

Public Document Pack



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive
Date: Monday 7 October 2019
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Barry Wood (Chairman)	Councillor George Reynolds (Vice-Chairman)
Councillor Colin Clarke	Councillor Ian Corkin
Councillor John Donaldson	Councillor Tony Ilott
Councillor Andrew McHugh	Councillor Richard Mould
Councillor Lynn Pratt	Councillor Dan Sames

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Petitions and Requests to Address the Meeting

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

4. Minutes (Pages 1 - 4)

To confirm as a correct record the Minutes of the meeting held on 2 September 2019.

5. Chairman's Announcements

To receive communications from the Chairman.

6. Car Parking Enforcement Policy (Pages 5 - 28)

Report of Assistant Director: Environmental Services

Purpose of report

To present to Executive a proposal to change the car parking enforcement process and overarching Policy, having regard to comments and findings by the Local Government Ombudsman regarding the conduct of car parking enforcement, and also the length of time that has elapsed since the Policy was last reviewed.

Recommendations

The Executive is recommended:

- 1.1 To note the report and the recommendations of the Local Government Ombudsman and the action plan to address those recommendations in so far as the same concern the enforcement of excess charges.
- 1.2 To approve the revised Car Parking Enforcement Policy at Appendix 2.

7. Community Nature Plan Restoring and Enhancing Nature and Green Spaces (Pages 29 - 90)

** Please note that due to the size of the document, Appendix 4 to the report is published as a supplement to the main agenda pack and can be accessed online or via the mod.gov app **

Report of Assistant Director Wellbeing

Purpose of report

To note the progress of the 2018-2020 Community Nature Plan and clarify recent government guidance relating to restoring and enhancing nature and green spaces. The report also seeks approval for biodiversity net gain guidance; endorsement of seeking a minimum of 10% biodiversity net gain through engagement with the planning process; and approval of biodiversity in the built environment guidance.

Recommendations

The meeting is recommended:

- 1.1 To note the progress of the Community Nature Plan 2018-20 (attached as Appendix 1 and 2 to this report).
- 1.2 To note recent government guidance relating to restoring and enhancing nature and green spaces.
- 1.3 To approve biodiversity net gain guidance (attached as Appendices 3 and 4 to this report).
- 1.4 To endorse seeking a minimum of 10% biodiversity net gain through engagement with the planning process.
- 1.5 To approve a Biodiversity in the Built Environment Good Practice Guide 'Preservation of existing nesting sites and provision of artificial nesting sites' (attached as Appendix 5 to this report).

8. Howes Lane Bridge Marginal Viability HIF Funding

** Please note that this report will follow as it is currently being reviewed and finalised **

Report of Assistant Director Growth and Economy

9. Results of the Residents' Satisfaction Survey 2019 (Pages 91 - 100)

Report of Assistant Director – Performance and Transformation

Purpose of report

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

Recommendations

The meeting is recommended to:

- 1.1 Note the results of the survey, with particular reference to the priority service areas identified by respondents as set out in section 3.15.
- 1.2 Agree that the results and priority service areas identified will be used as part of the business and service planning process for 2020-21.
- 1.3 Continue to develop the approach of consulting and engaging with our residents, ensuring we reach as many residents as possible making use of all communication tools available to us and keeping residents up to date with progress against the business plan.

10. Monthly Performance, Finance and Risk Monitoring Report - August 2019
(Pages 101 - 146)

Report of Executive Director: Finance (Interim) 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.

11. Urgent Business

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

13. Exclusion of the Press and Public

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

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

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

No representations have been received from the public requesting that this item be considered in public.

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

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

14. Financial Management System - Exempt Appendix

** Please note this report will follow as it is currently being reviewed and finalised **

Exempt report of Executive Director Finance (Interim)

Information about this Agenda

Apologies for Absence

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

Declarations of Interest

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

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

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

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

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

Evacuation Procedure

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Mobile Phones

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

Queries Regarding this Agenda

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

Yvonne Rees
Chief Executive

Published on Friday 27 September 2019

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Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 2 September 2019 at 6.30 pm

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

Councillor Colin Clarke, Lead Member for Planning
Councillor Ian Corkin, Lead Member for Customers and Transformation
Councillor John Donaldson, Lead Member for Housing
Councillor Tony Illott, Lead Member for Financial Management and Governance
Councillor Andrew McHugh, Lead Member for Health and Wellbeing
Councillor Richard Mould, Lead Member for Performance
Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property
Councillor Dan Sames, Lead Member for Clean and Green

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

Officers: Yvonne Rees, Chief Executive
Nick Graham, Director of Law and Governance / Monitoring Officer
Adele Taylor, Executive Director: Finance (Interim) & Section 151 Officer
Ed Potter, Assistant Director: Environmental Services
Hedd Vaughan Evans, Assistant Director Performance and Transformation
Belinda Green, Operations Director - CSN Resources
Natasha Clark, Governance and Elections Manager

30 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

32 **Minutes**

The minutes of the meeting held on 15 July 2019 were agreed as a correct record and signed by the Chairman.

33 **Chairman's Announcements**

There were no Chairman's announcements.

34 **Council Tax Reduction Scheme and Council Tax Discounts 2020-2021**

The Executive Director Finance (Interim) submitted a report to provide members with a review of Council Tax discounts and to seek approval to recommend the proposed level of Council Tax discounts for the 2020-2021 financial year to Council.

Resolved

- (1) That the contents of the report and any financial implications for the Council be noted.
- (2) That, having given due consideration, the options for a Council Tax Reduction Scheme for 2020-2021 be noted and Option 1 – A new banded income CTR scheme for those of working age - be recommended for a full consultation process to be undertaken.
- (3) That, having given due consideration, the following proposed level of Council Tax discounts and premiums for 2019-2020 be recommended to Full Council:
 - Retain the discount for second homes at zero.
 - Retain the discount for empty homes (unoccupied and substantially unfurnished) at 25% for 6 months and thereafter at zero.
 - Retain the discount for empty homes undergoing major repair at 25% for 12 months and thereafter at zero.
 - Retain the empty homes premium of an additional 100% for properties that have remained empty for more than 2 years.

Reasons

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

Members are now required to consider the options contained in this report and to approve a consultation process to begin in September 2019.

Alternative options

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

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

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Car Parking Review

The Assistant Director: Environmental Services submitted a report to present to Executive the work of the Overview & Scrutiny Committee in developing a car parking strategy with an action plan.

Resolved

- (1) That the work of the Overview & Scrutiny Committee in developing a Car Parking Strategy be noted.
- (2) That the development of a Car Parking Strategy be supported and the draft strategy and action plan be approved for public consultation.
- (3) That it be agreed to consider the proposed Car Parking Strategy & Car Parking Action Plan again later in the municipal year following consideration of comments from the public consultation.

Reasons

The Scrutiny Task and Finish group have considered the new car parking arrangement with Apcoa and have developed a proposed Car Parking Strategy and Action Plan.

The proposed strategy has now been brought forward to Executive. Following Executive member comments, a public consultation will take place and finally an equalities impact assessment will also be carried out. The final Strategy and Action Plan will be submitted to Executive for final approval and adoption later in 2019/20.

Alternative options

Option 1: To recommend the continued development of the new Car Parking Strategy & Action Plan.

Option 2: To reject the Car Parking Strategy & Action Plan and ask officers to reconsider the strategy.

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Monthly Performance, Risk and Finance Monitoring Report - July 2019

The Executive Director: Finance (Interim) and Assistant Director: Performance and Transformation submitted a report which summarises 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 2019-20 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 2019-20 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.

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Urgent Business

There were no items of urgent business.

The meeting ended at 6.50 pm

Chairman:

Date:

Cherwell District Council

Executive

7 October 2019

Car Parking Enforcement Policy

Report of Assistant Director: Environmental Services

This report is public

Purpose of report

To present to Executive a proposal to change the car parking enforcement process and overarching Policy, having regard to comments and findings by the Local Government Ombudsman regarding the conduct of car parking enforcement, and also the length of time that has elapsed since the Policy was last reviewed.

1.0 Recommendations

The Executive is recommended:

- 1.1 To note the report and the recommendations of the Local Government Ombudsman and the action plan to address those recommendations in so far as the same concern the enforcement of excess charges.
- 1.2 To approve the revised Car Parking Enforcement Policy at Appendix 2.

2.0 Introduction

- 2.1 Following the referral of a parking complaint to the Local Government Ombudsman (LGO), the LGO made a number of recommendations in the way, amongst other things, payment of excess charges was recovered by APCOA on the Council's behalf. The Council is responsible for APCOA through its car parking contract.
- 2.2 The LGO's report is attached at Appendix 1 as is the Action Plan to address the recommendations.
- 2.3 As a consequence of the LGO's report, and given the length of time that has elapsed since the car parking enforcement policy was last reviewed in 2011, the enforcement process has been thoroughly reviewed by APCOA and the Council's officers and the recommendations made by the LGO, as well as other improvements to the enforcement process, are now reflected in the new Car Parking Enforcement Policy proposed for adoption by the Council (at Appendix 2), as recommended to members in this report.

3.0 Report Details

- 3.1 The Council operates a number of car parks in Banbury, Bicester and in Kidlington.
- 3.2 In June 2017 the operation of those car parks was outsourced to APCOA for an initial period of five years.
- 3.3 Through the issue of Excess Charge Notices (ECNs) by APCOA, the Council enforces a number of car parking contraventions, including not displaying a ticket, over staying beyond the time purchased and not parking within designated bays.
- 3.4 In July the Council received a report from the LGO following a complaint referred to it by a customer dissatisfied by APCOA's response to enquiries connected with APCOA's conduct of car parking enforcement.
- 3.5 The Council's officers and APCOA have considered the LGO's findings (at Appendix 1) and have set about addressing the recommendations made therein, resulting in the new Car Parking Enforcement Policy proposed for adoption by the Council in this report.
- 3.6 The new Policy reflects the revised enforcement process. It is now proposed to implement a revised process in accordance with the findings of the LGO and its concern that payment for ECNs should be pursued via a prosecution in the magistrates court rather than handed over to a debt collection company.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The recommendations in this report address the LGO's comments and concerns regarding the Council's car parking enforcement process. In particular it simplifies the approach to parking enforcement by removing from the process at the earliest opportunity the involvement of Bristow and Suter as enforcement agents chasing payment on Apcoa's behalf. Apcoa will now remind customers of outstanding excess charges before referring the matter directly to the Council, who will then decide upon prosecuting that customer in the magistrate's court for the unpaid ECN.
- 4.2 The proposed new Policy at Appendix 2 takes account of the process proposed.

5.0 Consultation

LGO
APCOA
Legal team

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative option has been identified:

To reject the new Car Parking Enforcement Policy and ask officers to reconsider the same having regard to the report from the LGO at Appendix 1.

7.0 Implications

Financial and Resource Implications

- 7.1 Car Parking is a significant source of income to the Council. Income from enforcement is one element of this income. The proposed change should have little impact on the overall car parking income.

Comments checked by:

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

Legal Implications

- 7.2 The legal team have been apprised of the findings of the LGO and have assisted in reviewing and revising the Car Parking Enforcement Policy to satisfy the LGOs concerns.

Comments checked by:

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

Risk Implications

- 7.3 Car Parking can be an area of significant comment from users and businesses. It is important the enforcement process is clear and fair for all users. This is managed as part of the services operational risk registers and will be escalated to the Leadership Risk Register as and when necessary

Comments checked by:

Louise Tustian, Acting Performance and Communications Manager, 01295 221786, Louise.Tustian@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met No

Community Impact Threshold Met No

Wards Affected

All

Links to Corporate Plan and Policy Framework

Cherwell: Protected, Clean and Green
District of Opportunity and Growth
Thriving Communities and Wellbeing

Lead Councillor

Councillor Dan Sames, Lead Member for Clean and Green

Document Information

Appendix No	Title
1	LGO Report and Action Plan
2	Car Parking Enforcement Policy
Background Papers	
None	
Report Author	Ed Potter, Assistant Director: Environmental Services
Contact Information	0300 003 0105 ed.potter@cherwell-dc.gov.uk

**Report by the Local Government and Social Care
Ombudsman**

**Investigation into a complaint against
Cherwell District Council
(reference number: 18 013 736)**

23 August 2019

The Ombudsman's role

For more than 40 years the Ombudsman has independently and impartially investigated complaints. We effectively resolve disputes about councils and other bodies in our jurisdiction by recommending redress which is proportionate, appropriate and reasonable based on all the facts of the complaint. Our service is free of charge.

Each case which comes to the Ombudsman is different and we take the individual needs and circumstances of the person complaining to us into account when we make recommendations to remedy injustice caused by fault.

We have no legal power to force councils to follow our recommendations, but they almost always do. Some of the things we might ask a council to do are:

- > apologise
- > pay a financial remedy
- > improve its procedures so similar problems don't happen again.

Section 30 of the 1974 Local Government Act says that a report should not normally name or identify any person. The people involved in this complaint are referred to by a letter or job role.

Key to names used

Mrs X	The complainant
APCOA	The company operating car parks on behalf of the Council

Report summary

Highways and transport: parking penalties

Mrs X complained APCOA, the operator working on behalf of the Council, unfairly issued her a parking ticket, and about the way APCOA handled the case.

In considering the complaint we have identified APCOA is enforcing parking tickets using the wrong legislation and therefore the wrong process.

Finding

The Council is responsible for the acts and omissions of its operator.

The Council is at fault for:

- not providing a reasonable means for Mrs X to pay the parking charge;
- issuing the wrong type of ticket;
- failing to reset the discount period after refusing the “appeal”;
- not handling an on-line chat appropriately;
- not refunding the excess money paid as promised until our involvement;
- not dealing properly with Mrs X’s complaint about its failure to refund the money; and
- not complying with the law when it enforces Excess Charge Notices (ECNs).

Recommendations

To remedy the injustice caused to Mrs X, we recommend within three months the Council should:

- apologise to Mrs X for:
 - not providing a reasonable means for her to pay the parking charge;
 - issuing the wrong type of ticket;
 - failing to reset the discount period;
 - not handling the on-line chat appropriately and not refunding the excess charge as promised until our involvement; and
 - not dealing properly with Mrs X’s complaint about not refunding this;
- pay her £100 for the avoidable frustration and distress caused by the faults identified; and
- issue guidance to staff dealing with customer enquiries and concerns on how to respond appropriately to questions involving all operators acting on its behalf.

To remedy the service failures identified in this report within three months the Council should:

- review with APCOA the processes for accepting payment when a ticket machine is not working. If APCOA is not able to accept calls from withheld numbers and there is no way for those customers to pay, it should consider not enforcing whilst the machine is not working; and

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- review its processes for enforcing ECNs to ensure it is using the correct processes and is complying with the requirements of the Road Traffic and Regulation Act 1984.

The Council has agreed to our recommendations. It will report to us on the action it has taken and what changes APCOA has made to its processes as a result and provide us with evidence.

The Council must consider the report and confirm within three months the action it has taken or proposes to take. The Council should consider the report at its full Council, Cabinet or other appropriately delegated committee of elected members and we will require evidence of this. (*Local Government Act 1974, section 31(2), as amended*)

The Complaint

1. Mrs X parked her car in a council-owned car park. She could not pay for a ticket because the machine was out of order. The car park operator, APCOA, acting on behalf of the Council, issued a 'parking charge notice' requiring her to pay a penalty which Mrs X unsuccessfully challenged. She attempted to pay £40 online but APCOA collected £80. She was not happy with the way her concerns were addressed by APCOA and its delay in refunding the additional £40.

Legal and administrative background

2. We investigate complaints about 'maladministration' and 'service failure'. In this report, we have used the word fault to refer to these. We must also consider whether any fault has had an adverse impact on the person making the complaint. We refer to this as 'injustice'. If there has been fault which has caused an injustice, we may suggest a remedy. (*Local Government Act 1974, sections 26(1) and 26A(1), as amended*)
3. We cannot question whether a council's decision is right or wrong simply because the complainant disagrees with it. We must consider whether there was fault in the way the decision was reached. (*Local Government Act 1974, section 34(3), as amended*)
4. We investigate complaints about councils and certain other bodies. Where an individual, organisation or private company is providing services on behalf of a council, we can investigate complaints about the actions of these providers. In this case we have decided to name the operator in the public interest because people in other areas may also be affected by the faults identified. (*Local Government Act 1974, section 25(7), as amended*)
5. We may investigate matters coming to our attention during an investigation, if we consider that a member of the public who has not complained may have suffered an injustice as a result. (*Local Government Act 1974, section 26D and 34E, as amended*)

Parking penalties

6. Most councils carry out parking enforcement using powers under the Traffic Management Act 2004. Where enforcement is needed, they issue a penalty charge notice. This is a civil process and there is a right of appeal to an independent adjudicator. The Council has not adopted powers under the 2004 Act.
7. This Council controls parking using powers under the Road Traffic Regulation Act 1984 and will issue an Excess Charge Notice (ECN) if it believes an offence has been committed. There is no formal appeal process for ECNs, which are enforceable through the magistrates' courts.
8. Private firms who are controlling parking on private land do so under the Protection of Freedoms Act 2012 and issue a parking charge notice. Government guidance says this only applies to private land. Therefore, councils cannot use this legislation to enforce parking infringements.
9. The legislation used for enforcement is important because there are different systems for enforcing the notice and recovering any penalty charges.

How we considered this complaint

10. We produced this report after examining the information and documents provided by Mrs X and the Council.
11. We gave Mrs X and the Council a confidential draft of this report and invited their comments. The Council also asked APCOA for comments on our draft report. The comments received were taken into account before the report was finalised.

What we found

What happened

12. Mrs X parked her car in a council-owned car park on 18 October 2018. She was not able to buy a parking ticket from the machine because it was not working. She tried to call APCOA who was managing the car park on behalf of the Council but kept getting a message telling her to change her settings and call again. Mrs X did not understand what the problem was. She later found out APCOA could not accept her calls because her number was withheld. Mrs X says she left a note on her windscreen and went to her appointment. On her return, she found a parking charge notice.
13. The Council says APCOA was aware of a problem with this ticket machine and was in the process of replacing it. It said there was a notice on the machine that explained how to pay and provided a telephone number for customers to contact APCOA. It says APCOA does not accept calls from withheld numbers so that if it receives abusive calls it can trace them. APCOA is now considering if it should change its policy.
14. APCOA carried out a visual check of the car to see if there was a permit and also checked if payment had been made by telephone. APCOA has provided a photo of the car's windscreen to show there was no note visible when APCOA checked. APCOA followed the correct procedure when issuing the notice. However, it issued a parking charge notice which only applies to private land instead of an ECN.
15. The Council says this happened because the handsets used by APCOA had been updated but for some reason a single handset had not picked up the changes. It has investigated whether there were any other occasions where the wrong type of notice was issued but has only identified one other incident. The Council says *"this was an error and one for which we apologise"*.
16. The parking charge notice states if payment is made within 14 days from the date of issue the discounted sum of £40 will be accepted as payment. If the charge is not paid within 28 days APCOA will apply to the DVLA for registered vehicle keeper details for formal recovery of the unpaid sum.
17. Mrs X tried to appeal using APCOA's online system. She says she was not able to do so because the system could not accept the recordings she wanted to attach. APCOA is not aware of any problems with its system around the date Mrs X tried to appeal. It can accept files up to 2MB in size.

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18. Mrs X wrote to APCOA explaining what had happened on 22 October 2018 and challenging the notice. APCOA considered her request and wrote to Mrs X on 28 November 2018 to say the ECN was correctly issued so it would not be cancelled. It said if she paid by 12 December 2018 it would accept the discounted sum of £40. APCOA has provided us with a copy of its cancellation policy that it used when deciding whether to cancel a parking notice.
 19. Mrs X attempted to pay £40 online on 11 December 2018. She says there was no opportunity to check the details before confirming payment and no confirmation of the amount paid. She rang her credit card provider to check the amount and it told her APCOA had taken £80.
 20. APCOA says the agent who dealt with her challenge should have reset the discount but failed to do so. Therefore, the system registered the amount due as £80. It says this is an isolated incident and it has provided training to relevant staff to avoid a reoccurrence of this error. It has provided a screenshot to show the information available when payment is made; this shows the reference number for the notice and amount at the top of the screen.
 21. Mrs X telephoned the Council. The Council officer told her the Council had no jurisdiction over the car parks because these are managed by APCOA. She advised Mrs X to contact APCOA. The Council says Mrs X was requesting a refund of the additional £40 taken in error so it advised Mrs X to speak to APCOA as it was their operator who had taken the payment and had the relevant information to deal with her request.
 22. Mrs X had an on-line 'chat' with an agent working for APCOA. It took the agent 40 minutes to access relevant information and agree to refund the additional £40. APCOA accepts this fell below its "*usually high standards*" and that its agent had not met the professional standards it would expect in the way she communicated with Mrs X. It has offered to send a written apology to Mrs X. It says it has spoken to the agent and handled the incident using its performance management processes, "*which include training for the agent concerned*".
 23. When she had not received the agreed refund after two weeks, Mrs X wrote to APCOA again. Her letter was treated as an appeal and APCOA sent a letter dated 15 January 2019 to say the notice was issued correctly and would not be cancelled. APCOA says this letter was sent in error and the agent dealing with Mrs X's letter did not realise that there had already been an appeal.

Enforcement processes

24. The Council has provided information about the processes used by APCOA to enforce ECNs. This shows APCOA allows 28 days for payment, following which it obtains details of the vehicle owner from DVLA and issues a reminder letter. The reminder letter explains if the charge is not paid this may be an offence under the Road Traffic Regulation Act 1984. It says this may result in a fine of up to £1,000.
25. The Council has also provided details of its appeal process, which allows drivers to appeal against the ECN within 28 days of it being issued. Appeals are considered by APCOA and we have seen its guidance for deciding whether to allow an appeal.

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26. The Council says if the driver has not paid the sum due, APCOA will decide whether to chase payment using debt recovery agents. APCOA is not authorised by the Council to take action in the magistrates' court. APCOA uses debt recovery agents to encourage payment as a "light touch" alternative to court action.

Fault

27. The ticket machine was not working on the day in question because it had been vandalised. APCOA put a notice on it to explain how to pay whilst the machine was out of order. This in itself is not fault. In this situation, most customers would need to pay by telephone. Those customers whose telephone number was withheld would not be able to do so but they had no way of knowing this as APCOA had not given enough information. Therefore, the Council was prepared to enforce parking charges without giving customers a reasonable means to pay the charge. This is fault.
28. Mrs X had not paid to park in the Council car park and the evidence provided by APCOA does not show a note on the windscreen. Therefore, APCOA's decision to issue a notice for failing to pay was, at the time, correct.
29. APCOA issued the wrong type of ticket using legal powers only available on private land not on council-owned land. It issued a parking charge notice but it should have issued an ECN. APCOA says this was due to a problem with the handset used by the warden. This was fault. Further, because the notice issued was not under the Road Traffic Regulation Act 1984, it had no legal force. However, if it were not for this fault in using the wrong powers, APCOA would still have issued a notice but as an ECN and Mrs X would still have had to pay it or challenge it.
30. We have considered whether these faults caused an injustice to other users of the car park but we are satisfied that it was not a general problem because, according to APCOA's records, there were only two such incidents.
31. Mrs X was not aware the notice was unenforceable and she tried unsuccessfully to challenge it online. It is not clear why she could not do so but it may be because the information she tried to upload, a recording of the phone call, was too large for the system to accept.
32. Mrs X then sent a challenge to the notice by letter. APCOA considered this and decided not to cancel the notice. It followed its policy when deciding this. There is no evidence of fault in the way it made this decision but it failed to notice the ticket had been issued under the wrong powers. When it wrote to Mrs X to confirm its position it described the notice as an ECN. This is because its computer system recorded the correct type of notice and not the parking charge notice it incorrectly issued due to a faulty handset. This caused confusion for Mrs X.
33. APCOA failed to reset the discount so when Mrs X tried to pay online the system registered the amount due as £80 instead of £40. This is fault. This fault led to Mrs X paying too much and being out of pocket for several weeks.
34. Mrs X says the system did not allow her to check the amount before she paid but we are satisfied that it does give this information, albeit not in very large print. This is not fault.

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35. The Council says its officer gave Mrs X the correct information when it advised her to contact APCOA about the refund and we agree. That said, we are concerned the officer told her that the management of car parks was outside the Council's jurisdiction. This is not the case since APCOA is acting on behalf of the Council. This is fault but it has not caused an injustice to Mrs X.
 36. APCOA accepts it did not handle the online 'chat' appropriately. Further, it did not refund the £40 despite agreeing to do so. This is fault. This fault meant Mrs X was out of pocket for longer than she should have been and over the Christmas period. Mrs X says she is on a low income and this caused her financial hardship.
 37. When Mrs X wrote to say she had not received the refund, APCOA treated this as a challenge to the ECN. It did not register that she had already done this. It did not respond to the content of her letter which was about when it would refund the £40 overpayment. This is fault. This fault caused Mrs X frustration and uncertainty because she did not understand its response, and avoidable distress because she thought APCOA was pursuing her for money she had already paid.
 38. Since Mrs X complained to us, the Council arranged for APCOA to refund the £80 Mrs X paid. It has made enquiries with APCOA and has taken action to address some (but not all) of the faults we have identified. We have taken this into account when considering what recommendations are appropriate. We have also taken into account there was no fault in the decision to issue a notice and therefore if the later faults had not occurred Mrs X would still have had to pay £40, challenge it, or risk prosecution if she did not pay.

Enforcement processes

39. The information the Council provided shows APCOA would normally issue an ECN. This is correct. It allows drivers to "appeal" against the ECN within 28 days of it being issued. This terminology is incorrect. Where an ECN is issued the driver should have an opportunity to challenge it through the magistrates' court.
40. If the sum has not been paid within 28 days, APCOA obtains the details of the registered keeper of the vehicle (the owner) and issues a reminder letter. The reminder letter correctly says that failure to pay could be an offence under the Traffic Regulation Act 1984.
41. The Council says if the driver has not paid the sum due, APCOA will decide whether to chase payment. It does this by instructing a debt recovery agent to write to drivers to encourage them to pay rather than face court action.
42. We have seen the letters the agent sends, which use wording that suggests they are enforcing a debt and say further action would be taken in the county court not the magistrates' court. The letters are threatening in tone and we do not consider them a "light touch" alternative to court.
43. We also asked the Council how many cases had been taken to the magistrates' court to enforce ECNs and it told us the last time it did so was 2011.
44. It should be noted the only formal way a driver can challenge an ECN is in the magistrates' court. Therefore, steps to prevent cases going to the magistrates' court are arguably denying drivers the legal right to challenge the ECN.

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45. The Council says it was not its intention to deny any driver the right to challenge an ECN in the magistrates' court. It will make changes to its letters to emphasise the driver can challenge an ECN in the magistrates' court.
46. On balance, it appears APCOA is not complying with the law when it enforces ECNs. This is fault. The Council is responsible for the actions of its operator. Although the Council says it is aware of the correct enforcement process for the powers it uses, the evidence suggests this process is not, in fact, being followed. Therefore, the Council is at fault. This fault has not caused an injustice to Mrs X because no enforcement action was taken against her, but it has wide-reaching consequences for others using car parks in this Council's area.

Recommendations

47. To remedy the injustice caused to Mrs X, we recommended within three months the Council should:
- apologise to Mrs X for:
 - not providing a reasonable means for her to pay the parking charge;
 - issuing the wrong type of ticket;
 - failing to reset the discount period;
 - not handling the on-line 'chat' appropriately and not refunding the excess charge as promised until our involvement; and
 - not dealing properly with Mrs X's complaint about not refunding this;
 - pay her £100 for the avoidable frustration and distress caused by the faults identified; and
 - issue guidance to staff dealing with customer enquiries and concerns on how to respond appropriately to questions involving all operators acting on its behalf.
48. To remedy the service failures identified in this report within three months the Council should:
- review with APCOA the processes for accepting payment when a ticket machine is not working. If APCOA is not able to accept calls from withheld numbers and there is no way for those customers to pay, it should consider not enforcing whilst the machine is not working; and
 - review its processes for enforcing ECNs to ensure it is using the correct processes and is complying with the requirements of the Road Traffic and Regulation Act 1984.
49. The Council should report to the Ombudsman on the action it has taken and what changes APCOA has made to its processes as a result and provide us with evidence.
50. The Council must consider the report and confirm within three months the action it has taken or proposes to take. The Council should consider the report at its full Council, Cabinet or other appropriately delegated committee of elected members and we will require evidence of this. (*Local Government Act 1974, section 31(2), as amended*)

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51. We welcome that the Council has agreed our recommendations and is working with APCOA to address our concerns.

Decision

We have completed our investigation. We have found the Council at fault causing personal injustice to Mrs X. We have made recommendations to remedy the injustice and prevent recurrence of the fault. We have also identified fault that did not cause injustice to Mrs X but which has wider implications for those using car parks in the Council's area and we have recommended action to address that.

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Cherwell District Council's Car Park Information and Enforcement Policy 01 October 2019

1. Introduction

Cherwell District Council (**CDC**) provides car parks with short and long stay parking spaces in Banbury, Bicester and Kidlington.

CDC has contracted APCOA Parking (UK) Limited (company no. 2572947) of Wellington House, 4-10 Cowley Road, Uxbridge, Middlesex, UB8 2XW (**APCOA Parking**) to undertake daily management of CDC's car parks, including monitoring and enforcement activities.

This policy sets out:

1. how CDC, via APCOA Parking, manage and regulate car parking activity within its car parks; and
2. the enforcement activity which APCOA Parking is authorised by CDC to take in order to regulate the use of CDC's car parks.

2. Payment Methods

CDC operates Pay & Display, and Pay by Phone at all of its car parks. Pay on Exit is gradually being introduced into car parks where this can be accommodated.

Current car parking tariffs, including excess charges for non-compliance with car park regulations made by CDC, are set out on the ticket machines in each car park.

Vehicle owners and/or drivers (together **Customers**) using CDC's car parks are advised to check the Information Boards prior to parking in one of CDC's car parks and familiarise themselves with the terms on which their vehicle may be parked.

Payment for parking in any of CDC's car parks must be made by Customers in accordance with the tariffs set out on the ticket machine inserts in each car park.

The Pay & Display machines are checked daily by wardens for APCOA Parking to ensure they remain in good working order.

Wardens for APCOA Parking also check vehicles which are parked in CDC's car parks to ensure that the car park regulations are complied with, and that correct payment has been made for each vehicle, or bay occupied.

3. Tariffs and Periods when Charges Apply

Information on the current tariffs, charging periods and other restrictions that apply to particular car parks are displayed on the Information Boards and ticket machines within each of CDC's car parks. These are reviewed annually by CDC and are subject to change.

For more information please visit CDC's website www.cherwell.gov.uk/parking

4. Season Tickets

A range of season tickets are available for use in CDC's long stay car parks for periods of either 5 days (Monday to Friday, or 7 days a week.

Season tickets can be purchased for periods of one, three or twelve months.

For more information and to apply online please visit www.cherwell.gov.uk/parking

5. Blue Badge Holders

Blue Badges must be correctly displayed at all times and the 'time of arrival clock' must be accurately set.

Parking for Blue Badge holders is free of charge in all pay and display, and designated blue badge bays in CDC's car parks **up to the maximum period of stay for that car park, an additional hours parking is permitted** (please refer to the Information Boards in each car park).

6. Use of Additional Spaces (Applicable to all vehicles)

If a vehicle is not parked fully within a single space, additional payment must be made for each additional space wholly, or partially occupied by a vehicle to cover the full period of stay.

7. Payment into next Daytime Period

Customers can pay to park their vehicle in CDC's car parks overnight and into the following day by using the Pay by Phone service.

Details of the tariff to park overnight are displayed on the Information Boards in each car park.

8. Payment for Multiple Days' Parking in long stay Car Parks

Multiple days' parking can be purchased in long stay car parks by using the Pay by Phone service or, at the Cattle Market car park in Bicester, by using the pay on exit barrier.

9. Methods of Payment

CDC's car parks offer a range of methods to pay for car parking, including:

1. cashless payments by credit/debit card;
2. APCOA Connect Pay by Phone application; or
3. cash payments.

For more information please visit www.cherwell.gov.uk/parking

10. Parking Regulations

Regulations covering CDC's car parks have been made in accordance with the Road Traffic Regulation Act 1984. These are criminal, rather than civil, regulations, meaning that in the event a vehicle owner does not park in accordance with the regulations which CDC has made, this could result in a criminal conviction.

The regulations which govern enforcement of parking in CDC's car parks are made in the form of Off-Street Parking Places Orders. These are legal documents that set out what is and is not permitted in CDC's car parks.

The current Off-Street Parking Places Order (**Order**) applicable to CDC's car parks is available for inspection by appointment at CDC's main office at Bodicote House, Banbury, or through CDC's website at www.cherwell.gov.uk/parking.

Enforcement of the Order is achieved through the issue Excess Charge Notices (ECNs) and by prosecution in the Magistrates Court in the event of non-payment of an issued ECN.

Wardens for APCOA Parking issue ECNs for CDC when vehicles are parked in contravention of the Order.

Please note: When payment for parking is made, you are agreeing to abide by the terms and conditions set out in the car park where the vehicle is left.

11. Excess Charge Notices (ECNs)

What is an ECN and what does it mean?

Where a vehicle is parked in contravention of the Order an ECN will be placed on the vehicle by a warden for APCOA Parking which will require the payment of an additional fee, over and above that which would have been required to lawfully park the vehicle.

If an ECN is issued and not paid, the non-payment of the ECN could result in criminal proceedings being issued against the Customer owner and, if convicted:

1. a criminal conviction will be recorded against the Customer;
2. the Magistrates' Court could issue a fine of up to £1000 on conviction for an offence under the Road Traffic Regulation Act 1984; and
3. the Customer could be ordered to pay CDC's costs incurred in prosecuting the offence.

APCOA Parking will accordingly write to Customers once the date for payment of the ECN has passed to remind them of the outstanding ECN and to give them further opportunity to pay (see section 16) before criminal proceedings are commenced.

Why are ECNs issued?

ECNs will be issued where:

1. no valid parking ticket or permit is displayed on the vehicle windscreen/dashboard or paid for online, or by phone.
2. payment for parking has not been made.

3. the parking ticket/Blue Badge/permit was not correctly displayed, or the date and expiry time were not clearly visible.
4. the vehicle was parked for longer than the maximum period paid for or permitted.
5. the vehicle was not parked fully within a designated parking space(s) and payment has not been made for the additional parking space(s).
6. the vehicle was parked in a space designated for disabled persons but was not displaying a valid Blue Badge.
7. the vehicle was parked in a space which is reserved for a particular class (e.g. in a space designated solely for taxis, doctors' vehicles, coaches, buses or vehicles exceeding the designated weight limit).

What fee is payable for an ECN?

CDC operates a tiered system of excess charges. The current tiers of excess charge are:

Reason for issue of ECN	Early payment		Payment on time (i.e. within 28 days)	Late payment (i.e. after 28 days)
Overstay (i.e. staying longer than period paid for or permitted maximum stay)	£10.00 if paid within 24 hours of ECN being issued	£30.00 if paid after 24 hours but within 14 days of ECN being issued	£60.00	£100.00
All other breaches of the Order	£40.00 if paid within 14 days of ECN being issued		£80.00	£100.00

12. Payment of Excess Charges

Customers can pay ECNs in the following ways:-

By Phone: (Mobile charges to be confirmed as per comment)

Debit and Credit Card payments can be made by telephoning APCOA Parking on 0345 319 9635.

Lines are open:

1. Monday – Friday 8:00am to 8:00pm;
2. Saturday 9:00am to 5:00pm; and
3. Sunday - Closed.

In order to pay by phone customers should ensure they have all their details ready including the ECN number.

Online:

Online payment portal address via APCOA Parking's website:

<https://pcnpayments.apcoa.co.uk>

By Post:

Payment can be made by post using cheques or postal orders which should be made payable to APCOA PARKING (UK) Ltd, crossed A/C Payee Only.

Customers should write the ECN number together with their name and address on the back of the cheque or postal order, and send the cheque or postal order together with the completed payment slip to:

APCOA Parking (UK) Limited
PO BOX 1010
Middlesex
UB8 9NT

If paying by post, Customers are advised to allow time for the postal service to deliver the payment. Discounts on early payment of ECNs are only allowed in the event payment is received within the discount periods set out in the table at section 11.

13. Can an ECN be cancelled?

An ECN might be cancelled:

1. In the case of personal illness that results in an overstay – the ECN may be cancelled on the production of a Doctor's certificate or other evidence from a medical professional.
2. In the case of a vehicle breakdown – the ECN may be cancelled on production of a certificate or invoice from a vehicle recovery or repair company.
3. If the Customer has purchased a ticket and if it is clear that the Customer has inadvertently failed to correctly display the ticket – the ECN may be cancelled if it is the Customer's first and only such contravention.

An ECN will not be cancelled if:

1. A ticket had been purchased but the Customer forgot to display the ticket at all, or did not display it correctly for any reason, and the Customer has previously failed to correctly display a ticket;
2. The Customer did not realise they had to pay for parking;
3. The Customer did not realise that they were parked in a restricted parking space;
4. The Customer was only partially occupying another parking space;
5. The Customer was only parked for a few minutes;
6. The Customer cannot afford to pay the ECN;
7. Other vehicles were parked in the same manner and did not receive an ECN;

8. The Customer did not realise the Order had changed; or
9. In the case of an expired ticket; the Customer inadvertently pressed the ticket issue button before all the coins had registered (i.e. enough money was paid for the duration of the stay in the car park but due to the Customer's error this was not captured on the ticket which was issued).

14. Cancelling an ECN

If a Customer considers an ECN should be cancelled then they can submit a request to APCOA Parking to have the ECN reviewed within **28 days** of the date on which the ECN is issued. Any request to review an ECN received after this period has expired will not be considered.

Customers are advised not to pay the excess charge prior to requesting such a review as the payment may not be refunded once paid.

Requests for ECN reviews must be made:

1. Online via(<https://pcnpayments.apcoa.co.uk> CDC's website at www.cherwell.gov.uk/parking; or
2. by post to: APCOA Parking Ltd, PO Box 1010, Middlesex, UB8 9NT.

Any request to review an ECN will not be accepted in person, or by telephone.

ECN review requests will be considered by APCOA Parking who will, having regard to section 13 and the circumstances in which ECNs can or cannot be cancelled, either:

1. cancel the ECN in which case no payment will be required; or
2. uphold the ECN in which case APCOA Parking will provide the Customer with details of the timescales within which payment of the excess charge must be made.

Provided APCOA Parking have received a request for a review of an ECN within 14 days of the date on which the ECN was issued then an allowance will be made to enable the excess charge to be paid at the discounted amount following a review where the ECN is upheld.

15. Complaints

APCOA Parking operates a complaints procedure for Customers dissatisfied with the standard of service, actions or lack of action by APCOA Parking or its staff.

Complaints should be directed to www.apcoa.co.uk/contact via the 'On line' chat facility.

This is not, however, a route to request a review of an ECN when a Customer thinks that it should be cancelled. The process for seeking cancellation of specific ECNs is set out in section 14. Accordingly, any complaint received that seeks to challenge, appeal or otherwise review an ECN through the 'On line' chat facility will be dismissed.

16. Non-Payment of an ECN

If payment for an ECN is not received within 28 days from the date on which the ECN was issued then APCOA Parking will contact the DVLA to request details of the registered keeper of the vehicle which was issued the ECN.

Once in receipt of the registered keeper's details APCOA Parking will write to the registered keeper to request payment of the ECN or, if the registered keeper was not in charge of the vehicle when the ECN was issued, the details of the person who was in charge of it (the **First Reminder**).

If the registered keeper informs APCOA Parking that another person was using their vehicle on the date that the ECN was issued, and provides APCOA Parking with their details, then APCOA Parking will send a First Reminder to that person seeking payment of the ECN from them instead.

In the event that payment of the excess charge is not received within **14 days** of the First Reminder to the registered keeper, or vehicle driver as appropriate, then APCOA Parking will send another reminder (the **Last Reminder**) to that registered keeper or vehicle driver that the ECN remains outstanding, and if payment for the ECN is still not made within **14 days** of the date of the Last Reminder then APCOA Parking will refer the outstanding ECN to CDC to consider criminal proceedings in the Magistrate's Court (see section 17).

17. Criminal Proceedings in the Magistrates' Court

If payment for an ECN has not been received following APCOA Parking's First and Last Reminders in relation to non-payment of an ECN then the unpaid ECN will be referred back to CDC, who will then consider whether it is in the public interest to prosecute the offence of non-payment of the ECN under section 35A of the Road Traffic Regulation Act 1984.

If a registered keeper has refused to provide APCOA Parking with the details of the person who was in control of the vehicle at the time that the ECN was issued then CDC will further consider whether it is in the public interest to prosecute that refusal under section 112 of the Road Traffic Regulation Act 1984.

In the event that CDC determines that it is in the public interest to prosecute an offence for either the unpaid ECN, or refusing to provide driver information, then it will issue proceedings in the local Magistrates' Court.

If CDC does issue such proceedings then the registered keeper, or vehicle driver as appropriate, will be summonsed to the Magistrates' Court where they will have an opportunity to formally defend themselves by challenging the validity of the ECN.

Customers should note that the offences under either section 35A or section 112 of the Road Traffic Regulation Act 1984 are 'summary only' offences meaning that it is possible for CDC to secure a conviction against the registered keeper, or vehicle driver as appropriate, even if they do not attend the Court hearing.

Any person convicted of the offences referred to in this section 17 will receive:

1. a criminal conviction, which may appear on criminal record checks;
2. a fine of up to £1000.00; and

3. a claim to recover all of the costs incurred by CDC in connection with the Court proceedings.

18. Data Protection and use of Personal Data

When undertaking enforcement action in connection with the use of CDC's car parks both CDC and APCOA Parking will process personal data belonging to their Customers, which can include, but is not limited to:

1. Registration numbers of vehicles (including CCTV images and photographs of vehicles taken by wardens);
2. Names and addresses of Customers; and
3. Financial information (such as credit cards or bank account details taken when payment is made).

Full details of the processing of Personal Data undertaken in connection with this policy can be found at [\[insert link to privacy policies\]](#).

19. Miscellaneous

Wardens for APCOA Parking monitor safety and security at CDC's car parks and report any incidents or potential problems to CDC.

Many of CDC's car parks are also covered by CCTV, which is monitored by Thames Valley Police.

Customers are made aware, however, that CDC does not accept any liability for the use of its car parks and vehicles are left in the car parks at the Customers' sole risk.

Cherwell District Council

Executive

7 October 2019

<p style="text-align: center;">Community Nature Plan Restoring and Enhancing Nature and Green Spaces</p>
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Report of Assistant Director, Wellbeing

This report is public

Purpose of report

To note the progress of the 2018-2020 Community Nature Plan and clarify recent government guidance relating to restoring and enhancing nature and green spaces. The report also seeks approval for biodiversity net gain guidance; endorsement of seeking a minimum of 10% biodiversity net gain through engagement with the planning process; and approval of biodiversity in the built environment guidance

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the progress of the Community Nature Plan 2018-20 (attached as Appendix 1 and 2 to this report)
- 1.2 To note recent government guidance relating to restoring and enhancing nature and green spaces
- 1.3 To approve biodiversity net gain guidance (attached as Appendices 3 and 4 to this report)
- 1.4 To endorse seeking a minimum of 10% biodiversity net gain through engagement with the planning process
- 1.5 To approve a Biodiversity in the Built Environment Good Practice Guide 'Preservation of existing nesting sites and provision of artificial nesting sites' (attached as Appendix 5 to this report)

2.0 Introduction

- 2.1 The purpose of the Community Nature Plan (CNP), approved by Executive in July 2018, is to demonstrate the importance of the natural environment, specifically its green spaces and wildlife, to community health and wellbeing and a thriving

economy; how the Council complies with its obligations relating to important wildlife sites, habitats and species under European and national legislation as well as the National Planning Policy Framework (NPPF); and how the Council will fulfil its duty under the Natural Environment and Rural Communities (NERC) Act 2006. Section 40 of this Act states that - “Every public body must, in exercising its functions, have regard, so far as it is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity”. Section 3 of this report provides an update of progress on the aims, actions and targets contained in the CNP.

- 2.2 Recent government guidance (July 2019) outlines a number of new requirements for local authorities and planning applicants to ensure that future development improves the natural environment through the restoration and enhancement of nature and green spaces – specifically an update on progress towards the introduction of the Environment Bill, updated Planning Practice Guidance (PPG) on the Natural Environment and a response to a consultation on mandating biodiversity net gain in new development.
- 2.3 The Council is already requiring net gains for biodiversity. However, it would be beneficial for the Council to have a corporate policy approach in seeking biodiversity net gain and engaging in the planning process. This includes seeking a specific level of net gain to help assess the biodiversity merits of development proposals, to enable the Council to secure worthwhile gains and follow a clear, consistent, measurable and defensible process.
- 2.4 The government has set out its ambitions in an update on progress towards the introduction of the Environment Bill (July 2019). Following a public consultation on biodiversity net gain, a mandatory approach will be introduced in this Bill that will legally require developers to ensure habitats for wildlife are enhanced, with a 10% increase in habitat for wildlife compared with the pre-development baseline.
- 2.5 The Council has supported the Cherwell Swift Conservation Project for many years. Swifts, bats and other bird species are dependent on built structures for breeding sites but the capacity for modern buildings to provide such sites is quickly disappearing across the UK, contributing to a very significant decline in their populations. Building-reliant species of birds and bats can continue to thrive in low and zero carbon buildings but only if biodiversity needs are considered early in the planning process so that measures can be incorporated at little extra expense. Therefore, it would be beneficial for the Council to have guidance relating to the protection and enhancement of nesting sites in buildings to encourage developers to provide the appropriate information at an early stage and help achieve biodiversity net gain.

3.0 Community Nature Plan 2018-20

- 3.1 The Community Nature Plan (CNP) 2018-20 (attached as Appendix 1 to this report) includes aims, actions and targets relating to Council services, most importantly Wellbeing, Planning Policy, Development Management and Landscape. Some CNP highlights and challenges are outlined below. Appendix 2 provides a progress report on all targets. The delivery of the CNP relies heavily on partnership work with town and parish councils, local groups and a number of key organisations. The Council supports six organisations with annual funding in accordance with service level agreements. These are Warriner School Farm, the Berks, Bucks and Oxon Wildlife

Trust (BBOWT), Thames Valley Environmental Records Centre (TVERC), Wild Oxfordshire, Oxfordshire Playing Fields Association and the Royal Society for the Protection of Birds (RSPB). The Community Nature Plan (Appendix 1, page 11) provides more information about the services that these organisations deliver and detailed progress reports can be found on the website www.cherwell.gov.uk/communitynatureplan

- 3.2 CNP highlights relate to Theme 1 of the document which recognises the value of the natural environment for the health and wellbeing of both people and the economy. Green space has a key role to play in the drive to increase levels of physical activity and there is a wealth of evidence that time spent in natural environments promotes a positive outlook on life and enhances our ability to cope with, and recover from, stress, illness and injury. A healthy and stable natural environment is also vitally important to economic prosperity and the District's desirability as a place to live, work and visit. The target 'to contribute nature-based activities to community events such as fundays, school projects and local greenspace activities' is being successfully achieved through Council funding of forest school/outdoor learning activities and training at primary schools (Adderbury and Bloxham) and community events in Banbury and Bicester. A wildlife zone was organised for the first time at the 2019 Kidlington Gala Day which involved contributions from key partner organisations that CDC supports including Wild Oxfordshire, which co-ordinated the "Green Road" and organised some activities around the importance of bees as pollinators; the Berks, Bucks and Oxon Wildlife Trust staff who spoke to people about local conservation sites and kept children busy with their river model; the Cherwell Swift Conservation Project which demonstrated why the birds are important, where they nest in the village and how people can protect them; 'Muddy Feet Training' who encouraged young people to get involved with den building; and representatives from the Canal & River Trust and St Mary's Fields Nature Reserve who were making people aware of local volunteering opportunities.
- 3.3 CNP challenges include the Council's ecological advisory capacity in Development Management following the separation from South Northants Council, particularly as the District is experiencing a high level of major planning proposals stretching existing resources. The need for additional resources to advise on ecological issues was highlighted in the 2018 Executive Report 'Valuing the natural environment for wildlife and people'. Another CNP challenge is the provision and enhancement of green space initiatives which require funding and dedicated work between owners, managers and local groups
- 3.4 Landscape Services Officers are currently exploring opportunities jointly with Oxfordshire County Council, looking at highway verge management in terms of the creation, protection and enhancement of natural habitats including the possible development of wildflower meadows. An action/target relating to this work will be included in the 2020-2022 Community Nature Plan under Theme 3 (Land and Buildings Management) – "Seek opportunities for leaving areas along suitable highways and roads as 'wild' spaces for wildflowers and as natural habitats".
- 3.5 Relevant to the recommendations for approval of guidance in this report, the CNP includes specific targets –
- Produce specific guidance covering biodiversity impact assessment
 - Support the Cherwell Swift Conservation Project with advice and promotion

4.0 Government Guidance – Restoring and Enhancing Nature & Green Spaces

- 4.1 As referred to in 2.1, the Council's Community Nature Plan 2018-2020 demonstrates how the Council is fulfilling its statutory biodiversity duty under the Natural Environment and Rural Communities (NERC) Act 2006. A key purpose of this duty is to embed consideration of biodiversity as an integral part of policy and decision making throughout the public sector, which should be seeking to make a significant contribution to the achievement of the commitments made by government in its **25 Year Environment Plan**.
- 4.2 The **25 Year Environment Plan** (January 2018) sets out government action to help the natural world regain and retain good health. It aims to deliver cleaner air and water in our cities and rural landscapes, protect threatened species and provide richer wildlife habitats. A number of key areas around which action is being focused include using and managing land sustainably; recovering nature and enhancing the beauty of landscapes; and connecting people with the environment to improve health and wellbeing.
- 4.3 The forthcoming **Environment Bill** will be an essential step to putting the 25 Year Environment Plan on a statutory footing. In an update on progress towards the introduction of this Bill (due early in the second session of this Parliament), the government has set out its ambitions in a recent policy statement (July 2019). Following a public consultation on biodiversity net gain, a mandatory approach to biodiversity net gain will be introduced in this Bill that will legally require developers to ensure habitats for wildlife are enhanced, with a 10% increase in habitat for wildlife compared with the pre-development baseline.
- 4.4 Further to the Environment Bill, the government has published updated **Planning Practice Guidance (PPG) on the Natural Environment** (July 2019) which strengthens the importance of the statutory biodiversity duty as well as other key issues including net environmental gain, green infrastructure, natural capital and nature recovery networks.
- 4.5 **Green Infrastructure** (GI) is defined as “a network of multi-functional green space, urban and rural, which is capable of delivering a wide range of environmental and quality of life benefits for local communities”. There is no GI Strategy in place at either County or District level but various approaches and tools are currently being explored to enable the assessment of the natural environment and so inform such a strategy. These include **Natural Capital Mapping** (mapping the elements of nature that deliver benefits for people) and **Building with Nature** (a new benchmark for the design and maintenance of green infrastructure in housing and commercial development).
- 4.6 **Nature Recovery Networks** (NRNs) are a key part of the government's 25 Year Environment Plan. Linked to this, the Environment Bill will also include a statutory requirement for Local Nature Recovery Strategies. The concept of a NRN is simple in that it should extend and link existing sites of wildlife value. NRNs are at the planning stage nationally but in Oxfordshire there is already a great deal of information that is being brought together to identify NRNs. Conservation Target Areas (Cherwell Local Plan Policy ESD 12), which represent the areas of greatest opportunity for strategic biodiversity improvement in the County, will provide a focus for the Oxfordshire NRN. Taking a collaborative approach, Wild Oxfordshire,

TVERC and BBOWT, with significant input from Freshwater Habitats Trust and RSPB and support from Oxfordshire's Biodiversity Advisory Group, are in the process of identifying a NRN for the County. The aim is to feed the information into the Oxfordshire Plan 2050. Workshops to engage a wider group of stakeholders have recently been held and contributions/feedback from these will be used to develop the Oxfordshire NRN. This work will help to guide key policies like biodiversity net gain; and develop a Local Nature Recovery Strategy which can use NRNs to map out important habitats and opportunities for the local environment to be improved, linking communities' knowledge and priorities with national environmental objectives.

5.0 Biodiversity Net Gain Guidance

- 5.1 Biodiversity is an important consideration in the planning process and must be integrated from an early stage into the design of any development. Development can have negative impacts on biodiversity (net loss) which can be significant and lead to the decline of important habitats and species in the District. Development can also have positive impacts for biodiversity (net gain), especially for sites where there is little wildlife, by integrating new habitats into buildings and adjacent spaces.
- 5.2 The Council is already requiring net gains for biodiversity. Cherwell Local Plan Policy ESD 10 (protection and enhancement of biodiversity and the natural environment) specifically supports securing net biodiversity gain on development sites. The adopted Developer Contributions Supplementary Planning Document (SPD) provides additional guidance on how policy ESD10 should be applied and how biodiversity impact should be assessed. Planning applications are required to include relevant habitat/species surveys as well as reports which measure biodiversity impact (using a methodology based on the DEFRA metric) and identify opportunities to deliver biodiversity enhancements.
- 5.3 Updated Planning Practice Guidance (PPG) on the Natural Environment (July 2019) details how biodiversity net gain should be delivered. The National Planning Policy Framework (NPPF) already states that planning policies and decisions should provide net gains for biodiversity.
- 5.4 Also in July 2019, the government responded to its 2018 consultation on mandating biodiversity net gain in new development (which relevant Council Officers contributed to) and confirmed the government's intention to legislate such an approach (in the forthcoming Environment Bill) to ensure that all new development produces a 10% increase in important habitats and species.
- 5.5 Updated Government guidance and any quantified requirement for biodiversity net gain will need to be considered in reviewing the policies and guidance in the adopted Cherwell Local Plan. Work has commenced but the review is in its early stages. In the interim period it is considered to be beneficial for the Council to confirm its approach to biodiversity net gain to inform the consideration of planning applications and to enable the Council to secure worthwhile gains and follow a clear, consistent, measurable and defensible process. It will also enable the Council to provide clarity for developers, some of whom have been asking for guidance on what level of net gain we are seeking.

- 5.6 Robust concise guidance on biodiversity net gain has already been produced by the Chartered Institute of Ecology and Environmental Management (CIEEM) and other related professional bodies which will help to provide clarity and so should assist the planning process by making sure developers are aware of the requirements and ensure their submissions provide the information needed at an early stage (see attached as Appendices 3 and 4).

6.0 Biodiversity in the Built Environment Good Practice Guide

- 6.1 Updated Planning Practice Guidance (PPG) on the Natural Environment (referred to in 4.4) was launched in July 2019 with the following commentary -
“Building the new homes this country needs must not come at the detriment of our natural heritage. It is right that as we deliver houses for people, we must also provide homes for wildlife too – whether that’s for hedgehogs, frogs, newts or birds. The public have told us that protecting wildlife is important to them – so my message to house builders is to harness this support and get building in a way that protects the environment for the next generation” (James Brokenshire MP)
Cherwell Local Plan Policy ESD 10 (protection and enhancement of biodiversity and the natural environment) states that development proposals will be expected to incorporate features to encourage biodiversity and the lower text specifically mentions bird and bat boxes.
- 6.2 The Council has supported the Cherwell Swift Conservation Project for many years (see attached as Appendix 6 to this report). The Project successfully continues to find, look after and create new swift nest sites with the help of local people and enlightened developers such as Cherwell Build. For example, swift bricks have been built into the new Hill community and sports facility in Banbury as well as the housing development at Hope Close, Banbury. Swift information is gathered and updated every summer by individuals and Parish groups. It is then mapped and made available to the Ecology Officer and planners so that opportunities to protect existing and create new sites can be achieved through the planning system.
- 6.3 A key issue contributing to a significant decline in populations of building-reliant species is modern building design where the need for low or zero carbon construction has led to new building techniques, materials and designs which create airtight barriers. As a result, species that traditionally use buildings are unable to find nesting or roosting sites. The optimum method is to incorporate nesting and roosting opportunities for birds and bats into the structure of the building or roof space, thereby recreating natural cavities found in older properties.
- 6.4 For new development, good practice is the provision of at least the equivalent to one built-in nest box/brick per residential unit and more for large or multi-storey buildings (such as commercial, industrial and public structures). These integral boxes/bricks will be used by a range of building-reliant bird species, such as swifts and house martins, and will also create spaces for crevice-roosting bat species. Integration into the fabric of buildings ensures retention for the lifetime of the development. Appropriate configurations of provisions would depend on the species or group of species targeted. Aspect, elevation and immediate surroundings will also influence where bricks and roosting opportunities are best sited to encourage use.
- 6.5 It would be beneficial for the Council to have guidance relating to the protection and enhancement of nesting/roosting sites in buildings to clearly explain why this is

important, what can be done, how it can be achieved and how many sites should be provided. Developers can then be encouraged to provide the appropriate information at an early stage and help achieve biodiversity net gain.

- 6.6 It is proposed that the Council endorses the 'Biodiversity in the Built Environment Good Practice Guide (preservation of existing nesting sites and provision of artificial nesting sites)' (attached to this report as Appendix 5) as it will assist the planning process by making sure developers are aware of what these species require and how it can best be provided.

7.0 Conclusions and Reasons for Recommendations

- 7.1 'Restoring and Enhancing Nature and Green Spaces' for the benefit of people and wildlife is a crucial element of important development and economic decisions. Failure to recognise and assess the multiple benefits of the natural environment will affect community health and wellbeing, important habitats and species and future economic growth. This report provides an update on the Community Plan, demonstrating how the Council is fulfilling its statutory biodiversity duty; and seeks approval for recommendations which support guidance that will enable the Council to invest wisely in the District's natural environment and help to contribute to healthy outcomes for people and wildlife.

8.0 Consultations

- 8.1 Nicola Riley, Assistant Director - Wellbeing
David Peckford, Assistant Director - Planning and Development
Sharon Whiting, Principal Planning Officer – Planning Policy
Sarah Stevens, Interim Senior Manager - Development Management (DM)
Alex Keen, Major Projects Manager/Deputy Senior Manager (DM)
Charlotte Watkins, Ecology Officer (DM)
Jenny Barker, Bicester Delivery Manager
Paul Almond, Manager - Street Scene and Landscape Services

9.0 Alternative Options and Reasons for Rejection

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

Option 1: To reject the recommendations in the report. This is not proposed as the recommendations are in accordance with government guidance, best practice and the Council's statutory biodiversity duty

Option 2: To amend the recommendations in the report. This is not proposed as the recommendations are in accordance with government guidance, best practice and the Council's statutory biodiversity duty

10.0 Implications

Financial and Resource Implications

- 10.1 Delivery of the Community Nature Plan in 2019-20 is contained within approved revenue estimates. Continuing delivery going forward will be subject to the approved revenue estimates for that year.
- 10.2 Delivery of the work required to promote guidance on net biodiversity gain and biodiversity in the built environment is contained within approved revenue estimates.

Comments checked by:

Kelly Wheeler, Business Partner 01295 225170, kelly.wheeler@cherwell-dc.gov.uk

Legal Implications

- 10.3 There are statutory requirements that the Council is required to meet and which are set out in the Natural Environment and Rural Communities Act 2006 and related legislation, including a duty under Part 3 of the 2006 Act to have regard, so far as is consistent with the proper exercise of its functions, to the purpose of conserving biodiversity. A Community Nature Plan should enable the Council to demonstrate that these requirements are being met. Failure to do so will leave the Council open to challenge.

Comments checked by:

Richard Hawtin, Team Leader, Non-Contentious Business 01295 221695
richard.hawtin@cherwell-dc.gov.uk

11.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

The Council's Business Plan 2019/20 includes the objectives 'protect our natural environment', 'promote health and wellbeing' and 'promote healthy place-making'; and the Wellbeing Business Plan 2019/20 includes the objective 'Deliver the community nature plan and supported community wildlife projects.'

The adopted Cherwell Local Plan (2011-2031) (Part 1) includes policies specifically relating to Protecting and Enhancing Biodiversity and the Natural Environment (ESD 10), Conservation Target Areas (ESD 11) and Green Infrastructure (ESD 18)

Lead Councillor

Councillor Andrew McHugh, Lead Councillor for Health and Wellbeing

Document Information

Appendix No	Title
1	Community Nature Plan 2018-2020
2	Community Nature Plan 2018-2020 Aims Actions and Targets – September 2019 update
3	CIEEM Biodiversity Net Gain Principles
4	CIEEM Biodiversity Net Gain. Good Practice Principles for Development – A Practical Guide
5	Biodiversity in the Built Environment Good Practice Guide
6	Cherwell Swifts Conservation Report 2018
Background Papers	
None	
Reference Documents	
2018 Partner Reports Environment Bill Policy Update July 2019 Updated Planning Policy Guidance on the Natural Environment July 2019 Government response to biodiversity net gain consultation July 2019 Appendices and Reference Documents are available as downloads or links at www.cherwell.gov.uk/communitynatureplan	
Report Author	Sue Marchand, Community Nature Officer
Contact Information	01295 221707 sue.marchand@cherwell-dc.gov.uk

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**A Natural Environment for
Wildlife and People**
Community Nature Plan 2018 – 2020

‘A Natural Environment for Wildlife and People’

**COMMUNITY NATURE PLAN
2018-2020**

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**Bat/bird boxes and bricks, Gardener’s Close. Bicester
(credit Cherwell Build team)**

Corporate Vision

To work with partners to protect and enhance Cherwell's natural environment for its intrinsic value; the services it provides; the health and wellbeing of people; and the economic prosperity that it brings.

'A Natural Environment for Wildlife and People'

A healthy and stable natural environment is vitally important to economic prosperity and the District's desirability as a place to live, work and visit. It has value for agriculture and timber production and provides the basis for many tourism and recreational activities. Fertile soils, clean water, carbon storage and flood prevention are all crucial services provided by the natural environment. There is also substantial evidence that access to nature and green space can make a major contribution to improving people's health and well-being.

Electronic Document

This document is designed to be read online. Clear links are made to the Community Nature Plan pages of the Council's website for further information. As much of this online information is subject to change, the most recent publication date will always be given – see www.cherwell.gov.uk/communitynatureplan
Hard copies of this document can be provided by contacting the Council's Community Development Partner-Rural & Countryside: email sue.marchand@cherwellandsouthnorthants.gov.uk or phone 01295 221707



Old Hedge Trees in a Local Wildlife Site (credit BBOWT)

1. BACKGROUND

1.1 INTRODUCTION

The purpose of the Community Nature Plan is to demonstrate how the Council will fulfil its duty under the Natural Environment and Rural Communities (NERC) Act 2006 and comply with its obligations relating to important wildlife sites, habitats and species under European and national legislation as well as the National Planning Policy Framework (NPPF).

Section 40 of the NERC Act states that - "Every public body must, in exercising its functions, have regard, so far as it is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity"

Biodiversity is a term used to describe the variety of life including all plants, animals, their habitats and the natural systems that support them.

The Plan also demonstrates the importance of the natural environment, specifically its green spaces and wildlife, to community health and wellbeing as well as to a thriving economy.

The **Council's Joint Business Plan 2018/19** includes the performance measure 'Reduce our Carbon Footprint and Protect the Natural Environment' and the Communities Business Plan 2018/19 includes the objective 'Develop a Cherwell Natural Environment and Communities Plan with a focus on wellbeing'.

1.2 COMMUNITY AND ECONOMIC HEALTH AND WELLBEING

The value of the natural environment for the health and wellbeing of both people and the economy is well recognised. Green space has a key role to play in the drive to increase levels of physical activity and there is a wealth of evidence that time spent in natural environments promotes a positive outlook on life and enhances our ability to cope with, and recover from, stress, illness and injury. Recent work carried out in Bicester - 'The value of green space in Bicester to local people' - presents strong qualitative evidence, gathered by the University of Oxford, that Bicester's green spaces provide benefits for health, wellbeing and community cohesion - www.cherwell.gov.uk/communitynatureplan. The results have been used to draw up a list of options for improving the provision of green space in the town.

Natural Capital Investment Plans are being produced by local authorities and nature partnerships. These plans recognise that economic benefits flow from the natural world and extend the use of biodiversity accounting approaches to wider benefits such as fresh air, clean water and community health and wellbeing. Initial funding has been secured for an Environmental Investment Plan for Oxfordshire - www.cherwell.gov.uk/communitynatureplan. This proposed work will help to identify the wider values of land and so inform future investment decisions that are required to maintain and improve natural benefits to all who live and work in the County.

1.3 ENVIRONMENTAL PLANS AND STRATEGIES

DEFRA's '**A Green Future: Our 25 Year Plan to Improve the Environment' (2018)** recognises the government's ambitions for a major increase in housebuilding and sets out what needs to be done to put the environment at the heart of planning and development. The Plan focuses on the natural environment in its "Recovering nature and enhancing the beauty of landscapes" chapter, includes strong backing for the **Natural Environment White Paper 2011** and a commitment to publishing a strategy for developing a **Nature Recovery Network** (see paragraphs below).

Biodiversity 2020 is the national strategy for England's wildlife and ecosystem services which was published in August 2011. It sets out the Government's ambition to halt overall loss of England's biodiversity by 2020, support healthy well-functioning ecosystems and establish coherent ecological networks, with more and better places for nature for the benefit of wildlife and people. A summary of this document emphasises the importance of **local conservation projects** to the delivery of the national strategy's outcomes – www.cherwell.gov.uk/communitynatureplan

This national strategy builds on important elements of the **Natural Environment White Paper** (also referred to as the Lawton Report – Making Space for Nature). Published in June 2011, the Lawton Report aims to improve the quality of the natural environment across England, halt the decline in habitats and species, and strengthen the connection between people and nature. The proposals are directly linked to comprehensive research that shows the strong economic arguments for safeguarding and enhancing the natural environment. DEFRA has published a briefing note explaining the implications of the White Paper for local authorities - www.cherwell.gov.uk/communitynatureplan

The **State of Nature in Oxfordshire** report, produced by Wild Oxfordshire in 2017 (www.cherwell.gov.uk/communitynatureplan), follows on from the UK State of Nature 2016 report which highlights the urgent need for investment in nature and wildlife and conservation action to help recover species and habitats. Both reports emphasise the necessity of achieving the principles set out in the Lawton Report - More, Bigger, Better and Joined. These principles focus attention on the **Conservation Target Areas** (CTAs) which identify the most important areas for wildlife conservation in the County and where targeted action will have the greatest benefits see Figure 1 and 3.2). The main aim within these areas is to restore biodiversity at a landscape scale through the maintenance, restoration and creation of priority habitats.

The Berks, Bucks & Oxon Wildlife Trust's (BBOWT) '**Strategic Plan 2016-2021: Be part of nature's recovery**' (www.cherwell.gov.uk/communitynatureplan), has ambitious targets for 8% of land across the three counties to be rich in wildlife by 2020 and restoring 10% of unprotected land to wildlife-rich habitats by 2030. The strategy aims to embed nature into people's lives, giving them more natural green spaces to explore and discover their local wildlife.

The Wildlife Trusts collectively have produced more recent guidance – **Homes for People and Wildlife – How to build housing in a nature friendly way'(2017)** (www.cherwell.gov.uk/communitynatureplan), which sets out a vision for new homes which are inspiring places to live and where people and nature can thrive together. Following on from the 2018 DEFRA 25 Year Environment Plan, the Wildlife Trusts have also produced new proposals for a **Nature Recovery Network** to protect, join up and enhance the fragments of nature that remain for both people and wildlife (www.cherwell.gov.uk/communitynatureplan).

1.4 LEGISLATION, POLICY AND GUIDANCE

Protecting and enhancing biodiversity is a cross cutting issue with strong links to all other sustainable development issues. Important wildlife and environmental **legislation** applies directly to local government, most notably the duties under the NERC Act 2006 and the Conservation Regulations 2010, particularly relating to European protected species.

There has also been rapid change in **policy drivers** for biodiversity action over the last few years with the publication of the Natural Environment White Paper, the 2013 National Planning Policy Framework (an updated and revised NPPF is currently being consulted on), the implementation of the Water Framework Directive and guidance relating to biodiversity net gain, accounting and offsetting.

Also, guidance on conserving biodiversity in a changing climate has emphasised the need to manage land on a landscape scale to improve ecological networks, rather than just protecting special sites which are unlikely to sustain wildlife in the long term.

A comprehensive guidance document – “Biodiversity and Planning in Oxfordshire”- is available which details biodiversity legislation and planning policy and how these apply to important sites, habitats and species - www.cherwell.gov.uk/communitynatureplan

1.5 BIODIVERSITY NET GAIN, ACCOUNTING AND OFFSETTING

Biodiversity is an important consideration in the planning process and must be integrated from an early stage into the design of any development. Development can have negative impacts on biodiversity (net loss) which can be significant and lead to the decline of important habitats and species in the District. Development can also have positive impacts for biodiversity (net gain), especially for sites where there is little wildlife, by integrating new habitats into buildings and adjacent spaces.

An updated and revised National Planning Policy Framework (NPPF) is currently being consulted on which has the overall aim of facilitating the delivery of more new homes. Although there are concerns about its content relating to aspects of the natural environment, this draft NPPF includes the requirement for planning policies and decisions to provide net gains for biodiversity.

The adopted **Cherwell Local Plan 2011-2031 (Part 1)** sets the broad planning framework for meeting the future needs of the District. It includes strategic biodiversity, conservation target area and green infrastructure policies. The next Cherwell Local Plan will include additional and more detailed policies and planning guidance.

Local Plan Policy ESD 10 (protection and enhancement of biodiversity and the natural environment) specifically supports securing net biodiversity gain on development sites. The adopted Developer Contributions Supplementary Planning Document (SPD) provides additional guidance on how policy ESD10 should be applied, and how biodiversity impact should be assessed.

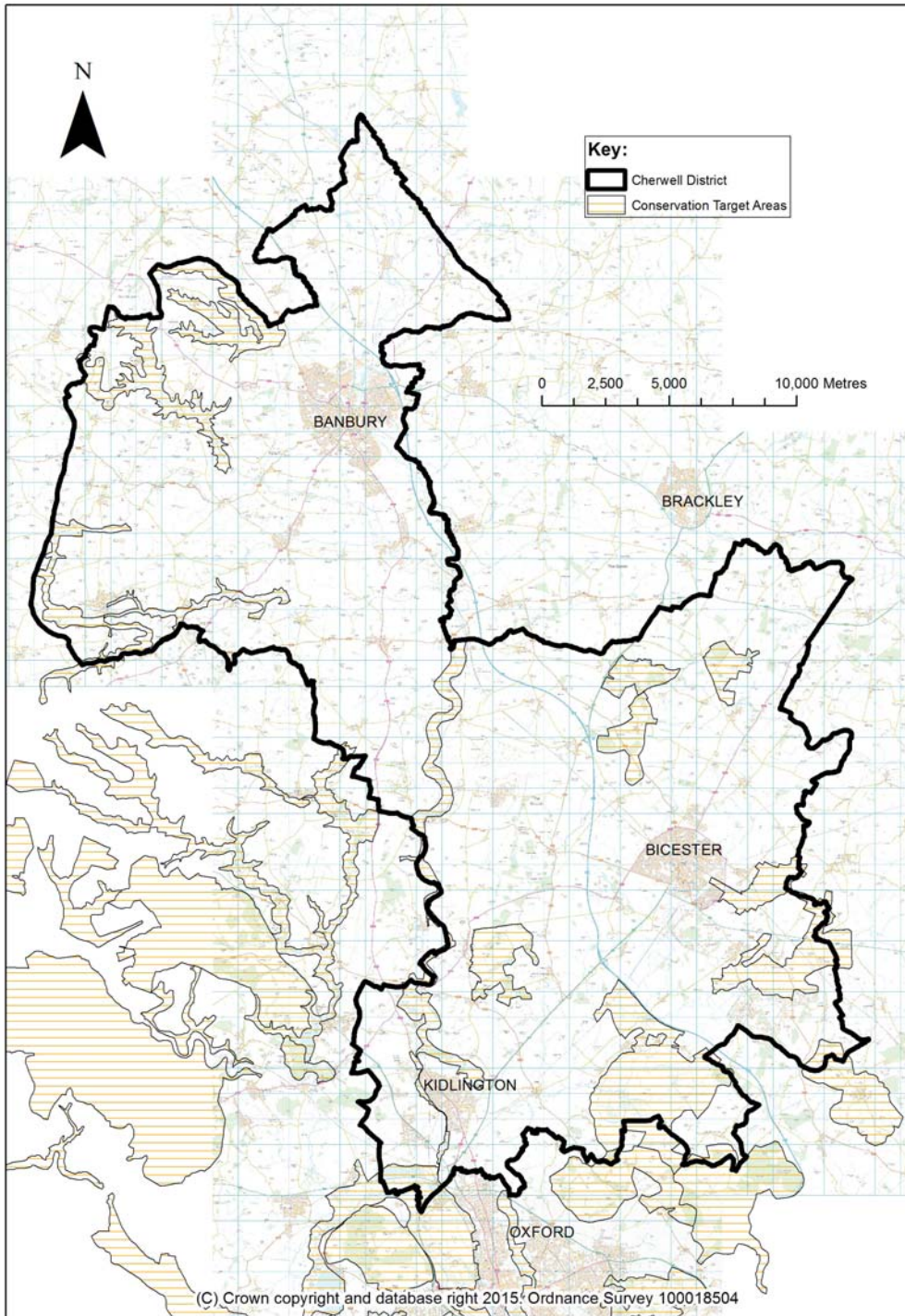
The Council’s approach is to seek on-site gains to mitigate the impact of development but, where mitigation and compensation cannot achieve biodiversity net gain on-site, to secure contributions towards schemes that closely offset the impact of the development and meet the planning aims of the Community Nature Plan.

A small number of biodiversity improvement projects are identified in the Council's Infrastructure Delivery Plan and many of these relate to Conservation Target Areas which provide the greatest opportunities for biodiversity enhancement (see Figure 1 and 3.2). However, the production of additional guidance and the identification of specific schemes on a more comprehensive basis would be beneficial in guiding developers and ensuring that net biodiversity gain is achieved and targeted in the most effective way. The guidance should also speed up the planning process by making sure developers are aware of the requirements and can ensure their submissions provide the information needed.



**Wildflower Meadow, Bure Park
(credit Bicester Delivery Team, 2017)**

Figure 1 – Conservation Target Areas (May 2015)



3. CHERWELL'S NATURAL ENVIRONMENT

3.1 The Cherwell District contains many areas of high ecological value including sites of international and national importance. The District is also home to many legally protected species as well as priority species and habitats. Much of this biodiversity resource is mapped by the Thames Valley Environmental Records Centre so that it can be used as an information source by local authorities and conservation organisations. This biodiversity resource mapping within the District is generally illustrated in Figure 2. This does not include District Wildlife Sites (DWSs) which are generally sites which have potential wildlife value but do not meet Local Wildlife Site status. These are currently being surveyed and assessed against appropriate designation criteria and will be mapped if their DWS status is confirmed.

3.2 Conservation Target Areas (CTAs) have been identified which include some of the most important areas for biodiversity in the District and provide a focus for coordinated action (see Figure 1 and www.cherwell.gov.uk/communitynatureplan). This focus is now being integrated with a river catchment based approach, led by the Environment Agency and aimed at improving water quality to meet the requirements of the Water Framework Directive.

3.3 Cherwell's biodiversity resource is also part of its Green Infrastructure (see Figure 3). Green Infrastructure (GI) consists of the network of accessible multifunctional green space in both urban and rural settings and delivers environmental, social and economic benefits. Such benefits include conserving and enhancing habitat connectivity, improving community health and wellbeing and economic prosperity through attracting investment into the area. Conservation Target Areas form an important component of the green infrastructure network of the District. Securing adequate green infrastructure is crucial to achieving sustainable communities.

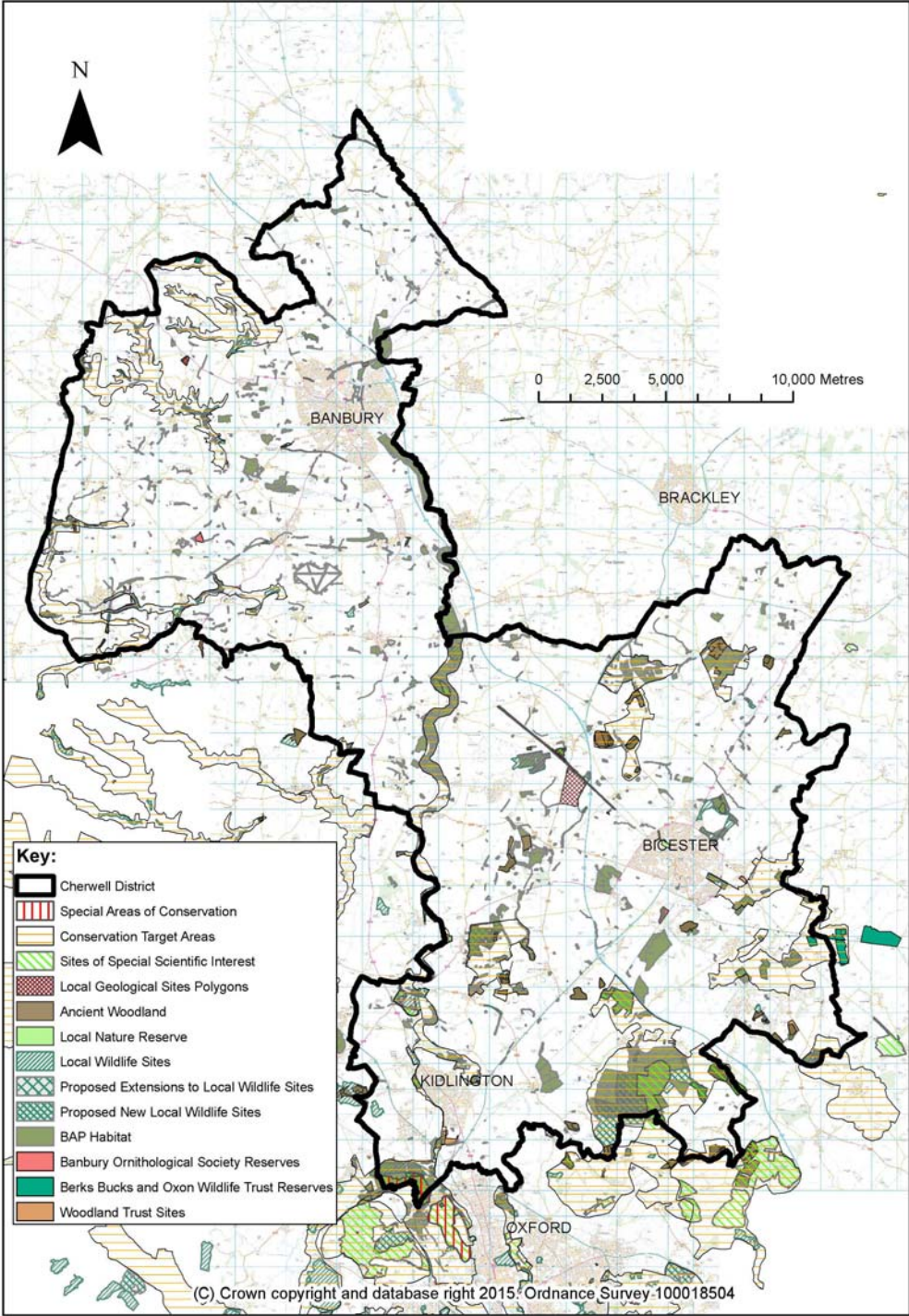


Bluebell Wood (credit David Rees)

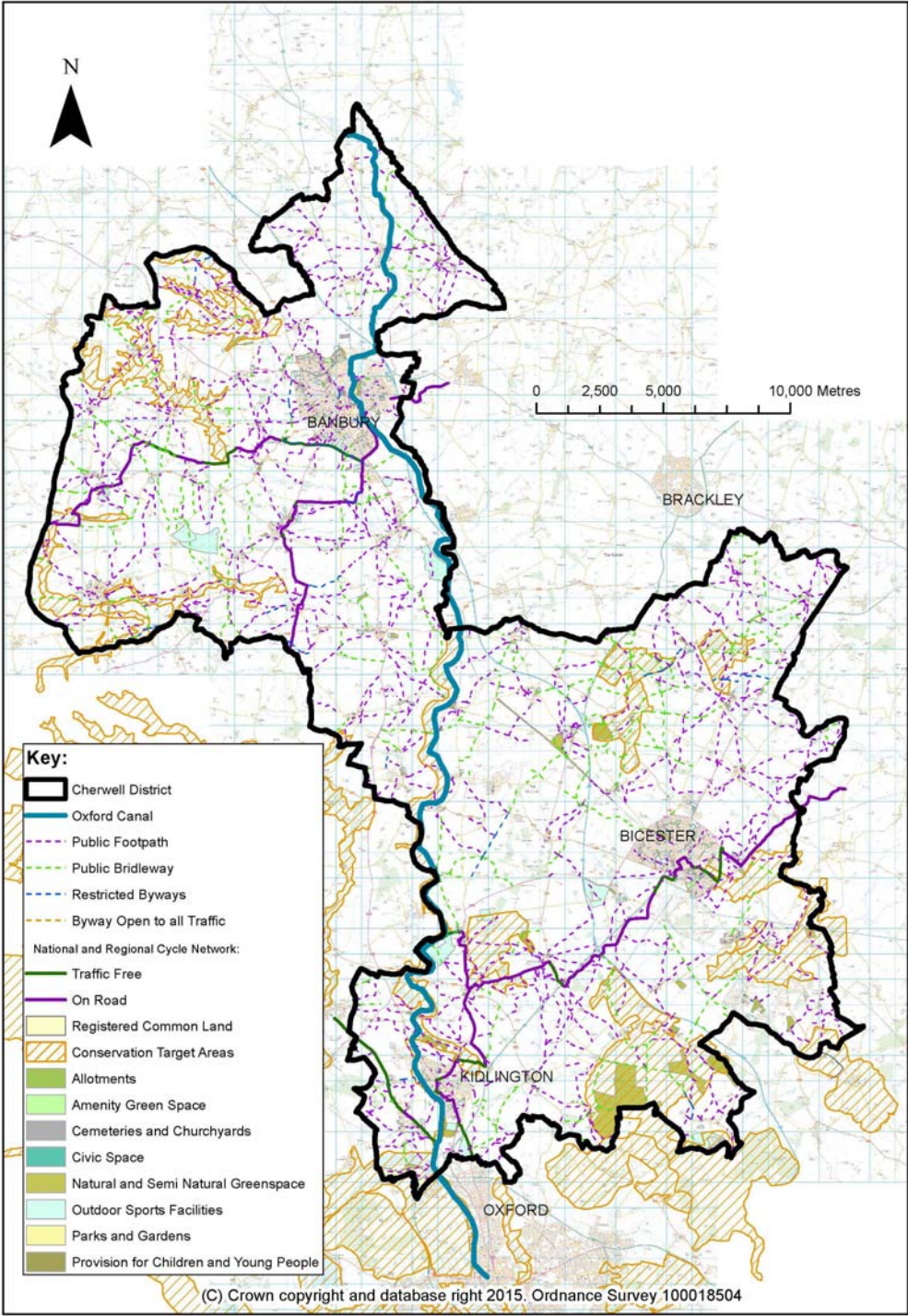


Swift in flight (credit Roger Wyatt)

**Figure 2 – Cherwell Local Plan 2011-2031 (Part 1)
Biodiversity Theme Map (July 2015)**



**Figure 3 – Cherwell Local Plan 2011-2031 (Part 1)
Green Infrastructure Theme Map (July 2015)**



4. PARTNERSHIPS

4.1 The delivery of the Community Nature Plan relies heavily on partnership work. The Council supports six key organisations with annual funding in accordance with service level agreements. These organisations provide progress reports which are published on the Council's website - www.cherwell.gov.uk/communitynatureplan

4.2 **The Thames Valley Environmental Records Centre (TVERC)** supplies high quality, up to date habitat, species and site data that is required as an evidence base for the Local Plan process and for the ecological assessment of planning applications. TVERC's service involves intensive mapping work to assess habitat condition. TVERC also reports on Local Plan indicators, information which is required for the Council's Annual Monitoring Report; and provides the survey element of the Local Wildlife Site Project – see 4.3. Local communities use TVERC data for neighbourhood planning and volunteer recording groups are supported by the organisation.

4.3 **Berks, Bucks & Oxon Wildlife Trust (BBOWT)** provides land management advice to Local Wildlife Site (LWS) owners/managers. LWSs are sites of substantive nature conservation value or geological interest which are protected by planning policy. The advice helps to improve site value and maintain the robustness of the LWS designation. BBOWT also leads on the Wild Banbury project which is all about enhancing urban habitats for wildlife and bringing people into contact with nature. It also supports a North Oxfordshire volunteers group which monitors a number of bat box projects that the Council has initiated and helped to fund.

4.4 **Wild Oxfordshire** supports community wildlife groups and activities as well as citizen science projects and events. It also leads on partnership work to focus on the maintenance and improvement of the District's Conservation Target Areas which are used as a planning focus for wildlife improvement. In 2017, it produced the Oxfordshire State of Nature Report, a comprehensive review of the current situation for wildlife across the breadth of the County.

4.5 **RSPB** provides land management advice to landowners/managers within the Cherwell and Ray river valleys on wetland habitat creation, restoration and maintenance. Such habitat is a national priority which supports birds and other wildlife which are national priority species. The RSPB also supports volunteer training and facilitates projects involving volunteers and landowners.

4.6 **Warriner School Farm** delivers a programme of primary school and youth group visits about the importance of the natural environment as a food source, for its health benefits and for its intrinsic value.

4.7 **OPFA** (Oxfordshire Playing Fields Association) engages with local community organisations to promote and support the provision, retention and viability of community outdoor recreation space which meets local needs, including opportunities for habitat improvements.

4.8 The Council also supports partner organisations, conservation projects and community groups with advice and promotion. For example, with the help of local people throughout the District, the **Cherwell Swift Conservation Project** successfully continues to find, look after and create new nest sites with the help of local people and enlightened developers such as Cherwell Build – see the Project's 2017 report - www.cherwell.gov.uk/communitynatureplan

5. A NATURAL ENVIRONMENT FOR WILDLIFE AND PEOPLE

The Council's commitment to protecting and enhancing the natural environment for wildlife and people within the Cherwell District is summarised below:

- A Community Nature Plan will be produced every two years to set out and monitor the Council's compliance with the NERC Act Duty and other legislative and policy requirements; to demonstrate the multiple benefits of the natural environment; and to ensure delivery of projects that are healthy for wildlife and people
- TVERC, Wild Oxfordshire, BBOWT, RSPB, Warriner School Farm and OPFA are key partners in the delivery of the Community Nature Plan. Partnerships will be maintained in accordance with Service Level Agreements
- The Council's key policies relating to green spaces, biodiversity and the natural environment will be included in the Local Plan and related documents
- The Council will accord with the Wildlife Trusts' guidance 'Homes for People and Wildlife'
- Additional resources will be secured to provide the specific guidance that is required on biodiversity accounting and offsetting
- The Council will participate in partnership working with the Oxfordshire natural environment sector and relevant projects will be supported

6. CORPORATE BAP REVIEW - 2016-2018 HIGHLIGHTS

Aims, actions and targets within the 2016-18 Corporate Biodiversity Action Plan were divided into **five main themes**. Some highlights are listed below.

6.1 Planning and Sustainable Development

a) Planning Policy

- Biodiversity and green infrastructure policies included in the Partial Review of Cherwell Local Plan 2011-2031 – Oxford's Unmet Housing Need. Relevant projects included in the Infrastructure Delivery Plan.
- Relevant guidance included in Developer Contributions SPD and draft Cherwell Design Guide

b) Development Management

- Expanded ecology service provided by Warwicks CC (to cover maternity leave) involving increased biodiversity net gain work. Biodiversity Impact Assessments were recommended on 14 applications and 15 pre-apps
- Progress made by Bicester delivery team on potential allocation of North West Bicester's section 106 farmland bird offsite compensation
- Updated digital datasets for protected and notable species, priority habitats, Local Wildlife Sites and swifts data were made available to Planning Officers for use as an evidence base

6.2 District land and buildings management

- Key partners have continued to influence the management of District land and buildings for wildlife and people – see website for progress reports www.cherwell.gov.uk/communitynatureplan
- BBOWT's management of the Local Wildlife Sites and Wild Banbury Project
- RSPB's work with landowners in the Cherwell and Ray river valleys
- Cherwell Swifts Conservation Project engagement with local people and developers

6.3 Council owned and managed land/buildings

- Cherwell Build has included provision for wildlife in most of its projects
- As part of the Local Wildlife Sites Restoration Project, some small scale management works involving clearance of sedge were undertaken by the Oxford Conservation Volunteers at Enslow Marsh (leased by the Council from the Canal and River Trust). Volunteers are also involved in a tree sparrow monitoring project on the site.

6.4 Green Infrastructure

- Open Space Assessment and Strategy - work relating to aspects of the District's GI evidence base is on-going with an updated district wide open space assessment and strategy due for completion by autumn 2018. This will help to inform the preparation of Local Plan documents and decisions on planning applications
- Final reports have been produced on the work carried out by Oxford University looking at, and testing tools for, evaluating green infrastructure. The tools do a variety of things including looking at the value of land for ecosystem services, financial value and ecological networks
- Funding bid submitted to SEMLEP (South East Midlands Local Enterprise Partnership) relating to green and blue infrastructure projects in and around Bicester
- Wild Oxfordshire has continued to manage and progress the Conservation Target Area Project

6.5 Health, Wellbeing, the Economy and Education

- Continuing funding support towards encouraging and facilitating community engagement has been given to the "Wild Banbury" Project based in Spiceball Park which is being led by BBOWT in partnership with Banbury Town Council - <http://www.bbowt.org.uk/wildbanbury>
- Successful primary school and youth group biodiversity visits to Warriner School Farm were supported as well as a 'Young Birdwatching Course'

7. COMMUNITY NATURE PLAN 2018-2020 AIMS, ACTIONS AND TARGETS

THEME 1: HEALTH, WELLBEING AND THE ECONOMY

- There is a wealth of evidence that the natural environment, its wildlife and green spaces are crucial to community health and wellbeing
- Public understanding and education are vital. BBOWT's **Strategic Plan 2016-2021 Be part of nature's recovery** aims to embed nature into people's lives, giving them more natural green spaces to explore and discover their local wildlife
- Natural Capital Investment Plans recognise that economic benefits flow from the natural world and extend the use of biodiversity net gain approaches to wider natural capital benefits such as fresh air, clean water and community health and wellbeing.

AIM

1. Support and promote initiatives to encourage involvement in the natural environment and to improve public understanding of nature

Actions

- Support organisations, projects and sites involving important habitats and species and community engagement opportunities
- Support community events through the provision of nature based activities
- Promote funding opportunities for local wildlife and access projects and provide support for community project development
- Signpost individuals and groups to wildlife engagement opportunities

Targets

- Support BBOWT's Wild Banbury Project (based in Spiceball Park); TVERC's training of volunteer wildlife recorders; Wild Oxfordshire's citizen science projects; RSPB's volunteer/landowner events; Warriner School Farm's programme of visits and outreach for young people; and OPFA's community engagement work
- Support the Cherwell Swift Conservation Project with advice and promotion
- Support Wild Oxfordshire's work with local groups and community sites
- Contribute nature based activities to community events such as fundays, school projects and local greenspace activities
- Work with Grants Officer and Trust for Oxfordshire's Environment to assess and deliver local wildlife and access grant funded projects
- Protect, improve and promote urban green spaces in Bicester to support Healthy New Town initiatives and Placemaking
- Produce a new 'Discover Cherwell's Great Outdoors' webpage to include access to the countryside opportunities
- Explore opportunities for local hedgehog projects

AIM

2. Engage with strategic partnership work relating to valuing the natural environment

Actions

- Support the proposed Natural Capital Investment Plan for Oxfordshire

Targets

- Facilitate involvement of appropriate Officers with the Natural Capital Investment Plan initiative
- Apply and extend Oxford University's work on evaluating green infrastructure - 'Tools for Planning and Evaluating Urban Green Infrastructure: Bicester and Beyond'

THEME 2: PLANNING AND SUSTAINABLE DEVELOPMENT

- The adopted Cherwell Local Plan 2011-2031 (Part 1) includes strategic policies relating to biodiversity and the natural environment, green infrastructure and conservation target areas that will contribute to, and help ensure, sustainable development.
- The National Planning Policy Framework (NPPF) indicates that planning authorities should enhance as well as protect biodiversity and, where possible, provide net gain. It also recognises the importance of good evidence and data for decision-making
- Where it is likely that a proposal will impact on any protected or priority species, designated site, important habitat or other biodiversity feature, appropriate surveys and reports will need to be provided with any planning application.
- Creating ecological network maps is a key principle of BBOWT guidance '**Homes for people, homes for wildlife**'
- Conservation Target Areas, Local Wildlife Sites and proposed District Wildlife Sites are all important components of the District's green infrastructure network

AIM

1. Ensure protection, management and opportunities for enhancement and extension of biodiversity are taken into account in the preparation and implementation of the Cherwell Local Plan 2011-2031 (Part 1) and associated documents

Actions

- Include policies, proposals and guidance relating to biodiversity, green infrastructure (GI) and conservation target areas (CTAs) in all relevant Local Plan documents
- Support the provision of high quality, up to date biodiversity information and evidence required by the Local Plan and Development Management process through funding biodiversity partners

Targets

- Policies, proposals and guidance to be included in the next Cherwell Local Plan
- Publish Open Space Assessment and Strategy
- Support TVERC to collate, analyse and supply data associated with the Local Plan Annual Monitoring Report and constraint GIS layers required for planning projects and site assessments
- Support TVERC to achieve approval for the proposed District Wildlife Site (DWS) selection criteria and the processing of 20 sites

AIM

2. A net gain in biodiversity will be sought when considering proposals for development by protecting, managing, enhancing and extending existing resources

Actions

- Screening of all planning applications with regard to their impact on important sites, habitats and species
- Assessment of those that impact upon important sites, habitats and species with regard to relevant biodiversity legislation/policy
- Production of specific guidance on the delivery of net biodiversity gain

Targets

- Ecology Officer to be consulted whenever important sites, habitats and species are affected and advice to be provided within required timescales
- Preparation of internal standing advice relating to biodiversity and planning applications
- Production of specific guidance covering biodiversity impact assessment and offsetting and a portfolio of potential offset projects

AIM

3. Support the establishment and development of green and blue infrastructure networks and ecological connectivity throughout the District

Actions

- o Support partners and deliver projects that can help protect and enhance green and blue infrastructure

Targets

- o Deliver SEMLEP projects in Bicester (funding yet to be confirmed)
- o Apply and extend Oxford University's work on tools for evaluating green infrastructure - 'Tools for Planning and Evaluating Urban Green Infrastructure: Bicester and Beyond'
- o Support TVERC to provide habitat connectivity mapping
- o Support Wild Oxfordshire to facilitate the Conservation Target Area (CTA) Project

THEME 3: LAND AND BUILDINGS MANAGEMENT

- The Council has specific responsibility for maintaining and enhancing land and property for people and wildlife on its own estate and on sites that it manages.
- It can also influence the management of land and property throughout the District by supporting key environmental organisations
- Conservation management should not just be left to land managers and nature conservation organisations. It needs to involve many sectors of society and people in all walks of life

AIM

1. Secure improved management of parks, open spaces, buildings and associated external environments for people and wildlife on the Council's estate and sites that it manages

Actions

- o Encourage important habitats and species at appropriate Council owned/managed sites;
- o Work in partnership with others to deliver biodiversity improvements associated with the development of Cherwell Country Park
- o Provide Council guidance on biodiversity and the built environment

Targets

- o Work in partnership with the BBOWT to improve Enslow Marsh and Trow Pool
- o Cherwell Build team to include biodiversity protection and enhancement measures within its projects
- o Liaise with stakeholders with a view to protecting/enhancing biodiversity and improving access within Cherwell Country Park
- o Biodiversity guidance to be included in Sustainable Buildings in Cherwell Supplementary Planning Document

AIM

2. Support environmental organisations that manage, or provide advice on the management of, land in the District

Actions

- Continue to fund the Royal Society for the Protection of Birds (RSPB) towards its Upper Thames Wader Project
- Continue to fund the Berks, Bucks and Oxon Wildlife Trust (BBOWT) towards the Local Wildlife Sites Project and the Wild Banbury Project
- Support conservation projects in the active Conservation Target Areas (CTAs) of the District, particularly the Ray and Cherwell Valleys

Targets

- RSPB and BBOWT to provide a report twice a year to demonstrate delivery in accordance with funding agreements
- Any funded projects in the CTAs to provide a report to demonstrate delivery of objectives

AIM

3. Support local communities and groups to fulfil their biodiversity obligations and to improve management of land and buildings for habitats and species

Actions

- Support local projects that involve land/building management for important habitats and species

Targets

- Support three local projects


How to contact us

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Community Services JB04297

The information in this document can be made available in other languages, large print braille, audio tape or electronic format on request. Please contact 01295 227001

Jeżeli chcieliby Państwo uzyskać informacje w innym języku lub w innym formacie, prosimy dać nam znać. 01295 227001

ਜੇ ਇਹ ਜਾਣਕਾਰੀ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦੀ, ਤਾਂ ਇਹ ਸਾਥੋਂ ਮੰਗ ਲਓ। 01295 227001

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。01295 227001

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔
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APPENDIX 2

COMMUNITY NATURE PLAN 2018-2020 AIMS, ACTIONS AND TARGETS

SEPTEMBER 2019 UPDATE

THEME 1: HEALTH, WELLBEING AND THE ECONOMY

- There is a wealth of evidence that the natural environment, its wildlife and green spaces are crucial to community health and wellbeing
- Public understanding and education are vital. BBOWT's **Strategic Plan 2016-2021** **Be part of nature's recovery** aims to embed nature into people's lives, giving them more natural green spaces to explore and discover their local wildlife
- Natural Capital Investment Plans recognise that economic benefits flow from the natural world and extend the use of biodiversity net gain approaches to wider natural capital benefits such as fresh air, clean water and community health and wellbeing.

AIM

1. Support and promote initiatives to encourage involvement in the natural environment and to improve public understanding of nature

Actions

- Support organisations, projects and sites involving important habitats and species and community engagement opportunities
- Support community events through the provision of nature based activities
- Promote funding opportunities for local wildlife and access projects and provide support for community project development
- Signpost individuals and groups to wildlife engagement opportunities

Targets

- Support BBOWT's Wild Banbury Project; TVERC's training of volunteer wildlife recorders; Wild Oxfordshire's citizen science projects; RSPB's volunteer/landowner events; Warriner School Farm's programme of visits and outreach for young people; and OPFA's community engagement work
- Full partner reports - www.cherwell.gov.uk/communitynatureplan
- Highlights
- BBOWT – heritage lottery funding for Wild Banbury has now come to an end but the project has been so successful in engaging with the local community and volunteers that it has been prioritised by BBOWT resulting in the lead officer being made a permanent post
- TVERC – supports volunteers for some data processing, species recording and site surveys with an annual value for Oxfordshire of £17,145 in 2018/19
- Wild Oxfordshire – delivered 2018 training for the national pollinator monitoring scheme's citizen science initiative
- RSPB – volunteer surveying carried out as part of the Upper Thames Wader Project working with landowners
- Warriner School Farm - within the Warriner School Partnership and Multi-Academy Trust a programme of seasonal workshops were delivered covering themes such as Potty about Plants, Marvellous Minibeasts, Owl Day and Busy Bees. Outside of the partnership the farm delivered farm visits to the Sunrise Multicultural Project, Hardwick Primary School, St John's School, and Dashwood Nursery. 2018 saw a new programme of Young Birdwatching sessions that were subsidised by Cherwell District council in conjunction with Banbury Ornithological Society.

- OPFA – support to improve outdoor facilities provided to Deddington, Adderbury and Milcombe relating to housing development.
- Support the Cherwell Swift Conservation Project with advice and promotion
- Council officers have assisted the project co-ordinator with a variety of issues relating to planning applications and data. Swift promotional event held at Bodicote House in June 2018 during the first national ‘Swift Awareness’ week. Two young swifts rescued in August 2019 at Bodicote House and taken to “The Nutkin Ward” in Middleton Cheney for rehabilitation. Swift guidance fed through to the Graven Hill team. Recommendation for approval of biodiversity and buildings guidance at October 2019 Executive
- Support Wild Oxfordshire’s work with local groups and community sites
- Annual funding agreement requires maintenance of an up to date database of local groups and support for four specific groups through site visits and follow up advice. Groups supported include those involved with the management of Langford Community Orchard in Bicester, Adderbury Lakes local nature reserve, Otmoor Meadow, Merton Woods and St Mary’s Fields nature reserve in Kidlington
- Contribute nature-based activities to community events such as fundays, school projects and local greenspace activities
- Forest school/outdoor learning activities and training have been provided at Adderbury and Bloxham primary schools as well as Banbury Playday and Bicester Activity Day. There was a wild zone for the first time at the Kidlington Gala Day which involved various conservation organisations that CDC supports and which help to deliver the Council’s Community Nature Plan, particularly its health, wellbeing and educational theme. Wild Oxfordshire co-ordinated the “Green Road” and organised some activities around the importance of bees as pollinators; the Berks, Bucks and Oxon Wildlife Trust staff spoke to people about local conservation sites and kept children busy with their river model; the Cherwell Swift Conservation Project was promoting why the birds are important, where they nest and how people can protect them; Muddy Feet was encouraging young people to get involved with den building; and representatives from the Canal & River Trust and St Mary’s Fields Nature Reserve were making people aware of volunteering opportunities in the village. Upper Thames Butterfly Conservation and Kidlington Abundance (promoting use rather than wastage of local fruit) were also both on the “Green Road”.
- Work with Grants Officer and Trust for Oxfordshire’s Environment to assess and deliver local wildlife and access grant funded projects
- Deddington and Stratton Audley Parish Councils have received MHCLG funding towards pocket park projects following on from collaboration between the Grants Officer and Community Nature Officer. Some collaboration with TOE in relation to the Swalcliffe Community Woodland Project
- Protect, improve and promote urban green spaces in Bicester to support Healthy New Town initiatives and Placemaking
- Some progress is being made with the proposed Burnehyll Community Woodland and the Friends group is keen to enhance biodiversity on the site. Green spaces such as Langford community orchard have been improved by local groups with advice and support from Wild Oxfordshire’s community ecologist and promoted by the Bicester team through community events such as Wild Meadow Day. Promotion also through a hard copy green spaces leaflet. Open space maintenance requires additional work with owners and managers

- Produce a new 'Discover Cherwell's Great Outdoors' webpage to include access to the countryside opportunities
- Progress yet to be made
- Explore opportunities for local hedgehog projects
- Hedgehog surveying in the grounds of Bodicote House involving staff took place in September and will be repeated at appropriate times of the year. The Wild Banbury Project Officer is exploring other opportunities in the town

AIM

2. Engage with strategic partnership work relating to valuing the natural environment

Actions

- Support the proposed Natural Capital Investment Plan for Oxfordshire

Targets

- Facilitate involvement of appropriate Officers with the Natural Capital Investment Plan initiative
- Planning policy officer and Bicester delivery manager attended the stakeholder workshop in June 2019 on natural capital mapping in Oxfordshire. Community nature officer is part of an Oxfordshire Plan 2050 environmental subgroup which has contributed to this plan.
- Apply and extend Oxford University's work on evaluating green infrastructure - 'Tools for Planning and Evaluating Urban Green Infrastructure: Bicester and Beyond'
- The extension of this work is the natural capital mapping in Oxfordshire project which is feeding into the Oxfordshire Plan 2050

THEME 2: PLANNING AND SUSTAINABLE DEVELOPMENT

- The adopted Cherwell Local Plan 2011-2031 (Part 1) includes strategic policies relating to biodiversity and the natural environment, green infrastructure and conservation target areas that will contribute to, and help ensure, sustainable development.
- The National Planning Policy Framework (NPPF) indicates that planning authorities should enhance as well as protect biodiversity and, where possible, provide net gain. It also recognises the importance of good evidence and data for decision-making
- Where it is likely that a proposal will impact on any protected or priority species, designated site, important habitat or other biodiversity feature, appropriate surveys and reports will need to be provided with any planning application.
- Creating ecological network maps is a key principle of BBOWT guidance '**Homes for people, homes for wildlife**'
- Conservation Target Areas, Local Wildlife Sites and proposed District Wildlife Sites are all important components of the District's green infrastructure network

AIM

1. Ensure protection, management and opportunities for enhancement and extension of biodiversity are taken into account in the preparation and implementation of the Cherwell Local Plan 2011-2031 (Part 1) and associated documents

Actions

- Include policies, proposals and guidance relating to biodiversity, green infrastructure (GI) and conservation target areas (CTAs) in all relevant Local Plan documents

- Support the provision of high quality, up to date biodiversity information and evidence required by the Local Plan and Development Management process through funding biodiversity partner

Targets

- Policies, proposals and guidance to be included in the next Cherwell Local Plan
- A review of the adopted Cherwell Local Plan 2011-2031 (Part 1) has started. It is anticipated that that the timescale for the Local Plan Review as contained in the Council's Local Development Scheme (LDS) will be reviewed by the Council at the end of the year
- Publish Open Space Assessment and Strategy
- It is anticipated that this will be completed by the end of the year
- Support TVERC to collate, analyse and supply data associated with the Local Plan Annual Monitoring Report and constraint GIS layers required for planning projects and site assessments
- Annual funding agreement requires the regular supply of robust data relating to sites, habitats and species
- Support TVERC to achieve approval for the proposed District Wildlife Site (DWS) selection criteria and the processing of 20 sites
- Selection criteria have been approved by the Council's Ecology Officer and 20 sites were assessed in November 2018. There are now 15 approved DWSs and 47 more to be surveyed and assessed.

AIM

2. A net gain in biodiversity will be sought when considering proposals for development by protecting, managing, enhancing and extending existing resources

Actions

- Screening of all planning applications with regard to their impact on important sites, habitats and species
- Assessment of those that impact upon important sites, habitats and species with regard to relevant biodiversity legislation/policy
- Production of specific guidance on the delivery of net biodiversity gain

Targets

- Ecology Officer to be consulted whenever important sites, habitats and species are affected and advice to be provided within required timescales
- Registration planners use the GIS information provided by TVERC to decide whether consultation with the Ecology Officer is required. Reduced staff capacity in Development Management following separation from South Northants Council is resulting in increasing response times to planning application consultations concerning ecology.
- Preparation of internal standing advice relating to biodiversity and planning applications
- Not yet prepared but website information to assist planners and developers is being produced
- Production of specific guidance covering biodiversity impact assessment and offsetting and a portfolio of potential offset projects
- The 2019 Executive Report recommends approval of biodiversity impact assessment and net gain guidance. The production of a portfolio of potential offset projects will require additional approaches and increased ecological advisory resources.

AIM

3. Support the establishment and development of green and blue infrastructure networks and ecological connectivity throughout the District

Actions

- Support partners and deliver projects that can help protect and enhance green and blue infrastructure

Targets

- Deliver SEMLEP projects in Bicester (funding yet to be confirmed)
- SEMLEP funding was never confirmed for this work as the criteria were altered and a resubmission was not possible in terms of timescale and staff resources. Garden Town funding to support future plans for the town has been secured
- Apply and extend Oxford University's work on tools for evaluating green infrastructure - 'Tools for Planning and Evaluating Urban Green Infrastructure: Bicester and Beyond'
- The extension of this work is the natural capital mapping in Oxfordshire project which is feeding into the Oxfordshire Plan 2050
- Support TVERC to provide habitat connectivity mapping
- This mapping was provided and trialled in 2018/19. Its scale was not found to be sufficiently valuable in determining the biodiversity impact assessment of planning applications and so was removed from the annual funding agreement with TVERC for 2019/20.
- Support Wild Oxfordshire to facilitate the Conservation Target Area (CTA) Project
- Annual funding agreement requires facilitating the update and revision of Oxfordshire Conservation Target Areas (CTAs) and supporting partnership work relating to the active Cherwell CTAs. Updated CTA guidance has been produced. The Ardley and Upper Heyford CTA was approved in September 2018. A North Cherwell CTA has been proposed.

THEME 3: LAND AND BUILDINGS MANAGEMENT

- The Council has specific responsibility for maintaining and enhancing land and property for people and wildlife on its own estate and on sites that it manages.
- It can also influence the management of land and property throughout the District by supporting key environmental organisations
- Conservation management should not just be left to land managers and nature conservation organisations. It needs to involve many sectors of society and people in all walks of life

AIM

1. Secure improved management of parks, open spaces, buildings and associated external environments for people and wildlife on the Council's estate and sites that it manages

Actions

- Encourage important habitats and species at appropriate Council owned/managed sites
- Work in partnership with others to deliver biodiversity improvements associated with the development of Cherwell Country Park
- Provide Council guidance on biodiversity and the built environment

Targets

- Work in partnership with the BBOWT to improve Enslow Marsh and Trow Pool
- Both Enslow Marsh and Trow Pool are Local Wildlife Sites (LWSs) managed by the Council. Small scale works have been carried out at Enslow Marsh through the BBOWT LWS restoration project including cutting back sections of sedge, removing scrub and opening up some old pond areas. Trow Pool has been surveyed in 2019 through the LWS Project and management advice will be followed up
- Cherwell Build team to include biodiversity protection and enhancement measures within its projects
- Swift bricks have recently been installed in the following Cherwell Build projects in Banbury – the Community Sports Hall at The Hill (10 bricks) and the housing development at Hope Close, Banbury (12 bricks). There are also plans to install swift boxes in the development of the former Admiral Holland site in Banbury
- Liaise with stakeholders with a view to protecting/enhancing biodiversity and improving access within Banbury Country Park
- Most recent liaison with stakeholders was in January 2018. Land acquisition is not complete but plans are progressing in relation to important elements of the project
- Biodiversity guidance to be included in Sustainable Buildings in Cherwell Supplementary Planning Document
- Sustainable Buildings in Cherwell SPD is no longer in the Local Development Scheme.

AIM

2. Support environmental organisations that manage, or provide advice on the management of, land in the District

Actions

- Continue to fund the Royal Society for the Protection of Birds (RSPB) towards its Upper Thames Wader Project
- Continue to fund the Berks, Bucks and Oxon Wildlife Trust (BBOWT) towards the Local Wildlife Sites Project and the Wild Banbury Project
- Support conservation projects in the active Conservation Target Areas (CTAs) of the District, particularly the Ray and Cherwell Valleys

Targets

- RSPB and BBOWT to provide a report twice a year to demonstrate delivery in accordance with funding agreements
- Interim and end of year reports received for 2018/19. Interim reports for 2019/20 due at the end of October
- Any funded projects in the CTAs to provide a report to demonstrate delivery of objectives
- In 2018/19 the RSPB Upper Thames Wader Project was funded to deliver advice to landowners/managers on wet grassland creation, restoration, maintenance and funding opportunities in the Lower & Upper Cherwell and Ray CTAs. Interim and end of year reports have been received

AIM

3. Support local communities and groups to fulfil their biodiversity obligations and to improve management of land and buildings for habitats and species

Actions

- Support local projects that involve land/building management for important habitats and species

Targets

- Support three local projects (by 31 March 2020)
- Langford community orchard – provided funding for beehives (made by Bicester Green) and contributed to site visit involving owner, manager, local group and Wild Oxfordshire's community ecologist
- St Mary's Fields nature reserve, Kidlington – attended local group meeting in April 2019

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Biodiversity Net Gain

Good practice principles for development

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Introduction

Achieving Biodiversity Net Gain

Designing, building, operating and maintaining - each of these stages of a development scheme generates opportunities to help achieve an overall benefit for biodiversity. Realising these opportunities is vital because biodiversity, and the functions it provides, are essential to sustain our society and economy.

Achieving these net gains in biodiversity, where there are wider benefits for society, is more than simply outweighing losses with gains. It requires doing everything possible to avoid losing biodiversity in the first place, as well as involving stakeholders especially as partners. It also requires the gains in biodiversity to be valuable locally, and to make important contributions towards regional and national priorities for nature conservation. In other words, there is a right way to achieve 'Biodiversity Net Gain' that brings about long-lasting and meaningful benefits for our environment, society and economy.

This 'right way' is articulated in standards and guidelines produced by an international community on achieving No Net Loss and Net Gain targets for biodiversity. In the United Kingdom, the government has international and national commitments on biodiversity that include halting the loss of biodiversity and reaching net gains. Development can contribute significantly towards realising these commitments. However, until now there has been no standard for the UK industry on good practice for achieving Biodiversity Net Gain.

Establishing good practice

CIRIA, CIEEM and IEMA have developed the first UK principles on good practice to achieve Biodiversity Net Gain. These principles provide a framework that helps improve the UK's biodiversity by contributing towards strategic priorities to conserve and enhance nature while progressing with sustainable development. They also provide a way for industry to show that projects followed good practice.

It is important that these principles are tested, refined and improved through feedback and review. CIRIA, CIEEM and IEMA will undertake a first review within 12 months.

Supporting guidance

The principles are broad by necessity so that they apply to a wide-ranging industry. This means that their proper interpretation is critical. CIRIA, CIEEM and IEMA are developing guidance that will contain practical advice on implementing the Net Gain principles and definitions of key terms. This guidance will be available in 2017, and a steering group will be overseeing its production and consultation with a variety of stakeholders.

Part of that stakeholder consultation is discussing a credible, proportionate way to audit implementation of Biodiversity Net Gain. While this is in progress, developments claiming to achieve Biodiversity Net Gain must provide evidence that clearly demonstrates they have implemented and adhered to the good practice principles.

Biodiversity Net Gain

Good practice principles for development

Biodiversity Net Gain is development that leaves biodiversity in a better state than before. It is also an approach where developers work with local governments, wildlife groups, land owners and other stakeholders in order to support their priorities for nature conservation. These ten principles set out good practice for achieving Biodiversity Net Gain and must be applied all together, as one approach.

Principle 1. Apply the Mitigation Hierarchy

Do everything possible to first avoid and then minimise impacts on biodiversity. Only as a last resort, and in agreement with external decision-makers where possible, compensate for losses that cannot be avoided. If compensating for losses within the development footprint is not possible or does not generate the most benefits for nature conservation, then offset biodiversity losses by gains elsewhere.

Principle 2. Avoid losing biodiversity that cannot be offset by gains elsewhere

Avoid impacts on irreplaceable biodiversity - these impacts cannot be offset to achieve No Net Loss or Net Gain.

Principle 3. Be inclusive and equitable

Engage stakeholders early, and involve them in designing, implementing, monitoring and evaluating the approach to Net Gain. Achieve Net Gain in partnership with stakeholders where possible, and share the benefits fairly among stakeholders.

Principle 4. Address risks

Mitigate difficulty, uncertainty and other risks to achieving Net Gain. Apply well-accepted ways to add contingency when calculating biodiversity losses and gains in order to account for any remaining risks, as well as to compensate for the time between the losses occurring and the gains being fully realised.

Principle 5. Make a measurable Net Gain contribution

Achieve a measurable, overall gain¹ for biodiversity and the services ecosystems provide while directly contributing towards nature conservation priorities.

¹ Net Gain has been described as a measurable target for development projects where impacts on biodiversity are outweighed by a clear mitigation hierarchy approach to first avoid and then minimise impacts, including through restoration and / or compensation. Adhering to these Net Gain principles (i.e. pursuing all principles together) will help in under-pinning good practice for achieving and sustaining Net Gain.

Principle 6. Achieve the best outcomes for biodiversity

Achieve the best outcomes for biodiversity by using robust, credible evidence and local knowledge to make clearly-justified choices when:

- Delivering compensation that is ecologically equivalent in type, amount and condition, and that accounts for the location and timing of biodiversity losses
 - Compensating for losses of one type of biodiversity by providing a different type that delivers greater benefits for nature conservation
 - Achieving Net Gain locally to the development while also contributing towards nature conservation priorities at local, regional and national levels
 - Enhancing existing or creating new habitat
 - Enhancing ecological connectivity by creating more, bigger, better and joined areas for biodiversity
-

Principle 7. Be additional

Achieve nature conservation outcomes that demonstrably exceed existing obligations (i.e. do not deliver something that would occur anyway).

Principle 8. Create a Net Gain legacy

Ensure Net Gain generates long-term benefits by:

- Engaging stakeholders and jointly agreeing practical solutions that secure Net Gain in perpetuity²
 - Planning for adaptive management and securing dedicated funding for long-term management
 - Designing Net Gain for biodiversity to be resilient to external factors, especially climate change
 - Mitigating risks from other land uses
 - Avoiding displacing harmful activities from one location to another
 - Supporting local-level management of Net Gain activities
-

Principle 9. Optimise sustainability

Prioritise Biodiversity Net Gain and, where possible, optimise the wider environmental benefits for a sustainable society and economy.

Principle 10. Be transparent

Communicate all Net Gain activities in a transparent and timely manner, sharing the learning with all stakeholders.

² Biodiversity compensation should be planned for a sustained Net Gain over the longest possible timeframe. For development in the UK, the expectation is that compensation sites will be secured for at least the lifetime of the development (e.g. often 25-30 years) with the objective of Net Gain management continuing in the future.

Acknowledgements

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SLR Consulting

The project team consisted of staff representatives from the three partner organisations, together with industry members of each organisation.

We would like to thank the numerous stakeholders who provided comment on earlier drafts of the principles in the form of online surveys, a consultation workshop and a webinar.

The Biodiversity Net Gain good practice principles were first drafted based on several sources: responses to the UK government's 2013 Green Paper Consultation on Biodiversity Offsetting; experience gained from the national pilot on biodiversity offsetting led by the UK's Department for Environment, Food and Rural Affairs; experience from Network Rail Infrastructure Projects' and from other leading corporations' work on net positive approaches; and also on principles developed for the international community by the Business and Biodiversity Offset Programme.

The draft principles were refined following initial consultation with various stakeholders including government, NGOs, regulators and private and public-sector organisations. The refined version was presented to over 450 professionals during a webinar where the majority supported this approach to Biodiversity Net Gain and the principles. The principles were revised based on feedback received during the webinar, assessed by the project team and the final set are presented in this document. It is envisaged that the principles will be further refined following a period of application, feedback and review.

Supporting guidance

The principles are broad by necessity so that they apply to a wide-ranging industry. This means that their proper interpretation is critical. CIRIA, CIEEM and IEMA are developing guidance that will contain practice advice on implementing the Net Gain principles and definitions of key terms. This guidance will be available in 2017, and a steering group will be overseeing its production and consultation with a variety of stakeholders.

Part of that stakeholder consultation is discussing a credible, proportionate way to audit implementation of Biodiversity Net Gain. While this is in progress, developments claiming to achieve Biodiversity Net Gain must provide evidence that clearly demonstrates they have implemented and adhered to the good practice principles.

How you can get involved

If you would like to be kept informed of progress with our Biodiversity Net Gain practical guidance, please visit www/ciria.org/netgain for further information.

If you are able to sponsor or otherwise contribute towards the cost of developing the Biodiversity Net Gain practical guidance, please contact owen.jenkins@ciria.org

Biodiversity Net Gain

Good practice principles for development



CIRIA is the construction industry research and information association. It is an independent, not-for-profit, member-based research organisation that exists to champion performance improvement in construction. Since 1960, CIRIA has delivered support and guidance to the construction, built environment and infrastructure sectors. CIRIA works with members from all parts of the supply chain to co-ordinate collaborative projects, industry networks and events. Its high quality guidance is delivered to industry through publications, training and other performance improvement activities. www.ciria.org



The **Chartered Institute of Ecology and Environmental Management** (CIEEM) is the leading professional membership body representing and supporting ecologists and natural environment managers in the UK, Ireland and abroad. Our Vision is of a society which values the natural environment and recognises the contribution of professional ecologists and environmental managers to its conservation. We have members drawn from across the employment sectors including local authorities, government agencies, NGOs, environmental consultancy, academia and industry. The diversity of our membership is our greatest strength, enabling us to take an integrated and holistic approach to furthering the management and enhancement of biodiversity and the ecological processes essential to a fully functional biosphere. www.cieem.net



IEMA is the worldwide alliance of environment and sustainability professionals. We believe there's a practical way to a bright future for everyone, and that our profession has a critical role to play. Ours is an independent network of more than 15,000 people in over 100 countries, working together to make our businesses and organisations future-proof. Belonging gives us each the knowledge, connections, recognition, support and opportunities we need to lead collective change, with IEMA's global sustainability standards as our benchmark. By mobilising our expertise we will continue to challenge norms, influence governments, drive new kinds of enterprise, inspire communities and show how to achieve measurable change on a global scale. This is how we will realise our bold vision: transforming the world to sustainability. www.iema.net

BIODIVERSITY IN THE BUILT ENVIRONMENT

Good Practice Guide 1

Preservation of existing nesting sites and provision of artificial nesting sites September 2019



Cherwell District Council wants to improve the management of habitats and species as part of new build and the refurbishment of existing buildings

This guidance note aims to draw together the most useful information and reference detailed advice

The key message for planners, builders and developers is preserve existing nest sites wherever you can and also create new nest sites. It is easy and cheap and need not interfere with insulation requirements and low carbon construction

This Good Practice Guide is not a replacement for guidance by an experienced ecologist

Acknowledgements

Front cover photographs

Top left: Schwegler Swift Bricks installed in the upper walls of a care home in new Barnet, North London; photo © Edward Mayer

Top right: Nest places for Swifts created in the cornice of a house in Dulwich, South London; photo © George Mavrias

Bottom left: House Martin clinging to an artificial nest it will later breed in; photo © Joey van Tonder

Bottom right: Nest bricks for bats (Schwegler bat tubes), Oxford Circus, London; photo credit Edward Mayer

Document text

Thanks to Edward Mayer from Swift Conservation and Chris Mason, co-ordinator of the Cherwell Swift Conservation Project, for their contribution, support and guidance

COMMUNITY NATURE PLAN

Cherwell District Council's (CDC's) vision is to work with partners to protect and enhance Cherwell's natural environment not only because of its intrinsic value but also because of the services it provides, its enhancement of people's health and wellbeing and its contribution to economic prosperity.

Our **Community Nature Plan (CNP)** sets out how we will fulfil our duty under the Natural Environment and Rural Communities (NERC) Act 2006 and meet the Act's biodiversity legislation and policy requirements; how the Council complies with its obligations relating to important wildlife sites, habitats and species under European and national legislation as well as the National Planning Policy Framework (NPPF); and demonstrates the importance of the natural environment, specifically its green spaces and wildlife, to community health and wellbeing and a thriving economy.

The CNP aims to secure improved management of habitats and species as part of new build and the refurbishment of existing buildings.¹ To help achieve this we aim to provide good practice guidance notes on biodiversity and the built environment for developers and planners, and anyone who can influence new build and refurbishment of existing housing stock. This is the first of these guidance notes.

The Council is setting an example of securing improved management of buildings for habitats and species – examples of meeting this aim include swift nest bricks installed in Spiceball Sports Centre in 2009 (left below) and the community sports hall of the Hill, Banbury in 2019 (right below)



WHAT'S THE PROBLEM?

Bats and several species of bird (ie swifts and house martins) are dependent on our buildings for breeding sites but the capacity for our buildings to provide such sites is quickly disappearing across the UK, contributing to a very significant decline in their populations.

A key factor is modern building design where the need for low or zero carbon construction has led to new building techniques, materials and designs which create airtight barriers. As a result, species that traditionally use our buildings are unable to find resting, nesting or roosting sites. **Positive, proactive steps need to be taken.**

¹ Government guidance and policy background is provided in Appendix 1

Loss of nest sites also occurs when buildings and their roofs are repaired or altered. For example, swifts return year after year, not just to the same building, but the same small gap or space in the same building. This might be a gap under the eaves, soffit or bargeboard, or a space at the end of guttering or a gap under the tiles or in the pointing. Once filled in, it can result in a pair of Swifts failing to breed that year, as they are very reluctant to move to alternative sites even if they are available.



Adult Swift in flight; photo © David Moreton

WHAT CAN YOU DO?

New development: building-reliant species of birds and bats can continue to thrive in low and zero carbon buildings but only if biodiversity needs are considered early on in the design process so that measures can be incorporated into buildings at little extra expense. The optimum method is to incorporate nesting and roosting opportunities for birds and bats into the structure of the building or roof space, thereby recreating natural cavities found in older properties. This can be done by using pre-cast “bricks”.

Existing buildings: It is vital to survey for building-reliant species of birds and bats before any maintenance work is carried out. Many opportunities are provided by roofing works and repairs, both for the installation of internal nest “bricks” within the fabric of the building and the provision of external nest boxes.

HOW YOU CAN DO IT

There are many different types and models of species-adapted nest box and “brick” readily available on the market. Nest bricks designed specifically for Swifts have the advantage that they will be used not only by Swifts but also by House Sparrows, Starlings, Blue Tits and Great Tits. These nest bricks are inconspicuous, simple to install and do not require ongoing maintenance. Boxes should be approximately 5 metres or more above ground level and ideally will be sited close to the eaves or bargeboards. In larger buildings optimal height will depend on the design of the building and the surrounding area.

Developments of buildings adjacent to open spaces and/or water bodies could also consider incorporating nest cups under the eaves for House Martins and in open sided buildings for Swallows. Fouling may be an issue so care must be taken where they are sited (e.g. avoid installing over windows or doors) and a gable end location may be most suitable. However, such 'external' nest site provision is not an alternative to integral nest site provision, as these external boxes, retro-fitted to the outside of buildings or nest boxes placed on trees, are less long-lasting than integral 'Swift bricks' and are also vulnerable to removal by householders and, in that case, are unlikely to be replaced. Incorporating nest boxes into the fabric of the building ensures the longevity and safety of the box and minimises maintenance and visual impact.

It is important to include appropriate foraging habitats for birds and bats within any landscape design. Artificial lighting, including floodlighting, should avoid spill onto buildings that may support bat roosts or nesting birds.

The information and advice promoted in this guide is primarily intended for swifts but it is relevant for other species such as house sparrows, starlings and crevice roosting bats.

Essential sources of information are the Swift Conservation and Bat Conservation Trust websites, specifically <https://swift-conservation.org/> and <https://www.bats.org.uk/our-work/buildings-planning-and-development>

Swift Conservation has detailed information about fitting appropriate nest places for Swifts in both new development and existing buildings. Go to <http://www.swift-conservation.org/Nestboxes&Attraction.htm#Built%20in>

Local advice is also available from the Council and the Cherwell Swifts Conservation Project. Further information is available here - www.cherwell.gov.uk/communitynatureplan

WHAT SPECIES AND HOW MANY IS ENOUGH?

What Species?

Appendix 2 lists actions that should, wherever possible, be taken to incorporate boxes into the built fabric to conserve and enhance key species that rely on nesting opportunities within buildings.

How Many is Enough?

For new development, good practice is the provision of at least the equivalent to one built-in nest box/brick per residential unit and more for large or multi-storey buildings (such as commercial, industrial and public structures). These integral boxes/bricks will be used by a range of building-reliant bird species, such as swifts and house martins, and will also create spaces for crevice-roosting bat species. Integration into the fabric of buildings ensures retention for the lifetime of the development.

Appropriate configurations of provisions would depend on the species or group of species targeted. Aspect, elevation and immediate surroundings will also influence where bricks and roosting opportunities are best sited to encourage use. There is never going to be a "one size fits all" answer to this question and the advice of an ecologist, who has carried out a survey of the area and knows which species it is appropriate to make provision for, is crucial.

Appendix 1

Relevant Guidance and Policy

The National Planning Policy Framework (updated February 2019), Section 15 (conserving and enhancing the natural environment) para 174 states
'To protect and enhance biodiversity and geodiversity, plans should:
(b) promote the conservation, restoration and enhancement of priority habitats, ecological networks and the protection and recovery of priority species; and identify and pursue opportunities for securing measurable net gains for biodiversity.

Para 175 states

'When determining planning applications, local planning authorities should apply the following principles:

(d) development whose primary objective is to conserve or enhance biodiversity should be supported; while opportunities to incorporate biodiversity improvements in and around developments should be encouraged, especially where this can secure measurable net gains for biodiversity

Updated **Planning Practice Guidance (PPG) on the Natural Environment** (July 2019) details how biodiversity net gain should be delivered. It was launched with the following commentary -

"Building the new homes this country needs must not come at the detriment of our natural heritage. It is right that as we deliver houses for people, we must also provide homes for wildlife too – whether that's for hedgehogs, frogs, newts or birds. The public have told us that protecting wildlife is important to them – so my message to house builders is to harness this support and get building in a way that protects the environment for the next generation" (James Brokenshire MP)

The Cherwell Local Plan 2011 – 2031 (Part 1) Policy ESD 10 (Protection and Enhancement of Biodiversity and the Natural Environment) encourages the inclusion of features such as bird and bat boxes in new development.

Policy ESD 15 (The Character of the Built and Historic Environment) encourages the incorporation of biodiversity enhancement features where possible.

Appendix 2²

Provision for Artificial Nest Sites in New Development

Species	Actions	Notes
Common Swift	<ul style="list-style-type: none"> • Install internal (swift) boxes at soffits/eaves level 	<ul style="list-style-type: none"> • Any suitable buildings, proximity of existing colony reinforces need for new nest sites • At least five metres above ground level with unimpeded access • For bricks incorporated within the structure of the building any aspect is acceptable but they should not be placed in the immediate vicinity of windows • Nest sites should be reasonably close as Swifts usually nest in colonies • Broadcasting recorded calls throughout the breeding season will increase likelihood of occupation. See www.swift-conservation.org.
House Sparrow	<ul style="list-style-type: none"> • Install internal boxes at soffits/eaves level 	<ul style="list-style-type: none"> • Suitable buildings within close foraging range of open spaces & green infrastructure • At least two metres above ground level with somewhere to perch in the immediate vicinity • Needs to be shaded. Easterly aspect is best, avoid southerly elevations • Sparrows prefer nesting in loose groups (10-20 pairs) and boxes can be adjacent to each other ideally in groups of six or more.
Starling	<ul style="list-style-type: none"> • Install internal boxes at soffits/eaves level 	<ul style="list-style-type: none"> • Suitable buildings within close foraging range of open spaces & green infrastructure • At least three metres above ground level with somewhere to perch in the immediate vicinity. Needs to be shaded, easterly aspect is best, avoid southerly aspect • Ideally install a group of nests each >1.5m apart. • Starlings can be noisy so their nests are best sited where they won't be a nuisance.

² Replicated from the Exeter Residential Design Guide Supplementary Planning Document (2010).

<p>Barn Swallow</p>	<ul style="list-style-type: none"> • Create purpose built ledges, inside buildings where they will be secure from predation by cats, rates, etc. • Install pre-formed nest cups to encourage establishment. 	<ul style="list-style-type: none"> • Open sided buildings, e.g. carports, porches & bin and cycle stores, etc. within close proximity to green infrastructure, valley parks and other open space • Swallows will need access to their principal nesting material which is mud collected from puddles and the edges of standing water or slow flowing streams • Avoid situations where droppings might become a nuisance.
<p>House Martin</p>	<ul style="list-style-type: none"> • Install pre-cast nest cups to encourage establishment. 	<ul style="list-style-type: none"> • Buildings with wide soffits/eaves in close proximity to, green infrastructure, the valley parks and other open space • At least five metres of clear space above ground level. Adequate shelter from sun and prevailing weather, avoid South elevations • House martins breed in close knit groups and provided there is an adequate supply of mud from the edges of standing water or slow flowing streams will build clusters of nests • Fixing over doors and windows is best avoided.
<p>Garden birds (such as robin, wren, thrush, blackbird and finches and tits)</p>	<ul style="list-style-type: none"> • Install appropriate nest boxes. 	<ul style="list-style-type: none"> • Where there is access to adequate public and private open space including gardens • Sheltered from direct sunlight and the prevailing weather.
<p>Tawny Owls, Barn Owls and Kestrels</p>	<ul style="list-style-type: none"> • Install appropriate nest boxes 	<ul style="list-style-type: none"> • The interface between town and country • Direct access to suitable hunting grounds • The site must be at low risk of disturbance • Seek specialist advice on site suitability.
<p>Crevice-dwelling bats* (such as Common Pipistrelle, Soprano Pipistrelle, Nathusius' Pipistrelle, Brandt's and Whiskered Bat)</p>	<ul style="list-style-type: none"> • Leave or create spaces in the wall or behind the cladding • Install ready-made bat boxes into the walls or under the eaves • Create sandwich boards of as least 3 layers with a 1 inch gap to place inside 	<ul style="list-style-type: none"> • Crevice dwelling bats can crawl into the smallest spaces although areas of about 1 sqm would be useful for summer nursery roosts • The height of entry can be from 2-7m above ground level • Generally the summer nursery roosts will have a southerly or westerly aspect for solar heating. Male roosts and winter hibernation roosts have a northerly aspect

* These bats may not be visible in existing buildings	the roof void, against the battens.	<ul style="list-style-type: none"> • Materials for the roosts should be rough (for grip), non-toxic or corrosive, with no risk of entanglement • The access should not be lit by artificial lighting • Maintain or enhance linear features in the landscape such as tree-liners and hedgerows that the bats can use for cover and flight paths.
Species	Actions	Notes
Roof-void dwelling bats (such as Noctule, Serotine, Leisler's, Daubenton's, Greater Mouse-eared, Barbastelle and Bechstein's) *These bats may be visible on roof timbers in existing buildings	<ul style="list-style-type: none"> • Leave timber joists and/or beams exposed • Install access points such as spaces under the eaves or specially-made holes in the roof tiles. 	<ul style="list-style-type: none"> • The height of entry should be from 2-7m above ground level • Generally the summer nursery roosts will have a southerly or westerly aspect for solar heating. Male roosts and winter hibernation roosts have a northerly aspect. • Materials for the roosts should be rough (for grip), non corrosive, with no risk of entanglement • The access should not be lit by artificial lighting • Maintain or enhance linear features in the landscape such as tree-lines and hedgerows that the bats can use for cover and flight paths.
Bats need flight space (such as Natterer's and Brown and Grey Long-eared)	<ul style="list-style-type: none"> • Keep roof space untrussed to allow light 	<ul style="list-style-type: none"> • The height of entry should be over 2m above ground level • Roosting/nesting dimensions of untrussed roof space should be 2-2.8m (h) x 5m (w) 5m (l) • Maintain or enhance linear features in the landscape such as tree-lines and hedgerows that bats can use for cover and flight paths.

² Replicated from the Exeter Residential Design Guide Supplementary Planning Document (2010).

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Cherwell Swifts Conservation Report 2018



Photo: Roger Wyatt

Introduction

The new edition of David Lack's *Swifts in a Tower* was launched in May 1st, but the Museum Swifts had not arrived in time to mark the occasion. By early May Swift watchers around the country were worried that some disaster had occurred on migration. However 3 months later after fine and warm weather for much of June and July, many of these concerns had been allayed. The Museum Swifts recorded more nests, and the largest number of young fledged since 2010, and records from Combe, Ledwell and Drayton indicated that nests and offspring numbers were at least up to recent averages. Yes, there were reports of fewer Swifts from some places as well but it had not been the disastrous year many had feared.

The Museum Swifts eventually arrived on May 7th. This is in line with the date of first arrivals recorded by Lack in the 1950s and, as the new edition of the book points out, the 4 years before 2018 followed a similar pattern. In contrast the mean arrival date for the years 2007-13 was 26th April.

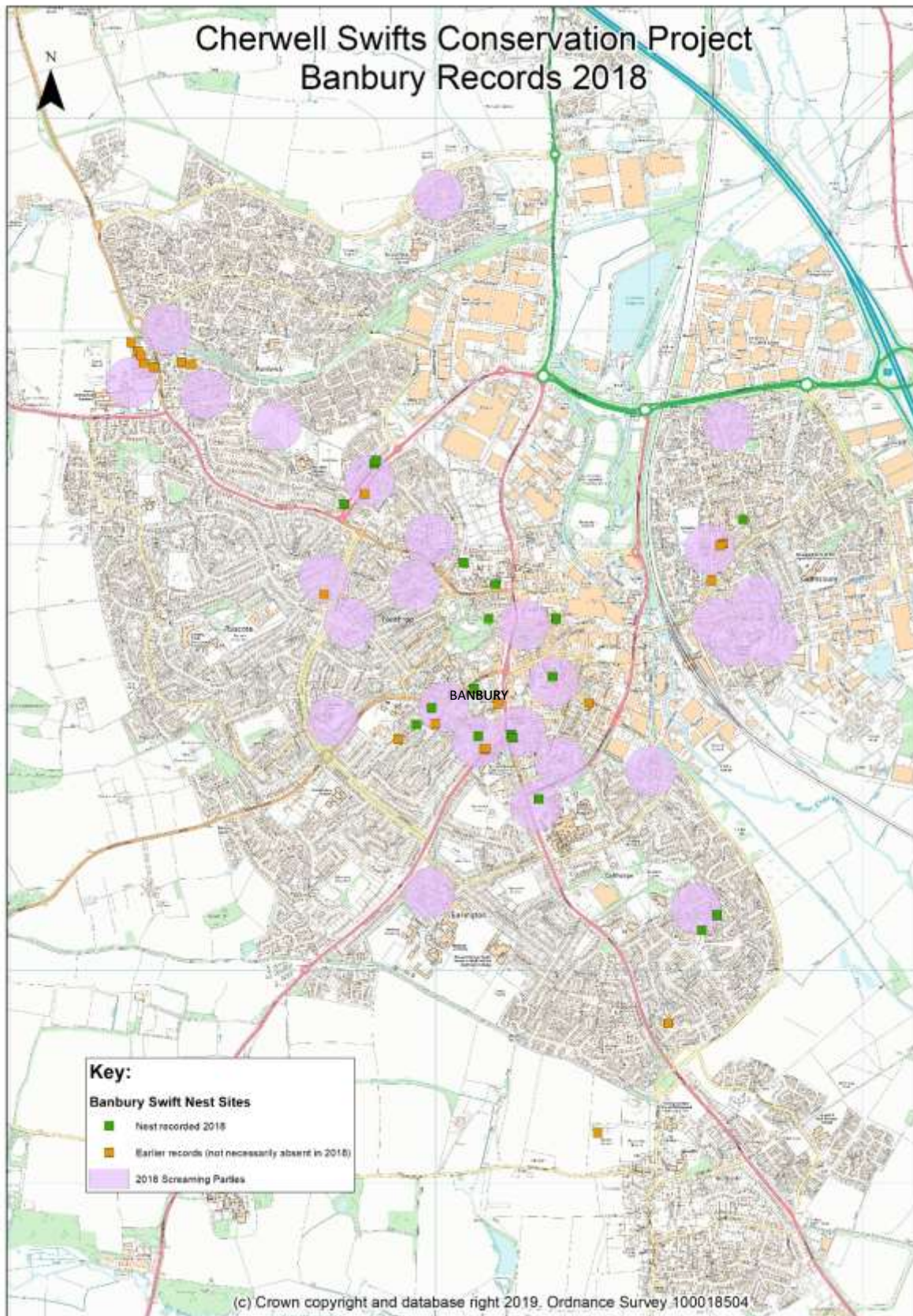
Cherwell Swifts

Swift Awareness Week

During the first-ever national Swift Awareness Week dozens of walks, talks and other events helped to raise the profile of Swifts around the country. Locally we joined in with 5 events – a walk in Banbury, two in different parts of Oxford, a walk and talk in Kidlington and a Swift Lunch at Bodicote House, the offices of the Cherwell District Council. The aim of the lunch was to keep Swifts and the Council's commitment to Swift conservation in the minds of staff generally and planners in particular. Many thanks to Sue Marchand for facilitating this.

Banbury

We made a special effort to find out more about Banbury's Swifts this year; not before time. A dozen volunteers carried out surveys in 500 x 500 metre squares. We made new finds in



some squares and drew blank in others, but we learnt a lot. 4 pairs were still nesting under the Stonesfield slate tiles alongside House Sparrows at the Cope Road Health Centre, and there were 5 pairs in the eaves at the centuries-old St John's School. It was also encouraging to find Swifts nesting in some suitable newer buildings. Thus small colonies were noted in the 1970s Bankside development on the southern edge of the town, and Swift nest bricks were being used at Highmarket House, a newly-opened care home near the People's Park.



Two Swift walks were organised in the town. For one we teamed up with the BBOWT Wild Banbury project. We also had a stall at their Wild Parks and Gardens event in July. We plan to do more in Banbury in 2019.

Highmarket House and the Swift bricks

Sanctuary Housing

Around the District Swifts often choose 1950s/1960s council-built homes for nesting. The ones not in private ownership are maintained by Sanctuary Housing, the social landlords. With help from Sue Marchand and support from Liz Moore in Kidlington where many of the remaining Swifts rely on these houses, we have at last made a link with Sanctuary. We know which properties they manage there and will share information with them about which ones have nesting Swifts. We will also discuss options if maintenance work is needed at any of them and possibly get some nest boxes installed too. An article about Swifts is due to appear in Sanctuary's spring newsletter.

Bicester

Bicester also has Swift colonies in Sanctuary Homes and these will be included in our discussions with Sanctuary.

The town is now almost literally being swamped with new developments. Perhaps that is the motivation for such a strong group of green activists in town. They provide lots of information and support for Swifts. We have not succeeded in getting the numbers of new Swift nest places installed in these new developments as I would have liked, but we have had some successes, and we hope there will be at least 40 bricks in Phase 2 of the development at Langford Village (Wretchwick). This is appropriate because we have recently discovered that Swifts are nesting in an earlier Langford village development built in the 1990s. They have found small gaps on top of some of the walls under the eaves.

Bodicote and Bloxham

We have had complete records of Swifts' nests from these two villages for several years now. Both have about 60 nesting pairs. Like all the information we collect it helps our advocacy with planners and developers, but it also provides a baseline for monitoring population changes. The villages are not similar in all respects though. Swifts have taken to nest boxes in Bodicote for several years, and this year all six boxes at the church have been used, but in Bloxham Swifts have only now started to show an interest in them.

Beyond Cherwell

West Oxford

Following last year's success in getting Swift bricks into new developments in Chipping Norton, John Dunleavy and I met with the West Oxford District Council ecologist Melanie Dodd. She needs no encouragement to promote Swift-friendly building work, and there will be plenty of opportunities for that in West Oxford.



Photo: Sue Chapmane

For instance a new garden village of about 2000 houses is being planned near **Eynsham**. A strong Swift presence in Eynsham itself (over 40 people attended a Swift walk there), coupled with the support of the Council should ensure good provision for Swifts in that large development.

Also in West Oxford, I have occasionally been involved in **Charlbury**. There are several proactive Swift enthusiasts in the town. I gave a talk to help raise money for a wonderful piece of community art at the Charlbury Community Centre. The mosaic was unveiled during the year.



Photo: Tony Lloyd

South Northants

We, or rather Sally Beard surveyed Swifts in Middleton Cheney and Kings Sutton (as well as in Banbury) this year. I hope this initiative will encourage other activities and interest in those villages and help cement our link with the South Northants Council.

Oxford Swift City

It was a good news year for the RSPB-led project. The Museum Swifts enjoyed the summer weather. The new edition of Swifts in a Tower was launched and sold very well. The City Council gave planning permission for a Swift tower to be installed in the Parks and as the 2 year project ends, it is encouraging to know that a strong Oxford Swift Group is already active. Over 300 nest boxes are being put up and planning for another year of Swift surveys is under way.

Thanks

Thanks as usual to everyone who has surveyed, monitored and reported on nest sites and sent in records. Thank you to all who have raised alerts about building work and about opportunities for installing bricks and boxes or made space for Swifts in their own homes; also to everyone who has organised events, walks and meetings; to TVERC for checking the records and submitting them to the Council; to the ever-willing team of nest box installers; to Daniel Messer for the lovely maps and to Sue Marchand, my indispensable link with the Cherwell DC.

Chris Mason

March 2019

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Cherwell District Council

Executive

7 October 2019

<p>Results of the Residents' Satisfaction Survey 2019</p>
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Report of Assistant Director – Performance and Transformation

This report is public

Purpose of report

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

1.0 Recommendations

The meeting is recommended to:

- 1.1 Note the results of the survey, with particular reference to the priority service areas identified by respondents as set out in section 3.15.
- 1.2 Agree that the results and priority service areas identified will be used as part of the business and service planning process for 2020-21.
- 1.3 Agree to continue to develop the approach of consulting and engaging with our residents, ensuring we reach as many residents as possible making use of all communication tools available to us and keeping residents up to date with progress against the business plan.

2.0 Introduction

- 2.1 Cherwell District Council has a strong track record of customer and community consultation and uses an annual satisfaction survey to understand residents' priorities, issues and concerns in order to shape and improve service delivery.
- 2.2 This report provides a summary of the results of the survey that took place during May and June 2019. The survey was carried out by a third party research agency company, Marketing Means on behalf of the Council.
- 2.3 The survey includes questions on most council services, value for money, priority areas and areas for improvement. Specific services that the majority of the general public wouldn't have accessed during the year (e.g. Development Control or

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

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

3.0 Report Details - Headline key results

- 3.1 This section summarises the headline key results from the satisfaction survey.
- 3.2 It is worth noting that for the duration of the six weeks the survey was live, we had the following events which may/may not have had an impact on the feeling/responses of residents when completing the survey:
- Spiceball swimming pools closed for renovation
 - Announcement and closure of Castle Quay bridge
 - Announcement and demolition of Castle Quay North car park
 - European elections
 - Theresa May announces resignation
 - Compost giveaways
 - Better air quality drive in Bicester at the train barriers

Local area as a place to live

- 3.3 77% of respondents were satisfied with their local area as a place to live, with 12% dissatisfied. 909 (92%) residents responded to this question. 40% of those respondents aged 75yrs+ were very satisfied with their local area as a place to live which was significantly higher than those aged 25-34yrs, 35-44yrs and 45-54yrs.

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

- Banbury resident: *"I am very satisfied with local district council, I have always been treated with kindness and respect when contacting them. I think the service they offer with current cutbacks are excellent"*
 - Bicester resident: *"I think CDC do great job. I am really pleased with the way they deal with ASB – it's the only significant issue for me"*
 - Kidlington resident: *"Provide great services making this a very nice area to live". "Refuse collection is good, always know when my bin is going to be collected. When I have called the council, they have always been helpful"*
 - Rural – *"I can see that CDC area doing the best they can under challenging circumstances, overall I believe that CDC do better than many other councils"*.
- 3.4 Overall satisfaction with the local area as a place to live has remained fairly consistent across the period 2016-2019, with 80% very or fairly satisfied in 2016, 82% in 2017, 79% in 2018 and 77% in 2019. Dissatisfaction levels have ranged from 9-12% across the same period and those in the 'neither satisfied or dissatisfied' section has been around 11%.

- 3.5 New for this year, we ask customers ‘how satisfied are you with your local area as a place to live?’ as part of automated service-specific feedback emails, the results are very positive achieving 87% this year. The number of responses are small at present but very encouraging following an interaction with our services. We have also been running the same process with Regulatory services, again reporting very positive results of 86% satisfied.

Satisfaction with Services

- 3.6 55% of respondents were satisfied with the services provided by Cherwell District Council, with 15% dissatisfied. 931 (94%) residents responded to this question resulting in 55% were satisfied with the services provided by Cherwell District Council overall which remains at the same level as in 2018. 72% of respondents 75+yrs were significantly more satisfied with the services provided by the Council overall compared with those aged 45-54yrs and those aged 55-64yrs.
- 3.7 Anti-Social Behaviour, Household waste collection and Recycling collection/food and garden waste collection services were highlighted as the top three most important services in making somewhere a good place to live. Satisfaction with these services are high/improved:
- 87% satisfied with the Council’s green bin collection service
 - 81% satisfied with the Council’s household recycling collection service
 - 83% satisfied with the Council’s household food and garden waste collection service.
 - Anti-social behaviour satisfaction rates have improved to 35%.

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

- Rural resident: *“I like the recycling when the compost is distributed, please keep the recycling centres and tips open”*

- 3.8 65% of respondents were satisfied with the street cleaning service. Throughout the year a number of neighbourhood blitzes are carried out with local residents to engage local residents in cleaning up their communities. The blitz teams also use this as an opportunity to educate residents about recycling.
- 3.9 52% of respondents were satisfied with the Council’s approach to dealing with environmental crime (littering, fly tipping, graffiti etc.). The council takes a proactive approach in educating residents about environmental crime starting in schools across the district.
- 3.10 Overall satisfaction with leisure facilities provided by the council was 54% and 70% of respondents were satisfied with the way parks and play areas are managed by the Council.
- 3.11 The main leisure facilities across Cherwell have seen an increase in usage within the first quarter of this year. Woodgreen Leisure centre 50m swimming pool has made the most of the hot weather over the last few months and seen an increase in residents making use of the outdoor facility. This summer Spiceball has undergone refurbishment works to the swimming pools and is now open again to the public. Cherwell’s FAST family programme continues to be successful, delivering

affordable activities in specific wards in Banbury, and now Bicester and Kidlington. Over 1200 individuals have a FAST card and 330 families which enables them to access heavily subsidised local offers. Cherwell has recorded 2500 attendances on the FAST programme, the highest achieving project in the country within the first 6months.

The Diabetes programme which is funded by Clinical Commissioning Group (CCG) continues to be delivered by the Leisure Team using Physical Activity as the delivery mechanism. Extensive work is also being carried out locally to ensure community club provision and opportunities are available for all and featured as part of the online wellbeing map.

- 3.12 Overall satisfaction with leisure activities provided by the council was 46%. This summer Cherwell has offered an extensive range of activities and free days out for families to attend across the district. The summer holiday programme has had over 4200 young people attendees, attending over 18 different activities.
- 3.13 Satisfaction with the council's approach to dealing with anti-social behaviour and nuisance has improved to 35%. Satisfaction has improved in the way the council deals with anti-Social behaviour and remains the most important service area for residents when making somewhere a good place to live. This is reflected in the priority services outlined in section 3.15.
- 3.14 There will be a specific focus through the business planning and service planning process on the priority service areas set out in the next section of the report.

Priority Service Areas

- 3.15 This is the second year the revised service prioritisation question has been included. The question asked:

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

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

- 3.16 The service areas which were highlighted as most important were:
- Dealing with anti-social behaviour (78% very important);
 - Household waste collection (76% very important);
 - Household recycling collection and food/garden waste collection (74%) and
 - Street cleaning and tackling environmental crime (68%)

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

Dealing with anti-social behaviour is a clear priority area for residents. This is reflected in the Council's business plan under the priority 'Clean, Green and Safe'.

Nationally, the District remains a low crime area; however, crime in the district has increased over the past year in line with the national trend. The Council continues to work proactively with partners in this area and action plans covering all

community safety and safeguarding activity are currently being further developed and implemented.

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

The Community Support Officers have listened to the feedback from residents and improved their communications by creating a dedicated Facebook page which has attracted over 10,000 followers. This online presence has enabled officers to update the social media page on proactive patrols, working with Thames Valley Police and other agencies. This page is managed by the Community Support Officers with support from the communications team. The team also use this as an educational tool, staying safe, healthy and signposting of partner agencies when needed.

- 3.17 The service areas identified most frequently by respondents in most need of improvement were:
- Town centre development (54%);
 - Activities for younger people (46%)
 - Dealing with Anti-Social behaviour (42%)
 - Providing affordable housing (41%) has moved to the fourth position.

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

The provision of affordable housing is again another national challenge; however, Cherwell has a strong track record in supporting the delivery of affordable housing. The Council's Build! team has completed 260 homes since its inception, developing affordable homes for sale as shared ownership or to rent.

- 3.18 The results of the priority services questions will be used as part of the business and service planning process for 2020-21.

Communication and Value for Money

- 3.18.1 882 (89%) residents responded to this question resulting in 38% agreed Cherwell District Council provides value for money, an increase of 4.9% compared with 2018. This is interesting as Cherwell District Council increased its proportion of council tax this year for the first time in over 9 years.

As previously mentioned, further to the above additional questions asked, we ask customers 'do you agree or disagree that CDC provides value for money' as part of automated service-specific feedback emails, the results again are very positive

achieving 43% this year. Regulatory services are reporting even higher results of 56% satisfied following interaction with this service.

The service specific feedback is very positive, requesting customers to feedback quickly following an interaction is not only great customer service but also enables a proactive response to resolve any issues quickly.

- 3.19 Around half of respondents did not feel very or fairly well informed about the benefits and services the Council provides (55%) however residents feeling informed about what it spends money on has increased to (50%).

The Council uses a variety of communication methods to communicate with residents, including among other Cherwell Link (quarterly residents newsletter delivered to all households in the district), social media platforms (Facebook, Twitter, Linked In etc.), the Council website, press releases and public consultations. The council also reports on its performance against the business plan on a monthly basis which contains information around progress against our Measures and Key Performance Indicators. Information about how the Council spends its money is also included in the Annual Performance Report.

Of those who responded 73% were satisfied with Cherwell Link (the Council Magazine) and 72% were satisfied with the Cherwell District Council website. We have, as a result of last years results ensured that articles going into Cherwell Link and press releases (where we can) are linked to the business plan and service areas and as a result Cherwell Link satisfaction has increased from 67% to 73%.

- 3.20 It is recommended that officers undertake a review of how the Council communicates with residents to ensure we reach as many residents as possible with key service updates and that we effectively communicate progress against our business plan objectives and how the Council spends its money.

4.0 Next Steps

- 4.1 The Customer Satisfaction Survey is an annually commissioned consultation which provides the Council with a standard source of data for gauging satisfactions levels across the district, which enables informed decision making with regard to service provision and priorities.
- 4.2 The results of the survey and the additional analysis carried out will be used to inform the Council's budget and service planning process for 2020 onwards. Officers have been tasked to carry out further analysis into the priority areas identified by residents and to review how the council communicates with our residents. The Insight and Communications team will be working closely with all services to ensure a robust action plan is in place to feedback to residents what we are doing and why.

5.0 Conclusion and Reasons for Recommendations

- 5.1 The annual satisfaction survey provides the Council with a standard source of data for gauging satisfactions levels across the district about service delivery and value

for money, which enables informed decision making with regard to service provision and the planning of priorities.

- 5.2 The service specific satisfaction and feedback enables services to react quickly to any issues identified and also provides the council with more frequent satisfaction results.
- 5.3 It is important that the results are used as part of business and service planning and those areas of further investigation as outlined in section 3 of this report are progressed. These further investigations by officers, coordinated by the Insight Team, will provide the council with more detailed customer feedback and insight enabling evidence-based decision making.

6.0 Consultation

- 6.1 The Annual Residents' Satisfaction Survey was undertaken between 7 May and 21 June 2019. The resident survey was sent to a sample of households across the district to gauge satisfaction with Council services and the area where they live, as well as asking about service priorities. The survey was sent out to a random sample of 3,500 households.

7.0 Alternative Options and Reasons for Rejection

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

To reject the findings of the satisfaction survey results and not incorporate them as part of the business and service planning process for 2020-21. This has been rejected as the survey provides the Council with a standard source of data for gauging satisfactions levels across the district, which enables informed decision making with regard to service provision and priorities.

8.0 Implications

Financial and Resource Implications

- 8.1 There are no financial implications arising from this report

Comments checked by: Joanne Kaye, Strategic Business Partner: Finance, 01295 221545 Joanne.kaye@cherwell-dc.gov.uk

Legal Implications

- 8.2 There are no legal issues arising from this report, on the grounds this is an informal consultation on the council's own initiative rather than a response to specific legislation.

Comments checked by: Richard Hawtin, Team Leader – Non Contentious
01295 221638 Richard.hawtin@cherwell-dc.gov.uk

Risk Implications

- 8.3 There are no risk implications arising from this report. Risks are managed as part of the operational risk register and escalated to the Leadership Risk Register, as and when necessary.

Comments checked by: Louise Tustian – Acting Performance & Communications Manager, 01295 221786 louise.tustian@cherwell-dc.gov.uk

9.0 Decision Information

Key Decision

Financial Threshold Met: [Insert yes or no]

Community Impact Threshold Met: [Insert yes or no]

Wards Affected

All

Links to Corporate Plan and Policy Framework

The satisfaction survey results cover the Council as a whole as well as the local area and will inform the business and service planning process for 2020-21.

Lead Councillor

Councillor Richard Mould, Lead Member for Performance Management

Document Information

Appendix No	Title
1	2019 Satisfaction Survey Infographic
Background Papers	
None	
Report Author	Hedd Vaughan-Evans Assistant Director: Performance and Transformation
Contact Information	01295 227978 hedd.vaughanevans@cherwell-dc.gov.uk

Residents Annual Satisfaction 2019 – Summary of results

Background

- Sent to 3,500 households
- 28% response rate**
- 985 Responses
- 23% 25 to 34 years old
- 19% 45 to 54 years old
- 17% 35 to 44 years old
- 50.9% Female
- 49% Male
- 0.1% Transgender

Prioritisation of services

- 1 Dealing with anti-social behaviour
- 2 Household waste collection
- 3 Household recycling & food/garden waste collection
- 4 Street cleaning & tackling environment

The Council

- 77%** Residents satisfied with the area as a place to live
2% less than 2018
- 56%** Residents satisfied with the services provided by the council
1% more than 2018
- 38%** Residents agree that CDC provides value for money
3% more than 2018
- 45%** Residents feel informed about the benefits and services the Council provides
3% less than 2018
- 50%** Residents feel informed about what the Council spends money on
1% more than 2018

"I am sure that the Council is trying very hard to meet local needs and in most ways is succeeding. Financial constraints cannot help your work but within your limits I feel that you are a vibrant and caring Council which is all that can be expected. Keep up the good work!" Banbury Resident

"I think Cherwell DC does a very good job I personally have no complaints." -Kidlington Resident

Services

- 87%** Satisfaction with Green bin collection service
1% more than 2018
- 81%** Satisfaction with household recycling collection service
Same result than 2018
- 83%** Satisfaction with food and garden waste collection service
2% less than 2018
- 71%** Satisfaction with recycling centres
4% less than 2018
- 65%** Satisfaction with street cleaning service
3% more than 2018
- 70%** Satisfaction with way parks and play areas are looked after
1% more than 2018
- 54%** Satisfaction with leisure facilities provided by the Council
3% less than 2018
- 46%** Satisfaction with leisure activities provided by the Council
2% less than 2018
- 35%** Satisfaction with Council's approach to dealing with ASB and nuisance
3% more than 2018

"Cherwell District Council seem to me to be a really good council. Council tax rises have been very moderate, and yet I think services have still been maintained" - Bicester Resident

What's next?

For additional analysis and further investigation please contact the Insight Team

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Cherwell District Council

Executive

7 October 2019

<p>Monthly Performance, Risk and Finance Monitoring Report – August 2019</p>

**Report of Executive Director: Finance (Interim) 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 2019-20 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 2019-20 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 - 2019/20 Business Plan
- Appendix 2 - Monthly Performance Report
- Appendix 3 - Leadership Risk Register
- Appendix 4 - Capital

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 2019-20 business plan (see Appendix 1) and the priorities of the Council.

3.2 The 2019-20 business plan set out three strategic priorities:

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

Priority: Clean, Green and Safe.

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:



Bretch Hill Neighbourhood blitz carried out in the 2nd half of August. Over 600 properties had recycling packs and stickers added to bins with the view to improve the quality of recycling. Additional resources were committed to the area, including extra mechanical sweeping.

Banbury Public Spaces Protection Order Consultation was launched and promoted in August, and closed on 11 September. The Order covers the town centre - including People's Park - and was brought into effect in November 2016 for a three-year period; the Community Safety Team attended the town centre to speak with visitors and businesses in the area to seek their views about extending the order.



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.

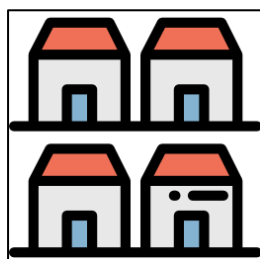
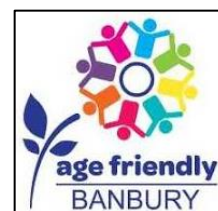
Overview of our performance against this strategic priority:



Leisure facilities improvements delivered - The improvement works for the Learner and Main Pools at Spiceball Leisure Centre were completed during August. Also, the replacement of the fencing/hockey goal stores at the Cooper Sports Facility, as part of the Joint use agreement with the school, has been completed to a high standard and will ensure community use for a minimum of ten years on this site. The facility re-opened on Tuesday 27 August.

The number of visits/usage of District Leisure Centre is reporting Amber for August and Year to Date. Throughputs across all of the Leisure Facilities demonstrated generally a positive position given the continued closure of the Swimming Pools at Spiceball Leisure Centre for part of August.

Community engagement – The pop up Age Friendly consultation event was delivered on the 22nd of August at Castle Quay, focusing on the 4 key themes of Age Friendly Banbury: Getting Connected, Getting About, Town Centre and Wellbeing & Community Services; allowing residents to have their say in these areas. The feedback will be used at the next focus group meetings for stake holders to discuss.



Number of people helped to live independently through the use of DFG and other grants/loans is reporting Amber for August and Green for Year to Date, 42 households during the month; 11 by means of disabled adaptations grants (larger jobs) and 31 through smaller works. This month's figure is a little below the monthly target of 45 but the monthly average for the year to-date, at 48, remains above target.

Play:Full initiative to tackle holiday hunger was delivered throughout the summer school holidays, making sure children across the Brighter Futures wards are well-fed every day.



Delivery of affordable housing in line with CDC and Growth Deal targets is delivering Amber for August and Year to Date. A total of 32 affordable homes were completed in August. The actual number delivered, falls short of the projected target in this month. The reduction in completed units is due to delays in developer building programmes, delays in getting services connected to the homes and Registered Providers not accepting the units from developers due to works still being required in order to meet the necessary build quality standards. These units will be delivered in 2019/20 but quality assurance is important, a higher number of affordable homes are expected to be completed in September.

% of Council Tax collected, increase Council Tax Base is reporting Amber for August and Year to Date. The in month collection has dropped slightly in August however all reminders, finals and summonses have been issued with proactive recovery taking place on those customers with court orders. We are making outbound calls during the day and evening to reduce the arrears balance. Cherwell is also experiencing an increase of new properties and whilst the customers are being issued with bills as soon as possible after the Valuation Office Agency notify us of the banding the customer is still entitled to pay their bill by instalments and therefore, they are always playing catch up.

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:



Hope Close drop-in open day Deliver Innovative and Effective Housing Schemes is reporting Amber for August and Year to Date. The marketing for Hope Close in Banbury was launched on the 31 Aug; one purchaser has already expressed an interest in one of the 11 properties with another one following up. Cropredy property is under offer waiting for completion of sale.

Bicester Town Centre Development - Following the successful Bicester Town Centre workshop with Bill Grimsey, a task group of volunteers from the event has been meeting weekly to produce a framework plan for the town centre, to be reported back to stakeholders.



Deliver the Local Plan is reporting Amber for August and Year to Date. The Partial Review of the Local Plan (which seeks to help Oxford with its unmet housing need) is being independently examined. On 10 July 2019, the appointed Planning Inspector gave his preliminary views. While he is content with the Plan's overall strategy, he has recommended the deletion of a proposed strategic housing allocation (land to the south east of Woodstock) and requested additional work for the re-distribution of the affected 410 homes. Officers are working to prepare 'Main Modifications' which will be consulted upon before formal submission to the Inspector at the end of the year.

Summary of Performance

3.10 The Council reports on performance against 21 business plan measures and 15 key performance indicators on a monthly basis. 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 (36)					
Status	Description	August	%	YTD	%
Green	On target	29	81%	29	81%
Amber	Slightly off target	7	19%	6	17%
Red	Off target	0	0%	1	2%

3.11 Spotlight on: Wellbeing - Healthy Communities Team

The Wellbeing team has four constituent services Healthy Communities, Leisure Facilities, Sport and Physical activity and Community Development. The Healthy Communities team deliver these services on behalf of Cherwell District Council, they take care of some of the following activities and programmes:

- Partnership working - Local Strategic Partnership, Parish Liaison, Community Partnership Network.
- Armed Forces Community Covenant.
- Better Mental Health Concordat.
- Assets of Community Value.
- Strategic commissioning – Volunteering, Community Transport, Social Prescribing, Village good neighbour schemes, Community Planning and support for Communities own social action projects.
- Cherwell Lottery.
- Leisure and Community Infrastructure planning and implementation of development funded by s106.
- Grant funding: Spark Fund, Community Infrastructure Grants.
- Cherwell staff volunteering scheme.



Cherwell supports a vibrant and thriving voluntary sector in its objectives, recognising that residents live in communities and those communities are best served when there are opportunities to volunteer and support each other as neighbours and partners.



Cherwell has a long standing collaboration with Citizens Advice locally and through a service level agreement supports the delivery of Volunteer Connect - a service that puts volunteers in touch with organisations that need them as well as encouraging more people to give time to volunteering.

Keeping track of volunteers, responding directly to organisations has been improved by the link with Oxfordshire volunteers where 38 people have registered and the use of social media to target volunteering opportunities to potential support is proving positive with 21 individuals offering on average 3 hours a week secured for local voluntary and charitable organisations.



This is also the banner under which the volunteer driver scheme operates, with 52 drivers covering 985 journeys (April – July). This projects to 3000 journeys for 2019/20. The agreed definition of a Journey is a round trip home-destination-home and destinations can be doctor and hospital appointments as well leisure trips and shopping.



Support for the voluntary sector is also being extended by the launch and delivery of the Cherwell Lottery. This is a registered scheme with the Gambling commission and open to all constituted voluntary organisations and local charities. The premise being that small organisations ask their supporters to buy a lottery ticket on an ongoing basis- they keep 50% of that purchase price - the remainder goes to prizes, professional scheme administration provided by Gatherwell and the establishment of a community grants pot that Cherwell will distribute to participating organisations on a competitive bid process. The lottery has 51 groups taking part in it at present and will be heavily promoted in the autumn to increase the number of players and participating groups.

The healthy communities' team also oversee the staff volunteering scheme which was launched earlier in the year and provides two days (pro rata) for staff to volunteer for a local organisation and provide additional support.

So far, a dozen staff have made requests from supporting the first Bodicote scouts on their annual camp to litter picking to assisting wildlife activities. Other staff from the wellbeing team and the Bicester team volunteered for the Bicester Festival which was a great weekend on 20, 21 and 22 September.



Risk Update

- 3.12 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.
- 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			L09		
	4 - Major		L10 & L12	L07 & L11		
	3 - Moderate			L01, L02, L04, L05, L14	L03, L08 & L15	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	Dir'n	Latest Update
L01 Financial Resilience	9 Low risk	↔	Risk reviewed 04/09 - Control assessment updated.
L02 Statutory functions	9 Low risk	↔	Risk Reviewed 12/09 – No changes.
L03 Lack of Organisational Capacity	12 Medium risk	↔	Risk Reviewed 11/09 – Mitigating actions and commentary updated.
L04 CDC Local Plan	9 Low risk	↔	Risk Reviewed 09/09 – Commentary updated and additional information.
L05 Business Continuity	9 Low risk	↔	Risk Reviewed 12/09 – Comments updated.
L06 Partnering	12 Med risk		REMOVED
L07 Emergency Planning	12 Med risk	↔	Risk Reviewed 12/09 – Comments updated.
L08 Health & Safety	12 Med risk	↔	Risk Reviewed 10/09 – Mitigating actions updated.
L09 Cyber Security	15 Med risk	↔	Risk Reviewed 02/09 – Mitigating actions updated.
L10 Safeguarding the Vulnerable	12 Med risk	↔	Risk Reviewed 04/09 – No changes.
L11 Sustainability of Council owned companies and delivery of planned financial and other objectives.	12 Med risk	↔	Risk Reviewed 04/09 – No changes.
L12 Financial sustainability of third-party suppliers including contractors and other partners	8 Low risk	↔	Risk Reviewed 12/09 – No changes.
L13 Separation and Joint Working	15 Med risk	↔	Risk Review completed 11/09 – Mitigating actions and commentary updated.
L14 Corporate Governance	9 Low risk	↔	Risk Review completed 12/09 – No changes.
L15 Oxfordshire Growth Deal	12 Med risk	↔	Risk Review completed 09/09 – Risk owner and commentary updated.

The full Leadership Risk Register update can be found in Appendix 3. There are no score changes for August, further detail can be found in Appendix 3.

3.15 Finance Update (Revenue and Capital)

3.16 Revenue Position

The Council has completed a light touch review of the overall finances this month and updated its forecast financial position for the period up to the end of August as set out in the tables and information below. In the last month a comprehensive review was undertaken and there has been a focus from managers and the finance team on preparing the draft budget proposals in line with the first deadline of 13 September.

The projected forecast for 2019/20 is a small reduction in the overspend to £48k from £68k in the last month, as is shown in the table below. The Council's funding continues to benefit from lower interest rates in the wider financial markets, increasing the forecast underspend to £1.485m from £1.001m in the last month. The Council is likely to seek to transfer this one off beneficial position to reserves, leaving the Council in a broadly balanced position.

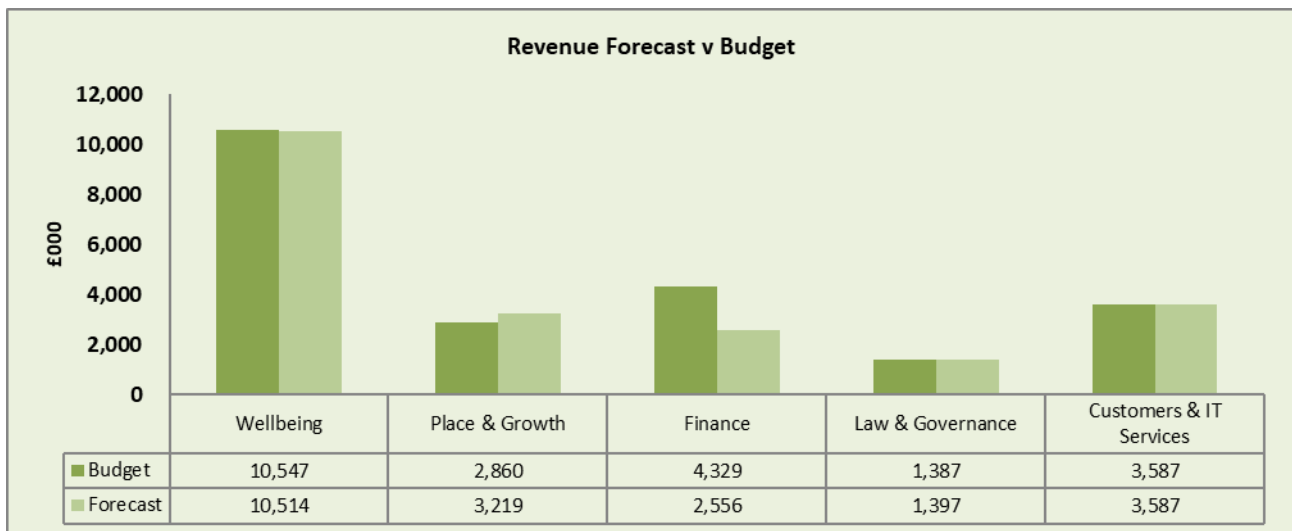
At the end of August, the overall Council forecast has therefore improved to a net underspend of £1.437m in overall terms, as shown in the table below:

Revenue Monitoring <i>(Brackets denotes an Underspend)</i>	Budget £000	Forecast £000	Current Month Variances £000	Prior Month Variances £000
Communities	1,685	1,718	33	33
Leisure & Sport	791	776	(15)	(15)
Housing	2,047	1,987	(60)	(60)
Environmental Services	4,660	4,749	89	90
Environmental Health & Licensing	1,364	1,284	(80)	(80)
WELLBEING TOTAL	10,547	10,514	(33)	(32)
Communities: £33k overspend on salaries due to changes in service delivery (including recharges)				
Housing: (£60k) underspend due to salary savings as a result of changes in structure.				
Environmental Services: £89k Gate fee increase to £8 per tonne amounting to £93k , savings of (£35k) on salaries offset by restructuring costs of £35k .				
Environmental Health & Licensing: (£80k) Salary savings due to changes in structure and vacancies				
Planning Policy & Development	1,447	1,714	267	267
Economy & Regeneration	1,758	1,800	42	42
Build! Programme	(345)	(295)	50	50
PLACE & GROWTH TOTAL	2,860	3,219	359	359
Planning Policy & Development: £87k relating to agency costs. £180k under recovery of Planning fee income				
Economy & Regeneration: £42k consultancy costs				
Build! Programme: £50k under recovery of income due to a delay in Hope Close shared Ownership scheme				
Finance	2,860	2,822	(38)	(19)
Property	(940)	(1,190)	(250)	(250)
Finance Total	1,920	1,632	(288)	(269)
Finance: Underspend on external & internal audit, overspend on bank charges.				
Property: £250k underspend on a variety of functions, such as security, maintenance and vacancies.				
Note: additional income for Tramway and Castle Quay ringfenced directly to reserves due to uncertainty at this stage.				
Law & Governance	1,387	1,397	10	10
Law & Governance Total	1,387	1,397	10	10
Law & Governance: - Overspend in District Elections largely offset by staffing recharges				
Customers & IT services	1,903	1,903	-	0
Strategic Marketing & Communications	391	391	-	0
HR, OD & Payroll	730	730	-	0
Performance & Transformation	457	457	-	0
Corporate Services	106	106	-	0
CUSTOMERS & IT SERVICES TOTAL	3,587	3,587	0	0

TOTAL DIRECTORATES	20,301	20,349	48	68
Investment Costs	2,955	2,242	(713)	(346)
Interest Receivable	(563)	(642)	(79)	(80)
Interest from Graven Hill	(2,593)	(3,286)	(693)	(575)
Pension Costs	237	237	-	-
Appropriations For Transfer To Reserves	4,402	4,402	-	-
Appropriations For Transfer From Reserve	(3,529)	(3,529)	-	-
Capital Charges	1,500	1,500	-	-
EXECUTIVE MATTERS TOTAL	2,409	924	(1,485)	(1,001)
Treasury Management - active management resulted in beneficial interest rates and slower levels of borrowing significantly improving forecasted position. <i>Interest Receivable: (£79k) due to new loan given to Crown House.</i>				
COST OF SERVICES	22,710	21,273	(1,437)	(983)

Funding <i>(Brackets denotes an Underspend)</i>	Budget £000	Forecast £000	Current Month Variances £000	Prior Month Variances £000
Business Rates Retention	(10,760)	(10,760)	-	-
Revenue Support Grant	(114)	(114)	-	-
Transfer to parish Councils for CTRS	349	349	-	-
Transition Grant	0	0	-	-
FORMULA GRANT EQUIVALENT	(10,525)	(10,525)	-	-
New Homes Bonus	(5,087)	(5,087)	-	-
GRANTS AWARDED TOTAL	(5,087)	(5,087)	-	-
Council Tax	(6,923)	(6,923)	-	-
Collection Fund	(176)	(176)	-	-
COUNCIL TAX INCOME TOTAL	(7,099)	(7,099)	-	-
TOTAL INCOME	(22,711)	(22,711)	-	-
Reserve management			0	
(Surplus)/Deficit			(1,437)	(983)

The graph below shows the overall variance by Directorate and compares the budget to the forecast end of year position.



3.17 Capital Programme

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

The budget for 2019/20 is £93m. Overall, we are projecting an underspend in year by (£189k) which is a decrease on the previous month, the majority of this relates to the reprofiling of a project into 2020/21 further detail can be found in the table below:

Directorate	Budget £000	Forecast £000	Re- profiled beyond 2019/20 £000	Current Period Variances £000	Prior Period Variances £000
Wellbeing, Environmental & Regulatory	5,270	4,608	472	(190)	(190)
Place & Growth	30,155	30,159	0	4	(300)
Customers & Service Development	831	832	0	1	4
Finance Services	56,673	52,570	4,099	(4)	(5)
Total	92,929	88,169	4,571	(189)	(491)

Current Period Variances:

Wellbeing, Environmental & Regulatory Services: (£190k) budgets no longer required for Sunshine Centre (£22k), Biomass Heating Bicester Leisure Centre (£14k), Solar Photovoltaics at Sports Centre (£80k), Abritas Upgrade project (£33k), Discretionary Grants Domestic Properties (£546k), Glass Recycling Bank spend not budgeted for £7k, and potential overspend of £20k on vehicle replacement programme.

Finance Services: (£4k) relating to: New E-tendering Portal for procurement no longer required (£30k), Tramway site small additional works required amounting to £15k, Thorpe Way Roof Repairs (£2k) project complete, (£22k) Retained Land budget no longer required, (£2k) Condition works Survey works project complete. Franklins House Travelodge (£25k), Asbestos Surveys £60k - some reprofiling. £2k over on BYHP Separation.

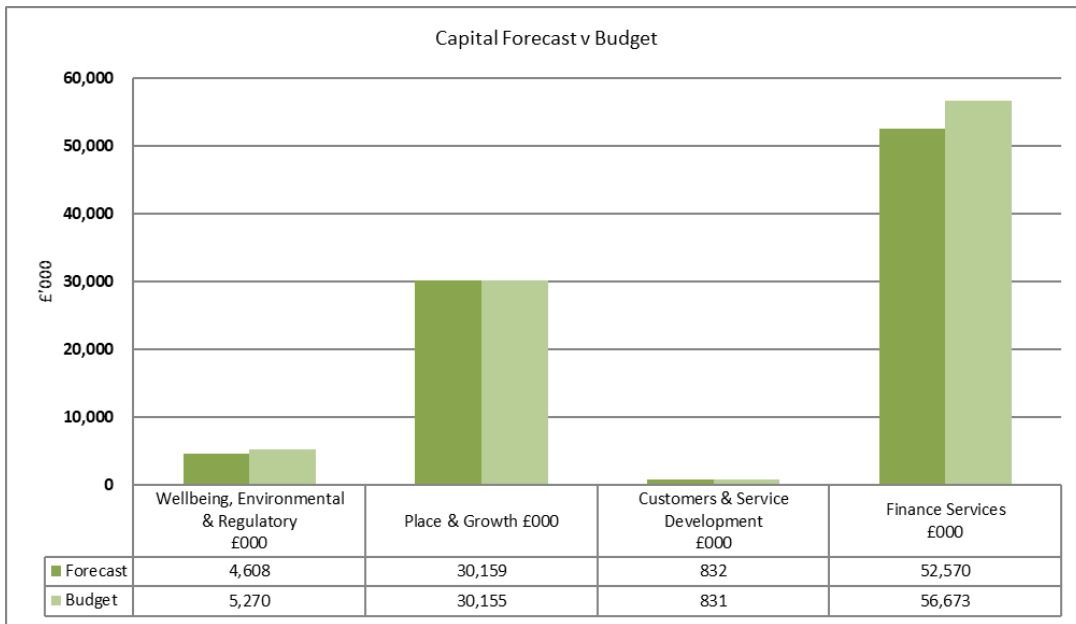
Re-profile beyond 2019/20:

Wellbeing, Environmental & Regulatory Services:

£30k Spiceball Leisure Centre Bridge Resurfacing is part of the CQ2 project. Could potentially roll into 2020/21. £442k disables facilities Grants - will roll forward what is not used as is better care fund money and can't be used for anything else.

Finance Services:

£153k Banbury Health Centre, project currently paused as lease discussions with tenants. £3,636k for CQ1 ongoing. £210k reprofiled for Surveys works - will spend full once scope identified. £100k for CDC feasibility, nothing forecast in current year.



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 2019-20 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 Financial implications are detailed within section 3.15 to 3.18 of this report.

Comments checked by:

Adele Taylor, Executive Director Finance (Interim), Adele.taylor@cherwell-dc.gov.uk
0300 003 0103

Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:

Nick Graham, Director: Law and Governance
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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:

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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 Appendix 2 Appendix 3 Appendix 4	2019/20 Business Plan Monthly Performance Report Leadership Risk Register Capital
Background Papers	
None	
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Cherwell District Council Business Plan 2019-20



DISTRICT COUNCIL
NORTH OXFORDSHIRE



Organisational Plan

Operational Excellence

- Rigorous Financial Management
- Efficient and Effective Governance
- Commercial and Procurement excellence
- Continuous Improvement

Customer Focus

- Excellent Customer Services
- Efficient and Effective Services
- Accessible services – Enabled through digitisation
- Consultation and Customer Insight

Best Council to work for

- Employer of choice
- Employee Engagement and Wellbeing
- Culture of Learning and Development
- Sustainable relationships with key partners

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Appendix 2 – Monthly Performance Report

August 2019

Includes:

- Programme Measures
- 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.

CDC Programme Measures - Clean, Green and Safe

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC1.1.1 High Quality Waste & Recycling	Cllr D Sames	Ed Potter Graeme Kane	Bretch Hill Neighbourhood blitz completed.	Glory Farm Neighbourhood blitz due in late September.	★	Waste Collection service performing well. Much work including roadshows are being carried out to raise awareness and to further enhance the quality of the recycling. As part of the Bretch Hill Neighbourhood blitz, over 600 properties had recycling packs and stickers added to bins with the view to improve the quality of recycling.	★
CDC1.1.2 Ensure Clean & Tidy Streets	Cllr D Sames	Ed Potter Graeme Kane	Bretch Hill Neighbourhood blitz event went well. Additional resources committed to the area including extra mechanical sweeping	Glory Farm Neighbourhood blitz event due in late September. Besides many of the additional activities more on street recycling facilities will be installed	★	Street Cleansing team performing well. A series of staff training sessions took place covering a variety of issues including H&S, Vehicle care, Environmental enforcement and on street recycling material quality	★
CDC1.1.3 Reduce Environmental Crime	Cllr D Sames	Graeme Kane Richard Webb	Continued monitoring of fly tip levels.	Creation of a package for Parish and Town Councils to include information dog-related issues such as fouling and noise complaints.	★	Enhanced working with the waste team to identify all problem areas with local recycling bring banks, including fly-tipping issues.	★
CDC1.1.4 Protect Our Natural Environment and Promote Environmental Sustainability	Cllr A McHugh	Graeme Kane Richard Webb	Continued to support the County Council Public Health Team with air quality initiative at schools.	Review progress of the actions in the Air Quality Action Plan Provide the annual air quality report to scrutiny in November Support the Healthy Place Shaping Team at the Healthy Kidlington workshop on the 5th September with regards to air quality matters	★	Air quality monitoring continued at 47 locations across the district. The Air Quality Action Plan is currently being reviewed in consultation with the County Council Highways and Public Health Teams, and also relevant service areas at Cherwell DC including Planning and Economy. This review will contribute to the development of the annual air quality report.	★
CDC1.1.5 Support Community Safety and Reduce Anti-Social Behaviour	Cllr A McHugh	Graeme Kane Richard Webb	Fairport Convention in Cropredy attended to monitor the temporary taxi rank and check food and water safety. The consultation on the possible renewal of the public spaces protection order for Banbury ran through August. Attended the 'Summerfest Play Day' in Princess Diana's Park to promote safety messages.	Continue to tackle anti-social behavior in Bicester town centre. Complete the consultation on the Banbury Public Spaces Protection Order and analyse the responses. Cherwell Community Safety Partnership meeting on 4th September	★	The Banbury Public Spaces Protection order renewal consultation was launched and promoted in August. The Community Safety Team attended the town centre to speak with visitors and businesses in the area to seek their views about extending the order. Following complaints from members of the public about anti-social behavior in Bicester town centre, individuals who congregate and drink in the town centre were approached to offer support and advise them that action will be taken if the anti-social behavior continues.	★

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC1.1.6 Protect the Built Heritage	Cllr C Clarke	Simon Furlong David Peckford	<p>Work on Heritage Guidance Notes (presently for masonry work and the use of mortar guidance) is on-going.</p> <p>Existing conservation area appraisals for Bloxham and Grimsbury have been reviewed to identify issues / gaps for new appraisals.</p>	<p>Consultation events for Balscote and Duns Tew draft Conservation Area Appraisal will take place in September.</p> <p>Research to commence Bloxham and Grimsbury Conservation Area re-Appraisal will continue.</p> <p>Work on Heritage Guidance Notes will continue.</p>	★	The Conservation team continues to work closely with Development Management (DM) on cases of heritage interest and provide input into Planning Policy work. The Conservation Area Appraisal programme is on-going with consultations commencing in September for Balscote & Duns Tew.	★

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.1 Promote Health & Wellbeing	Cllr A McHugh Cllr C Clarke	Graeme Kane Nicola Riley	#Community Partnership Network - Terms of reference reviewed and suggestions made for successor group.	#Staff Volunteering To be promoted in September 'In The Loop' #Community Partnership Network meeting on 10 September.	★	Community Partnership Network has tended to be strongly focused on Horton Hospital. The group are looking to reform to better reflect the new integrated health services approach across Cherwell and Oxfordshire	★
CDC2.1.2 Improve Leisure & Community Facilities	Cllr G Reynolds	Graeme Kane Nicola Riley	The Spiceball Leisure Centre swimming pools works in Banbury and the replacement of the fencing to the Artificial Pitch at the Cooper Sports Facility in Bicester have been completed.	Quotations for Height Restriction Barriers and lockable gates for both Bicester Leisure Centre and Whiteland's Farm Sports Ground to deter any unauthorised access are being sought. It is expected that works to the replacing of the Spa at Bicester Leisure Centre will commence in late September early October. In addition, the Sauna at Spiceball Leisure Centre will be replaced in the same period.	★	The works were nearing completion for the Learner Pool at Spiceball after the Main Pool opened at the beginning of August. The Learner Pool works are now complete and the pool re-opened on Tuesday 20th August. The replacement of the fencing/hockey goal stores at the Cooper Sports Facility as part of the Joint Use agreement with the school has been completed to a high standard and will ensure community use for a minimum of ten years on this site. The facility re-opened on Tuesday 27th August	★

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.3 Support the Voluntary Sector	Clr A McHugh	Graeme Kane Nicola Riley	<p>Summer Fest - Brighter Futures Play Day 20th August Princess Diana Park delivered.</p> <p>Age Friendly Banbury Pop up consultation event 22nd August Castle Quay delivered.</p> <p>Play: Full holiday hunger summer holiday initiative delivered throughout the school holiday period in Brighter future wards. #Cherwell Lottery growth plan drafted and discussed with Comms team.</p>	<p>Various project groups due to meet in September Age friendly Banbury.</p> <p>Town Centre theme 3rd Sept RVS Centre 1.30pm Getting About theme 18th Sept Waitrose 1pm Wellbeing & Community services theme 19th September The Mill 3pm Getting Connected theme 4th Oct 3pm (Venue TBC) Grimsbury Network meeting 4 September.</p> <p>Bicester Festival 20 - 22 September.</p> <p>Cherwell young people, play & wellbeing partnership 24 September.</p> <p>The Hill stakeholder partnership meeting 26 September.</p> <p>Kingsmere Connect 50 initiative to launch Sept 2019 Community Link autumn publication will be distributed in September. #Support Volunteer Link-Up (VLU) to start new 'Good Neighbour' schemes in rural communities.</p>	★	<p>Pop up Age Friendly consultation event delivered on the 22nd of August in castle Quay. The event focused on the 4 key themes of Age Friendly, Getting Connected, Getting About, Town centre and Wellbeing & Community services and allowed residents to have their say in these areas. The feedback will be used at the next focus group meetings for stake holders to discuss</p> <p>Summerfest our Brighter Futures Play Day in Princess Diana Park was a great success attracting over 600 people on the 20th of August. The event allowed us to engage with local residents about the new Hill centre, getting their views on what activities and opportunities they would like to see in the new programme but also to showcase up to date visuals of the new build. The Cherwell theatre company also joined the event providing an outdoor theatre experience for the community</p> <p>The Hill – Key stakeholders under the themes of Sports, physical activity & health and Arts, culture & community will come together on the 26 Sept to look at the future programme of the centre and how they can be involved in developing this. Partners include Public Health, The Mill Arts Centre, Active Oxfordshire and local organisations.</p> <p>Cherwell young people, play and wellbeing partnership is a forum that brings together stakeholders, voluntary organisations and groups who work with young people to share good practice, work together on joint initiatives and address concerns in the district around youth issues. Kingsmere Connect 50 is a new initiative set up to support older people on the new development to link them to new activities and provide a social space for them to meet in the new community centre. Age friendly Banbury stakeholder focus groups will meet in September & October to set action plans under the 4 themes of the initiative.</p> <p>A small (£6k) Service Level Agreement has been agreed with Volunteer link Up to start or expand six volunteer-led sustainable local good neighbour schemes to provide practical support and befriending.</p>	★

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.4 Enhanced Community Resilience	Cllr A McHugh	Graeme Kane Richard Webb	<p>The adverse weather plan for Cherwell has been updated. There was an Emergency Planning stand at the Summerfest Play Day Work started on reviewing flood risks and management arrangements. Community Resilience information provided in Bicester Town Library. Bitesize training for Cherwell staff continues to be delivered monthly.</p> <p>Resilience information provided in Bicester Town Library. Bitesize training for Cherwell staff continues to be delivered monthly.</p>	<p>Continue to tackle anti-social behaviour in Bicester town centre. Complete the Banbury Public Spaces Protection Order consultation and analyse outcomes. Cherwell Community Safety Partnership meeting on 4th September. Supporting Bicester Town Council to write a community resilience plan and review their business continuity plans. Business Continuity workshop for small businesses to be provided at the Perch in October. Continuing to support EU Exit contingency planning for Cherwell and the county business continuity plans. Business Continuity workshop for small businesses to be provided at the Perch in October. Continuing to support EU Exit contingency planning for Cherwell and the county.</p>	★	<p>Connections have been made between the Emergency Planning team and the Perch in Bicester to promote business continuity awareness for small businesses. The Emergency Planning team have also met with the Castle Quay management to offer support on business continuity planning and emergency response, including in preparations for Castle Quay 2. Brexit preparations continue with Cherwell's Brexit working group ensuring that we can support people who need assistance with the EU Settlement scheme and that we encourage businesses to prepare by promoting the national support materials that are available that we encourage businesses to prepare by promoting the national support materials that are available.</p>	★
CDC2.1.5 Homelessness Prevention	Cllr J Donaldson	Gillian Douglas Graeme Kane	<p>Visit by Ministry of Housing, Communities and Local Government - 22/8/19 - to feedback on the success in implementing the new duties under the Homelessness Reduction Act 2017 to prevent and relieve homelessness. Successfully completed with positive feedback received about the quality of the interviews and commitment by CDC staff to implementing a prevention focused service.</p>	<p>We will complete the testing phase for an upgraded Homechoice system with a view to the new system being operational mid October. This will include the facility for customers to directly attach required proofs when submitting the applications for social housing. The new system will also enable the housing team to assess and activate housing applications more quickly so that customers can start bidding for properties as soon as possible.</p>	★	<p>The number of households in temporary accommodation (TA) continues to be well below target as a result of the focus on working with clients before they are in crisis and assisting them to resolve their housing situations as early as possible. This has created some capacity in the TA stock which has allowed CDC to offer some ongoing support to a number of households where no formal duties are owed. We are offering these households additional time to address barriers to accessing settled accommodation, such as former tenancy arrears or previous poor tenancy management. As well as the accommodation, intensive support is provided to enable clients to secure and sustain housing going forward.</p>	★

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>CDC2.1.6 Support and Safeguard Vulnerable People</p> <p style="text-align: center; font-size: 24px; font-weight: bold;">Page 123</p>	<p>Cllr A McHugh</p>	<p>Graeme Kane Nicola Riley</p>	<p>We continue to support our more vulnerable residents by ensuring the average time taken to assess new claims for Housing Benefit is good at 12 days against a local target of 15 days and a national average time of 20 days. Any residents declaring a change in circumstances can expect to have their claim re- assessed in an average of 5.5 days against a target of 8 days.</p> <p>We are also continuing to support those who have a shortfall in their Housing Benefit and eligible rent in the form of Discretionary Housing Payments.</p> <p>Work continues to review the delivery of the safeguarding process and the replacement of the safeguarding officer.</p>	<p>We are required to review our Council tax Reduction Scheme each year. We are currently consulting with residents across the CDC district on the option of a new banded scheme which will make the scheme easier for our customers whilst continuing to protect those residents who are of pension age or of working age and on passported benefits.</p> <p>The consultation end on 9th October 2019.</p> <p>Work is beginning on our statutory self-assessment in relation to safeguarding practice. Due 4th December</p>	<p>★</p>	<p>We continue to work with colleagues to protect our more vulnerable residents.</p> <p>Following the resignation of the Safeguarding Officer we are reviewing how best to deliver the outputs of this role by considering new ways of working with internal and external partners. We anticipate an update in October.</p>	<p>★</p>
<p>CDC2.1.7 Respond to the Welfare Reform Agenda</p>	<p>Cllr P Rawlinson Cllr T Illott</p>	<p>Adele Taylor Belinda Green Gillian Douglas</p>	<p>We continue to monitor the impact of Universal Credit on our residents, stakeholders and the Council. Latest statistics have shown that a total of 304 claims for HB have been cancelled as customers move to Universal Credit.</p> <p>The Benefits team are continuing to receive a high volume of data files from the DWP UC team and from HMRC which must be actioned in a timely way as they impact on the amount of Council tax Reduction support awarded</p>	<p>The next meeting of the Universal Credit project team will be in September 2019. The agenda items will be around supporting residents, Discretionary Housing Payments for those on UC and working with partners. A meeting has also been arranged with our DWP UC Partnership Manager to discuss any emerging problems</p>	<p>★</p>	<p>We continue to monitor the impact of welfare reform on our residents including Universal Credit</p>	<p>★</p>

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.8 Promote Healthy Place Making	Cllr A McHugh	Graeme Kane Rosie Rowe	<p>Newsletter for Healthy Bicester Partners ready for issue in the first week of September. A range of local events supported in Bicester. Supplier identified to test Workforce Wellbeing Award Scheme for Businesses. Six primary schools signed up for outdoor learning training at the beginning of October 2019.</p>	<p>Update on progress with healthy place shaping to CDC's Executive Business Planning Meeting and to Oxfordshire's Health & Wellbeing Board. Workshop with early years providers in Bicester. Workshop with care agencies who provide support to older people and people with Learning Difficulties to identify how to increase their levels of physical activity. Engagement with Kidlington stakeholders and planning for workshop on 23 October to co- design the Healthy Kidlington Programme.</p>	★	<p>Dissemination of partnership newsletter delayed for a week to be able to include link to national guidance on healthy place shaping published on 4 September 2019. Outdoor Learning training is being targeted at primary schools in Bicester who will form part of the FAST Programme which aims to encourage lower income families to become more active together. Public events well attended and Healthy Bicester stand attracted a lot of interest - the Old School Replay event was particularly well attended by families from the more deprived wards in the town.</p>	★

CDC Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC3.1.1 Deliver Innovative and Effective Housing Schemes	Cllr J Donaldson	Gillian Douglas Graeme Kane	Hope Close marketing was launched on the 31st August	Completion of sale of Cropredy	●	One purchaser has already expressed an interest in Hope Close with another one following up with her son. Cropredy is under offer.	●
CDC3.1.2 Promote the district as a tourist destination	Cllr L Pratt	Robert Jolley Simon Furlong	Bicester Festival (20th - 22nd September) has been promoted.	Launch new historic town guide for Bicester during the Bicester Festival	★	Economic Impact Assessment - report to be updated to demonstrate the value of tourism to our local economy by December 2019	★
CDC3.1.3 Develop a Cherwell Industrial Strategy	Cllr C Clarke	Robert Jolley Simon Furlong	SME workshop was held on 24th July at DCS in Banbury and it was a great success with good attendance from business and a high approval rating.	Workshop for representatives of local urban and rural communities to be held at Upper Heyford in November.	★	The development phase of the Cherwell Industrial Strategy (CIS) is important as a process of meaningful engagement with a range of internal and external partners as well as for its end-product. We have held staff workshops, member workshops (attended by Councillors representing County, District, Town and Parish Councils) and workshops with small business representatives. We are now planning workshops with representatives from local urban and rural communities and large businesses. The outputs from the workshops held to date are being analysed and have been supported by innovative and insightful external research. We welcomed the launch of the Oxfordshire Local Industrial Strategy (LIS) on 4 September. CIS links to the Oxfordshire LIS which is a key and underpinning component of the Oxfordshire Housing and Growth Deal. It will provide the local interpretation of the higher-level document as well as demonstrate how Cherwell commits to the Productivity workstream within the Growth Deal. Meanwhile, budgetary plans are being made for 2020- 21 to deliver the first-year actions arising from the early stages of the consultation process. Assistance has also been given to the Oxfordshire Joint Statutory Spatial Plan work (2050 land use plan) to engage with Coventry & Warwickshire Local Enterprise Partnership (reflecting cross-border commuting and supply chain patterns).	★
CDC3.1.4 Promote Inward Investment and Business Growth	Cllr L Pratt	Robert Jolley Simon Furlong	Ongoing business enquiries generated from inward and indigenous investors continue to be handled and recorded.	Attend 'Revo-19' national property exhibition on 18 Sept (for two days) to promote business development opportunities in Cherwell. Develop a 'Welcome Pack' for new business investors to enhance existing service. Planning applications: Respond to key employment- related proposals.	★	We have met and provided practical advice and guidance to help businesses in both their operational and strategic investment decisions that will benefit Cherwell residents. For example, in the last month, we have directly assisted five major local employers with specific matters such as connecting them to town centre opportunities, expansion locally and community engagement. Advice and information has also been provided 'in- house' to aid the consideration of key employment- related planning applications. Arrangements are now in place at Bodicote House to host more frequent advice services to residents considering setting-up their own business from CDC premises. Whilst we have around 97% superfast broadband (greater than 24mbps) coverage of premises throughout the District but many households and businesses in rural areas intervention is required. We are working with Oxfordshire County Council and partners to deliver 100% coverage and to implement 5G technology through an emerging Digital Infrastructure Strategy and Delivery Plan.	★

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC3.1.5 Develop Our Town Centres and Increase Employment at Strategic Sites	Cllr C Clarke	Robert Jolley Simon Furlong	Bicester Town Centre task force has continued to meet weekly to work on a framework plan.	Banbury Job Fair: brought forward to 26th September.	★	<p>Following the successful Bicester Town Centre workshop with Bill Grimsey, a task group of volunteers from the event has been meeting weekly to produce a framework plan for the town centre, to be reported back to stakeholders.</p> <p>Banbury Job Fair confirmed for 26 Sept, enabled by the economic growth service and Banbury Job Centre to provide the event at Town Hall to facilitate the recruitment and work-readiness of local residents.</p> <p>Guidance provided to Tooley's Boat Yard over recent years has now resulted in a Trust being formed to enable this important asset to be more effectively managed and developed over the coming years.</p> <p>Introductions have also been made to larger (edge-of- town) businesses to ensure they are able to discuss opportunities for them to have a presence in Banbury town centre.</p> <p>We continue to support Banbury BID (Business Improvement District) in the delivery of its year 5 business plan.</p> <p>Progress with increasing employment at strategic sites is recorded under 'Inward investment and business growth' measure (CDC 3.1.4).</p>	★

CDC Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>CDC3.1.6 Deliver the Local Plan</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 127</p>	Cllr C Clarke	David Peckford Simon Furlong	<p>Partial Review of the Local Plan: Work continues preparing Main Modifications to the Partial Review of the Local Plan further to the receipt of an advice note from the appointed Planning Inspector (see commentary).</p> <p>The Oxfordshire Plan 2050: the central Plan team continues with its work to prepare a countywide spatial plan. It is engaged in evidence gathering and is supported by the CDC Planning Policy team as required. Engagement with the district councils is on-going.</p> <p>Local Plan Review: whilst initial preparatory work has commenced, it has been necessary to pause this while work on the Partial Review takes place.</p>	<p>Partial Review of the Local Plan: The Planning Policy Team will complete a set of proposed, main modifications for an informal consultation with the Planning Inspector with a view to commencing a six-week public consultation (end of September/early October).</p> <p>Oxfordshire Plan 2050: the central Plan team will continue evidence gathering and scoping of options supported by CDC Planning Policy team. The next formal milestone remains the publication of an Options Paper (dates to be confirmed).</p> <p>Local Plan Review: work will recommence as resources are released from work on the Partial Review of the Local Plan.</p>	●	<p>The Partial Review of the Local Plan (which seeks to help Oxford with its unmet housing need) is being independently examined. On 10 July 2019, the appointed Planning Inspector gave his preliminary views. While he is content with the Plan's overall strategy, he has recommended the deletion of a proposed strategic housing allocation (land to the south east of Woodstock) and requested additional work for the re-distribution of the affected 410 homes. Officers are working to prepare 'Main Modifications' which will be consulted upon before formal submission to the Inspector at the end of the year.</p> <p>The Oxfordshire authorities continue to work jointly on an Oxfordshire wide plan which in due course will inform the overall review of the adopted Cherwell Local Plan.</p> <p>Preparatory work for the review of the adopted Plan commenced in Spring 2019 but has had to be paused while officers return to work on the Partial Review.</p>	●
<p>CDC3.1.7 Deliver the Growth Deal</p>	Cllr C Clarke	Robert Jolley Simon Furlong	<p>The quarter one review was presented to the CDC Growth Deal Programme Board meeting beginning of August with the emphasis on lessons learnt.</p>	<p>End of September will be end of Quarter two and the quarterly housing figures will become due for reporting to both CDC Programme Board and the Central partnership.</p>	★	<p>Should be noted that at the August Board meeting, the Senior Responsible Owner (SRO) for the programme was changed due to incumbent leaving on an extended sabbatical.</p>	★

CDC KPIs - Clean, Green and Safe

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC1.2.01 % Waste Recycled & Composted	Cllr D Sames	Ed Potter Graeme Kane	59%	56%	★	The current recycling rate is up by 1.18% on this period last year if this continues the end of year recycling rate will be over 57%.	58%	56%	★

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.01 Number of Homeless Households living in Temporary Accommodation	Cllr J Donaldson	Gillian Douglas Graeme Kane	24.00	35.00	★	The number of households placed in temporary accommodation (TA) remains well below the target due to the continued focus of the Housing Options Team on working with clients before they are in crisis and resolving housing issues as early as possible. This has created some capacity in the TA stock which has allowed CDC to offer some households accommodation and support, beyond any statutory duties, to give them time to address the issues which have led to homelessness such as rent arrears or poor tenancy management. This is intended to enable these households to secure and sustain settled accommodation going forward.	118.00	175.00	★
CDC2.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr J Donaldson	Gillian Douglas Graeme Kane	42.00	45.00	●	We provided assistance to 42 households in July; 11 by means of disabled adaptations grants (larger jobs) and 31 through smaller works. This month's figure is a little below our monthly target of 45 but the monthly average for the year to-date, at 48, remains above target.	242.00	225.00	★
CDC2.2.03 Homes improved through enforcement action	Cllr J Donaldson	Gillian Douglas Graeme Kane	9.00	9.00	★	9 homes were improved in August through completion of enforcement action.	37.00	45.00	▲
CDC2.2.04 Delivery of affordable housing in line with CDC and Growth Deal targets	Cllr J Donaldson	Gillian Douglas Graeme Kane	32.00	35.00	●	<p>Total Affordable Homes completed: 32 Units</p> <p>Affordable Rented (26) comprising: 2 x 1 bed flat 4 x 2 bed flat 7 x 2 bed house 8 x 3 bed house 5 x 4 bed house</p> <p>Shared Ownership (6) comprising: 2 x 2 bed flat 3 x 2 bed house 1 x 3 bed flat</p> <p>A higher number of affordable homes were expected to be completed in September. The actual number delivered, falls short of the projected target in this month. The reduction in completed units is due to delays in developer building programmes, delays in getting services connected to the homes and Registered Providers not accepting the units from developers due to works still being required in order to meet the necessary build quality standards. These units will be delivered in 2019/20 but quality assurance is important.</p> <p>There were no units delivered as part of the Oxfordshire Growth Deal as these are expected later in the financial year.</p>	203.00	222.00	●

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.05 Average time taken to process Housing Benefit New Claims	Cllr T Ilott	Belinda Green Claire Taylor	12.38	15.00	★	Managing the usual busy leave period in August the team continue to work hard to maintain performance levels for new claims ensuring claimants receive their Housing Benefit payments and Council Tax Reduction as quickly as possible.	12.97	15.00	★
CDC2.2.06 Average time taken to process Housing Benefit change events	Cllr T Ilott	Belinda Green Claire Taylor	5.58	8.00	★	The team continue to work hard to maintain performance levels for change events. This means that overpayments of benefit are minimised and customers receive updated benefit award notices as quickly as possible.	7.06	8.00	★
<p style="text-align: center; font-size: 2em; font-weight: bold;">Page 130</p> <p>CDC2.2.07 Number of visits/usage of District Leisure Centre</p>	Cllr G Reynolds	Graeme Kane Nicola Riley	130,200	132,576	●	<p>Throughputs across all the Leisure Facilities demonstrated generally a positive position given the continued closure of the Swimming Pools at Spiceball Leisure Centre for part of August. A throughput of 130,200 was recorded as an overall figure in 2019 compared to 132,016 in 2018.</p> <p>Whiteland's Farm Sports Ground increased it's usage considerably against the same period last year going from 11,776 users to 20,838 as the centre becomes more established. Bicester Leisure Centre and Stratfield Brake Sports Ground both recorded a small increase on 2018.</p> <p>For North Oxfordshire Academy and Woodgreen Leisure Centre (WGLC) these showed a small decrease by 100 at NOA and 1,500 at Woodgreen however weather conditions will affect usage at WGLC.</p> <p>Cooper School showed a decrease of around 400 from the previous year however it's worth noting that the Artificial Turf Pitch was closed in August whilst the Capital Project to replace the fencing was completed.</p> <p>Finally Spiceball showed a decrease of circa 13,000 against the same period last year however as noted above the pools were closed for parts of August which is why this figure has been effected. It is anticipated that usage figures are more comparable for September 2019</p>	679,998	685,699	●

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.08 % of Council Tax collected, increase Council Tax Base	Cllr T Ilott	Belinda Green Claire Taylor	9%	10%	●	The in-month collection has dropped slightly in August however all reminders, finals and summonses have been issued with proactive recovery taking place on those customers with court orders. We are making outbound calls during the day and evening to reduce the arrears balance. Cherwell is also experiencing an increase of new properties and whilst the customers are being issued with bills as soon as possible after the Valuation Office Agency notify us of the banding the customer is still entitled to pay their bill by instalments and therefore, they are always playing catch up. Whilst processing of billing work is now more up to date, this allows us more time to chase payments from employers and DWP and those customers who haven't paid. We will be working our way through the house keeping tasks to ensure contact is made with debtors to assist with collection.	47%	49%	●
CDC2.2.09 % of Business Rates collected, increasing NDR Base	Cllr T Ilott	Belinda Green Claire Taylor	9.1%	9.0%	★	The cumulative collection rates for the current financial year are above target however we are still proactively recovering balances by billing customers quickly and efficiently and issuing reminders, finals and summonses when required. We are also proactively chasing payments for those customers in arrears.	49.4%	49.0%	★

CDC KPIs - District of Opportunity & Growth

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
+ CDC3.2.1 % Major Planning applications processed within 13 weeks	Cllr C Clarke	Simon Furlong David Peckford	71%	60%	★	7 Major Planning Applications were determined during August and 5 were determined within the target timeframe. The KPI is to determine at least 60% of Major Planning Applications within timeframe, and during this period we have achieved 71.43%	85%	60%	★
+ CDC3.2.2 % Non Major planning appeal decisions allowed	Cllr C Clarke	Simon Furlong David Peckford	0%	10%	★	No Non-Major Planning Appeals were allowed by the Planning Inspectorate during August 2019	1%	10%	★
CDC3.2.3 % Planning enforcement appeal decisions allowed	Cllr C Clarke	Simon Furlong David Peckford	0%	10%	★	No Planning Enforcement Appeals were allowed by the Planning Inspectorate during August 2019	0%	10%	★
+ CDC3.2.4 % of Non Major applications processed within 8 weeks	Cllr C Clarke	Simon Furlong David Peckford	79%	70%	★	98 Non-Major Planning Applications were determined during August 2019, 77 of them determined during the agreed timeframe. As such, 78.57% of Non-Major Planning Applications were determined within timeframe, against a KPI of 70%.	85%	70%	★
+ CDC3.2.6 Major planning appeal decisions allowed	Cllr C Clarke	Simon Furlong David Peckford	0%	10%	★	No Major Planning Application Appeals were allowed by the Planning Inspectorate during August 2019	0%	10%	★

Appendix 3 – Cherwell District Council – Latest Leadership Risk Register as at 12/09/2019

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 33	5 - Catastrophic			L09		
	4 - Major		L12	L07, L10 & L11		
	3 - Moderate			L01, L02, L04, L05, L14	L03, L08 & L15	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				
2019/20																	
L01 -	Financial resilience – Failure to react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability Reduction in services to customers Increased volatility and inability to manage and respond to changes in funding levels 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 Lack of financial awareness and understanding throughout the council	4	4	16	Medium Term Revenue Plan reported regularly to members. Balanced medium term and dynamic ability to prioritise resources Highly professional, competent, qualified staff Good networks established locally, regionally and nationally National guidance interpreting legislation available and used regularly Members aware and are briefed regularly Participate in Oxfordshire Treasurers' Association's work streams Review of best practice guidance from bodies such as CIPFA, LGA and NAO Treasury management and capital strategies in place Investment strategies in place Regular financial and performance monitoring in place Independent third party advisers in place Regular bulletins and advice received from advisers Property portfolio income monitored through financial management arrangements on a regular basis Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Fully Fully Partially Fully Fully Fully Fully Fully Fully Fully Fully Fully Fully Fully Fully Partially Partially Fully	Councillor Tony Illot	Adele Taylor	Dominic Oakeshott	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 and operating 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 improving. Financial Systems replacement project underway. LEAN review of budget monitoring undertaken with significant engagement from within the wider business. Asset Management Strategy being reviewed and refreshed. Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme - work still underway. Finance support and engagement with programme management processes continuing. Further integration and development of Performance, Finance and Risk reporting Regular involvement and engagement with senior management across County 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. New approach to budget setting introduced linked to service planning. Additional challenge added into the process to ensure robustness of estimates Regular utilisation of advisors as appropriate. Internal Audits being undertaken for core financial activity and capital as well as service activity	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Investment options considered as and when they arise, MTFS and budget setting being developed to enhance the scrutiny and quality of investments. Financial System Solution Project continuing to consider future finance system options, incorporating budget management via Lean, extension of Civica and new procurement. Review underway Review in hand. Finance business partners involved with reflection locally on outcomes. Integrated reporting has been embedded Engagement with a number of national and regional networks to ensure we are as up-to-date as we can be in relation to potential funding changes from 2020/21 and impact on our MTFS. Regular training will be undertaken. Budget setting for 2020/21 underway, first checkpoint in 13/09/19 for the return of submissions by managers. Review of borrowing approach being considered alongside our financial advisors Regular reporting of progress on internal audits considered by the committee	Risk reviewed - 04/09/19 - Control Assessment & comments updated
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	Nick Graham	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 12/09/19 - No changes

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
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2019/20																	
L03 -	Lack of Organisational Capacity - Ability to deliver Council priorities and services impacted by increased workload and reduced capacity/resilience following end of joint working arrangements with South Northamptonshire Council.	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, increased workload and uncertainty may lead to loss of good people	4	4	16	Weekly HR Vacancy Control process in place to ensure appropriate resourcing decisions are made. Arrangements in place to source appropriate interim resource if needed Ongoing programme of internal communication Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required. CDC Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing. Partnership Working Group established with OCC to oversee joint working opportunities.	Partially Fully Fully Fully Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↔	Weekly CEDR and monthly ELT meetings with clear escalation pathways for issues to be resolved. Learning and development opportunities identified and promoted by the Chief Executive. Regular communications from Chief Executive. Quarterly staff briefings from Assistant Directors. External support secured for key corporate projects including CDC/OCC joint working, Growth Deal and IT Transformation Programme.	Separation programme to date delivered without reducing capacity at CDC, however resilience is an issue as teams are no longer shared with SNC. Only HR, Wellbeing and Customer Services left to separate. Monthly separation updates to ELT Opportunities for joint working with OCC being explored for Legal, Finance and Strategic Capability (corporate services). Proposals for two Joint Corporate Directors between CDC and OCC approved.	Risk reviewed 11/09/19 - Mitigating actions and Commentary updated.
L04 -	CDC Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place. Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal increased costs in planning appeals Possible financial penalties through not delivering forecasted New Homes Bonus (NHB) Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity	3	5	15	Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity. Arrangements in place to source appropriate additional, time-bound resource if needed Delegations to Chief Exec agreed to ensure timely decisions Ongoing programme of internal communication, including Members updates and training programme On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies Updates on annual NHB payments	Partially Partially Partially Fully Fully Not	Councillor Colin Clarke	Paul Feehily	David Peckford	3	3	9	↔	Regular review meetings on progress and critical path review Regular Portfolio briefings and political review LDS updated as required with programme management approach adopted to ensure progress against plan LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals Additional evidence commissioned as required. Need to keep under review staff and financial resources to ensure delivery to timetable (LDS) for Local Plan Review. Authority Monitoring Reports continue to be prepared on a regular annual basis Hearings into CDC partial review took place in February 2019.	The latest Local Development Scheme is that approved by the Executive in December 2018. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL). The residual risk score of '9' reflects delay with the Oxfordshire Plan and the review of the Local Plan.	Risk reviewed 09/09/19 - Commentary updated and additional information in LO4 tab.
L05 -	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the council's operations	Inability to deliver critical services to customers/residents Financial loss Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation	4	4	16	Business continuity strategy in place Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place Incident management team identified in Business Continuity Strategy All services undertake annual business impact assessments and update plans Business Continuity Plans tested	Fully Fully Fully Partially Fully Partially	Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	3	9	↔	Business Continuity Statement of Intent and Framework agreed by CEDR BC Improvement Plan agreed with CEDR ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss Corporate ownership and governance sits at senior officer level BC Impact assessments and BCPs in place for all teams and peer reviewed by OCC's Emergency Planning team Progress report was provided to CEDR in March	A cross-council programme to update all business continuity plans will commence in September to ensure all plans are up to date following separation of the councils. The BC steering group met in August and agreed a support package for BC plan authors to assist them to review their plans.	Risk Reviewed and comments updated 12/09/19

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2019/20																	
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 McHugh	Graeme Kane	Richard Webb	3	4	12	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers. OCC Emergency Planning providing expert advice and support under a partnership arrangement. Chief Operating Officer meets with ACO Oxfordshire Fire and Rescue quarterly to oversee shared EP arrangements. Supporting officers for incident response identified in the emergency plan and wallet guide Drop in training session now taking place monthly (from June) covering a range of topics. Senior managers have attended multi-agency exercises and duty manager training with OCC senior managers. On-call rota being maintained 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. An 'on-call' system ensures there is a senior manager available to lead a response to an incident 24/7. Separate Emergency Plans are being created for SNC and CDC. OCC now providing expert advice and support. Active involvement in the LRF Brexit planning arrangements is on-going and a refreshed timetable of risk and impact review is in place starting in September.	Risk Reviewed 12/09/19 and comments 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 HSG65 Management System Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Corporate H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees. Proactive monitoring of Health & Safety performance management internally Proactive monitoring of Health & Safety performance management externally Effective induction and training regime in place for all staff Positive Health & Safety risk aware culture Corporate Health & Safety meeting structure in place for co-ordination and consultation Corporate body & Member overview of Health & Safety performance via appropriate committee Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially Partially Partially Partially Fully Partially Partially Fully Partially	Councillor Lynn Pratt	Adele Taylor	Ceri Harris	4	3	12	↔	A new Corporate Health, Safety and Wellbeing Policy was ratified BPM meeting on 17th June. The Corporate arrangements are in the process of being updated. These will be finalised by end of October 2019. Following the ratification of the new Corporate Health, Safety and Wellbeing Policy in July new AD checklists will be issued. The H&S team are conducting health and safety inspections internally across all services and teams, the health and safety inspection program has been reviewed and the programme started its role out in May 2019. To date a total of 7 audits have been carried out. The health and safety internal inspection 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. Corporate Arrangements are being updated. These will be completed by the end of September 2019. 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 The Internal Audit programme has undergone a review due to change in the resources available following separation to carry out the existing 3 year program. A new 2 year schedule has been developed to replace the existing schedule. Roll out of the new audit schedule commenced in May 2019. A review has been undertaken of all CDC owned properties to ensure that fire risk assessments, water hygiene surveys and asbestos surveys have been completed where required.	Risk reviewed 10/09/19 - Mitigating actions updated.

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2019/20																	
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 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 Regional Police Cyber Security Advisor gave the IT management team two training sessions (full cyber awareness Oct18 and table top DR exercise Nov18) followed by a series of all-Council staff awareness sessions in January 2019. Mop-up on e-learning options now being explored by IT and HR. To complete the implementation of the intrusion prevention and detection system. Agreed Terms of Reference and re-implementation of the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis chaired by the Information Governance Manager. Information Governance support is now provided to Cherwell as part of a joint working relationship with Oxfordshire County Council. An action for the next month will be to ensure there are effective partnership working arrangements in place under this new service. Cyber Awareness e-learning available and will be part of new starters induction training. Cyber Security issues regularly highlighted to all staff. External Health Check undertaken April 2019, executive summary gives us a high security posture and no critical security issues.	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 02/09/19 - Mitigating actions updated.
L10 -	Safeguarding the vulnerable (adults and children) - Failure to review 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	4	4	16	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Mandatory training and awareness raising sessions are now in place for all staff. Safer recruitment practices and DBS checks for staff with direct contact 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	Partially Fully Fully Fully Partially Partially Fully Fully Fully Fully	Councillor Barry Wood	Graeme Kane	Nicola Riley	3	4	12	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Continue to attend groups focused on tackling child exploitation	Vacant Safeguarding post has necessitated temporary changes with services making their own referrals directly and sending notification to Safeguarding inbox. Discussions with colleagues at OCC have provided insight but no clear way forward as yet. Software purchase proving time consuming.	Risk Reviewed 04/09/19 - No changes

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2019/20																	
L11 -	Sustainability of Council owned companies and delivery of planned financial and other objectives - failure of council owned companies to achieve their intended outcomes of fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes Non achievement of business and finance outcomes directly or indirectly impacting on other council services Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies	3	4	12	Annual business planning in place for all companies to include understanding of the link between our objectives being delivered and financial impact for the council Financial planning for the companies undertaken that will then be included within our own Medium term financial plan Ensure strong corporate governance mechanisms are in place Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance Training in place for those undertaking roles relating to the companies	Fully Fully Partially Fully Partially	Councillor Tony Illot	Adele Taylor	Dominic Oakeshott	3	4	12	↔	Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers including performance dashboards at CEDR Resilience and support being developed across business to support and enhance knowledge around council companies Skills and experience being enhanced to deliver and support development, challenge and oversight.	Knowledge and experience building take place with training and support as required. Company dashboard now being reviewed by CEDR to understand the impact of what is happening at company level on the council. Review of company governance being undertaken to ensure that we are adhering to best practice	Risk reviewed - 04/09/19 - No changes
L12 -	Financial sustainability of third party suppliers including contractors and other partners - the failure of a key partner of supplier impacting on the business of the council	The financial failure of a third party supplier or partner results in the inability or reduced ability to deliver a service to customers. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers) are in pace to have sufficient oversight of our suppliers	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners Business continuity planning arrangements in place in regards to key suppliers Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially Partially Partially	Councillor Tony Illot	Adele Taylor	Wayne Welsby	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas. Some review of appropriate information in regards to key supplier performance through trade press, information from networks in place.	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 - 12/09/19 - No Changes.
L13 -	Separation and Joint Working - Separation of joint services with SNC and development of joint working partnership with OCC 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. Reduced resilience and business continuity Reduced staff morale, increased workload and uncertainty may lead to loss of good people Opportunities for joint working with OCC take longer to develop than planned delaying potential service improvements for residents and communities. Northamptonshire re-organisation impacts on services being delivered to SNC from CDC, impacting on the quality of services delivered to residents and communities.	5	4	20	Agreed programme of separation in place between CDC and SNC Programme Board and Project Team established to deliver separation. S113 agreement in place with Oxfordshire County Council Partnership Working Group established with OCC to oversee the development of joint working proposals. On-going service delivery arrangements to SNC set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues. Regular review and sharing of partnership activity / engagement at senior officer meetings	Fully 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 in place. Changing Times staff magazine issued on monthly basis. Regular communications plan with cascade briefings from Assistant Directors planned quarterly.	All services have now either been separated or had proposals approved with implementation underway. Only HR, Customer Services and Wellbeing left to implement. There has been some delay in implementing separated services due to recruitment issues at SNC. Service delivery models in place for some services e.g. Payroll where separation is not possible within current timetable. All service delivery arrangements to be reviewed in Strategic Capability proposal considered by Partnership Working Group in August. Proposals for two Joint Corporate Directors between CDC and OCC approved in July.	Risk reviewed 11/09/19 - Mitigating actions and Commentary updated.

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2019/20																	
L14 -	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statements	Partially Partially Partially Partially Partially Partially	Councillor Barry Wood	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.	Risk reviewed 12/09/19 - No changes.
L15 -	Oxfordshire Growth Deal (contract with HMG) As a result of a lack of experience of this scale and nature of partnership delivery there is a risk that inadequate levels of control will be applied by the Partnership to Oxfordshire Housing and Growth Deal governance, resourcing and delivery and that CDC (and its partners) will fail to meet its publicly stated Contractual commitments to its Partners and Government over the 5-year term.	Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023. Infrastructure milestone delivery late (for infrastructure linked to accelerated housing) Accelerated housing numbers delivered to plan late Cost of infrastructure to accelerate circa 6500 homes within 5-year term significantly beyond 2018 budget cost estimate DC GVA: no defined metrics in HGDDP but linked to homes accelerated/infrastructure/affordable homes delivered/JSSP progress and delivery JSSP Affordable Houses Productivity	5	5	25	Appointment of an interim advisor to guide and support delivery of the GD programme and risk management controls Recognition of issues in CDC GD arrangements and delivery of a 6-week review to identify and propose an action plan to manage and bring the issues within control (see 6-week plan) Establish CDC organisational fit of GDC GD as a programme capability reporting to CEDR through the Place Board Secured approval for CDC GD next stage plan at CEDR 17/12/18 which targets setting up CDC GD programme board, work stream capability and leadership supported by CDC Transformation PMO by end March 19 (see Board paper and Next stage Plan Proposal) Built on CDC PMO RAID principles and developed initial RAID logs for each work stream (capture risks, issues, dependencies and assumptions) to help define "gives and gets" as a basis for holding all to account for defined and transparent baseline delivery.	Fully Partially Fully Fully Fully	Councillor Barry Wood	Robert Jolley	Jonathan MacWilliam	4	3	12	↔	A CDC GD programme and programme board capability Work stream plans of work (work stream brief, schedule, RAID log) Appropriate engagement with members in support of their advisory/scrutiny at GD Board level Governance and performance management Improved collaboration working with partners to hold them to account for their part of delivery Securing approval of a resourced GD Y2 plan to be delivered in a collaborative partnership environment Extending support from interim advisor to end March 19	There has been a change of SRO this month with the previous deputy SRO Robert Jolley assuming the senior role. The resulting vacant deputy SRO role now needs to be filled. This change in Board membership is not seen as impacting the overall Risk assessment. CEDR have approved the Year 2 Plan for Growth Deal delivery. Included in the decision was the agreement in principal to deliver the resources required by the Plan. Having the resourced plan in place will enable the residual risk to be managed downwards. However until the resources are available we consider it appropriate that the risk remains unchanged in this period. The programme is now working to the approved Year 2 Plan with the Programme Board providing appropriate governance and oversight. Whilst confidence is improving the overall low maturity level of the programme means that the Risk level remains at Amber. It is anticipated that should the current trajectory for the programme be maintained the residual risk will improve to GREEN (low risk) within the current quarter.	Risk reviewed 09/09/19 - Risk owner and commentary updated.

L04 - Local Plan Risk

The latest Local Development Scheme is that approved by the Executive in December 2018. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL).

Partial Review

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. On 13 July 2019, the Council received the Inspector's Post-Hearing Advice Note setting out his preliminary conclusions. In principle, the Inspector is satisfied that the Plan's housing requirement and strategy are appropriate and that there are exceptional circumstances for alterations to the Green Belt. However, he has concerns about proposed development next to Woodstock and suggested that the Council prepare Main Modifications to address this. Officers will need to progress technical work, consult on modifications and submit them following the Council's approval. The Examination will then continue until the Inspector's final report is received. The Planning Policy team is progressing the technical work with a view to sending information to the Inspector on 20 September ahead of a six week public consultation.

Oxfordshire Plan 2050

A Growth Deal commitment. The Plan is being prepared by a central Plan team appointed through the Oxfordshire Growth Board. It must be submitted to Government for Examination by March 2020 to meet the existing terms of the Deal. The Council contributes to the plan-making process as a partner with a view to it being adopted as part of the Development Plan upon completion.

Public consultation on an Issues Paper ended on 25 March 2019. A public 'call for location ideas' ended on 12 April. The central Plan team is evidence gathering and scoping 'spatial options' for Plan development. An Options Paper is to be prepared by the team for consultation as soon as possible (subject to the approval of each Council). The dates for consultation have yet to be confirmed. The overall programme is very tight and may be affected by a future Government announcement on a proposed route for the Oxford-Cambridge Expressway and associated discussions with MHCLG.

Local Plan Review

Work programming and initial preparatory work commenced in Spring 2019 but has had to be put on hold while further work on the Partial Review is pursued. There is a statutory requirement to review Local Plans within five years from adoption (the adopted Local Plan having been adopted in July 2015). The Plan will need to take account of the Oxfordshire Plan 2050 and consequently there are dependencies between the two work programmes.

Banbury Canalside SPD

Work has been stalled due to the need to review the work undertaken to date, particularly in the context of wider business plan objectives, and due to capacity issues within the Planning Policy team. A scope of work has been drafted.

Community Infrastructure Levy

Not a Local Development Document but a potential means of securing funding for infrastructure to assist overall delivery (should the Council decide to implement CIL). Work on a potential charging levy was paused due to a Government review of how CIL operates but could be recommenced subject to resourcing.

£000's											
											Re-profiling and variances to be updated
PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	DESCRIPTION	BUDGET	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
Stuart Parkhurst	Nicola Riley	Sunshine Centre	440		440	419			(21)	-	Scheme was approved 02/07/18 for £372k (made up of £252k S106 and £120k CDC funding) However when the potential o/spend was discussed with Nicola it was discovered that S106 funds were actually £360k plus an additional £72k giving a total of S106 £432k. Plus £8k CDC funding gives a total budget of £440k. Works instructed and contracts signed. Transfer of lease from OCC to CDC in progress. On site from 20/4/19. 25 week programme with completion expected by Nov 19. funding (See KC email 17/12/18)
Community Total			440	-	440	419	-	-	(21)	-	
Liam Didcock	Graeme Kane	Biomass Heating Bicester Leisure Centre	14		14	0			(14)	-	Budget no longer required
Tom Darlington	Graeme Kane	Whitelands Farm Sports ground	0		0	0			-	-	Final account still under review. Overspend to be funded from S106. There is to be further costs in 2019-20 which will be funded from S106
Liam Didcock	Graeme Kane	Solar Photovoltaics at Sports Centres	80		80	0			(80)	-	Budget no longer required
Tom Gubbins	Graeme Kane	Football Development Plan in Banbury	20		20	20			-	-	We forecast to spend £20k on Leisure strategy and feasibility work as allocated
Liam Didcock	Graeme Kane	North Oxfordshire Academy Astro turf	183		183	183			-	-	Anticipated full spend in 19/20
Liam Didcock	Graeme Kane	Bicester Leisure Centre Extension	122		122	122			-	-	Following strategy presented to members and prioritisation. Work due to commence in August 2019
Liam Didcock	Graeme Kane	Spiceball Leis Centre Bridge Resurfacing	30		30	0		30	-	-	Works to be determined post completion of the new bridge connection, as part of the CQ2 project. Could potentially roll into 20/21
Rebecca Dyson	Graeme Kane	Corporate Booking System	60		60	60			-	-	work being undertaken to determine the provision of booking system for sport and leisure through JADU and likely expenditure required for 19/20. Delay partly due to CDC/SNC split. Spend likely Q3/4.
Liam Didcock	Graeme Kane	Cooper School Performance Hall - Roof, Floor & Seating	0		0	0			-	-	capital scheme completed in 18-19
Kevin Lerner	Graeme Kane	Cherwell Community Fund	167		167	167			-	-	This is the Cherwell Community Capital Grant. The 18/19 budget was all awarded to community projects in 18/19. However, some of the commitments were not put onto Civica until very recently (due to delays receiving confirmatory information from the recipients). The money will actually go out of the door as the grant aided projects are completed during 19/20. See SB email 02/8/19 in Communities folder
Liam Didcock	Graeme Kane	Cooper sports Facility Floodlights	65		65	64			(1)	-	Project complete
Liam Didcock	Graeme Kane	Fencing Works/Associated Storage	50		50	50			-	-	Tender of contract has commenced. Expect to spend full budget by the end of Q2
Leisure & Sport Total			791	-	791	666	-	30	(95)	-	

£000's											
PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	DESCRIPTION	BUDGET	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	Re-profiling and variances to be updated
											OUTTURN NARRATIVE
Tim Mills	Gillian Douglas	Disabled Facilities Grants	749	1,093	1,842	1,400		442	-	-	expect to spend £1.4m but will need to roll forward whatever is not spent because this is Better Care Fund money and cannot be used for other purposes. . On that basis we shall not need DFG capital from the Council for 2020-21
Tim Mills	Gillian Douglas	Discretionary Grants Domestic Properties	304		304	200			(104)	-	spend this year is rather uncertain and depends heavily on the number of Landlords Home Improvement Grants we can deliver. We shall not spend more than £200k but if may prove to be nearer £120k. At this stage please report a£200k forecast. The £104k difference was not and is not required this year and does not need to be rolled forward. The 5-year funding agreement for Discretionary Grants is £150k pa until 2023-24. I propose that we should roll forward any underspend against our projected £200k spend.
	Gillian Douglas	Abritas Upgrade	52		52	52			-	-	Upgrade of Abritas taking place so full spend is expected.
Housing Total			1,105	1,093	2,198	1,652	-	442	(104)	-	
Ed Potter	Graeme Kane	Car Park Refurbishments	192		192	192			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Energy Efficiency Projects	15		15	15			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Glass Bank Recycling Scheme	0		0	7			7	7	2 cages supplied not budgeted for
Ed Potter	Graeme Kane	Public Conveniences	250		250	250			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Off Road Parking	18		18	18			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Vehicle Replacement Programme	1,179		1,179	1,200			21	-	On track for 19/20
Ed Potter	Graeme Kane	Wheeled Bin Replacement Scheme	45		45	45			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Urban City Electricity Installations	15		15	15			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Vehicle Lifting Equipment	20		20	20			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Container Bin Replacement	20		20	20			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Commercial Waste Containers	12		12	12			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	On Street Recycling Bins	25		25	25			-	-	Anticipated full spend in 19/20
Ed Potter	Graeme Kane	Thorpe Lane Depot Capacity Enhancement	50		50	52			2	-	Slight Overspend in 19/20
Environment - Environment			1,841	-	1,841	1,871	-	-	30	7	
Wellbeing, Environmental & Regulatory Total			4,177	1,093	5,270	4,608	-	472	(190)	7	
Jane Norman	Robert Jolley	Community Centre Refurbishments	84		84	84			-	-	Anticipated full spend in 19/20
Jane Norman	Robert Jolley	The Hill Youth Community Centre	989	(989)	0	0			-	-	duplicate code, see 40107 for The Hill project
Andrew Bowe	Robert Jolley	East West Railways	1,450		1,450	1,450			-	-	Anticipated full spend in 19/20
Robert Jolley	Paul Feehily	Graven Hill - Loans and Equity	13,000		13,000	13,000			-	-	This drawn based on the funding requirements of Graven Hill but should be drawn in full by the year end.
Jenny Barker	Robert Jolley	NW Bicester Eco Business Centre	68		68	68			-	-	Anticipated full spend in 19/20
Jane Norman	Robert Jolley	Cher Com Led Prog The Hill Com Centre	110	989	1,099	1,099			-	-	Project is on target for completion in summer 2019 and is on budget
Jane Norman	Robert Jolley	Build Programme Phase 1			0	4			4	-	Phase one - based on figures from table at bottom

£000's											Re-profiling and variances to be updated
PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	DESCRIPTION	BUDGET	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
Jane Norman	Robert Jolley	Build Programme Phase 1b	3,554		3,554	3,554			-	-	Anticipated full spend in 19/20 for Admiral Holland & Creampot Crescent however Bicester Library is on hold. (emailed JK for Bicester Library budget)
Jane Norman	Robert Jolley	Build Programme Phase 2	10,900		10,900	10,900			-	-	The programme is being reviewed, more will be known by Q2.
		Place & Growth - Economy & Regeneration	29,082	-	30,155	30,159	-	-	4	-	
		Place & Growth Total	29,082	-	30,155	30,159	-	-	4	-	
Natasha Barnes	Claire Taylor	Customer Self-Service Portal CRM Solution	80		0	0			-	-	Moved budget so combined with green cell below. Anticipated full spend in 19/20. Comment from Natasha Barnes: This was due to be part of the project for Digital Transformation (JADU) and the pot was due to have moved to ICT last year.Suggest it is rolled over but re-profiled asap was this maybe needed to facilitate separation of the systems associated. PN to review, possible savings.
Tim Spiers	Claire Taylor	EXKI PROD copy fwd planning IT hardware	0		0	13			13		Looks like old Pos - confrim whether still needed
Rakesh Kumar	Claire Taylor	Land & Property Harmonisation	249		249	144			(105)	-	Planned to complete by end of FY - Replacement of Land and Property systems . PN to provide update . Left an u/s to offset HR/Replacement o/s below
Tim Spiers	Claire Taylor	5 Year Rolling HW / SW Replacement Prog	69		69	69			-	-	Planned to complete by end of FY - Windows 10/Office 365 roll out and computer replacement.
Tim Spiers	Claire Taylor	Business Systems Harmonisation Programme	40		40	24			(16)	-	Rolling budget supporting joint teams. Forecasted 16K under budget - offsets 16K o/s in unified comms
Tim Spiers	Claire Taylor	Upgrade Uninterrupted Pwr Supp Back up / Datacentre	19		19	19			-	-	Migrate remaining services to data centre
Tim Spiers	Claire Taylor	IT Strategy Review	105		105	147			42	-	Engagement ongoing planned to continue to December 2019. Forecast needs updating as these costs are for Entec SI (albeit 40% to SNC) so forecast needs to be higher?
Tim Spiers	Claire Taylor	Digital Portal	0		0	42			42		4K Commit = Spacecraft, looks like old PO?
Tim Spiers	Claire Taylor	Land & Property Harmonisation	0		0	0			-	-	Planned to complete by end of FY, replacement land and property systems
Tim Spiers	Claire Taylor	Customer Excellence & Digital Transfer	32		112	112			-	-	Replace CRM system by end of year.
Hedd Vaughan-Evans	Claire Taylor	Unified Communications	112		112	137			25	-	Need to invoice SNC £133,500. Leaves 25K o/s which is offset against project 40057
		Information Technology Total	706	-	706	706	-	-	0	-	
Karen Edwards	Claire Taylor	HR / Payroll System replacement	125		125	125			-	-	79K over - can this be offset by any other IT underspends?
		HR, OD and Payroll Total	125	-	125	125	-	-	-	-	
		Customers & Service Development Total	831	0	831	831	0	0	0	0	
Kelly Watson	Adele Taylor	Financial System Upgrade	0		0	0	0	0	-	-	

£000's											Re-profiling and variances to be updated
PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	DESCRIPTION	BUDGET	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
Belinda Green	Adele Taylor	Academy Harmonisation	144		144	144	0	0	-	-	The capital pot was established to support the project to transfer the CDC Revs and Bens data from the legacy software system, Northgate, to the Academy system. Although the data migration took place in 2017 there are a number of modules (which came as part of the original system contract) that are still to be implemented including OD customer portal, automation of new claims for benefits and CT discounts/exemptions, templating. These are all in the work plan for 19/20. £57k reprofiled from 18/19
Kelly Watson	Adele Taylor	New E-Tenderings Portal for Procurement	30		30	0	0	0	(30)	-	Budget for project is no longer required, an additional module to the existing e-tendering portal was purchased.
Kelly Watson	Adele Taylor	Finance Replacement System	210		210	210	0	0	-	-	Currently out to tender, anticipated full spend in 19/20
		Finance Total	384	-	384	354	-	-	(30)	-	
Stuart Parkhurst	Robert Fuzesi	Condition Survey Works	2		2	0	0	0	(2)	-	Works completed
Stuart Parkhurst	Robert Fuzesi	Bradley Arcade Roof Repairs	30		30	30	0	0	-	-	Works partially completed, further investigation required to complete works scope to be created. On target for spend of £30K
Stuart Parkhurst	Robert Fuzesi	Community Buildings - Remedial Works	0		0	0	0	0	-	-	Works completed, PO to be closed
Chris Hipkiss	Robert Fuzesi	Spiceball Riverbank Reinstatement	50		50	50	0	0	-	-	Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	253		253	100	0	153	-	-	In design stage, works progressing. Discussions between CDC and tenant regarding extension of the lease. The result of which may affect scope of the project. Project currently paused until resolved.
Stuart Parkhurst	Robert Fuzesi	Thorpe Way Industrial estate - Roof & Roof Lights	0		0	(2)	0	0	(2)	-	Works complete and project signed off.
Chris Hipkiss	Adele Taylor	Castle Quay 2	45,798		45,798	45,798	0	0	-	-	Programme ongoing, reprofile £45,798K into 19/20 and reprofile £24,667K beyond
Chris Hipkiss	Adele Taylor	Castle Quay 1	7,636		7,636	4,000	0	3,636	-	-	Programme ongoing, forecast spend in 19/20 of £4m. Reprofile remaining budget beyond 19/20
Shelagh Larard	Robert Fuzesi	Franklins House - Travelodge	75		75	50	0	0	(25)	-	Retention payment c£25k payable to the contractor in Aug 19. There will also be some professional fees payable. Expect £50k spend in 19/20 (see SL email 13/5/19 & 06/8/19))
Robert Fuzesi	Adele Taylor	Housing & IT Asset System joint CDC/SNC	50		50	50	0	0	-	-	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		95	95	0	0	-	-	Tender received, to be ordered August 19. On target for full spend in 19/20
Stuart Parkhurst	Robert Fuzesi	Retained Land	165		165	143	0	0	(22)	-	Works complete pending final account
Stuart Parkhurst	Robert Fuzesi	Thorpe Place Industrial Units	162		162	162	0	0	-	-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects.

£000's											Re-profiling and variances to be updated
PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	DESCRIPTION	BUDGET	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
Stuart Parkhurst	Robert Fuzesi	Thorpe Way Industrial Units	135		135	135	0	0	-	-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects.
Stuart Parkhurst	Robert Fuzesi	Horsefair, Banbury	100		100	100	0	0	-	-	Project under review. Previously tendered over budget. Review at Q4
Stuart Parkhurst	Robert Fuzesi	Thorpe Lane Depot - Tarmac / drainage	110		110	110	0	0	-	-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects.
Stuart Parkhurst	Robert Fuzesi	EPC certification & compliance works	40		40	40	0	0	-	-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19.
Chris Hipkiss	Adele Taylor	Tramway Industrial Estate, Banbury	0		0	15	0	0	15	-	Site survey works not budgeted for in 19/20
	Nicola Riley	The Mill	250		250	250	0	0	-	-	Robert to provide forecast spend for 19/20 and reprofile for 20/21. A recent condition survey of the property outlined necessary remedial works and approach that would need to be undertaken to bring the building back into good repair.
Stuart Parkhurst	Robert Fuzesi	Banbury Museum Upgrade of AHU	110		110	110	0	0	-	-	Order being raised for investigation stage which will lead to full design. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	Bodicote House Fire Compliance Works	154		154	154	0	0	-	-	Order raised for design. Review in October
Stuart Parkhurst	Robert Fuzesi	The Fairway Garage Demolition	52		52	52	0	0	-	-	Full spend anticipated in 19/20. Review Q3
Stuart Parkhurst	Robert Fuzesi	BYHP Separation of Building to two units	17		17	19	0	0	2	-	Order raised for design. Full spend anticipated in 19/20 (slightly over)
Stuart Parkhurst	Robert Fuzesi	Compliance Works with Energy Performanc	169		169	169	0	0	-	-	Phase one on site, 15 week programme. Project anticipated to be on target, £130k spend for works to be completed end of Aug 19. Design works for Phase two works to commence in September. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	Ferriston Roof Covering	142		142	142	0	0	-	-	Works being tendered anticipated start date of September. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	Pioneer Square Fire Panel	20		20	20	0	0	-	-	Order raised for design. Full spend anticipated in 19/20
Stuart Parkhurst	Robert Fuzesi	Corporate Asbestos Surveys	150		150	150	0	60	60	-	
Stuart Parkhurst	Robert Fuzesi	Corporate Fire Risk Assessments	60		60	60	0	0	-	-	Works are being assessed with the consultant.
Stuart Parkhurst	Robert Fuzesi	Corporate Water Hygiene Legionella Asses	35		35	35	0	0	-	-	Once full scope identified, works will proceed.
Stuart Parkhurst	Robert Fuzesi	Corporate Reinstatement Cost Assessments	59		59	59	0	0	-	-	Potential to reprofile part works in to 20/21
Stuart Parkhurst	Robert Fuzesi	Works From Compliance Surveys	195		195	45	0	150	-	-	
Stuart Parkhurst	Robert Fuzesi	Thorpe Place 18_19	75		75	75	0	0	-	-	works tendered July. Costs, more than anticipated - altering specification to make efficiencies and then retendered. Forecast start date of December for a 4 week project. Full spend anticipated in 19/20
Robert Fuzesi	Adele Taylor	CDC Feasibility of utilisation of proper	100		100	0	0	100	-	-	Reprofiled.
		Property Total	56,289	-	56,289	52,216	-	4,099	26	-	
		Finance Services Total	56,673	-	56,673	52,570	-	4,099	(4)	-	

CHERWELL CAPITAL EXPENDITURE 2019- 20

Appendix 4

£000's

Re-profiling and variances to be updated

PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	DESCRIPTION	BUDGET	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE- PROFILED INTO 2019/20	RE- PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
		Capital Total	90,763	1,093	92,929	88,169	0	4,571	(189)	7	189.44771 - Under Spend