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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive

Date: Monday 9 September 2024

Time: 6.30 pm

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

Membership

**Councillor David Hingley
(Chairman)**

Councillor Tom Beckett
Councillor Jean Conway
Councillor Rob Parkinson
Councillor Chris Pruden

Councillor Lesley McLean (Vice-Chairman)

Councillor Chris Brant
Councillor Ian Middleton
Councillor Rob Pattenden

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 8 July 2024.

5. Chairman's Announcements

To receive communications from the Chairman.

6. Urgent Business

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

7. Policy for Selecting the Names of New Streets (Pages 15 - 28)

Report of Assistant Director - Planning and Development

Purpose of report

To approve an updated street naming policy containing clarifications on the approach to be followed by officers in providing the service to developers and local communities.

Recommendations

The Executive resolves

- 1.1 To approve the proposed policy and guidance for street naming at Appendix 1 to this report.

8. New Cherwell District Council Housing Strategy 2025-2030 (Pages 29 - 76)

Report of Assistant Director Wellbeing and Housing

Purpose of report

To seek approval to consult on a new Housing Strategy 2025-30.

Recommendations

The Executive resolves:

- 1.1 To approve the commencement of public consultation on the reviewed and amended Housing Strategy 2025-30.

9. Money Advice Contract (Pages 77 - 82)

Report of Assistant Director Wellbeing and Housing

Purpose of report

To propose an extension in the current Money Advice contract with Citizens Advice.

Recommendations

The Executive resolves:

- 1.1 To approve the extension of the existing money advice contract by one year, until January 2026.

- 1.2 To bring a further report to Executive within six months to consider options beyond 2026, to allow sufficient time to reprocur such a contract, if necessary.

10. CCTV Thames Valley Project (Pages 83 - 90)

Report of Head of Regulatory Services and Community Safety

Purpose of report

To seek approval to join the Thames Valley CCTV partnership, with an associated transfer of CCTV assets and operational responsibility to Thames Valley Police under a 'single owner' model; and moving monitoring arrangements to a shared Oxfordshire hub.

Recommendations

The Executive resolves:

- 1.1 To agree to join the Thames Valley CCTV partnership, with an associated transfer of CCTV assets and operational responsibility to Thames Valley Police under a 'single owner' model; and moving monitoring arrangements to a shared Oxfordshire hub.
- 1.2 To recommend approving the capital funding of up to £250,000 in order to upgrade the public open space CCTV network and cameras to meet the necessary threshold to be included in the OPCC Thames Valley CCTV project.
- 1.3 To delegate authority to the Assistant Director - Law, Governance and Monitoring Officer, in consultation with the Leader of the Council, to execute the formal agreements needed to join the Thames Valley Police CCTV Partnership.

11. Performance, Risk and Finance Monitoring Report Quarter 1 2024 - 2025 (Pages 91 - 178)

Report of Assistant Director of Finance (S151 Officer) and Assistant Director – Customer Focus

Purpose of report

To report to Executive the council's performance, risk, and financial positions at the end of Quarter 1 2024-25.

Recommendations

The Executive resolves:

- 1.1 To consider and note the contents of the council's performance, risk and finance Quarter 1 report.

- 1.2 To approve the use of reserve requests held within Appendix 5.
- 1.3 To approve the reprofiling of capital projects beyond 2024/25 held within Appendix 1 and the subsequent update to the programme budget for this financial year.
- 1.4 To note the virement of between capital schemes agreed under officer delegation: £0.045m from 'Banbury Health Centre' to 'Community Centre – Works'.
- 1.5 To approve the use of S106 funding amounting to £0.560m to deliver more self-contained units of temporary accommodation within Cherwell in partnership with South Oxfordshire Housing Association.

12. Budget and Business Planning Process 2025-26 (Pages 179 - 206)

Report of Assistant Director Finance (Section 151 Officer)

Purpose of report

To inform the Executive of the proposed approach to the 2025/26 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 Executive resolves:

- 1.1 To approve the Budget and Business Planning Process for 2025/26.
- 1.2 To approve the base assumptions to be used for the 2025/26 budget.
- 1.3 To approve a five-year period for the Medium-Term Financial Strategy to 2029/30 and five-year period for the Capital Programme to 2029/30.
- 1.4 To approve the revised Reserves Policy at Appendix 4.

13. Exclusion of the Press and Public

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

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

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

No representations have been received from the public requesting that these items be considered in public.

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

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

14. Cloud Support, Security Operation Centre and Managed Network Partner Tender (Pages 207 - 212)

Exempt report of Head of Digital and Innovation

15. Lease for Castle Quay

Please note this exempt report will follow

Exempt report of Corporate Director Resources and Transformation

Information about this Agenda

Apologies for Absence

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

Declarations of Interest

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

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

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

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

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

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Queries Regarding this Agenda

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

Shiraz Sheikh
Monitoring Officer

Published on Friday 30 August 2024

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 8 July 2024 at 6.30 pm

Present:

Councillor David Hingley (Leader of the Council & Portfolio Holder for Strategic Leadership) (Chairman)

Councillor Lesley McLean (Deputy Leader of the Council and Portfolio Holder for Finance and Resources) (Vice-Chairman)

Councillor Tom Beckett, Portfolio Holder for Greener Communities

Councillor Chris Brant, Portfolio Holder for Corporate Services

Councillor Jean Conway, Portfolio Holder for Planning and Development Management

Councillor Ian Middleton, Portfolio Holder for Neighbourhood Services

Councillor Rob Parkinson, Portfolio Holder for Regulatory

Councillor Rob Pattenden, Portfolio Holder for Healthy Communities

Councillor Chris Pruden, Portfolio Holder for Housing

Officers:

Gordon Stewart, Chief Executive

Ian Boll, Corporate Director Communities

Stephen Hinds, Corporate Director Resources and Transformation

Michael Furness, Assistant Director Finance & S151 Officer

Shiraz Sheikh, Assistant Director Law & Governance and Monitoring Officer

Nicola Riley, Assistant Director Wellbeing & Housing

Mona Walsh, Assistant Director - Property

Natasha Clark, Governance and Elections Manager

Officers Attending Virtually:

Richard Smith, Head of Housing

14 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

16 **Minutes**

The minutes of the meeting held on 10 June 2024 were agreed as a correct record and signed by the Chairman.

17 **Chairman's Announcements**

The Chairman congratulated the two MPs elected in the Cherwell district at the 4 July General Election: Sean Woodcock MP in the Banbury constituency and Calum Miller MP in the Bicester and Woodstock constituency.

The Chairman thanked former MPs for their service to the district: Victoria Prentis who served as MP for the Banbury Constituency for 14 years; John Howell who, for 16 years, was MP for the Henley Constituency, which prior to constituency boundary changes incorporated areas of the Kirtlington and Otmoor wards; and Layla Moran, who remained MP for the Oxford West and Abingdon Constituency, which, prior to the constituency boundary changes, incorporated Kidlington, Begbroke and Yarnton.

18 **Urgent Business**

There were no items of urgent business.

19 **New Cherwell District Council Housing Allocations Scheme**

The Assistant Director Wellbeing and Housing submitted a report to seek approval to consult on a new Housing Allocations Scheme.

In considering the report, Members expressed support for the Scheme noting it would be better for Cherwell District Council to allocate and administer applications.

Resolved

- (1) That the commencement of public consultation on the reviewed and amended Housing Allocations Scheme be approved.
- (2) That changes to the previously agreed approach of allocating properties that are delivered through Oxford's Unmet Housing Need, whereby Cherwell District Council would allocate properties and administer the applications, be approved to enable discussions and a potential agreement with Oxford City Council to progress and it be noted that the revised approach is reflected in the new draft policy.

Reasons

It is important that the Council has up to date policies and procedures for its statutory and key service areas and it is important that they are legislatively and operationally sound. A periodic review of policies is therefore appropriate.

Alternative options

Option 1: Not bring forward a new Allocations Scheme. This is rejected as it is important that the Council has Policies that are up to date with legislation and can respond to current challenges.

Option 2: Continue discussions with Oxford City regarding the previously agreed approach to allocating the unmet need properties. Both Councils have been working to deliver the agreed solution, and delivery of this may be possible. However, this is rejected as there is a concern that the approach may not be legally sound, so to continue is not considered prudent, and thus an alternative has been suggested.

20

Council Tax Discretionary Relief policy (Section 13a)

The Assistant Director of Finance & Section 151 Officer submitted a report to inform Executive of the reviewed policy for Council Tax Section 13a (S13a) and proposed updates.

Resolved

- (1) That the contents of the reviewed policy for Section 13a Council Tax be noted.
- (2) That the policy for Council Tax Section 13a be approved.

Reasons

The Section 13a policy has not been reviewed for several years. It is good practice to review policies to ensure they remain relevant and in line with supporting the delivery of the Council's policies. It is recommended that the policy is endorsed by Executive to conform with legislation.

Alternative options

Option1: To not approve the Section 13a policy. In accordance with S13a (2) Local Government Finance Act 1992 each billing authority in England must make a scheme specifying the reductions which are to apply to amounts of council tax payable, in respect of dwellings situated in its area, by—

- (a) persons whom the authority considers to be in financial need, or
- (b) persons in classes consisting of persons whom the authority considers to be, in general, in financial need.

Therefore, the local authority must have a system in place to allow a person to make the request.

21

Non-Domestic Rate Discretionary Relief Policy

The Assistant Director for Finance & Section 151 Officer submitted a report to inform Executive of the reviewed policy for Non-Domestic Rate Discretionary Rate Relief policy and proposed updates and seek approval of the updated policy.

Resolved

- (1) That the contents of the reviewed policy for Non-Domestic Rate Discretionary Rate Relief be noted.
- (2) That the policy for Non-Domestic Rate Discretionary Rate Relief be approved.

Reasons

It is important that the Council has up to date policies and procedures for its statutory and key service areas and it is important that they are legislatively and operationally sound. A periodic review of policies is therefore appropriate.

Alternative options

Option 1: Not bring forward a new Allocations Scheme. This is rejected as it is important that the Council has Policies that are up to date with legislation and can respond to current challenges.

Option 2: Continue discussions with Oxford City regarding the previously agreed approach to allocating the unmet need properties. Both Councils have been working to deliver the agreed solution, and delivery of this may be possible. However, this is rejected as there is a concern that the approach may not be legally sound, so to continue is not considered prudent, and thus an alternative has been suggested.

22

Local Government Productivity Plan

The Assistant Director of Finance & Section 151 Officer submitted a report which presented a draft Productivity Plan for the Executive to consider for submission to the Government. On 16 April 2024 the then Minister for Local Government, Simon Hoare, wrote to all councils explaining that they were required to prepare a Productivity Plan to submit to Government by 19 July 2024.

In introducing the report, the Portfolio Holder for Finance and Resources explained that whilst the Productivity Plan had been requested by the previous Government, there had been no instruction from the new Government not to submit the Plan.

Resolved

- (1) That the Productivity Plan be approved for submission to the Government.

Reasons

The council is required to submit a Productivity Plan to Government which has been endorsed by Members. This Productivity Plan answers the questions raised by the Local Government Minister at the time the Productivity Plan was requested.

Alternative options

Option1: The alternative option is to not submit a Productivity Plan to the Government. This is not recommended as submission of a Productivity Plan is a requirement of the Government.

23

Internal Audit and Counter Fraud Provision

The Assistant Director of Finance & Section 151 Officer submitted a report on the council's internal audit and counter fraud provision. The council's Service Level Agreement with Oxfordshire County Council to provide internal audit and counter fraud Services came to an end on 30 April 2024. The council has entered into a temporary contract with Veritau Limited from 1 May 2024 to provide internal audit and counter fraud services for a period of 6 months. This report proposes an approach for the long-term provision of internal audit and counter fraud services by entering into a teckal company arrangement with Veritau Public Sector Limited.

Resolved

- (1) That it be agreed the council pay a £20k fee to join Veritau Public Sector Limited and become a member in the company and delegate authority to the Assistant Director of Finance (S151 Officer) to sign the members' agreement and service contract with Veritau Public Sector Limited and any subsequent paperwork required to become a member.
- (2) That the Assistant Director of Finance (S151 Officer) be appointed to the board of Veritau Public Sector Limited as a director of the company.

Reasons

There are very limited options available to a district council to provide a low-cost internal audit and counter fraud function. The option to join a LGWOC in the form of Veritau Public Sector Limited appears to be both the most cost effective, value for money approach whilst also providing significant levels of stability through having a significant level of skills and capacity across its workforce.

Alternative options

Option 1: In house

The in house option is not recommended for the following reasons:

- Significant additional cost compared to budget
- Significant difficulties in recruiting and retaining staff
- Overall lack of resilience in the service

Option 2: Other Local Authority Provider

The current arrangement with OCC is via an SLA and this could be replicated with another local authority via a section 113 arrangement. A number of LAs were approached and the majority indicated they would not be able to provide a service to the council. Of the two authorities initial discussion was had with, neither authority would be able to provide a full Internal Audit and Counter Fraud service immediately and the charge for the service would exceed the current budget.

Option 3: Open Market Procurement

An approach could be made to the open market but this is likely to cost significantly more than the current budget with no corresponding increase in service levels so is not anticipated to provide value for money and is also likely to cost significantly more than the proposed option.

24

Finance Monitoring Report May 2024

The Assistant Director Finance & Section 151 Officer submitted a report to update Executive on financial positions at the end of the May 2024.

There were no detailed questions on the exempt appendix to the report.

Resolved

- (1) That the contents of the council's financial management report as at the end of May 2024 be noted.
- (2) That the use of reserve requests as set out in the annex to the Minutes (as set out in the Minute Book) be approved.
- (3) That the write offs totalling £398,796.89 as set out in the exempt annex to the Minutes (as set out in the Minute Book) be approved.
- (4) That the reprofile of the following capital project beyond the 2024/25 financial year be approved:
 - 40296 – S106 Ambrosden Outdoor Sports - £0.130m
- (5) That the consolidation of the three projects relating to North Oxfordshire Academy (40309 – S106 NOA Improvements - £0.678m, 40010 – North Oxfordshire Academy Astro turf - £0.134m and 40323 – NOA 3G Pitch Development - £1.600m) be approved and it be noted

the total project cost was now expected to be £1.600m, and the reprofile of the project beyond the 2024/25 financial year be approved.

Reasons

This report provides an update on the council's financial positions as at May 2024 and seeks Executive agreement where required in accordance with the Constitution.

Alternative options

Option 1: This report summarises the council's forecast financial position up to the end of March 2025, therefore there are no alternative options to consider.

25 **Exclusion of the Press and Public**

Resolved

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

26 **Finance Monitoring Report May 2024 - Exempt Appendix 6**

There being no questions on the exempt appendix, it had been agreed under item 12.

27 **Castle Quay Relocation Project - Award of Tender**

The Corporate Director Resources submitted an exempt report to award the contract to undertake the strip-out and refurbishment works required to create the new office facilities at Castle Quay once the evaluation of tender submissions had been concluded

Resolved

- (1) That authority be delegated to the Assistant Director Property, in consultation with the Portfolio Holder for Finance and Resources, Monitoring Officer and S151 Officer, to award the contract to undertake the strip-out and refurbishment works required to create the new office facilities at Castle Quay once the evaluation of tender submissions has been concluded.

- (2) That authority be delegated to the Assistant Director Law and Governance to enter into the call off contract and associated agreements in this connection.

Reasons

Completion of the project works will enable the Council move to new offices at Castle Quay. The new offices, located in an easily accessible location, will be better suited to modern ways of working and service delivery and will help the Council reduce its carbon footprint.

The Scope of Works was developed following consultation with Council staff and an independent project team provided the resource and advice needed to develop and finalise the Scope of Works and prepare the tender documentation.

Delegating approval to the Assistant Director Property, in consultation with the Portfolio Holder, Monitoring Officer and S151 Officer, to award the contract will enable the Council to meet its target move date.

Alternative options

Option 1: Not make the contract award has been rejected as an option because the Council has already made the decision to move to Castle Quay and the space identified needs to be altered and fitted out to make suitable for Council operations.

Option 2: Retender the works required with a lower specification has been rejected as an option because of the time needed to complete the exercise and which would mean the Council is not able to move to the new offices by its planned completion date.

The meeting ended at 7.10 pm

Chairman:

Date:

This report is public.	
Policy for Selecting the Names of New Streets	
Committee	Executive
Date of Committee	9 September 2024
Portfolio Holder presenting the report	Portfolio Holder for Planning and Development Management, Councillor Jean Conway
Date Portfolio Holder agreed report	20 August 2024
Report of	Assistant Director - Planning and Development, David Peckford

Purpose of report

To approve an updated street naming policy containing clarifications on the approach to be followed by officers in providing the service to developers and local communities.

1. Recommendations

The Executive resolves

- 1.1 To approve the proposed policy and guidance for street naming at Appendix 1 to this report.

2. Executive Summary

- 2.1 The power to name new streets within Cherwell rests solely with the District Council. Whilst there are Royal Mail and other protocols which we have to comply with, the Council's choice in selecting names is wide. The Council has a long-standing policy which is in need of updating.
- 2.2 Our practice, though not expressly stated, is only to name new streets after persons who have contributed significantly and positively to the community which they served. The proposed amended policy now expressly clarifies this.

Implications & Impact Assessments

Implications	Commentary
Finance	There are no financial implications arising from this report. Kelly Wheeler, Finance Business Partner, 2 July 2024
Legal	There are no risks arising directly from this report. The suggested amendment to the policy will assist those reading it with how to

	apply the criteria fairly. The review is necessary as the policy has not been reviewed for some time. Alison Coles, Legal Services Operations Manager, Solicitor, 3 July 2024.			
Risk Management	There are no risks arising directly from this report. The amendments to the policy, which clarify ambiguity of the previous version, could be consider a mitigating action to any possible risk that could come from misinterpretation of the policy. Any arising risks will be managed through the service operational risk and escalated to the Leadership Risk Register as and when necessary. Celia Prado-Teeling, Performance Team Leader, 02 July 2024			
Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact		✓		There is no impact identified from an equality point of view. This policy, as per our guidance, has been reviewed and amended in line with the principles within our Equality, Diversity, and Inclusion framework. Celia Prado-Teeling, Performance Team Leader, 02 July 2024
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		✓		Not applicable
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		✓		Not applicable
Climate & Environmental Impact		✓		Not applicable
ICT & Digital Impact		✓		Not applicable
Data Impact		✓		Not applicable
Procurement & subsidy		✓		Not applicable
Council Priorities	Not applicable			
Human Resources	Not applicable			
Property	Not applicable			

Consultation & Engagement	None
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Supporting Information

3. Background

- 3.1 Our current policy is many years old. Whilst our policy permits us to name streets after deceased persons our customs and practices are that the deceased person has to have made a significant positive contribution to the community which they served, this is not expressly stated.

4. Details

- 4.1 Whilst our policy must conform with national and Royal Mail guidance, we have much discretion when choosing names for new streets.
- 4.2 The full proposed policy, which includes how new properties are numbered, is set out in Appendix 1. This also acts as a guide for developers. It sets out what street names are acceptable and what are not. It should be noted that only Cherwell has the power to name streets in the District - developers and others do not although they may suggest names. The power is given by virtue of section 13 of the Oxfordshire Act 1985.
- 4.3 The exercise of the Council's powers relating to street naming and numbering are delegated to the Assistant Director Planning and Development, who consults with the Portfolio Holder and relevant Ward Members when coming to decisions. It is expected that Ward Members will liaise closely with the relevant Town/Parish Council
- 4.4 The process by which the names of new streets are chosen is, according to our policy, as follows.
- (i) The choice should where practical reflect a local feature or circumstance. However, this is acknowledged as often being difficult
 - (ii) Royal Mail strongly advise against the use of non-alphabetic characters such as punctuation marks as they will not appear in their digital database
 - (iii) Royal Mail also strongly advise against the potential for mis-spelling and mispronunciation and where a similar sounding name already exists within the locality
 - (iv) Locally, we allow the naming of streets after deceased persons but not persons who are still living. However, one of the main reasons for bringing forward this Report is that we do not currently qualify that. Our customs and practices are that such a person will have had to have made a significant and positive contribution to the community and this is now expressly stated.

- 4.4 The subject of this report is the naming of streets. It does not include the naming of buildings nor the renaming of a street. That is fully set out in the proposed updated policy and guidance at Appendix 1.

5. Alternative Options and Reasons for Rejection

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

Option 1: Do nothing

The alternative option to the one proposed is to do nothing. That would not provide the clarity that is required in respect of naming streets after those who have evidently contributed significantly and positively to the community which they served. It might also open the door to requests for new street names over which we have no vetoing discretion.

6 Conclusion and Reasons for Recommendations

- 6.1 The recommendation to reaffirm but update the policy we have had for many years which is consistent with the guidance and protocols we have to work under when naming new streets. It provides clarity on a point that was previously ambiguous and will protect the Council against having to accept inappropriate suggestions that come forward.

Decision Information

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

Document Information

Appendices	
Appendix 1	Street Naming and Numbering – Policy and Guidance for Developers (Proposed)
Background Papers	None
Reference Papers	None
Report Author	Tony Brummell, Building Control and Flood Risk Manager

Report Author contact details	tony.brummell@cherwell-dc.gov.uk 01295 221909.
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**STREET NAMING AND NUMBERING
POLICY AND GUIDANCE FOR DEVELOPERS
JULY 2024**

Contents

1. Background
2. Street naming guidelines
3. Street name and number plates
4. Guidelines for changing a street name
5. Guidelines for naming blocks of flats, buildings or terraces
6. Public buildings
7. Guidelines for numbering
8. Procedure for new developments
9. Allocating postcodes
10. Address locality
11. Procedure for changing or adding a property name

1. Background

Street naming and numbering is a statutory function. Cherwell District Council alone provides the street naming and numbering service for the Cherwell area under the provisions of the Oxfordshire Act 1985 (part 3). This Act embodies the relevant sections of the Local Government Act 2003, the Public Health Act 1925 and the Town Improvement Clauses Act 1847.

The purpose of this function is to make sure that any new street names and building names and numbers are allocated logically with a view to ensuring the efficient delivery of mail and so that the Emergency Services are able to locate any address quickly.

Royal Mail requires all new properties and amended addresses to be approved by the Local Authority prior to adding the addresses to the Royal Mail database.

We will name and number streets and dwellings and units in line with the National Land and Property Gazetteer data entry conventions and best practice for street naming and numbering. Following these conventions will ensure our practices are compliant with British Standard BS 7666.

2. Street naming guidelines

Where developments take place which incorporate the building of new access roads, the names for these roads must be approved by the Local Authority. The selection of new street names is a matter which requires careful consideration to ensure that they are suitable for the area and will not conflict with or duplicate any existing names within the same locality.

- New street names should avoid duplicating any similar name already in use in the town/village or in the same postcode area. A variation in the terminal word, for example “street”, “road”, “avenue”, will not be accepted as a sufficient reason to duplicate a name (for example a request for “Park Road”, “Park Avenue” and “Park Gate Drive” in the same area). This is not allowed as it can have a detrimental effect in an emergency situation.
- We will avoid having two phonetically similar names within the postal area, for example Churchill Road and Birch Hill Road.
- Street names should not be difficult to pronounce or awkward to spell.
- Where possible, names should reflect the history of the site or acknowledge the geography of the area.
- The Council will encourage the use of themes on developments requiring many new street names. However, we will aim to minimise the number of new names needed.
- The Council reserves the right not to adopt any unofficial marketing titles used by developers for the sale of new properties unless these have been officially proposed and approved.
- Street names that may be considered or construed as obscene or which would contravene any aspect of the Council’s equal opportunities or diversity policies will not be

acceptable.

- Street names that may be open to reinterpretation by graffiti or shortening of the name should be avoided.
- Any street name that promotes a company, service or product may not be allowed. Names based on a developer's trading name are seen as advertising and are not acceptable. An exception to this may be made for a company that no longer exists, if used solely in a historical context and the claim of advertising cannot be made.
- Streets should not be named after living persons.
- Streets may be named after a deceased individual where it is widely recognised that the individual has made a positive contribution to the benefit of the local community, provided permission is granted from the next of kin where this is reasonably practical. It is recognised that sensitivities might arise when naming a street after a deceased person and therefore in the public interest a process of due diligence will be followed before such decisions are made. This may involve both internal and external consultations.
- Streets cannot be named after royal persons without the written consent of the Lord Chamberlain's Office.
- The surname of an individual should be used in preference to a forename and surname in order to keep the street name as brief as possible whilst complying with other guidance.
- No punctuation will be used, i.e. "St. Stephen's Road" will be "St Stephens Road". This is to comply with Royal Mail's database protocols.
- All new street names should normally end with one of the following suffixes appropriate to the street type and layout but alternatives may be considered if appropriate to the locality:
 - Avenue (for thoroughfare residential roads)
 - Close (for cul-de-sacs only)
 - Court (for cul-de-sacs only)
 - Crescent (for crescent shaped roads only)
 - Circus (for a large roundabout)
 - Drive (for any thoroughfare roads)
 - Gardens (for residential roads)
 - Grove (for residential roads)
 - Hill (for hillside residential roads)
 - Lane (for residential roads)
 - Mews (for residential roads)
 - Place (for residential roads)
 - Rise (for hillside residential roads)
 - Road (for any thoroughfare)
 - Row (for residential roads)
 - Square (for squares only)
 - Street (for any thoroughfare)
 - Vale (for residential roads)
 - Way (for residential roads)
 - Wharf (for residential roads)

All new pedestrian ways should end with one of the following suffixes:

- Path
- Walk
- Way

3. Street Name and Number Plates

The provision of street name and number plates (where a plate is needed to indicate a specific range of numbers) on a new development is the developer's responsibility. The Council has two specifications for nameplates (for those to be located in Conservation Areas and outside Conservation Areas respectively) and will supply the specifications on request. No other specification will be allowed. We can also provide details of suppliers who are known to be able to supply street nameplates to our specification.

Where relevant nameplates will include a "T" (no through road) symbol which we will specify.

We will provide drawings showing where street name and number plates are to be provided. The locations will normally be on existing highway land or land that is to become highway.

We aim to avoid street clutter and will only sanction nameplates containing the words "leading to" by exception.

4. Guidelines for changing a street name

If a resident or group of residents are not happy with an existing street name, they can apply to the Council to rename the street. Under such circumstances the Council has a duty to consult widely on the request. The Council will only process the request if it has the express written agreement of all those who could be affected. In these circumstances the Council will recharge all its reasonable costs to those who propose the change of street name.

A notice advising of the proposed new road name will be placed in a conspicuous position at each end of the street to which it relates. A notice will be sent to every property along this road advising of the proposed change.

Any objections to the proposed change received in writing by a specific date will be considered. The final decision will be made by the Council.

The Council will generally resist any request to rename a street unless there are cogent reasons for it.

5. Guidelines for naming blocks of flats, buildings or terraces

Where possible blocks of flats and buildings will be given a name and addressed off a road. The developer can propose a name for consideration. The criteria for a building name should follow the same guidelines as a new street name. The proposals will be sent to the Town or Parish Council for comment. This also applies to names for terraces.

All named blocks should end with one of the following suffixes, appropriate to the type of layout:

- Court For flats and other residential buildings
- House Residential blocks or offices
- Mansion Other residential (generally large) buildings
- Tower High residential or office blocks (five or more floors)

6. Public buildings

In cases of new buildings or amendments to names of buildings of public interest or in prominent locations, the Council reserves the right to follow the same consultation process as streets.

7. Guidelines for numbering

- New streets shall be numbered with odd numbers on the left hand side and even numbers on the right commencing from the primary entrance. Where the street is a thoroughfare between two other streets, the numbering shall commence at the end of the street nearest the centre of the town or village.
- Additional properties in streets which are currently numbered will always be allocated a alphabetic property number suffix.
- A logical numbering sequence will be maintained. Once numbered we will not normally renumber properties. We will only consider the renumbering of a property where it can be shown that there are consistent delivery problems, and a more appropriate alternative exists.
- Buildings (including those on a corner site) are numbered according to the street in which the main entrance is located. The manipulation of numbering in order to secure a “prestige” address or to avoid an address will not be allowed.
- If multiple occupancy buildings have entrances in more than one street, each entrance will be numbered off the appropriate street.
- A cul-de-sac will generally have sequentially numbered properties in a clockwise direction
- The Council will use the number 13 in all its numbering schemes where relevant. Similarly, no other numbers will be avoided.
- We will use numbers followed by letters where there is no alternative.
- Where a property has a number, it must be used and conspicuously displayed. Where a name has been given to a property together with its official number, the number must always be included. The name cannot be regarded as an alternative.
- Flats and units shall be given individual numbers where possible. The sequence of the numbering will depend on the access to the front doors of individual premises.
- All commercial properties will be given a number to be used to indicate its primary address.

8. Procedure for new developments

Developers should not give any postal addresses, including postcodes, to potential occupiers,

either directly or indirectly (for example via Solicitors or Estate Agents) before we have issued the approved address. We will not be liable for any costs or damages caused by failure to comply with this.

Developers should always apply direct to the Council at the earliest opportunity for new postal addresses, i.e. as soon as development starts.

We require the following information:

- Completion of the street naming and numbering application at

<https://www.cherwell.gov.uk/info/40/building-control/203/street-name-and-numbering>

- A copy of the site layout plan which has received Planning Consent. The plans submitted should have plot numbers and the entrances to the properties and their boundaries clearly shown so that street names and numbers can be issued in a logical manner. If the development includes flats floor plans should also be submitted.

We will check that the application has an approved planning permission:

The allocation of a postal address (or addresses) does not serve as confirmation that any building, structure, or use is authorised under the Planning Regulations, the Building Regulations or any other legislation, and owners/occupiers risk enforcement action if any necessary approvals have not been obtained.

The choice of new street names lies with the Council's Assistant Director Planning and Development in consultation with our relevant Ward Members and the Town or Parish Council.

The numbering of properties in new streets will be carried out following the guidelines within this document. All properties in newly named streets will be allocated numbers. All new properties on existing streets will be numbered unless the existing properties on that street all have official dwelling names and no numbers.

Where the development is an infill on an existing street we will try and number properties wherever possible. If this is not possible, or if the street does not have a numbering scheme, the developer can suggest property names. The property names should comply with the guidance set out in these guidelines.

When numbering and/or naming is complete we will contact Royal Mail who will allocate the postcode to the address and add the property to their "not yet built" file. Once Royal Mail have allocated the postcode, we will write to you with official confirmation of the postal address and where applicable any instruction for the erection of street nameplates, and number plates if needed.

All costs for the erection of signs for new streets will be paid for by the developer. A specification for street nameplates will be provided by Cherwell District Council. Maintenance of the street signs becomes a District Council responsibility once a street has been adopted. Street nameplates on roads remaining private remain the responsibility of the residents/Management Company concerned.

Where developers have not applied for an address and occupation of the property has taken place we will endeavour to contact the owner or developer to ask for an official application. If

we do receive an application within four weeks we will allocate an address.

9. Allocating postcodes

Cherwell District Council is not responsible for issuing postcodes. This is the responsibility of Royal Mail. Royal Mail will not issue a postcode for a new street or property unless requested to do so by the Council. The maintenance and any future changes to this postcode are Royal Mail's responsibility.

10. Address locality

Localities within the official postal address are the responsibility of Royal Mail. Where applicants object to a locality name in their postal address we will advise them to consult with Royal Mail which has a procedure laid down under the Code of Practice of the Postal Services Commission for Adding or Amending Locality Details.

Postal addresses are not necessarily geographically accurate descriptions. Their primary purpose is to enable the efficient delivery of goods mail and services and to enable properties to be readily found by the Emergency Services.

11. Procedure for changing or adding a property name

If a property has a house number, it is not possible to replace the number with a name. However, we will allow the addition of a name to the address (an alias). Royal Mail will hold the property name in a separate alias database. They will not accept name changes from anyone other than the Council.

To request a change to a property name, the owner must complete the relevant application form found at

<https://www.cherwell.gov.uk/info/40/building-control/203/street-name-and-numbering>

Requests can only be accepted from the owners of properties and not tenants.

We cannot formally change a property name where the property is in the process of being purchased until the exchange of contracts has taken place and the previous occupiers have moved out. We can, however, give guidance on the acceptability of a chosen name before this.

A check is made by us to ensure there is no other property in the locality with the same or similar name. Under no circumstances will we allow a name that is offensive or can be construed to be offensive. We will also refuse any names that replicate or closely replicate an existing name in the same postal area.

No formal consultation is undertaken with any parties or organisations for individual residential property name changes. Once all checks are satisfactorily complete we will change the name of the property and advise the relevant parties including Royal Mail, Land Registry, Ordnance Survey, the Council Tax and Local Land and Property Gazetteer teams and the Emergency Services.

We will recover all our reasonable costs from the party requesting the name change.

We will confirm the new official address in writing to the owner of the property.

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This report is public	
New Cherwell District Council Housing Strategy 2025-2030	
Committee	Executive
Date of Committee	9 September 2024
Portfolio Holder presenting the report	Portfolio Holder for Housing, Councillor Chris Pruden
Date Portfolio Holder agreed report	9 August 2024
Report of	Assistant Director Wellbeing and Housing - Nicola Riley

Purpose of report

To seek approval to consult on a new Housing Strategy 2025-30.

1. Recommendations

The Executive resolves:

- 1.1 To approve the commencement of public consultation on the reviewed and amended Housing Strategy 2025-30.

2. Executive Summary

- 2.1 The Housing Strategy describes the approach that Cherwell plans to take to meet its housing objectives and challenges over the coming 5 years. It is part of the Council's statutory duties to set objectives, targets and policies for how the authority intends to manage and deliver its strategic housing role.
- 2.2 The new drafted strategy reflects local and national context in developing its priorities and objectives.

Implications & Impact Assessments

Implications	Commentary
Finance	There are no new financial implications outlined in the report as the existing arrangement is captured in the base revenue budget Kelly Wheeler, Finance Business Partner, 29 July 2024
Legal	The Housing Strategy is a necessary forward plan, an ECIA is required and has been completed and public consultation will take place before the strategy is finalised therefore there are no direct legal implications arising from this report.

	Alison Coles, Legal Services Operations Manager, Solicitor, 31 July 2024			
Risk Management	<p>As it is part of our statutory housing duties, we should review current policy to ensure it is compliant with legislation, is fair and inclusive and is meeting the needs of the district.</p> <p>Therefore, a regular review of this policy is prudent as part of mitigating actions of non-compliance. This and any further risks will be managed through the Service Operational Risk and will be escalated to the Leadership Risk Register as and when deemed necessary.</p> <p>Celia Prado-Teeling, Performance Team Leader, 29 July 2024</p>			
Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact	x			<p>An Equalities and Climate Impact Assessment is included as an Appendices of the report. This review has been developed in line with the principles of our Equalities, Diversity and Inclusion framework.</p> <p>Celia Prado-Teeling, Performance Team Leader, 29 July 2024</p>
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	x			
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	x			
Climate & Environmental Impact		x		Not applicable
ICT & Digital Impact		x		Not applicable
Data Impact		x		Not applicable
Procurement & subsidy		x		Not applicable
Council Priorities	Housing that meets your needs			
Human Resources	Not applicable			
Property	Not applicable			

Consultation & Engagement	The recommendations within the report are for the new Housing Strategy to proceed to public consultation.
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Supporting Information

3. Background

3.1 The Council develops and delivers a Housing Strategy in accordance with its statutory duties. The last strategy span was from 2019 to 2024. Therefore, a review and development of a new strategy is required to reflect changing national and local context over recent years and develop new priorities and objectives to deliver.

4. Details

4.1 The Housing Strategy provides a strategic overview of local housing issues and set out what both the Council and our partners will need to do or consider to address them. It will help shape the housing services and policies, from our role in providing services to vulnerable people, to how we ensure appropriate management of housing within the district and taking into account our role as the local planning authority.

4.2 The draft strategy has 3 main priorities for delivery and on which actions are based. These 3 priorities are

- Prioritise the delivery of homes that people can afford and that are suitable for the needs of the community
- Improving the existing condition of properties within Cherwell. Ensuring high property standards and properties that are fit for the future, working towards net zero
- Promoting health and wellbeing through housing, tackling homelessness, improving support. Helping to create sustainable communities

4.3 The priorities have been produced following a review of the housing pressures and challenges nationally and locally. These include, affordability of housing, supply of affordable and social housing, increasing homelessness rates and the discrepancy locally between earnings and housing costs.

4.4 Subject to the report being approved, the proposed draft Housing Strategy will undergo public consultation, the consultation will last for 8 weeks. The public consultation phase will include all the major stakeholders involved in housing. This includes partners that work for Registered Providers of social housing and statutory agencies, such as health and social care.

4.5 When the consultation is complete and the responses analysed, the final version of the strategy will return to the Executive for approval.

- 4.6 When the final strategy is adopted, an action plan will be developed to accompany the strategy, based around the 3 priority themes. An annual progress report will be provided to Overview and Scrutiny.

5. Alternative Options and Reasons for Rejection

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

Option 1: Not bring forward a new Housing Strategy. This is rejected as it is a statutory duty that the Council produces and reviews its housing strategy.

6 Conclusion and Reasons for Recommendations

- 6.1 It is important that the Council has up to date policies for its statutory and key service areas and it is important that they are legislatively and operationally sound. A periodic review of policies is therefore appropriate.

Decision Information

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

Document Information

Appendices	
Appendix 1	New Housing Strategy 2025-2030 – draft for consultation
Appendix 2	Equalities and Climate Impact Assessment
Background Papers	None
Reference Papers	None
Report Author	Richard Smith – Head of Housing
Report Author contact details	richard.smith@cherwell-dc.gov.uk 01295 221640

Introduction

The Housing Strategy sets out Cherwell District Council's plans for the Housing Service for the period 2025-2030.

The previous Housing Strategy (2019-24) brought about the following key achievements

- 1344 new affordable homes delivered in partnership with Registered Providers
- Delivery of 32 properties of affordable housing directly by the Council through the BUILD! programme. Totalling 270 over the last decade.
- Partnered with Hook Norton Community Land Trust to develop 12 Passivhaus homes at Hook Norton on previously underutilised Council land.
- Provided 57 landlord grants and 45 homeowner grants to provide improvements and essential repairs to properties within the district.
- Accessing the Local Authority Housing Fund Rounds 1 and 2 to bring 56 units of accommodation back into use within Cherwell to assist in rehousing those in resettlement schemes. This is being delivered in partnership with South Oxfordshire Housing Association and Sanctuary. This includes the redevelopment of Town Centre House, Banbury, which the Council now owns.
- Delivering a refurbishment and reconfiguration programme for Town Centre House, Banbury. Bringing 1, 2 and 4 bedroom properties back into use for refugees.
- 2949 lets through the housing register
- Completed 1005 homelessness prevention between 2019 and 2024.
- Launched a Tenancy Relations drop in service, where landlords and tenants in the private sector can go for advice
- Launched a new Tenants' Charter, making a number of commitments to our tenants but also taking a lead role in what we expect from other landlords, social and private
- Reviewing and launching a new Housing Allocations Scheme.
- Launching a new Tenancy Strategy
- Responded to nearly 3000 enquiries from landlords and tenants regarding housing, landlord or tenant issues. Serving 859 notices, identifying 225

category 1 hazards, issuing 40 financial penalties and prosecuting 2 landlords for illegal evictions.

- Produced a new Homelessness and Rough Sleeping Strategy for the Cherwell District. The new strategy outlines the approach to tackling homelessness within the district between 2024-29.
- Completed 923 disabled facilities adaptations and 1756 minor works and small repairs jobs.
- In partnership with the other Oxfordshire Councils, establishing the Alliance joint commissioning contract for rough sleeping support services, including prevention, supported accommodation and outreach. This County, District and City partnership is one of the only models in the Country where services are provided using a cross-Council tier and district line model.
- Establishing the Single Homelessness Team, providing specialised homelessness support and response to rough sleepers and those at risk of rough sleeping
- Establishing a new 28 unit supported accommodation scheme at Mawle Court in partnership with Sanctuary and Homeless Oxfordshire, providing accommodation for single homeless people in Cherwell.
- Accessing the governments RSAP funding following the COVID pandemic, providing supported accommodation services for rough sleepers at Oxford House, Bicester.
- Creating a Money Advice service contract in partnership with Citizens' Advice, assisting households in financial hardship. Typically returning £30 in direct financial gains to Cherwell residents for every £1 invested by Cherwell District Council.
- Increasing the portfolio of self-contained temporary accommodation, leading to more suitable units of temporary accommodation for homeless people.
- Establishing the Resettlement Team within Wellbeing and Housing. Providing advice, support and accommodation services to those in Cherwell who are fleeing conflict and seeking asylum in the UK.
- Partnering with the Ministry of Defence (MoD) to bring accommodation within their portfolio back into use for the purposes of assisting those within the asylum pathway. These are providing more housing into the affordable housing system that is ready for occupation.

- Continued to support the Graven Hill Development Company, who manage the Graven Hill site, which the Council purchased from the Ministry of Defence, which is the largest self-build development in the Country.

Cherwell District Council's new housing strategy brings together in a single document the various elements that comprise the Council's strategic housing function. The purpose of the housing strategy is to identify and horizon scan for the key housing issues and challenges that face or could be faced within the next five years. To overcome or mitigate these challenges, high level strategic priorities and objectives are set across the broad range of strategic housing functions that the Council delivers.

As a local authority, we want to be ambitious and deliver great outcomes for residents of the district. Whilst delivering these ambitions, we need to ensure that this strategy is financially sustainable and thus we will only achieve our outcomes by working in partnership with others.

Our vision for the new Housing Strategy is

For all Cherwell residents to live in a safe, secure, quality and affordable home that is suitable for their needs and fit for the future.

In order to achieve this vision, we have identified 3 strategic priorities. These are

1. Prioritise the delivery of homes that people can afford and that are suitable for the needs of the community
2. Improving the existing condition of properties within Cherwell. Ensuring high property standards and properties that are fit for the future, working towards net zero.
3. Promoting health and wellbeing through housing, tackling homelessness, improving support. Helping to create sustainable communities.

The Structure of the Strategy

The new Housing Strategy begins by outlining the main changes and challenges relating to housing within the national and local contexts, understanding that strategic housing intertwines with health, welfare, economic and planning policy.

As part of reviewing these contextual factors, it also analyses housing need locally, including population trends, house prices, rental prices, affordable housing supply and demand, income and affordability and the underlying socio-economic factors within the local area.

The 3 priority areas that underpin the strategy are then set out in more detail. With an analysis of the contextual information, data analysis, trends and findings as well as the activity of relevant partnerships. In each priority area, a high level assessment of the needs and challenges is provided, a summary of the work that has been

undertaken already where relevant and the principle actions to undertake over the next 5 years to deliver.

Development and Shaping of the Housing Strategy

In the development of the Housing Strategy, information and data from a range of sources and other documentation have been developed

- Detailed evidence, analysis and findings from a number of key strategic plans and policies, including
 - The Cherwell District Council's Business Plan 2024-2025
 - The Cherwell District Council Local Plan
 - The Homelessness and Rough Sleeping Strategy 2024-2029
 - The Tenancy Strategy and Affordability Statement 2021
 - The Cherwell District Council Allocations Scheme 2025
- Analysis of recent demographic and housing data for the local area and national trends
- The most recent information from our housing waiting list and approaches to our housing options service

The Housing Strategy brings together all areas of strategic housing plans and related documents. It covers affordable housing delivery, housing for older people and those with support needs, tackling homelessness and rough sleeping and private sector housing, including adaptations for disabled people and the standards of properties available for rent within Cherwell. The strategy reflects the Council's role as an enabler in certain areas where it has less direct control and influence, such as within services provided by Registered Providers, who provide 99% of the social housing within Cherwell.

The strategy also links and reflects the priorities and actions identified within other key strategic documents, outlined in the above section. These include the current Cherwell District Council Business Plan. The Business Plan sets out a series of high level aspirations, this includes "housing that meets your needs".

Housing that meets your needs

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

Cherwell District Council Business Plan 2024-25

The Housing Strategy is the main delivery mechanism for the Council's housing objectives. It supports the Business Plan and other related documents by setting out

detailed plans for how the priorities will be achieved and delivered. This includes how we will develop new initiatives and deliver services that meet the local need, how we will make best use of our resources and how we will address current and future demands on the services that we deliver.

As the Council is only a small provider of housing locally, as it transferred its housing stock as part of a Large Scale Voluntary Transfer process in the late 1990's and early 2000's, and thus is not a large Registered Provider or a large direct enabler and landlord for new affordable housing, the scope of the strategy is far wider than just the services that the Housing Team at the Council delivers. Other statutory services are also delivered by other teams or partner organisations, such as planning and health and social care.

Much of the data, analysis and evidence required to inform the housing strategy is already published and available within other related strategic documents, such as Office of National Statistics Data, the Cherwell Local Plan and Housing and Economic Needs Analysis. However, up to date housing register analysis and analysis of homelessness data, such as our DELTA returns, have also been used.

National Context

It is important to acknowledge the national and local (including regional) context when developing this strategy. The strategy has been developed at a time when there has been some flux with regard to future housing legislation and legislation that relates and affects housing. For instance, the 2024 General Election timing has meant that some policies that would affect the housing sector at a local and national level, such as the Renters (Reform) Bill and amendments to leasehold arrangements have not progressed or been delivered as may have been anticipated.

There is an established narrative nationally that the Country faces significant housing pressures and challenges. This is caused by a lack of supply and, in turn, rising housing costs across tenures. National Government has been attempted to tackle these issues through legislation, new or planned, regarding reducing homelessness, boosting housing supply, making home ownership more accessible, reducing carbon emissions in both new and existing homes and improving the services received by tenants from their landlords.

The housing pressures and challenges that are faced nationally are as follows.

Lack of adequate supply of housing

Supplying enough housing to meet the demands of a growing and ageing population has been a challenge that successive governments have faced for many years. Supply targets have been made and not met and balancing the competing or contradictory needs of different stakeholders and those with a local interest are challenging.

There have been a number of proposed changes during the lifespan of the previous housing strategy, such as the Planning for the Future White Paper, which have culminated in the Levelling Up and Regeneration Act 2023. This aims to

“speed up the planning system, hold developers to account, cut bureaucracy, and encourage more Councils to put in place plans to enable the building of new homes”

Gov.uk press release, ‘Levelling up and Regeneration Bill becomes law’

Within these strategies, the government has committed to building 300,000 new homes per year. This commitment has not been met.

The Levelling Up and Regeneration Act 2023 committed to

“deliver more homes in for communities across the Country and unleash levelling up in left behind places”

Michael Gove, Former Secretary of State for Levelling Up, Housing and Communities (2023)

Measures included boosting services and infrastructure on new developments, more powers to Councils for tackling empty homes and compulsory purchasing, more powers for Councils to tackle empty retail units, speeding up housing delivery on developments once started and allowing local people greater powers to influence local development.

In 2024, following the General Election and a change in Government, there was a manifesto pledge to increase house building over the course of the Parliament and a reintroduction of housing targets. To enable this, the new government proposes to make changes to the National Planning Policy Framework (NPPF), and a consultation was launched. Proposed changes to the NPPF include

- Standardising the method for assessing housing needs locally
- Implement a standard calculation to ensure local plans support the Governments commitment to delivering 1.5 million homes between 2024-2029.
- Change the definition of brownfield land and the expectation of approvals on these developments.
- Identifying “grey belt” land within the Green Belt and for this to be brought forward within the planning system
- Deliver affordable and well designed homes and ensure land released in the Green Belt deliver in the public interest
- Ensure that local planning authorities are able to prioritise types of affordable homes that their communities need

In announcing the proposed changes, the government advised that

“new flexibilities for councils will boost the number of social and affordable homes, and give working families a better route to a secure home”

Angela Rayner MP, Secretary of State for Housing, Communities and Local Government (2024)

Additional measures announced by the government related to supply of affordable housing include a proposal for a new taskforce to deliver new towns, creating new largescale communities of at least 10,000 new homes in each, governed by a “New Towns Code”.

Whilst general supply into the housing system is an issue, the supply of affordable housing is also an issue for those who are first time buyers or for those on low incomes seeking affordable housing options.

A recent affordable housing tenure that has launched is First Homes, which is a product that is aimed at first time buyers. This scheme offers a 30% discount for those that qualify.

The Local Authority Housing Fund has brought about the potential for more properties to be brought into the affordable housing estate across the Country, with a combination of Councils directly, or Councils in partnership with Registered Providers, developing new, refurbishing existing or purchasing additional units with government grants. This has been successful in boosting delivery quickly, but in small numbers compared to need, and is targeted at the cohorts that have been part of national resettlement schemes.

Tackling homelessness and rough sleeping

Homelessness is a rising national issue. The Homelessness Reduction Act 2017 provided the most significant change in service provision in a generation. It introduced new duties regarding the prevention of homelessness, to extend timescales that local authorities would be offering and providing support.

During COVID 19, the “Everyone In” initiative provided a drive to house rough sleepers, who were a group that were seen as particularly vulnerable. On the back of this initiative, new funding and accommodation programmes, such as NSAP, RSAP and SHAP have supplemented services provided through the Rough Sleeper Initiative (RSI) funding, to provide additional support to those rough sleeping.

This has been accompanied by additional commitments such as those within the ‘Ending Rough Sleeping for Good’ policy paper in 2022, which built on the manifesto commitment of the government to end rough sleeping by 2024.

The rough sleeping snapshot nationally shows a national increase of 27% between 2022 and 2023 in rough sleeping numbers, to 3898. As these are based on known rough sleepers, the actual number is likely to be higher. There has also been an increase in people who are homeless, a rise in 14% in the same period, meaning 309,000 or 1 in 182 people are homeless in England. (source, Shelter and Crisis)

Homelessness and rough sleeping, combined with the lack of supply, has a knock on effect on people in temporary accommodation and how long they spend within it. Government figures advise that 47% of families that are homeless and in temporary

accommodation have been there for 2 years or longer. The impact locally on Cherwell is outlined in the Local Context section.

Improving housing standards and the rights of tenants

Registered Providers of Social Housing have faced sharp focus over recent years with high profile failures associated with their services that contributed to tragic events, such as the Grenfell Tower Fire and the death of Awaab Ishak in Rochdale, linked to damp and mould within his property.

The Social Housing (Regulation) Act gives the Regulator stronger powers to act on underperforming social landlords. Unlimited fines can be levied against the worst performers and where improvements are not being made. There is a new inspection regime combined with new transparency measures for tenants to scrutinise their landlords. Particularly through the published performance and Tenant Satisfaction Measures, the way in which complaints are handled and the new tenant rights around access to their data and information. The Act also reaffirms the importance of compliance and safety within Social Housing stock and the appointment of Health and Safety lead officers.

An associated impact of the Grenfell Tower Fire has been the difficulties faced by leaseholders, particularly relating to the costs associated with remedying building safety issues associated with fire spread, particularly usage of combustible building materials. The Leasehold and Freehold Reform Act 2024 makes it easier for leaseholders to purchase freeholds or extend leaseholds, provides greater transparency over service charges and providing greater control and improving leaseholders rights and access to redress. Further leasehold legislation is part of the 2024 Labour government's programme.

The Renters (Reform) Bill following the fairer private sector white paper had the headline of removing Section 21 "no fault" evictions, tackle blanket bans that tenants can face whom are in receipt of benefits and provide greater sector transparency through a new decent homes standard in the private sector and a new ombudsman. The Renters (Reform) Bill received widespread support during its publication but is yet to become law, the future of this legislation is currently uncertain following the General Election 2024, but new renters rights and protections are part of the 2024 Labour governments programme.

Reducing housing's carbon footprint

The need to achieve "Net Zero" in the UK for all sectors of the economy is outlined within the 'Net Zero – Build Back Greener' policy paper. This outlines policy approach to achieve Net Zero by 2050. Homes, both new and existing, account for 20% of emissions (Future Homes Standard 2019 consultation)

The Future Homes Standard 2019 committed to a new standard for new build properties by 2025. Specifically, a planned change in Building Regulations to

increase energy efficiency and low carbon heating. The goal of the standard is that the average new home would have 75-80% less carbon emissions than one built to current energy efficiency requirements. This is achieved by installing heat pumps, triple glazing and wall, floor and roof construction that significantly limits heat loss.

In addition to new homes, the government has pledged £3.8 billion over a 10 year period to improve energy performance of social rented homes through the Social Housing Decarbonisation Fund from 2021. The Heat and Buildings Strategy 2021 sets out the government's plans to cut carbon emissions from the UK's 30 million homes and workplaces, including the phasing out fossil fuel heating systems and the investment of roll out of heat pumps.

Local Context

In 2021, there were 161,800 residents living in Cherwell. This increase from 150,500 in 2019, an increase of around 7%. Bicester and Banbury are the areas that are experiencing the highest population growths as the main areas of employment, commerce and house building.

Affordability of housing

Affordability of housing is a significant issue, particularly for first time buyers and those on lower incomes. House prices and market conditions have experienced some turbulence over the lifespan of the previous housing strategy, due to COVID 19 and cost of living pressures affecting interest rates, for instance.

However, despite some turbulence, the overall trajectory of house prices is that they are increasing. Cost of living pressures, namely high inflation rates (driven in part by household energy costs) and interest rates, have limited the amount of money being able to be borrowed from lenders or the amount of disposable income that individuals have, as wages have largely not increased at the same rate.

The median property price in Cherwell District is around £396,000 (2023), this is significantly higher than the UK average of £282,000 (2024). The Cherwell level is however lower than the Oxfordshire wide and South East wider level. Sold houses data from 2023-24 suggests that the average price for properties sold in Bicester and Kidlington were around 21% higher than those sold in Banbury. (source: Zoopla)

The estimated median income from a job within Cherwell is £30,749, which is lower than the Oxfordshire median of £34,005 but is higher than the national level of £29,669. The workplace earnings to house price ratio within Cherwell is wider therefore than at a national level. In 2021, the house price to workplace earnings ratio was over 10 times, and this gap has widened. This means that purchasing a home is out of the reach of many working households.

Overall, Cherwell is a prosperous area, it ranks at 220 on the Local Authority rank out of 317 (there are 219 more deprived Local Authority areas) within the Index of Multiple Deprivation (2019). However, it does have some areas of acute deprivation

when compared locally and nationally. Cherwell has areas that are within the bottom 20% of most deprived areas nationally. These ward areas are all within Banbury.

Affordability is not just an issue for homeowners and those seeking homeownership. It is a cross tenure issue, and the issues facing the private rented sector are similarly challenging.

The median rental cost per month for a property in Cherwell is £975. This is below the Oxfordshire level of £1100 but higher than the overall national and South East levels (2022). Median rents in Cherwell rose over 11% over the 3 prior years, which is a faster acceleration than the County as a whole.

The private rented sector locally is a challenging market. There is a high demand for accommodation and a buoyant market. Therefore, those that are on the lowest incomes face the most significant challenges in accessing private rented sector tenancies. As Cherwell is adjacent to Oxford City, prices have been pushed up by the Oxford City market and its thriving rental market, driven by its location, commerce and the student market, particularly in Houses of Multiple Occupation. Median rents in Oxford City are around £300 per month more than they are in Cherwell.

As Cherwell has some population centres close to Oxford, such as Kidlington and Bicester, competition is high for properties, and this influences prices. Cherwell District has two Local Housing Allowance (LHA) rates, the Oxford Rate and Cherwell Valley Rate. Local Housing Allowance is the rate up to which housing benefit can be paid within a certain area, this is calculated nationally and is linked to the local market.

Banbury and Bicester are within the Cherwell Valley Rate, whilst areas such as Kidlington are within the Oxford Rate. The Oxford Rate is higher than the Cherwell Valley Rate, which is to be anticipated. However, Bicester due to its expansion, improving transport links and associated employment opportunities has seen a greater acceleration in housing market and prices than in Banbury, for example. Bicester therefore has acute affordability challenges within the private rental market because of the greater difference between the market and LHA rates than in other areas in Cherwell.

Social housing demand

There are at present just over 2000 households on the housing register, and this has increased by almost 100% in the last 5 years, which is the lifespan of the previous housing strategy.

There were 546 lettings through the housing register during 2023-24. There is an increasing need for 1 bedroom accommodation within the district, with 50% of new applicants within a 12 month period requiring a 1 bedroom property and 84% of new applicants require smaller (1 and 2 bedroom accommodation). However, supply of smaller accommodation is stronger, both through new delivery and through relets, so the waits for this type of accommodation are shorter than for larger 4 bedroom or

larger accommodation, regardless of what priority band you are in. The average wait for a larger property (4-bedroom+) through the housing register is 1065 days.

The majority of new applications to the housing register cite their reason for applying and thus their housing needs to be that their current accommodation is too small. This reason is nearly twice as prevalent as any other single reason. Therefore, this coupled with supply issues of larger accommodation outlined above, there are significant numbers of households that are living in properties that are unsuitable and overcrowded.

Homelessness

Cherwell has a level of homelessness that is similar to the other Districts within Oxfordshire. In 2022-23, of the households assessed as being owed a homelessness duty, Cherwell assessed 419. This is lower as a total number than Oxford (439) and South Oxfordshire (476) as an apportionment of overall numbers, but more in West Oxfordshire (342) and the Vale of the White Horse (415).

In terms of the crisis presentations and those requiring temporary accommodation, Cherwell ranks routinely higher than South Oxfordshire and Vale of the White Horse, both of whom have less than 50 households accommodated in temporary accommodation and reports similar to the levels in West Oxfordshire. Oxford City has considerably more pressure in this area, with nearly 250 households, which is more than the rest of the County combined.

However, Cherwell has a higher number of rough sleepers in the County (outside Oxford City). There are routinely more than 10 people sleeping rough within Cherwell on a single night and this number has risen over the last two years by a third. Cherwell has also seen an increasing trend of those in employment rough sleeping. Support services for those rough sleeping is provided through a County and City "Alliance". This is where funding and services are pooled. It is one of the only models in the Country where these services are provided in this way as funding is calculated on a local authority area by area basis.

Private rented housing standards

As previously indicated, Cherwell has a buoyant housing market. There are approximately 9300 properties that are private rented within the district, which makes up around 18% of all households within the district.

The Council additionally licences 222 Houses in Multiple Occupation (HMO) across the district. The Council however does not have an additional or selective licencing scheme in accordance with Part 2 and 3 of the Housing Act 2004. This is opposed to Oxford City Council, for instance, who require all dwellings that are being used for private rented accommodation to be licenced.

The Council does not hold comprehensive stock condition data for all homes within the district. It is estimated that that 20% of the private rented stock has the presence of Category 1 hazards, 11% suffer excess cold and 13% of the occupants are in fuel poverty.

Local economy

Cherwell has a thriving local economy and has seen growth opportunities in recent decades. Compared to the national and regional average, Cherwell has less unemployment, with 2.6% of people unemployed compared to 2.9 across the South East and 3.7% nationally. Cherwell has a higher rate than the national average of people in skilled professional occupations, but also has an above average proportion of people completing unskilled manual labour occupations.

Cherwell therefore has fewer people claiming Universal Credit across all population metrics compared to the national average, 2.3% compared to 3.9%. (ONS 2021)

Environment and climate change

Like many Councils, a climate emergency has been declared in Cherwell. As part of this declaration, Cherwell has committed to

- Ensuring our own operations and activities are carbon net zero by 2030
- Do our part to support the district to become carbon net zero

Since 2008-09, our greenhouse gas emissions have reduced by 40% and in 2022-23, we reduced our emissions by a further 3%. The Cherwell District Council Climate Change Action Plan 2023-2024 outlines 17 goals within an Action Plan which support the Council and the wider district's ambitions to become carbon net zero. The action plan includes actions for Council buildings, fleet, staff behaviour and procurement as well as supporting transport, housing and businesses to reduce emissions.

Cherwell Local Plan

The Local Plan sets out the strategic priorities of the district, addressing the homes needed, and provision for other development, supporting infrastructure and social and environmental considerations. It is underpinned by detailed economic, environmental and social evidence. The Local Plan and the Housing Strategy and their associated evidence basis and objectives have synergy.

Cherwell is in the process of developing a new Local Plan. The new Local Plan therefore sets out the overall level of housing development, allocates sites and has a range of specific housing policies.

The draft Plan has three overarching themes

1. Meeting the challenge of climate change and ensuring sustainable development
2. Maintaining and developing a sustainable local economy
3. Building health and sustainable communities

Housing services in Cherwell

Since the 2019-24, the Council itself and the housing department have undergone a number of significant changes in their structure and operation. The last strategy was

written during the reorganisation and termination of the arrangements between Cherwell and South Northamptonshire District Council and the new partnership between Cherwell and Oxfordshire County Council being formed.

As part of these arrangements, the Housing department and service was coupled with Adult Social Care Commissioning and was overseen by an officer that oversaw these two teams. During the lifetime of the previous strategy, these shared arrangements between Oxfordshire County Council and Cherwell District Council also ceased.

Cherwell District Council and its housing functions are therefore now acting as an independent entity, no longer in coupled arrangements with other Council's. The new Housing Strategy is therefore for Cherwell District Council alone and addresses Cherwell specifically.

Conclusion

National policies and legislation provide a changing and sometimes challenging environment for delivering housing service and producing a housing strategy. These changes and challenges can produce new duties and new workstreams. Equally as important as understanding national policy and legislation is the understanding of local socio-economic factors and demographics that are impacting on housing or could have an impact on housing in the future.

Cherwell is a place of relative affluence, economic activity and productivity and low unemployment. Despite this, there are some pockets of significant deprivation and challenge that are reflective in national deprivation figures and are even more pronounced when compared to the surrounding County.

Despite the area being economically active and affluent, there are increasing pressure on housing services and the housing market. Cherwell has relatively high homelessness and rough sleeping figures. The affordability of housing, both rental and sale, are challenging. There is also quite a unique rental market in Cherwell with the split in LHA rates and the differences and acuteness of market pressures within the Cherwell area.

A summary of the national and local contextual factors that have informed the three priority areas within the Housing Strategy are outlined below.

- House price increases and the rental market are making housing increasingly unaffordable within Cherwell
- There is a widening gap between property prices and earnings
- Affordability challenges are likely to have a knock-on effect in the future on those in lower income jobs due to the lack of affordable housing and the wider affordability of housing

- Rising homelessness, rough sleeping and temporary accommodation usage means that there are more households in Cherwell living in poor housing conditions and seeking permanent and suitable housing. Further demonstrating affordability and supply pressures.
- The housing register is growing, showing there is greater demand for social and affordable housing in Cherwell. The largest group of people applying to the register state that they are living in overcrowded conditions. This could be due both to natural growth and children being at home for longer due to the accessibility of the market. The supply of larger properties is an issue, meaning longer waits.
- The growing profile of issues relating to housing standards in the rental sector and proposed legislative changes will put pressure on housing services within the Council
- The growing need to achieve net zero and achieve better environmental outcomes from the built environment will become increasingly important priorities over the lifetime of this strategy.

Delivering the priorities

Priority 1

Prioritise the delivery of homes that people can afford and that are suitable for needs of the community

A shortage of suitable homes to meet a range of needs and incomes can result in higher levels of homelessness, higher levels living in unsustainable housing conditions and increased poverty. It is also in turn linked to a reduction in life chances and opportunities, such as children being unable to move out of home.

Increase the delivery of new homes

The Council has a range of responsibilities in support the delivery of new housing projects. These responsibilities include the preparation of a Local Plan, including the assessment of future needs for homes, the type, size and tenure of housing needed on future residential developments and ensuring sufficient land is allocated for housing.

The Cherwell Local Plan informs that a further 25860 homes are required to be delivered by 2040 to meet projected housing need. This figure does take into account the accommodation of some of Oxford's Unmet Need. Cherwell has delivered on average 1275 new homes per year since 2015. As outlined in the introduction, the housing register has grown by 100% since 2019, suggesting that the housing being delivered in the district is not meeting the needs of everyone.

Cherwell understands that much of the existing and future proposed housing is out of reach of many people within our district. We therefore understand that it is important to increase opportunities for affordable home ownership, particularly for first time buyers, that is close to amenities and transport. At the same time, Cherwell must address the growing demand and pressure of those on lower incomes and who are more vulnerable who rely on social housing and enable the delivery of more affordable housing for rent, particularly social rent, to work to address the supply and demand gap.

The Council has made some positive strides in enabling affordable housing delivery, delivering 618 properties over a 3 year period. However, the Council is aware that there is a lot more work to do to ensure that more housing across tenure is available, particularly at social rent. Over the last 3 years, only 23 of the 618 new properties have been brought forward at social rent, which is our demand tenure through the housing register.

Whilst affordable housing delivered is positive, as alluded to above, the true affordability of affordable housing in Cherwell is of concern. There is a significant disparity between social and affordable rent levels, as affordable rents are available at up to 80% of market rent. As the Oxfordshire rental market and housing market generally is buoyant, the market rent level is out of reach of lower income households. Larger affordable housing rented units should be considered for priority towards social rent given the considerable gap between market, social and affordable rents on larger properties.

The majority of new affordable homes will come on new private developments and we will continue to work proactively with developers to secure the provision of affordable housing through our Local Plan and associated housing delivery engagement and help developers find solutions to viability concerns. We will also work closely with registered providers and developers to align affordable housing proposals to local needs, agree the distribution of tenures and formulate local lettings plans for sites. This will also include a review of our own assets, particularly our stock of supported accommodation, to ensure that we are aligning with the housing needs and priorities of the district.

Whilst we will prioritise social housing for rent to meet the needs of those on low incomes who have more limited housing opportunities. But will enable those who aspire to own their own home by enabling new low cost home ownership opportunities. Whilst providing incentives and support for first time buyers or home buyers generally is a matter for national policy, the Council will continue to enable and support the delivery of shared ownership schemes and First Homes, with a focus on smaller family units.

Addressing the need for adapted dwellings

The Housing Needs and Economic Assessment advises that Cherwell has the higher than average rate of households containing a person with a health problem than the rest of Oxfordshire, with 27.6% of people within this category. Whilst the housing

needs of these groups will be very different, depending on the nature and the severity of their disability, they are also more likely to be homeowners.

The role of this strategy and a priority within therefore is to ensure that future development provides a continued supply of accessible and adapted properties for all tenures that responds to the identified need. Increasing the numbers of properties built to Part M4 (3) of Building Regulations will be encouraged.

New types of housing developments

Cherwell has been at the forefront of delivering growth areas. Over the last two decades, Bicester has been transformed from being a quiet market town into a flourishing new Garden Town. A key area for growth, it has provided a range of desirable and innovative housing developments within well planned communities. None more innovative than the site at Graven Hill, which is the largest self-build site in the Country and one of the largest in Europe.

The Council is working in partnership with a Community Land Trust to provide homes Rural Exception Sites at Hook Norton. These homes provide an affordable housing and private market housing mix to develop 12 Passivhaus homes.

Additionally, through the Council's Build! Team, 270 affordable housing properties were developed between 2013 and 2022. These properties saw underutilised Council assets or other assets from the public estate transformed into housing. Many of these properties were developed using new or innovative methods, including self build/finish at The Orchard, Banbury and Newton Close, Bicester. Both of these sites were offered at Low Cost Home Ownership. In addition, Hope Close Banbury was developed to Passive House Standards, delivering homes built for energy efficiency, comfort and affordability.

Cherwell is committed to continuing to enable innovative ways of developing high quality housing. An emerging method off quickly and cheaply increasing housing development is through off-site modular construction methods. Whilst this method may not be suitable in all situations, the method does offer opportunities to innovatively promote delivery and support carbon reduction and other sustainability objectives. It could also help the Council to alleviate some of its housing pressures, particularly those faced by certain groups.

Best use of existing homes and buildings

Whilst there is understandably a focus on new housing delivery when it comes to supply, the usage of existing stock and buildings is also important to meet the varied housing demands of the district.

Having homes that sit empty when there is such a high demand for housing is a wasted resource. Long term empty homes can also have a detrimental impact on the wider community and feel of a neighbourhood. It is therefore important that the Council works to identify these properties and when identified, dis-incentivises them from being left empty for long periods.

The Council is committed to ensuring the effective use of available social housing stock within the district. It maintains a housing register that enables people to apply for social housing in the local area providing that they meet the eligibility criteria. The Council relies on nominations to Registered Providers to enable applicants on the housing register to access Social Housing, as it does not retain a large stock holding itself.

The Council is required to publish a Housing Allocations Scheme. This sets out how social housing in the district will be allocated, informed by the Housing Act 1996. The Council reviews this Allocations Scheme periodically, most recently in 2024. Within these reviews, the Council considers whether the groups in the greatest need are being prioritised for the available social housing properties within the district in the most appropriate way.

Over recent years, the Council has become aware of a trend of social housing properties also sitting as empty, or void, for long periods. There are a variety of reasons to which could occur, but we are aware that a main cause for this is the cost increases attached to capital investment due to inflation and the amount of capital investment required to bring the home up to modern standards, as many social housing units are now up to and approaching 100 years old. The Council is working with Registered Providers to bring some of these properties back into use through opportunities provided by the Local Authority Housing Fund, and it will continue to endeavour to ensure that all social housing stock within the district is occupied.

We recognise that those offered a secure housing tenancy by a social housing provider should have their security respected. It is also for the individual housing provider, in consultation with the Cherwell District Council Tenancy Policy, to manage their own tenancies within their own frameworks. However, the Council understands that larger social housing properties are often underoccupied, because family dynamics within them change over time. The Council is therefore committed to working with Registered Providers to create mobility within the social housing stock within the district to enable larger properties to be more fully utilised.

Similarly, the Council will act with similar flexibility and in partnership with Registered Providers on its provision of temporary accommodation. The Council will work to secure new partnerships with Registered Providers to increase supply of self-contained temporary accommodation in efforts to meet rising demand and also to reduce long term hotel use.

What the Council will do in the future to tackle these issues

- Work with planning colleagues, developers, Registered Providers and other partners to ensure affordable housing delivery and ensure that the delivery of affordable housing within the district reflects the demands, property types, tenures and sizes that are required.
- Ensuring appropriate challenge to planning viability and challenging developers where they propose to deliver schemes that are not delivering affordable housing in accordance with policy. Increasing the number of properties provided within district at Social Rent, as a proportion of the affordable housing contribution.
- Widen our engagement with Registered Providers, to align our strategic needs and explore new opportunities in partnership. This includes new housing, temporary accommodation and ensuring the most appropriate usage of existing housing.
- Development of a collaborative approach to “right sizing” properties, managing potential under occupancy and providing assistance to move with stock of Registered Providers.
- Review Council assets with a view to delivery of more housing that meets the needs of the district.
- Work with our partner Council's in Oxfordshire to explore wider partnership initiatives, funding and new business opportunities to ensure the development of housing schemes that can meet our collective needs
- Work collectively and use our collective powers to bring more empty properties back into use, considering a new policy approach
- Strive for the new homes provided in district to be as adaptable and accessible as possible, designing in basic accessibility requirements.
- Ensure that the most vulnerable disabled households with the most acute needs are given the best option through the Housing Register and the needs of the customer are collectively understood and addressed
- To continue to promote a wide tenure mix of properties within the district, including continued opportunities for self build, self finish and custom build housing.
- Review our allocations scheme annually to ensure that the housing needs of the district with regard to affordable housing are understood and responded to.

Priority 2

Improving the existing condition of properties within Cherwell. Ensuring high property standards and properties that are fit for the future, working towards net zero.

Everyone has the right to live in a decent home and whilst we want to ensure that we are delivering more new homes in future years, we also want to acknowledge that the majority of residents live in existing homes within the district. In addition, older properties are more likely to be in poorer condition, be less well insulated and be more expensive to heat and maintain.

Ensuring social homes are of high standard and well managed and maintained

The Council has a small stock holding of its own that it retains following a Large Scale Voluntary Transfer of Council owned housing that was concluded in 2004, to what is now Sanctuary Housing. Around 99% of social housing within the district is provided by Registered Providers independently from the Council. There are currently 10,505 social housing properties provided within the district and the majority are owned and managed by Sanctuary Housing as the stock transfer landlord.

The government over recent years has consulted on and implemented a new regulatory framework called the Social Housing (Regulation) Act. This gives the new regulator greater powers and frameworks to scrutinise and enforce housing standards on underperforming landlords. This is aimed at securing better outcomes for residents following well publicised failures by social housing providers, particularly in addressing poor housing conditions.

It is therefore the role of the Regulator to monitor performance of Registered Providers across the Country, and within Cherwell. However, the Council considers the raising of standards of accommodation within the district as important and wants to ensure that properties meet the Decent Homes Standard, and tenants have a good relationship with their landlord. The Council brought forward a Tenants' Charter to underline its commitments to this. We want to ensure through our engagement with Registered Providers that tenants concerns are being responded to and that standards of accommodation are being raised, using our enforcement powers and influence as the Local Authority to bring about these outcomes.

Private Sector Housing

Local Authorities must review housing conditions in their area and identify where action is necessary in accordance with legislation. These action areas include;

- Taking a cross rented tenure enforcement role to housing standards in the rented sector
- Regulating Houses of Multiple Occupation (HMO) with regard to their standards and management
- Investigating empty homes
- Licensing caravan and park home sites
- Regulating the standards of private rented housing, addressing hazards identified through the Housing, Health and Safety Rating System. (HHSRS)

The regulatory requirements for private landlords are also less stringent and codified than social housing providers. There have been plans to bring forward reforms in legislation for the private sector and regulatory standards, but these are not as

advanced at the time of writing as they are for social providers. The reforms proposed included a ban on Section 21 'no fault' evictions, to reduce the number of non-decent private rented sector dwellings and apply the Decent Homes Standard to the private rented sector for the first time and to establish a new ombudsman to oversee the sector. The new ombudsman would seek to resolve disputes between tenants and landlords and also introduce a new registration system for private landlords, giving greater accountability and transparency.

It is therefore unclear what the potential introduction of the Decent Homes Standard for the private rented sector will include and what the affect will be on the oversight and resources required by local authorities in addition to the current responsibilities we have for identifying Category hazards.

The Council has a strong track record of taking a pro-active approach to housing standards and is committed to raising the standards of rented properties within the District.

The Council operates grant schemes to assist both landlords to improve the standard of their properties, benefitting tenants in turn but also help owner occupiers that are on low incomes undertake essential home repairs. Over the last 5 years, 57 properties in the private rented sector have benefitted from our landlord grants and 45 households benefitted from our owner occupier grants.

As well as working to improve properties through grants, we take our statutory role regarding housing standards seriously and use our regulatory tools and powers when necessary. Over the last 5 years, we have issues 40 financial penalties for housing offences totalling £133,657 and have convicted two landlords of illegally evicting their tenants. We have investigated 3380 service requests at private rented homes, serving 859 notices, taking action on 225 Category 1 hazards and 591 Category 2 hazards.

We work closely and communicate with landlords through Landlords Forums and through other mediums to advise landlords of their responsibilities and how legislative changes may affect them. We also work closely with other partners, such as the Fire Service, to ensure that residents properties and converted properties are safe. The Council takes appropriate action against landlords where standards fall below what is expected.

Cherwell also leads the Oxfordshire Housing Standards Forum, which ensures good practice and close working relationships between the other Districts and the City Council are maintained.

As part of our partnership work, we are part of Better Housing Better Health (BHBH). BHBH is a services that supports residents keep warm and improve the energy efficiency of their homes. It provides impartial advice to help improve the energy efficiency of homes with an associated goal of saving residents money.

Following the death of Awaab Ishak in Rochdale, the Council has received a growing number of cross rented tenure concerns about damp and mould within rented property. The Council is committed to continuing to provide help and advice to

tenants and escalating these matters with landlords to ensure they are remedied and actions are coordinated where possible.

Tackling climate change and reducing carbon footprint

The Council is committed and takes its role in tackling climate change seriously. Like many Councils, a climate emergency has been declared and as part of this, have committed to ensuring our operations and activities are carbon net zero by 2030 and ensuring that we do our part in supporting the district to become carbon net zero.

As part of the Oxfordshire Plan 2050 jointly with the other District, City and County Council's, Cherwell is committed to supporting the delivery of new homes, economic development, and associated infrastructure across Oxfordshire, with a vision to confront the climate crisis, build a fair and prosperous economy, foster thriving neighbourhoods and support a green recovery that protects the future of wildlife and the environment.

To promote sustainable construction, Cherwell through the Local Plan has promoted renewable energy, decentralised energy systems, sustainable construction and a general focus on mitigation and adapting to climate change within all new developments. Cherwell has seen successes in developments in and around Bicester, such as Graven Hill and North West Bicester. Requirements have included zero carbon developments, reducing water usage and some properties being commissioned to Passivhaus standards.

The Oxfordshire Energy Statement advises that the pathway to a low carbon future within greenhouse gas emissions projections assumes that by 2030, 4000 existing homes must be renovated every year to reduce energy requirements to 60kWh/m² per year. A retrofitting programme will therefore be required to bring all homes in the County up to a minimum of EPC band C by 2035.

Projects to help in the delivery of this are already underway. BHBH supports residents living in fuel poverty, which is around 1 in 10 residents across the County, to address the immediate issues that they are facing within their homes. Cherwell was also part of a successful joint bid with the other Districts within Oxfordshire and partnered with Oxfordshire County Council to deliver the second phase of the Home Upgrade Grant (HUG2). The HUG2 grant is available to all owner occupiers and private renters living in the worst performing, off gas grid homes.

Enforcement of the Minimum Energy Efficiency Standards (MEES) requires all eligible private rented residential and non-domestic properties to meet a minimum standard of an EPC band E. Over the last 5 years, the Council has proactively investigated 234 potential MEES breaches, issuing 99 notices and 16 financial penalties to landlords with substandard properties.

Rapidly rising costs of energy over recent years has led to an increasing amount of residents in the District facing fuel poverty. Using our existing partnerships, we want to ensure that we help to deliver a coordinated approach to identify households that are living in fuel poverty. We also want to improve our intelligence of the energy

efficiency status of households within the district and to understand where the more energy inefficient homes may be.

Additionally to homes in the private sector, we want to ensure that homes that are socially rented are decarbonising. We will expand our existing Registered Provider engagement to include progress on stock condition and retrofitting programmes to ensure progress on the decarbonisation of the social housing estate managed by Registered Providers.

Additionally, as a Registered Provider itself with a de minimis stock holding, the Council wants to ensure that it is contributing towards decarbonisation of its estate. The Council will undertake a strategic review of its assets to ensure that stock that is retained and used by the Council for housing is achieving its highest potential of energy efficiency. The Council has led the way locally in using innovative construction techniques and delivering greater energy efficiency from properties developed. Some of the properties we own and manage already have air source heat pumps installed, for instance.

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What the Council will do in the future to tackle these issues

- Engage developers in reducing the carbon emissions of new homes and ensuring new homes have a high level of thermal efficiency
- To develop a coordinated approach across the County to better identify households living in fuel poverty and in poor housing conditions
- To more greatly understand the energy performance and efficiency of stock in the private rented sector and the general stock condition of housing in district, including a review of Council owned residential assets
- To more greatly understand and coordinate the response to decarbonisation of social housing, ensuring that decarbonisation initiatives and measures are part of our cross rented tenure landlord engagement
- Provide advice and assistance to the most vulnerable and improve fuel poverty advice, support and signposting to improve the energy efficiency of homes and to provide support for those hardest hit by fuel costs.
- Continually identify, where available, and bid or support wider bids for funds to promote energy efficiency and tackle fuel poverty for private owners and landlords
- To continue to support and promote services such as Better Housing Better Health and HUG2 to ensure continued support for those requiring support keeping warm and well at home
- Continue to ensure that landlords are compliant with the Minimum Energy Efficiency Standards (MEES)
- Using our agreed Tenants' Charter, ensure that the services that are provided to tenants across rented tenure improve, the tenant voice is heard and poor landlord practices are held to account
- To support the implementation of the Social Housing (Regulation) Act and the new potential renters legislation, understanding and utilising the Council's role as a strategic influence and enforcement body
- To continue to evolve our private landlord engagement to ensure that the Council is playing a strategic enabling role and an enforcement role.
- To review the grants offered by the Council to ensure that they are meeting the evolving needs and demands of the private rented sector and to maximise their effectiveness in raising the overall standards of properties within the district as well as promoting greater energy

Priority 3

Promoting health and wellbeing through housing, tackling homelessness, improving support. Helping to create sustainable communities.

Housing is a key part of a person's wellbeing and health. Poor and/or unsuitable housing, homelessness and/or rough sleeping and lack of appropriate support or community infrastructure can have a significant impact on people.

Homelessness and rough sleeping

Preventing and tackling homelessness and rough sleeping requires a partnership response. Cherwell District Council has its own Homelessness and Rough Sleeping Strategy which was published in 2024, in which a full review of homelessness was undertaken in 2023 which informed the strategy and action plan.

The review of homelessness in Cherwell took place as part of delivering this strategy which drew the following conclusions.

1. That the overall trend of homelessness in Cherwell is downward from where it was in 2018-19 in terms of the full picture. However, the amount of homelessness preventions has fallen at a rate that is faster than the other duties.
2. The most prevalent group in of homelessness person is single males, which follows a national trend. Females or couples with children are more common in the Prevention Duty.
3. The service of Section 21 "no fault eviction" notices have become increasingly more prevalent. There has been a significant increase, which could be linked to economic factors and upcoming changes in legislation.
4. Domestic Abuse prevalence is increasing.
5. Friends and family and the breakdown of these relationships and living arrangements is a major contributing factor to homelessness within the district.
6. An offer of social housing is the main way in which our homelessness duties are discharged. The ability of the Council to be able to discharge to the Private Sector has fallen over the last two years.
7. The number of lettings of Social Housing that have been made through the Choice Based Lettings system have fallen and have not recovered to pre COVID levels. This creates additional waiting list pressures making it more difficult to discharge duties to social housing.
8. The supply of one-bedroom units is slowing in favour of a greater number of 2- and 3-bedroom units. This is therefore meeting certain areas of Cherwell

demand regarding homelessness, particularly families with children, the number of single people who are homeless have more limited options through the general housing pathway.

9. There has been a reduction in the lets and availability of the largest properties. Larger properties are also the most difficult to source through the private sector because of affordability issues within Cherwell. If families approach requiring these larger properties, such as 4-bedroom houses, it can be particularly difficult to discharge duties.
10. There is an increasing use of supported accommodation as a way of discharging homeless duties, this suggests the client group is more vulnerable and therefore may be more susceptible to repeat homelessness and rough sleeping.
11. Rough sleeping figures within Cherwell have increased, showing a growing national trend. These are predominantly single men. Since COVID lockdowns ended, there has been a particularly significant increase.
12. Affordability of accommodation is an issue within Cherwell.

The Action Plan is based around the following key priorities

1. Identify the causes of homelessness, facilitating early interventions to ensure a pathway to housing and reducing rough sleeping
2. Ensure that our service is accessible to all; engaging and assisting households who have difficulty receiving our services
3. Deliver long term housing solutions and help sustain tenancies for the most vulnerable, creating resilience
4. Improve access to quality and affordable accommodation across all sectors, for homeless households

Additionally, Cherwell is part of a Countywide partnership to deliver supported accommodation and support services for those at risk of homelessness and rough sleeping and is also part of the Oxfordshire Countywide Homelessness and Rough Sleeping Strategy. This Countywide partnership was brought about principally by the additional funding provided by government and the Rough Sleeping Initiative (RSI) to help meet the government's aim of ending rough sleeping by 2027.

The prevention of homelessness is a key objective of both of these strategies and Cherwell's Homelessness and Rough Sleeping Strategy action plan sets out how we will do this. Homelessness and rough sleeping are a rising national housing issue and the actions focus on working with partners to ensure a strong focus on

intervening early, targeting prevention and key support services and improving access to suitable accommodation.

Temporary accommodation

Linked to homelessness is the rise in usage of temporary accommodation for those facing homelessness. This has increased significantly in Cherwell within 2024 with an increase from around 35-40 households typically accommodated to a rise to around 60-70.

This increase is typical when we compare with other surrounding areas and similar local authorities and we are seeing a rise of single homeless people that are in priority need and therefore requiring temporary accommodation. There is also rising pressure from new cohorts of applicants, such as those fleeing conflict through the various resettlement schemes.

The increase in numbers has meant both increasing times spent in temporary accommodation by applicants but also an increasing number of applicants spending more time in hotel accommodation. The Council is taking steps to address this through by carrying out a review of temporary accommodation with a view to increasing its supply of self-contained temporary accommodation.

Appropriate move on and support options

Once in an accommodation offer as a vulnerable person or household, it is important that support continues to ensure that the tenancy and home is sustained.

Accommodation with support is provided through the Countywide Adult Homeless Pathway. The Council also refers into supported accommodation in the wider region where clients feel able to go, to ensure that they receive the support they need, and they are supported to move on from rough sleeping.

When a client is moving into a home for the first time or they have a significant vulnerability that makes them susceptible to tenancy failure or repeat homelessness, tenancy sustainment is offered or engaged from a variety of providers, including the Council's in house team.

Housing First is a relatively new approach to housing vulnerable people with multiple and complex needs, who are at risk of homelessness. It involves providing a secure home, together with personalise support, to enable people into housing, deliver positive outcomes and prevent street homelessness. Cherwell is committed through the Countywide Alliance partnership to increasing the number of properties for Housing First within the district.

Timely and appropriate move on from supported accommodation into a general needs tenancy remains a challenge that is linked to housing supply. Additionally, the provision of step down or transitioning support from supported to general needs can prove to be a gap in provision.

Domestic Abuse

Domestic Abuse is an issue with increasing prevalence within our communities. Cherwell records the highest rates of domestic abuse cases across the Oxfordshire area. The Domestic Abuse Act 2021 aimed to increase the support and protection for survivors and included new duties for local authorities. Cherwell District Council is part of the Oxfordshire Domestic Abuse Strategy and Countywide commissioning approach to services. The Council has also set up a Domestic Abuse specialist role within the Housing service, to review and improve our service offer and create new partnership opportunities.

Health, wellbeing and housing

As the majority of a person's time is spent within the home, preventing health problems caused by poor housing conditions is important for staying well. The ability to live independently for as long as possible and have access to a home within a quality wider environment and thriving community is important. It is also important to acknowledge that providing the right type of housing is important to easing pressure on the wider health and social care system.

Cherwell's population by age shows that 17.5% of people living in the district are over 65 (2021), which is slightly less but comparable with the Oxfordshire average. It is anticipated that the proportion will increase by 52% by 2040. This will mean many more people will not only be over 65, but may well be over 75 in turn. This shows a growing need to provide homes that are suitable for an older population.

Cherwell remains committed to working with partners to improve the integration of housing, health and social care services, including within the planning and delivery of new housing schemes. Cherwell will continue to maximise and improve the services provided by the grants team through Disabled Facilities Grants and the Home Improvement Agency.

Cherwell works closely with Adult Social Care at Oxfordshire County Council to ensure that the needs of those within the housing pathways and the social care pathways are linked and mutually beneficial partnership outcomes are achieved. Cherwell will support the wider needs of those requiring specialist and supported housing through its housing enabling role where there is an identified need and opportunity.

There is a growing recognition that Extra Care provision should be more greatly enabled rather than a reliance on residential care. This would allow greater independence for individuals and also reduces care costs. Linking to the Specialist Housing provisions within the Local Plan, Cherwell will work closely with Oxfordshire County Council to enable more Extra Care placements within the district but also to enable greater access pathways into this provision, in light of the growing need now and in the future.

The inclusion and integration of different groups within Cherwell is important to a thriving community. Through the wellbeing and resettlement teams, Cherwell actively explores new opportunities for interagency inclusion work and provides grants to

voluntary and community groups whilst help to bring people together and improve their overall quality of life.

Despite the Council not being a significant housing stock holder within the district, the Council does understand the importance of the role of Registered Providers and the positive impact that good quality housing services has on the health and wellbeing of social housing tenants. The Council therefore works closely with Registered Providers to improve and maximise these partnership opportunities. In 2023, the Council also brought in a Tenants' Charter for its own tenants, with a view to influencing other landlords to follow its positive themes of quality homes, help and support and engagement and being responsive.

Further measures relating to housing standards within Cherwell are within Theme 2.

Poverty, inequality and the cost of living

At the time of this strategy being written, the Country faces a cost of living crisis due to a rise in energy, food and other costs which in turn drove inflation throughout 2022 and 2023. As outlined in the context sections, there are factors that make affordability challenging in Cherwell. As a result, a growing number of households in Cherwell have financial and welfare support needs and the likelihood of more people requiring an affordable housing tenure, for instance, is growing. This is a contributory factor in homelessness and rough sleeping rates and a rising waiting list number.

Cherwell also recognises that it has some acute pockets of deprivation within its main population centres, particularly within areas of Banbury.

Cherwell will continue to assist vulnerable households through its role in service provision but also by strengthening local partnerships within its enabling role. This could be by the services offered directly, such as Discretionary Housing Payments (DHP), funded partnerships with local agencies such as Citizens Advice and Faithworks or by tackling specific area based issues, such as through the Brighter Futures partnership project, which focuses on the three most deprived wards within Banbury.

What the Council will do in the future to tackle these issues

- Implement the Action Plan of the Homelessness and Rough Sleeping Strategy, bringing about better prevention of homelessness, and improved accommodation opportunities for those facing homelessness and/or rough sleeping
- Greater understand the needs of the district regarding support needs of applicants and available accommodation, addressing gaps in provision
- Improving pathways into accommodation with support, to ensure that the most vulnerable can sustain their accommodation
- Reviewing pathways out of supported accommodation, to improve timely move on balanced with some continuing support to ensure sustainment of new accommodation
- Ensure commissioned services evolve and develop to respond to the needs and pressures on housing options services
- Strengthen partnerships to ensure that there is appropriate support and provision available to meet increasing demand from those suffering from multiple complex needs and health issues
- Deliver transformed temporary accommodation options, reducing the prevalence of those living in nightly charged hotel accommodation
- Raise awareness of domestic abuse issues, enabling those to access support available
- Ensure our Home Improvement Agency delivers enhanced services and an adaptations service that can best respond to the needs of households to enable them to remain in their homes, where possible and appropriate
- Reviewing our service offers and opportunities to deliver services using new models to engage more positively with vulnerable and hard to reach groups
- Continue to support and explore new partnerships linked to health, financial hardship and housing that could deliver improved outcomes to residents and help them secure and maintain housing.

Delivering and monitoring

The Housing Strategy highlights the priorities for the Council and a high level plan to address and deliver them.

An operations delivery action plan will be developed which will be regularly monitored and reviewed.

An annual report on progress will be presented to the Overview and Scrutiny Committee.

The Council as part of its County wide partnership working within homelessness will also feed in progress made on the operational delivery of the Alliance services into the Health and Wellbeing board.

DRAFT

**Cherwell District Council
Equality and Climate Impact Assessment**

Cherwell District Council Housing Strategy 2025-30

Appendix 2

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Section 1: Summary details

Directorate and Service Area	Wellbeing and Housing – Housing Services
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	Cherwell District Council Housing Strategy 2025-30
Is this a new or existing function or policy?	Revised policy to cover existing service function
Summary of assessment Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).	<p>The Housing Strategy is the overarching policy document that informs housing services within the district and provided by the Council.</p> <p>It covers local and national context issues and how the housing needs required by the district may be met over the coming years. It also outlines some new initiatives and policy direction</p> <p>The Housing Strategy should not affect any group directly in terms of bias or disadvantage. The Strategy looks at factors that affect the provision of housing and outlines approaches to tackle them. However, factors that affect housing could be as a result of potential underlying bias or disadvantage within wider society. Any of these wider factors that may be present are not tackled through this document.</p>
Completed By	Richard Smith
Authorised By	Nicola Riley
Date of Assessment	July 2024

Section 2: Detail of proposal

<p>Context / Background</p> <p>Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.</p>	<p>The previous Housing Strategy covered the period from 2019-2024 and a new housing strategy should be produced every five years. This is to address changes in demand or supply pressures and other contextual factors within that period.</p> <p>The previous strategy therefore addressed and set targets for the context as was in 2018-19 and that could be foreseen in the coming years. There have been significant changes in the period from 2018-19 to today, including COVID 19 and cost of living pressures from high inflation, high interest rates and energy prices. Additionally, the resettlement schemes have widened the groups and cohorts of people that require housing assistance. There have also been changes in legislation or proposed changes that affect the housing services that are provided by the Council.</p> <p>The new strategy therefore acknowledges achievements made in the previous 5 years by the Council but also outlines the new priorities for the coming 5 years.</p>
<p>Proposals</p> <p>Explain the detail of the proposals, including why this has been decided as the best course of action.</p>	<p>The new strategy proposes 3 overarching themes that seek to address the most pressing housing issues identified by the contextual review. These are, broadly;</p> <ul style="list-style-type: none"> • The supply and affordability of housing • Issues relating to Private Sector Housing, including quality of accommodation and net zero • Rising homelessness and the vulnerability of those requiring housing support
<p>Evidence / Intelligence</p> <p>List and explain any data, consultation outcomes, research findings, feedback from service users and stakeholders etc, that supports your proposals and can</p>	<p>A public consultation to gather feedback on the themes outlined within the Housing Strategy and overall aims will be carried out prior to implementation. Stakeholders will have the opportunity to contribute to this consultation.</p> <p>Consultation responses will be considered and further revisions to the Housing Strategy may be made in accordance with the response received.</p>

<p>help to inform the judgements you make about potential impact on different individuals, communities or groups and our ability to deliver our climate commitments.</p>	<p>The data gathered and relied upon for the production of the housing strategy has all come from published documents that are publicly available, such as the Housing and Economic Needs Analysis or are compiled from government data sources, such as the Office for National Statistics. Some market data to illustrate the housing market locally, such as Zoopla, has also been used to allow comparisons.</p>
<p>Alternatives considered / rejected</p> <p>Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.</p>	<p>The following alternative options have been identified and rejected for the reasons as set out below.</p> <p>Option 1: Not bring forward a new Housing Strategy. This is rejected as it is one of the key statutory documents for the Council to produce and review.</p>

Section 3: Impact Assessment - Protected Characteristics

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Analysis of population trends shows that the population is ageing. Older people have different accommodation needs and the housing strategy acknowledges these accordingly	Planning processes ensure appropriate delivery of new housing types and sizes and location	Head of Housing	Annual monitoring
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The housing strategy acknowledged the importance of providing properties that are suitable for people with disabilities and ensuring that certain proportions of properties developed meet disability standards	Planning processes ensure appropriate delivery of new housing types and sizes and location and facilities	Head of Housing	Annual monitoring
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A	N/A	N/A	N/A
Marriage & Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A	N/A	N/A	N/A

Appendix 2

Pregnancy & Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A	N/A	N/A	N/A
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A	N/A	N/A	N/A
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A	N/A	N/A	N/A
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A	N/A	N/A	N/A
Religion or Belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A	N/A	N/A	N/A

Section 3: Impact Assessment - Additional Community Impacts

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Rural communities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Housing Strategy looks at the contextual challenges within Cherwell and provides actions to tackle or develop different service areas. The needs and challenges faced by some communities or cohorts are therefore acknowledged where relevant	None	Head of Housing	N/A
Armed Forces	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	N/A	N/A	N/A
Carers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	N/A	N/A	N/A
Areas of deprivation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Housing Strategy acknowledged the deprivation that is present within certain pockets of the district and acknowledges that the supply and affordability of housing are issues to address through the strategy and associated documents and processes	None	Head of Housing	N/A

Section 3: Impact Assessment - Additional Wider Impacts

Additional Wider Impacts	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Other Council Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A	N/A	N/A	N/A
Providers	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	The housing strategy will inform planning processes and strategic housing comments within about the numbers, types, tenures and characteristics of housing developed within new developments. This will impact social housing providers as they will be the managing agent of some of these properties. Whilst it will have an impact, whether the impact is positive or negative will depend on the provider and their business models.	Annual monitoring	Head of Housing	Annual monitoring

Additional Wider Impacts	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Social Value ¹	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Housing Strategy takes account of the social, economic and environmental needs of the district in relation to housing and outlines the development of new and existing initiatives to help tackle issues and improve the overall outcomes and opportunities for those within district	Annual monitoring	Head of Housing	Annual Monitoring

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

Section 3: Impact Assessment - Climate Change Impacts

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

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

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

Climate change impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Enable carbon emissions reduction at district/county level?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The Housing Strategy has steps for the Council to take towards achieving net zero and improving overall housing quality as one of its key themes and outcomes with the draft strategy.</p> <p>There are therefore strategies within that assist with the Council in achieving net zero.</p>	Annual monitoring	Head of Housing	Annual monitoring

Section 4: Review

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

Review Date	Annual
Person Responsible for Review	Head of Housing
Authorised By	Assistant Director – Wellbeing and Housing

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This report is public	
Money Advice Contract	
Committee	Executive
Date of Committee	9 September 2024
Portfolio Holder presenting the report	Portfolio Holder for Housing, Councillor Chris Pruden
Date Portfolio Holder agreed report	9 August 2024
Report of	Assistant Director Wellbeing and Housing – Nicola Riley

Purpose of report

To propose an extension in the current Money Advice contract with Citizens Advice.

1. Recommendations

The Executive resolves:

- 1.1 To approve the extension of the existing money advice contract by one year, until January 2026.
- 1.2 To bring a further report to Executive within six months to consider options beyond 2026, to allow sufficient time to procure such a contract, if necessary.

2. Executive Summary

- 2.1 The Council commissioned Citizens Advice to provide money advice services to Cherwell residents on its behalf in 2022. The contract length was for 2 years with optional extension. The report requests a decision to extend for a further year. The annual contract value exceeds officer delegations, and thus an Executive decision is required.

Implications & Impact Assessments

Implications	Commentary
Finance	The cost of the contract is within the operating budget of the service. Kelly Wheeler, Finance Business Partner, 16 July 2024
Legal	The one year extension proposed is within the terms of the existing contract, and therefore there are no procurement risks to the extension. The Council will need to consider its ongoing need

	for this service in good time to allow a lawful procurement process to run Shahin Ismail, Interim Head of Legal Services, 17 July 2024			
Risk Management	There is no risk arising directly from this report. Any arising risks will be managed through the service operational risk frameworks and escalated as and when necessary. Celia Prado-Teeling, Performance Team Leader, 18 July 2024			
Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact	x			The proposal aims to have a positive impact on residents across the district, specially those within our most deprived communities. Celia Prado-Teeling, Performance Team Leader, 18 July 2024
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	x			
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	x			
Climate & Environmental Impact		x		Not applicable
ICT & Digital Impact		x		Not applicable
Data Impact		x		Not applicable
Procurement & subsidy		x		Not applicable
Council Priorities	Housing that meets your needs			
Human Resources	Not applicable			
Property	Not applicable			
Consultation & Engagement	None			

Supporting Information

3. Background

- 3.1 The Council commenced the current money advice service in 2022 and Citizens Advice (now West Northamptonshire and Cherwell) were successful in securing the contract. The service provides independent advice and assistance in resolving issues related to finances that customers have. At the time of the commencement of the contract, many of these challenges were addressing the rising cost of living.
- 3.2 The contract aimed to provide a free, comprehensive money advice and support service to all residents of Cherwell who need it. The financial assistance provided could include
- Benefit changes
 - Spare room subsidy
 - Council tax arrears
 - Housing issues relating to affordability
 - Rent and mortgage arrears
 - Loss of employment
 - Cost of living payments and grants
- 3.3 The service is well used. In 23-24, 3659 cases were dealt with by the service. The primary users of the service are those requiring benefit, universal credit and tax credit advice.
- 3.4 The service also plays a role in the prevention of homelessness, with around 100 clients a quarter typically accessing the money advice service for assistance with housing costs that could lead to homelessness, such as rent arrears.
- 3.5 The service is accessed predominantly remotely but there is a drop-in service at hubs. The service is available district wide, however around 40% of service users are from some of the most deprived areas within Banbury (Cross & Neithrop, Grimsbury & Hightown, Hardwick and Ruscote)

4. Details

- 4.1 The contract period is from January 2023 until January 2025. There are extension options within the contract.
- 4.2 It is proposed to extend for a further 1 year until January 2026. The service is well used and issues that surround the affordability of accommodation due to inflation, interest rates and rising rents in the private sector are still of concern. Issues relating to the affordability of accommodation are particularly acute across Oxfordshire, including Cherwell.
- 4.3 The Council is experiencing increased demand for its homelessness services. Therefore, an additional agency to assist with some of the main causes of

homelessness, such as affordability of housing and arrears, assists wider Council services.

- 4.4 The current contract value is £300,000. £150,000 per year. Therefore, a further year of continued service would be £150,000. This amount is above officer delegation in accordance with the Council's constitution.
- 4.5 Following expiry of the current contract, the Council will review the provision. A review will focus on demand drivers for the service and how customer needs may best be met in the future. As per the recommendations, if a further contract is considered the best approach, a further report will be presented to the Executive.

5. Alternative Options and Reasons for Rejection

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

Option 1: To end the Money Advice Contract at the end of the contract period (January 2025)

This is an option in accordance with the contract end date. The option is rejected due to the continued cost of living issues being faced by clients and high demand for the money advice and related Council services.

Option 2: To extend the Money Advice Contract by 2 years (until January 2027)

This option is within the scope of the current contract. This option is rejected to ensure that a re-procurement exercise and/or a review of the current provision can take place sooner.

Option 3: To extend the Money Advice Contract by less than 1 year

There is scope to extend for less than two years, and the minimum term of extension is not defined within the contract. Within the contract is an annual cost of services, so a new contract could be required to make this adjustment and therefore we cannot extend the existing contract due to terms within it changing. Extending by a period of one year will also give more time to review and procure a future service, if necessary. This option is rejected

6. Conclusion and Reasons for Recommendations

- 6.1 The money advice service is well used and is used by residents facing financial hardship, who may not be able to access other forms of financial advice and support. It is therefore recommended that it is continued for a further year considering the current contextual factors affecting households and household budgets.

Decision Information

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

Document Information

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

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This report is public	
CCTV Thames Valley Project	
Committee	Executive
Date of Committee	9 September 2024
Portfolio Holder presenting the report	Portfolio Holder for Safer Communities, Councillor Rob Parkinson
Date Portfolio Holder agreed report	30 July 2024
Report of	Head of Regulatory Services and Community Safety, Tim Hughes

Purpose of report

To seek approval to join the Thames Valley CCTV partnership, with an associated transfer of CCTV assets and operational responsibility to Thames Valley Police under a 'single owner' model; and moving monitoring arrangements to a shared Oxfordshire hub.

1. Recommendations

The Executive resolves:

- 1.1 To agree to join the Thames Valley CCTV partnership, with an associated transfer of CCTV assets and operational responsibility to Thames Valley Police under a 'single owner' model; and moving monitoring arrangements to a shared Oxfordshire hub.
- 1.2 To recommend approving the capital funding of up to £250,000 in order to upgrade the public open space CCTV network and cameras to meet the necessary threshold to be included in the OPCC Thames Valley CCTV project.
- 1.3 To delegate authority to the Assistant Director - Law, Governance and Monitoring Officer, in consultation with the Leader of the Council, to execute the formal agreements needed to join the Thames Valley Police CCTV Partnership.

2. Executive Summary

- 2.1 This report recommends the Council joins the Thames Valley CCTV partnership, with an associated transfer of CCTV assets and operational responsibility to Thames Valley Police under a 'single owner' model; and moving monitoring arrangements to a shared Oxfordshire hub. It further recommends upgrading the public open space CCTV network and cameras to meet the necessary threshold to be included in the OPCC Thames Valley CCTV project. This reflects the recognition that to be considered to be in a position to be included in the partnership that respective LA partners must ensure the network and cameras in their infrastructure is of a minimum standard so as to not adversely affect the viability of the project.

Implications & Impact Assessments

Implications	Commentary			
Finance	<p>The proposals in this report will require capital to bring up to specification the existing network infrastructure that exists in Cherwell.</p> <p>Accepting that joining the Thames Valley Police CCTV Partnership is subject to formal approval and signed agreements, the revenue expenditure for the single owner model, combined with a new local funding formula which is fair and transparent, suggests an annual revenue saving in the region of £10,000 could be achieved. This will be offset by the costs of borrowing for the scheme and Minimum Revenue Provision over the life of the assets which is estimated at c£47k. Therefore, actual revenue savings are not expected for some years.</p> <p>Joining the Thames Valley Police CCTV Partnership and achieving this revenue saving is contingent on transferring digital control room equipment and new HD digital cameras. In addition to this TVP have committed that future capital expenditure will be met by them under the new arrangements. So, whilst a significant capital expenditure is required initially it will reduce the Council's future liabilities for future capital expenditure when the network and cameras need upgrading and /or replacement.</p> <p>Rachel Ainsworth, Finance Business Partner, 30 July 2024</p>			
Legal	<p>Joining the Thames Valley Police CCTV Partnership, with the associated transfer of assets and future liabilities from this Council to Thames Valley Police will be executed through a formal agreement, subject to approval by Executive.</p> <p>Shahin Ismail, Interim Head of Legal Services. 30 July 2024</p>			
Risk Management	<p>Failure to take steps to being part of the wider Thames Valley CCTV project would mean that there would be additional challenges to operating and maintaining the existing CCTV network. The system is in need of investment and failure to make the necessary investment may result in the CCTV network becoming defunct. Having no public open space CCTV means our duties under Section 17 of the Crime and Disorder Act 1998 may not be met and could also lead to an increase in crime or fear of it. This proposal mitigates these risks, their monitoring and management is done through the service operational risk register and will be escalated to the Leadership Risk Register as and when deemed necessary.</p> <p>Celia Prado-Teeling, Performance Team Leader, 30 July 2024</p>			
Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact				There is no impact from an equalities impact perspective as it the proposals relate to the operational management of the existing CCTV

				network and how it will be managed, monitored and maintained in future.
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		x		There are no specific implications arising from the report that will impact on equality.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		x		The report raises no specific implications for any particular group or individual.
Climate & Environmental Impact				N/A
ICT & Digital Impact				N/A
Data Impact				N/A
Procurement & subsidy				N/A
Council Priorities	All			
Human Resources	N/A			
Property	N/A			
Consultation & Engagement	Engagement with Thames Valley Police, Office of the Police and Crime Commissioner and the other Oxfordshire districts.			

Supporting Information

3. Background

- 3.1 Cherwell District Council (CDC) owns and operates a public open space Closed Circuit Television (CCTV) system in the district, consisting of 63 cameras.
- 3.2 The system is monitored by civilian staff employed by Thames Valley Police (TVP) to whom CDC make a financial contribution towards meeting this cost. Within Oxfordshire, monitoring control rooms are located in Banbury, Oxford City, Witney and Abingdon.

- 3.3 Under the current operating model, the Council retains direct responsibility for the public open space CCTV system and its ongoing maintenance. In April 2022, the Thames Valley Police and Crime Commissioner tabled a report to the Police and Crime Panel outlining a new vision for CCTV. This vision recognised that CCTV exists primarily for the benefit of policing and the wider interests of community safety. Therefore, it is right that policing shoulders the lion share of the responsibility for providing the capability, under a ‘single owner’ model. This single owner model will help to consolidate technology, drive savings through economies of scale, improve integration with police systems and provide increased resilience.
- 3.4 There has been recognition for some time of the value for a shared Oxfordshire hub control room. Sharing will improve the efficiency and effectiveness of the monitoring – with more ‘real time’ monitoring, no lone working, capital investment from TVP and resilience from fail over to another hub with the same monitoring equipment elsewhere within the Thames Valley Police geographic area.
- 3.5 Progress towards a shared hub has been hampered by numerous reasons, but since an Oxfordshire CCTV partnership board was established in 2022 and TVP Operations Manager to gain greater traction, the point has now been reached whereby an Oxfordshire monitoring control room, located in Abingdon, is proposed.
- 3.6 This would form part of a Thames Valley Police CCTV partnership, the first phase of which saw the transfer of ownership of CCTV from Milton Keynes City Council and Slough Borough Council to Thames Valley Police. The Abingdon CCTV command suite will be the second phase of the partnership and will bring all current cameras from the Banbury, Witney, and St Aldates control rooms into Abingdon. The suite would be open 7 days a week, with extended opening hours where appropriate e.g. Thursday to Sunday.
- 3.7 In terms of governance, a Board will be put in place to govern the Thames Valley CCTV Partnership, chaired by the Police Crime Commissioner and with attendance from both Thames Valley Police and all partner local authorities.

4. Details

- 4.1 Joining this partnership arrangement will require ongoing contributions from all partners and based on a partnership funding formula, with 50% of the total partnership costs being met by TVP and the other 50% met by the local authorities (LAs). Of the 50% met by LAs, relative contributions will be arrived at by considering the percentage of the total cameras between each LA and the Community Safety Partnership Funding Formula between each LA.

Formula Percentages		
Location	% of Cameras	CSP %
Slough	29%	16%
Milton Keynes	13%	27%
Oxford City	12%	15%
South Oxfordshire	12%	10%

Vale of The White Horse	6%	11%
Cherwell	16%	13%
West Oxfordshire	12%	8%
Total	100%	100%

- 4.2. Under this ‘single owner’ model, all our CCTV assets will be transferred to Thames Valley Police, and they will assume full operational responsibility for maintaining the assets and associated costs, such as:
- Staffing the shared monitoring hub
 - Maintenance contract for cameras and control room equipment
 - Hardware repairs and replacement – cameras, network infrastructure, control room equipment
 - Software licensing and updates to the video management system
- 4.3. Joining the Thames Valley Police CCTV partnership is contingent on transferring in high quality assets; hence the Council’s inclusion in the proposed project is contingent upon the necessary upgrade to the network and existing camera being upgraded to HD digital.
- 4.4. By its nature, public space CCTV cameras are used to solve public space issues, which provide safety and reassurance to the public. Therefore, any partner can request an increase in public space CCTV cameras. This would require agreement at the Thames Valley CCTV Partnership Board in which local feedback and crime statistics would be considered. The requestor of the CCTV camera will bear the capital cost of camera and installation and then be included within the LA’s overall total number of cameras, with an associated uplift in LA contribution as per the funding formula described at 4.1.
- 4.5. This Council would retain responsibility for columns and assets on which the cameras are mounted, electricity to the cameras and any existing rented fibre costs – noting that the upgrade to HD digital will reduce these costs by using wireless transmission, where possible.
- 4.6. Based on figures supplied by the Police and Crime Commissioner for Thames Valley the new future contribution arrangements for this Council are projected as:

	2025-26	2026-27	2027-28
TVP CCTV partnership contribution	74,798	76,904	78,946

- 4.7. This revenue expenditure is broadly in line with what is currently committed in CCTV budget £76,558 for 2024/25. It is expected that an annual revenue budget saving of approx. £10k would be realised as a result of the current repair and maintenance budget no longer being required as these costs will be met via the contribution shown above.

5. Alternative Options and Reasons for Rejection

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

Option 1: Executive could choose to cease provision of this discretionary service, however the case for continued provision of public space CCTV is clear. It assists the Council in meeting its duties under the Crime and Disorder Act 1998 and clearly has a role in the detection and prevention of crime.

Option 2: To retain the system as it currently is. The Thames Valley CCTV Partnership will go ahead without CDC - meaning there is real risk of the CCTV system in Cherwell becoming obsolete. If the existing CCTV system were to be retained, then there would still be a significant need for investment to bring the infrastructure up to a minimum standard to allow for its continued operation. The costs would be comparable to the £250,000 capital investment highlighted in the preferred option, although could be profiled over a long roll out period. The responsibility for long term resilience of CCTV monitoring would fall to CDC.

This has been rejected as it is likely to lead to an obsolete CCTV system and means the Council would be excluded from obtaining the benefits from being part of the Partnership.

6 Conclusion and Reasons for Recommendations

- 6.1 The benefits to formally joining the Thames Valley CCTV partnership are clear. The proposed changes of the project bring increased resilience, reduce the operational burden on CDC and ensure that the CCTV network is upgraded ensuring a sustainable system able to exploit technological advances.

Decision Information

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

Document Information

Appendices	
Appendix 1	None
Background Papers	None

Reference Papers	None
Report Author	Tim Hughes, Head of Regulatory Services and Community Safety
Report Author contact details	Tim.hughes@cherwell-dc.gov.uk Tel: 01295 221686

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This report is public	
Performance, Risk and Finance Monitoring Report Quarter 1 2024 – 2025	
Committee	Executive
Date of Committee	9 September 2024
Portfolio Holder presenting the report	Portfolio holder for Finance, Property and Regeneration, Councillor Lesley Mclean / Portfolio Holder for Corporate Services, Councillor Chris Brant
Date Portfolio Holder agreed report	20 August 2024
Report of	Assistant Director of Finance (S151 Officer), Michael Furness / Assistant Director – Customer Focus, Shona Ware

Purpose of report

To report to Executive the council’s performance, risk, and financial positions at the end of Quarter 1 2024-25.

1. Recommendations

The Executive resolves:

- 1.1 To consider and note the contents of the council’s performance, risk and finance Quarter 1 report.
- 1.2 To approve the use of reserve requests held within Appendix 5.
- 1.3 To approve the reprofiling of capital projects beyond 2024/25 held within Appendix 1 and the subsequent update to the programme budget for this financial year.
- 1.4 To note the virement of between capital schemes agreed under officer delegation: £0.045m from ‘Banbury Health Centre’ to ‘Community Centre – Works’.
- 1.4 To approve the use of S106 funding amounting to £0.560m to deliver more self-contained units of temporary accommodation within Cherwell in partnership with South Oxfordshire Housing Association.

2. Executive Summary

2.1 This report is split into three sections:

- Finance
- Performance
- Risk

- 2.2 The Finance section presents the financial position as of the end of Quarter 1 2024-25.
- 2.3 The Performance section sets out how the council has performed against its priorities for 2024-25, which are set out in its Outcomes Framework.
- 2.4 The Risk section highlights the current risks within the council's Leadership Risk Register, reflecting the final position for Quarter 1 2024-25.

Implications	Commentary			
Finance	Financial and Resource implications are detailed within sections 4.1 and 4.2 of this report. The reserves policy requires Executive to agree transfers to and from earmarked reserves and general balances during the financial year. Michael Furness, Assistant Director – Finance, 12 August 2024			
Legal	There are no legal implications arising directly from this report. Shahin Ismail, Interim Head of Legal Services, 12 August 2024			
Risk Management	This report contains a full update with regards to the council's risk position at the end of Quarter 1 2024-25. Celia Prado-Teeling, Performance Team Leader, 29 July 2024			
Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact		X		There are no direct equalities and inclusion implications as a consequence of this report. The report includes a summary on our performance against the Equalities, Diversity, and Inclusion Action plans during Quarter 1 2024-25 Celia Prado-Teeling, Performance Team Leader, 29 July 2024
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		

B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		
Climate & Environmental Impact		x		N/A
ICT & Digital Impact		x		N/A
Data Impact		x		N/A
Procurement & subsidy		x		N/A
Council Priorities	This report links to all council's priorities, as it summarises our progress against them during Quarter 1 2024-25			
Human Resources	N/A			
Property	N/A			
Consultation & Engagement	N/A			

Supporting Information

3. Background

- 3.1 The council actively and regularly monitors its performance, risk, and financial positions to ensure it can deliver its corporate priorities and respond effectively to emerging issues.
- 3.2 This monitoring takes place at least monthly for the finance element and quarterly for performance and risk, so the council can identify potential issues at the earliest opportunity and put measures in place to mitigate them.
- 3.3 These updates are consolidated into a single report given the implications and interdependencies between them, and this is the summary for the end of Quarter 1 2024-25. Please note that this report covers two administrations (before and post-election period), as such the financial element is currently under review by the new administration.

4. Details

4.1 Finance Update

The council's forecast outturn position for 2024/2025 is an overspend of £0.312m. The forecast overspend is due to pressures within certain services and further details can be found in Appendix 2. In line with the principles outlined in the Chief Finance Officer's Section 25 statement that accompanied the 2024/25 budget report, services that are forecasting an overspend are actively looking for solutions to mitigate this. Furthermore, services that are forecasting to operate within their budget are also looking for ways that they could reduce their net expenditure position. This will be supplemented by the Transformation Programme currently underway at the council. Where suitable proposals are identified that can be implemented before the start of the 2025/26 the council will consider this. As such the council is looking to manage the budget in a corporate way that minimises any impact on service provision.

Table 1: Forecast Year End Position

Forecast Outturn - June 2024	Original Budget	Current Budget	June Forecast Outturn	June Variance (Under) / Over	% Variance to current budget	May Variance (Under) / Over	Change since Previous (better) / worse	
	£m	£m	£m	£m	%	£m	£m	
Chief Executive	5.337	5.379	5.349	(0.030)	-0.6%	0.025	(0.055)	Green
Resources	4.382	4.422	4.651	0.229	5.2%	0.048	0.181	Red
Communities	8.996	8.996	9.096	0.100	1.1%	0.000	0.100	Red
Subtotal Directorates	18.715	18.797	19.096	0.299	5.7%	0.073	0.226	Red
Executive Matters	4.293	4.293	4.306	0.013	-0.3%	0.000	0.013	Red
Policy Contingency	3.979	3.897	3.897	0.000	0.0%	0.000	0.000	Green
Total	26.987	26.987	27.299	0.312	1.2%	0.073	0.239	Red
FUNDING	(26.987)	(26.987)	(26.987)	0.000	0.0%	0.000	0.000	Green
(Surplus)/Deficit	0.000	0.000	0.312	0.312		0.073	0.239	Red

Note: A positive variance is an overspend or a reduction in forecast income and a (negative) is an underspend or extra income received. Green represents an underspend and red represents a overspend for the outturn position.

Table 2: Analysis of Variance – June 2024

Breakdown of current month forecast	June 2024 Forecast	Base Budget Over/ (Under)	Savings Non-Delivery
	£m	£m	£m
Chief Executive	(0.030)	(0.120)	0.090
Resources	0.229	0.229	0.000
Communities	0.100	0.034	0.066

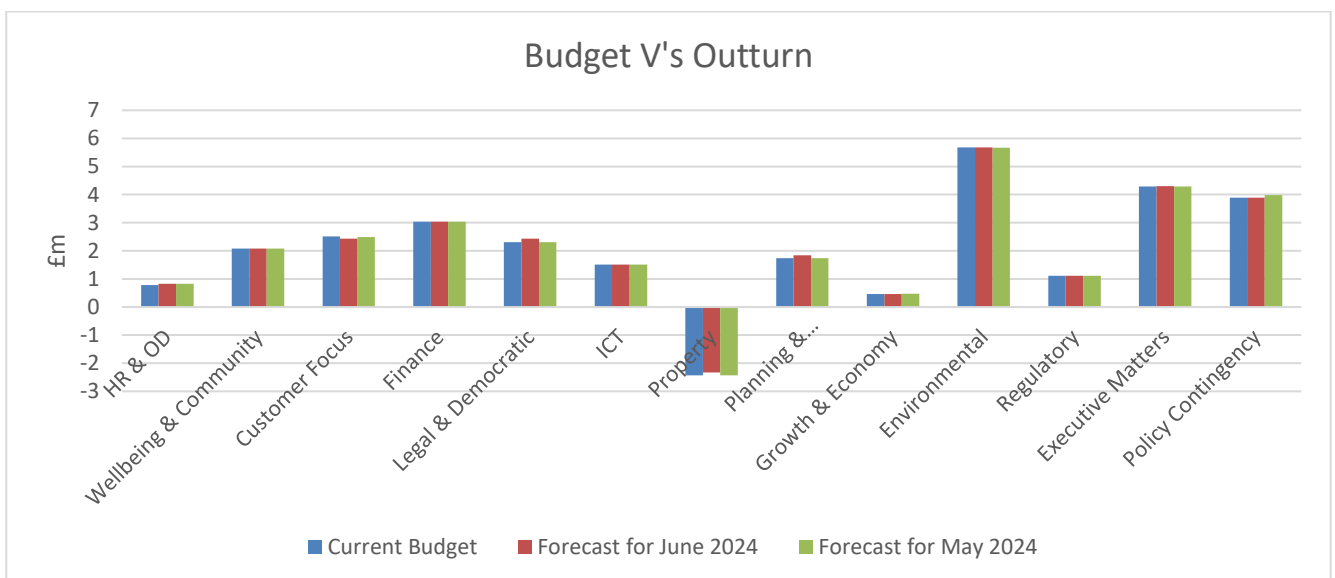
Subtotal Directorates	0.299	0.143	0.156
Executive Matters	0.013	0.013	0.000
Policy Contingency	0.000	0.000	0.000
Total	0.312	0.156	0.156

FUNDING	0.000	0.000	0.000
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(Surplus)/Deficit	0.312	0.156	0.156
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Table 3: Budget compared with Forecast

The graph below shows the Budget compared with the forecast to the end of the financial year.



Top Major Variances:

Service	Current Budget	Variance	% Variance
Legal, Democratic, Elections & Procurement	2.305	0.129	5.6%
Planning & Development	1.738	0.100	5.8%
Property	(2.432)	0.100	-4.1%
Total	1.611	0.329	

Legal, Democratic, Elections & Procurement – Overspend £0.129m (May 2024 variance £0.048m)

Professional support obtained through use of locum lawyers and other professional staff makes up the bulk of the overspend. The Monitoring Officer is responsible for securing appropriate and suitable legal advice, investigating and reporting on anything the Council

does that has the potential to be an illegal action or investigating and reporting on any action that might count as maladministration. However, the service recognises that it needs to operate within its budget, it has been actively trying to recruit to permanent positions together with demand management measures.

Planning & Development – Overspend £0.100m (May 2024 variance £0.000m)

Planning and Development is forecasting an overall overspend of £0.100m. The forecast for pre-application income has fallen and there are higher staffing costs (agency & consultancy). This is partly offset by income from Planning Performance Agreements and Building Control being higher than expected.

Property – Overspend £0.100m (May 2024 Variance overspend £0.000m)

The £0.100m overspend has occurred due to void costs of holding vacant units. Some units are under offer and lettings are expected to complete soon. This will have the impact of reducing the overspend as the financial year progresses.

Policy Contingency

The council has to fund the costs of a planning appeal that it lost for c£0.5m. These costs are expected to be able to be met from within policy contingency budgets available to the council.

Reserves

Allocations to and from reserves are made according to the Reserves Policy. Table 5 below summarises the movements which have been requested in June 2024, further detail is provided in Appendix 5.

Table 4: Earmarked Reserves:

Reserves	Balance 1 April 2024	Original Budgeted use/ (contribution)	Changes agreed since budget setting	Changes proposed June 2024	Balance 31 March 2025
	£m	£m	£m	£m	£m
General Balance	(6.153)	0.000	0.000	0.000	(6.153)
Earmarked	(28.325)	(0.776)	0.172	0.000	(28.929)
Ringfenced Grant	(2.552)	0.898	0.009	0.342	(1.303)
Subtotal Revenue	(37.030)	0.122	0.181	0.342	(36.385)
Capital	(6.293)	3.250	0.000	0.000	(3.043)
Total	(43.323)	3.372	0.181	0.342	(39.428)

*The Reserves Policy sets out Executive are only required to approve uses of Capital Reserves, not contributions.

Please see appendix 5 for reserve requests.

4.2 Capital

There is an in-year underspend of (£4.757m), of which £0.739m is to be reprofiled into future years.

Directorate	Budget £m	Forecast Spend 24/25 £m	Re-profiled beyond 2024/25 £m	Variance to Budget £m	Prior Month Variance to Budget £m
Chief Executives	6.957	6.519	0.000	(0.438)	(1.250)
Resources	10.204	9.959	0.000	(0.245)	(0.245)
Communities	8.057	3.983	0.739	(3.335)	0.000
Total	25.218	20.461	0.739	(4.018)	(1.495)

For further detail please view Appendix 1.

Table 5: How the Capital Programme is financed

Financing	24/25 Budget £m	Future Years £m	Total
Borrowing	16.839	8.254	25.093
Capital Grants	0.425	5.250	5.675
Capital Receipts	6.143	4.956	11.099
S106 Receipts	1.811	3.082	4.893
	25.218	21.542	46.760

Table 6: Total Capital Project Outturn

Directorate	Budget £m	Total Forecast 2024/25 £m	Variance to Budget £m	Prior Month Variance to Budget £m
Chief Executives	15.536	15.098	(0.438)	(1.250)
Resources	14.671	14.426	(0.245)	(0.245)
Communities	16.553	16.553	0.000	0.000
Total	46.760	46.077	(0.683)	(1.495)

Table 7: Top in-year variances: -

Code	Top In-Year Variances	Budget Total £'000	Reprofile to 24/25 £'000	% of in year Budget Variance
40286	Transforming Market Square Bicester	4.235	4.055	95.75%
40062	East West Railways	0.049	0.019	39.15%
		4.283	4.074	

40286 – Transforming Market Square Bicester - Market Square study to be completed in 2024/25, with approvals and procurement of contractor completed by early Q1 2025/26 and works implemented over Financial year's 2025/26 and 2026/27.

40062 – East West Railways – 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. The Digital Enhancement Project is a small element of CDC's commitment, involving the transfer of funds in four stages to reflect Network Rail's delivery of the digital infrastructure. The fourth invoice of £26,500 is expected to be received by the end of Q1 2024/25, dependent upon practical progress.

4.3 Performance Summary

- 4.4 The council is performing well against its Quarter 1 objectives, which consist of 27 Business Plan Measures 16 Annual Delivery Plan actions, and 26 Equalities Diversity and Inclusion Action Plan activities.
- 4.5 Of the 57 measures with targets for Quarter 1, the majority were on track or within the agreed tolerance, six were slightly behind target and just one behind target.

4.6 Business Plan Measures

- 4.7 Of the 16 business plan measures with set targets, 13 were either achieved or within the agreed tolerance, two were slightly behind target, and one behind target:

“Number of Homeless Households living in Temporary Accommodation”

There were 68 households living in temporary accommodation against the maximum target of 45.

Temporary Accommodation usage has increased steadily in Q4 23-24 and in Quarter 1 of 2024-25, to 68. The number of new placements is now more comparable to the numbers moving out into other housing options, such as permanent accommodation offers, therefore the increase has shown signs of slowing. Increasing temporary accommodation usage reflects national trends of increases being seen due to rising demand and an increase of vulnerable people requiring temporary accommodation in turn.

“Percentage of Major Applications overturned at appeal”

18.8% of major applications were overturned on appeal against a target of 10% for Quarter 1.

There has been an increase in the number of appeals this year in comparison to previous years, which has resulted in more appeals allowed. The team is reviewing the situation, seeking to ensure that the recommendations provided are up to the highest standard, providing guidance and advice to the planning committee members to ensure they are fully informed when determining applications at planning committee.

“Percentage of Building Control full plans assessed within 5 weeks (or longer with applicant's agreement)”

92.3% of building control full plans were assessed within 5 weeks, or longer as per previous agreement with the applicant, against a target of 95% for Quarter 1.

There has been an increase in the number of applications received - our market share is currently 73% compared with 63% in 2023/24. Our target of 95% has therefore not been reached, please note that where there have been delays, the team is always diligent in contacting the applicant to explain why and agree a response date.

- 4.8 There are also 11 measures that the council monitors to be able to identify any emerging trends that might require early intervention from us or partners. There are no targets for these measures as they are dependent on external factors. During Quarter 1 no particular trends were observed.

Please note some of the graphs included with these measures would not include previous year comparison due to the metrics being new.

See Appendix 6 for the full list of targeted and monitoring measures.

4.9 Annual Delivery Plan Priorities

- 4.10 All Annual Delivery plan milestones set for Quarter 1 (15) were achieved or within the agreed tolerance.

Please note the appendix shows the priority outdented and underneath the quarterly milestones from Quarter 1 to Quarter 4, the status for each milestone will be RAG (Red, Amber, Green) rated to show the status per quarter. If activity starts ahead of time, this will also be RAG rated and will have commentary.

See Appendix 7 for Quarter 1 updates on the Annual delivery plan.

4.11 Equalities, Diversity, and Inclusion Action plans

- 4.12 Of the 26 actions, 22 were achieved or within the agreed tolerance, and four were reported slightly behind scheduled, as follows:

“Work with partners to promote an ethnically diverse representation at our voluntary sector forum”

Reported slightly behind schedule during Quarter 1.

Plans are being made for invitations to the voluntary sector forum to be widened in an effort to hold a more representative event.

“Collaborate with partner organisations to involve young people in volunteering activities and engage with them to undertake active participation in their local communities”

Reported slightly behind schedule during Quarter 1.

Initial discussions with some of our partners has highlighted the costs and challenges

associated with young people undertaking volunteering activities, the next step will be to explore how these challenges can be best supported, with input from schools.

“Raise awareness of the role of councillors and routes to be becoming a councillor targeted at underrepresented group”

Reported slightly behind schedule during Quarter 1.

During Q1 training has been delivered to new members, however specific work to raise awareness across Members has been delayed due to general elections during this period.

“Implement the recommendations proposed by the strategic review of partnerships”

Reported slightly behind schedule during Quarter 1.

The review recommended that Equality, Diversity and Inclusion actions to be incorporated into Terms of reference and service level agreements where Cherwell District Council was the lead organisation, changes will be added accordingly.

See Appendix 8 for Quarter 1 updates on Equalities, Diversity, and Inclusion Action plans.

4.13 Risk Update

- 4.14 The Council maintains a Leadership Risk Register, which contains Strategic risks that could be significant in size and duration and could potentially impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities. The Leadership Risk Register is reviewed quarterly by the Corporate Leadership Team; however, this is a live document that gets updated as and when required.
- 4.15 Please note risks deemed as high (L01) and medium (L03, L07, L08, L11 and L14) present higher scores, mostly due to the magnitude of the impact these events could have for the organisation, mitigating actions are in place across all of them to reduce the potential severity of the impact, and controls are established to prevent the probability of the risk event happening. The full Leadership Risk Register, including controls and mitigating actions. is attached in Appendix 9.

The overall position as of the end of Quarter 1 of all Leadership risks is as follows:

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

Alternative Options and Reasons for Rejection

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

Option 1: This report summarises the council's financial position up to the end of Quarter 1 2024-2025, therefore there are no alternative options to consider. Regarding the recommendations to approve changes in use of reserves, reprofiling of capital projects and use of S106 funding, members could choose not to reject these requests, however, the requests are in accordance with the councils' policies and within existing budgets. If members chose not to approve the changes, resource would need to be found for these projects separately.

6. Conclusion and Reasons for Recommendations

6.1 To note the contents of the report and approve:

- The reprofiling of capital projects beyond 2024/25 held within appendix 1 and the subsequent update to the programme budget for this financial year.
- The use of S106 funding amounting to £0.560m to deliver more self-contained units of temporary accommodation within Cherwell in partnership with South Oxfordshire Housing Association.

Decision Information

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

Document Information

Appendices	
Appendix 1	Capital June 2024
Appendix 2	Detailed Revenue Narrative on Outturn June 2024
Appendix 3	Virements June 2024
Appendix 4	Funding June 2024
Appendix 5	Use of reserves and grant funding June 2024.
Appendix 6	Business Plan & Monitoring measures Quarter 1 2024-25
Appendix 7	Annual Delivery Plan Quarter 1 2024-25
Appendix 8	EDI Action Plans Quarter 1 2024-25
Appendix 9	Leadership Risk Register Quarter 1 2024-25
Background Papers	None
Reference Papers	None
Report Author	Celia Prado-Teeling - Performance Team Leader Leanne Lock, Strategic Business Partner – Business Partnering & Controls
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APPENDIX 1 - CHERWELL CAPITAL EXPENDITURE

Cost Centre	DESCRIPTION	BUDGET 2024/25	YTD ACTUAL	PO COMMITMENTS	Forecast	RE- PROFILED BEYOND 2024/25	RE- PROFILED BEYOND 2025/26	Current month Variances £000	Prior month Variances £000	Forecast Narrative (Public)
40083	Disabled Facilities Grants	1,384	176	0	1,384			0	0	Full spend anticipated
40084	Discretionary Grants Domestic Properties	150	42	0	150			0	0	Full spend anticipated
40160	Housing Services - capital	160	0	0	160			0	0	Forecasting in line with budget
40251	Longford Park Art	45	0	0	45			0	0	Artist will complete their commissions once the parkland has been handed over. This is dependent on the development reaching the required standard.
40262	Town Centre House Purchase and Repair	2,880	486	1,505	2,880			0	0	Project on track and due to complete in 2024/25
40294	S106 - Ambrosden Community Facility Project	20	0	0	20			0	0	Parish Council has a variety of projects they are looking to bring forward in 2024/25 to increase capacity at the village hall.
40295	S106 - Ambrosden Indoor Sport Project	65	0	0	65			0	0	Awaiting new project details.
40297	S106 - Ardley & Fewcott Play Area Project	15	0	0	15			0	0	Awaiting direction from the parish council regarding further play area investment.
40298	S106 - Ardley & Fewcott Village Hall Project	3	0	0	3			0	0	Project details for replacement windows received. S106 spend approved.
40301	S106 - Graven Hill Outdoor Sport Project	52	0	0	52			0	0	Expected to commence works on the Graven Hill Project during 2024/25. Intention to secure services of project consultants to support on initial phases of the programme through to delivery
40302	S106 - Grimsbury Community Centre Projects	20	0	0	20			0	0	This S106 forms part of the Playzone Projects
40303	S106 - Hanwell Fields Community Centre Projects	180	0	0	180			0	0	S106 funding is allocated to Hanwell Fields Community Centre to enhance the existing facility with the intention of increasing opportunities for residents to take part in activities. This project is centred around the options for putting in a mezzanine floor in the current main hall area to give a split level facility. Currently working with Property Team around whether this is feasible and affordable with some cost estimates. Costs likely for architectural/structural support in Q2
40305	S106 - Horley Cricket Club Pavilion Project	110	0	0	110			0	0	The project is for improvements and enhancements to the Horley Cricket Club Pavilion. There have been contractors on site to price up the works, however nothing will happen until post September because of cricket season. There is an expectation that there will be spend in 2024/25
40308	S106 - Milton Road Community Facility and Sports Pitch Project	471	0	0	471			0	0	CDC hold the £471k of s106 for the Parish Council who are seeking additional grant funding from other sources to increase what they are aiming to deliver on
40310	S106 - Spiceball Leisure Centre Improvements	14	0	0	14			0	0	Options are being considered, project to be delivered 2024/25
40312	S106 - Whitelands Farm Sports Ground (Pedestrian crossing and various works)	82	16	82	82			0	0	Awaiting confirmation of how the pedestrian crossing is to be delivered. Project to be delivered upon in 2024/25
40313	S106 - Woodgreen Leisure Centre Improvements	47	0	0	47			0	0	Improvements planned to the Swimming Pool Changing Rooms. Expected to complete on works during February/March 2025
40314	S106 - Deddington Parish Council Projects	8	0	0	8			0	0	Awaiting project details for the remaining S106 spend.
40315	S106 - Longford Park Sport Pitches	10	0	0	10			0	0	Maintenance cost for the pitches and pavilion

40318	S106 - Steeple Aston Parish Council Village Hall Sports and Recreation Centre	0	(6)	0	0			0	0	Parish Council led projects towards improvements at the village hall, sports & recreation centre and playing fields.
40319	Local Authority Housing Fund R2	335	179	0	335			0	0	Grant agreements have been concluded with two registered providers of social housing, Sanctuary Housing and South Oxfordshire Housing Association (SOHA) to bring homes forward for clients within resettlement scheme. Grants to be paid in this financial year
40324	Development of Activity Play Zones	600	0	0	162			(438)	(438)	Application process for Football Foundation Funding has been completed and working with Football Foundation and Town Council on project delivery. Grant application has been accepted by the Football Foundation. Subject to Planning Permission works likely to commence late 2024/early 2025
40325	Graven Hill Community and Infrastructure Projects	80	0	0	80			0	0	Expected to commence works on the Graven Hill Project during 2024/25. Intention to secure services of project consultants to support on initial phases of the programme through to delivery
40328	S106 – Windmill Community and Sports Centre Tennis Courts	51	0	42	51			0	0	Mini tennis court project underway and full spend anticipated in 2024/25
40329	Spiceball Leisure Centre Structural Beams	100	0	0	100			0	0	Works expected to commence and complete end of December 2024
40330	Replacement of the Sports Hall Roof at Bicester Leisure Centre	45	0	0	45			0	0	Agreed at SPSPB that after receiving condition survey report into the roof that there were options to extend the lifespan by 5 to 10 years. The cost would fall within the budget allocation, however a new complete roof would fall outside of this requiring a request for additional funding. Tender documents due out within the next couple of weeks
	Wellbeing & Housing	6,927	893	1,629	6,489	0	0	(438)	(438)	
40292	iTrent HR System Upgrades	30	0	0	30			0	0	There are plans for future enhancements of the system
	HR & OD	30	0	0	30	0	0	0	0	
	Chief Executive	6,957	893	1,629	6,519	0	0	(438)	(438)	
40139	Banbury Health Centre - Refurbishment of roof covering and removal of redundant ventilation plant from roof	129	0	0	129			0	0	Work is scheduled for delivery in Q2 2024/25.
40144	Castle Quay	547	14	288	302			(245)	(245)	As part of the Castle Quay Development and the regeneration of Banbury, the Council is working closely and in partnership with a number of public and private organisations to repurpose parts of Castle Quay Shopping Centre to deliver a number of complimentary uses enabling the regeneration of Banbury. The underspend results from a cash flow and technical accounting adjustment per the requirements of the CIPFA code on Local Authority Accounting. These costs will instead be recognised as Revenue costs, spread over the life of the project
40162	Housing & IT Asset System joint CDC/OCC	26	0	0	26			0	0	Part of wider transformation work currently being carried out
40167	Horsefair, Banbury	20	(2)	0	20			0	0	Works complete
40191	Bodicote House Fire Compliance Works	60	0	0	56			(4)	(4)	Assessment completed, with works being developed and scoped from the assessment.
40219	Community Centre - Works	49	(4)	1	49			0	0	Design works complete and contractor appointed. Condition report on Museum to be considered and funding sought to rectify a number of elements.
40224	Fairway Flats Refurbishment	200	0	3	200			0	0	We have a current planning application submitted, so project should progress at pace once this is approved. This is another green energy project to decarbonise the flats

40232	Kidlington Leisure Centre - Decarbonisation Works	0	0	4	4			4	4	Small overspend for retention payment (offset elsewhere)
40239	Bicester East Community Centre	685	360	445	685			0	0	Now on site for a 35 week project. Works due to complete on 26th July 2024
40241	Thorpe Place Roof Works	29	0	7	29			0	0	Carrying out drone survey of roof to identify condition ready for scoping and design.
40242	H&S Works to Banbury Shopping Arcade	122	(3)	3	122			0	0	Works currently in design
40249	Retained Land	50	0	0	50			0	0	The surveys of all areas of retained land are complete and the retained lands will need to be constantly reviewed and repairs undertaken whenever they are identified
40252	Expiring Energy Performance Certificates plus Associated works	96	0	0	96			0	0	Working on the recommendations for improvement works to maintain a compliant EPC
40253	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	0	0	60			0	0	EPC property surveys have been completed - needs reviewing in order to consider phasing and delivery programme.
40254	Thorpe Lane Depot - Renewal of Electrical Incoming Main	169	0	0	169			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 District Network Operator.
40255	Installation of Photovoltaic at CDC Property	79	7	0	79			0	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery quarter one of the financial year 2024/25.
40263	Kidlington Leisure New Electrical Main	20	0	0	20			0	0	Works are currently designed pending tender of the Electrical supply infrastructure. Works to be coordinated with the District Network Operator (DNO) to install the new sub station, who are engaged. Waiting for dates from the DNO. Planned delivery expected to be Q2 2024/25. There are 3 leases and sub leases to be amended before this can proceed.
40264	Sunshine Centre	182	0	252	182			0	0	New Heating Boilers and LED lighting are required at the property. Works due to commence in June for 6 weeks
40279	Spiceball Sports Centre - Solar PV Car Ports	173	0	0	173			0	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q2/Q3 of the financial year 2024/25
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. Work cannot start until electrical mains installed (dependant on DNO). Planned delivery Q2 2024/25
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.
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 in Q3/Q4 of 24/25. Part of EPC work, community centres will need to agree.
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. Carrying out feasibility work - this will be in Q1
40284	Thorpe Lane - Heater Replacement (Gas to Electric)	24	0	0	24			0	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery is Q2 2024/25.

40015	Car Park Refurbishments	46	0	0	46			0	0	This to continue the projects of pay on exit sites across the district and upgrading of pay machines from 3G to 4G. Requirement to carry this work out in 24/25 because 3G will become obsolete.
40217	Car Parking Action Plan Delivery	18	0	0	18			0	0	Project is part of ongoing review of Car Park Action Plan
40278	Development of New Land Bicester Depot	2,022	0	67	2,022			0	0	Need to agree client service space and facility requirements in the new depot-procurement of design team and associated works to follow
40317	Cope Road, Banbury	29	0	31	29			0	0	Design work completed pending tendering. Contractor now appointed and starts in 4 weeks on site.
40316	CDC Office Relocation to Castle Quay	4,500	99	0	4,500			0	0	CQ fit out and refurbishment
40327	Thorpe Place Roofing Works	80	0	0	80			0	0	Carrying out drone survey of roof to identify condition ready for scoping and design.
Property		9,712	473	1,100	9,467	0	0	(245)	(245)	
40256	Processing Card Payments & Direct Debits	20	5	0	20			0	0	Project will be completed this year
Finance		20	5	0	20	0	0	0	0	
40237	Council Website & Digital Service	122	(19)	1	122			0	0	Work underway to select a product to form basis of Unified Customer Relationship Management Platform.
40326	Digital Futures Programme (Business Cases Required)	350	0	0	350			0	0	New digital futures budget
ICT		472	(19)	1	472	0	0	0	0	
Resources		10,204	459	1,101	9,959	0	0	(245)	(245)	
40062	East West Railways	49	0	30	30	19		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 East West Railways project. This is in partnership with England's Economic Heartland. The Digital Enhancement Project is a small element of CDC's commitment, involving the transfer of funds in four stages to reflect Network Rail's delivery of the digital infrastructure. The fourth invoice of £26,500 is expected to be received by the end of Q1 2024/25, dependent upon practical progress.
40286	Transforming Market Square Bicester	4,235	(3)	0	180	720	3,335	0	0	Market Square study to be completed in 2024/25, with approvals and procurement of contractor completed by early Q1 2025/26 with works implemented over Financial year's 2025/26 and 2026/27.
40287	UK Shared Prosperity Fund (UK SPF) Year Three Investment Plan Programme	162	15	0	162			0	0	UKSPF capital grant will be fully spent in 2024/25 on the following; £90k Improvements to town centres & high streets £70k Community & neighbourhood infrastructure £2K improvements to local green spaces £50K contribution to floodlights at Whitelands Sport ground which is shown in cost centre Whiteland Farm Sports ground.
40288	UKSPF Rural Fund	408	(116)	126	408			(0)	(0)	UKSPF Rural Fund (REPF capital grant) will be fully spent in 2024/25: £20k - creation and improvements to local rural green spaces £67k - active travel enhancements to the local rural area £321k - capital grants for micro and small enterprises in rural areas.
Growth & Economy		4,854	(104)	156	780	739	3,335	0	0	
40028	Vehicle Replacement Programme	2,662	(3)	971	2,662			0	0	Anticipating full spend in 2024/25.
40187	On Street Recycling Bins	18	0	0	18			0	0	Anticipating full spend in 2024/25.

40216	Street Scene Furniture and Fencing project	15	0	0	15			0	0	Anticipating full spend in 2024/25.
40218	Depot Fuel System Renewal	35	0	0	35			0	0	Anticipating full spend in 2024/25.
40222	Burnehyll- Bicester Country Park	124	6	10	124			0	0	Anticipating full spend in 2024/25.
40257	Additional Commercial Waste Containers	4	0	0	4			0	0	Anticipating full spend in quarter 4 of 2024/25.
40258	Kidlington Public Convenience Refurbishment	90	0	0	90			0	0	Anticipating full spend in 2024/25.
40259	Market Equipment Replacement	15	0	5	15			0	0	Anticipating full spend in quarter 2 of 2024/25.
40291	New Commercial Waste IT System	25	25	0	25			0	0	Project complete.
40320	Net Zero	125	0	0	125			0	0	Anticipating full spend in 2024/25.
40321	Landscape Software Upgrade	25	0	0	25			0	0	Anticipating full spend in 2024/25.
40322	Street Cleansing IT System	25	0	0	25			0	0	Anticipating full spend in 2024/25.
40331	Investing in Additional Commercial Waste Containers	25	0	0	25			0	0	Anticipating full spend in quarter 4 of 2024/25.
	Environmental Services	3,188	29	986	3,188	0	0	0	0	
40245	Enable Agile Working	15	0	0	15			0	0	This funding is still intended to be used to purchase the IT hardware required to enable the teams in Regulatory Services to use the case management system whilst 'on-site' carrying out inspection work, etc. The release of the app that will support mobile working continues to be delayed but is progressing. we expect the app to be released live in summer 2024.
	Regulatory Services	15	0	0	15	0	0	0	0	
	Communities	8,057	(75)	1,143	3,983	739	3,335	0	0	
	Capital	25,218	1,277	3,872	20,461	739	3,335	(683)	(683)	

CHERWELL TOTAL CAPITAL PROJECT EXPENDITURE

CODE	DESCRIPTION	Total 24/25 Project Budget	Forecast	RE-PROFILED BEYOND 2024/25	24/25 Variance	Future Years Budget	Project Total Budget	Project Total forecast	Project Total Variance	Narrative
40019	Bicester Leisure Centre Extension	0	0	0	0	79	79	79	0	The current budget is for preparatory works to identify the business case for operation ahead of S106 monies coming in from developments. Budget requires reprofiling as scheme is outlined for build in 2027-28
40083	Disabled Facilities Grants	1,384	1,384	0	0	4,956	6,340	6,340	0	Full spend anticipated
40084	Discretionary Grants Domestic Properties	150	150	0	0	450	600	600	0	Full spend anticipated
40160	Housing Services - capital	160	160	0	0	0	160	160	0	Forecasting in line with budget
40251	Longford Park Art	45	45	0	0	0	45	45	0	Artist will complete their commissions once the parkland has been handed over. This is dependent on the development reaching the required standard.
40262	Town Centre House Purchase and Repair	2,880	2,880	0	0	0	2,880	2,880	0	Project on track and due to complete in 2024/25
40294	S106 - Ambrosden Community Facility Project	20	20	0	0	0	20	20	0	Parish Council has a variety of projects they are looking to bring forward in 2024/25 to increase capacity at the village hall.
40295	S106 - Ambrosden Indoor Sport Project	65	65	0	0	0	65	65	0	Awaiting new project details.
40296	S106 - Ambrosden Outdoor Sports	0	0	0	0	130	130	130	0	Site to be confirmed before project can move forward therefore reprofiled beyond 2024/25
40297	S106 - Ardley & Fewcott Play Area Project	15	15	0	0	0	15	15	0	Awaiting direction from the parish council regarding further play area investment.
40298	S106 - Ardley & Fewcott Village Hall Project	3	3	0	0	0	3	3	0	Project details for replacement windows received. S106 spend approved.
40300	S106 - Bicester Leisure Centre Extension	0	0	0	0	1,154	1,154	1,154	0	Initial stages of feasibility have been completed with high level costings received to deliver the project. Further stages required including detailed business case. Re-profiled beyond 2024-25 to when S106 funding is received and fully available.
40301	S106 - Graven Hill Outdoor Sport Project	52	52	0	0	0	52	52	0	Expected to commence works on the Graven Hill Project during 2024/25. Intention to secure services of project consultants to support on initial phases of the programme through to delivery
40302	S106 - Grimsbury Community Centre Projects	20	20	0	0	0	20	20	0	This S106 forms part of the Playzone Projects
40303	S106 - Hanwell Fields Community Centre Projects	180	180	0	0	0	180	180	0	S106 funding is allocated to Hanwell Fields Community Centre to enhance the existing facility with the intention of increasing opportunities for residents to take part in activities. This project is centred around the options for putting in a mezzanine floor in the current main hall area to give a split level facility. Currently working with Property Team around whether this is feasible and affordable with some cost estimates. Costs likely for architectural/structural support in Q2
40304	S106 - Hook Norton Sport And Social Club Project	0	0	0	0	80	80	80	0	The scale and scope of the project is yet to be confirmed and therefore reprofiled to 2025/26
40305	S106 - Horley Cricket Club Pavilion Project	110	110	0	0	0	110	110	0	The project is for improvements and enhancements to the Horley Cricket Club Pavilion. There have been contractors on site to price up the works, however nothing will happen until post September because of cricket season. There is an expectation that there will be spend in 2024/25
40307	S106 - Kidlington & Gosford Leisure Centre	0	0	0	0	20	20	20	0	No detailed projects as yet therefore S106 funding to be reprofiled beyond 2024-25
40308	S106 - Milton Road Community Facility and Sports Pitch Project	471	471	0	0	0	471	471	0	CDC hold the £471k of s106 for the Parish Council who are seeking additional grant funding from other sources to increase what they are aiming to deliver on
40310	S106 - Spiceball Leisure Centre Improvements	14	14	0	0	0	14	14	0	Options are being considered, project to be delivered 2024/25
40311	S106 - The Hill Improvements Project	0	0	0	0	50	50	50	0	Awaiting details of projects funded by S106 funding already received, therefore budget request to reprofile beyond 2024-25

40312	S106 - Whitelands Farm Sports Ground (Pedestrian crossing and various works)	82	82	0	0	0	82	82	0	Awaiting confirmation of how the pedestrian crossing is to be delivered. Project to be delivered upon in 2024/25
40313	S106 - Woodgreen Leisure Centre Improvements	47	47	0	0	0	47	47	0	Improvements planned to the Swimming Pool Changing Rooms. Expected to complete on works during February/March 2025
40314	S106 - Deddington Parish Council Projects	8	8	0	0	0	8	8	0	Awaiting project details for the remaining S106 spend.
40315	S106 - Longford Park Sport Pitches	10	10	0	0	0	10	10	0	Maintenance cost for the pitches and pavilion
40319	Local Authority Housing Fund R2	335	335	0	0	0	335	335	0	Grant agreements have been concluded with two registered providers of social housing, Sanctuary Housing and South Oxfordshire Housing Association (SOHA) to bring homes forward for clients within resettlement scheme. Grants to be paid in this financial year
40323	NOA 3G Pitch Development	0	0	0	0	1,600	1,600	1,600	0	Due to proposed alternative location of 3G Pitch, the progression to delivery will be dependent on a number of factors. Whilst unlikely there will be any spend in 2024/25 there may be some set up costs should delivery stage be achieved before year end
40324	Development of Activity Play Zones	600	162	0	(438)	0	600	162	(438)	Application process for Football Foundation Funding has been completed and working with Football Foundation and Town Council on project delivery. Grant application has been accepted by the Football Foundation. Subject to Planning Permission works likely to commence late 2024/early 2025
40325	Graven Hill Community and Infrastructure Projects	80	80	0	0	0	80	80	0	Expected to commence works on the Graven Hill Project during 2024/25. Intention to secure services of project consultants to support on initial phases of the programme through to delivery
40328	S106 – Windmill Community and Sports Centre Tennis Courts	51	51	0	0	0	51	51	0	Mini tennis court project underway and full spend anticipated in 2024/25
40329	Spiceball Leisure Centre Structural Beams	100	100	0	0	0	100	100	0	Works expected to commence and complete end of December 2024
40330	Replacement of the Sports Hall Roof at Bicester Leisure Centre	45	45	0	0	0	45	45	0	Agreed at SPSPB that after receiving condition survey report into the roof that there were options to extend the lifespan by 5 to 10 years. The cost would fall within the budget allocation, however a new complete roof would fall outside of this requiring additional funding. Tender documents due out within the next couple of weeks
Wellbeing & Housing		6,927	6,489	0	(438)	8,519	15,446	15,008	(438)	
40292	iTrent HR System Upgrades	30	30	0	0	60	90	90	0	There are plans for future enhancements of the system
HR & OD		30	30	0	0	60	90	90	0	
Chief Executives		6,957	6,519	0	(438)	8,579	15,536	15,098	(438)	
40139	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	129	129	0	0	0	129	129	0	Work is scheduled for delivery in Q2 2024/25.
40144	Castle Quay	547	302	0	(245)	2,186	2,733	2,488	(245)	As part of the Castle Quay Development and the regeneration of Banbury, the Council is working closely and in partnership with a number of public and private organisations to repurpose parts of Castle Quay Shopping Centre to deliver a number of complimentary uses enabling the regeneration of Banbury. The underspend results from a cash flow and technical accounting adjustment per the requirements of the CIPFA code on Local Authority Accounting. These costs will instead be recognised as Revenue costs, spread over the life of the project
40162	Housing & IT Asset System joint CDC/OCC	26	26	0	0	0	26	26	0	Part of wider transformation work currently being carried out
40167	Horsefair, Banbury	20	20	0	0	0	20	20	0	Works complete
40191	Bodicote House Fire Compliance Works	60	56	0	(4)	0	60	56	(4)	Assessment completed, with works being developed and scoped from the assessment.
40219	Community Centre - Works	49	49	0	0	0	49	49	0	Design works complete and contractor appointed. Condition report on Museum to be considered and funding sought to rectify a number of elements.
40224	Fairway Flats Refurbishment	200	200	0	0	138	338	338	0	We have a current planning application submitted, so project should progress at pace once this is approved. This is another green energy project to decarbonise the flats.
40226	Thorpe Lane Depot - Decarbonisation Works	0	0	0	0	0	0	0	0	0
40227	Banbury Museum - Decarbonisation Works	0	0	0	0	0	0	0	0	Retention payment to be paid

40232	Kidlington Leisure Centre - Decarbonisation Works	0	4	0	4	0	0	4	4	Small overspend for retention payment (offset elsewhere)
40239	Bicester East Community Centre	685	685	0	0	0	685	685	0	Now on site for a 35 week project. Works due to complete on 26th July 2024
40241	Thorpe Place Roof Works	29	29	0	0	0	29	29	0	Carrying out drone survey of roof to identify condition ready for scoping and design.
40242	H&S Works to Banbury Shopping Arcade	122	122	0	0	0	122	122	0	Works currently in design
40249	Retained Land	50	50	0	0	206	256	256	0	The surveys of all areas of retained land are complete and the retained lands will need to be constantly reviewed and repairs undertaken whenever they are identified
40252	Expiring Energy Performance Certificates plus Associated works	96	96	0	0	0	96	96	0	Working on the recommendations for improvement works to maintain a compliant EPC
40253	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	60	0	0	0	60	60	0	EPC property surveys have been completed - needs reviewing in order to consider phasing and delivery programme.
40254	Thorpe Lane Depot - Renewal of Electrical Incoming Main	169	169	0	0	0	169	169	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 District Network Operator.
40255	Installation of Photovoltaic at CDC Property	79	79	0	0	0	79	79	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery quarter one of the financial year 2024/25.
40263	Kidlington Leisure New Electrical Main	20	20	0	0	0	20	20	0	Works are currently designed pending tender of the Electrical supply infrastructure. Works to be coordinated with the District Network Operator (DNO) to install the new sub station, who are engaged. Waiting for dates from the DNO. Planned delivery expected to be Q2 2024/25. There are 3 leases and sub leases to be amended before this can proceed.
40264	Sunshine Centre	182	182	0	0	0	182	182	0	New Heating Boilers and LED lighting are required at the property. Works due to commence in June for 6 weeks
40279	Spiceball Sports Centre - Solar PV Car Ports	173	173	0	0	0	173	173	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q2/Q3 of the financial year 2024/25
40280	Kidlington Sports Centre - Solar PV Car Ports	137	137	0	0	0	137	137	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Work cannot start until electrical mains installed (dependant on DNO). Planned delivery Q2 2024/25
40281	North Oxfordshire Academy - Solar Panels	18	18	0	0	0	18	18	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site.
40282	Community Centre Solar Panels	108	108	0	0	0	108	108	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery in Q3/Q4 of 24/25. Part of EPC work, community centres will need to agree.
40283	Thorpe Lane - Solar Panels	34	34	0	0	0	34	34	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Carrying out feasibility work - this will be in Q1
40284	Thorpe Lane - Heater Replacement (Gas to Electric)	24	24	0	0	0	24	24	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery is Q2 2024/25.
40015	Car Park Refurbishments	46	46	0	0	0	46	46	0	This to continue the projects of pay on exit sites across the district and upgrading of pay machines from 3G to 4G. Requirement to carry this work out in 24/25 because 3G will become obsolete.
40217	Car Parking Action Plan Delivery	18	18	0	0	0	18	18	0	Project is part of ongoing review of Car Park Action Plan
40278	Development of New Land Bicester Depot	2,022	2,022	0	0	1,937	3,959	3,959	0	Need to agree client service space and facility requirements in the new depot- procurement of design team and associated works to follow
40316	CDC Office Relocation to Castle Quay	4,500	4,500	0	0	0	4,500	4,500	0	CQ fit out and refurbishment
40317	Cope Road, Banbury	29	29	0	0	0	29	29	0	Design work completed pending tendering. Contractor now appointed and starts in 4 weeks on site.
40327	Thorpe Place Roofing Works	80	80	0	0	0	80	80	0	Carrying out drone survey of roof to identify condition ready for scoping and design.
Property		9,712	9,467	0	(245)	4,467	14,179	13,934	(245)	
40256	Processing Card Payments & Direct Debits	20	20	0	0	0	20	20	0	Project will be completed this year
Finance Total		20	20	0	0	0	20	20	0	
40237	Council Website & Digital Service	122	122	0	0	0	122	122	0	Work underway to select a product to form basis of Unified CRM Platform.

40326	Digital Futures Programme (Business Cases Required)	350	350	0	0	0	350	350	0	New digital futures budget
ICT		472	472	0	0	0	472	472	0	
Resources		10,204	9,959	0	(245)	4,467	14,671	14,426	(245)	
40062	East West Railways	49	30	19	0	4,229	4,278	4,278	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 East West Railways project. This is in partnership with England's Economic Heartland. The Digital Enhancement Project is a small element of CDC's commitment, involving the transfer of funds in four stages to reflect Network Rail's delivery of the digital infrastructure. The fourth invoice of £26,500 is expected to be received by the end of Q1 2024/25, dependent upon practical progress.
40286	Transforming Market Square Bicester	4,235	180	4,055	0	0	4,235	4,235	0	Market Square study to be completed in 2024/25, with approvals and procurement of contractor completed by early Q1 2025/26 with works implemented over Financial year's 2025/26 and 2026/27.
40287	UK Shared Prosperity Fund (UK SPF) Year Two Investment Plan Programme	162	162	0	0	0	162	162	0	UKSPF capital grant will be fully spent in 2024/25 on the following: £90k Improvements to town centres & high streets £70k Community & neighbourhood infrastructure £2K improvements to local green spaces £50K contribution to floodlights at Whitelands Sport ground which is shown in cost centre Whiteland Farm Sports ground.
40288	UKSPF Rural Fund	408	408	0	(0)	0	408	408	(0)	UKSPF Rural Fund (REPF capital grant) will be fully spent in 2024/25: £20k - creation and improvements to local rural green spaces £67k - active travel enhancements to the local rural area £321k - capital grants for micro and small enterprises in rural areas.
Growth & Economy		4,854	780	4,074	0	4,229	9,083	9,083	0	
40028	Vehicle Replacement Programme	2,662	2,662	0	0	3,742	6,404	6,404	0	Anticipating full spend in 2024/25.
40186	Commercial Waste Containers	0	0	0	0	0	0	0	0	Project completed in 2023/24.
40187	On Street Recycling Bins	18	18	0	0	0	18	18	0	Anticipating full spend in 2024/25.
40188	Thorpe Lane Depot Capacity Enhancement	0	0	0	0	0	0	0	0	Project completed in 2023/24.
40216	Street Scene Furniture and Fencing project	15	15	0	0	0	15	15	0	Anticipating full spend in 2024/25.
40218	Depot Fuel System Renewal	35	35	0	0	0	35	35	0	Anticipating full spend in 2024/25.
40220	Horsefair Public Conveniences	0	0	0	0	0	0	0	0	Project completed in 2023/24.
40222	Burnehyll- Bicester Country Park	124	124	0	0	0	124	124	0	Anticipating full spend in 2024/25.
40257	Additional Commercial Waste Containers	4	4	0	0	0	4	4	0	Anticipating full spend in quarter 4 of 2024/25.
40258	Kidlington Public Convenience Refurbishment	90	90	0	0	0	90	90	0	Anticipating full spend in 2024/25.
40259	Market Equipment Replacement	15	15	0	0	0	15	15	0	Anticipating full spend in quarter 2 of 2024/25.
40291	New Commercial Waste IT System	25	25	0	0	0	25	25	0	Project complete.
40320	Net Zero	125	125	0	0	500	625	625	0	Anticipating full spend in 2024/25.
40321	Landscape Software Upgrade	25	25	0	0	0	25	25	0	Anticipating full spend in 2024/25.
40322	Street Cleansing IT System	25	25	0	0	0	25	25	0	Anticipating full spend in 2024/25.
40331	Investing in Additional Commercial Waste Containers	25	25	0	0	25	50	50	0	Anticipating full spend in quarter 4 of 2024/25.
Environmental		3,188	3,188	0	0	4,267	7,455	7,455	0	
40245	Enable Agile Working	15	15	0	0	0	15	15	0	This funding is still intended to be used to purchase the IT hardware required to enable the teams in Regulatory Services to use the case management system whilst 'on-site' carrying out inspection work, etc. The release of the app that will support mobile working continues to be delayed but is progressing. we expect the app to be released live in summer 2024.
Regulatory Services		15	15	0	0	0	15	15	0	
Communities		8,057	3,983	4,074	0	8,496	16,553	16,553	0	
Capital Total		25,218	20,461	4,074	(683)	21,542	46,760	46,077	(683)	

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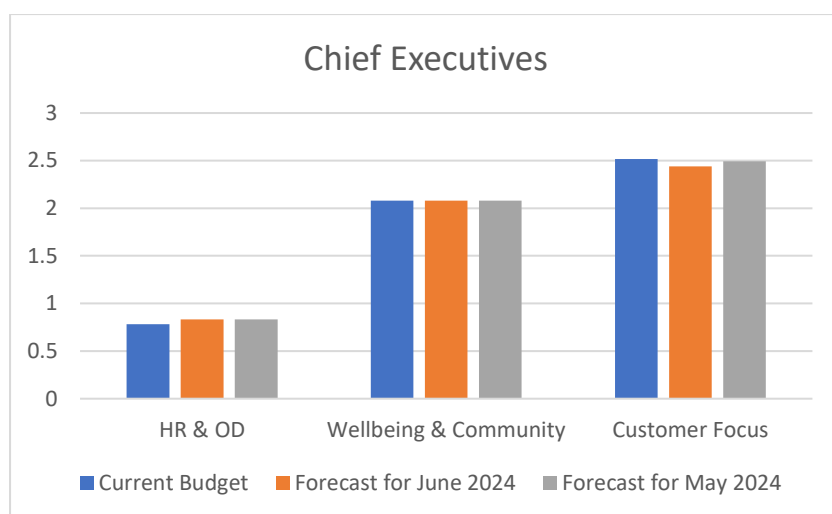
Appendix 2 - Report Details – Additional Revenue narrative

Chief Executive

Revenue:

Chief Executives are forecasting an underspend of (£0.030m) against a budget of £5.379m (-0.6%).

The directorate continues to provide critical, high quality services to support both our residents and staff. We continue to seek ways to deliver services efficiently.



HR & OD

Variations £0.050m Implementation of the managed payroll system has proven more economical and offered more resilience than the in-house service, however there is an anticipated overspend of £0.050m as a result of the implementation which the Council is looking to mitigate within this financial year and appropriately budget for in 2025/26.

Overspend

Variation to May's
Forecast
£0.000m

Wellbeing & Housing

Variation £0.000m The services continue to actively manage pressures arising from operating front line services and flexing programme delivery to keep the service on track financially overall.

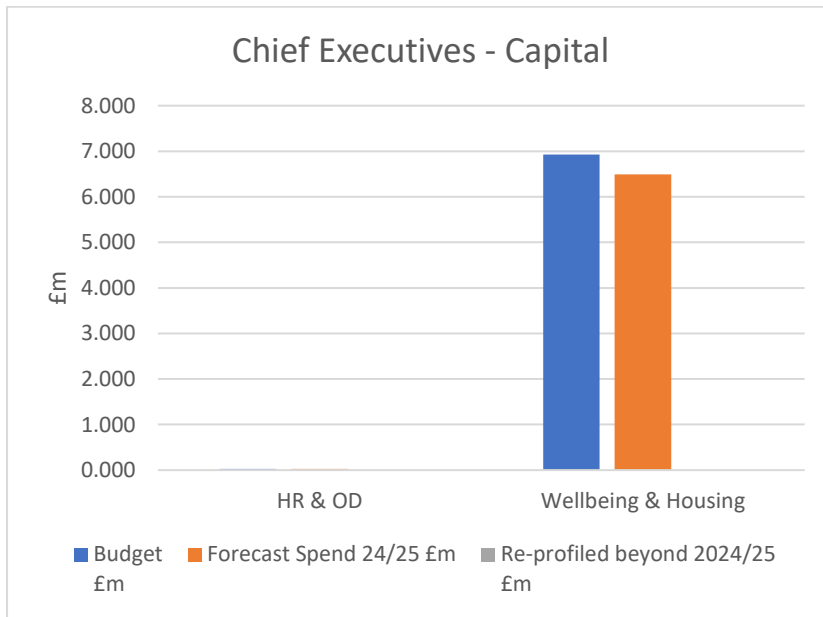
Variation to May's Forecast
£0.000m

Customer Focus

Variation (£0.080m) underspend Savings resulting from staffing vacancy efficiencies and additional Land Charges income.

Variation to May's Forecast (£0.055m) Additional staffing vacancy efficiencies of (£0.020m) and additional Land Charges income of (£0.035m) projected at year end.

Capital:



Service	Budget £m	Forecast Spend 24/25 £m	Re-profiled beyond 2024/25 £m	Variance to Budget £m	Prior Month Variance to Budget £m
HR & OD	0.030	0.030	0.000	0.000	0.000

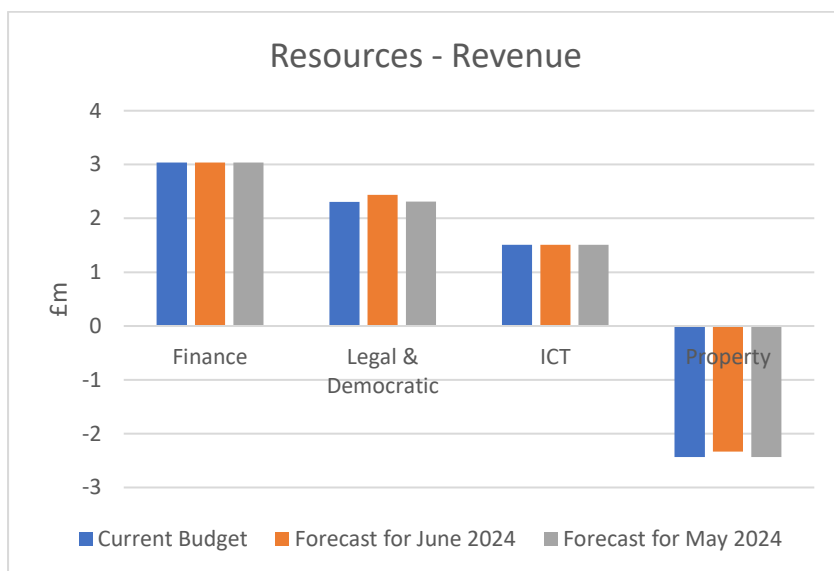
Wellbeing & Housing	6.927	6.489	0.000	(0.438)	(1.250)
Total	6.957	6.519	0.000	(0.438)	(1.250)

For detailed explanation and variances please see appendix 1.

Resources

Revenue:

Resources are forecasting £0.229m overspend against a budget of £4.422m (5.2%).



Finance

Variation
£0.000m

Finance is forecasting in line with budget.

Variation to May's
Forecast
£0.000m

Legal, Democratic, Elections & Procurement

Variation
£0.129m

Overspend

Professional support obtained through use of locum lawyers and other professional staff makes up the bulk of the overspend. The MO is responsible for securing appropriate and suitable legal advice, investigating and reporting on anything the Council does that has the potential to be an illegal action or investigating and reporting on any action that might count as maladministration. However, the service recognises that it needs to operate within its budget and will look to recruit to permanent positions as swiftly as possible. An additional point of note in regards to the legal budget is that there is a high element of unpredictability to costs which arise in dealing with legal instructions in regard to unforeseen matters arising, for which no 'ongoing' forecast and provision can be made. Whilst our risk management can seek to reduce this, it is unrealistic to assume this unplanned element can be completely eliminated.

Variation to May's
Forecast
£0.081m

There has been recruitment drive to recruit appropriately experienced and qualified staff. This has been successful to an extent, but it has not yet been possible to recruit experienced staff in some areas and there is therefore a commitment and need to develop staff and to also provide levels of support and development to less experienced staff. Vacancies remain in areas of law relating to planning and governance, both of which the MO considers high risk. We will continue to look to recruit permanent staff but will need to continue with locum staff to ensure suitably qualified and experienced professionals are providing proper advice in the short term.

The team are working on demand management measures including working proactively with service areas, to minimise the need for legal support later down the line, for example providing template legal documents, and training in e.g. enforcement processes, so as to minimise the call on officers in the department as far as possible.

ICT

Variation
£0.000m Overspend

IT are forecasting to be within budget with small overspends in supplies and services being offset by an underspend in salaries to be adjusted when budgets are realigned for Digital and Innovation.

Variation to May's
Forecast
£0.000m

Property

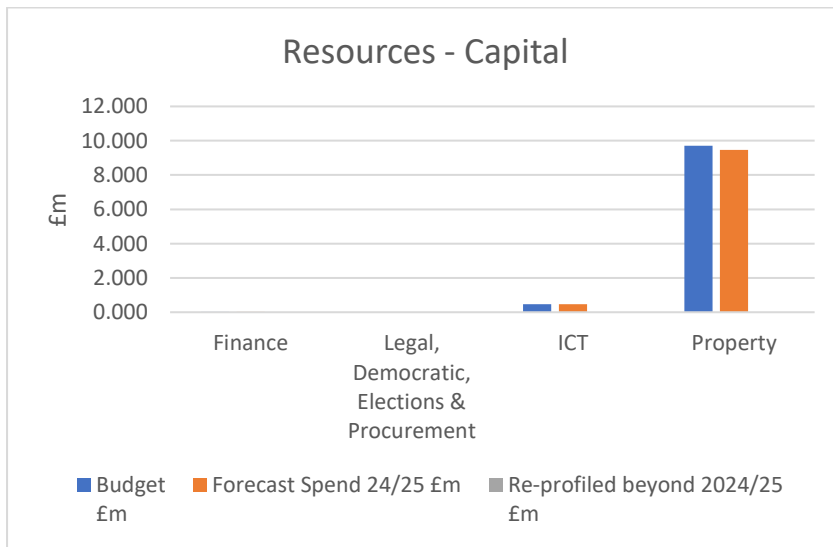
Variation
£0.100m Overspend

The £0.100m overspend has occurred due to void costs of holding vacant units. Some units are under offer and lettings are expected to complete soon. This will have the impact of reducing the overspend as the financial year progresses.

Variation to May's
Forecast
£0.100m

A pressure in void costs. Some units are under offer and lettings are expected to complete soon, thus the overspend is expected to reduce.

Capital:



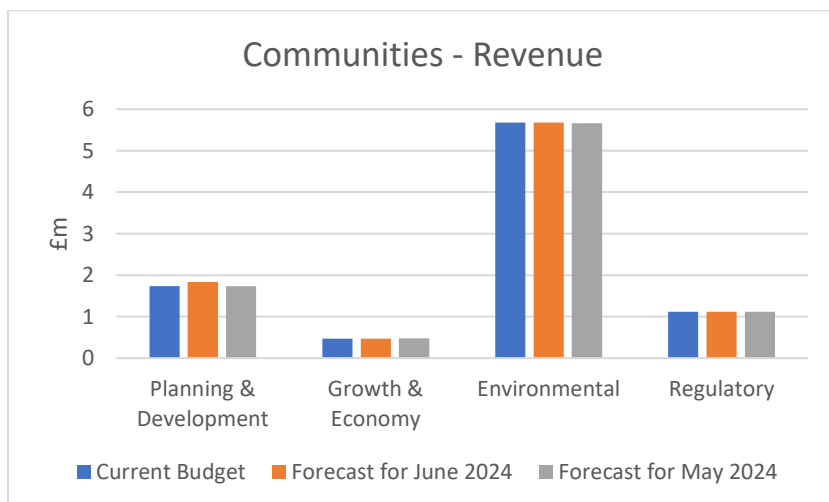
Service	Budget £m	Forecast Spend 24/25 £m	Re- profiled beyond 2024/25 £m	Variance to Budget £m	Prior Month Variance to Budget £m
Finance	0.020	0.020	0.000	0.000	0.000
Legal, Democratic, Elections & Procurement	0.000	0.000	0.000	0.000	0.000
ICT	0.472	0.472	0.000	0.000	0.000
Property	9.712	9.467	0.000	(0.245)	(0.245)
Total	10.204	9.959	0.000	(0.245)	(0.245)

For detailed explanation and variances please see appendix 1.

Communities

Revenue:

Communities are forecasting an overspend of £0.100m against a budget of £8.996m, (1.1%).



Planning & Development

Variation
£0.100m Overspend

Planning and Development is forecasting an overall overspend of £0.100m. The forecast for pre-application income has fallen and there are higher staffing costs (agency & consultancy). This is partly offset by income

from Planning Performance Agreements and Building Control being higher than expected.

Variation to May's
Forecast
£0.100m

Forecasted costs and income have changed since last month but the main net change is the lower forecast for pre-application income which has fallen by £0.096k. Close monitoring of agency costs in relation to income. Management of planning case work in the interest of limiting the number of planning appeals.

Growth & Economy

Variation
£0.000m

Growth and Economy are predicting a balanced year end forecast as it continues to deliver upon the Shared Prosperity Funding commitments, alongside the Bicester Garden Town programme and Banbury Vision project. Additional resource has been secured for the development of an infrastructure programme for Kidlington and to provide project management capacity for the service.

Variation to May's
Forecast
£0.000m

Environmental

Variation
£0.000m

Environmental Services are currently forecasting on budget.

Variation to May's
Forecast
£0.000m

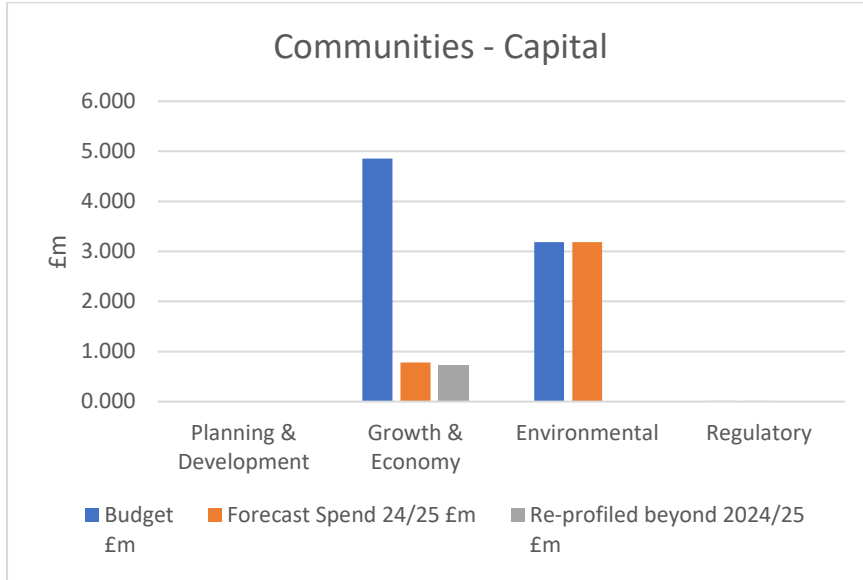
Regulatory

Variation
£0.000m

Regulatory Services and Community Safety are forecasting a balanced outturn.

Variation to May's
Forecast
£0.000m

Capital:



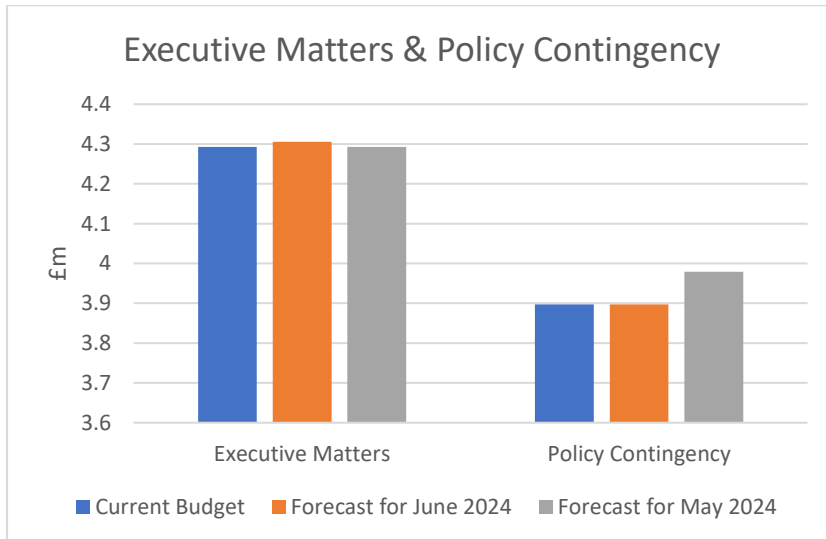
Service	Budget £m	Forecast Spend 24/25 £m	Re-profiled beyond 2024/25 £m	Variance to Budget £m	Prior Month Variance to Budget £m
Planning & Development	0.000	0.000	0.000	0.000	0.000
Growth & Economy	4.854	0.780	0.739	(3.335)	0.000
Environmental	3.188	3.188	0.000	0.000	0.000
Regulatory	0.015	0.015	0.000	0.000	0.000
Total	8.057	3.983	0.739	(3.335)	0.000

For detailed explanation and variances please see appendix 1.

Executive Matters

Revenue:

Executive Matters is reporting an overspend of £0.013m against a budget of £4.293m (0.30%).



Executive Matters

Variation
£0.013m

Executive Matters are currently forecasting a minor overspend within the service.

Variation to May's
Forecast
£0.013m

Policy Contingency

Policy Contingency is forecasting on target with a budget of £3.897m, (0.00%)

Policy Contingency

Variation
(£0.000m)

Policy Contingency are currently forecasting on budget.

Appendix 3 - Virement Summary

Virement Movement

This table shows the movement in Net Budget from May 2024 to June 2024.

Virements - Movement in Net Budget	£m
Directorate Net Budget - May 2024	18.715
Directorate Net Budget - June 2024	18.797
Movement	0.082

Breakdown of Movements	£m
Policy Contingency:	
Fund graduates from Policy Contingency	£0.080
Visa & Immigration Sponsorship funded from Policy Contingency	£0.002
Total	0.082

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Appendix 4 - Funding for 2024/25

Specific Funding received since budget was set:

Dept.	Grant Name	Funding
		£
DLUHC	UK Shared Prosperity Fund	(£0.658)
DLUHC	Homelessness Prevention Grant	(£0.763)
DLUHC	Electoral Integrity Programme New Burdens Funding	(£0.050)
DLUHC	Rough Sleeping Initiative	(£0.011)
DLUHC	Domestic Abuse Grant	(£0.037)
DLUHC	Redmond Review Implementation	(£0.024)
Home Office	Syrian Resettlement Scheme	(£0.005)
Home Office	Afghan Relocations and Assistance Policy	(£0.414)
		(£1.962)

Grants included as part of Budget setting:

Grant Name	£m
Homeless Prevention Grant	(0.517)
Afghan Resettlement Scheme	(0.244)
Syrian Refugee Initiative	(0.183)
Ukrainian Refugees Resettling in the UK	(0.417)
Asylum Seeker Dispersal Grant	(0.029)
Chief Executive Total	(1.391)
UK Shared Prosperity Fund	(0.829)
Communities Total	(0.829)
NNDR Cost of Collection Allowance	(0.231)
Rent Allowances	(25.004)
Resources Total	(25.235)
	(27.455)
Funding Guarantee Grant	(2.839)
Services Grant	(0.154)
Corporate Total	(2.993)
	(30.448)
Business Rates Retained Scheme	(9.647)
New Homes Bonus	(1.375)
Revenue Support Grant	(0.328)
Funding Total	(11.350)
Government Grants Grand Total	(41.798)

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Appendix 5 - Reserves and Grant Funding

Uses of/ (Contributions to) Reserves

Specific requests

Directorate	Type	Description	Reason	Amount £m
			Total Earmarked Reserves	0.000
Resources	Ringfenced	Discretionary Housing Payment	Discretionary Housing Payment Match Funding	0.187
Communities	Ringfenced Grants	POS & Play Area Maintenance 2024/25	POS & Play Areas for Milton Road, Ayres Drive, Bloxham 07/01653/REM	0.005
Communities	Ringfenced Grant	Homelessness Prevention Grant	To utilise the HPG reserve to offset the underrecovery of rent due to the delay of the building being ready for occupation	0.150
Communities	Earmarked	Project Reserve	Contribution to OCC in relation to the repair of the performance space floor at Mill Arts Centre to ensure delivery of Winter Performance Programme.	0.025
			Total Ringfenced Grants	0.342

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Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G	Direction of Change
BP1.2.01 Number of Homeless Households living in Temporary Accommodation (TA)	Cllr C Pruden	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Nicola Riley 	Smaller Is Better	68	45	▲	↘
<p>Commentary Those homeless and housed in temporary accommodation has remained above target throughout the last quarter. This is due to an increase in vulnerable homeless households approaching the Council for support. The number represents those who are accommodated as an average throughout the quarter. Therefore at times it is higher and lower as people move in and out. There can typically be 20 new placements within a month, so a considerable number of people are moving out similarly. The number also represents both those in hotels and in self contained units of temporary accommodation. The affordability of accommodation locally combined with high demand for social housing is leading to increased demands on homelessness services and temporary accommodation in turn.</p>							
BP1.2.04 No of affordable homes delivered	Cllr C Pruden	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Nicola Riley 	Bigger Is Better	71	50	★	↙
<p>Commentary The 71 homes delivered comprised 48 for affordable rent, 12 social rent and 11 shared ownership.</p>							
BP1.2.05 % of Homelessness cases successfully prevented rather than relief/main duty being applied	Cllr C Pruden	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Richard Smith 	Bigger Is Better	78%	60%	★	n/a
<p>Commentary Caseloads have increased by about 11% this quarter and the service remains very busy. Despite these challenges the team are still managing to prevent homelessness negating the need for temporary accommodation.</p>							

Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G	Direction of Change
BP1.2.06 Average time taken to process Housing Benefit New Claims and council tax reduction (Days)	Cllr L McLean	<ul style="list-style-type: none"> ▪ Michael Furness ▪ Stephen Hinds 	Smaller Is Better	15 days	18 days	★	↘
Commentary We are continuing to monitor the work in this area							
BP1.2.07 Average time taken to process Housing Benefit Change Events & council tax reduction (Days)	Cllr L McLean	<ul style="list-style-type: none"> ▪ Michael Furness ▪ Stephen Hinds 	Smaller Is Better	3 days	8 days	★	↘
Commentary We are continuing to monitor the work in this area							
BP1.2.08 % of Major Planning Applications determined to National Indicator	Cllr J Conway	<ul style="list-style-type: none"> ▪ David Peckford ▪ Ian Boll 	Bigger Is Better	93.8%	60.0%	★	↗
Commentary 16 Major Planning Applications were determined during Q1 2024/25, 15 of which were determined within the National Indicator target or agreed timeframe.							
BP1.2.09 % of Non-Major Planning Applications determined to National Indicator	Cllr J Conway	<ul style="list-style-type: none"> ▪ David Peckford ▪ Ian Boll 	Bigger Is Better	86.5%	70.0%	★	↗
Commentary 310 Non-Major Planning Applications were determined during Q1 2024/25, 268 of them within National Indicator target or agreed timeframe.							

Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G	Direction of Change
BP1.2.10 % of Major Applications overturned at appeal	Cllr J Conway	<ul style="list-style-type: none"> ▪ David Peckford ▪ Ian Boll 	Smaller Is Better	18.8%	10.0%	●	↘
<p>Commentary We have had a high number of appeals this year compared to previous years and as a result there have also been more appeals allowed. We are reviewing this and seeking to ensure that the recommendations we make on major applications are sound. We will also provide guidance and advice to the planning committee members to ensure they are fully informed when determining applications at planning committee.</p>							
BP1.2.11 % of Non-Major Applications overturned at appeal	Cllr J Conway	<ul style="list-style-type: none"> ▪ David Peckford ▪ Ian Boll 	Smaller Is Better	1.0%	10%	★	↕
<p>Commentary 3 Non-Major Planning Applications were allowed at Appeal by the Planning Inspectorate during Q1 2024/25, set against a total of 310 Non-Major Planning Applications determined by the Council during that period.</p>							
BP1.2.12 Average time taken for new applications to be responded to within 15 working days	Cllr C Pruden	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Richard Smith 	Smaller Is Better	13 days	15 days	★	n/a
<p>Commentary The average time taken to respond to new housing register applications during the quarter was 13 working days. Due to a high number of applications received at the start of the year the time taken to respond was higher at the start of the quarter. Measures were implemented to help reduce this and the time taken to respond has steadily reduced throughout the quarter as a result, to an average of 13 days.</p>							
BP1.2.14 % of Building Control full plans assessed within 5 weeks (or longer with applicant's agreement)	Cllr J Conway	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Tony Brummell 	Bigger Is Better	92.30%	95%	●	n/a
<p>Commentary We have seen an upturn in the number of applications received - our market share is currently 73% compared with 63% in 2023/24. Our target of 95% has therefore not been reached. Where there have been delays we always contact the applicant to explain why and agree a target response date.</p>							

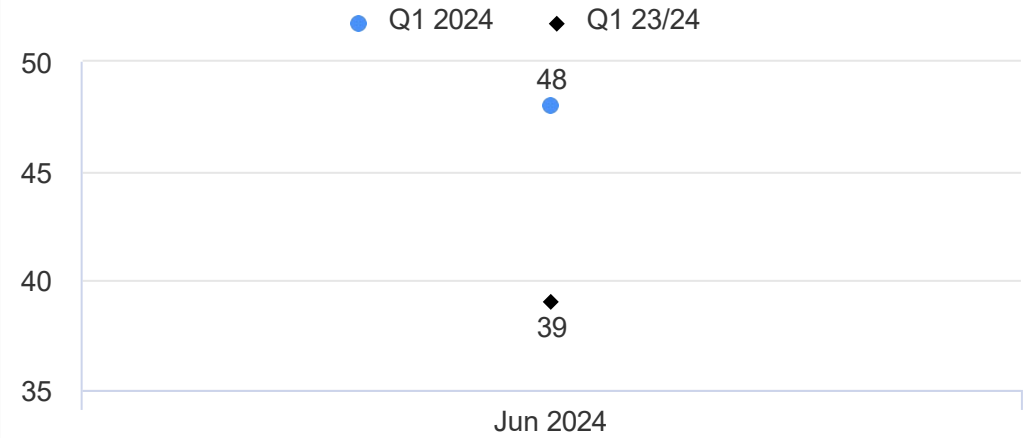
Housing that meets your needs - Monitoring Measures

Please note in all the charts below the blue line represents the current performance and the black line the previous financial year 2023-24

BP1.2.03 Homes improved through enforcement action

Commentary

This quarter the Housing Standards Team closed 48 cases which resulted in works being undertaken to properties following formal or significant informal action by the team. This shows Housing Standards Team have increased enforcement actions compared with the same period last year. Overall we closed 106 reactive service requests in Q1 of this year, of which 45% were classified as formal or informal action upon closure. In Q1 of 2023 we closed 100 reactive service requests, of which 30% were classified as formal or informal action.



Supporting environmental sustainability - KPIs 2024-2025

Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G	Direction of Change
BP2.2.01 % Waste Recycled & Composted	Cllr I Middleton	<ul style="list-style-type: none"> ■ Ed Potter ■ Ian Boll 	Bigger Is Better	55.74%	54%	★	↗
BP2.2.03 % of Climate Action Plan delivering to target	Cllr D Hingley	<ul style="list-style-type: none"> ■ Ian Boll ■ Jo Miskin 	Bigger Is Better	61.48%	66%	★	n/a

Commentary

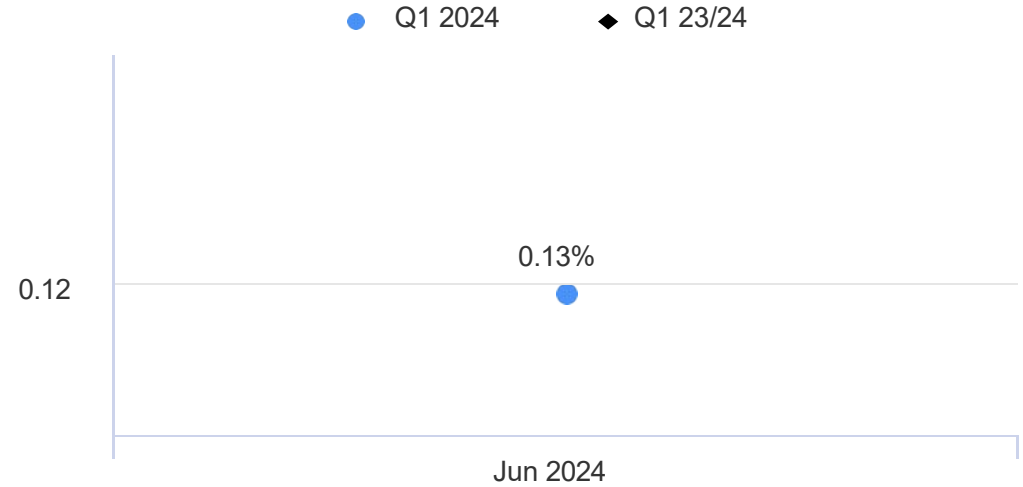
In the Q1, out of total 122 Climate Actions, 91 actions were On-going, 16 actions were On-hold, and 15 actions were got Completed. The actions were further marked as per their RAG ratings for Q1, and out of total 122 Climate Actions, 75 actions were in Green, 37 were in Amber and 10 actions were in Red. The Climate Action Team has grown from 1 team member to 3 in this quarter and this has helped and will help in improving the rate of working and achieving Climate Targets further for the Council and Cherwell overall. We are continuously building the team and strengthening relations with internal and external stakeholders/networks to accelerate Climate Actions.

Please note in all the charts below the blue line represents the current performance and the black line the previous financial year 2023-24

BP2.2.04 % of missed waste containers

Commentary

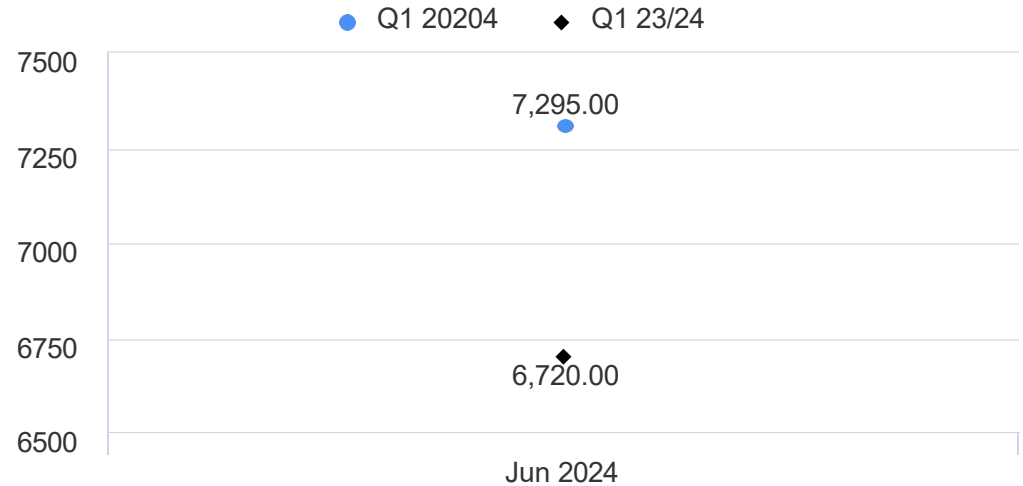
0.13% missed collections is on average 8 per crew per week with each crew collecting 6,350 containers per week. This measure is new for 2024/2025 therefore no comparison data for the previous year is available.



BP2.2.01d Tonnes residual household waste collected

Commentary

Now all the verified figures are in from OCC the Residual Waste is 50 tonnes up compared to 1st Quarter of last year. This is a good performance as with 2,000 more properties we would expect the residual tonnage to have increased by approximately 250 tonnes in the first quarter.

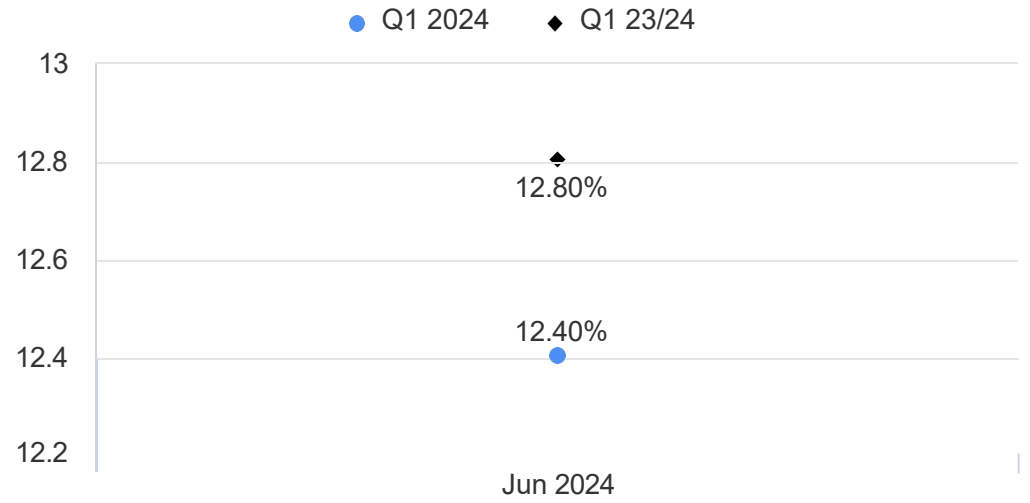


BP2.2.07 % of Recycling Contamination rate

The percentage of contamination in the Blue bin is down by 0.4% compared to last year this is because of the continued work of the service development team educating residents with social media, events and visiting residents.

These figures are reported monthly to CDC by the processor Casepak and the average contamination for the Dry Recycling in the first three months was 12.4% with last year the contamination being 12.8%. These contamination rates are very good compared to the other councils that Casepak service.

Commentary



An enterprising economy with strong and vibrant local centres - KPIs 2024-2025

Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G	Direction of Change
BP3.2.01 % of Council Tax collected, increase Council Tax Base	Cllr L McLean	<ul style="list-style-type: none"> ■ Michael Furness ■ Stephen Hinds 	Bigger Is Better	29.22%	29%	★	↓
BP3.2.02 % of Business Rates collected, increasing NNDR Base	Cllr L McLean	<ul style="list-style-type: none"> ■ Michael Furness ■ Stephen Hinds 	Bigger Is Better	34.15%	31%	★	↕

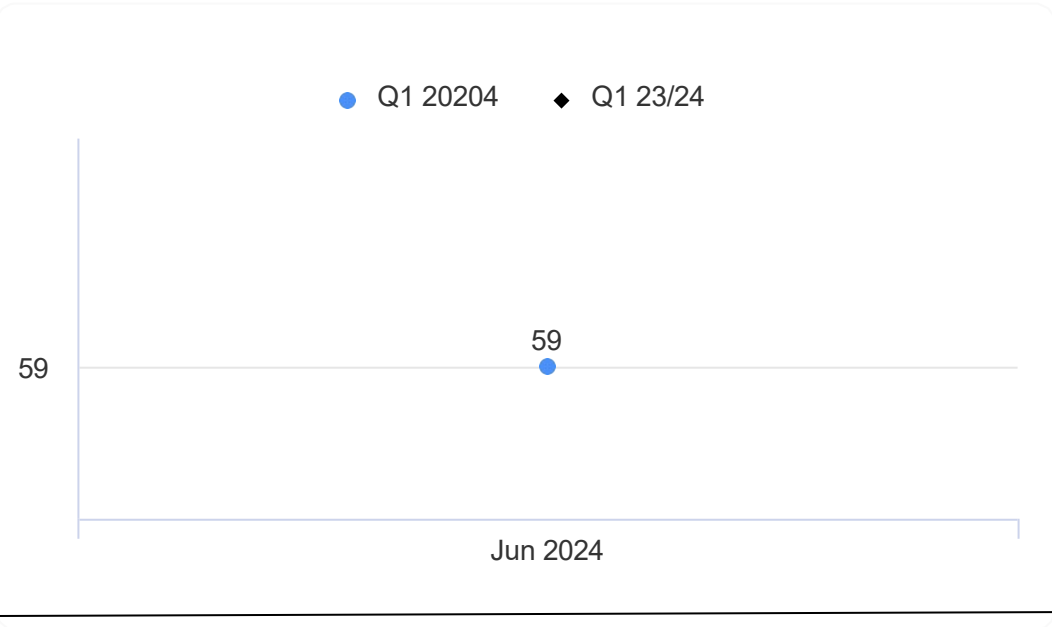
Please note in all the charts below the blue line represents the current performance and the black line the previous financial year 2023-24

BP3.2.04 No. of businesses engaged through UKSPF and REPF funded programmes

59 businesses were engaged, benefitting from
 * Business enterprise activity in a secondary school.
 * Support to the Cherwell Business Awards, in order to recognise and showcase the achievements of Cherwell businesses.

This measure is new for 2024/2025 therefore no comparison data for the previous year is available.

Commentary

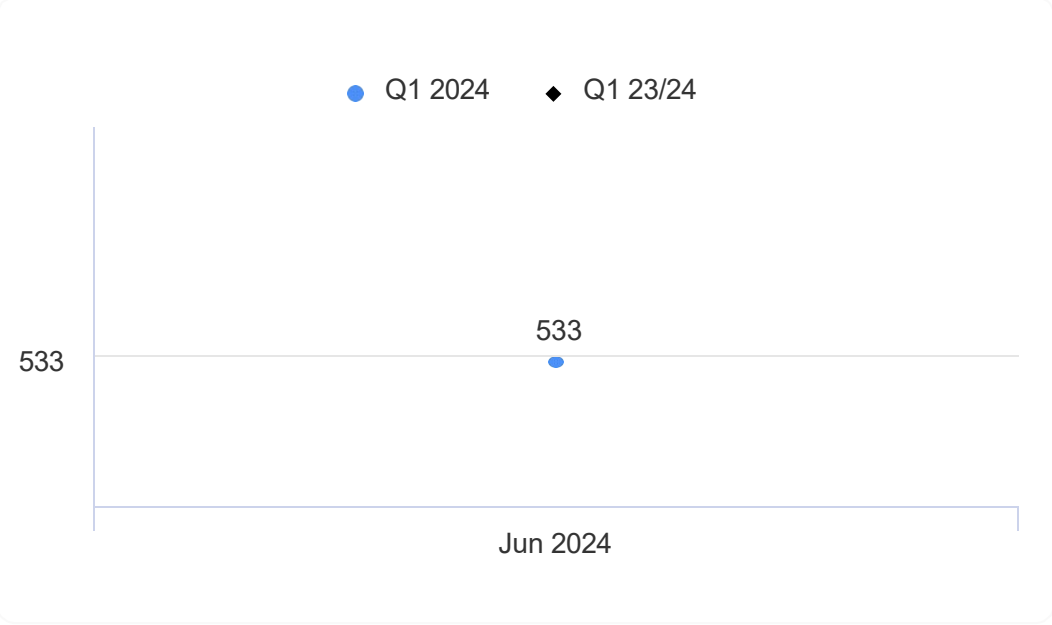


BP3.2.05 No. of residents engaged through UKSPF and REPF funded programmes

533 residents were engaged, benefitting from
 * Increased access to cultural and arts activities through drama clubs in primary schools in deprived wards; a community music workshop programme; and widened participation in cultural activities and attendance at performances at a theatre and arts centre.
 *Widened access to an existing community garden through new events to bring communities together.
 *Students engaged in enterprise activity in secondary schools in partnership with Young Enterprise.

This measure is new for 2024/2025 therefore no comparison data for the previous year is available.

Commentary



Healthy, resilient and engaged communities - KPIs 2024-2025

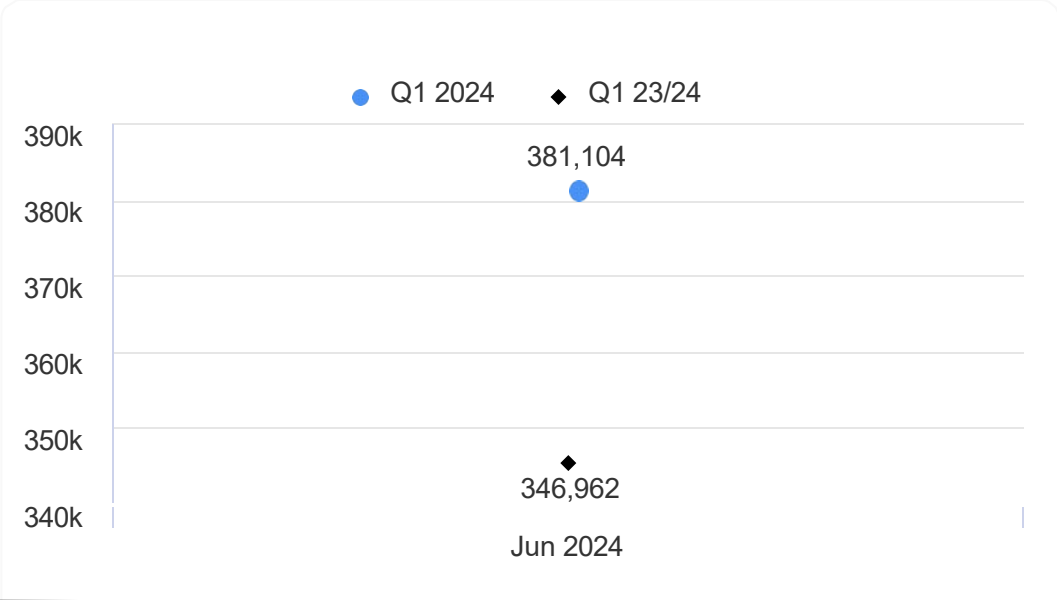
Measure	Portfolio Holder	Director/Lead Officer	Good is	Qtr Actual	Qtr Target	R.A.G	Direction of Change
BP4.2.04 % of due food hygiene inspections of premises rated A-D completed	Cllr R Parkinson	<ul style="list-style-type: none"> ▪ Ian Boll ▪ Tim Hughes 	Bigger Is Better	98.63%	95%	★	↕
<p>Commentary 72 out of 73 completed, the one not completed was due to the premises being shut as the owner was on holiday (1 Month)</p>							

Healthy, resilient and engaged communities – Monitoring Measures

Please note in all the charts below the blue line represents the current performance and the black line the previous financial year 2023-24

BP4.2.01 Number of Visits/Usage of all Leisure Facilities within the District

Commentary Usage figures for the Leisure Centres/Facilities have increased against the same period last year. Bicester visits are up 13,000 on April to June 24, Kidlington by circa 13,000 and Spiceball by 14,000



BP4.2.02 Residents who have taken part in programmes contributing to improving health inequalities

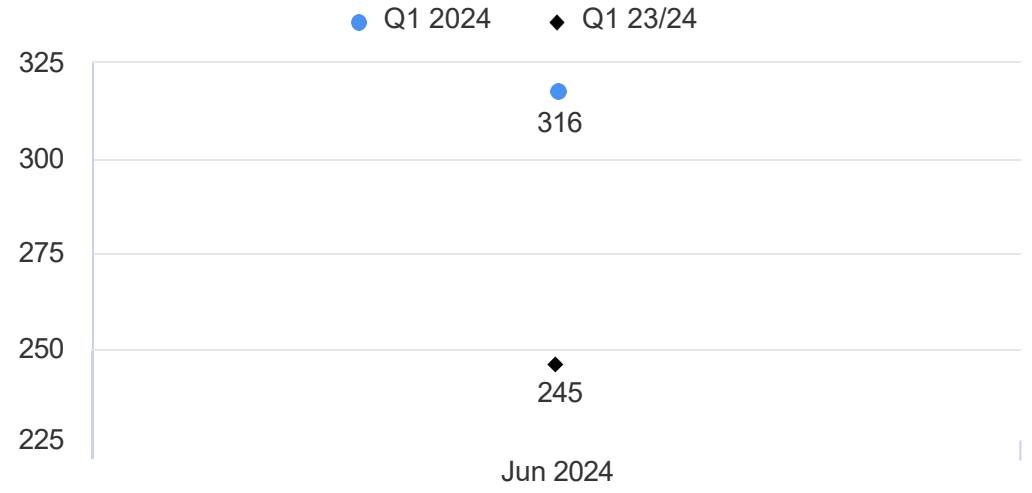
Commentary The 554 figure is the number of residents that have registered in April - June on Health prevention programmes You Move and Move Together. You Move a programme helping families access opportunities and Move Together working with adults with long term conditions are having a big impact on residents health and few examples of this from the end of year reports are below.
 You Move - 49% of Adults and 52% of children have increased their activity levels. 50% of adults and 42% of children have reported and improvement in their wellbeing and happiness. 24% of all children eligible for Free School Meals are on the programme demonstrating targeted nature.
 Move Together 60% of adults have increased their activity levels while being on Move Together. 54% of participants reported their perception of health had improved after 3 months.
 This measure is new for 2024/2025 therefore no comparison data for the previous year is available.



BP4.2.05 Number of Illegal Fly Tips

This is an increase of 71 on the same period in 2023. Of the 316 reports received 261 were investigated.

Commentary



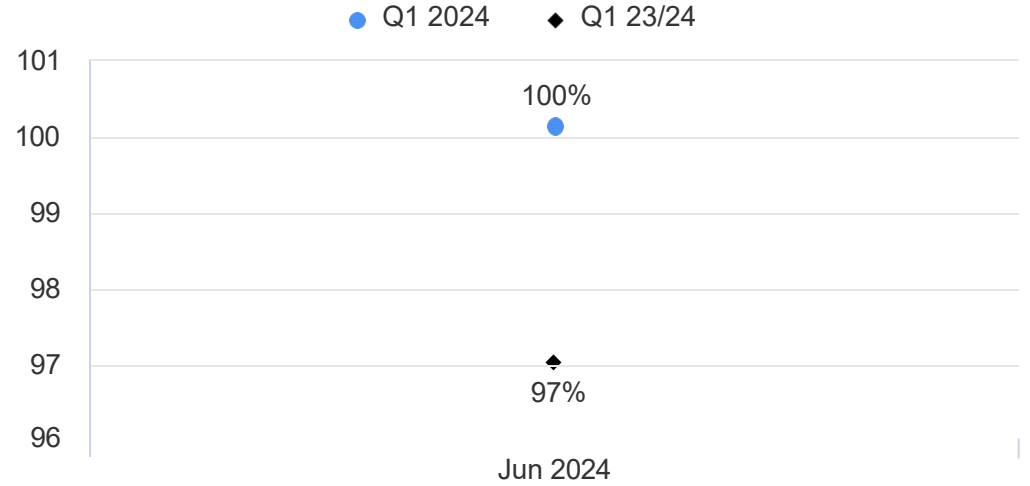
Organisational Health - Monitoring Measures

Please note in all the charts below the blue line represents the current performance and the black line the previous financial year 2023-24

BP5.1.02 Non-ringfenced reserves as percentage of service spend

Commentary

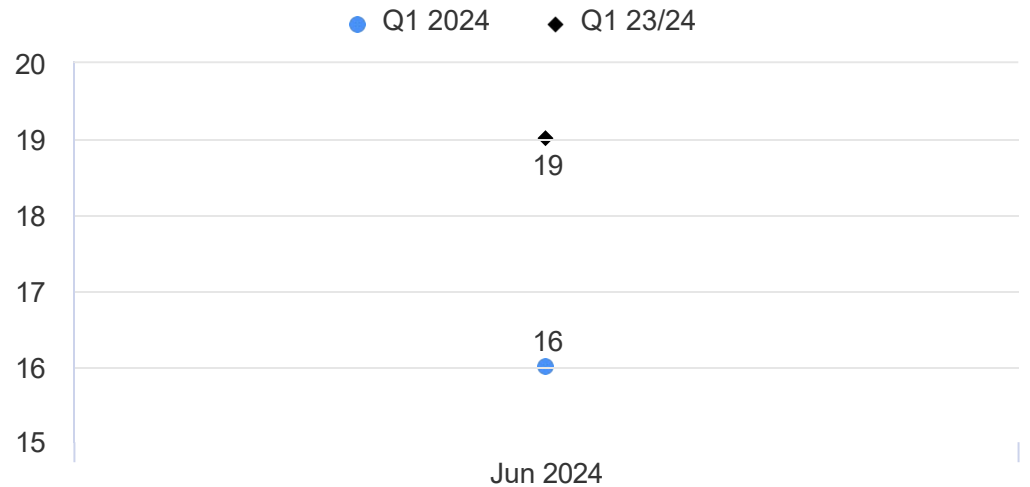
4.8% decrease on Q4 of 2023/24, due to service spend forecast to be slightly higher than 2023/24 and some usage of reserves approved in Q1 of 2024/25.



BP5.1.07 Number of upheld complaints

Commentary

There were 16 upheld complaints comprising of: Environmental Services - due to delays, missed bins or delay in responding to complaints or the manner it was handled, 10. Finance and Governance + S151 - mostly related to system problems affecting benefits or tax payments, 5. And Customers and Service Development, at specific aspects of complaint which had to be reviewed by service officer, 1.



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Annual Delivery Plan - Housing that meets your needs

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ HMN1 Work with partners and landlords to settle refugees into suitable accommodation in Cherwell through a Migration Moving Plan	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr C Pruden	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to schedule.
HMN1 Q1 - Q4 Deliver properties identified through LAHF 2	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr C Pruden	01 Apr 2024	31 Mar 2025	Delivering to Plan	Of the 20 properties due to delivered this financial year, 4 were completed which is in line with delivery plan. Sales and refurbishment works are progressing for the remaining 5 homes being delivered by Soha. For the 11 Sanctuary homes, a contractor for the refurbishment works has been instructed and works have commenced. Regular progress meetings with Soha and Sanctuary are in place to help ensure delivery remains on target.
HMN1 Q2 Extend community liaison and settlement support provided for new residents to capture newly settled families from Afghanistan.	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr C Pruden	01 Jul 2024	30 Sep 2024	Delivering to Plan	Regular ESOL classes have been arranged. A recent job fair event was successful and attracted both local residents and local refugees seeking work. Work continues to help refugee families settle well.
HMN1 Q3 Continue to identify hosts and work across Oxfordshire system to identify suitable properties and protocols for dealing with PRS Landlords.	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr C Pruden	01 Oct 2024	31 Dec 2024	Delivering to Plan	Regular ESOL classes have been arranged. A recent job fair event was successful and attracted both local residents and local refugees seeking work. Work continues to help refugee families settle well.

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
HMN1 Q4 Re-let accommodation in Town Centre House following successful completion of restoration work funded through LAHF1.	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr C Pruden	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4

Annual Delivery Plan - Housing that meets your needs

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ HMN2 To continue delivering on our Housing that meets our needs priority through the development of a new housing strategy	<ul style="list-style-type: none"> ■ Ian Boll ■ Richard Smith 	Cllr C Pruden	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to schedule
HMN2 Q1 Review existing strategy and develop evidence base for new strategy and its goals	<ul style="list-style-type: none"> ■ Ian Boll ■ Richard Smith 	Cllr C Pruden	01 Apr 2024	30 Jun 2024	Delivering to Plan	The existing strategy has been reviewed as well as the evidence base, reviewing a variety of data sources and documents. A draft is being created currently based on these findings
Page 145 HMN2 Q2 Identify key themes and objectives, feeding into Local Plan consultations	<ul style="list-style-type: none"> ■ Ian Boll ■ Richard Smith 	Cllr C Pruden	01 Jul 2024	30 Sep 2024	N/A	Activity not yet started – due to commence in Q2
HMN2 Q3 Deliver draft strategy for consultation with stakeholders and residents	<ul style="list-style-type: none"> ■ Ian Boll ■ Richard Smith 	Cllr C Pruden	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3
HMN2 Q4 Launch new strategy and communicate with widest stakeholder group	<ul style="list-style-type: none"> ■ Ian Boll ■ Richard Smith 	Cllr C Pruden	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4

Annual Delivery Plan - Housing that meets your needs

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ HMN3 Identify the Housing and Infrastructure our communities need in the future to create a healthy, thriving and sustainable Cherwell through developing our new Local Plan.	<ul style="list-style-type: none"> ■ David Peckford ■ Ian Boll 	Cllr J Conway	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to schedule
HMN3 Q1 Evidence gathering and preparation	<ul style="list-style-type: none"> ■ David Peckford ■ Ian Boll 	Cllr J Conway	01 Apr 2024	30 Jun 2024	Delivering to Plan	Evidence gathering and the preparation of the LP is on track to meet the Q3 target.
Page 146 HMN3 Q2 Evidence gathering and preparation		Cllr J Conway	01 Jul 2024	30 Sep 2024	N/A	Activity not yet started – due to commence in Q2
HMN3 Q3 Present the Proposed Plan (Reg. 19) to the Council's Executive for approval and then consult on the Proposed Plan	<ul style="list-style-type: none"> ■ David Peckford ■ Ian Boll 	Cllr J Conway	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3
HMN3 Q4 Consider response to consultation and present Submission Plan to Council for approval	<ul style="list-style-type: none"> ■ David Peckford ■ Ian Boll 	Cllr J Conway	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4

Annual Delivery Plan - Supporting environmental sustainability

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ SES1 As part of our climate action commitments, we will review and update our Air Quality Management Action plan to ensure its effectiveness and suitability	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to schedule.
SES1 Q1 to produce report for Exec to provide update on air quality monitoring for 2023. To approve the draft revised existing air quality action plan. To consider revocation of a number of Air Quality Management Areas (AQMAS)	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Apr 2024	30 Jun 2024	Delivering to Plan	The Air Quality Action Plan (AQAP) was updated in consultation with partners including Oxfordshire County Council Highways, Oxfordshire County Council Public Health and Community Safety, Environmental Services (Climate Action), and Planning and Development. A report on the updated AQAP, and also proposals to revoke two Air Quality Management Areas (AQMAS) was presented to the Executive at its meeting on 4 March 2024. The Executive approved the updated AQAP and the revocation of the Horsefair/North Bar, Banbury and the Bicester Road, Kidlington AQMAS.
SES1 Q2 Follow up actions from Executive decisions i.e. revoke the Air Quality Management Areas (AQMAS)	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Jul 2024	30 Sep 2024	N/A	Activity not yet started – due to commence in Q2
SES1 Q3 Review and produce new Air Quality Management Action Plan and submit to DEFRA	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
SES1 Q4 Engage with partners on the revised actions arising as a result of the new plan	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	02 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4

Annual Delivery Plan - Supporting environmental sustainability

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ SES2 To progress activity within Climate Action Plan to support communities to develop and implement plans to make all of the district a more sustainable place to live and work.	<ul style="list-style-type: none"> ■ Ian Boll ■ Jo Miskin 	Cllr D Hingley	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to schedule
SES2 Q1 Implement, review and report on progress of project in Q1	<ul style="list-style-type: none"> ■ Ian Boll ■ Jo Miskin 	Cllr D Hingley	01 Apr 2024	30 Jun 2024	Delivering to Plan	In the Q1, out of total 122 Climate Actions, 91 actions were On-going, 16 actions were On-hold, and 15 actions were got Completed. The actions were further marked as per their RAG ratings for Q1, and out of total 122 Climate Actions, 75 actions were in Green, 37 were in Amber and 10 actions were in Red. In this quarter we have completed a Scope 3 Emission study done for the council. The EV Pool Car is now active and available for staff use. We have supported and will continue to support on Pre-deployment work of Local Area Energy Planning (LAEP). The specification for the solar strategy for the district is underway and is due to be finalised by early in Q2. We are in the process of commissioning three studies on Carbon Baseline for the District and decarbonizing Council's Estate and Fleet.
SES2 Q2 Implement, review and report on progress of projects in Q2	<ul style="list-style-type: none"> ■ Ian Boll ■ Jo Miskin 	Cllr D Hingley	01 Jul 2024	30 Sep 2024	N/A	Activity not yet started – due to commence in Q2
SES2 Q3 Implement, review and report on progress of projects in Q3	<ul style="list-style-type: none"> ■ Ian Boll ■ Jo Miskin 	Cllr D Hingley	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
SES2 Q4 Implement, review and report on progress of projects in Q4 and report on conclusion of the three year programme.	<ul style="list-style-type: none"> ■ Ian Boll ■ Jo Miskin 	Cllr D Hingley	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4

Annual Delivery Plan - Supporting environmental sustainability

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ SES3 Move to a smaller, greener HQ with better public transport, walking and cycling opportunities to reduce costs and reliance on cars.	<ul style="list-style-type: none"> ■ Mona Walsh ■ Stephen Hinds 	Cllr L McLean	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering slightly behind schedule
SES3 Q1 Appoint contractor to undertake Castle Quay fit-out refurbishment works	<ul style="list-style-type: none"> ■ Mona Walsh ■ Stephen Hinds 	Cllr L McLean	01 Apr 2024	30 Jun 2024	Delivering to Plan	Delegated Authority to award contract approved 8 July. Timescale have slipped from original target date due to extended procurement timelines. Tenders returned 19th June, evaluation completed, preferred bidder identified and standstill period expired on the 22nd July. Value engineering underway with preferred contractor to be followed by contractor award.
SES3 Q2 Carry out Castle Quay fit out refurbishment works	<ul style="list-style-type: none"> ■ Mona Walsh ■ Stephen Hinds 	Cllr L McLean	01 Jul 2024	30 Sep 2024	N/A	Activity not yet started – due to commence in Q2
SES3 Q3 Office preparation and relocation works to enable transfer of staff to new accommodation	<ul style="list-style-type: none"> ■ Mona Walsh ■ Stephen Hinds 	Cllr L McLean	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q2
SES3 Q4 Bodicote House cleared	<ul style="list-style-type: none"> ■ Mona Walsh ■ Stephen Hinds 	Cllr L McLean	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q2

Annual Delivery Plan - An enterprising economy with strong and vibrant local centres

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ EEV1 To deliver key projects within the third year of the UK Prosperity Fund and Rural England Prosperity Fund	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to schedule
EEV1 Q1 Implement, review and report on progress of projects in Q1.	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Apr 2024	30 Jun 2024	Delivering to Plan	During Q1 project delivery progressed to schedule. Thirteen projects were live and will continue during Q2, as follows: <ul style="list-style-type: none"> • Improvements to Community Centre facilities • Whitelands sports ground, Bicester - floodlighting • Cherwell urban centres - vacant premises study • Development of public realm strategy frameworks • Increasing access to and use of Bridge Street Community Garden, Banbury • Enterprise support for students in secondary schools • Cherwell Business Awards • Two urban centre projects (public realm improvements) • Four projects to increase participation in cultural and arts activities
EEV1 Q2 13 Projects from Q1 continue. Four projects start in Q2 <ul style="list-style-type: none"> • Support for Economically Inactive residents • Green Construction Skills courses • Business Support scheme • Rural Business grants scheme 	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Jul 2024	30 Sep 2024	N/A	Activity not yet started – due to commence in Q2.

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
<p>EEV1 Q3 Flood lighting at Whitelands sports ground, Bicester completed 16 Projects from Q1 and Q2 continue Three projects start in Q3</p> <ul style="list-style-type: none"> • Active Travel scheme in rural areas • Creation of village growing spaces • Decarbonisation support for businesses 	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.
<p>EEV1 Q4 All projects are scheduled to be complete in Q4</p>	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4.

Annual Delivery Plan - An enterprising economy with strong and vibrant local centres

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ EEV2 To continue the development of the Banbury Vision 2050, which will identify short and long terms measures to regenerate the town centre	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to schedule
EEV2 Q1 Master planners appointed to prepare non-statutory Banbury 2050 masterplan	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Apr 2024	30 Jun 2024	Delivering to Plan	Feedback from a pre-procurement exercise, together with study of the consultants' draft Banbury Vision 2050 survey and engagement findings, prompted an options review of the development of a non-statutory Masterplan.
EEV2 Q2 Masterplan engagement complete	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Jul 2024	30 Sep 2024	N/A	Activity not yet started – due to commence in Q2.
EEV2 Q3 Draft masterplan prepared and consultation completed	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.
EEV2 Q4 Banbury 2050 masterplan approved and endorsed by partners	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4.

Annual Delivery Plan - An enterprising economy with strong and vibrant local centres

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ EEV3 To develop a plan for reimagining Bicester and ensure existing and new communities benefit from short and long-term measures of the Garden Town principles	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to schedule
EEV3 Q1 Procurement of design consultants to Market Square Project. Programme of stakeholder consultation events/surveys. Master planners appointed to prepare non-statutory Bicester masterplan.	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Apr 2024	30 Jun 2024	Delivering to Plan	The Council's procurement process to contract consultants for the Market Square Project concluded with the appointment of WSP, an expert in town centre regeneration, and a programme of stakeholder consultation events and surveys is scheduled for Q2. Feedback from a pre-procurement exercise prompted an options review of the development of a non-statutory Masterplan.
EEV3 Q2 Market square consultation continues	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Jul 2024	30 Sep 2024	N/A	Activity not yet started – due to commence in Q2.
EEV3 Q3 Market Square final scheme design fix. Draft masterplan prepared	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.
EEV3 Q4 Market Square approval of plans and Planning App/construction phase. Bicester masterplan approved and endorsed by partners	<ul style="list-style-type: none"> ■ Ian Boll ■ Robert Jolley 	Cllr L McLean	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4.

Annual Delivery Plan - An enterprising economy with strong and vibrant local centres

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ EEV4 Developing a Kidlington Vision	<ul style="list-style-type: none"> Ian Boll Robert Jolley 	Cllr L McLean	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to schedule
EEV4 Q1 Establish oversight board for Kidlington Vision	<ul style="list-style-type: none"> Ian Boll Robert Jolley 	Cllr L McLean	01 Apr 2024	30 Jun 2024	Delivering to Plan	Membership of the Oversight Board has been established and a first meeting scheduled for July 2024.
EEV4 Q2 Commence engagement with communities and stakeholders	<ul style="list-style-type: none"> Ian Boll Robert Jolley 	Cllr L McLean	01 Jul 2024	30 Sep 2024	N/A	Activity not yet started – due to commence in Q2.
EEV4 Q3 Develop draft Kidlington Vision	<ul style="list-style-type: none"> Ian Boll Robert Jolley 	Cllr L McLean	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.
EEV4 Q4 Consult on draft Kidlington	<ul style="list-style-type: none"> Ian Boll Robert Jolley 	Cllr L McLean	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4.

Annual Delivery Plan - Healthy, Resilient and engaged communities

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ HRE1 To develop a framework that determines the effectiveness and positive impact of the wellbeing strategy on our communities	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to schedule
HRE1 Q1 Draft impact framework based on current data capture	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Apr 2024	30 Jun 2024	Delivering to Plan	Everybody's Wellbeing Strategy has been promoted to partners and residents at events such as Brighter Futures, Healthy Bicester, Parish Liaison and more. A draft evaluation framework to measure the impact of the strategy has been developed and will provide a quarterly review of the seven areas within the strategy to monitor performance and showcase impact.
Page 157 HRE1 Q2 Consult stakeholders on their contributions	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Jul 2024	30 Sep 2024	N/A	Activity not yet started – due to commence in Q2.
HRE1 Q3 Present for sign off and disseminate		Cllr R Pattenden	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.
HRE1 Q4 Capture impact of the actions delivered from the strategy action plan, including annual surveys and partner contributions. Report on it.		Cllr R Pattenden	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4.

Annual Delivery Plan - Healthy, Resilient and engaged communities

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ HRE2 To respond to the Food Insecurity Emergency and improve outcomes for our residents through delivery of the Cherwell Food Action Plan	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Parkinson	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to schedule
HRE2 Q1 Develop an annual delivery plan and report to Overview and Scrutiny	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Parkinson	01 Apr 2024	30 Jun 2024	Delivering to Plan	Food action delivery plan has been created and is being delivered with community and statutory partners. Due to take this O & S to complete this task.
Page 158 HRE2 Q2 Hold stakeholder event to generate interest and encourage new delivery partners involvement	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Parkinson	01 Jul 2024	30 Sep 2024	N/A	Activity not yet started – due to commence in Q2.
HRE2 Q3 Consider future budget and funding need beyond our own resources	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Parkinson	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.
HRE2 Q4 Reset Year 2 targets and report on achievements	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Parkinson	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4.

Annual Delivery Plan - Healthy, Resilient and engaged communities

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ HRE3 To work with partners on delivering against agreed actions to protect women and girls from violence	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to schedule
HRE3 Q1 To Review and report on partner activity as agreed in the delivery plan for Q1	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Apr 2024	30 Jun 2024	Delivering to Plan	Report received from partner delivering project focussed on reducing violence against women and girls. Milestones as per delivery plan are being met. Highlights include: Two young people supported to complete programme of support and transition out of the project. Supporting the transition of 4 young people to continue engagement following a change of youth worker. Successful recruitment of new Young Women and Girls project coordinator. Delivery of 2 professional trainings to 34 professionals working with young people
HRE3 Q2 To review and report on partner activity as agreed in delivery plan for Q	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Jul 2024	30 Sep 2024	N/A	Activity not yet started – due to commence in Q2.
HRE3 Q3 Review and report on Q3 milestones as set out in delivery plan	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.
HRE3 Q4 Review success and outcomes and explore opportunities to sustainably continue the work	<ul style="list-style-type: none"> ■ Ian Boll ■ Tim Hughes 	Cllr R Parkinson	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4.

Annual Delivery Plan - Healthy, Resilient and engaged communities

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ HRE4 To consider and deliver actions that will improve the experience of residents in relation to the cost of living by enabling voluntary and community groups to deliver services through the redistribution of central government grants	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to schedule
HRE4 Q1 Refresh the Cost of Living action plan based on the delivery of the 23/24 plan. Search for and secure external funding for this area of work	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Apr 2024	30 Jun 2024	Delivering to Plan	Currently on track with consultation taking place with teams across CDC. Due for submission to O & S for scrutiny in order to complete the task.
HRE4 Q2 Undertake stakeholder engagement to help reflect on good practice and degrees of success and replicability in current programme. Search for and secure external funding for this area or work.	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Jul 2024	30 Sep 2024	N/A	Activity not yet started – due to commence in Q2.
HRE4 Q3 Develop a winter impact strategy and deliver. Search for and secure external funding for this area of work	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
HRE4 Q4 Monitor and evaluation to coincide with the work of the FIWG. Search for and secure external funding for this area of work	<ul style="list-style-type: none"> ■ Ian Boll ■ Nicola Riley 	Cllr R Pattenden	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4.

Annual Delivery Plan - Organisational Health

Priorities & Milestones	Lead/Director	Portfolio Holder	Start Date	Due Date	R.A.G.	Milestones update
✓ COR1 Identifying future services delivery options, to ensure efficiency, best use of resources and continuous improvement through Transformation Programme and Balanced MTFS	<ul style="list-style-type: none"> ■ Shona Ware ■ Stephen Hinds 	Cllr D Hingley	01 Apr 2024	31 Mar 2025	Delivering to Plan	This priority overall is delivering to schedule
COR1 Q1 Agree transformation and budget process/complete current transformation reviews	<ul style="list-style-type: none"> ■ Shona Ware ■ Stephen Hinds 	Cllr D Hingley	01 Apr 2024	30 Jun 2024	Delivering to Plan	Current service reviews have now concluded and where appropriate, recommendations will feed into the agreed 25/26 Transformation & budget process.
Page 162 COR1 Q2 Develop draft transformation and saving proposals	<ul style="list-style-type: none"> ■ Shona Ware ■ Stephen Hinds 	Cllr D Hingley	01 Jul 2024	30 Sep 2024	N/A	Activity not yet started – due to commence in Q2.
COR1 Q3 Consultation on savings and Transformation Proposals	<ul style="list-style-type: none"> ■ Shona Ware ■ Stephen Hinds 	Cllr D Hingley	01 Oct 2024	31 Dec 2024	N/A	Activity not yet started – due to commence in Q3.
COR1 Q4 Agree Budget and MTFS	<ul style="list-style-type: none"> ■ Shona Ware ■ Stephen Hinds 	Cllr D Hingley	01 Jan 2025	31 Mar 2025	N/A	Activity not yet started – due to commence in Q4

EDI1.01 Engage with, and support local community groups and organisations

Action	Owner	Actual	Comments
EDI1.01.01 Evaluate the quality of council's existing relationships with community groups and organisations which further the Council's commitment to equality, diversity and inclusion	Jon Wild	Delivering to plan	All Council network and partnerships have EDI as an ongoing agenda item, working with all partners to identify groups and organisations who may not be a current partner. Promotion of networks and partnerships are advertised via the website and community partnerships and encourage groups to contact the council to become an active partner in the future.
EDI1.01.02 Establish new relationships with community groups focused on ethnicity or national identity with priority given to those with the largest number of members in need in the district	Jon Wild	Delivering to plan	All Council events and networks are open and accessible for all, we work with a multi agency approach to continue to make contacts with new groups and organisations delivering opportunities in a wide range of settings to support the needs of the whole district.
EDI1.01.03 Establish a Language Bank where Cherwell staff proficient in community languages can opt-in to assist with outreach efforts to further the Council's EDI objectives	Claire Cox	Delivering to plan	We are pulling together a plan to launch this request to staff. In addition to this, we have liaised with Communities who are looking to pull together information from trusted partners in the community and voluntary sector that could assist our staff if required.

EDI1.02 Promote inclusive behaviour with residents and service users

Action	Owner	Actual	Comments
EDI1.02.01 Promote externally the Council's work to promote inclusivity	Julian Cotton	Delivering to plan	We continue to highlight and link to EDI-related themes and awareness weeks. An example is explaining how disabled people are catered for and can vote at the general election. We highlighted 'period equality for all' and the fact we offer grant funding to community groups to provide free sanitary products. We flagged Eid Mubarak and other relevant EDI themes too. We celebrated Pride particularly in our internal communication channels. If communications is aware of positive news we will look to issue stories using press releases and social media to highlight our work.

Action	Owner	Actual	Comments
EDI1.02.02 Add additional pro-forma text on accessibility to the committee meetings pages of the council's website and agenda reports pack	Natasha Clark	Delivering to plan	The 'access to meetings' paragraph on all PDF agenda packs has been amended to advise those with special requirements to contact the named Committee officer in advance of the meeting. Further amendments to individual Committee pages will be made in due course.

EDI1.03 Work directly with communities to identify inequality and tackle disadvantage

Action	Owner	Actual	Comments
EDI1.03.01 Work with partners to promote an ethnically diverse representation at our voluntary sector forum	Nicola Riley	Slightly behind schedule	Invitations to the voluntary sector forum will be widened in an effort to hold a more representative event

EDI1.04 Promote equality, diversity & inclusion through our supply chain and strategic partnerships

Action	Owner	Actual	Comments
EDI1.04.01 Make sure EDI implications and clauses are included in all our procurement processes as stated in our contracts and evaluation process guidelines	Shiraz Sheikh	Delivering to plan	Procurement and Contract procedures take into account the Equality Act 2010

EDI1.05 Promote and encourage inclusive behaviour for future generations

Action	Owner	Actual	Comments
EDI1.05.01 Collaborate with partner organisations to involve young people in volunteering activities and engage with them to undertake active participation in their local communities	Nicola Riley	Slightly behind schedule	Initial discussions with some partners has highlighted the costs and challenges associated with young people undertaking volunteer activity. The next step is to explore how this can be best supported with input from schools.
EDI1.05.02 Raise awareness of the role of a councillor from an EDI perspective within political leaders	Shiraz Sheikh	Delivering to plan	We delivered EDI training less than a year ago and also plan to deliver a refresher.

Action	Owner	Actual	Comments
ED11.05.03 Raise awareness of the role of councillors and routes to be becoming a councillor targeted at underrepresented group	<ul style="list-style-type: none"> ■ Natasha Clark ■ Nicola Riley 	Slightly behind schedule	During Q1 training has been delivered to new members, however specific work to raise awareness across Members has been delayed due to general elections during this period.

ED11.06 Work with all partner organisations to understand diverse needs & create incl. communities

Action	Owner	Actual	Comments
ED11.06.01 Implement the recommendations proposed by the strategic review of partnerships	Nicola Riley	Slightly behind schedule	The review recommended that EDi actions be incorporated into Terms of reference and service level agreements where CDC was the lead organisation.

Inclusive Services

EDI2.01 Ensure information, website and digital services are accessible to all incl. digitally excl

Action	Owner	Actual	Comments
EDI2.01.01 Agree, implement, and publicise the new translations and alternative formats policy	Celia Prado-Teeling	Delivering to plan	First draft completed waiting for review and senior management approval.
EDI2.01.02 Complete an Equalities Impact Assessment on the website (including the terms and conditions)	Celia Prado-Teeling	Delivering to plan	Corporate team is working on the EDI audit framework in parallel of commencing a review on the website accessibility (content and technical features).

EDI2.02 Take action to make our buildings accessible to all residents and staff

Action	Owner	Actual	Comments
EDI2.02.01 Conduct an access audit on Castle Quay and other major council buildings, unless up to date audits are already available	Mona Walsh	Delivering to plan	Activity scheduled to start later in 24/25
EDI2.02.02 Consider and if appropriate, implement the recommendations of the access audit	Mona Walsh	Delivering to plan	Activity scheduled to start later in 24/25

EDI2.03 Better understand those using services & their needs by collecting information & feedback

Action	Owner	Actual	Comments
EDI2.03.01 Implement the recommendations of the review of data from customer contact	Celia Prado-Teeling	Delivering to plan	Analysis of the review is on the way as part of EDI audit of services. Actions to be implemented will be established during Q2 and Q3.

ED12.04 Engage residents, those using services and community groups when planning services

Action	Owner	Actual	Comments
ED12.04.01 When officer review is completed, bring the draft consultation and engagement framework to Equality, Diversity & Inclusion working group for consideration	Celia Prado-Teeling	Delivering to plan	Final draft of the consultation and engagement strategy is ready for senior management review. Officers are waiting for the working group to be established to add the item to the forward plan.
ED12.04.02 Review and update the accessibility section of the website and consider if its prominence can be raised	Julian Cotton	Delivering to plan	We regularly look at webpage content and we are reviewing this section https://www.cherwell.gov.uk/info/5/your-council/353/accessibility . It does come up as the top search item when you search "accessibility" which is positive. The link to this section appears on the bottom of all council webpages so is prominent to web visitors who want to know more or who need it. A screen reader should pick this up.

ED12.05 Plan and deliver services that promote inclusion

Action	Owner	Actual	Comments
ED12.05.01 Complete an Equalities Impact Assessments on all services and contracts	Celia Prado-Teeling	Delivering to plan	As a first step an Equality Diversity and Inclusion Policy audit is being developed, due to be reviewed and approved by senior management during the summer, to provide framework for this project.

Inclusive Workplaces

EDI3.01 Improve diversity of our organisation at all levels to be representative of our communities

Action	Owner	Actual	Comments
EDI3.01.01 Introduce a yearly report to Personnel Committee, which splits the demographic information on the Council's workforce by grade and department	Claire Cox	Delivering to plan	Quarterly workforce statistics are provided to Personnel Committee on a quarterly basis, which includes annual comparisons at year end. The report provides EDI data on our workforce by grade. We do not break this down by department as some departments are small and we do not want to breach GDPR.

EDI3.02 Celebrate and promote diversity in our workforce

Action	Owner	Actual	Comments
EDI 3.02.01 Within the annual report referenced in EDI3.01, include a short update on networks & virtual social groups for employees interested in particular causes	Julian Cotton	Delivering to plan	This is on our radar for the 24/25 annual report, and we will liaise with the Performance and Insight team at the relevant point to help include an appropriate update.

EDI3.03 Provide a supportive environment so all staff can reach their potential

Action	Owner	Actual	Comments
EDI3.03.01 Deliver new communication plan which promotes development opportunities for the Council's workforce	Julian Cotton	Delivering to plan	We have a new communications coordinator who is assisting with in internal communications and supporting HR by highlighting development support. We are regularly raising training opportunities and flagging up the systems we have in place for staff to gain new skills such as Bookboon. We also use the Intranet via the events section or news carousel to highlight new items.
EDI 3.03.02 Conduct an access audit on Castle Quay and other major council buildings (internal)	Mona Walsh	Delivering to plan	Activity scheduled to start later in 24/25

EDI3.04 Identify and tackle discrimination in all its forms

Action	Owner	Actual	Comments
EDI3.04.01 Complete the review and approval by Personnel Committee of the remaining HR policies	Claire Cox	Delivering to plan	We are continuing with our refresh of all HR Policies, and where required, devising new ones. Our policies are now all on a 3-year rolling refresh programme.

EDI3.05 Provide managers with the skills to support employees with different needs

Action	Owner	Actual	Comments
EDI3.05.01 Integrate additional inclusion training for manager into the mandatory e-learning suite	Teresa Reed	Delivering to plan	All staff are required to complete EDI e-learning, we are exploring other options for managers on inclusion training.

EDI3.06 Train our staff to identify and avoid unconscious bias and deliver inclusive services.

Action	Owner	Actual	Comments
EDI3.06.01 Provide an update on the roll out of unconscious bias training & to what extent the Council has been able to gauge its effectiveness	Teresa Reed	Delivering to plan	We have rolled out management recruitment training which includes a section on unconscious bias. We are running these session in a regular basis to ensure all managers are trained. All staff are required to complete EDI e-learning, we are exploring other options for managers on inclusion training.

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Appendix 9 – Leadership Risk Register as at 14/08/2024

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Page 171 Impact	5 - Catastrophic			L08		
	4 - Major		L09 - L06	L03-L07-L11-L14	L01	
	3 - Moderate		L04-L05-L10	L02-L12-L13		
	2 - Minor					
	1 - Insignificant					

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

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)		Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)		Direction of travel	Mitigating actions (to address control issues)	Comments	Last updated
		Probability	Impact						Probability	Impact				
		4	4		Fully effective Partially effective Not effective				4	4				
L01 - Financial resilience – Failure to plan for and/or react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability		16	Medium Term Revenue Plan updated and reported regularly to members.	Fully	Councillor L.McLean	Michael Furness	Joanne Kaye	4	16	↔	This continuous process will include reviewing budget monitoring, active budget management, and reflection of economic and Local Government sector trends in the MTFS. Wherever possible, policy decisions impacting on the MTFS will be taken as soon as possible, rather than waiting until the February Council meeting which sets the annual budget. This will allow officers to be ready to implement, or have implemented, policy decisions which will maximise positive impacts on the budget.	Full risk review carried out, controls and mitigating actions updated	Update On 8/8/2024
	Reduction in services to customers			Planning for balanced medium term and dynamic ability to prioritise resources.	Fully							The budget for 2024/25 was agreed with savings proposals identified to contribute to addressing forecast reductions in funding. Close monitoring of the delivery of the savings programme will take place throughout 2024/25 with mitigations required if slippage is identified. The budget and transformation process for 2024/25 was begun in May 2024 and will involve a robust review of current budgets, how those link to activity supporting the corporate priorities, and services level options to allow for prioritisation of resources.		
	Increased volatility and inability to manage and respond to changes in funding levels			Finance team made up of highly professional, competent, qualified staff.	Partially							Integration and continued development of Performance, Finance and Risk reporting		
	Reduced financial returns (or losses) on investments/assets such as in subsidiaries.			Good networks established locally, regionally and nationally to ensure officer are aware of developments across the sector which could impact on the council.	Fully							Internal Audits being undertaken for core financial activity and capital as well as service activity		
	Inability to deliver financial efficiencies			Strong shareholder function and relationships with subsidiaries to manage investment risk	Fully							Introduction and implementation of an Asset Management Strategy		
	Exposure to commercial pressures in relation to regeneration projects.			To be prudent, financial returns from the subsidiaries are not included in the MTFS until they are reasonably assured to	Partially							Capital & Investment Strategy agreed annually		
	Poor customer service and satisfaction			National guidance interpreting legislation available and used regularly.	Fully							Posts are filled by appropriately qualified individuals		
	Increased complexity in governance arrangements			Progress regeneration plans in a coordinated manner. Participate in Oxfordshire Treasurers' Association's work streams.	Fully							Regular involvement and engagement with colleagues across the county		
	Lack of officer capacity to meet service demand			Review of best practice guidance from bodies such as CIPFA, LGA Oflog and NAO.	Fully							Regular member training and support		
	Lack of financial awareness and understanding throughout the council			Treasury management and capital & Investment strategies in place in place and updated at least annually. Regular financial and performance monitoring in place.	Fully							Regular utilisation of advisors as appropriate		
	Increased inflation in the costs of capital schemes			Independent third party advisers in place. Regular bulletins and advice received from advisers. Property portfolio income monitored through financial management arrangements on a regular basis.	Fully							Summarise and distribute announcements to CLT and members.		
	Increased inflation in revenue costs			Asset Management Strategy in place and embedded	Fully							Timely and good quality budget management reports, particularly property income and capital		
			Transformation Programme in place to deliver efficiencies, prioritise resources, link to strategic priorities and increased income in the future	Partially							Work is underway to maximise the impact of the available space in Banbury town centre			
L02 - Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge	3	12	Embedded system of legislation and policy tracking In place, with clear accountabilities, reviewed regularly by Directors.	Partially	Councillor Brant	Stephen Hinds	Shiraz Sheikh	3	9	↔	Ensure Committee forward plans are reviewed regularly by senior officers.	Full risk reviewed carried out, no changes necessary for Q1.	Updated on 14/08/2024
	Loss of opportunity to influence national policy / legislation			Clear accountability for responding to consultations with defined process to ensure Member engagement	Fully							Ensure Internal Audit plan focusses on key leadership risks.		
	Financial penalties			National guidance interpreting legislation available and used regularly	Fully							Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions.		
	Reduced service to customers			Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed.	Fully							External support secured for key corporate projects including Growth Deal and IT Transformation Programme.		
	Inability to deliver council's plans			Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place	Partially							Learning and development opportunities identified and promoted by the Chief Executive and Directors. First tranche of Senior Leadership training/development begins in August, and is cascaded throughout 2022/23. Staff briefings on rules and procedures by MO		
	Exposure to commercial pressures			Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit	Fully							Review Directorate/Service risk registers.		
	Reduced resilience and business continuity			Internal Audit Plan risk based to provide necessary assurances	Fully							Ensure Committee forward plans are reviewed regularly by senior officers.		
	Reduced staff morale, increased workload and uncertainty may lead to loss of good people			Strong networks established locally, regionally and nationally to ensure influence on policy issues. In addition two Directors hold leading national roles	Fully							Ensure Internal Audit plan focusses on key leadership risks.		
				Senior Members aware and briefed regularly in 1:1s by Directors	Fully							Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions.		
				Arrangements in place to source appropriate interim resource if needed	Fully							External support secured for key corporate projects including Growth Deal and IT Transformation Programme.		
				Ongoing programme of internal communication	Fully							Review Directorate/Service risk registers.		
				Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required	Fully									
			Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing.	Fully										

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)		Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)		Direction of travel	Mitigating actions (to address control issues)	Comments	Last updated		
		Probability	Impact Rating						Probability	Impact Rating						
L03 - CDC Local Plan - Failure to have an up to date Local Plan could result in poor planning decisions in inappropriate locations. It could also make it more difficult to demonstrate an adequate supply of land for housing which could lead to more planning by appeal and decisions that are contrary to the Council's wishes. The Plan requires approval by Council to be submitted for Examination.	<p>Poor planning decisions leading to inappropriate growth in inappropriate place.</p> <p>Failure to have up to date policies that meet the District's requirements.</p> <p>Negative impact on the council's ability to deliver its strategic objectives, including for minimising carbon emissions.</p> <p>A higher number of planning appeals with associated increased costs</p> <p>Reputational damage with our local communities through not having up to date policies to meet needs and protect the environment</p> <p>Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/lack of policy clarity.</p> <p>Failure to submit Plan for Examination by June 2025 would mean that the Council would need to prepare a Local Plan under a new plan-making system on which further Gov't guidance is awaited. This would significantly delay having a new, up-to-date Plan.</p>	4	4	16	<p>The statutory 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</p> <p>Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity.</p> <p>On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies</p> <p>Regular Councillor briefings to ensure all timescale requirements are understood. Ensuring that staff and consultancy resourcing is maintained</p> <p>Political consensus - building</p>	Partially	Councillor J. Conway	Ian Boll	David Peckford	3	4	12	↔	<p>Annual (Authority) Monitoring Reports presented to the Executive on plan making and policy effectiveness.</p> <p>An updated LDS presented to the Executive when there is a significant change in the circumstances for the Local Plan timetable.</p> <p>Programme built into Directorate level objectives (e.g. via Service Plans) and staff appraisals; on-going preparation of the Local Plan is a service priority.</p> <p>Project management of the Local Plan process continues.</p> <p>Regular Corporate Director, Portfolio Holder and Members Advisory Group briefings</p> <p>Continuance of internal Members' Advisory Group meetings. Early briefing for new Portfolio Holder in May 2024 and any new Councillors</p> <p>Political consensus building through Chief Executive briefings and the Local Plan's Members Advisory Group.</p>	Full risk reviewed carried out, no changes necessary for Q1.	Reviewed on 14/08/2024
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 Council's operations	<p>Inability to deliver critical services to customers/residents</p> <p>Financial loss/ increased costs</p> <p>Loss of important data</p> <p>Inability to recover sufficiently to restore non-critical services before they become critical</p> <p>Loss of reputation</p> <p>Reduced service delivery capacity in medium term due to recovery activity</p>	4	4	16	<p>Business continuity strategy, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering Group</p> <p>Services prioritised and ICT recovery plans reflect those priorities and the requirements of critical services</p> <p>ICT disaster recovery arrangements in place with data centre and cloud services reducing likelihood of ICT loss and data loss</p> <p>Incident management team identified in Business Continuity Framework</p> <p>All services undertake annual business impact assessments and updates of business continuity plans</p> <p>Cross-council Business Continuity Steering Group meets regularly to identify Business Continuity improvements needed</p>	Fully	Councillor R. Parkinson	Ian Boll	Tim Hughes	2	3	6	↔	<p>BC actions post-audit in 2023 are being implemented as per plan.</p> <p>BCSG meeting routinely and corporate refresh across all areas is progressing</p> <p>BC Impact Assessments and BCPs being updated and reviewed by Emergency Planning Team with supporting document management system being implemented.</p> <p>Business Continuity Statement of Intent and Framework reviewed and updated to align with new incident management framework</p> <p>Cross-council BC Steering Group meets regularly to identify BC improvements needed; BC Steering Group has been reconvened, engagement is being made across all service areas.</p> <p>Plans tested and annual cycle clearly sets out the test/review/improve process and expectations</p>	Full risk review carried out. Mitigating actions updated.	Updated on 30/7/2024
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	<p>Inability of council to respond effectively to an emergency</p> <p>Unnecessary hardship to residents and/or communities</p> <p>Risk to human welfare and the environment</p> <p>Legal challenge</p> <p>Potential financial loss through compensation claims</p> <p>Ineffective Cat 1 partnership relationships</p> <p>Reputational damage</p>	4	4	16	<p>Incident Management Framework in place and key contact lists updated monthly.</p> <p>Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered</p> <p>Expert advice and support provided by Oxfordshire County Council's Emergency Planning Team under partnership arrangements.</p> <p>Council Duty Directors attend training relating to role prior to joining duty director rota and have refresh training annually</p> <p>CEX and Corporate Directors have received Strategic Co-ordinating Group (SCG) Training.</p> <p>Multi agency emergency exercises conducted to ensure readiness</p> <p>Active participation in Local Resilience Forum (LRF) activities</p> <p>On-call rota being maintained and updated to reflect recent staffing changes</p>	Fully	Councillor R. Parkinson	Ian Boll	Tim Hughes	2	3	6	↔	<p>IMF reviewed and updated. Training schedule in place and being delivered including training for new ADs/CEX and refresh for existing duty directors. Emergency plan contacts list updated monthly and reissued to all duty directors</p> <p>Supporting officers for incident response reviewed and identified across some areas, to ensure they are reviewed and updated across all service areas.</p>	Full risk review carried out. Risk controls updated	Updated on 30/7/2024

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)		Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)		Direction of travel	Mitigating actions (to address control issues)	Comments	Last updated	
		Probability	Impact						Probability	Impact					
		4	4		Fully effective Partially effective Not effective				2	4					
L06 - Safeguarding the Vulnerable – Operational and partnership actions- Failure to work effectively with partners to identify and protect vulnerable people in the district and disrupt exploitation leaving vulnerable people at risk or subject to exploitation.	Increased harm and distress caused to vulnerable individuals and their families.	4	16	Continue in linking in with Oxfordshire partnerships protocol review to ensure outcomes relevant to CDC are understood and implemented as necessary	Partially	Councillor R. Parkinson	Ian Boll	Tim Hughes	2	8	↔	Continue in linking in with Oxfordshire partnerships protocol review to ensure outcomes relevant to CDC are understood and implemented as necessary.	Full risk review carried out. Risk controls updated	Updated on 30/7/2024	
	Council subject to external reviews			Exploitation concerns and actions discussed routinely at Joint Agency Tasking and Co-ordination meetings on a monthly	Fully							Exploitation concerns and actions discussed routinely at Joint Agency Tasking and Co-ordination meetings on a monthly basis			
	Criminal investigations potentially compromised														
	Potential financial liability if council deemed to be negligent. Reputational damage to the council.														
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	20	Corporate H&S governance arrangements and policies are regularly reviewed and updated by the Corporate H&S Team and monitored by the H&S Assurance Board.	Fully	Councillor C. Brant	Claire Cox	Ruth Woodlidge	3	12	↔	Corporate H&S Auditing and Inspection programme on track. Reports issued to managers and actions tracked for completion. Work ongoing with 2 audits per calendar month.	Full risk review carried out. Risk reviewed and mitigation actions updated	Updated on 12/7/2024	
	Criminal prosecution for failings Breach of legislation and potential for enforcement action.			Directors and service leads are responsible for ensuring H&S arrangements are in place within their areas or responsibility. Managers are responsible for ensuring operational health and safety risks are assessed and effective control measures implemented.	Fully							Work still in progress with service areas around the corporate H&S register, which will be managed and monitored with a focus on the depots as our highest risk areas.			
	Financial impact (compensation or improvement actions)			Consultation with employee representatives via employer and union consultative committees (Unison)	Fully							Relevant and required policies and procedures are regularly reviewed.			
	Reputational Impact			Corporate H&S Training provided via corporate learning and development programme. Training for operational risks may be organised by services.	Fully							Working with service areas to ensure that suitable risk assessments are in place.			
				H&S performance monitored by accident and incident reports and corporate H&S auditing and inspection programme.	Fully							Working with service areas and providing training to staff where necessary.			
				H&S information is disseminated via internal communications and updates to ELT and other relevant meetings.	Fully										
L08 - Cyber Security -If there is insufficient security with regards to the data held and IT systems used by the council and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, or a loss of service.	Financial loss / fine	4	20	Intrusion prevention and detection monitoring and regular actions are implemented from the resulting reports	Fully	Councillor C.Brant	Stephen Hinds	David Spilsbury	3	15	↔	All staff reminded to be vigilant to unexpected emails due to the heightened risk of cyber-attack due to escalating worldwide tensions and at critical periods such as the run up to Elections.	Full risk review carried out. Impacts, controls and mitigating actions updated	Updated on 12/7/2024	
	Prosecution – penalties imposed			Additional 3rd party monitoring in place using a SIEM tool and 24/7 monitoring via a SOC	Fully										
	Individuals could be placed at risk of harm			A zero trust VPN model.	Fully							Cyber Security advice and guidance regularly highlighted to all staff.			
	Reduced capability to deliver services			Schedule of regular security patching	Fully										
	Unlawful disclosure of sensitive information			Vulnerability scanning	Fully								Cyber Security is mandatory e-learning for all staff to be completed annually and is part of new starters induction training. Additionally regular Mimecast videos sent to all users for bitesize regular training		
	Inability to share services or work with partners			Malware protection and detection	Fully										
	Loss of reputation			File and data encryption on computer devices	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.		
				Managing access permissions and privileged users controls.	Fully								Internal Audits complete regular cyber audits.		
				Effective information management and security training and awareness programme for staff	Fully										
				Password and Multi Factor Authentication security controls in place.	Fully								Cyber Security lead has specific responsibility for Cyber Security, and we have engaged a specialist partner to advise on industry best practices and standards.		
				Robust information and data related incident management procedures in place	Fully										
				Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services	Fully										
				Appropriate plans in place to ensure ongoing PSN compliance	Fully										
				Preventative measures in place to mitigate insider threat, including physical and system security	Fully										
			Advice received from NCSC on specific activity alerts, the increased threat of globalised ransomware and malware attacks	Fully											
			Mimecast awareness training and comprehensive defence system deployed to improve email security	Fully											

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)		Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)		Direction of travel	Mitigating actions (to address control issues)	Comments	Last updated		
		Probability	Impact Rating						Probability	Impact Rating						
L09 - Safeguarding the vulnerable - Internal procedures- 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	Safeguarding lead in place and clear lines of responsibility established	Fully	Councillor R. Pattenden	Ian Boll	Nicola Riley	2	4	8	↔	Action plan acted upon and shared with Overview and scrutiny committee once a year	Full risk review carried out. Risk description and controls updated	Updated on 9/7/2024
	Council subject to external reviews				Safeguarding Policy and procedures in place	Fully							Annual refresher and new training programmes including training for new members			
	Criminal investigations potentially compromised				Information on the intranet on how to escalate a concern	Fully							Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within the system and compliance with latest practice			
	Potential financial liability if council deemed to be negligent				Mandatory training and awareness raising sessions are now in place for all staff.	Fully							Corporate monitoring of all referrals			
	Reputational damage to the council				Safer recruitment practices and DBS checks for staff with direct contact	Fully							Ensure web pages remain up to date			
					Data sharing agreement with other partners	Fully							Monitoring of implementation of corporate policies and procedures to ensure fully embedded			
					Attendance at Safeguarding Boards	Fully							Regular internal cross departmental meetings to discuss safeguarding practice			
					Annual Section 11 return compiled and submitted as required by legislation.	Fully							SAR's and Lessons Learned reports circulated to improve practice and knowledge.			
L10 - Sustainability of Council owned companies and delivery of planned financial and other objectives - Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes	3	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 D. Hingley	Gordon Stewart	Stephen Hinds	2	3	6	↔	A Shareholder Representative was appointed and regular governance arrangements are in place.	No changes	Risk reviewed 01/04/2024
	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.			
					Clear governance arrangements are in place.	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 monthly.	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										

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)		Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direction of travel	Mitigating actions (to address control issues)	Comments	Last updated	
		Probability	Impact						Rating	Probability	Impact					Rating
L11 - Financial sustainability of third-party suppliers and contractors	The financial failure of a third party supplier and contractors results in the inability or reduced ability to deliver a service to customers or provide goods needed. A reduced supply market could also result in increased costs due to the council's loss of competitive advantage.	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners	Partially	Councillor C Brant	Shiraz Sheikh	TBC	3	4	12	↔	Creditsafe UK tool purchased to allow Procurement to carry out supplier credit checks when required. Service areas to ensure supplier suitability checks have been carried out prior to award of contract and hold meetings as required with suppliers to review higher risk areas and ensure risks are being managed. Reminders to be sent to all who have Procurement/Contract Management responsibility to regularly meet with key suppliers and partners to gain early understanding of any issues arising. Services areas to keep the key suppliers under regular check including running financial checks.	No changes	Reviewed on 14/8/24
					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										
	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 provide service due to failure of third party supplier of contractor																

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)		Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)		Direction of travel	Mitigating actions (to address control issues)	Comments	Last updated		
		Probability	Impact						Probability	Impact						
		4	4		Fully effective Partially effective Not effective				3	3						
L12 - Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc.	Fully	Councillor C. Brant	Stephen Hinds	Shiraz Sheikh	3	3	9	↔	External Audit - external audit issue an opinion on the accounts and the Council's arrangements for securing Value for Money. The Council's Annual Governance Statement and Code of Corporate Governance. At least annually, a review of effectiveness of governance framework including the system of internal control and AGS is published. The work is informed by the Corporate Governance and Oversight Group. CLT & ELT has responsibility of maintenance of the governance environment.	Full risk review carried out - potential impacts updated	Updated on 14/8/2024
					Member Scrutiny - OSC function, Council Executive, AARC and Standards Committees	Fully										
	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										
					HR policy framework.	Partially										
L13 - Monitoring and management of Major Infrastructure Projects and Programmes - Failure to properly manage and monitor the various regional Oxfordshire Housing and Growth Local Infrastructure projects.	Failure to actively manage the various Infrastructure Projects and Programmes, particularly in relation to those being delivered by Oxfordshire County Council, could lead to delays or failure to deliver timely obligations, which could lead to HM Government holding back some or all of its funding, or requiring repayment.	4	5	20	Need to establish appropriate officer and stakeholder governance structures to support effective programme delivery.	Partially	Councillor I. Middleton	Ian Boll	Robert Jolley	3	3	9	↓	Monthly infrastructure project meetings are held between officers at Oxfordshire County and Cherwell District Councils in order to monitor progress. Institute regular and effective dialogue with developers	Full risk review carried out. Residual risk rating and mitigating actions updated	Risk reviewed and updated 16/7/2024
					Need to institute regular and effective dialogue with developers.	Partially										
	Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders															
L14 - Workforce Strategy The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.	Limit our ability to recruit, retain and develop staff	3	4	12	Analysis of workforce data and on-going monitoring of issues.	Partially	Councillor C. Brant	Stephen Hinds	Claire Cox	3	4	12	↔	There are indications that specific service areas are continue to experience recruitment difficulties for professional roles. HR is working with the relevant directors to consider alternative resourcing methods. Development of a people strategy to include succession planning, and to underpin the organisation strategy Development of relevant workforce plans. Development of specific recruitment and retention strategies. It is planned for CDC to develop a framework that suits the needs of all services ensuring that the Council has access to a much wider pool of staffing agencies at competitive rates. The new IT system has been implemented to improve our workforce data and continues to be develop to improve our ability to interrogate and access key data (ongoing) in order to inform workforce strategies.	Full risk reviewed carried out. Mitigating actions updated.	Risk reviewed and updated 10/7/2024
	Impact on our ability to deliver high quality services				Key staff in post to address risks (e.g. strategic HR business partners)	Fully										
	Overreliance on temporary staff				Weekly Vacancy Management process in place	Fully										
	Additional training and development costs				Ongoing service redesign will set out long term service requirements	Partially										

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This report is public.	
Budget and Business Planning Process 2025-26	
Committee	Executive
Date of Committee	9 September 2024
Portfolio Holder presenting the report	Portfolio Holder for Finance, Property and Regeneration, Councillor Lesley McLean
Date Portfolio Holder agreed report	27 August 2024
Report of	Assistant Director of Finance (S151 Officer), Michael Furness

Purpose of report

To inform the Executive of the proposed approach to the 2025/26 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 Executive resolves:

- 1.1 To approve the Budget and Business Planning Process for 2025/26.
- 1.2 To approve the base assumptions to be used for the 2025/26 budget.
- 1.3 To approve a five-year period for the Medium-Term Financial Strategy to 2029/30 and five-year period for the Capital Programme to 2029/30.
- 1.4 To approve 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 2025/26; a medium-term financial strategy to 2029/30, the capital programme to 2029/30 and a Council Plan in February 2025.
- 2.2 The Council Plan will set out the council's vision and strategic priorities, aims and activities over a five-year period. It will be underpinned annually through the production of an Annual Delivery Plan, which will set out clearly the key objectives and deliverables for the year ahead. This will ensure there is a clear direction for the Council on an annual basis to support the delivery of its overarching vision and strategic priorities.

- 2.3 The Council Plan will inform the Medium-Term Financial Strategy, a key policy framework of the Council, through ensuring that the annual budget and Annual Delivery Plans are aligned. Therefore, Annual Delivery Plans will form part of the annual budget cycle and approval process for the Council.
- 2.4 The Medium-Term Financial Strategy (MTFS) to 2028/29, agreed by Council in February 2024, identified savings of £7.038m to be delivered in 2025/26. 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 2025/26, are set out in the report.
- 2.6 There is uncertainty in government funding for 2025/26 and beyond; it is strongly suggested by our funding advisors that the 2025/26 finance settlement will largely be a rollover settlement and this is the base planning assumption. 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, and whether time limited grant funding will continue in future years. The updated planning assumption is for time limited grant funding to fall out in 2026/27 and a reset of business rates related income to be phased over three years, beginning in 2027/28 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.

Implications & Impact Assessments

Implications	Commentary			
Finance	There are no immediate financial implications associated with agreeing a budget process. Joanne Kaye, Head of Finance, 7 August 2024			
Legal	The Council legally has to set a balanced budget each year. Ensuring there is a robust process in place will help to achieve this. Shahin Ismail, Interim Head of Legal Services, 7 August 2024			
Risk Management	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. Celia Prado-Teeling, Performance Team Leader, 28 August 2024			
Impact Assessments	Positive	Neutral	Negative	Commentary

Equality Impact		X		There are no Equality, Diversity and Inclusion implications arising as a direct consequence of this report. However, as per our equalities framework, all proposals are developed in line with the Equality Act 2010. Celia Prado-Teeling, Performance Team Leader, 28 August 2024
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		
Climate & Environmental Impact		X		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. Jo Miskin, Climate Action Manager, 6 August 2024
Council Priorities	All			
Consultation & Engagement	See section 3.37 – 3.41			

Supporting Information

3.0 Report Details

- 3.1 This initial report sets the context and the timetable for the Budget and Business Planning process. It sets out the assumptions on which the existing MTFS agreed in February 2024 is based, information arising from government and other announcements plus new and emerging financial issues for 2025/26 and beyond which impact on the existing MTFS.

3.2 The following appendices are attached to this report:

- Appendix 1: Previously agreed Savings 2024/25 – 2028/29
- Appendix 2: Previously agreed Growth 2024/25 – 2028/29
- Appendix 3: Budget and Business Planning timetable for 2025/26
- 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 2029/30. It is also proposed that the Capital Programme also cover the same five-year period to 2029/30 as the MTFS.

Assumptions in the approved Medium-Term Financial Strategy

Additional Spending & Savings

3.4 The 2024/25 – 2028/29 MTFS agreed by Council in February 2024 identified the requirement for additional annual savings of £7.038m in 2025/26 to offset funding reductions and to meet additional expenditure needs – this is in addition to the £0.042m savings already planned for 2025/26. Delivery of savings identified in February 2024 for implementation in 2024/25 of £1.710m are being monitored through the monthly reporting to Executive throughout the financial year. To the extent that savings anticipated in 2024/25 are not delivered on an ongoing basis this will increase the level of savings required in 2025/26. The Council is working to minimise any ongoing savings non-delivery in 2024/25.

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 2 percent in 2024/25 in the February 2024 MTFS. Fees and charges have been reviewed and increased by around 10 percent for 2024/25 to reflect cost recovery and are then assumed to increase by 2 percent annually.

3.6 Details of the savings and growth assumed in the existing MTFS, approved by Council in February 2024, for 2024/25 to 2028/29 are set out in Appendix 1 and 2.

Funding

3.7 The MTFS for 2024/25 approved by Council in February 2024 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 one year payment of the New Home Bonus grant prior to its winding down. Despite this, the existing MTFS has a budget shortfall of £7.038m in 2025/26.

3.8 The business rates reset was expected to be delayed until 2025/26 and phased over 3 years. The income retained from the Business Rates Retention Scheme was forecast to reduce by £10.3m in 2025/26 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 2024/25, was expected to drop out in 2025/26. The continuing phased reduction of the New Homes Bonus grant assumed the payment would drop out in 2025/26.
- 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 £10.7m a year by 2028/29.
- 3.11 Details of the MTFS approved in February 2024 are set out in Table 1 below.

Table 1: MTFS as approved February 2024

MTFS Movements	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Base budget buff	28.284	0.000	0.000	0.000	0.000
Service Pressures	0.608	(0.292)	0.172	(0.093)	0.001
Service Savings	(1.710)	(0.042)	(0.204)	(0.113)	(0.092)
Capital Impact	0.051	0.097	0.035	0.118	0.116
Corporate changes	(1.475)	(3.188)	0.778	0.469	0.066
Inflation	1.607	1.226	0.541	0.560	0.525
Use of reserves	0.117	0.749	0.472	0.050	0.000
Additional government grants	(0.494)	3.487	0.000	0.000	0.000
Net Budget Requirement	26.987	2.037	1.794	0.991	0.616
Revenue Support Grant	(0.328)	0.328	0.000	0.000	0.000
Council Tax	(9.318)	(0.149)	(0.404)	(0.440)	(0.452)
Business Rates	(15.966)	3.447	2.904	2.647	(1.026)
New Homes Bonus	(1.375)	1.375	0.000	0.000	0.000
Total Income	(26.987)	5.001	2.500	2.207	(1.478)
Funding Gap / (Surplus)	0.000	7.038	4.294	3.198	(0.862)

Earmarked Reserves and General Balances

- 3.12 When the Council set its budget in February 2024, earmarked reserves (reserves held for a specific purpose) were forecast to be £27.4m as at the end of 2024/25. The latest forecast estimates that general balances will remain around £6.2m at the end of 2024/25. 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 approves 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 The proposed amendment to section 6.1 is to also delegate authority to the S151 officer for the capital receipts reserve. The capital receipts reserve's primary use is to hold capital receipts received until the Council identifies a capital project to which the receipt can be applied as financing. Applying a capital receipt as financing for a project reduces the annual Minimum Revenue Provision (MRP) charge, and so improve the Council's revenue provision going forward. As such, there is little reason to not use capital receipts for financing as soon as possible and maximise the saving to the revenue budget.
- 3.15 The only alternative use for capital receipts is through the flexible use of capital receipts direction as laid out by the Ministry of Housing, Communities and Local Government. This flexibility allows certain revenue costs to be funded from capital receipts. The costs must be in relation to projects that deliver ongoing savings or improved efficiency.
- 3.16 To use this flexible use of capital receipts direction, full council must first approve a flexible use of capital receipts strategy outlining the intended usage. If the S151 officer feels there would be a benefit to using this direction then they must bring a proposed strategy for full council to approve before any use in line with the direction could take place.

Revised assumptions in the updated Medium Term Financial Strategy

- 3.17 The MTFS approved in February 2024, has now been reviewed and prudent assumptions made based on the latest information available and using scenarios and a sensitivity analysis to form a view.

Funding

- 3.18 The revised planning assumptions within the MTFS are:
- time limited grant funding to fall out in 2026/27.
 - the reset of business rates related income moves to 2027/28 and phased over three years.
 - 2.5% pay inflation in 2025/26 and thereafter.

Table 2: Revised MTFS

MTFS Movements	2025/26	2026/27	2027/28	2028/29	2029/30
	£m	£m	£m	£m	£m
Base budget b/f	26.987	0.000	0.000	0.000	0.000
Service Pressures	(0.292)	0.172	(0.093)	0.001	0.001
Service Savings	(0.042)	(0.204)	(0.113)	(0.092)	(0.102)
Capital Impact	0.112	0.093	0.209	0.166	0.211
Corporate changes	(3.356)	0.536	0.051	0.174	0.110
Inflation	0.976	0.816	0.835	0.800	0.800
Use of reserves	2.914	(1.693)	0.050	0.000	0.000
Additional government grants	0.026	3.461	0.000	0.000	0.000
Net Budget Requirement	27.325	3.181	0.939	1.049	1.020
Revenue Support Grant	(0.328)	0.328	0.000	0.000	0.000

Council Tax	(9.467)	(0.404)	(0.440)	(0.452)	0.000
Business Rates	(16.155)	(0.494)	3.656	3.593	3.586
New Homes Bonus	(1.375)	1.375	0.000	0.000	0.000
Total Income	(27.325)	0.805	3.216	3.141	3.586
Funding Gap / (Surplus)	0.000	3.986	4.155	4.190	4.606

Cost-of-Living Crisis

- 3.19 The economy is still feeling the impact of the cost-of-living crisis and the government's first steps are "to deliver economic stability with tough spending rules, so we can grow our economy and keep taxes, inflation, and mortgages as low as possible".
- 3.20 The government plans to introduce new legislation and regulatory reforms to significantly benefit small businesses. The details of these changes have not yet been released. It remains unclear whether businesses will be able to continue to operate and grow at the rates assumed in the MTFs. If the economic recovery is not swift enough, then some businesses may not continue in 2024/25 putting at risk the anticipated growth of business rates. In addition, if business rates growth is less than anticipated for 2024/25, this will result in a deficit to the Collection Fund which will have to be considered when setting the 2025/26 budget.
- 3.21 In addition to the reduced rates of growth in business rates, there is a risk that, as the cost-of-living crisis continues, levels of working age Council Tax Support could increase. This could have the impact of reducing levels of Council Tax that will be received by the Council compared to the MTFs.

Government Announcements

- 3.22 Since Council approved the 2024/25 budget, MTFs and Capital Programme, there has been a General Election and change in government. The new Chancellor announced there will be a Budget on 30 October 2024, in which one year budget allocations for 2025/26 will be announced. A multi-year spending review, covering at least 3 years from 2026/27, will be announced in Spring 2025. There remains uncertainty as to what funding reforms (if any) this government is considering. The introduction of any reforms will be difficult to implement unless it coincides with the start of longer-term settlements (e.g. 2026-27).
- 3.23 There have been no announcements on the following that will impact the Council:
- the government's manifesto pledge for a new business rates system designed to "raise the same revenue but in a fairer way"
 - the future of the 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

- 3.24 There is uncertainty in government funding for 2025/26 and beyond, and it is suggested by our funding advisors that the 2025/26 finance settlement will largely be a rollover settlement. The Council does not expect to have received the Provisional Financial Settlement until December.

- 3.25 As there is so much uncertainty around future local government funding, in particular from 2025/26 onwards, the MTFS will continue to be updated based on the latest information available and using scenarios and a sensitivity analysis to form a view.

Savings Proposals

- 3.26 Given the challenging situation relating to funding and the high levels of uncertainty, the Council will undertake to identify savings options to address the MTFS gap should it materialise.
- 3.27 In line with the MTFS approved in February 2024 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 service level priorities and alignment of resources to maximise delivery of priorities within the resources available
 - Maximise income opportunities
 - Continue to lobby policy makers
- 3.28 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 2024, and the ongoing financial impact of 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.
- 3.29 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
- 3.30 The strategy for identifying savings will be based on the plan to address the MTFS gap which was approved by Council in February 2024. 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. The council is enhancing the planning process by developing a baseline for service provision, which will allow the council to identify the implications of differing service level options in the future.

New Vision, Strategy and Council Plan

- 3.31 Work is currently underway to develop a new Council Plan that will reflect a refreshed vision and strategy for the council. It will set out the Strategic Outcomes we are seeking for the communities of Cherwell as well as the ways in which the council will work to deliver them.
- 3.34 When completed, the new Council Plan will drive the Annual Delivery Plan, the MTFS and business planning across the council.

Consultation and Engagement

- 3.37 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 i.e. 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.
- 3.38 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.
- 3.39 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

- 3.40 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.
- 3.41 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

- 3.42 An online public consultation on CDC's budget proposals will commence when the information is published at the end of November 2024, with Budget Planning Committee (BPC) considering the budget pressures, savings and Fees & Charges proposals on 10 December 2024. Comments from BPC, along with other responses, will feed into the final formulation of proposals. As in previous years, we will look to invite all members to BPC, so they have the opportunity to comment on the proposals, subject to the Committee Chair's approval for this approach.
- 3.43 Capital proposals will also be considered by Budget Planning Committee on 10 December 2024. The Capital & Investment Strategy which incorporates the Treasury Management Strategy will be considered at the meeting in January 2025.
- 3.44 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 2025/26 and the Council Tax referendum limit to be applied.

- 3.45 The Executive will take into consideration the comments from the BPC in December 2024 and comments from the public consultation alongside the funding available announced as part of the provisional settlement, at its meeting on 3 February 2025 in setting out its proposed budget to Council.
- 3.46 The Council meeting to agree the 2025/26 revenue budget, MTFs and capital programme will take place on 24 February 2025.
- 3.47 A timetable for the Budget and Business Planning process is attached at Appendix 3.

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.

Decision Information

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

Document Information

Appendices	
Appendix 1	Previously agreed Savings 2024/25 – 2028/29
Appendix 2	Previously agreed Growth 2024/25 – 2028/29
Appendix 3	Budget and Business Planning Timetable for the 2025/26 Process
Appendix 4	Reserves Policy
Background Papers	None
Reference Papers	Council 26 February 2024: Budget Setting for 2024/25 and the Medium-Term Financial Strategy up to 2028/29
Report Author	Lynsey Parkinson, Strategic Finance Business Partner
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Appendix 1 -Previously Agreed Savings 2024/25 - 2028/29

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

Chief Executive										
Reference	Existing, New or Efficiency	Service	Title	Description	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	2027/28 (£m)	2028/29 (£m)	Total MTF5 (£m)
SHUMR233	Existing	Human Resources	Back office efficiencies in HR	Full year impact of reviewing our back-office HR processes in 2023/24.	(0.050)	-	-	-	-	(0.050)
SPERF231	Existing	Performance	Performance System Contract	Our performance system contract needs to be renewed every other year	0.010	(0.010)	0.010	(0.010)	0.010	0.010
SMUSE221	Existing	Banbury Museum	Reduction in Banbury Museum grant	Reduce the grant funding to the Banbury Museum Trust - delayed by 1 year to 2025/26	(0.012)	(0.025)	(0.050)	-	-	(0.087)
SMUSE231	Existing	Banbury Museum	Gradual reduction in support to Banbury Museum	We are proposing a gradual reduction in the funding we give to Banbury Museum - delayed by 1 year to 2025/26	(0.013)	(0.020)	(0.025)	-	-	(0.058)
SAFFH232	Existing	Affordable Housing	Bringing Rent Collection in house	Savings by collecting the rent from council properties ourselves, instead of through a housing association.	(0.015)	-	-	-	-	(0.015)
SHOSD241	New	Housing Standards	Housing Standards additional income	To better reflect the service we provide, and changes in the housing market, increase the license fees for Houses in Multiple Occupation by 10%	(0.002)	-	-	-	-	(0.002)
SAFFH241	Efficiency Savings	Housing Assets	Bringing aspcts of responsive repairs in house	The existing small repairs service within the Grants Team, which completes private works as part of the Home Improvement Agency, is going to be used to carry out some minor repairs within the small housing stock portfolio of the Council. These are currently all contracted out to outside suppliers.	(0.007)	-	-	-	-	(0.007)
SHIA241	Efficiency Savings	Home Improvement Agency	Changing the administration process for Discretionary Grants	Changing the administration process for Discretionary Grants	(0.062)	-	-	-	-	(0.062)
SHIA242	Efficiency Savings	Home Improvement Agency	Reducing consultancy budget	The grants team use specialist outside consultants for complex works, such as architects for house extensions. The nature of works completed by the team and the surveying skills within the team has meant a reduction in reliance on consultancy.	(0.012)	-	-	-	-	(0.012)
SHIA243	Efficiency Savings	Home Improvement Agency	Increased grant contribution from Oxfordshire County Council for the Home Improvement Agency	Oxfordshire County Council have agreed to pay a grant contribution to Cherwell DC for the delivery of this service. A inflationary increase was not factored in, which is part of the contract terms	(0.009)	-	-	-	-	(0.009)
SHOAD241	Efficiency Savings	Housing Advice	Reduction in cost of Housing Advice contract	The amount in budget was set on a year one contract cost, this cost is not reflective of the ongoing years costs within the contract. The year one cost was higher than the remaining years. The budget can be profiled accordingly	(0.015)	-	-	-	-	(0.015)
SLEIS241	Efficiency Savings	Contracts and Community Sp	Insure our Leisure Centres through a group insurance policy	Make use of the contractors group insurance on all sites in the contract rather than procuring independently for each Leisure Centre	(0.060)	-	-	-	-	(0.060)
SPERF241	Efficiency Savings	Customer Focus	Non renewal of Performance System	As part of the transformation programme is possible that we would not renew our current performance system, which is due to be renew next year (two-year contract until Nov 2024). This proposal will depend on the proof of concept currently being undertaken as part of the digital transformation programme.	(0.009)	-	-	-	-	(0.009)
SWAST249	Efficiency Savings	Waste & Recycling	Further development of digitilisation of key service areas	Increasing level of services available online to residents to reduce quantity of offline administration required.	(0.010)	-	-	-	-	(0.010)
Total					(0.266)	(0.099)	(0.085)	(0.010)	0.010	(0.386)

Appendix 1 -Previously Agreed Savings 2024/25 - 2028/29

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

Communities							2024/25	2025/26	2026/27	2027/28	2028/29	Total MTF5
Reference	Existing, New or Efficiency	Service	Title	Description	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)		
SAV2145	Existing	Waste & Recycling	Garden Waste 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.	(0.077)	-	-	-	-	(0.077)		
SBCON221	Existing	Building Control	Building Control fees	Increase Building Control fees	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)	(0.005)		
SBCR231	Existing	Bicester Regeneration	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	Existing	Economic Growth	Cutting grant to Experience Oxfordshire	Continuation of phased reduction of grant to Experience Oxfordshire.	(0.006)	(0.005)	-	-	-	(0.011)		
SCLEA242	New	Street Cleansing	Street Cleansing Service	Changing the working pattern of our street cleansing service to ensure we maintain high standards but reduce operational costs.	(0.070)	-	-	-	-	(0.070)		
SCSAF241	New	Community Safety	Reducing CCTV coverage to reduce costs with the maintenance and monitoring of the CCTV network.	Reducing expenditure on CCTV across Cherwell District by reducing number of cameras, monitoring and maintenance costs.	(0.030)	-	-	-	-	(0.030)		
SPCON242	New	Public Conveniences	Public Conveniences	Only retain and maintain CDC owned public conveniences that are fully accessible. This would mean keeping the Changing Places facilities in Bicester, Banbury and Kidlington and closing the public conveniences at Banbury Bus Station that do not meet these standards.	(0.021)	-	-	-	-	(0.021)		
SSEN241	New	Environmental Services	Street Scene	Providing playground inspections internally	(0.025)	-	-	-	-	(0.025)		
SVEHM241	New	Vehicle Maintenance	Vehicle Maintenance	Generate additional income from inspecting Taxis by widening the MOT offer	(0.010)	-	-	-	-	(0.010)		
SWAST241	New	Waste & Recycling	Bulky Waste Service	To introduce a premium charge for collecting bulky waste.	(0.010)	-	-	-	-	(0.010)		
SWAST248	New	Waste & Recycling	Waste Collection Service	Ensuring those currently receiving weekly waste collections have the appropriate containers to move to fortnightly collections and in line with the rest of the district. This would reduce our operational costs, improve overall efficiency, and also encourage households to reduce the amount of waste they produce.	(0.035)	-	-	-	-	-0.035		
SADGE241	Efficiency Savings	Growth & Economy	Recharge staff time to projects	A proportion of staff time will be recharged, for the relevant financial year, to externally funded projects.	(0.017)	0.017	-	-	-	-		
SCLEA241	Efficiency Savings	Street Cleansing	Street Cleansing and Street Scene alignment	Bring the two teams under one manager.	(0.040)	-	-	-	-	(0.040)		
SCLEA244	Efficiency Savings	Street Cleansing	Removal of Banksman role at Banbury Bus Station	Removal of need for Banksman role at Banbury Bus Station by encouraging bus companies to use mirrors and in built cameras and increased signage.	(0.026)	-	-	-	-	(0.026)		
SDMAN242	Efficiency Savings	Development Management	National agreed increase in planning fees	National agreed increase in planning fees	(0.300)	(0.001)	(0.001)	(0.001)	(0.001)	(0.304)		
SDMAN243	Efficiency Savings	Development Management	Removal of vacant Technical Support Officer post from establishment	Removal of vacant Technical Support Officer post from the establishment as no longer needed	(0.021)	-	-	-	-	(0.021)		
SSAFE241	Efficiency Savings	Public Safety	Regulatory Services and Community Safety Restructure post-decoupling from Oxfordshire County Council	A new management structure for the department following the end of the shared working arrangements with Oxfordshire County Council.	(0.038)	-	-	-	-	(0.038)		
SECON241	Efficiency Savings	Economic Growth	One Year delay of Economic Prosperity Strategy	The proposal is to delay the Economic Prosperity Strategy for one year.	(0.042)	0.041	-	-	-	-0.001		
SECON242	Efficiency Savings	Economic Growth	Officer time recharged to projects	Selected and proportionate recharging of revenue costs to one off grants (Bicester Garden Town Capacity fund and UKSPF)	(0.127)	0.127	-	-	-	-		
SWAST242	Efficiency Savings	Waste & Recycling	Rebalancing Food Waste Rounds	To direct deliver more food waste from the Banbury area to the processing plant at Cassington rather than utilising the transfer station in Banbury.	(0.028)	-	-	-	-	(0.028)		
SWAST244	Efficiency Savings	Waste & Recycling	Contracts & Inflation	Generating savings as contracts are renewed	(0.050)	-	-	-	-	(0.050)		
SWAST246	Efficiency Savings	Waste & Recycling	Increasing Marketing & Promotion on side of Waste Collection collection vehicles	Utilising the panels on the side of our Waste Collection Vehicles for advertising for third parties.	(0.010)	-	-	-	-	(0.010)		
SWAST247	Efficiency Savings	Waste & Recycling	Development of inhouse pool of staff to reduce reliance on agency staff	Increase the number of staff on the establishment to reduce the need for agency staff	(0.035)	-	-	-	-	(0.035)		
SWAST249	Efficiency Savings	Waste & Recycling	Further development of digitilisation of key service areas	Increasing level of services available online to residents to reduce quantity of offline administration required.	(0.015)	-	-	-	-	(0.015)		
Total					(1.044)	0.173	(0.002)	(0.002)	(0.002)	(0.877)		

Appendix 1 -Previously Agreed Savings 2024/25 - 2028/29

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

Resources										
Reference	Existing, New or Efficiency		Title	Description	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	2027/28 (£m)	2028/29 (£m)	Total MTF5 (£m)
SAV025 & SCARP222	Existing	Car Parking	Car park fees	Increase annual car parking charge of no more than 10p per hour	(0.145)	(0.100)	(0.100)	(0.100)	(0.100)	(0.545)
SELEC221	Existing	Elections	Parish Election Charges	Review of recharges to Parishes for CDC running Parish Elections	(0.001)	-	(0.002)	(0.001)		(0.004)
SFCOS231	Existing	Finance	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)	(0.080)	-	-		(0.120)
SINVP221	Existing	Property	Commercial Rents	Change in rental income from commercial council properties through contractual lease reviews	0.074	0.020	(0.035)	-		0.059
SFSUP241	Efficiency Savings	Finance - Corporate Support	Staff Budget Realignment	Realignment in staffing budgets following a review	(0.008)	-	-	-		(0.008)
SFREV241	Efficiency Savings	Finance - Revenues & Benefits	Increase overall court costs for Council Tax recovery action	We will increase the overall court costs incurred by the customer for the issuing of Council Tax Summons and Liability Orders	(0.161)	-	-	-		(0.161)
SFREV242	Efficiency Savings	Finance - Revenues & Benefits	Vacant Inspections Officer post deleted from establishment	Removing a vacant inspection officer post from the structure	(0.033)	-	-	-		(0.033)
SFREV247	Efficiency Savings	Finance - Revenues & Benefits	Increase overall court costs for Non-Domestic Rates recovery action	We will increase the overall court costs incurred by the business for the issue of Non Domestic Rates summons and Liability Orders.	(0.016)	-	-	-		(0.016)
SITBS241	Efficiency Savings	IT - Business Systems , Support & Infrastructure	Operational Efficiencies	By leveraging automation and enhancing vendor support, we can deliver revenue savings associated with back-end IT operations.	(0.070)	-	-	-		(0.070)
			Total		(0.400)	(0.160)	(0.137)	(0.101)	(0.100)	(0.898)
			Total Existing Savings		(0.286)	(0.220)	(0.203)	(0.112)	(0.091)	(0.918)
			Total New Savings		(0.203)	-	-	-	-	(0.203)
			Total Efficiency Savings		(1.221)	0.184	(0.001)	(0.001)	(0.001)	(1.040)
			Total Savings		(1.730)	(0.042)	(0.204)	(0.113)	(0.092)	(2.151)

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Chief Executive										
Reference	Existing, Savings Non-Delivery, or New	Service	Title	Description	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	2027/28 (£m)	2028/29 (£m)	Total MTFS (£m)
PCOMM221	Existing	Community Engagement	Community engagement business system	Change in contract value for community engagement business system	(0.001)	-	-	-	-	(0.001)
PPERF221	Existing	Performance	Performance Management System	Funding for the council's performance management business system	0.010	-	-	-	-	0.010
PAFFH231	Existing	Affordable Housing	Repairs and Maintenance	Inflation costs mean we need a further £15k for essential repairs and maintenance	0.015	-	-	-	-	0.015
PAFFH232 & PAFFH242	Existing/New	Affordable Housing	Change in income	Revised profile of income due to the building being vacant whilst roof is repaired	(0.200)	(0.066)	-	-	-	(0.266)
SAFFH232	Savings Non-Delivery	Affordable Housing	Bringing Rent Collection in house	Savings by collecting the rent from council properties ourselves, instead of through a housing association.	0.015	-	-	-	-	0.015
				Total	(0.161)	(0.066)	-	-	-	(0.227)

Communities										
Reference	Existing, Savings Non-Delivery, or New	Service	Title	Description	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	2027/28 (£m)	2028/29 (£m)	Total MTFS (£m)
PEMPL231	Existing	Emergency Planning	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	-	0.004
PWAST231	Existing	Waste & Recycling	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
SBCON221	Savings Non-Delivery	Building Control	Building Control fees	Increase Building Control fees	0.001	0.001	0.001	0.001	0.001	0.005
PENVT241	New	Env Strategies	Climate Change	Increasing the resources needed to support the delivery of the Council's Climate Change Agenda	0.045	-	-	-	-	0.045
PDMAN241	New	Development Management	Statutory requirement	Recruiting an additional ecologist to support new statutory requirements . To be offset initially by use of Development Mangement Casework reserve for 3 years (see Appendix 16).	0.080	-	-	-	-	0.080
PPPOL221	New	Planning Policy	Local Plan	Increasing the budget to reflect the true costs of Local Plan Examinations - to be offset by use of other reserves (see Appendix 16).	0.200	(0.125)	-	-	-	0.075
PPCON242	New	Public Conveniences	Public Conveniences	Additional cleaning contract to keep Pioneer Square public conveniences fully accessible.	0.020	-	-	-	-	0.020
MOTION	New	Planning Policy	Kidlington & Yarnton Vision 2050	To develop a holistic strategy for Kidlington's Infrastructure	0.115	(0.020)	-	(0.095)	-	0.000
MOTION	New	Environmental Strategies	Solar Energy Strategy	To commission a robust, research-based strategy for solar electricity production in Cherwell, in order to achieve the optimum balance of power generation by solar farms, by roof panels on new commercial and residential developments, and, crucially, their retrofitting on existing public, business and domestic buildings.	0.020	(0.020)	-	-	-	0.000
				Total	0.482	(0.163)	0.172	(0.093)	0.001	0.399

Resources											
Reference	Existing, Savings Non-Delivery, or New	Service	Title	Description	2024/25 (£m)	2025/26 (£m)	2026/27 (£m)	2027/28 (£m)	2028/29 (£m)	Total MTFS (£m)	
SAV2193	Existing	Property	Commercial Rent	Forecast change in rental incomes for Council owned properties	0.205	0.012	-	-	-	0.217	
PFREV221	Existing	Finance - Revs & Bens	Housing Benefit Subsidy costs	Fallout of Housing Benefit Subsidy costs to the Council	(0.200)	-	-	-	-	(0.200)	
PCARP231	Existing	Car Parks	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.	0.045	-	-	-	-	0.045	
PDEMO233	Existing	Legal	Legal Team structure	Cost of establishing our own legal team following the decoupling with Oxfordshire County Council	(0.031)	-	-	-	-	(0.031)	
PDEMO241	New	Democratic	Member Development	An annual Member induction programme is essential to support newly elected councillors following the district elections which are held every three years out of four. It is also essential that all councillors complete mandatory training in line with the Member Development Framework and Constituion.	0.003	-	-	-	-	0.003	
PELEC241	New	Elections	Implementation of the Elections Act 2022	The Elections Act introduces significant changes to the UK electoral systems. These changes are underpinned by statutory instruments with different changes scheduled for different times	0.040	-	-	-	-	0.040	
PELEC242	New	Elections	Local Elections	Meeting the increased cost of running local elections in light of supplier cost increases and ensuring compliance with legislative changes	0.070	-	-	-	-	0.070	
PLEGL241	New	Legal	Case Management System	Case Management System for additional users and to comply with IT policy	0.017	-	-	-	-	0.017	
PLEGL242	New	Legal	Legal Publications	Access to electronic books and publications as a result of increase in the establishment. Needed for lawyers to carry out their duties.	0.007	-	-	-	-	0.007	
PITBS241	New	IT - Business Systems , Support & Infrastructure	Increased Cyber Security	Additional email security, and cyber awareness training to help prevent cyber attacks via email threats such as phishing.	0.014	-	-	-	-	0.014	
PITBS242	New	IT - Business Systems , Support & Infrastructure	Increased disaster recover measure	Move back ups and archives to an alternative cloud based solution. This reduces the immediate need to increase online storage for older files, which can be achieved and retrieved as needed.	0.008	-	-	-	-	0.008	
PITBS243	New	IT - Business Systems , Support & Infrastructure	Automatic patching of more systems	This new service will allow us to automatically schedule updates to a wider selection of systems and application, reducing the time taken and inturn the threat window (how long between threat indentified and patch applied)	0.010	-	-	-	-	0.010	
PPROC241	New	Procurement	Procurement System	Licensing costs for the Council's procurement portal	0.009	-	-	-	-	0.009	
PPREV241	New	Property	Asset Management Plan Condition Surveys	As part of the creation of the Council's property asset management plan condition surveys of all of the corporate and commercial property stock. To be offset by use of property reserve.	0.090	(0.075)	-	-	-	0.015	
					0.287	(0.063)	-	-	-	0.224	

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

				Total Existing Pressures	(0.222)	0.013	0.171	0.001	-	(0.037)
				Total Savings Non-Delivery	0.016	0.001	0.001	0.001	0.001	0.020
				Total New Pressures	0.814	(0.306)	-	(0.095)	-	0.413
				Total Pressures	0.608	(0.292)	0.172	(0.093)	0.001	0.396

Budget and Business Planning Process High Level Timetable

Action	Date
Budget and Business Planning Process Report considered by Executive	9 September 2024
Budget Consultation Published	End November 2024
Budget Proposals considered by Budget Planning Committee	10 December 2024
Council Tax Reduction Scheme considered by Council	16 December 2024
Provisional Local Government Finance Settlement	Mid-December 2024
Council Tax Base considered by Executive	6 January 2025
Draft Treasury Management and Capital & Investment Strategies considered by Accounts, Audit and Risk Committee	15 January 2025
Draft Capital & Investment Strategies considered by Budget Planning Committee	21 January 2025
Proposed Budget from Executive	3 February 2025
Council to agree 2025/26 Budget	24 February 2025

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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	09 September 2024

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
2.1	09 September 2024	Amendment of section 6.1 to delegate authority of use of capital receipts reserve to the S151 officer

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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

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

specific scheme and within the agreed timescale. If funds are not used they need to be returned back to the contributors.

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 Receipts Reserves	Section 151 Officer**

* Unless previously approved by Full Council as part of approval of the budget

** If the Section 151 officer feels there is benefit to using the flexible use of capital receipts direction to fund revenue costs then in line with the statutory guidance a flexible use of capital receipts strategy will be taken to full council for approval.

- 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.

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

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