

Committee: Executive
Date: Monday 1 October 2018
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Barry Wood (Chairman)	Councillor G A Reynolds (Vice-Chairman)
Councillor Colin Clarke	Councillor Ian Corkin
Councillor John Donaldson	Councillor Tony Ilott
Councillor Andrew McHugh	Councillor Richard Mould
Councillor D M Pickford	Councillor Lynn Pratt

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 1 - 4)

To confirm as a correct record the Minutes of the meeting held on 3 September 2018.

5. **Chairman's Announcements**

To receive communications from the Chairman.

6. **2018 District Sports Studies Sports Facilities Strategy** (Pages 5 - 78)

Report of Executive Director: Wellbeing

Purpose of report

To note the findings of the District Sports Study Sports Facilities Strategy, a part of the commissioned 2018 Open Space, Sport and Recreation Assessment. These findings will be used to create the Sports & Leisure Strategy for Cherwell which will be brought to Executive in early 2019. The study models sport facility needs in Cherwell up to 2031.

Recommendations

The meeting is recommended:

- 1.1 To note the findings from the District Sports Study Sports Facilities Strategy Executive Summary.
- 1.2 To support the production of a Council Sports & Leisure strategy and subsequent delivery plan, in response to the Sports Studies findings & recommendations

7. **Oxfordshire Joint Statutory Spatial Plan (JSSP) Local Development Scheme, Statement of Community Involvement and Scoping Document** (Pages 79 - 118)

Report of Interim Executive Director: Place and Growth

Purpose of report

To seek approval of draft project and programme documents for the Oxfordshire Joint Statutory Spatial Plan (JSSP). These documents comprise the Draft Statement of Community Involvement 2018; the Local Development Scheme; and, the JSSP Scoping Document

Recommendations

The meeting is recommended:

- 1.1 To approve the Local Development Scheme 2018 ("LDS") for the Joint Statutory Spatial Plan (JSSP) attached at Appendix 1.
- 1.2 To approve the draft Joint Statutory Spatial Plan (JSSP) Statement of Community Involvement 2018 ("SCI"), attached at Appendix 2 for a six week period of formal public consultation.
- 1.3 To approve the Joint Statutory Spatial Plan (JSSP) Scoping Document, attached at Appendix 3.

- 1.4 To authorise the Interim Executive Director: Place and Growth, in agreement with the other councils equivalent, to make any necessary minor and presentational changes to the draft Statement of Community Involvement before formal consultation commences.
- 1.5 To authorise the Interim Executive Director: Place and Growth to make any necessary minor and presentational changes to the Local Development Scheme and Joint Statutory Spatial Plan (JSSP) Scoping Document before publication.

8. Results of the Residents' Satisfaction Survey 2018 (Pages 119 - 128)

Report of Assistant Director – Performance and Transformation

Purpose of report

To provide the Executive a summary of the key results from the annual satisfaction survey and to identify areas to be reflected in future business and service plans.

Recommendations

The meeting is recommended to:

- 1.1 Note the results of the survey, with particular reference to the priority service areas identified by respondents as set out in section 3.13 and 3.14.
- 1.2 Agree that the results and priority service areas identified will be used as part of the business and service planning process for 2019-20.
- 1.3 Request that officers undertake a review of how the Council communicates with residents to ensure we reach as many residents as possible with key service updates and that we effectively communicate progress against our business plan objectives and how the Council spends its money.

9. Monthly Performance, Finance and Risk Monitoring Report - August 2018 (Pages 129 - 174)

Report of Assistant Director: Performance and Transformation and Assistant Director: Finance and Procurement

Purpose of report

This report summarises the Council's Performance, Risk and Finance monitoring position as at the end of each month.

Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report.

10. **Banbury Strategic Investment Vision** (Pages 175 - 180)

Report of the Executive Director – Finance and Governance

Purpose of report

This strategic vision sets out how Cherwell District Council will use its own resources to enable the overall vision for Banbury and Banbury Canalside to be realised. This vision has been scoped following engagement with members from across all parties through a workshop designed to consider how the Council can directly and positively impact on improving the area and ensuring that the aspirations set out in our statutory planning documents can be enabled.

Recommendations

The meeting is recommended:

- 1.1 To agree the Banbury Strategic Investment Vision as set out in Appendix 1 to this report.

11. **Urgent Business**

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

12. **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 the items be considered in public.

Should Members decide not to make decisions 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 grounds that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraph 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

13. Options Paper for Maintenance at Spiceball Leisure Centre (Pages 181 - 186)

Exempt report of Executive Director: Wellbeing

14. Eco Business Centre: Operator Contract Award (Pages 187 - 192)

Exempt report of Assistant Director: Economy and Regeneration

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to

democracy@cherwellandsouthnorthants.gov.uk or 01295 221589 prior to the start of the meeting.

Declarations of Interest

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

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

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

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

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

Evacuation Procedure

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the car park as directed by Democratic Services staff and await further instructions.

Access to Meetings

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

Mobile Phones

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

Queries Regarding this Agenda

Please contact Natasha Clark, Democratic and Elections
natasha.clark@cherwellandsouthnorthants.gov.uk, 01295 221589

Yvonne Rees

Chief Executive

Published on Friday 21 September 2018

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Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 3 September 2018 at 5.30 pm

Present: Councillor Barry Wood (Chairman), Leader of the Council
Councillor G A Reynolds (Vice-Chairman), Deputy Leader of the Council and Lead Member for Leisure and Sport

Councillor Colin Clarke, Lead Member for Planning
Councillor Ian Corkin, Lead Member for Customers and Transformation
Councillor John Donaldson, Lead Member for Housing
Councillor Tony Ilott, Lead Member for Financial Management and Governance
Councillor Andrew McHugh, Lead Member for Health and Wellbeing
Councillor Richard Mould, Lead Member for Performance
Councillor D M Pickford, Lead Member for Clean and Green

Also Present: Councillor Sean Woodcock, Leader of the Labour Group
Councillor Barry Richards

Apologies for absence: Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property

Officers: Yvonne Rees, Chief Executive
Jane Carr, Executive Director: Wellbeing
Gillian Douglas, Assistant Director: Housing
Louise Tustian, Team Leader, Insight Team
Kelly Watson, Assistant Director: Finance and Procurement
Richard Hawtin, Team Leader Property & Contracts
Natasha Clark, Governance and Elections Manager

30 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

32 **Minutes**

The minutes of the meeting held on 2 July 2018 were agreed as a correct record and signed by the Chairman.

33 **Chairman's Announcements**

There were no Chairman's announcements.

34 **Urgent Business**

There were no items of urgent business.

35 **Adoption of new House in Multiple Occupation (HMO) Standards Policy and new House in Multiple Occupation (HMO) Licensing Policy**

The Assistant Director Housing submitted a report which sought adoption of revised and updated versions of the Council's House in Multiple Occupation (HMO) Standards Policy and its HMO Licensing Policy.

In response to comments by the Leader of the Labour Group regarding the need to enforce the policies, the Lead Member for Housing confirmed that he was confident there was adequate staff and resource in place.

Resolved

- (1) That House in Multiple Occupation (HMO) Standards Policy 2018 (annex to the Minutes as set out in the Minute Book) be adopted in place of the 2012 version with effect from 1 October 2018.
- (2) That the House in Multiple Occupation (HMO) Licensing Policy 2018 be adopted in place of the 2012 version with effect from 1 October 2018.

Reasons

The proposed policies are necessary updates to existing policies which take account of legislative changes. We have also taken the opportunity to update and refresh the policies but those changes are limited and largely evolutionary in nature.

These policies are necessary to ensure effective delivery of the Council's licensing responsibilities and effective enforcement of standards in HMOs.

Alternative options

The first alternative option would be not to adopt the proposed HMO Standards Policy. That course of action would leave the Council at risk of challenge if it sought to apply space standards or waste disposal standards in licences from 1/10/18 and would also mean the Council was disregarding relevant legislation. That course is not recommended

The second alternative option would be not to adopt the proposed HMO Licensing Policy. That would leave the Council continuing to operate with an unnecessarily elderly current policy that could prove insufficiently accurate if challenged and which would also leave future licence fee setting to be made

by means of Lead Member Decision rather than made part of the Council's annual fees and charges setting process. That course is not recommended.

The third option would be not to adopt both the proposed policies. That course would result in all of the implications described in both the first and second options and is not recommended.

36 **Council Tax Reduction Scheme and Council Tax Discounts 2019 - 2020**

The Executive Director Finance and Governance (Interim) submitted a report to provide members with a review of Council Tax discounts and to seek approval to recommend the proposed level of Council Tax discounts for the 2019-2020 financial year to Council.

The report also provided an update on the Council Tax Reduction Scheme for 2018-2019 and sought approval to recommend a Council Tax Reduction Scheme for the financial year 2019-2020 to Council.

Resolved

- (1) That the contents of the report and any financial implications for the Council be noted.
- (2) That the option of no change to the Council Tax Reduction Scheme (CTRS) for 2019-2020 (and therefore no consultation is required) and the Council Tax Reduction Scheme Regulations for pensioners in line with uprating announced by DCLG and to uprate the Working Age Regulations in line with those announced by Department for Work and Pensions (DWP) be recommended for the Council.
- (3) That Council be recommended to give delegated authority to the Executive Director Finance and Governance, in consultation with the Lead Member for Financial Management, to make any changes to the CTRS Regulations up to and including 31 January 2019.
- (4) That, having given due consideration, the following proposed level of Council Tax discounts for 2019-2020 be recommended to Council:
 - Retain the discount for second homes at zero.
 - Retain the discount for empty homes (unoccupied and substantially unfurnished) at 25% for 6 months and thereafter at zero.
 - Retain the discount for empty homes undergoing major repair at 25% for 12 months and thereafter at zero.
 - Retain the empty homes premium of an additional 50% for properties that have remained empty for more than 2 years.

Reasons

From April 2013 Council Tax Benefit was abolished and replaced with a local Council Tax Reduction Scheme. The Council is required to agree a scheme based on the reduced level of funding from Government

Members are now required to recommend a Council Tax Reduction Scheme to Council and it is recommended that members put forward option one which is a no change Council Tax Reduction Scheme for the 2019-2020 financial year. This option meets the objective of continuing to support residents whilst ensuring the scheme remains affordable.

Alternative options

Option 1: To not recommend any of the options for a scheme for 2019-2020. This would have financial implications for the Council and those residents affected by Welfare Reform.

Option 2: To decrease the level of support to Working Age claimants. This would have an impact on some of the most vulnerable residents in the district and may significantly impact on collection rates.

37 Monthly Performance, Finance and Risk Monitoring Report - July 2018

The Assistant Director: Performance and Transformation and Assistant Director: Finance and Procurement submitted a report which summarised the Council's Performance, Risk and Finance monitoring position as at the end of each month.

Resolved

- (1) That the monthly Performance, Risk and Finance Monitoring Report be noted.

Reasons

The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.

Alternative options

Option 1: This report illustrates the Council's performance against the 2018-19 business plan. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

The meeting ended at 5.45 pm

Chairman:

Date:

Cherwell District Council

Executive

1 October 2018

<p>2018 District Sports Studies Sports Facilities Strategy</p>

Report of Executive Director Wellbeing

This report is public

Purpose of report

To note the findings of the District Sports Study Sports Facilities Strategy, a part of the commissioned 2018 Open Space, Sport and Recreation Assessment. These findings will be used to create the Sports & Leisure Strategy for Cherwell which will be brought to Executive in early 2019. The study models sport facility needs in Cherwell up to 2031.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the findings from the District Sports Study Sports Facilities Strategy Executive Summary.
- 1.2 To support the production of a Council Sports & Leisure strategy and subsequent delivery plan, in response to the Sports Studies findings & recommendations.

2.0 Introduction

- 2.1 The Council commissioned consultants, Nortoft Partnerships Ltd, to produce the Open Space, Sport and Recreation Assessment and Strategies for the district.
- 2.2 Due to the complex nature of the study there are a number of documents relating to this matter. Members are recommended to read the executive summary (Appendix 1 to the report) to gain an understanding of need. All other supporting documentation has been published as background documents on the page for this meeting.
- 2.3 An executive summary for second part of the study around the pitch facilities required will be brought to a subsequent meeting for note. Both parts of this study will be used to inform the Cherwell Sports & Leisure Strategy which will be brought to members for consideration in early 2019. This approach is being taken to ensure that the information is presented to members in digestible portions, and to provide up to date published information to assist officers working on other strategies.

2.4 The aim of the studies are:

- To provide an understanding of leisure facilities provision needs now, and in the future;
- To provide an evidence base to support and inform planning policy documents;
- To inform the determination of planning applications;
- To inform the strategy for management and maintenance of sports facilities;
- To inform the strategy for any Council capital and revenue investments, including S106 and any future Community Infrastructure Levy (CIL);
- To inform and underpin bids to external funding partners to assist sporting infrastructure delivery;
- To identify the role of the education sector in supporting the delivery of community sporting facilities;
- To identify deficiencies in quality, quantity and any surpluses of provision covering the period to 2031.

3.0 Report Details

- 3.1 The District Sports Study Sports Facilities Strategy covers the following sports: Sports Halls, Swimming Pools, Health and Fitness, Athletics, Squash, Gymnastics, Bowls, Tennis, Golf, Cycling and Other Sports Facilities.
- 3.2 Each sport has been assessed in terms of current provision, assessment of current supply / demand, consultation findings, adjacent authority provision, modelling, assessment of future needs, meeting the needs of the future, justifying developer contributions and recommendations.
- 3.3 The recommendations within the study are broadly divided in to actions that would help 'protect', 'enhance' or 'provide' future facilities. The production of the Cherwell Sport and Leisure Strategy will include a prioritisation of these to inform the delivery plan.
- 3.4 The study has been produced in consultation with key partners, including Sport England, National Governing Bodies (NGB's) of individual sports, and local sports clubs. The strategy and findings have been endorsed by Sport England and the NGB's.
- 3.5 The Executive Summary for the District Sports Study Sports Facilities Strategy can be found as an appendix to this report, and includes all the recommendations.

4.0 Next Steps

- 4.1 The next stage in the process will be the preparation of a strategy which will clearly set out the outcomes and priorities that Cherwell District Council want to focus on. During the development of the strategy we will be engaging with the portfolio holder, members and local providers to prioritise recommendations. We will assess in more detail the options available including considering priority works, GIS mapping, funding strategy, project planning, sport development planning, inclusion in Local Plan documents where required, and business/service planning.

5.0 Conclusion and Reasons for Recommendations

- 5.1 We are asking members to note the information contained in The District Sports Study Sports Facilities as it will provide an evidence base for the full Sports & Leisure Strategy. From this, producing a delivery approach for the development of further sports facilities where needed and to ensure the effective provision of sport and leisure opportunities across the District. Our main aim is to ensure that a network of sports facilities is in place to cater for the health and wellbeing of the current and future population.

6.0 Consultation

- 6.1 Extensive consultation has taken place with Sport England, governing bodies of individual sports, local sports clubs and the public.

7.0 Alternative Options and Reasons for Rejection

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

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

8.0 Implications

Financial and Resource Implications

- 8.1 The cost of the exercise has been met through approved budgets. There may be additional costs to the Council in supporting specified future developments and provision, but each of these will be taken on their own merits and through separate decision making reports which are not proposed at this stage.

Comments checked by:

Adele Taylor, Executive Director of Finance and Governance
0300 003 0103 adele.taylor@cherwellandsouthnorthants.gov.uk

Legal Implications

- 8.2 There are no direct legal implications arising from this report. There may be a range of different largely procurement related and contractual issues which arise should the Council choose to either lead or support specific developments to address the need for additional provision. The report also provides an evidence base against which the Council could seek to obtain financial contributions or the delivery of facilities from any future development in accordance with the requirements of the Community Infrastructure Levy and national and local planning policies.

Comments checked by:
James Doble, Assistant Director Law and Governance
0300 003 0207 james.doble@cherwellandsouthnorthants.gov.uk

Planning Policy Implications

- 8.3 The Sports Facilities Strategy provides an important evidence based document which will be used in support of planning policy documents and will assist officers working on the Examination of the Partial Review of the Cherwell Local Plan (Part 1) (Oxford's Unmet Housing Need). The Strategy has been prepared in full consultation with the Planning Policy and Growth Strategy Team.

Comments checked by:

David Peckford, Deputy Manager – Planning Policy and Growth Strategy, 01295 221841, david.peckford@cherwellandsouthnorthants.gov.uk

Risk Implications

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

Comments checked by:

Louise Tustian, Team Leader, Insight Team, 01295 221786,
louise.tustian@cherwellandsouthnorthants.gov.uk

9.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

Thriving Communities and Wellbeing – Enhance Leisure Facilities

Lead Councillor

Councillor George Reynolds, Lead Member for Leisure and Sport

Document Information

Appendix No	Title
1	District Sports Study Sports Facilities Strategy Executive Summary
Background Papers	
Open Space, Sport and Recreation Assessment and Strategies Part 1: Context Report Part 1: Appendices Part 2: Sports Facilities Strategy Part 2: Appendices	
Report Author	Tom Darlington
Contact Information	01295 221693 thomas.darlington@cherwellandsouthnorthants.gov.uk

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CHERWELL DISTRICT COUNCIL

**OPEN SPACE, SPORT AND RECREATION
ASSESSMENT AND STRATEGIES**

**Part 2:
Sports Facilities Strategy
Executive Summary**

August 2018



Nortoft Partnerships Limited
The Old Barn, Nortoft Cottage, Nortoft, Guilsborough,
Northamptonshire NN6 8QB
Tel: 01604 586526
Email: info@nortoft.co.uk Web: www.nortoft.co.uk

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INTRODUCTION

The Sports Facilities Strategy forecasts the future needs for sport and recreation up to 2031, and takes into account the housing requirements identified in the adopted Cherwell Local Plan 2011-2031 (Cherwell District Council, 2015) and the draft requirements of the Cherwell Local Plan 2011-2031 (Part 1) Partial Review - Oxford's Unmet Housing Need Proposed Submission Plan (Cherwell District Council, 2017).

It forms Part 2 of the Open Space, Sport and Recreation Assessment and Strategies with the other parts being:

Part 1: National and Local Policy Context,

Part 3: Playing Pitch Strategy and

Part 4: Open Space Strategy

The document forms part of an evidence base to support and inform planning policy documents, development management decisions, infrastructure planning, funding bids and investment decisions.

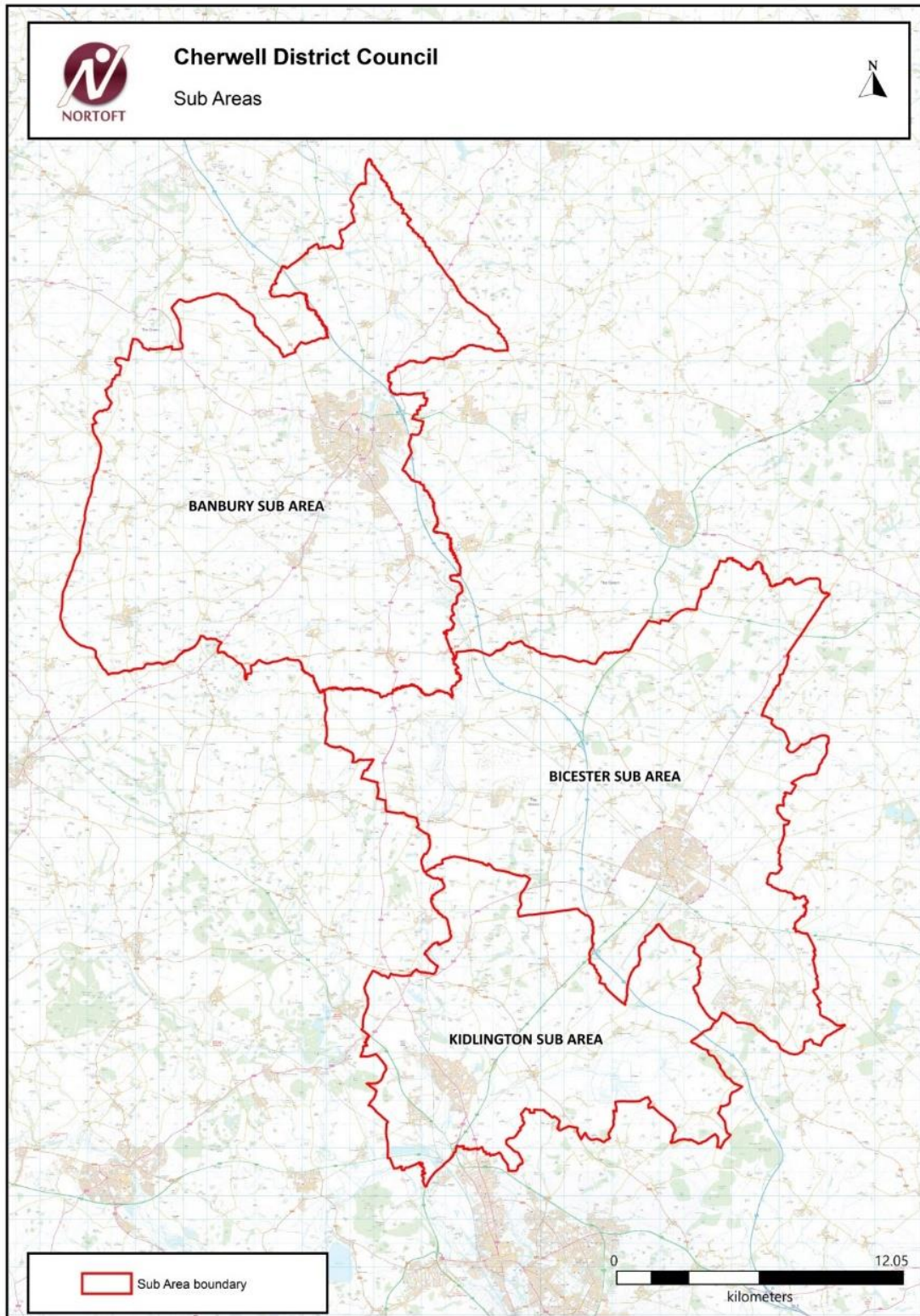
SECTION 1: ASSESSMENT PROCESS AND METHODOLOGY

- 1.1 The approach to this Sports Facilities Strategy reflects the guidance contained in the Sport England Assessing Needs and Opportunities Guidance of 2014 (Sport England, 2014).
- 1.2 Cherwell is a predominantly rural district, with two towns, Banbury in the north and Bicester in the south east, and a third urban centre at Kidlington, a large village in the south of the district immediately north of Oxford. Banbury, Bicester and Kidlington contain the majority of the built sport facilities in the district, each having leisure centres.
- 1.3 Most of the planned growth in Cherwell district is adjacent to Banbury and Bicester, though the Submission Partial Review of the Cherwell Local Plan Part 1 (2011-2031) – Oxford's Unmet Housing Need also proposes more development in the Kidlington area.

Sub areas for the strategy

- 1.4 The district was divided into three sub areas for the purposes of the Sports Facilities Assessment. The catchments are based on the latest research evidence, either from Sport England or from a sport's national governing body. As several of the main sports facilities, such as sports halls and swimming pools, have an approximately a 20 minute drive time catchment, it is appropriate to consider the authority in sub areas based around Banbury, Bicester and Kidlington.
- 1.5 A map showing the sub areas used in the strategy is given in Figure 1.

Figure 1: Strategy sub areas



Contains Ordnance survey data © crown copyright and database right. 2017

Methodology

The assessment of each facility type draws on a number of different elements, including site audits, the theoretical demand for facilities based on various modelling tools such as the Sport England Facilities Planning Model and Sports Facilities Calculator, the results of consultation, issues associated with facility quality and accessibility for the community, population characteristics and projections, policies on participation, and sports development objectives, the resources which may be available to meet the future requirements, National governing body strategic requirements, and the network of facilities and housing growth.

SECTION 2: THE LEISURE NETWORK

- 2.1 This section of the report provides an overview of the facility network in Cherwell. There are four public leisure centre facilities: Spiceball Leisure Centre, Bicester Leisure Centre, Kidlington and Gosford Leisure Centre and Woodgreen Leisure Centre. Woodgreen Leisure Centre is solely a public leisure centre, and the other three have joint day time use. All of the Leisure Centres are managed by Parkwood Leisure under the Legacy Leisure Trust arm.
- 2.2 The geographical spread of the main leisure centres; Spiceball in Banbury, Bicester Leisure Centre and Kidlington and Gosford Leisure Centre means that most of Cherwell's residents can access a leisure centre with a swimming pool, sports hall and gym within 20 minutes' drive.

School facilities

- 2.3 There are two schools with facilities managed directly by Cherwell District Council: The Cooper School Bicester, and North Oxfordshire Academy, Banbury.
- 2.4 Other sports facilities, particularly sports halls, are provided on school sites and except for those identified above, these are managed in-house by the schools themselves. These schools do not have formal community use agreements, have no subsidies for community use, and most facilities are only available for club bookings on a block booking basis. At many schools there is limited opportunity to increase community use at peak time.
- 2.5 The independent Bloxham School (Dewey Sports Centre) and Sibford School however both provide important opportunities to the community as they have some casual swimming times in addition to club use, plus access to their sports halls and fitness facilities.

SECTION 3: SPORTS HALLS

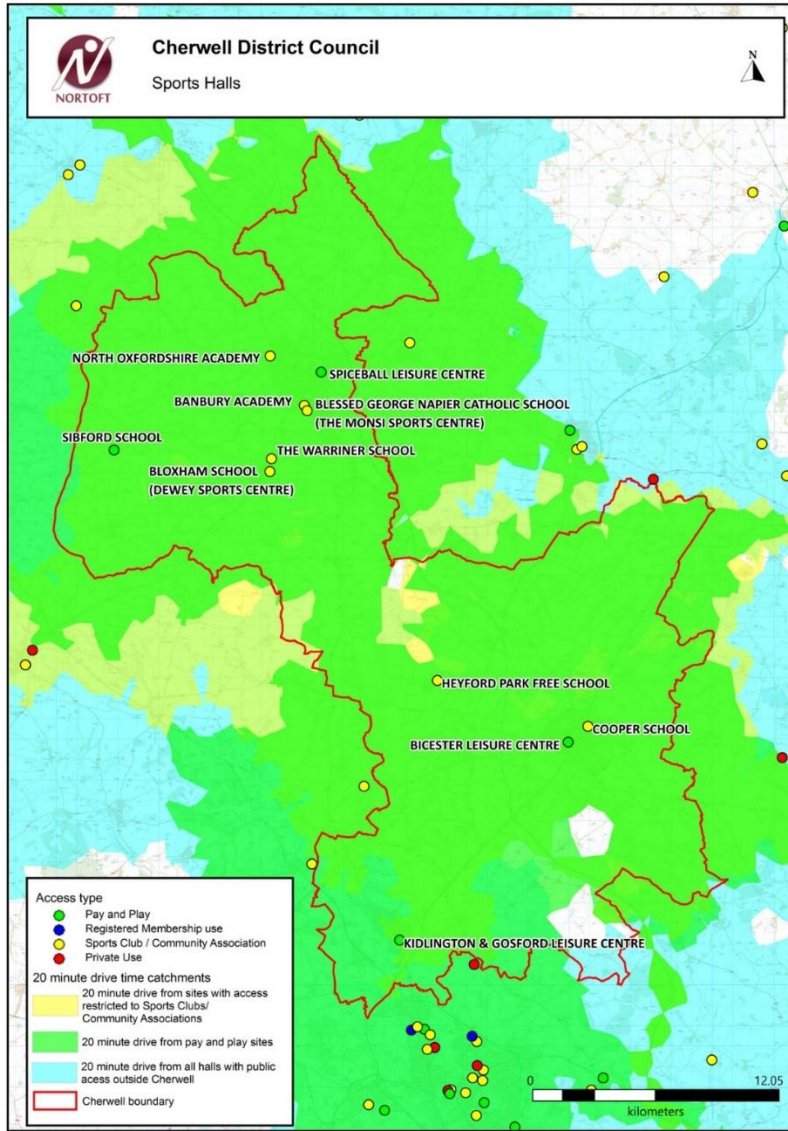
3.1 Sports halls are one of the prime sports facilities for community sport because they are able to provide a venue for many different activities. The standard methodology for measuring sports halls is by the number of badminton courts contained within the floor area. This section considers sports halls of 3+ badminton court size.

Current supply and demand

3.2 There are a number of sports halls across Cherwell and they are reasonably well distributed geographically. They are all of at least standard quality. The sports halls of 3+ badminton court size and above which are available for community use are mapped in

3.3 Figure 2, which also shows that almost all of residents have access to a pay and play sports hall facility within a 20 minute drive time.

Figure 2: Sports Halls (3+ courts) map



- 3.4 There is a current total of 48 badminton courts available for at least some of the peak time. The national average rate of provision per 1,000 population is currently 0.28 courts. Banbury has a slightly higher than national average rate of provision at 0.34 courts per 1,000 population whilst Bicester only has 0.21 courts and Kidlington has 0.16 courts per 1,000 population respectively.
- 3.5 There are a number of sports halls operating at levels above or close to the 80% used capacity rate which Sport England considers to be “busy” at peak time, including: the three main leisure centres, Blessed George Napier Catholic School in Banbury, Bloxham School (Dewey Sports Centre), North Oxfordshire Academy in Banbury and The Warriner School in Banbury. There is almost no spare sports hall capacity at peak time in Banbury, Bicester or Kidlington.

Future requirements

- 3.6 The assessment of the supply and demand for 3+ badminton court size sports halls up to 2031 by strategy sub area is given in Figure 3 together with the recommended priorities for investment.
- 3.7 If the housing proposals contained in the Partial Review do not come forwards, then the demand for sports halls in the Kidlington area is likely to remain largely the same as at present.

Figure 3: Sport halls summary of deficiencies and needs to 2031

	Banbury		Bicester		Kidlington	
	Balance in provision (no badminton courts)	Facility requirements	Balance in provision (no badminton courts)	Facility requirements	Balance in provision (no badminton courts)	Facility requirements
2016	4.6	Retain existing network. Investment as needed to improve quality.	-3.5	Provide 3 x 4 court halls by 2026 plus ancillary hall space. Investment as needed to improve quality for existing facilities.	-3	1 x 4 court hall by 2026, plus 1 x 4 court hall by 2031. Investment as needed to improve quality for existing facility.
2021	1.0		-8.0		-3.2	
2026	-0.6		-11.6		-4.4	
2031	-0.13		-13.2		-6.8	

Recommendations for sports halls

3.8 It is recommended that the Council and relevant stakeholders consider the following to address sports hall provision in the district:

3.9 To support the Council's policies on health and well-being, as well as supporting sports participation, performance and excellence, it is recommended that the Council continues to support community access to sports halls at its leisure centres and via its partners.

3.10 It is recommended that the Council keep under review the recommendations contained in this strategy, including changes to the housing proposals upon which this assessment is based which may have an impact on the supply and demand for facilities, and the provision or otherwise of other sports facilities such as 3G pitches which will impact on the demand for sports hall space.

3.11 It is recommended that the identified projects are included in the review of the IDP.

3.12 It is recommended that the Council seek to utilise a range of funding sources to deliver the identified projects, taking into account: what monies are already available, the capital programme of the Council, the opportunities for funding via S106 or CIL, and current funding opportunities from a range of external agencies.

Protect

3.13 It is recommended that the existing network of sports halls across the district is protected and maintained, and that the facilities should remain affordable to clubs and individuals.

3.14 It is recommended that where possible, formalised community use agreements are established with schools to protect community use.

3.15 It is recommended that the following should be protected for community use:

- 8 court hall at Spiceball Leisure Centre
- 4 court hall at Bicester Leisure Centre
- 4 court hall at Kidlington and Gosford Leisure Centre
- School sites with community use

Enhance and Provide

3.16 Investment in 3G artificial turf pitches in Bicester and Kidlington and a dedicated gymnastics centre at Bicester is recommended, which would have the effect of releasing capacity in the existing sports hall network by enabling the relocation of football demand and gymnastics use to elsewhere.

3.17 It is recommended that the following is provided, subject to feasibility assessments

including site availability:

- One four court sports hall in association with the proposed secondary school at Begbroke near Kidlington (PR8), designed for and made available for community use. (Subject to the outcome of the Partial Review Submission Local Plan proposals)
- Design and make available for community use the four court sports hall at the planned secondary school in North West Bicester.
- Provide in Bicester one additional four court sports by 2026, and a further four court sports hall by 2031, both designed and made available for community use. Sites to be confirmed.
- Provide one additional sports hall designed and made available for community use in Kidlington by 2031 (unless demand is significantly reduced by relocating football demand to 3G pitches). Site to be confirmed. (Subject to the outcome of the Partial Review Submission Plan Local Plan proposals).

3.18 It is recommended that new planned secondary schools are designed and developed for community use, and that this use is secured via formal legal agreements. The site layout must facilitate this, and the sports halls designed with the minimum size for community use, as set out in the Sport England guidance (Sport England, 2012).

3.19 It is recommended that an increase in the hours which the existing network of sports halls on school sites are open for community use at peak time is sought.

3.20 It is recommended that appropriate land for the new community sports halls for which sites are still to be confirmed should be identified and secured through the planning process.

3.21 It is recommended that all new facilities supported by capital monies from public sources or grant aid should be secured for community use via a binding legal agreement. The length of the agreement to reflect the size of the public support/grant involved.

SECTION 4: SWIMMING POOLS

4.1 Swimming pools might be considered the most important sports facility type in Cherwell as they are used by most of the community, from the very youngest through to people in old age. This assessment considers only indoor pools which are open year round and excludes lidos and other outdoor pools which are only open during the summer months such as the outdoor pool at Woodgreen Leisure Centre, Banbury. This follows the approach advised in the Guidance from Sport England (Sport England, 2014).

Current supply and demand

4.2 Swimming in Cherwell is a popular activity and the historical rates for swimming participation appear to be slightly above the national average, as confirmed by the national governing body for swimming, though the evidence also shows that swimming participation has stagnated recently. The historical rate is about 2% above the national average.

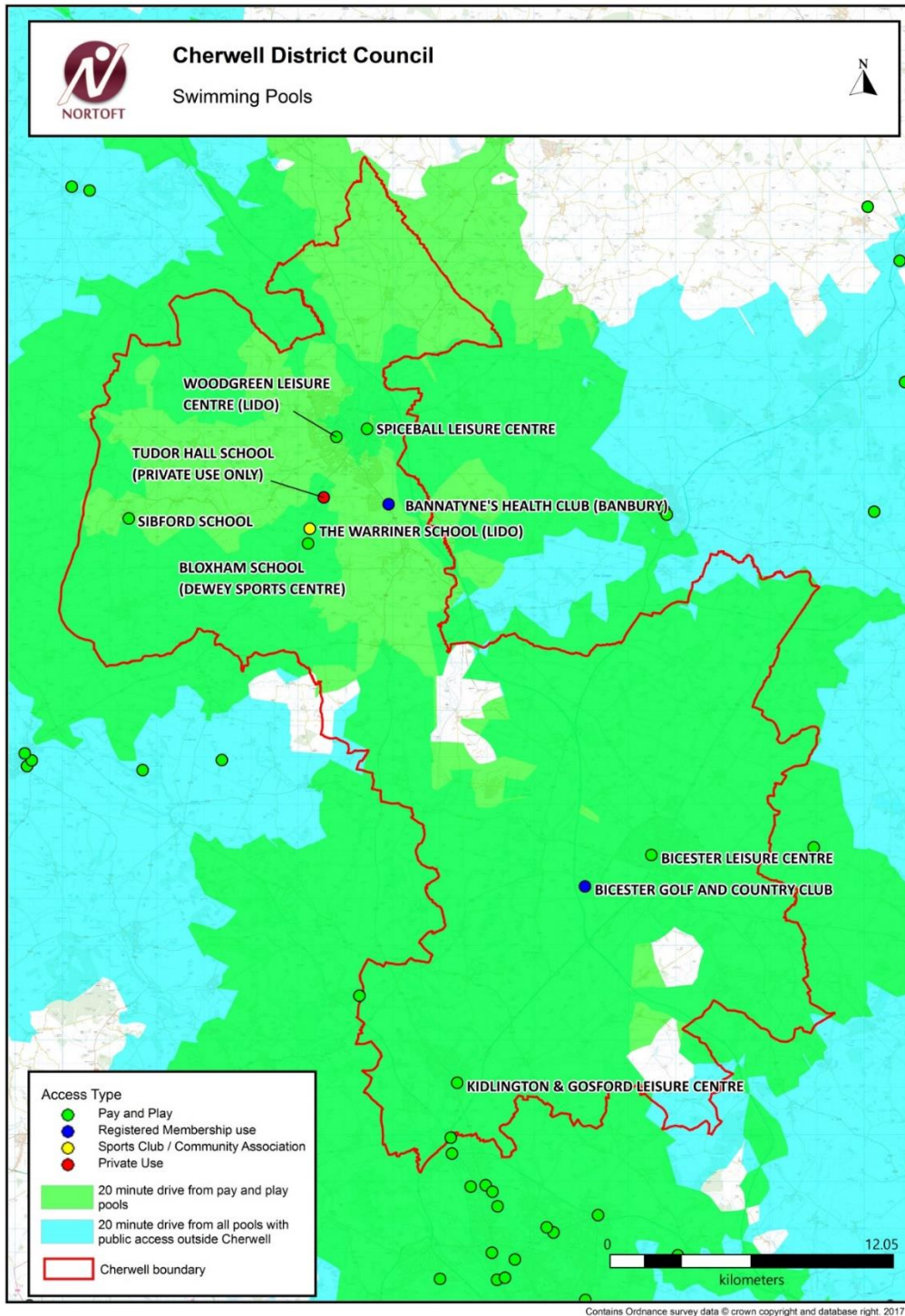
4.3 There are seven pool sites available for community use in Cherwell with a mix of ownership, five offering at least some pay and play access. These are mapped in Figure 4 which shows the pool locations, together with those in the surrounding authorities. The green shading on the map shows the accessibility of pay and play swimming pools to Cherwell residents based on a 20 minute drive time. This suggests that almost everyone with access to a car can reach a pay and play pool within 20 minutes, with only some small rural areas being outside the drive time catchment of any pool.

4.4 The current provision in the Banbury area is about in balance with the supply as the good quality Spiceball Leisure Centre pool is supplemented by good quality facilities at Bloxham School (Dewey Sports Centre) and Sibford School. There is also a commercial facility in this area, the Bannatyne's Health Club. The Woodgreen Leisure Centre has a 50m outdoor pool which is open during the summer months and is seen as reasonable quality.

4.5 All of the strategy modelling and consultation responses provide a clear picture for Bicester; that there is too little water space in the sub area, that there is only one main pool and this is ageing. Its design also means that it is no longer able to be used for competitive swimming. The only other pool in this sub area is the Bicester Golf and Country Club but this is a small pool and only available for registered members.

4.6 The Kidlington and Gosford Leisure Centre pool is the only pool in this sub area. It is 25m x 4 lane. The pool is ageing and its size is restricting use, particularly by the swimming club. At the present time, there is a shortfall of water space to meet the needs of the local community.

Figure 4: Swimming pools map



Future requirements

4.7 The assessment of the supply and demand for swimming pool space by strategy sub area up to 2031 is given in Figure 5, together with the overview of priorities for investment.

4.8 If the housing proposals in the Kidlington sub area contained in the Partial Review do not come forwards, then the priority will be to retain and improve the existing facility, rather than seeking additional water space.

Figure 5: Swimming water space summary of deficiencies and needs to 2031

	Banbury		Bicester		Kidlington	
	Balance in provision (sq m water space)	Facility requirements	Balance in provision (sq m water space)	Facility requirements	Balance in provision (sq m water space)	Facility requirements
2016	-1	Need for additional small community pool of 25m x 4 lane by 2026. Proposed to be met by commercial sector. Retain and maintain existing pools.	-43	Need for additional 25m x 6 lane pool with teaching pool by 2026. Retain and maintain/replace existing pools.	-23	Need for additional community pool 20 m x 4 lane by 2031. Retain and maintain/replace existing pools.
2021	-163		-182		-36	
2026	-212		-335		-84	
2031	-208		-396		-173	

Recommendations for swimming pools

4.9 It is recommended that the Council and relevant stakeholders consider the following to address swimming pool provision in the district:

4.10 To support the Council’s policies on health and well-being, as well as supporting sports participation, performance and excellence, it is recommended that the Council provides attractive swimming facilities available to the whole community which complements the wider provision of recreation opportunities in the private, education, community and voluntary sectors. It is recommended that the Council ensures that there is a network of accessible swimming pools available to all residents on a pay and play basis.

4.11 The network of pools provided by the Council as a whole should be financially self-sustaining both in relation to capital and revenue costs.

4.12 The Council and Banbury Town Council support the retention of the lido pool at Wood Green Leisure Centre but due to the nature of this facility do not consider that it can form part of the indoor swimming pool provision that is required by

the community without significant further investment.

4.13 It is recommended that the Council consider undertaking Sport England Sports Facilities Planning Model local scenario tests to supplement the Council's understanding and confirm the details of the options for pools in each of the towns.

4.14 It is recommended that the identified projects will be included in the review of the IDP.

4.15 It is recommended that the Council seek to utilise a range of funding sources to deliver the identified projects, taking into account: what monies are already available, the capital programme of the Council, the opportunities for funding via S106 or CIL, and current funding opportunities from a range of external agencies.

Protect

4.16 It is recommended that all the existing swimming pools with community use are protected, retained and maintained at high quality, where the size is greater than 120 sq m.

Enhance

4.17 It is recommended that the existing Bicester Leisure Centre pool is retained and refurbished, or replaced.

4.18 It is recommended that the Kidlington and Gosford Leisure Centre pool is retained, refurbished and extended, or replaced with a larger leisure centre.

4.19 It is recommended that hours for community use at Bloxham School (Dewey Sports Centre) and Sibford School are increased, and use secured through formalised community use agreements.

Provide

4.20 It is recommended that the following provision is sought, subject to feasibility assessments including site availability:

- New community pool of 25 m x 6 lane competition pool plus teaching pool in Bicester. Site to be confirmed.
- New small community pool size 25 m x 4 lane in the Kidlington area by 2031 as part of a new leisure centre. Site to be confirmed.

4.21 Have positive planning polices to enable development of new commercial fitness provision in Banbury which includes swimming pool space of at least 120 sq m in size.

SECTION 5: HEALTH AND FITNESS

- 5.1 This section considers indoor fitness facilities, both the provision of fitness gyms and the provision of studio space. The latter are multi-purpose rooms used for a range of fitness activities and dance, and are usually an integral part of any leisure centre or commercial fitness site. The revenue generated by health and fitness provision is particularly important for those sites with a swimming pool, as the revenue generated can help offset the net revenue costs of a pool.
- 5.2 The provision of health and fitness facilities (typically including fitness stations) is potentially a key element in achieving increased participation in physical activity. However there is no simple way of assessing participation in individual gym and fitness activities, nor the spaces they need. The method used for the analysis of the provision per 1000 population of the health and fitness facilities which have a number of 'stations' (one station might be for example a single treadmill).

Current supply and demand

- 5.3 The fitness and gym provision in terms of both the number of fitness stations and the number of studios in Cherwell is much higher than the regional or national average and the rates of provision in Cherwell's benchmark authorities. There is a wide geographical spread of sites which means that most people can reach a facility within 15 minutes' drive time.
- 5.4 About 61% of the provision is in commercial fitness facilities, but there are only three sites with 100 stations or more. The largest site, Spiceball Leisure Centre, has 150 stations.
- 5.5 In Cherwell, the percentage of commercial fitness provision is higher than in its benchmark authorities, but the size of the individual fitness gyms is smaller than is often the case in the commercial sector in larger urban centres.
- 5.6 The operator of Spiceball is keen to extend the health and fitness offer at the centre and has been considering options.
- 5.7 This suggests that the fitness market is probably at a fine balance between supply and demand in the authority. As the market in fitness gyms responds rapidly to demand, it is likely that there will continue to be regular changes to the supply of gyms in the future.

Future requirements

5.8 The assessment of the supply and demand for health and fitness provision by strategy sub area is given in Figure 6 together with the overview of identified future needs. It is recommended that developers' contributions are sought towards health and fitness provision.

5.9 If the housing proposals contained in the Partial Review do not come forwards, then the demand for fitness facilities in the Kidlington area will need to be reviewed as no further provision will be required.

Figure 6: Health and fitness summary of deficiencies and needs to 2031

	Banbury		Bicester		Kidlington		
	Balance in provision (no. fitness stations & studios)	Facility requirements	Balance in provision (no. fitness stations & studios)	Facility requirements	Balance in provision (no. fitness stations & studios)	Facility requirements	
2016	-75	One large fitness gym (90 stations) facility by approx 2020, with 140 station fitness provision by 2031 to link to new swimming pool. Both with studio space.	75	One large fitness gym (100 stations) facility by approx 2026, with further moderate-large fitness provision by 2031. Both with studio space.	1	One medium large fitness gym (40 stations) facility by approx 2026, with further either additional moderate-large fitness provision by 2031. Both with studio space.	
	1						0
2021	-180		-17				-9
	-1		-2				0
2026	-216		-112				-40
	-2	-1		-1			
2031	-232		-165		-92		
	-5		-2		-2		

Recommendations for health and fitness

5.10 It is recommended that the Council and relevant stakeholders consider the following to address health and fitness provision in the district:

5.11 To support the Council's policies on health and well-being, as well as supporting sports participation, it is recommended that the Council provides attractive health and fitness facilities which are available to the whole community which complements the wider provision of recreation opportunities in the education, commercial, community and voluntary sectors. This provision will be made in association with the public leisure centres, where the revenue generated from health and fitness can help balance the cost of maintaining the centres.

- 5.12 It is recommended that the Council has positive planning policies which enable the development of a commercial health and fitness centre in Banbury which also includes a pool of approx 25 m x 4 lane size.
- 5.13 It is recommended that the identified public projects will be included in a review of the IDP.
- 5.14 It is recommended that the Council seek to utilise a range of funding sources to deliver the identified projects, taking into account: what monies are already available, the capital programme of the Council, the opportunities for funding via S106 or CIL, and current funding opportunities from a range of external agencies.

Sites

Protect

- 5.15 It is recommended that the existing network of health and fitness sites which have 50 stations or more are generally protected and maintained.

Enhance

- 5.16 It is recommended that the health and fitness facilities at Bicester Leisure Centre and Kidlington and Gosford Leisure Centre are refurbished, improved, expanded or replaced.
- 5.17 It is recommended that limited extended fitness provision including gym and studio space is provided at Spiceball Leisure Centre.

Provide

- 5.18 It is recommended that the priorities for new delivery and which need to be confirmed through feasibility work, where appropriate, are:
- Banbury: large fitness gym and studio spaces to support new provision of additional swimming pool space, either as a public or commercial facility. Site and details to be confirmed.
 - Bicester: large fitness gym and studio spaces as part of a new wet/dry leisure centre. Site and details to be confirmed.
 - Kidlington: large fitness gym and studio spaces as part of a new wet/dry leisure centre. Site and details to be confirmed.
- 5.19 Appropriate land for the leisure centres should be identified through the planning process.

SECTION 6: ATHLETICS

- 6.1 The term “athletics” includes field and track activities, both taking place at athletics tracks, as well as cross-country running, road running, marathon/ultra-marathon running, and jogging.
- 6.2 Research by Sport England has shown that about 10% of athletics activity takes place at a track, with 90% elsewhere. The report therefore considers both synthetic athletics track provision and other athletics needs.

Current supply and demand

- 6.3 There is one 8-lane athletics track, the Drayton track at North Oxfordshire Academy in Banbury. This is a joint use facility and has a “Full” certificate from UK Athletics which enables it to host events at all permit levels in all events. The catchment of this track is about 30 minutes’ drive time, so it is accessible to much of Cherwell district. Banbury Harriers Athletics Club uses the site as their home venue. This facility is managed by Cherwell District Council.
- 6.4 There is one other track and field athletics club, the Bicester Athletics Club. This club uses the sports hall at Bicester Leisure Centre in the winter and uses a grass field at Bicester Academy a local park in the summer.
- 6.5 The Horspath track owned and managed by Oxford City and the Tilsley Park track at Abingdon both provide important opportunities for athletes in the south of Cherwell. Almost all of Cherwell’s residents have access to an athletics track within 30 minutes’ drive.
- 6.6 Other running clubs use Woodgreen Leisure Centre, Kidlington and Gosford Leisure Centre and Stratfield Brake as meeting points, but then use the local roads.
- 6.7 There is clear demand from the strategy consultation for more traffic free walking and running routes, and this type of provision has also been identified by the national governing bodies for athletics as a priority.

Future requirements

- 6.8 The national governing bodies’ priorities are to retain the existing network of athletics tracks, and to support the development of compact athletics facilities where there is local need.
- 6.9 There has already been some exploration of the options to develop a compact athletics training facility to respond to the needs of the Bicester Athletics Club. This is the highest priority for the future in terms of track and field athletics.
- 6.10 The development of marked running routes would offer a real opportunity for many people. There are a number of traffic free routes already in existence, and there may be opportunities to develop these further, including in relation to major developments.

Recommendations for athletics

6.11 It is recommended that the Council and relevant stakeholders consider the following to address athletics provision in the district:

6.12 To support the Council's policies on health and well-being, as well as supporting sports participation, performance and excellence. It is recommended that the Council continues to support community access to athletics tracks and training facilities.

6.13 It is recommended that the identified projects are included in the review of the IDP.

6.14 It is recommended that the Council seeks to utilise a range of funding sources to deliver the identified projects, taking into account: what monies are already available, the capital programme of the Council, the opportunities for funding via S106 or CIL, and current funding opportunities from a range of external agencies.

Protect

6.15 It is recommended that the Drayton track at North Oxfordshire Academy, including the retention of its Full certificate awarded by UK Athletics, is protected.

Enhance

6.16 It is recommended that the delivery priorities are:

- Improvements to routes through parks and open spaces to encourage walking and running.
- Future improvements to the Drayton athletics track at North Oxfordshire Academy, as may be identified and costed.

Provide

6.17 It is recommended that measured walking and running routes are provided in association with England Athletics and other partners, utilising open spaces, parks and traffic free routes.

6.18 It is recommended that, subject to feasibility assessment including site availability, a compact athletics facility is sought in Bicester to meet the needs of Bicester Athletics Club. The suggested preferred location is the Kingsmere secondary school site mainly due to its proximity to the adjacent Sports Ground and an opportunity for the operator to manage such a facility for community use should this also be required.

SECTION 7: SQUASH

7.1 Nationally, Sport England estimates that around 342,300 people play squash or racketball at least once a month, but there has been a gradual decline since 2007 (Sport England, 2017).

Current supply and demand

7.2 There are 8 sites which cater for squash in Cherwell with 15 courts in total. All of the sites are pay and play, except for one club site, Banbury West End Tennis and Squash Club which is available to members only. Most sites have 2 or 3 courts, but there is only one court at both Heyford Free School and Vida Health and Fitness. The Bloxham School site and Spiceball are well used, but there appears to be spare capacity across the rest of the network.

7.3 Cherwell is considered to be a priority area for England Squash with significant opportunities for the growth of the game.

Future requirements

7.4 The strategy analysis suggests that the overall level of squash court provision in Cherwell should be retained and if the Bicester Leisure Centre was to be replaced, that the squash courts should also be replaced.

7.5 If, however, squash as a sport grows as hoped by the national governing body, there will be demand for additional courts. The most appropriate mechanism for the delivery of new courts would be via the commercial sector, so the key priority is for positive planning policies supporting the development of appropriate sites.

Recommendations for squash

7.6 It is recommended that the Council and relevant stakeholders consider the following to address squash provision in the district:

7.7 To support the Council's policies on health and well-being, as well as supporting sports participation, performance and excellence, it is recommended that the Council continues to support community access to squash courts.

7.8 It is recommended that future identified projects will be included in the review of the IDP.

7.9 It is recommended that the Council seeks to utilise a range of funding sources to deliver the identified projects, taking into account: what monies are already available, the capital programme of the Council, the opportunities for funding via S106 or CIL, and current funding opportunities from a range of external agencies.

Protect

- 7.10 It is recommended that the existing squash facilities are protected, particularly at the leisure centres. They should be refurbished as needed to maintain them at a high quality. Where there is a justified need, investment should be into moveable walls to enable more flexible use of the courts at off peak time.

Enhance and provide

- 7.11 It is recommended that there should be positive planning policies to enable the development of commercial squash clubs in the future.

SECTION 8: GYMNASTICS AND RELATED ACTIVITIES

- 8.1 This section of the strategy addresses the sport of gymnastics and related activities. Some of this activity is within affiliated clubs, but other activity is not affiliated or the activity is not one of the British Gymnastics' recognised disciplines.
- 8.2 There are also some commercial trampoline centres in the district such as Rebound Revolution in Bicester. These purely commercial centres do not provide sports development programmes and are effectively not available or not suitable for gymnastic club activities. They are therefore outside of the strategy.

Current supply and demand

- 8.3 The peak in participation for gymnastics according to British Gymnastics is at around 9 years. Nationally, the affiliated membership gymnastics clubs has been growing rapidly with at least a 12% increase each year since 2012. Most of this growth remains at the young age groups but there has also been a notable increase in the number of teenagers and young adults up to the age of 25 years. There are currently around 370 people taking part in gymnastics and related activities within the district.
- 8.4 Gymnastics does not have a strong club network in Cherwell as there are only three affiliated British Gymnastics clubs in the district: Bicester and District Gymnastics Club, Ricochet Trampoline Club and Kidlington Gymnastics Club. This may in part reflect the fact that there are two large clubs just outside the district. Almost all Cherwell residents are within a 20 minute drive time to an affiliated gymnastics club, either within or outside of the district.
- 8.5 The primary issue in relation to gymnastics provision is in relation to the Bicester and District Gymnastics Club which has long and large waiting lists. The lack of facility access is restricting this club's expansion.

Future requirements

- 8.6 Much of any new gymnastics demand in the Banbury area is likely to be met by the Wade Gymnastics club in South Northamptonshire, and in the Kidlington area by the Cherwell Gymnastics Club in Oxford. The priority is to provide new gymnastics space at Bicester. This could be via a dedicated gymnastics centre but the type of centre, potential location, and costs need to be confirmed as such centres can vary from converted warehouses to specially built facilities with trampoline pits etc.
- 8.7 The need for improved access to multi-functional halls or activity spaces is also expected to continue to be needed across the district, both during the school day and at evenings and weekends. Where appropriate and justified, additional storage space at community centres and village halls may support use by gymnastics and related activities.
- 8.8 Figure 7 summarises the provision needs for gymnastics now and in the future.

Figure 7: Gymnastics summary of deficiencies and needs up to 2031

	Banbury sub area	Bicester sub area	Kidlington sub area
2017	No known deficiencies.	Club uses sports hall at Bicester Leisure Centre and is at capacity with waiting list.	No known deficiencies. Club uses leisure centre.
2021 to 2031	Support to village and community halls to provide storage space for gym equipment where there is demand.	Dedicated gymnastics hall where equipment can be permanently set up is required by 2021. Support to village and community halls to provide storage space for gym equipment where there is demand.	Support to village and community halls to provide storage space for gym equipment where there is demand.

Recommendations for gymnastics

8.9 It is recommended that the Council and relevant stakeholders consider the following to address gymnastics provision in the district:

8.10 To support the Council's policies on health and well-being, as well as supporting sports participation, performance and excellence, it is recommended that the Council continues to support community access to gymnastics provision.

8.11 It is recommended that a dedicated gymnastic centre for Bicester is included in a review of the IDP.

8.12 Local projects to support increased storage provision at village and community halls with the purpose enabling the sites to then provide for, or better provide for gymnastics may be included in the IDP or may be treated as a local facility for S106 funding. If or when CIL is in place, the Council will be mindful to avoid double dipping between CIL and S106.

8.13 It is recommended that the Council seeks to utilise a range of funding sources to deliver the identified projects, taking into account: what monies are already available, the capital programme of the Council, the opportunities for funding via S106 or CIL, and current funding opportunities from a range of external agencies.

Protect

8.14 It is recommended that the existing trampoline centre in Banbury, and the halls used by gymnastics elsewhere are retained and maintained at high quality.

Enhance and Provide

8.15 It is recommended that, subject to feasibility assessments including site availability and the options for the potential reuse of an existing building, a dedicated gymnastics facility at Bicester is sought for the Bicester and District Gymnastics Club.

8.16 It is recommended that proposals for changing facilities and improved car parking provision at Ricochet Trampoline Centre, Banbury are supported.

8.17 Improved storage at village and community halls where justified to enable the provision of gymnastics.

SECTION 9: BOWLS

- 9.1 This section of the report considers the demand for bowls, both indoor and outdoor. There is some cross-over between indoor and outdoor bowls as some players are active year round, and some sites have both indoor and outdoor rinks. However many players only either play indoors or outside. Specialist indoor bowls centres have catchments of up to 30 minutes' drive time and are largely run separately from outdoor bowls, where the clubs and sites have more local catchments and are usually restricted to the summer months.
- 9.2 The sport primarily attracts older people, with more than 75% of players being aged over 65 years.
- 9.3 The membership of indoors bowls clubs nationally has been fairly static but there seems to have been a slight general decline in the number of people playing outdoor bowls over the last few years. There is not therefore expected to be a significant increase in the number of people playing bowls up to 2031 in Cherwell district, with the possible exception of the Bicester area which will see the number of people aged 60 and over doubling in this period.

Indoor bowls

Current supply and demand

- 9.4 There is one specialist indoor bowls site in Cherwell, at Woodgreen Leisure Centre which has 6 rinks. This site is available October-April to the club, but the green is then boarded over and the green area used for other purposes. Almost all Cherwell residents have access to an indoor bowls centre within 30 minutes' drive, and the catchment of Woodgreen includes all of Bicester and stretches down towards Kidlington. Residents outside of the catchment of Woodgreen can reach alternative indoor bowls greens within 30 minutes' drive within the adjacent authorities.
- 9.5 Woodgreen Leisure Centre has significant spare capacity as do all of the sites outside of Cherwell. The bowls usage of Woodgreen Leisure Centre is however thought by the national governing body to be lower than would usually be expected because of the closure of the site during the summer months, making the bowls membership less attractive than usual.
- 9.6 It is also likely that the village and community hall network is providing important opportunities for many people for short mat bowls.

Future requirements

- 9.7 The low usage of the indoor bowls green at Woodgreen Leisure Centre is of concern. Unless it can be accelerated, the club might still only be using the site at

around 70% capacity by 2031, even taking into account the growth in the number of older people in the Banbury and Bicester areas.

- 9.8 Given that Woodgreen Leisure Centre is the only indoor bowls facility in the district, the site should, if possible be retained. However if this is not financially sustainable, then alternative provision might be considered, perhaps providing either a 4 or 6 rink indoor facility adjacent to an existing bowls club. This would need to be either in Banbury or Bicester in order to maximise the catchment.

Recommendations for indoor bowls

- 9.9 It is recommended that the Council and relevant stakeholders consider the following to address indoor bowls provision in the district:

9.10 To support the Council's policies on health and well-being, as well as supporting sports participation, performance and excellence, it is recommended that the Council continues to support community access to indoor bowls provision.

9.11 It is recommended that the Council seeks to utilise a range of funding sources to deliver the identified projects, taking into account: what monies are already available, the capital programme of the Council, the opportunities for funding via S106 or CIL, and current funding opportunities from a range of external agencies.

Protect

9.12 It is recommended that the existing indoor bowls provision at Woodgreen Leisure Centre is protected and maintained. Sports development initiatives to support the club to increase their membership more widely should be explored to encourage more players, both older and younger people.

Outdoor bowls

Current supply and demand

9.13 There are 10 bowling green sites within the district and each site has a single green, but with the number of rinks varying from 4 to 6. There is one derelict site at Shipton on Cherwell. The quality of the sites is generally very good.

9.14 Most of the feedback from the clubs shows a membership situation which is either steady or declining, with only the very small Begbroke club saying that its membership had increased. One club ceased in September 2016, at Deddington. Overall the club membership numbers are low, with only Banbury Borough and Banbury Central having over 70 members.

- 9.15 The sites are all managed by the clubs themselves and most are owned by the clubs. The exception is the Horton View site used by Banbury Central.
- 9.16 The relatively small drive time catchment for outdoor bowls greens, a maximum of 15 minutes, means that there is limited cross-authority boundary movement of members.

Future requirements

- 9.17 The existing network of outdoor bowls greens has more than sufficient spare capacity to cater for outdoor bowls in the period up to 2031. The club at Deddington closed in 2016 and the Lower Heyford club is now unaffiliated. The club at Begbroke is small and may not be sustainable in the long term. The catchments of these sites overlap with those of the larger and more successful clubs, and therefore do not appear to be essential to the bowls network in the long term.
- 9.18 Where a site is disused for bowls, then consideration should be given to alternative sport, recreation or green space use in accordance with national planning policy guidance and the Local Plan Part 1, taking into account the findings of the open space, sport and recreation assessments and strategies.

Recommendations for outdoor bowls

- 9.19 It is recommended that the Council and relevant stakeholders consider the following to address outdoor bowls provision in the district:

9.20 To support the Council’s policies on health and well-being, as well as supporting sports participation, performance and excellence, it is recommended that the Council continues to support community access to outdoor bowls provision via its partners.

9.21 It is recommended that any future identified projects be included in a review of the IDP.

9.22 It is recommended that the Council will seek to utilise a range of funding sources to deliver the identified projects, taking into account: what monies are already available, the capital programme of the Council, the opportunities for funding via S106 or CIL, and current funding opportunities from a range of external agencies.

Protect

- 9.23 It is recommended that the bowling greens at the following sites should be retained and maintained at high quality:

- Bicester Bowls Club
- Banbury Chestnuts Bowls Club

Banbury Borough Bowling Club
Bloxham Bowls Club
Kidlington Bowls Club
Adderbury Bowls and Social Club
Banbury Central Bowling Club

9.24 It is recommended that the future of the following sites should be kept under review and will be dependent on their membership levels being sustainable:

Begbroke Bowls Club
Lower Heyford Bowls Club

Dispose

9.25 It is recommended that the following sites should not be retained for bowls unless there is local demand:

Deddington Beeches Bowls Club
Bunkers Hill Bowling Green, Shipton on Cherwell

9.26 Where a site becomes disused for bowls, then consideration should be given to alternative sport, recreation or green space use in accordance with national planning policy guidance and the Local Plan Part 1, and taking into account the findings of the open space, sport and recreation assessments and strategies.

SECTION 10: TENNIS

10.1 This section of the strategy considers both indoor and outdoor tennis. Specialist indoor tennis centres have a large catchment area, whilst outdoor tennis is usually more local, except for the largest and most successful clubs.

10.2 Although this section considers indoor and outdoor tennis provision separately, at the club level they can be considered together, since covering courts, either on a permanent or seasonal basis provides significant extra capacity.

10.3 Nationally tennis attracts more men (60%) than women (40%), and the higher socio-economic groups. Sport England's Active People Survey (Sport England, 2017) suggests that tennis participation has decreased during the period 2007/08 to 2015/16. The Lawn Tennis Association (LTA) affiliated club information gives a figure of 1,238 club members in Cherwell.

Indoor tennis

Current supply and demand

- 10.4 There is no indoor tennis court provision in Cherwell at the present time, but much of the district is within a 30 minute drive time of a facility. Banbury town and some of the rural area to the west of the town is without any access to a facility within 30 minutes.
- 10.5 Although tennis as a sport has declined over the last few years, most of the affiliated clubs in Cherwell are large, and both Banbury West End Tennis and Squash Club and Bicester Lawn Tennis Club meet the minimum size guidelines from the LTA for indoor court provision.

Future requirements

- 10.6 There appears to be justification for indoor provision in Banbury now, and potentially in the longer term, in the Bicester area. There is an emerging proposal for Banbury which is still at an early stage, and the site, feasibility, type of cover, and financial sustainability is still to be confirmed. The need for and options for covered courts in Bicester should be kept under review.

Recommendations for indoor tennis

- 10.7 It is recommended that the Council and relevant stakeholders consider the following to address indoor tennis provision in the district:

10.8 To support the Council's policies on health and well-being, as well as supporting sports participation, performance and excellence, it is recommended that the Council seeks to support community access to indoor tennis provision.

10.9 It is recommended that the proposed indoor tennis project at Banbury is included in a review of the IDP.

10.10 It is recommended that the Council seeks to utilise a range of funding sources to deliver the project, taking into account: what monies are already available, the capital programme of the Council, the opportunities for funding via S106 or CIL, and current funding opportunities from a range of external agencies.

Provide

10.11 It is recommended that indoor tennis provision in Banbury is developed in association with the Banburyshire Tennis Network. The site, costs, timescales, sustainability, and deliverability need to be confirmed through a feasibility study.

10.12 If indoor tennis provision elsewhere is not deliverable, then it is recommended that

consideration is given to the improvement of the existing hard courts at the North Oxfordshire Academy, and securing them for community use.

- 10.13 It is recommended that the need for indoor tennis court provision in Bicester is kept under review.

Outdoor tennis

Current supply and demand

- 10.14 Most of the outdoor tennis provision in Cherwell is on tennis club sites, but there are also a small number of community sites. Most of the sites are good quality, although there are some issues on the community courts, particularly in Kidlington.
- 10.15 The LTA's capacity assessment of club sites suggests that all of the clubs are running at above their expected capacity levels, with only Banbury Lawn Tennis Club having spare capacity.
- 10.16 The community courts are likely to be running at around 20% used capacity at peak time, including the courts used by and only available to, the unaffiliated club at Horton cum Studley.
- 10.17 The travel time to tennis courts is less than to other facility types, with the exception of the large club sites which are likely to draw from a wider area, such as the Banbury West End club. If a drive time of 10 minutes is used as the guide to the spread of facilities across the district, then there is a clear gap in provision in the Upper Heyford area.
- 10.18 There are no clubs in the Kidlington area, but this part of the district is well served by provision in Oxford City.

Future requirements

- 10.19 The assessment of the supply and demand for outdoor tennis provision by strategy sub area is given in Figure 8 together with the overview of identified future needs.
- 10.20 If the housing proposals contained in the Partial Review do not come forwards, then the demand for tennis facilities in the Kidlington area is likely to remain at similar levels to present, and new additional tennis facilities will not be required.

Figure 8: Tennis summary of deficiencies and needs to 2031

	Banbury sub area		Bicester sub area		Kidlington sub area	
	Balance in provision (number of courts)	Facility requirements	Balance in provision (number of courts)	Facility requirements	Balance in provision (number of courts)	Facility requirements
2016	-2 non-floodlit courts	Cover courts at Banbury LTC to increase capacity.	-2 floodlit courts	Provision of 6 additional floodlit courts available during school day and suitable for club use (delivery at Whitelands Farm Sports Ground). Develop single non-floodlit courts in village locations where there is potential demand but no access to a court within 10 minutes' drive	-3.5 floodlit courts	Provision of 2 additional floodlit courts with ancillary facilities available during school day and suitable for club use. Develop single non-floodlit courts in village locations where there is potential demand but no access to a court within 10 minutes' drive
2031	-9 floodlit courts	Floodlight courts at Cropredy and Deddington suitable for club use. Develop 1 additional floodlit court at Hook Norton. Explore option of additional courts at North Oxfordshire Academy Develop single non-floodlit courts in village locations where there is potential demand but no access to a court within 10 minutes' drive	-8 floodlit courts			

Recommendations for outdoor tennis

10.21 It is recommended that the Council and relevant stakeholders consider the following to address outdoor tennis provision in the district:

10.22 To support the Council's policies on health and well-being, as well as supporting sports participation, performance and excellence, it is recommended that the Council continues to support community access to outdoor tennis provision.

10.23 It is recommended that the identified projects are included in a review of the IDP.

10.24 It is recommended that the Council seeks to utilise a range of funding sources to deliver the identified projects, taking into account: what monies are already available, the capital programme of the Council, the opportunities for funding via S106 or CIL, and current funding opportunities from a range of external agencies.

Protect

10.25 It is recommended that the existing sites used for outdoor tennis, including both those sites which host tennis clubs and those which are community sites are protected.

Enhance

10.26 It is recommended that the following are enhanced:

- Cropredy tennis courts by floodlighting both courts
- Deddington tennis courts by floodlighting all 3 courts
- Youth Forum, Kidlington by improving courts and providing floodlights
- Floodlighting all courts and improving changing provision at Banbury West End, Adderbury
- Providing an additional floodlit court at Hook Norton.

Provide

10.27 It is recommended that the 6-court outdoor tennis site at Whitelands Farm Sports Ground, Bicester is delivered as planned. Ensure that the floodlighting is appropriate for match play.

10.28 It is recommended that covered courts are provided in Banbury. Site, club, cost and deliverability are to be confirmed through a feasibility study.

Or if not deliverable:

10.29 It is recommended that additional floodlit courts are provided at Banbury as a single site of no less than 4 courts. This new provision may be achieved by

investing in the existing hard courts at the North Oxfordshire Academy to improve their quality and provide floodlighting suitable for tennis match play, and securing their community use.

Or if not deliverable:

- 10.30 A new dedicated tennis club site will be required with no less than 4 floodlit courts.
- 10.31 It is recommended that Kidlington is provided with 2 additional floodlit courts with ancillary facilities available during the school day and suitable for club use by 2031.
- 10.32 It is recommended that a new community tennis court is provided in village locations where there is a strategic gap in provision and locally identified demand. Floodlights not required but preferred.

SECTION 11: GOLF

- 11.1 Golf is the fifth largest participation sport in England. The number of golf club members has been declining since 2004, though seems to be recently levelling off. As the commercial sector is the most important provider of golf in Cherwell, the development of the courses will reflect a combination of demand and appropriate site opportunities.
- 11.2 There are a number of ways in which golf is played, from the standard 18 hole golf course, to shorter Par 3 courses, driving ranges, pitch and putt and other short courses, adventure and even crazy golf. The main sporting facilities are considered to be full courses, short courses, par 3 courses, and driving ranges.

Current supply and demand

- 11.3 There are currently 8 golf sites in Cherwell which all offer 18-hole courses, some with driving ranges. The spread of golf provision means that everyone with access to a car can reach a course within 20 minutes' drive time.
- 11.4 The capacity of the network of golf provision across the district is uneven. It is likely that the courses and driving ranges in the Banbury and Bicester sub areas are primarily catering for the populations within those sub areas, although there will be some cross-border movement of players, particularly where sites are close to the authority boundary, for example Cherwell Edge.
- 11.5 The situation in the Kidlington sub area is notably different, with a rate of provision for golf courses much higher than the rates of provision for the Banbury and

Bicester sub areas. This high rate of provision must be being sustained by the import of players, and this is likely to be mostly from Oxford, as there is only one course in the city.

- 11.6 The current balance in supply and demand is not possible to assess accurately as the membership figures and pay and play use of the individual golf sites are commercially sensitive information. However as an average across the district, England Golf's club membership information suggests that the rate of membership for Cherwell is approximately in line with the other authorities in Oxford, but this is lower than the national average. Based on the district wide average club membership, it seems that there is some spare capacity district wide at the existing club sites. However this will mask variations at the individual club level.
- 11.7 England Golf's analysis suggests there may be the potential for more demand, but in Cherwell the current 18 hole dominant format may be hindering the uptake of the sport.
- 11.8 The North Oxford Golf Course has a club with no security of tenure, and the landowners have put the site forward for housing development. The site has been included as a proposed urban extension in the Submission Partial Review of the Cherwell Local Plan (Part 1): Oxford's Unmet Housing Need.

Future requirements

- 11.9 There are no robust mechanisms for assessing the supply / demand balance for golf. However, assuming that the economic conditions remain similar or better than today into the long term, the increase in housing numbers in Cherwell and its surrounding authorities will generally bring more direct demand for golf in its various forms. The currently forecast long term need is for additional provision by 2031 of:
- Banbury sub area: 1 x nine hole course, 3+ driving range bays
 - Bicester sub area: 1 x 18 hole course or 2 x 9 hole courses, 8 driving range bays
- 11.10 The Kidlington area appears to have some spare capacity at the present time and the growth in the population alone for this area within Cherwell District is not likely to take up all of the spare space even in the longer term, indicating Cherwell's needs can be met. However, as the area is likely to be providing golf opportunities for people living elsewhere, predominantly Oxford, it should be assumed that this demand will remain in the long term.
- 11.11 Should the North Oxford Golf Course be confirmed for housing development (as proposed in the draft Partial Review of the Plan), the long term shortfall in provision to meet the demands of the forecast population in the Kidlington sub area alone may be in the order of 6 holes. The minimum replacement facility

requirement to solely meet the needs of the Kidlington population (excluding consideration of any imported demand) is therefore one 9 hole golf course.

- 11.12 However as there appears to be a significant level of importation of golf players into the Kidlington area, additional analysis would need to be undertaken in relation to the potential loss of the North Oxford Golf Course to confirm whether full replacement is needed.

Recommendations for golf

- 11.13 It is recommended that the Council and relevant stakeholders consider the following to address golf provision in the district:

- 11.14 To support the Council’s policies on health and well-being, as well as supporting sports participation, performance and excellence, it is recommended that the Council continues to support community access to golf opportunities via its partners.

Protect

- 11.15 The existing golf course sites should be protected, unless the tests set out in the National Planning Policy Framework are met.
- 11.16 Should there be a loss of the North Oxfordshire Golf Course to housing development, then alternative golf provision may be appropriate if a replacement facility is required, informed by an assessment of need.

Enhance and provide

- 11.17 It is recommended that positive planning policies are adopted to enable the development of new golf provision, in various formats, both on existing sites and on new sites. However these policies must also be balanced with other policies relating to the impact of golf on the countryside.
- 11.18 The expected new golf requirements up to 2031 are:
- Banbury sub area: 1 x nine hole course, 3+ driving range bays
 - Bicester sub area: 1 x 18 hole course or 2 x 9 hole courses, 7 driving range bays

SECTION 12: CYCLING

- 12.1 Cycling is a popular activity in Cherwell with high levels of participation by both men and women. Participation in cycling nationally has increased over the last 12 years and Sport England research (Sport England, 2017) has suggested that about 12.5% of Cherwell residents cycle at least once a month, which is higher than both the regional or national averages.

Current supply and demand

- 12.2 In relation to long-distance cycle routes crossing Cherwell, there is one largely north-south route and one east/west route, plus a short route running across Banbury. For much of the district however there are limited traffic free routes or other cycling opportunities, which restricts the ability of minis and juniors to cycle on a regular basis. There are also only a small number of active cycling clubs. Clubs such as Bicester Millennium Cycling Club report that they are seriously restricted in their ability to cater for young people within a safe environment.
- 12.3 The Cherwell Local Plan 2011-31 has a number of references to cycling including the enhancement of the Oxford Canal to better enable cycling as its use as a corridor route, and improved routes for both Banbury and Bicester. Local Plan Part 1 Policy ESD17 requires green infrastructure including cycleways to be integral to new developments.
- 12.4 There are no specialist cycling facilities in the district, for example large BMX sites, cycle speedway or closed road tracks.

Future requirements

- 12.5 There appears to be significant potential to increase rates of cycling activity if cycling was made more easily available, attractive and promoted, and more traffic free routes and other opportunities were to be made available.
- 12.6 It is recommended that a specialist cycling facility which will meet the needs of the whole district is developed. Its details including costs and deliverability, will need to be confirmed via a project specific feasibility study.
- 12.7 The Oxfordshire Cycling Design Standards provide advice for developers on the provision of cycleways in association with new development.

Recommendations for cycling

- 12.8 It is recommended that the Council and relevant stakeholders consider the following to address cycling provision in the district:

- 12.9 To support the Council's policies on health and well-being, as well as supporting sports participation, performance and excellence, it is recommended that the Council continues to support community access to a range of cycling opportunities.
- 12.10 It is recommended that if a cycling centre project comes forwards this should be identified in a review of the IDP.
- 12.11 It is recommended that the Council should seek to utilise a range of funding sources to deliver such a project, taking into account: what monies are already

available, the capital programme of the Council, the opportunities for funding via S106 or CIL, and current funding opportunities from a range of external agencies.

Protect

- 12.12 It is recommended that the existing network of routes suitable for cycling across Cherwell are protected and maintained.

Enhance

- 12.13 It is recommended that the development of an improved cycling network across Cherwell should be a major focus of future investment, both to support sustainable travel and to respond to the high level of cycling interest.

Provide

- 12.14 It is recommended that a traffic free cycling centre is sought to be delivered which meets the needs of the clubs in the district. The nature of the site, its cost, sustainability, and deliverability would need to be confirmed via a feasibility study.

SECTION 13: OTHER SPORT AND RECREATION ACTIVITIES

- 13.1 There are a number of sports facilities in Cherwell which have specialist facilities, either built facilities, or primarily using countryside and water spaces.

Countryside and water sports

- 13.2 The sport and recreation activities which are based in the countryside using the natural resources include amongst others; walking, horse riding, water sports, motorsports such as motorcycle trials, and air sports such as gliding. The appeal and accessibility of these types of sports in Cherwell is wide, with every sector of the community attracted to using the countryside for at least one activity, particularly walking and cycling.

- 13.3 Most of these activities will take place at sites which are outside of the control of the local authority, so Cherwell District Council's role in relation to these activities is necessarily different compared to that for the built facilities, namely:

- As an advocate working with partners to gain and retain access to a wide range of "natural resources".
- Providing positive planning policy to encourage provision for, and access by, a range of sport and recreation activities.

- Supporting clubs and partners to achieve grant aid to gain, maintain and improve their facilities, particularly where this encourages or enables new participation.

Netball

- 13.4 Netball is primarily a female activity and has been growing in popularity over the last 10 years. Most of the netball activity takes place outdoors, although some clubs have some training indoors.
- 13.5 Two of the four sites in Oxfordshire which are considered by the national governing body to be key venues are in Cherwell: The Cooper School, Bicester and The Warriner School, Bloxham. These sites are a base for central venue competitions and/or are a venue for participation and performance programmes.
- 13.6 In the period up to 2031 there is likely to be sufficient capacity for netball in the existing facilities, but they will need to be kept at high quality. Should additional facilities be required, then there is a potential option of using North Oxfordshire Academy, subject to court improvements and long term security of community use.

Recommendations for netball

- 13.7 It is recommended that the Council and relevant stakeholders consider the following to address netball provision in the district:

- 13.8 To support the Council's policies on health and well-being, as well as supporting sports participation, performance and excellence, it is recommended that the Council continues to support community access to netball provision.
- 13.9 It is recommended that any future identified projects will be included in a review of the IDP.
- 13.10 It is recommended that the Council will seek to utilise a range of funding sources to deliver the identified projects, taking into account: what monies are already available, the capital programme of the Council, the opportunities for funding via S106 or CIL, and current funding opportunities from a range of external agencies.

Protect

- 13.11 It is recommended that the existing facilities which are used for netball are protected, in particular at The Warriner School and The Cooper School.

Enhance and provide

- 13.12 It is recommended that the quality of the netball facilities at The Cooper School and The Warriner School, which are owned and managed by the academies, are

improved. Any investment would be subject to a long term formal community use agreement.

13.13 It is recommended that where there is local demand, floodlit courts are provided to enable winter evening use.

13.14 It is recommended that the courts at North Oxfordshire Academy are improved if justified by demand. Any investment would be subject to a long term formal community use agreement and would be most likely to be managed by Cherwell District Council or their appointed operator.

Table tennis

13.15 In Cherwell district much of the table tennis activity takes place in village halls, community centres or in ancillary halls, but the Premier Club at Kidlington has its own purpose built high quality venue.

13.16 There is sufficient capacity in the existing network to cater for table tennis up to 2031, so the priority is to maintain the currently used facilities at high quality.

Recommendations for table tennis

13.17 It is recommended that the Council and relevant stakeholders consider the following to address table tennis provision in the district:

13.18 To support the Council's policies on health and well-being, as well as supporting sports participation, performance and excellence, it is recommended that the Council continues to support community access to table tennis provision.

Protect

13.19 It is recommended that the existing facilities which are used for table tennis, in particular the Forum Centre at Kidlington, are protected.

Enhance and provide

13.20 It is recommended that the opportunities offered at table tennis club venues are improved by investment projects which may be identified and justified in the future.

Archery

- 13.21 There are two archery clubs in Cherwell district; Banbury Cross Archers who use The Warriner School both for their indoor and outdoor activities, and Bicester Archers who use Heyford Free School at Upper Heyford for indoor activities, and Bicester Sports Association at Chesterton for their outdoor activities.
- 13.22 There appears to be sufficient capacity long term for the sport, but there are some facility needs which will help support archery participation.

Recommendations for archery

- 13.23 It is recommended that the Council and relevant stakeholders consider the following to address archery provision in the district:

- 13.24 To support the Council's policies on health and well-being, as well as supporting sports participation, performance and excellence, it is recommended that the Council continues to support community access to archery provision.

Protect

- 13.25 It is recommended that the existing outdoor archery facilities, particularly at the Bicester Sports Association site at Chesterton, are protected.

Enhance and provide

- 13.26 The Bicester Sports Association and archery clubs should explore the option of providing a basic pavilion close to the archery range at the Chesterton Bicester Sports Association site, as part of the future planning for this site.
- 13.27 It is recommended that support is given to the archery clubs to access sports halls for winter training as part of wider sports development initiatives led by Cherwell District Council.

SECTION 14: DELIVERING THE STRATEGY

- 14.1 The study is intended to inform not only planning documents and development management decisions but also recreation infrastructure planning and information to support funding bids by both the Council and other providers. All sources of funding and other means of delivery will be required to deliver the facilities needed.
- 14.2 As the responsibility for provision of sport and recreation facilities is shared between the District, Town and Parish Councils, sports clubs and associations, delivering the strategy will require partnership working.
- 14.3 The strategy has identified a number of sports facilities where there is cross-boundary movement of participants over the boundaries. These include the export of gymnasts to Oxford and South Northants, the import of golfers from Oxford to Cherwell, and the export of hockey and tennis players to Oxford. The part of the district where there appears to be most movement is the Kidlington sub area.
- 14.4 The strategy recommendations are based on the expected population growth and changes up to 2031 within the authority itself, including the impact of the new housing proposed in the Partial Review. In effect these recommendations assume that there will be no significant changes in the cross-boundary movement of participants in the individual sports, either from new housing growth just across the boundary, or because there are new sports facilities provided within the adjacent authorities which are easily accessible to Cherwell residents.
- 14.5 However in view of the possibility that proposals for new housing development outside of the district but close to Kidlington might exacerbate the cross-boundary movement, a joint study is recommended to look at specific strategic needs, to ensure that the sports facility provision both meets the needs of the expanding community and is provided in the most cost-effective way.

Securing provision of sport through development

- 14.6 A key output from the strategy is the securing of sports provision through development. This can include on-site provision through master-planning and planning obligations, and securing developers' contributions to off-site provision. It is recognised that the shortfall in funding for specific facilities will need to be met by other funding sources, for example grant aid from the National Governing Bodies of sport, lottery funding, private funding, and housing infrastructure funds.
- 14.7 The Council has a Developer Contributions Supplementary Planning Document which supports the adopted Local Plan policies on sport and recreation and explains the existing approach to developer contributions. The authority seeks contributions via S106 but it will still be necessary to meet the three CIL tests set out in CIL Reg 122 and National Planning Policy Framework para 204:

- Necessary to make the development acceptable in planning terms
- Directly related to the development
- Fairly and reasonably related in scale and kind to the development.

Calculating contributions

14.8 The Study has reviewed quantity, accessibility and quality standards for new recreation provision in association with development. It recommends that the standards contained in the Provision Guide in Figure 9 should be used to calculate the amount of expected demand being generated by a specific development for sports halls, swimming pools, fitness facilities, cycling, athletics, gymnastics and tennis. The figure indicates the quantity of facility per 1,000 of population, accessibility and quality standards, and has been directly derived from the strategy's assessment process.

Figure 9: Recommended Provision Guide for new housing developments

Facility type	Quantity per 1000 population	Accessibility	Quality
Sports Halls	Banbury sub area 0.28 badminton courts fully available at peak time	20 minutes by car	Design and quality to meet Sport England or the relevant national governing body guidance
	Bicester and Kidlington Sub Areas 0.30 badminton courts fully available at peak time		
Swimming pools	Banbury sub area 11.40 sq m water space fully available at peak time	20 minutes by car	Design and quality to meet Sport England or the relevant national governing body guidance
	Bicester sub area 11.72 sq m water space fully available at peak time		
	Kidlington sub area 11.76 sq m water space fully available at peak time		
Fitness facilities (stations)	All areas 7.58 stations fully available at peak time	15 minutes by car	Design and quality to meet Sport England guidance
Fitness facilities (studios)	All areas 0.14 studios fully available at peak time	15 minutes by car	Design and quality to meet Sport England guidance
Outdoor tennis	0.48 dedicated tennis courts fully available at peak time	10 minutes by car	Design and quality to meet Sport England or the relevant national governing body guidance

Specialist cycling facility	District wide 1 facility 0.005 facility per 1,000 population	District wide	Design and quality to meet Sport England or the relevant national governing body guidance
Athletics compact training facility	Bicester and Kidlington sub areas 1 facility 0.009 compact athletics facility per 1,000 population	20 minutes by car	Design and quality to meet Sport England or the relevant national governing body guidance
Dedicated gymnastics centre	Bicester sub area 1 facility 0.01 dedicated gymnastics centre per 1,000 population	20 minutes by car	Design and quality to meet Sport England or the relevant national governing body guidance
Indoor tennis facility	Banbury sub area 1 facility 0.01 indoor tennis facility per 1,000 population	20 minutes by car	Design and quality to meet Sport England or the relevant national governing body guidance

Note: **fully available** at peak time means open to community use in the evenings and weekends.

SECTION 15: PRIORITIES FOR ACTION

15.1 The Study includes an Action Plan and recommends that the Council use it as a basis for liaising with key stakeholders to determine how the strategy recommendations are best achieved.

Figure 10: Action Plan for built sports facilities

Proposal / Facility	Action required	Lead organisation	Key partners	Date for action
Forward and development planning				
Sport and recreation strategy review	Review and confirm the proposals in this strategy once the Partial Review is complete (to ensure the assumed amount and location of growth to meet Oxford's unmet need remains unchanged).	CDC		Year 1
Major new housing	Ensure that major new housing sites have policies for	CDC	Sport England	On-going

developments in Cherwell	sports provision, on or off site as appropriate.			
Planning policies on sport and recreation	Update planning policies on sport and recreation through the Local Plan process to reflect updated standards of provision	CDC		Year 2-3
Developer Contributions Supplementary Planning Document	Update the Supplementary Planning Document as policy guidance on the delivery of sport and recreation facilities and playing pitches for new developments.	CDC		Years 2-3
New swimming provision for Bicester	Complete feasibility study to confirm the preferred option for the delivery of new swimming provision in Bicester, likely to be associated with additional 4-court sports hall and health and fitness provision.	CDC	Sport England Swim England	Year 1
New swimming provision for Kidlington	Complete feasibility study to confirm the preferred option for the delivery of new swimming provision in Kidlington and consider association with additional 4-court sports hall and health and fitness provision.	CDC	Sport England Swim England	Year 1
Planning applications	Respond to planning applications for development to ensure that the necessary sports provision is achieved. If a sport and recreation site has become disused, consideration should be given to other sport, recreation or open space use, having regard to deficiencies identified in the assessments and strategies.	CDC	Sport England	On-going
Cross boundary working with West Oxfordshire and Oxford	Work with West Oxfordshire District Council and Oxford City to identify if there are options for strategic provision of sports facilities, and ways	CDC	West Oxfordshire District Council Oxford	Year 1-2

	in which they can be funded.		City Council	
SW Bicester secondary school	Explore whether the proposed school site can respond to the potential options identified in the feasibility study for new swimming provision for Bicester. This may include developing the site for joint use.	CDC	Oxfordshire County Council	Year 1-2
Proposed secondary school at Begbroke	Confirm proposal for 4-court sports hall designed and made available for community use	CDC	Oxfordshire County Council	Year 1-2
Traffic free walking and cycling routes	Ensure that planning policy requires the provision of linked traffic free walking and cycling routes as part of new developments.	CDC	Developers	On-going
	Development of traffic free running and cycling routes linking existing green spaces in Banbury and Bicester as an integral part of sustainable transport networks.	CDC	Banbury Town Council Bicester Town Council	On-going
Golf planning policies	Positive planning policies should be adopted to enable the development of new golf provision, in various formats, both on existing sites and on new sites, where there is a demonstrated need.	CDC		Year 3
New provision and investment				
Community use agreements on school sites	Ensure that any public investment, and where relevant, planning permission for sports facilities on school sites is linked to formal community use agreements, the terms of which should reflect the size of the investment and the identified need for those facilities in the catchment of the site i.e. small levels of capital	OCC / CDC	OCC Schools	Linked to specific projects

	investment would usually be expected to have less onerous conditions and over a shorter period than major investment. For example resurfacing of hard courts at a school site, compared to the development of a sports hall.			
4-court sports halls for Bicester	Undertake feasibility options study for the delivery of two 4 court halls for Bicester. One to be delivered by 2026, the other by 2031.	CDC		Year 1-2
4-court sports halls for Kidlington	Undertake feasibility options study for the delivery of one 4 court hall for Kidlington by 2031.	CDC		Year 2-3
Specialist gymnastics centre, Bicester	Undertake feasibility study to identify options, costs, deliverability and sustainability of developing a dedicated gymnastics centre for club use in Bicester. May be part of wider review of site options for Bicester Leisure Centre, if so may be more urgent to complete.	CDC	Bicester and District Gymnastics Club, British Gymnastics	Year 2
Covered tennis courts, Banbury	Undertake feasibility study to identify site options, costs, deliverability and sustainability of providing covered courts in association with Banbury Lawn Tennis Club. If not achievable then: Deliver 4-floodlit courts, site to be confirmed but potentially at North Oxfordshire Academy by improving existing hard courts.	CDC	Banbury Lawn Tennis Club Lawn Tennis Association	Year 3
		CDC	North Oxfordshire Academy Lawn Tennis Association	Year 3
Traffic free	Undertake a feasibility study	CDC	British	Year 3

cycling centre	into the development of a traffic free cycling centre to identify options, costs, deliverability and sustainability. Site also to be confirmed.		Cycling Cycle clubs	
Sports development and other actions				
Community use agreements on school sites	Seek to develop community use agreements on school sites where a school acts as an important community sports facility.	CDC	Schools	On-going

SECTION 16: FACILITY SPECIFIC PROPOSALS

- 16.1 The Study also provides a summary of the main sites identified in the strategy and their investment needs. The list also includes new projects for which no specific sites have yet been identified. Several of the specific projects are at relatively early stages of feasibility assessment, and therefore the costs and deliverability are still to be confirmed.
- 16.2 The assessment of the deliverability of the projects, including the achievement of planning permission, will need to be kept under regular review and alternative options identified if the preferred site/location is not possible to deliver. The recommended priorities for the specific projects are identified as High, Medium and Low.

Figure 11: Recommended site specific proposals by sub area

BANBURY SUB AREA

Project name	Main aim	Priority H = High M = Medium L = Low	Phasing St 2018-2021 Mt 2021-2026 Lt 2026-2031	Estimated capital cost (£000's)	Main delivery partners	Comment
Leisure Centres						
Spiceball Leisure Centre	Retain and maintain: 8 badminton court sports hall Swimming pool Fitness gym Studios Squash courts Health Suite	H	On-going		Operator	Site also has crèche, soft play and treatment rooms.
	Extend fitness provision, subject to feasibility study. The proposals should not impact on the sports hall or swimming pool.	H	St	tbc	Leisure Centre operator CDC	Feasibility study completed 2018.
Woodgreen Leisure Centre	Retain and maintain: Fitness gym including studio Indoor bowls centre with 6 rinks Outdoor pool	H	On-going		Operator	Need to support bowls club with sports development programmes to widen and increase membership. Consider retaining bowls green though summer months if sufficient bowls demand.

Project name	Main aim	Priority H = High M = Medium L = Low	Phasing St 2018-2021 Mt 2021-2026 Lt 2026-2031	Estimated capital cost (£000's)	Main delivery partners	Comment
Schools						
Banbury Academy	Retain and maintain: Sports hall	H	On-going		Academy	Managed by academy.
	Resurface very poor quality artificial grass pitch.	H	St	£470,000	Academy	Proposed to resurface existing very poor quality hockey surface pitch.
	Develop full size 3G football turf pitch with floodlights	H	Mt	£935,000	Academy / Developer	Academy has unfulfilled S106 requirement for full size 3G pitch. Timing of delivery linked to housing completions.
Blessed George Napier Catholic School	Retain and maintain: Sports hall	H	On-going		Academy	Managed by school
	Consider development of an artificial grass pitch full size 3G football turf, or conversion of existing hockey surface to 3G. Alternatively retain at high quality the existing hockey surface and make available for hockey club use.	M	Lt	£250,000 (conversion) - £935,000	Academy Football club	Proposed as part of possible joint option with Easington Sports and Social Football Club.

Project name	Main aim	Priority H = High M = Medium L = Low	Phasing St 2018-2021 Mt 2021-2026 Lt 2026-2031	Estimated capital cost (£000's)	Main delivery partners	Comment
Bloxham School (Dewey Sports Centre)	Retain and maintain: Sports hall Swimming pool Full size sand filled hockey pitch Small size sand filled hockey pitch Fitness gym 2 squash courts 3 outdoor tennis courts	H	On-going		School	Good quality facilities, owned and managed by independent school. Seek to increase opening hours for community use. Considering development of additional hockey pitch.
North Oxfordshire Academy	Retain and maintain at good quality: Artificial pitch sand dressed Athletics track Grass pitch inside track Climbing wall	H	On-going		CDC	Joint use facilities
	Retain and maintain at good quality: Sports hall	H	On-going		Academy	Managed by academy
	Provide: Full size 3G football artificial grass pitch with floodlights	H	St	£935,000	Academy CDC	Academy has unfulfilled S106 requirement for full size 3G pitch.
	Extended/new clubhouse with additional changing.	H	St	Tbc for extension £500,000 for new 4 team changing	Academy CDC Clubs	Existing clubhouse insufficient to cater for number of teams. Requires extension or new additional building.
	Improve hard courts.	L	Mt	tbc	CDC Academy	Improve hard courts for netball and tennis use, if other netball provision elsewhere and

Project name	Main aim	Priority H = High M = Medium L = Low	Phasing St 2018-2021 Mt 2021-2026 Lt 2026-2031	Estimated capital cost (£000's)	Main delivery partners	Comment
						covering of tennis courts elsewhere not deliverable. Would require to be managed by CDC and also require extension of the Joint Use Agreement.
Sibford School	Retain and maintain: Sports hall Swimming pool Studio Squash courts	H	On-going		School	Good quality facilities, owned and managed by independent school.
The Warriner School	Retain and maintain: Sports hall Ancillary hall	H	On-going		Academy	Managed by academy. Additional hard court facility being delivered in 2018.
	Improve quality of outdoor hard courts, particularly for use by netball	M	St	tbc	Academy	Public investment would need to be linked to a joint use agreement.
Other sites						
Outdoor bowls facilities	Retain and maintain the greens and ancillary facilities at: Banbury Chestnuts Bowls Club Banbury Borough Bowling Club Bloxham Bowls Club Adderbury Bowls and Social Club Banbury Central Bowling Club	H	On-going		Clubs	
	Keep under review need for outdoor bowls facility at	L				

Project name	Main aim	Priority H = High M = Medium L = Low	Phasing St 2018-2021 Mt 2021-2026 Lt 2026-2031	Estimated capital cost (£000's)	Main delivery partners	Comment
	Deddington. If not required consider alternative use for sport, recreation or open space.					
Cropey tennis courts	Floodlight 2 courts.	H	St	£25,000	Club LTA Parish Council	
Deddington tennis courts	Floodlight 3 courts.	M	Mt	£35,000	Club LTA Parish Council	
Banbury West End Tennis Club, Adderbury	Floodlight 2 courts.	M	Mt	£25,000	Club LTA Parish Council	
	Improve changing provision.	M	Mt	tbc	Club LTA Parish Council	
Hook Norton Tennis Club	Provide additional floodlit tennis court	M	Mt	£165,000	Club Parish Council	

Project name	Main aim	Priority H = High M = Medium L = Low	Phasing St 2018-2021 Mt 2021-2026 Lt 2026-2031	Estimated capital cost (£000's)	Main delivery partners	Comment
Ricochet Trampoline Club	Provide changing and improve car parking	M	St	tbc	Club	A British Gymnastics affiliated club, not commercial centre.
Village and community halls	Improve storage and quality to enable greater range of sport and active recreation to be provided.	H	On-going	tbc	Site owners/manager, Town and Parish Councils, CDC	Costs dependent on needs. Support participation growth through sports development plans.
Village hard courts/tennis courts	Provide tennis court for pay and play or with open access where there is no access to such a court within 10 minutes' drive	L	Mt	£120,000 per court	Parish Councils	
New sites						
New commercial fitness provision. Site to be confirmed	New community pool expected to be provided via the commercial sector. New provision will require large fitness gym to support revenue.	H	Mt	n/a	Commercial	No site yet identified.
Covered tennis courts, Banbury	Identify site to provide covered tennis courts in association with Banbury Lawn Tennis Club. Subject to feasibility assessment and planning.	M	Mt	tbc	CDC Club LTA Town Council	Costs dependent on design. Feasibility study required to confirm options and likely planning issues.

Project name	Main aim	Priority H = High M = Medium L = Low	Phasing St 2018-2021 Mt 2021-2026 Lt 2026-2031	Estimated capital cost (£000's)	Main delivery partners	Comment
Walking, running and cycling routes	Development of improved networks of walking, running routes (including measured marked routes), and cycling routes utilising open spaces, parks and traffic free opportunities in and around Banbury. Development within new housing, and also as links across Banbury.	H	St, Mt, Lt	tbc	Town Council CDC Developers	Proposals to better link both existing green spaces/routes and with and within new developments.

BICESTER SUB AREA

Project name	Main aim	Priority H = High M = Mediu m L = Low	Phasing St 2018-2021 Mt 2021-2026 Lt 2026-2031	Estimated cost (£000's)	Main delivery partners	Comment
Leisure Centre						
Bicester Leisure Centre	Retain and maintain: Sports hall Swimming pool Fitness gym Studio Squash courts Activity hall 2 x small sided 3G AGPs Health suite Crèche	H	St	tbc	Leisure Centre operator CDC	Joint Use Agreement for sport hall (The Bicester School).
	Extend fitness provision, subject to feasibility study.	H	St	tbc		Feasibility study completed 2018.
	Consider the options for increasing capacity of pool through installation of moveable floor.	M	St	tbc		
	Review future of bowling alley as part of wider site review.	L	St			

Project name	Main aim	Priority H = High M = Medium L = Low	Phasing St 2018-2021 Mt 2021-2026 Lt 2026-2031	Estimated cost (£000's)	Main delivery partners	Comment
Schools						
The Bicester School	Retain and maintain: Ancillary hall and changing	M	On-going		Academy	Managed by academy. Sports hall on adjacent site part of Joint Use Agreement (Bicester Leisure Centre)
The Cooper School	Retain and maintain: Artificial grass pitch	H	On-going		CDC	Joint use agreement for AGP (managed by CDC)
	Retain and maintain: 4 court sports hall Performance hall	H	On-going		Academy	Managed by school. Performance hall floor and seating replacement planned for 2018.
	Improve quality of outdoor hard courts, particularly for use by netball	M	St	tbc	Academy	Investment would need to be linked to a joint use agreement.
Heyford Park Free School	Retain and maintain: Sports hall Fitness gym Squash court Netball / tennis courts	M	On-going		Free School	New/refurbished facilities. Requires more extensive marketing, including for use of the hard courts for tennis. Further housing development will require a whole site leisure master plan for co-ordinated sports facilities.

Project name	Main aim	Priority H = High M = Medium L = Low	Phasing St 2018-2021 Mt 2021-2026 Lt 2026-2031	Estimated cost (£000's)	Main delivery partners	Comment
Other sites						
Outdoor bowls facilities	Retain and maintain the greens and ancillary facilities at: Bicester Bowls Club	H	On-going		Club	
Outdoor bowls facilities	Keep under review need for outdoor bowls facility at Lower Heyford. If not required consider alternative use for sport, recreation or open space.	L	On-going		Parish Council CDC	
Whitelands Farm Sports Ground	Deliver 6 floodlit tennis courts.	H	Mt	£248,000	CDC Operator LTA Club	Planned provision but timescales and funding to be confirmed. Large playing field site with artificial grass and natural grass pitches. Addressed in the Playing Pitch Strategy.
Bicester Sports Assn, Chesterton,	Review options for provision of a pavilion for archery.	L	Mt	£200,000 archery pavilion Other costs tbc	BSA Clubs	Large playing field site providing for cricket, football, rugby and archery. Primarily addressed in the Playing Pitch Strategy, but needs of archery also need to be considered

Project name	Main aim	Priority H = High M = Mediu m L = Low	Phasing St 2018-2021 Mt 2021-2026 Lt 2026-2031	Estimated cost (£000's)	Main delivery partners	Comment
Village and community halls	Improve storage and quality to enable greater range of sport and active recreation to be provided.	H	On-going	tbc	Site owners/ manager, Town and Parish Councils, CDC	Costs dependent on needs. Support participation growth though sports development plans.
New sites						
NW Bicester Secondary School	Design and make available for community use the four court sports hall at the planned secondary school in NW Bicester.	H	Mt	£2,340,000	OCC CDC Developer	Specification and design may need review as site not originally planned to have community use. Formal community use agreement required.
SW Bicester Secondary School	Design and make available for community use the four court sports hall at the planned secondary school in SW Bicester.	H	St	£2,340,000	OCC CDC Developer	Ensure design and specification enable community use. Formal community use agreement required.
New leisure centre. Site to be confirmed	New leisure centre with: 25m x 6 lane competition pool plus teaching pool. Health and fitness	H	Mt	£9,485,000	CDC	Proposal not yet explored. Feasibility, site and deliverability to be confirmed as may be accommodated within Bicester Leisure Centre expansion plans.
Compact Athletics	A compact athletics facility in Bicester to meet the needs of	M	Mt	tbc	CDC OCC	Preferred location is the new Alchester Academy secondary

Project name	Main aim	Priority H = High M = Medium L = Low	Phasing St 2018-2021 Mt 2021-2026 Lt 2026-2031	Estimated cost (£000's)	Main delivery partners	Comment
training facility. Site to be confirmed	Bicester Athletics Club.					school. Costs dependent on design. Liaise with OCC and school sponsor.
Bicester Gymnastics Club. Site to be confirmed.	Development of a specialist gymnastics facility at Bicester for the Bicester and District Gymnastics Club, subject to a feasibility study, including the options for the potential reuse of an existing building.	H	St	tbc	CDC Club British Gymnastics	Costs dependent on site and design.
Village hard courts/tennis courts	Provide tennis court for pay and play or with open access where there is no access to such a court within 10 minutes' drive	L	Mt	£120,000 per court	Parish Council	
Walking, running and cycling routes	Development of improved networks of walking, running routes (including measured marked routes), and cycling routes utilising open spaces, parks and traffic free opportunities in and around Bicester. Development within new housing, and also as links across Bicester.	H	St, Mt, Lt	tbc	Town Council CDC Developers	Proposals to better link both existing green spaces/routes and with and within new developments.

Project name	Main aim	Priority H = High M = Medium L = Low	Phasing St 2018-2021 Mt 2021-2026 Lt 2026-2031	Estimated cost (£000's)	Main delivery partners	Comment

KIDLINGTON SUB AREA

Project name	Main aim	Priority H = High M = Medium L = Low	Phasing St 2018-2021 Mt 2021-2026 Lt 2026-2031	Estimated cost (£000's)	Main delivery partners	Comment
Leisure Centre						
Kidlington & Gosford Leisure Centre	Retain and maintain: Sport hall Swimming pool	H	St	tbc	Leisure Centre operator CDC	
	Increase capacity of pool through installation of new learner pool with moveable floor.	M	St	tbc		Subject to feasibility study.
	Extend fitness provision, subject to feasibility study.	M	St	tbc		Subject to feasibility study.
	Consider resurface AGP to 3G when Gosford Hill open for hockey use.	L	Mt	£250,000	School	Depends also on 3G AGP options elsewhere in Kidlington.

Project name	Main aim	Priority H = High M = Medium L = Low	Phasing St 2018-2021 Mt 2021-2026 Lt 2026-2031	Estimated cost (£000's)	Main delivery partners	Comment
Schools						
Gosford Hill School	Retain and maintain: Ancillary hall and changing Netball courts	M			School	Sport hall, pool and AGP managed as part of JUA as the leisure centre.
Other sites						
Forum Youth Centre	Improve court quality and provide floodlights.	M	Mt	tbc	Parish Council	
Kidlington Forum Table Tennis Club	Retain and maintain	H			Club	Recent purpose-built facility
Outdoor bowls facilities	Retain and maintain the greens and ancillary facilities at Kidlington.	H	On-going		Club	
Outdoor bowls facilities	Keep under review need for outdoor bowls facility at Begbroke and Bunkers Hill, Shipton on Cherwell. If not required consider alternative use for sport, recreation or open space.	L			Parish Councils CDC	
North Oxford Golf Course Replacement site to be	If developed and a replacement facility is required, give consideration to shorter golf formats.	H	If required	N/a	Developer	Proposed redevelopment of North Oxford Golf Course yet to be confirmed through the local plan process.

Project name	Main aim	Priority H = High M = Medium L = Low	Phasing St 2018-2021 Mt 2021-2026 Lt 2026-2031	Estimated cost (£000's)	Main delivery partners	Comment
confirmed						
Village and community halls	Improve storage and quality to enable greater range of sport and active recreation to be provided.	H	On-going	tbc	Site owners/manager, Town and Parish Councils, CDC	Costs dependent on needs. Support participation growth through sports development plans.
New sites						
New 4-court hall, Site PR8	One four court sports hall in association with the proposed secondary school at Begbroke (PR8), designed for and made available for community use.	H	Mt	£2,340,000	OCC CDC Developer	
New leisure centre. Site to be confirmed	New community leisure centre with: 4-court sports hall	M	Lt	£7,345,000	CDC Developer	Proposal not yet explored. Feasibility, site and deliverability to be confirmed. May be incorporated within leisure

Project name	Main aim	Priority H = High M = Medium L = Low	Phasing St 2018-2021 Mt 2021-2026 Lt 2026-2031	Estimated cost (£000's)	Main delivery partners	Comment
	25 m x 4 lane pool Health and fitness					centre expansion plans.
Walking, running and cycling routes	Development of improved networks of walking and running routes (including measured marked routes), and cycling routes utilising open spaces, parks and traffic free opportunities in and around Kidlington. Development within new housing, and also as links across Kidlington.	H	St, Mt, Lt	tbc	Parish Council CDC Developer s	Proposals to better link both existing green spaces/routes and with and within new developments.

Funding

- 16.3 It is important to ensure that all of the available resources are carefully targeted and tailored to meet the needs of the whole community so that any initial capital investment and long term revenue commitments can be fully justified.
- 16.4 The proposals arising from the strategy are likely to be funded and supported by a range of partners and new facility provision might be via a mix of public and private sources. There are some major projects planned in this strategy which will require significant capital funding. Funding sources and programmes vary significantly over time, and therefore as each facility is considered, all available options for funding should be explored by the Council, the stakeholders and potential developers of each project.

Procurement and management

- 16.5 The nature and process of the procurement of the facilities covered by this strategy and their long term management will fundamentally depend upon the type and scale of facility. It is likely that many sports and recreation facilities will increasingly become the responsibility of a sports club(s), but the leisure centres are likely to remain the council's responsibility, either directly or indirectly.

Review and monitoring

- 16.6 The final stage in the strategy is its delivery, and making sure that it is kept up to date. Sport England recommends that a process should be put in place to ensure regular monitoring of how the recommendations and action plan are being delivered. Understanding and learning lessons about how the strategy has been applied is also a key component of monitoring its delivery. This should be an on-going role of the steering group. To this end the Council plans to produce a Leisure Strategy and Delivery Plan during 2018.

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GLOSSARY

- CDC Cherwell District Council
- CIL Community Infrastructure Levy
- IDP Infrastructure Development Plan
- LP Cherwell District Council Local Plan Part 1
- LTA Lawn Tennis Association
- LTC Lawn Tennis Club
- S106 Planning obligations under Section 106 of the Town and Country Planning Act 1990



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Cherwell District Council

Executive

1 October 2018

<p>Oxfordshire Joint Statutory Spatial Plan (JSSP) Local Development Scheme, Statement of Community Involvement and Scoping Document</p>

Report of Interim Executive Director: Place and Growth

This report is public

Purpose of report

To seek approval of draft project and programme documents for the Oxfordshire Joint Statutory Spatial Plan (JSSP). These documents comprise the Draft Statement of Community Involvement 2018; the Local Development Scheme; and, the JSSP Scoping Document

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the Local Development Scheme 2018 (“LDS”) for the Joint Statutory Spatial Plan (JSSP) attached at Appendix 1.
- 1.2 To approve the draft Joint Statutory Spatial Plan (JSSP) Statement of Community Involvement 2018 (“SCI”), attached at Appendix 2 for a six week period of formal public consultation.
- 1.3 To approve the Joint Statutory Spatial Plan (JSSP) Scoping Document, attached at Appendix 3.
- 1.4 To authorise the Interim Executive Director: Place and Growth, in agreement with the other councils equivalent, to make any necessary minor and presentational changes to the draft Statement of Community Involvement before formal consultation commences.
- 1.5 To authorise the Interim Executive Director: Place and Growth to make any necessary minor and presentational changes to the Local Development Scheme and Joint Statutory Spatial Plan Scoping Document before publication.

2.0 Introduction

- 2.1 The six Oxfordshire Councils and the Oxfordshire Local Enterprise Partnership (OXLEP) have agreed the Oxfordshire Housing and Growth Deal (“the Growth Deal”) with Government. Under the terms of the Deal the LPAs have committed to

producing an Oxfordshire Joint Statutory Spatial Plan (JSSP) for submission to the Planning Inspectorate for independent examination by 31 March 2020 and adoption by 31 March 2021, subject to examination process.

- 2.2 When the councils agreed the Growth Deal through Council meetings in February 2018, one of the resolutions was to participate in the preparation of a Joint Statutory Spatial Plan in the timescales set out in the Growth Deal Delivery Plan and in accordance with S28 of the Planning and Compulsory Purchase Act 2004 (as amended) "PCPA 2004").
- 2.3 The JSSP will provide an Oxfordshire-wide, integrated strategic planning framework and supporting evidence base to support sustainable growth across the county to 2050, including the planned delivery of the new homes and economic development, and the anticipated supporting infrastructure needed.
- 2.4 The JSSP will be a formal Development Plan Document (DPD), prepared under S28 of the PCPA 2004 which enables two or more local planning authorities to agree to prepare a joint Plan. Oxfordshire County Council will support the plan preparation process.

3.0 Report Details

JSSP Local Development Scheme (LDS)

- 3.1 S15 of the PCPA 2004 requires LPAs to prepare and maintain an LDS setting out a timetable for the production of DPDs.
- 3.2 The LDS must specify:
 - the local development documents which are to be development plan documents;
 - the subject matter and geographical area to which each development plan document is to relate;
 - which development plan documents (if any) are to be prepared jointly with one or more other local planning authorities;
 - any matter or area in respect of which the authority has agreed (or propose to agree) to the constitution of a joint committee;
 - the timetable for the preparation and revision of the development plan documents; and
 - such other matters as are prescribed.
- 3.3 The DPDs must be prepared in accordance with the LDS and this must be demonstrated at public examinations. The LDS will be used by officers, consultees, developers, agents, local organisations and the public in determining when important milestones in the production of the JSSP and key stages of consultation can be expected. Implementation of the LDS will be monitored and the document will be periodically reviewed if there are significant changes in circumstances.
- 3.4 The new JSSP LDS is presented in Appendix 1 for approval. This relates solely to the preparation of the JSSP for Oxfordshire. The partner LPAs will also have their own individual LDSs concerned with the production of their individual Local Plans and other planning matters. The key milestones for production of the JSSP are as

follows and as required by the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended):

Early Stakeholder Engagement	October 2018
Consultation on Preferred Strategy Options (Reg. 18)	February/March 2019
Consultation on Proposed Submission Draft Plan (Reg. 19)	October/November 2019
Submission (Reg. 22)	March 2020
Examination (Reg. 24)	September 2020 TBC
Receipt and Publication of Inspector's Report	December 2020 TBC
Adoption (Reg. 26)	March 2021 (subject to examination)

3.5 Executive is recommended to approve the LDS.

Draft JSSP Statement of Community Involvement

3.6 The SCI is a requirement of S18 of the PCPA 2004. It needs to comply with statutory requirements and Government policy for plan making and consultation on planning matters. However, the Government no longer provides guidance on how to produce a SCI. It is for LPAs to decide how they will prepare their own SCI.

3.7 As part of the preparation and adoption of the JSSP, the Oxfordshire LPAs will be producing a number of documents, requiring consultation. It is therefore important to have an up-to-date SCI that sets out the requirements and strategy for engaging with communities and key stakeholders.

3.8 The draft SCI clearly sets out the key stages for preparing the JSSP and how the Oxfordshire LPAs intend to inform, involve and consult stakeholders on the preparation of the plan. It will set out what is required from the partner authorities, how and when. This SCI only relates to and is specific to the production of the JSSP. The partner LPAs will also have their own individual SCIs concerned with the production of their individual Local Plans and other planning matters.

3.9 The SCI for the JSSP will ensure that plan is shaped by early, proportionate and meaningful engagement between plan makers and communities, local organisations, businesses, infrastructure providers and statutory consultees.

3.10 The outcomes of the consultation processes set out in this SCI will be an important element of the considerations of the LPAs in developing the JSSP. However, they are one element of the considerations alongside other material matters such as the evidence base, the Sustainability Appraisal, etc. Consultees and those engaged should recognise the multi-faceted considerations that will go towards the conclusions in the JSSP that are sent forward for Examination.

3.11 Executive is recommended to approve the Draft SCI for consultation. A six week period of consultation will assist in the production of a robust SCI.

JSSP Scoping Document

3.12 The JSSP Scoping Document is an informal document, not required by regulations, but which is a helpful project planning tool which seeks to set out the understanding

between the various parties on the objectives of the JSSP and the processes that will be followed. This will form an agreed framework for the project and it will be used to inform the work programme for the plan.

- 3.13 The JSSP will provide an overall strategy for the scale and distribution of development up to 2050. It will be a strategic document which will identify future growth areas, and it will not allocate specific sites itself. It will not contain detailed policies, as these will be covered by future Local Plan reviews as necessary. The JSSP will address the strategic and cumulative implications of growth and set out a long term framework covering the whole of Oxfordshire. A common evidence base will be developed to underpin the JSSP and future Local Plan reviews. This will include work on environmental quality and natural capital, as well as on strategic transport and other infrastructure requirements. The JSSP will take into account the commitments made in emerging and adopted Local Plans.
- 3.15 Executive is recommended to approve the JSSP Scoping Document.

Approval Processes

- 3.16 The JSSP is a formal DPD prepared under S28 of the PCPA 2004 which enables two or more LPAs to agree to prepare a joint Plan. It also necessitates that approval of that plan and relevant stages of its production are to be formally agreed by the individual partner authorities.
- 3.17 The February 2018 Council resolutions included the principle of preparing a JSSP in accordance with S28 of the PCPA 2004.
- 3.17 Cherwell District Council's Executive is one of five meetings at which the LDS, the Draft SCI and the draft JSSP Scoping Document will be considered during September 2018 and October 2018. These documents will be considered in parallel meetings at Oxford City Council, South Oxfordshire District Council, Vale of the White Horse District Council and West Oxfordshire District Council. All meetings will be presented with the same documents and asked to agree the recommendations as detailed above.
- 3.18 The documents will also be discussed at Oxfordshire County Council's Cabinet where they are invited to note and support these documents in their capacity as a key Growth Board partner and statutory consultee for the JSSP.
- 3.19 Following that agreement, the JSSP Project Team will commence consultation on the Draft SCI for a six week period in October 2018. Following this consultation period, a final SCI (amended as appropriate in response to comments received) will be reported to Executive for final approval in January 2019.
- 3.20 The development of the JSSP under the S28 process (as set out above) will be overseen and informed by a sub-group of the Growth Board made up of member representatives of each of the LPAs.
- 3.21 Please note that these documents are part of the preparations that are on-going for the production of the JSSP. Approval of these documents and formal commencement of the JSSP process is subject to the delivery of the Planning Freedoms and Flexibilities that are part of the Growth Deal with the Government <https://www.oxfordshiregrowthboard.org/consultation/>. Consultation on the Draft SCI

will not commence until the Government has confirmed the delivery of the 3 year land supply flexibility. The Ministry for Housing, Communities and Local Government has confirmed its intention to publish a Written Ministerial Statement granting this flexibility to Oxfordshire as soon as possible when Parliament returns in September 2018.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The Council and its partners are at an early stage in the production of a JSSP for Oxfordshire. Once adopted the JSSP, will form part of the Council's Development Plan against which formal planning decisions will be made and other local planning documents prepared. The Council has a statutory duty to prepare and maintain an LDS under S15 of the PCPA 2004. The preparation of the plan will require community and stakeholder involvement and the production of a SCI is a legal requirement under S18 of the PCPA 2004 to ensure compliance with statutory requirements and Government policy for plan making and consultation on planning matters.
- 4.2 These documents will not replace the Councils existing LDSs and SCIs, they will remain relevant to all other planning matters.

5.0 Consultation

Councillor Colin Clarke - Lead Member for Planning

6.0 Alternative Options and Reasons for Rejection

- 6.1 Not to approve the draft SCI for consultation and to not approve the LDS and Scoping Document.

The SCI is a requirement of S18 of the PCPA 2004. To not adopt an SCI would leave the production of the JSSP and the soundness of the development plan document open to challenge.

The Council has a statutory responsibility to maintain an LDS. Not to approve the LDS could undermine the confidence of the public and stakeholders about the plan making process.

The JSSP Scoping Document is an informal document, not required by regulations, but which is a helpful project planning tool which seeks to set out the understanding between the various parties on the objectives of the JSSP and the processes that will be followed. This will form an agreed framework for the project and it will be used to inform the work programme for the plan. To not approve the Scoping Document will lead to uncertainty and possible delays in the preparation of the JSSP.

- 6.2 To reconsider the content of the draft SCI, LDS and Scoping Document.

The draft SCI has been produced having regard to statutory and policy requirements for plan-making. It is considered by officers to be an appropriate consultation document.

The LDS has been produced having regarded to the statutory responsibilities for plan making, the requirements of the Oxfordshire Housing and Growth Deal and the resources available to the JSSP Project Team. It is considered by officers to be appropriate for the present and foreseeable circumstances.

The draft Scoping Document has been produced having regarded to statutory and policy requirements for plan-making and the requirements of the Oxfordshire Housing and Growth Deal. It is considered by officers to be an appropriate and effective document that will guide the preparation of the JSSP.

The draft SCI has been produced having regarded to statutory and policy requirements for plan-making. Examples of recently approved SCIs have been considered. It is considered by officers to be an appropriate consultation document.

7.0 Implications

Financial and Resource Implications

- 7.1 As part of the Housing and Growth Deal, the government has agreed £2.5million capacity funding over three years to support the development of the JSSP. The business case will be reviewed in light of the scoping document and timescales set out in the Local Development Scheme with the intention of delivering the project within this funding envelope. Any costs over and above this would be subject to further agreement by the Oxfordshire Authorities. The revised business case will also examine future savings that will result from the JSSP and its joint evidence base to the five local planning authorities in their work on future Local Plan reviews.
- 7.2 Any work directly commissioned by Cherwell District Council will be claimed back from the capacity fund held by Oxfordshire County Council as the Accountable Body for the Deal, or from other Local Planning Authorities over and above the capacity funding.
- 7.3 The cost of implementing the updated SCI 2018 as proposed will be met within the existing budgets of the Oxfordshire Housing and Growth Deal.

Comments checked by:

Kelly Watson, Assistant Director: Finance and Procurement, 0300 003 0207
kelly.watson@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 The Council has a legal duty to produce an SCI under the Planning and Compulsory Purchase Act 2004 (as amended).

Comments checked by:

Ben Arrowsmith, Solicitor, 01295 221690
ben.arrowsmith@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: Yes

Wards Affected

All

This report directly links to all three themes from the Joint Corporate Strategy 2018-19:

- District of Opportunity & Growth
- Protected, Green & Clean
- Thriving Communities & Wellbeing

Lead Councillor

Councillor Colin Clarke – Lead Member for Planning

Document Information

Appendix No	Title
Appendix 1	Draft Local Development Scheme
Appendix 2	Draft Statement of Community Involvement 2018
Appendix 3	Draft JSSP Scoping Document
Background Papers	
None	
Report Author	Alan Munn, Principal Planning Policy Officer
Contact Information	Alan.munn@cherwellandsouthnorthants.gov.uk 01327 322249

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OXFORDSHIRE JOINT STATUTORY SPATIAL PLAN DRAFT LOCAL DEVELOPMENT SCHEME AUGUST 2018

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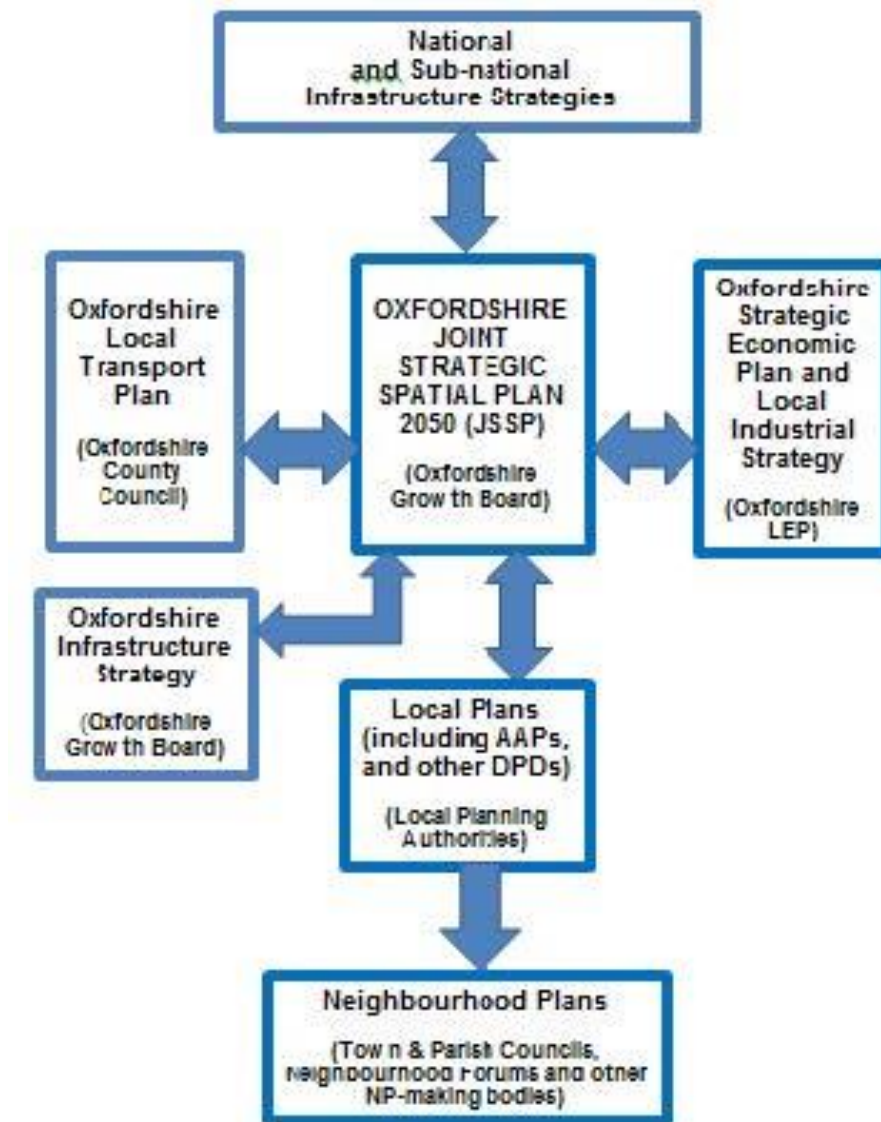
Introduction - Purpose of a Local Development Scheme

1. This is the Local Development Scheme (LDS) for the Oxfordshire Joint Statutory Spatial Plan (JSSP). It will be endorsed by the Oxfordshire Growth Board and then formally approved by the Oxfordshire District Planning Authorities.
2. The Oxfordshire authorities consider it important that stakeholders are engaged in the preparation of the JSSP; this LDS explains how the JSSP will be produced and when, so that it is clear when people will be able to get involved. It outlines the programme for completion and adoption of the Plan over the period to March 2021.
3. The LDS will be revised as necessary and rolled forward on a regular basis to take account of progress on preparation of the JSSP and monitoring.

Background

4. The six Oxfordshire Councils and the Oxfordshire Local Enterprise Partnership (OXLEP) have agreed the Oxfordshire Housing and Growth Deal with Government. Under the terms of the Deal the local authorities have committed to producing an Oxfordshire Joint Statutory Spatial Plan (JSSP) for submission by 31 March 2020 and adoption by 31 March 2021, subject to examination process.
5. The JSSP will be a formal Development Plan Document (DPD), prepared under Section 28 of the Planning and Compulsory Purchase Act 2004 (as amended) which enables two or more local planning authorities to agree a joint Plan.
6. The JSSP will provide an Oxfordshire-wide, integrated strategic planning framework and supporting evidence base to support sustainable growth across the county to 2050, including the planned delivery of the new homes and economic development, and the anticipated supporting infrastructure needed.
7. Section 15 of the Act requires local planning authorities to prepare and maintain a LDS which specifies:
 - the documents which are to be Development Plan Documents;
 - the subject matter and geographical area to which each Development Plan Document is to relate;
 - which documents are to be development plan documents
 - which Development Plan Documents are to be prepared jointly with one or more other local planning authorities;
 - any matter or area in respect of which the authorities have agreed (or propose to agree) to the constitution of a joint committee;
 - the timetable for the preparation and revision of the Development Plan Documents; and
 - such other matters as are prescribed.
8. The JSSP will set the strategic framework for the preparation of local plans in Oxfordshire; as a development plan document, on adoption it will become part of the Development Plan for each local planning authority area. In view of its importance in establishing the strategic direction of growth for the county it is appropriate that a LDS be prepared for it in its own right. This LDS is only concerned with that document.

9. The Oxfordshire Local Planning Authorities will separately each prepare and maintain a LDS for production of their own Local Plans.
10. Neighbourhood Plans produced by Town or Parish Councils or other relevant bodies, are prepared to a timescale set by each plan-making body and on adoption they become part of the statutory Development Plan. Neighbourhood plans need to be in general conformity with the strategic policies contained in the JSSP or Local plans.
11. Fig 1 below shows the relationship between the JSSP and the Local Plans and Neighbourhood Plans



The Oxfordshire Joint Statutory Spatial Plan (JSSP)

12. The JSSP will be a countywide strategic plan which integrates planning for growth and infrastructure; considering quality of life and place-making issues to secure sustainable development.

13. It will identify the overall quantum of housing and economic growth within Oxfordshire to be planned for to 2050 and their distribution across the county, strategic priorities, and strategic infrastructure necessary to deliver the spatial strategy. Its preparation will include the calculation of new housing need figures based upon the methodology in the National Planning Policy Framework, and the implications of the Oxford to Cambridge Corridor. Paragraph 6 of the National Planning Policy Framework states that other statements of government policy may be material when preparing plans, such as relevant Written Ministerial Statements and endorsed recommendations of the National Infrastructure Commission. The detailed scope of the JSSP will be defined early in the process of preparation.
14. The JSSP will set the strategic planning context within which Local Plans will sit. It will link to a new 2050 Transport Vision and a new Oxfordshire Local Industrial Strategy. It will also integrate with the higher-level framework to be developed for the Oxford - Milton Keynes - Cambridge Growth Corridor.

Statement of Community Involvement

15. A Statement of Community Involvement (SCI) has been produced specifically to explain how local communities and other stakeholders will be engaged in the preparation of the JSSP.

Programme for the production JSSP

16. The programme for preparing the JSSP is set out in the schedule below, this is consistent with the timeframes specified in the Oxfordshire Housing and Growth Deal.

Title	Oxfordshire Joint Statutory Spatial Plan	
Subject Matter	The JSSP will identify the overall quantum of housing and economic growth within Oxfordshire to be planned for to 2050 and their distribution across the county, strategic priorities, and strategic infrastructure necessary to deliver the spatial strategy.	
Geographical Area	Oxfordshire	
Status	Development Plan Document (DPD)	
Timetable (Dates are on or before)	Formal commencement (signing of Oxfordshire Housing & Growth Deal)	31 January 2018
	Early Stakeholder Engagement	October 2018 TBC
	Consultation on Preferred Strategy Options (Reg. 18)	February / March 2019
	Consultation on Proposed Submission Draft Plan (Reg. 19)	October / November 2019
	Submission (Reg. 22)	March 2020
	Examination (Reg. 24)	Expected September 2020 TBC
	Receipt and Publication of Inspector's Report	December 2020

	Adoption (Reg 26)	March 2021 (subject to examination)
	Notes: Examination dates and subsequent programme subject to confirmation from the Planning Inspectorate and views of Inspector.	
Resources Required	A JSSP Sub Group and a specific JSSP Project Team will be established and support the process.	

		2018												2019												2020												2021			
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A
Formal commencement (signing of Deal)	Jan 18	■																																							
Early Stakeholder Engagement	Oct 18								■																																
Consultation on Preferred Options (Reg. 18)	Feb/March 19												■	■																											
Consultation on Proposed Submission Draft (Reg. 19)	Oct/Nov 19																																								
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Receipt and Publication of Inspector's Report	Dec 20 TBC																																								
Adoption (Reg 26)	March 21 TBC																																								

OXFORDSHIRE JOINT STATUTORY SPATIAL PLAN DRAFT STATEMENT OF COMMUNITY INVOLVEMENT AUGUST 2018

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Statement of Community Involvement

How the Oxfordshire Joint Statutory Spatial Plan will be prepared with Community and Stakeholder Engagement

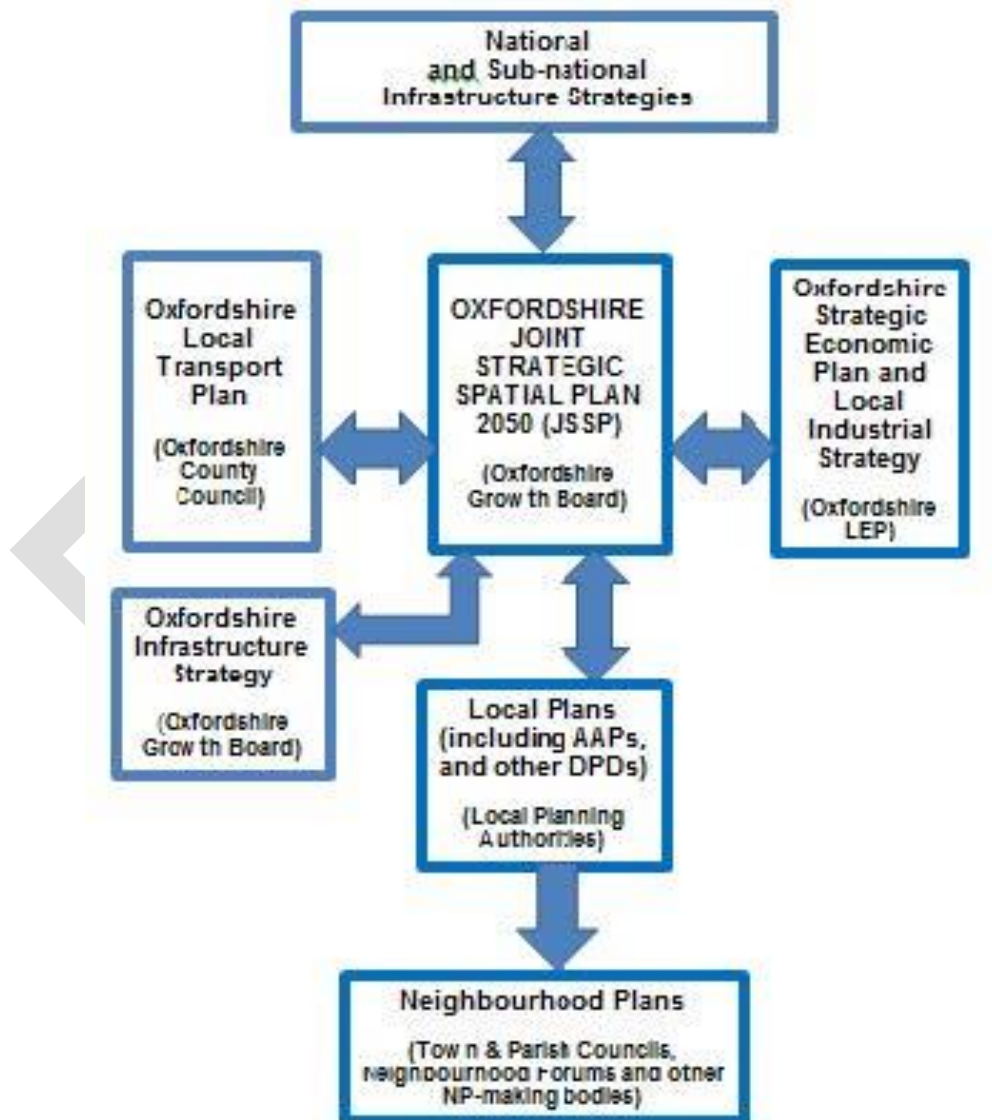
August 2018

Introduction

1. This is the Statement of Community Involvement (SCI) for the Oxfordshire Joint Statutory Spatial Plan (JSSP). It will be endorsed by the Oxfordshire Growth Board for consultation and then formally considered by the Oxfordshire District Planning Authorities in November.
2. The six Oxfordshire Councils and the Oxfordshire Local Enterprise Partnership (OXLEP) have agreed the Oxfordshire Housing and Growth Deal with Government. Under the terms of the Deal the local authorities have committed to producing an Oxfordshire JSSP for submission to the Planning Inspectorate for independent examination by 31 March 2020 and adoption by 31 March 2021, subject to examination process.
3. The JSSP will provide an Oxfordshire-wide, integrated strategic planning framework and supporting evidence base to support sustainable growth across the county to 2050, including the planned delivery of the new homes and economic development, and the anticipated supporting infrastructure needed.
4. The JSSP will be a formal Development Plan Document (DPD), prepared under Section 28 of the Planning and Compulsory Purchase Act 2004 (as amended) which enables two or more local planning authorities to agree to prepare a joint Plan. Oxfordshire County Council will support the plan preparation process.
5. A JSSP Project Board will be established in July 2018 to guide the preparation of the JSSP. The Oxfordshire Growth Board which includes the Oxfordshire Local Enterprise Partnership (LEP) will monitor progress on the JSSP, and approve its budget, reviewing the achievement of milestones as part of an annual review.
6. The JSSP will be prepared with community and stakeholder involvement.
7. This SCI sets out how the Oxfordshire authorities intend to inform, involve and consult stakeholders on the preparation of the JSSP and when they will be engaged in the process. This SCI is specific to the production of the JSSP. The Local Planning Authorities (LPAs) will also have their own individual SCIs concerned with the production of their Local Plans.
8. This SCI will ensure that the JSSP will be shaped by early, proportionate and meaningful engagement between plan makers and communities, local organisations, businesses, infrastructure providers and statutory consultees.
9. The outcomes of the consultation processes set out in this SCI will be an important element of the considerations of the LPAs in developing the JSSP. However, they are one element of the considerations alongside other material matters such as the evidence base and the Sustainability Appraisal etc. Consultees and those engaged should recognise the multi-faceted considerations that will go towards the conclusions in the JSSP that are sent forward for Examination.

10. The JSSP will build on the current suite of adopted and emerging Local Plans that plan to between 2031 and 2036, the Oxfordshire Infrastructure Strategy (OxIS) and the Oxfordshire Local Transport Plan and will link both to a new 2050 Transport Vision and Local Industrial Strategy. The Plan will also integrate with the higher-level framework to be developed for the Oxford-Milton Keynes - Cambridge Growth Corridor.
11. The JSSP will identify the overall quantum of housing and economic growth within Oxfordshire to be planned for to 2050 and its distribution across the county, strategic priorities, and the strategic infrastructure necessary to deliver the spatial strategy. Its preparation will include the calculation of new housing need figures based upon the methodology in the National Planning Policy Framework, and the implications of the Oxford – Milton Keynes - Cambridge Growth Corridor.
12. The JSSP will be formally adopted by the individual LPAs and will provide a high-level framework for the review and roll-forward of the Local Plans and related Neighbourhood Plans. Fig.1 shows the relationship between the JSSP and other relevant plans.

Relationship between JSSP and Other Plans



Duty to Cooperate

13. LPAs, County Councils and other public organisations have a Duty to Co-operate with one another, particularly in the context of strategic cross boundary matters. The way the Oxfordshire local authorities are working together under the Duty to Cooperate to complete the JSSP is set out in an Oxfordshire-wide Statement of Common Ground.

When and how we will involve Stakeholders

14. A public-sector Equality Duty came into force on 5 April 2011. It means that public bodies must consider all individuals when carrying out their day-to-day work in shaping policy, in delivering services and in relation to their own employees. It also requires that public bodies have due regard to the need to:
- eliminate discrimination
 - advance equality of opportunity
 - foster good relations between different people when carrying out their activities.
15. The Town and Country Planning (Local Development) (England) Regulations 2012 identify specific and general consultation bodies that must be consulted when preparing Local Plans and Supplementary Planning Documents. Specific consultation bodies must be consulted where the proposed subject matter will be of interest to them. There is also a requirement to invite representations from such residents and persons carrying on business as considered appropriate.
16. The Oxfordshire Councils intend that all people should have the opportunity to have their say in how the county is spatially planned irrespective of their differences; including by way of age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex and sexual orientation. Research may be commissioned to understand public attitudes on relevant topics. Documents will be written in plain English. To achieve value for money and to ensure that consultation is proportionate to the issues being considered, the translation of documents into other languages will be balanced against the cost, time constraints and the available resources.
17. Relevant regulations set out the formal stages in the preparation process of the JSSP, i.e. when we must formally publish the documents for comment and for how long. This SCI reflects how these requirements will be met. Additional days will only be added where statutory Public Holidays (England) fall within the formal consultation period.
18. The early stage of plan preparation will involve engagement with specific stakeholders, prescribed bodies, partners and consultees to inform the identification of issues and options. Notwithstanding the above, engagement with specific stakeholders will be undertaken on a continuous basis to ensure options are thoroughly tested and policy preparation is robust. We may use panels or reference groups as part of this engagement.
19. A JSSP consultation database containing specific and general consultees and others that have expressed an interest to be consulted will be developed and maintained in accordance with the General Data Protection Regulation. Where consultation is required, all those on the consultation database will be consulted. When an individual or organisation makes a representation on the JSSP or its supporting documentation they will be added to the consultation database.

20. There will be opportunities to comment on the draft JSSP when it is formally published and to be involved during its examination by an independent Inspector.

21. A Sustainability Appraisal is an integral part of the plan preparation process and is required for DPDs. It looks at the environmental, social and economic effects of a plan to make sure that the plan promotes sustainable development and takes the most appropriate approach given reasonable alternatives. At each stage of the JSSP preparation there will be a corresponding stage of the Sustainability Appraisal which will be made available for comment during public consultation.

22. Groups we will engage with during the JSSP preparation process will include:

- statutory consultees as set out in the relevant regulations, including neighbouring councils;
- local service providers and other key general consultation bodies who may have an interest in the JSSP; and
- other interested groups, businesses, developers, landowners, agents, Town Councils and Parishes, and residents who register on our consultation database.

23. Different levels and methods of community involvement will be appropriate as the JSSP progresses through the plan-making process. Table 1 sets out the key consultation stages and milestone dates in the preparation of the JSSP, together with the different groups we will involve in the plan-making process and how we propose to involve them.

Consultation stages in JSSP preparation process

Who will be involved	What are we consulting on?	How are we consulting?
Early Stakeholder Engagement – focused consultation		
Informal dialogue with targeted stakeholders - focusing on the challenges/opportunities for developing strategy options	Initial scoping of key issues and options with stakeholders	<ul style="list-style-type: none"> • JSSP website • Contact consultees/ organisations by email • Stakeholder meeting/workshop • Events/exhibitions • Press release
Sustainability Appraisal Scoping Report		
Consult people/organisations listed in the Regulations and others as appropriate	Consulting on SA implications of various options identified	<ul style="list-style-type: none"> • Email contact • JSSP website • LPA Websites
Call for Strategic Development Options		
Landowners, developers, agents, general public	To identify the availability, suitability and deliverability of land for strategic growth	<ul style="list-style-type: none"> • Targeted e-mail contact • JSSP website • LPA websites
Preferred strategy options Consultation (Reg.18)		

Consult people/organisations listed in the Regulations and others as appropriate	Publish document - six weeks	<ul style="list-style-type: none"> • JSSP website • Contact consultees/ organisations by email • Events/ exhibitions • Press release
Pre-Submission Consultation (Reg. 19)		
Consult people/organisations listed in the Regulations and others as appropriate	Publish document - six weeks	<ul style="list-style-type: none"> • JSSP website • Contact consultees/ organisations by email • Press release
Examination		
Notify people/organisations listed in the Regulations and others as appropriate via Programme Officer	Publish dates and programmes associated with Examination	<ul style="list-style-type: none"> • JSSP website • Contact consultees/ organisations by email • Press release
Consultation on Inspectors main modifications to the draft plan (if any)		
Notify people/organisations listed in the Regulations and others as appropriate via Programme Officer	Potential main modifications to JSSP	<ul style="list-style-type: none"> • JSSP website • Contact consultees/ organisations by email • Press release
Publication of Inspector's Report		
Notify people/organisations listed in the Regulations and others as appropriate via Programme Officer	Only distributed for information	<ul style="list-style-type: none"> • JSSP website • Contact consultees/ organisations by email • Press release
Adoption (subject to examination)		
March 2021 - No further consultation		

Review of the SCI

24. The SCI will be updated if a review is required due to changes to:
- Legislation/national policy
 - Local decisions
 - Consultation methods
 - Technology

How to Comment on the JSSP

25. The SCI sets out the methods we will use to engage with stakeholders and residents on the development of the JSSP. We will encourage electronic engagement as the primary portal for consultation and will encourage people to make use of the JSSP consultation portal, accessed through the JSSP website as this will set out the information we are seeking at each consultation stage, together with clear instructions on how to register comments. This will offer an easy method for response and in turn will help speed up our analysis of the comments received. We will report the comments received to each of the individual authorities as the SCI is finalised.

26. We will receive comments online or by post. A comments form will be produced at each stage of involvement. The form will be able to be used through the portal, alternatively the form or letters can be emailed to us at.

.....

or sent to:

.....

27. The Councils will comply with the obligations under the General Data Protection Regulations, and the principles of the Data Protection Act, in how they manage any personal data collected through consultation processes.
28. Upon publication of a draft plan for consultation we will also deposit one paper copy of the JSSP at each district council head office in Oxfordshire and at libraries throughout Oxfordshire.

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Appendix 1: Consultation Bodies which may have an interest in the proposed Oxfordshire JSSP

Specific Consultation Bodies

Homes England (formerly the Homes and Communities Agency)

Environment Agency

Historic Buildings and Monuments Commission for England (known as Historic England)

Natural England

Network Rail

Highways England (formerly the Highways Agency)

Electronic communications providers

NHS Oxfordshire Trusts and Clinical Commissioning Group

Utilities – Electricity, Gas, Sewerage, Water

Neighbouring authorities:

- Aylesbury Vale District Council
- Buckinghamshire County Council
- Cotswold District Council
- Gloucestershire County Council
- Northamptonshire County Council
- Reading Borough Council
- South Northamptonshire Council
- Stratford-on-Avon District Council
- Swindon Borough Council
- Warwickshire County Council
- West Berkshire Council
- Wiltshire Council
- Wokingham Borough Council
- Wycombe District Council

Other Consultees

General Consultation Bodies

Ministry of Defence

Civil Aviation Authority

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OXFORDSHIRE JOINT STATUTORY SPATIAL PLAN SCOPING DOCUMENT AUGUST 2018

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Oxfordshire Joint Strategic Spatial Plan Scoping Document

1.0 Introduction

- 1.1 The Councils in Oxfordshire have agreed to produce a Joint Statutory Spatial Plan (JSSP), building upon the existing joint working and partnership arrangements through the Oxfordshire Housing and Growth Deal. The Oxfordshire JSSP will provide a strategic policy framework for Oxfordshire to 2050. This recognises and reinforces the commitment to the Housing and Growth Deal to deliver up to 100,000 homes over a 20 year period by 2031.
- 1.2 The JSSP will identify the number of new market and affordable homes, the level of economic growth and related infrastructure that is needed across Oxfordshire. It will then seek to place the required growth in a cohesive and sustainable spatial planning framework that will set the scene for a future round of Local Plans. This approach will allow district local planning authorities to subsequently establish detailed planning policies and site allocations at a local level.
- 1.3 The JSSP will cover the administrative county area of Oxfordshire. However, it will seek to address linkages to wider planning considerations, for example the Oxford-Milton Keynes-Cambridge Growth Corridor. This will comprise the local planning authorities of:
- Cherwell District Council
 - Oxford City Council
 - South Oxfordshire District Council
 - Vale of White Horse District Council
 - West Oxfordshire District Council
- 1.4 The JSSP will also be prepared in partnership with Oxfordshire County Council, which has a key role given its responsibilities for the delivery of key infrastructure and services such as transport and education, and the Oxfordshire Local Enterprise Partnership which is leading on the production of the Local Industrial Strategy (LIS).
- 1.5 This Scoping Document aims to:
- Determine the geographical extent of the JSSP
 - Explain the policy context within which the JSSP is proposed and parameters for the JSSP
 - Determine the plan period for the JSSP
 - Set out the timetable, key milestones and procedures of the JSSP
 - Set out the proposed structure of the JSSP
 - Explain the robust evidence base which will be required to underpin the delivery of a sound JSSP
 - Clarify the linkages to other relevant work programmes
 - Explain the governance arrangements of the JSSP project
 - Set out the importance of communications and consultation to the project
 - Set out the JSSP team structure

2.0 Geographical extent

- 2.1 The JSSP will cover the administrative area of Oxfordshire (all five constituent districts). The parties involved in the JSSP have committed to this process as they see the benefits of collectively agreeing the level of growth, the broad spatial location of that growth and in setting aspirations for place making at a strategic level. The JSSP also offers an opportunity to formally consider the infrastructure needs collectively, to align strategies, and form part of any application for infrastructure funding through the Growth Deal or other sources.
- 2.2 Planning on an Oxfordshire-wide scale gives added benefits to the plan. Many of the issues that a plan needs to consider are better dealt with at this higher level, for example Oxfordshire is a housing market area and functional economic area, people live and work across the county, everyday life is not restricted to district administrative boundaries. Some spatial planning issues for example Green Belt, biodiversity and transport can be dealt with at a district level, but will benefit from consideration at a higher level with a consistent approach across the authorities. The JSSP will also form valuable evidence of compliance with the Duty to Co-operate.

3.0 Policy context and parameters

- 3.1 Each Oxfordshire district is committed through the Oxfordshire Housing and Growth Deal to submitting a Local Plan for examination by April 2019. The districts are at different stages of Local Plan production, however each authority is well on the way to producing a Local Plan covering the period to 2031 or 2036. As stated in the Housing and Growth Deal Delivery Plan, 'The Oxfordshire authorities are committed to planning to meet the 100,000 housing requirement for Oxfordshire set out by the Oxfordshire Strategic Housing Market Assessment (SHMA) by 2031'. The Local Plans make provision for these homes and they allocate specific sites for development.
- 3.2 The JSSP will build on the foundations set by the suite of current and emerging Local Plans and look at the strategic planning issues for the period up to 2050. The JSSP will take into account the existing commitments made by this suite of plans through their site allocations as a baseline for the earliest part of the JSSP plan period.
- 3.3 The agreed Statement of Common Ground identified the following key matters for the JSSP to set out:
- An overall strategy for the pattern and scale of development in Oxfordshire to 2050
 - Identify the number of new market and affordable homes and level of economic growth needed across Oxfordshire
 - Identify an appropriate spatial strategy and strategic locations for new development based upon an understanding and appreciation of both the environmental quality and natural capital of Oxfordshire
 - Outline the strategic transport and other infrastructure that needs to be provided to support sustainable growth
- 3.4 The JSSP will be a formal Development Plan Document, prepared under Section 28 of the Planning and Compulsory Purchase Act 2004 (as amended) which enables two or more local planning authorities to agree a joint Plan. It will form part of the development plan for each of the

Appendix 3

authorities in Oxfordshire and will be used in the formulation of more detailed plans locally and in determining planning applications where appropriate.

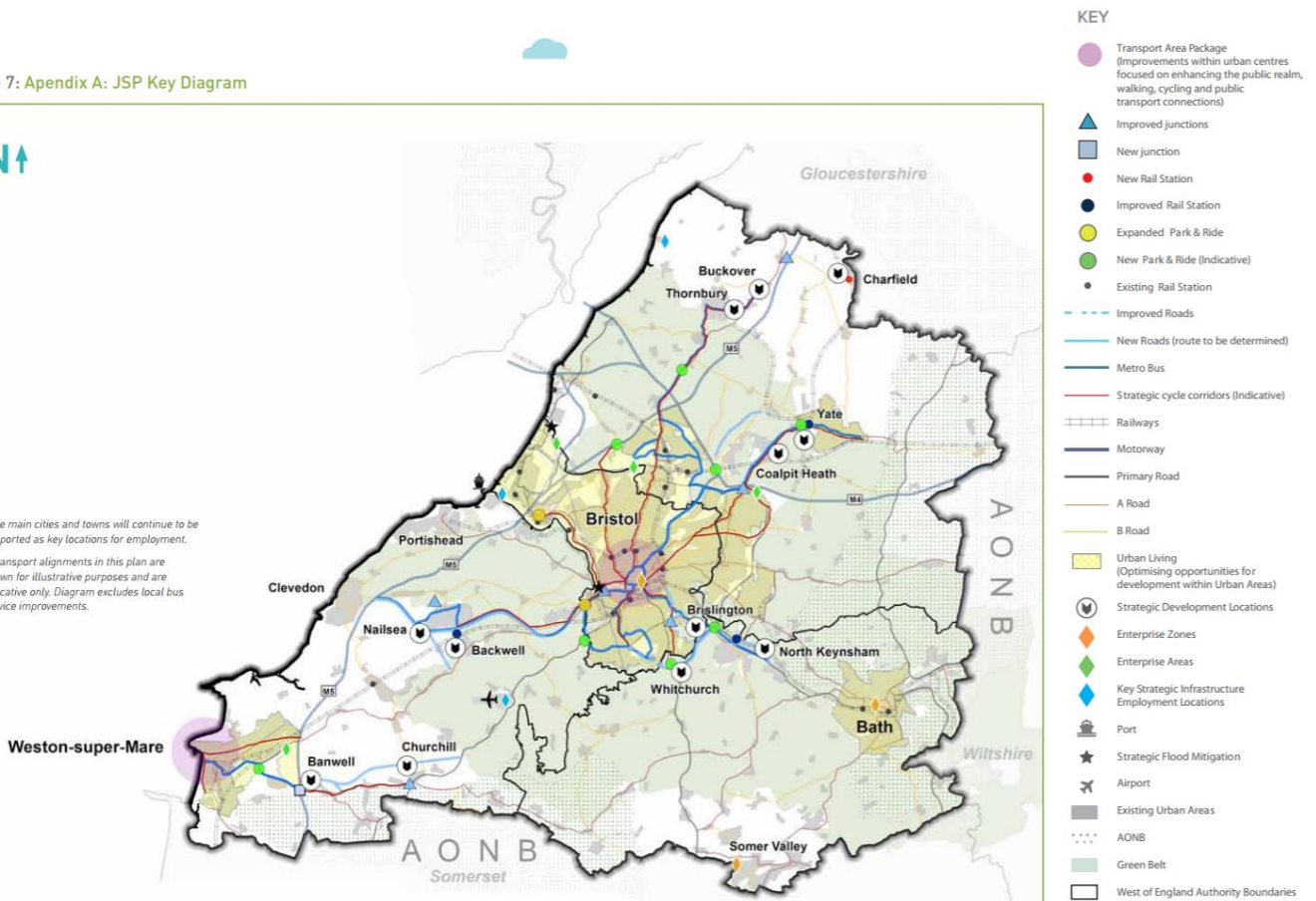
- 3.5 The JSSP will form the framework within which subsequent Local Plans will be drafted. Subsequent Local Plans will need to be in broad conformity with the JSSP and provide a detailed application of the strategic policies which it contains.
- 3.6 All parties agree that whilst the JSSP will set out the level of growth and the strategy and broad locations for growth; the JSSP will not contain policies that cover detailed matters. This is supported by the NPPF which recognises that strategic policies should not extend to detailed matters that are more appropriately dealt with at a local level through neighbourhood plans or other non-strategic policies (paragraph 28).
- 3.7 The JSSP's strategic policies will cover the following matters:
- County wide housing requirement figures
 - Affordable housing requirements
 - Identification of strategic growth areas
 - Strategic housing trajectory
 - Gypsy, Traveller and boat dwellers, needs and distribution
 - County wide employment growth figures
 - The spatial dimension of the Local Industrial Strategy
 - Retail hierarchy
 - Green Belt strategy and policies
 - Biodiversity and natural environment
 - Placemaking and built environment
 - Health and wellbeing
 - Green infrastructure
 - Strategic environmental allocations
 - Transport strategy
 - Infrastructure strategy
 - Energy framework
- 3.8 While the JSSP will set out strategic policies on these matters future Local Plans will set out the strategic policies on other matters, and also the local policies on these and other matters.
- 3.9 The JSSP will set out the identified housing requirement for Oxfordshire and the apportionment for each Local Authority area and identify strategic growth areas for housing and economic growth within each Local Authority area, taking account of the opportunities offered by infrastructure investment, environmental constraints and economic growth forecasts (aligned with the LIS).
- 3.10 Whilst the JSSP will determine the spatial strategy and strategic growth locations it is unlikely to allocate sites. The precise level of detail that this information will be presented in will be determined through the production of the plan. However it is considered that for the JSSP to add real value to the process, to set a good framework for the Local Plans that follow, and for authorities to be able to resist speculative proposals that do not fit within the agreed strategy, the JSSP needs to go beyond global Oxfordshire figures and district based apportionments and be more specific by identifying strategic growth areas on a key diagram with associated housing /

employment numbers. The following diagram is taken from the West of England Plan as one example of how this could be illustrated.

Figure 7: Appendix A: JSP Key Diagram



*The main cities and towns will continue to be supported as key locations for employment.
 *Transport alignments in this plan are shown for illustrative purposes and are indicative only. Diagram excludes local bus service improvements.



4.0 Plan Period

- 4.1 The Oxfordshire Housing and Growth Deal commits the JSSP to covering the period to 2050. This is a significantly longer period than is typical with a Local Plan and is important in this strategic context. It is more difficult to predict and forecast patterns and needs with certainty over an extended period and it is well accepted through examination that the level of detail and certainty of an evidence base supporting a plan will decrease over the plan period. It is considered appropriate therefore that the JSSP will address the time period in phases. For example it would seem logical to consider the period 2020-2030, then 2030-2040 and then 2040-2050 as phases of the strategy.
- 4.2 In terms of that first phase, 2020-2030, a significant amount of joint work across the Oxfordshire authorities has already taken place with a joint SHMA, Growth Board agreed apportionment of Oxford's unmet need and the post-SHMA work. All of this has fed into the current and emerging round of Local Plans. These Local Plans cover the period from 2011-2031/36. There is therefore a good deal of detail and certainty around the period to 2031/36 as plans and strategies are well advanced.
- 4.3 The next two phases of the JSSP 2030-2040 and 2040-50 will be based on a new evidence base produced specifically for the JSSP. The level of certainty around any forecasting will vary from topic to topic, but in general it is considered it will be possible to have a good level of certainty in data for the period 2030-2040 even if the level of confidence in the assessments for the period

2040-2050 is less certain. It is nonetheless vital to address the latter part of the period as a core part of the plan; it is this long-term vision where the JSSP adds real value to the traditional approach of plan making. This longer timeframe also offers the opportunity to take account of and harness the benefits that will come with long term infrastructure investment such as the Oxford-Cambridge Expressway.

5.0 Timetable, key milestones and procedures

- 5.1 The Oxfordshire Housing and Growth Deal commits the parties of the JSSP to a high level timetable for its production. The deal milestones for the JSSP are as follows:
- Joint Project Board established under Section 28 – July 2018
 - Draft JSSP published for formal consultation (Reg. 19) – 31st October 2019
 - Submission of JSSP – 31st March 2020
 - JSSP Adoption (subject to examination) – 31st March 2021
- 5.2 The procedures for developing a statutory development plan document are described in regulations. There are therefore several key interim milestones to build into this timetable. This results in a more detailed timetable for production of the JSSP which can summarised as follows:
- Early Stakeholder Engagement –October 2018
 - Consultation on Preferred Strategy Options (Reg. 18) - February / March 2019
 - **Consultation on Proposed Submission Draft Plan (Reg. 19) - October / November 2019**
 - **Submission to the Secretary of State for examination - March 2020**
 - Examination - Expected September 2020 TBC
 - Receipt and Publication of Inspector's Report - December 2020 TBC
 - **Adoption - March 2021 (subject to examination) TBC**
- 5.3 It is important to recognise that once the JSSP has been submitted to the Secretary of State (Planning Inspectorate), the responsibility for the timetable of the examination is no longer under the control of the plan makers but determined by the appointed Inspector. As such the later milestones are estimations based on experience of these processes and are not fixed through the Growth Deal agreement.
- 5.4 As required in the regulations, a Local Development Scheme (LDS) has been drawn up to set out and make public the timeline for the production of the JSSP. Each local authority will adopt the JSSP LDS. This will be adopted in addition to their own LDS which sets out the local plans authorities will be producing.
- 5.5 Another requirement of the regulations is the production of a Statement of Community Involvement (SCI) to set out the ways in which the plan making body will involve and consult with the public and stakeholders through the project. An SCI for the JSSP has been produced and this will also be adopted by each authority and will stand alongside their own SCIs.
- 5.6 The decision making bodies for the JSSP production are the five local planning authorities (see section 9 on governance). The individual Councils will be asked to formally approve JSSP documents as follows:
- Approve LDS – September 2018
 - Approve SCI (following consultation) – December 2018
 - Approve JSSP Preferred Options Document for consultation (Reg 18) – January 2019

- Approve Submission draft JSSP for consultation (Reg 19) and submission to SoS – September 2019
- Adopt JSSP – March 2021 (subject to examination)

5.7 The JSSP timetable is ambitious and reflects the commitment of the parties involved to delivering change for Oxfordshire. In order to keep to this ambitious timetable, and underline the joint working approach taken, the individual authorities have agreed to hold co-ordinated council meetings at the above stages. All authorities will hold the relevant meetings within the same week (as far as possible) and consider a joint report from the JSSP project team.

6.0 Proposed structure of the JSSP

- 6.1 It is anticipated that the structure of the document will comprise the following elements:
- (a) Introduction – Setting out the purpose of the document, Oxfordshire in a wider context, policy framework – the relationship of the JSSP to other documents and plans and the functional housing and economic market area.
 - (b) Spatial Portrait- setting a spatial context for the county and identifying issues and opportunities to be considered in the JSSP
 - (c) Vision and Objectives – linked to the Sustainability Appraisal and evidence base.
 - (d) Spatial Strategy - overall quantum of development for housing and employment together with strategic development locations and opportunities and the necessary strategic infrastructure to support this, including a key diagram
 - (e) Delivery and monitoring – to include phasing of development, review mechanisms, monitoring, funding arrangements etc.
- 6.2 Early work on the JSSP will focus on the vision and objectives for the plan including the vision for Oxfordshire in 2050. The early stakeholder engagement will focus on these aspects; they will also form part of the first round of formal consultation (Regulation 18 - February 2019) which will also test options for the Spatial Strategy. A clear vision is key to engaging the wider community in the project and objectives form a vital part of the Sustainability Appraisal process for the plan and will help test the effectiveness of the project.

7.0 Supporting evidence base

- 7.1 A bespoke evidence base will be required to support the JSSP. The list below gives an indication of the pieces of technical work that will be required as part of this evidence base. This list is not exhaustive; more pieces of work may become relevant or apparent as the project progresses. Some of these pieces of work already exist and can be relied on for the purposes of the JSSP with no or only minor updates. This list will be reviewed throughout the project as work progresses:
- a) Oxfordshire Local Housing Need calculation
 - b) Economic forecasting and job growth calculation
 - c) Transport strategy, assessment and modelling
 - d) Sustainability Appraisal
 - e) Habitat Regulations Assessment
 - f) Green Belt Review/Assessment
 - g) Other infrastructure assessments/update of OXIS
 - h) Flood Risk Assessment
 - i) Natural Capital Assessment (including biodiversity)

- 7.2 These studies will be collected in various ways to ensure that the evidence base is both robust and proportionate (at the appropriate level of detail), and that this is done in a cost-effective way. For example each authority already has a Strategic Flood Risk Assessment (SFRA), these are carried out to an established methodology and as such it may not be necessary to prepare a joint SFRA. However, other studies will require review and updating, and some new studies will need to be commissioned from specialist consultants. Where consultants are commissioned all draft briefs will be reviewed and approved by officers of each district ahead of the competition process. Capacity funding from the Housing and Growth Deal is available to fund studies.
- 7.3 A Housing and Economic Land Availability Assessment is one of a number of studies which will support the development of the JSSP. The JSSP Team and the partner authorities will be running a 'Call for Sites' as part of the plan process seeking submission identifying sites and broad locations for strategic scale housing and economic development within Oxfordshire. The sites and broad locations identified by the Call for Sites will be assessed for their suitability for development and will form part of the evidence base to demonstrate the supply of development land for the period to 2050 in the Housing and Economic Land Availability Assessment.

8.0 Links to other work programmes

- **The Oxfordshire Local Industrial Strategy.** Oxfordshire has been invited by central government to develop a local industrial strategy and to build an ambitious programme for long-term economic growth that will guide a step-change in how the County thinks about economic growth and investment. It is important that the JSSP Team continue to work with the LIS Team to explore how the two workstreams can be integrated and aligned to capitalise on synergies and to support Oxfordshire's growth. This will include exploring key growth locations for Oxfordshire's development that can form part of the LIS and also discussing the key barriers and opportunities around delivering strategic sites.
- **Oxfordshire Local Transport Plan.** Oxfordshire County Council are working on a refresh of their Local Transport Plan (LTP4) that will take a fresh look at a transport vision, goals and objectives for the County. There is a need to ensure alignment between this and the JSSP to ensure that decisions are made that are correct for the County to guide its future growth.
- **Oxford to Cambridge Corridor.** Alongside the autumn budget 2017, the Government published its overarching vision for the Oxford-Cambridge Corridor as an initial response to the recommendations of the National Infrastructure Commission. The NIC identified an area that has the potential to be the UK's Silicon Valley nurturing innovative industries and promoting economic growth in the national interest also recognising that unaffordable housing is acting as a brake to economic growth. It recommended that a shared vision for the corridor is established and that work will need to plan for capturing its economic potential; place-making, including housing, cultural and community ambitions; and connectivity and infrastructure including new investments in and the opportunities presented by East West Rail and the Oxford to Cambridge Expressway. The JSSP has an essential role to play in responding positively to these recommendations and addressing these criteria and will need to contribute positively to a cross corridor vision. Highways England are now taking forward more detailed development of the Expressway proposals and have identified three potential broad corridors for its route which affect Oxfordshire in different ways. The JSSP needs to consider the current

proposals and in turn the final preferred corridor when it is published in Autumn 2018 and detailed route option in 2019.

9.0 Governance arrangements

- 9.1 The JSSP is a core work stream of the Oxfordshire Growth Board as part of the Housing and Growth Deal, yet the decision making bodies for the production of a plan are the five districts as Local Planning Authorities. This section seeks sets out the emerging governance arrangements for the project.
- 9.2 The Growth Deal commits to the establishment of a Joint JSSP Project Board to take forward the project under Section 28 of the Planning and Compulsory Purchase Act (2004). Section 28 of the Act provides the means for more than one Local Planning Authority to jointly produce a Local Development Document (the JSSP). While formal decision making power resides with the individual Local Planning Authorities arrangements can be set up under Section 28 to help the Councils coordinate the preparation of the JSSP.
- 9.3 Two groups will be set up to help guide the preparation of the JSSP, a Member sub-group, made up of Elected Members, and an officer project board made up of senior officers.
- 9.4 *Member sub-group:*
- Made up of members from the Districts and a County observer
 - Will provide political advice and input into the work of the JSSP project team
 - Representatives of the Statutory Agencies will be invited to participate in meetings as the agenda requires their advice and input
 - Not a decision making group but will make recommendations to the Growth Board and to the individual Local Planning Authorities
 - Meet on average quarterly with flexible programme to reflect the JSSP work programme
 - Meet after the Officer Project Board
- 9.5 *Officer Project Board:*
- Made up of the relevant Heads of Service of the District Councils, including the JSSP Project Sponsor, the Growth Deal Workstream Lead, and representatives of Oxfordshire County Council, OxLEP, MHCLG, Homes England and other relevant bodies as required.
 - Meet on average quarterly with flexible programme to reflect work programme
 - Meet ahead of the Member Sub Group
- 9.6 *Provisional work programme and meeting dates:*
- September 18 – as part of the September project launch
 - November 18 – help to refine the Regulation 18 document; discuss the jobs numbers and housing numbers for the plan period
 - February 19 – during Regulation 18 consultation; start exploring the spatial expression of the numbers
 - May 19 – help to refine the Regulation 19 document and prepare for the consultation
 - October 19 – review consultation outcomes and refine the proposed Submission Draft Plan
 - February 19 review of consultation outcomes on the proposed Submission Draft Plan

Appendix 3

9.7 The table below identifies of the invitees to the two groups that make up the JSSP Project Board:

Officer Project Board		
Partner	Officer	Responsibility
West Oxfordshire DC	Giles Hughes	Project Sponsor - Overall responsibility for ensuring that the project meets its objectives and delivers the projected benefits. In addition same responsibilities as other Heads of Service.
Growth Deal	Deal Director	Provide direction and support for the JSSP Project Team and the link to the Growth Deal / Board.
Oxford City Council	Patsy Dell	Provide direction for the JSSP Project Team and the link to the corporate decision making processes of the Local Planning Authorities.
Cherwell DC	Adrian Colwell	
South Oxfordshire and Vale DCs	Adrian Duffield	
Oxfordshire County Council (Observer)	Rachel Wileman	Provide advice and observations, and coordination with wider Growth Deal activity
OxLEP (Observer)	tbc	
Homes England (Observer)	tbc	
MHCLG (Observer)	tbd	
Member Sub-group		
Partner	Member	Responsibility
Cherwell DC	Cllr Colin Clarke	Will provide political advice and input into the work of the JSSP project team.
Oxford City	Cllr Alex Hollingsworth	
South Oxfordshire DC	Cllr Will Hall Sub all con group members	Not a decision making group but will make recommendations to the Growth Board and to the individual Local Planning Authorities.
Vale of White Horse DC	Cllr Anthony Hayward Sub- all con group members	
West Oxfordshire DC	Cllr James Mills (Chair) Cllr Jeff Haine Sub Cllr Toby Morris	
Oxfordshire County Council (Observer)	Cllr Fox –Davies Sub Cllr Jeanette Matelot	

JSSP Liaison Group

9.8 Work on the JSSP to date has been carried out by the Interim Project Team. This group is made up of a planning officer representative from each of the partner and observing bodies and has been meeting regularly to put in place the various project management documents and arrangements required to initiate the JSSP project. This work means that the JSSP Project Team is able to start from a good position with much of the scoping, project planning, and statutory requirements well underway.

- 9.9 With the establishment of a dedicated JSSP Project Team, it is proposed that the interim team, with their well established relationships and working arrangements is retained but adapts to form a Liaison Group for the project. This group would continue meeting on a regular basis but with a changed role, advising and performing a liaison function with the constituent authorities. The table below identifies members of the liaison group.

JSSP Reference / Liaison Group		
Partner	Officer	Responsibility
Cherwell DC	Alan Munn	Members of the Liaison Group will meet regularly to provide the key link between the JSSP Project Team and the authorities. They will bring key messages from their organisations to the JSSP Project Team and provide feedback to the Project Team on proposals and plans based on discussions within their organisations. They will help develop the agenda for the Officer Project Board and Member Sub Group meetings.
West Oxon DC	Andrew Thompson	
South Oxon DC	Holly Jones	
Vale WH DC	Andrew Maxted	
Oxford City	Richard Wyatt /Rachel Nixon	
Oxfordshire CC	Amanda Jacobs	

10.0 Engagement and communication

- 10.1 It will be important to ensure that stakeholders are kept up to date with progress on the JSSP and have the opportunity to feed into the project. The SCI sets out the general approach to engagement and consultation. Formal consultation periods will be held at two key stages, Regulation 18 (February 2019) and Regulation 19 (October 2019).
- 10.2 Communications should be proactive, positive and high profile to reflect the wishes of the Board that public engagement and knowledge of the JSSP is at a high level. The project team will seek to maximise the use of digital channels for engagement, for example:
- Advertising- for example of key events
 - Social Media
 - Develop an interactive and engaging JSSP website, including a consultation portal
 - Commission highly professional video(s) to demonstrate the message on the website
 - Ensure that the opportunities on each partners website are maximised and that there is clear signposting to the JSSP website
- 10.3 The Growth Board has agreed the appointment of a JSSP communications and engagement officer to work as a key element of the JSSP project team. The communications and engagement officer will work up a strategy for these areas of work once in post.

11.0 JSSP Project Team Structure

- 11.1 The JSSP Project Team will be responsible for co-ordinating and producing the work on the JSSP. Resources will come from 3 main sources:

Appendix 3

- Core team recruited/seconded through the Growth Deal
- Resources from the partner bodies (more specific task related and including the input of the Liaison Group)
- Commissioned advice/expertise from external sources

11.2 A dedicated team resource is to be recruited to the project who will be able to fully focus on producing the work required. This team will be managed by Rachel Williams as JSSP Workstream Lead and will be structured as follows:

- JSSP Lead – Rachel Williams
- 4 FTE planners – at a range of scales/grades
- 1 Apprentice Planner
- 1 FTE Communication Officer (already agreed as part of Growth Deal budget)
- 1 FTE Project Admin Support

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Cherwell District Council

Executive

1 October 2018

<p>Results of the Residents' Satisfaction Survey 2018</p>

Report of Assistant Director – Performance and Transformation

This report is public

Purpose of report

To provide the Executive a summary of the key results from the annual satisfaction survey and to identify areas to be reflected in future business and service plans.

1.0 Recommendations

The meeting is recommended to:

- 1.1 Note the results of the survey, with particular reference to the priority service areas identified by respondents as set out in section 3.13 and 3.14.
- 1.2 Agree that the results and priority service areas identified will be used as part of the business and service planning process for 2019-20.
- 1.3 Request that officers undertake a review of how the Council communicates with residents to ensure we reach as many residents as possible with key service updates and that we effectively communicate progress against our business plan objectives and how the Council spends its money.

2.0 Introduction

- 2.1 Cherwell District Council has a strong track record of customer and community consultation and uses an annual satisfaction survey to understand residents' priorities, issues and concerns in order to shape and improve service delivery.
- 2.2 This report provides a summary of the results of the survey that took place during May and June 2018. The survey was carried out by a professional company, Marketing Means on behalf of the Council.
- 2.3 The survey includes questions on most council services, value for money, priority areas and areas for improvement. Specific services that the majority of the general public wouldn't have accessed during the year (e.g. Development Control or

Benefits) are not included within the questionnaire, although respondents are able to make any additional comments about council services in the open questions that are included within the questionnaire.

- 2.4 The survey provides a statistically valid and robust data set to help inform decision making, prioritisation and service development.
- 2.5 A summary of the results is included in Appendix 1. The Council's Insight Team are able to provide additional analysis if required and may be contacted by email: consultation@cherwellandsouthnorthants.gov.uk

3.0 Report Details - Headline key results

- 3.1 This section summarises the headline key results from the satisfaction survey.

Local area as a place to live

- 3.2 79% of respondents were satisfied with their local area as a place to live, with 10% dissatisfied.

Here are a couple of extracts from our resident's responses:

- Banbury resident: *"We love living in Banbury and are looking forward to the developments to the town centre"*.
- Bicester resident: *"Very good overall but we need more shops in the town centre as loads have gone"*
- Kidlington resident: *"Provide great services making this a very nice area to live"*.

- 3.3 At ward level there is a clear correlation between satisfaction and deprivation, with satisfaction significantly lower in the most deprived wards in the district, notably the Banbury Ruscote ward. The data will be used to inform the work of the Brighter Futures in Banbury Programme. The Council is a key partner in the programme designed to relieve deprivation by improving access and opportunity for individuals within Banbury's most disadvantaged areas.

Satisfaction with Services

- 3.4 55% of respondents were satisfied with the services provided by Cherwell District Council, with 16% dissatisfied.

Here are a couple of extracts from our residents:

- Banbury resident: *"Everything the council is providing is fairly good"*
- Bicester resident: *"Bicester offers a good amount of recreational services for families."*
- Kidlington resident: *"The service CDC provides are very good"*.

- 3.5 Household waste collection and recycling collection/food and garden waste collection services were highlighted as two of the top three most important services in making somewhere a good place to live. Satisfaction with these services are high, with 86% satisfied with the Council's green bin collection service; 81% satisfied with the Council's household recycling collection service and 85% satisfied with the Council's household food and garden waste collection service.

It is worth noting here that Cherwell District Council remains the only council in Oxfordshire not to charge for garden waste collection. Here is an extract from a resident:

- Bicester resident: *“Comprehensive recycling and garden waste collection service is excellent - better than many other councils”.*

- 3.6 63% of respondents were satisfied with the street cleaning service. Throughout the year a number of neighbourhood blitzes are carried out with local residents to engage local residents in cleaning up their communities.
- 3.7 50% of respondents were satisfied with the Council's approach to dealing with environmental crime (littering, fly tipping, graffiti etc.). The council takes a proactive approach in educating residents about environmental crime starting in schools across the district.
- 3.8 Overall satisfaction with leisure facilities provided by the council was 57% and 68% of respondents were satisfied with the way parks and play areas are managed by the Council.
- 3.9 The main leisure facilities across Cherwell have seen an increase in usage within the first quarter of this year. Woodgreen Leisure centre 50m swimming pool has made the most of the hot weather over the last few months and seen an increase in residents making use of the outdoor facility. This summer Cherwell also launched the FAST family programme that is supported by a £215,000 grant from Sport England to deliver affordable activities in four specific Banbury wards, and the Diabetes programme which is funded by Clinical Commissioning Group (CCG) with the Leisure Team being the Physical Activity delivery mechanism. Extensive work is also being carried out locally to ensure community club provision and opportunities are available for all.
- 3.10 Overall satisfaction with leisure activities provided by the council was 48%. This summer Cherwell has offered an extensive range of activities and free days out for families to attend across the district. The summer holiday programme has had 2,943 attendees, attending 18 different activities.
- 3.11 Satisfaction with the council's approach to dealing with anti-social behaviour and nuisance was 32%, with dissatisfaction at 33%. This is clearly an area of concern for residents and is reflected in the priority services outlined in section 3.14.
- 3.12 The full survey results including the free text commentary from respondents will be shared with each service area as part of the service planning process for 2019-20 to ensure that the concerns of residents are taken into consideration, opportunities for improvement are identified where possible and those areas of high satisfaction are maintained. There will be a specific focus through the business planning and service planning process on the priority service areas set out in the next section of the report.

Priority Service Areas

- 3.13 A new service prioritisation question was included this year after feedback that the previous question was complicated and confusing. The new question asked:

‘Thinking generally about the services we provide, how important are the following in making somewhere a good place to live?’

‘And thinking about the local area, which of the services below, if any, need improving?’

- 3.14 The service areas which were highlighted as most important were:
- Dealing with anti-social behaviour (80% very important);
 - Household waste collection (75% very important); and
 - Household recycling collection and food/garden waste collection (74%).

As highlighted earlier satisfaction with waste and recycling services remains high as does the Council’s performance in this area.

Dealing with anti-social behaviour is a clear priority area for residents. This is reflected in the Council’s business plan under the priority ‘Protected, Green and Clean’. Nationally, the District remains a low crime area; however crime in the district has increased over the past year in line with the national trend. The Council continues to work proactively with partners in this area and action plans covering all community safety and safeguarding activity are currently being developed.

Accredited Community Support Officers (Community Wardens) are employed by Cherwell District Council and cover the areas of Banbury and Bicester. They have been accredited by Thames Valley Police and are able to use certain powers to assist them to carry out their daily role. Community Support Officers have powers to issue fixed penalty notices for the offences of littering and dog fouling, and they have access to the police issue airwave radio, enabling them to work more closely with their police colleagues.

Officers will be reviewing how we communicate the preventative measures we are taking, working with residents and partners to reduce anti-social behavior across the district.

- 3.15 The service areas identified most frequently by respondents in most need of improvement were:
- Town centre development (54%);
 - Providing affordable housing (46%); and
 - Activities for younger people (44%).

Town Centre development is a national issue, with many town centres struggling. This has been exacerbated by the well documented issues facing the retail sector over the past year. Cherwell has always taken a positive proactive approach to town centre development and will continue to do so. The Council played a key role in the development of Pioneer Square in Bicester and has recently completed the purchase of Castle Quay in Banbury and committed to delivering the next phase of the development.

The provision of affordable housing is again another national challenge; however Cherwell has a strong track record in supporting the delivery of affordable housing. The Council’s Build! team has completed 31 separate development projects since its inception, developing affordable homes for sale as shared ownership or to rent.

- 3.16 The results of the priority services questions will be used as part of the business and service planning process for 2019-20.

Communication and Value for Money

- 3.17 Around half of respondents did not feel very or fairly well informed about the benefits and services the Council provides (49%) nor what it spends money on (51%).

The Council uses a variety of communication methods to communicate with residents, including among other Cherwell Link (quarterly newsletter delivered to all households in the district), social media platforms (Facebook, Twitter etc.), the Council website, press releases and public consultations. Information about how the Council spends its money is also included in the Annual Performance Report.

Of those who responded 67% were satisfied with Cherwell Link (the Council Magazine) and 74% were satisfied with the Cherwell District Council website.

However, as 49% of respondents did not feel very or fairly well informed about the benefits and services the Council provides there is a need to review how the Council communicates with residents moving forward.

- 3.18 33% of respondents agreed that the Council provides value for money, lower than in 2017 and consistent with the 2016 results. This is clearly an area where more can be done to communicate the work that the Council has done over recent years to deliver significant savings, protect frontline services and invest in priority areas.
- 3.19 It is recommended that officers undertake a review of how the Council communicates with residents to ensure we reach as many residents as possible with key service updates and that we effectively communicate progress against our business plan objectives and how the Council spends its money.

4.0 Next Steps

- 4.1 The Customer Satisfaction Survey is an annually commissioned consultation which provides the Council with a standard source of data for gauging satisfactions levels across the district, which enables informed decision making with regard to service provision and priorities.
- 4.2 The results of the survey and the additional analysis carried out will be used to inform the Council's budget and service planning process for 2019-20. Officers have been tasked carry out further analysis into the priority areas identified by residents and to review how the council communicates with our residents.

5.0 Conclusion and Reasons for Recommendations

- 5.1 The satisfaction survey provides the Council with a standard source of data for gauging satisfactions levels across the district, which enables informed decision making with regard to service provision and priorities.

- 5.2 It is important that the data is used as part of business and service planning and those areas of further investigation as outlined in section 3 of this report are progressed. These further investigations by officers, coordinated by the Insight Team, will provide the council with more detailed customer feedback and insight enabling evidence-based decision making.

6.0 Consultation

- 6.1 The Annual Residents' Satisfaction Survey was undertaken between 7 May and 27 June 2018.

7.0 Alternative Options and Reasons for Rejection

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

To reject the findings of the satisfaction survey results and not incorporate them as part of the business and service planning process for 2019-20. This has been rejected as the survey provides the Council with a standard source of data for gauging satisfactions levels across the district, which enables informed decision making with regard to service provision and priorities.

8.0 Implications

Financial and Resource Implications

- 8.1 There are no direct financial implications arising from this report

Comments checked by:
Adele Taylor, Interim Executive Director: Finance and Governance
01295 221634 adele.taylor@cherwellandsouthnorthants.gov.uk

Legal Implications

- 8.2 There are no legal issues arising directly from this report.

Comments checked by:
James Doble, Assistant Director: Finance and Procurement
01295 221638 james.doble@cherwellandsouthnorthants.gov.uk

Risk Implications

- 8.3 There are no risk implications arising from this report

Comments checked by:
Louise Tustian – Insight Team Leader
01295 221786 louise.tustian@cherwellandsouthnorthants.gov.uk

9.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

The satisfaction survey results cover the Council as a whole as well as the local area and will inform the business and service planning process for 2019-20.

Lead Councillor

Councillor Richard Mould, Lead Member for Performance Management

Document Information

Appendix No	Title
1	2018 Satisfaction Survey Infographic
Background Papers	
None	
Report Author	Hedd Vaughan-Evans Assistant Director: Performance and Transformation
Contact Information	01295 227978 hedd.vaughanevans@cherwellandsouthnorthants.gov.uk

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Resident Satisfaction Survey 2018 – Results and summary

Background



Prioritisation of services



Overall satisfaction

55%
Are satisfied with services provided by the council

Overall, how satisfied or dissatisfied are you with the services provided by the council?

33%
Agrees that the council provides value for money

To what extent do you agree or disagree that Cherwell District Council provides value for money?

51%
Feels well or fairly well informed

How well informed, if at all, does the council keep residents about what it spends the money on?

48%
Feels well or fairly well informed

How well informed, if at all, does the council keep residents about benefits and services it provides?

Ward	Dissatisfied	Satisfied
Launton & Otmoor Ward	9.5%	88.2%
Kidlington West Ward	6.9%	90.8%
Kidlington East Ward	13.6%	80.7%
Fringford & Heyfords Ward	4.5%	85.8%
Deddington Ward	3.5%	88.5%
Cropledy, Sibfords & Wroxton Ward	8.7%	78.8%
Bicester West Ward	13.0%	72.4%
Bicester South & Ambrosden Ward	8.2%	78.7%
Bicester North & Caversfield Ward	8.3%	84.5%
Bicester East Ward	4.1%	81.4%
Banbury, Calthorpe & Easington Ward	9.0%	81.2%
Banbury Ruscote Ward	35.2%	48.1%
Banbury Hardwick Ward	10.4%	69.5%
Banbury Grimsbury & Hightown Ward	10.3%	77.0%
Banbury Cross & Neithrop Ward	19.1%	67.4%
Adderbury, Bloxham & Bodicote Ward	5.5%	87.5%

79%
Satisfied and fairly satisfied

Overall, how satisfied or dissatisfied are you with your local area as a place to live?

Environmental Services

86%
Satisfied and fairly satisfied

Satisfaction with "Green Bin" collection

75%
Satisfied and fairly satisfied

Satisfaction with recycling centres

81%
Satisfied and fairly satisfied

Satisfaction with household recycling collection service

85%
Satisfied and fairly satisfied

Satisfaction with food and garden waste collection service

62%
Satisfied and fairly satisfied

Satisfaction with street cleaning service

Leisure Services

69%
Satisfied and fairly satisfied

Satisfaction with the way parks and play areas are looked after

57%
Satisfied and fairly satisfied

Satisfaction with the leisure facilities provided by the council

48%
Satisfied and fairly satisfied

Satisfaction with the leisure activities provided by the council

Community Safety

32%
Satisfied or fairly satisfied

Satisfaction with Council's approach to dealing with ASB and nuisance

What's next?
Service specific deeper dive survey will be carried out with each service by the Insight Team.
To know more please contact us: 22 1556

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Cherwell District Council

Executive

1 October 2018

<p>Monthly Performance, Risk and Finance Monitoring Report – August 2018</p>

Report of Assistant Director: Performance and Transformation and Assistant Director: Finance and Procurement

This report is public

Purpose of report

This report summarises the Council's Performance, Risk and Finance monitoring position as at the end of each month.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report.

2.0 Introduction

- 2.1 The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.
- 2.2 This report provides an update on progress made so far in 2018-19 to deliver the Council's priorities through reporting on Performance, the Leadership Risk Register and providing an update on the financial position.
- 2.3 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2018-19 business plan and the priorities of the Council. These measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delays.
- 2.4 The Council maintains a Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published is included in this report.
- 2.5 The Report details section is split into three parts:
 - Performance Update

- Leadership Risk Register Update
- Finance Update




2.6 There are five appendices to this report:

- Appendix 1 - 2018/19 Business Plan
- Appendix 2 – Monthly Performance Report
- Appendix 3 – Leadership Risk Register
- Appendix 4 – Capital Programme
- Appendix 5 - Leisure Summer Holiday 2018 Infographic

3.0 Report Details

Performance Update

- 3.1 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2018-19 business plan (see Appendix 1) and the priorities of the Council.
- 3.2 The 2018-19 business plan set out three strategic priorities:
- Protected, Green and Clean;
 - Thriving Communities and Wellbeing;
 - District of Opportunity and Growth.
- 3.3 This report provides a summary of the Council's performance in delivering against each strategic priority. To measure performance a 'traffic light' system is used. Where performance is on or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicated performance is off target.

Colour	Symbol	Meaning for Joint Business Plan Measures	Meaning for Joint Key Performance Measures (KPIs)
Red		Significantly behind schedule	Worse than target by more than 10%.
Amber		Slightly behind schedule	Worse than target by up to 10%.
Green		Delivering to plan	Delivering to target or ahead of it.

Priority: Protected, Green and Clean

- 3.4 The Council is committed to protecting the natural environment and ensuring the character of the district is preserved and enhanced. Our commitment included working to ensure the district has high standards of environmental cleanliness and greater waste and recycling services. Maintaining the district as a low crime area is another key part of this priority and the Council is committed to working in partnership to deliver against this objective.

3.5 Overview of our performance against this strategic priority:

- **Weather and dry conditions continues to impact on composting performance** – The percentage of waste recycled and composted fell again during August, an expected seasonal trend further affected by the extended dry weather experienced over the summer. Performance for August is reporting only 0.38% short of the monthly profiled target and 1.74% short of the YTD target which is a similar position to the same period last year.
- **Tackling environmental crime** is reporting Amber this month due to an increase in Fly Tipping. Following the proactive community warden patrols (talking to businesses, shops, pubs and shoppers, handing out smoking pouches and encouraging all to dispose of cigarette ends and litter lawfully) in Banbury we have seen a number of fixed penalty notices issued for the offences of littering (cigarette ends). This proactive approach will continue as well as team discussions around public campaigns and innovative ideas to educate our premises and residents.
- **The Bicester Air Quality Demonstration Project** will take place over a 3 week period in September/October 2018. To increase awareness of the link between transport and air quality CDC, in partnership with the UK Space Agency, is hosting a poster competition for secondary school students in Bicester. They are looking for posters that make a real impact based on two themes: encouraging more travel on foot and by bicycle and making the link between car travel and air pollution.
A key objective of the scheme is to highlight the advantages of walking and cycling over car travel and this autumn Bicester will be the focus of the UK Space Agency funded **Urban Healthy Living project** using satellite technology to map levels of Nitrogen Dioxide across the town.
Combined with traffic and meteorological information this data will present an overall picture of air quality in Bicester.

Priority: Thriving Communities and Wellbeing

3.6 The Council is committed to supporting our communities to thrive and to promoting the wellbeing of our residents. This priority includes supporting health and wellbeing, improving leisure facilities and delivering leisure activities and working in partnership with voluntary organisations to deliver services in a manner that safeguards children, young people and vulnerable adults. Another key aspect of this priority is preventing homelessness, the delivery of affordable housing and improving the condition of residential properties.

3.7 Overview of our performance against this strategic priority:

- **% of Council Tax collected, increasing Council Tax base** is reporting Amber for August and Amber YTD (third consecutive month of Amber reporting) . This is only 0.58% short of the target for August and 1.49% short of the YTD target. This is due in part to the growth in the Cherwell District and the number of new builds coming on-stream for billing as the Valuation Officer assesses them. This results in back-billing for customers which can skew the usual instalment profiles. However, the incoming work is now being processed in fewer days which will assist with the collection of Council Tax. More active recovery will continue in future months which will also increase collection.

- **FAST (Families Active Sporting Together) programme off to a successful start** with 550 cards being accessed by residents in targeted wards within the Brighter future areas. Our Holiday Hub Programme has been very successful with record numbers, 2943, across both CDC & SNC – see Appendix 5 for infographic.

Priority: District of Opportunity and Growth

- 3.8 The Council is committed to developing the local economy, promoting inward investment and delivering sustainable growth. This priority also contributes towards making great places to live, work, visit and invest through economic development and working in partnership to deliver strategic transport infrastructure projects.
- 3.9 Overview of our performance against this strategic priority:
- **Community led housing proposals in development** - Hook Norton Low Carbon is working with the Council's Strategic Housing Team to work up proposals for a community led development of housing to meet local housing need within the village. A village housing need survey for Hook Norton has now been completed and analysed. The housing needs information will inform the community-led housing proposal.
 - **Partial Review of the Local Plan submitted for Examination** to Planning Inspectorate on 5 March 2018. A preliminary hearing will be held on 28 September 2018. The dates for the main public hearings are not yet known, but the process of Examination is on-going. The programme for examination is overseen by the Planning Inspectorate not the Council. This reporting as Amber due to concerns raised at SNC.

Summary of Performance

- 3.10 The Council reports on performance against 20 joint business plan measures and 12 key performance indicators on a monthly basis. Performance for this month is summarised in the table below. The full details, including commentary against each measure and key performance indicator can be found in Appendix 2.

Business Plan Measures and Key Performance Indicators					
Status	Description	August	%	YTD	%
Green	On target	27	84%	27	84%
Amber	Slightly off target	5	16%	5	16%
Red	Off target	0	0%	0	0%

3.11 Spotlight On: Leisure and Sport

Each month this report will focus on a theme or service provided by the Council, highlighting how this contributes to the delivery of the strategic priorities and the key achievements delivered to date.

This month we are focusing on **the Leisure and Sport team**.

The Leisure and Sport team play a key role in delivering key objectives and business plan goals within the 'Thriving Communities and Wellbeing' directorate.

Within the CDC area the team heavily supports the "Thriving Communities" aim by promoting and supporting enhanced health and wellbeing to all residents through active lifestyle opportunities, improving community engagement along with enhancing leisure facilities to meet increased need and demand.

Within SNC the team impacts on the "Serve" element of the business plan by delivering and supporting local groups to increase recreation opportunities for all, along with delivering enhanced leisure facilities in local communities.

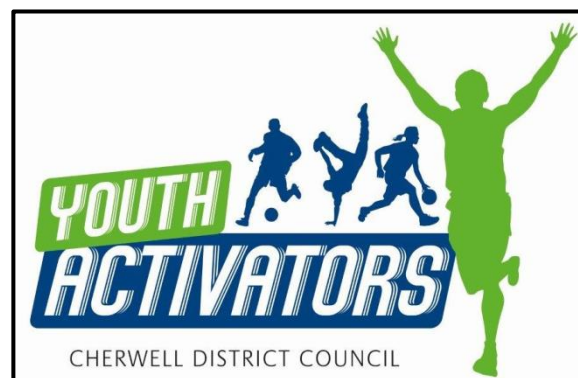


The Leisure & Sport team delivers increased physical activity opportunities for all and increased provision of leisure facilities to have a positive impact on the health and wellbeing agenda and in turn improve community cohesion, physical and mental health, whilst linking in and impacting on government and national objectives.

What does the Leisure and Sport team deliver to support this impact?

One element of how the team's delivery impacts on the improvement of health and wellbeing is by delivering a range of physical activity programmes on a district wide whole system approach. We use data to support targeting specific wards and inactive population pockets across all age groups to support positive change.

Programmes such as the 'Youth Activators' specifically deliver informal activities for young people to access in schools and in their own community, with 'Holiday Hubs' offering positive physical activity opportunities in out of school hours (see Appendix 5).





“I love meeting new people at the hubs. You get to try new experiences, meet new people and play a lot of sport”

The team has been successful with applying for funding and commissioning services to meet shared agendas of partners. Examples of this are ‘FAST’ (Families Active, Sporting Together) family programme that is supported by a £215,000 grant from Sport England to deliver affordable activities in four specific wards in Banbury’s Brighter Future areas. The Diabetes programme which is funded by Clinical Commissioning Group with the Leisure Team being the Physical Activity delivery mechanism. Extensive work is also carried out locally to ensure community club provision and opportunities are available for all.

The team also secures, procures and supports the development of new and existing leisure and sport facilities across Cherwell and South Northamptonshire, to meet the strategic needs of the districts. This is achieved through a combination of Section 106 planning obligations and contributions, capital investment, external funding and influencing strategic community partners.



As well as building new facilities based on insight linking into national and local strategies such as Sport England guidelines and



“My favourite thing about hubs is playing sport, I love when we play football”

capturing local growth, the Leisure Team ensures that the facilities are being maximised. This is done through contract management of leisure facilities and monitoring of standards and performance to ensure high participation and customer satisfaction levels are met.

Risk Update

- 3.12 The Council maintains a Joint Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published is included in this report.
- 3.13 The heat map below shows the overall position of all risks contained within the Leadership Risk Register.

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic					
	4 - Major		L04, L10, L11, L12		L05	
	3 - Moderate			L01, L02, L14	L03, L06, L07, L08	L09, L13a, L13b
	2 - Minor					
	1 - Insignificant					

- 3.14 The table below provides an overview of changes made to the Leadership Risk Register during the past month. Any significant changes since the publication of the report will be reported verbally at the meeting.

Leadership Risk	Score	Direction	Latest Update
L01 Financial Resilience	9 Low risk	↔	Mitigating actions and comments updated.
L02 Statutory functions	9 Low risk	↔	No changes
L03 Lack of management Capacity	12 Medium risk	↑	Residual score increased from 9 to 12
L04 CDC & SNC Local Plans	8 Low risk	↔	Mitigating Actions updated for CDC & Controls updated for SNC.
L05 Business Continuity	16 High risk	↔	Comments updated
L06 Partnering	12 Medium risk	↔	No changes
L07 Emergency Planning	12 Medium risk	↔	Mitigating actions updated.
L08 Health & Safety	12 Medium risk	↔	Controls, Control assessment, Mitigating Actions and Comments updated.
L09 Cyber Security	15 Medium risk	↔	Mitigating Actions Updated
L10 Safeguarding the Vulnerable	8 Low risk	↔	No change
L11 Income generation through council owned companies	8 Low risk	↔	No change
L12 Financial sustainability of third party third party suppliers	8 Low risk	↔	Comments updated
L13a Local Government Reorganisation (CDC)	15 Medium risk	↔	Mitigating Actions and Commentary updated
L13b Local Government Reorganisation (SNC)	15 Medium risk	↔	Commentary updated
L14 Corporate Governance	9 Low risk	↔	No Change

LO3 Lack of management Capacity has increased residual score from 9 to 12. The increased score reflects the fact that plans for the separation of the senior management team have been advanced and the aim is to implement at pace. The impact on those affected is recognised and the usual support arrangements are in place, including consultation and support from an external advisor. A resilience programme for Executive Directors and Assistant Directors is being developed.

The full Leadership Risk Register update can be found in Appendix 3.

Finance Update

- 3.15 We are continuing to develop the way we report and the ease of access and understanding of information we provide to ensure Members, and the public, are fully aware of the financial position of the Council.

In previous years financial reporting has been on a quarterly basis. This frequency of information is being improved during 2018/19. We have introduced monthly monitoring and reporting across the organisation. This improvement in reporting is providing budget managers, senior leadership and members with more up to date information regarding the financial position and outlook for the Council.

The finance team has aligned itself with the business areas to provide better support and consistency and continuity of advice moving forward across both revenue and capital budget areas in addition to monitoring any over funding levels.

The risk based monitoring undertaken to date has highlighted areas of risk at this stage. The variances to date are set out below. All services are reviewing their forecasts to identify savings and efficiencies which may mitigate some of the risks being identified. Further risks to this position will be highlighted and detailed in future reports.

3.16 Revenue Position

The Council's forecast financial position is set out in the table below.

Revenue Monitoring <i>(Brackets denotes an Underspend)</i>	Budget £000's	Forecast £000's	Variance (Under) / Over £000's
Corporate Services	257	257	-
CORPORATE SERVICES TOTAL	257	257	-
Communities	2,627	2,627	-
Leisure & Sport	2,654	2,654	-
Housing	1,657	1,566	(91)
WELLBEING TOTAL	6,938	6,847	(91)
<i>Housing (£91k) additional income due to new legislation on Houses with Multiple Occupancy "HMO", however this is currently under detailed analysis to ascertain further risk and the applicable mitigating control, which will be reported in the September report.</i>			
Planning Policy & Development	1,444	1,723	279
Economy & Regeneration	1,482	1,482	-
PLACE & GROWTH TOTAL	2,926	3,205	279

Planning Policy & Development £279k comprises **£170k** under recovery of planning income due to the volatility in the number of expected planning applications; however, there is an earmarked reserve to assist with managing this risk, additional **£34k** cost for the Interim Executive Director of Place and Growth (Oct-18 to Mar-19), **£75k** on Building Controls due to continuous reliance on agency staffs caused by shortage of skilled personnel to fill the vacant roles. Currently under review for potential.

Environmental Services	5,187	5,289	102
Environmental Health & Licensing	(43)	(43)	-
ENVIRONMENT TOTAL	5,144	5,246	102

Environmental Services £102k which is principally made up of **£148k** due to increase in the price charge per tonne (Gate Fees) for dry goods recycling. Officers are keeping the market under close review. There has also been a cost savings of **(£87k)** for roles filled part way through the year or yet to be filled.

Law & Governance	1,247	1,247	-
Finance & Procurement	1,715	1,835	120
Property Investment & Contract Management	(3,017)	(2,759)	258
FINANCE & GOVERNANCE TOTAL	(55)	323	378

Finance & Procurement £120k forecast overspend arising from interim staff costs required to support the Council in meeting financial reporting deadlines and implementing financial management improvements.

Property Investment Contract Management £258k Crown House income budget will not be realised in 2018/19 due to a delay in the project completion date.

Customers & IT services	2,722	2,722	-
Strategic Marketing & Communications	334	334	-
HR, OD & Payroll	716	716	-
Performance & Transformation	569	569	-
CUSTOMERS & IT SERVICES TOTAL	4,341	4,341	-

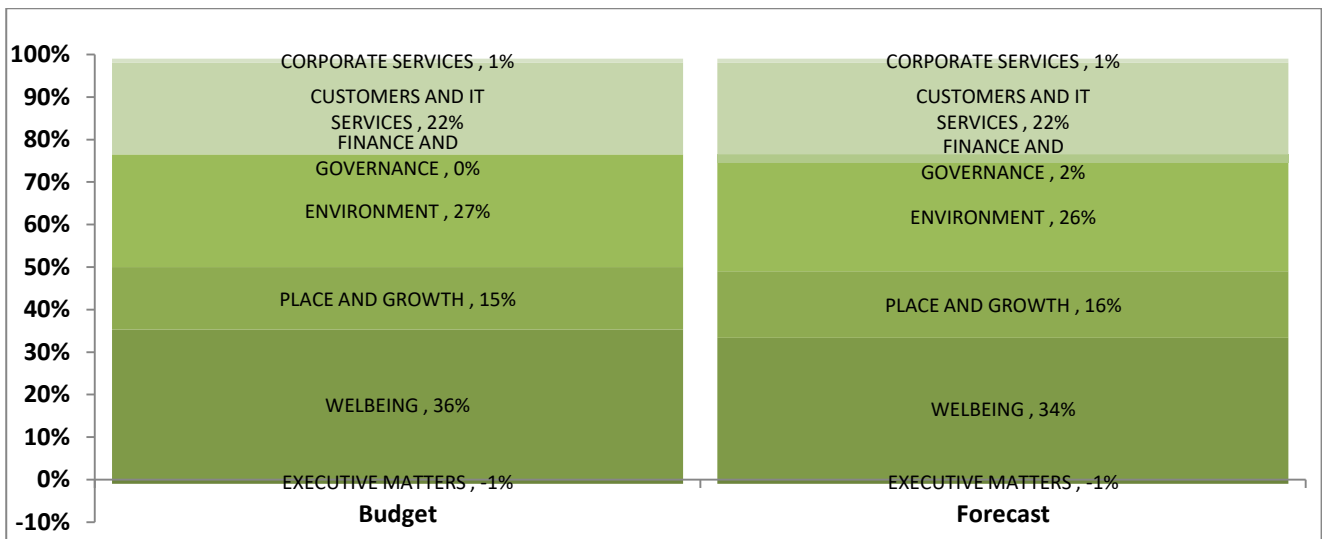
Customers & IT Services, Detailed analysis is being carried out to ascertain further risk and the applicable mitigating control, which will be reported in the September report.

TOTAL DIRECTORATES	19,551	20,219	668
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Revenue Monitoring	Budget £000's	Forecast £000's	Variance (Under) / Over £000's
Use of Reserves	4,419	4,419	-
Interest on Investments	2,074	2,074	-
Non Distributed Costs	(2,935)	(2,935)	-
Pension Costs	257	240	(17)
Capital Charges	(4,002)	(4,002)	-
EXECUTIVE MATTERS TOTAL	(187)	(204)	(17)

Pension Costs (£17k) reduction in pension cost.

COST OF SERVICES	19,364	20,015	651
Reserve management			(170)
Cost of Services			481



The Council is forecasting some variance with its overall expectations. The graph above shows that the forecast overspends do not significantly impact upon the overall profile of spend for the Council.

3.17 Capital Programme

A summary of the capital programme forecast is set out in the table below. The detailed Capital programme is shown in the appendices to this report.

Directorate	Budget £000	Forecast £000	Re-profiled into 2019/20 £000	Re-profiled beyond 2019/20 £000	Variance £000
Wellbeing	2,309	2,115	194	-	-
Place and Growth	2,749	1,589	1,160	-	-
Environment	1,830	976	854	-	-
Finance & Governance	84,042	26,606	42,694	14,667	(75)
Customers & IT Services	943	943	-	-	-
Total	91,873	32,229	44,902	14,667	(75)

Budget Update:

The Budget change from **£90,687k (Reported Jul-18)** to **£91,873k (Reporting Aug-18)**, an increase of **£1,186k** made up of **Finance & Governance £1,047k** and **Customer & IT Services £139k** agreed capital budget re-profiled from 2017/18 now coded to the applicable service areas.

Re-Profiled into 2019/20 and Beyond 2019/20:

Wellbeing £194k Comprises **£80k** budget to cover solar PV component replacement at the sports centre which is not expected in 2018/19, **£30k** Spiceball Leisure centre bridge resurfacing works to be determined post completion of the CQ2 new bridge connection in 2018; and **£84k** spending linked to the delivery of "The Hill youth and community centre". It is likely that the new facility won't be completed this financial year. Re-profiled into 2019/20.

Place & Growth £1,160k for East West Railways where 5 years of scheduled capital contributions to 2019/20 have not yet been requested. Re-profiled to 2019/20.

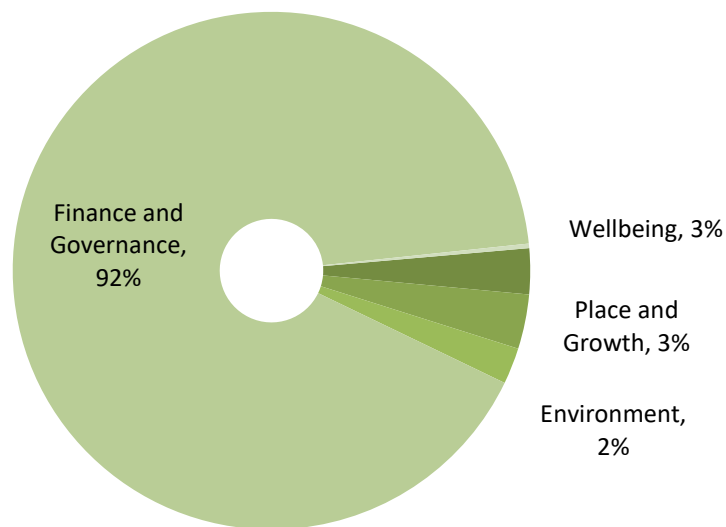
Environment £854k made up of **£467k** budget for the replacement of parking equipment, **£50k** planned changes to the "Public Conveniences", **£322k** deferred due to the useful life of some vehicles longer than estimated, and **£15k** Work on the "Urban Centre Electricity Installations". These are not expected in 2018/19, hence re-profiled to 2019/20.

Finance & Governance £57,361k comprises **£50k** for the Spiceball Riverside bridge which is on hold pending the completion of a Castle Quay 2 “**CQ2**” new bridge as part of the CQ2 development, **£42,644k** work on CQ2 planned for next year. Re-profiled into 2019/20. And an additional cost of **£14,667k** work on CQ2 planned for completion beyond 2019/20 further updates on the specific re-profiling to be advised.

Variance:

Finance & Governance (£75k) is made up of, **(£104k)** savings for work completed on the Community Buildings, Bradley Arcade Roof Repairs and the Orchard Way Shopping Arcade Front Service, for less than the original bid value achieving the same goals and an additional **£29k** cost for a second fire exit route to the "Antelope Garage" in Banbury.

Customer & IT Services Previously reported that a **(£110k)** for Microsoft licensing agreement budget was no longer required, following further investigation it has been established that the total budget is required and will be spend in 2018/19.



Where a capital project spans more than one financial year or there are delays to the project, re-phasing or re-profiling of expenditure may be needed. Re-profiling and phasing updates to capital projects will be identified in future reports.

The overall capital programme is currently expecting to spend to target. This position will be thoroughly reviewed by the Capital Programme Working Group. The next meeting of this group will undertake a line by line review of the capital programme and the output of this meeting will be provided in the next monitoring report.

4.0 Conclusion and Reasons for Recommendations

4.1 It is recommended that the contents of this report are noted.

5.0 Consultation

5.1 This report sets out performance, risk and budgetary information from the previous month and as such no formal consultation on the content or recommendations is required.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: This report illustrates the Council's performance against the 2018-19 business plan. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

7.0 Implications

Financial and Resource Implications

7.1 The financial implications are detailed within section 3.15 of this report.

Comments checked by:

Adele Taylor, Executive Director: Finance and Governance (Interim)
Adele.taylor@cherwellandsouthnorthants.gov.uk, 0300 003 0103

Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:

James Doble, Assistant Director: Law and Governance
James.doble@cherwellandsouthnorthants.gov.uk, 0300 003 0207

Risk management

7.3 This report contains a full update with regards to the Council's risk position at the end of the previous month. A risk management strategy is in place and the risk register has been fully reviewed.

Comments checked by:
 Louise Tustian, Team Leader: Insight Team, 01295 221786
Louise.tustian@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillors –

Councillor Richard Mould – Lead member for Performance Management
 Councillor Tony Illott – Lead member for Finance and Governance

Document Information

Appendix No	Title
Appendix 1	2018/19 Business Plan
Appendix 2	Monthly Performance Report
Appendix 3	Leadership Risk Register
Appendix 4	Capital Programme
Appendix 5	Summer Holiday 2018 Infographic
Background Papers	
None	
Report Author	Hedd Vaughan-Evans – Assistant Director: Performance and Transformation Kelly Watson – Assistant Director: Finance and Procurement
Contact Information	Tel: 0300 003 0111 hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk Tel: 0300 003 0206 kelly.watson@cherwellandsouthnorthants.gov.uk

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Joint Business Plan 2018-19 : *“Two Councils, one organisation”*



“Protected, Green & Clean”

High quality Waste & Recycling services

High quality street cleansing

Reduce our carbon footprint & protect the natural environment

Protect the built heritage

Maintain district as a low crime area

Tackle environmental crime

Mitigate impact of HS2

“Great places to live, work, visit & invest”

Provide and support health and wellbeing

Promote inward investment & business growth

Deliver welfare reform agenda

Safeguard the vulnerable

“District of Opportunity & Growth”

Enhance community resilience as part of emergency planning

Deliver affordable housing

Enhance leisure facilities

Deliver innovative & effective housing schemes

Deliver the Local Plans for CDC & SNC

Prevent homelessness

Provide support to voluntary sector

Deliver the Masterplans for key economic centres:
Bicester/Banbury/Kidlington/Brackley/Towcester/Silverstone

Increase tourism

Increase employment at strategic employment sites

Page 11
Thriving Communities & Wellbeing

Shared Organisational Plan

Operational Excellence
Rigorous Financial Management
Income optimisation
Commercial & Procurement excellence
Effective Governance
Alternative Delivery Vehicles

Public Value
24/7 access to services
Right first time, every time
Service at point of need
Efficient & effective services
Customer Service Excellence

Best Council to work for
Sustainable relationships with key partners
Culture of Innovation & Creativity
Effective People service
Employer of choice
Enabled through digitisation
Corporate Social responsibility

“Here to Serve”

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Appendix 2 – Monthly Performance Report

August 2018

Includes:

- Joint Programme Measures
- Joint Key Performance Measures (KPIs)

Key to symbols

Colour	Symbol	Meaning for Joint Business Plan Measures	Meaning for Joint Key Performance Measures (KPIs)
Red		Significantly behind schedule	Worse than target by more than 10%.
Amber		Slightly behind schedule	Worse than target by up to 10%.
Green		Delivering to plan / Ahead of target	Delivering to target or ahead of it.

Joint Programme Measures -Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP1.1.1 Maintain High Quality Waste & Recycling Services	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	Improvements being made to the bulky waste service in anticipation of an increased usage once customers can book on-line.	Develop campaigns for improving material quality, concentrating on reducing the contamination of the dry recycling streams.	★	All running to plan, garden waste tonnages are a bit lower because of the hot summer however across both CDC & SNC we are in a similar position to the same period last year. Tonnages should rise in September when residents start filling their brown bins with garden waste. The team will be looking at educational and promotional material about what residents and businesses should be putting in which waste bins (Green, Blue & Brown bins).	★
JBP1.1.2 Provide High Quality Street Cleansing Services	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	Kings End Neighbourhood blitz, Bicester. Feedback and participation from Bicester residents was good. Litter picking on the A43, SNC.	Preparation for delivery of the next Neighbourhood blitz events covering areas of Bretch Hill in CDC in September. Proactive litter picks on the A43 through SNC.	★	The Neighbourhood blitz events programme are on track across both CDC & SNC. In Bicester, this resulted in many alleyways being cleared of rubbish and included many other alleyways which are not the responsibility of CDC. Continued work on keeping the A43 dual carriageway clean including the central reservation in SNC is going well.	★
JBP1.1.3 Tackle Environmental Crime	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	A number of fixed penalty notices have been issued for cigarette littering in Banbury.	The team will be investigating why and where and plans being developed to help curb this rise across CDC.	●	CDC - During this month concerns around the rise in fly tipping is being investigated, research into hot spots is being conducted. Proactive community warden patrols have resulted in successes with Fixed Penalty notices being issued for littering (all cigarette ends) especially in Banbury. The Community wardens are conducting hot spot patrols and advising residents and businesses how to dispose of litter/cigarette ends lawfully. SNC hasn't seen an increase of fly tipping activity during this period.	●
JBP1.1.4 Reduce Our Carbon Footprint and Protect the Natural Environment	Cllr D Bambridge Cllr D Pickford	Carr, Jane Riley, Nicola Webb, Richard	CDC & SNC - Air quality monitoring continues in Horsefair and Hennef Way, Banbury, Kings End in Bicester and Towcester town centre. Four electric street cleaning vans have been ordered to replace Petrol/diesel vehicles.	Air quality monitoring to continue across the both CDC & SNC Districts. The electric street cleaning vans are due in September.	★	The Bicester Air Quality Demonstration Project will take place over a 3 week period during September/October 2018. To increase awareness of the link between transport and air quality CDC, in partnership with the UK Space Agency, is hosting a poster competition for secondary school students in Bicester. A key objective of the scheme is to highlight the advantages of walking and cycling over car travel and this autumn Bicester will be the focus of the UK Space Agency funded Urban Healthy Living project using satellite technology to map levels of Nitrogen Dioxide across the town. The team is continuing to collect air quality monitoring data on a monthly basis across both CDC & SNC. This data is then made available to support the Air Quality Management initiatives and plans we have in place.	★

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Joint Programme Measures -Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP1.1.5 Mitigate the Effects of HS2	Cllr C Clarke Cllr S Clarke	Colwell, Adrian Newton, Jim	Schedule 17 submissions have been received for enabling highway works including the new Chipping Warden Relief Rd, and the highway junction improvements at Greatworth.	Determine the Schedule 17 submissions. Planning Forum meeting.	★	Forthcoming Planning Forum meeting to include discussion on progress on formulation of route wide design parameters.	★
JBP1.1.6 Maintain the District as a Low Crime Area	Cllr A McHugh Cllr K Cooper	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	Licensing - reviewing all new applicants for private hire / hackney carriage driver licences, ensuring they are undertaking all mandatory training.	Licensing - A Joint Operating Framework for taxi licensing to be adopted in Northamptonshire.	★	<p>Licensing - All new applicants for Private Hire / Hackney carriage driver licences continue to undertake mandatory safeguarding awareness training across both CDC & SNC.</p> <p>Community Safety - Action plans have been revised to reflect the intelligence and address community safety concerns in both Districts. A new action plan has been developed to work in partnership with other organisations around minimizing the impact of organised crime groups operating in both district areas; this is a national trend which we are seeing in our two District areas.</p> <p>Crime remains higher when compared to previous years, but this is a national trend, both districts remain a safer place in comparison to its most similar group areas.</p> <p>A number of campaigns are being planned for the Autumn in both areas.</p> <p>A review of our staff and Councillor safeguarding training has taken place and an audit has been conducted to provide analysis of our gaps and where our focus needs to be.</p> <p>We currently have three active problem solving action plans in operation at this time across the two areas. These action plans are designed to make a direct impact on perpetrators of crime and benefit the community. Progress being made in discussions with other Councils in Northamptonshire on the introduction of a joint operating framework for licensing and safeguarding in the County. A draft Framework has been produced and is being reviewed and finalised for approval.</p>	★

Joint Programme Measures -Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP1.1.7 Protect the Built Heritage	Cllr C Clarke Cllr R Clarke	Colwell, Adrian Mitchell, Clare Newton, Jim	<p>Research for heritage and conservation area reviews.</p> <p>Refocusing Heritage at Risk Strategy</p> <p>On-going input to major development sites</p> <p>On-going input to strategic infrastructure projects including East West rail and HS2.</p>	<p>The heritage reviews for Piddington and Helmdon should be complete in September 2018.</p> <p>The conservation area reviews for Stratton Audley, Somerton and Duns Tew should be complete in November 2018.</p>	★	<p>Work continues to achieve appropriate conservation and/or re-use of historic buildings and structures currently identified as at risk. 50 buildings / sites have been contacted to undertake surveys as part of the Heritage at Risk Strategy. We anticipate that Heritage at Risk survey work for the remaining identified buildings and structures will be completed by November / December this year.</p> <p>Conservation support for major projects at the former RAF Bicester and RAF Upper Heyford sites will continue as required.</p> <p>Work continues in providing heritage advice to HS2 and East West Rail developments.</p>	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP2.1.1 Provide & Support Health & Wellbeing</p> <p align="center">Page 149</p>	<p>Cllr A McHugh Cllr C Clarke Cllr K Cooper Cllr T Ilott</p>	<p>Carr, Jane Colwell, Adrian Riley, Nicola Rowe, Rosie</p>	<p>CDC: Social Prescribing - Headline KPIs and Memo of Understanding agreed with Citizens Advice (CA).</p>	<p>CDC: Social Prescribing - Recruitment of Community Navigators; Establish contacts with 3rd sector referral partners. Activity Map - Publication of CDC Community Wellbeing Activity Map on the website Armed Forces Covenant - CDC to sign Oxfordshire Covenant.</p>	★	<p>An innovative 'Business to Business' Health Check event has been successfully piloted in Bicester. The event was organized in partnership with Bicester Vision and 2B's Management Consultancy, and attracted 56 businesses interested in understanding how productivity and profit can be successfully enhanced through promoting employee wellbeing. The successful event also offered a marketplace for local health and wellbeing suppliers to connect with local firms. The event is currently being evaluated with a view to holding similar events elsewhere in the district.</p>	★
			<p>CA has agreed contract for grant with Department of Health.</p>	<p>SNC: Health & Wellbeing Forum - Meeting 25 September Activity Map - Publication of SNC Community Wellbeing Activity Map on the website Armed Forces Covenant - Funding decision on contribution to Armed Forces Community Covenant (AFCC) Partnership Officer post.</p>	<p>CDC - Work on going to develop Social Prescribing (SP) scheme in partnership with Citizens Advice North Oxfordshire, West Oxfordshire District Council and Oxfordshire Clinical Commissioning Group. Now that the Department of Health funding is secured the community navigators will be recruited.</p>	<p>CDC & SNC - Across both our districts we are currently developing online 'Wellbeing Maps' which will be a visual directory of affordable community / wellbeing activities and feed into the lower 'self-referral' tier of Social prescribing. Vetting of participants has been more time consuming than anticipated, but we hope to go live in mid-September.</p>	
<p>JBP2.1.2 Provide enhanced leisure facilities</p>	<p>Cllr G Reynolds Cllr K Cooper</p>	<p>Bolton, Sharon Carr, Jane</p>	<p>Holiday Hub Programme successfully delivered across both districts.</p>	<p>Brackley Pool expected to complete in October.</p>	★	<p>Work on Brackley Leisure Centre ongoing.</p>	★
			<p>FAST programme started, over 500 cards signed up in Brighter Future Wards, Banbury.</p>	<p>Kitchen work to commence at North Oxfordshire Academy.</p>		<p>FAST programme has got off to a successful start with 550 cards being accessed by residents in targeted wards.</p>	
			<p>Cooper School (Bicester) Performance Hall floor finished.</p>	<p>FAST programme to have new offers at Spiceball with Family Membership 50% reduction included.</p>		<p>Holiday Hub Programme very successful with record numbers, 2943, across CDC & SNC.</p>	

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP 1.3 Provide support to the voluntary sector</p> <p align="center">Page 150</p>	<p>Cllr A McHugh Cllr K Cooper</p>	<p>Carr, Jane Riley, Nicola</p>	<p>SNC - Towcester Youth Partnership & Brackley Youth Partnership - Appointment of Youth Co-ordinator for the district August 2018 to start in September.</p> <p>CDC - Summerfest Brighter Futures Play Day event delivered 21 August.</p> <p>Bicester Old School Play Day event delivered 28 August</p> <p>Play: Full initiative delivered in July /August in Brighter Future wards in Banbury</p>	<p>SNC- South Northants Seniors' Forum in planning stages for 31 October.</p> <p>CDC- Age Friendly Banbury focus groups launch in September - second part of the initiatives consultation.</p> <p>Little Lunch events planned for Sept/Oct.</p> <p>Cherwell Seniors Forum - September 27.</p> <p>CDC /SNC - Connecting Community events being planned for Oct - Theme Preparing for winter aimed at older residents across the districts.</p> <p>CDC: Lottery Community Fund grants policy and 'Good Cause' partners' membership policy for CEDR on 18/09.</p> <p>SNC: Agenda and arrangements for extra Parish Forum on 02/10.</p> <p>Grant application assesments for Community Funding Panel on 01/10.</p>	★	<p>SNC – Seniors Forum agenda to include Community Safety theme, Community Funding for Vol Sectors, Age UK Services update & SNVB support and resources.</p> <p>Youth Coordinator pilot starts in September, funding has been secured for this post by the Brackley Youth Partnership & Towcester Youth Partnership supported by SNC Community Development Officer – Young People.</p> <p>The Coordinator will work with voluntary youth groups and organisations to strengthen the offer for young people across the district.</p> <p>CDC - Summer Fest Play Day – To show case opportunities for young people and families in Brighter Future wards bringing together voluntary groups and organisations with information and engaging activities. Themes focused were 'health & wellbeing, community safety and healthy eating'.</p> <p>Little lunch events will help bring communities together, reduce social isolation and make links to local organisations and groups in local areas across the district. All Community Associations in the district have been contacted to encourage events in their localities with Hanwell Fields / Ruscote & Langford delivering the first events in the district.</p> <p>Age Friendly Banbury Focus group sessions are being planned as the second part of the initiatives consultation (Sept/Oct). The focus groups will look at the top 4 themes from the initial consultation and drill down into more detail with a cross section of Banbury older people groups. The consultation results will be used to shape the Age Friendly Banbury action plan.</p> <p>CDC: Lottery policies in place will enable us to generate pre-publicity for the Cherwell Community Lottery and gain expressions of interest from potential 'Good Cause' partners.</p>	★
			<p>Community Nature Plans are in place across both Districts - 2 year strategy.</p> <p>CDC - Cherwell Community Lottery - Gambling Commission licence application submitted.</p> <p>Outcome anticipated early Jan 2018.</p>				
			<p>SNC - Assets of Community Value (ACV) full moratorium triggered for Middleton Cheney Library.</p>				

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.4 Enhance community resilience as part of emergency planning	Cllr A McHugh Cllr D Bambridge	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	Identify any learning from the Silverstone Moto GP. Strengthen arrangements for setting up and managing a District Emergency Control Centre.	CDC - Development of a joint approach to Emergency Planning with Oxfordshire County Council. Refresh of all teams' Business Continuity Plans following the workshops held over the last two months relating to both CDC & SNC.	★	Senior Officers are attending multi-agency exercises to enhance their knowledge and experience in responding to emergencies across both districts. Arrangements for a 'District Emergency Contact Centre' are developing with the recruitment of key personnel from within the organisation, supporting both CDC & SNC. SNC supported emergency planning arrangements for the Moto GP to ensure a safe event. Workshops for key service representatives are taking place in August and September to support the refresh of all business continuity plans.	★
JBP2.1.5 Prevent homelessness	Cllr J Donaldson Cllr K Cooper	Carr, Jane Douglas, Gillian	Recruitment process for the vacant post of Housing Team Leader completed and the new postholder will commence employment in the role in mid-September. The Accommodation Officer at CDC has commenced employment.	Meeting regarding implementation of homelessness strategy and monitoring the delivery of the action plan will take place in September across both districts.	★	There has been an increase in homelessness presentations to both CDC and SNC with teams responding effectively to demand and encouraging households to present early to maximise the opportunity for prevention. An internal review of the needs of single homeless customers at CDC is well underway. Initial findings of this review are expected end of September. Website content in relation to homelessness has been reviewed and updated to provide more information to help customers threatened with homelessness. Both Councils are working with partners to submit bids to Ministry of Housing, Community Local Government for additional funding for domestic abuse services.	★
JBP2.1.6 Safeguard the vulnerable	Cllr A McHugh Cllr K Cooper	Carr, Jane Riley, Nicola	CDC have collaborated on a Thames Valley bid to Government for domestic abuse services and SNC on a Northamptonshire bid. These were both submitted by the deadline of 28/8/18.	Outcomes of the joint bids for funding for Services to victims of domestic abuse are awaited in Oxfordshire and Northamptonshire.	★	Both SNC & CDC continue to work with statutory and voluntary sector partners to prepare bids to submit to central government (Ministry of Housing Communities and Local Government) to try to secure funding for domestic abuse services in Northamptonshire & Oxfordshire.	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.7 Deliver affordable housing and work with private sector landlords	Cllr C Clarke Cllr J Donaldson Cllr K Cooper Cllr R Clarke	Carr, Jane Douglas, Gillian	CDC completions in August: 1 x 2 bed house (Affordable Rent) 3 x 3 bed flat (Affordable Rent) 5 x 4 bed house (Affordable Rent) 3 x 2 bed house (Shared Ownership). SNC - The total completions for affordable housing in South Northants for August is 0 because progress has slipped to September/October	We continue to work with a community led organisation to progress an affordable housing development in Hook Norton.	●	CDC & SNC - The majority of new affordable housing is delivered via Section 106 agreements. This means that private developers build the affordable housing as a condition/obligation tied to the planning permission. As such the Council has limited control over the timescales for delivery of affordable housing. At SNC this puts us slightly behind schedule for our 2018/19 delivery target (hence reporting as Amber this month) but pipeline delivery for the remainder of the period remains strong and we should still reach the year-end target. This month the build programmes for the developers have slightly slowed so the handover of units that were expected to be completed in August is slightly delayed. Currently we have been informed that the units are expected to be completed and handed over in September/October.	●
JBP2.1.8 Deliver the welfare reform agenda	Cllr J Donaldson Cllr K Cooper Cllr P Rawlinson Cllr T Ilott	Douglas, Gillian Green, Belinda Taylor, Adele	Universal Credit full service has now been live in the Cherwell district since November 2017. A project team has just been formed including colleagues from Benefits, Customer Services and Housing to support this change for residents and landlords.	Universal Credit full service will go live in the South Northants area in December 2018.	★	Both CDC and SNC continue to support residents through the wider welfare reform including identifying tenants who may be entitled to additional support via the Discretionary Housing Payments scheme and offering debt and money advice to maximise income. The team continues to work with partners to support residents in this transition including offering help with online applications and referring residents for personal budgeting support.	★

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Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP3.1.1 Deliver innovative and effective housing schemes	Cllr J Donaldson Cllr K Cooper	Carr, Jane Colwell, Adrian Douglas, Gillian	<p>SNC The Local Development Company (LDC) has received pre- planning comments back from the local planning authority. These comments have informed detailed financial viability appraisals for the site.</p> <p>CDC BUILD! Accepted the handover of 42 one and two bedroom apartments at Gardeners Close, Bicester.</p>	<p>The detailed financial viability appraisal work will inform the business plan and overall financial model for the local development company.</p> <p>The business plan and overall financial model for the local development company to be updated.</p>	★	<p>Pre-planning application comments have been received from the local planning authority with regard to the Local Development Company. These comments have informed detailed financial viability appraisals for the site.</p> <p>The project is on track to bring a report to SNC Cabinet on 8 October.</p> <p>Hook Norton Low Carbon are working with the Council's Strategic Housing Team to work up proposals for a community led development of housing to meet local housing need within the village. A village housing needs survey for Hook Norton has now been completed and analysed. The housing needs information will inform the community-led housing proposal.</p> <p>BUILD! Of the 43 properties, 40 of these are shared ownership and can be sold at 50% of their total cost to ensure we maximise affordability for the new owners.</p>	★
Page 153	JBP3.1.2 Increase Tourism	Cllr L Pratt Cllr S Clarke	<p>CDC New maps with visitor information installed on boards in Banbury.</p> <p>Supported the Heritage Lottery Fund submission for Bicester Dovecote on 14 Aug. Commissioned economic impact assessment of the volume and value of tourism locally.</p> <p>SNC Support and sponsorship for Brackley Festival of Motorcycling (10 Anniversary Event on 12 August). South Northamptonshire Walking & Cycling guides (6 illustrated map books) updated. Rural Development Programme for England (RDPE) request for letter of support circulated to Towcester businesses.</p>	<p>CDC Projects - Produce new Cherwell Visitor Guide. Install new information boards in Bicester (Crown Walk). Review Visitor Information Centre Service Level Agreements by December. Events remote throughout the district. Publish economic impact assessment by November.</p> <p>SNC Complete first draft of the RDPE Watermeadows funding bid Full Application form. Reinstall & refurbished cast iron Tourism Signage in Towcester & Brackley Town Centre and at Waitrose in both Towns during September 2018.</p>	★	<p>CDC Co-ordinated support for a rural business facing hardship, including engaging OxLEP business adviser to provide specialist advice. Nearing completion of the rural tourism development EU funding programme for rural enterprise. Membership and day-to-day liaison with Experience Oxfordshire to promote Cherwell's visitor economy, enabling business involvement in regional and national support. Contract management of Banbury and Bicester Visitor Information centres and destination management partnership - provided information and marketing services.</p> <p>SNC Brackley Festival of Motorcycling took place on 12 August and the Economic Team worked closely with the organisers to provide sponsorship and support around event liaison, organisation and marketing (including SNC Tourism adverts in the Event programme and displayed on the large event screens). USAF Croughton: Onsite meeting held to deliver tourism brochures and also provide information to promote the district took place.</p> <p>Rural Development Programme for England Watermeadows funding bid - letter hand delivered by the Economic Growth Team to all Towcester Town Centre businesses (predominantly retailers) to request written support for the bid. Opportunity was taken to explain the bid in more detail whilst on site and to develop a dialogue with Towcester Business Groups and Clubs during the campaign.</p>	★

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p align="center">Page 154</p> <p>JBR 1.3 Deliver the masterplans for the key economic centres</p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Colwell, Adrian Jolly, Robert Newman, Steven Ward, Greg</p>	<p>SNC Brackley - Delivery of the Brackley Town Football Club Civic Dinner on 1 August</p> <p>Towcester - Weekly meetings with Highways England and Economic Growth Team for the A5 Towcester Roadworks programme</p> <p>CDC Banbury - Supported HelloFresh's 'Meet the Employer' event on 23 August, with Job Club as well as through promotion online (CDC website), via social media, & local town centre posters. Insufficient interest shown by traders for pre-Christmas recruitment event.</p> <p>Bicester & Kidlington- Core information, advice and guidance provided.</p>	<p>CDC - Banbury - Job Fair led by Activate Learning (Banbury College). Sponsor the 'Big Feed 2' event on 23 Sept, working with schools in developing career paths. Lead Brighter Futures projects around skills and employability support. Work experience directory linking schools with employers. Bicester - Lead 'Enterprise & Skills' to be held on 27 Sept. Support Electric Vehicle event on 14 Sept. Recruitment support for Bicester's McDonalds. Kidlington - Liaise further with local businesses to offer support services. SNC - Silverstone - Project planning with Total Sim for involvement with the Silverstone Cycle Hub funding bid. Towcester - Develop the partnership working with Highways England and Forkers Ltd to ensure that all businesses, visitors, residents affected by the roadworks are kept informed and that disruption is minimised.</p>	<p>★</p>	<p>SNC</p> <p>Brackley Town Football Club Civic Event attended by over 40 guests of the SNC Chairman. This was followed by a presentation of a special life-size chocolate trophy, from a supplier in Brackley, for their outstanding success during the year and for their win at Wembley. The Club brought along & displayed the actual Wembley Trophy on the evening.</p> <p>Towcester - The Economic Growth team involved in monitoring and liaising with Highways England to ensure that the programme for the A5 Towcester roadworks has the least impact on businesses and other groups as possible.</p> <p>CDC</p> <p>Banbury - On-going engagement with Castle Quay redevelopment plans to ensure that the needs of businesses are understood and met. Attended 'soft-launch' of Crown House development in Banbury. Supporting the manager and Board of the new Business Improvement District to enable it to flourish. Partner's open morning attended at EMBS Community College. Engagement with local schools, through the Young Enterprise Board and hosting a work experience student.</p> <p>Bicester - Liaison with traders to resolve operational matters. Planning and promotion of Enterprise and Skills event in September, including direct contact with local and public notice boards.</p> <p>Kidlington - Liaison with key businesses and developers to assist investment and operations.</p>	<p>★</p>

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP3.1.4 Increase employment at strategic employment sites, promote investments & business growth</p> <p align="center">Page 155</p>	<p>Cllr L Pratt Cllr S Clarke</p>	<p>Colwell, Adrian Jolly, Robert Newman, Steven Ward, Greg</p>	<p>SNC - Job Club/Job Match: 3 Jobseekers directly supported back to work Business Support: 27 one to one support, advice and guidance sessions undertaken Business Incubator Feasibility Study FINAL DRAFT Report competed for final review. Inward Investment Guide distribution completed.</p>	<p>CDC Publish examples of new commercial investment in Cherwell Link by Oct. Produce new Investment Guide by Sept. Develop a new Commercial investment website by Oct. Review small employment sites prior to Local Plan Part 2 (ensuring needs of SMEs are met). Enable the extension of enterprise support services by Oct. Trial new Invest North Oxfordshire website by Sept.</p>	<p>★</p>	<p>CDC New industrial units in Bicester and Banbury under development, support provided to new occupiers. Promote workshops and grants available through both Local Enterprise Partnerships. Support implementation of Innovation Programme by engaging businesses. SNC Job Club successes slightly down against target (3 against target of 4) owing to the summer holiday period. 3 successes were employees of Direct Legal and Collection (DLC). 89% of employees from Job Clubs have found employment. Business Support Visits comprised of 6 Business Start Up meetings, 18 Established Business Support Meetings and 3 Enterprise Club face to face consultations. SNC Innovation and Investment Conference on track for the September 19 event at The Wing, Silverstone (200 delegates booked on). Support offered to Towcester Racecourse after announcement on going into administration.</p>	<p>★</p>
			<p>CDC - Job Clubs - new 5 day a week signposting service - progressing well alongside new Job Seeker guide. Detailed advice provided on key planning applications at Heyford Park and Begbroke Science Park. Support and guidance provided in the development of large industrial buildings to maximising their potential of representing leading employers.</p>	<p>SNC Job Match Workshop to be delivered 12 September 2018. Innovation and Investment Conference delivery of event. Attending SEMLEP Local Growth Fund Workshops and European Regional Development Fund Information events. Redundancy Support for Towcester Racecourse.</p>			

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP3.1.5 Delivery against Local Plans for CDC & SNC</p> <p align="center">Page 156</p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Bowe, Andrew Colwell, Adrian Darcy, Andy Newton, Jim Peckford, David</p>	<p>CDC - A programme of infrastructure projects are progressing to support the delivery of the adopted Cherwell Local Plan in Bicester, Banbury and elsewhere in the District.</p>	<p>SNC: Undertake a 6 week public consultation exercise and submit the Plan to Full Council for approval to submit to the Planning Inspectorate for examination no later than January 23 2019.</p>	<p>●</p>	<p>SNC: Progress has not kept pace with the local development scheme (which is the formal timetable). A substantial risk to the Plan emerged, which needed to be addressed. In order that the Plan as whole did not fail at a critical stage, which would have sent it back to the beginning of the process, instead a short delay enabled the risk to be reduced. This proactive risk management has resulted in a stronger Plan.</p>	<p>●</p>
			<p>SNC - the Towcester Relief Road detailed design is being considered by developers together with exploring the options for accelerating its delivery and securing the funding required to bring forward the construction programme. Improvements to the Oxford Road / A43 Roundabout in Brackley have been completed.</p>			<p>CDC - The Partial Review Local Plan was submitted to PINs (Planning Inspectorate) for Examination on 5 March 2018. A preliminary hearing will be held on 28 September 2018. The dates for the main public hearings are not yet known, but the process of Examination is on-going. The programme for examination is overseen by the Planning Inspectorate not the Council. The programme for the next Local Plan is under review having regard to the revised National Planning Policy Framework (published 24 July 2018) and the on-going scoping for the countywide Joint Statutory Spatial Plan.</p>	

Joint KPIs - Protected, Green and Clean

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP1.2.1C % Waste Recycled & Composted	CDC	Cllr D Pickford	Kane, Graeme Potter, Ed	57.40%	57.78%	●	CDC Recycling rate is down by 1.5% in comparison to last year mainly due to the reduced garden waste.	57.40%	59.14%	●
JBP1.2.1S % Waste Recycled & Composted	SNC	Cllr D Bambridge	Kane, Graeme Potter, Ed	62.47%	64.44%	●	Performance is lower because of the extremely hot and dry summer. This means that a lot less garden waste has been collected from the green bins.	64.39%	65.27%	●

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.1C Number of households living in Temporary Accommodation (TA)	CDC	Cllr J Donaldson	Carr, Jane Douglas, Gillian	30.00	43.00	★	The Housing Team continues to proactively work to prevent and relieve homelessness. Despite the new duties under the Homelessness Reduction Act and increased demand, TA figures remain within target.	30.00	43.00	★
JBP2.2.1S Number of households living in Temporary Accommodation (TA)	SNC	Cllr K Cooper	Carr, Jane Douglas, Gillian	16.00	25.00	★	The Housing Options team is actively working within the framework of the Homelessness Reduction Act, with the main emphasis being on prevention. This has meant working hard with landlords to sustain tenancies and control use of TA.	16.00	25.00	★
JBP2.2.2C Average time taken to process Housing Benefit new claims	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	14.81	15.00	★	The average time taken to assess new claims for benefit was 14.8 days for the month of August against a target of 15 days. The national average time taken to assess new claims is 22 days. Performance is strong and is reflected in the year to date figure of 12.89 days.	12.89	15.00	★
JBP2.2.2S Average time taken to process Housing Benefit new claims	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	5.16	15.00	★	The average time taken to assess new claims for Housing Benefit is 5.16 days against a target of 15 days. This is excellent performance and is reflected in the year to date figure of 7.91 days. New claims will continue to be monitored and a pro-active approach taken to the assessment including contacting the customer for information and use of the DWP and HMRC data systems.	7.91	15.00	★
JBP2.2.3C Average time taken to process Housing Benefit change events	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	5.06	8.00	★	The average time taken to assess change events is 5.06 days. This follows the introduction of a new work plan leading to a vast improvement on the average time for July of 14.45 days. The number of real time information files received from DWP and HMRC continues to increase and the team is undertaking a project to automate as many of these files as possible.	7.89	8.00	★
JBP2.2.3S Average time taken process Housing Benefit change events	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	5.82	8.00	★	The average time taken to assess change events is 5.82 days against a target of 8 days. This good performance is also reflected in the year to date figure of 4.64 days. The number of real time information change files received from the DWP and HMRC continue to increase in volume and the team is undertaking a project to automate as many of the change files as possible.	4.64	8.00	★

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.5C Number of visits/usage of District Leisure Centres	CDC	Cllr G Reynolds	Bolton, Sharon Carr, Jane	132,006	127,285	★	August 2018 compared to 2017 has seen an increase in usage from 117,328 to 120,240 (overall figure recorded is 132,006 however this includes Stratfield Brake and Whitelands for which there are no comparison figures for last year as they are new facilities). Usage at the Leisure Facilities across the month was fairly consistent with Bicester showing a 3,000 drop during August 2017 but Woodgreen Leisure Centre up 3,000 and Kidlington Leisure Centre up circa 2,000. This resulted in a net increase against 2017 of circa 3,000 users.	698,654	636,425	★
JBP2.2.5S Number of Visits/Usage of District Leisure Centres	SNC	Cllr K Cooper	Bolton, Sharon Carr, Jane	59,110	60,404	●	Usage across the Leisure Facilities is fairly consistent in comparison to the same month last year (59,110 - 2018 against 57,503 - 2017) an overall increase of circa 1,500 users. Individually Towcester Centre for Leisure increased by circa 900 users and Brackley Leisure Centre increased by around 1,300. Brackley Swimming Pool has decreased by circa 500 users which has caused this to report as Amber. This is due to a reduced number of swimming lesson attendance and the booking of birthday parties has reduced. However, Year to date we are over target by 20,000 increased usage which is fantastic.	321,383	302,020	★
JBP2.2.6C % of Council Tax collected, increasing Council Tax base	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	8.92%	9.50%	●	We are slightly below target both in month and cumulatively for August 2018. This is due in part to the growth in the Cherwell District and the number of new builds coming on stream for billing as the Valuation Officer assesses them. This results in back billing for customers which can skew the usual installment profiles. However, the incoming work is now being processed in fewer days which will assist with the collection of Council Tax. More active recovery will continue in future months which will also increase collection.	47.51%	49.00%	●
JBP2.2.6S % of Council Tax collected, increasing Council Tax Base	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	9.11%	10.00%	●	We have achieved our cumulative target for August 2018. Plans are in place to process the outstanding work in a more timely way which will continue to have a positive impact on the collection rates.	49.49%	49.00%	★
JBP2.2.7C % of Business Rates collected, increasing NNDR base	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	9.24%	9.00%	★	We have achieved both the monthly and cumulative target for August 2018. We are processing the incoming work in a more timely way which will continue to have a positive impact on the collection rates.	49.41%	49.00%	★
JBP2.2.7S % of Business Rates collected, increasing NNDR base	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	7.52%	9.00%	▲	We are slightly under the monthly target collection rate. We will closely monitor collection rates throughout September and plans are in place to analyse outstanding arrears and to refocus resources to process documents in a timely way which will have a positive impact on collection rates.	45.34%	48.00%	●

Joint KPIs - District of Opportunity & Growth

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP3.2.1C % Major planning applications processed within 13 weeks	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	91%	60%	★	11 Major Planning Applications were determined during August. 10 of them were determined within the target period or agreed time frame. As such, our target of determining more than 60% of Major Applications within time has been met.	87%	60%	★
JBP3.2.1S % Major planning applications processed within 13 weeks	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	100%	60%	★	3 Major Planning Applications were determined during August and all were determined within target period. As such, 100% of Major Applications were determined within time against a target of 60%.	90%	60%	★
JBP3.2.2C % Non Major planning appeal decisions allowed	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	1%	10%	★	11 Major Planning Applications were determined and no Major Planning Appeals were determined during August. Both Appeals were dismissed; therefore the target of less than 10% of Major Appeals allowed by the Planning Inspectorate has been met.	1%	10%	★
JBP3.2.2S Non major planning appeal decision allowed	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	64 Non-Major applications were determined during August and 1 Non-Major Appeal was allowed by the Planning Inspectorate. Therefore we are achieving our target of less than 10% of Non-Major Planning Appeals allowed.	1%	10%	★
JBP3.2.3C % Planning enforcement appeal decisions allowed	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	No Enforcement Appeals were determined during August	0%	10%	★
JBP3.2.3S % Planning enforcement appeal decisions allowed	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	No Planning Enforcement Appeals were determined during August	0%	10%	★
JBP3.2.4C % of non-major applications processed within 8 weeks	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	94%	70%	★	108 Non-Major planning applications were determined during August, 101 were determined within the target period or agreed timeframe. Therefore the target of determining more than 70% of Non-Major Applications within the period has been met	89%	70%	★
JBP3.2.4S % of non-major applications processed within 8 weeks	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	81%	70%	★	64 Non-Major planning applications were determined during August and of those 52 were determined within the target or agreed time frame. Therefore the target of determining more than 70% within time has been met.	87%	70%	★
JBP3.2.6C Major planning appeal decisions allowed	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim	0.00	10.00	★	No Major planning appeals were determined during August	0.00	10.00	★
JBP3.2.6S Major planning appeal decisions allowed	SNC	Cllr R Clarke	Charlett, Jeremy Newton, Jim Seckington, Paul	0.00	10.00	★	No Major Planning Appeals were determined during August	0.00	10.00	★

Appendix 3 – Cherwell District and South Northants Councils – Latest Leadership Risk Register as at 18/09/2018

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
Residual Risk	5 - Catastrophic					
	4 - Major		L04, L10, L11, L12		L05	
	3 - Moderate			L01, L02, L14	L03, L06, L07, L08	L09, L13a, L13b
	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

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L01	Financial resilience – Failure to react to external financial shocks, new policy and increased service demand. Poor investment and asset management decisions.	<p>Reduced medium and long term financial viability</p> <p>Reduction in services to customers</p> <p>Continued reliance on central govt (RSG) and therefore reduced opportunity for independent decision making</p> <p>Reduced financial returns (or losses) on investments/assets</p> <p>Inability to deliver financial efficiencies</p> <p>Inability to deliver commercial objectives (increased income)</p> <p>Poor customer service and satisfaction</p> <p>Increased complexity in governance arrangements</p> <p>Lack of officer capacity to meet service demand</p>	4	4	16	<p>Medium Term Revenue Plan reported regularly to members.</p> <p>Efficiency plan in place and balanced medium term</p> <p>Highly professional, competent, qualified staff</p> <p>Good networks established locally, regionally and nationally</p> <p>National guidance interpreting legislation available and used regularly</p> <p>Members aware and are briefed regularly</p> <p>Participate in Northamptonshire Finance Officers and Oxfordshire Treasurers' Association's work streams</p> <p>Programme management approach being taken</p> <p>Treasury management policies in place</p> <p>Investment strategies in place</p> <p>Regular financial and performance monitoring in place</p> <p>Independent third party advisers in place</p> <p>Regular bulletins and advice received from advisers</p> <p>Property portfolio income monitored through financial management arrangements on a regular basis</p> <p>Asset Management Strategy in place and embedded.</p> <p>Transformation Programme in place to deliver efficiencies and increased income in the future</p>	<p>Fully effective</p> <p>Partially effective</p> <p>Not effective</p> <p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Partially</p>	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	3	3	9	↔	<p>AD Finance and Performance recruited. Overall Finance and Procurement resource being reviewed. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies.</p> <p>Investment strategy approach agreed for 18/19 and all potential investments to now be taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes.</p> <p>Timeliness and quality of budget monitoring particularly property income and capital to be improved. Project with Civica is ongoing.</p> <p>Asset Management Strategy to be reviewed and refreshed in the new year.</p> <p>Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme.</p> <p>Finance support and engagement with programme management processes being established.</p> <p>Integration and development of Performance, Finance and Risk reporting during 18/19.</p> <p>Regular involvement and engagement with senior management across Counties as well as involvement in Regional and National finance forums.</p> <p>Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members.</p> <p>Financial support and capacity being developed during 18/19 through development programme.</p> <p>Regular utilisation of advisors.</p> <p>Internal Audits being undertaken for core financial activity and capital.</p>	<p>Maintaining focus in this area with ongoing review, staff and member training and awareness raising.</p> <p>Ensuring support is utilised from and provided by external partners and stakeholders.</p>	Risk reviewed - 11/09/18 - Mitigating actions and comments updated.
L02	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	<p>Legal challenge</p> <p>Loss of opportunity to influence national policy / legislation</p> <p>Financial penalties</p> <p>Reduced service to customers</p>	3	4	12	<p>Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors</p> <p>Clear accountability for responding to consultations with defined process to ensure Member engagement</p> <p>National guidance interpreting legislation available and used regularly</p> <p>Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed</p> <p>Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place</p> <p>Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit</p> <p>Internal Audit Plan risk based to provide necessary assurances</p> <p>Strong networks established locally, regionally and nationally to ensure influence on policy issues</p> <p>Senior Members aware and briefed regularly in 1:1s by Directors</p>	<p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Partially</p>	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Claire Taylor	3	3	9	↔	<p>Establish corporate repository and accountability for policy/legislative changes</p> <p>Review Directorate/Service risk registers</p> <p>Ensure Committee forward plans are reviewed regularly by senior officers</p> <p>Ensure Internal Audit plan focusses on key leadership risks</p> <p>Develop stakeholder map, with Director responsibility allocated for managing key relationships</p> <p>Standardise agendas for Director / PFH 1:1s</p> <p>New NPPF published 05/03/18 will guide revised approach to planning policy and development management.</p> <p>Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR</p>	<p>Service risk registers being reviewed as part of service planning.</p> <p>Internal Audit Plan aligned to Leadership Risk Register and agreed at Audit Committees in March.</p>	Risk reviewed 07/09/18 - No changes
L03	Lack of Management Capacity - Increased workload relating to local government reorganisation and changes to joint working between SNC and CDC impact on the capacity of management.	<p>Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are not managed.</p> <p>Inability to deliver council's plans</p> <p>Inability to realise commercial opportunities or efficiencies</p> <p>Reduced resilience and business continuity</p> <p>Reduced staff morale and uncertainty may lead to loss of good people</p>	3	4	12	<p>Use of interims / fixed term and project roles to support senior capacity as required.</p> <p>Arrangements in place to source appropriate interim resource if needed</p> <p>Delegations to Chief Exec agreed to ensure timely decisions</p> <p>HR / Specialist resource in place to support recruitment process and manage implications</p> <p>Ongoing programme of internal communication</p>	<p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p>	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Claire Taylor	4	3	12	↑	<p>Risk review underway to consider the impact of local government reorganisation and changes to joint working arrangements between CDC and SNC. Measures will be developed as the project plans for re-organisation and the cessation of joint working. Project planning for separation to be completed by September 2018. Separation will commence with senior management team, planned for Sept - Oct.</p> <p>AD HR / OD briefed and leading the process</p> <p>Communications to be delivered by CEO</p> <p>External support provided.</p>	<p>Plans for senior management separation advanced. Aim is to implement at pace. The impact on those affected is recognised and the usual support arrangements are in place, including consultation and support from an external advisor. Slightly elevated risk this month due to the uncertainty caused by restructure.</p> <p>Additional resource in place to support the Northants Local Govt Re-organisation project (LGR). Additional communications resource in place to support LGR work.</p> <p>Additional requirements to support LGR impacts on both SNC and CDC have resulted in the risk being slightly escalated to 12.</p> <p>Regular comms being provided by CEX</p>	Risk reviewed 09/09/18 - Mitigating Actions, Comments and Residual score increased from 9 to 12.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L04	CDC & SNC Local Plans - Failure to ensure sound local plans are submitted on time for each District.	Inappropriate growth in inappropriate places Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on each council's ability to deliver its strategic objectives Increased costs in planning appeals Possible financial penalties through not delivering forecasted New Homes Bonus	3	5	15	Local Development Schemes are in place at each Council which detail the timeframes and deliverables to underpin the work Resources are in place to support delivery including QC support for each Local Plan. For issues which are solely within the control of SNC or CDC policies, plans and resources are in place Work is at Reg 19 on Cherwell Partial Review, preparing submission plan for Feb 2018 sign off and to re-commence in 2018 on Local Plan part 2. Work is advancing on Reg 19 stage on South Northants Local Plan part 2. Due to be considered by Committee on September 19 2018 and submitted to PINS by January 24 2019. Statements of Community Involvement are in place.	Fully Partially Partially Fully Fully	Councillor Colin Clarke Councillor Roger Clarke	Adrian Colwell	Andy Darcy (SNC) David Peckford (CDC)	2	4	8	↔	Regular review meetings on progress and critical path review at each Council Regular Portfolio briefings and political review LDS updated as required Additional evidence commissioned as required Need to review resources at CDC to speed up Local Plan part 2. Submission of the CDC partial review took place on 05/03/18.	CDC - A preliminary hearing for the Examination of the Partial Review of the Local Plan is to be held on 28 September 2018. Dates for the main hearings are still awaited from the Planning Inspectorate. The Oxfordshire authorities have collectively commenced work on a Joint Statutory Spatial Plan (JSSP) for which recruitment of staff is on-going by the Oxfordshire Growth Board. SNC – Joint Core Strategy Review has commenced with preparation of proposed timetable, resources and scope underway. Work has commenced with Milton Keynes and Aylesbury for new Joint Spatial Framework to address impact of proposed growth of Milton Keynes on its neighbours. Next stage of Local Plan part 2 will be focused technical consultation on Local Green Space designations from Council meeting in May 2018, followed by Reg 19 full draft Local Plan consultation due to commence in July 2018. Aim remains to submit in December 2018.	Risk reviewed 12/09/18 - Mitigating Actions updated for CDC & Controls updated for SNC.
L05	Business Continuity - Failure to ensure that critical services can be maintained in the event of an incident	Inability to deliver key services to customers/residents Financial loss	4	4	16	Business continuity strategy in place Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place Incident management team identified in Business Continuity Strategy All services undertake annual business impact assessments and update plans	Partially Partially Partially Partially Partially	Councillor Dermot Bambridge Councillor Andrew McHugh	Graeme Kane	Richard Webb	4	4	16	↔	All individual service BC Plans recently updated Corporate BC Plan to be reviewed Testing to be programmed BC solutions between both councils to be further developed Corporate ownership and governance to sit at senior officer level Draft Business Continuity Strategy and Policy completed to report and sign off at future senior officer meetings	There has been some delay in updating the business continuity plans owing to the departure of the Emergency Planning Officer. Additional resource has been identified and a programme has been developed to work with service teams to update their business continuity plans. The programme and timescales are now in progress within the timescales agreed with the Leadership Team. An officer Steering Group has been established to oversee this work.	Risk reviewed 06/09/18 - Comments updated.
L06	Partnering - Financial failure of a public sector partner organisation Failure to build the necessary partnership relationships to deliver our strategic plan. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers)	Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties. Poor service delivery Inability to deliver council's plans and outcomes for communities Legal challenge Financial loss Inability to partner in the future Reduced opportunity for inward investment in the future	4	4	16	Robust governance/contract management framework in place for key third party relationships Robust governance/contract management framework in place for key third party relationships Training and development of senior officers/members to fulfil their responsibilities with partner organisations Leader and CEO engaging at National and county level to mitigate impacts of potential service reductions for residents Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially Partially Partially Partially	Councillor Barry Wood Councillor Ian McCord	Jane Carr	Nicola Riley	4	3	12	↔	Review existing arrangements/ contracts to ensure appropriate governance Standard agenda item at senior officer meetings Continue Institute of Directors training for Officers and Members Ongoing meetings with Chief Execs from across Northamptonshire to agree next steps for Unitary approach	Third party governance review underway. Cllr and Officer appointments to Council owned companies to be reviewed. Impact of potential NCC cuts on this risk to be reviewed. Ongoing meetings with Chief Execs from across Northamptonshire to agree next steps for Unitary approach	Risk reviewed 11/09/18 - No change.
L07	Emergency Planning (EP) Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships	4	4	16	Key contact lists updated monthly. Dedicated Emergency Planning Officer in post to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from cover between shared Public Protection Team as officers with appropriate skill Senior management attend Civil Emergency training Twice yearly mock emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co- coordinators Full participation in LRF activities	Fully Partially Fully Fully Fully Fully	Councillor Dermot Bambridge Councillor Andrew McHugh	Graeme Kane	Graeme Kane	3	4	12	↔	Director for Environment is reviewing the Emergency Planning arrangements and forming relationships with key partners. Both Councils have cover arrangements in place to account for the vacancy in the Emergency Planning post. New call out arrangements have been established. Training for senior officers was completed in June; further training has been offered for September. Senior managers have attended multi-agency exercises. Through the Inter Agency Group, plans were implemented successfully for F1 and are in place for Moto GP in August. Both authorities are represented at the Local Resilience Forum	SNC supported the Moto GP Silverstone event by leading the Multi Agency Group to plan for emergencies as well as ensuring we had an active on-call rota in place for the duration of the event. Both authorities have active plans in place to ensure they are prepared for a variety of emergencies. Further improvements are being made as a result of a review of these plans. Options are being explored to fill the vacant Emergency Planning post. Senior Officers have had the opportunity to attend multi agency training exercises during September to increase their knowledge and experience.	Risk reviewed 06/09/18 - Mitigating actions updated. No change in score.

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			Probability	Impact	Rating						Probability	Impact	Rating				
L08	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public Criminal prosecution for failings Financial loss due to compensation claims Enforcement action – cost of regulator (HSE) time Increased sickness absence Increased agency costs Reduction in capacity impacts service delivery	5	4	20	Robust Health & Safety Corporate H&S arrangements & guidance in place as part of an Integrated H&S Management System Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Corporate H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees Proactive monitoring of Health & Safety performance management internally Proactive monitoring of Health & Safety performance management externally Effective induction and training regime in place for all staff Positive Health & Safety risk aware culture Corporate Health & Safety meeting structure in place for co-ordination and consultation Corporate body & Member overview of Health & Safety performance via appropriate committee Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially Fully Fully Partially Fully Partially Partially Fully Partially	Councillor Lynn Pratt Councillor Peter Rawlinson	Adele Taylor	Mark Willis	4	3	12	↔	Corporate H&S Policy now finalised and communicated to all levels of managers and staff. The launch of this policy will help to ensure that roles & responsibilities are discharged effectively. The next stage will be to begin to update Corporate H&S arrangements and guidance documents which support the policy underneath. All Assistant Directors to complete a H&S Checklist to provide a status on the management of H&S in their service areas (checklist devised by H&S team to ensure H&S Management System framework is covered). AD's to submit checklist to their Director by 3/9/18. Corporate H&S Manager has sent a follow up note to Directors to suggest chasing outstanding AD checklists. Recommended that ED's and AD's consider the gaps within the checklists and liaise with their management teams on the agreed actions that they will be taking to address them. Actions to be formalised into service plans & monitored at DMT Meetings. Further support, advice & assistance provided by H&S Team (contacts established for each directorate area). Recently approved Internal Audit plan for 18/19 included an audit of our overall H&S management system framework which commenced in Q1 with a follow up planned prior to the end of 18/19. Four main recommendations have been made which are being considered and will be included in future updates of the Leadership Risk Register. The H&S team also conduct reviews internally across all services and teams, the current scope will be expanded from topic-based themes to cover all elements of our overall H&S management system to ensure compliance with our standards. Management of H&S training & Risk Assessment Workshop training to be developed and rolled out. Robust training already in place in Environmental Services. Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process. Reviews of leases and performance monitoring to be reviewed to satisfy the Councils providers/ contractors are managing significant risks.	Senior Officer Meeting receives regular updates from Corporate H&S Manager. Relevant updates taken to appropriate committee. Joint Council and Employee Engagement Committee (JCEEC) to be formed by HR in Oct/Nov time. To be in place to ensure robust communication methods are in place for consultation between HR/H&S and TU.	Risk reviewed 10/09/18 - Controls, Control assessment, Mitigating Actions and Comments updated.
L09	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes	Fully Fully Partially Partially Fully Partially Partially Fully Partially	Councillor Ian Corkin Councillor Phil Bignell	Claire Taylor	Tim Spiers	3	5	15	↔	We are working with a security company to review our cyber security status and achieve the cyber essentials + accreditation. The IT service are addressing the areas identified in a pre-audit report and the actual audit has been booked for 1st October 2018. Cyber-security was reviewed by Internal Audit in May 2017 and a review meeting was held on 30th August 2018. The output is expected in September 2018. The IT service are in discussions with the Regional Police Cyber Security Advisor and will be arranging awareness raising and training for staff. Work is also being undertaken with the Communications team to raise staff awareness of issues and recommended actions to follow through internal channels such as 'In the Loop' and the intranet. The IT Transformation Programme includes migrating server rooms to external an data centre which will increase physical security. As part of this work improved monitoring solutions will also be implemented. The data centre has successfully completed provisioning phase and good progress is being made with applications migration.	Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review. Staff and member briefings covered phishing March 2018. We are now discussing wider awareness raising with Communications Team.	Risk reviewed 04/09/18 - Mitigating Actions Updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L10	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	3	4	12	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Staff training - new whole staff shared approach being launched last year and mandatory training introduced Safer recruitment practices and DBS checks for staff with direct contact Action plan developed by CSE Prevention group as part of the Community Safety Partnership Local Safeguarding Children's Board Northamptonshire (LSCBN) pathways and thresholds Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return complied for each council Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks	Fully Fully Partially Partially Partially Fully Partially Fully Fully Fully Partially	Councillor Barry Wood Councillor Ian McCord	Jane Carr	Nicola Riley	2	4	8	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Training monitoring to be developed through new HR/Payroll system Continue to attend Child exploitation groups in both Counties	Continued focus in this area with ongoing programme of training and awareness raising.	Risk reviewed 11/09/18 - No change.
L11	Income Generation through council owned companies	Through failure of governance or robust financial / business planning the councils fail to generate expected income.	3	4	12	Annual business planning Financial planning Corporate governance mechanisms Due diligence Business casing	Partially Partially Partially Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	2	4	8	↔	Recruiting to support shareholder and client side capacity. Relevant training being provided. Resilience and support being developed across business to monitor and deliver projects. Skills and experience being enhanced to deliver and support development, challenge and oversight.	Resources in place. Relevant training being provided to support resource provision.	Risk reviewed 11/09/18 - No further changes.
L12	Financial sustainability of third party suppliers	The financial failure of a third party supplier results in the inability or reduced ability to deliver a service to customers.	3	4	12	Contracts in place to cover default. Business continuity planning	Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	2	4	8	↔	Meetings planned with suppliers to review higher risk areas.	Risk previously escalated due to suppliers financial difficulties which could result in loss of service. The Council continues to monitor suppliers financial stability and meets with suppliers when required.	Risk reviewed 11/09/18 - Comments updated.
L13a	Local Government Reorganisation CDC - Proposals for local government reorganisation impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Potential impact of CDC/SNC separation on quality of services delivered to residents and communities.	5	4	20	Leader and CEO engaging at national and county level to define steps and mitigate impacts of potential service reductions for residents. Planning for the impact of separation of joint working arrangements between CDC and SNC is underway. Strategic partnership opportunities with Oxfordshire County Council being explored with Joint Chief Executive in place by 1st October. Regular review and sharing of partnership activity / engagement at senior officer meetings	Partially Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	5	3	15	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Separation planning underway for CDC and SNC. OCC - CDC section 113 agreement completed.	Formal decision taken in July to end CDC/SNC partnership. Plan for separation currently being developed. Risk will be fundamentally reviewed in light of the plan and the appointment of a Joint Chief Executive with Oxfordshire County Council effective from 1st October. Risk remains the same this month as separation planning is advancing. A detailed risk register underpinning the transition will be developed during September.	Risk reviewed 07/09/18 - Mitigating Actions and Commentary updated.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
							Fully effective Partially effective Not effective										
L13b	Local Government Reorganisation SNC - Proposals for local government reorganisation impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties. Threat to existing joint working partnership initiatives if alternative delivery modes are imposed. Potential impact of CDC/SNC separation on quality of services delivered to residents and communities.	5	4	20	Leader and CEO engaging at national and county level to mitigate impacts of potential service reductions for residents. Planning for the impact of separation of joint working arrangements between CDC and SNC is underway. Additional senior leadership resources are planned for SNC. Interim Head of Paid Service appointed for SNC to start on 1st October. Regular review and sharing of partnership activity/engagement at senior officer meetlines	Partially Partially Partially	Councillor Ian McCord	Yvonne Rees	Claire Taylor	5	3	15	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Additional communications resources have been put into place to support the agenda. Separation planning underway for CDC and SNC. OCC - CDC section 113 agreement completed.	Formal decision taken in July to end CDC/SNC partnership. Plan for separation currently being developed. Risk will be fundamentally reviewed in light of the plan. Senior management separation restructure to begin in September. Stand alone SNC senior structure to include clear responsibility for both LGR and separation from CDC.	Risk reviewed 07/09/18 - Commentary updated.
L14	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. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statements	Partially Partially Partially Partially Partially Partially	Councillor Barry Wood Councillor Ian McCord	Adele Taylor	James Doble	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures Review of constitution to take place 2018/19 Implementation of corporate programme office – May 2018 Full review of HR policy to be undertaken during 2018/19 Monitoring Officer to attend management team meetings	Risk added to register following senior management discussion.	13/09/18 - No change

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					OUTTURN NARRATIVE
	BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	VARIANCE	
Community Centre Refurbishments	84		84		-	Spending is directly linked to the delivery of "The Hill youth and community centre". It is likely that the new facility won't be completed this financial year, hence the fund which is earmarked in the main for fixtures and fittings won't be needed until 2019/20.
Wellbeing - Communities	84	-	84	-	-	
Biomass Heating Bicester Leisure Centre	14	14			-	
Whitelands Farm Sports ground	25	25			-	
Solar Photovoltaics at Sports Centres	80		80		-	This budget to cover solar PV component replacement which may not be called upon in 2018/19. Re-profiled to 2019/20
Football Development Plan in Banbury	20	20			-	
North Oxfordshire Academy Astroturf	207	207			-	
Stratfield Brake Repair Works	12	12			-	
Sports Centre Modernisation Programme	36	36			-	
Bicester Leisure Centre Extension	122	122			-	
Spiceball Leis Centre Bridge Resurfacing	30		30		-	Works to be determined post completion of the new bridge connection in 2018, as part of the CQ2 project. Re-profiled to 2019/20
Corporate Booking System	60	60			-	
Woodgreen - Condition Survey Works	2	2			-	
Bicester Leisure Centre - Access Road Improvements	33	33			-	
Cooper School Performance Hall - Roof, Floor & Seating	38	38			-	
North Oxfordshire Academy - Replacement Floodlights	20	20			-	
North Oxfordshire Academy - Sports Pavilion Improvements	6	6			-	
Cooper sports Facility Floodlights	65	65			-	
Wellbeing - Leisure and Sport	770	660	110	-	-	

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CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					OUTTURN NARRATIVE
	BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	VARIANCE	
Empty Homes Work-in-Default Recoverable	100	100			-	Moving £100k to Capital Reserves (NB. This needs to remain at £100k per annum. Any unspent budget is to be reprofiled and topped up to £100k)
Disabled Facilities Grants	983	983			-	
Discretionary Grants Domestic Properties	339	339			-	
Abritas Upgrade	33	33			-	
Wellbeing - Housing	1,455	1,455	-	-	-	
Wellbeing Total	2,309	2,115	194	-	-	
The Hill Youth Community Centre	989	989			-	
East West Railways	1,160		1,160		-	There is a 5 years schedule of capital contributions to 2019 / 20 have not yet been requested. Re-profiled to 2019/20
Graven Hill - Loans and Equity	600	600			-	
Place & Growth - Economy & Regeneration	2,749	1,589	1,160	-	-	
Place & Growth Total	2,749	1,589	1,160	-	-	
Car Park Refurbishments	467		467		-	Budget for the replacement of parking equipment which is not expected in 2018/19. Re-profiled to 2019/20.
Energy Efficiency Projects	28	28			-	
Glass Bank Recycling Scheme	8	8			-	
Public Conveniences	50		50		-	Budget for the uplift of the Public Conveniences, work not expected to start in 2018/19. Re-profiled to 2019/20.
Off Road Parking Facilities	18	18			-	
Vehicle Replacement Programme	879	557	322		-	£322k deferred due to the useful life of some vehicles longer than estimated.
Wheeled Bin Replacement Scheme	125	125			-	
Urban Centre Electricity Installations	15		15		-	Work on the Urban Centre Electricity Installations not expected to commence until next financial year, hence re-profiled to 2019/20.
Bicester Cattle Market Car Park Phase 2	90	90			-	

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CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					OUTTURN NARRATIVE
	BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	VARIANCE	
Vehicle Lifting Equipment	30	30			-	
Container Bin Replacement	20	20			-	
Banbury Market Improvements	20	20			-	
Environment - Environment	1,750	896	854	-	-	
Customer Self-Service Portal CRM Solutn	80	80			-	
Environment - Environment	80	80	-	-	-	
Environment Total	1,830	976	854	-	-	
Financial System Upgrade	0				-	
Academy Harmonisation	119	119			-	
Finance & Governance - Finance &	119	119	-	-	-	
Condition Survey Works	77	77			-	
Bradley Arcade Roof Repairs	85	35			(50)	Savings for work completed for less than the original bid value achieving the same goals.
Orchard Way Shopping Arcade Front Serv	20	16			(4)	Savings for work completed for less than the original bid value achieving the same goals.
Old Bodicote House	0				-	
Bicester Town Centre Redevelopment	0				-	
Banbury Museum - Refurbishment Programme	0				-	
Community Buildings - Remedial Works	150	100			(50)	Savings for work completed for less than the original bid value achieving the same goals.
Car Parks Resurfacing	0				-	
Spiceball Riverbank Reinstatement	50		50		-	On hold pending the completion of a new bridge as part of the CQ2 development. Re-profiled to 2019/20
NW Bicester Eco Business Centre	2,236	2,236			-	
Build Programme Phase 1a	1,047	1,047			-	Agreed capital budget re-profiled from 2017/18 now coded to the applicable service area.
Banbury - Antelope Garage	0	29			29	Additional cost for a second fire exit route to the "Antelope Garage" in Banbury.

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					OUTTURN NARRATIVE
	BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	VARIANCE	
Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	270	270			-	
Thorpe Way Industrial estate - Roof & Roof Lights	64	64			-	
Castle Quay 2	62,000	4,689	42,644	14,667	-	
Castle Quay 1	7,636	7,636			-	
Franklins House - Travelodge	783	783			-	
Bicester - Pioneer Square	135	135			-	
Cherwell Community Fund	100	100			-	
Build Programme Phase 1b	1,875	1,875			-	
Build Programme Phase 2	6,500	6,500			-	
Housing & IT Asset System joint CDC/SNC	50	50			-	
Orchard Way - external decorations	95	95			-	
Retained Land	180	180			-	
Thorpe Place Industrial Units	175	175			-	
Thorpe Way Industrial Units	145	145			-	
Horsefair Banbury	100	100			-	
Thorpe Lane Depot - Tarmac / drainage	110	110			-	
EPC certification & compliance works	40	40			-	
Finance & Governance - Property, Investment & Contract Management	83,923	26,487	42,694	14,667	(75)	
Finance & Governance Total	84,042	26,606	42,694	14,667	(75)	
Microsoft Licensing Agreement	110	110			-	Previously reported that a (£110k) for Microsoft licensing agreement budget was no longer required, following further investigation it has been established that the total budget is required and will be spend in 2018/19.
Land & Property Harmonisation	83	83			-	
5 Year Rolling HW / SW Replacement Prog	50	50			-	

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CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					OUTTURN NARRATIVE
	BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	VARIANCE	
Business Systems Harmonisation Programme	69	69			-	
Website Redevelopment	0				-	Currently under review to ascertain the next course of action. Decision will be made before the end of Q2.
Upgrade Uninterrupted Pwr Supp Back up / Datacentre	115	115			-	
IT Strategy Review	139	139			-	Agreed capital budget re-profiled from 2017/18 now coded to the applicable service area.
Land and Property Harmonisation	167	167			-	
Customer Excellence & Digital Transfer	85	85			-	
Unified Communications	125	125			-	
Customers Service Devt - Customers & IT Services	943	943	-	-	-	
Customers & Service Devt - HR, OD & Payroll	-	-	-	-	-	
Customers & Service Development Total	943	943	0	0	0	
Capital Total	91,873	32,229	44,902	14,667	(75)	75 - Under Spend

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Summer Holiday Programme 2018

2943

Number of attendees



Female

1296



Male

1647



1088

Hours of activity



18

Different Physical Activity / Sports on offer



1110

5-7 year olds



1686

8-12 year olds



147

12+ year olds



187

Pupil Premium



54

Participants with disabilities



£43,894

Income



535

FAST cards issued

282

Attendees to date

Kids have say on happy holidays

Hundreds of children enjoyed the council's activity hubs over summer and they have been speaking out about what they loved best about the accessible programme of sports, games, arts and crafts.



"You can meet new people and stay fit while having fun"

Amber-Louise Sammons, aged ten



"You get to do loads of new activities; it's good to come for a week if you're bored at home"

William Perry, aged eleven



"Please come to the hubs, they have got lots of equipment and you will have lots of fun"

Mason Sammons, aged eleven



"You get to do a lot of sports, and you make friends very quickly"

Sam Dwyer, aged nine.



"My favourite thing about hubs is playing sport, I love when we play football"

Harry Cartwright, aged twelve



"I love meeting new people at the hubs. You get to try new experiences, meet new people and play a lot of sport"

Emily Dwyer, aged thirteen

FAST Programme

What is the FAST Programme?

The FAST programme is an exciting new programme based in targeted areas of Banbury launched in July aimed at making it easier and accessible for families to enjoy physical activity and sport together. The programme is funded for four years by a £215,000 grant from Sport England, working in partnership with OCC and Sanctuary Housing who both act as referral agencies for families and The Centre for Sustainable Healthcare who are evaluating the impact the programme has on families' activity levels.


The four targeted wards are - Neithrop, Ruscote, Hardwick and Grimsbury. The programme will help break down the barriers for families to access physical activities and positive opportunities in these areas by providing free physical activity opportunities throughout the year. In addition a FAST discount card that offers families in these wards heavily reduced offers throughout the year is on offer to families in these wards – An example of this was the summer offer where a 70% reduction in family swims at Wood Green



Holiday Hub

The Holiday Hubs is a programme designed to engage young people aged five to fifteen in a variety of different sport and physical activity opportunities during the school holidays. The Holidays Hubs are run at five venues across the Cherwell and South Northants Districts and offer both a short day, 8:45am to 3:00pm, and a long day, 8:45am to 5:00pm, to accommodate a range of childcare requirements and offer positive physical activity opportunities.


During each day the young people are supervised by a team of 40 enthusiastic and skilled leaders that deliver a range of fun sports and games. The young people also get the chance to work with a sport specific coach (18 different sports on offer) who deliver taster sessions designed to inspire them to pursue the sport



Leisure Centre was offered. Opportunities and offers will change and be available on the card all year. 550 families have already applied and received a FAST card.

The FAST programme will always offer:

- FREE 12 week programme in all of the schools in the targeted areas throughout the school year.
- FREE locally-based activity sessions in parks, leisure and community centres and settings
- FAST CARD family discounted membership.
- Resource packs and equipment to help families continue their favourite activities in their own time.
- Taster sessions and reduced membership fees at local sports clubs.
- Consultation with families to find out what they want.
- And much more!



further in the future. Children who attend the holiday hubs are then made aware of the local clubs in the area and support and links are provided to continue their involvement if they wish.

In addition to the general public being able to book days on the holiday hubs at their on convenience online at prices £14.95 short day and £18.95 for a long day there are also special reductions in place to ensure children from low income families do not miss out. Working with schools a 33% reduction is offered to children who are on the pupil premium programme to help children access the holiday provision.

Summer 2018 figures can be found in infographic.

Cherwell District Council

Executive

1 October 2018

Banbury Strategic Investment Vision

Report of the Executive Director – Finance and Governance

This report is public

Purpose of report

This strategic vision sets out how Cherwell District Council will use its own resources to enable the overall vision for Banbury and Banbury Canalside to be realised. This vision has been scoped following engagement with members from across all parties through a workshop designed to consider how the Council can directly and positively impact on improving the area and ensuring that the aspirations set out in our statutory planning documents can be enabled

1.0 Recommendations

The meeting is recommended:

- 1.1 To agree the Banbury Strategic Investment Vision as set out in Appendix 1 to this report.

2.0 Introduction and details about the Strategic Investment Vision

- 2.1 Cherwell District Council has been making significant investment within the town of Banbury in the last few years, including the acquisition of Castle Quay as well as sites such as Crown House and Antelope Garage. At the same time, through our planning responsibilities, we have been shaping our vision for the Canalside area which sets out the ambitions for the kind of good development and growth that we want to see for the benefit of the town as well as the wider area.
- 2.2 One of the levers that the Council has had, and has been using, to positively influence the outcomes for our residents, businesses and visitors has been to make direct investment itself as seen by our acquisitions to date. A number of these have been for good, sound commercial reasons, but that is not the only factor that needs to be considered when making investments of this nature and it is important that we have a clearly laid out policy of why we would want to make a broad range of these “place-shaping” type investments.
- 2.3 Within its affordability limits, and always with a mind to sound financial investments, the Council needs to have a clear idea and vision for why and where it might want to have a more direct influence on the area by using its own resources either on its

own, or in partnership with others. This is particularly important given the impact on the whole of Cherwell District Council and not just Banbury through making any investment in assets

- 2.4 To gauge and understand Council and Councillors appetite for what they would be prepared to consider, a Member workshop was held at the end of July 2018 to discuss the broad and overarching context of Cherwell and how this impacts on Banbury as well as to discuss our current property portfolio and potential ambitions about future potential acquisitions. This was to understand the appetite for further enabling and regenerative investment in the area.
- 2.5 From this session and further discussion with relevant members, the attached “Strategic Investment Vision” has been drawn up. This is a short statement of intent about what we will consider when looking to make an investment, to ensure that when using our own resources we know the circumstances and risk appetite that we are prepared to accept. To date, the acquisitions we have made have had sound outcomes but the more we consider directly influencing and investing, the more important it is that we understand the “why” part of that decision.
- 2.6 By agreeing this Strategic Investment vision we will not bypass any part of the usual governance processes around acquisition of assets, so the formal decision-making processes will still be followed including proper due diligence on all purchases and is clearly stated within the vision. What this does however put in place is the parameters that will allow us to work smartly, in an agile way and proactively to achieve the vision that we are all working to for the benefit of this particular area in Cherwell.
- 2.7 This is unlikely to be the last of this type of statement of intent, when considering our masterplanning options in other areas the Council may wish to again use its powers around more directly influencing and investing in other areas in the District. In that case we will run similar workshops to ascertain the appropriate vision for those areas.
- 2.8 This document is also entirely separate from our statutory planning framework – this is about us and what we want to do directly in the area. This is only the first step on ensuring that we can positively influence the area and we are already working in partnership with others within the area including to explore opportunities that may be viable. Each of those will be on a business case by business case basis and will involve wider discussion and debate but setting out a very clear position for us as a single organisation gives officers a proper mandate to take that agenda forward which is important when we want to positively engage with others.

3.0 Conclusions and Reasons for Recommendations

- 3.1 The vision captures our statement of intent in terms of our direct investment strategy and recognises the importance of partnership working, of our enabling role and our responsibilities around sound financial management.

4.0 Consultation

- 4.1 In developing this vision we consulted with Members from across Cherwell in through a workshop session that considered the wider context for Banbury as well as the specific issues that we are trying to tackle.

5.0 Alternative Options and Reasons for Rejection

- 5.1 The alternative option would be to not have a laid our strategic investment vision but this would not be acceptable on the grounds that we risk not being able to make some of the key regenerative or non-commercial investments without a suitable policy.

6.0 Implications

Financial and Resource Implications

- 6.1 There are no direct financial implications from this report. Any individual business case for investment still has to be considered on a case by case basis.

Comments checked by:

Adele Taylor, Interim Executive Director of Finance and Governance
0300 003 0100, adele.taylor@cherwellandsouthnorthants.gov.uk

Legal Implications

- 6.2 This report sets out a vision which supports the Council in its future decision-making in terms of investing in the area of Banbury. This does not replace the need for individual decisions on individual investments but sets out the policy which will guide the council's actions.

Comments checked by:

James Doble, Assistant Director – Law and Governance
01295 221587 james.doble@cherwellsouthnorthants.gov.uk

Risk Management

- 6.3 By having a sound strategic investment vision in place this reduces the risk of not having a policy compliant position when acquiring properties within this area.

Comments checked by:

Hedd Vaughn-Evans, Assistant Director: Performance and Transformation
0300 003 0111, hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk

7.0 Decision Information

Key Decision

Financial Threshold Met: **No**

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Councillor Tony Illot, Lead Member for Finance and Governance

Document Information

Appendix No	Title
1	Banbury Strategic Investment Vision
Background Papers	
None	
Report Author	Adele Taylor, Interim Executive Director Finance and Governance
Contact Information	Adele Taylor, Interim Executive Director Finance and Governance 0300 003 0100 Adele.taylor@cherwellandsouthnorthants.gov.uk

Investing in Banbury – Our Strategic Vision

This strategic vision sets out how Cherwell District Council will use its own resources to enable the overall vision for Banbury and Banbury Canalside to be realised. This vision has been scoped following engagement with members from across all parties through a workshop designed to consider how the Council can directly and positively impact on improving the area and ensuring that the aspirations set out in our statutory planning documents can be enabled.

As a Council we will:

- Look to invest in key strategic sites to enable the development of Banbury and Banbury Canalside
- Look to partner appropriately with key stakeholders across the public, voluntary and private sector when investing in the area
- We recognise that whilst a financial return could be gained, there is also social value to be considered. Any decisions made will clearly value all aspects of the transaction and ensure best value is achieved
- As a Council any decisions around investment need to be affordable for the Council
- The Council will look to use our resources to enable inward investment from others and will actively seek opportunities
- Any direct investment needs to be considered in the context of the wider place and any individual project must consider place-based implications and linkages with other projects within an area that we or our partners are undertaking

This strategic vision does not replace the need for each investment decision to be considered on a business case by business case basis, but the factors above must be considered as part of that case. Decisions on whether the council allocates resources to projects must follow the Council's decision-making framework.

The Council maintains a programme management framework and any individual projects that contribute to this vision will be considered via the "Place Programme Board". This ensures that consideration is given to the wider place and growth agenda in our decisions too, including our partners ambitions.

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