

Committee: Executive
Date: Monday 4 March 2019
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 - 6)

To confirm as a correct record the Minutes of the meeting held on 4 February 2019.

5. **Chairman's Announcements**

To receive communications from the Chairman.

6. Housing Strategy 2018 - 2023: 'Cherwell - A Place to Prosper' (Pages 7 - 90)

Report of Assistant Director: Social Care Commissioning and Housing

Purpose of report

To consider and agree adoption of the Housing Strategy 2019-2024 and Action Plan 2019-20, taking in to account the results of the public consultation phase.

Recommendations

The meeting is recommended:

- 1.1 To agree the Housing Strategy 2019-2024 and Action Plan 2019-2020 for adoption and implementation.
- 1.2 To note the results of the public consultation on the Strategy and how these have been taken in to account.
- 1.3 To note the equalities impact assessment that supports the Strategy.

7. Joint Municipal Waste Management Strategy (Pages 91 - 110)

Report of Assistant Director: Environmental Services

Purpose of report

To gain the support and the endorsement of the Executive regarding the Oxfordshire Joint Municipal Waste Management Strategy (JMWMS).

Recommendations

The meeting is recommended:

- 1.1 To note the contents and the challenges of the Joint Municipal Waste Management Strategy.
- 1.2 To adopt the Joint Management Waste Management Strategy to guide the delivery of waste management services in the Council.

8. Monthly Performance, Risk and Finance Monitoring Report - January 2019 (Pages 111 - 160)

Report of Executive Director: Finance and Governance and Assistant Director: Performance and Transformation

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.

9. Urgent Business

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

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@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.

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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 22 February 2019

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 4 February 2019 at 6.30 pm

Present: Councillor Barry Wood (Chairman), Leader of the Council
Councillor G A Reynolds (Vice-Chairman), Deputy Leader 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
Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property

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

Officers: Yvonne Rees, Chief Executive
Adele Taylor, Executive Director: Finance and Governance (Interim) & Section 151 Officer
Claire Taylor, Director: Customers and Service Development
Hedd Vaughan Evans, Assistant Director Performance and Transformation
Paul Feehily, Executive Director: Place and Growth (Interim)
Robert Jolley, Assistant Director: Planning & Economy
Alan Munn, Principal Planning Policy Officer
Kelly Watson, Deputy Section 151 Officer
Nick Graham, Director of Law and Governance / Monitoring Officer
Aaron Hetherington, Democratic and Elections Officer

89 **Declarations of Interest**

Members declared interests in the following agenda items:

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

There were no petitions or requests to address the meeting.

91 **Minutes**

The minutes of the meeting held on 7 January 2019 were agreed as a correct record and signed by the Chairman.

92 **Chairman's Announcements**

There were no Chairman's announcements.

93 **Oxfordshire Joint Statutory Spatial Plan, Local Development Scheme, Statement of Community Involvement Regulation 18 Issues Consultation Document**

The Executive Director for Place and Growth (Interim) submitted a report which sought approvals to progress the production of the Oxfordshire Plan 2050 through adopting the Statement of Community Involvement, approving an amendment to the Local Development Scheme and approving the Regulation 18 (Part 1) document for consultation.

Resolved

- (1) That the Statement of Community Involvement ("SCI") as amended following the close of consultation (annex to the Minutes as set out in the Minute Book) be adopted.
- (2) That the amendment to the Local Development Scheme ("LDS") – revised key milestones for production of the Oxfordshire Plan – be approved.
- (3) That the Regulation 18 (Part 1) Issues Consultation Document for public consultation (annex to the Minutes as set out in the Minute Book) be approved.
- (4) That the Executive Director for Place and Growth (Interim), in agreement with the partner councils equivalent, be authorised to make any necessary minor and presentational changes to the draft Regulation 18 Consultation Document before formal consultation commences.

Reasons

The Council and its partners are producing 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.

These documents will not replace the Councils existing LDSs and SCIs, they will remain relevant to all other planning matters.

Alternative options

Option 1: To not adopt the SCI or the LDS nor agree to consultation on the Regulation 18 consultation paper.

The Council has a legal duty to produce an LDS and an SCI under sections 15 and 18 respectively of the Planning and Compulsory Purchase Act 2004 (as amended) and to carry out early engagement in the content of the Plan under Regulation 18 of The Town and County Planning (Local Planning) (England) Regulations (2012).

Option 2: To reconsider the content of the SCI, LDS and Regulation 18 Consultation Paper.

The SCI has been produced having regard to statutory and policy requirements for plan-making. It is considered by officers to be an appropriate 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 Council has a legal duty to produce an LDS and an SCI under sections 15 and 18 respectively of the Planning and Compulsory Purchase Act 2004 (as amended) and to carry out early engagement in the content of the Plan under Regulation 18 of The Town and County Planning (Local Planning) (England) Regulations (2012).

94 **Business Plan 2019/20 and Medium Term Financial Strategy 2019/20 - 2023/24**

The Executive Director Finance and Governance (interim) submitted a report which detailed the Business Plan 2019/20 and the Council's Medium Term Financial Strategy (MTFS) for 2019/20 to 2023/24 prior to final approval by full Council in February 2019.

The Business Plan and Summary Medium Term Financial Strategy were presented as an integrated report which demonstrated the Councils strategic approach to aligning its resource to the delivery of Council's priorities.

Resolved

- (1) That, having given due consideration, Full Council be recommended to approve the Business Plan (annex to the Minutes as set out in the Minute Book).
- (2) That the Risk Register (annex to the Minutes as set out in the Minute Book) be noted.

- (3) That, having given due consideration, Full Council be recommended to agree an increase in the level of Council Tax for Cherwell District Council of £5 for 2019/20.
- (4) That, having given due consideration, Full Council be recommended to approved the Medium Term Financial Strategy (MTFS), Revenue Budget 2019/20 and Capital Programme including recommending the growth and savings proposals (annex to the Minutes as set out in the Minute Book).
- (5) That, having given due consideration, Full Council be recommended to approve a minimum level of General Fund reserves of £2m.
- (6) That, having given due consideration, Full Council be recommended to delegate authority to the Chief Finance Officer, in consultation with the Lead Member for Financial Management & Governance, and where appropriate the relevant Director and Lead Member to:
 - Transfer monies to/from earmarked reserves should that become necessary during the financial year.
 - Update prudential indicators in both the Prudential Indicators Report and Treasury Management Strategy Report to Council, for any budget changes that impact on these.
- (7) That, having given due consideration, Full Council be recommended to approve the Fees & Charges (annex to the Minutes as set out in the Minute Book).
- (8) That, having given due consideration, Full Council be recommended to approve the Treasury Management Strategy be approved, including the Prudential Indicators, Minimum Revenue Provision (MRP) Policy and Affordable Borrowing Limit for 2019/20.
- (9) That, having given due consideration, Full Council be recommended to delegate authority to the Chief Finance Officer to make any technical changes necessary to the papers for the Council meeting of 25 February 2019, including changes related to the finalisation of the national Finance Settlement and any associated changes to Parish Precepts and Council resulting from those changes.
- (10) That the contents of the Section 25 report from the Chief Finance Officer in relation to the robustness of estimates and adequacy of reserves be noted.

Reasons

This report, alongside the appendices, sets out the Business Plan and MTFS for Council to consider alongside the setting of the 2019/20 Council Tax. It is a legal requirement to set a balanced budget and the recommendations as outlined set out a way to achieve this.

Alternative options

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

95 **Monthly Performance, Finance and Risk Monitoring Report - December 2018**

The Executive Director: Finance and Governance (Interim) and Assistant Director: Performance and Transformation 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.

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.

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.

96 **Urgent Business**

There were no items of urgent business.

The meeting ended at 6.50 pm

Chairman:

Date:

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Cherwell District Council

Executive

4 March 2019

Housing Strategy 2019 - 2024 : 'Cherwell - A Place to Prosper'

Report of Assistant Director: Social Care Commissioning and Housing

This report is public

Purpose of report

To consider and agree adoption of the Housing Strategy 2019-2024 and Action Plan 2019-20, taking in to account the results of the public consultation phase.

1.0 Recommendations

The meeting is recommended:

- 1.1 To agree the Housing Strategy 2019-2024 and Action Plan 2019-2020 for adoption and implementation.
- 1.2 To note the results of the public consultation on the Strategy and how these have been taken in to account.
- 1.3 To note the equalities impact assessment that supports the Strategy.

2.0 Introduction

- 2.1 The previous Housing Strategy for Cherwell District Council was published in 2011 covering the period 2012-2017. It incorporated the Homelessness Strategy which is now a standalone and refreshed Strategy adopted in July 2018 and covering the period 2018-20. Homelessness is therefore not included in the Housing Strategy in any level of detail although clearly delivering new housing and improving existing housing contributes to the prevention and resolution of homelessness.
- 2.2 The Housing Strategy (appendix 1) sets out our priorities for responding to the wider housing needs of the district but with a focus on affordable housing which is the council's key role. It takes particular account of the current and future needs of groups such as older people, disabled people, young people, vulnerable families and people on low income. The housing needs of these groups are a priority in terms of their vulnerability, access to housing, affordability and achieving positive health outcomes.
- 2.3 It is not a statutory requirement to have a Housing Strategy but is seen as good practice in setting out the Council's priorities and plans for meeting housing need

based on local assessments of need. This includes intelligence from key internal and external partners such as Build!, the Bicester Team, Development Management, Oxfordshire County Council and Oxfordshire Housing and Growth Deal. It is also important that we are clear and open with our partners (particularly Registered Providers (RPs)) and communities about what we expect to deliver. We aim to set out clearly how we will create the right environment and support them in their work to deliver housing in response to identified need.

- 2.4 Cherwell District Council has a strong track record of enabling and delivering affordable housing and finding innovative solutions to meet housing need. This commitment is unwavering and our partnership with Oxfordshire County Council gives further opportunities to develop the diversity of housing our communities need.
- 2.5 We expect the Housing Strategy to guide and influence partners, particularly developers and RPs, in helping to deliver quality housing that meets our community's needs and enables them to live healthy, positive lives. We are very clear that we are not just in the business of delivering affordable housing. We also have a key role and responsibility in building sustainable and cohesive communities. Working with partners to achieve this is essential.
- 2.6 We expect the Strategy to be a material consideration in Development Management decisions and the evolution of Planning policy and it is clearly important that Housing and Planning work closely to deliver our ambitions.

3.0 Report Details

- 3.1 Since our previous strategy was produced there have been some major changes in legislation and national policy. In summary:
 - 3.1.1 Welfare Reforms – The Welfare Reform Act 2012 introduced significant changes to the benefits system including new caps on local housing allowance (LHA) and housing benefit, the creation of Universal Credit (UC) and the reform of Council Tax Benefit and Disability Living Allowance (DLA). The Welfare Reform and Work Act 2016 contained further changes including the ending of automatic entitlement for 18-21 year olds and the restriction of benefits for families with more than two children.
 - 3.1.2 The Care Act 2014 – The Care Act 2014 extends the role of local authorities with adult social care responsibilities who provide assistance to people who have care needs. The Act defines housing as a 'health-related service', highlighting the need for integrating care and support provision. To meet these needs Adult Care will and local housing authorities need to work closely to provide a range of housing and support services, such as supported housing and extra care housing.
 - 3.1.3 Housing and Planning Act 2016 – The Housing and Planning Act 2016 introduced a number of policy changes including:
 - the potential for extension of the Right to Buy (RTB) to RPs
 - starter homes (a home available to first time buyers between 23 and 39 at a discount of 20%) were defined as affordable housing for the purposes of the National Planning Policy Framework

- local planning authorities have a duty to keep a register of demand for self-build properties and grant planning permission for adequate serviced plots to meet the measured demand for self-build housing in the district.
 - new and changed enforcement powers for local housing authorities aimed at tackling rogue landlords
- 3.1.4 The Housing White Paper 2017 - 'Fixing our broken housing market', released in February 2017 set out the Government's proposals to:
- make changes to the planning system to facilitate development and build homes faster
 - ensure the required infrastructure is delivered at the right time
 - support smaller builders, local authorities and housing associations to build
 - support building for rent and custom and self-build initiatives
 - provide more support for first time buyers alongside other affordable provision
 - introduce a revised methodology for calculating housing need.
- 3.1.5 The Homelessness Reduction Act 2017 (HRAct) - implemented in April 2018 and has substantially increased the duties owed by local authorities to homeless people and people threatened with homelessness. These include a greater emphasis on homelessness prevention with councils being required to help people at risk of losing accommodation as soon as they are threatened with homelessness within 56 days and increased duties to households not in priority need.
- 3.1.6 National Planning Policy Framework – the government published the revised National Planning Policy Framework (NPPF) and amended Planning Policy Guidance in 2018. Changes include:
- introduction of a new Affordable Housing definition. Social rented homes are reintroduced into the government's definition and it is broadened to include Build to Rent units (marketed at an affordable rent), Starter Homes and Discounted Market Sale housing.
 - At least 10% of homes on 10+ dwelling schemes should be for affordable home ownership, with exemption rural exception sites, Build to Rent schemes and specialist housing proposals (such as for the elderly or students).
 - Introduction of 'entry level exception sites' suitable for first-time buyers or those looking to rent their first home. These sites must comprise a high proportion of entry-level homes and adjacent to existing settlements.
 - Shifting viability assessment from the decision-making stage to the plan making stage and 'where up to date policies have been set out the contributions expected from development, planning applications that comply with them should be assumed to be viable'.
 - Introduction of a new standardised housing needs assessment
- 3.1.7 The Social Housing Green Paper – The government published the green paper 'A new deal for social housing' on 14 August 2018, setting out a proposed strategy for reforming social housing. It aims to rebalance the relationship between landlords and residents, tackle stigma and ensure social housing can act as a stable base and support social mobility. It is based around five themes:
- ensuring homes are safe and decent
 - effective resolution of complaints about social landlords

- empowering residents and strengthening the regulator
- tackling stigma and celebrating thriving communities
- expanding supply and supporting home ownership

3.1.8 Houses in Multiple Occupation (HMO) Licensing reforms - From 1 October 2018 the Government extended the number of properties subject to mandatory licensing so it is now a requirement that HMOs that are occupied by 5 or more people from two or more separate households regardless of how many floors are subject to mandatory licensing.

These developments demonstrate the dynamic nature of housing and related policy in recent years and have been taken in to account and reflected in the Strategy.

Key Facts – State of the District’s Housing

3.2 This is the evidence base that has been collated and used to identify what our priorities should be and where the challenges and gaps are. Just as the Homelessness Review informed the Homelessness Strategy the State of the District has informed the draft Housing Strategy and is a public document published as a resource that partners and interested parties can refer to. The document can be found as Appendix D at <https://www.cherwell.gov.uk/downloads/download/1329/housing-strategy-2018-2023-consultation-documents>

3.3 A summary of key achievements under the previous strategy and a document setting out the strategic context for the new strategy can also be found on this webpage.

Housing Strategy 2019 – 2024: The Priorities

3.4 We identified the following 3 high level priorities in consultation with the Lead Member, Housing and key internal and external partners. We also drew on the points raised by the 20 Councillors who attended a Member workshop about the Strategy on 9 October 2018.

PRIORITY 1: Increase the supply and diversity of affordable housing to ensure the right types of housing are available in the right places.

PRIORITY 2 : Improve the quality and sustainability of our homes and build thriving, healthy communities

PRIORITY 3 : Enhance opportunities for residents to access suitable homes and have housing choices

3.5 These priorities have been supported and accepted by the majority of consultees and we believe these are the right overarching priorities for the Strategy.

3.6 The Strategy expands on these priorities to describe what we are aiming to achieve and deliver. The action plan details the ‘how’ in 2019/20 and will be refreshed and monitored annually in recognition of the changing policy landscape, local authority structures and resources and key partnerships.

3.7 We have made a number of changes to the detail of how we will deliver against these priorities, taking in to account what our consultees have told us.

Consultation

- 3.8 Following the draft Strategy being approved by the Executive on 3rd December 2018 we consulted on the Strategy between 7th December 2018 and 25th January 2019. This took the form of stakeholder meetings and a web based questionnaire. 64 people commented through the website, 47 of whom were local residents (73% of responders). We held stakeholder events in January which were attended by 51 people and received many comments from the voluntary and community sector, RPs and county council colleagues in particular at these events. 48 people commented on the strategy via social media. This amounts to a total of 162 respondents.
- 3.9 Consultation responses are set out at appendix 3 with comments on how we have responded to these submissions.
- 3.10 In summary some of the key issues that we have taken in to account in the final Strategy are:
- Strengthening reference to the need for developments of affordable housing to include a proportion that is for social rent. This is a challenge in terms of funding and getting developers/RPs to deliver homes for social rent but this is an issue we need to pursue. (We are expecting a positive outturn of 585 affordable units in 2018/19, significantly above the target of 400. But in future we would like a proportion to be for social rent).
 - The need to make people aware of their housing options more widely, beyond households that are facing homelessness. We are reviewing Cherwell Bond Scheme to see how we can help other groups in housing need e.g. keyworkers and other low income households, in addition to the homeless households we already assist in to the private rented sector.
 - Meeting the housing needs of older people, young people and disabled people – our joint working with Oxfordshire County Council gives greater opportunity to meet these needs in our District and beyond and in working with providers to achieve this (e.g. Sanctuary have now commented on their oversupply of Housing for Older People/age defined general needs properties but accept that the condition and type of this stock may not be considered desirable and have said they would welcome the opportunity to contribute to an Older Persons Housing Strategy. We are also working with Oxfordshire County Council to deliver new accommodation options for vulnerable young people e.g. care leavers. We are clear that delivery cannot be a ‘one size fits all’ and we need to deliver customised solutions for different groups of young people and older people.
 - Concerns about the condition of some properties in the private rented sector and in registered provider accommodation were raised by a number of respondents. We are pursuing enforcement activity and are monitoring this closely although complaints about RPs have been falling year on year. Targets have been set for this activity in the action plan. We agree that we need to do more to help tenants who have problems with their landlord or the quality of their housing and are redesigning the website to make this help easier to find. We will promote the help on offer via web and publicity/social media.
 - Closer joint working needed between Housing and Planning to ensure quality standards are met and planning processes facilitate the acceleration of housing delivery, particularly in view of the Growth Deal. Some respondents also questioned whether the planning requirements for 30% of housing development in Banbury and Bicester to be affordable housing and 35% elsewhere in the

district are high enough e.g. compared to Oxford city which has a requirement for 50% affordable housing. This is an issue that warrants debate and would need to be picked up in the next review of the Local Plan.

- Many points were raised by the voluntary and community sector about helping homeless households and these will be fed in to delivery of the Homelessness Strategy.
- We plan to set up a Housing Coordination Group to coordinate officer activity in delivering the action plan.

3.11 The number and the quality of responses to the Strategy is very encouraging and demonstrates that local people and partners are interested and engaged in housing issues and in meeting the housing needs of local communities.

Overview and Scrutiny Committee

3.12 The Committee considered the Strategy at its meeting on 19 February 2019.

3.13 Points of clarification were raised and there was discussion about the need for social rented housing and whether our local plan requirements for affordable housing are set at high enough levels.

3.14 The Committee noted that we are on track to deliver around 700 lets to households on the housing register in 2018/19 and the majority of these are at social rent.

3.15 The Committee supported the proposed review and enhancement of Cherwell Bond Scheme and the need to reach out to people in housing need who may be able to join the housing register but perceive there is no hope of gaining a property.

3.16 It was agreed that the Committee would receive a report on delivery of the action plan, 12 months from now.

Action Plan

3.17 Attached at appendix 2 is the Action Plan 2019-20 for implementation of the Strategy. This will be refreshed annually. Although 92% of consultees support our priorities 44% did not agree that the actions would deliver the priorities. This might be a reflection of the ambitions within the Strategy and the fact that the action plan is focussed on year 1 of a 5 year strategy. In response to this we have tightened the action plan to ensure it is clearly linked to the priorities and deliverable within our resources. We recognise that the housing market is dynamic and affected by national policy, changes in the economy and Brexit. Therefore it is essential that we keep the action plan under review and adapt our plans when environmental factors affect the local housing situation.

4.0 Conclusion

4.1 The Housing Strategy is an important document in setting out the council's ambitions and priorities against Housing which is a key Business Plan priority (relates directly to BP priorities: Deliver Affordable Housing, Prevent Homelessness and Deliver Innovative and Effective Housing Schemes but also to wider priorities such as Promote Health and Wellbeing, Enhance Community Resilience and Support and Safeguard Vulnerable People).

- 4.2 Consultation responses have given us important information about the role many of our partners are keen to play in helping us deliver the Strategy. Many respondents confirmed the challenges of delivering the volume of housing that our communities need at rents that are truly affordable and of a quality and accessibility that people have a right to expect. Many responses were about tackling homelessness and meeting the needs of vulnerable people. The challenge of providing the diversity of housing and support required within constrained budgets and in a housing market where house prices are out of reach for the majority of people was raised by a number of respondents. Public sector partners raised the importance of responding to changing demographics and the diversity of housing we will need to deliver for older people and disabled adults in particular. Our partnership with Oxfordshire County Council is a crucial mechanism for this delivery and in addressing gaps in housing provision that affect particular groups e.g. care leavers.
- 4.3 The Strategy is supported by an equalities impact assessment, attached at appendix 4.

5.0 Financial and Resource Implications

- 5.1 Delivery of the Housing Strategy requires significant investment of time and resource by the council.

Decisions about specific projects and developments will need to be made, depending on the business case, throughout the lifetime of the Strategy.

Comments checked by:

Denise Taylor, Group Accountant, 01295 221982
denise.taylor@cherwellandsouthnorthants.gov.uk

6.0 Legal Implications

- 6.1 The Housing Strategy is not a statutory requirement but takes account of the relevant legislation regarding housing.

Comments checked by:

Richard Hawtin, Team Leader – Non-contentious. 01295 221695,
Richard.hawtin@cherwellandsouthnorthants.gov.uk

7.0 Decision Information

Key Decision

Financial Threshold Met: no

Community Impact Threshold Met: yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

Deliver Affordable Housing, Prevent Homelessness and Deliver Innovative and Effective Housing Schemes but also to wider priorities such as Promote Health and Wellbeing, Enhance Community Resilience and Support and Safeguard Vulnerable People

Lead Councillor

Councillor John Donaldson, Lead member for Housing

Document Information

Appendix No	Title
1	Draft Housing Strategy 2019-24
2	Action Plan 2019-20
3	Consultation Responses
4	Equalities Impact Assessment
Background Papers	
None	
Report Author	Gillian Douglas, Assistant Director: Social Care Commissioning and Housing
Contact Information	gillian.douglas@cherwellandsouthnorthants.gov.uk Telephone : 01295 221605

Appendix 1

Cherwell District Council Housing Strategy 2019-2024

‘Cherwell - A Place to Prosper’

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Foreword

A safe and secure home that is suitable for our family is something we all have a right to. A home is essential and provides the foundation for everything we do – work, play, raising children, forming and maintaining relationships, participating in our community and building a good quality of life. Some of us will spend most of our time in our home as we get older and our health and care needs change. All the more reason for our home to be a place of refuge and relaxation.

This is the point of the Housing Strategy – to address the current and anticipated housing needs of people in our district and set out our priorities for improving access to affordable and suitable housing and for building healthy communities.

In the strategy we are focussing on people but also recognising the importance of place. Housing exists in the context of places that people want to live in and we need to consider the wider infrastructure when developing, improving and allocating housing. This includes access to jobs, transport, shops, community facilities, green spaces and play parks. It means designing in opportunities for walking and cycling and for engagement with neighbours. It means living in a place that promotes good health, where the air is clean and where the housing is good quality and energy efficient.

We want to enable and deliver new affordable housing but also address issues in the existing stock. The majority of homes in the district are in good condition but there is a significant number that are below acceptable standard, both private rented sector homes and owner occupied. We want to tackle this issue robustly by identifying the minority of bad landlords who take advantage of their tenants and against whom enforcement action is necessary.

Much of what is in the strategy is aspirational and can only be delivered with our partners and with investment. Cherwell District Council aims to be forward thinking and is well placed to deliver given the track record of affordable housing development, the willingness to innovate and the strong partnership working. Access to affordable housing is the second top priority for people in our district. We also have over a thousand low income households waiting for affordable housing. These facts together point to how proactive and relentless we need to be in the pursuit of new housing solutions. Housing is also at the top of the national agenda. At county level we are a lead authority in the delivery of housing through Oxfordshire Growth Deal. This sets a positive context for driving our ambitions forward and demonstrates the commitment we have to always doing the best for our communities.

We look forward to working with partners and communities to deliver on our commitments and to making sure Cherwell is a place where people can prosper.

Councillor John Donaldson, Lead Member Housing

Introduction

This Housing Strategy sets out Cherwell District Council's plans for the housing service for the period 2019-2024. The previous Housing Strategy was a combined Housing and Homelessness Strategy that covered the period 2012-2017. This is a standalone Housing Strategy as we published a new Homelessness Strategy in July 2018, in recognition of the significant shift in homelessness legislation with the implementation of the Homelessness Reduction Act 2017 (HRAAct).

Our 2019-2024 strategy has been shaped by national policy and local context and is informed by data and information about our local housing market. A strong evidence base is essential to ensure that key strategic priorities and action plans are intelligence led. A key source of evidence for this housing strategy is Cherwell District Council's "State of the District's Housing Report 2018". This strategy should be read in conjunction with this report. Other evidence for the strategy includes Oxfordshire Strategic Housing Market Assessment (SHMA) 2014, data from our internal housing register/housing advice and private sector housing databases and the Cherwell Local Plan 2015.

In July 2017 we became a shared housing service with South Northamptonshire Council. However, local government reorganisation in Northamptonshire has prompted a termination in the partnership between Cherwell District Council and South Northamptonshire Council. There is currently a programme of work taking place that will culminate in the separation of the 2 councils. This programme is expected to be completed in mid-2019. We have also formed a new partnership with Oxfordshire County Council and with effect from 1 October 2018 we have a shared Chief Executive with the county council. From January 2019 we have a shared Assistant Director for Housing and Social Care Commissioning. This arrangement is new and the strategy recognises that the relationship between the two organisations will grow and develop. There will be lots of opportunities to work together over the lifetime of the strategy to join up pathways and improve housing solutions for our residents.

The Housing Strategy has three strategic priorities, these are:

- Increase the supply and diversity of affordable housing to ensure the right types of housing are available in the right places
- Improve the quality and sustainability of our homes and build thriving, healthy communities.
- Enhance opportunities for people to access suitable homes and have housing choices

Taking into account the level of change anticipated in national policy, the housing market, the local government sector and our communities we felt the housing strategy needed a degree of flexibility. The structure of the strategy is unlikely to change over the course of its life and will remain focused on the 3 key themes. But we will review regularly with the aim of producing an annual action plan which will enable us to respond to the changing environment. The action plan 2019-20 sets out year 1 delivery.

Key Achievements

Our key housing achievements over the course of our 2012-2017 strategy include:

- Between April 2012 and March 2018 over 1,500 new affordable homes were provided in the district. Each year since 2014/15 we exceeded our target of enabling 150 new affordable homes to be built per year; in 2017/18 this rose to 443.
- We secured the Graven Hill Military Base site which will eventually provide up to 1,900 homes. 72 units were completed by July 2018 of which 36 were self-build, 11 were custom build and 25 were affordable housing.
- Build!® have produced a total of 258 affordable homes including 65 self-build/custom build or self-finish units and working with a developer to convert office space in Banbury into affordable rented accommodation for singles and couples.
- We helped more than 640 disabled residents with Disabled Facilities Grants (DFGs) and a further 18 households via discretionary grants through our Home Improvement Agency.
- We provided direct practical help to over 2,200 residents through our Small Repairs Service
- We helped 1,058 vulnerable and older people with home improvements through discretionary grant funding
- We concluded 708 statutory interventions including improvement notices (both formal and informal) and prohibition orders, and resolved serious health hazards in 581 homes.
- We have inspected 438 houses in multiple occupation (HMOs) to ensure appropriate standards are achieved and maintained.
- 77 home improvement grants were issued to bring private rented sector properties up to decent standard and these were then let to local households in housing need at an affordable rent.
- We worked with regional partners to secure total funding of £412k from the Department of Energy and Climate Change (DECC); and were able to use £58k of this to improve 28 homes in the district.
- We conducted a review and produced a new homelessness strategy and action plan for the period 2018-2020: [<https://www.cherwell.gov.uk/info/55/strategy-policy-and-development/544/homelessness-review-and-strategy>]. This will be actively monitored through the period.

A full list of our achievements over the period 2012-2017 can be found on the council website.

3. Strategic Context

Legislation and policies at a national, regional and local level have an impact on the content and delivery of the housing strategy. There have been considerable changes to the national policy framework for both housing and planning since the last housing strategy document was produced in 2012. The key legislation and policies that relate to the housing strategy are listed below:

National	
	Welfare Reform Act 2012
	The Care Act 2014
	Housing and Planning Act 2016
	Welfare Reform Act 2016
	The Housing White Paper 2017 "Fixing our broken housing market"
	The Homelessness Reduction Act 2017
	The National Planning Policy Framework 2018
	The Social Housing Green Paper 2018
	The Licensing of Houses in Multiple Occupation (Prescribed Description) (England) Order 2018
Regional	
	Oxfordshire Health and Wellbeing Strategy 2015-2019
	Oxfordshire Housing and Growth Deal 2018
Local	
	Cherwell District Council Business Plan 2018-2019
	Homelessness Strategy 2018-2020
	Cherwell District Council's Tenancy Strategy 2017
	Cherwell District Council's Housing Allocations Scheme 2018
	Cherwell Local Plan 2011-2031

A summary of the key legislation and policies outlined is available on the council website.

4. Cherwell – People & Place

Cherwell district lies at the north-western edge of Oxfordshire. It covers an area of 277 square miles and includes the towns of Banbury and Bicester, Kidlington (a large village) and 72 smaller villages. The M40 passes through the district and there are good rail connections to London and Birmingham. Cherwell also has a close relationship with the world class university city of Oxford. The city's successful economy built around the universities and high tech industries and businesses combined with the attractiveness of the surrounding countryside make the county a highly desirable place to live which influences the housing market.

Cherwell has an estimated population of 147,602 (2017). Over 60% of residents live in one of the districts main urban centres, Banbury (32%), Bicester (21%) and Kidlington (9%), with the remainder living in the rural areas (38%). The population is growing, it increased by 0.7% in the last year, this is above the UK growth rate and the rate of population growth in Oxfordshire as a whole. International migration does contribute to the increase in the population locally, however a key driver of population growth is in-migration from Oxford probably related to acute housing affordability issues in the City. Cherwell is expected to continue to grow with the population forecast to be 203,900 in district by 2031.

The district has a total of 66,693 dwellings, of which 66% are owner occupied, 22% private rented and 12% social housing. The levels of home ownership and private renting in Cherwell are now ahead of national levels and the amount of social housing falling behind. The number of detached and semi-detached properties in the district is ahead of national averages whilst the number of terraced properties and flats is below.

Although the majority of homes in the district are warm and safe a significant minority (11%) have serious hazards including risk of falls and being cold. 3% suffer from more general disrepair. There is also double the proportion of homes with an 'excess cold' hazard than in England as a whole (6% compared to 3%).

The life expectancy of people in Cherwell is higher than the national average and the district is expected to see a substantial increase in the older person population. The age group that that will see the greatest increase is people over 85, with an increase of 142% resulting in a significant increase in the demand for accommodation that is suited to an older population and the need for associated care and support services. The majority of our residents are in good health while 14.1% have a long term limiting health problem or disability (17.6% nationally).

5. Housing Strategy Priorities

Priority 1:

Increase the supply and diversity of affordable housing to ensure the right types of housing are available in the right places

Our objectives are to:

- 1.1 Understand the need for the full range of affordable and specialist housing in the district, including type, tenure and location
- 1.2 Deliver a range of affordable homes that meet the needs of local residents and workers
- 1.3 Work in partnership with private developers, registered providers and local landowners to gain greater control over the delivery of housing, including new affordable housing
- 1.4 Maximise and make best use of financial assets and resources, including those of the Council, Registered Providers and Homes England, to deliver affordable housing in the district

Why is this important?

- We need 1,140 new homes in Cherwell per year until 2031 with 35% of this being affordable
- We need to respond to diverse needs ranging from smaller homes for young people and people looking to downsize through to larger family homes
- We have a growing population of older people whose housing needs need to be anticipated and planned for
- Home ownership is out of reach for households on low and average incomes
- Social rent is the only truly affordable housing option for many people and there is a lack of supply in this area
- Cherwell has a strong track record of housing delivery and has exceeded new build targets. But the market on its own does not deliver the volume and range of affordable products that our communities need
- New build housing has been concentrated in the main towns of Banbury and Bicester and there is a need to increase delivery of affordable housing in rural areas of the district
- We have also committed to helping Oxford city meet its need for 1,400 new homes per year

What we plan to do

1.1 Understand the need for the full range of affordable and specialist housing in the district, including type, tenure and location

- Improve our understanding of specific housing needs by drawing on our own internal data and intelligence and that of our partners
- Work with parish councils, community groups and residents in rural parts of the district to identify and respond to housing needs in the villages
- Join up with Oxfordshire County Council and health partners to understand and respond to the current and future housing needs of older people and other vulnerable groups that require specialist housing e.g. people with learning disabilities
- Ensure that the development of new housing contributes to vibrant and sustainable town centres
- Ensure that we listen to the people whose housing needs we are trying to meet by consulting and checking back that we are delivering the right types of housing

1.2 Deliver a range of affordable homes that meet the needs of local residents and workers

- Explore the viability of delivering homes for social rent within new developments
- Increase the supply and uptake of affordable housing for keyworkers
- Diversify the provision of affordable housing through innovation and partnership working i.e. shared ownership, self-build, custom build and community-led schemes
- Ensure that the delivery of new housing is supported by and integrated with community facilities, businesses and employment, schools, transport and health and other services
- Work alongside landowners and house builders, including the University of Oxford, to develop affordable housing on allocated sites for households and key workers from Oxford with unmet housing need
- Contribute to the Oxfordshire Growth Deal programme to ensure affordable housing targets are met
- Work with existing Cherwell residents and partners to ensure the housing needs of expanding communities are met as well as the needs of Oxford residents
- Work within Local Plan parameters to increase the delivery of affordable housing within rural areas where unaffordability and the constraints on development are often a challenge

1.3 Work in partnership with private developers, registered providers, landowners and local communities to gain greater control over the delivery of housing, including new affordable housing

- Continue to seek the maximum amount of affordable housing when negotiating with developers on new schemes¹
- Take a more proactive approach to working with registered providers to encourage them to come forward with land-led development proposals
- Work closely with Homes England and other partners to pursue and bring forward public sector land for development
- Explore the potential for the council to take a lead role in land assembly
- Undertake social value assessments to enable decisions to be made about whether council land should be disposed of at or below market value – for the development of housing including affordable housing

1.4 Maximise and make best use of financial assets and resources, including those of the Council, Registered Providers and Homes England, to deliver affordable housing in the district

- Work with Build!², registered providers and community led developers to maximise grant funding that can be used for affordable housing development, including homes for social rent
- Raise the profile of our affordable housing needs and ambitions with Homes England in order to maximise the amount of funding we can access from the Shared Ownership and Affordable Homes Programme 2016-21
- Identify land in our ownership that can be considered for affordable housing development
- Lever Oxfordshire Growth Deal funding to support housing delivery in Cherwell
- Review our internal resources and structures to ensure we have the expertise and capacity in place to deliver on our affordable housing ambitions

¹ Local Plan affordable housing requirements are 30% in Banbury and Bicester and 35% in the rest of the district

² Build! is Cherwell District Council's in-house housing development and management company

Priority 2:

Improve the quality and sustainability of our homes and build thriving, healthy communities

Our objectives are to:

- 2.1 Improve the energy efficiency of the housing stock and reduce fuel poverty for low income and vulnerable households
- 2.2 Support residents to have a suitable home where they can live independently
- 2.3 Ensure the efficient use of the housing stock and maximise opportunities to meet housing needs
- 2.4 Improve the quality of new homes and the existing housing stock
- 2.5 Ensure effective enforcement action is taken to improve unsatisfactory rented accommodation
- 2.6 Demonstrate a corporate commitment to sustainable, healthy and thriving communities

Why is this important?

- An estimated 6,638 (11%) owner occupied and private rented homes have a serious health hazard as defined by the Housing Health and Safety Rating System
- Our owner occupied and private rented dwellings have a lower energy efficiency rating than the national average
- Just over 900 (6.2%) private rented dwellings in the district are estimated to have an Energy Performance Certificate rating below band E. This is below the rating now required, for a landlord to grant a new tenancy to new or existing tenants
- It is estimated that 8% of all households (over 3,000 owner-occupied households and 1,777 private rented households) experience fuel poverty, although this is lower than the national average of 11% of households. The highest concentrations of fuel poverty are in the rural areas of our district
- As of March 2018 there were 495 properties that had been empty for more than six months
- Due to new licensing requirements the number of licensable HMOs has increased from 84 to an estimated 431
- Oxfordshire is expected to see a substantial increase in the population of older people with the total number of people aged 55 and over expected to increase by 49% over 20 years
- Older people are more likely to live in owner-occupied and social rented accommodation than the private rented sector
- 22% of households in Cherwell include someone with a long term health problem or disability
- There is a correlation between age and long term health conditions or disability with 83% of persons aged 85 or older having a disability

- There is an evidenced need for a diverse range of supported housing including learning disabilities, people with physical disabilities and vulnerable young people including young parents
- The district is going through a period of high growth, with this rate of increase we must ensure the community infrastructure is in place to support sustainable communities
- Where we have achieved impact with our existing programmes we have the opportunity to expand on this good practice e.g. Graven Hill, Bicester Healthy New Town and Bicester Eco Town
- There is growing evidence that significant benefits for local people can be achieved by joining up the planning of housing, infrastructure and the economy with planning for residents' health and wellbeing

What we plan to do

2.1 Improve the energy efficiency of the housing stock and reduce fuel poverty for low income and vulnerable households

- Increase awareness of council services and initiatives in relation to warm homes, energy efficiency and retro-fit technologies
- Work in a coordinated way with local health partners to ensure residents in most need receive support to make their homes warmer (making every contact count)

2.2 Support residents to have a suitable home where they can live independently

- Continue to support and meet the demand for adaptations to assist older and disabled people to remain living independently in their own homes
- Support the delivery of new build adapted properties
- Provide supported housing as identified through Oxfordshire County Council's commissioning plans for Adult's and Children's Services
- Promote use of technology to enable disabled and older people to live independently
- Deliver the Government's Vulnerable Persons Relocation Scheme in Cherwell

2.3 Ensure the efficient use of the housing stock and maximise opportunities to meet housing needs

- Reduce the number of empty properties in the district, including refurbishment of flats above shops and conversion of commercial space to residential.

2.4 Improve the quality of new homes and the existing housing stock

- Improve conditions in the private rented sector by implementing actions arising from HMO licencing responsibilities, our formal and informal enforcement interventions and our grant and loan work

Increase our enforcement profile and interventions so that non-compliant landlords do not profit from providing poor quality accommodation

- Take a leadership role to influence developers and demonstrate that increased standards in new build housing are deliverable

2.5 Demonstrate a corporate commitment to sustainable, healthy and thriving communities

- Identify key partnerships that require housing representation and influence to deliver healthy communities, including establishment of a Cherwell Housing Board
- Increase corporate coordination in relation to housing activities across the council
- Implement a framework of engagement with RP partners to deliver thriving, healthy communities
- Adopt a corporate approach to commissioning services to support sustainable communities
- Use the learning from Bicester Healthy New Town to roll out new approaches to promoting health and wellbeing and tackling deprivation in other parts of the district

Priority 3: Enhance opportunities for residents to access suitable homes and have housing choices.

Our objectives are to:

- 3.1 Provide an enhanced housing options service
- 3.2 Keep the Allocations Scheme under review to ensure it meets housing needs
- 3.3 Increase opportunities for people to access low cost home ownership and good quality private rented accommodation

Why is this important?

- Cherwell is a high growth area and the demand for housing is unlikely to subside in the foreseeable future
- Our customer base is expanding with more households, including working households, needing advice and help to access housing. This is because household income has not kept up with house prices and market rents in the private rented sector
- Housing Options services have traditionally worked with vulnerable people and those threatened with homelessness. As more households experience affordability issues with housing we need to offer advice to a wider group of people
- Housing needs outweigh supply of social and affordable rented housing so we need to widen the housing options on offer, this could include self-build opportunities at Graven Hill, shared ownership, rooms in shared houses and private rented sector properties
- The need for keyworker housing is high across the county, particularly for those working in Oxford city, and the Housing Options service needs to reflect this

What we plan to do

3.1 Provide an enhanced Housing Options service

- Provide a Housing Options service that responds to the diversity of need
- Promote a personalised approach which helps customers identify housing solutions that will meet their needs and aspirations
- Support customers to make positive and realistic choices about the type of housing they want to live in
- Ensure staff have the skills and training to offer good quality advice

- Ensure that good quality information on the housing opportunities in the district is made available across a range of media including comprehensive information on the web
- Increase opportunities to work with partner organisations to ensure residents get good quality housing advice when they need it

3.2 Keep the Allocations Scheme under review to ensure it meets housing needs

- Review our Allocations Scheme to ensure it continues to meet the needs of our communities

3.3 Increase opportunities for people to access low cost home ownership and good quality private rented accommodation

- Improve our relationships with the local private rented sector to increase innovation and support development of the market
- Work with Graven Hill to review the self-build mortgage pilot and establish how this and other council-led initiatives can help local people choose self and custom build to meet their housing needs
- Broaden the housing choices for older people including co-housing, shared ownership and smaller homes for open market sale³

³ In line with the Older People's Strategy 'Living Longer, Living Better' – Oxfordshire Health and Wellbeing Board

6. Resources

The resources available to deliver the housing strategy in Cherwell are as follows:

Council Resources

Staff Resources - The main staff resource is the Housing Team which consists of:

- The Housing Development and Strategy Team
- The Housing Options Service – focused on homelessness, providing general housing advice and maintaining the Council's housing register
- The Private Sector Housing Team

We will draw on officer time and expertise from other teams within the council as well including Build!, the Bicester Team, Planning Policy and Development Management, Transformation Team, Property and Investment Team and Communities Team. We will also consider the potential for council-owned land and other assets to be used to help meet local housing needs.

We are also sharing resource with Oxfordshire County Council at Assistant Director level to enable us to deliver our joint housing priorities and deliver better housing outcomes for older people, disabled people and other vulnerable groups.

Commuted Sums - Off-site contributions in lieu of affordable housing are provided by developers in exceptional circumstances where affordable housing is not provided on site. In these circumstances developers are required to pay a commuted sum which can then be used as an additional source of funding for affordable housing delivery.

New Homes Bonus - New Homes Bonus (NHB) is a grant paid by Central Government to local authorities to incentivise housing growth in their areas. Under the scheme Central Government matches the council tax raised on new build homes, conversions and long term empty homes brought back into use. The development of each additional affordable home attracts an enhancement of £350 per annum (over the period which the NHB is payable). Local authorities are not obliged to use the funding for housing purposes but we have set the enhanced payments (£350 per property per annum) aside to fund new affordable homes or services.

Private Sector Housing Grants and Loans

The Council received Disabled Facilities Grant funding of £1.012 million from the Better Care Fund (a programme seeking to join up health and care services) for 2018-19 and expects a similar or increased level of funding in future years. Alongside this there is a proposed budget of £150,000 in 2019-20 for discretionary private sector housing grants (including essential repairs, energy efficiency and landlord home improvement grants). We also have access to loan funding for improvements to private sector housing as we are members of Flexible Home Improvement Loans Limited.

Partners' Resources

In order to enable the delivery of new affordable housing we work in partnership with Registered Providers, who use their staff time to facilitate new development and invest their own financial resources to fund new build affordable housing. They also provide resources such as staff time to manage housing stock in our district and staff time and financial investment in community development activities.

Growth Deal

In March 2018 the Oxfordshire Authorities were successful in securing Housing and Growth Deal funding of up to £215 million from the Government to support the delivery of around 100,000 new homes across Oxfordshire between 2011 and 2031. This includes £60 million to deliver additional affordable housing and £150 million to deliver the infrastructure needed to accelerate the delivery of 100,000 homes across the County by 2031, both market and affordable. We wish to maximise the amount of funding from this source into the district. Currently £3,250,000 is allocated for 106 affordable housing units to be provided in Cherwell.

Homes England Funding

In April 2016 bidding was opened to the Homes England Shared Ownership and Affordable Homes Programme (SOAHP) 2016 to 2021. Initial allocations of capital grant for new affordable housing schemes were announced in January 2017 but this did not allocate the total budget, with £1.3 billion remaining available. This is being allocated through Continuous Market Engagement together with a share of the £1.4 billion announced in the Autumn Statement for new affordable homes outside London. In addition, in June 2018, an addendum to the SOAHP prospectus was published. This addendum invited bids against the available funding for a range of housing tenures, including social rent, which had previously not been funded.

Other Funding

There are additional sources of funding allocated to the council specifically for homeless work. These include:

Homelessness Prevention Grant - Central Government gives local housing authorities funding for homelessness prevention work (Homelessness Prevention Grant) within the council's wider local government settlement. This funding has been used by the Housing Team to support a range of community and voluntary sector groups to provide services within the district that are focused on supporting the prevention of homelessness. For example, the provision of drop in centres for people who are homeless or unsuitably housed, outreach and verification for rough sleepers and outreach for low to medium level victims of domestic abuse. The Homelessness Prevention Grant allocation for Cherwell District Council is as follows:

Homelessness Prevention Grant		
2017/18	2018/19	2019/20
£99,869	£100,211	£100,712

Flexible Homelessness Support Grant - The Ministry of Housing, Communities and Local Government (MHCLG) also provides Flexible Homelessness Support Grant (FHSG) to local housing authorities. FHSG is paid to local housing authorities as a grant and can be used in any way a local authority sees fit, to better manage temporary accommodation pressures. The grant is ring-fenced for activities to prevent and deal with homelessness.

Flexible Homelessness Support Grant Allocation		
2017/18	2018/19	2019/20
£178,538	£205,425	£265,225

Homelessness Reduction Act: New Burdens Funding - The government is providing funding to local authorities to help meet the new burdens costs associated with the additional duties contained within the Homelessness Reduction Act 2017. The local authority allocations cover: 2017/18; 2018/19; and 2019/20 and Cherwell District Council will receive the following:

Homelessness Reduction Act: New Burdens Funding			
2017/18	2018/19	2019/20	Total Allocation
£47,246	£43,277	£45,747	£136,270

In addition, to the above, all local housing authorities were allocated £9,200 as a one-off payment towards new ICT costs in relation to the new legislation. We used this money to pay for new homelessness ICT software.

7. Consultation

We consulted on the draft strategy for 7 weeks from December 2018 – January 2019.

We held a consultation event with Elected Members and our Portfolio Holder in October 2018, and have consulted widely with the public, internal stakeholders, public and voluntary sector partners and registered providers on the production of this revised version.

We consulted with partners as the strategy was being developed. Specific partners have also contributed data and verified findings as relevant.

Comments

We welcome and comments or queries about this strategy. Please send them to:

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DISTRICT COUNCIL
NORTH OXFORDSHIRE

Appendix 2 : CDC Housing Strategy Annual Action Plan: 2019-2020

Priority 1: Increase the supply and diversity of affordable housing to ensure the right types of homes are available in the right places

Action	Target	Responsibility	Key Partners	Resources Required	Deadline
1.1 Understand the need for the full range of affordable and specialist housing in the district, including type, tenure & location.					
1.1.1 Ensure new affordable housing is in line with local needs	Complete research and prepare a report on the affordability of rented housing defined as 'affordable'	HS&PT	RPs	Officer time	June 2019
	Complete 4 parish level housing needs surveys	HS&PT	Parish councils	Officer time	March 2020

	Identify and deliver actions to help inform and deliver Oxfordshire's housing related strategies, including :1) Strategy for Delivering an Increased Supply of Housing for Adults with Care and Support Needs, 2) Housing and Homeless Needs Analysis for Vulnerable Young People and Families 2019-2024, 3) Extra-Care Housing (ECH) Market Position Statement	HS&PT	Oxfordshire County Council	Officer time	June 2019
	Recommission supported housing for homeless households in Cherwell	HS&PT	Oxfordshire County Council, district and city councils	Officer time	September 2019
	Re-commission the Young Peoples Pathway and Adult Homeless Pathway	HS&PT	Oxfordshire councils	Officer time, Housing budget	March 2020
	Update the State of the District's Housing Report	HS&PT	--	Officer time	December 2019
1.1.2 Increase data collection using the Council's and partners' internal databases	Review Housing Register application form to capture strategic information on housing needs to inform the new build affordable housing programme	HOT	Abritas	Officer time and approved capital budget for improvements to Abritas housing IT system.	April 2019
1.2 Deliver a range of affordable homes that meet the needs of local residents and workers.					
1.2.1 Broaden the range of new affordable housing delivered	Deliver at least 407 new affordable homes including 10 social rented units	HS&PT	RPs	Officer time & housing budgets	March 2020
	Develop a proposal for a 'Living Rent' housing product	HS&PT	Build!	Officer time	June 2019

	Start on site at Admiral Holland to build 14 affordable homes (7 affordable rent & 7 shared ownership)	Build!	--	Build! Team staff & financial resources.	April 2019
	Establish a formal commissioner/delivery vehicle relationship between CDC as strategic housing authority and Graven Hill Development Company	HS&PT	Graven Hill	Officer time	Ongoing
1.2.2 Work with other Oxfordshire local authorities to deliver housing to meet Oxford's unmet need	Work with planning policy team to review effectiveness of planning policies to deliver community facilities to meet the needs of Kidlington	Planning Policy Team, Build! and HS&PT	--	Officer time	March 2020
	Prepare proposals for the allocation of affordable housing on sites designated to meet Oxford's unmet need	HS&PT and Planning Policy Team	Other Oxfordshire local authorities	Officer time	June 2019
1.2.3 Increase the delivery of rural exception sites to enhance the affordable housing choice within rural areas	Prepare a business case for Development capacity to take forward Growth Deal delivery and rural development potential	HS&PT	Finance Team	Officer time	April 2019
	Start on site at Ardley to build 13 affordable homes on a rural exceptions site (7 affordable rent & 6 shared ownership)	HS&PT	Waterloo Housing, Development Management Team & Homes England	Officer time, RP finance, Homes England/Growth Deal funding	April 2019
1.3	Maximise and make best use of financial assets and resources, both council and Registered Providers, to deliver more affordable housing in the district.				

1.3.1 Use council and other public sector owned assets for the delivery of affordable housing where appropriate	Complete a review of council-owned land in the district to establish which sites have potential for housing delivery to meet local housing needs. Work with other public sector partners and RPs to identify land opportunities	HS&PT	Property & Investment Team, Build!, OCC, health, Sanctuary	Officer time	June 2019
1.3.2 Play an active and lead role on the Growth Board and in partnership with Homes England to maximise funding for additional affordable homes	Deliver Cherwell affordable housing commitments and work with the partnership to meet county wide targets, linking with wider Growth Deal delivery (productivity, infrastructure, wider housing and the JSSP)	AD, Housing and Social Care Commissioning	Other Oxfordshire local authorities, RPs, developers	Officer time, Growth Deal monies	March 2020
1.4 Work in partnership with registered provider partners, private developers and local landowners to accelerate delivery of housing, including new affordable homes					
1.4.1 Support community led development	Work with HNLC to assess the viability and social value of a community led development in Hook Norton	HS&PT	HNLC	Officer time, strategic housing budget	March 2020
1.4.2 Develop closer joint working between Planning and Housing to facilitate planning consents and accelerate affordable housing delivery	Streamlined and digitally enabled planning processes, agreed mechanism for consultation with Housing	HS&PT, Planning	RPs, Growth Deal	Officer time, Coordination Group role	ongoing

Priority 2: Improve the quality and sustainability of our homes and build thriving, healthy communities

Actions	Target	Responsibility and partners	Resources Required	Target Date
2.1 Improve the energy efficiency of the housing stock and reduce fuel poverty for low income and vulnerable households				
2.1.1 Increase awareness of council services and initiatives in relation to warm homes, energy efficiency and retro-fit technologies	Work with the National Energy Foundation to promote awareness of grants and help available to make homes more energy efficient and tackle fuel poverty	PSHT/ NEF	Officer time	June 2019
	Ensure that every contact with vulnerable households is used to assess fuel poverty and energy efficiency issues	PSHT	Officer time	June 2019
	Reshape the council's service specification for the debt and money advice contract to include signposting and referrals to the Private Sector Housing team, Better Housing, Better Health and advice on switching utility companies	AD, Housing and Social Care Commissioning	Officer time	Sept 2019
	Support the Low Carbon Hub and National Energy Foundation to continue developing the Oxfordshire Retro-fit project	PSHT	Officer time	Ongoing

2.2 Support all residents to have a suitable home where they can live independently				
2.2.1 Continue to support and meet the demand for adaptations to assist older and disabled people to remain living independently in their own homes	Complete at least: <ul style="list-style-type: none"> • 160 disabled facility grants • 140 Minor Works adaptations • Provide Small Repairs assistance to 250 qualifying households for 250 vulnerable households Maximise the use of the DFG budget for the benefit of older and disabled residents by improving the process for assessments and commissioning of works.	PSHT/Oxfordshire County Council	Officer time DFG Budget Minor works budget Small repairs budget	March 2020
2.2.2 Support the delivery of new build adapted properties	Complete a review of the use of DFG finance to fund new build adapted properties	HS&PT	Officer time	June 2019
	Complete a review of lifetime homes delivery and usage	HS&PT	Officer time	Sept 2019
	Develop a proposal for a Cherwell Adapted Standard	HS&PT	Officer time/ Operational budgets	Sept 2019
2.2.3 Provide supported housing as identified through the Oxfordshire County Council's commissioning plans for Adult & Children's Services	Support OCC to decommission shared accommodation for people with learning disabilities and work in partnership with Sanctuary Housing to provide 6 units of self-contained supported housing for people with learning disabilities	HS&PT & Sanctuary Housing, OCC	Officer time	March 2020
2.2.4 Support the government's Vulnerable Persons Relocation Scheme	Resettle a further 6 Syrian refugee households	HS&PT, Connection Support, faith groups, Home Office	Officer time VPRS funding	March 2020

2.3 Ensure the efficient use of the housing stock and maximise opportunities to meet housing needs				
2.3.1 Reduce the number of empty homes in the district	Take informal and formal action to bring at least 10 long-term empty homes back into use	PSHT	Officer time	March 2020
	Deliver at least 4 new units of housing in the town centres by converting commercial space to residential and/or refurbishing flats above shops and explore the scope for more conversions	Build!	Officer time £350K New Homes Bonus and Build! funding	March 2020
2.4 Improve the quality of new homes and the existing housing stock				
2.4.1 Improve conditions in the private rented sector	Implement actions arising from HMO licencing responsibilities: <ul style="list-style-type: none"> - Proactively identify HMOs that should be licensed under the new regulations - Review management standards in at least 150 HMOs - Monitor impact of new legislation 	PSHT	Officer time	March 2020
	Improve at least: <ul style="list-style-type: none"> • 100 premises through formal and informal enforcement interventions • 20 premises through grant and loan work 	PSHT	Officer time	March 2020
2.4.2 Take a leadership role to demonstrate that increased standards in new build housing are deliverable	Work in partnership with A2Dominion to continue data collection and monitoring on travel patterns, energy, water use and waste generation at North West Bicester (NWB)	Bicester Team	Officer time	Ongoing
	Work in partnership with other Oxfordshire councils to develop an evidence base on sustainability and deliverability of higher standards for new build properties	Bicester Team	Officer time	March 2020

	Prepare a CDC Affordable Housing Standard Guide	Build! and HS&PT	Officer time	March 2020
2.5 Demonstrate a corporate commitment to sustainable, healthy and thriving communities				
2.5.1 Identify key partnerships that require housing representation and influence to deliver healthy communities	Complete an audit of partnerships and agree representation	HS&PT	Officer time	April 2019
2.5.2 Increase corporate coordination in relation to housing activities across the council	Establish a Housing Coordination Group within CDC	Assistant Director, Transformation Team, HS&PT, PSHT, Build!, Bicester Team, RP representation	Officer time	June 2019
2.5.3 Implement a new framework of engagement with RP partners to deliver thriving, healthy communities	Meet regularly with RPs to plan housing delivery and the development of healthy communities, working in partnership and through Growth Deal	AD, Housing and Social Care Commissioning	Officer time	April 2019
2.5.4 Adopt a corporate approach to commissioning services to support sustainable communities	Complete mapping exercise of 'whole' council investment in Cherwell communities	HS&PT & Communities Team, OCC	Officer time	October 2019
	Develop common monitoring approach to council grants/contracts for work supporting communities in Cherwell	HS&PT & Communities Team	Officer time	October 2019

Priority 3: Enhance opportunities for people to access suitable homes and have housing choices

Action	Target	Responsibility	Key Partners	Resources Required	Deadline
3.1 Provide an enhanced Housing Options service					
3.1.1 Increase staff awareness of the range of housing options available	Train all housing and customer services staff on all forms of housing available, including briefings, site visits and team meetings	HS&PT	Housing Options and PSHT, Graven Hill, Help to Buy, Build!, Bicester Team	Officer Time	Ongoing
3.1.2 Increase customer awareness of the range of housing options available	Improve information available through the website and other media	HS&PT	Housing Options and PSHT, Graven Hill, Help to Buy, Build!, Bicester Team	Officer Time	Ongoing
	Develop a business case for a pilot post to help older people make timely and positive choices to move to appropriate accommodation	HS&PT and PSHT	OCC	Officer time	Sept 2019
	Ensure Community Connect Navigator is fully aware of housing options and legal remedies through attendance at team meetings and possible co-location with HOT and PSHT	Communities Team, HOT, PSHT,		Officer Team	April 2019

3.1.3 Improve access to the Housing Options service	Implement an online housing application form	HS&PT		Officer time and approved funding and capital	April 2019
	Prepare a business case for an enhanced housing options portal	HS&PT		Officer time	April 2019
3.1.4 Deliver personalised advice on the full range of suitable housing options available in the district	Complete a review of the housing advice 'offer' to customers to fully incorporate shared ownership, self-build, rent to buy, and all rented tenures	HOT		Officer time	June 2019
3.2 Keep the Allocation Scheme under review to ensure it meets housing needs					
3.2.1 Review the Housing Allocations policy	Complete Allocations Policy annual Health Check	HS&PT and HOT		Officer time	June 2019
	Prepare a report including summary of Health Check findings and recommended amendments to policy	HS&PT and HOT		Officer time	June 2019
3.2.2 Promote the most efficient use of existing adapted social housing stock.	Review Allocation scheme to make best use of adapted properties for disabled and older people	HS&PT and HOT	PSHT	Officer time	Dec 2019
3.3 Increase opportunities for people to access low cost home ownership and good quality private rented accommodation					

3.3.1 Increase the provision of private rented sector accommodation through various means including council-led initiatives and establishing a dialogue with investment landlords	Meet with RPs to establish their appetite and capacity to deliver secure high quality private rented accommodation.	HS&PT	RPs	Officer time	March 2020
	Review Cherwell Bond Scheme to incentivise more PRS landlords to let their properties at Local Housing Allowance rates	HS&PT	RPs	Officer time	March 2020
	Complete a feasibility study of options for council-led development of private rented accommodation	HS&PT		Officer time	March 2020
	Look for partners either private sector landlords or RPs who could deliver affordable shared accommodation for under 35's	HOT	RPs, PRS landlords	Officer time	March 2020
3.3.2 Provide wider opportunities for people to access self-build as a housing option	Review the 2018 pilot for self-build mortgages and build on lessons learnt	Transformation Team and lenders	Graven Hill	Officer time	Dec 2019
	Develop links with local community led housing groups to identify the potential for delivery of community led and co-housing schemes in the district	HS&PT	Community groups	Officer time	Ongoing

HS&PT : Housing Strategy and Partnerships Team, HOT : Housing Options Team, PSHT : Private Sector Housing Team, OCC : Oxfordshire County Council, RP : registered provider, DFG : Disabled Facilities Grant, NEF : National Energy Foundation

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Appendix 3 - HOUSING STRATEGY CONSULTATION RESPONSES

RECEIVED FROM	ISSUES	RESPONSE/ACTIONS
<p>Cherwell District Council – (Bicester Healthy New Town Programme Director)</p>	<p>Page 12 Section 2.1 – I think there is an opportunity to link up the work Cherwell District Council undertakes to increase awareness of initiatives to promote warm, energy efficient homes with the National Health Service. Can I suggest that you add : working in a co-ordinated way with local health partners to ensure that residents who are most in need are able to access appropriate support.</p> <p>Page 12 Section 2.21 - I suggest that you add an additional bullet point which states: - Increase use of technology to enable older people to live independently</p> <p>Page 13 Section 2.5 - The last bullet point refers to using the learning from Bicester Healthy New Town. I would suggest that we need to articulate how housing can support the development of healthy communities by:-</p> <ul style="list-style-type: none"> • Providing residents with a secure home that they can afford • Having a home that is healthy (warm, dry, and safe) • Developing a mix of attractive housing options that support ageing well and which enable residents to feel connected to their community • Supporting the energy efficiency of homes in order to reduce the consequences of fuel poverty <p>Page 15 Section 3.3 - You state the need to broaden housing choices for older people – you may wish to reference the Older People’s Strategy Living Longer, Living Better produced for Oxfordshire’s Health & Wellbeing Board.</p> <ul style="list-style-type: none"> • Broader options would also be of benefit to millennials. 	<p>Agreed – added at 2.1</p> <p>Added : ‘Promote use of technology to enable disabled and older people to live independently’</p> <p>We believe we have covered this in section 2</p> <p>Reference added</p>

	Awareness of how hard it is to get on the 'housing ladder' is very high and I think we need to specifically refer to the needs of 20-30 year olds in the strategy	
Deddington Parish Council	<p>As a matter of top priority Cherwell District Council should be applying for government funds - as grants or loans - that have recently been promised to local authorities that are building their own affordable housing.</p> <p>At present it is very difficult to get on the Cherwell District Council housing register. To live in unsatisfactory accommodation, or with parents, and have a low income is not sufficient - you have to be in fairly desperate circumstances to qualify. This means people have to pay often unreasonably high rents to private landlords - often for less than ideal accommodation - and the council subsidises the landlord by contributing housing benefit.</p> <p>Provision for homeless people is clearly hopelessly inadequate in Cherwell district, as elsewhere in the country - and has got worse.</p> <p>How much better to build and own housing yourself as a council, charge a genuinely affordable rent, receive the income yourselves and use it for repaying loans, maintenance of existing stock or building new housing.</p> <p>I notice part of the action plan is to identify council-owned land. Clearly this would make building new developments yourselves much more economic if you didn't have to buy land.</p> <p>If council-owned housing were much more widely available, it would probably drive down rents in the private sector, and reduce the need for housing benefit.</p> <p>In your action plan you speak of focusing on particular housing needs - for the elderly and the young, for example. If you are</p>	<p>Acknowledgement 02/01/2018 Agreed - we access Homes England funding for our own developments of affordable housing through Build! and via the Oxfordshire Housing and Growth Deal.</p> <p>Housing register – we have 1,000 households on the register and it is open to any eligible household to apply. Local connection is required. We agree that more affordable housing is needed hence our focus on increasing supply.</p> <p>Our homelessness services work to prevent homelessness before crisis occurs and we provide temporary accommodation for families and vulnerable single people/couples</p>

	<p>primarily reliant on commercial developers providing "affordable" housing on their new estates, it is unlikely to be of the type of housing needed nor in the location needed. Nor is there likely to be enough new affordable housing to make serious inroads into your housing list.</p> <p>I realise this council is by no means the worst but I do blame it for freezing the council rate for so many years - proudly - while council services deteriorate, including the provision of housing. This appears to be ideologically driven and not facing reality nor your responsibilities. Also to be tied to outdated Thatcherite ideology hostile to the provision of council housing suggests there is not a real will to solve the housing crisis in the best, most economic way for all parties. Encouraging rural exception sites, for instance, though not in themselves a bad thing, is a way of shifting the responsibility from the actual housing authority to bodies with much less experience and expertise and far fewer opportunities for economies of scale - ie, parish councils</p> <p>You can do better.</p>	<p>who have lost their accommodation. We are working with registered providers to develop affordable housing though land led schemes as well as Section 106 agreements.</p> <p>We accept that housing needs outweigh supply and we are looking at ways to step up delivery including the delivery of properties for social rent.</p>
<p>BPHA – (Assistant Director of Development)</p>	<p>Enviably track record on the delivery of affordable housing in the district in last 5 or 6 years – inspiring to see your achievements listed</p> <p>At 1.3 (page 9) you talk about encouraging Registered Providers to take a proactive approach to land led opportunities, what sort of initiatives were you thinking about?</p> <p>Have you given some consideration to imposing the Housing Quality Standards through the planning system to improve the quality of new build homes in both the public and private sector?</p> <p>I notice you are keen to pursue further opportunities to convert offices to residential– this is as you are probably aware one of the</p>	<p>Acknowledgement 09/01/2019</p> <p>Examples : sharing the list of sites with extant planning permissions – with Registered Providers – to encourage them to consider these sites for development, promoting the Growth Deal funding opportunities to encourage Registered</p>

	<p>Government intentions to extend the Permitted Development rights. Whilst this does bring people into the town centres which is vital for sustainable communities, we do need to be mindful that these conversions often sacrifice quality and amenity space.</p>	<p>Providers to build in the district, looking at opportunities for further affordable housing delivery at Graven Hill.</p> <p>Agreed – town centre developments must build sustainable communities, and promote health and wellbeing and may suit particular target groups.</p>
<p>Respondents at Stakeholder Consultation Event (16 attendees) Priority 1</p>	<ul style="list-style-type: none"> • People being released from prison – avoiding street homelessness/Issues about lack of credit rating – wider system issue? • Lack of consistent protocol for referral/support • Tenancy support insufficient • Homeless Pathway –complex needs/location • Private Rented Sector – Bond scheme for homeless referrals • Issue about rent arrears (under 8 weeks) • Share landlord information (Registered Providers) Aspire Model • To provide data on levels of need (Mental Health) • Move on – Bromford “My place” model • Social Housing Guardianship – support for tenants – 10 units in Oxfordshire - volunteer support in return for low rents (8 hours per month) • University Halls of Residence – premises (vacant) • Transition by Design (social enterprise) employment/charity • Ex-offenders – consider housing as key to reducing re-offending • Co-housing – research Community led housing funding and information on-line for those interested in co-housing 	<p>These are useful points – many relate to the Homelessness Strategy. We will specifically include the need for accommodation for young people e.g. well managed, affordable Houses in Multiple Occupation and other Private Rented Sector options. We will look at the Social Housing Guardianship model.</p>

	<ul style="list-style-type: none"> • Use of Council owned land • Difficulties in getting things through Planning – is this a capacity issue? • Transient leadership – Registered Providers and Developers need to know who’s who • Need Planning representation on Housing Board • Private Rented Sector is inaccessible – can’t place single homeless • Need well-run and managed Houses in Multiple Occupation – Registered Providers will build if we can find someone to manage • Can Registered Providers deliver Private Rented? • Obligation to provide self-build on sites 	
<p>Respondents at Stakeholder Consultation Event Priority 2</p>	<ul style="list-style-type: none"> • It is essential that we hold developers to account – Registered Providers are spending ‘up to 18 months’ resolving significant issues arising because properties are ‘not built properly in the first place’. • Council is signing off properties that are not fit, or are not built to the planned standard. • Lack of skills in the construction sector – potentially to get worse after Brexit. Need for a construction skills academy? Also consider the housing options available to construction workers who are on insecure contracts. • Interest in modular factory built units to improve speed, consistency and quality of new builds • Faithworks reported problems delivering furniture to many new build properties because of access and design – especially getting upstairs in flats – Aspire suggested that they contact IKEA social works re flat pack units but this wouldn’t resolve the issue of lack of space or help reduce waste through reusing existing furniture • Need to ensure bus routes are available to new builds at an early stage to avoid social isolation. Aspire noted that they 	<p>Agreed – we have strengthened 2.4</p> <p>This is a concern. Cherwell District Council has funded the Apprenticeships Training Company whose focus is apprenticeships in construction.</p> <p>Modern methods of construction is part of the Growth Deal ambition.</p> <p>Faithworks’s experience corroborates our concerns about some</p>

	<p>have Community Transport services so may be able to assist.</p> <ul style="list-style-type: none"> • Many Registered Provider properties are in poor condition – damp and minor disrepair Suggested Action: Private Sector Housing Team to visit Faithworks to ensure staff and volunteers understand our services and can signpost effectively • Faithworks to discuss with Registered Providers a project to retain white goods and carpets when property is vacated – appliances could be PAT tested/carpets could be cleaned and Registered Provider could have a disclaimer. • Co-housing/ Community Led Schemes – research document will soon be available from Oxford City Council. Explore options in Cherwell eg: using empty homes or other buildings as co-housing projects and “peer led” housing for care leavers • Tenancy Ready Training in Private Rented Sector – Aspire and Connections Support already do this • Oxford City Council are using their Tenancy Strategy to insist on lifetime tenancies and social rent in Registered Provider Accommodation to “lead by example” and also insist on 5 year tenancies in all dealing with Private Rented Sector 	<p>new build properties and their suitability for adaptation and access. We will help broker dialogue between Faithworks and Registered Providers about retention of white goods/carpets etc.</p> <p>Our Housing Standards team is here to help tenants of Registered Providers as well as Private Rented Sector tenants and we do assist tenants affected by poor conditions.</p>
Respondents at Stakeholder Consultation Event Priority 3	<ul style="list-style-type: none"> • Action 3.1.3 – access to Housing Options service is difficult as there is no bus service between Bicester and Banbury. It is difficult to understand how the telephone system works and conversations need to be jargon free. Face to face housing advice needs to be available in Bicester, Kidlington and the rural areas. Need a resource prior to hitting the Housing Options Team eg: Community navigators, legacy of Trailblazer. • Action 3.1.4 – Choice is very important – if people are living somewhere that they want to live it gives an incentive to pay rent, obey rules etc 	A mystery shopping exercise has been commissioned from Shelter to identify barriers that customers experience and improve access to our service.

	<ul style="list-style-type: none"> • Drug/criminal exploitation – multi-agency working is essential • Ability for people with complex/high needs to sustain tenancy – need to think about viable options/support clients may have had a trauma which has led to poor behaviours, can take a long time. • Sofa surfers are rough sleepers in waiting • Shared housing is a viable option for some – need incentives from central government, may be difficult to manage and service charges can be high. • Access to private rented for sofa surfers – only option may be the Housing Register • Affordability many people in work are unable to afford Affordable Rent • What happens to people who have been evicted from Social Housing • Domestic abuse cases forced to move out of area • Take positive risks – giving people a fresh chance • Need to raise awareness of choices – there is a sense of entitlement to join the Housing Register which is not an immediate solution • Action 3.2.1- it is unclear that band 4 is for those without a reasonable preference • Access to the Housing Register may be difficult • Housing Register applicants are not notified if application is not renewed/closed due to lack of information. Applicants with No Fixed Abode are being sent letters but where are these going to – use support agency address if possible • Action 3.2.2 – Applicants need to understand why decisions are made regarding offers of accommodation. Need to implement clear steps to move back to where they want to live. • Independent living can result in social isolation. People need confidence to move to a new area – look at creating 	<p>These are useful points and will inform improvements to our Housing Options service.</p> <p>The Allocations Scheme is being kept under regular review to ensure it meets the needs of people affected by domestic violence and we work closely with the refuge provider to ensure people who want to remain in Cherwell are helped to do so.</p>
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	<p>intentional communities and co-operative living</p> <ul style="list-style-type: none"> • What is the proportion of new builds/re-lets of nominations • Support networks help sustain tenancies 	<p>We will include data about allocation of new build properties vs re-lets in the State of the District's Housing Report</p>
<p>Young Peoples' Panel (Approximately 6 partner agencies attending)</p>	<ul style="list-style-type: none"> • Concerns around the level of rent arrears (those attending mentioned arrears of several £1000s) that some young people have accrued while in supported housing and the potential impact this has on their ability to be considered for move-on accommodation via Cherwell District Council's housing register. • A need for move –on accommodation with some low level of support – we discussed the model of 'Peer-Led' units being established in Oxford which are 3x 3 shared housing units with some floating support specifically for care leavers. • A need for foyer type accommodation to be separated by age group; so separate provision for 16-18 year olds so those entering provision don't have the same 'freedoms', for example to be out late at night, as older residents. • The group also flagged concerns about the general lack of provision of mental health services for young people including unacceptable wait times for Child and Adolescent Mental Health Service referrals and then first appointments. • Concern was also expressed about the reduction in Early Intervention services and the impact this may have on young people coming into the Pathway as they reach 16 – potentially increasing demand in years to come. Population growth around Bicester in particular was also noted as a 	<p>Acknowledged – Assistant Director is leading on accommodation related Social Services Commissioning at Oxfordshire County Council as well as Housing – so there are good opportunities to review and resolve these issues.</p> <p>The issue of rent arrears in the pathway will be addressed in Oxfordshire County Council's commissioning of the new service to start in April 2020 – a review of rent and financing of the pathway as a whole is needed along with more communication between the pathway providers and their social worker or personal advisor.</p>

	<p>potential factor in future need.</p> <p>These have also been raised as part of the recommissioning of the Young Person’s Pathway by the County Council.</p>	<p>Regarding move on accommodation – Oxfordshire County Council has flagged this as an issue in all district consultations. In addition Oxfordshire County Council is launching The House Project which is a peer led housing project for care leavers. We are hoping that 2 shared houses will be populated in the spring.</p> <p>We are reviewing the use of the pathway for mixed ages and how we all deliver our statutory responsibilities most effectively.</p> <p>The need for additional support for Mental Health and other complex needs is also something we are aware of and will be addressing in the recommissioning of the service.</p>
<p>Oxfordshire County Council, Children, Education and Families</p>	<p>We welcome the emphasis in the strategy on providing a range of affordable homes and the acknowledgement that social rent is the only truly affordable option for many people.</p> <p>We would like to highlight the needs of Care Leavers for whom</p>	<p>We recognise the need</p>

	<p>shared accommodation is the most realistic independent option. Like many authorities we are experiencing an increase in the number of children taken into care and suitable move-on accommodation for this group is a particular pressure.</p> <p>We are aware of 18 single young people seeking to move on from our Supported Housing Pathway in the Cherwell area over the next 18 months. We believe that Houses in Multiple Occupation managed by a social registered landlord would provide a stable and affordable option for young people moving into independence</p> <p>We also expect 2 young families per year to move from the Supported Housing Pathway in the Cherwell area. They would need two bedded accommodation within easy reach of shops. Properties managed by a social registered landlord would be ideal.</p> <p>A thorough review is taking place of our young people’s supported housing pathway and we hope that a significant portion of this provision will continue to be in Cherwell. At present there are 17 units of accommodation for young families, 35 units for single young people and 3 units for young people not able to live with others. We are seeking in the meantime to increase our provision for Unaccompanied Asylum Seekers in Banbury.</p> <p>We welcome the intention to work with partners to develop detailed understanding of specialist housing requirements.</p> <p>Under Action point 2.2.3 we note the commitment to provide 6 units of self-contained supported housing. We anticipate that 6 young adults with learning disabilities per year will require supported housing in the Cherwell area. In addition, we predict that 4 young wheel chair users will require adapted properties in Cherwell</p>	<p>for shared accommodation for young people including care leavers and we will be looking to source this through a registered provider or the private sector or in-house. Care leavers are an identified priority group and we will be working with the county council to improve housing supply and outcomes for this group.</p> <p>Agreed – we need a plan</p>
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	<p>Properties for this client group need to have enough space for large electric wheelchairs to manoeuvre and to be strong enough to support ceiling track hoists.</p> <p>We note the commitment under Action 3.2 to keep the Allocations policy under review. We are hopeful that we can agree a protocol to allow potential foster carers to be considered for suitable housing which would allow them to fulfil their foster caring role.</p> <p>We are grateful for the opportunity to work with you more closely in the support of vulnerable families, some of whom may be deemed intentionally homeless. We are piloting a protocol which outlines additional support to be offered to allow “intentionally homeless” families a second chance at maintaining a tenancy.</p>	<p>for meeting this quantified need.</p> <p>This protocol is in draft and will be adopted by March 2019.</p> <p>This protocol is in place and will be used to support vulnerable families to become tenancy ready.</p>
Cala Homes – (Affordable Housing Director)	<ul style="list-style-type: none"> • Very interesting and clearly set out – no issues with the Strategy • Pointed out typo re numbering on p15 	Acknowledgement sent 16/01/2019
GreenSquare Group - (Lettings Manager)	<p>Key Achievements – 8th bullet point should be amended to “We inspected 438 Houses of Multiple Occupation (HMOs) to ensure appropriate standards are achieved and maintained/ 9th bullet point – this doesn’t read quite right – what does it mean?</p> <p>Priority 1, Why is this Important 2nd bullet point – This commitment may well be a factor but it is kind of at odds with “why is it important” as there is no explanation why there is such a commitment and detracts from the issues in Cherwell district. Maybe it should be included as a bullet point at the end with “Furthermore we have a commitment....</p>	<p>Changes made to clarify both these points.</p> <p>This bullet point has been moved.</p>

	<p>What we plan to do – para 1.2 last bullet point - How will this be achieved?</p> <p>Priority 3 objective 3.2 should read “Review the Allocations Scheme to ensure it meets housing needs”.</p> <p>Sounds like it will be under review and not finalised. The allocations scheme in itself cannot meet housing need. It is more that the scheme supports fair access to affordable housing taking into account people’s needs.</p>	<p>There are opportunities to step up development within the parameters of the Local Plan. We recognise that we would need to resource and develop this work as we have focussed more on development in Banbury and Bicester over the last few years.</p> <p>Agreed – the housing register meets the needs of low income households with a level of need that meets scheme thresholds. We also need to meet needs through new developments and better incentives/engagement with private sector landlords.</p>
Campaign to Protect Rural England - (Chairman)	<p>Thank you for your invitation to contribute to the district council’s housing strategy. We have read your paper and appendices on the subject and would like to make the following comments.</p> <ul style="list-style-type: none"> We agree with your aim to supply more affordable homes, but much so-called ‘affordable housing’ is beyond the reach of many people, especially in Oxfordshire. This may be partly the fault of employers paying insufficient wages and developers insisting on excessive profits, but we believe that you should address the serious shortage of social housing. 	<p>Acknowledgement 30/01/2019</p> <p>Noted.</p>

	<ul style="list-style-type: none"> • We support all efforts to increase energy efficiency and to reduce the running and environmental costs of new homes e.g. by the use of ground or air source heat pumps and underfloor heating. We would much rather see solar panels attached to the roofs of buildings than in the middle of green fields, but care must be taken to ensure that they are not obtrusive. Panels should be positioned to reflect the structure of a roof e.g. by matching the size and shape of existing tiles. • As an organisation supporting the protection of historic environments, we urge developments to take account of local distinctiveness and landscape character. While there is a case for the use of good-quality modern architecture in an urban environment – and for factory-manufactured housing (which can speed up delivery and improve quality) – we believe that buildings in and around villages should generally be of traditional design and materials. • For districts such as Cherwell where pressure on the countryside is so intense, we urge the Council to build housing at a density that is appreciably higher than the current practice: we would like to see a target density of seventy houses per hectare in both towns and villages. Such a policy would help protect more of the countryside and at the same time make houses cheaper and more affordable. Terraces in towns and villages are more energy efficient than detached homes, and of course they need less land. High density in Oxford City would also reduce pressure on the Green Belt, which we believe should be protected far more strongly than it is at present. 	<p>Noted.</p> <p>Noted.</p> <p>The minimum density of housing is set at different levels for urban and village areas and is much higher in the urban areas. We believe 70 houses per hectare are too high for rural areas. The Partial Review of the Local Plan is likely to confirm a minimum density level of 30 in rural areas, based on the 2018 Housing and Economic Land</p>
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		<p>Availability Assessment (HELAA). The HELAA is a technical study that determines the suitability, availability and achievability of land for development and was produced with input from a number of Cherwell District Council services.</p>
<p>Cherwell District Council Service Leads Consultation (9 attendees)</p>	<ul style="list-style-type: none"> • There is no reference to Gypsies and Travellers in the document, evidence – need, publications, policy. <ul style="list-style-type: none"> ○ Policy BSC6 of the adopted Cherwell Local Plan Part 1 sets out the requirement for accommodating the needs of gypsies and travellers and travelling show people. This was based on the Gypsy and Traveller Housing Needs Assessment (Jan 2013) and Needs Assessment for Travelling Show people (2008) ○ Since the Local Plan adoption, a Gypsy, Traveller and Travelling Show people Accommodation Assessment (Oxford, Cherwell, South Oxfordshire and Vale of White Horse) was published in June 2017. It was envisaged that this would help to inform the preparation of Local Plan Part 2. This assessment takes into account the Government’s new definition of a traveller. ○ The 2018 Annual Monitoring Report provides the most up to date position on Cherwell’s position on travelling communities (pages 33-39). ○ If assessing against the adopted Local Plan Policy BSC6, we will need to deliver 29 pitches. However, if we are looking at the latest evidence which has not been tested through Local Plan examination, we will 	<p>We have reflected these needs in the State of the District’s Housing document.</p>

	<p>only need to deliver 11 pitches.</p> <ul style="list-style-type: none"> ○ For Travelling Show people, the need is 14 plots (BSC6) and 5 plots (latest evidence) <p>Oxfordshire County Council recommends sites of no more than 10 pitches in order to best meet the needs.</p> <ul style="list-style-type: none"> ● Do we have a definition for Keyworkers? The Partial Review commits to “some” for Keyworker accommodation for Oxford’s need – Strategy needs to mention the County wide work ● Community Led Schemes – there is nothing in the Local Plan so would have to be part of the Affordable Housing requirement ● Affordable Housing Supply figures need to be consistent and need to be gross figures ● Need something in the Strategy re the definitions of affordable housing in the new National Planning Policy Framework ● Need to link Housing Development with employment and have new development near to the nodes of employment ● Can we do more work on private sector housing in Bicester ● Need to state for each action whether we are going to Lead, Support, Influence or Monitor ● Strategy is too woolly and not SMART enough – need a timeframe for actions that will happen after year 1 and we need to state how we will monitor this ● Do we need to give more general housing advice – need to decide if we have enough resource for this ● Promote the Homeshare scheme currently being rolled out in Oxford by Age UK 	<p>Figures have been re-checked and gross figures used throughout.</p> <p>We have reviewed the commitments in the Strategy and attempted to make them firmer/clearer.</p> <p>We are developing work to help keyworkers as part of our wider Housing Options offer i.e. going beyond homelessness to other priority groups that have a housing need.</p>
<p>Connections Support</p>	<ul style="list-style-type: none"> ● Connections are getting referrals from clients placed in “affordable” housing who are struggling financially, some are having to look for transfers to cheaper properties 	<p>Providers do undertake affordability check before accepting new tenants and we would not nominate clients to</p>

		<p>housing that is unaffordable for them. However, people's circumstances do change and we will provide debt and money advice through Citizens Advice, help with Benefit take up including Universal Credit and where necessary, help to find new accommodation.</p>
<p>Staff consultation (7 attendees)</p>	<ul style="list-style-type: none"> • The Strategy seems well thought out • Better infrastructure is required eg: a ring road round Banbury • Housing Choices – more housing options for first time buyers eg: Rent Plus schemes/range of options in villages including options for young people/suggestion of a static caravan/cabin site where people could purchase a unit and stay for a maximum of 15 years to help them get on the property ladder • Social rent/Living rent – Living rent would make some places very expensive. Living rent would leave local people with more money to support the local economy/affordable should mean that you can afford to rent and also live and do daily activities/if you are not working you should still be able to afford to rent/live even those who work struggle to afford rents • Older people – options are required for intergenerational living – not just market options a “knock on” benefit would 	<p>We agree that more options are needed for young people trying to get accommodation and get on the housing ladder. Some of this is about promoting options and offering advice.</p> <p>The properties let through the housing register are at social rent (around 50% of market rent) or affordable rent (up to 80% of market rent). We generally advise that a household</p>

	<p>be employment for parents of young children and flexible working for older people. Extra Care is required but this needs to be affordable</p> <ul style="list-style-type: none"> • Warmer Homes/Fuel Poverty – are there any schemes which provide grants for insulation for those in work/need for better information about options for improving insulation and heating in older properties which are difficult to insulate/need to talk to Communications Team regarding communicating quickly and effectively information on switching providers, boiler schemes etc/oil is expensive and many areas have no gas • Private Renting - too expensive Cherwell District Council should be more proactive regarding promoting the advice it can offer tenants 	<p>should not be spending more than 30-35% of their income on rent but this can vary according to household circumstances.</p> <p>Yes – the Affordable Warmth Network is supported by Cherwell District Council and can help. Our own Private Housing Team can also help and advise.</p> <p>Agreed. We have no powers to cap rents but we can help tenants be aware of their rights and can assist where landlords are not complying.</p>
Cherwell landlord and resident (Via letting agent/ Landlords forum)	I think the section 2.3 on the provision of new accommodation above or connected with commercial premises lacks ambition. I think the action plan mentions only four new units before 2020. There seems to me to be plenty of potential in Banbury for many first and ground floor conversions of commercial property into new residential units and it would be nice to see the council making much more use of the potential in this way, through planning consent and grants etc. We can no longer assume that high streets will be fully occupied as retail units.	Acknowledgement 28/01/2019
Partner @ David	The Tripartite has the following detailed comments, which it is	Acknowledgement

<p>Locke Associates, on behalf of the Tripartite (University of Oxford, Merton College and The Smith Trust) who own and control most of the land at Begbroke proposed to be allocated by Policy PR8 of the Draft Cherwell Local Plan 2011-2031 (Part 1) Partial Review – Oxford’s Unmet Housing Need (‘the Plan’).</p>	<p>requested are considered by the Council before progressing and finalising the Housing Strategy:</p> <p>1. Firstly, the Tripartite has significant concerns about the proposed greater requirement and preference for social-rented affordable housing. Whilst it is acknowledged that social-rented housing is an important element of affordable housing, the Tripartite considers employer-linked affordable rented housing at Begbroke to be entirely appropriate for directly meeting Oxford’s unmet needs especially as Priority 1 (Section 5, Objective 1.2) refers to:</p> <ul style="list-style-type: none"> a) the Council being committed to helping Oxford City Council meet its need for 1,400 homes per year; b) increase the supply and uptake of affordable housing for key-workers; c) diversify the provision of affordable housing; d) develop affordable housing for people from Oxford; and e) contribute to the Oxfordshire Growth Deal programme to ensure housing targets are met. <p>In addition, Section 5, Objective 1.3 refers to the Council working in partnership with private developers and landowners to gain greater control over the delivery of housing, which is consistent with the University’s strategy and approach;</p> <p>2. Secondly, in respect of Priority 2, the Tripartite considers that this objective will be realised via Policy PR8 and other policies in the Plan, on the assumption that the Plan and allocation are found ‘sound’ after the completion of the examination by the Inspector;</p> <p>3. Thirdly, in respect of Priority 3, the Tripartite considers that this is consistent and compatible with the University’s aspirations as it refers to ‘the need for key-worker (another term for employer-linked) housing [being] high.....particularly for those working in Oxford City, and the Housing Options service needs to reflect this.’ This is strongly supported;</p>	<p>25/01/2019</p> <p>1. Agreed – it is not our intention to be prescriptive about the proportion of affordable housing that should be social rented but we do need to look at ways to increase social rented housing as the only truly affordable option for many of the households we work with.</p> <p>Noted.</p> <p>Noted.</p>
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	<p>4. Fourthly, also for Priority 3, the Tripartite supports the Council improving relationships with the local private sector to increase innovation and support development of the market. The Tripartite believes this is consistent with the provision of employer-linked affordable housing (affordable rent) along with “build-for-rent” as set out in the revised version of the National Planning Policy Framework (July 2018). The University will also consider including some accommodation, which comprises ‘rooms in shared houses’, to meet specific accommodation and affordability needs;</p> <p>5. Fifthly, in the Council’s Annual Action Plan, as set out above, the Tripartite would support close liaison with the Planning Policy Team given the issues set out and also encourages and supports close liaison between the Council and Oxford City Council on initiatives to meet Oxford’s unmet need, given that they comprise part of the same Housing Market Area and there is a need for joint working on cross-boundary strategic priorities.</p> <p>I trust that these comments are of assistance and request that they are carefully considered by the Council and the Strategy amended to take the Tripartite representations into account</p> <p>I attach the following documents, which comprise the Tripartite representations on the Draft Housing Strategy:</p> <ul style="list-style-type: none"> • David Lock Associates Letter on behalf of the Tripartite dated 25 January 2019 • Appendix 1 – Letter of Dr David Prout to Councillor Wood • Appendix 2 – Statement in support of University subsidised staff housing • Appendix 3 – David Lock Associates Note on Amendments to Draft Policy PR2 of the Plan • Appendix 4 – Policy extracts from Draft Oxford City Local Plan 	<p>Noted.</p> <p>Noted – this partnership is underway.</p>
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<p>Savills - instructed on behalf of The University of Oxford, Christ Church, Merton College, Exeter College and Trustees of the Water Eaton Estate</p>	<p>The Clients collectively own land at North Oxford proposed for allocation in the emerging Cherwell Local Plan 2011-2031 (Part 1) Partial Review under emerging policies PR6a and PR6b.</p> <p>As part of these allocations there is a requirement within the emerging policy to provide up to 50% affordable housing as part of the 1180 dwellings proposed. The Clients have previously submitted detailed representations to the Council relating to provision of affordable housing within the emerging allocations.</p> <p>The definition of affordable housing in this context is as set out in the National Planning Policy Framework 2018 (NPPF). As you will be aware, the definition expands the types of tenure that can be considered to be affordable housing including key worker accommodation and starter homes.</p> <p>In this regard, it is expected that a significant proportion of affordable housing on the emerging allocation will be delivered by the University of Oxford, Colleges and by Registered Providers. Indeed, the University's Strategy 2018-23 contains a commitment to commence construction of at least 1000 subsidised units of accommodation for University/College staff by 2023. Attached is a statement produced by the University on its approach to subsidised accommodation for staff that was recently submitted to the Council to assist in the examination of the Part 1 Local Plan Partial Review. Such an approach needs to be taken into account within the Housing Strategy document.</p> <p>Against the above background, we have the following comments to make about the Housing Strategy document.</p> <p>Page 6 – Last line in the table - it should be clear which Cherwell Local Plan the document refers to. This should be the Part 1 adopted Plan and the emerging Partial Review Plan dealing with</p>	<p>Acknowledgement 25/01/2019</p> <p>These representations are being taken in to account as part of the Partial Review of the Local Plan.</p> <p>The Partial Review is not yet completed so we still refer to the Local Plan</p>
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	<p>Oxford's unmet need.</p> <p>Page 8 – second bullet point in relation to the Oxford City need - it should be made clear that this is a total of 4400 dwellings over the planned period to 2031 and with the expectation of 50% of this being delivered as affordable housing which aligns with the policy position within the City.</p> <p>Page 8 - sixth bullet – this states that social rent is the only truly affordable housing option for many people. The National Planning Policy Framework contains a definition of affordable housing. This sets out varying tenure options under the holistic affordable housing title. It is therefore considered to be inappropriate simply to refer to social rent in this paragraph. We would recommend that the text be altered so that it refers to the wider definition set out within the National Planning Policy Framework.</p> <p>Page 8 – subheading 1.1 – last bullet – this refers to drawing on internal “data and intelligence from that of our partners”. This should be extended to include major employers in the local area, for example the University of Oxford and Colleges.</p> <p>Page 9 – third bullet – this refers to ensuring that the development of new housing contributes to vibrant and sustainable town centres. We are unclear of the relevance of this criterion and how this would assist with the Housing Strategy. It is recommended it is deleted.</p> <p>Page 9 – subheading 1.2 first bullet point – this refers to exploring the viability of delivering homes for social rent within new developments. The tenure mix required on any site is set out within the policies contained within the adopted and emerging Local Plans. Changes to planning policy would be required to affect this</p>	<p>2011-2031 as the adopted document.</p> <p>The allocation policy for affordable housing in Cherwell that is intended to help meet Oxford's unmet need is currently being worked on.</p> <p>The National Planning Policy Framework is guidance and does include a wider definition of affordable housing. But we may take the view that we need more homes for social rent – as a local need within the supply of affordable housing.</p> <p>Agreed – we welcome employer data on the housing needs of keyworkers.</p> <p>The Local Plan sets out the 'rules' for developments of 11+ units in terms of affordable housing %.</p>
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	<p>change.</p> <p>Page 9 – paragraph 1.2 second bullet point – this refers to increasing the supply and uptake of affordable housing for key workers. The Clients are fully supportive of this approach and are investigating this in the context of emerging allocations PR6a and PR6b.</p> <p>Page 9 - sub-paragraph 1.2 fifth bullet point – this refers to developing affordable housing in identified sites for people from Oxford with unmet housing need. This specifically relates to our Clients land under the emerging allocations. It is recommended that this criteria is changed to working alongside the landowners and house builders bringing forward allocated sites to develop affordable housing to meet the needs arising from Oxford’s unmet needs.</p> <p>Page 9 - sub-paragraph 1.3 first bullet point – this refers to seeking the maximum amount of affordable housing when negotiating with developers on new schemes. The wording should be amended to state the aim to seek the required amount of affordable housing in line with planning policy when negotiating with developers on new schemes. The National Planning Policy Framework lays down clear rules on viability issues which may dictate that a lower amount of affordable housing than the maximum would be appropriate when delivering a particular scheme. The Strategy should acknowledge this.</p>	<p>However this does not dictate what % of affordable rented should be social rented and this is an issue for CDC to take an view on and discuss with developers.</p> <p>Noted.</p> <p>Agreed - reworded.</p> <p>This is understood – the actual % affordable housing delivered an any particular site depends on viability but we aim to maximise affordable housing delivery. In relation to the Growth Deal we are seeking additionality above and beyond minimum affordable housing</p>
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	<p>Page 10 - sub-paragraph 1.4 last bullet point – this refers to reviewing internal resources and structures. It should refer to links within the Housing and Planning Departments to ensure a joined up approach to maximise delivery of appropriate housing tenures to meet the identified needs within the District.</p> <p>Page 14 – fifth bullet point – this refers to key worker housing. As mentioned previously in this letter the University of Oxford and Oxford Colleges are seeking to deliver a significant proportion of key worker accommodation to meet the needs of the University and Colleges over the next 5 years. This aspiration is therefore fully supported and should be taken in to account in the Housing Strategy.</p> <p>We would welcome a discussion with Officers to fully explain the needs and aspirations of our Clients and how the Housing Strategy 2018-2023 can be amended to take on board these aspirations and ensure successful implementation and delivery.</p>	<p>delivery.</p> <p>Agreed – this refers to our collective resources and must involve good joint working between Housing and Planning.</p> <p>Noted.</p> <p>We are engaged in the Keyworker housing workstreams coordinated by Oxfordshire County Council and understand the level of need.</p>
Estates Department University of Oxford	<p>The University of Oxford welcomes this opportunity to comment on the District Council's draft Housing Strategy 2018 – 2023.</p> <p>It is actively engaged in supporting the Cherwell Local Plan 2011-2031 Partial Review – Oxford's Unmet Housing Need ('the Plan'), as explained most recently in a letter dated 6 December 2018 from Dr David Prout, Pro-Vice-Chancellor (Planning and Resources) to Councillor Barry Wood. The University's strategic objective is to develop its landholding at Begbroke (PR8 in the Plan) to provide a substantial amount of residential accommodation for University and College staff at a subsidised rent for key workers (including</p>	<p>Acknowledgement 28/01/2019</p>

	<p>academic staff, early career research staff and technical and support staff). In order for that objective to be realised, provision for key worker housing or employer-linked housing would need to be recognised as meeting affordable housing requirements by the Council.</p> <p>To support this objective the University has prepared a paper 'Statement in support of University provision of subsidised staff housing', which has been submitted to the Council as part of the examination of the Plan.</p> <p>It appreciates that this Housing Strategy sets out Cherwell District Council's plans for its own housing service for the period 2018-2023, although the strategy acknowledges that much of what is in the strategy is aspirational and can only be delivered with its partners. The University, as a landowner in the southern part of the District, is keen to be recognised as a valuable partner for the District Council.</p> <p>The University fully supports the three Priorities in the draft Housing Strategy:</p> <p>It would be pleased if the Housing Strategy could acknowledge the part the University's plans can play in assisting the District Council meet its objectives to increase the supply of key worker housing especially to meet the needs of Oxford. The accompanying District Council's State of Housing 2018 report explains that the housing that is required to meet Oxford's unmet need will be expected to include specific provision for key workers using Oxford City's definition. The draft Proposed Submission Draft Oxford Local Plan 2036 sets out Oxford City Council's clear support for the provision of employer-linked affordable housing (Policy H3 and related paragraphs 3.22-3.23), which is its approach to the specific provision for key workers.</p>	
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	<p>There are a number of instances in the draft Housing Strategy where the contribution to be made by the University could be recognised, as follows:</p> <p>Priority 1: “Increase the supply and diversity of affordable housing to ensure the right types of housing are available in the right places.”</p> <p>The draft strategy explains that Cherwell’s need is 1,140 homes per year until 2031 (35% of those being affordable) and that the Council has committed to helping Oxford City meet its need for 1,400 new homes per year over the same period.</p> <p>Under this priority the Council outlines how it plans to ‘Deliver a range of affordable homes that meet the needs of local residents and workers. (Section 5, Objective 1.2):</p> <ul style="list-style-type: none"> • Increase the supply and uptake of affordable housing for keyworkers • Diversify the provision of affordable housing through innovation and partnership working i.e. shared ownership, self-build, custom build and community-led schemes • Develop affordable housing on identified sites for people from Oxford with unmet housing need and contribute to the Oxfordshire Growth Deal programme to ensure housing targets are met <p>The University is offering, as a partner, to meet each of these bullet points. As part of the Tripartite it has consistently promoted the development of employer linked housing as affordable housing to reflect the clear recognition the University and colleges wish to develop their own land for their own purposes. With 1,950 dwellings proposed to be allocated at Begbroke, provision of 50% or 975 as affordable key worker - or employer linked housing at PR8 would make a significant contribution to meeting the needs of Oxford and be directly related to many of the housing and related</p>	<p>Rewording included at 1.2 to reflect this point.</p>
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	<p>problems faced by the University's staff in the city. This should be recognised in the draft Housing Strategy.</p> <p>Priority 2: "Improve the quality and sustainability of our homes and build thriving, healthy communities" The draft strategy explains that Cherwell District Council wish to 'Improve the quality of new homes and the existing housing stock' (Section 5, Objective 2.4). The University's approach to the residential accommodation for its staff would meet this objective via Policy PR8 and other Policies in the Plan. This should be recognised in the draft Housing Strategy.</p> <p>Priority 3: "Enhance opportunities for residents to access suitable homes and have housing choices". The draft strategy describes that housing needs outweigh supply of social and affordable rented housing so it is necessary to widen the housing options on offer, which could include self-build opportunities at Graven Hill, shared ownership, rooms in shared houses and private rented sector properties. It also explains that the need for keyworker housing is high across the county, particularly for those working in Oxford city, and the Housing Options service needs to reflect this. Under this priority the Council outlines how it plans to 'Increase opportunities for people to access low cost home ownership and good quality private rented accommodation' (Section 5, Objective 1.3):</p> <ul style="list-style-type: none"> • Improve our relationships with the local private rented sector to increase innovation and support development of the market <p>The University is offering, as a partner, to develop on its own land for its own use good quality private rented accommodation. It is proposing to build subsidised housing for rent for its staff through the innovative 'build-for-rent' model. The National Planning Policy Framework (2018) in particular makes it clear that 'build-to-rent',</p>	<p>We work to the National Planning Policy Framework and are open to models of affordable housing that are diverse and targeted at groups with evidenced need. This could include good quality affordable rented private sector units.</p>
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	<p>defined as 'Purpose built housing that it typically 100% rented out...part of a wider multi-tenure development comprising either flats or houses...on the same site and/or contiguous with the main development....offer(ing) longer tenancy arrangements of three years or more, and typically professionally managed stock in single ownership[p and management control' is categorised as a form of affordable housing (see Annex 2: Glossary to National Planning Policy Framework (2018)). This should be recognised in the draft Housing Strategy.</p>	
A Private Landlord	<p>As a private landlord who takes pride in providing good standards of accommodation and who invests in the area I would like to see the council engage directly with landlords to tell us what specifically they want and need.</p> <p>This should happen particularly at the planning stage. If we need to target a better Energy Performance Certificate or more accommodation for a particular category of people like people with disabilities it is always possible. However as a landlord as we aim to meet those requirements they also need to more supportive of our plans and not be a hurdle that we need to get over.</p>	<p>Agreed. We have a Landlords Forum and newsletter and need to find ways to help landlords be aware of their responsibilities and how we can work together. Collaborative working with responsible and positive landlords is a priority for us.</p>
Results from Survey Monkey – Statistics:	<p>64 total responses</p> <p>47 from CDC residents 2 x residents of other LAs nearby 1 x private landlord 2 x registered providers 1 x other local authority 2 x statutory partners 3 x CDC staff</p> <p>Do you agree with the 3 Priorities? Yes = 59/ N0 = 5</p> <p>The Action plan outlines the range of actions that the Council plans</p>	<p>92% agreed with the 3 priorities, 8% disagreed.</p> <p>36% agree, 44%</p>

	to take over the next year (2019/20). Do you think the actions will deliver the strategy? Yes = 23/ No = 28	disagree, 20% did not answer this question. We need to ensure the action plan directly relates to the strategic commitments. The action plan is only for 1 year and will need to be developed and refreshed year on year.
Bromford - from Survey Monkey	<p>"We welcome the opportunity to respond to the consultation outlining Cherwell District Council's Housing Strategy 2018 – 2023. Bromford have been, and are an active developing partner in the District. We welcome the importance of place, alongside people in the foreword to the strategy. Bromford is committed to developing homes in areas that people want to live in and the environment and feeling of place and belonging is vital to the development of sustainable communities and support the District's aspiration to achieve this. Bringing all elements together, including jobs, transport, shops, infrastructure and having a coordinated approach to how they interact with new housing is something we support. Bromford are committed to developing and building partnership relationships and ways of working with ambitious, forward looking Local Authorities, where the local authority and Bromford's aspirations are known and understood and complement one another. Therefore, we welcome the commitment from the District in the strategy to work in partnership with key stakeholders in the delivery of affordable housing. We support the objectives of the District's proposed strategy priorities and respond to each element of the consultation as below; Priority 1 - Increase the supply and diversity of affordable housing to ensure the right types of housing are available in the right places 1.1 Understand the need for a full range of affordable and specialist housing in the district including</p>	These are all useful points to be taken in to account in our assessment of housing need and in our conversations with RPs about the delivery of affordable housing.

	<p>type, tenure and location. We support the improvement of understanding specific housing needs and would encourage the District to engage with registered providers to include the valuable data and insight that we have, particularly in relation to affordable home ownership. We support the endeavour to work with parish councils and local groups to develop plans on how to respond to the housing needs in the villages. We also support the commitment to ensure that new development contributes to the vibrant and sustainable communities the district is aiming to create, however we would request that the District considers the impact of the emergence of large estate management charges that are occurring on many new developments, which negatively impact the affordability of both rented and aspiring affordable home ownership customers. This is exacerbated where there are the requirements for large open spaces as an example, which are then having to be privately maintained. One potential proposal could be to seek to limit, or cap the level of estate charge that can be levied on affordable housing delivered through S106.</p> <p>1.2 Deliver a range of affordable homes that meet the needs of local residents and workers. The commitment from the District to also support the unmet housing need of Oxford City is similar to that of South Gloucestershire, Bath & North East Somerset, North Somerset and Bristol. It might be beneficial to speak to colleagues in these areas in relation to the progress made and some of the challenges that have been discussed.</p> <p>1.3 Work in partnership with private developers, Registered Providers, landowners and new communities to gain greater control over the delivery of housing including affordable housing. We welcome the commitment by the District to work closely with all partners and would welcome the opportunity to work with the District in relation to the opportunities to deliver more affordable housing. As an association we are forecasting to deliver 194 new homes in the district this year, with our aspirations aligning with the District. Bath Road, Banbury : 78 homes for older persons, delivering 42% affordable housing in the shape of shared ownership and affordable rent opportunities, as</p>	<p>We have noted the estate management fees issue and the impact on affordability and will look at how to address this.</p>
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	<p>well as 46 properties available for market sale. 1.4 Maximise and make best use of financial assets and resources, including those of the council, registered providers and Homes England, to deliver affordable housing in the district. We support the District’s commitment to reviewing its land holdings that could be considered for affordable housing, we would also urge the District to consider what it defines as ‘best value’ return for any land identified, whether this be a monetary value or whether outcomes that meet a number of the District’s ambitions would be considered valuable. Priority 2 – Improve the quality and sustainability of our homes and build thriving, healthy communities 2.4 Improve the quality of new homes and the existing housing stock. We support the District’s aspiration to demonstrate that increased standards in new build housing are deliverable and this aligns with our aspiration to deliver quality homes. We would request that the District consider what it means when it defines quality, as this could include size, layout, components, location, services, local provision. Bromford envisages that view is required to ensure that both the quality and quantity of housing is balanced. Priority 3 – Enhance opportunities for residents to access suitable homes and have housing choices. We support the District’s objective to increase the opportunity to access low cost home ownership and feel that there is opportunity to work in partnership to raise the profile of the options available to individuals, to work with the District to increase understanding of various home ownership products.</p>	<p>We recognise that more could be done to promote low cost home ownership options and we need to take a role in this.</p> <p>We are committed to working with Registered Providers to ensure affordable housing is of good quality and can be adapted when people’s needs change.</p>
<p>A CDC employee - from Survey Monkey</p>	<p>2.4.1 I would like to see a commitment to using the full range of new powers for the enforcement of the Private Rented Sector</p> <p>2.1.1 “Increase awareness” is not measurable. An additional quantitative action could be added e.g. improvement of X Energy Performance Certificates/Standard Assessment Procedures or Y grants etc. 2.4.1 add additional enforcement-focused actions (especially relating to new powers)</p> <p>I would like to see the following elements become central to</p>	<p>We have put in place policies to enable us to use our new powers under the Housing and Planning Act 2016 for example and are committed to taking enforcement action where education and informal action have not</p>

	<p>enforcement of the Private Rented Sector: Driving up landlord/agent knowledge Removing the [financial] benefits of non-compliance and working to make Private Rented Sector enforcement more cost-neutral (putting burden of enforcement on rogue landlords and ensuring non-compliance does not pay). Key to this is exploring innovative options for charging for services, civil penalties, rent repayment orders etc. A strategic Private Rented Sector energy efficiency project incorporating the Housing, Health and Safety Rating System, thermal imaging etc., enforcement of Minimum Energy Efficiency Standard, grants, loans, and promotion. Possible opportunity to apply for specific project funding? Future work will likely be needed to increase tenant awareness of the housing (suitability for habitation) bill</p> <p>Licence is a noun, e.g. a landlord's House in Multiple Occupation licence. Licensing is a verb, e.g. the process of Houses in Multiple Occupation licensing.</p>	<p>been successful.</p> <p>Agreed – typos have been checked.</p>
<p>Previous resident, renting nearby – from Survey Monkey</p>	<p>The houses will not be truly affordable.</p> <p>Make the houses significantly cheaper, including rental properties.</p> <p>Rental market for professional locals who are stuck in expensive rentals and struggling even though they have a good job.</p> <p>I am a teacher with 30 years' experience. Following divorce I am having to rent. I earn £2600 a month and my rent is £1500. I am expected to help my eldest child with university fees as my salary is above the threshold for a full loan. It is ridiculous that I cannot afford to live in the Oxfordshire area as a single parent. Universal credit gives me £245. If I lived in the North of England would be considered well off. There needs to be a huge change in the price of housing.</p>	<p>Average house prices are high but we could advise on possible options for someone in this income bracket.</p>
<p>A resident of</p>	<p>The council should be prioritising council housing over housing for</p>	<p>Noted.</p>

Cherwell District Council – from Survey Monkey	<p>private ownership or rent. The addition of council housing should be added to future years' plans.</p> <p>Yes...the current housing in Banbury is based on private ownership but mainly private rental ownership which pushes prices to buy and rents up. The town need a large amount of council houses and flats to rebalance the market.</p>	Cherwell District Council has developed its own affordable housing through development arm Build! and we work with Registered Providers to deliver affordable housing for rent. We want to do more to deliver affordable housing.
A resident of Cherwell District Council – from Survey Monkey	<p>It will work where focussed, but I suspect it will mean little to middle income earners</p> <p>Help increase insulation further, support self generation, and practical guidance on heating (not just turn heating down 1 degree)</p> <p>Renewable energy people can buy into without currently having funds for solar panels. Wider use of thermal cameras to identify poor insulation.</p>	Agreed – we need to promote the help available through the Affordable Warmth Network.
A resident of Cherwell District Council – from Survey Monkey	I think we definitely need more affordable housing in the district, which has clearly been addressed in this strategy. I think shared-ownership is an excellent way for people to be able to afford to get on the property ladder and I think there should be more shared-ownership opportunities in the district. However, as good as it is for us to be providing affordable housing, I think the current rule of providing 35% affordable housing on schemes of 11 units or more needs reviewing. For some developers, this rule may mean that a development idea has to be scrapped altogether as it wouldn't be financially viable. Perhaps it would be better to have this rule on a sliding scale and/or more flexibility for developers. And to compensate for this, maybe CDC could consider building larger sites which are purely for shared-ownership.	Developers can deliver below the percentage of affordable housing required by Planning but only where they can demonstrate that the scheme would otherwise not be viable and this is corroborated through Cherwell District Council's own analysis.

A resident of Cherwell District Council – from Survey Monkey	<p>We need affordable housing and lots of it £300,000.00 for a house is unattainable by the normal person</p> <p>Make developers build more affordable housing</p>	Noted.
A resident of Cherwell District Council - from Survey Monkey	<p>There needs to be a stronger core commitment to social housing quotas in all new building projects, properly policed and adhered to, alongside an increase in council-held social housing stock.</p> <p>Increase Cherwell District Council's housing stock; redraw contracts for new building projects; make infrastructural improvements partly the (well structured) responsibility of developers; make planning permission contingent on Cherwell District Council's own infrastructural projects (GPs, schools, transport links, shops) and on the developers' own contribution to such improvements; make planning permission information more public and easier to access</p> <p>Infrastructure link with housing projects. Better planning and consultation. Bigger Cherwell District Council social housing stock. More stringent housing affordability criteria.</p>	<p>Build! holds and manages around 200 affordable units owned by the Council. We have identified the need for more homes at social rent (as opposed to 'affordable' rent) but there are challenges in terms of grant funding to achieve this.</p> <p>We take the message that Housing and Planning need to work closely together on affordable housing and infrastructure for housing.</p>
A resident of Cherwell District Council – from Survey Monkey	<p>Significant increase in council owned affordable rent properties. Private rental is too insecure. Council built homes to replace the ones sold off due to Central Government policies</p>	<p>We have 150 households that we have successfully helped in to the private rented sector (PRS) via Cherwell Bond Scheme. Many of these tenancies have lasted for years and are stable. The PRS does have its place and is a positive option where it is affordable, well managed</p>

		and good quality. We know that more affordable housing is required and this tends to be delivered by RPs and Build!
A resident of Cherwell District Council – from Survey Monkey	<p>With central government, you need to enforce planning regulations in particular the requirement for developers to actually build homes that ordinary people can afford and not let them get away with excuses as keeps happening.</p> <p>Lobby central government for legislative assistance to achieve your goals. Expose developers which renege on promises.</p> <p>Good luck and make sure homes are built in appropriate places, close to facilities and not scatter gunned all over the area.</p>	Noted. We will scrutinise and challenge viability assessments where necessary when developers argue that affordable housing delivery requirements cannot be met.
A resident of Cherwell District Council – from Survey Monkey	Too many houses are being built for the wrong reasons and in the wrong places, such as flood plains	Noted.
A resident of Cherwell District Council – from Survey Monkey	Council consistently fails to take account of people's needs	Noted.
A resident of Cherwell District Council – from Survey Monkey	<p>Always empty promises .</p> <p>You need to look after existing properties. Cherwell heights a disgrace. Pot holes dirty street signs. Road down bankside is disgusting . New roundabout you built in the middle weeds . All paths up Cherwell heights need attention. Look after what you've got before building more. Schools full senior schools overcrowded.</p>	Noted. Housing is still in development on this site.

	<p>Gp surgeries full .</p> <p>Better roads everywhere is gridlocked.</p>	
<p>A resident of Cherwell District Council – from Survey Monkey</p>	<p>No more building. Think of wildlife rather than the council tax.</p> <p>Save Greenbelt. Stop destroying habitats to line your pockets.</p> <p>No more loss of Environments. Plant more trees. Replace the ones you cut down with indigenous trees that will be beneficial to indigenous wildlife. More English Oaks and Horse chestnut trees... Not Sycamores. Plant more wild indigenous flowers. Put up more bird, bat & bug boxes.</p> <p>No more Houses.</p>	<p>Noted. We aim to meet the housing needs of our communities that do not have access to suitable, affordable housing and at the same time preserve wildlife and plant life wherever possible.</p>
<p>A resident of Cherwell District Council – from Survey Monkey</p>	<p>Very slow getting things done always a hold back, excuse after excuse</p> <p>Eco friendly , solar panels, etc Transport for the elderly and the young and not just for bretch hill who have buses every half to a hour service should be spread out evenly.</p> <p>Teenage park where they got something to do like a bmx ,skate board, basketball, netball park , Jogging park not enough for 10yrs old upwards to do in this town</p> <p>Should be more focused on the elderly not retirement flats like little bungalows with a garden old people like garden growing vegetables or flowers and it keep them active Also the young one bedroom flats/house be a good starting point in life make them to have responsibilities having a housing officer to check on them</p>	<p>Noted. We recognise we need to do more to deliver the diversity of housing that older and young people need.</p>
<p>A resident of Cherwell District</p>	<p>I am against the new housing development that Cherwell District Council is trying to get passed and using taxpayers money to do it.</p>	<p>Noted. We need to balance new</p>

Council – from Survey Monkey	<p>There is no infrastructure in place for the housing increase. It's a nightmare now trying to get to Oxford in the morning, what will happen with 1000 plus more cars on the roads. It now takes 3 weeks to get a doctor's appointment, what will happen with 4000 new homes. Flooding will increase and what will happen with the beautiful walks we now enjoy with our family and 4 legged friends, not to mention the wildlife, where do they go. This is not thought out and it seems all the Councillors that are for this, live outside the area waiting to get backhanders. Why should Yarnton, Begbroke & Kidlington build houses for Oxford, they have many abandoned houses/locations they can redevelop within their own City.</p> <p>These houses are not going to help the homeless, look at the houses being built in Botley and surrounding areas. £600,000. Build within Oxford, do not use the Greenbelt!</p> <p>As stated above, this is totally ludicrous. There are more suitable locations for Oxfords unmet housing needs, try their own City limits where the roads would not be overcrowded to get into the City. All the unused buildings where we would not have to build on our precious greenbelt.</p>	development with the need for jobs and infrastructure. We are committed to sustainable transport options and to designing this in to new developments.
A resident of Cherwell District Council – from Survey Monkey	<p>For a period Banbury people should be given priority in all sorts of houses that are to be built, Too many 4/5/6 bedroom properties being built.</p> <p>Concentrate on local people, Stick to greenfield areas set out. Fight planning in these areas.</p>	Noted. We are aware from our register that there is a particular shortage of affordable 1 and 2 bedroom properties.
Sanctuary Homes – from Survey Monkey	<p>Actions to be included in action plan : 1) Interface between Housing Strategy and Planning to facilitate timely outline and reserved matters consents to accelerate delivery. 2. Joint review of public sector owned land / assets (Oxfordshire County Council, Cherwell District Council, Parish and Town Councils, Registered Providers etc) to assemble land/release for housing development through The Oxfordshire Growth Deal.</p>	Agreed - added to the action plan.

	<p>Ideas for future action plans : 1.1.1 We feel as a Registered Provider that we have an over supply of Housing for Older People/age defined general needs properties but accept that the condition and type of this stock may not be considered desirable. We would welcome the opportunity to contribute to an Older Persons Housing Strategy in view of the comments above. 1.2.1 From a housing perspective we would be pleased to have more stock accessible to “workers” in the interests of creating sustainable communities. Perhaps some of the garage sites identified for development could be suitable for this. 2.2.3 Happy to support the provision of 6 units and local housing operations will work with Sanctuary Supported Living to deliver this. Initial meetings between all parties have already taken place. We would like to see more one and two bedroom general needs properties being built particularly in Bicester and Kidlington to accommodate downsizing (we have a couple of garage sites in these locations which might lend themselves to this.) There is also a real shortage of accessible 3 bed accommodation for families with disabled household members.</p> <p>Other comments : 1. The Strategy refers to social rent as being the only truly affordable housing option for many people, query if this is at odds with the National Planning Policy Framework definitions? 2. We are facing a great deal of uncertainty over the next few years, post Brexit, suggestions of recession. The Strategy needs to have built in flexibility to respond to changing economics, housing market and housing needs. Consideration as to how to accommodate through related Planning Policies etc should be given now. Too many abbreviations on the Action Plan. Perhaps a key would be useful.</p>	<p>Noted – we will follow up these suggestions for future action and involve the county council in planning any reconfiguration of older people’s housing.</p> <p>We do not see a conflict between the NPPF and our aim of delivering a proportion of affordable housing at social rent level. We understand that the NPPF definition of affordable allows for a wide range of affordable options that meet the needs of different client groups. But social rent is needed within this range of options.</p>
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		Key now included in the action plan.
A Resident of Cherwell District Council	<p>I am more than a little surprised that many of the tasks proposed in the 'strategy' are not already being done. Is there reason for these being included at this stage? e.g. Isn't there already a definition of 'affordable', in the Cherwell context, and if not, why not? .</p> <p>I have concentrated my attention on Appendix A, as this will lay the ground for future action and have to say that this document is not laid out in a very economical way, requiring 10 pages of paper when probably fewer would have sufficed had the acres of unused spaced been properly utilised.</p> <p>Also commenting on the document is not easy as the there is no 'consultation response' provision as is usual in Cherwell consultations.</p> <p>Could the tabulations be re-cast in a fashion that provides a blank column (on the right, say, as columns 1, 3 & 5 could be narrower ?) and also provide this in a format that allows comments to be inserted in this 'blank' column on an 'interactive' basis before return.</p> <p>This would avoid an enormous amount of work for commentators in identifying the subject of comment? The tabulation in this form would also allow those without Internet to return their comments by post.</p> <p>To receive comments opposite the relevant item would surely aid analysis?</p>	The affordable options that CDC allocates through its Housing Service are homes for social rent and at affordable rent (up to a maximum of 80% market rent). In terms of development we work to the NPPF and our planning requirements are 30%/35% affordable housing within new developments. This can include low cost home ownership options but cannot be wholly so.
Comments on Social Media via repost on Banburyshire Info – total of 48 comments	<p>Affordability (x7 posts in total) Build 'Affordable housing that is actually affordable' (x1)/ 'I'd like to see council housing, not housing association or unaffordable'(1)/ build Council housing (x2)/ Social housing (x2)/ Concerns about rent levels in Sanctuary properties (existing tenant) (x1)</p>	Noted – these points are useful in our conversations with partners and confirm what a number of

	<p>Sanctuary (x1 post) Concerns about sanctuary not doing repairs (x1 post)</p> <p>Improvements to infrastructure (x 7 posts) 'Infrastructure BEFORE we build anymore bloody houses! (x1) Roads/ repairs to roads (x2 posts) Request for a 'ring of nature walks/ cycle paths around Banbury so there are free things for people to do. (x1) More places to park/ estates with pubs with a garden for kids/ shops/ doctors/ dentist close by/ bus route/ 'stop building close to roads then fencing them off so you have to go round in circles' (x1) Build a hospital/ improve the Horton (x2)</p> <p>Housing design standards (x3 posts) 'Build upwards a few stories rather than sprawling estates where everyone overlooks everyone else' (x1) 'No more rabbit hutches for people to live in' (x1) Build more 1 beds for single people (x1)</p>	<p>commentators have said.</p>
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Appendix 4

Equality Impact Assessment – Housing Strategy 2019-24

CONTENTS

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STAGE 1 INITIAL	SCREENING ASSESSMENT.....	4
STAGE 1 NARRATIVE	QUESTION NARRATIVE.....	5

STAGE 1 - INITIAL SCREENING DETAILS ASSESSING POLICIES AND ACTIVITIES - GUIDANCE FOR STAFF

Notes:

1. As a result of this exercise, you will have checked that your policy or activity does not have adverse impact on equality groups and you will have identified relevant action that you need to take, and the likely costs/resources associated with any improvement. The equality groups covered are at present: Disability, Gender Reassignment, Pregnancy and Maternity, Race, Religion or Belief, Sex, Sexual Orientation, Age & Marriage or Civil Partnership.

Note. This is not simply a paper exercise - it is designed to make sure that your policy or activity is delivered fairly and effectively to all sections of our local community.

2. Please note that the Council is required to publish the results of these assessments, and updates, therefore **your completed Appendices may be public documents.**

3. Appendix 1 questionnaire (**to be completed for each relevant Strategy, Policy or Service Development**) is for use regardless of whether your policy or activity is aimed at external customers or internal staff.

Please tick/delete as appropriate: Is this EIA for a,

Strategy	<input checked="" type="checkbox"/>	New/Existing	<input checked="" type="checkbox"/>
Policy	<input type="checkbox"/>	Existing	<input type="checkbox"/>
Service Development	<input type="checkbox"/>	New/Existing	<input type="checkbox"/>

Name of Strategy, Policy or Service Development:

AIMS, OBJECTIVES & PURPOSE OF THE POLICY OR ACTIVITY:

The Housing Strategy sets out the strategic direction for the housing service and the delivery of housing in Cherwell for the period 2019-2024. An action plan sits alongside the strategy document which will be updated annually.

PLEASE LIST THE MAIN STAKEHOLDERS/BENEFICIARIES IN TERMS OF THE RECIPIENTS OF THE ACTIVITY OR THE TARGET GROUP AT WHOM THE POLICY IS AIMED:

Residents, Registered Providers, Homes England, Oxfordshire Growth Board, Parish councils/community groups, Oxfordshire County Council and other voluntary and statutory agencies.

IF THE ACTIVITY IS PROVIDED BY ANOTHER DEPARTMENT, ORGANISATION, PARTNERSHIP OR AGENCY ON BEHALF OF THE AUTHORITY, PLEASE GIVE THE NAMES OF THESE ORGANISATIONS/AGENCIES:

Cherwell District Council is responsible for producing and implementing the housing strategy. Various partners and stakeholders will help Cherwell District Council deliver actions within the action plan.

LEAD OFFICER: Joanne Barrett
SERVICE AREA: Housing
ASSESSMENT DATE: 01/02/2019

TEL: Ext 2369
DIRECTORATE: Operations
ASSESSMENT REVIEW DATE:

STAGE 1 – INITIAL SCREENING ASSESSMENT

Q	Screening Questions	Y/N																						
1.	Does the policy or activity knowingly prevent us in anyway from meeting our statutory equality duties under the 2010 Equality Act?	N																						
2	Is there any evidence that any part of the proposed policy or activity could discriminate unlawfully, directly or indirectly, against particular equality groups?	N																						
3	Is there any evidence that information about the policy or activity is not accessible to any equalities groups?	N																						
4	Has the Council received any complaints about the policy or activity under review, in respect of equality issues?	N																						
5	Have there been any recommendations in this area arising from, for example, internal/external audits or scrutiny reports?	N																						
6	Will the proposed policy or activity have negative consequences for people we employ, partner or contract with?	N																						
7	This Strategy, Policy or Service Development has an impact on other council services i.e. Customer Services and those services have not yet been consulted.	Y																						
8	Will there be a negative impact on any equalities groups? If so please provide brief details below.	N																						
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Equality Impact:</th> <th style="width: 50%;">Evidence:</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td>Disability</td><td> </td></tr> <tr><td>Gender Reassignment</td><td> </td></tr> <tr><td>Pregnancy & Maternity</td><td> </td></tr> <tr><td>Race</td><td> </td></tr> <tr><td>Religion or Belief</td><td> </td></tr> <tr><td>Sex</td><td> </td></tr> <tr><td>Sexual Orientation</td><td> </td></tr> <tr><td>Age</td><td> </td></tr> <tr><td>Marriage & Civil Partnership</td><td> </td></tr> </tbody> </table>	Equality Impact:	Evidence:			Disability		Gender Reassignment		Pregnancy & Maternity		Race		Religion or Belief		Sex		Sexual Orientation		Age		Marriage & Civil Partnership		
Equality Impact:	Evidence:																							
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Gender Reassignment																								
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Religion or Belief																								
Sex																								
Sexual Orientation																								
Age																								
Marriage & Civil Partnership																								
9	Is the proposed policy or activity likely to have a negative affect on our relations with certain equality groups or local community? If so please explain.	N																						
10	<p>There has been no consultation with equalities groups about this policy or activity? Answer yes if you agree with this statement.</p> <p>If there has been consultation, please list the equality groups you have consulted with:</p> <p>The consultation phase for the Housing Strategy ran for 7 weeks and included a stakeholder consultation event and meetings with key stakeholders. The Strategy was publicly available on the website and accessible formats were available on request.</p> <p>Meetings with key stakeholders included meeting with those representing some of the equality groups such as Banbury Youth Homeless Project and the Vulnerable Young Person's Panel.</p> <p>61 responses were received through the online consultation with 46 of those responses being residents of Cherwell.</p>	N																						
11	Has this assessment missed opportunities to promote equality of opportunity and positive attitudes?	N																						

Proceed to In Depth (Full) Assessment (complete **Appendix 2) if the answer is YES to more than one of the above questions.**

For any YES answers include an improvement action in your Equality Improvement Plan.

Declaration

I am satisfied that an initial screening has been carried out on this policy or activity and an In Depth (Full) Equality Impact Assessment is not required. I understand that the EIA is required by the Council and take responsibility for the completion and quality of this assessment.

Equality Impact Assessment

Please detail below your evidence which has determined whether you have answered either Yes or No to the initial screening questions.

Screening Questions	Screening Narrative
Does the policy or activity knowingly prevent us in any way from meeting our statutory equality duties under the 2010 Equality Act?	NO, the strategy and action plan include actions/activity to better meet the housing needs of equalities groups, particularly older people, young people and disabled people who often have specific housing needs that are not met through mainstream market options. All housing policy and development will be planned and implemented with reference to our public sector equality duties.
Is there any evidence that any part of the proposed policy or activity could discriminate unlawfully, directly or indirectly, against particular equality groups?	NO, the strategy and action plan seek to support compliance with the Equalities Act 2010 and better understand and meet the needs of equalities groups.
Is there any evidence that information about the policy or activity is not accessible to any equalities groups?	NO, the draft strategy was published on the Council's website with accessible information in different formats and community languages being available on request. We hosted a stakeholder consultation event which included stakeholders that work with or represent equalities groups and vulnerable people including rough sleepers, care leavers, disabled adults and survivors of domestic abuse. We have also had focused consultation meetings with specific stakeholders, some of which also represent some of the equalities groups.
Has the Council received any complaints about the policy or activity under review, in respect of equality issues?	NO, none of the consultation responses were in complaints about equalities issues but several confirmed the need to do more to tackle inequalities in access to and provision of suitable and affordable housing.
Have there been any recommendations in this area arising from, for example, internal/external audits or scrutiny reports?	NO, there have been not been recommendations in respect of specifically identified equality issues. Consultation responses have included suggestions to expand on and further consider initiatives that affect equalities groups, such as housing initiatives for younger or older people, foster carers and children leaving care.
Will the proposed policy or activity have negative consequences for people we employ, partner or contract with?	NO, the Housing Strategy is intended to set out the strategic direction of the housing service and includes a clear plan of action. This will be positive for the people we employ and our partners. This positive action has been highlighted in some of the consultation responses we received which includes, for example: <ul style="list-style-type: none"> • <i>"We welcome the intention to work with partners to develop detailed understanding of</i>

	<p><i>specialist housing requirements.”</i></p> <ul style="list-style-type: none"> • <i>“Appreciate that this Housing Strategy sets out Cherwell District Council’s plans for its own housing service for the period 2018-2023, although the strategy acknowledges that much of what is in the strategy is aspirational and can only be delivered with its partners.”</i> • <i>“We welcome the commitment from the District in the strategy to work in partnership with key stakeholders in the delivery of affordable housing”</i>
<p>This Strategy, Policy or Service Development has an impact on other council services i.e. Customer Services and those services have not yet been consulted.</p>	<p>YES, the strategy has been drafted in partnership with other key Council led services and companies that link to housing activity including Build!, Graven Hill, Communities Team and the Bicester Team. This work has resulted in activity in the action plan that will involve the Customer Services Team and Property Investment Team and this will require further planning ahead of implementation. The Housing Team will proactively engage with all teams affected by the new strategy and that have a role to play e.g. Planning.</p>
<p>Will there be a negative impact on any equalities groups?</p>	<p>NO, the strategy and action plan seek to better understand, meet the needs and impact positively on equalities groups as opposed to having a negative impact.</p>
<p>Is the proposed policy or activity likely to have a negative affect on our relations with certain equalities groups or local community? If so please explain.</p>	<p>NO. Relations with certain equality groups and the community should only be positively affected by this strategy although we acknowledge that some stakeholders would like to see the pace of delivery being speeded up.</p>
<p>There has been no consultation with equalities groups about this policy or activity? Answer yes if you agree with this statement. If there has been consultation, please list the equality groups you have consulted with:</p>	<p>NO. The consultation phase for the Housing Strategy ran for 7 weeks and included a stakeholder consultation event and meetings with key stakeholders. The Strategy was publicly available on the website and accessible formats were available on request. We hosted a stakeholder consultation event which included some stakeholders that represent equality groups. Meetings with key stakeholders individually also included meeting with those representing some of the equality groups such as Banbury Youth Homeless Project and the Vulnerable Young Person’s Panel. 64 responses were received through the online consultation alone with 47 of those responses being residents of Cherwell.</p>
<p>Has this assessment missed opportunities to promote equality of opportunity and positive attitudes?</p>	<p>NO. But this is an ongoing activity that needs to kept on the housing agenda.</p>

The results of the Stage 1 Assessment confirm that a Stage 2 Assessment is not required. This Equality Impact Assessment to be monitored and reviewed one year after Policy implementation.

Equality Impact Assessment

Notes:

1. The in-depth (full) assessment must consider all available data and research. This could include the results of employee or stakeholder surveys, the results of consultation, audits, service reviews, employment monitoring data, population data, research findings, and data collected through monitoring the implementation of the policy or activity and evaluations of projects/programmes, data about the performance of local services.
2. The assessment above must also state how the policy was assessed and the details of the methods of involvement of appropriate people, for example, staff networks, external stakeholders and equality groups.

Completed by: Joanne Barrett/Paul France
Date Started: 12/11/2018

Role: Joint Housing Manager
Date completed: 6/2/19

Declaration

I am satisfied that an In Depth (Full) Assessment has been undertaken.
I understand that this EIA is required by the Council and take responsibility for its completion and quality.

Countersigned by Assistant Director:

Gillian Douglas

Date: 20/2/19

Cherwell District Council

Executive

4 March 2019

Joint Municipal Waste Management Strategy

Report of Assistant Director: Environmental Services

This report is public

Purpose of report

To gain the support and the endorsement of the Executive regarding the Oxfordshire Joint Municipal Waste Management Strategy (JMWMS).

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the contents and the challenges of the Joint Municipal Waste Management Strategy.
- 1.2 To adopt the Joint Management Waste Management Strategy to guide the delivery of waste management services in the Council.

2.0 Introduction

- 2.1 In 2007 the Oxfordshire Waste Partnership (OWP), the forerunner of the Oxfordshire Environment Partnership (OEP) agreed the first Joint Municipal Waste Management Strategy (JMWMS). The strategy set out the steps that the Partnership wished to take to move from a recycling rate of around 33% to 55% in 2020, and detailed the infrastructure and collection changes that were needed.
- 2.2 The strategy is updated every five years and is due for its second review, the draft Strategy was discussed by OEP Members in July 2018, but with the announcement that the National Resources and Waste Strategy was due to be published that autumn, sign off and adoption was delayed in order to ensure it did not contradict any of Oxfordshire's proposed policies.
- 2.3 The national strategy after several delays was published on 18 December 2018 and the potential implications of this were presented at the last OEP meeting in late January 2019. The proposed JMWMS document (Appendix 1) is very similar to the document discussed by OEP in July 2018 but has been updated to reflect the publication of the national strategy. The document in Appendix 1 will have graphics and graphs created and the document will be designed to aid readability.

3.0 Report Details

- 3.1 The National Resources and Waste Strategy is bold and ambitious and has the potential to transform the waste industry. The Government is keen to preserve our stock of material resources by minimising waste, promoting resource efficiency and moving towards a circular economy. The national strategy addresses some well-known issues in the waste industry and embraces the circular economy approach of keeping products in use for as long as possible and making it easier to reuse, repair, refurbish or recycle them.
- 3.2 There are several policies that have the potential to impact local authorities depending on how they are implemented. The policies are in their infancy and will be developed following consultation over the next few years. Many of the consultations commence this year with implementation early in the next decade.
- 3.3 Oxfordshire's ability to reach the recycling targets proposed in the JMWMS may be affected by these policies. Oxfordshire's JMWMS proposes a 65% recycling rate by 2025, but policies such as extended producer responsibility and deposit return schemes do not get fully implemented until 2023. These new changes may not influence the recycling rate quickly and could lead to there being less recycled material passing through the local authority waste streams.
- 3.4 OEP has stated that they wish Oxfordshire's strategy to be ambitious, helping economic and population growth while using resources sustainably. It is therefore that the current recycling targets are kept to demonstrate all partners' commitment to reducing waste arising's and increasing recycling. The JMWMS will be reviewed in 2023/24 (in accordance with the five year cycle) and targets will then be reviewed and adjusted to reflect changing situations.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The JMWMS is supported by the other five Oxfordshire authorities and fits in with the new National Resource and Waste Strategy.
- 4.2 The National Resource and Waste Strategy encourages waste partnerships to deliver the new strategy and this Oxfordshire JMWMS document is important to deliver this new strategy and the lowest cost to the Oxfordshire taxpayer.

5.0 Consultation

Public Consultation
Oxford City
Oxfordshire County Council
South Oxfordshire District Council
Vale of White Horse Council
West Oxfordshire District Council

6.0 Alternative Options and Reasons for Rejection

6.1 The following alternative options have been identified

Option 1: To adopt the Oxfordshire Joint Municipal Waste Management Strategy.

Option 2: To reject the Oxfordshire Joint Municipal Waste Management Strategy and ask officers to reconsider the strategy.

7.0 Implications

Financial and Resource Implications

7.1 There are no direct immediate financial implications with adopting this strategy. Any changes in the collection services which result from the new waste strategy will be considered in future business planning cycles.

Comments to be checked by:

Denise Taylor Group Accountant, 01295 221982,
denise.taylor@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 Local authorities in two-tier areas in England (that is, areas where there is a county council responsible for waste disposal and a district council responsible for waste collection) are required to produce joint municipal waste management strategies (JMWMS) (section 32, Waste and Emissions Trading Act 2003).

JMWMS should outline plans for diverting biodegradable waste away from landfill and increasing recycling rates, in accordance with the national waste strategy. Initial strategies had to be drawn up by May 2005 and kept under review.

Very high performing waste authorities, as confirmed and notified by the Secretary of State, may be exempt from the duty to prepare joint municipal waste strategies, under the Joint Municipal Waste Management Strategies (Disapplication of Duties) (England) Regulations 2007 (SI 2007/63).

Comments checked by:

Richard Hawtin, Team Leader: Non-contentious,
richard.hawtin@cherwellandsouthnorthants.gov.uk, 01295 221695

7.3 There are no direct risks from adopting this strategy as the waste collection has a high recycling rate and a strong customer satisfaction with services. Any changes in the collection services which result from the new waste strategy will be considered in future business planning cycles including any risk implications.

Comments checked by:

Hedd Vaughan-Evans, Assistant Director: Performance and Transformation,
hedd.vaughanevans@cherwell-dc.gov.uk, 0300 003 0111

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

Cherwell: Safe, Clean and Green

Lead Councillor

Councillor Debbie Pickford, Lead Member for Clean and Green

Document Information

Appendix No	Title
1	Oxfordshire Municipal Waste Management Strategy
Background Papers	
None	
Report Author	Ed Potter, Assistant Director: Environmental Services
Contact Information	0300 003 0105 ed.potter@cherwellandsouthnorthants.gov.uk

Oxfordshire Environment Partnership

Oxfordshire's Resources and Waste Strategy 2018-2023

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Summary

Oxfordshire's Resources and Waste strategy has been developed on behalf of all Oxfordshire local authorities through the Oxfordshire Environment Partnership (OEP). It runs from 2018-2023 and focuses on Local Authority Collected Waste.

The next 25 years will see rapid change for Oxfordshire in population and housing growth. The types of waste and the way in which we collect and manage waste are expected to change over time as technology innovation transforms society and organisations. Attitudes towards global and local waste issues will evolve and manufacturers will adapt by seeking to make their products more sustainable.

OEP has agreed a strategy which is bold and ambitious. We want to continue to be amongst the very best in the country, helping economic and population growth while using our resources sustainably. We realise that some targets are aspirational and may be challenging to achieve, but we want to push for the change, working with Government, our contractors, manufactures, retailers and residents to make it as easy as possible to produce less waste and recycle more.

We aim to:

- Keep household waste growth to zero (per person per year)
- Increase the amount of household waste we recycle to 70% by 2030

- Send less than 3% of our household rubbish to landfill by 2020

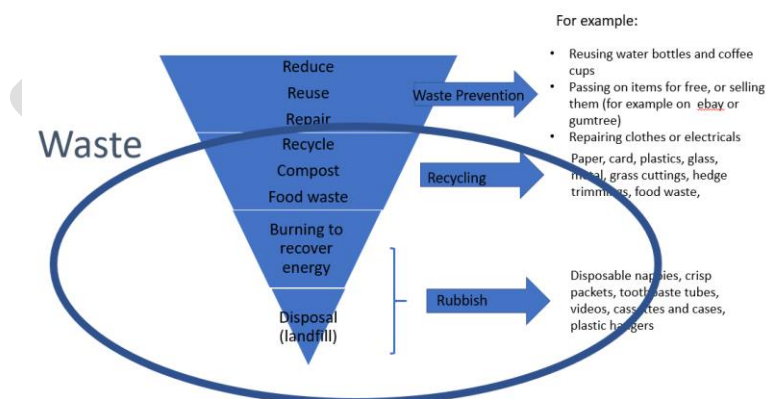
This strategy helps us all put in place some objectives, targets and practical measures to show how we will deliver our strategy. These will be further developed into a yearly action plan that will be available on our website.

What is meant by waste?

Within this document we use several terms:

- Anaerobic Digestion (AD) – the process by which food waste is broken down to produce biogas for electricity and digestate, a fertiliser.
- Circular Economy - a concept which aims to keep resources in use for much longer, extracting the maximum value from them whilst in use, and ensuring that they can be recovered and recycled easily at the end of life.
- Commercial waste – waste generated by businesses who need to pay for collection and management
- Composting – the process by which garden waste is broken down to create a soil fertiliser
- Deposit Return Scheme (DRS) – where customers pay an upfront deposit on a product (such as a drinks bottle) which can be redeemed on return of the product.
- Extended Producer Responsibility (EPR) – where producers are given significant responsibility (financial or physical) for the recycling or disposal of products at the end of their life
- Household waste – waste generated by householders, of which the cost of disposal or reprocessing is included within council tax payments
- InVessel Composting (IVC) – the enclosed process by which garden and food waste can be broken down to create a soil fertiliser. Temperature and air flow are monitored to ensure complete degradation
- Local Authority Collected Waste (LACW) - waste produced within Oxfordshire by householders, commercial waste collected by district councils, waste deposited at HWRCs, street sweepings, litter and fly tipped materials.
- Municipal solid waste (MSW)– Household waste, and waste from other sources, such as businesses, whose waste is similar in nature and composition to household waste (ie paper, card, plastic, glass, food waste etc) (MSW does not include liquid waste)
- Recycling –everything that needs reprocessing before it can be used again, for example glass, paper, card, plastics, food waste, garden waste, and metals
- Resources – a new way of looking at waste, not as something that we no longer need, but as resources for other processes.
- Rubbish – anything that cannot be recycled. In Oxfordshire this can be managed in one of two ways:

- Energy Recovery – Burnt to generate energy which is fed back in to the national grid
- Landfill – buried in the ground
- Single use - any disposable item which is designed to be used only once
- Waste – refers to everything that is thrown away, recyclables and rubbish
- Waste Collection Authority (WCA) - Responsible for collecting all household waste and arranging for the recyclables to be processed. Cherwell District Council, Oxford City Council, South Oxfordshire District Council, Vale of White Horse District Council and West Oxfordshire District Council.
- Waste Disposal Authority (WDA) – responsible for providing Household Waste Recycling Centres (HWRCs), and managing any rubbish collected. Oxfordshire County Council holds contracts for processing food waste, garden waste, hazardous waste, rubbish for energy recovery and landfill.
- Waste prevention – activity that minimises the amount thrown away, including
 - Reduction – Changing behaviour so waste isn't generated in the first place – for example buying loose fruit and veg rather than packaged,
 - Reuse – using an item straight away without any processing - for example refilling a water bottle, using a bag for life, or passing on items when you have finished with them.
 - Repair – mending items such as clothes or electricals so that they can continue to be used



Introduction

Oxfordshire has made great improvements in waste reduction and recycling since its first joint strategy in 2007. The County is one of the best at recycling in England, recycling around 58% of household waste, exceeding the current English Government target of 50% by 2020. In addition, residents produce around 1 tonne of waste per household each year, one of the lowest in the country, but still equivalent in weight to a small family car.

The County, City and District Councils have worked together through OEP to improve kerbside collection services for residents, ensuring that all householders have access to a kerbside service that collects a wide range of materials.

We have developed comprehensive local infrastructure so that where possible, waste is managed within county:

- Reducing the distance that it travels; and
- Generating renewable energy that reduces our dependence on fossil fuels.

Waste is managed in accordance with the waste hierarchy; top priority is given to preventing waste, and when waste is created, it gives priority to preparing it for re-use, then recycling, then recovery and last of all disposal.

Our vision is for everyone in Oxfordshire, residents and businesses, to take ownership for the waste they generate. We want to work together to ensure items and materials are seen as a valuable resource to be used again, recycled for further manufacturing or sent for energy recovery.

As local authorities we will encourage and help residents and businesses to embrace the principles of waste as a resource and be part of our vision to think and act differently from now on.

We want to help residents to reduce the amount of waste that they produce and will develop a Waste Prevention Strategy identifying the key areas we will focus on. Activities may include:

- promotion of alternatives to single use plastics
- tips for careful shopping and meal planning
- supporting local 'libraries of things'
- publishing information about donating and purchasing second hand goods; and
- detail on how to repair rather than replace items;

We want to make it as easy as possible for residents to recycle, providing a comprehensive accessible service for a wide range of materials. We will ensure that we recover energy from non-recyclable materials, landfilling as little as possible.

Why is waste important?

Reducing waste and increasing recycling benefits the environment; less raw materials are required, saving energy, emissions and protecting natural resources. On a local scale, waste is a universal service used, and paid for, by all residents. Around £42million/year is spent on collecting, managing and processing waste county wide. By increasing the amount we reuse and recycle we could reduce the amount spent on disposing of waste by millions of pounds which could then be spent on other council services. It is easy to 'get rid' of things that we

no longer want, but many things that are thrown away could be reused or repaired to be used again. As consumers and producers of waste we need to challenge our attitudes and change behaviours.

National policy

The Government has set national recycling targets of 50% by 2020 for household waste, and 65% by 2035 for municipal solid waste in the Resources and Waste Strategy (December 18). The national strategy sets out Government plans to minimise waste, promote resource efficiency and protect the natural environment by managing waste safely. It addresses some well-known issues in the waste industry and embraces the circular economy approach of keeping products in use for as long as possible, and making it easier to reuse, repair, refurbish, or recycle them.

: it also embraces circular economy principals throughout and proposes:

- Renewed action on plastics including ensuring that producers pay the full costs of disposal for packaging that they place on the market, a tax on plastic packaging that contains less than 30% recycled plastic, the phasing out of single use unrecyclable packaging and bans on other items such as drinking straws
- Incentivised recycling through the introduction of deposit return schemes
- Standardising recycling collections from businesses and households, including ensuring that each household and business has a weekly separate food waste collection
- Improving working arrangements and performance between local authorities
- A focus on the quality of material collected for recycling to ensure it can be used in the manufacture of new products
- Develop the UK reprocessing industry to reduce the amount of recyclables sent abroad
- Increased producer responsibility - requiring manufacturers and producers to consider what will happen to their product at the end of its life at design stage
- A change on how performance is measured, possibly moving away from weight based targets that incentivise collection of heavier materials
- Mandatory food waste prevention targets for food businesses and ensuring that surplus food is redistributed to those who need it before it goes to waste

These proposals have the potential to fundamentally change how Local Authorities collect and manage waste. OEP councils will proactively engage with Government through industry bodies and consultations to ensure our voice is heard as the detail of these changes are established.

The circular economy

The circular economy is a new way of thinking that is being increasingly adopted by Governments and organisations across the world. It aims to keep resources in use for much longer, extracting the maximum value from them whilst in use, and ensuring that they can be recovered and recycled easily at the end of life. (diagram)

The circular economy creates opportunities for growth and jobs, whilst also reducing waste, saving natural resources, protecting the UK from resource scarcity/security issues, and reducing the environmental impacts of our activities. By embedding circular economy principles into council activities (such as specifying recycled goods in our procurement strategies and ensuring that goods are reused and repaired where possible), and helping residents make changes in their lives (such as repairing broken items, donating and buying second hand) we can assist in the transition to the new model.

OEP welcomes national action and policy on the circular economy and waste reduction and recycling initiatives. Behaviour change on a large scale is needed to address the issues that we all face, and only by working together with manufactures, retailers and residents will we view waste as a resource and not as a problem.

Pull out box?

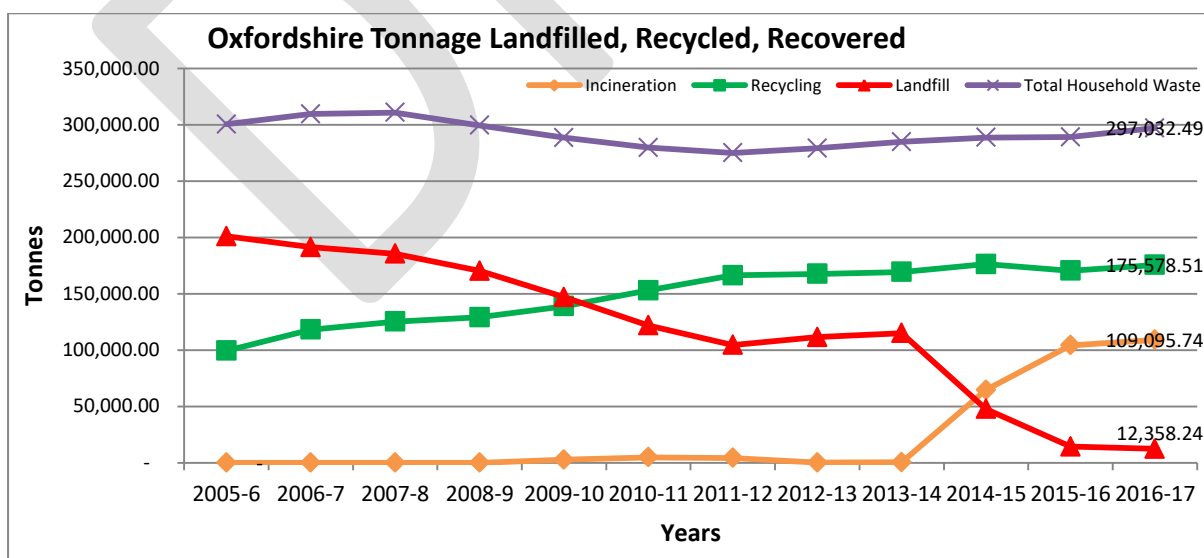
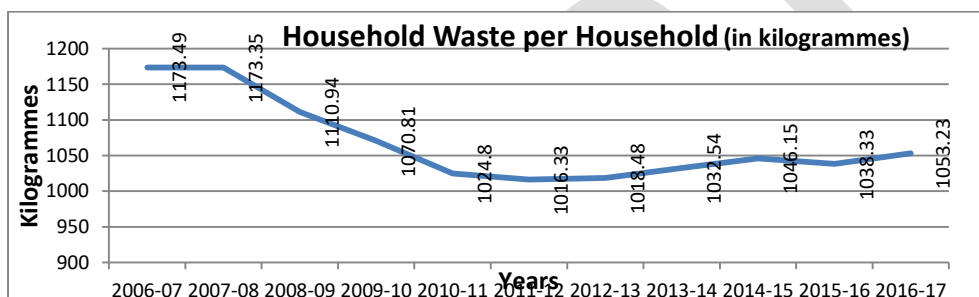
As well as national policy changes, there are other factors that may influence our activities over the next few years:

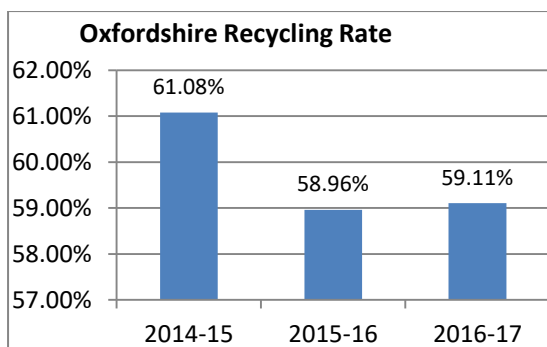
- Recyclables are traded on a global market and China's decision in 2017 to reduce the amount of contaminated recycling arriving in the country has put pressure on the UK, and other countries, to seek new markets. This infrastructure gap is yet to be fully filled.
- Changing shopping habits are altering the waste that people are looking to dispose of. The decline of newsprint and rise of online shopping is altering the amount of paper and card collected. Home delivery of groceries and menu boxes open up opportunities for 'take back schemes' where reusable and refillable packaging is used rather than disposable. Deposit return schemes for bottles and other packaging may reduce the amount placed in household bins. This is a rapid growth area, and it is possible that the composition of both recycling and rubbish bins will look quite different in a few years' time. This would be excellent progress towards the circular economy and reducing the amount of waste, and is fully supported by OEP. However the changing composition of waste will impact the reprocessing contracts we have in place, potentially leading to increased contract costs.
- There are several changes to legislation that have been raised, including the potential of an incineration tax, and a tightening of the standards that composted green waste needs to meet. These would have an operational and budgetary impact on the way that waste is managed within Oxfordshire.

What we are currently doing with our waste

The good news is that countywide the amount of waste we produce has gone down per person (graph) and the amount of recycling has gone up (graph). We send less to landfill and generate energy from what we can; however, our recycling levels in recent years have started to fall (graph). This follows the national trend of stagnating recycling rates. There are several reasons suggested for this;

- standards have tightened impacting on our ability to recycle materials such as street sweepings and wood;
- reprocessors are focused on quality, not quantity, and are demanding material with less contamination;
- changing habits, such as accessing news and information online rather than through print media; and
- improvements in technology mean that materials such as packaging or glass bottles are lighter.





How we compare with other areas?

OEP was one of the first partnerships to introduce such comprehensive kerbside collection schemes, and as such has had one of the best recycling and composting rates in England for a number of years. Other counties are now catching us up and we can learn from them to improve our services to residents. (graph/league table)

Despite having such historically good recycling rates, there is still a lot more that we can do. Although residents in Oxfordshire can recycle a wide range of materials at the kerbside, analysis shows that not all waste generated is separated for reuse and recycling. Authorities in Scotland and Wales have been set ambitious targets by their devolved administrations and are starting to pull away from England. In Oxfordshire we could achieve recycling rates of up to 80% by ensuring our current systems are properly used, and bigger increases may be achieved by looking at further collection changes.

Why change is needed?

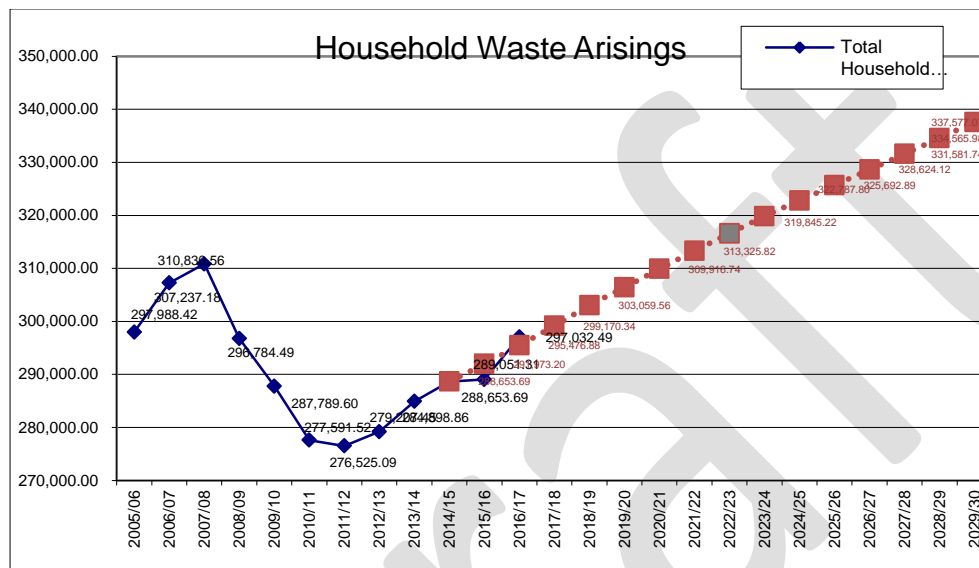
We must rethink how we prevent and deal with waste in the long term to minimise the environmental and financial costs of waste and move towards sustainability. A change in attitudes is needed across the whole of the country so that we consider our purchases, making smarter choices of products that have been responsibly made, and that will last longer. Amongst local authorities we may need to consider greater alignment of our services and how and when we collect rubbish if more recycling is to be achieved. Higher recycling rates may be able to be achieved by retaining weekly and fortnightly recycling collections, whilst reducing the frequency of rubbish collections.

There is a lot more recycling that we could collect (infographic showing what is left in the residual bin). As well as being better for the environment, this would help save around £3 million each year, money that could be spent on other council services. Helping residents to make the most of existing services will be key to achieving our goals.

We want to improve the quality of the material we collect, reducing unwanted materials in the recycling, increasing the quality of acceptable materials and thus providing a better quality of feedstock to producers making new products from recycled materials. In

2017/18 4,500 tonnes material sent for recycling in Oxfordshire were deemed unrecyclable by the processor and rejected.

Oxfordshire is growing and pressure for housing growth creates additional demands for waste collection and street cleansing services. Oxfordshire currently has a population of around 677,000. By 2040 Oxfordshire’s population is expected to grow to 944,700 with over 123,500 new houses constructed. This will mean around 130,000 tonnes more waste generated from residents, at an additional cost of £16 million/year to collect, recycle, compost and dispose of the waste generated.



We need to:

- ensure that new households have easy access to information and services to minimise waste generation and increase recycling
- be adaptable to reflect changes in national policy and wider changes in governance such as the introduction of deposit recovery schemes, Extended producer responsibility, Brexit and Chinese import decisions,
- respond to public pressure on issues such as single use plastic.
- ensure waste collection and disposal services are efficient to reflect increasing financial pressure on councils and any changes surrounding available funding in the future. Funding provided to local government has changed and reduced over recent years, the national audit office found that local authorities experienced a 49.1% real term reduction in funding between 2010/11 and 2017/18.

What we have done since 2013

OEP’s last strategy was published in 2013. Since then we have:

- **Improved recycling collections so residents can recycle more** - batteries, textiles and small electricals can be collected at kerbside for recycling.
- **Invested in new contracts, fleet, and technology** - to improve the service to residents and help increase recycling as well as reducing the costs and impacts of transport on the local environment.
- **Made it easier to recycle food waste** – including collections from flats in most districts. Where food waste is processed at an anaerobic digestion plant, residents can dispose of cooking oil and line their food waste caddy with plastic bags rather than compostable liners making it easier, cheaper and cleaner for residents to recycle their food waste. We have stickered thousands of rubbish bins to remind residents that food waste can be recycled in their food caddy, and delivered Love Food Hate Waste training to interested residents across the County.
- **Supported around 60 community groups** - to take local action on environmental issues, helping residents to save waste and energy in their homes, improve the natural environment, tackle fuel and food poverty and raised over £800,000 funding for various projects across the county. (CAG info box)
- **Procured a new Household Waste Recycling Centre (HWRC) contract** that allows us to keep as many sites open as possible. Despite budget cuts, in 2017 we were successful in procuring a HWRC contract that keeps all sites open at the existing opening days and times. The new contract also allows hard plastics to be recycled at all sites for the first time.
- **Charging for some waste streams** – local authorities are not obliged to accept all waste streams for free, however we understand that residents want a quick and easy way to dispose of their materials. Charging a small amount for the collection of garden waste, or for disposing of DIY waste at the HWRCs allows us to cover the costs of providing these services, and ensure that residents still have easy access to disposal routes.
- **Tried a recycling reward scheme** – Oxford City's three year scheme offers a reward to communities who improve their recycling rates to identify if this results in sustained increases in recycling rates.
- **Taken enforcement action against flytippers** –working closely with enforcement and environmental health teams to prosecute offenders who flytip, drop litter, graffiti or do not remove their dog foul from the streets
- **Reduced the amount of waste landfilled to less than 5%** - the Ardley Energy Recovery Facility began operations in 2014 and now takes almost all of Oxfordshire's rubbish (non-recyclable waste), burning it to create enough energy to power over 38,000 homes.
- **Increased recycling rates by reducing contamination** – The wrong materials in the wrong bins can cause whole loads of recycling to be rejected. Batteries and gas bottles placed in the wrong bins can cause fires and explosions. All councils have improved their communication and education programmes to help residents, and

South and Vale recently introduced a clear sack policy, enabling collection crews to better see what they are collecting to avoid contamination.

- **Published a list of where all our recycling goes** - making it easier for residents to find out what happens to their waste after it is picked up ([Infographic/link to webpage?](#))
- **Increased the number of commercial collection services** - providing a cost-effective service to local businesses with recycling and waste collections that match those from residential sites.
- **Improved our own waste management** - introduced better recycling systems at all council offices, including food waste, to help people recycle as well at work as they do at home. We also encourage the reuse of furniture and electricals to reduce the number of new products bought.

What residents say

To find out what residents thought about their waste services, and to explore thoughts on how we could help them to reduce waste and recycle more, we ran a consultation in January and February 2018, and held 3 focus groups. Over 2,200 people replied to the consultation, and 30 people attended the focus groups.

Respondents wanted to recycle more and waste less, but felt we needed to be realistic about people's busy lifestyles and make it as easy as possible to 'do the right thing'.

Respondents would like us to:

- Work with government and manufacturers to reduce the amount of packaging used, and to make it more easily recyclable.
- Provide more information on what types of plastic are recyclable
- Provide frequent, easy to understand, communications telling residents what can and can't be recycled and why, using leaflets, social media, and other forms of communication.
- Provide information on where waste goes
- Consider providing bigger recycling bins or more frequent recycling collections
- Increase the number of materials recycled at the kerbside and the HWRCs
- Catch and prosecute those caught flytipping, littering or allowing their dog to foul the area
- Promote places where second hand furniture can be bought and donated
- Improve the reuse facilities available at the HWRCs
- Provide information, hints and tips on
 - Home composting
 - Repairing electrical items
 - Cooking to reduce waste and save money
 - Repairing clothing
- Work with schools and other groups to develop skills and reduce waste.

Residents were divided on whether incentives or fines would work to increase recycling rates. Many people felt that fines could be unfair to those who were confused or unsure about what could be recycled. While some believed that incentives could work, they also commented that it could be complicated to administer, and that funds could be better spent on other council services.

Our strategy

OEP's strategy is ambitious; some targets are aspirational and will be challenging to achieve. However we believe it is crucial that we continue to work together to reduce the amount of waste we generate and manage resources sustainably.

1. We will work with residents to reduce the waste produced by each household and maximise the amount of waste reused

Reduce

Our aim: to stop waste growth per person per year by encouraging people to think about the products that they buy and how materials can be reused, recycled and composted.

We will:

- 1.1 work with residents to reduce the amount of food waste generated; making the most of the food they buy, encouraging smarter shopping, planning meals and using up leftovers
- 1.2 support efforts to reduce the amount of single use packaging produced and used by retailers
- 1.3 promote activity and provide advice and support to those composting at home, repairing electrical items and clothing, and using real nappies

Reuse

We will:

- 1.4 work to increase reuse at the HWRCs
- 1.5 encourage and promote the donation and purchase of reusable items across the county.
- 1.6 continue to support local community action on waste reduction through the CAG project.
- 1.7 focus activities on electrical items and bulky waste reuse through an A-Z listing of all the goods and materials that can be reused and recycled in Oxfordshire.

2 We will maximise the amount of waste that is recycled or composted and we will recover energy from the remainder in order to minimise the amount sent to landfill

Recycle

Our aim:

Recycle or compost at least 65% of household waste by 31 March 2025

Recycle or compost at least 70% of household waste by 31 March 2030

We will:

- 2.1 ensure that recycling facilities and services are available to all residents
- 2.2 monitor recycling rates and target communications on areas where additional support would be beneficial
- 2.3 work with our reprocessors to ensure we have secure markets for the materials we collect.
- 2.4 promote what can and can't be accepted for recycling; reducing contamination and increasing the amount of materials recycled
- 2.5 work to increase the amount and quality of recycling collected through litter bins
- 2.6 keep residents informed of our recycling performance and where their waste goes
- 2.7 promote and encourage food waste recycling collections
- 2.8 continue to investigate recycling opportunities for new material streams, both at the HWRCs and the kerbside where reliable markets are available
- 2.9 recycle more waste from council offices

Compost

We will

- 2.10 continue to provide advice and support to those composting at home to reduce the amount of garden waste generated
- 2.11 continue to offer garden waste collections from households
- 2.12 ensure that more of the garden waste from our own operations is composted

Recover and Dispose

Our aim: to landfill no more than 3% of household rubbish

We will:

- 2.13 pick up and dispose of flytipped hazardous waste quickly and in accordance with the waste hierarchy
- 2.14 ensure that all clinical waste produced in homes is correctly segregated for appropriate management
- 2.15 work with residents to ensure batteries and gas bottles are disposed of correctly so that they do not cause fires or explosions
- 2.16 work with contractors and the wider industry to find the best possible practices and technology to collect, manage and process new and existing waste streams

3 We will work together, with local communities and service providers, to improve waste management services across the county ensuring that we become more economic, efficient, effective and that waste is managed in accordance with the waste hierarchy

We will:

- 3.1 work to increase reuse capacity in the county through partnerships
- 3.2 work with the waste planning authority, Oxfordshire County Council, to ensure that waste facilities are suitably sized and distributed with the aim of minimising the transport of waste
- 3.3 Investigate potential new reprocessors for our materials we will encourage local facilities to tender for our business
- 3.4 look to introduce additional material streams to commercial waste collections making it easier for companies to increase their recycling rate and reduce waste that they produce
- 3.5 apply appropriate and affordable charges for household waste in order to ensure sustainability and protect council services where necessary.

4 We will prepare for population growth by embedding circular economy principles into our activities and considering innovative ways of reducing, reusing and recycling more of our waste

We will:

- 4.1 embrace the circular economy, embedding it into council practices and procurements in order to minimise waste generation in the future
- 4.2 promote the circular economy to residents, and lobby Government to make it an essential part of national strategy.
- 4.3 work with OxLep and Growth Board to embed circular economy principles into Oxfordshire's growth agenda
- 4.4 provide a planning guide for architects and property developers to ensure that adequate provision is made for sustainable waste management within new developments
- 4.5 consider new collection systems and technologies that actively encourage residents to segregate more of their waste for recycling

5 We will work to improve the local environment for all residents through effective communications and enforcement activity

We will continue to:

- 5.1 take enforcement action against those caught committing environmental crimes and seek to recover enforcement and clean-up costs through the courts
- 5.2 develop promotional and educational campaigns to promote responsible behaviour and good local environmental quality. Campaign messages will be developed according to local priorities identified through our monitoring data. These will include campaigns to discourage flytipping, littering and dog fouling. These were the top three priorities identified in our 2018 public consultation on this waste strategy.

Oxfordshire Environment Partnership

C/O Oxfordshire County Council

Waste Strategy

County Hall

New Road

Oxford

OX1 1ND

www.oxfordshirerecycles.org.uk

<https://twitter.com/OxonRecycles>

www.facebook.com/OxfordshireRecycles

Draft

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Cherwell District Council

Executive

4 March 2019

<p>Monthly Performance, Risk and Finance Monitoring Report – January 2019</p>
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Report of Executive Director: Finance and Governance and Assistant Director: Performance and Transformation

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 four appendices to this report:

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

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:

Cherwell residents asked to rate refuse and street cleaning services

following a top 40 position in the national recycling league table, we are asking residents to take part in a survey to help improve the quality of waste collection and street cleaning services. As members of the Association for Public Service Excellence (APSE) the council, is for the first time, taking part in a national survey to assess the quality of these two services. The survey closes in March 2019.



Reducing our Carbon Footprint is delivering to plan. Work is starting on the 2019 Annual Status reports which will be submitted to Defra by the end of June. The reports will provide a review of the air quality monitoring undertaken in 2018. A meeting will be arranged with County Highways to review progress of the actions in the Air Quality Action Plan and work continues regarding an anti-idling campaign at the London Road crossing in Bicester.



Oxfordshire Greentech, a new low-carbon business network, launches on 6 February at the Said Business School in Oxford. The network has been set up through a collaborative partnership between Cherwell District Council, Bioregional and Cambridge Cleantech and aims to bring together businesses and organisations to support the growth of the low-carbon sector in Oxfordshire.

Protecting the Built heritage is reporting as slightly behind schedule, work continues and is nearing completion on the Ardley Conservation area. The dates of consultation of Stratton Audley and Somerset have been set, Somerton on 26 February and Stratton Audley on 9 April, which will coincide with the Parish Council Meeting.

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:

Providing & Supporting Health & Wellbeing across the district through the 'Community Connect' Social Prescribing scheme which has been successfully launched. Initially the scheme is working with Deddington Health Centre and Bicester Health Centre.





Providing support to the voluntary sector is delivering to plan, including the Hill Implementation Group – The first meeting set the terms of reference for the group, identified potential funding to develop programmes in the new centre moving forward and the operational plans for autumn 2019. A site visit with all stakeholders took place on 25 of January to monitor the builds progress to date.

Funding delivers extra beds for rough sleepers - A further five beds are available for people facing street homelessness in north Oxfordshire, as housing officers puts Government funding to work.

We (CDC) applied for funding from the Ministry of Housing, Communities and Local Government's five million pound Cold Weather Fund which was extended to more councils across England at the end of 2018.

The new accommodation is being delivered in partnership with Homeless Oxfordshire, a supported housing provider based in Oxford. From January to March of this year it will provide high-level support for rough sleepers including those with complex needs, such as addiction issues or mental health problems.



The 5 additional winter beds for rough sleepers being provided January - March 2019 are now open and being used by people with a local connection to Cherwell supporting our drive to safeguard the vulnerable. The provision is in Oxford and will provide high level support to help people recover and access accommodation in Cherwell.



housing choice.

Delivery of Affordable homes is delivering to plan. Affordable homes have been approved for Ardley. A development of 13 new homes has been approved for Ardley as we (CDC) furthers our commitment to

Seven of the homes will be offered for affordable rent and six for shared ownership. They were approved by the council's planning committee on Thursday, 17 January.

Funding of £430,000 from the Oxfordshire Housing and Growth Deal has been allocated to support the development, which registered provider Waterloo Housing will deliver. The applicant will make contributions totalling £60,000 to fund outdoor play and indoor sports facilities in the area, and improvements to the local village hall.

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:

Gardner's Close sales are now progressing and by the end of January we had only 7 units remaining and an increase in interest from purchasers for these last properties. During February we are expecting 16 completions. Feedback from our new home owners is very positive with many liking the size of the flats and the internal designs.



The Hill Youth and Community Centre construction is progressing well. During January we saw the foundations completed along with the steel frame for the sports hall. The project was delayed by one week at the end of the month due to the cold weather but we've been assured by Edgar Taylor (our approved contractor) that they should be able to make up this time during the remainder of the contract. We have allowed some additional time after completion of the building for the commissioning so we will still be on track to open the building to the community in December 2019 following completion of the construction in late August.

Delivery of the Local Plan is delivering to plan. The Planning Policy team have been preparing for the Public Hearings for the Partial Review of the Local Plan taking place in February 2019. The timetable for the completion of the Examination of the Partial Review of the Local Plan is in the control of the Planning Inspectorate. Following public hearings in February, the Council will need to wait for the Inspector's findings before determining how to proceed.

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 (32)					
Status	Description	January	%	YTD	%
Green	On target	29	91%	27	84%
Amber	Slightly off target	2	6%	5	16%
Red	Off target	1	3%	0	0%

3.11 Spotlight On: Housing Services

Housing Services is here to help people in our communities achieve good quality housing suitable for their needs. Our focus is on helping people who are homeless or at risk of homelessness or who have another housing need because of the poor conditions they are living in, their medical conditions, disability or other specific need that is not met through the general housing market.



We have legal duties to assist households that are facing homelessness and always aim to intervene before people actually lose the roof over their head. Sometimes this is not possible, and we may be able to offer temporary accommodation or supported accommodation, for example in a hostel. If you are worried about becoming homeless or know someone at risk, we want to hear from you as early as possible. There are many causes of homelessness and we can work with people to resolve these, for example welfare benefits issues, relationship breakdown, loss of a private rented sector tenancy, unlawful eviction, domestic abuse, being asked to leave by a parent/relative, mental health issues, job loss, coming out of hospital or prison. We work closely with partner agencies to resolve the issues and help people in to long-term accommodation.



We manage the housing register which means households can apply for affordable rented housing and if eligible be added to the register. Households on the register can then bid for suitable properties that come up on a weekly cycle. Properties can either be new build or existing properties that have become vacant. They are owned and managed by housing associations and we will always work with them to make sure the property is affordable and suitable for the household's needs. Last year almost 700 properties were let through the register. Many people are not sure if they qualify and it always advisable to contact the council if unsure. Extra care housing for older people can also be applied for through this route.

We also offer a service to adapt and improve homes that need to be made more accessible for a disabled adult or child or an older person. We offer this help to people in any type of rented accommodation and to people who own their own home (subject to means testing), though housing associations are responsible for adaptations for their tenants in some cases. Even where people do not qualify for a Disabled Facilities Grant we will advise and can help with contractors.



We offer advice to landlords and in some cases grants to bring a property up to standard or to get an empty property back in to use.

Our service is here to respond to complaints from tenants about problems with their landlord or accommodation. We also advise landlords about their responsibilities. 1 in 5 households in Cherwell lives in the private rented sector and we know that rents generally exceed housing benefit levels and are high compared to most people's income. Nevertheless, we do work with many landlords who offer affordable rents and we have 150 tenancies in place that have been offered through Cherwell Bond

Scheme. This gives landlords the security of a deposit bond to cover any damage to the property and the tenant has the support of our team should any problems occur with the tenancy.

The Private Housing Standards Team is here to respond to tenants' complaints and concerns about their property or problems with the landlord. We will resolve these issues through advice, guidance and mediation. If that fails, we will take enforcement action to tackle 'rogue landlords' and landlords who continue to put their tenants' safety and welfare at risk. We always work to educate and inform landlords but sometimes we need to use our enforcement powers. We also licence and inspect Houses in Multiple Occupation (HMOs) and respond to complaints about HMOs. Tenants in HMOs can be more at risk of poor landlord practices and standards of accommodation.

Increasing the Supply of Affordable Housing

In our new Housing Strategy, we set out our commitments to increasing the supply of affordable housing, particularly for young people, older people and people who



need specialist accommodation. Cherwell has a strong track record of housing delivery and over 500 affordable units have been delivered year to date (from 1 April 2018). However, we need to do more to deliver housing at social rent, not just affordable rent (up to

80% of market rent) which is not always affordable for low income households including those in work.

Adaptations and Access Improvements

We have made improvements to 140 homes this year, helping people to remain in their home, maintain independence and live in safe accessible accommodation. As well as mandatory Disabled Facilities Grants we can also help disabled residents with discretionary grants and grant top-ups in some situations. We also provide practical help with grants to vulnerable and older residents through our Home Improvement Agency and a Small Repairs Service that helps up to 200 people each year. These works reduce the need for hospital stays and people having to move because their home is no longer suitable.

Tackling Homelessness

In April 2017 the Homelessness Reduction Act 2017 came in to force, requiring us to offer a wider service to people threatened with homeless. We have prevented 30% of households from becoming homeless. The remainder were already roofless when they approached us or went on to lose their accommodation. In all cases we work with the household to secure long term accommodation in the private or social housing sector, providing emergency accommodation if necessary.

We counted 13 rough sleepers in our area during the national count in November 2018 and are increasing our resourcing of floating support to prevent tenancy

breakdown and improve access to supported accommodation. We introduced 5 winter beds to help more people off the street and maintained funding for additional hostel accommodation in Oxford and Banbury.



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, L12			
	3 - Moderate			L01, L02, L05, L14	L03, L06, L07, L08, L11	L09, L13
	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	↔	Reviewed, control assessment and comments updated.
L02 Statutory functions	9 Low risk	↔	Reviewed, comments updated.
L03 Lack of management Capacity	12 Medium risk	↔	Reviewed, comments updated.
L04 Local Plan	8 Low risk	↔	Reviewed, comments updated.
L05 Business Continuity	9 Low risk	↔	Reviewed, comments updated.
L06 Partnering	12 Medium risk	↔	Reviewed, no changes.
L07 Emergency Planning	12 Medium risk	↔	Reviewed, mitigating actions & comments updated.
L08 Health & Safety	12 Medium risk	↔	Reviewed, control assessment, mitigating actions and comments updated.
L09 Cyber Security	15 Medium risk	↔	Reviewed, Mitigating Actions updated.
L10 Safeguarding the Vulnerable	8 Low risk	↔	Reviewed, control assessment, mitigating actions and comments updated.
L11 Income generation through council owned companies	12 Medium risk	↔	Reviewed, controls and comments updated.
L12 Financial sustainability of third party third party suppliers	8 Low risk	↔	Reviewed, no changes.
L13 Local Government Reorganisation	15 Medium risk	↔	Reviewed, comments updated.
L14 Corporate Governance	9 Low risk	↔	Reviewed, no changes.

The full Leadership Risk Register update can be found in Appendix 3. There are no score changes within December, all risks reviewed with updates in mitigating actions and or comments etc.

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 (Brackets denotes an Underspend)	Budget £000	Forecast £000	Current Month Variances £000	Prior Month Variances £000
Corporate Services	258	258	-	14
CORPORATE SERVICES TOTAL	258	258	-	14
Communities	2,691	2,691	-	32
Leisure & Sport	2,674	2,799	125	86
Housing	1,740	1,668	(72)	(96)
WELLBEING TOTAL	7,105	7,158	53	22
<i>Leisure & Sport £125k consist of additional £65k for Assistant Director and Staff post; and budget realignment cost of £60k for the Parkwood contract fees.</i>				
<i>Housing (£72k) underspends on supplies & services and staffing realignment.</i>				
Planning Policy & Development	1,414	1,738	324	324
Economy & Regeneration	555	555	-	-
PLACE & GROWTH TOTAL	1,969	2,293	324	324
<i>Planning Policy & Development £324k 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 £79k cost for the Executive Director post of Place and Growth, and £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 savings.</i>				

Economy and Regeneration Bicester Regeneration currently funded from reserves and under review to ascertain any potential under spend will be reflected and put back to reserves.

Environmental Services	5,163	5,238	75	56
Environmental Health & Licensing	(49)	(49)	-	-
ENVIRONMENT TOTAL	5,114	5,189	75	56

Environmental Services £75k made up of **£161k** 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 an additional income (mainly from the car parks) of **(£121k)**, additional **£22k** staffing cost and **£13k** maintenance cost.

Law & Governance	1,424	1,391	(33)	21
Finance & Procurement	1,715	1,989	274	220
Property Investment & Contract Management	(3,041)	(2,736)	305	303
FINANCE & GOVERNANCE TOTAL	98	644	546	544

Law and Governance (£33k) consist of **£3k** additional cost for corporate subscriptions and members allowance budget realignment (**£36k**). Fraud Team **£21k** now reported in Finance & Procurement.

Finance & Procurement £274k, made up of **£34k** additional cost further to outsourcing the Corporate Fraud Team to OCC and National Fraud Initiative "NFI" work. **£240k** 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 £305k mainly due to the delay in the project completion date of Crown House, hence the expected income from Crown House Property Investment Contract Management will be lower by **£291k** in 2018/19 and **£14k** NDR Budget realignment cost.

Customers & IT services	2,713	2,713	-	-
Strategic Marketing & Communications	334	370	36	36
HR, OD & Payroll	756	786	30	30
Performance & Transformation	387	369	(18)	(43)
CUSTOMERS & IT SERVICES TOTAL	4,190	4,238	48	23

Strategic Marketing and Communications £36k overspend Assistant Directors post, pending opportunities for increased joint working with OCC in this area.

HR, OD and Payroll £30k Additional HR related legal cost.

Performance and Transformation (£18K) made up of **(£68k)** savings due to budget realignment and a **£50k** under recovery in Land Charges income.

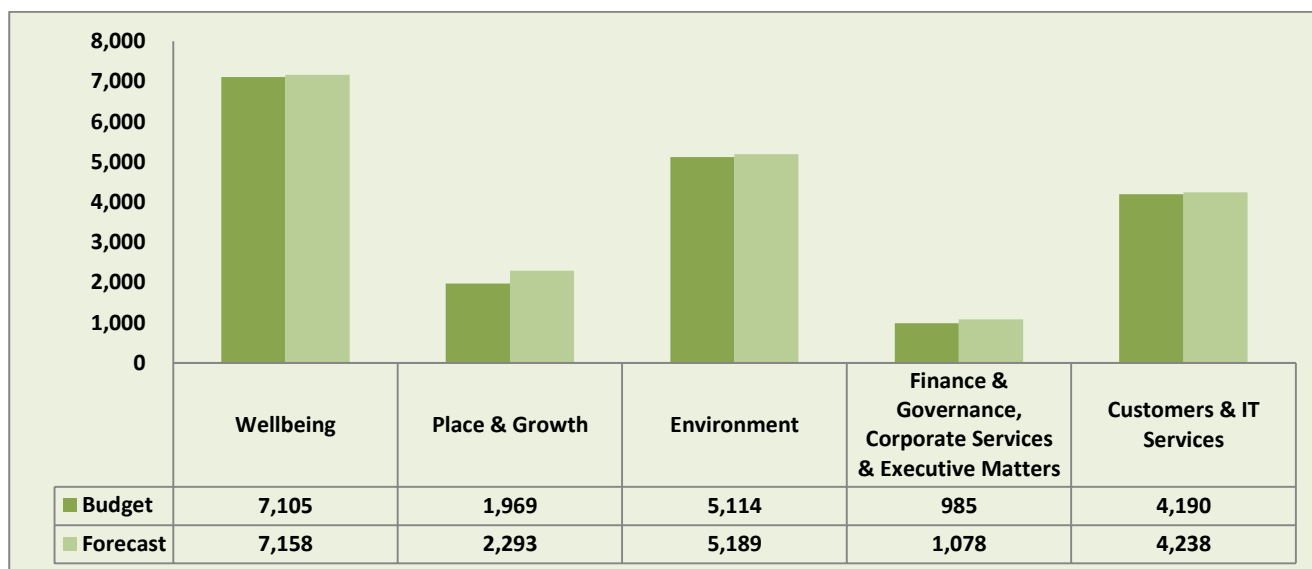
TOTAL DIRECTORATES	18,734	19,780	1,046	983
	Budget £000	Forecast £000	Current Month Variances £000	Prior Month Variances £000
Revenue Monitoring				
Use of Reserves	5,236	5,236	-	-
Investment Costs	2,074	2,074	-	-
Investment Interest & Income	(2,936)	(3,372)	(436)	(400)
Pension Costs	257	240	(17)	(17)
Capital Charges	(4,002)	(4,002)	-	-
EXECUTIVE MATTERS TOTAL	629	176	(453)	(417)

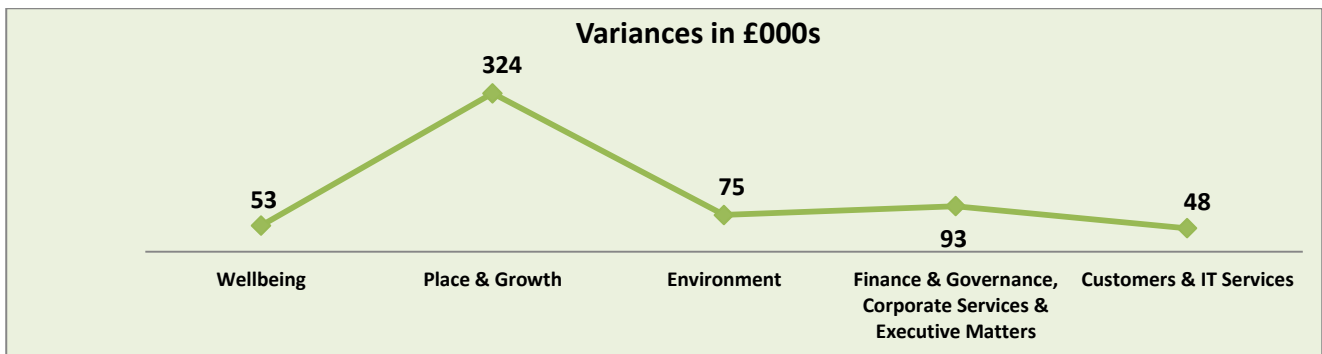
Interest on Investment (£436k) increase in interest income and reduction in interest payable for Treasury Management.

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

COST OF SERVICES	19,363	19,956	593	566
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Funding <i>(Brackets denotes an Increase in Funding)</i>	Budget £000	Forecast £000	Current Period Variances £000	Prior Period Variances £000
Business Rates Baseline	(3,673)	(3,673)	-	-
Revenue Support Grant	(637)	(637)	-	-
FORMULA GRANT EQUIVALENT	(4,310)	(4,310)	-	-
Transfer to Parish Councils for CTRS	349	349	-	-
New Homes Bonus	(4,009)	(4,009)	-	-
GRANTS AWARDED TOTAL	(3,660)	(3,660)	-	-
BUSINESS RATES GROWTH TOTAL	(4,829)	(5,729)	(900)	(800)
BUSINESS RATES GROWTH (£900k) Increase is due to growth in new businesses in the Cherwell District and an increase in pooling income from growth in new businesses in the Oxfordshire Districts.				
Council Tax	(6,506)	(6,506)	-	-
Collection Fund	(58)	(58)	-	-
COUNCIL TAX INCOME TOTAL	(6,564)	(6,564)	-	-
TOTAL INCOME	(19,363)	(20,263)	(900)	(800)
Reserve management			(170)	(170)
(Surplus)/Deficit			(477)	(404)





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	Current Period Variances £000	Prior Period Variances £000
Wellbeing	3,747	1,858	1,883	0	(6)	14
Place & Growth	14,626	13,382	1,244	0	-	-
Environment	1,830	1,121	619	0	(90)	(90)
Finance & Governance	91,854	23,678	43,458	24,667	(51)	(52)
Customers & IT Services	943	943	0	0	-	-
Total	113,000	40,982	47,204	24,667	(147)	(128)

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

Wellbeing £1,883k Comprises **£122k** Bicester Leisure Centre Extension following strategy presented to members and prioritisation these has been reprofile to 19/20; **£375k** budget for the Sunshine Centre project which is not expected in 2018/19, **£14k** budget to cover Biomass Heating Bicester Leisure centre which is currently under investigation to ascertain the validity of this work the investigation is not expected to complete in 2018/19, **£80k** budget to cover solar PV component replacement at the sports centre which is not expected in 2018/19; and **£30k** Spiceball Leisure centre bridge resurfacing works to be determined post completion of the CQ2 new bridge connection in 2018. Re-profiled into 2019/20. And a **£65k** work on the Cooper sports Facility Floodlight, will not be completed in 2018/19 due to access issue, hence re-profiled to 2019/20 and **£263k** project cost for Football Development Plan in Banbury; North Oxfordshire Academy Astro turf; Corporate Booking System and Woodgreen - Condition Survey Works; project not required for this year due to the outcome of further investigation / completion date in 2019/20, hence reprofiled to 2019/20. **£934k** Discretionary Grants Domestic Properties & Disabled Facilities Grant not required in 2018/19 but envisaged to be utilised in 2019/20.

Place & Growth £1,244k comprises of **£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; 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.

Environment £619k made up of **£200k** budget for the replacement of parking equipment, Off road parking

facilities and depot electric charging point, £50k planned changes to the "Public Conveniences", £322k deferred due to the useful life of some vehicles longer than estimated, £32k Work on the "Charging point for Depot electric vehicles & proposed Bay Marking" projects; will not be required in 2018/19, but next budget year, hence re-profiled to 2019/20 and £15k Work on the "Urban Centre Electricity Installations"; will not be required in 2018/19, but next budget year, hence re-profiled to 2019/20.

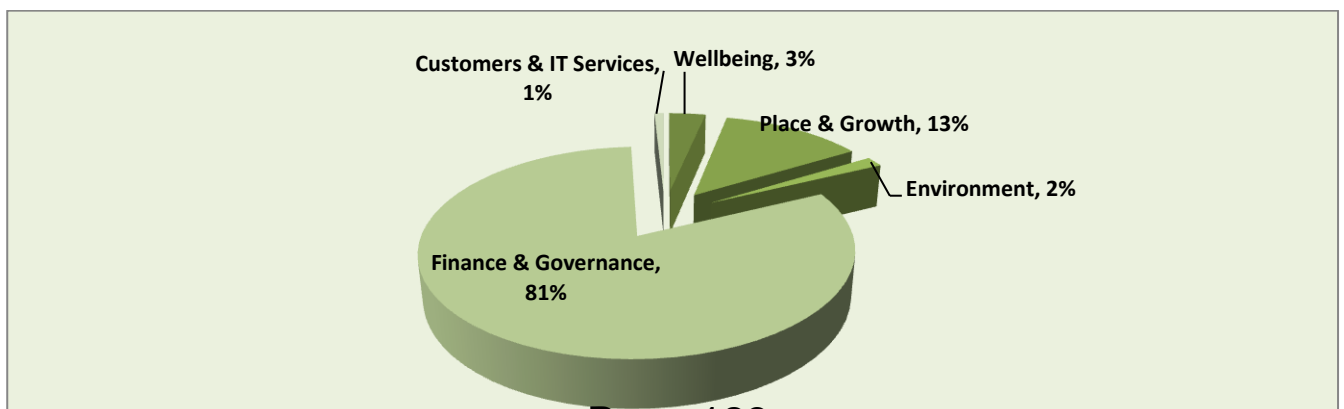
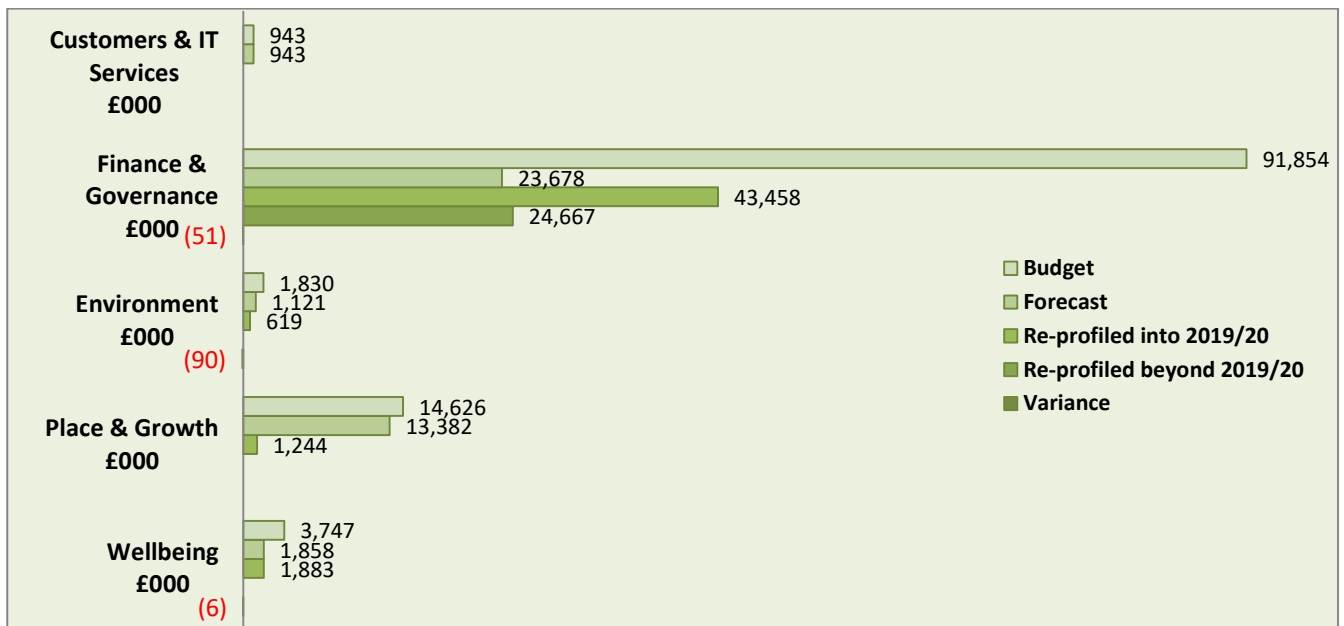
Finance & Governance £68,125k comprises £814k for work on; Academy Harmonisation; Spiceball Riverbank Reinstatement; Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems; Retained Land; Thorpe Place Industrial Units; Thorpe Way Industrial Units; Thorpe Lane Depot - Tarmac / drainage; EPC certification & compliance works are all planned for completion in 2019/20, £42,644k work on CQ2 planned for next year. Re-profiled into 2019/20. And an additional cost of £24,667k work on CQ2 planned for completion beyond 2019/20 further updates on the specific re-profiling to be advised.

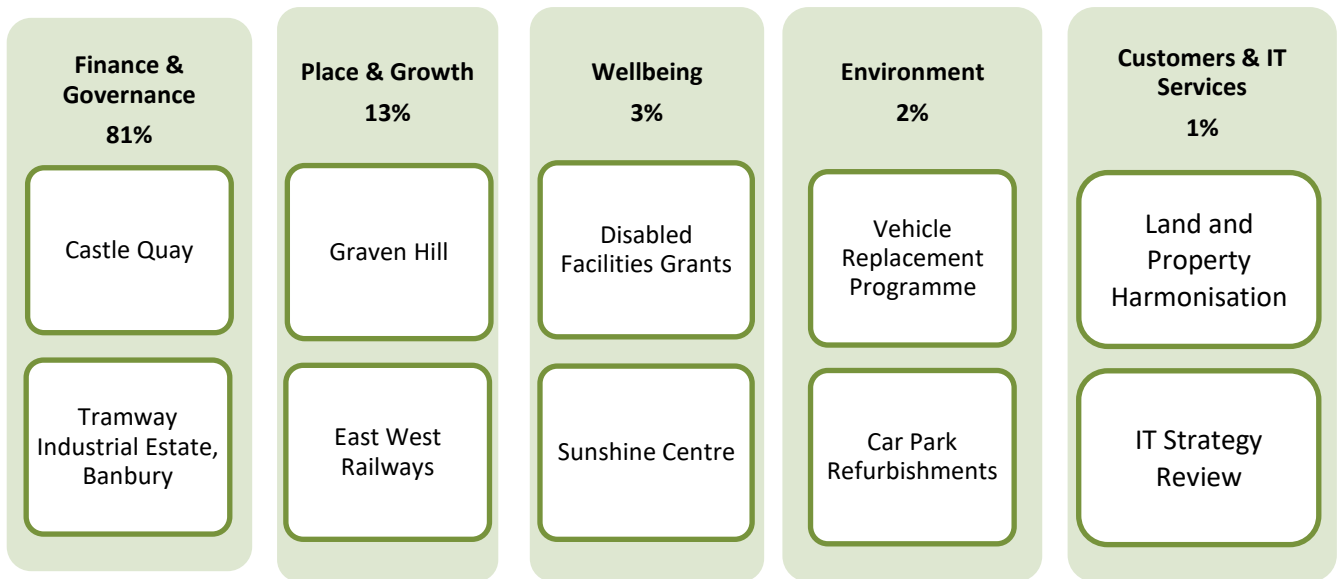
Current Period Variances:

Wellbeing (£6k) made up of (£22k) were budget is no longer required / savings from completed projects; and additional cost of £16k on Sports Centre Modernisation Programme were further work is currently being undertaken to review the accuracy of the payments made to date

Environment (£90k) Budget no longer required.

Finance & Governance (£51k) is made up of, (£7k) savings on completed projects, (£75k) 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 £31k cost for a second fire exit route to the "Antelope Garage" in Banbury.





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:

Nick Graham, Monitoring Officer: Law and Governance

Nick.Graham@cherwell-dc.gov.uk

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 Ilott – 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
Background Papers	
None	
Report Author	Hedd Vaughan-Evans – Assistant Director: Performance and Transformation
Contact Information	Tel: 0300 003 0111 hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk

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



**South
Northamptonshire
Council**

***“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

Page 7
***Thriving
Communities
& Wellbeing”***

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

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

January 2019

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	Carr, Jane Kane, Graeme Potter, Ed	Christmas collections went well. No major problems, collections back to usual days by the start of January.	New version of Bartec launched in early February for both Councils. This system will offer opportunities to further enhance customer service.	★	Collections gone well in January. Catch up after Christmas disruption was quick & back on track by 2 January	★
JBP1.1.2 Provide High Quality Street Cleansing Services	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Potter, Ed	No problems over the New Year period. More resources committed to verge clearances.	Carrying on verge litter picking works before grass growing season commences.	★	All on track. During January a significant amount of litter picking on verges taken place as the vegetation has died back. Some disruption as resources diverted to gritting in the later part of January.	★
JBP1.1.3 Tackle Environmental Crime	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Potter, Ed	Development of action plans continued.	Start implementation of the action plan to reduce fly tipping and promote responsible behaviour regarding waste.	★	Action plan developed and planning for implementation underway	★
JBP1.1.4 Reduce Our Carbon Footprint and Protect the Natural Environment	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	For both CDC and SNC discussions are taking place with Communications regarding the use of Social Media to put out messages about the actions individuals can take to reduce air pollution.	For both CDC and SNC work is starting on the 2019 Annual Status reports to be submitted to Defra by the end of June. The reports will provide a review of the air quality monitoring undertaken in 2018. SNC - A briefing note on air quality in the Towcester Air Quality Management Area will go to Scrutiny Committee on the 20th February 2019. The report compares the data for nitrogen dioxide levels when the A5 through Towcester was closed during August to November 2018 for road repairs, with similar periods in 2017 when open. As expected, because emissions from road transport are the main source of the pollution, the data shows a significant reduction in measured nitrogen dioxide levels during the months there were road closures along the A5. CDC - A meeting is to be arranged with County Highways to review progress of the actions in the Air Quality Action Plan.	★	Air quality monitoring continued across both districts with the monitoring of nitrogen dioxide levels at 47 locations in CDC and 32 locations in SNC. CDC - Work is ongoing regarding an anti-idling campaign at the London Road crossing in Bicester.	★

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	Carr, Jane Feehily, Paul Newton, Jim	SNC Forward Plan for period January to July 2019 issued.	Progress discussion on design parameters for route wide 'common' elements. Engagement on Key Design Elements viaducts at Lower Thorpe and Edgcote.	★	SNC Forward Plan for period to July2019 issued ON 31.1/19, identifies works with anticipated timings to be progressed.	★
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	The Community Safety Action Plan review will continue throughout Q4. Safeguarding training was offered to Cllrs in Cherwell and South Northants with over 30 across both organisations choosing to attend the training. Training assessment and need is still under review.	Continue to review the Community Safety Partnership Action Plans in Q4	★	During the last month crime trends have remained stable across both District areas. There is no significant exceptional reporting in South Northants with crime data showing that SNC has the lowest reported crime in the County. A successful rural crime event was held with over 80 land/business owners' feedback was positive. We will look at measuring the impact on this event alongside rural crime stats moving forward. Cherwell continues to see an increase in burglary and there are several activities supported by the Council supporting the police in this area. There will be some changes to partnership meetings to ensure that we continue to remain fit for purpose and in a position to respond to crime and community safety peers. A plan is in place to reduce the impact of ASB in Bicester Town Centre.	★
JBP1.1.7 Protect the Built Heritage	Cllr C Clarke Cllr R Clarke	Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim	CDC - Dates have been set for Somerton and Stratton Audley Consultation. SNC - No change from December 2018. Delivering to Plan. Agreed work plan to consider the following villages: Helmdon, Shutlanger, Whittlebury, Syresham, Horton, and Wappenham.	CDC - Work on Ardley Conservation area continues. SNC - Research on the suitability (or not) for the possible designation of Shutlanger and Helmdon as conservation areas is underway and is scheduled for March Committee	●	CDC - The dates of consultation of Stratton Audley and Somerset have been set, Somerton on 26th February and Stratton Audley on 9th April, which will coincide with the Parish Council Meeting. Work is also nearing completion on Ardley Conservation area. SNC - No change from December 2018. Delivering to Plan. All conservation area appraisals well received by Committee. Other villages to be considered are: Helmdon, Shutlanger, Whittlebury, Syresham, Horton, and Wappenham.	●

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.1 Provide & Support Health & Wellbeing	Cllr A McHugh Cllr C Clarke Cllr K Cooper Cllr T Ilott	Carr, Jane Feehily, Paul Riley, Nicola Rowe, Rosie	<p>CDC & SNC - Wellbeing Activity Maps consolidated, and further activities added.</p> <p>SNC - 'Good Neighbour' scheme development SLA agreed with Northants ACRE.</p> <p>CDC - 'Community Connect' Social Prescribing scheme launched. Initially working with Deddington Health Centre and Bicester Health Centre.</p>	<p>CDC & SNC - Wellbeing Activity Maps: Promotion through new channels, including social media, to increase public awareness.</p> <p>CDC - Work with Citizen's Advice to roll out social prescribing & to develop delivery capacity in voluntary sector.</p> <p>SNC - Work with Health & Wellbeing Forum partners to bid for and deliver programmes funded by Northants Public Health Grants.</p>	★	Social Prescribing is run by Citizen's Advice, with funding & support from CDC & Oxon Clinical Commissioning Group. Public Health Grants is a new initiative funded by NCC.	★
JBP2.1.2 Provide enhanced leisure facilities	Cllr G Reynolds Cllr K Cooper	Carr, Jane Didcock, Liam Kane, Graeme Riley, Nicola	<p>As reported in the previous month the new Brackley Leisure Centre opened in November 2018. Usage of the new centre has been excellent with around 25,000 reported visits in December 2018 compared to the combined usage in December 2017 of circa 15,000. Brackley Leisure Centre also hosted its Opening Event for the new facility on Saturday 19th January supported by Olympian Mark Foster.</p>	<p>Works are planned in April 2019 to replace the metal halide floodlights with a new LED version at Cooper Sports Facility Artificial Pitch.</p>	★	Works were completed in December 2018 to the Gym Facilities within Cherwell at Spiceball, Bicester and Kidlington and Gosford Leisure Centres.	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP2.1.3 Provide support to the voluntary sector</p> <p align="center">Page 133</p>	<p>Cllr A McHugh Cllr K Cooper</p>	<p>Carr, Jane Kane, Graeme Riley, Nicola</p>	<p>Play: Full - Holiday Hunger initiative evaluation published and shared with Brighter Future partners and stakeholders Cherwell Young People Play & Wellbeing partnership forum delivered - 17th January.</p>			<p>Community Link January newsletter supporting our voluntary sector – Contents included a new year calendar of training opportunities for voluntary organisations with themes of recruitment and retention of volunteers managing volunteers and mental health & wellbeing sessions. Funding was also a focus giving groups funding ideas and help to sustain projects in the future.</p> <p>New Year Wishes event Grimsbury – The Brighter Futures event will take place on the 18 of February engaging with the community by offering fun activities and opportunities being delivered by local groups and organisations. During the event residents will be asked about their aspirations and wishes for Grimsbury in 2019 and the feedback will be used to form an action plan for the community. A Grimsbury network of partners and stakeholders will continue to meet to look at delivering the action plan working closely with residents to make Grimsbury a great place to live.</p> <p>Hill Implementation Group – The first meeting set the terms of reference for the group, identified potential funding to develop programmes in the new centre moving forward and the operational plans for autumn 2019. A site visit with all stakeholders took place on 25 of January to monitor the builds progress to date.</p>	
			<p>Hill Implementation Group - First meeting 18th January.</p>	<p>Hanwell Fields Community Centre café launch - Feb 2019.</p>			
			<p>Community Link publication distributed to Voluntary sector partners to support them in their work and share good practice South Northants Youth Engagement became a charity on 15th January.</p>	<p>Bicester volunteer fair for schools to be delivered - 8th Feb at Bicester Sports Centre.</p> <p>Grimsbury New Year wishes consultation event to be delivered 18th Feb at Burchester Place Community Hall.</p> <p>Age Friendly Banbury stake holder steering group meeting - 15th Feb.</p>	★		
			<p>Monte Carlo Rally, Connecting Community stand on 31st January. Linking residents to information & advice from the District Council - 135 engaged</p>	<p>Brackley Play Day preparation - 10th April</p>			★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP2.1.4 Enhance community resilience as part of emergency planning</p>	<p>Cllr A McHugh Cllr D Bambridge</p>	<p>Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard</p>	<p>Officers worked with partners through the local resilience forums events to start preparing for any disruption which could arise through the different Brexit scenarios.</p>	<p>Senior managers who form part of the duty manager rota will attend training provided by Oxfordshire County Council if they did not attend the previous sessions in December. An EU Exit working group will start to meet to coordinate service planning for potential EU Exit scenarios.</p>	<p>★</p>	<p>In order to ensure we have robust emergency plans and relationships with key partners, we have a number of arrangements in place, including-</p> <p>Facilitating the Inter Agency Group which plans for events at Silverstone in 2019; Engaging with Parish Councils on their local emergency plans together with Oxfordshire County Council; Attending and supporting regional and national exercises, conferences and training with key partners. This has included learning from those agencies involved in major terrorist and weather-related incidents in recent years including Manchester, Salisbury, Lancaster and London. Working with the local resilience forums to assess risks and plan for foreseeable events and circumstances which could adversely impact on our communities.</p>	<p>★</p>
			<p>Senior managers attend emergency planning training facilitated by Oxfordshire County Council in December and further sessions are planned for February. This will enhance the resilience of our senior manager duty rota.</p>	<p>Priorities have been agreed for the new Emergency Planning Partnership between Oxfordshire County Council and Cherwell District Council and work will progress against these priorities. This includes planning training for elements of our emergency plans, including setting up rest and reception centres in the event of an incident leading to people having to be evacuated.</p>		<p>A new partnership is in place with Oxfordshire County Council which involves them in providing expert advice and resource to oversee CDC's Emergency Plans.</p>	
			<p>A draft report from the audit of progress on improving our business continuity arrangements was received in January.</p>	<p>The Business Continuity audit report will be finalized in February and an action plan will be prepared to address the recommendations for approval in March.</p>		<p>The Business Continuity working group have reviewed the business plans and updated corporate documents such as the overarching approach and strategy. These will be completed in Quarter 4 ready for approval by the Leadership Team.</p>	

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.5 Prevent homelessness	Cllr J Donaldson Cllr K Cooper	Carr, Jane Douglas, Gillian Kane, Graeme	<p>SNC- The team have met with colleagues from the Clinical Commissioning Group and local acute and community hospitals and they are keen to fund an outreach Housing Options service. Staff have also started the review of the customer journey for people approaching the council seeking housing advice and help regarding homelessness to ensure the process is efficient and effective.</p> <p>CDC- A draft Homelessness Prevention Fund policy has been produced.</p>	<p>A further meeting will take place between the SNC housing team and health sector colleagues to progress plans for an outreach housing options service at the local acute and community hospitals by the end of February.</p> <p>Both councils have arranged a session for key stakeholders to provide feedback and comments into the service health check that is currently underway.</p>	★	<p>The 5 additional winter beds for rough sleepers being provided January - March 2019 are now open and being used by people with a local connection to Cherwell. The provision is in Oxford and will provide high level support to help people recover and access accommodation in Cherwell.</p> <p>In January both councils hosted meetings with key partners regarding homelessness prevention work (Homelessness Prevention Network Meetings).</p>	★
JBP2.1.6 Safeguard the vulnerable	Cllr A McHugh Cllr K Cooper	Carr, Jane Kane, Graeme Riley, Nicola	<p>At CDC we drew down £10k of funding from MHCLG for additional winter beds in order to assist rough sleepers off the street January to March 2019. (MHCLG: Ministry for Housing, Communities and Local Government).</p> <p>At both SNC and CDC the average time for assessing new claims for Housing Benefit has improved. The Debt and Money advice team also had a very successful January 19 with financial gains totaling £29k and cumulative gains of over £3m.</p>	<p>At CDC we are extending the provision of 10 additional beds for rough sleepers at Simon House to May 2019 and tendering for this provision to continue until 2020.</p> <p>the Universal Credit project team is meeting again in February 19 to look at the impact of Universal Credit across both districts and to work with partners to address any issues.</p>	★	<p>At CDC a review of the Single Homeless Pathway has been undertaken with a view to meeting the needs of homeless single people and couples with complex needs longer term. This will inform joint commissioning with Oxfordshire County Council and Cherwell specific needs.</p>	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Status	Commentary	YTD
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 136</p> <p>JBP 2.1.7 Deliver affordable housing and work with private sector landlords</p>	<p>Cllr C Clarke Cllr J Donaldson Cllr K Cooper Cllr R Clarke</p>	<p>Carr, Jane Douglas, Gillian Kane, Graeme</p>	<p>The number of units of new build housing completed are typically low in December and pick up again in January.</p>	<p>★</p> <p>CDC So far in 2018/19 (1st April to 31st January 2019) a total of 442 new affordable homes have been delivered. We are on track to exceed our target of providing 400 new affordable homes in 2018/19 with a projected outturn of 599 affordable homes. SNC We are anticipating a further 37 new affordable homes will be delivered by 31st March, which means that our annual target (173) will be met.</p>	<p>SNC There were 5 affordable housing completions in January, all at Wootton Fields. These comprised of: 1 x 1 bed flat (affordable rent) 2 x 2 bed house (affordable rent) 2 x 3 bed house (affordable rent) This brings the total completions so far for 2018-19 to 141. We are on track to meet our annual target (173).</p> <p>CDC There were 72 affordable housing completions in January. These consisted of 17 affordable rented and 55 shared ownership homes. These comprised of: Affordable Rent 1 x 1 bed flat 4 x 2 bed flats 3 x 2 bed houses 9 x 3 bed houses Shared ownership 10 x 1 bed flats 33 x 2 bed flats 11 x 2 bed houses 1 x 3 bed house We remain on track to meet our annual target.</p> <p>★</p> <p>Private Sector Housing work at CDC: Landlords Home Improvement Grants: One further Landlords Home Improvement Grant was completed in January, so the total is 7 so far this year (securing nomination rights for 24 years in total) ; however, a further 2 grants have been approved and 5 are at various stages of discussion with their owners. (Note: once we have advised that enquiries are acceptable in principle, the speed at which they progress to approval and then completion is determined by the property owners and, most specifically, the time they take to weigh their options and obtain prices.) CHEEP: 3 grants have been completed in Quarter 4 so far, and the total for the year has risen to 11. Uptake remains surprisingly modest given the further restrictions on letting rented property with low energy-efficiency that will apply from April 2019. It is intended that this grant will be reviewed during Quarter 4.</p> <p>Private Sector Housing work at SNC: We have worked closely with the owner of a long-term empty house in Brackley to facilitate its renovation. The work is now complete, and it is ready for reuse. We are exploring the option of the Council taking on its management.</p>	<p>★</p>

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP2.1.8 Deliver the welfare reform agenda</p> <p align="center">Page 137</p>	<p>Cllr J Donaldson Cllr K Cooper Cllr P Rawlinson Cllr T Ilott</p>	<p>Douglas, Gillian Green, Belinda Hunkin, Andrew Taylor, Adele</p>	<p>Universal Credit is having an impact on the workloads in Benefits because of the volume of change data files we are receiving the Benefits team have introduced a new way of working to improve on the average time taken to assess new claims and changes. The team are also undertaking some additional work to look at the accuracy of assessment to ensure residents are receiving the correct benefit.</p> <p>DWP have introduced some changes to Universal Credit which have been briefed to the team and to partners.</p>	<p>The Universal Credit project team is meeting again in February 19 to look at the impact of UC on residents. A work plan will be agreed based on the outcomes of the meeting.</p>	<p align="center">★</p>	<p>Welfare Reform agenda is being delivered and is on target</p>	<p align="center">★</p>

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 Douglas, Gillian Kane, Graeme	We have developed a protocol with Oxfordshire County Council to assist Intentionally homeless families to become tenancy ready with Housing Options and Children's Services working together to achieve this. Work is still ongoing to quantify the social value of the proposed community led development and complete development appraisal work to inform the valuation of the council owned land in Hook Norton.	A report relating to the proposed community led housing development is scheduled for the Executive meeting in April.	★	We will consider extending the time allowed in temporary accommodation for vulnerable families who need additional help to become tenancy ready. This will be monitored and kept under review. Work continues with Hook Norton Low Carbon to develop a proposal for a community led housing development in Hook Norton village.	★
JBP3.1.2 Increase Tourism	Cllr L Pratt Cllr S Clarke	Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim	CDC- Promoted Monte Carlo Rally in Banbury 31 Jan 2019. Agreed Cherwell content for Experience Oxfordshire's Visitor Guide 2019. SNC- Work is progressing in the preparation of the new SNC Country Pursuits Guide.	SNC- Attending the Northamptonshire Heritage Forum meeting. Preparations for supporting the Towcester Food Festival taking place in June 2019. CDC - Finalise new Service Level Agreements with Visitor Information Centres (March 2019)	★	SNC- Distribution of tourism guides to local sites continues. Work is progressing in the preparation of the new SNC Country Pursuits Guide. CDC - Monte Carlo Rally was well-attended, boosting winter trade for town centre hospitality venues. Membership and day-to-day liaison with Experience Oxfordshire to promote Cherwell as a visitor destination to support local enterprise and jobs. Contract management of Banbury and Bicester Visitor Information Centres.	★
JBP3.1.3 Deliver the masterplans for the key economic centres	Cllr C Clarke Cllr R Clarke	Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim	SNC - Business Support given to 8 Business Start Ups and 8 contacts made/follow ups with established businesses. CDC - Job Fairs: Promoted Banbury date to employers.	SNC - Job Club working with Revenue and Benefits on a Recruitment evening to promote SNC vacancies and services available at the Job Club. CDC - Banbury Job Fair: Promote date to employers and residents - 8 th March	★	SNC - Continued support to pre-start and existing business with a variety services and visits/meetings. CDC - Banbury Business Improvement District (BID): Continued support to the manager and Board. 100+ businesses contacted with invitations to register for Banbury Job Fair, with 19 of 26 business stands currently signed up for Banbury Job Fair. Banbury Driving Test Centre: Facilitate the identification of new premises Waste Depot in Bicester: Contribute to search for new site.	★

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 139</p>	<p>Cllr L Pratt Cllr S Clarke</p>	<p>Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim</p>	<p>SNC - 3 SNC Job Club members supported back into work. Local businesses continue to use the job club as a way of promoting their vacancies.</p>	<p>CDC- Cherwell Industrial Strategy staff workshop - 27th February. Business Enquiries: Respond promptly to all Respond to key employment related planning applications.</p>		<p>SNC Job Clubs supporting Revenue Benefits and Oclaro at Caswell Science and Technology Park with a recruitment of new staff. Delivered Civic event for the Celebration of Mercedes- AMG PETRONAS Motorsport winning 5th FIA Formula One Constructors' World Championship.</p>	★
			<p>CDC- Cherwell Business Awards: Encouraged final nominations (by 6th January) and applications (by 31st January). 24 detailed Business Enquiries; responding promptly to all.</p>	<p>SNC- Supporting Revenue Benefits with a recruitment fair to promote SNC vacancies. Meeting Oclaro at Caswell Science and Technology Park, to discuss merger and future inward investment plans and challenges faced with growth of business. SNC Job Club supporting Oclaro to recruit new staff for their production lines.</p>	★	<p>CDC Cherwell Industrial Strategy; continued development of workshop programme Work Experience. Provided a 2-week placement for college Business student – to support future workforce</p>	
<p>JBP3.1.5 Delivery against Local Plans for CDC & SNC</p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Bowe, Andrew Carr, Jane Darcy, Andy Feehily, Paul Newton, Jim Peckford, David</p>	<p>SNC: The Plan was approved for submission by Full Council on January 14th, 2019. The Council has successfully appointed a programme officer to work with the Council and Planning Inspectorate on the examination of the Plan.</p> <p>CDC: The Planning Policy team is preparing for the Public Hearings for the Partial Review of the Local Plan due to take place in February 2019.</p>	<p>SNC: The Council is working with the Programme Officer and Planning Inspectorate to agree dates for the examination.</p> <p>CDC: The timetable for the completion of the Examination of the Partial Review of the Local Plan is in the control of the Planning Inspectorate. Following public hearings in February, the Council will need to wait for the Inspector's findings before determining how to proceed.</p>	★	<p>SNC: Preparation of the Plan is progressing to agreed timescales. It is hoped to secure dates for the examination to take place in early summer 2019. CDC: Public Hearings for the Partial Review of the Local Plan will take place in February 2019. An issues consultation for the Oxfordshire Plan 2050 also commences in February.</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	47.95%	47.97%	●	Recycling rate is down by 1.9% compared to last year this is mainly due to the hot summer and reduced garden waste. The team are currently promoting recycling in the low participation areas of Banbury and Bicester.	55.22%	56.25%	●

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	Douglas, Gillian Kane, Graeme	27.00	43.00	★	The Housing Team continue to successfully work to prevent and relieve homelessness minimizing the demand for temporary accommodation. The units are also managed to ensure those placed receive suitable offers to permanent accommodation keeping the time spent in temporary housing to a minimum.	27.00	43.00	★
JBP2.2.2C Average time taken to process Housing Benefit new claims	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	13.07	15.00	★	The average time taken to process New Claims for the month of January 2019 is 13.07 days. Following a change in our process' this has reduced from 18.31 days for the month of December 2018 and is within our target of 15 days. We will continue to monitor New Claims on a daily basis to help to ensure the direction of travel continues below our 15-day target. The national average for processing New Claims is 22 days.	14.67	15.00	★
JBP2.2.3C Average time taken to process Housing Benefit change events	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	9.77	8.00	▲	The average time taken to process change in detail for the month of January 2019 is 9.77 days against our target of 8 days. Following changes to our work practices last month the average time taken to process change in details is heading in the right direction reducing from 11.61 for the month of December 2018 to 9.77 days. We are continuing to monitor our work on a daily basis to help to continue to reduce our processing times to work within our target of 8 days. We continue to consider our resources with the allocation of the work daily with the increasing volumes of changes received following the introduction of Universal Credit.	8.29	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/usages of District Leisure Centres	CDC	Cllr G Reynolds	Didcock, Liam Kane, Graeme	157,823	129,105	★	Throughputs within the Cherwell Leisure Centre's demonstrated an overall strong performance compared to the same period last year, there was an overall throughput of 143,506, against 157,823 in 2019. Leading the way was Spiceball Leisure Centre with an increase of 5,500 on the previous year. Whiteland's Sports Ground and Stratfield Brake Sports Ground showed an increase of circa 5,000 and 2,300 respectively. Woodgreen Leisure Centre and Kidlington Leisure Centre showed an increase of around 800 and 1,200 on January 2018. Both NOA and Cooper showed a decrease of 200 and 1000, however this can be attributed to some club cancellations a 'one off' and inclement weather conditions meaning outside pitches were unplayable.	1,409,579	1,262,077	★
JBP2.2.6C % of Council Tax collected, increasing Council Tax base	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	9.42%	9.25%	★	In month collection is up by nearly £44K from December and apart from a dip in December has consistently increased month on month since June. We are continuing to issue recovery to increase collection and are focusing on accounts with enforcement action to maximise collection. Outstanding correspondence has also reduced, and incoming correspondence is being processed in just under 3 weeks, this has enabled us to bill customers quicker in order to receive Council Tax Payments in a timely manner.	93.23%	95.75%	●

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.7C % of Business Rates collected, increasing NNDR base	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	8.38%	7.75%	★	We are processing all correspondence within 2 weeks which has enabled us to bill customers quicker in order to receive Business Rates Payments in a timely manner. We are also proactively contacting customers by phone in order to chase unpaid instalments prior to formal recovery taking place. In addition, we will be concentrating on accounts at Liability Order stage onwards to maximise collection.	93.30%	93.75%	●

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	Feehily, Paul Seckington, Paul	67%	60%	★	3 Major Planning Applications were determined during January. 2 were determined within the target period or agreed time frame. As such 66.67% of Major applications have been determined within time this month and our target of determining more than 60% of Major Applications within the target timeframe has been met.	85%	60%	★
JBP3.2.4C % of Non-major applications processed within 8 weeks	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	96%	70%	★	106 Non-Major planning applications were determined during January and 102 were determined within the target period or agreed timeframe. As such, 96.23% of Non-Major applications have been determined within time this month and our target of determining more than 70% of Non-Major Applications within the target timeframe has been met.	91%	70%	★
JBP3.2.2C % Non-Major planning appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	1%	10%	★	106 Non-Major applications were determined during January and 1 Non-Major Planning Appeal was allowed by the Planning Inspectorate. Therefore, we are achieving our target of less than 10% of Non-Major Planning Appeals allowed by the Planning Inspectorate has been met this month.	1%	10%	★
JBP3.2.3C % Planning enforcement appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	0%	10%	★	There were 5 Planning Enforcement Notices issued during January, but no Planning Enforcement Appeals determined by the Planning Inspectorate. Therefore, the target of having less than 10% of Planning Enforcement Appeals allowed by the Planning Inspectorate in any given month has been met.	0%	10%	★

Joint KPIs - District of Opportunity & Growth

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP3.2.6C Major planning appeal decisions allowed	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	0.00	10.00	★	3 Major Planning Applications were determined by the Local Planning Authority during January and 1 Major Planning Appeal was determined by the Planning Inspectorate, which they dismissed. Therefore, the target to have less than 10% of Major Appeals allowed by the Planning Inspectorate has been met this month.	2.50	10.00	★

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Appendix 3 – Cherwell District Council – Latest Leadership Risk Register as at 18/02/2019

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
Paragraph 47	5 - Catastrophic					
	4 - Major		L04, L10, L12			
	3 - Moderate			L01, L02, L05, L14	L03, L06, L07, L08, L11	L09, L13
	2 - Minor					
	1 - Insignificant					

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

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.	Reduced medium and long term financial viability Reduction in services to customers Continued reliance on central govt (RSG) and therefore reduced opportunity for independent decision making Reduced financial returns (or losses) on investments/assets Inability to deliver financial efficiencies Inability to deliver commercial objectives (increased income) Poor customer service and satisfaction Increased complexity in governance arrangements Lack of officer capacity to meet service demand	4	4	16	Medium Term Revenue Plan reported regularly to members. Efficiency plan in place and balanced medium term Highly professional, competent, qualified staff Good networks established locally, regionally and nationally National guidance interpreting legislation available and used regularly Members aware and are briefed regularly Participate in Oxfordshire Treasurers' Association's work streams Treasury management policies in place Investment strategies in place Regular financial and performance monitoring in place Independent third party advisers in place Regular bulletins and advice received from advisers Property portfolio income monitored through financial management arrangements on a regular basis Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Fully Fully Fully Partially Fully Fully Fully Fully Fully Fully Fully Partially Fully Fully Partially Fully	Councillor Tony Illot	Adele Taylor	Adele Taylor	3	3	9	↔	Key staff recruited to and review of workload and capacity across the team. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. Investment strategy approach agreed for 18/19 and all potential investments now 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. Timeliness and quality of budget monitoring particularly property income and capital to be improved. Project with Civica is ongoing. Financial Systems project reviewed to meet business needs. Asset Management Strategy to be reviewed and refreshed in the new year. Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme. Finance support and engagement with programme management processes being implemented. Integration and development of Performance, Finance and Risk reporting during 18/19. Regular involvement and engagement with senior management across Counties as well as involvement in Regional and National finance forums. Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee. Financial support and capacity developed during 18/19 through development programme. Regular utilisation of advisors. Internal Audits being undertaken for core financial activity and capital.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Ensuring support is utilised from and provided by external partners and stakeholders. Financial System Solution Project started to ensure future finance provision is fit for future. Review underway Integrated reporting being embedded and working well. Focus on future financial implications from Dec 2018 Regular reporting of progress on internal audits considered by the committee	Risk reviewed - 14/02/19 - updated a number of mitigating actions to reflect current position as well as control assessment
L02	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy / legislation Financial penalties Reduced service to customers	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors Clear accountability for responding to consultations with defined process to ensure Member engagement National guidance interpreting legislation available and used regularly Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Internal Audit Plan risk based to provide necessary assurances Strong networks established locally, regionally and nationally to ensure influence on policy issues Senior Members aware and briefed regularly in 1:1s by Directors	Partially Fully Fully Partially Partially Partially Fully Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes Review Directorate/Service risk registers Ensure Committee forward plans are reviewed regularly by senior officers Ensure Internal Audit plan focusses on key leadership risks Develop stakeholder map, with Director responsibility allocated for managing key relationships Standardise agendas for Director / PFH 1:1s New NPPF published 05/03/18 will guide revised approach to planning policy and development management. Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR	Service plans for 2019-20 received and currently being reviewed. Performance framework for 2019-20 to be agreed. Review of Leadership Risk Register and Risk Strategy for 2019-20 in progress.	Risk reviewed 13/02/18 - Commentary Updated.
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.	Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are not managed. Inability to deliver council's plans Inability to realise commercial opportunities or efficiencies Reduced resilience and business continuity Reduced staff morale and uncertainty may lead to loss of good people	4	4	16	Use of interims / fixed term and project roles to support senior capacity as required. Arrangements in place to source appropriate interim resource if needed Delegations to Chief Exec agreed to ensure timely decisions HR / Specialist resource in place to support recruitment process and manage implications Ongoing programme of internal communication Separate CDC and SNC Senior Leadership Teams in place to provide capacity required at each site.	Fully Fully Fully Fully Fully Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↔	Separate CDC and SNC Senior Leadership teams to work closely together during separation to mitigate the impact of any capacity issues resulting from separation. AD HR / OD briefed and leading the process Communications to be delivered by CEO External support provided. Resilience training programme for Assistant Directors in place.	Separate CDC and SNC Senior Leadership Teams now live with Executive support arrangements in place. Risk to be kept under review as management team transition to new working arrangements. Impact of separation and associated workload to be kept under review. Joint CEDR meetings to take place monthly. Separation Project Board to meet fortnightly. Regular comms being provided by the Chief Executives	Risk reviewed 13/02/18 - Commentary Updated.

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			Probability	Impact	Rating						Probability	Impact	Rating				
L04	Not maintaining an up-to-date Local Plan - Failure to ensure sound local plans are submitted on time.	Inappropriate development in inappropriate places	3	5	15	The Council's Local Development Scheme (LDS) provides a programme for the preparation and submission of Local Plans. The LDS is periodically reviewed and presented to the Executive for consideration. The effectiveness of adopted Local Plan policies is reviewed through an Annual Monitoring Report which is also presented to the Executive. Local Plans and accompanying guidance are prepared in accordance with the LDS.	Fully effective Partially effective Not effective	Councillor Colin Clarke	Paul Feehily	David Peckford	2	4	8	↔	Regular review meetings on progress and critical path review.	A district wide Local Plan was completed and adopted in 2015. A Partial Review of the Local Plan, to assist Oxford with its unmet housing need, was submitted to Government for Examination on 5 March 2018. A preliminary public hearing was held on 28 September 2018. On 29 October, the Inspector advised that the Council could proceed to main hearings. Main hearings were held during the weeks commencing 4 and 11 February 2019. We await the Inspector's findings. Work continues on a Supplementary Planning Document for Banbury Canalside. There is a need to achieve a deliverable, masterplan framework for the site which would meet Local Plan requirements, expected design standards and which satisfactorily responds to stakeholder issues. An Authority Monitoring Report and updated Local Development Scheme were presented to the Executive in Dec 2018. The LDS incorporates the timetable for the new countywide Joint Statutory Spatial Plan - the Oxfordshire Plan 2050. It also provides for a district wide Local Plan review. The Oxfordshire authorities have collectively commenced work on the Oxfordshire Plan 2050.	Risk reviewed, commentary updated 18/02/2019
		Negative (or failure to optimise) economic, social, community and environmental gain				Resources are in place to support delivery including Barrister support when required for Local Plans.	Fully							Regular Lead Member briefings and political review			
		Negative impact on each council's ability to deliver its strategic objectives				For issues which are solely within the control of CDC policies, plans and resources are in place	Partially							Local Development Scheme updated as required			
		Without a local plan, a lack of community engagement on development locations				Local Development Scheme provides Executive oversight of plan-making programme to ensure local plans are made	Partially							Regular Lead Member briefings and political review			
		Without a local plan, negative impact in terms of ensuring coordination on cross boundary strategic issues				Maintenance of an up to date Statement of Community Involvement (SCI) to support policy making.	Fully							SCI updated as required (last updated 2016)			
						The Local Development Scheme provides for Executive oversight of plan-making programme to ensure local plans are made in good time. The Oxfordshire councils have agreed to produce a Joint Statutory Spatial Plan (JSSP) - the Oxfordshire Plan 2015	Fully							Local Development Scheme updated as required. Regular review meetings on progress and critical path review to ensure timely CDC contributions to the Oxfordshire Plan.			
L05	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents	4	4	16	Business continuity strategy in place	Partially	Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	3	9	↔	All individual service Impact Assessments and BC Plans have been updated.	The plan to update all the service business continuity plans is progressing and is now at the stage that Assistant Directors are signing off their service level plans. Managers have had refresher training to support them in completing the plans. The first drafts have also been subject to a peer to peer review to check they are robust. An officer Steering Group is in place to provide professional advice on critical aspects of the plans. An internal audit was undertaken in December and January began in December to quality assure our plans and the final report will be completed in March.	Risk reviewed 06/02/19 - Control assessments and Comments updated.
		Financial loss				Services prioritised and recovery plans reflect the requirements of critical services	Partially							BC Improvement plan, including testing, being developed by Steering Group			
		Loss of important data				ICT disaster recovery arrangements in place	Fully							ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss			
		Inability to recover sufficiently to restore non-critical services before they become critical				Incident management team identified in Business Continuity Strategy	Partially							Corporate ownership and governance sits at senior officer level			
		Loss of reputation				All services undertake annual business impact assessments and update plans	Partially							Draft Business Continuity Strategy and Policy being updated for sign-off by Leadership Team.			
						Business Continuity Plans tested	Fully							Progress report was provided to CEDR in December			
							Partially										
L06	Partnering - Financial failure of a public sector partner organisation	Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties.	4	4	16	Robust governance/contract management framework in place for key third party relationships	Partially	Councillor Barry Wood	Graeme Kane	Nicola Riley	4	3	12	↔	Review existing arrangements/ contracts to ensure appropriate governance		08/02/19 - Risk Reviewed, no change.
		Poor service delivery												Standard agenda item at senior officer meetings			
		Failure to build the necessary partnership relationships to deliver our strategic plan.				Training and development of senior officers/members to fulfil their responsibilities with partner organisations	Partially							Continue Institute of Directors training for Officers and Members			
		Inability to deliver council's plans and outcomes for communities				Leader and CEO engaging at National and county level to mitigate impacts of potential service reductions for residents	Partially										
		Legal challenge				Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially										
		Financial loss															
		Inability to partner in the future															
		Reduced opportunity for inward investment in the future												Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services			

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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. Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill Senior management attend Civil Emergency training Multi agency emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co-ordinators Active participation in Local Resilience Forum (LRF) activities	Fully Partially Fully Fully Fully Fully	Councillor Andrew McHughy	Graeme Kane	Richard Webb	3	4	12	↔	Chief Operating Officer meets with ACO Oxfordshire Fire and Rescue quarterly to oversee shared EP arrangements. Active involvement in Brexit contingency planning being led by TV LRF Training for senior officers was completed in June and November; further exercises were completed in September and November at a regional and national event with partners. Senior managers have attended multi-agency exercises and duty manager training with OCC senior managers. Authority represented at the Local Resilience Forum	Active plans are in place to ensure the authority is prepared for a variety of emergencies. Continual improvements are being made as a result of a review of these plans and in partnership with the Local Resilience Forum. Two separate Duty Manager 'on-call' systems were implemented for SNC and CDC in January 2019. Separate Emergency Plans are being created.	Risk reviewed 06/02/19 - Mitigating actions updated.
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	New Health & Safety Corporate H&S arrangements & guidance in place as part of the newly adopted H5G65 Management System Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Corporate Interim H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees. Awaiting new Health & Safety Manager 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 Partially Partially Fully Partially Partially Fully Partially	Councillor Lynn Pratt	Adele Taylor	Martin Green	4	3	12	↔	Joint Corporate H&S Policy finalised in 2018 and communicated to all levels of managers and staff will now require review and separation reflecting the new structures. 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). Majority of AD Checklists still outstanding having been chased on numerous occasions. Given the changes ahead and the requirement for Policy changes, AD's in both Councils (if agreed) should revisit and complete for the new service areas. 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 will now be included within the new eLearning programme which is in the process of being procured. Risk Assessment Workshop training is being developed. 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. HR AD in the process of co-ordinating JCEEC meetings. First JCEEC meeting took place January 2019 Internal Audit Schedule rolling 3 year programme has now been developed and is underway. Rolling 3 year audit schedule will require review and identification of resources for the additional requirement of auditing the Councils separately. Still awaiting final sign off from the HR/Training Manager for training procurement and implementation.	Risk reviewed 07/02/19

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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 Fully Partially Fully Fully Fully Fully Partially Fully	Councillor Ian Corkin	Claire Taylor	David Spilsbury	3	5	15	↔	The cyber-essentials plus certification has now been passed. Cyber-security was reviewed by Internal Audit in May 2017 and a review meeting was held on 30th August 2018. The output has been received and signed off with good progress summary noted. The IT service are in discussions with the Regional Police Cyber Security Advisor. Initial training session held with the IT Management team in October 2018. Further table top session held in November with IT Management Team. Sessions for all staff have been delivered in January 2019 with mop up sessions being organised for those that missed it. Feedback from these sessions has been positive. Sessions for all staff are being arranged for January 2019. Complete the implementation of the intrusion prevention and detection system by the end of January 2019. Agree Terms of Reference and re-implement the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis. 1st meeting should be January 2019, chaired by the Information Governance Manager. Develop a comprehensive information security training programme with annual mandated completion which is assessed by June 2019. Cyber Security highlighted during the recent all staff briefing in relation to cyber essentials plus	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.	Risk reviewed 06/02/19 - Control Assessment, Mitigating Actions Updated.
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 Mandatory training and awareness raising sessions are now in place for all staff. 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 Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation. 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 Fully Fully Fully Partially Partially Fully Fully Fully	Councillor Barry Wood	Graeme Kane	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 groups focused on tackling child exploitation	Continued focus in this area with ongoing programme of training and awareness raising. The annual Section 11 submission has been made; it reflects the strong arrangements that in place at CDC.	8/02/19 - Risk reviewed, mitigating actions and comments updated.
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 for the companies as an entity assessed Corporate governance mechanisms Due diligence Business casing	Partially Partially Partially Partially Partially	Councillor Tony Illot	Adele Taylor	Adele Taylor	3	4	12	↔	Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers 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.	Staff turn over has lead to increase in risk last month. Mitigations in place in terms of additional senior management oversight. Knowledge and experience building take place with training and support as required. The increased score last month remains the same this month although some additional actions in place and further oversight processes for CEDR currently being developed.	Risk reviewed 14/02/19 - comments updated to reflect this.

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			Probability	Impact	Rating						Probability	Impact	Rating				
							Fully effective Partially effective Not effective										
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	Adele Taylor	Adele Taylor	2	4	8	↔	Meetings take place when required 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. Financial company insight being gained through use of monitoring tools and financial advice.	Risk reviewed 14/02/19 No changes.
L13	Local Government Reorganisation CDC - Separation from SNC 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	Separate CDC and SNC Senior Leadership Teams in place from January 2019. Agreed programme of separation in place Joint CEDR Meetings to take place fortnightly with clear focus on separation. Programme Board and Project Team established to deliver separation. Strategic partnership opportunities with Oxfordshire County Council being explored with s113 agreement in place. Regular review and sharing of partnership activity / engagement at senior officer meetings	Fully Partially Fully Fully 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 tracker and risk register to be circulated at all senior management meetings. Collaboration Agreement to underpin joint working with SNC following the end of the s113 to be agreed. OCC - CDC section 113 agreement completed. Regular communications plan with cascade briefings from Assistant Directors planned quarterly. New monthly newsletter focussing on change to be issued.	Separate CDC Senior Leadership Team in place from 1st January 2019. Structure includes clear responsibility for separation from SNC. Separation proposals implemented for Economic Growth, Planning Policy and Design and Conservation teams. Proposals agreed for Housing and Communications. Collaboration Agreement to underpin on-going joint working between CDC and SNC agreed by Executive and Council in January 2019.	Risk reviewed and updated 13/02/19
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 Partially	Councillor Barry Wood	Yvonne Rees	Nick Graham	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	S113 Agreement terminates on 16 January 2019. Collaboration Agreement being developed. Executive and Cabinet will consider its adoption on 7 and 14 January 2019 respectively. Service schedules are being developed for all services that require ongoing joint working - and these are programmed to be in place by 16 January 2019.	14/02/19 - Reviewed, no change.

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	PROJECT APPROVAL DATE	DESCRIPTION	£000's						OUTTURN NARRATIVE
				BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	
Stuart Parkhurst	Nicola Riley		Sunshine Centre	440	65	375		-	-	Works tendered ready to proceed, held pending transfer of lease from OCC to CDC, hence works likely start in Mar-19 with completion scheduled for Oct-19. Forecasted spend of £65k in 18/19 is for professional fees and reprofiling £375k into 19/20 when the work will be carried out and completed. (NB. Due to the delay in the tender process (i.e. 14 months ago) there is a possibility that the tender cost might increase allowing for price rises / inflation. There is understanding that potentially S106 monies may be available to use.)
Wellbeing - Communities				440	65	375	-	-	-	
Liam Didcock	Jane Carr	2012/13	Biomass Heating Bicester Leisure Centre	14		14		-	-	Further work is currently being undertaken to ascertain if the budget will be required.
Liam Didcock	Jane Carr	2016/17	Whitelands Farm Sports ground	25	25			-	-	Final account still under review. (NB. Any overspend will be covered by funds from Section 106.)
Liam Didcock	Jane Carr	2013/14	Solar Photovoltaics at Sports Centres	80		80		-	-	To cover solar PV component replacement which may not be called upon in 2018/19, hence re-profiled to 2019/20
Liam Didcock	Jane Carr	2013/14	Football Development Plan in Banbury	20		20		-	-	No expenditure requirement for 2018/19. Schedule for completion in 2019/20, to include football facility with a wider context, and address the inactivity in Banbury.
Liam Didcock	Jane Carr	2014/15	North Oxfordshire Academy Astroturf	207	24	183		-	-	Due to potential works needed to be undertaken outside of school term, hence expansion to spectator area to be re-profiled to 19/20. Remainder of budget is for Capital to support 3G Pitch - currently being pursued by planners as Academy in breach of planning condition.
Liam Didcock	Jane Carr	2014/15	Stratfield Brake Repair Works	12	12			-	-	Full budget spent - no further works planned
Liam Didcock	Jane Carr	2007/08	Sports Centre Modernisation Programme	36	52			16	16	Further work is currently being undertaken to review the accuracy of the payments made to date.
Liam Didcock	Jane Carr	2016/17	WGLC Dryside Refurbishment	0				-	-	Retention money held back, to be paid out following completeness review and sign-off.
Liam Didcock	Jane Carr	2016/17	Bicester Leisure Centre Extension	122	0	122		-	-	Status update to follow.
Liam Didcock	Jane Carr	2016/17	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

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				BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	
Liam Didcock	Jane Carr	2017/18	Corporate Booking System	60		60		-	-	No expenditure planned for 2018/19. Further work being undertaken to determine the provision of booking system for sport and leisure through JADU and likely expenditure required for 2019/20.
Liam Didcock	Jane Carr	2015/16	Woodgreen - Condition Survey Works	2		0		(2)	-	Budget no longer required
TBC	Jane Carr	0	S106 Capital costs - various schemes	0				-	-	K. Wheeler aware (NB the same will be cleared once the noted commitment amounts becomes actual)
Liam Didcock	Jane Carr	2017/18	Bicester Leisure Centre - Access Road Improvements.	33	20			(13)	(10)	Works completed - overall project cost was £23k against a £33k budget (No further spend required) hence a savings of £13k.
Liam Didcock	Jane Carr	2017/18	Cooper School Performance Hall - Roof, Floor & Seating	38	38			-	-	Works completed - although may be an opportunity to upgrade some of the 'inner workings' of the seating to help with lifespan
Liam Didcock	Jane Carr	2017/18	North Oxfordshire Academy - Replacement Floodlights	20	14			(6)	(6)	Works completed - not expected any more spend from this budget
Liam Didcock	Jane Carr	2017/18	North Oxfordshire Academy - Sports Pavilion Improvements	6	5			(1)	14	Works completed
Liam Didcock	Jane Carr	2018/19	Cooper sports Facility Floodlights	65		65		-	-	Due to access issue, work is scheduled for completion in the summer of 2019/20. Full budget will be spent
Wellbeing - Leisure and Sport				770	190	574	-	(6)	14	
Tim Mills	Gillian Douglas	Various as per budget	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)
Tim Mills	Gillian Douglas	Various as per budget	Disabled Facilities Grants	1,995	1,200	795		-	-	The DFG budget for 2018-19 is £1,995k made up of £983k slippage and £1,012k external funding from Better Care Fund. (The Council took a 'holiday' from its £375k annual top-up. Expected expenditure is £1,200k. A further CDC 'top-up holiday' is proposed for 2019-20 provided uncommitted funds from 2018-19 are slipped to 2019-20. Spend to-date £990k with a further £19k committed but not yet paid. (NB. Spend for this budget invariably accelerates towards the end of the year.)
Tim Mills	Gillian Douglas	Various as per budget	Discretionary Grants Domestic Properties	339	200	139		-	-	Only £200k of the budget will be required this financial year and £139k re-profiled to 2019/20.
Stuart Parkhurst	Gillian Douglas	2017/18	Woodpiece Road Parking Options	70	70			-	-	Work programmed for Q4. On target for completion in 2018/19 and on budget.
Joanne Barrett	Gillian Douglas	2018/19	Abritas Upgrade	33	33			-	-	Status update to follow.
Wellbeing - Housing				2,537	1,603	934	-	-	-	
Wellbeing Total				3,747	1,858	1,883	-	(6)	14	

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				BUDGET	FORECAST	RE- PROFILED INTO 2019/20	RE- PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	
Jane Norman	Robert Jolley	2013/14	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.
Jane Norman	Robert Jolley	2015/16	The Hill Youth Community Centre	989	989			-	-	Construction started at the end of Nov-18 with completion due in autumn 2019.
Andrew Bowe	Robert Jolley	2015/16	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
Jane Norman	Robert Jolley		Build Programme Phase 1a	1,182	1,182			-	-	Agreed capital budget re-profiled from 2017/18 now coded to the applicable service area.
Jane Norman	Robert Jolley	2018/19	Build Programme Phase 1b	1,875	1,875			-	-	Status update to follow.
Jane Norman	Robert Jolley	2018/19	Build Programme Phase 2	6,500	6,500			-	-	Status update to follow.
Jenny Barker	Robert Jolley	2016/17	NW Bicester Eco Business Centre	2,236	2,236			-	-	Completed
Robert Jolley	Paul Feehily	2011/12	Bicester Community Building	0				-		
Robert Jolley	Paul Feehily	2014/15	Graven Hill - Loans and Equity	600	600			-	-	Status update to follow.
			Place & Growth - Economy & Regeneration	14,626	13,382	1,244	-	-	-	
			Place & Growth Total	14,626	13,382	1,244	-	-	-	
Ed Potter	Graeme Kane	2017/18	Car Park Refurbishments	467	267	200		-	-	Budget for the replacement of parking equipment which is not expected in 2018/19. Re-profiled to 2019/20.
Ed Potter	Graeme Kane	2014/15	Energy Efficiency Projects	28	14	14		-	-	Charging points for Depot electric vehicles will require more time to add additional charging points hence defer to 2019/20.
Ed Potter	Graeme Kane	2012/13	Glass Bank Recycling Scheme	8	8			-	-	Now completed on Budget
Ed Potter	Graeme Kane	2015/16	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.
Ed Potter	Graeme Kane	2015/16	Off Road Parking Facilities	18		18		-	-	Proposals for Bay Marking being put forward however we do not expect this spend to take place this year. Re-profiled to 2019/20.
Ed Potter	Graeme Kane	Annual	Vehicle Replacement Programme	879	557	322		-	-	£322k deferred due to the useful life of some vehicles longer than estimated.
Ed Potter	Graeme Kane	2016/17	Wheeled Bin Replacement Scheme	125	125			-	-	On Target for completion this year.

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Ed Potter	Graeme Kane	2016/17	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.
Ed Potter	Graeme Kane	2011/12	Bicester Cattle Market Car Park Phase 2	90	0			(90)	(90)	Budget no longer required
Ed Potter	Graeme Kane	2018/19	Vehicle Lifting Equipment	30	30			-	-	On Target for completion this year.
Ed Potter	Graeme Kane	2018/19	Container Bin Replacement	20	20			-	-	On Target for completion this year.
Ed Potter	Graeme Kane	2018/19	Banbury Market Improvements	20	20			-	-	On Target for completion this year.
			Environment - Environment	1,750	1,041	619	-	(90)	(90)	
Natasha Barnes	Claire Taylor	2014/15	Customer Self-Service Portal CRM Solutn	80	80			-	-	Status update to follow.
			Environment - Environment	80	80	-	-	-	-	
			Environment Total	1,830	1,121	619	-	(90)	(90)	
Kelly Watson	Adele Taylor	2013/14	Financial System Upgrade	0				-	-	
Belinda Green	Adele Taylor	2017/18	Academy Harmonisation	119	40	79		-	-	Spend of £40K in 2018/19, re-profile the remaining budget into 2019/20
			Finance & Governance - Finance & Procurement	119	40	79	-	-	-	
Stuart Parkhurst	Robert Fuzesi	2013/14	Condition Survey Works	77	77			-	-	Works completed, review taking place, final account to follow. On target for full spend and completion in 18/19.
Stuart Parkhurst	Robert Fuzesi	2014/15	Bradley Arcade Roof Repairs	55	30			(25)	(25)	Works completed, review taking place, final account to follow. On target to spend £30K and completion in 18/19, leaving a surplus funds of £25K.
Stuart Parkhurst	Robert Fuzesi	2018/19	Orchard Way Shopping Arcade Front Serv	20	18			(2)	(2)	Project completed, however due to usage of site equipment an additional spend of £2K is needed. Completed in 18/19. Surplus funds of £2K.
Stuart Parkhurst	Robert Fuzesi	2011/12	Old Bodicote House	0				-	-	
Closed 2017/18?	Chris Hipkiss	2011/12	Bicester Town Centre Redevelopment	0	20			20	20	Status update to follow.
Completed 2017/18?	Chris Hipkiss	2016/17	Banbury Museum - Refurbishment Programme	0				-	-	Noted to have completed in 2017/18?
Stuart Parkhurst	Robert Fuzesi	2016/17	Community Buildings - Remedial Works	150	75			(75)	(74)	Works completed, review taking place, final account to follow. On target for spend of £75K and completion in 18/19. Surplus funds of £75K. Savings for work completed for less than the original bid value achieving the same goals.
Completed 2017/18?	Chris Hipkiss	2016/17	Car Parks Resurfacing	0				-	-	Noted to have completed in 2017/18?

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Robert Fuzesi	Adele Taylor	2016/17	Spiceball Riverbank Reinstatement	50		50		-	-	On hold pending the completion of a new bridge as part of the CQ2 development. Reprofiled to 2019/20
Stuart Parkhurst	Robert Fuzesi	2017/18	Banbury - Antelope Garage	0	31			31	29	Works completed, awaiting final account. Looking at spend in 18/19 of £31k. Look at using surplus funds to cover expenditure instead of reserve. Additional cost for a second fire exit route to the "Antelope Garage" in Banbury.
Stuart Parkhurst	Robert Fuzesi	2017/18	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	270	50	220		-	-	In design stage, works progressing, project will be partly re-profiled into 2019/20. Budget reprofile of £220K. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2017/18	Thorpe Way Industrial estate - Roof & Roof Lights	64	64			-	-	On site mid November, on target for completion in Dec-18. On target for full spend.
Chris Hipkiss	Adele Taylor	2017/18	Castle Quay 2	72,000	4,689	42,644	24,667	-	-	Status update to follow.
Chris Hipkiss	Adele Taylor	2017/18	Castle Quay 1	7,636	7,636			-	-	Status update to follow.
Shelagh Larard	Robert Fuzesi	2017/18	Franklins House - Travelodge	783	783			-	-	Practical completion issued, working on final account. Looking to be on target.
Stuart Parkhurst	Robert Fuzesi		Bicester - Pioneer Square	135	135			-	-	Work Completed
Liam Didcock	Nicola Riley	2018/19	Cherwell Community Fund	100	100			-	-	Status update to follow.
Stuart Parkhurst	Robert Fuzesi		Housing & IT Asset System joint CDC/SNC	50	50			-	-	Possible harmonisation project will overtake and therefore this budget/project will move over. Project on hold until decision made.
Stuart Parkhurst	Robert Fuzesi		Orchard Way - external decorations	95	35	60		-	-	Works in design stage, awaiting actual costs. Project anticipated to be on target, final account will be known end of Q4.
Stuart Parkhurst	Robert Fuzesi	2018/19	Retained Land	180	90	90		-	-	In design stage, project will be partly re-profiled into 2019/20. Budget reprofile of £90K. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Place Industrial Units	175	88	88		-	-	Awaiting award by PSG, expected start date Feb 19. Project anticipated to be on target, works to be completed end of July 19, therefore reprofiling to take place of £87.5K. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Way Industrial Units	145	73	73		-	-	Awaiting award by PSG, expected start date Feb 19. Project anticipated to be on target, works to be completed end of July 19, therefore reprofiling to take place of £72.5K. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2018/19	Horsefair Banbury	100	20	80		-	-	Potential issues with tender returns, causing delay, hence £80k reprofiled into 2019/20.
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Lane Depot - Tarmac / drainage	110	55	55		-	-	Contract awarded with an expected start date in Feb-19. Project anticipated to be on target, works to be completed end of July 19, therefore reprofiling to take place of £55K. On target for full spend.

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Stuart Parkhurst	Robert Fuzesi	2018/19	EPC certification & compliance works	40	20	20		-	-	Contract awarded, expected to start in Feb-19. Project anticipated to be on target, works to be completed end of July 19, therefore reprofiling to take place of £20K. On target for full spend.
Chris Hipkiss	Adele Taylor	2018/19	Tramway Industrial Estate, Banbury	9,500	9,500			-	-	Tramway Industrial Estate (total area of 80,915 sq ft) comprises of 10 units situated on Haslemere Way, Banbury which is situated on the proposed Canalside Redevelopment area. The majority of units incorporate a two storey office with warehouse accommodation and loading from the front of the premises. All units are fully let, with a total passing rent of £493,119 pa (average £6.09 per sq ft).
			Crown House							
			Finance & Governance - Property, Investment & Contract Management	91,735	23,638	43,379	24,667	(51)	(52)	
			Finance & Governance Total	91,854	23,678	43,458	24,667	(51)	(52)	
Tim Spiers	Claire Taylor		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.
Rakesh Kumar	Claire Taylor	2014/15	Land & Property Harmonisation	83	83			-	-	Further checks being undertaken, status update to follow.
Tim Spiers	Claire Taylor	Annual	5 Year Rolling HW / SW Replacement Prog	50	50			-	-	Further checks being undertaken, status update to follow.
Tim Spiers	Claire Taylor	Annual	Business Systems Harmonisation Programme	69	69			-	-	Further checks being undertaken, status update to follow.
Tim Spiers	Claire Taylor	2016/17	Website Redevelopment	0				-	-	Currently under review to ascertain the next course of action. Decision will be made before the end of Q2.
Tim Spiers	Claire Taylor	2014/15	Upgrade Uninterrupted Pwr Supp Back up / Datacentre	115	115			-	-	Further checks being undertaken, status update to follow.
Tim Spiers	Claire Taylor	2017/18	IT Strategy Review	139	139			-	-	Agreed capital budget re-profiled from 2017/18 now coded to the applicable service area.
Tim Spiers	Claire Taylor	2014/15	Land and Property Harmonisation	167	167			-	-	Further checks being undertaken, status update to follow.
Tim Spiers	Claire Taylor		Customer Excellence & Digital Transfer	85	85			-	-	All online forms are been replaced by a new CRM system by the end of the year.
Hedd Vaughan-Evans	Claire Taylor		Unified Communications	125	125			-	-	Further checks being undertaken, status update to follow.
			Customers Service Devt - Customers & IT Services	943	943	-	-	-	-	
Karen Edwards	Claire Taylor	2015/16	HR / Payroll System replacement	0				-	-	Currently under review to ascertain the next course of action. Decision will be made before the end of Q2.

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			Customers & Service Devt - HR, OD & Payroll	-	-	-	-	-	-	
			Customers & IT Services Total	943	943	0	0	0	0	
			Capital Total	113,000	40,982	47,204	24,667	(147)	(128)	147 - Under Spend

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