	(0.002)
SLICE231	New	Licensing function and charges review	The Council will undertake a review of its licensing activities in recognition of the reduction in licence fees received by the council in recent years. This review will assess the capacity required by the council to fulfil its licensing functions in future years and the appropriate cost of the licences it issues to ensure the licensing costs are recovered by fees.	(0.040)	-	-	-	-	(0.040)
SBICR231	New	Gradual reduction in grant to Bicester Vision	We currently contribute £15k towards the work on Bicester Vision, which is the only contribution we make to organisations leading similar projects across the district. By tapering this contribution off over three years as a saving we can ensure we are treating these organisations equally and provide resilience for Bicester Vision to adapt its funding streams.	-	(0.010)	(0.005)	-	-	(0.015)
SECON233	New	Cutting grants to: Banbury Museum TIC and Experience Oxfordshire	Ceasing grants to Banbury Museum and Experience Oxfordshire would save the Council 25K per annum.	(0.014)	(0.006)	(0.005)	-	-	(0.025)
			Total	(0.544)	(0.240)	(0.113)	(0.102)	(0.103)	(1.102)

Appendix 1 - Savings Proposals 2023/24

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

Resources									
Reference	Existing or New	Title	Description	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	2027/28 (£m)	Total MTFS (£m)
SFREV221	Existing	Revenues and Benefits insourcing	Reduce the cost of the revenues and benefits service now the service has been brought back inhouse	(0.013)	-	-	-	-	(0.013)
SAV2133b	Existing	Bodicote House Utilities	Fallout of temporary reduction in utilities spend due to reduced occupancy at Bodicote House	0.030	-	-	-	-	0.030
SAV2133d	Existing	LED lighting projects	Ongoing impact of not proceeding with planned LED lighting project at Bodicote House. This was replaced with LED lighting projects across other properties.	0.120	-	-	-	-	0.120
SELEC221	Existing	Parish Election Charges	Review of recharges to Parishes for CDC running Parish Elections	(0.002)	(0.001)	-	(0.002)	(0.001)	(0.006)
SFCOS231	New	Ensure services funded through external grants reflect the costs of support services required	Through adopting a new approach to allocating any grants we receive towards services we can deliver savings on existing and future grants by ensuring they take into account all the costs of providing the services	(0.040)	(0.040)	(0.080)	-	-	(0.160)
SINVP221	Existing	Commercial Rents	Increase rental income from commercial council properties through contractual lease reviews	(0.032)	0.074	0.020	(0.035)	-	0.027
SITBS231	New	Consolidation of telephony services	By consolidating our landline and mobile telephony services we could achieve a saving in 2023/24	(0.008)	-	-	-	-	(0.008)
SITBS232	New	Procurement exercise for Council internet connectivity to secure best value	Through carrying out a competitive procurement exercise for a new intranet connectivity supplier we are predicting a small saving in 2023/24	(0.002)	-	-	-	-	(0.002)
SITBS233	New	Increase charges for external IT customers	Proposal to increase the support charges to our external customers in-line with CPI as outlined in the Council contractual arrangements	(0.004)	-	-	-	-	(0.004)
SITBS234	New	Electronic Document Storage	By migrating Council documents to a more cost effective storage solution we could achieve a saving in 2023/24	(0.009)	-	-	-	-	(0.009)
SLEGL231	New	Increase in income from legal agreements	We have adjusted the budget to reflect recent trends in income from providing legal support.	(0.025)	-	-	-	-	(0.025)
			Total	0.015	0.033	(0.060)	(0.037)	(0.001)	(0.050)
			Total Existing Savings	(0.506)	(0.163)	(0.108)	(0.189)	(0.104)	(1.070)
			Total New Savings	(0.498)	(0.134)	(0.110)	(0.025)	-	(0.767)
			Total Savings	(1.004)	(0.297)	(0.218)	(0.214)	(0.104)	(1.837)

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Chief Executive									
Reference	Existing, Savings Non-Delivery, or New	Title	Description	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	2027/28 (£m)	Total MTFS (£m)
GRW026	Existing	FAST Programme	Fallout of time limited funding for the FAST Programme - Wellbeing Service	(0.027)	-	-	-	-	(0.027)
PCOMM221	Existing	Community engagement business system	Renewal of contract for community engagement business system	0.016	(0.001)	-	-	-	0.015
PPERF221	Existing	Performance Management System	Funding for the council's performance management business system	-	0.010	-	-	-	0.010
SAFFH221	Savings Non-Delivery	Affordable and Social housing partnership work	Prioritise the building of affordable and social housing through greater partnership work with registered providers and developers, shifting the emphasis away from direct delivery by the Council	0.130	-	-	-	-	0.130
PCUST231	New	Telephony costs	The cost of our telephony licences has increased	0.005	-	-	-	-	0.005
PLAND231	New	Land Charges LLC1 income	The national project to migrate Land Charges services to HM Land Registry will result in a loss of income for the Council	0.065	-	-	-	-	0.065
PPERF231	New	Licenses for Performance Management System	We have had to purchase more licenses for our performance management system, following the decoupling from Oxfordshire County Council	0.009	-	-	-	-	0.009
PAFFH231	New	Repairs and Maintenance	High inflation costs mean we need a further £75k for essential repairs and maintenance	0.060	0.015	-	-	-	0.075
PAFFH232	New	Town Centre House pressures	Loss of income due to the building being vacant whilst roof is repaired	0.266	(0.266)	-	-	-	-
PLEISS231	New	Utility Costs	We are predicting higher costs due to utility prices increasing	0.320	-	-	-	-	0.320
			Total	0.844	(0.242)	-	-	-	0.602

Communities									
Reference	Existing, Savings Non-Delivery, or New	Title	Description	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	2027/28 (£m)	Total MTF5 (£m)
GRW002	Existing	Growth Deal	Fallout of time limited contribution to Growth Deal	(0.277)	-	-	-	-	(0.277)
GRW013	Existing	Waste Collection Round	Increase in Waste Collection crew required due to district growth.	0.170	-	-	-	-	0.170
PSCEN221	Existing	Women's Cycling Tour	Fallout of time limited contribution towards AJ Bell Women's Cycling Tour in 2022/23	(0.030)	-	-	-	-	(0.030)
PDMAN223	Existing	Investment in development management	Fallout of time limited investment in development management to support service delivery due to increased demand	(0.050)	-	-	-	-	(0.050)
PCARP231	New	Adjusting the Car Parks income budget from 2023/24	Car Parking income dropped significantly during the covid pandemic and has not returned to pre pandemic levels due to changes in work patterns, reduced retail offers in town centres and the current cost of living crisis. It is not anticipated that car parking income will return to previous levels and therefore the income target must be adjusted.	0.800	0.045	-	-	-	0.845
PPCON231	New	Increased costs for cleaning and maintenance contract for public conveniences	The cleaning and maintenance of our public conveniences is contracted out and expected to rise in line with inflation and resourcing pressures for the new contract in 23/24 and onwards	0.010	-	-	-	-	0.010
PWAST231	New	Additional crew and vehicle for growth of the district	Housing growth in the district is rising rapidly, which means a new waste crew is required approximately every 3 years. As this is entirely dependent on the level of housing growth we cannot predict exactly when this need will arise. We anticipate needing an additional crew in 2026/27 and we have identified an additional vehicle through the vehicle replacement programme.	-	-	-	0.170	-	0.170
PWAST233	New	Food Waste Transfer station fees	Operationally to move the food waste collected in Banbury to the processing plant in Cassington we use a transfer station. We are hoping to share the transfer costs with OCC but in the meantime are incurring the full £80,000 transfer costs.	0.080	-	-	-	-	0.080
PWAST234	New	Dry Recycling, Glass and Residual Costs	Increase in recycling costs	0.050	-	-	-	-	0.050
PEMPL231	New	Inflationary costs in relation to the Council's Emergency Planning responsibilities	Cherwell District Council is supported by Oxfordshire County Council to prepare for and respond to emergency incidents that may arise in the district. Cherwell District Council pays for this support through a service level agreement with the County Council which includes provision for the rise in staffing costs	0.001	0.001	0.001	0.001	0.001	0.005
PLICE231	New	Reduction in licensing income	Levels of income for the Council's licensing function have not returned to pre-pandemic levels. We expect this trend to continue, which leaves a shortfall in the Council's licensing budget	0.040	-	-	-	-	0.040
PCSAF231	New	Reduced contributions for public space CCTV	The Council provides public space CCTV in Cherwell. A small proportion of the cost of this CCTV network is met from partner contributions. Partners have reduced their contributions to this cost and therefore the council is now required to meet a greater proportion if the monitoring is to continue at the same level of service.	0.008	-	-	-	-	0.008
			Total	0.802	0.046	0.001	0.171	0.001	1.021

Appendix 2 - Revenue Pressures 2023/24

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

Resources									
Reference	Existing, Savings Non-Delivery, or New	Title	Description	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	2027/28 (£m)	Total MTFS (£m)
SAV2193	Existing	Commercial Rent	Forecast change in rental incomes for Council owned properties	(0.090)	0.205	0.012	-	-	0.127
PFREV221	Existing	Housing Benefit Subsidy costs	Additional Housing Benefit Subsidy costs to the Council	0.004	(0.200)	-	-	-	(0.196)
PPCAP222	Existing	Dover Avenue Garage Demolition	Fallout of one-off cost of demolition of Dover Avenue garage complex	(0.108)	-	-	-	-	(0.108)
PPCAP223	Existing	Garage Sites and Other Retained Land Development Potential	Fallout of one-off costs of feasibility study to investigate council owned land for progression to planning consent in principle	(0.048)	-	-	-	-	(0.048)
SAV2133a	Savings Non-Delivery	Joint OCC/CDC Service	Full year effect of establishing a joint CDC/Oxfordshire County Council Property Service by sharing resources and functions.	0.073	-	-	-	-	0.073
SINVP222	Savings Non-Delivery	Franklin House letting	Reduce business rate cost to the council for Franklin House (former customer services office) through letting the property	0.012	-	-	-	-	0.012
SPREV221	Savings Non-Delivery	Bodicote House utilities	Reduce utility costs at the council's main office, Bodicote House	0.032	-	-	-	-	0.032
SPREV222	Savings Non-Delivery	Maintenance and repairs services	End the maintenance and repairs services contract and procure these services from Oxfordshire County Council when needed	0.053	-	-	-	-	0.053
PITBS232	New	Increased Data Centre Costs	We are predicting the costs from running the cloud data centre environment to be greater than currently budgeted	0.050	-	-	-	-	0.050
PITBS232	New	Spatial Mapping and Local Land Property Gazetteer (LLPG) Address system support & maintenance	Additional support & maintenance costs for Spatial mapping and LLPG address systems, which are not currently included in the base budget	0.019	-	-	-	-	0.019
PITBS234	New	Reduction in income	Cost recovery from Oxfordshire County Council for sharing of IT services ceased following decoupling	0.033	-	-	-	-	0.033
PFCOS231	New	Electronic Bank Transfer/Card Processing costs.	Additional costs from an increase in electronic transactions by card and bank transfers	0.070	-	-	-	-	0.070
PFCOS232	New	Insurance premium increase	We are expecting an increase of 15%-20% when we renew our insurance contracts	0.063	-	-	-	-	0.063
PFREV231	New	Additional mandatory Department for Work and Pension reporting requirements	Additional work is required from a new DWP project including Housing Benefit Full Case Reviews (FCRs), Housing Benefit Matching Service (HBMS) referrals and Self-employed Earnings Reviews (SERs)	0.031	-	-	-	-	0.031
PFREV232	New	Computer software and licencing	Additional costs of computer licences and a new cloud based product	0.040	-	-	-	-	0.040
PDEMO233	New	New Legal Team structure	Cost of establishing our own legal team following the decoupling with Oxfordshire County Council	0.149	(0.031)	-	-	-	0.118
PINVP232	New	Reduced income	Removing unachievable income target	0.012	-	-	-	-	0.012
PPREV231	New	Bodicote House Utilities	Increase in energy and utility pricing	0.020	-	-	-	-	0.020
			Total	0.415	(0.025)	0.012	-	-	0.401

Corporate									
Reference	Existing, Savings Non-Delivery, or New	Title	Description	2023/24 (£m)	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	2027/28 (£m)	Total MTFS (£m)
UNAV2105	Existing	Housing and Growth Deal	Fallout of time limited funding for Housing and Growth Deal contribution	(0.052)	-	-	-	-	(0.052)
			Total	(0.052)	-	-	-	-	(0.052)
			Total Existing Pressures	(0.492)	0.014	0.012	-	-	(0.466)
			Total Savings Non-Delivery	0.300	-	-	-	-	0.300
			Total New Pressures	2.201	(0.236)	0.001	0.171	0.001	2.138
			Total Pressures	2.009	(0.222)	0.013	0.171	0.001	1.972

Budget and Business Planning Process High Level Timetable

Action	Date
Budget and Business Planning Process Report considered by Executive	3 July 2023
Budget Consultation Published	End November 2023
Budget Proposals considered by BPC	5 December 2023
Council Tax Reduction Scheme considered by Council	18 December 2023
Provisional Local Government Finance Settlement	Mid-December 2023
Council Tax Base considered by Executive	8 January 2024
Draft Treasury Management and Capital & Investment Strategies considered by AARC	17 January 2024
Draft Capital & Investment Strategies considered by BPC	23 January 2024
Proposed Budget from Executive	5 February 2024
Council to agree 2024/25 Budget	26 February 2024

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DOCUMENT CONTROL

Organisation(s)	Cherwell District Council (CDC)
Policy title	Reserves Policy
Owner	Finance
Date of implementation	February 2020

DOCUMENT APPROVALS

This document requires the following committee approvals:

Committee	Date of meeting pending approval
Executive	03 July 2023

DOCUMENT DISTRIBUTION

This document will be available on the Finance intranet page.

DATE FOR REVIEW

No later than 31 March annually but sooner if required.

REVISION HISTORY

Version	Revision date	Summary of revision
2.0	05 July 2023	Addition of section 6.2

CHERWELL DISTRICT COUNCIL RESERVES POLICY

1. Background

- 1.1. The purpose of this policy is to set out how Cherwell District Council (CDC) will determine and review its overall level of reserves and how it uses them.
- 1.2. Sections 31A and 42A of the Local Government Finance Act 1992 require authorities to have regard to the level of balances and reserves needed for meeting estimated future expenditure when calculating the council tax requirement.
- 1.3. CDC has usable reserves and unusable reserves on its Balance Sheet. The unusable reserves are as a result of accounting adjustments and are not therefore available to spend. This policy will concentrate on usable reserves.

2. General Policy

- 2.1. Usable reserves can be split into the following categories:
 - General Balances
 - Earmarked Reserves
 - Revenue Grant Related Reserves
 - Capital Reserves
- 2.2. CDC maintains usable reserves primarily for the following reasons:
 - The need to put aside sums in case of unexpected or unplanned events or emergencies.
 - To smooth out the impact of payments on the revenue account
 - To cover timing differences such as grant money received in any given year where expenditure takes place in a later year
 - To provide pump prime funding for projects to deliver changes in working practices on an invest to save basis. Any approved use on this basis must include an agreed repayment plan
 - A means of building up funds to meet known or predicted liabilities
- 2.3. Reserves can only be used on a one-off basis which means that their application does not offer a permanent solution to delivering savings or reductions in the level of expenditure.

3. Usable Reserves

3.1. General Balances

- 3.1.1. These are funds that do not have restrictions as to their use. CDC can use them for any purpose within the General Fund. The purpose of general

reserves is to manage the impact of exceptional emergencies and unforeseen events. Without such reserves the potential financial impact of these unforeseen events could cause a financial deficit in the General Fund, which would be severely disruptive to the effective operation of the authority.

3.2. Earmarked Reserves

3.2.1. Earmarked Reserves enable CDC to set aside sums to meet specific future anticipated liabilities. Funds could be set aside for items such as (but not limited to):

- cyclical maintenance,
- cyclical events such as elections,
- income generated that must be spent on specific purposes,
- managing market volatility (e.g. commercial rent)
- insurance.

3.2.2. Earmarked reserves should not be held for a sustained period of time as they are held for a specific purpose¹. Where earmarked reserves are no longer required for their original purpose or are not expected to be spent over the medium term they should be reviewed and a decision made on using for alternative purposes.

3.2.3. In line with financial regulations, where a service has generated a service underspend as part of its day to day running, this should not be requested to be set aside as an earmarked reserve without a specific purpose; it should contribute to the overall benefit of CDC's financial position and the achievement of its corporate objectives.

3.2.4. The request to use earmarked reserves, create new earmarked reserves or contribute to existing earmarked reserves (where not approved as part of the budget) must be approved by the Executive. The allocation of Earmarked Reserves will be made when services can demonstrate that the funding is required for that particular purpose.

3.3. Revenue Grant Related Reserves

3.3.1. These reserves relate to the unused element of grant support for which the conditions of the grant are expected to be met. The reserves will be used to meet future years' expenditure for the service for which the grant was awarded. These reserves are managed by Directors.

3.3.2. CDC holds various Section 106 reserves which were contributed by private companies to improve the local community. The fund must be used for the specific scheme and within the agreed timescale. If funds are not used they need to be returned back to the contributors.

¹ with the exception of insurance reserves held to manage risk for which it is difficult to forecast when they will be called upon

3.3.3. Use of these reserves should be planned as part of the budget setting process. Use of these reserves during the financial year requires approval by the Section 151 Officer.

3.4. Capital Reserves:

3.4.1. These are reserves that have been set aside to finance capital schemes and cannot be used to support revenue expenditure without the consent of the Secretary of State for Local Government. These reserves comprise:

- Capital Receipts Reserve reflects the income received from the disposal of capital assets prior to being used to fund future capital expenditure or for the redemption of debt. Capital receipts cannot be used to fund revenue expenditure except where allowed by statute. CDC will allocate resources from the Capital Receipts Reserve in line with its priorities
- Capital Grants Unapplied reflects the unused element of capital grants or capital contributions awarded to CDC, for which the conditions of the grant support are expected to be met or for which there are no conditions. The reserve will be used to meet future years' capital expenditure in a way which best fits with CDC's priorities.

4. Determining the Level of General Balances and Earmarked Reserves

4.1. CDC must maintain sufficient general balances and earmarked reserves to cover the key financial risks and contingencies.

4.2. Section 25 of the Local Government Finance Act 2003 requires that when a local authority is agreeing its annual budget and council tax precept, the Chief Finance Officer must report on the adequacy of the proposed financial reserves

4.3. As part of the budget setting process the Section 151 Officer will consider and assess the level of general balances and earmarked reserves. Consideration will be given to the strategic, operational and financial risks facing CDC.

4.4. Major factors to be considered when evaluating the level of general balances and earmarked reserves, include but are not limited to the following:

Budget Assumptions	Issues to Consider
Inflation and interest rate volatility	The overall financial standing of CDC
Scale of budget gap over the medium term	The trend of CDC's financial management and the robustness of the MTFS – i.e. is it balanced over the medium term and delivered annually?

Savings delivery	Size, scale, complexity and pace of the savings programme and risks around slippage or non-delivery.
The availability of other funds to deal with major contingencies and the adequacy of provisions	The adequacy of CDC's arrangements to cover major unforeseen risks.
Income streams	Volatility in levels of income
Government funding	Political landscape and approach to allocating funding across local government

5. Governance and Review

- 5.1. The Council recognises the need to hold and maintain adequate reserves that meet the needs of the organisation. However, there is an opportunity cost as a result of the Council allocating resources away from other potential uses. It is therefore essential for the Section 151 Officer to regularly review the purpose and level of reserves.
- 5.2. All anticipated use of reserves should be understood and recognised as part of the budget setting process and agreed when Council approves the budget.
- 5.3. Any identified use of, or contribution to, reserves after the budget has been set should be approved by the Executive, or the Section 151 Officer in the case of grant reserves, prior to the budget being changed. Uses should be for specific purposes for which reserves have been set aside and not to address savings non-delivery or budget pressures. Contributions to reserves should be for specific costs expected to be incurred in the future.
- 5.4. The reserves position is reported quarterly as part of the revenue monitoring process. The planned usage of reserves is also included as part of the budget setting process. In addition the level and use of reserves is reported and reviewed during the closedown process.
- 5.5. The reserves policy will be reviewed annually as part of the budget setting process.

6. Use of Reserves Approval

- 6.1. Table 1 below shows the level of approval required to use or contribute to usable reserves.

Table 1 Level of approval required for requested use of or contribution to reserves

Type of Reserves	Level of Approval Required
General Reserves and Balances	Executive*
Earmarked Reserves	Executive*
Revenue and Capital Grant Related Reserves	Section 151 Officer
Capital Reserves**	Executive*

* Unless previously approved by Full Council as part of approval of the budget

** Approval required for contribution from reserves only

- 6.2 The current trend for external audits to extend beyond the end of the next financial accounting year can result in changes to the accounts which could have an impact on useable reserves. Therefore, for changes to and from useable reserves which come about as a result of external audit following the submission of the annual outturn report, the Section 151 Officer will have delegated authority, in consultation with the Portfolio Holder for Finance, to manage the impact on useable reserves of such changes to ensure the long-term resilience of the Council. Any such changes made under this delegated power will be reported to the Executive when the audit is complete.

Cherwell District Council

Executive

3 July 2023

Approving Award of Contract for the Repair and Refurbishment of Town Centre House

Report of Assistant Director Wellbeing and Housing

This report is public

Purpose of report

To delegate authority to Assistant Director Wellbeing and Housing to award the contract to the successful tender for the repair and refurbishment of Town Centre House.

1.0 Recommendations

The meeting is recommended:

- 1.1 To delegate authority to Assistant Director Wellbeing and Housing to award the contract for the repair and refurbishment of Town Centre House in consultation with the Monitoring Officer and s151 Officer.
- 1.2 To delegate authority to the Monitoring Officer to enter into the agreement with the successful tenderer.

2.0 Introduction

- 2.1 Structural defects within the property were identified in routine checks. To critically ensure the safety of our tenants and to expedite the required repair at pace, all occupants have been rehomed. Officers have scoped the works that need to be undertaken to bring the property back into use.
- 2.2 Tenders have been invited to complete the works with a submission date of 10th July 2023.

3.0 Report Details

- 3.1 Cherwell District Council has been successful in its bid to Central Government for Local Authority Housing Funds Round 1. This is to support the supply of suitable

housing for Ukrainian and Afghan refugees as they move on from hosted accommodation or bridging hotels into settled accommodation.

- 3.2 By utilising the above Government funding, Town Centre House can be brought back into use and thus deliver 2 large, 4 bedroom, flats and some 28 further flats in a mixture of 1- and 2-bedroom units.
- 3.3 Accommodation will be available to support the needs of those moving from temporary refugee support and wider temporary accommodation as well as general needs housing.
- 3.3 it is important to approve the successful tender application in a timely manner to ensure that Government funding can be released and the key milestones delivered against and the project completed.

4.0 Conclusion and Reasons for Recommendations

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

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 over the summer. This option has been rejected because Cherwell District Council must meet its financial and housing obligations in order to receive the LAHF grant.

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

7.0 Implications

Financial and Resource Implications

- 7.1 A capital budget of £1.25m has been set aside for these works which will be supplemented by the Government grant funding. Revenue provision has been made for the loss of income whilst the works take place.

Comments checked by:

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

Legal Implications

- 7.2 The procurement and award should be in accordance with the terms of the framework or a compliant tender process and in line with the Council's Contract Procedure Rules.

Comments checked by:

Shiraz Sheik; Assistant Director Law and Governance (Monitoring Officer), 01295 21651, Shiraz.sheik@cherwell-dc.gov.uk

Risk Implications

- 7.3 There are risks in not approving this proposal as stated on point 6.1. These, and any further arising risks, will be managed through the service operational risk and escalated to the leadership risk register as and when deemed 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 aligns with our Equalities, Diversity, and Inclusion Framework, delivering on our commitment to support the most vulnerable members of our communities. The rejection of this proposal could have negative equalities and diversity implications due to the impact on vulnerable groups.

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

Lead Councillor

Councillor Nick Mawer, Portfolio Holder for Housing

Document Information**Appendix Number and Title**

- None

Background papers

None

Report Author and contact details

Nicola Riley; Assistant Director Wellbeing and Housing

Nicola.riley@cherwell-dc.gov.uk 01295 221724

Cherwell District Council

Executive

3 July 2023

Updates to Terms of Reference of the Future Oxfordshire Partnership

Report of Monitoring Officer

This report is public

Purpose of report

To set out and approve adjustments to the Future Oxfordshire Partnership's Terms of Reference following recent changes to the programmes within the Oxfordshire Housing and Growth Deal.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the Future Oxfordshire Partnership's revised Terms of Reference and Memorandum of Understanding.

2.0 Introduction

- 2.1 The Oxfordshire Housing and Growth Deal is entering its final phases, and the governance documents for the Future Oxfordshire Partnership (FOP) now need to be updated to reflect the current position.

3.0 Report Details

- 3.1 The Terms of Reference were originally drafted in 2014 at the formation of what was then known as the Oxfordshire Growth Board and were last subject to substantive change in 2020 following a review. Since then there have been minor drafting changes reflecting the change of name to the Future Oxfordshire Partnership.
- 3.2 The Memorandum of Understanding was introduced in 2018 as a requirement of the Oxfordshire Housing and Growth Deal and sets out operational aspects of decision making and responsibilities in relation to the deal. As with the Terms of Reference,

the last substantive change was made in 2020 and subsequent updates have replaced references to the Growth Board with the Future Oxfordshire Partnership.

- 3.3 Three particular areas of change have arisen which are described in the following paragraphs.

Cessation of Oxfordshire Plan 2050

- 3.4 Following the decision in August 2022 to cease work on the Oxfordshire Plan 2050, it is proposed to remove references to that work programme from the Terms of Reference.

Homes from Infrastructure Programme

- 3.5 The final tranche of funding for the Homes from Infrastructure Programme, the last remaining major element of the Housing and Growth Deal, is subject to a number of governance and reporting requirements which were set out in a letter dated 5 December 2022 from the then Housing Minister.
- 3.6 These requirements and their implications were described in detail in a report presented to the 20 March 2023 meeting of the FOP by the Director of Finance, Oxfordshire County Council, and are not repeated here. Oxfordshire County Council has subsequently written to the Department of Levelling Up, Housing and Communities (DLUHC) and Homes England confirming acceptance of the final funding and agreement to the associated governance and reporting requirements.
- 3.7 The changes which are proposed to the Terms of Reference are intended to reflect the new requirements from government which have now been agreed.
- 3.8 Corresponding changes are proposed to the Memorandum of Understanding (MoU) which sets out responsibility for decision making on matters of funding and work programmes. Although it is now a requirement that Oxfordshire County Council should be held accountable for delivery of the remaining programme, the MoU sets out some commitments to positive partnership behaviour and in particular to consultation with partners over any proposed changes to the programme of infrastructure delivery.
- 3.9 It should be noted also that the district councils are expected to provide quarterly updates to the county council regarding housing delivery on sites which benefit from this investment in infrastructure. In turn the county council will provide the data to DLUHC as part of its quarterly reporting regime.

Adoption of the Strategic Vision

- 3.10 Finally, an overhaul of the Terms of Reference provides an opportunity to include reference to Oxfordshire's Strategic Vision for Long-Term Sustainable Development which was endorsed by the Future Oxfordshire Partnership at its meeting of 22 March 2021, and subsequently in April 2021 by each individual council.
- 3.11 It was agreed that the Strategic Vision should be a basis for informing partners' future work planning and strategy. It is therefore appropriate to make reference to this document in the Terms of Reference for the partnership, without seeking to repeat details which are contained in the vision document itself.

4.0 Conclusion and Reasons for Recommendations

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

5.0 Consultation

None

6.0 Alternative Options and Reasons for Rejection

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

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

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications arising directly from the proposed amendments to the Terms of Reference or Memorandum of Understanding.

Comments checked by:

Leanne Lock, Strategic Business Partner – Business Partnering and Controls – Finance, 01295 227098, leanne.lock@cherwell-dc.gov.uk

Legal Implications

- 7.2 There are no legal implications arising directly from the proposed amendments to the Terms of Reference. At its March 2023 meeting the members of the Future Oxfordshire Partnership agreed to accept the final instalment of Housing and Growth Deal funding, and these amendments are required to capture the new governance and reporting obligations.

Comments checked by:

Shiraz Sheikh, Assistant Director Law, Governance and Democratic Services, 01295 221651, shiraz.sheikh@cherwell-dc.gov.uk

Risk Implications

- 7.3 There are no immediate risks associated directly with this report. Any arising risks will be managed through the service operational risk and raised to the Leadership Risk Register as and when deemed necessary.

Comments checked by:

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

Equalities implications

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

Comments checked by:

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

Sustainability Implications

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

Comments checked by:

Jo Miskin, Climate Action Manager, 01295 221748,
jo.miskin@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

Business Plan 2023 – 2024: Housing that meets your needs, supporting environmental sustainability, an enterprising economy with strong and vibrant local centres, healthy, resilient and engaged communities

Lead Councillor

Councillor Barry Wood, Leader of the council and Portfolio Holder for Policy and Strategy

Document Information

Appendix number and title

- Appendix 1 - Future Oxfordshire Partnership Joint Committee Terms of Reference 2023
- Appendix 2 - Future Oxfordshire Partnership Memorandum of Understanding 2023

Background papers

None.

Report Author and contact details

Andrew Bowe, Lead Officer for Strategic Transport, 01295 221842,
andrew.bowe@cherwell-dc.gov.uk

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The Future Oxfordshire Partnership Joint Committee Terms of Reference xxx 2023

1.0 Purpose

- 1.1 The Future Oxfordshire Partnership is a joint committee of the six councils of Oxfordshire together with key strategic partners working together to deliver the bold and ambitious outcomes of the Oxfordshire Strategic Vision for Long Term Sustainable Development.
- 1.2 Oxfordshire's growing economy is set to create challenges and opportunities for the County related to housing, infrastructure, public services and the environment. These issues will best be addressed through joined up planning between local councils which prioritises sustainable development and quality of life. Collective planning, where it makes sense to do so, will be the most effective means of minimising the unwanted impacts of a growing economy, whilst leveraging the maximum benefit from the opportunities it brings for our existing and future communities.
- 1.3 The Future Oxfordshire Partnership ("Joint Committee") will:
- 1.4 Coordinate local efforts to manage economic, housing and infrastructure development in a way that is inclusive and maximises local social and environmental benefits;
- 1.5 Support the development of local planning policy that meets the UK Government's stated aim of net zero carbon by 2050, and contributes towards biodiversity gain whilst embracing the changes needed for a low carbon world; and,
- 1.6 Seek to secure funding in the pursuit of these aims and oversee the delivery of related work programmes delegated to it by the Joint Committee's constituent local authority members.

2.0 Membership

- 2.1 The Joint Committee's core membership includes the local authorities within Oxfordshire comprising, Cherwell District Council, Oxford City Council, South Oxfordshire District Council, Vale of White Horse District Council, West Oxfordshire District Council and Oxfordshire County Council. Voting rights are reserved to local authority members only.
- 2.2 It also includes co-opted associate members from those organisations listed below:
 - Chair of OxLEP
 - Chair of the Oxfordshire Skills Board
 - Universities Representative
 - OXLEP Business Representative-Bicester
 - OXLEP Business Representative-Oxford City
 - OXLEP Business Representative-Science Vale
 - Homes England Representative
 - DEFRA Agencies Representative
 - Buckinghamshire, Oxfordshire, and Berkshire West Integrated Care Board Representative

- 2.3** When considering transport infrastructure matters, Network Rail and National Highways will have the right to attend as associate members. As the Joint Committee is constituted to be able to discharge executive functions if delegated to it by the constituent authorities, then the appointed person must be from the Executive of the constituent authorities. There should be one member from each constituent authority.
- 2.4** Each constituent authority shall appoint a substitute (also being an Executive member). The substitute member shall have the same rights of speaking and voting at the meetings as the member for whom the substitution is made.
- 2.5** The Joint Committee, with the agreement of the local authority members, may co-opt other associate members to its membership where it is considered conducive to the effective consideration of any matter.
- 2.6** The Joint Committee may appoint representatives to the other outside bodies for which the Committee has membership.

3.0 Governance

- 3.1** The Future Oxfordshire Partnership is a Joint Committee under s101 (5), 102 Local Government Act 1972 (LGA 1972) and s9EB Local Government Act 2000 (LGA 2000) and pursuant to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.
- 3.2** Notwithstanding the above each constituent authority will retain all non-executive and executive functions generally and specifically in relation to economic development, housing provision, strategic spatial planning and strategic transport planning.
- 3.3** The Joint Committee will meet in public subject to the provisions of s100 LGA 1972 as amended by the Local Government (Access to Information) Act 1985. The Joint Committee will be hosted under local government arrangements and chairing will be rotated between the local authorities on an annual basis in line with the arrangements at 9.1.
- 3.4** The policy advice and support will be provided by the Joint Committee's Executive Officer Group (Chaired by the Future Oxfordshire Partnership Director), Section 151 Officer and Monitoring Officer, reporting to the Local Authority Chief Executive Group.
- 3.5** The resources and capacity required to deliver the Joint Committee's work programmes, and the work of any associated advisory groups, will be agreed by the Chief Executive Group.

4.0 General functions

- 4.1** To facilitate and enable collaboration between local authorities and key partners to manage economic, housing and infrastructure development in a way that is inclusive and maximises local social and environmental benefits.

- 4.2 To facilitate strategic alignment of spatial, economic and infrastructure plans in a way that is environmentally, economically and socially sustainable in order to safeguard Oxfordshire's unique historical, cultural and environmental character.
- 4.3 To facilitate collective engagement of Joint Committee Partners with other national, regional and sub-regional bodies on matters concerning the environment, infrastructure and strategic planning and where relevant, comment on wider proposals and decisions from national agencies, where these have a strategic impact on Oxfordshire.
- 4.4 To act as the voice of Oxfordshire to Government and other national and Sub National bodies to ensure Oxfordshire's infrastructure and housing needs are recognised in future investment priorities and funding.
- 4.5 To provide a strategic partnership forum for the identification and development of sustainable strategies and plans for Oxfordshire related to the environment, spatial planning, economic development, housing and transport.
- 4.6 To coordinate the prioritisation of funding from devolved funding sources for infrastructure schemes, where this funding is not already within the remit of the Local Transport Authority, to ensure that decisions are made in one place and supported by all relevant partners and stakeholders.
- 4.7 To oversee the delivery of detailed work programmes as delegated to the Joint Committee by the constituent authorities, as set out under specific functions at 5.0.
- 4.8 To bid for the allocation of resources and investment to support the above purposes.

5.0 Specific Functions

Strategic Planning

- 5.1 To oversee joint work on cross border issues to ensure partners meet the requirements of the Duty to Cooperate under S33A of the Planning and Compulsory Purchase Act 2004 and wider national planning policy.
- 5.2 To assess whether strategic spatial planning, infrastructure and public services are integrated and delivered in a sustainable way, and to make recommendations to encourage this, while recognising the sovereignty of individual Local Plan processes.
- 5.3 To appoint representatives on behalf of the Joint Committee to other partnerships as required, including the Oxford to Cambridge Pan-Regional Partnership and England's Economic Heartland.

The Oxfordshire Housing and Growth Deal

- 5.4** To oversee and facilitate delivery of remaining elements of the Oxfordshire Housing and Growth Deal (“the Deal”), noting that:
- Oxfordshire County Council as accountable body shall, acting reasonably at all times and in consultation with the Joint Committee, take any decisions regarding the inclusion, timetabling and delivery of schemes in the Homes from Infrastructure programme
 - the City and District councils shall provide information on housing numbers relating to this programme to Oxfordshire County Council in a timely manner in order to enable the accountable body to fulfil its reporting obligations to central government.
- 5.5** To approve and monitor the implementation of work programmes for the delivery of the Deal (including infrastructure and capacity funding).
- 5.6** To oversee the delivery of a productivity stream work programme to be delivered by OxLEP.
- 5.7** To support an Advisory Group to oversee delivery of work programmes to meet the agreed milestones and targets set out in the Deal relating to Infrastructure.
- 5.8** To receive and publish quarterly performance and finance monitoring reports as set out in the Deal Delivery Plan.

6.0 Voting

- 6.1** Only local authority Members (or their substitutes) shall be designated as voting members and shall be entitled to one vote on items of business considered by the Joint Committee, although members intend to agree matters on a unanimous basis where possible.
- 6.2** A majority vote shall be required. In the event of there being an equal number of votes for and against a particular proposition, a casting vote by the Chair may be exercised.

7.0 Quorum and Safeguard

- 7.1** The quorum for a meeting shall be four voting members.
- 7.2** Where the effect of a particular proposition, if adopted by the Joint Committee on a majority basis, would give rise to policy, contractual or financial implications for a constituent authority that it does not support, that authority may opt out of participation in that proposition in so far as it affects their authority before any vote is taken but this will not prevent the other parties proceeding with the proposition. In respect of other matters, all other voting will be on a normal majority basis.
- 7.3** Normal rules as to declarations of interest to be applied to local authority members in accordance with the respective Council’s Code of Conduct.

8.0 Accountable Body

- 8.1** The Accountable Body for the Joint Committee is Oxfordshire County Council. It will

provide Section 151 and Monitoring Officer roles to the Committee in accordance with the Memorandum of Understanding between Oxfordshire County Council and the Joint Committee.

- 8.2** The County Council's Director of Finance (Section 151 Officer) will provide the Joint Committee with quarterly financial reports for funding that has been allocated directly to Oxfordshire County Council as the Accountable Body. These reports will provide the Joint Committee with an overview of the funds spent and funds committed against funds allocated.
- 8.3** For those programmes and funding streams where another local authority is the Accountable Body, the relevant Section 151 Officer will provide the financial and performance information to the County Council's Section 151 Officer, for integration into the quarterly reporting process.

9.0 Meetings

- 9.1** The Chair and Vice-Chair of the Joint Committee will be elected at the first meeting in each Future Oxfordshire Partnership year, which runs from 1 June to 31 May.
- 9.2** The Future Oxfordshire Partnership Director shall be responsible for convening meetings in consultation with the Chief Executive of the authority which holds chairing responsibilities.
- 9.3** Meetings shall usually be held six times each year. However, meetings may be called by the Chair, Monitoring Officer, Chief Executive Group, or any three voting members of the Joint Committee, in circumstances where business cannot be reasonably deferred to the next scheduled meeting.
- 9.4** Agendas and minutes will be published, and meetings held in public, in accordance with the requirements set out in the Local Government (Access to Information) Act 1985. A Forward Plan of items to be considered will be published online each month, and included with each agenda.
- 9.5** Public speaking procedures will be established in line with a separate protocol as agreed by the Joint Committee.

10. Advisory Groups

- 10.1** The Joint Committee will establish Advisory Groups to oversee specific work programmes or broader thematic areas as required. Advisory groups, reporting into the Joint Committee, will be managed in accordance with separately published terms of reference as agreed by the Joint Committee.
- 10.2** The role, remit and membership of Advisory Groups will be reviewed regularly to ensure they remain flexible to the demands of ongoing and new programmes of work.

11. Scrutiny Arrangements

- 11.1** A non-statutory Scrutiny Panel with a cross party membership of councillors from each constituent local authority reviews decisions and actions taken by the Joint

Committee. The Scrutiny Panel is managed in accordance with separately published terms of reference.

- 11.2 The Scrutiny Panel is non-statutory and not strictly constituted in accordance with the statutory provisions of the Local Government Act 2000. The Panel's function therefore complements, rather than replaces, the statutory overview and scrutiny duties of the constituent authorities, as set out under the Local Government Act 2000.

12. Funding Contributions

- 12.1 The budget for the Joint Committee's administration will be endorsed no later than 1 December of the preceding financial year by the local authority membership of the Joint Committee. The cost of meeting the expenditure planned in the budget shall, to the extent not met from other sources, be divided among all members of the Joint Committee, with discretion to vary fees between associate and local authority membership.
- 12.2 The budget endorsed by the Joint Committee will subsequently be recommended to each Local Authority member for approval during the February budget setting process.

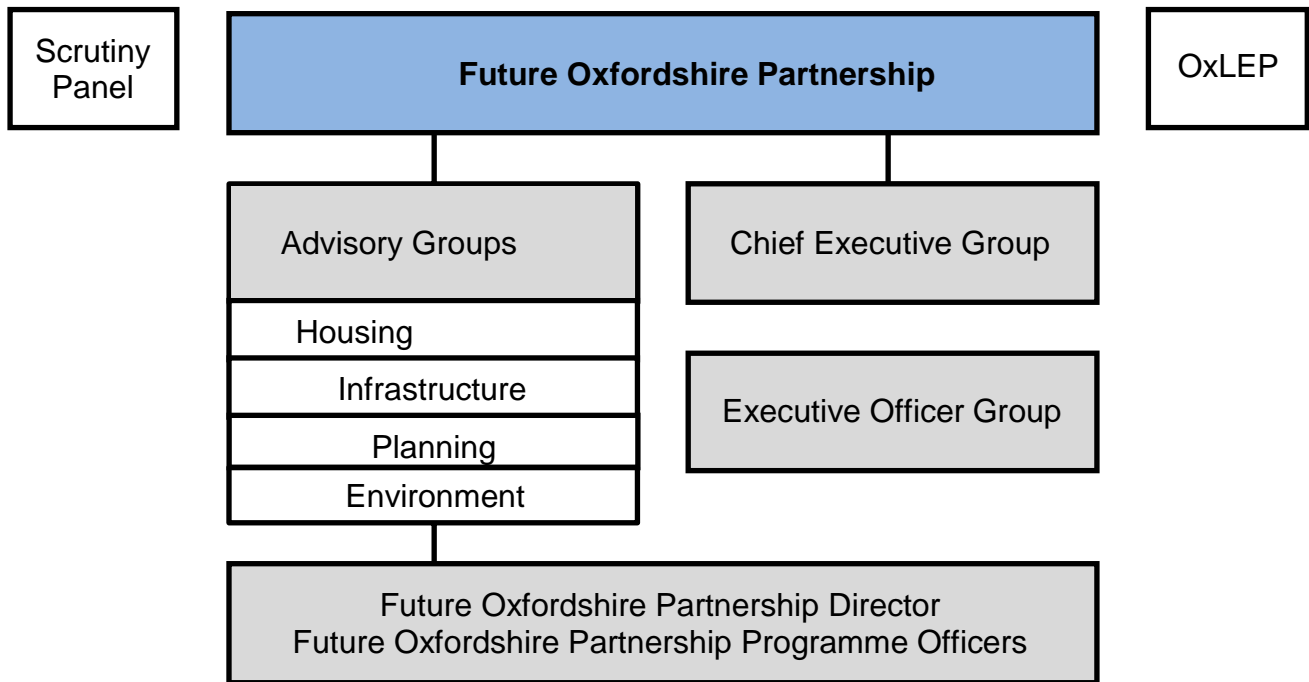
13. Withdrawal

- 13.1 If any member determines that they no longer require membership to the Joint Committee, they may give written notice to the Joint Committee's Chair and Director no later than 1st January preceding the financial year to which the budget will apply. Unless they withdraw that notice in writing, they shall cease to be a member from 1st April of that year. Any member which has not given due notice shall be obliged to pay its subscription for the next year.

14. General principles

- 14.1 These Terms of Reference will be reviewed at regular intervals to ensure they remain fit for purpose and flexible to meet the requirements of ongoing and future work. Any changes to the Joint Committee's powers or functions will be a matter for each constituent authority to agree.
- 14.2 In adopting these terms of reference, members of the Joint Committee agree to support the purposes of the Joint Committee by ensuring that in their decision making, they:
- Collaborate and cooperate with each other
 - Are open and accountable to each other
 - Adhere to all relevant statutory requirements
 - Deploy appropriate resources
 - Act in good faith
- 14.3 These principles are not intended to be legally binding, and no legal obligations or rights shall arise from this.

Appendix 1 – Future Oxfordshire Partnership High Level Governance



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Future Oxfordshire Partnership Memorandum of Understanding xxx 2023

This memorandum of understanding is made by and between the Parties:

- i) Oxfordshire County Council of County Hall, New Road, Oxfordshire OX1 1ND
- ii) Future Oxfordshire Partnership; a joint committee formed by Cherwell District Council, Oxford City Council, Oxfordshire County Council, South Oxfordshire District Council, Vale of White Horse District Council and West Oxfordshire District Council.

The local authorities listed above comprising of the county, city and district councils are together referred to as “the Parties” and each a “Party.” Individual constituent members of the Future Oxfordshire Partnership are as each a “Council.”

1. Introduction and Background

- 1.1 The Future Oxfordshire Partnership, (formerly known as the Oxfordshire Growth Board), was established in 2014 and has the purpose of facilitating and enabling collaboration between Oxfordshire local authorities and other bodies operating in Oxfordshire in relation to economic, housing and infrastructure development.
- 1.2 Oxfordshire County Council is the designated accountable body for the Future Oxfordshire Partnership providing Section 151 and Monitoring Officer related services to the Future Oxfordshire Partnership. References in this MoU to “Oxfordshire County Council” are in its capacity as accountable body unless stated otherwise.
- 1.3 The Future Oxfordshire Partnership and Oxfordshire County Council may change these arrangements by mutual agreement, and the Memorandum of Understanding (MoU) shall be reviewed annually by the Future Oxfordshire Partnership and Oxfordshire County Council to ensure it is accurate and complete.
- 1.4 The purpose of this MoU is to set out the respective roles and responsibilities of Oxfordshire County Council acting as accountable body for the Future Oxfordshire Partnership and that of the Future Oxfordshire Partnership itself and therefore the Parties hereby agree the Scheme of Roles and Responsibilities set out in Section 6 hereto. This MoU also sets out commitments made in respect of existing joint programmes of work overseen by the Future Oxfordshire Partnership, and incorporates material elements of the formerly established Memorandum of Information Disclosure, which will cease in effect from the date of the signing of this document.
- 1.5 This MoU shall commence upon the date hereof and shall continue in effect until terminated by either Party.

2. Termination and Variation

- 2.1 Termination can be enacted by either Party upon giving six months’ notice in writing to the other. In terminating this MoU the Parties shall comply with the requirements, if any, of Central Government and any other funding agencies.
- 2.2 If Oxfordshire County Council cease to be the accountable body, it shall:
 - i) Continue to co-operate with the Future Oxfordshire Partnership and any successor accountable body and with all grantors to ensure a smooth transition; and

- ii) Provide to the Future Oxfordshire Partnership or the new accountable body (where requested to do so by the Future Oxfordshire Partnership) all such invoices, receipts and other relevant records which are in its possession and which it holds in connection with its role of accountable body. For the avoidance of doubt, documents will be retained in accordance with Oxfordshire County Council's Corporate Retention Schedule Policy.
- 2.3 This MoU shall terminate automatically upon the disbanding of the Future Oxfordshire Partnership. In such case, Oxfordshire County Council and the Future Oxfordshire Partnership shall complete all of their obligations concerning:
- i) Monies granted to or by the Future Oxfordshire Partnership;
 - ii) Other assets held by Oxfordshire County Council on behalf of the Future Oxfordshire Partnership; and
 - iii) Any accounts required to be submitted to Central Government or to any other relevant funding organisation.
- 2.4 This MoU shall be varied in writing only by the mutual agreement of Oxfordshire County Council and the Future Oxfordshire Partnership save that this shall not prevent the Future Oxfordshire Partnership from making amendments to its Governance and Working Arrangements. Where a variation of this MoU requires a change to be made to the Future Oxfordshire Partnership's governance and working arrangements, that change shall not come into effect until the governance and working arrangements have been duly amended in accordance with its requirements.

3. Responsibilities

- 3.1 The Future Oxfordshire Partnership is responsible for defining its strategic vision and overseeing delivery of the Future Oxfordshire Partnership priorities in accordance with any relevant funding arrangements.
- 3.2 The Future Oxfordshire Partnership will operate in accordance with:-
- i) Its Terms of Reference;
 - ii) This MoU;
 - iii) The guidelines provided by Central Government or any other body whose regulation controls the use of funds provided to the Future Oxfordshire Partnership; and
 - iv) Statutory requirements.
- 3.3 In addition, Future Oxfordshire Partnership members will
- i) where possible, work together to procure services to ensure best value is achieved;
 - ii) give assurance and commit to do everything reasonably possible to ensure the objectives and targets of jointly funded programmes (such as the Housing and Growth Deal) are met.
 - iii) once the Future Oxfordshire Partnership has determined funding allocations, take steps required to reflect those allocations within their budgets.
 - iv) accept that in certain circumstance spend relating to individual workstreams may be greater than the funding allocations. In these circumstances the source of additional funding will be clearly identified.

- 3.4 Oxfordshire County Council will operate in accordance with:-
- i) Its Constitution;
 - ii) This MoU;
 - iii) Individual project collaboration agreements;
 - iv) The guidelines provided by Central Government or any other body whose regulation controls the use of funds provided to the Future Oxfordshire Partnership; and
 - v) Statutory requirements.

4 Financial Management Arrangements

- 4.1 The Future Oxfordshire Partnership is currently allocated public funding under a Housing and Growth Deal. Use of this funding, and any other future funding deals, must be undertaken in accordance with statute and the principles of democratic and financial accountability.
- 4.2 This requires there to be a public-sector body identified as the accountable body for audit and transparency purposes. Oxfordshire County Council is the accountable body for the Future Oxfordshire Partnership.
- 4.3 As the accountable body, Oxfordshire County Council is held accountable for the Future Oxfordshire Partnership's funds in the same way that it is for its own funds. All funding received and expenditure incurred on behalf of the Future Oxfordshire Partnership will be subject to the same scrutiny. This means that Oxfordshire County Council will administer any funds held on behalf of the Future Oxfordshire Partnership under its own accounting policies, financial procedure rules and contract procedure rules as set out in the Council's constitution to ensure that funds are applied and accounted for appropriately. This will be carried out under the direction of the Section 151 Officer.
- 4.4 Oxfordshire County Council, as recipient of the Future Oxfordshire Partnership's grant allocations from Central Government in relation to the Housing and Growth Deal is responsible for compliance with the grant conditions (including those set out in the letter from the Department for Levelling Up, Housing & Communities dated 5 December 2022) which may include the obligation to repay, in whole or in part, grants in the event of non-compliance with grant conditions.
- 4.5 Oxfordshire County Council will, subject to the terms hereof, hold any funding it receives and all interest or income earned for and on behalf of the Future Oxfordshire Partnership and ensure that the money is not moved or converted to cash without specific instruction from the Future Oxfordshire Partnership.
- 4.6 Oxfordshire County Council will consolidate the Future Oxfordshire Partnership's cash balances with its own cash balances and deposit the co-mingled funds in accordance with Oxfordshire County Council 's Treasury Management Strategy. Oxfordshire County Council will pay interest on the Future Oxfordshire Partnership daily cash balances based on the 'Average 7 Day Rate'.
- 4.7 Any infrastructure constructed or acquired by Oxfordshire County Council acting on the Future Oxfordshire Partnership's behalf, will be accounted for as part of the Council's asset register in line with Oxfordshire County Council's normal accounting procedures.

5 Provision of Services by Oxfordshire County Council

- 5.1 Oxfordshire County Council provides a range of services to the Future Oxfordshire Partnership. Those that are only incurred because of the requirement to have an accountable body are provided free of charge. These include Section 151 Officer time to provide advice and support to the Future Oxfordshire Partnership and relevant sub committees/groups with regard to the use of any public funds that are allocated to the Future Oxfordshire Partnership. This also includes Monitoring Officer time to provide advice in relation to legal matters.
- 5.2 In addition, Oxfordshire County Council also provides the following chargeable services to the Future Oxfordshire Partnership:
- i) Finance functions relating to the monitoring and reporting of total funding received and available to the Future Oxfordshire Partnership; the monitoring and reporting of programmes and schemes; the payment of funds to Future Oxfordshire Partnership delivery partners; the calculation of interest earned on funds received; the provision of financial information for internal and external audit requirements and the completion of relevant government financial returns
 - ii) Internal Audit functions in regard to the governance arrangements between the Future Oxfordshire Partnership and the accountable body as well as use of public funds allocated to the Future Oxfordshire Partnership
 - iii) legal functions including preparation of funding agreements with regard to the use of any public funds that are allocated to the Future Oxfordshire Partnership and advice on state aid / subsidy issues.
- 5.3 Chargeable and non-chargeable arrangements will be reviewed annually and if/ when the scale of accountable body responsibilities, managed resources or project portfolio resource requirements increase significantly. Where specific, additional work is required then these may be charged where mutually agreed.

6 Scheme of Roles and Responsibilities

- 6.1 The Future Oxfordshire Partnership shall:
- i) make all decisions on the allocation of grant funding agreed by Government with the exception that from the date of agreement of this revised MoU Oxfordshire County Council shall make decisions regarding the remainder of the Homes from Infrastructure programme arising from the Housing and Growth Deal, following consultation with the Future Oxfordshire Partnership;
 - ii) prioritise and allocate funding and be accountable for the delivery of projects funded by funding streams awarded to the Future Oxfordshire Partnership and for which Oxfordshire County Council is to act as accountable body, with the exception of the remainder of the Homes from Infrastructure programme arising from the Housing and Growth Deal;
 - iii) monitor all activities financed by the Future Oxfordshire Partnership and ensure that all decisions are fully documented and recorded in writing;
 - iv) for future programmes other than the Homes from Infrastructure programme arising from the Housing and Growth Deal, agree robust and transparent assessment criteria against which funding will be allocated;
 - v) for future programmes other than the Homes from Infrastructure programme arising from the Housing and Growth Deal, ensure that projects are approved only after an appraisal has been carried out and that the separation of duties between project appraisal and project approval;

- vi) for future programmes other than the Homes from Infrastructure programme arising from the Housing and Growth Deal, through agreed project plans, ensure appropriate timescales and operating practices are in place to support effective implementation of decisions made;
- vii) following approval, request Oxfordshire County Council to effect the payment of funding to the relevant organisations;
- viii) fulfil the client role vis a vis Oxfordshire County Council as the accountable body and, in particular, give Oxfordshire County Council clear and comprehensive instructions in relation to the performance by Oxfordshire County Council of its roles and responsibilities as set out in paragraph 6.2 below;
- ix) Co-operate with and assist Oxfordshire County Council acting in its role as accountable body in undertaking the day to day responsibility for financial matters.

6.2 Oxfordshire County Council shall:

- i) provide support and assistance to the Future Oxfordshire Partnership to ensure both legal and financial probity in relation to the receipt and use of specific funding for which it acts as accountable body;
- ii) ensure decisions and activities of the Future Oxfordshire Partnership conform with legal requirements with regard to transparency, equalities, social value, environment, State Aid / subsidies and procurement;
- iii) ensure that funds are used appropriately and advise the Future Oxfordshire Partnership on the procedures necessary to ensure formal compliance with any terms and conditions of funding or grant;
- iv) provide advice on proper and effective governance for overseeing the allocation and spend of the Future Oxfordshire Partnership funding;
- v) enter into funding agreements on behalf of the Future Oxfordshire Partnership for agreed funding streams;
- vi) enter into appropriate legal agreements or contracts with the relevant Future Oxfordshire Partnership member on behalf of the Future Oxfordshire Partnership once the project is approved by the Future Oxfordshire Partnership following a successful due diligence process;
- vii) ensure that the funding is passed on to the relevant Future Oxfordshire Partnership member without delay and in line with the conditions of the funding; where this is to be passed onto a third party it will be for the Future Oxfordshire Partnership member to action;
- viii) submit the claims to the funding body and prepare and submit relevant documents for inspection by Central Government or external auditors as required;
- ix) where the funding stream is working on a claim basis, ensure that the claimed funding is passed on to the relevant Future Oxfordshire Partnership member delivery partner without delay and in line with the conditions of the funding or loan agreements;
- x) ensure that the Future Oxfordshire Partnership performance and financial systems are robust;
- xi) provide details of all monies expended in accordance with the terms and conditions of funding;
- xii) monitor approved projects during and after implementation in line with the agreed monitoring framework or as required by the funding body;
- xiii) inform and keep the Future Oxfordshire Partnership informed of any grant funding allocations received and the procedures and recommended criteria for distributing the funding based on the funding body's requirements;
- xiv) assist the Future Oxfordshire Partnership in identifying other sources of funding or to apply for these where commissioned by the Future Oxfordshire Partnership;

Appendix 2

- xv) ensure that the Future Oxfordshire Partnership adheres to its assurance framework in respect of maintaining the official record of Future Oxfordshire Partnership proceedings and holding copies of all relevant documents relating to funding; and
- xvi) report and take appropriate action where it has reason to believe that the Future Oxfordshire Partnership, or anybody acting as its agent, is failing to
 - a) adhere to the terms and conditions of funding requirements or the funding or loan agreements;
 - b) comply with its governance and working arrangements or any statutory requirement;
 - c) provide a suitable standard of probity.

6.3 Specifically in relation to the Homes from Infrastructure programme, being the remainder of the Oxfordshire Housing and Growth Deal, Oxfordshire County Council shall from the date of the agreement of this revised MoU:

- i) make all decisions on the allocation of the remaining grant funding agreed by Government
- ii) prioritise and allocate funding and be accountable for the delivery of projects funded by this funding stream
- iii) act reasonably and in good faith, modelling positive partnership behaviour specifically by making no changes to the programme without careful consultation with affected district partners, and by not seeking to remove schemes from the programme or to reduce their scope as long as they remain on track for delivery on time and within budget.

7 Audit

7.1 The Future Oxfordshire Partnership shall

- i) co-operate with and assist Oxfordshire County Council in audit examinations relating to governance arrangements, use of public funds and all operating systems;
- ii) act upon all agreed management actions contained within Oxfordshire County Council's internal audit report;
- iii) report to Oxfordshire County Council any financial irregularity or suspected irregularity in the use of any funding.

7.2 Oxfordshire County Council shall

- i) maintain proper records, in accordance with its Constitution, of all monies received and disbursed for the Future Oxfordshire Partnership and make such records available for inspection by both internal and external regulators;
- ii) arrange regular audit examination of the Future Oxfordshire Partnership's activities with regards to use of public resources and, following each audit, present a report to the Future Oxfordshire Partnership with recommendations to strengthen their governance and management practices;
- iii) allow funding bodies to have access to all files and records of projects for which it acts as accountable body; and
- iv) supply, as necessary, completed statements of income, expenditure and disbursements to the Future Oxfordshire Partnership, funding organisations, Central Government and external auditor.

8 Recovery of funds

8.1 The conditions where funds will be recovered will be laid out in the initial funding or grant agreement. Where recovery of funds is at risk, the general stage of fund recovery

will be as follows:

- i) Stage 1: Oxfordshire County Council will send notice containing the reason for concern, outlining the potential fund recovery situation and giving time where appropriate for corrective action;
- ii) Stage 2: If corrective action is not taken or is deemed insufficient to avoid fund recovery a further notice will be sent by Oxfordshire County Council asking for the return of funds with a deadline for the return of the funds. In cases of particular difficulty Oxfordshire County Council may accommodate a fund return payment plan of instalments over an agreed period of time. However, this must be agreed in writing and cannot be assumed;
- iii) Stage 3: If funds are not returned within the set deadline then Oxfordshire County Council may then instigate debt recovery procedures which may result in legal action being taken.

8.2 Oxfordshire County Council will only take the step to recover funds from those Future Oxfordshire Partnership members it has a direct agreement with. In the case of a third party such as a subcontractor it would be up to the Future Oxfordshire Partnership member Oxfordshire County Council is seeking funds from to determine and take any action they require to recover their losses from any third parties.

8.3 Oxfordshire County Council does not wish to undertake stage 3 if at all avoidable but will do so in order to protect the public purse and ensure that public funding is being used appropriately.

9 Data Protection

9.1 The Parties hereto shall comply with their obligations under the EU General Data Protection Regulation EU 2016/679(GDPR) and the Data Protection Act 2018 and any subordinate legislation made under such Act together with any guidance and codes of practice issued by the Information Commissioner or relevant government department in relation to such legislation in the performance of their obligations under this agreement.

10 Publicity and Disclosure in Relation to Meetings

10.1 The Future Oxfordshire Partnership will operate in accordance with the publicity requirements applicable to a joint committee under Part VA of the Local Government Act 1972. Papers relevant to meetings of the Future Oxfordshire Partnership will be placed into the public domain in the normal way by the Party with administrative control of that joint committee in compliance with s100A to 100K (and Schedule 12A) of the Local Government Act 1972. In accordance with those provisions confidential information as defined in that Act will not be disclosed. Exempt information as defined in that Act may or may not be disclosed. It is acknowledged that under these provisions' information is exempt if the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

11 Requests under Freedom of Information and Environmental Information

11.1 The Future Oxfordshire Partnership and the Monitoring Officers of the relevant Councils have developed a Protocol for Handling Freedom of Information and Environmental Information requests. This is based on the principle that the Future Oxfordshire Partnership itself and each member authority is a 'freedom of information authority' in its own right. The agreed Protocol (Annex 1 to the MoU) shall guide how

the Board and the member authorities will handle requests relating to the work of the Future Oxfordshire Partnership.

12 Confidentiality

- 12.1 Each Party agrees not to unilaterally disclose any information identified by any Council as confidential information or exempt material (under the Local Government Act 1972) information unless required by law without giving notice of at least 14 calendar days to the Council or Councils who provided the confidential/exempt information. No confidential/exempt information will be disclosed without full consideration having been given to any objection made to its disclosure, unless disclosure is otherwise required by law.
- 12.2 Neither Party will use or disclose any confidential material provided by the other pursuant to this agreement otherwise than for the performance of their obligations under this agreement, save as may be otherwise agreed or required by law.
- 12.3 For the avoidance of doubt, confidential information shall not include (a) any information obtained from a third party who is free to divulge such information; (b) any information which is already in the public domain otherwise than as a breach of this agreement; or (c) any information which was rightfully in the possession of a Party prior to the disclosure by the other Party and lawfully acquired from sources other than the other Party.

13 Dispute resolution

- 13.1 If either Party has any issues, concerns or complaints about any matter in this MoU, they shall notify the other Party and the Parties shall then seek to resolve the issue by a process of consultation. If the issue cannot be resolved within a reasonable period of time, the matter shall be escalated to the Future Oxfordshire Partnership's Chairman (or if the Chairman is an Oxfordshire County Council appointee, the Vice-chairman) and Oxfordshire County Council's Section 151 Officer (or if the dispute is between the Future Oxfordshire Partnership and Oxfordshire County Council, one of the district/city council's Section 151 Officer) who shall decide on the appropriate course of action to take.
- 13.2 If either Party receives any formal inquiry, complaint, claim or threat of action from a third party they shall notify the other Party and co-operate with each other to respond, or take such action, as is appropriate and/or necessary

14 The Contracts (Rights of Third Parties) Act 1999

- 14.1 The Contracts (Rights of Third Parties) Act 1999 shall not apply to this MoU but this does not affect any rights which are available apart from this Act.

15 Status

- 15.1 This MoU is not intended to be legally binding, and no legal obligations or legal rights shall arise between the Parties from this MoU. The Parties enter into the MoU intending to honour all their obligations.

16 Governing Law and Jurisdiction

- 16.1 This MoU shall be governed by and construed in accordance with English law.

This Memorandum of Understanding is agreed and signed by:

Signed for and on behalf
of Oxfordshire County Council in its capacity as accountable body

.....

FUTURE OXFORDSHIRE PARTNERSHIP MEMBERS

Signed for and on behalf
of Oxfordshire County Council

.....

Signed for and on behalf
of Oxford City Council

.....

Signed for and on behalf
of Cherwell District Council

.....

Signed for and on behalf
of South Oxfordshire District Council

.....

Signed for and on behalf
of Vale of White Horse District Council

.....

Signed for and on behalf
of West Oxfordshire District Council

.....

Annex 1

FOI/EIR PROTOCOL – INFORMATION REQUESTS RELATING TO THE FUTURE OXFORDSHIRE PARTNERSHIP

This process has been agreed by Oxfordshire’s Monitoring Officers and the Future Oxfordshire Partnership managers. It provides a means of handling Freedom of Information and Environmental Information requests regarding the work of the Future Oxfordshire Partnership. Each member authority of the Future Oxfordshire Partnership and the Future Oxfordshire Partnership’s officers themselves may be recipients of information requests.

This outline provides a legally compliant means of dealing with such requests while providing a degree of mutual consultation whilst also ensuring the identity of requesters is not disclosed to other members of the Future Oxfordshire Partnership. **Each authority will be responsible for responding to requests submitted to it. Authorities should not simply redirect requesters ‘to the Future Oxfordshire Partnership’** but should answer the request on the basis of any information held by the receiving authority in relation to it.

Freedom of Information Teams should adopt the following principles and process:

1. Each of the county’s principal councils, and the Future Oxfordshire Partnership, are **separate FOI authorities** in their own right. Requesters may therefore submit requests from time to time to any or all of the bodies, about the Future Oxfordshire Partnership partnership’s work.
2. Should there be such an FOI or EIR request in relation to the Future Oxfordshire Partnership’s work received by any of the authorities, then the **receiving body’s FOI Team will notify each of the other bodies’ FOI Teams**: for the purpose of consulting them about how the receiving authority intends to respond.
3. The original receiving body will **consider all representations** (which shall also be made at the earliest opportunity) received in discharging its statutory obligations. The requester’s **name will not be disclosed** to the other authorities.
4. In the event of a disclosure of information in response to a request under the Environmental Information Regulations or the Freedom of Information Act, the **disclosing body shall notify all other Councils immediately** and shall provide an explanation of its decision-making process on request.
5. A similar process will then be followed if an Internal Review request is received; or an Information Commissioner referral.
6. This process is on the basis that, while each authority is an FOI authority in its own right, **consultation between authorities** on a proposed response does not breach that principle.
7. If all authorities receive the same request, then each must respond to it at its own relevant level of management. **Achieving a ‘consistent’ response can not be the primary aim.** While approaches can be discussed, it will be for each authority to ‘sign off’ its own responses. This will also be important if a request is referred to the Commissioner, who would be likely to ask how each authority addressed the response.

Appendix 2

8. It should be borne in mind that **a requester can also ask for the 'metadata'** to any request, which would bring into frame any information shared between authorities in the consideration of a response.

NB The County Council will be acting as FOI advisers to the Future Oxfordshire Partnership.

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Cherwell District Council

Executive

3 July 2023

Pledges to Oxfordshire Inclusive Economy Partnership's Charter

Report of Assistant Director - Growth and Economy

This report is public.

Purpose of report

This report advises on the use of the delegated authority granted in January 2023 for the Council to make Pledges towards the implementation of the Oxfordshire Inclusive Economy Partnership (OIEP) Charter.

1.0 Recommendations

The meeting is recommended:

- 1.1 To re-confirm Cherwell District Council's commitment to the adoption of twelve pledges (Appendix Two) aligned with OIEP 2023-24 and to support delivery of the pledges through appropriate services areas
- 1.2 To delegate engagement with and membership of the OIEP Steering Group and Working Groups on behalf of the Council to Corporate Director – Communities, in conjunction with the Portfolio Holder for Regeneration

2.0 Introduction

- 2.1 The OIEP is a county-wide group that brings together over one hundred organisations - employers, businesses, education, community groups and local government – to share knowledge, expertise and resources, and create links and added-value between different areas of work.
- 2.2 OIEP aims to work together to create a more equal and sustainable county that creates opportunities and benefits for everybody. It forms part of the Future Oxfordshire Partnership, as explained at:
<https://futureoxfordshirepartnership.org/projects/the-oxfordshire-inclusive-economy-partnership/>

3.0 Report Details

- 3.1 At the meeting of Executive on 9 January 2023, it was resolved:

- (1) *That the work of the Oxfordshire Inclusive Economy Partnership (OIEP) be broadly welcomed.*
- (2) *That it be agreed to actively engage with the OIEP by delegating authority to the Corporate Director – Communities, in conjunction with the Portfolio Holder for Regeneration and Economy, to contribute to the OIEP Steering Group and Working Groups on behalf of the Council.*
- (3) *That the Corporate Director – Communities, in consultation with the Portfolio Holder for Regeneration and Economy, be authorised to make appropriate pledges and to sign the OIEP’s Charter to reflect the commitments contained within the Council’s Delivery Plan (2022-2024).*

3.2 To engage the Council in OIEP’s activities, the then Portfolio Holder for Regeneration and Economy, and an officer from the economic growth service, attended the launch of OIEP’s Charter at a social enterprise in Oxford on 24 January 2023.

3.3 The Portfolio Holder and officer also attended the OIEP Steering Group on 17 March 2023. Officers have maintained regular contact with the OIEP Manager to begin to develop initiatives that will encourage other organisations, businesses and individuals in activities to promote inclusion within the local economy. Indeed, the Council has a key role to play, through setting an example, by encouraging others to implement inclusive policies on human resources, procurement, etc.

3.4 For the Council’s own implementation, at the meeting of Executive on 3 April 2023, the Equalities, Diversity and Inclusion (EDI) Action Plans were discussed, and it was resolved:

“That the draft action plans for Inclusive Communities, Inclusive Services and Inclusive Workplaces be approved” and, amongst other detail, “That the addition to the Inclusive Communities plan of an action to “use our participation in the Oxfordshire Inclusive Economy Charter as a spur to further activities which promote equality, diversity and inclusion locally be approved.”

3.5 Delegated authority was granted *“to the Council’s Assistant Director for Customer Focus in consultation with the Portfolio Holder for Corporate Services and the Chair of the Equality, Diversity and Inclusion working group, to make minor amendments to the agreed action plans and to update on a rolling basis.”*

3.6 With the Council’s external involvement in OIEP being led by the Corporate Director – Communities, in consultation with the Portfolio Holder for Regeneration, officers will ensure the co-ordination of inclusive activity through Council services as appropriate. Indeed, the proposed pledges to the OIEP Charter (Appendix One) are the result of co-operation between different service areas.

4.0 Conclusion and Reasons for Recommendations

4.1 The OIEP has developed a Charter as a statement of shared commitment to creating a more inclusive local economy, reflecting the ambitions of partners from throughout the county to enable everybody to be economically active within

stronger, more sustainable communities. To enact the Charter, partners are invited to make pledges towards it and this Council has led by example.

- 4.2 The Council's Inclusive Communities plan will ensure that the Council can commit to delivering its pledges in 2023-24. Those twelve pledges are shown in Appendix Two.
- 4.3 By implementing these pledges, the Council will demonstrate good practice and encourage other organisations and businesses through continuing its active participation in the OIEP.

5.0 Consultation

- 5.1 Participation in the preliminary workshops, OIEP Steering Group meetings and the launch of the Charter has allowed the Council to engage with partners and to be informed of the issues and to identify potential collaborative actions.

6.0 Alternative Options and Reasons for Rejection

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

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

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

7.0 Implications

Financial and Resource Implications

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

Comments checked by:

Michael Furness, Assistant Director – Finance, 01295 221845,
Michael.Furness@cherwell-dc.gov.uk

Legal Implications

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

Comments checked by:

Shiraz Sheikh, Assistant Director of Law and Governance and Monitoring Officer,
Shiraz.Sheikh@Cherwell-DC.gov.uk, 01295 221651

Risk Implications

- 7.3 There are no significant risks arising from this decision. Local authority partners and other bodies in Oxfordshire are also being asked to sign the Charter. Any strategic risks arising through commitment to Pledges will be managed corporately and local operational risks will be managed within service.

Comments checked by:

Shona Ware, Assistant Director - Customer Focus, Tel 01295 221652,
shona.ware@cherwell-dc.gov.uk

Equalities and Inclusion Implications

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

Comments checked by:

Shona Ware, Assistant Director - Customer Focus, Tel 01295 221652,
shona.ware@cherwell-dc.gov.uk

Sustainability Implications

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

Comments checked by:

Jo Miskin, Climate Action Manager, 07900 227103
jo.miskin@cherwell-dc.gov.uk

Human Resources Implications

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

Comments checked by:

Claire Cox, Assistant Director - Human Resources, 01295 221549,
claire.cox@cherwell-dc.gov.uk

Wellbeing Implications

- 7.7 The Oxfordshire Inclusive Economy Partnership's Charter has the potential to positively impact on the inequalities currently felt by residents across the district and specifically aligns with the Brighter Futures in Banbury programme and health inequalities agenda. It complements the Council's work to support communities throughout Cherwell.

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

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

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

Lead Councillor

Councillor Donna Ford, Portfolio Holder for Regeneration

Document Information

Appendix number and title

- Appendix 1 - Oxfordshire Inclusive Economy Partnership – Charter Pledges
- Appendix 2 - Cherwell District Council's Pledges to the implementation of the Oxfordshire Inclusive Economy Partnership's Charter

Background papers

None

Report Author and contact details

Steven Newman, Senior Economic Growth Officer,
01295 221680, steven.newman@cherwell-dc.gov.uk
Robert Jolley, Assistant Director – Growth and Economy,
0300 003 0107, robert.jolley@cherwell-dc.gov.uk

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Oxfordshire Inclusive Economy Partnership – Charter Pledges

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

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

Charter pledges

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



Improve training and educational attainment

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

Recruit inclusively

Making jobs accessible for all residents and hiring from diverse communities



Offer opportunities into work

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

Support local and social economy

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



Provide fair wages

Ensuring employees have a fair and decent wage

Sharing resources, skills and assets

Practical ways to ensure goods and services are accessible to all



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Cherwell District Council's Pledges to the implementation of the Oxfordshire Inclusive Economy Partnership's Charter

- CDC's Pledges will feature within Oxfordshire Inclusive Economy Partnership's (OIEP) Delivery Plan (2023-24).
- OIEP will monitor progress throughout the year and CDC will monitor the progress against its pledges through its Performance Management Framework.

Support local and social economy.

- 1) As a supplier we pledge to support our employees to volunteer on local community projects.

Offer opportunities into work.

- 2) As an employer we pledge to commit to flexible job design (including job share, part time working, school-friendly hours and flexibility around other care commitments).
- 3) As an employer we pledge to be a Disability Confident Employer (levels 1 and 2) to create opportunities for people with health conditions and disabilities.
- 4) As an employer we pledge to embed a long-term culture across the business at all levels, to ensure all employees feel respected and valued, and to have a commitment to eliminating unlawful discrimination.
- 5) As an employer we pledge to be a learning organisation, sharing our successes on Equality, Diversity & Inclusion strategy and practical action, and analysing setbacks to develop new ways of engagement and practical action.
- 6) As an employer we pledge that every member of our workforce has the opportunity to voice how they can and do add value to the organisation through their unique talents, experience and resources.
- 7) We pledge to support adults with few or no qualifications.
- 8) We pledge to support young people who have faced disadvantaged circumstances.
- 9) We pledge to support mothers and fathers into work after childbirth.

Recruit inclusively.

- 10) As an employer we pledge to ensure a user-friendly application process, using simple language and no jargon.

Sharing resources, skills and assets.

- 11) As an employer we pledge to offer work experience to a local school/college student.
- 12) As an employer we pledge to introduce an employee volunteering policy.

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