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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive

Date: Monday 4 October 2021

Time: 6.30 pm

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

Membership

Councillor Barry Wood (Chairman)

Councillor Phil Chapman
Councillor Tony Ilott
Councillor Richard Mould
Councillor Dan Sames

Councillor Ian Corkin (Vice-Chairman)

Councillor Colin Clarke
Councillor Andrew McHugh
Councillor Lynn Pratt
Councillor Lucinda Wing

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Petitions and Requests to Address the Meeting

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

4. Minutes (Pages 7 - 12)

To confirm as a correct record the Minutes of the meeting held on 6 September 2021.

5. Chairman's Announcements

To receive communications from the Chairman.

6. Urgent Business

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

7. Monthly Finance, Performance and Risk Monitoring Report (Pages 13 - 78)

Report of Director of Finance and Head of Insight and Corporate Programmes

Purpose of report

This report summarises the Council's Performance, Risk and Finance monitoring positions as at the end of August 2021.

Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report
- 1.2 To approve of the transfers to and from reserves on Appendix 7.

8. Budget and Business Planning Process 2022/23 - 2026/27 (Pages 79 - 96)

Report of the Director of Finance

Purpose of report

This report is to inform the Executive of the proposed approach to the 2022/23 Budget and Business Planning Process and provides context and background information on the existing Medium-Term Financial Strategy and information on latest government announcements relevant to the Strategy.

Recommendations

The meeting is recommended to:

- 1.1 Approve the Budget and Business Planning Process for 2022/23.
- 1.2 Approve a five-year period for the Medium-Term Financial Strategy to 2026/27 and five-year period for the Capital Programme to 2026/27.

9. Park and Charge Update (Pages 97 - 102)

Report of Assistant Director Environmental Services

Purpose of report

This report is to update members on material changes to the way in which the Park and Charge Oxfordshire (electric vehicle charging) project will henceforth be delivered following discussion with the preferred charge point operator; to seek

approval of the terms for rolling out charge point services within designated council car parks in the Cherwell district; and to request approval for the re-alignment of the charge point contract relating to the pilot Bicester Cattlemarket Car Park with the revised and agreed heads of terms for the remaining in-scope car parks.

Recommendations

The meeting is recommended:

- 1.1 To note the current progress on, and changes made to, the delivery process on the park and charge project since the last report to the Executive on 2 November 2020.
- 1.2 To approve the terms for rolling out charge point services within designated council car parks in the Cherwell district as set out in exempt Appendix 1.
- 1.3 To approve the re-alignment of the charge point contract relating to the pilot Bicester Cattlemarket Car Park with the terms set out in exempt Appendix 1.

10. Revised Statement of Community Involvement (Planning) (Pages 103 - 170)

Report of Assistant Director – Planning and Development

Purpose of report

To consider a proposed Statement of Community Involvement (SCI) following publication consultation and to decide whether to recommend to Council that the SCI be adopted.

Recommendations

The meeting is recommended:

- 1.1 To approve the proposed Statement of Community Involvement (SCI) at Appendix 2 for submission to Council.
- 1.2 To recommend to Council that it adopts the SCI at Appendix 2 as a replacement for the current statement of community involvement (CSCI) adopted on 18 July 2016 and delegates the adoption of future Statements of Community Involvement and the approval of amendments to the Executive.
- 1.3 To recommend to Council that delegation be provided to the Assistant Director – Planning and Development to modify the SCI in exceptional circumstances with the agreement of the Lead Member for Planning.
- 1.4 To delegate to the Assistant Director - Planning and Development, the correction of minor spelling, grammatical or typographical errors and any minor presentational improvements prior to the consideration of the SCI by Council.

11. Creating a vision for the Oxford-Cambridge Arc - Consultation Response
(Pages 171 - 188)

Report of Assistant Director – Planning and Development and Assistant Director – Growth and Economy

Purpose of report

To consider the proposed response to the public consultation.

Recommendations

The meeting is recommended:

- 1.1 To approve the proposed response to the consultation for submission to the Department for Levelling Up, Housing and Communities (DLUHC) - formerly the Ministry of Housing, Communities and Local Government.

12. Graven Hill Development Company (Dev Co) - Request for s38 agreement (Highways Act 1980) works bonds relating to highway infrastructure delivered by Dev Co. (Pages 189 - 194)

Report of Shareholder Representative

Purpose of report

To bring to the attention of the Executive the request from Graven Hill Village Development Company Ltd (Dev Co) for the Council to act as surety in three performance bonds for roadway infrastructure works to be undertaken by Dev Co under section 38 of the Highways Act 1980.

Recommendations

The meeting is recommended:

- 1.1 To approve in principle that the Council act as surety for Dev Co in respect of three performance bonds (up to the sum referred to in exempt Appendix 1 to this report) relating to the construction of highway works by Dev Co pursuant to agreements between Dev Co and Oxfordshire County Council (as local highway authority) to be made under section 38 of the Highways Act 1980.
- 1.2 To delegate to the Shareholder Representative authority to agree the formal documentation in relation to the bonds, in consultation with the s.151 Officer and the Monitoring Officer.
- 1.3 To agree that Dev Co be requested to pay to the council 1% of the value of the agreed bonds for use of the facility.

13. Exclusion of the Press and Public

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

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

Members are reminded that whilst the following items have been marked as exempt, it is for the meeting to decide whether or not to consider 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 these items be considered in public.

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

“That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the 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. **Park and Charge Update - Exempt Appendix** (Pages 195 - 200)
15. **Graven Hill Development Company (Dev Co) - Request for s38 agreement (Highways Act 1980) works bonds relating to highway infrastructure delivered by Dev Co. - Exempt Appendix** (Pages 201 - 202)

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwell-dc.gov.uk or 01295 22158934 prior to the start of the meeting.

Declarations of Interest

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

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

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

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

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

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Places to watch meetings in person are very limited due to social distancing requirements. If you wish to attend the meeting in person, you must contact the Democratic and Elections Team democracy@cherwell-dc.gov.uk who will advise if your request can be accommodated and of the detailed COVID-19 safety requirements for all attendees.

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Queries Regarding this Agenda

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

Yvonne Rees
Chief Executive

Published on Friday 24 September 2021

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 6 September 2021 at 6.30 pm

Present:

Councillor Barry Wood (Chairman), Leader of the Council
Councillor Ian Corkin (Vice-Chairman), Deputy Leader of the Council and Lead Member for Customer and Transformation
Councillor Phil Chapman, Lead Member for Leisure and Sport
Councillor Colin Clarke, Lead Member for Planning
Councillor Tony Ilott, Lead Member for Finance 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
Councillor Lucinda Wing, Lead Member for Housing

Also Present:

Councillor Sean Woodcock, Leader of the Labour Group

Officers:

Yvonne Rees, Chief Executive
Steve Jordan, Corporate Director Commercial Development, Assets & Investment
Claire Taylor, Corporate Director Customers and Organisational Development
Lorna Baxter, Director of Finance & Section 151 Officer
Anita Bradley, Director Law and Governance & Monitoring Officer
Vicki Jessop, Interim Assistant Director Housing and Social Care Commissioning
Louise Tustian, Head of Insight and Corporate Programmes
David Peckford, Assistant Director: Planning and Development
Andrew Maxted, Planning Policy, Conservation and Design Manager
Eleanor Gingell, Planning Policy Team Leader
Natasha Clark, Governance and Elections Manager

38 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

40 **Minutes**

The minutes of the meeting held on 19 July 2021 were agreed as a correct record and signed by the Chairman.

41 **Chairman's Announcements**

There were no Chairman's announcements.

42 **Local Development Scheme**

The Assistant Director – Planning and Development submitted a report to seek approval of an updated Local Development Scheme (LDS) for the production of the Council's key planning policy documents.

On behalf of Executive, the Chairman commended and thanked the Planning policy team for their hard work on the Scheme.

Resolved

- (1) That the updated Local Development Scheme (LDS) (annex to the Minutes as set out in the Minute Book) be approved.

Reasons

An updated LDS has been prepared. It provides a programme for the preparation of the Council's key planning policy documents to guide future planning decisions. The Council has a statutory responsibility to prepare and maintain an LDS. The LDS will be used by officers, the public, partners and developers and other stakeholders to monitor the production of documents and to plan for associated consultations. Approval of the LDS is needed to assist project management and ensure that the Council meets its statutory responsibilities for plan-making.

Alternative options

Option 1: Not to approve the LDS

The Council has a statutory responsibility to maintain an up-to-date LDS. If the Council did not prepare its own LDS the Secretary of State could impose one. Aside from legal duty, not to approve the LDS could undermine the confidence of the public and stakeholders about the Council's plan-making programme. The LDS would need to be re-presented to the Executive at a future meeting or to the Lead Member for Planning.

Option 2: To reconsider the content of the LDS

The LDS has been prepared having regard to the Council's statutory responsibilities and current resources. It is considered by officers to be appropriate for the present and foreseeable circumstances.

Planning for Cherwell: Cherwell Local Plan Review - Options Consultation Paper

The Assistant Director – Planning and Development submitted a report to seek approval of an options consultation paper for the Cherwell Local Plan Review.

At the discretion of the Chairman, Councillor Woodcock, Leader of the Labour Group addressed Executive. In response to Councillor Woodcock's comments regarding the affordable housing figures, the Lead Member for Planning explained that the covid pandemic had had an impact and the council was reliant on developers to deliver affordable housing. It was an area that would be looked at and all options considered to provide affordable housing and deliver as much as was viably possible. The Assistant Director – Planning and Development confirmed that the figures in the Paper would be reviewed to ensure they were accurate before being published for consultation.

In the course of discussion, Executive highlighted the importance of the consultation engaging with as many stakeholders and residents as possible. The Lead Member for Planning explained that much of the consultation would be virtual with additional contact with parishes as their involvement was critical. He would discuss the feasibility of facilitated virtual events with the Assistant Director – Planning and Development. The Lead Member for Planning confirmed that all responses were detailed and recorded.

On behalf of Executive, the Chairman thanked the Assistant Director – Planning and Development and Planning Policy team for their hard work on Cherwell Local Plan review to date.

Resolved

- (1) That the Options Paper be approved for the purpose of public consultation.
- (2) That the Assistant Director - Planning and Development be authorised to make any necessary minor and/or presentational changes to the options paper prior to the consultation and to determine the format of publication.

Reasons

The Cherwell Local Plan Options Paper has been prepared to help continue dialogue with communities and other stakeholders in the interest of early engagement in the plan preparation process. The paper is the second stage in the preparation of the Local Plan. The Executive's approval of the Options Paper is sought to proceed to public consultation.

Alternative options

Option 1: Not to approve the Options Paper until the Oxfordshire Plan process is further advanced

A delay would affect the overall Local Plan programme and put the objective of adoption in 2023 at significantly higher risk.

Option 2: To reconsider the content of the Options Paper

The Options paper has been produced having regard to national policy and guidance, existing Local Plans, the emerging Oxfordshire Plan 2050 and other plans, programmes and policies. It is considered by officers to be an appropriate consultation document balancing technical information with discussion.

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Joint Performance, Risk and Finance Report

The Director of Finance and Head of Insight and Corporate Programmes submitted a report which summarises the Council's Performance, Risk and Finance monitoring positions as at the end of July 2021.

Resolved

- (1) That the monthly Performance, Risk and Finance Monitoring Report and the quarterly Climate and Equality, Diversity and Inclusion action plans be noted.
- (2) That the use of reserves detailed in the Annex to the Minutes (as set out in the Minute Book) be approved.
- (3) That Council be recommended to approve use of reserves to include £1.240m Disabled Facilities Grant received and increase the associated scheme in the capital programme as detailed in the Annex to the Minutes (as set out in the Minute Book).

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 during July 2021, 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 2021-22 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.

45 **Notification of Urgent Action - Afghan Relocation and Assistance Policy (ARAP) for Afghan Locally Employed Staff (LES)**

The Chief Executive submitted a report to update the Executive on an urgent decision made by Chief Executive in relation to the short-term leasing of homes from the Ministry of Defence to assist the Council's response to the government's request for support in relation to the Afghan resettlement programme.

Resolved

- (1) That the action taken by the Chief Executive under urgent powers to:
- i) Enter into 12-month full repairing leases for 10 homes from the Ministry of Defence: and
 - ii) Delegate responsibility for agreeing the terms of those leases to the Corporate Director, Commercial Development, Assets and Investment.

Such action being taken in support of the programme for acquisition of accommodation to facilitate housing need in relation to the Afghan Relocation and Assistance Policy (ARAP) for Afghan Locally Employed Staff (ALES), be endorsed.

Reasons

To provide a positive response to the emerging Afghanistan crisis and central Government's call for help by securing suitable family accommodation for affected families within the Afghan Relocation and Assistance Policy (ARAP) for Afghan Locally Employed Staff (ALES).

There is a need to act quickly and get leases in place so that families can begin to settle and receive the necessary wrap around support due to the rapidly changing situation in Afghanistan and to ensure suitable accommodation is provided and affected families are settled as quickly as possible.

Alternative options

Option 1: To withdraw from the scheme - the Council could decide not to participate in the scheme and decide not to proceed with acquisition of properties.

Option 1 has been rejected due to the urgent need, by the end of September 2021 to provide emergency housing and support to Afghans who have worked for the UK in Afghanistan, and who have been relocated to the UK for safety following the withdrawal of NATO (including UK) forces from Afghanistan.

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Urgent Business

There were no items of urgent business.

The meeting ended at 7.30 pm

Chairman:

Date:

Cherwell District Council

Director of Finance, and Head of Insight and Corporate Programmes

4 October 2021

Monthly Performance, Risk and Finance Monitoring Report

Report of Director of Finance and Head of Insight and Corporate Programmes

This report is public.

Purpose of report

This report summarises the Council's Performance, Risk and Finance monitoring positions as at the end of August 2021.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report
- 1.2 To approve of the transfers to and from reserves on Appendix 7.

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 during August 2021, 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 2021-22 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 As part of monthly reporting, the Insight Team provides the Senior Management Team with a corporate complaints report. Complaints received during the month are closely monitored and analysed. The mandatory lessons learned data continues to be implemented and we are starting to see a decrease in the number of upheld complaints. Lessons learned are reported to CEDR (Chief

Executive Direct Reports) and progress is monitored to ensure actions are implemented to avoid the same complaint being reported.

2.5 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. The Leadership Risk Register and strategy are reviewed on an annual basis as part of the budget and business planning process, reflecting on the priorities of the council for the forthcoming year. The Leadership Risks reflected in this report have been thoroughly reviewed by CEDR and will continue to be updated on a monthly basis.

2.6 The main report details section is split into three parts:

- Performance Update
- Leadership Risk Register Update
- Finance Update

2.7 There are eight appendices to this report:

- Appendix 1 – 2021/22 Business Plan
- Appendix 2 – Monthly Performance Report
- Appendix 3 – Leadership Risk Register
- Appendix 4 – Finance – Capital August
- Appendix 5 – Virement August
- Appendix 6 – COVID Funding
- Appendix 7 – Use of Reserves and Grants funding
- Appendix 8 – Service in Focus - Summer Hubs




3.0 Report Details

3.1 The Council's performance management framework sets out key actions, projects and programmes of work that contribute to deliver the refreshed 2021-22 business plan (see Appendix 1) and the priorities of the Council.

3.2 The 2021-22 business plan sets out four strategic priorities:

- Housing that meets your needs
- Leading on environmental sustainability
- An enterprising economy with strong and vibrant local centres
- Healthy, resilient and engaged communities

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

Priority: Housing that meets your needs

3.4 The Council is committed to deliver affordable housing, raising the standard of rented housing and find new and innovative ways to prevent homelessness. Also, to promote innovative housing schemes, deliver the local plan and supporting the most vulnerable people in the District.

3.5 **Overview of our performance against this strategic priority:**

Homeless Prevention reported Amber for August and for year to date due to staff absences, holidays and continued demands from clients presenting in crisis. The upstream work, on Homeless Prevention, has been limited. There is a danger this could result in more cases of clients reaching crisis point. Resources within the team are being assessed to create time for more upstream work.



Homes improved through enforcement action reported Red for August and Green for year to date (4 against target of 9 homes). Due to Delivery impacted by the resources needed to introduce a new data management and recording system, and the expected return to the target level, in September.

% of major planning applications determined to National Indicator reported Green for August and year to date. Still an improvement from recorded Red, for both, month and year to date, from June. There were no Non-Major Planning Application Appeals overturned.

Average time taken to process Housing Benefit New Claims reported Red for August and Green for year to date (18.42 against target of 15 days). Due to leave & sickness, plus another team member undergoing training (in readiness for the split from CSN), which impacted on the ability to meet the target.

Major applications overturned at appeal reported Red for August and for year to date (33% against a target of 10%). 1 Major Planning Appeal was overturned by the Planning Inspectorate, during August 2021, after a Public Inquiry.

Priority: Leading in environmental sustainability

3.6 The Council is committed to deliver on sustainability and in the commitment to be carbon neutral by 2030, promotes the Green Economy and increases recycling across the district.

This priority includes the protection of our natural environment and our built heritage, working in partnerships to improve air quality in the district and the reduction of environmental crime.

3.7 **Overview of our performance against this strategic priority:**



Reduction of fuel consumption used by fleet reported Amber for August and year to date (36,199 against target of 34,864). Slightly increase, from last year, at this point. As previously stated, more vehicles are being used impacting figures in comparison with last year.

Waste Recycled & Composted reported Green for August and year to date (58% against 56%), due to materials collected running close to plan. Garden waste, which sometimes can be down, in August due to dry spells, has held up well.

COP26 zero carbon tour bus to visit Bicester. The 100 per cent electric bus is coming to show stories and encourage the minds of the world on the importance of tackling climate change, to local innovators and solution creators. Cherwell District Council has recognised the climate emergency and is committed to getting to net zero carbon, both as a council and as a district, by 2030.

Environmental Crime with all complaints of fly tipping investigated where evidence was found. It is hoped to reconvene interviews under caution in person back in the office rather than by letter, which will expediate the investigation process.

Priority: An enterprising economy with strong and vibrant local centres

3.8 The Council is committed to support business retention and growth, developing skills and generating enterprise; also, securing infrastructure to support growth in the district and securing investment in our town centres. This priority also contributes towards making communities thrive and businesses grow promoting the district as a visitor destination, committing to work with businesses to ensure compliance and promote best practice.

3.9 Overview of our performance against this strategic priority:

Council Tax collected, increase Council Tax Base

reported Amber for August and for year to date (9.02 against target of 9.50%), due to the amount of Council Tax collected, which risen by approximately £1.5m. Whilst the in-month collection and year to date figures are both slightly short target, recovery action remains ongoing. Reminder notices continue to be issued and arrears remain being pursued through court action.



Business Rates collected, increasing NNDR reported Green for August and Red for year to date (10.44% against a target of 9.00%), the amount of business rates due to be collected stands at £82.5m. It has decreased, from last month, following contact from businesses either applying or requesting the removal of the expanded retail relief. These very late notifications have impacted the collection rates. Changes to instalment plans require 14 days' notice, therefore, businesses didn't pay because customers are waiting for their account to be adjusted. However, the team continues to formally recover arrears by issuing reminder notices and taking court action, where appropriate.

Promote the district as a visitor destination reported Green for August and year to date (58% against 56%), following the lifting of social restrictions in July, hospitality venues and visitor attractions are, now, fully open and welcoming domestic visitors. International visitor numbers remain low due to travel restrictions.

Priority: Healthy, resilient and engaged communities

3.10 The Council is committed to enabling all residents to lead an active life, improving and developing the quality of local sports and leisure facilities and promoting health and wellbeing in our communities. Also, supporting community and cultural development, working with our partners to address the causes of health inequalities and deprivation, and to reduce crime and anti-social behaviour.

3.11 Overview of our performance against this strategic priority:



Number of visits/usage of District Leisure Centre reported Green for August and year to date. Usage figures were marginally down, against July 2021. However, this is not necessarily unexpected due to summer holiday periods. Relatively unseasonal weather meant that Outdoor Pool impacted numbers.

Cherwell District Council keeps focusing on sourcing accommodation and identifying empty housing stock suitable for rehousing families and is in discussions with the Ministry of Defence about the possibility of repurposing some of its property for this purpose. It has already identified 10 properties to house families fleeing Afghanistan and is working with local specialist agencies to develop a support package for the families to support in areas such as language skills, access to healthcare and education, voluntary sector support and advice, and support preparing to enter the job market. People in Cherwell who have donated items to support Afghan refugees are being thanked for their response to the situation. Some

of the items donated have already been distributed and gratefully received by arrivals at RAF Brize Norton from Afghanistan over recent days.

Children attending council-led school holiday hubs in north Oxfordshire have been treated to training sessions with a Team GB Paralympian. The Olympian to the Great Britain's football team, at London 2012, worked with youngsters at Cherwell District Council's summer holiday programme at Bicester Leisure Centre, Kidlington and Gosford Leisure Centre and The Cooper School, talking to them about his experiences and taking part in activities.

Summary of Performance

- 3.12 The Council reports monthly on performance against 27 Business Plan Measures, with 12 Programme Measures and 15 Key Performance Indicators. Full details, including commentary against each measure and key performance indicator can be found in Appendix 2.

Programme Measures and Key Performance Indicators (27)

Status	Description	August	%	YTD	%
Green	On target	21	78%	22	82%
Amber	Slightly off target	3	11%	3	11%
Red	Off target	3	11%	2	7%

3.13 Service in Focus – Wellbeing / Holiday Hubs

As part of our commitment to support healthy, resilient, and engaged communities, our activity hubs offer a healthy mix of sports, arts, craft and games to keep children aged 5 to 11 years happy during school holidays across the district. All sporting activities are delivered by qualified, and DBS cleared staff.

This summer the holiday programme was a huge success by providing physical activity provision and food for the first time across six venues throughout Cherwell. Children who are eligible for free school meals were able to access these fun days and food for free while we still offered the provision across the wider public.

Over the summer a massive 6500 attendances were taken up with 5000 of these being for children eligible for school meals. The feedback from children, parents and headteachers has been really positive explaining how this provision was a huge help over the summer to not only offer childcare but positive activities and role models.

For all details, please check the infographic on Appendix 8.

Risk Update

- 3.14 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.
- 3.15 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			L07		
	4 - Major		L06- L08 - L15	L03 - L04 - L05 - L10	L01 - L16	
	3 - Moderate		L09 -	L02 - L11 - L13 - L17- L18	L14	L12
	2 - Minor					
	1 - Insignificant					

- 3.16 The table below provides an overview of the Leadership Risk Register 21/22 This section of the report will update any significant changes on a monthly basis.,

Leadership Risk	Score	Direction of travel	Latest Update
L01 Financial Resilience	16 High Risk	↔	Risk reviewed 14/09/21 - Comments updated
L02 Statutory functions	9 Low Risk	↔	Risk reviewed 20/08/21
L03 CDC Local Plan	12 Medium Risk	↔	Risk reviewed 15/09/21 – Mitigating actions and comments updated
L04 Business Continuity	12 Medium Risk	↔	Risk Reviewed 14/09/2021 - Comments and mitigating actions updated
L05 Emergency Planning	12 Medium Risk	↔	Risk Reviewed 14/09/2021 - No changes.
L06 Health & Safety	8 Medium Risk	↓	Risk reviewed 09/09/2021 - risk fully reviewed and updated. Residual score decreased
L07 Cyber Security	15 Medium Risk	↔	Risk Reviewed 15/09/2021 - Mitigating actions updated
L08 Safeguarding the Vulnerable	8 Medium Risk	↔	Risk reviewed 14/09/2021 - Risk description updated
L09 Sustainability of Council owned companies and delivery of planned financial and other objectives.	6 Low Risk	↔	Risk reviewed 14/09/2021 - Comments updated
L10 Financial sustainability of third-party suppliers and contractors	12 Medium Risk	↔	Risk reviewed 13/09/2021 - No changes
L11 Corporate Governance	9 Low Risk	↔	Risk reviewed 20/08/21

L12 Oxfordshire Growth Deal	15 Medium Risk	↔	Risk reviewed 15/09/2021 and Potential Impact; Controls; Mitigating Actions; and comments updated.
L13 Joint Working	9 Low Risk	↔	Risk reviewed 16/09/21 – Comments updated
L14 Legacy Shared Services Partnership – West Northamptonshire Council	12 Medium Risk	↔	Risk reviewed 16/09/21 – Comments updated
L15 Workforce Strategy	8 Medium Risk	↔	Risk reviewed 09/09/21 - Mitigating actions and comments updated
L16 Covid19 Community and Customers	16 High Risk	↔	Risk reviewed 15/09/2021 -Mitigating actions and comments updated
L17 Covid19 Business Continuity	9 Low Risk	↔	Risk reviewed 16/09/21 – Comments updated
L18 Post Covid19 Recovery	9 Low Risk	↓	Risk reviewed 16/09/21 - Comments updated, risk reduced

During August the leadership risk register had **two** score changes, “**L06 Health & Safety**” (score decreased from **12 Medium Risk** to **8 Medium Risk**) and “**L18 Post Covid19 Recovery**” (from **12 Medium Risk** to **9 Low Risk**). For full details please see Appendix 3 Leadership Register CDC.

Finance Update

3.17 The Council's forecast position for 2021/22 at the end of August shows a £0.802m overspend as shown in Table 1. This is made up of potential non-delivery of savings targets of £0.635m and an overspend of £0.167m on business as usual costs as shown in Table 2. This is an improvement in the position reported last month of £0.389m.

3.18 Report Details

Table 1: Forecast Year End Position

Forecast overview - August 2021	Original Budget £m	Current Budget £m	Year End Position at August £m	August Variance (Under) / Over £m	% Variance to current budget %	July Forecast Over / (Under) £m	Change since July (better) / worse £m
Environment and Place	6.699	9.970	11.141	1.171	11.7%	1.235	(0.064)
Customers, Org. Dev. And Resources	5.682	5.957	6.511	0.554	9.3%	0.605	(0.051)
Adults and Housing Services	1.844	2.957	2.972	0.015	0.5%	0.020	(0.005)
Public Health and Wellbeing	1.816	2.969	3.129	0.160	5.4%	0.200	(0.040)
Comm. Dev. Assets and Inv.	0.076	0.272	1.259	0.987	362.9%	0.983	0.004
Subtotal Directorates	16.117	22.125	25.012	2.887	13.0%	3.043	(0.156)
Executive Matters	2.769	(3.467)	(3.924)	(0.457)	-13.2%	(0.460)	0.003
Policy Contingency	3.487	3.715	2.087	(1.628)	-43.8%	(1.392)	(0.236)
Total	22.373	22.373	23.175	0.802	3.6%	1.191	(0.389)
FUNDING	(22.373)	(22.373)	(22.373)	0.000	0.0%	0.000	0.000
(Surplus)/Deficit	0.000	0.000	0.802	0.802		1.191	(0.389)

Table 2: Analysis of Forecast Variance – August

Breakdown of current month forecast	Forecast Variance	Forecast Base Budget Over/ (Under)	Mitigations	Savings Non-Delivery
	£m	£m	£m	£m
Environment and Place	1.171	0.767	0.000	0.404
Customers, Org. Dev. And Resources	0.554	0.442	0.000	0.112
Adults and Housing Services	0.015	0.005	(0.030)	0.040
Public Health and Wellbeing	0.160	0.131	0.000	0.029
Comm. Dev. Assets and Inv.	0.987	0.985	(0.048)	0.050
Subtotal Directorates	2.887	2.330	(0.078)	0.635
Executive Matters	(0.457)	(0.457)	0.000	0.000
Policy Contingency	(1.628)	(1.628)	0.000	0.000
Total	0.802	0.245	(0.078)	0.635
FUNDING	0.000	0.000	0.000	0.000
(Surplus)/Deficit	0.802	0.245	(0.078)	0.635

- 3.19 Of the £0.635m savings not expected to be delivered in 2021/22, £0.566m of this is also not expected to be delivered in future years. To partly mitigate against the non-delivery of savings £0.030m Homelessness prevention reserve within Adults and Housing Services will be utilised and a saving of £0.048m has been declared relating to a vacancy within Commercial Development Assets and Investments Directorate.
- 3.20 The Council is incurring costs and lost income during 2021/22 in relation to Covid-19 across all areas of the Council. The assumption is that costs/losses of income will be incurred generally until late July when Covid restrictions were lifted. However, there are some areas where there may be a prolonged change in behaviour. In particular, lost income is forecast until the end of the financial year in car parking.
- 3.21 When the Council set its budget for 2021/22 the likely financial impact of Covid-19 was taken into consideration and budget provisions were made accordingly. The policy contingency budget of £3.715m includes funding for anticipated lost income and additional costs of Covid-19 in the 2021/22 financial year. In addition, the Council received £0.720m in Covid-19 grant and expects to claim £0.095m from the Sales, Fees and Charges compensation scheme which is open until the end of June. The forecast financial costs and loss of income associated with Covid-19 continue

to be recorded and are shown in Table 3 as a memorandum item. These impacts are assumed within the overall forecast.

Table 3: Covid Impacts included in the 2021/22 Outturn Forecast

Covid Costs 2021/22	£m
Environment and Place	0.430
Customers, Org. Dev. And Resources	0.004
Adults and Housing Services	0.000
Public Health and Wellbeing	0.230
Comm. Dev. Assets and Inv.	2.006
Subtotal Directorates	2.670
Executive Matters	(0.815)
Policy Contingency	0.000
Total	1.855

Note: Executive Matters holds the General Covid funding received.

3.22 Report Details

Environment and Place

Environment and Place have forecast an overspend of £1.171m against a budget of £9.970m (11.7%). This forecast overspend includes £0.767m expected base budget costs and £0.404m in potential savings non-delivery

Environment and Waste	The forecast variance for Environmental Services for August is mostly due to continued pressure within Car Parks, £0.752m reduction in anticipated car parks income, (of which £0.358m is due to the impact of Covid-19). There is also a £0.107m increase in national non-domestic rates. Waste and recycling staffing cost due to the necessary use of agency staff is impacting outturn by £0.244m, there is a £0.052m reduction in expected income and fuel costs are expected to be £0.054m higher. This is offset in part by (£0.169m) savings on refuse disposal charges and a reduction in gate fees plus other small variances across the service of £0.021m.
Variation £1.061m overspend	
Variance to last month's forecast (£0.001)m	

<p>Planning & Development</p> <p>Variation £0.015m overspend</p> <p>Variance to last month's forecast (£0.073m)</p>	<p>Planning and Development are forecasting a £0.015m overspend due to various small variances across the service.</p> <p>The movement this month has been driven by vacancies that have not been filled as expected.</p>
<p>Growth & Economy</p> <p>Variation £0.095m overspend</p> <p>Variance to last month's forecast £0.010m</p>	<p>Growth and Economy's forecast of £0.095m overspend is made up of £0.030m consultancy costs, £0.010m relocation costs of tenants of Town Centre House and £0.055m corporate costs in relation to Oxford to Cambridge ARC and the annual Growth board contribution.</p>

Customers and Organisational Development

Customers & Organisational Development have forecast an overspend of £0.554m against a budget of £5.957m (9.3%). This forecast overspend includes £0.442m base budget costs and savings of £0.112m at risk of delivery.

<p>HR/IT/Comms/Cultural Services</p> <p>Variation £0.150m overspend</p> <p>Variance to last month's forecast (£0.035m)</p>	<p>The forecast overspend of £0.121m in IT is mainly due to a pressure on savings of £0.112m due to a reduced contribution from SNC and the requirement to make a contribution to OCC. This and other areas are being reviewed to mitigate the overspend. Other small overspends across the service total £0.025m.</p> <p>There is a pressure of £0.020m in the Comms Strategy and Insight savings proposal to deliver business administrative support to directors through a shared provision with OCC.</p> <p>HR and Cultural Services are largely on target with combined minor overspends totalling £0.009m</p>
<p>Finance</p> <p>Variation</p>	<p>There is a forecast overspend for Revenue and Benefits due to £0.174m recovery of overpaid</p>

£0.404m
overspend

Variance to last
month's forecast
(£0.016m)

Housing Benefit subsidy by the Department of Works and Pensions. Project and recruitment costs relating to the establishment of the new Revenues and Benefits team has resulted in a forecast one-off overspend of £0.104m. In addition, a £0.060m overspend on insurance premiums, a £0.054m overspend on agency costs in Finance and £0.026m other small overspends across the service.

The movement of (£0.016m) from last month is due to the administrative portion Test and Trace Grant being received.

Adults and Housing Services

Adults and Housing Services have forecast an overspend of £0.015m against a budget of £2.957, (0.5%). This forecast overspend includes (£0.025m) base budget savings and £0.040m in potential savings non-delivery

Housing &
Social Care

Variation
£0.015m
overspend

Variance to last
month's
forecast
(£0.005)

The forecast outturn for Housing is expected to be largely on track with £0.015m overspends across the service.

Public Health & Wellbeing

Public Health & Wellbeing forecast an overspend of £0.160m against a budget of £2.969m (5.4%). This forecast overspend includes £0.131m within the base budget and £0.029m in potential savings non-delivery

Wellbeing

Variation
£0.160m
overspend

Variance to last
month's forecast
(£0.040m)

Wellbeing is forecasting an overspend of £0.160m. This is made up of £0.230m COVID-19 costs of which £0.180m relates to loss of benchmarking income in relation to the leisure contract. In addition, there are other savings of (£0.070m) across the service.

The Council has set aside a contingency for the Covid costs, which will be brought into the accounts once the final outturn is known. The assumption within Policy Contingency is an underspend of £0.230m to offset this forecast overspend.

Healthy Place
Shaping

Healthy Place Shaping are currently projecting to be on target.

Variation
£0.000m

Variance to last
month's forecast
£0.000m

Commercial Development, Assets and Investments

The Directorate is forecasting an overspend of £0.987m against a budget of £0.272m (362.9%). This forecast overspend includes £0.937m base budget costs and £0.050m in potential savings non-delivery

Property

In line with expectations, Castle Quay is anticipating net reduction in income of £1.398m for the financial year. £1.852m is due to reduction in commercial income and additional void costs for empty units associated with the impact of Covid-19. Offsetting this are potential savings of (£0.453m) on professional fees. Income levels for the current year are 70% of pre pandemic levels and are anticipated to rise to 91% of pre pandemic levels in 2022/23.

Variation
£1.398m
overspend

Variance to last
month's
forecast
£0.236m

The Council has set aside a contingency of up to £1.603m for these costs, which will be brought into the accounts once the final outturn is known.

The assumption within Policy Contingency is an underspend of £1.398m to offset this forecast overspend.

The rest of the Property service area is forecasting an underspend of (£0.370m). This is as a result of improved commercial income of (£0.150m), staff savings of (£0.190m) and (£0.30m) various underspends across the department.

Procurement

Procurement are forecasting on track with budget.

Variation
(£0.000m)
underspend

Variance to last month's forecast
£0.00m

Law and Governance

Law and Governance's forecast overspend is due to £0.052m salary and employee cost pressures.

Variation
£0.052m
overspend

Variance to last month's forecast
£0.025m

Growth and Commercial

The underspend forecast is due to savings on a vacant post.

Variation
(£0.048m)
underspend

Variance to last month's forecast
(£0.003m)

Regulatory Services

The Regulatory Services forecast underspend is due to (£0.115m) underspend on staff costs and vacant posts offset by £0.065m forecast loss of licensing income plus other minor savings across the service.

Variation
(£0.045m)
underspend

Variance to last month's forecast
£0.010m

Executive Matters

Executive Matters forecast is an underspend of (£0.457m) against the budget of (£3.467m) (13.2%).

Interest

There is an underspend forecast against the budget of £0.432m for 2021/22 mostly as a result of lower interest rate on borrowings.

Variation
(£0.432m)
underspend

Variance to last month's forecast
£0.003m

Corporate

Variation
(£0.095m)
underspend

The council is forecasting receipt of £0.095m Covid-19 funding as 75% compensation for lost Sales Fees and Charges Income from the Government for the period to 30th June 2021

Variance to last month's forecast
£0.017m

External Audit Fees

Variation
£0.070m
overspend

External Audit fees are anticipated to be £0.070m more than budgeted due to higher than expected final 2019/20 audit fees and an increase in forecast for this year's audit.

Variance to last month's forecast
£0.000m

Policy Contingency

Policy contingency is planned to meet the reduction in commercial income in Commercial Development, Assets and Investments and is forecasting an underspend of (£1.398m), in addition (£0.230m) is forecast for the Leisure Contract benchmarking payments. There remains £1.142m unallocated after these assumptions are taken into account.

3.23 Forecast Earmarked Reserves and General Balances at August 2021

The table below is a summary of the level of reserves the council holds. Details of the proposed changes for July and August 2021 are set out in Appendix 8

Reserves	Balance 1 April 2021	Original Budgeted use/ (contribution)	Changes proposed as part of outturn	Changes Proposed August 2021	Forecast Balance 31 March 2022
	£m	£m	£m	£m	£m
General Balance	-5.087				-5.087
Earmarked	-21.328	-0.577	1.756	-0.340	-20.489
Ringfenced Grant	-31.556	22.073	4.934	0.000	-4.549
Subtotal Revenue	-57.971	21.496	6.690	-0.340	-30.125
Capital	-0.676		0.020		-0.656

Total	-58.647	21.496	6.710	-0.340	-30.781
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3.24 Government Grants

Appendix 8 sets out details of grant funding received by the Council, however, this month the value was zero.

3.25 Capital

There is a forecast in-year underspend of £3.221m, of which £2.917m is anticipated to be reprofiled in future years. There is an overall forecast decrease in the total cost of schemes of £0.304m.

Forecast Capital Spend 2021/22

Directorate	Budget £m	Forecast Spend 2021/22 £m	Re- profiled beyond 2021/22 £m	Variance to Budget £m	Prior Month Variance £m
Housing Total	1.244	0.806	0.063	(0.375)	(0.375)
Comm Dev Assets total	28.577	26.464	2.059	(0.054)	(0.054)
Customers, Org Dev & Resources Total	1.314	1.044	0.225	(0.045)	0.037
Environment and Place Total	9.308	8.880	0.570	0.142	0.146
Public Health Wellbeing Total	0.557	0.553	0.000	(0.004)	(0.004)
Total	41.000	37.747	2.917	(0.337)	(0.250)

3.26 Forecast Variances

Housing:

Housing are forecasting an underspend of (£0.375m) due to reduced activity in delivering Disabled Facilities Grant works during the pandemic. It is expected that the capital programme will increase by £1.240m due to the 2021/22 Better Care Allocation once approval has been given by Council until this has been agreed, the spend reflects forecasts against the existing budget.

Commercial Development, Assets & Investments:

Property are forecasting to spend £26.464m across various capital schemes. Currently it is anticipated that only one project will recognise a saving and this is the Corporate

Asbestos survey at (£0.054m). All other schemes are anticipating full utilisation of budget although some budget may need to be reprofiled to 2022/23 depending on progress made.

Regulatory Services are forecasting to spend £0.015m this year to enable agile working.

Customers Organisational Development & Resources:

ICT are currently forecasting a 0.033m overspend against the Land and Property Harmonisation Scheme. However, they will be applying to repurpose some of the budget relating to one of the other schemes –subject to approval, there is zero overall impact. Finance are currently forecasting a £0.045m underspend against the finance system project, however, this underspend is planned to be used for the Capital P360 project, subject approval.

Environment and Place:

Growth and Economy are forecasting to spend £5.459m by year end. This is an overspend of £0.149m of which £0.078m relates to retention payments due next year.

Public Health & Wellbeing:

Wellbeing are forecasting spend of £0.553m which is £0.010m over budget in relation to Community grants.

3.27 Re-profile beyond 2021/22

Commercial Development, Assets & Investments:

£1.859m Castle Quay Waterside - reprofiling of the budget beyond 2021/22 is necessary because retention payments will be due following the 12 month defect period from September 2021.

£0.100m Housing & IT Asset system (joint with OCC) - The IT spend will only happen once the restructure of the joint team comes to that stage that we can start procuring a joint system called 'Single View of Assets'. This is likely to happen next financial year.

£0.100m Feasibility of utilisation of proper space - spend is now expected in the next financial year.

Environment and Place:

Growth and Economy

£0.160m BUILD! Repairs & Improvement - further survey work is required to establish the specification for the necessary work. In preparation for the tender process structural surveys have revealed further work is required. Discussions are taking place with the freeholder regarding a revised warranty claim.

£0.017m Phase 2 - Bullmarsh Close formally completed early May 2021 and therefore retention payment is due 12 months later in May 2022.

£0.393m Phase 1b - Admiral Holland formally completed September 2020 and retention payment is due September 2022 (£0.061m). Bicester Library planning drawings will be discussed at September's Planning Committee, as a result 50% of the budget has been reprofiled beyond 2021/22. (£0.332m). This will be continually reviewed in line with Planning submission and outcome, approval to proceed and project programme.

Customers, Org Dev & Resources:

£0.075m IT Council Website & Digital Service - the programme of work is currently expected to complete in June 2022.

£0.150m IT Shared Services - the programme of work is to extend into 2022/23 Financial Year. The supplier payment will be aligned with timeline.

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 for the fifth month of this financial year 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 2021-22 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 Implications

7.1 Financial implications are detailed within section 3.17 to 3.27 of this report.

Comments checked by:

Lorna Baxter, Director of Finance, 07393 001218, Lorna.Baxter@cherwell-dc.gov.uk

Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:

Sukdave Ghuman, Head of Legal and Deputy Monitoring Officer,
Sukdave.Ghuman@cherwell-dc.gov.uk

Risk Implications

- 7.3 This report contains a full update with regards to the Council's risk position at the end of August 2021. A revised and refreshed risk management strategy is in place and the Leadership risk register has been fully reviewed.

Comments checked by:

Celia Prado-Teeling, Performance Team Leader, 01295 221556, Celia.prado-teeling@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

All

Lead Councillor

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

Document Information

Appendix number and title

- Appendix 1 – 2021/22 Business Plan
- Appendix 2 – Monthly Performance Report
- Appendix 3 – Leadership Risk Register
- Appendix 4 – Finance – Capital August
- Appendix 5 – Virement August
- Appendix 6 – COVID Funding
- Appendix 7 – Use of Reserves and Grants funding
- Appendix 8 – Service in Focus - Summer Hubs

Background papers

None

Report Author and contact details

Louise Tustian – Head of Insight and Corporate Programmes
01295 221786, Louise.tustian@cherwell-dc.gov.uk

Cherwell District Business Plan 2021-2022

Appendix 1



As we work to address the challenges of the pandemic and continue our journey to zero carbon, a clear vision of what we want to achieve has never been more important.

In local government, we need to be good at dealing with change in order to excel. That doesn't just mean reacting to external factors, it means being willing to grow as an organisation, and able to transform the way we work to meet our residents' needs.

A lot has happened in the year since our last business plan was published. But our underlying vision for Cherwell has not. This plan underscores our commitment to working with communities to shape a district where it is easier to lead an active, happy lifestyle, and one where it is easier to find professional fulfilment without a long commute.

This year we have seen the impact that COVID-19 has had on local communities and we recognise that this impact has been felt differently. The Black Lives Matter movement was a standout feature of last year, and it was a reminder for public bodies everywhere of the need to renew their commitment to reflecting local communities and celebrating their diversity. Following a listening exercise last year, we are continuing our work to ensure this is reflected in everything we do, for all the communities and residents we serve.

The climate crisis is another issue that will not go away simply because of our focus necessarily being on coronavirus. So, this business plan renews our commitment to becoming carbon

neutral by 2030, which includes an increase in the number of people walking and cycling, protecting, conserving and enhancing carbon capture and storage through our natural environments, and thinking differently about planning for local, renewable generation.

The changing nature of funding for local councils is also an area of activity we have needed to focus closely on. Uncertainties about the future of important funding streams such as New Homes Bonus and Business Rates, and the loss of income caused by the COVID measures, have forced us to make some very difficult decisions, which for the first time will affect some of our frontline services.

We continue to listen to you, our residents, and to prioritise our resources where we know they will have the greatest impact. By making responsible choices now and putting ourselves on a sustainable footing, we can keep supporting the district's recovery from COVID-19 and continue our work to make Cherwell a healthier and more prosperous place to live and work.



Councillor Barry Wood
Leader of Cherwell District Council



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Our priorities:

Housing that meets your needs



- Deliver affordable housing
 Raise standards in rented housing;
 Support our most vulnerable residents;
- Promote innovative housing schemes;
 - Deliver the Local Plan;
 - Support vulnerable people.



Leading on environmental sustainability



- Deliver on our commitment to be carbon neutral by 2030;
- Promote the Green Economy;
- Increase recycling across the district;
- Protect our natural environment and our built heritage;
- Work with partners to improve air quality in the district;
- Reduce environmental crime.

An enterprising economy with strong and vibrant local centres



- Support business retention and growth;
- Develop skills and generate enterprise;
- Secure infrastructure to support growth in the district;
- Secure investment in our town centres;
- Promote the district as a visitor destination;
- Work with businesses to ensure compliance and promote best practice.



Healthy, resilient and engaged communities



- Provide opportunities to support active lifestyles;
- Improve and develop the quality of local sport and leisure facilities;
- Promote health and wellbeing in our communities to help create a more inclusive 'Including Everyone' community and workplace;
- Support community and cultural development;
- Work with partners to address the causes of health inequality and deprivation;
- Work with partners to reduce crime and anti-social behaviour.



Delivery themes:

Customers

Deliver high quality, accessible and convenient services that are right first time.



Healthy Places

Work collaboratively to create sustainable, thriving communities that support good lifestyle choices.



Climate Action

Transform our organisation to deliver its carbon neutral commitments.



Continuous Improvement

Make the best use of our resources and focus on improvement, innovation and staff development to maintain and enhance services.



Partnerships

Work with partners to improve the services we provide for our residents and communities.



Covid-19 Recovery

Work with partners in the health and voluntary sectors to help our local business and residents respond to the challenges of the COVID-19 pandemic and support our communities to recover from the longer term social and economic impacts.



Including Everyone

Our Equalities, Diversity and Inclusion framework outlines how we plan to create an inclusive community and workplace in Cherwell, through fair and equitable services.

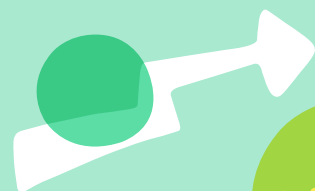


Performance Management Framework

Cherwell District Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2021 business plan and the priorities of the council. These targets, measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delay.

To measure performance a 'traffic light' system is used. Where performance is on, or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicates performance is off target.

The monthly performance cycle also includes the management and reporting of risk and financial information; providing an holistic overview of the councils' progress against it's strategic priorities and delivery themes as set out earlier in this business plan.



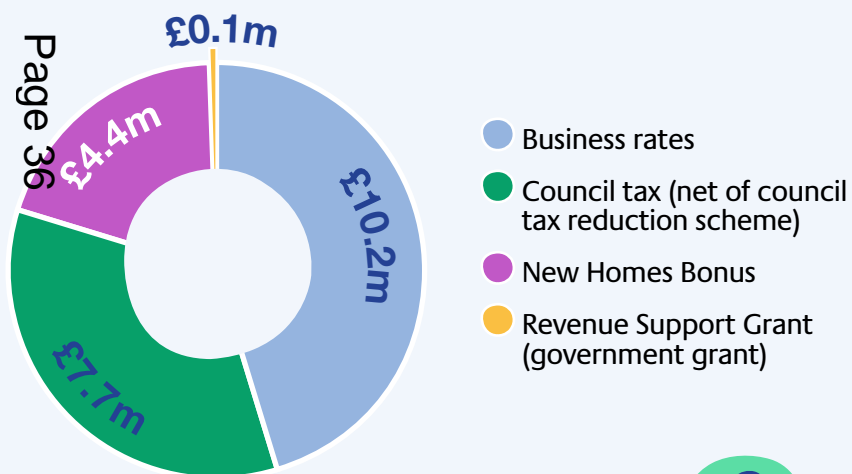
Council funding



Where our money comes from

Thirty-four per cent of our funding for services comes directly from council tax, with the rest coming from, New Homes Bonus Scheme, business rates and government grants.

2021/22 funding sources



How we generate income

We generate income by asking people and organisations to pay fees and charges for some of our services such as for planning, car parking and for licences. We also receive rental income from properties the council owns such as Castle Quay and Pioneer Square.



Contact us



Get in touch

Did you know you can access council information and services around the clock at www.cherwell.gov.uk

Email: customer.services@cherwell-dc.gov.uk

Find and email your ward councillor here: www.cherwell.gov.uk/find-member

Phone: 01295 227001

Write:
Cherwell District Council
Customer Services
Bodicote House
Bodicote
Banbury
Oxfordshire
OX15 4AA



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE




Appendix 2 - Performance Report

August 2021

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.

Housing that meets your needs - Programme Measures

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP1.1.1 Homelessness Prevention	<ul style="list-style-type: none"> ■ Alison Adkins ■ Stephen Chandler 	Cllr L Wing	●	●	The upstream work, on Homeless Prevention, has been limited due to the increasing number of clients presenting in crisis. Resources within the team are being assessed to create time for more upstream work.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Review extended Cold Weather Service provision	★	Funding has been secured to ensure the Cold Weather Service is extended until March 22. This will provide additional capacity to support clients through the winter of 21/22.			

Housing that meets your needs - KPI's

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP1.2.01 Number of Homeless Households living in Temporary Accommodation	Cllr L Wing	<ul style="list-style-type: none"> ■ Stephen Chandler ■ Vicki Jessop 	23	35	★	The number of clients in temporary accommodation remain stable and below target. The Housing Options Team have worked hard to secure move on options, for most single people placed, as a result of the COVID-19 emergency, and this has freed up units of accommodation for new clients presenting. There is a risk that the number of clients in temporary accommodation will rise, over the coming months, as move on options decrease and the numbers of clients presenting increases.	24	35	★
BP1.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr L Wing	Stephen Chandler Vicki Jessop	48.00	45.00	★	We provided help to 48 households, during August. 18 by means of major adaptations and another 30 by means of smaller works including rails, ramps and key safes.	274.00	225.00	★
BP1.2.03 Homes improved through enforcement action	Cllr L Wing	Stephen Chandler Vicki Jessop	4.00	9.00	▲	We were able to complete the improvement of 4 homes through our interventions, in August. Average monthly performance, to date, remains ahead of target.	52.00	45.00	★
BP1.2.05 Number of Housing Standards interventions	Cllr L Wing	Stephen Chandler Vicki Jessop	58.00	55.00	★	We have recorded 58 interventions, this month against, our target of 55. The total includes responses to 44 service requests, 4 enforcement notices served and 10 proactive investigations commenced.	312.00	275.00	★
BP1.2.06 Average time taken to process Housing Benefit New Claims	Cllr T Ilott	Claire Taylor Kerry MacDermott	18.42	15.00	▲	The delay is due to the team getting ready for the split from CSN, which has impacted on the ability to meet the target.	13.04	15.00	★
BP1.2.07 Average time taken to process Housing Benefit change events	Cllr T Ilott	Claire Taylor Kerry MacDermott	7.08	8.00	★	Speed of processing changes is recording 7.08 days, against a target of 8 days.	5.84	8.00	★
BP1.2.08 % of Major planning applications determined to National Indicator	Cllr C Clarke	Bill Cotton David Peckford	100%	60%	★	3 Major Planning Applications were determined, during August 2021, all of them within National Indicator target or agreed timeframe.	100%	60%	★
BP1.2.09% of Non-Major planning applications determined to National Indicator	Cllr C Clarke	Bill Cotton David Peckford	90%	70%	★	136 Non-Major Planning Applications were determined, during August 2021, 122 of them within National Indicator target or agreed timeframe.	89%	70%	★
BP1.2.10 % of Major applications overturned at appeal	Cllr C Clarke	Bill Cotton David Peckford	33.33%	10.00%	▲	1 Major Planning Appeal was overturned by the Planning Inspectorate, during August 2021, after a Public Inquiry. Application Ref: 19/00934/F - Bicester Sports Association - for: Change of Use of Agricultural land and extension of existing Bicester Sports Association facilities.	13.67%	10.00%	▲
BP1.2.11 % of Non-Major applications overturned at appeal	Cllr C Clarke	Bill Cotton David Peckford	0.00%	10.00%	★	No Non-Major Planning Application Appeals were overturned by the Planning Inspectorate, during August 2021.	0.00%	10.00%	★

Leading on environmental sustainability - Programme Measures

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP2.1.1 High Quality Waste and recycling service to residents to support a sustainable lifestyle	<ul style="list-style-type: none"> ■ Bill Cotton ■ Ed Potter 	Cllr D Sames	★	★	Waste & Recycling service performing well. Some staff shortages due to holidays and some long term sickness.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Environmental blitz carried out	●	Not happened due to the pandemic & lack of staff during the holiday periods.			
<input checked="" type="checkbox"/> High levels of recycling collected	★	On track.			
<input checked="" type="checkbox"/> Social media posts	★	On track.			
Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP2.1.2 Ensure Clean & Tidy Streets	<ul style="list-style-type: none"> ■ Bill Cotton ■ Ed Potter 	Cllr D Sames	★	★	Street Cleansing service on track -work taking place on renewing litter bins on A34 south bound carriageway.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Increase the number of bins for recycling	★	All new recycling bins are in stock and will be used when new sites are identified.			
<input checked="" type="checkbox"/> Second Environmental blitz	●	The environmental blitz events have been suspended due to COVID-19 and then due to a shortage of sufficient staff over the holiday period. We hope to reinstate them into the autumn.			
Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP2.1.3 Tackle Environmental Crime	<ul style="list-style-type: none"> ■ Bill Cotton ■ Richard Webb 	Cllr C Clarke	★	★	All complaints of fly tipping where evidence was found were investigated. It is hoped to reconvene interviews under caution in person back in the office rather than by letter, which will expediate the investigation process.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Responding to reports of fly tipping and investigating those fly tips	★	On track.			

Leading on environmental sustainability - KPI's

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP2.2.1 % Waste Recycled & Composted	Cllr D Sames	<ul style="list-style-type: none"> ■ Bill Cotton ■ Ed Potter 	58.00%	56.00%	★	Recycling rate is around 58%, for August. Materials collected are running close to plan. Garden waste, which sometimes can be down in August due to dry spells, has held up well.	57.38%	56.00%	★
BP2.2.2 Reduction of fuel consumption used by fleet	Cllr D Sames	<ul style="list-style-type: none"> ■ Bill Cotton ■ Ed Potter 	36,199	34,864	●	Slight increase, from last year, at this point. Report run 1 day early, due to annual leave. As previously stated, more vehicles are being used than last year.	39,128	37,246	●

An enterprising economy with strong & vibrant local centres - Programme Measures

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.1 Promote the district as a visitor destination	<ul style="list-style-type: none"> ■ Bill Cotton ■ Robert Jolley 	Cllr L Pratt	★	★	Following the lifting of social restrictions in July, hospitality venues and visitor attractions are now fully open and welcoming domestic visitors. International visitor numbers remain low due to travel restrictions.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Work with partners to promote the district and support the visitor economy sector	★	Continued to work closely with Experience Oxfordshire (EO) who are, in turn, working with VisitEngland and VisitBritain to promote the district and support the visitor economy sector.			
Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.2 Develop a Recovery and Prosperity Strategy (RPS) for Cherwell	<ul style="list-style-type: none"> ■ Bill Cotton ■ Robert Jolley 	Cllr L Pratt	★	★	The emerging ten-year Economic Strategy for Cherwell has been reframed and refocused as a ten-year post-COVID Recovery and Prosperity strategy.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Review and development of draft strategy document	★	Draft of the refocused Recovery and Prosperity Strategy for Cherwell in final stages of preparation for consultation.			
Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.3 Support Business Enterprise, Retention, Growth and Promote Inward Investment	<ul style="list-style-type: none"> ■ Bill Cotton ■ Robert Jolley 	Cllr L Pratt	★	★	The Council's support to businesses has been maintained through direct contact with enterprises, and in collaboration with other county and district council services, Government departments, OxLEP and neighbouring local authorities.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Business Engagement	★	Market reports on Banbury, Bicester and Kidlington centres were produced and made available for businesses. Cherwell businesses have also benefited from one-to-one advice and guidance on grants and other business support such as overcoming difficulties with recruitment. Support has been provided to inward investors and property developers – for example the opening of Warburtons at Chalker Way, Banbury. Active involvement continues with Oxfordshire Digital Infrastructure Partnership to extend connectivity throughout the district.			
Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.4 Develop Our Urban Centres	<ul style="list-style-type: none"> ■ Bill Cotton ■ Robert Jolley 	Cllr L Pratt	★	★	Supported revitalisation of Cherwell's urban centres through service provision and continued engagement with partners. Cherwell District Council received confirmation that its submission to the Welcome Back Fund – a government COVID-19 initiative which is an extension of the earlier Reopening High Streets Safely scheme – was successful with its project proposals, which include marketing and events to drive footfall into the urban centres, all approved for delivery.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Supporting revitalisation of Cherwell's urban centres to include	★	Support for Banbury Town centre businesses through liaison and collaboration with Banbury BID; support to Bicester Town Centre Task Group; involvement in 'Meanwhile in Oxfordshire' project to fill empty premises; a focus on reopening high streets safely projects; and support for the continued resilience of businesses.			
Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP3.1.5 Proactively manage the Cherwell workstreams of the Oxfordshire Housing and Growth Deal	<ul style="list-style-type: none"> ■ Bill Cotton ■ Robert Jolley 	Cllr B Wood	★	★	Cherwell District Council continues to be an engaged and active participant within the Oxfordshire Housing and Growth Deal. A local officer Programme Board has been established for Cherwell. The Board reviews, on a monthly basis, the four workstreams of Affordable Housing; Infrastructure and Homes from Infrastructure; the Oxfordshire Plan 2050; and Productivity. This is part of a five-year programme and the Council entered Year Four at the start of April 2021.
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Deliver CDC Year Four Plans of Work	★	Work is continuing to deliver the agreed Year Four Plans of Work			

An enterprising economy with strong & vibrant local centres - KPI's

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP3.2.1 % of Council Tax collected, increase Council Tax Base	Cllr T Ilott	<ul style="list-style-type: none"> ■ Claire Taylor ■ Kerry MacDermott 	9.02%	9.50%	●	As at 1.9.2021, the amount of Council Tax due to be collected, in 2021/22, has risen by approx. £1.5m since 1.4.2021, to just over £116.8m, and the figure collected is of 47.68% against a target of 48.50%. Whilst the in month collection & year to date figures are both slightly short target, recovery action remains ongoing. Reminder notices have continued to be issued and those customers who have remained in arrears are being pursued through court action.	47.68%	48.50%	●
BP3.2.2 % of Business Rates collected, increasing NNDR Base	Cllr T Ilott	<ul style="list-style-type: none"> ■ Claire Taylor ■ Kerry MacDermott 	10.44%	9.00%	★	As at 1.9.2021, the amount of business rates due to be collected in 2021/22, now, stands at £82.5m. The amount due to be collected has decreased, from last month, following contact from businesses either applying or requesting the removal of the expanded retail relief. These very late notifications have impacted the collection rates, as changes to instalment plans require 14 days' notice, therefore, businesses didn't pay 1.7.2021 or 1.8.2021 instalments as waiting for their account to be adjusted. The team have continued to formally recover any arrears by issuing reminder notices and taking court action where appropriate.	40.40%	49.00%	▲

Healthy, resilient and engaged communities - Programme Measures

Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP4.1.1 Support Community Safety and Reduce Anti-Social Behaviour	<ul style="list-style-type: none"> ■ Richard Webb ■ Rob MacDougall 	Cllr A McHugh	★	★	<p>During August, the Community Safety team supported the 'Superheroes' themed Children's Activity Day, in Garth Park, in Bicester. The team also attended two community forums, in Banbury, and the Banbury Rural Community Forum to provide a community safety update. During the school holidays the team provided a visible presence in local communities, particularly around parks, in Banbury town centre, to enforce the Public Spaces Protection Order.</p> <p>In September, the team plan to attend the Emergency Services Day, in the Spiceball Park, and Banbury and Bicester Rural Community Forums. The council will continue to work with partners to address local community safety problems and in support of the Community Safety Partnership.</p>
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> School holiday community engagement events	★	During August the Community Safety team supported the Childrens' Activity day in Bicester, providing for engagement with young people and raising awareness of the role of the Community Safety team.			
Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP4.1.2 Promote Health & Wellbeing	<ul style="list-style-type: none"> ■ Ansaf Azhar ■ Nicola Riley 	Cllr A McHugh	★	★	<p>During August, teams worked on delivering play and sporting activities to over 6,500 children. Two thirds of those received free places linked to their free school meal entitlement; Holiday Activity Funding, via Oxfordshire County Council, enabled this. The Community Nature Plan promoted wildlife and outdoor exploring at the Banbury Play Day and Additional swimming lessons were provided to children who had missed the opportunity to learn to swim because of COVID-19 restrictions and, in association with British cycling, a new series of Breeze rides were launched for women.</p>
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Offer a range of summer holiday activities for school age children and their families	★	<p>The Summer Holiday programme was a huge success with 6526 attendances over the six weeks 5092 were children entitled to free school meals who received physical activity and food for free.</p> <p>Please find attached infographic detailing the summer.</p>			
<input checked="" type="checkbox"/> Promote Good Neighbour schemes and encourage more schemes to develop.	★	Work is ongoing to develop a project in partnership with Community First Oxfordshire and Volunteer Link-up.			
Measures & Action	Measure Director/Lead	Portfolio Holder	Status	YTD	Commentary
BP4.1.5 Enhanced Community Resilience	<ul style="list-style-type: none"> ■ Richard Webb ■ Rob MacDougall 	Cllr A McHugh	★	★	<p>During August, with the support of the County Council's Emergency Planning team, continuing to liaise with key partners to review our plans responding to major incidents in the district. Following the changes to the COVID-19 guidance for events, the teams liaised with partners and event organisers in relation to the plans for the larger events, taking place in the district, over the coming month to ensure adequate risk management plans are in place. The team also continues to liaise with local communities to support the preparation of community emergency plans outlining the local community resilience risks and response arrangements. A new community plan was finalised, for a local area in August, and a further plan is in development for another locality. A joint flood resilience event was held, in Islip, in partnership with OCC/CDC Emergency planning. The event was held to help those households and businesses, located in Islip, that have previously seen flooding and provided expert advice.</p>
Key Actions	Status	Comments			
<input checked="" type="checkbox"/> Report on community resilience activities, local liaison forums attended and any events arising	★	<p>During August, the County Council's Emergency Planning team continued to liaise with local communities on our behalf to support the preparation of community emergency plans outlining the local community resilience risks and response arrangements. A new community plan was finalised for a local area in August and a further plan is in development for another locality.</p> <p>A joint flood resilience event was held in Islip in partnership with OCC/CDC Emergency planning. The event was held to help those households and businesses located in Islip that have previously seen flooding and receive expert advice on board a special 'Flood mobile' vehicle.</p>			

Healthy, resilient & engaged communities - KPI's

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	Target (YTD)	YTD
BP4.2.1 Number of visits/usage of District Leisure Centre	Cllr P Chapman	<ul style="list-style-type: none"> ■ Ansaf Azhar ■ Nicola Riley 	94,754.00	0.00	★	Usage figures for August 2021 were marginally down, against July 2021. However, this is not necessarily unexpected due to summer holiday periods. Relatively unseasonal weather meant that Outdoor Pool numbers, at Woodgreen, were significantly down, in comparison to 2018 and 2019 pre pandemic.	504,014.00	120,000.00	★

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Appendix 3 – Leadership Risk Register as at 20/09/2021

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
Impact	5 - Catastrophic			L07		
	4 - Major		L06- L08 - L15	L03 - L04 - L05 - L10	L01 - L16	
	3 - Moderate		L09 -	L02 - L11 - L13 - L17- L18	L14	L12
	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				
2021/22																	
L01 -	Financial resilience – Failure to react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability	4	4	16	Medium Term Revenue Plan reported regularly to members.	Fully effective Partially effective Not effective	Councillor Tony Illot	Lorna Baxter	Michael Furness	4	4	16	Review of workload and capacity across the team. Interim Capital Accountant post recruited to. Advert to recruit additional accountant recently placed. Assessment of national picture undertaken and being reported through senior managers and members highlighting the medium term challenges. Recruited to a further interim accountant post to support with the new business grant schemes that have been introduced as a result of lockdown restrictions.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Moving to a risk based approach to budget monitoring in order to address workload issues and vacancies in the team, as well as exploring joint working opportunities with OCC New interim Accountant began in November to bring capacity to assist with anticipated additional test and trace and business grants workload.	Risk reviewed - 14/09/21 - Comments updated	
Reduction in services to customers	Balanced medium term and dynamic ability to prioritise resources	Fully				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.	Investment options considered as and when they arise, MTFS and budget setting being developed to enhance the scrutiny and quality of investments.										
Increased volatility and inability to manage and respond to changes in funding levels	Highly professional, competent, qualified staff	Partially				Timeliness and quality of budget monitoring particularly property income and capital improving. Financial Systems replacement project in final stages and once fully up and running should provide improved management information. Asset Management Strategy being reviewed and refreshed.	Financial System Solution Project continuing to consider future finance system options, incorporating budget management via Lean, extension of Civica and new procurement.										
Reduced financial returns (or losses) on investments/assets	Good networks established locally, regionally and nationally	Fully				Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme - future work has been placed on hold as part of a capital pipeline of schemes not currently included in the capital programme											
Inability to deliver financial efficiencies	National guidance interpreting legislation available and used regularly	Fully				Finance support and engagement with programme management processes continuing.	Finance business partners involved with reflection locally on outcomes.										
Inability to deliver commercial objectives (increased income)	Members aware and are briefed regularly	Fully				Further integration and development of Performance, Finance and Risk reporting.	Integrated reporting has been embedded										
Poor customer service and satisfaction	Participate in Oxfordshire Treasurers' Association's work streams	Fully				Regular involvement and engagement with senior management across County as well as involvement in Regional and National finance forums.	Engagement with a number of national and regional networks to ensure we are as up-to-date as we can be in relation to potential funding changes from 2021/22 and impact on our MTFS.										
Increased complexity in governance arrangements	Review of best practice guidance from bodies such as CIPFA, LGA and NAO	Fully				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.	Regular training will be undertaken.										
Lack of officer capacity to meet service demand	Treasury management and capital strategies in place	Fully				2021/22 Budget set, a review of the process to be discussed at budget planning committee (13/7/21) and revised process to be developed for 2022/23. Updated budget monitoring for 2021/22 with a greater focus on savings delivery.	2021/22 budget set. Review of the 2021/22 budget setting process being planned.										
Lack of financial awareness and understanding throughout the council	Investment strategies in place	Fully				Regular utilisation of advisors as appropriate.	Review of borrowing approach being considered alongside our financial advisors.										
Increased inflation in the costs of capital schemes	Regular financial and performance monitoring in place	Fully				Internal Audits being undertaken for core financial activity and capital as well as service activity.	Regular reporting of progress on internal audits considered by the committee.										
	Independent third party advisers in place	Fully				Assessment of national picture via external advisor has identified that the funding available in later years is likely to be significantly reduced, adding longer term resilience challenges.	Medium/long term position assessed as significantly worse, increasing risk alongside the capacity needed to work on activity to reduce spending levels. The ongoing impact of Covid on business rates and council tax income will be carefully monitored. When the Spending Review is announced this will be analysed to assess what implications this may have for the Council.										
	Regular bulletins and advice received from advisers	Fully				Financial forecasts of resources for 2021/22 have assumed a reduction in resources that will be available from business rates compared to February 2020 assumptions. The budget for 2021/22 has been agreed with savings proposals identified to address these reductions. Close monitoring of the delivery of the savings programme will take place throughout 2021/22 with mitigations required if slippage is identified. If resources fell significantly below the 2021/22 forecast level then a review of which reserves could be made available to mitigate this would be required (e.g. due to greater ongoing impact of Covid-19 or due to further economic shocks in the short-term). A similar approach to reviewing reserve availability could be adopted if the cost of goods we purchase were to increase.	The impact of Covid19 has changed the financial outlook for the Council, with regular updates helping to outline the impact on the Council both in the short, medium and longer term. The Council currently anticipates a significant, short, medium and long term funding shortfall in overall terms. Set alongside the anticipated funding reductions due to start from 2021-22 the financial resilience of the Council could be severely impacted. The Council agreed a revised budget for 2020/21 to address the short term impacts of Covid-19 and provided its Budget and Business Planning Process 2021/22 - 2025/26 report to Executive on 5 October 2020. Chancellor's Spending Review confirmed the delay of the business rates reset. Only a 1 year SR so no additional certainty of funding and any additional Covid related funding is likely to be for one year only. Provisional local government finance settlement has announced some one-off funding to support local government in 2021/22. The Council set its 2021/22 budget on 22 April 2021 and now needs to monitor the delivery of the budget and begin preparations for the 2022/23 budget process										
	Property portfolio income monitored through financial management arrangements on a regular basis	Partially				A business rates reset is assumed from 2022/23 which will significantly reduce the resources available to the Council. Should resources from business rates fall much below this (e.g. due to any further ongoing impacts to the economy) then resources would be supplemented by a "safety net" payment from the Government under the current regime. The budget process for 2022/23 will need to begin shortly after setting the 2021/22 budget to identify further savings necessary to operate within this level of resources.	The Government has announced that a 3 year Spending Review for 2022/23 - 2024/25 will be announced on 27 October 2021. This will provide the resource envelope for Government Departments to operate in, but is not expected to provide any specific funding allocations for individual local authorities.										
	Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Partially Fully	Where the Government has issued consultations on future approaches to funding local government CDC has responded to ensure its views are considered.														
			New capital bids submitted will be questioned to ensure increases in cost assumptions have been reflected.														

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				
2021/22						Fully effective Partially effective Not effective											
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 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	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. In addition two Directors hold leading national roles. Senior Members aware and briefed regularly in 1:1s by Directors Arrangements in place to source appropriate interim resource if needed Ongoing programme of internal communication Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required. CDC Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing. Partnership Working Group established with OCC to oversee joint working opportunities.	Partially Fully Fully Fully Partially Fully Fully Fully Fully Fully Fully Fully Fully	Councillor Barry Wood	Anita Bradley	Sukdave Ghuman	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions. Review Directorate/Service risk registers. Ensure Committee forward plans are reviewed regularly by senior officers. Ensure Internal Audit plan focusses on key leadership risks. New legislation and Government guidance in response to COVID19 and in the recovery phase will assist service adjustment. Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR. Learning and development opportunities identified and promoted by the Chief Executive and Directors. 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.	Following Brexit and the end of the EU transition period legal advice is provided upon emerging issues. Development in legislation continues to be closely monitored as implemented e.g. subsidy control (formerly state aid regime) being reviewed and government guidance tracked as it is developed and published . This risk is undergoing a review and further changes will be reflected in next month's update. A focus on income generation is being explored across both teams.	Risk reviewed - 20/08/2021 Mitigating actions and comments updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L03 -	CDC Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place. Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal Increased costs in planning appeals Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity	4	4	16	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. Some additional resource budgeted for 20/21. Delegations to Chief Exec agreed to ensure timely decisions On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies	Partially Partially Partially Fully Partially	Councillor Colin Clarke	Bill Cotton	David Peckford	3	4	12	↔	Regular review meetings on progress and critical path review. Regular Corporate Director and Lead Member briefings. LDS updated as required with programme management approach adopted to ensure progress against plan. Regular Corporate Director and Lead Member briefings LDS updated as required with programme management approach adopted to ensure progress against plan LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals. Authority Monitoring Reports continue to be prepared on a regular annual basis.	The Local Development Scheme (LDS) was updated in September 2021. It includes the programmes for the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Levy (CIL). An Options Consultation for the Oxon Plan commenced on 30 July 2021. An issues consultation for the Cherwell Local Plan Review was completed on 14 Sept 2020. An Options Paper was approved by Executive in September 2021. The programmes for work on the Canalside SPD and CIL have been re-aligned to the Local Plan review timetable in the new LDS.	Risk reviewed 15/09/2021 - comments updated
L04-	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents Financial loss/ increased costs Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation Reduced service delivery capacity in medium term due to recovery activity	4	4	16	Business continuity strategy, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering Group Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place with data centre and cloud services reducing likelihood of ICT loss and data loss Incident management team identified in Business Continuity Framework All services undertake annual business impact assessments and update plans Business Continuity Plans tested annually All services maintain business continuity plans	Fully Fully Fully Partially Fully Partially Fully	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	4	12	↔	Business Continuity Statement of Intent and Framework reviewed annually Cross-council BC Steering Group meets regularly to identify BC improvements needed ICT transition to data centre and cloud services has reduced likelihood of ICT loss and data loss Corporate ownership and governance sits at senior officer level BC Impact assessments and BCPs to be updated and reviewed by OCC's Emergency Planning team BC exercises to be arranged Updated Incident management framework agreed August 2021	Business continuity status reports being collated and reviewed bi-weekly in view of increasing infection rates. The Council has continued to provide critical services throughout the lockdown periods. Remote working enables most teams to work effectively from home and sustain services whilst also avoid unnecessary social contacts. A new incident management framework has been adopted for the council and aligns our incident response arrangements with OCCs. Work has started on aligning the council's BC statement of intent and framework support this new incident management framework.	Risk Reviewed 14/09/2021 - Comments and mitigating actions updated

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			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L05 -	Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency 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 Reputational damage	4	4	16	Emergency Plan in place and key contact lists updated monthly. Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from Oxfordshire County Council's Emergency Planning Team. Under partnership arrangements. 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 Fully Fully Partially Partially Fully Fully	Councillor Andrew McHugh	Rob MacDougall	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. Accountability for both OCC and CDC's arrangements now sit with the Chief Fire Officer who reviews the arrangements with the Assistant Director. Supporting officers for incident response identified in the emergency plan and wallet guide Refreshed incident management plan under development to align with OCC Training being arranged for Duty Directors. All senior managers who provide the Duty Director rota have attended multi-agency exercises and duty manager training with OCC senior managers. On-call rota being maintained and to be updated to reflect recent staffing changes Authority continues to be represented at the Local Resilience Forum	The Emergency Plans which were enacted and command structures established with partner organisations to support the response to the Covid-19 pandemic are now being relaxed as the situation improves. Recovery work continues. Partners continue to liaise with organisers of planned events to ensure they have robust infection management arrangements in place and that there is awareness of all the events being organised. The council is maintaining its duty director rota for any other emergency incidents that might arise. A refresh of the council's emergency plans is being progressed to provide a clearer framework for incident response aligned with the Local Resilience Forum. Senior manager training is being developed following changes in personnel.	Risk Reviewed 14/09/2021 - No changes.

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2021/22																	
L06-	Health and safety Failure to ensure effective arrangements are in place for Health and Safety.	Unsafe services leading to fatality, serious injury & ill health to employees, service users or members of the public	5	4	20	H&S policies (incl. responsibilities) and procedures have been reviewed and adopted	Fully	Councillor Lynn Pratt	Steve Jorden	Martin Green	2	4	8	↓	COVID-Secure arrangements and safe working practices remain effective and are regularly reviewed to ensure they are inline with government guidance. Even though positive outlook some workplace controls are expected to remain in place for longer term e.g. improved ventilation and cleaning.	Risk score remains amber to reflect increasing COVID cases nationally and in Cherwell. H&S Risk Assessments and Procedures remain effective in controlling workplace exposure and reducing transmission alongside vaccination programme. To achieve 'Green' RAG rating a downward trend and low case numbers needed to reduce likelihood of exposure. Currently at Stage 4 of Roadmap. Important to note legal duties under H&S legislation still apply including req to assess risks to our staff and customers and take appropriate mitigations in line with the current gov working safely guidance. H&S/FM developing proposals for return to offices with focus on improving ventilation, regular cleaning and encouraging hand hygiene and wearing of face coverings.	Risk reviewed 09/09/2021 - risk fully reviewed and updated. Residual score decreased
Criminal prosecution for failings Breach of legislation and potential for enforcement action.	Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Risk Assessments completed including COVID-19.	Fully				Corporate Assurance on effectiveness of H&S controls is monitored by the H&S Assurance Board. Key areas of focus include: - Task and Finish group established to review and recommend improvements for the role of Responsible Premises Manager. This will be delivered as part of the Property function redesign which will look holistically at property management and include system improvement.	Field Monitoring by H&S Team ongoing including high risk activities i.e. Environmental Services and Roadside Waste Collections.										
Financial impact (compensation or improvement actions)	Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID-19.	Fully				As part of agile working improvements around DSE Assessments, provision of work equipment and prevention of ill health.	Corporate H&S for OCC/CDC now aligned in terms of management support and where possible aligned governance processes.										
Reputational Impact	Information and training programmes in place for staff and volunteers. Communications channels in place including COVID-19 focussed H&S information.	Fully				New project initiated for replacement H&S reporting system (Joint-OCC/CDC)											
H&S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure.	Fully																
H&S Training provision in place including essential training for all staff and induction.	Fully																
Consultation arrangements in place with unions.	Fully																
H&S monitoring will be carried out in selected services to assess compliance.	Fully																
Reporting of key data and issues to Leadership Teams and through business continuity support structure. This will include any incidents, accidents including RIDDOR.	Fully																
Home-working arrangements supported by advice, guidance, equipment etc., frequent messages from CEO and Internal Comms. Specific arrangements in place to provide equipment for those with specialist requirements or needs.	Fully																

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2021/22						Fully effective Partially effective Not effective											
L08-	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	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 Community Safety Partnership reflect the actions needed to reduce exploitation Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation. Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group. Engagement at an operational and tactical level with relevant external agencies and networks	Fully Fully Fully Fully Fully Partially Fully Fully Fully Fully Fully	Councillor Barry Wood	Claire Taylor	Nicola Riley	2	4	8	↔	Web pages up to date Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Attendance at safeguarding boards and participation in learning events Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within the system and compliance with latest practice Continue to support work across the district regarding exploitation through slavery, county lines, domestic violence Regular internal cross departmental meetings to discuss safeguarding practice Action plan acted upon and shared with Overview and scrutiny committee once a year Corporate monitoring of all referrals	New information sharing events have been scheduled to encourage staff to broad their understanding. Member training is under consideration.	Risk reviewed 14/09/2021 - Risk description updated
L09-	Sustainability of Council owned companies and delivery of planned financial and other objectives - failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies Potential impact of local government re-organisation (Northamptonshire) on CSN (see Risk L17)	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	Steve Jorden	Robert Fusezi	2	3	6	↔	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. Work with one company to ensure long term support arrangements are put in place. Ongoing shareholder meetings key to understanding impact of Northamptonshire reorganisation	Council dissolving partnership with SNH so CSN as a company will no longer exist after Nov 2021. Services being brought back in house. Graven Hill – company continues to respond to market changes as a result of Covid and supply chain restrictions, no areas of concern at this stage. Crown House continues to enjoy high occupancy rates but there is some concern over cash flow, which is being looked in to. Management of Crown House now being undertaken by the Property Team. CSN exit strategy being implemented. Service being brought back in house and company to be dissolved. First years trading will identify overall financial impact of pandemic. Governance review completed and accepted by Shareholder committee. Action plan developed to ensure all identified improvements are implemented appropriately.	Risk reviewed 14/09/2021 - Risk manager and comments updated

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L10-	Financial sustainability of third-party suppliers and contractors	<p>The financial failure of a third party supplier and contractors results in the inability or reduced ability to deliver a service to customers or provide goods needed. A reduced supply market could also result in increased costs due to the council's loss of competitive advantage.</p> <p>Reduced resilience and business continuity</p> <p>Increased complaints and/or customer dissatisfaction</p> <p>Increased costs and/or financial exposure to the Council due to having to cover costs or provide service due to failure of third party supplier of contractor</p>	3	4	12	<p>Ensure contract management in place review and anticipate problems within key service suppliers and partners</p> <p>Business continuity planning arrangements in place in regards to key suppliers</p> <p>Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures</p> <p>Intelligence unit set up procurement Hub to monitor supplier and contractor market</p> <p>Analysis of third party spend undertaken to identify and risk assess key suppliers/contractors</p>	<p>Partially</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Fully</p>	Councillor Tony Illot	Steve Jorden	Melissa Sage	3	4	12	↔	<p>Service areas to hold meetings as required with suppliers to review higher risk areas and ensure risks are being managed. Reminders to be sent to all who have Procurement/Contract Management responsibility to regularly meet with key suppliers and partners to gain early understanding of the effects of COVID-19 lockdown, have on supply.</p> <p>The Procurement Team is now providing ELT members and identified Contract Mangers a monthly update of all suppliers with spend above £25k c/w a credit risk rating score to enable contract managers to manage any identified risks, with support from the Procurement Team. Furthermore, as a result of Covid-19 the likelihood of this risk is deemed to have increased and thus the procurement and Business continuity plans in place</p>	Risk reviewed 13/09/2021 - No changes	

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2021/22																	
L11-	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	<p>Threat to service delivery and performance if good management practices and controls are not adhered to.</p> <p>Risk of ultra vires activity or lack of legal compliance</p> <p>Risk of fraud or corruption</p> <p>Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control.</p> <p>Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the council.</p> <p>Inability to support Council's democratic functions / obligations (e.g. return to physical public meetings and public access to meetings).</p> <p>Elements of the COVID-19 response and recovery work may be compromised, delayed or not taken forwards.</p>	4	4	16	<p>Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc.</p> <p>Clear accountability and resource for corporate governance (including the shareholder role).</p> <p>Integrated budget, performance and risk reporting framework.</p> <p>Corporate programme office and project management framework. Includes project and programme governance.</p> <p>Internal audit programme aligned to leadership risk register.</p> <p>Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc.</p> <p>HR policy framework.</p> <p>Annual governance statement process undertaken for 2020/21 under oversight of the Corporate Governance Assurance Group (CGAG) for Cherwell and Oxon. The Group has taken an aligned approach (with Oxon CC) to work up a revised and complementary Annual Governance Statement which also connects more fully and earlier with ELT and CEDR.</p> <p>CGAG also mapping respective (CDC/Oxon CC) governance processes to achieve alignment and efficiency where appropriate. Annual Review of the Constitution will take place each Autumn led by the Overview & Scrutiny Committee and approved by Full Council</p>	<p>Fully effective</p> <p>Partially effective</p> <p>Not effective</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Partially</p>	Councillor Barry Wood	Yvonne Rees	Anita Bradley	3	3	9	↔	<p>Standing item at senior officer meetings – regular review of risk and control measures.</p> <p>Post election member induction programme has been delivered, including governance sessions to councillors on the Constitution, data protection and FOI, finance, equalities and code of conduct.</p> <p>Monitoring Officer to attend management team meetings.</p> <p>Annual Governance Statement process was reviewed and strengthened and completed. Corporate Lead Statements which identify potential actions for 2021/22 have been produced and reviewed by the Corporate Governance Assurance Group. Signed off by Audit Accounts and Risk Committee. The Corporate Governance Assurance Group continues to map governance processes to ensure visibility and to refresh them.</p>	<p>In January 2019, Council agreed to enter into a Compromise Agreement with South Northants DC to ensure the continuation of key aspects of service delivery that required ongoing joint working (following the ending of the partnership S113 Agreement). The Council continues to exit in an orderly manner from its joint working arrangements in respect of the delivery of a Revenues and Benefits Service to the Council.</p> <p>Model Code of Conduct has been published by LGA and all Oxon Council Monitoring Officers have met to give initial consideration. Agreed that Oxon authorities ideally wish to adopt a consistent Code across the county, and across County, District, City, Town and Parish Councils. As such, working plan is for Monitoring Officers to achieve a draft to take through each Council post-election with a view to implementation by May 2022 this is dependent upon each Council being in agreement to the proposed approach.</p> <p>Meetings in physical form have been successfully and safely held since May 2021 and continue to do so, keeping track of public health advice and developments in guidance.</p> <p>Recruitment to commence shortly (July/August) for the appointment of Independent Persons to assist the Monitoring Officer on member code of conduct complaints.</p>	Risk reviewed 20/08/2021 - Mitigating actions and comments updated

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2021/22																	
L12	Oxfordshire Growth Deal - (contract with HMG)	<p>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.</p> <p>Failure to replace Programme Management Officer could adversely affect delivery and stability of the overall Cherwell programme.</p> <p>Infrastructure milestone delivery late (for infrastructure linked to accelerated housing)</p> <p>Accelerated housing numbers delivered late, outside of the programme time scale</p> <p>Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders</p> <p>Delivery of affordable houses below programme targets as GD contributions insufficient to attract sufficient builders/ registered providers</p> <p>Oxfordshire Plan delivered late</p>	4	5	20	<p>Established programme structure and partnership ethos to support effective programme delivery.</p> <p>Put suitable arrangements in place to deliver the Project Management function.</p> <p>Engagement with housing developers to understand their commercial constraints.</p> <p>Engage with developers to ascertain which sites would benefit most from infrastructure delivery.</p> <p>Identify potential "top up" schemes to supplement GD affordable housing scheme.</p> <p>Utilise effective Programme controls to facilitate prompt escalation of issues to enable appropriate decision making and delivery timescale review.</p> <p>Develop Year 4 Plans of Work to detail the expected delivery by CDC for Year 4 of the Growth Deal Programme; building on the experiences and knowledge gained during previous years.</p>	<p>Fully effective</p> <p>Partially effective</p> <p>Not effective</p> <p>Fully</p> <p>Fully, when implemented (not implemented yet).</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Partially</p>	Councillor Barry Wood	Robert Jolley	TBA	5	3	15	↔	<p>A CDC GD programme and programme board capability.</p> <p>Meetings to take place with key colleagues to implement suitable arrangements to deliver the Project Management function.</p> <p>Work stream plans of work (work stream brief, schedule, RAID log) .</p> <p>Structured engagement with developers to better understand their needs.</p> <p>Appropriate escalation of issues to agree programme flexibilities where required.</p> <p>Improved collaboration working with partners.</p> <p>Ongoing work with partners to realistically reflect deliverable schemes within programme time frame.</p>	Discussions are progressing amongst key officers to address the gaps left by the departure of the former Programme Management Officer. Year Four Plans of Work continue to be delivered and the Cherwell Programme currently remains broadly speaking on track.	Risk reviewed 15/09/2021 and Potential Impact; Controls; Mitigating Actions; and Comments updated.
L13	Joint Working That the challenges and risks associated with joint working between Cherwell and OCC, outweigh the benefits and impacts on the provision of services to residents and communities.	<p>Opportunities for joint working take longer to develop than planned delaying potential service improvements for residents and communities.</p> <p>Resources are allocated to the development of proposals, reducing the capacity of the Council to deliver on its priorities and plans, impacting on quality of services delivered to residents and communities.</p> <p>Uncertainty around joint working could lead to reduced staff morale and potentially increase staff turnover.</p> <p>Benefits to be realised from joint working business cases do not materialise or take longer to deliver than planned.</p>	3	3	9	<p>S113 agreement in place with Oxfordshire County Council Partnership working group meets quarterly programme management in place.</p> <p>Partnership Working Group established with OCC to oversee the development of joint working proposals.</p> <p>Robust programme and project management methodologies in place.</p> <p>Regular meetings of the OCC Cabinet and CDC Executive in place to oversee development of partnership.</p>	<p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p>	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	3	3	9	↔	<p>Regular reporting on joint working proposals to the senior management team.</p> <p>HR polices in place to enable joint working proposals to be delivered</p>	The Audit plan for 2021/22 will ensure joint working arrangements are included. Plans are in place to consider further opportunities for joint working and these are reported to the Partnership Working Group. The change in political leadership at OCC (and the scale of new membership) may require additional briefings and member engagement to ensure the scope and scale of the partnership is understood and embedded. This approach has been agreed at the first meeting of the partnership working group in the new municipal year and a broader engagement plan for members will be developed.	Risk reviewed 16/09/2021 - Comments updated
L14	Legacy Shared Services Partnership – West Northamptonshire Council: Failure to effectively manage legacy partnership arrangements with WNC results in increased costs or service provision / operational risks.	Services impacted by the legacy partnership are HR (payroll), IT and revenues and benefits.	4	4	16	<ul style="list-style-type: none"> Plan in place to transition IT arrangements. Plan in place to transition revenues and benefits service, recruitment plans in place to plug any provision gaps. Project teams are in place to oversee both transitional projects. HR engaging with WNC regarding payroll provision. All affected services subject to internal audit and performance management regimes. Governance advice sought with regards to CSN (teckal co) 	<p>Partially effective.</p> <p>Full effectiveness requires ongoing engagement from WNC. It is anticipated that this risk will reduce during 2021/22</p>	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↔	<p>Ongoing delivery of transition projects.</p> <p>Ongoing staff communications.</p> <p>Legal advice sought where appropriate. Plans are in place to transition all of the affected services. These are monitored through project governance and bi-lateral discussions between the s151 officers of the two councils.</p>	On-going service delivery arrangements to SNC (now WNC) set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues. Currently SNC have now set out a timeframe for or transitional arrangements for revenues and benefits services going into West Northamptonshire Unitary. Legal advice has been sought with regards to governance and technical advice has been sought regarding technology. CEDR level shareholder and governance roles clarified with regards to shared services delivery company CSN.	Risk reviewed 16/09/2021 - Comments updated

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2021/22																	
L15-	Workforce Strategy The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.	Limit our ability to recruit, retain and develop staff Impact on our ability to deliver high quality services Overreliance on temporary staff Additional training and development costs	3	4	12	Analysis of workforce data and on-going monitoring of issues. Key staff in post to address risks (e.g. strategic HR business partners) Weekly Vacancy Management process in place Ongoing service redesign will set out long term service requirements	Partially effective Fully Fully Partially	Councillor Ian Corkin	Claire Taylor	Karen Edwards	2	4	8	↔	Development of relevant workforce plans. IT has built a new reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen due to COVID-19. This data is collected and monitored fortnightly. HR monitors and report sickness absence data on a weekly basis. Development of new L&D strategy, including apprenticeships. Development of specific recruitment and retention strategies. It is planned for CDC to join the Commensura Managed Services contract which is in place at OCC to ensure that the Council has access to a much wider pool of staffing agencies at competitive rates. New IT system is being implemented to improve our workforce data. The ability to interrogate and access key data (ongoing) in order to inform workforce strategies.	Covid cases continue to be monitored amongst the staffing population as isolation and social distancing rules are lifted and children return to school. Staff absence and impact on services continues to be monitored.	Risk reviewed 09/09/21 - Mitigating actions and comments updated
L16-	Covid-19 Community and Customers Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.	Possible reductions in frontline service delivery, events, meetings and customer contact. Economic hardship impacting local business and potentially the local workforce. Impact on vulnerable residents who may find it harder to access services. Increased demand on both frontline and enabling services. Prolonged risk of social isolation and the mental and physical consequence thereof.	5	4	20	Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services. Remote (home based) working in place, to facilitate self isolation and limit impact on service delivery. Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Partnership communications. Partnership communications enhanced and regular conversations convened. Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). Mutual aid where appropriate with regional Thames Valley partners enable a tactical response to community resilience. Tactical response to community resilience. Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day. Provision of additional body storage as temporary place of rest to support the current mortuary provision. Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance. Engagement with suppliers to manage impacts across the supply chain.	Fully Partially Fully Partially Fully Fully Fully Fully Partially	Councillor Barry Wood	Yvonne Rees	Rob MacDougall	4	4	16	↔	Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. COVID Response Programme is in place and supporting with ongoing response and recovery work. Outbreak planning and Standard Operating Procedures are in place and regularly reviewed.	The nature of the risk is such that national public health guidelines will determine the councils' response. The councils will enact any support schemes as set out by national government as they emerge. Oxfordshire Health Protection Board. There is continuing monitoring of case numbers and infection rates in population through the Oxfordshire System and Cherwell are involved with these groups to understand any increase in risk	Risk reviewed 15/09/2021 - Mitigating actions and comments updated

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			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L17-	Covid-19 Business Continuity Significant staff absence due to the Covid-19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.	Possible reductions in frontline service delivery, events, meetings and customer contact. Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual. Requirement to reprioritise service delivery. Requirement to offer mutual aid to partner organisations. Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues.	5	4	20	Business Continuity Plans have been reviewed and tested. Guidance has been prepared for managers to support agile working. A survey is taking place to ensure we are meeting remote working needs, facilities management are working to create covid compliant work spaces. Remote working in place. Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). Regular communication messages following Public Health advice. Sanitisers in washrooms. Agile working being tested further across services, ensuring equipment and access is in place. Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces.	Fully Partially Fully Fully Fully Fully Partially Fully Fully	Councillor Barry Wood	Yvonne Rees	Claire Taylor	3	3	9	↔	Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. Full health, safety and HR response in place. IT remote working arrangements are sustainable. Progress establishing the local outbreak plans and the Health Protection Board support mitigation of risk. Requirements of national lockdown arrangements are in place. Staffing absence is monitored weekly. Plans in place as part of the national government's pathway to open up. Monitoring of impacts is ongoing and there are arrangements in place to stand-up heightened Covid response as required. Agile working and flexibility to continue as the final stages of the covid roadmap are implemented. Hybrid meetings are tested and operational. Staffing absence remains low. Arrangements are in place for council meetings to accommodate greater staff and member presence in the office, hybrid working remains in place to facilitate flexibility, resilience and on-going business continuity.	The nature of the risk is such that national public health guidelines will determine the councils' response.	Risk reviewed 16/09/2021 - Comments updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
L18-	Post Covid-19 Recovery challenges associated with adverse impact on customers, our workforce and the budget.	Long term response to the current covid-19 pandemic	4	4	16	Executive has agreed a recovery strategy working is underway to transition from an emergency planning environment to recovering environment.	Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	3	3	9	↓	Governance programme reviewed, shared and implemented.	Work is ongoing to support recovery from Covid, necessarily focused on support for voluntary groups and implementing the various grants and support arrangements available. Moving into a national lockdown and increased incidence of Covid-19 locally means that post Covid recovery is concurrent with newly re-up-stood response arrangements, this requires ongoing flexibility with regards service delivery and recovery plans.	Risk reviewed 16/09/2021 - Comments updated and risk reduced
Requirement to review service delivery	CDC fully participates in cross county partnerships to plan for the post-pandemic period.	Partially				New programme support arrangements in place and work underway to formally review lessons learnt and next steps. Executive received full update to offer assurance and begin lessons learnt review at committee 5 July 2021									Longer term recovery and renewal strategy is under development for Executive in Dec/Jan.		
Budget implications	Lessons learnt review underway and actions will inform next update of strategy in the autumn	Partially				In year budget on track.									The COMF (contain outbreak management fund) allocation to Cherwell has confirmed and plans are under development to ensure effective allocation of this grant to reduce the incidence of COVID in Cherwell and support the community.		

L03 - Local Plan Risk

The latest Local Development Scheme is that approved by the Executive in September 2021. It includes the programmes for the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL).

Oxfordshire Plan 2050

A Growth Deal commitment. The Plan is being prepared by a central Plan team appointed through the Oxfordshire Growth Board. 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.

An options consultation commenced on 30 July 2021. The timetable for the Plan (agreed by the Oxfordshire Growth Board on 24 November 2020), provides for a proposed Plan to be consulted upon in Spring 2022, the submission of the Plan for Examination in September 2022 and its adoption in 2023. The Plan covers five Local Planning Authority areas, is not under the immediate control of Cherwell officers and can be affected by wider regional influences. There is therefore continuing risk of some delay.

Local Plan Review

The timetable for the Local Plan Review in the Local Development Scheme is as follows:

- District Wide Issues Consultation (Regulation 18): July - August 2020
- District Wide Options Consultation (Regulation 18): October - November 2021
- Consultation on draft Plan (Regulation 18): June/July 2022
- Consultation on Proposed Submission Plan (Regulation 19): January - February 2023
- Submission (Regulation 22): May 2023

An issues consultation was prepared and completed in 2020. There has been some delay to the original programme. However, an Options Paper was approved for consultation by the Council's Executive in September 2021.

Banbury Canalside Supplementary Planning Document

The timetable for the Banbury Canalside SPD as set out in the Local Development Scheme follows that for the review of the Local Plan. It requires

- preparation and engagement: May 2023 (onwards)
- formal consultation: February-March 2024
- adoption: May 2024

Community Infrastructure Levy (CIL)

The timetable for CIL as set out in the Local Development Scheme is aligned to Local Plan preparation (unless national policy changes). It requires

- evidence gathering and engagement: June-July 2022
- preparation of draft charging schedule: July-December 2022
- consultation on charging schedule January-February 2023
- potential (if approved) submission of charging schedule: May 2023

Staff resources are presently focused on the Oxfordshire Plan and Local Plan Review. In that context, an SPD is not being prioritised at present.

Community Infrastructure Levy (CIL)

The timetable for CIL as set out in the new Local Development Scheme is aligned to Local Plan preparation. It requires:

- re-commencement: March 2021
- focused consultation on a draft charging schedule: October-November 2021
- formal consultation on a draft charging schedule: July-August 2022
- potential (if approved) submission of charging schedule: November 2022

Work on CIL has not yet recommenced due to other priorities. Expected changes to the planning system may affect the decision whether or not to proceed.

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2021/22	Current Month Variances £000	OUTTURN NARRATIVE
40062	Andrew Bowe/Tony Brummell	East West Railways	10	0	0	10	0	-	Cherwell's involvement is now principally regulatory in the form of considering, inter alia, planning land drainage and environmental applications with a view to issuing consents for both temporary works (covering the construction phase only) and the permanent works. The times spent on the project are largely reactive to its progress and requirements.
40206	Robert Jolley	Garden Town Capital Funding	4,550	0	0	4,550	0	-	This is the major infrastructure scheme in Bicester's Banbury Road roundabout.
40106	Jane Norman	Coach House Mews (Phase 1)	0	(94)	0	(7)	0	(7)	£87.5k is the disposal proceeds of no. 5 Worcester House (will be moved to Capital Receipts). The £7k credit is the balance of an accrual
40121	Jane Norman	Bicester Library (phase 1b)	664	(2)	9	332	332	-	Bicester Library: The first archaeological investigations have been completed and information sent to the County archaeologist for approval to proceed. The demolition contract has been re-tendered as the 3 month time limit had been reached. Planning drawings have now been amended to take account of some minor value engineering amendments; the planning application may be discussed at the September Planning Committee, although it may fall to October. 50% of the budget has been reprofiled beyond 2021/22 - this will be continually reviewed in line with Planning submission and outcome, approval to proceed, and project programme.
40111	Jane Norman	Admiral Holland Redevelopment Project (phase 1b)	0	(178)	6	6	61	67	With construction formally completed end of September 2020 there is the need to budget for retention which CDC will have to pay in September 2022 – the retention is £60.5k. Although 'Budget Total' is noted as 0 the aforementioned retention has been noted as a future liability 'reprofiled beyond FY 2021/22'.
40118	Jane Norman	Creampot Crescent Cropredy (phase 1b)	6	(17)	0	6	0	-	Creampot Crescent - Although the home is complete, sold under shared ownership basis CDC are still holding retention money. The amount is £5,750 which will not be due for payment until October 2021
40214	Jane Norman	Creampot Crescent Cropredy Repurchase co	350	0	0	350	0	-	This budget will only be required if CDC buy back the property if the current owner can no longer afford the property.

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2021/22	Current Month Variances £000	OUTTURN NARRATIVE
40177	Jane Norman	Bullmarsh Close (Phase 2)	0	65	0	65	17	82	With construction formally completed early May 2021 there is the need to budget for retention which CDC will have to pay in May 2022 - the retention is £17k. Although 'Budget Total' is noted as 0 the aforementioned retention has been noted as a future liability 'reprofiled beyond FY 2021/22'.
40213	Jane Norman	Build Team Essential Repairs & Improve C	160	0	0	0	160	-	In preparation for the tender process further structural surveys have been carried out which have revealed additional work required. We are currently in discussion with the freeholder regarding a possible revised warranty claim.
40224	Jane Norman	Fairway Flats Refurbishment	140	4	10	140		-	The approved budget for the project is deemed to be £384k (CAP2117). The balance £244k funding will be released in FY 22/23.
Growth & Economy Total			5,880	(223)	24	5,452	570	142	
40015	Ed Potter	Car Park Refurbishments	79	5	0	79	0	-	Expecting full spend in 21/22. In conjunction with projects 40026 Off Road Parking & 40217 Car Park Action Plan Delivery.
40026	Ed Potter	Off Road Parking	18	0	0	18	0	-	This project is in conjunction with Car Park Refurbishments project CC 40015 and the full £18k will be committed in 21/22.
40028	Ed Potter	Vehicle Replacement Programme	1,268	101	244	1,268	0	-	Full spend is expected in 21/22. Programme will be reviewed after current vehicle purchases/commitments are made.
40031	Ed Potter	Urban City Electricity Installations	15	0	0	15	0	-	This project is for the refurbishment of electric sockets in Bicester town centre. The Full £15k is expected to be spent in 21/22.
40186	Ed Potter	Commercial Waste Containers	25	0	3	25	0	0	Full spend is expected in 21/22
40187	Ed Potter	On Street Recycling Bins	22	4	0	22	0	-	Full spend is expected in 21/22
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	174	3	0	174	0	-	Additional food waste vehicles means the use of the site and it's infrastructure is being reviewed. Anticipating full spend in 21/22.
40216	Ed Potter	Street Scene Fencing Street Furniture &	24	0	0	24	0	-	This project is for repairing/replacing metal steps at Kirtlington Quarry. Issues with the expiring lease, landowner and covid has resulted in delays. Full spend is expected in 21/22.
40217	Ed Potter	Car Parking Action Plan Delivery	175	0	80	175	0	-	Full spend is expected in 21/22
40218	Ed Potter	Depot Fuel System Renewal	50	0	7	50	0	-	Full spend is expected in 21/22
40220	Ed Potter	Horsefair Public Conveniences	150	3	3	150	0	-	Full spend is expected in 21/22

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2021/22	Current Month Variances £000	OUTTURN NARRATIVE
40222	Ed Potter	Barnhill - Bicester Country Park	175	4	0	175	0	-	Expected full spend in 21/22. (Description should be Burnehyll) To review as project develops.
40248	Ed Potter	Solar Panels at Castle Quay	53	0	0	53	0	-	Expecting full spend in 21/22, £6m grant funding PSDS project to be completed Christmas 2021, resources will be then available and confirmation expected of anticipated spend.
40235	Ed Potter	Chargeable Garden & Food Waste	1,200	2	1,067	1,200	0	-	Full spend is expected in 21/22
Environment and Waste Total			3,428	122	1,403	3,428	-	0	
Environment and Place total			9,308	(101)	1,428	8,880	570	142	
40081	Robert Fuzesi	Bicester Town Centre Redevelopment	0	11	0	0	0	-	Works have been charged to revenue.- project closed
40139	Stuart Parkhurst	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	100	(4)	0	100		-	Currently evaluating tenders with expectation of engaging supplier early Oct 21. Expect full utilisation of the £100k
40141	Chris Hipkiss	Castle Quay 2	17,459	6,205	42	15,600	1,859	(0)	Includes £1.9m refund of s278 Highways Bond Final construction payment to McLaren scheduled in May23
40144	Chris Hipkiss	Castle Quay 1	3,303	61	27	3,303	0	(0)	£3m budgeted for works on M&S unit
40162	Robert Fuzesi	Housing & IT Asset System joint CDC/SNC	100	0	0	0	100	-	CDC contribution to new joint IT asset system - uncertainty of timelines and funds may need to be reprofiled into next year
40167	Stuart Parkhurst	Horsefair, Banbury	55	0	0	55		-	The works design is now completed, pending tender. Expect full utilisation of budget
40190	Stuart Parkhurst	Banbury Museum Upgrade of AHU	35	8	0	35		-	Works relate to Air Handling unit at Banbury museum. All specialist parts now have arrived from Germany. Pending installation but expect full utilisation of the £35k
40191	Stuart Parkhurst	Bodicote House Fire Compliance Works	71	(13)	0	71	0	-	£141k c/fwd from 20/21. £70k budget held back and will be loaded in to 22/23 Review of scope being carried out to ascertain actual requirements. Possibly reprofile funds into next year.
40197	Stuart Parkhurst	Corporate Asbestos Surveys	160	6	0	106	0	(54)	Works are progressing, planned to be completed over 2 years with delays being caused by covid 19. Anticipated saving of £54k
40198	Stuart Parkhurst	Corporate Fire Risk Assessments	80	0	0	80	0	-	Full spend anticipated - SP to review scope with supplier
40200	Stuart Parkhurst	Corporate Reinstatement Cost Assessments	12	(18)	0	12	0	-	Full spend anticipated - SP to review scope with supplier
40201	Stuart Parkhurst	Works From Compliance Surveys	147	0	0	147	0	-	Works planned over 2 years with additional delays caused by covid 19. Full spend anticipated
40203	Robert Fuzesi	CDC Feasibility of utilisation of proper Space	100	0	0	0	100	-	Feasibility study for use of office space

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2021/22	Current Month Variances £000	OUTTURN NARRATIVE
40219	Stuart Parkhurst	Community Centre - Works	209	98	102	209	0	-	£130k c/fwd from 20/21. Year 2 budget allocation of £190k = £320k total. £110k budget held back and will be loaded in to 22/23. Full spend anticipated
40239	Stuart Parkhurst	Bicester East Community Centre	210	0	0	210	0	-	2 year scheme - £210k in yr1 and £1240k in yr 2. Feasibility has been carried out now pending fee proposal for design from consultant. Full spend anticipated
40240	Stuart Parkhurst	Bicester Dovecote	41	0	6	41	0	-	Listed building consent submitted with full specification in progress - Full spend anticipated.
40241	Stuart Parkhurst	Thorpe Place Roof Works	35	0	0	35	0	-	Currently scoping the works.
40242	Stuart Parkhurst	H&S Works to Banbury Shopping Arcade	127	0	0	127	0	-	Currently scoping the works.
40243	Stuart Parkhurst	West Bicester Community Centre Car Park	35	0	35	35	0	-	Supplier engaged works planned for Oct 21
40244	Stuart Parkhurst	Flood Defence Works Hanwell Fields Community Centre	20	0	19	20	0	-	Supplier engaged works planned for Oct 21
40246	Stuart Parkhurst	Banbury Museum Pedestrian Bridge	78	0	3	78	0	-	Tenders received pending review and engagement of supplier. potential delays from British Waterways for licence to deliver works over canal. Full Spend anticipated.
40247	Stuart Parkhurst	Service Yard at Hart Place Bicester	28	0	0	28	0	-	Supplier engaged works planned for Oct 21
40249	Stuart Parkhurst	Retained Land	170	0	60	170	0	-	2 year scheme - £170k in yr1 and £130k in yr 2. Retained land surveys now instructed for delivery. Full spend anticipated
40225	Stuart Parkhurst	Drayton Pavillion - Decarbonisation Works	86	6	5	86	0	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22
40226	Stuart Parkhurst	Thorpe Lane Depot - Decarbonisation Works	595	23	15	595	0	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22
40227	Stuart Parkhurst	Banbury Museum - Decarbonisation Works	324	17	10	324	0	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22
40228	Stuart Parkhurst	Franklins House - Decarbonisation Works	106	11	3	106	0	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22
40229	Stuart Parkhurst	Stratfield Brake Sports Ground - Decarbonisation Works	159	12	3	159	0	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22
40230	Stuart Parkhurst	Whitelands - Decarbonisation Works	123	10	4	123	0	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22
40231	Stuart Parkhurst	Bicester Leisure Centre - Decarbonisation Works	1,401	34	80	1,401	0	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2021/22	Current Month Variances £000	OUTTURN NARRATIVE
40232	Stuart Parkhurst	Kidlington Leisure Centre - Decarbonisation Works	1,087	26	62	1,087	0	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22
40233	Stuart Parkhurst	Spiceball Leisure Centre - Decarbonisation Works	1,311	32	77	1,311	0	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22
40234	Stuart Parkhurst	Woodgreen Leisure Centre - Decarbonisation Works	795	23	54	795	0	-	Funds are from Salix decarbonisation grant fund. Project has time limit for completion Q4. Works currently in design with tender Aug 21. Full spend anticipated by March'22
40245	Richard Webb	Enable Agile Working	15	0	0	15	0	-	
Community Development Assets and Investment			28,577	6,547	608	26,464	2,059	(54)	
Comm Dev Assets total			28,577	6,547	608	26,464	2,059	(54)	
40204	Michael Furness	Finance Replacement System	260	125	32	215	0	(45)	This underspend will be used for the Capital P360 project, but is subject approval
Finance Total			260	125	32	215	0	(45)	
40208	Karen Edwards	Project Manager for HR/Payroll system	100	0	4	100	0	-	Remaining 96K to be spent on further implementation of I Trent.
HR Total			100	0	4	100	0	-	
40054	Tim Spiers	Land & Property Harmonisation	0	33	18	33	0	33	PM resource - will be applying for another project to be repurposed
40056	Tim Spiers	5 Year Rolling HW / SW Replacement Prog	50	0	0	50	0	-	50K needed for Hardware replacement in 2022
40170	Tim Spiers	Customer Excellence & Digital Transfer	30	0	0	30	0	-	Digital customer Phase 2
40210	Tim Spiers	CDC & OCC Technology Alignment	4	82	62	4	0	-	On target
40211	Tim Spiers	Legacy Iworld System Migration	50	0	0	17	0	(33)	Repurpose for new project on members IT
40212	Tim Spiers	Procurement of Joint Performance system	20	(17)	0	20	0	-	20K needed for PM resource
40237	Tim Spiers	Council Website & Digital Service	250	12	3	175	75	-	On target

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2021/22	Current Month Variances £000	OUTTURN NARRATIVE
40238	Tim Spiers	IT Shared Services	550	0	15	400	150	-	On target
ICT and Digital Total			954	111	99	729	225	(0)	
Customers, Org Dev & Resources total			1,314	236	135	1,044	225	(45)	
40083	Tim Mills	Disabled Facilities Grants	1,031	523	0	656	0	(375)	It is expected that the capital programme will increase by £1.240m due to the 2021/22 Better Care Allocation once approval has been given by Full Council until this has happened we are only forecasting spend against existing budget.
40084	Tim Mills	Discretionary Grants Domestic Properties	213	40	0	150	63	-	The 5 year capital scheme for Discretionary grants is £150k pa and runs until 2023-24. Total budget comprises: £150k base budget, £63k reprofiled budget from 20/21
Housing Services Total			1,244	562	0	806	63	(375)	
Housing Total			1,244	562	0	806	63	(375)	
40005	Tom Darlington	Whitelands Farm Sports ground	0	0	0	0	0	-	Funded from S106 held for scheme completion.
40006	Nicola Riley	Community Centre Refurbishments	9	0	0	9	0	-	Remaining funds from The Hill capital project. Required for professional fees and external lighting project.
40009	Tom Gubbins	Physical Activity and Inequalities Insight	12	0	0	12	0	-	Insight work and evaluation will be completed by March 2022
40010	Liam Didcock	North Oxfordshire Academy Astro turf	183	0	0	183	0	-	
40019	Liam Didcock	Bicester Leisure Centre Extension	34	0	0	34	0	-	£84k budget reprofiled from 20/21. £34k budget allocated to 21/22 and the remaining £50k will be reprofiled in to 22/23
40020	Liam Didcock	Spiceball Leis Centre Bridge Resurfacing	30	0	0	30	0	-	Spend will take place when Castle Quay Waterside is completed and bridge reinstated. Potential for this budget to be utilised to resurface remainder of bridge/redecoration and inspection works
40035	Rebecca Dyson	Corporate Booking System	45	0	0	45	0	-	capital to support the development of on-line holiday activity booking process.
40131	Tom Darlington	S106 Capital Costs	217	122	95	217	0	0	funded from S106
40152	Kevin Lerner	Community Capital Grants	15	25	0	25	0	10	Projected overspend of £10k due to P.O. incorrectly cancelled in 2020/21
Leisure and Sport Total			545	147	95	555	0	10	
40181	Stuart Parkhurst	Sunshine Centre (new extension to the front of the site)	12	(2)	0	(2)	0	(14)	works are now completed and out of the defect period
Wellbeing Total			12	(2)	0	(2)	0	(14)	
Public Health Wellbeing Total			557	145	95	553	0	(4)	

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2021/22	Current Month Variances £000	OUTTURN NARRATIVE
	Capital Total		41,000	7,389	2,265	37,747	2,917	(337)	

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Appendix 5 - Virements Summary

Virement Movement

This table shows the movement in Net Budget from July to August 2021

Virements - Movement in Net Budget	£m
Directorate Net Budget - August 2021	22.125
Directorate Net Budget - July 2021	22.125
Movement	0.000

Breakdown of Movements	£m
Policy Contingency Allocations	
Allocations from Reserves	
Other	
Total	0.000

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Appendix 6 - COVID Funding for 2021/22

Specific Funding

Dept.	Grant Name	Funding
		£
OCC	District Winter Grant	59,004
DOHSC	COMF	185,742
MHCLG	Welcome Back Fund	133,843
MHCLG	Restart Grant	8,304,156
MHCLG	ARG Top up	1,289,860
MHCLG	Test and Trace - Discretionary scheme + Admin Fee	76,133
		10,048,738

General Funding

Description	£
Forecast Sales, Fees & Charges compensation	95,000
Covid Grant	720,000
Total Grant Funding	815,000

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Appendix 7 - Reserves and Grant Funding

Use of Reserves

Specific requests

Directorate	Type	Description	Reason	Amount £m
Finance	Earmarked	New Projects	Payment Car Industry compliance work	0.010
CDAI	Earmarked	Dilapidations	To fund the dilapidations works at the end of leases in order to return a commercial property to the market.	(0.250)
CDAI	Earmarked	Dilapidations	To make safe old, abandoned, unsafe garages across CDC land	(0.100)
Total Earmarked Reserves				(0.340)

Requests to use grant funding

There are no grant funding requests for this month.

Notification of grant funding received

The following grants have been approved to spend has been granted under delegated powers. There have been no grants received this month for approval.

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Activities for 5– 11 year olds during the summer holidays

A mixture of engaging physical activity and sports with some crafts. Lunch was provided if required. (children eligible for free school meals received all this for free)



6,526 places filled from 30 different schools



Children at the six venues:

1,342 North Oxfordshire Academy

1,247 Spiceball Leisure Centre

783 Warriner School

1,211 Bicester Leisure Centre

933 Cooper School

1,010 Kidlington Leisure Centre



5,092 children received free activities and 6,136 free meals



Free activities received:

1,099 North Oxfordshire Academy

1,144 Spiceball Leisure Centre

480 Warriner School

831 Bicester Leisure Centre

694 Cooper School

844 Kidlington Leisure Centre



160 children attended free top up swimming lessons at Spiceball and Kidlington to help them swim 25 metres. These were lessons they missed due to COVID-19.



45 children attended free weekly cycling sessions in Banbury.



3,102 5-7 year olds



3,424 8-11 year olds



Partners, parents and children have their say:



“ Providing free food and activity over the long summer was unbelievable for us a family.”

“ They loved the activities and the food, they couldn't wait to go back the next day.”

“ It's great that the hubs are now at the leisure centres.”

“ My son and daughter really enjoyed their time at the North Oxfordshire Academy hub.”

“ The staff are really nice and play fun games.”

“ I loved going swimming!”

“ The food was GREAT.”

“ By targeting our work and working together we can provide new opportunities for young people to be fit and fed. Brilliant work like this shows what can be achieved and points the way forward.”

Paul Brivio, Active Oxfordshire

“ Being able to access quality summer provision is so important for the families that attend our school. Even more important is the fact that many families were able to access this provision for free.”

Simon Jackson, headteacher

“ This will have made a huge difference to lives of thousands of young people across Cherwell.”

Dean Woodham, North Oxfordshire School Sport Partnership

“ I had my proudest moment when an older member of the group continued to challenge and support their peers to achieve success after I had delivered my session. It was amazing to see the peer-to-peer learning taking place so naturally.”

Alistair Patrick Heselton, Paralympian and Youth Sport Trust Athlete Mentor

“ We have been so proud to be working with Cherwell District Council to support those children who have missed out most this year by providing athlete mentors to deliver activities and inspire.”

Chris Ellis, Youth Sport Trust



Cherwell District Council

Executive

4 October 2021

Budget and Business Planning Process 2022/23 – 2026/27

Report of the Director of Finance

This report is public

Purpose of report

This report is to inform the Executive of the proposed approach to the 2022/23 Budget and Business Planning Process and provides context and background information on the existing Medium-Term Financial Strategy and information on latest government announcements relevant to the Strategy.

1.0 Recommendations

The meeting is recommended to:

- 1.1 Approve the Budget and Business Planning Process for 2022/23
- 1.2 Approve a five-year period for the Medium-Term Financial Strategy to 2026/27 and five-year period for the Capital Programme to 2026/27.

2.0 Introduction

- 2.1 This report is the first in the series on the Budget and Business Planning process for the forthcoming year. It forms context and background information ahead of and part of the process which will culminate in Council setting a budget for 2022/23; a medium-term strategy to 2026/27, the capital programme to 2024/25 and a Corporate Plan in February 2022.
- 2.2 The Medium-Term Financial Strategy (MTFS) to 2025/26, agreed by Council in February 2021, identified savings of £7.3m to be delivered in 2022/23. The MTFS also reflects expected growth for demographic and other additional directorate spending needs and inflationary costs plus impacts of agreed savings and other income growth.
- 2.3 Information on latest government announcements and their impact, as well as an overview of new and emerging pressures which will need addressing through the Budget and Business Planning process for 2022/23, are set out in the report.

- 2.4 There is uncertainty in government funding for 2022/23 and beyond pending the outcome of the Spending Review 2021, recently announced and being reported on 27 October 2021. In addition, announcements are anticipated with regards to the introduction of a new Fairer Funding Formula and the implementation of 75% Business Rates Retention, alongside a Business Rates Reset. These are now expected to be introduced from 2023/24. This level of uncertainty remains as high as last year; however, in forming the MTFS prudent assumptions will be made based on the latest information available and using scenarios and a sensitivity analysis to form a view.

3.0 Report Details

- 3.1 This initial report sets the context and the starting point for the Budget and Business Planning process. It sets out the assumptions on which the existing MTFS agreed in February 2021 is based, information arising from government and other announcements plus new and emerging financial issues for 2022/23 and beyond which impact on the existing MTFS. It also sets out the process for updating the Corporate Plan as well as the timetable of events for the Budget and Business Planning process.
- 3.2 The following appendices are attached to this report:
- Appendix 1: Previously agreed budget changes 2021/22 – 2025/26
 - Appendix 2: Budget and Business Planning timetable for 2021/22
- 3.3 It is proposed that the MTFS continues to cover a five-year time frame given the financial challenges the Council is facing and is therefore extended by one year to cover 2026/27. It is also proposed that the Capital Programme is extended by three years to cover the same five-year period to 2026/27 as the MTFS.

Assumptions in the existing Medium-Term Financial Strategy

Additional Spending & Savings

- 3.4 The 2021/22 – 2024/25 MTFS agreed by Council in February 2021 identified the requirement for annual savings of £7.3m in 2022/23 to offset funding reductions and to meet additional expenditure needs. Due an assumption that the business rates reset will now take place in 2023/24, the required on-going annual target for new savings is now estimated to be £1.6m in 2022/23 with a further £5.5m in 2023/24. Delivery of savings identified in February 2021 for implementation in 2021/22 of £4.4m are being monitored through the monthly Performance, Finance and Risk Monitoring Reports to Executive throughout the financial year. To the extent that savings anticipated in 2021/22 are not delivered on an ongoing basis this will increase the level of savings required in 2022/23. The Council is working to minimise any ongoing savings non-delivery in 2021/22.
- 3.5 The existing MTFS also includes an additional £0.5m per year of on-going funding for pay awards of 2.5% and contract inflation at 2% and increases in the Council's fees and charges of 2% per annum. No inflation is provided for general prices. This will be reviewed a part of the Budget and Business Planning process.

- 3.6 Details of the savings and growth assumed in the existing MTFS for 2022/23 to 2025/26 are set out in Annex 1.

Funding

- 3.7 The MTFS for 2021/22 approved by Council in February 2021 identified temporary funding received in 2021/22 as a result of the delay to the proposed reset of business rates growth within the Business Rates Retention System and a further year's payment of the New Home Bonus grant prior to its winding down. As a consequence, the existing MTFS has a budget shortfall of £7.3m in 2022/23. There is also considerable uncertainty surrounding the financial implications of the Spending Review and introduction of a new formula to allocate funding across local government.
- 3.8 However, now that the business rates reset is expected to be delayed until 2023/24, the income retained from the Business Rates Retention Scheme is estimated to remain in the region of £10.5m in 2022/23. The amount retained in 2023/24 is now expected to reduce by £6.3m but is predicated on the assumption that growth in business rates above the baseline reduces with the expectation of a business rates reset in April 2023.
- 3.9 Revenue Support Grant, which was extended for another year in 2021/22, is expected to drop out in 2022/23. The continuing phased reduction of the New Homes Bonus grant is also assumed.
- 3.10 Maximum council tax increases of £5 for a Band D property are assumed across all years of the existing MTFS. It is assumed the Council Tax base will increase 1.6% on average annually. Total income from Council Tax (not including collection surpluses) is estimated to be £9.8m a year by 2026/27.
- 3.11 Taken together, these result in an overall funding reduction of £2.8m for 2022/23. This is slightly offset by a planned reduction in expenditure of £0.8m, resulting in an overall gap in 2022/23 of £1.6m after adjusting for the anticipated delay in the business rates reset and forecast non-delivery of savings. Details are set out in the table below.

Table 1: MTFS as approved February 2021

MTFS Movements	2022/23	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m	£m
Base budget b/f	22.374	0	0	0	0
Service Pressures	(2.818)	(0.619)	0.370	0.012	0
Service Savings Proposals	(0.470)	(0.142)	(0.121)	0.001	0.001
Capital Impact	(0.043)	0.045	0	0	0
Corporate changes	4.941	(1.836)	(0.389)	0.045	0
Inflation	0.493	0.494	0.494	0.495	0.495
Use of reserves	(4.083)	0.321	0	0	0
Additional government grants	1.830	0	0	0	0
Net Budget Requirement	22.224	(1.737)	0.354	0.553	0.496
Revenue Support Grant	0	0	0	0	0
Council Tax	(8.085)	(0.428)	(0.448)	(0.405)	(0.400)
Business Rates	(10.730)	5.894	(0.457)	(0.446)	0
New Homes Bonus	(1.767)	1.767	0	0	0
Total Income	(20.582)	7.233	(0.905)	(0.851)	(0.400)
Funding Gap / (Surplus)	1.642	5.496	(0.551)	(0.298)	0.096

Earmarked Reserves and General Balances

- 3.13 Earmarked reserves (reserves held for a specific purpose) are forecast to be £30.1m at the end of 2021/22. The latest forecast estimates that general balances will remain around £5.0m at the end of 2021/22. As with general balances, the level of earmarked reserves is reviewed each year as part of the Budget and Business Planning process.
- 3.14 CDC introduced a new reserves policy for 2021/22 and earmarked reserves will be reviewed in line with the new policy. A risk assessment to determine the level of appropriate balances will also be undertaken as part of the Budget & Business Planning process.

Covid-19 Pandemic

- 3.16 The Covid-19 pandemic continues to result in areas of financial uncertainty, in particular how the economy recovers and the corresponding impact on business rates and council tax. The Government's recently announced winter plan aims to keep the economy fuller opens but does envisage some circumstances where further disruption could occur. There are currently no indications that there will be further compensatory funding from the Government in 2022/23 for ongoing costs/income losses.
- 3.17 It remains unclear whether businesses will be able to continue to operate and grow at the rates assumed in the MTFS. There are clearly significant challenges for businesses following the "stall" in the economy due to the various lockdowns implemented to reduce the spread of Covid-19. While an Oxfordshire wide Economic Recovery Plan is in place to mitigate Covid-19 impact, if the economic

recovery is not swift enough then some businesses may not continue into 2022/23 putting at risk the anticipated growth of business rates. Business rates reductions were provided to retail and leisure businesses for the first quarter of 2021/22 but were required to start paying business rates in full from 1 July 2021. In addition, if business rates growth is less than anticipated for 2021/22, this will result in a deficit to the Collection Fund which will have to be considered when setting the 2022/23 budget.

- 3.18 In addition to the reduced rates of growth in business rates, CDC has seen increases in the levels of those eligible for working age Council Tax Support and receiving discounts on their council tax bills. There is a risk that, as the furlough scheme ends, levels of working age Council Tax Support will continue to increase. This could have the impact of reducing levels of Council Tax that will be received by the Council compared to the MTFS.
- 3.19 It is also very early in the recovery phase of the pandemic to understand whether some of the additional costs and income losses faced by the Council will continue into 2022/23.

Government Announcements

- 3.20 Since Council approved the 2021/22 budget, MTFS and Capital Programme, there have been a number of impacts on local government finance which have created unprecedented uncertainty for 2022/23 and beyond are:
- the on-going financial impact of the Covid-19 pandemic
 - an expected three-year Spending Review reporting on 27 October 2021
 - an expected further delay in implementing the Fair Funding Review, which may now be implemented from April 2023
 - an expected further delay in Business Rates Reform, including a move to retaining 75% of business rates and a business rates reset, which may now be introduced from April 2023
 - the Business Rates Revaluation, expected to happen in April 2023

Spending Review 2021

- 3.21 The Spending Review (SR) sets the overall funding envelope for Government departments for the Spending Review Period. The Government has recently announced a three-year Spending Review for 2022/23 to 2024/25 which will conclude on 27 October 2021 alongside Autumn Budget 2021. Whilst the SR will not provide specific funding levels for individual local authorities, it will give a clear steer on the trajectory of local government funding as a sector and assist with planning scenarios.

Further Medium-Term Uncertainty

- 3.22 To compound the planning uncertainty, there are major changes to the way local government funding works, and how that funding is allocated between authorities, which have already been delayed by two years and are not now expected to be implemented in April 2022 either. The current assumption is that they will be introduced from 2023/24 onwards as part of the Fair Funding Review, the proportion of business rates retained by local government and how local authorities are rewarded for generating growth in business rates will change; however, it is not possible to predict the overall financial impact of these proposals as they are still

being designed and yet to be consulted on. Therefore, for now the planning assumption is that they are cost neutral.

- 3.22 There has been no Government consultation issued on how the anticipated business rates reset could be implemented. Due to the lead time required for a consultation and implementation of how a business rates reset would work, the Council no longer expects the business rates reset to take place in 2022/23, but expects it to be delayed until 2023/24.

Savings Proposals

- 3.23 Given the challenging situation relating to funding and the high levels of uncertainty, CDC will undertake to identify savings proposals of £1.6m in 2022/23 and a further £5.5m in 2023/24; this results in a total ongoing savings of £7.1m being required. This takes into account the impacts identified in the MTFS approved in February 2021 and also the potential financial impacts of Covid-19. Assumptions will be revisited and revised as information becomes clearer, but it is important to note that the actual implications will not be known until very late in the Budget and Business Planning process
- 3.24 The Budget and Business Planning Process will consider the impact that savings proposals may have on the strategic priorities of:
- Housing that meets your needs
 - Leading on environmental sustainability
 - An enterprising economy with strong and vibrant local centres
 - Healthy, resilient and engaged communities
- 3.25 The strategy for identifying savings will be based on the plan to address the MTFS gap which was approved by Council in February 2021. The Council will look to identify what savings can be provided by services and how they impact on priorities.

Business Plan

- 3.26 The 2022/23 Business plan will include the Business Plan itself, finance, leadership risks and the performance management framework supporting the delivery of the priorities.
- 3.27 The overarching priorities of this Business plan will be closely linked to the budget supporting each of the revised priorities. The residents satisfaction survey results will support the priorities of this business plan along with the budgets to support delivery taking into account the reductions within the MTFS.
- 3.28 It is proposed that these issues should be considered alongside existing priorities for formal incorporation into the new business plan illustrating the new revised priorities for next year.
Work will be required to identify the tangible change associated with each priority area and how the issue is best incorporated into the overall planning framework – whether into the Business Plan or into service specific plans. Where issues are agreed as priority areas, consideration should be given through the budget process of how refocussing of these issues affects budget priorities.

- 3.29 In addition to revising the council priorities, in line with the budget priorities, service plans will also reflect the revised priorities and direction of the council.
- 3.30 The Outcomes Framework and the Leadership Risk Register will also be revised to reflect the new priorities, ensuring the framework accurately describes the priorities and performance actions supporting the plan.
- 3.31 Performance indicators (key performance indicators and qualitative measures) will be reviewed and updated to ensure that they have a clear and direct line to outcomes and the new council's priorities. The performance measures and target setting process will ensure that the reasons for changing or maintaining a target across years are transparent and support the priorities.

Consultation and Engagement

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

Early engagement

- 3.35 We have commissioned a representative residents' satisfaction survey having paused last year due to the pandemic. It focused on service importance and satisfaction and interim data from this survey is included with this report to inform the priority-based budget and business planning process.
- 3.36 This was delivered using a postal eight-page questionnaire, supported by an online equivalent survey sent to a randomly selected section of households across the district. We aim to deliver 1,060 completed surveys (across all methods), providing a +/-3% confidence with the final report due in early October.

Formal consultation

- 3.37 A second stage public consultation will follow at the start of December on the 'substance' of the budget, to give the wider population and stakeholders (including businesses to meet our statutory duty) the opportunity to feedback on the council's

'formed' budget proposals. It does not, however, replace the need to specifically consult on service change proposals relating to significant service changes and where there is a legal requirement to do so.

- 3.38 The second stage consultation exercise will include a consultation booklet and accompanying questionnaire. Our approach will be digital first, using Cherwell District Council's new Let's talk Cherwell consultation platform. Paper copies of both the booklet and questionnaire will also be available in public buildings and customer services will be fully briefed to support inclusion, for example to enable materials in alternative formats to be requested. A communications promotional plan will support this exercise.

Budget and Business Planning Timetable

- 3.39 An online public consultation on CDC's budget proposals will commence when the information is published at the start of December 2021, with Budget Planning Committee (BPC) considering the budget pressures and savings on 9 December 2021. Comments from BPC, along with other responses, will feed into the final formulation of proposals.
- 3.40 Capital proposals will also be considered by Budget Planning Committee on 9 December 2021. The Capital & Investment Strategy which incorporates the Treasury Management Strategy will be considered at the meeting in January 2022.
- 3.41 The Executive will take into consideration the comments from the BPC in December 2021 and comments from the public consultation alongside the funding available announced as part of the provisional settlement expected during December 2021, at its meeting on 7 February 2021 in setting out its proposed budget to Council.
- 3.42 The provisional local government finance settlement is not expected until mid-late December 2021, with the final settlement not expected until early late January/early February 2022. This will confirm the general funding available to the Council for 2021/22 and the Council Tax referendum limit to be applied.
- 3.43 The Council meeting to agree the 2022/23 revenue budget, MTFS and capital programme will take place on 28 February 2022.
- 3.44 A timetable for the Budget and Business Planning process is attached at Annex 2.

4.0 Conclusion and Reasons for Recommendations

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

5.0 Consultation

None required

6.0 Alternative Options and Reasons for Rejection

- 6.1 The Council has a legal obligation to set a balanced budget and evaluate its level of reserves to ensure they are held at a suitable level. Therefore; there are no alternative options other than to carry out a budget process that reviews the levels of reserves and identifies a budget proposal that can be delivered within the overall level of resources available to the Council.

7.0 Implications

Financial and Resource Implications – Mandatory paragraph

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

Comments checked by:

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

Legal Implications – Mandatory paragraph

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

Comments checked by:

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

Risk Implications - Mandatory paragraph

- 7.3 The Council faces significant risks given the scale of the financial challenge for 2022/23 and 2023/24. Having a robust process in place to develop budget proposals and the associated Corporate Plan will help to mitigate these. These risks are managed as part of the operational and leadership risk register.

Comments checked by:

Louise Tustian, Head of Insight and Corporate Programmes, 01295 221786,
louise.tustian@cherwell-dc.gov.uk

Equalities and Inclusion Implications

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

Comments checked by:

Emily Schofield, Acting Head of Strategy, 07881 311707, emily.schofield@cherwell-dc.gov.uk

Sustainability Implications

There are no sustainability implications associated with agreeing a budget process.

Comments checked by:

Emily Schofield, Acting Head of Strategy, 07881 311707, emily.schofield@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision **No**

Financial Threshold Met: **No**

Community Impact Threshold Met: **No**

Wards Affected

All

Links to Corporate Plan and Policy Framework

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

Lead Councillor

Cllr Ilott, Finance and Governance

Document Information

Appendix number and title

- Appendix 1 – Previously agreed budget changes 2021/22 – 2024/25
- Appendix 2 – Budget and Business Planning Timetable for the 2022/23 Process

Background papers

None

Report Author and contact details

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

Savings Proposals

CDC 21/22 Savings Proposals - Public Health & Wellbeing

Ref	Existing or New	Description	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV022	Existing	Reduce the support to the Museum to reflect their ability to begin charging for events.			(13)		(13)
SAV2123	New	Working with partners to make Stratfield Brake more accessible and need less subsidy to operate well .	(4)				(4)
SAV2117	New	One-off reduction in the cost of the leisure contract linked to repairs and maintenance requirements.	400				400
SAV2118	New	Income generation from sports pitches.	(5)				(5)
Public Health & Wellbeing Savings Proposals Total			391	0	(13)	0	378

CDC 21/22 Savings Proposals - Commercial Development Assets & Investments

Ref	Existing or New	Description	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV2133a	New	Establish a joint CDC/Oxfordshire County Council Property Service by sharing resources and functions. Efficiency savings are expected to be identified through the transformation and efficiency project.	(76)				(76)
SAV2133b	New	Temporarily reduced spend on utilities due to reduced occupancy of Bodicote House.		30			30
SAV2133d	New	Removal of planned LED lighting project at Bodicote House. This has been replaced with LED lighting projects across other properties.	(61)	120			59
SAV2139	New	Removal of previously agreed project review funding within Growth and Commercial.		16			16
SAV2141	New	Removal of vacant post within Growth and Commercial.	2	2	1	1	6
Commercial Development Assets & Investments Savings Proposals Total			(135)	168	1	1	35

CDC 21/22 Savings Proposals - Customers, Organisational Development & Resources

Ref	Existing or New	Description	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV2198	New	One-off reduction in contract costs due to expectation that stretch performance targets unlikely to be met for one year.	114				114
SAV2155	New	Hold three vacancies across Communications, Strategy and Insight.	21				21
SAV2172	New	This proposal will deliver targeted savings across Digital & IT. It will require capital funding to deliver and will take 12 to 18 months to achieve.	(130)				(130)
Customers, Organisational Development & Resources Savings Proposals Total			5	0	0	0	5

CDC 21/22 Savings Proposals - Environment & Place

Ref	Existing or New	Description	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV025	Existing	Increasing car parking charges.	(5)	(100)	(45)		(150)
SAV2101b	New	Rental increase for affordable homes and shared ownership properties owned by the Council.	(95)				(95)
SAV2145	New	Introduce a new food waste collection service giving residents the opportunity to recycle their food waste on a weekly basis. This will reduce the amount of residual waste and increase CDC's recycling rate. Residents will still be able to subscribe to our current well used garden waste collection service, which will incur a charge from July 2021.	(636)	(210)	(77)		(923)
SAV2185	New	A service redesign across the Planning and Development Function reducing costs and maximising the future potential for income generation.	(117)				(117)
Environment & Place Savings Proposals Total			(853)	(310)	(122)	0	(1,285)
Total Net Savings Agreed			(592)	(142)	(134)	1	(867)

CDC 21/22 Pressures - Commercial Development Assets & Investments

Ref	Existing or New	Description	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV2190	New	Health and Safety works relating to Council owned properties.	-100				-100
SAV2152	New	Professional fees in relation to marketing and letting of retail units at Castle Quay Waterfront.	-250				-250
UNAV2101	New	Dilapidations budget to ensure property is maintained and improved in order to continue to generate acceptable income returns for the Council.	-45				-45
GRW2106	New	Funding for the Canalside Development.	-100				-100
SAV2193	New	Reduction in rental incomes for other Council owned properties due to Covid-19.	-213	-90	205	12	-86
		Commercial Development, Assets & Investments Pressures Total	-708	-90	205	12	-581

CDC 21/22 Pressures - Environment & Place

Ref	Existing or New	Description	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
GRW013	Existing	Waste Collection.		170			170
GRW033	Existing	Kidlington masterplan delivery project	-50				-50
GRW002	Existing	Growth Deal – Year 3 CDC Plan Resourcing	2	-321			-319
		Environment & Place Pressures Total	-48	-151	0	0	-199

CDC 21/22 Pressures - Public Health and Wellbeing

Ref	Existing or New	Description	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
GRW028	Existing	Social Prescribing	-22				-22
GRW030	Existing	The Mill Arts Centre Trust – Operating Costs	-30				-30
GRW026	Existing	FAST programme – Wellbeing Service		-27			-27

		Public Health and Wellbeing Pressures Total	-52	-27	0	0	-79
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CDC 21/22 Pressures - Corporate

Ref	Existing or New	Description	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
SAV21100	New	Potential continuation of additional costs to compensate leisure for not being able to run at capacity due to Covid-19 restrictions.	-700				-700
SAV2178	New	Review of Development Management Operational Budget with lower planning application and pre-application fees expected due to the impacts of Covid-19.	-275				-275
SAV2151	New	Castle Quay Shopping Centre is predicting a reduction in rental income due to the impacts of Covid-19.	-1,168	-299	165		-1,302
UNAV2106	New	Redundancy and PFS Cont to be funded from reserves	-250				-250
UNAV2105	New	Housing and Growth Deal Contribution.		-52			-52
LCTS	New	LCTS Hardship Fund	-159				-159
		Corporate Pressures Total	-2,552	-351	165	0	-2,738

CDC 21/22 Pressures - Customers, Organisational Development & Resources

Ref	Existing or New	Description	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
GRW011	Existing	Finance "Growing Our Own"	-12				-12
GRW045	Existing	HR Apprentice	-12				-12
		Customers, Organisational Development & Resources Pressures Total	-24	0	0	0	-24
		Total Pressures	-3,384	-619	370	12	-3,621

Revenue Impacts of Capital

CDC 21/22 Capital Impact - Customers, Organisational Development & Resources

Ref	Existing or New	Description	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
CAP001	Existing	Finance System Replacement	-18				-18
CAP025	Existing	Legacy Iworld System Migration	-2				-2
		Customers, Organisational Development & Resources Capital Impact Total	-20	0	0	0	-20

CDC 21/22 Capital Impact - Environment & Place

Ref	Existing or New	Description	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
CAP031	Existing	Car Parking Action Plan Delivery	-15	45			30
		Environment & Place Capital Impact Total	-15	45	0	0	30

CDC 21/22 Pressures - Commercial Development Assets & Investments

Ref	Existing or New	Description	Total 2022/23 £000	Total 2023/24 £000	Total 2024/25 £000	Total 2025/26 £000	Ongoing Impact £000
CAP006	Existing	Community Centre works	-7				-7
CAP2109	New	Flood Defence Works Hanwell Fields Community Centre	-1				-1
		Commercial Development Assets & Investments Capital Impact Total	-8	0	0	0	-8

Net Capital Impact

-43	45	0	0	2
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Budget and Business Planning Process High Level Timetable

Action	Date
Budget and Business Planning Process Report considered by Executive	4 October 2021
Spending Review	27 October 2021
Budget Consultation Published	1 December 2021
Budget Proposals considered by BPC	9 December 2021
Council Tax Reduction Scheme considered by Council	13 December 2021
Provisional Local Government Finance Settlement	Mid-December 2021
Council Tax Base considered by Executive	10 January 2022
Draft Treasury Management and Capital and Investment Strategies considered by AARC	19 January 2022
Draft and Capital and Investment Strategies considered by BPC	25 January 2022
Proposed Budget from Executive	7 February 2022
Council to agree 2022/23 Budget	28 February 2022

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Cherwell District Council

Executive

4 October 2021

Park and Charge Update

Report of Assistant Director Environmental Services

This report is public. Appendix 1 is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972.

Purpose of report

This report is to update members on material changes to the way in which the Park and Charge Oxfordshire (electric vehicle charging) project will henceforth be delivered following discussion with the preferred charge point operator; to seek approval of the terms for rolling out charge point services within designated council car parks in the Cherwell district; and to request approval for the re-alignment of the charge point contract relating to the pilot Bicester Cattlemarket Car Park with the revised and agreed heads of terms for the remaining in-scope car parks.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the current progress on, and changes made to, the delivery process on the park and charge project since the last report to the Executive on 2 November 2020.
- 1.2 To approve the terms for rolling out charge point services within designated council car parks in the Cherwell district as set out in exempt Appendix 1.
- 1.3 To approve the re-alignment of the charge point contract relating to the pilot Bicester Cattlemarket Car Park with the terms set out in exempt Appendix 1.

2.0 Introduction

- 2.1 Park and Charge Oxfordshire is an Innovate UK funded project that is installing 'fast' electric vehicle (EV) charging hubs in council-owned car parks across Oxfordshire's key towns and villages in 2021/22.
- 2.2 Oxfordshire is well ahead of the UK growth curve in terms of EV uptake, and one of the main barriers to wider uptake is the perceived lack of reliable public EV charging infrastructure.
- 2.3 This public infrastructure is even more important for the estimated 30-40% of Oxfordshire residents who are unable, or would find it difficult, to install home

chargers, and are therefore reliant on public/external provision of this in order to make the switch to electric vehicles.

- 2.4 Park and Charge is therefore a nationally important, real-life demonstrator of EV charging hubs in car parks as a convenient and effective overnight EV charging solution for residents who are unable to install their own home chargers, whilst at the same time vastly increases the provision of EV charging infrastructure for visitors and commuters to Cherwell.
- 2.5 The original project started in September 2019, and followed on from a successful Innovate-UK funded feasibility study, in which Cherwell District Council were a key partner. The project is led by Bicester-based SME Zeta Lighting, who have developed innovative EV chargers for the project that combat the known problems with current chargers on the market, such as unreliability and complexity of use.
- 2.6 The other project partners at the beginning of the project were University of Oxford (research partners), Urban Integrated (software and app developer), SSE Enterprise (infrastructure partner and major investor) and Oxfordshire County Council (liaison with participating district councils, including Cherwell District Council).
- 2.7 Following previous Executive approval in April 2020 and November 2020, the Council have already overcome many barriers to deliver a successful pilot car park in Cattle Market in Bicester in May 2021, which has been very positively received by residents. This car park is seeing regular usage, during both daytime and overnight, and is currently performing well above expectations.

3.0 Report Details

- 3.1 This is an innovation project looking to learn about and test the most effective solutions for the future. A key learning this year has been that the business model for the infrastructure installation element unique to Park and Charge Oxfordshire does not present a viable investment opportunity for the commercial provider we were working with, SSE Utilities.
- 3.2 As such, SSE Utilities withdrew from the project in May 2021 and will not be providing the infrastructure delivery or investment into the project that was previously intended. As a consequence, given SSE were originally involved in the pilot project at Bicester Cattlemarket Car Park as electrical infrastructure provider, officers are now working with SSE and the pilot project charge point operator (under delegated powers) to ensure a smooth transfer of the former's rights and responsibilities to the latter.
- 3.3 Following assessment and re-evaluation of the project, Park and Charge Oxfordshire continues to be an extremely important project for funders at the Office for Zero Emissions Vehicles (OZEV), and all remaining project partners and participating District Councils remain fully committed to deliver the agreed amended programme without the involvement of SSE.
- 3.4 Following SSE's departure from the project, the project has been restructured so that Zeta Lighting - operating under their newly set-up subsidiary company of EZ-Charge - are now set to deliver the infrastructure for the project and invest an additional £400k into the project.

- 3.5 In August, Oxfordshire County Council secured an additional £1.2million grant funding from OZEV via the On-Street Residential Charging Scheme (ORCS), administered by the Energy Saving Trust (EST), which will cover the remaining 75% of the capital costs of the infrastructure.
- 3.6 This grant funding will be passed directly to EZ-Charge in order to pay for all of the elements of the infrastructure delivery (electrical kiosks, points of connection from the District Network Operators, civils works, charger and cabling installation, line markings etc), replacing the remaining funding gap left by SSE Utilities.
- 3.7 The original legal structure for the project, as outlined in the report to Executive on 2 November 2020, envisaged a Land Lease with SSE Enterprise for the electrical apparatus that would deliver electricity to the charge points in the car parks, and a Charge Point Operation (CPO) concession contract with EZ-Charge, who would operate and maintain those charge points over a period of 5 years, with an option to extend that period for a further 5 years.
- 3.8 A lease with SSE for installing electrical apparatus at Bicester Cattlemarket Car Park to serve charge points installed in that car park was therefore completed on 10 November 2020, and a contract for the installation and operation of those charge points at the Cattlemarket Car Park, on substantially the terms described in paragraph 3.7, was entered into between the council and EZ-Charge on 26th May 2021.
- 3.8 However, SSE's desire to withdraw from the project for commercial reasons, combined with a further review by other district councils of the legal structure's effectiveness for delivering against commercial and environmental objectives across the county, prompted a review of the terms agreed for the pilot project.
- 3.9 The terms now proposed for the remaining in-scope car parks are set out in exempt Appendix 1. These terms have been agreed in principle between EZ-Charge and officers at the various local authorities participating in the Park and Charge project, and these terms are now brought before this council's Executive for approval ahead of installation works anticipated to start mid to late October in the first of the remaining council car parks designated for EV charge points.
- 3.10 The changes to the terms that had been agreed for the pilot car park, outside the need to factor SSE participation, essentially see an adjustment to the length of the contract period for each car park, from an initial 5 year period plus option for further 5 years, to a 10 year contract period. Other changes are set out in exempt Appendix 1. The possibility for refinements to terms to allow for local arrangements where necessary and appropriate (to agree, e.g., break options to take account of the potential for car park redevelopment) is not excluded by the terms agreed in principle with EZ-Charge.
- 3.10 Subject to the signing of Charge Point Operation concession contracts with EZ-Charge and the District Councils, the remaining 21 Park and Charge hubs are set to be installed on a rolling programme cross Oxfordshire this autumn/winter, and the full 280 individual EV charging points available to the public by the end of February 2022.
- 3.11 The locations officers have identified for installing Park and Charge EV charging hubs across the Cherwell district are as follows:

- Cattle Market, Bicester – already installed and available to the public
- Claremont, Bicester
- Windsor Street, Banbury
- Cherwell Drive, Banbury (formerly Compton Road coach park)
- Curtis Place, Kidlington

4.0 Conclusion and Reasons for Recommendations

4.1 The Park and Charge project offers the Council an investment via private capital to develop needed EV charging infrastructure within the Council's car parks for predominantly residents who have no off-road parking, but also for visitors and commuters. The pilot car park in Bicester is already showing usage above initial forecasts, highlighting the underlying needs.

5.0 Consultation

5.1 The Council has been working with officers from the other Oxfordshire Districts in developing legal agreements and we have consulted in the process of collaborative working.

6.0 Alternative Options and Reasons for Rejection

6.1 To not proceed with the revised terms across the remainder of the council's in-scope car parks. This option has been rejected on the grounds that it would defeat the original ambitions underpinning the project as described in section 2 of this report.

6.2 To roll the legal structure agreed for the pilot project across the remainder of the council's in-scope car parks. This has been rejected on the grounds that the terms for the pilot project were predicated on SSE participation, which is no longer viable, and also because of the incompatibility between the pilot terms and the terms EZ-Charge have now agreed with the various participating councils for roll out across the county (including officers from Cherwell District Council for the remainder of the council's car parks).

7.0 Implications

Financial and Resource Implications

7.1 The Council has no direct capital outlay as part of this project.

This paper is seeking to define and ensure appropriate safeguards are in place to make the commercial investment viable for EZ-charge, whilst providing the Council with a defined option should it seek to redevelop the car parks upon which the EV chargers are proposed.

Comments checked and agreed by:

Leanne Lock, Strategic Business Partner, 01295 227098, Leanne.Lock@Cherwell-DC.gov.uk

Legal Implications

- 7.2 The Legal service has assisted lead officers in negotiations with Park and Charge project partners to date and will continue to help work towards the conclusion of final legal agreements, based on the Heads of Terms as revised in this report, to facilitate charge points for EVs in Council car parks.

In the case of the already operational Cattle Market site in Bicester, steps are being taken to ensure a transfer of arrangements from SSE Utilities to EZ charge, in line with the other prospective contracts.

Comments checked and agreed by:

Richard Hawtin, Team Leader Non-Contentious, 01295 221695, Richard.Hawtin@Cherwell-DC.gov.uk,

Risk Implications

- 7.3 The new arrangements drawn up with EZ charge seek to mitigate and quantify risks associated with key parts of the commercial investment. Risks will be managed as part of the operational risk register and escalated to the leadership risk register as and when necessary.

Comments checked and agreed by:

Celia Prado-Teeling, Performance Team Leader, Celia.Prado-Teeling@Cherwell-DC.gov.uk

Equalities and Inclusion Implications

- 7.4 While many areas of Oxfordshire are affluent, and likely to be among the first to see early mass adoption of EVs, there are significant areas of Oxfordshire where income is low. Lower income households are often disproportionately affected by poor air quality, and also the sector of society least able to adopt EVs early. There may be a perception of unfairness in access to EV charging if chargers are only installed in wealthy areas where people have been able to afford brand new technology.

While the Council is limited in the action it can take to support low-income households with the purchase of EVs, the second hand EV market is growing, providing more people with access to electric vehicles. This commercial arrangement seeks to specifically address the need for charging and does provide for areas which are less affluent, allowing a more equitable access to EV charging.

Additionally, the legal arrangements have specific safeguards around pricing, seeking to ensure that vulnerable residents are not unfairly disadvantaged

Comments checked and agreed by:

Emily Schofield, Acting Head of Strategy, 07881 311707
Emily.Schofield@Oxfordshire.gov.uk

Sustainability Implications

7.5 The Park and Charge project has strong ties with the Oxfordshire Energy Strategy, the Oxfordshire 2050 Plan, the Council's Climate Emergency Responses, and the Council's Climate Action Framework.

Provision of EV charging infrastructure to drivers, in particular those who cannot charge an electric vehicle at home, will enable greater numbers of residents and businesses to switch to cleaner low and zero emission vehicles for private, shared and business use

Comments checked and agreed by:

Sandra Fisher-Martins, Programme Manager Climate Action, Sandra.Fisher-Martins@Oxfordshire.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

Climate Action Framework

Lead Councillor

Councillor Daniel Sames, Lead Member for Clean & Green

Document Information

Appendix number and title

- Appendix 1 (EXEMPT) - Heads of Terms agreed with preferred charge point operator

Background papers

None

Report Author and contact details

Jenny Figueiredo, EV Charging Projects Oxfordshire County Council / Cherwell District Council, Liaison, jenny.figueiredo@oxfordshire.gov.uk

Cherwell District Council

Executive

4 October 2021

Revised Statement of Community Involvement (Planning)

Report of Assistant Director – Planning and Development

This report is public

Purpose of report

To consider a proposed Statement of Community Involvement (SCI) following publication consultation and to decide whether to recommend to Council that the SCI be adopted.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the proposed Statement of Community Involvement (SCI) at Appendix 2 for submission to Council.
- 1.2 To recommend to Council that it adopts the SCI at Appendix 2 as a replacement for the current statement of community involvement (CSCI) adopted on 18 July 2016 and delegates the adoption of future Statements of Community Involvement and the approval of amendments to the Executive.
- 1.3 To recommend to Council that delegation be provided to the Assistant Director – Planning and Development to modify the SCI in exceptional circumstances with the agreement of the Lead Member for Planning.
- 1.4 To delegate to the Assistant Director - Planning and Development, the correction of minor spelling, grammatical or typographical errors and any minor presentational improvements prior to the consideration of the SCI by Council.

2.0 Introduction

- 2.1 A statement of community involvement, as defined within the relevant planning legislation, sets out who the Council will engage with in preparing key planning policy documents and determining planning applications and how and when they will be engaged.
- 2.2 The CSCI was adopted by the Council on 18 July 2016. It is a statutory requirement to produce a Statement of Community Involvement and review it every five years from the date of adoption. Planning Practice Guidance (PPG)

emphasises that this is to ensure that policies remain relevant and community involvement is effective at all stages of the planning process.

- 2.3 The review of the CSCI provides an opportunity to incorporate more flexible arrangements for consultation and engagement which have proven effective under the temporary measures which have been necessary during the pandemic, and to bring the council's statement of community involvement into line with changes to the way that customers choose to access information and interact with the Council. It encourages the use of information and communication technology while ensuring that those without the internet can access our planning services, engage, and comment.
- 2.4 A draft was published for public consultation for a six-week period ending on 23 August 2021. Consultation and engagement were undertaken in accordance with the principles set out in the 2016 SCI. In total, the Council received 36 representations:
- 19 were from Town and Parish Councils;
 - 1 from a neighbourhood planning group;
 - 1 from developer interests; and
 - 15 from others (including statutory consultees, neighbouring authorities and the public).
- 2.5 All representations received are summarised in Appendix 1. Officers' comments on those responses and any amendments that have been made to the SCI to address the consultation feedback are also reflected in Appendix 1.
- 2.6 Appendix 2 contains the final, proposed version of the SCI and incorporates changes as a result of the consultation. The key change in the document compared to the consultation draft version is the retention of 'neighbour notifications' for most planning applications while providing for alternative means of publicity for defined 'strategic' applications. Other points of clarity, including listing other local planning authorities that border Cherwell have also been incorporated.
- 2.7 Should the SCI be approved by the Executive and adopted by Council, the 2021 SCI would replace the CSCI adopted in July 2016 and its 2020 addendum. It would then be used as the framework for future consultation and engagement across the planning service.

3.0 Report Details

- 3.1 The Council must comply with its adopted statement of community involvement in preparing relevant planning policy documents and in determining planning applications.
- 3.2 The proposed SCI sets out the consultation and engagement processes that will be used in preparing planning policy documents and in determining planning applications. It explains the statutory requirements that the Council must meet at each stage and what other consultation or engagement processes may be undertaken in addition to these minimum requirements. This gives the public and

stakeholders certainty over what sort of engagement they can expect within the planning process and the ways they can get involved.

- 3.3 Since the adoption of the CSCI in July 2016 there have been several changes to planning legislation, policy and guidance that need to be reflected. This includes the current National Planning Policy Framework (NPPF) and a requirement for a statement of community involvement to set out the Council's policies for giving advice and assistance in relation to Neighbourhood Planning.
- 3.4 The review of the CSCI has prompted consideration of how information is made available, how more up-to-date means of communication can be employed, how we can facilitate easier engagement with the planning system and how we can be more efficient and cost-effective. The Council's climate emergency declaration and the need to make the best use of resources have also been influential.
- 3.5 The pandemic has led to a dramatic acceleration in the use of information and communication technology for remote and instant contact often with large groups of people. In addition to increased reliance on email and social media, video calling, conferencing and consultation have become widespread. Since the adoption of the CSCI in 2016, there has been acceptance that public information is most readily accessible online. It is likely that digital forms of consultation and engagement will continue to grow.
- 3.6 Officers have taken this into account in preparing the SCI whilst recognising that not all our communities and customers will be able to readily access information digitally. We may experience a reaction to pandemic 'lockdown' and remote contact with a renewed demand for face-to-face engagement. In preparing the SCI, we have sought to strike a balance while responding to the realities of finite resources.

Plan Making

- 3.7 The timely review of the Cherwell Local Plan is important in meeting the Council's priorities, to economic recovery and to meeting the Government's aspirations to have plans in place across the country by December 2023. Public participation is integral to plan-making and needs to be undertaken positively, effectively and efficiently. The Plan must be capable of being found 'sound'; must be shaped by "*... proportionate and effective engagement*" and "*...accessible through the use of digital tools to assist public involvement*" (NPPF).
- 3.8 The consultation and engagement methods within the SCI for plan-making seek to embrace the use of technology. For example, a new corporate consultation system is expected and more provision is made within the SCI for remote engagement.
- 3.9 However, in-person community involvement is still provided for and flexibility is accommodated for either online or physical events and workshops depending on the circumstances. We need to continue to provide the opportunity for those without access to online resources, or the confidence to use them, to be heard in how we plan the district. The less rigid approach in the SCI to how we engage seeks to reduce the possible need for further review in the near term.

- 3.10 The SCI updates the approach for making documents publicly available, reflects the closure of Council link-points, but maintains the availability of documents at public libraries when open.
- 3.11 The SCI sets out what can be expected of officers in supporting Parish/Town Council in preparing new Neighbourhood Plans or their review.
- 3.12 In response to the consultation on the draft of the SCI, some Parish Councils have raised concerns about Local Plan consultation matters - particularly the issue of consultations over holiday periods or timeliness in relation to bi-monthly Parish Council meetings. It is not proposed that the SCI restricts the periods that Local Plans are consulted upon as, firstly, there are statutory timescales that must be adhered to at certain stages of plan-making; and secondly, a commitment to avoid certain periods could lead to delays to complex work programmes and have unintended consequences in terms of resourcing and project prioritisation. Officers are, however, always mindful of such issues in planning consultations and provide appropriate accommodation where it is necessary, reasonable and practicable to do so having regard to the relevant regulations as appropriate. It is important that officers retain flexibility, consulting with Lead Member where required.

Development Management

- 3.13 The SCI has been updated to take account of latest government guidance on development management. It explains the process for considering applications and the opportunity for engagement with the decision-making process. There is a need to balance the need for timely decision making and improved efficiency with the need to maintain participation in the planning process.
- 3.14 The SCI encourages pre-application engagement with local communities for 'large scale development' Respondents to the consultation on the draft SCI generally felt that the term 'large scale development' should be left undefined and it is helpful to officers to have flexibility in targeting this. The proposed version of the SCI therefore remains unchanged from the consultation version.
- 3.15 In response to consultation, it was suggested by some that the Council publishes a local validation checklist including a requirement that all major applications be accompanied by a statement of community involvement. National advice on submitting a valid application is available on the Planning Portal and officers consider that local flexibility is more helpful at this time to target requests for additional information and avoid potentially unnecessary requirements by default.
- 3.16 A significant response was received to consultation on whether the Council should move away from individual neighbour notification letters to a more widespread use of site notices to publicise planning applications. One representation was received in support of this proposal whilst 28 representations felt that both letters and site notices should continue to be used. Notwithstanding the potential efficiency benefits of such a change, officers have taken this feedback on board and the recommended version of the SCI commits the Council to continue sending neighbour notification letters to adjoining owners or occupiers for most applications.
- 3.17 However, it is proposed that alternative means of publicity are used for defined 'strategic' sites (table 7 of the SCI). These applications do not form the bulk of case work and the process of identifying and notifying individual neighbours is a more

resource demanding process for much larger sites. The SCI therefore proposes the use of the Council's website and other bespoke publicity arrangements instead of neighbour notifications in those particular cases. Table 6 in the SCI, which sets out minimum publicity requirements has been updated from the CSCI accordingly.

- 3.18 Within the SCI is detailed explanation of when and how consultation takes place on different types of application and how and when information is published. Officers have sought to be clear on process and to help manage expectations.
- 3.19 There is no specific statutory obligation to take late representations into account in considering applications for planning permission¹ but the Council presently does so. Having regard to consultation responses, the SCI proposes that the Council continues to use discretion positively and continue to accept representations up until the point of determination. However, to help manage this, and to encourage the timely submission of representations, our on-line facility for submitting representations would be closed at the end of each consultation period. Officers would, however, exercise discretion in accepting late responses received by email or post after the formal end of consultation as far as it is reasonably practicable to do so. The SCI has been updated from the CSCI to reflect this change.

Climate Action

- 3.20 It is considered that the proposed SCI can provide a contribution to the Council's climate action response. The increased potential to employ information and communication technology in community engagement on a more 'permanent' basis and to secure some reduction in the use of paper and printing would be beneficial.

Adoption

- 3.21 If approved by the Executive, the 2021 SCI must be considered by Council as the CSCI was adopted as Council policy and only Council has the authority to change that. Once formally adopted, it would replace the SCI adopted in July 2016 and its 2020 addendum. It would be used as the framework for future consultation and engagement across the planning service. It is proposed that Council be asked to delegate responsibility for approving future reviews of the SCI to the Executive.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The recommendation of this report is to approve the new Statement of Community Involvement, to replace the existing document adopted in 2016 and its 2020 addendum. The proposed SCI updates the Council's approach to engagement and consultation in providing its planning services. The SCI incorporates more flexibility for the use of information and communication technology and seeks to achieve some efficiencies. However, it maintains a clear commitment to ensure those without internet access remain participants in the planning process and that engagement and consultation is effective for all. The SCI conforms to national planning guidance and has been through a formal six-week public consultation (13 July – 23 August 2021). Comments received during this period have been

¹ The Council is under a duty to take account of all material considerations and there is no statutory authority that allows the Council to ignore any just because they come to light after the consultation deadline: Sec 70(2) Town and Country Planning Act 1990.

considered by officers and appropriate changes are recommended to form the final version of the SCI.

5.0 Consultation

5.1 Councillor Colin Clarke - Lead Member for Planning.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To continue to use the existing 2016 SCI.

The existing document does not address all requirements introduced since 2016 and does not provide the necessary flexibility for community engagement in the future. The 2016 SCI will become increasingly out-of-date.

Option 2: To reconsider the content of the revised SCI

The revised SCI has been produced having regard to statutory and policy requirements for plan making and development management and to associated guidance. It is considered by officers to be appropriate for adoption.

7.0 Implications

Financial and Resource Implications

7.1 There are no significant finance and resource implications arising from this report. The revised SCI has been prepared within existing resources. The changes to engagement and consultation policy set out in the revised SCI would be met within existing budgets.

Comments checked by:

Janet Du Preez, Principal Accountant

01295 221606, janet.du-preez@Cherwell-DC.gov.uk

Legal Implications

7.2 The SCI has been prepared to meet statutory requirements: specifically Section 18 of the Planning and Compulsory Purchase Act 2004 (as amended) which requires a statement of community involvement; Section 6 of the Neighbourhood Planning Act 2017 requiring a statement of community involvement to set out the local planning authority's policies for giving 'advice and assistance' in relation to Neighbourhood Planning; and, Regulation 10A of The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) requiring review of a statement of community involvement within five years of adoption.

Lead Councillor

Councillor Colin Clarke - Lead Member for Planning

Document Information**Appendix Number and Title**

- Appendix 1: Comments received during the consultation on the Draft Statement of Community Involvement and Officers' response.
- Appendix 2: Proposed Statement of Community Involvement
- Appendix 3: Equalities Impact Assessment

Background papers

None

Report Author and contact details

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Comment ID name / organisation	Section of document / question no.	Comment summary	Cherwell District Council – officer response
Historic England	document	above. We do not wish to make any substantive comment, though I note a reference to English Heritage in the neighbourhood planning section.	
SCI03 Mid-Cherwell Neighbourhood Plan Forum	Question 1	No.	Noted.
	Question 2	Yes. There are no provisions proposed for assisting “made” neighbourhood plans which require support from the Council to review their policies. Such reviews will shortly become a requirement as a result of the Local Plan 2031 process, and under the forthcoming Planning Bill.	Reviews are covered by the same duty to support as new plans.
	Question 3	We request that an additional section be added to the SCI setting out what support will be provided to NDP groups that are preparing for review.	Noted
	Question 4	Yes.	
	Question 4	No. Both methods of notification should be used, not one or the other. The resources required to post letters in addition to site notices will be significant, whereas the benefits will be.	Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI .
	Question 5	Yes.	Noted.
SCI04 Middle Aston Parish Meeting	Question 4	In general, Middle Aston Parish Meeting finds the proposals acceptable. However, we do not agree with the proposal contained in Question 4. Given the importance of neighbour awareness of planning applications, and the low cost involved in sending out letters, we wish to see a continuation of current	Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.

Comment ID name / organisation	Section of document / question no.	Comment summary	Cherwell District Council – officer response
		practice rather than the proposed change.	
SCI05 James Macnamara	Question 4	<p>I would be grateful if you could register my strong opposition to the proposal to discontinue neighbour notification letters. Reliance solely on site notices is open to abuse by removal or obscure positioning of those notices and, even if used correctly, is discriminatory towards the elderly and those with limited mobility. In addition, for all residents, the limited time allowed for objections to be lodged means that even a brief absence could lead to a notice being missed.</p> <p>I therefore believe it is essential that you retain notification by letter, without which consultation would be rendered ineffective.</p>	Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.
SCI06 Lower Heyford Parish Council	Question 4	<p>Lower Heyford Parish Council strongly disagree with this proposal. It would be open to abuse by applicants, who could remove or obscure site notices. In addition, this proposal relies upon residents passing and noting the notice. It is also of concern that this proposal doesn't accommodate those residents who have limited or no mobility.</p> <p>CDC have a duty to communicate with residents on matters what affect them, planning being a significant matter for many, it must not be the victim of a reduction in communications. A letter through the door of those potentially affected by planning applications is the only way to maintain transparency and fairness in the planning process.</p>	Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.

Comment ID name / organisation	Section of document / question no.	Comment summary	Cherwell District Council – officer response
SCI07 Liz Smith	Question 4	<p>I am concerned that this proposal will make it unacceptably difficult to be aware of planning applications. The site notice could be taken down leaving neighbours unaware. Residents in rural communities will be expected to keep an eye open for notices, which is not easily spotted even when you are looking for them. People with mobility issues or health conditions that keep them inside would be completely excluded.</p> <p>This proposal represents a dereliction of duty to residents, especially during a time where developments are increasing. I therefore ask that you continue to send letters to nearby neighbours.</p>	Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.
SCI08 Dr HF Askew	Question 4	<p>It is a function of the planning process to ensure that the impact of any proposal on a variety of issues is taken into account, and in particular any impact on neighbours is considered, preferably eliminated or at least mitigated.</p> <p>We strongly object to the reduction in notification of any planning application as it is likely to result in many potential objectors not knowing about an application until too late. Surely it is not too much to ask that applications be adequately publicised as now by notices AND direct mail.</p>	Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.
SCI09 Bloxham Parish Council	Question 1	Yes, given the speed of technological and cultural change, this requires the head of planning policy to review and evaluate the effectiveness of policy	Noted.

Comment ID name / organisation	Section of document / question no.	Comment summary	Cherwell District Council – officer response
	Question 2	consultations after each round and consider what changes might be needed, so that it is as flexible as possible. Yes, advice on how to ensure that the whole system has teeth and is aligned with regard to conservation areas, Article IV directions and other local strategies such as biodiversity and transport.	Noted.
	Question 3	No, but some principles relating to what large scale impact might be would be helpful.	This is defined within the SCI.
	Question 4	No, site notices should continue to be displayed and householder letters continue to be sent.	Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.
	Question 5	Yes, because they can contain last minute critical, substantive points that have come to light because of other comments made.	Noted. Proposed to retain the current approach to late representations.
SCI10 Oxfordshire Clinical Commissioning Group	Question 1	OCCG welcomes being included within the Duty to Cooperate, on page 9. From April 2022, OCCG will formally become an ICS (Integrated Care System) and we look forward to continuing to work with CDC in this new organisational form as well.	Noted.
	Question 2	OCCG and CDC hold regular meetings to discuss the planning taking place in the area. These meetings are extremely valuable to us in planning the impact on our primary care infrastructure. In addition, all planning applications are sent to the OCCG planning	Noted.

Comment ID name / organisation	Section of document / question no.	Comment summary	Cherwell District Council – officer response
	Question 3 Question 4 Question 5	portal to enable OCCG to respond. Yes, this is a sensible approach. Yes. Yes. We welcome being able to submit or amend responses up to when an application is considered as we are unable to secure primary care infrastructure where we miss an application deadline.	Noted. Noted. Noted. Proposed to retain the current approach to late representations.
SCI11 John Karlake	Question 4	No, both letters and site notices should continue to be used.	Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.
SCI12 Fringford Parish Council	Question 4	Fringford Parish Council objects to the proposal to use site notices rather than neighbour notification letters. Both letters and notices should continue to be used. The proposal would remove an important democratic step in enabling residents to be made aware of applications and would be open to abuse by applicants who could remove notices. The proposal would also be harmful to the policies of openness and transparency in conducting Council business on matters that may impact residents.	Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.
SCI13 Sibford Gower Parish Council	Question 4	Letters to neighbours are an important part of the process as it provides opportunity for people to respond and there may be people who don't have knowledge of or access of the internet who would not necessarily find out about the application if they did	Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.

Comment ID name / organisation	Section of document / question no.	Comment summary	Cherwell District Council – officer response
		not receive a letter. Site notices are not always put up in places close to the property in question so those who are affected may not see the notice. The Parish Council do not agree with the proposal to use site notices rather than neighbour notification letters.	
SCI14 Thakeham Homes	Question 3 Question 5	<p>Agree that this term should remain undefined.</p> <p>Paragraph 34 of the National Planning Policy Guidance leaves acceptance of late comments to each local planning authority's discretion. However, setting this out within an adopted Council document would formalise this as an accepted approach through the planning process.</p> <p>Local planning authorities have a statutory obligation to determine major applications within 13 weeks; or 8 weeks for all other types of development (unless an application is subject to an EIA, in which case a 16-week limit applies).</p> <p>Statutory consultees must provide a response:</p> <ul style="list-style-type: none"> a) Within the period of 21 days beginning with the day on which – (i) the documents on which the views of consultation are sought, or (ii) where there are several documents and they are sent on different days, on which the last of those documents is received. In the case of applications for public service infrastructure development made on or after 1 August 2021 the period is 18 days; or b) Such other period as may be agreed in writing 	<p>Noted.</p> <p>Noted. This approach continues the existing way of working. The restriction of comments to email/letter e.g. removing the commenting function on the website is considered a proportionate approach. We recognise that it is not always possible for consultees to respond within the timeframes specified.</p>

Comment ID name / organisation	Section of document / question no.	Comment summary	Cherwell District Council – officer response
		<p>between the consultees and consultor.</p> <p>Paragraphs 13, 14 and 16 of the National Planning Policy Guidance are referenced. National guidance expects pre-application discussions to ensure no delays during the application process and stipulates that consultation “must” take place within 21 days, and not to the detriment of determining applications within the statutory timeframes.</p> <p>The statutory determination period incorporates the 21-day consultation period and allows for confirmation that additional information has addressed any concerns within the statutory determination period.</p> <p>Alternative recommendation: We support and encourage public consultation throughout the planning process but believe the Council should be seeking improvements to publication and notification processes as a more appropriate means to encourage and ensure timely public engagement. We suggest the Council publishes a local validation checklist that requires all major applications to submit a Statement of Community Involvement in order to validate the application. Therefore, applicants must undertake some public consultation prior to submission in order to ensure the application is valid. This, alongside the statutory consultation period of 21 days would provide sufficient time for consultees to respond to applications.</p>	<p>We do not consider the inclusion of a validation checklist within the SCI appropriate as it will limit officer flexibility.</p>

Comment ID name / organisation	Section of document / question no.	Comment summary	Cherwell District Council – officer response
SCI15 Middleton Stoney Parish Council	Whole document	<p>In general, we strong welcome the commitment to encourage community and stakeholder participation in the planning process but think the draft SCI falls short in several respects. The main improvements we would like to see are:</p> <ul style="list-style-type: none"> • A commitment to make the online register user friendly, especially in relation to large-scale applications. When new documents are published they should be posted up front or highlighted. Summaries of the key elements of a new planning application proposal should be included in the notification email. The current practice of alerting Councils to a decision on an application but not what that decision is is infuriating. • A commitment to avoid consultation on Local Plans in holiday periods • A commitment to use both site notices and neighbour notifications when publicising planning applications. • A commitment to require rather than encourage developers to engage in pre-application consultation with local communities. 	<p>Noted.</p> <p>Noted. Officers will consider this separately from the SCI.</p> <p>The timeframes for producing Local Plans can be fixed by Government or other key dates. Whilst these dates will try to be avoided it may not be possible. This is therefore not taken forward for inclusion within the SCI.</p> <p>Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.</p> <p>We are unable to require developers to engage.</p>
	Question 1	A commitment to add extra time if commencing consultations during holiday times.	
	Question 2	Yes. Provision should be made to support “made” neighbourhood plans requiring review.	The review of Neighbourhood Plans is covered by the same duty to

Comment ID name / organisation	Section of document / question no.	Comment summary	Cherwell District Council – officer response
	Question 3 Question 4 Question 5	Yes. No. Both methods should be used. Yes.	assist as new Neighbourhood Plans.
SCI16 Wardington Parish Council	Question 4	We do not agree that the Council should stop notifying neighbours about planning applications as doing so could unfairly discriminate against those who do not get the opportunity to see the notice and such a system assumes that no one will remove the notice. Sending notifications by post appears to be the only guaranteed way of ensuring neighbours are aware of a planning application which may affect them.	Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.
SCI17 Chesterton Parish Council	Question 4	Chesterton Parish Council are firmly opposed to the proposal to no longer notify householders by mail of nearby planning applications, relying instead on a single site notice. This is a retrograde step. Site notices can be removed, they are usually ignored by residents and not all residents are particularly mobile and some are housebound. It is problematic where site notices would be posted for some major developments e.g. Albion Land and Himley Village. Parish Councils do not receive planning applications by mail and have to rely on the planning portal and it is not easy to arrange Planning Committee meetings.	Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.
SCI18 Caversfield Parish Council	Question 4	The Parish Council did not agree with the proposal to use site notices rather than neighbour notification letters. It was felt that neighbour notification letters	Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within

Comment ID name / organisation	Section of document / question no.	Comment summary	Cherwell District Council – officer response
	Question 5	comments, they should be taken into account where it doesn't disrupt the application process.	Noted.
SCI20 Dr Christopher Abbott	Question 4	As a retired resident with mobility problems I would be very unhappy to see postal information withdrawn.	Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI. Other methods, such as publicity on the website will also be used.
SCI21 Councillor George Reynolds	Question 1	Make sure all parish and town councils are consulted. Many parish councils meet bi-monthly, usually in the first two weeks of the month.	Town and Parish Councils are consulted on local plan documents. Whilst flexibility on consultation deadlines is accommodated where necessary, appropriate and practicable, there is a need to meet programme deadlines and to plan the use of resources. There can be unintended consequences in rescheduling consultation periods. It may not always be possible to be flexible with consultation periods (some of which are prescribed).
Question 2	No.		
Question 3	Agree. If pre-apps are confidential then it would be unlikely to be consulted on by parish councils.		
Question 4	The majority of parish councils say to continue with letters. These are useful when some adjacent properties are in different streets. Any application affecting a neighbouring property should be notified. It is not unknown for site notices to disappear and		

Comment ID name / organisation	Section of document / question no.	Comment summary	Cherwell District Council – officer response
	Question 5	<p>unless it is very close to the site it may be overlooked.</p> <p>I agree with the principle however which consultation period must be made clear. Many consultees (OCC CDC) are usually quite late. A cut off may mean developers will wait until the last day residents and parish councils can respond, and full information may not be available. It should mean late responses will be ignored but is this legal? It will put parish councils, ward members and residents at a disadvantage.</p>	<p>Late comments are open to all bodies, including Parish Councils. The changes formalise the current arrangements and enable discretion by the planning officers. The principal change is that web comments will no longer be accepted after the closing date.</p>
SCI22 Natural England	Whole document	<p>We are supportive of the principle of meaningful and early engagement of the community, community organisations and statutory bodies in local planning matters, both in terms of shaping policy and in determining planning applications.</p> <p>We regret we are unable to comment in detail on individual Statements of Community Involvement.</p>	Noted.
SCI23 Bucknell Parish Council	Question 4	<p>We strongly object to the proposal that written notification of planning applications no longer be given to neighbours of the site. This is an essential part of the consultation process and there is a risk that neighbours will not have notice of applications that may affect them if reliance is placed solely on notices. Such notices can easily be missed, can be removed and can be rendered unreadable. The proposal is contrary to the principle of openness and is not justified by the climate emergency. We ask that the present system of notification of planning</p>	<p>Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.</p>

Comment ID name / organisation	Section of document / question no.	Comment summary	Cherwell District Council – officer response
		applications remains in place, namely notification to neighbours by letter and by site notice. We raise concern that consultation on such an important change is sought in August when many consultees are on holiday.	
SCI24 Banbury Town Council	Question 1 Question 4	The Town Council are content with the intended consultation processes on planning policy. The Town Council express concern about the possible change on application neighbour notification to move to only using site notices. It is possible that residents will miss the opportunity to contribute due to failure to see notices particularly when an application site is in a different street.	Noted. Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.
SCI25 Deddington Parish Council	Question 1 Question 4	Would like CDC and OCCG to review the developer contributions SPD to ensure it is fit for purpose and will deliver the funding required to expand primary care across Cherwell. OCCG are required to create a plan for the expansion of primary care with evidence to secure the necessary s106 contributions. Informing residents of planning applications should continue by both letter and notices. Reliance on notices alone is open to abuse with the potential for signs to be removed or obscured and would discriminate those who are housebound or those with limited mobility.	This sits outside of the Statement of Community Involvement- no changes required. Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.
SCI26 Drayton Parish	Question 1	Policy documents specific to our parish should be sent as a paper copy as well as publication on the	A paper copy will be available on request. No change required.

Comment ID name / organisation	Section of document / question no.	Comment summary	Cherwell District Council – officer response
Council	<p>Question 4</p> <p>Question 5</p>	<p>website.</p> <p>The council does not agree that neighbour notifications should be discontinued. Site notices are not always near the site nor prominent and could be missed by residents.</p> <p>In principle the council agrees but there will be cases when late representations accepted by the LPA need to be responded to.</p>	<p>Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.</p> <p>Noted. The proposed changes to not prohibit this, but mean that responses will need to be made by email/letter, rather than through the website.</p>
SCI27 Launton Parish Council	<p>Question 4</p> <p>Question 5</p>	<p>The Parish Council did not agree with the proposal to use site notices rather than neighbour notification letters. Neighbour notification letters are of benefit to the planning process.</p> <p>The Parish Council welcomes the approach of Planning Officers accepting representations on planning applications submitted after the formal consultation period has ended. It has enabled a good working relationship between Parish Councils and District Officers.</p> <p>The time frame for Parish Councils to ask a District Councillor to call in an application to be considered by the Planning Committee should have the same system. The current system is unworkable as by the time the Parish Council has had an opportunity to discuss the application it is often too late to have it 'called in'.</p>	<p>Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.</p> <p>Noted.</p> <p>This is not within the scope of the SCI. However the comments have been noted and will be considered.</p>

Comment ID name / organisation	Section of document / question no.	Comment summary	Cherwell District Council – officer response
SCI28 Wendlebury Parish Council	Question 4	The proposal to cease notifying residents in the vicinity of planning applications by post and relying on one notification pinned up locally is a retrograde step. We strongly oppose any changes to the current system of notification of planning applications.	Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.
SCI29 Fritwell Parish Council	Question 1	<p>Planning documents can be long, complex and difficult for people to follow and properly understand the implications. CDC should increase its use of live or online presentations and workshops to engage residents, explain the issues and make the process easier to navigate and respond.</p> <p>Small parish councils only hold formal meetings every 2 months and it is often difficult for councillors to come to agreed positions or consult properly within the time allowed. Timescales for responses need to take account of the additional workload caused by lengthy consultations and avoid overload, particularly during the summer when some councillors and clerks are likely to be away.</p>	<p>A new corporate on-line consultation system is expected.</p> <p>Whilst flexibility on consultation deadlines is accommodated where necessary, appropriate and practicable, there is a need to meet programme deadlines and to plan the use of resources. There can be unintended consequences in rescheduling consultation periods. It may not always be possible to be flexible with consultation periods (some of which are prescribed).</p>
	Question 2	There should be specific mention for officer assistance and support for reviewing Neighbouring Plans.	Reviews are covered by the same duty to assist as a 'new' plan.
	Question 3	Yes. A relatively small development in a small village will have significant effects on the settlement.	Noted.
	Question 4	Site notices are often not noticed by residents, particularly those that drive out of the village every	There is a need to meet plan deadlines. It may not always be

Comment ID name / organisation	Section of document / question no.	Comment summary	Cherwell District Council – officer response
	Question 5	<p>day to work. Site notices compete for space on telegraph poles, it is an unreliable method and people tend not to notice them. Notification distribution should be to all premises in the immediate area, not just those directly adjoining. These notifications could be hand delivered when the site notice is posted.</p> <p>Yes. It is often difficult for small parish councils to respond within 21 days, and almost impossible to do any resident consultation within this timescale.</p>	<p>possible to ensure that consultation periods (some of which are a prescribed 6-weeks in law) can achieve this aim.</p> <p>Noted.</p>
SCI30 Laura Beir	Question 4	<p>No. Letters and site notices should continue to be used. Site notices are easily torn down or destroyed and reliance on them would be an easy way to allow people to sneak through unpopular planning applications. Those who could be affected by a proposal may never pass the site notice and not everyone is able to get out regularly. One cannot expect everyone to check online applications. Notification should be via both letters and site notices to ensure everyone can object where necessary and ensure their town/village remains a satisfactory place.</p>	<p>There is a need to meet plan deadlines. It may not always be possible to ensure that consultation periods (some of which are a prescribed 6-weeks in law) can achieve this aim.</p>
SCI31 Bodicote Parish Council	Question 1	<p>The means of consultation set out are comprehensive. We would appreciate advance notice of documents, so that we know to expect them, and for parish councils to be involved as a matter of course in all things that affect their parish and the wider area. We recommend the use of social media be considered more fully as a method of</p>	<p>Noted. We are trialling this approach with our Local Plan Review ‘options’ consultation.</p>

Comment ID name / organisation	Section of document / question no.	Comment summary	Cherwell District Council – officer response
	Question 2	communicating with the public.	
	Question 2	The means of providing advice set out seem comprehensive.	Noted.
	Question 3	We are content that this term goes undefined but are concerned that developers of smaller developments could argue they are not large scale and therefore do not need to conduct pre-application community engagement. There are instances where relatively small developments would have a great impact. Such developments need community buy-in as much as large scale development. We would appreciate that pre-application engagement include liaison with parish councils as a matter of routine.	Noted. Whilst we encourage applicants to engage with Parish Councils as a matter of course it is not proposed that we alter the current approach as this could cause unnecessary concern amongst local communities.
	Question 4	The Council should continue to do both. Site notices can be missed or removed, newspaper notices have a limited reach, and online publication of applications requires residents to consult the website regularly. There should ideally remain at least one method of communicating directly with adjacent households to be certain they have the chance to know of planning applications, although we take the point about climate impact seriously. We agree it is beneficial to erect site notices in order that any resident passing by can be alerted of the application.	Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.
	Question 5	Yes.	Noted.
SCI32 Cropredy Parish	Question 1	The statement appears comprehensive and inclusive of all groups including those without internet access.	Noted- the Policy Team will review the request.

Comment ID name / organisation	Section of document / question no.	Comment summary	Cherwell District Council – officer response
Council	Question 2	We would be interested in how Parish Councils might increase their role in communicating Local Plan consultations.	Noted- The Policy Team will review this request.
	Question 3	The Parish Council would be interested in further details on alternatives to Neighbourhood Plans as a way of communicating the parish's 'vision' for the area's future.	Noted- at present it is intended to retain flexibility.
	Question 4	Yes, but would like to see a rationale on what types of development and context would be considered for developer engagement at pre-application.	Noted. Change has been made to retain Neighbour Notifications for non-strategic sites as defined within Table 7 of the updated SCI.
	Question 5	No. Neighbour notification remains a key channel for communicating planning applications. Would like to see evidence on how often neighbour notifications are the sole sources of information of a planning application for affected residents.	Noted.
SCI33 South Oxfordshire and Vale of White Horse District Councils	Whole document	Yes, this seems reasonable and helpful, although timely responses should be encouraged whenever possible.	Noted.
SCI34 Epwell Parish	Question 1	We support the draft Statement of Community Involvement and have no other comments to make in response to this consultation.	No.
			Noted

Comment ID name / organisation	Section of document / question no.	Comment summary	Cherwell District Council – officer response
Council	Question 2	No.	Noted
	Question 3	Yes.	Noted.
	Question 4	Yes. Would recommend parishes put notification letters on their village websites or at least a list of current planning applications.	Noted.
	Question 5	Yes. This has worked well over the years.	Noted.
SCI35 Environment Agency	Whole document	We have nothing to add except that there appears to be a spelling mistake on page 30 – The Environment Agenda – we are assuming should read The Environment Agency.	Noted. Change made.
SCI36* West Northamptonshire Council	Whole document	The Council has no detailed comments to make on the SCI however, reference to neighbouring authorities beyond the Oxfordshire border should be included in paragraph 3.5.	Noted. Change made to include authorities such as West Northamptonshire at 3.5.

* Denotes late representation

Statement of Community Involvement 2021

Appendix 2

CHERWELL DISTRICT COUNCIL Statement of Community Involvement September 2021



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

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1 INTRODUCTION

1.1 What is the Statement of Community Involvement?

A Statement of Community Involvement (SCI) sets out who, how and when Cherwell District Council will engage as part of the planning process. This includes preparing key planning policy documents and the determination of planning applications. The aim of the SCI is to explain how we will consult and provide information to help encourage community and stakeholder participation in the planning process. The SCI gives the public and stakeholders certainty over the type of engagement expected and the ways they can get involved. The SCI sets the framework for planning-related consultations which will enable us to demonstrate how we have met and, in some cases, exceeded statutory requirements.

We must comply with the adopted SCI in preparing relevant planning policy documents and in determining planning applications.

There is no formal requirement for local planning authorities to consult when reviewing or updating their SCI. However, community involvement from the outset in the local planning system is important. This SCI was made available for comment for a period of 6 weeks in July 2021 and comments received have been used to inform this final version.

1.2 Why is a new Statement of Community Involvement required?

The previous SCI dates back to 2016. Since its adoption, there have been changes to planning legislation and guidance. In addition, there have been changes to how the public and other stakeholders access information relating to the planning process. This includes an increased use and availability of electronic communications (e.g. the more widespread use of 'smart phones' for internet access) and increased use of social media to access information and news. These changes provided opportunities to change the way we engage on planning matters to make planning more accessible to a wider audience.

As part of this review, we have taken the opportunity to:

- review the availability of planning documents considering the impacts of the COVID-19 pandemic;
- consider ways in which we can be flexible in our approach to consultation and engagement to ensure that the Council can still proceed with its planning duties whilst responding to national or local circumstances; and
- recognise the importance of ensuring that consultation is cost effective and that the Council is working efficiently to free up limited resources.

This SCI is intended to provide a more flexible approach to consultation and engagement to ensure that the Council can still proceed with its planning duties whilst responding to unpredictable national or local circumstances. This SCI supersedes the 2016 SCI and the Addendum adopted in July 2020.

1.3 Content

Our Statement of Community Involvement comprises five sections:

1. **Context** – summarises the principles of community involvement in planning and sets out the relevant national planning context.
2. **Community Involvement in Planning Policy** – provides information on how to get involved with and influence the preparation of planning policy documents and includes an overview of the consultation and engagement methods that may be used.
3. **Neighbourhood Planning**- provides a statement of the assistance that the Council will provide to those groups wishing to prepare Neighbourhood Plans for their area.
4. **Community Involvement in Planning Applications** – provides information on how to become aware, comment and view planning applications and how to submit details of a potential breach of planning control to the Council.
5. **Reviewing and Monitoring the SCI** – sets out how the SCI will be monitored and under what circumstances it might be reviewed.

2 CONTEXT

2.1 Principles of community involvement in planning

Planning is important in shaping the neighbourhoods and communities in which we all live and work. Early and meaningful engagement with local communities and stakeholders is an integral part of the planning process. In preparing this SCI, regard has been had to the National Planning Policy Framework (NPPF) and accompanying Planning Policy Guidance (PPG). These highlight the Government's commitment to engaging the public in planning both in plan making and decision taking.

The NPPF states that plans should *"be shaped by early, proportionate and meaningful engagement between plan-makers and communities, local organisations, businesses, infrastructure providers and statutory consultees"*. In relation to decision taking, it states that *"early engagement has significant potential to improve the efficiency and effectiveness of the planning application system"*. It enables improved outcomes for the community. We take public and stakeholder engagement seriously and consider it important that everyone has an opportunity to be involved in and influence decisions that are made through the planning process.

The Council is seeking to delivery upon its Climate Emergency declaration. We have considered how the SCI can contribute through encouraging the appropriate use of information and communication technology and reducing resource use. We will be mindful of the declared climate change emergency when conducting our consultations balancing this against the needs to ensure access to information for all.

3 COMMUNITY INVOLVEMENT IN PLANNING POLICY

3.1 Overview of the plan making process

As a Local Planning Authority, we have a statutory duty to put in place a framework of planning policies (known as the Development Plan or Local Plan) used to guide development proposals and to help determine planning applications. Our 'Local Development Scheme' or LDS sets out the programme for preparing new planning policy documents.

As part of the preparation of these planning policies and supporting documents there are statutory stages of consultation that must be undertaken to allow the public and stakeholders to have their say on what is being proposed. This section of the SCI provides an overview. **Statutory requirements will always be met.**

Completed documents that are relevant to the plan-making process, but which are not required to be subject to consultation will be published on the Council's website in the interest of accessibility and transparency. Examples include technical and information documents, the Local Development Scheme and our Annual Monitoring Report.

3.2 Types of Planning documents subject to consultation

We are required to prepare a Local Plan. This plan can comprise one or more documents prepared either individually, or jointly with other Local Planning Authorities. Plans must be kept 'up-to-date' and are subject to review every 5 years (or sooner if circumstances alter) having regard to latest national policy and guidance.

For some joint plans, such as the Oxfordshire Plan 2050, the council may adopt a different Statement of Community Involvement that sets out how it will engage on that specific document. This is to ensure that each of the Local Planning Authorities involved are following the same procedures.

In addition, the Council may prepare other documents such as a Community Infrastructure Levy or Supplementary Planning Documents (SPDs) which are also prepared in accordance with regulations.

From time to time other documents such as masterplans, development briefs and guidance notes will be prepared on specific topics or areas. Who, how and when we consult on these documents will vary dependent on their scope.

Local Plans

Local Plans set out a vision and a framework for the future development of the area, addressing needs and opportunities in relation to housing, the economy, community facilities and infrastructure. They provide a basis for managing development, for safeguarding the environment, adapting to climate change and securing good design. Local Plans can allocate land for development and areas that may need to be protected. Local Plans form part of the statutory Development Plan and are the starting point for the determination of planning applications.

Preparation of a Local Plan will follow a set of statutory stages. In broad terms they include the identification of issues and the testing of options for addressing those issues, the preparation and publication of plan proposals and the submission of a plan for examination. The stages involve on-going community engagement, defined periods of formal consultation and the submission of comments known as representations which must be considered. There are prescribed requirements for making documents available: to who, for how long and where. The requirements are a minimum.

Local Plans are independently examined by an Inspector appointed by a Secretary of State (via the Planning Inspectorate). During the examination, an Inspector will wish to ensure that the preparation of the plan has followed the relevant procedures including that the Council has consulted and considered comments received.

Supplementary Planning Documents

Supplementary Planning Documents (SPDs) expand upon and provide additional guidance and interpretation to support policies in a Local Plan. They must be consistent with the Local Plan and, where relevant, are a *material consideration* in the determination of planning applications. They do not form part of the statutory Development Plan.

Consultation is part of the process for preparing SPDs but, unlike a Local Plan, they are not examined.

Other planning documents

The Council also prepares other planning-related documents which will be subject to public consultation and engagement. As these documents do not form part of the 'Local Plan' and do not have regulations to guide their preparation, there is discretion in who, how and when we consult.

3.3 Sustainability Appraisals / Habitats Regulations Assessments

Local Plans and some SPDs and Neighbourhood Plans need to be assessed for social, environmental and economic implications of policies and proposals. Sustainability Appraisals (SAs) and Strategic Environmental Assessments (SEAs) help to test the 'soundness' (or robustness) of planning policy documents by ensuring they reflect sustainable development objectives, as well as being consistent with each other in terms of their objectives and policies.

The requirements of The Sustainability Appraisal, Strategic Environmental Assessment and Habitats regulations assessments are prescribed by a European Directive. However, they have been transposed and remain a requirement.

A Habitats Regulations Assessment (HRA) may be required under the European Directive 92/43/EEC on the "*conservation of natural habitats and wild fauna and flora for plans*" that may have an impact of European (Natura 2000) Sites. The screening stage determines if a document, such as a Local Plan, contains proposals that are likely to have a significant effect on international sites (such as the Oxford Meadows Special Area of Conservation, which falls within the district). This is the likely effect of the plan before any mitigation is included. The screening can lead to the need for 'Appropriate Assessment'.

3.4 Who will we engage with?

Who we engage with will depend on the document being prepared. For some documents such as Local Plans, consultees are prescribed in the regulations and are known as ‘general’ consultation bodies or ‘specific’ consultation bodies. This list is subject to change and review. Definitions of these bodies is provided at Appendix 2.

The Council maintains a database of individuals and organisations who have expressed an interest in the preparation of planning policy documents. The database is used to notify individuals and organisations of forthcoming consultations, opportunities to comment or for the purposes of wider engagement and awareness raising. For the Local Plan, this also includes those who have responded to planning policy consultations in the past as there is a requirement in the regulations that the council needs to notify those individuals at future stages.

The database is periodically reviewed and managed to comply with the General Data Protection Regulations 2016 (GDPR) and Data Protection Act 2018 (DPA) or any successor legislation. Full details about how we use this data and the rights you have around this can be found on the Council’s website. Individuals can be added to or removed from the database. Please contact the Planning Policy Team by emailing planning.policy@cherwell-dc.gov.uk.

Who we consult with will depend on the type of document. The main groups are summarised in **Table 1** below. As is illustrated, the Local Plan has specific regulations that guide who we need to consult with, whereas masterplans and other guidance there is greater discretion. At each stage we will be transparent about the ‘scope’ including the area or topic and who was consulted.

Table 1: Who will be consulted

Group	Document		
	Local Plan	Sustainability Appraisal/ Habitats Regulations Assessment	Other guidance
Specific Consultation bodies	All - as per the prescribed regulations	All - as per the prescribed regulations	Will depend on the matters covered will usually include: Environment Agency, Natural England, Homes England, Town and Parish Councils.
General Consultation Bodies	All - as contained on the Planning Policy Database	All - as contained on the Planning Policy Database	Will depend on the geographical area or topic.
Interested Persons	All individuals who wish to comment	All individuals who wish to comment	All individuals who wish to comment

3.5 The Duty to Cooperate

The preparation of a Local Plan is subject to a statutory 'Duty to Cooperate'. This is a requirement to consider strategic planning issues beyond administrative boundaries and address issues that cannot be dealt with by the local authority working alone. To ensure that Cherwell's Local Plan can be adopted, compliance with the Duty to Cooperate must be demonstrated. It requires an on-going process. The bodies for cooperation are defined in the regulations.

Within Oxfordshire, the Oxfordshire Councils are assisted in meeting the Duty to Cooperate by an 'Oxfordshire Growth Board' (a Joint Committee) comprising ourselves, Oxford City Council, South Oxfordshire District Council, Vale of White Horse District Council, West Oxfordshire District Council and Oxfordshire County Council. It also includes co-opted non-voting named members from the following organisations:

- Oxfordshire Clinical Commissioning Group
- Environment Agency
- Homes England
- Oxford Universities
- Oxfordshire Skills Board
- Oxfordshire Local Enterprise Partnership

The Council must also work closely with the authorities outside of Oxfordshire who share a boundary. This includes Buckinghamshire, West Northamptonshire and Stratford Upon Avon.

3.6 Community engagement

The Council is committed to ensuring on-going and meaningful engagement in the plan making process. In preparing our plans and policies we will actively seek to engage with our communities, businesses and other relevant stakeholders. Planning Practice Guidance (PPG) emphasises that this is to ensure that policies remain relevant and community involvement is effective at all stages of the planning process.

On occasion we receive requests to attend Parish meetings and briefings and whilst we cannot commit as a matter of course, we will continue to consider such requests, subject to resources and programming.

We may use any of the engagement methods set out in **Table 2** based on individual circumstances. In choosing methods, we will ensure these are appropriate to the stage of plan preparation and proportionate to the scale and impact of the proposals. Methods will also need to be considered in relation to the circumstances at the time of consultation, as well as the latest government and planning guidance.

Table 2: Engagement methods

Method	Use
Online consultation system	The Council has committed to purchasing software which will help facilitate on-line engagement. This will be available via our website in due course.
Online meetings and events	On-line meetings and events may be used in conjunction with other consultation techniques to discuss specific issues. The experience of the pandemic has shown that, if managed well, this can be both efficient and effective. The ability to engage on-line provides resilience if the pandemic or other unanticipated future circumstances provides restrictions on social contact
In person meetings and events	Whilst it will not always possible to meet, we are happy to consider requests and find ways to ensure that our communities and other interested parties are heard where on-line communication would not be effective.
Exhibitions	Exhibitions may be used to present information and options to the public. They may be used to reporting back the findings of previous consultation exercises or to present ideas. Exhibitions may include unstaffed displays (or virtual events). Exhibitions offer the chance to provide feedback through interactive displays, informal polls/voting, or through discussions with officers. Where Officers of the council will be present at exhibitions, this will be clearly advertised.
Briefings	Briefings may be held with Town and Parish Councils/Meetings to disseminate information and discuss issues. They may be on-line or held in person.
Workshops	Workshops may be organised to explore issues and options in detail with a wider group of participants and an interactive environment. Workshops will be held either virtually or in accessible locations appropriate for the subject issues and will be held at times of the day best suited for appropriate community involvement.
Focus Groups or Forums	Focus groups or forums may be used to enable local people to discuss planning issues either in person or virtually. They will usually be held during the earlier stages of plan making and be arranged with specific groups, dependent on the topic. Focus groups may be used to gain a more in-depth understanding of public concerns or those of specific groups e.g. younger people on specific matters or to help focus wider consultations.

3.7 Publicising Planning Policy Documents

The Local Plan and other policy documents will routinely be published online, and the consultation bodies notified of how and where they can be accessed. It should be noted that **paper copies will not routinely be available other than at those locations listed in Appendix 1.**

Requests can be made for a paper copy of primary consultation documents by contacting the Planning Policy Team. A reasonable charge may be levied for requests for printed copies of the documents to cover the cost of production.

Table 3 (below) provides specific details of the availability of Local Plans, Supplementary Planning Documents and the Sustainability Appraisal.

Table 3: Availability of documents

Method	Commentary
Website	<p>The Council's website is the principal source for all consultations and information relating to plan making. It is used for:</p> <ul style="list-style-type: none"> - Publication of all local plan consultation documents - Publication of latest news - Publication of evidence base documents - Publication of public notices including where documents are available for inspection.
Direct notification	<p>All relevant organisations and individuals on the Planning Policy consultation database will receive direct notice of the publication of a planning policy document (see Table 1) for consultation. Notifications will be sent by:</p> <ul style="list-style-type: none"> - Email (including electronic alerts) <p>Letters will be sent where no email address is held, or the individual has made a specific request. To minimise costs to the council and to help meet our climate action targets individuals and organisations are encouraged to register an email address with the Planning Policy team.</p>
Public notice	<p>Public notices detailing the availability of the document(s) will be posted at the following locations:</p> <ul style="list-style-type: none"> - On the Council's website - In local newspapers both online and in hard copy insofar as they are circulating in the district. For documents only affecting Cherwell, these are the Banbury Guardian, Bicester Advertiser and the Oxford Mail. <p>When open to the public, notices will be also be available at:</p> <ul style="list-style-type: none"> - Public Libraries within Cherwell District

Method	Commentary
	<p>- Bodicote House, Bodicote, Banbury, OX15 4AA (the Council's principal office)</p> <p>An A4 paper copy of the notice will be provided to Town/Parish Councils for inclusion on local boards at their discretion.</p>
Inspection Copies	<p>Inspection copies of the document will be made available at Bodicote House (the Council's principal office) and the libraries listed in Appendix 1 when publicly accessible during advertised opening hours.</p>

In addition, the council may utilise the following methods to publicise consultations relating to the local plan and other planning policy documents:

- **Cherwell Parish Bulletin:** regular electronic newsletter sent to all parish councils in the Cherwell area. This will be used to help raise awareness of forthcoming consultations. In addition, we are open to discuss ways in which we can help parish councils disseminate information in their own newsletters.
- **Social Media:** The Council has several official channels covering the principal social media platforms (Facebook and Twitter). These will be used to raise awareness of consultation and how individuals/organisations can engage. Weblinks will be provided to enable interested parties to view the consultation documents and submit representations.
- **Press releases:** these may be issued to local newspapers to draw attention to policy documents.
- **Posters and Leaflets** may be prepared to raise awareness of the matter, summarise the principal matters and direct consultees to sources of further information where this is appropriate.

3.8 How long will we consult for?

We will meet our statutory requirements. Presently, consultation periods for the Local Plan are a minimum of 6 weeks. The consultation period for a Supplementary Planning Document (SPD) is 4 weeks.

On some occasions we may have discretion to extend consultation periods beyond the *minimum* set out in the regulations. This will depend on the stage of plan making (as some stages are 'prescribed' in the regulations and cannot be altered) and our required programme of work.

3.9 When will we Consult?

The planning policy team will engage throughout the process of preparing a local plan. Formal periods of consultation/representations will reflect the stages of document preparation. The Local Development Scheme (LDS) sets out the stages for Local Plan production and is reviewed periodically. The key stages for a Local Plan are:

- Regulation 18- Preparation
- Regulation 19- Pre-Submission stage
- Regulation 22- Submission stage (and examination)

Local Plan regulations prescribe what we must do at each stage.

3.10 Providing feedback

Responses provided to consultations are an integral part of the plan- and policy-making process. We will receive and encourage comments, representations and feedback using one or more of the following methods set out in **Table 4** depending on the consultation.

Table 4: Gathering Feedback

Method	Use
Online consultation system	The Council has committed to purchasing software to make responding to planning consultations simpler. This will be available via our website in due course.
Questionnaires and response forms	<p>The type of questionnaire/ response form will be dependent on the stage of plan making. At the earlier stages, questionnaires may provide polls, closed questions or other requests for evidence. At the latter stages, those responding to consultations will need to provide information on specific parts of the plan making process. Using the published response form(s) ensures that all the information required to allow views to be considered at the examination.</p> <p>The Council will make questionnaires and response forms available online. Paper copies of primary documents will be provided on request.</p> <p>Questionnaires and response forms can be:</p> <ul style="list-style-type: none"> • Completed online • Completed electronically and emailed, or • Returned to the Council by post. <p>It is our preference that submissions are made on-line.</p>
Emails and letters	Although it will be our preference that comments / representations are made using on-line facilities, emails will continue to be accepted. We will provide an address for each consultation. Letters can also be sent to the Council by post.

Online meetings, events and presentations	Online meetings, events and presentations may be used in conjunction with other consultation techniques to help explain our consultations and encourage feedback.
In person meetings and events	Whilst it will not always possible to meet, we are happy to consider requests and find ways to ensure that our communities and other interested parties are heard where on-line communication would not be effective.
Exhibitions	Exhibitions may be used to present information and options to the public. Exhibitions may include unstaffed displays (or virtual events). Exhibitions offer the chance to provide feedback through interactive displays, informal polls/voting, or through discussions with officers. Where Officers of the council will be present at exhibitions, this will be clearly advertised.
Briefings	Briefings may be held with Town and Parish Councils/Meetings to disseminate information and discuss issues. They may be on-line or held in person.

At certain statutory stages of plan making it is important that responses are received during the advertised timeframe. This will be made clear on all public notices and consultation documents. We will also specify the means by which comments should be made.

For formal consultations, we cannot take into consideration anonymous comments. We will require the respondent's name and address and contact information. An email address will be requested to assist efficient communication. It must be expected that comments will be made publicly available with personal data redacted to comply with privacy legislation.

3.11 Other ways to get involved

Whilst engagement and formal consultation is likely to increasingly take place on-line, it is important we continue to promote effective community engagement for all. It is recognised that there are a significant number of people who do not have internet access or who do not feel confident responding in this way.

We will take reasonable steps to facilitate this. This may involve representative groups, striving to contact people in areas most affected by proposals, and allowing individuals to nominate an advocate to share views on their behalf. The Planning Policy team will provide telephone contact details for each consultation (which will be advertised on the public notices or on leaflets) and will be happy to discuss the best way of ensuring that all views are heard.

3.12 How are comments and responses considered?

After each formal consultation period ends, all comments received during the consultation period will be reviewed and considered by officers. We will consider all relevant matters made. How the issues raised are then addressed depends on the stage and purpose of consultation. At the formative stages of plan-making they will be used alongside evidence to help develop or refine, and test the robustness of, our proposals. At the final stage of plan-making they are provided to an appointed Inspector to consider together with any proposed modifications to the plan.

Comments will normally be published on-line with personal information protected in accordance with the Council's privacy policy and associated legislation (see paragraph 3.4.3). It is common to receive a large volume of responses and it is not possible to respond to each individually. Comments are typically summarised or grouped in reports and officer responses provided to the issues raised.

In particular, before Local Plans are submitted for examination, or in the case of an SPD before it is adopted, a Consultation Statement will be produced which sets out the comments received and, where required, how they have been addressed. For Local Plans, a consultation statement may be prepared at key milestones in the process to demonstrate how comments have been reflected at each stage

Formal plan making processes are subject to democratic oversight. Officers make recommendations to the Councillors to proceed with the key stages of consultation, having considered the responses to consultation and in presenting proposals. Public involvement at Council meetings is overseen by the Council's Democracy team in accordance with the constitution.

We will notify respondents and others on our database at key stages. The examination of a local plan, including any associated communications and the arrangements for participation at public hearings, is administered by a programme officer on behalf of the appointed Inspector.

4 Neighbourhood Plans and Development Orders

Local communities can prepare Neighbourhood Development Plans for their areas. These can be prepared by Town and Parish Councils or formal 'neighbourhood forums' where no town/parish council exists. Additional rights also allow communities to grant planning permission through specific Neighbourhood Development Orders or Community Right to Build Orders.

The responsibility for consulting on Neighbourhood Plans rests with the organisation that has chosen to prepare the document. However, we have a duty to provide advice to groups who are preparing or modifying a Neighbourhood Plan. We also help administer consultation and the examination of submitted plans with a view to becoming a 'made' (adopted) part of the statutory development plan.

The Council's role in the process of neighbourhood planning is set out within regulations. Several of the stages have prescribed deadlines to ensure that the neighbourhood plan process can run smoothly and efficiently. Our statutory duties include:

- To confirm formal designation of an area for a Neighbourhood Plan / Order and publicise the application and decision;
- To confirm formal designation of a Neighbourhood Forum (where no Parish/Town council exists);
- To publicise and consult on the submitted Neighbourhood Plan (Regulation 16 version) for a period of six weeks, publish responses online and send to the examiner;
- To arrange and meet the cost of an independent examination of the Plan / Order;
- To consider the examiner's recommendations and publicise the examiner's report and a decision statement;
- To check compliance with 'basic conditions' and regulations;
- To organise and meet the cost of the relevant referendum/s for Neighbourhood Plans / Orders;
- To formally 'make' (adopt) the plan as a development plan document and produce the adoption statement/s (subject to the result of the referendum);

Further advice on how local planning authorities should assist groups is provided in national guidance this includes providing technical advice and support to communities in the preparation of a Neighbourhood Plan / Order and a local indicative housing requirement figure, if requested to do so by the neighbourhood planning body.

4.1 How will we support Neighbourhood Planning?

We will seek to support the preparation of Neighbourhood Plans, recognising that they usually be prepared by local communities rather than planning professionals.

We will help representatives of local communities determine whether Neighbourhood Planning will assist them with their goals, to understand the process, and to access advice and information.

There are a range of sources of government advice including those prepared by organisations such as Planning Aid, Locality and the Association of Local Councils as well as national planning guidance. We will be able to provide or point towards examples of Neighbourhood Planning to help make informed decisions. Officers will be happy to discuss alternatives to Neighbourhood Plans where requested e.g. Local Plan submissions, Village Design Statements and Village/Parish Plans.

We will endeavour to support those communities who wish to prepare a Neighbourhood Plan process by providing impartial advice in the interest of the community concerned. We can support groups by:

- Providing a named officer to act as a single point of contact;
- Advising and supporting on whether matters can be included in the plan;
- Seeking internal advice on issues of democratic governance
- Advising on how to approach the appointment of suitably qualified consultants if required to assist with plan preparation/evidence gathering (including potentially attending interviews where requested)
- Advising on some of the technical, planning-related aspects of producing the plan (for example, drafting policies, undertaking a sustainability appraisal, negotiations with developers);
- Signposting to sources of evidence and assisting in the analysis of evidence received from village surveys;
- Signposting to relevant contacts within the Council or within other stakeholder / partner organisations (e.g Oxfordshire County Council, the Environment Agency, Historic England etc);
- Providing advice on consultation, including on proposed surveys or questionnaires; and;
- Providing practical support such as providing a venue for meeting and access to mapping.

The level of assistance given, and our availability will depend on the circumstances at the time. Advanced planning and mutual flexibility will be required. Where necessary, we may seek to formalise arrangements through service level agreements.

Our resources are finite and in some circumstances charges may need to be considered subject to appropriate oversight and approval.

We will provide advice on sources of Government or other financial and technical support that may exist. We cannot provide direct financial assistance to groups preparing a Neighbourhood Plan.

5 COMMUNITY INVOLVEMENT IN PLANNING APPLICATIONS

5.1 Introduction

The Council as Local Planning Authority is responsible for the processing of planning applications within the District. Publicity and consultation are a key part of the process. Some planning applications are dealt with by Oxfordshire County Council, for example those relating to minerals and waste. The County Council produces its own Statement of Community Involvement which details how they will consult on these applications.

Planning legislation sets out the minimum requirements for publishing and consulting the community and stakeholders on planning applications. This section sets out our interpretation of how we will meet those requirements through the development management process.

5.2 Pre-application discussions and consultations

For enquiries relating to specific schemes or emerging proposals, we offer a formal pre-application service. All potential applicants are encouraged to use this service before applying. Information on accessing pre-application advice, the service that will be provided and financial costs involved can be viewed on the Council's website¹.

Government guidance encourages pre-application engagement with the community where it will add value to the process and the outcome. We therefore encourage developers and promoters for large scale development to undertake their own consultation and engagement process with local people.

The term 'large scale development' for the purposes of pre-application discussion is not defined in the SCI to allow flexibility as the level of impact and local interest for prospective developments can differ depending on their context. Setting a defined threshold level would limit the ability of Council Officers to promote the benefits of this proactive developer lead consultation with applicants for proposals beneath the threshold.

In any submission which has included pre-application consultation, the Applicant should set out: what consultation was undertaken; and how any and all comments received have been addressed in the evolution of their design and the detail of their proposals.

The Council will not undertake a public consultation exercise on pre-application submissions received and the detail of pre-application submissions will not be published on the Council's website (unless otherwise first agreed with the applicant). However, subject to prior agreement with the applicant, we may consult with technical consultees at the pre-application stage. This process can include Ward Councillors and Town and Parish Councils where appropriate.

¹ <https://www.cherwell.gov.uk/info/115/planning/55/apply-for-pre-application-advice>

5.3 Submission of an application

Once a planning application has been submitted and validated, we will record the application on our online planning register and make the application available for public inspection via our website.

The methods we will use to publicise planning applications (as explained in **Table 5**) will meet the minimum requirements provided in legislation relating to the methods for publicising applications. The requirements vary according to the type of development proposed and are set out in national Planning Practice Guidance.

Where it is not reasonably practical to comply with publicity requirements due to local or national restrictions in place at the time, we will take reasonable steps to inform those likely to have an interest in the application by other means. The level of publicity we undertake will be proportionate to the scale and impact of the development proposed and will be in accordance with legal requirements.

Table 5 Publication methods for planning applications

Method	Commentary
The Council's website	<p>All undetermined applications are available to view on the Council's online planning register https://planningregister.cherwell.gov.uk/ which enables people to:</p> <ul style="list-style-type: none"> • find an application using a quick search, advanced search, address search or map search; • view the progress of applications; • view all associated documents, including consultation responses; • comment on an application; • research the related planning history of a property (back to 1990); <p>For those who cannot the website, submitted plans and documents can be inspected at Bodicote House on one of the council's self-service computers at any time between 8:45 a.m. and 5:15 p.m. Monday to Friday.</p> <p>During any period when access to Bodicote House is restricted, we will withdraw the facility to view planning applications at our office. We will, however, include contact details on all publicity to help anyone who may have difficulty in accessing the documents online.</p> <p>If you require help or support to use the website in order to submit your comments, or for any accessibility issues, please contact the Council on 01295 227006 and we will guide you through the process.</p>
Site notices	Site notices are displayed in a public place at or near the

Method	Commentary
	<p>application site. They provide details of the planning application, where to view plans, how to make comments and by what date. One or more site notices may be displayed for not less than 21 days.</p>
<p>Direct notifications</p>	<p>We will send a direct notification² to the following:</p> <ul style="list-style-type: none"> • Internal and external statutory consultees in accordance with relevant regulations. Consultation with these bodies will vary depending on the type of development proposed and / or the location. • Ward Members and Town and Parish Councils / Meetings will be notified when an application relates to their area. • Adjoining Town and Parish Councils / Meetings and adjacent Local Planning Authorities will be notified where strategic development sites border their respective administrative area.
<p>Neighbour notification</p>	<p>Neighbour Notifications will be used for non-strategic development³.</p> <p>Notifications will be sent to properties which physically adjoin, or are directly opposite, an application site (i.e. share a boundary with the “red line” planning application site boundary or is only separated from the application site by a public right of way or highway) will be notified.</p>
<p>Newspaper advertisements</p>	<p>Planning legislation requires local planning authorities to publish details in the local press of all planning applications for the following:</p> <ul style="list-style-type: none"> • Major developments. • An application accompanied by an Environmental Impact Statement. • A departure from the Local Plan. • A development that would affect a public right of way, under Part III of the Wildlife and Countryside Act 1981. • Development affecting the character or appearance of a Conservation Area. • Development affecting a Listed Building or its setting.

² To help minimise costs, the default notification method will be email unless no email address is held by the Council or the stakeholder indicates they require communication by letter.

³ See Table 7

Once an application has been registered and validated, we undertake a formal period of notification and consultation and invite comments.

The consultation period for planning applications will be 21 days unless the notification period states otherwise.

Table 6 summarises examples of our arrangements for publicising applications. All applications will continue to be published on our website. In all cases, publicity will meet legal requirements.

Table 6: How we will publicise planning applications

Application type	Site notice	Neighbour notification	Newspaper advert	Website
Applications for Planning Permission				
<i>Note: greyed out cells = not required to meet minimum requirements</i>				
Major developments	✓	Non-strategic applications only (as defined in table 7)	✓	✓
Non-major and Householder development		✓		✓
Householder Prior Approvals		✓		✓
Non-material Amendment submissions				✓
An Environmental Impact Assessment accompanied by an environmental statement	✓	Non-strategic applications only (see table 7)	✓	✓
Development that does not accord with the Development Plan in force in the area	✓	Non-strategic applications only (see table 7)	✓	✓
Development that would affect a public right of way	✓	Non-strategic applications only (see table 7)	✓	✓
Technical details consent (permission in principle)	✓			✓

Application type	Site notice	Neighbour notification	Newspaper advert	Website
Development which would affect the setting of a listed building or affect the character or appearance of a conservation area	✓	Non-strategic applications only (see table 7)	✓	✓
Applications for Listed Building Consent				
Applications for listed building consent where works to the exterior of the building are proposed	✓		✓	✓
Applications to vary or discharge conditions attached to a listed building consent or involving exterior works to a listed building	✓		✓	✓
Other Consents				
Applications for prior approval under the GPDO (excluding householder prior approvals)	✓			✓
Applications for advertisement consent	✓			✓
Applications for tree preservation order consent	✓			✓
Applications for works to trees within a Conservation Area	✓			✓
Applications for a Lawful Development Certificate in respect of existing development	✓	✓		✓
Application types not covered in any other entry above				✓

The legislation that governs the consultation process provides Local Planning Authorities (LPAs) with a choice on how to publicise applications submitted to them for determination. In most cases, LPAs can **either** erect site notice in at least one place on or near the land to which the application relates; or by serving the notice on any adjoining owner or occupier.

Neighbour Notifications

Neighbour notifications will continue to be sent for non-strategic development. For the purposes of this SCI strategic development in respect of neighbour notifications is defined in Table 7.

Table 7: Neighbour Notification Thresholds

Development type	Strategic Development
Residential Development	Proposals for 100 dwellings or more
Commercial Development (Employment, retail and leisure)	Proposals where the application site measures 0.2ha or more
Other development (school sites, agricultural development)	Proposals where the application site measures 0.2ha or more
Mixed use development	The lower threshold of residential, commercial or other development.

Where sites are classed as 'strategic' in Table 7, in addition to Site Notices we will also publicise these applications on our website. We will consider bespoke arrangements to ensure that the application is brought to the attention of those in the local area. This may include press and social media releases.

5.4 Commenting on a planning application

The purpose of the consultation process undertaken for each application is to highlight development proposals to the widest number of interested parties. There are no limitations who can respond to a consultation and anyone can make comments upon an application. Those without access to the internet can telephone the planning service and advice on how to access information and make comments will be provided.

Delays in the determination of planning applications hinder the delivery of new development and the associated benefits and infrastructure investment they bring. We need to consider applications in a timely manner, particularly as the Government measures our performance. Failure to meet targets can result in a Local Planning Authority losing its planning powers.

During the prescribed consultation periods, anyone may make comments via the website, email or letter.

However, to balance the need to ensure our performance is not unduly impacted the following measures will apply:

- Comments via the website will close once the overall consultation expiry date has passed (the last date specified by any site notice, press notice or notification letter).

However, we will balance the need for pace with providing a fair opportunity for our communities to engage and comment. Whilst there is no statutory obligation to take late comments into account, we will exercise discretion in a positive manner and accept late comments, as far as it is reasonably practicable to do so, up until the application is ready to be determined. **Late responses may only be made via email or letter.**

5.5 Amendments to an application

Dialogue between applicants, stakeholders and the Planning Officers is an important part of the planning process and can contribute to delivering sustainable, high quality development. Negotiation may lead to amendments to a scheme which may resolve objections or take on board recommendations made by interested parties.

Where negotiation with the applicant results in amended plans or additional information being submitted, the application will not be automatically re-advertised.

5.6 Consultation on applications that are not within the Cherwell administrative boundary

The statutory duty to notify residents on a planning application sits with the decision-making authority. In some cases, this may not be this Council. Such applications will be advertised in accordance with that Council's SCI and any comments must be directed back to that authority to ensure that they are considered in the decision-making process.

5.7 Determination of the application

All material comments received will be considered in decisions made by the Council. Planning applications are determined by the Council either through Planning Committee or powers delegated to Council Officers, in accordance with the decision-making processes set out in the Council's constitution⁴.

Planning Committee

The Planning Committee is a public meeting and both applicants and members of the public have the right to speak in relation to an application. Speakers must be registered in advance with the Council's Democracy team. Planning Committee agendas are normally published 5 working days in advance of the meeting with the items for consideration. The committee is administered by the Council's Democracy team.

5.8 Post determination

Once a decision is issued (either through delegated decision or Planning Committee), the decision notice is published on the application case file on the Council's online planning register.

5.9 Planning appeals

Where an applicant has an application refused, not determined or disagrees with the conditions attached to a planning permission, they have the right to submit an appeal to the Planning Inspectorate.

In the event of an appeal, the Council will comply with the notification required set by the Planning Inspectorate. The appeal process and any public inquiries or hearings are administered by the Inspectorate.

All appeal decisions will be made available on the application case file on the Council's online planning register and published on the Planning Inspectorate website.

⁴ <http://modgov.cherwell.gov.uk/ieListMeetings.aspx?XXR=0&Year=2019&CId=531&Info=1&MD=constitution>

6 REVIEW AND MONITORING THE SCI

Once approved we must conform with the SCI. We will monitor the effectiveness of the SCI to ensure that community involvement has been appropriate and effective in the production of planning policy documents and in decision making. We will also monitor any changes to national legislation and policy, and internal service plans.

The SCI will also be updated within 5 years or if other significant changes suggest a review is required. For example, this might be the result of changes to:

- Groups we engage with
- Legislation / national policy
- Consultation methods
- The Council's constitution
- New technology

We will also review the SCI if it is failing to deliver effective community involvement on planning matters.

APPENDICES

Appendix 1: Planning Policy Deposit Locations

Deposit location name	Deposit location address⁵
Cherwell District Council Offices	Bodicote House, White Post Road, Bodicote, Banbury, OX15 4AA
Banbury Library	Marlborough Road, Banbury, OX16 5DB
Woodgreen Library	Woodgreen Leisure Centre, Woodgreen Avenue, Banbury, OX16 0AT
Bicester Library	Franklins House, Wesley Lane, Bicester, OX26 6JU
Kidlington Library	Ron Groves House, 23 Oxford Road, Kidlington, OX5 2BP
Adderbury Library	Church House, High Street, Adderbury, OX17 3LS
Deddington Library	The Old Court House, Horse Fair, Deddington, OX15 0SH
Hook Norton Library	High Street, Hook Norton, OX15 5NH

⁵ Current opening times for the deposit locations are published online:
<https://www.cherwell.gov.uk/info/5/your-council/478/contact-us/2;>
<https://www.oxfordshire.gov.uk/residents/leisure-and-culture/libraries>

Appendix 2: Planning Policy Consultation Bodies

Interested Person is the term used in planning regulations to refer to members of the public who wish to comment on planning policy documents. Interested persons do not have to live within Cherwell to comment on the planning policy documents.

General consultation bodies. These are identified locally, although there are several national organisations that also are classified as a general consultation body. The Planning Policy Team maintains a database of the general consultation bodies for the purpose of preparing planning policy documents. In the case of Local Plans all organisations will be notified of consultations. Organisations that fall into one of the categories below can request to be added to the database at any time. General Consultation bodies include organisations that are in one or more of the following categories:

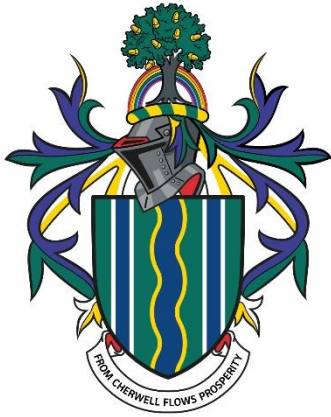
- Voluntary organisations some or all whose activities benefit any part of the local planning authority area.
- Bodies that represent the interest of different racial, ethnic or national groups
- Bodies which represent the interests of different religious groups
- Bodies that represent the interests of disable people
- Bodies which represent business interests

Specific consultation bodies are organisations that are 'prescribed' e.g. set out within the regulations. They include bodies such as:

- Town and Parish Councils
- The County Council
- Neighbouring Council areas
- The Environment Agenda
- Historic England
- Natural England
- Network Rail (or any successor body)
- The Highways England
- Utilities companies and sewerage undertakers
- The Primary Care Trust (now Clinical Commissioning Groups)
- Homes England

Consultation with specific bodies is dependent on the document being prepared. The regulations will guide which specific bodies are consulted during the preparation of any planning policy document.

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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

EQUALITY IMPACT ASSESSMENT SCREENING

STATEMENT OF COMMUNITY INVOLVEMENT (SCI)

September 2021

Equality Impact Assessments

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1. INTRODUCTION

- 1.1. This Equality Impact Assessment (EQIA) reviews the Statement of Community Involvement (SCI). The SCI sets out who, how and when Cherwell District Council will engage as part of the planning process. This includes preparing key planning policy documents and the determination of planning applications. All local planning authorities are required under section 18(1) of the Planning and Compulsory Purchase Act 2004, to prepare and maintain a SCI.
- 1.2. The purpose of this EQIA is to assess what impact the temporary changes set out in the draft SCI will have on different sections of the community referred to as the 'protected characteristics' which include:
- Age
 - Disability
 - Gender reassignment
 - Marriage and civil partnership
 - Pregnancy and maternity
 - Race
 - Religion or belief
 - Sex
 - Sexual orientation
- 1.3. Equality Impact Assessments systematically assess and record the actual, potential or likely impact of a service, policy or project – or a significant change in the same – on different groups of people. The consequences of policies and projects on particular groups are analysed and anticipated so that, as far as possible, any negative consequences can be eliminated or minimised and opportunities for ensuring equality can be maximised. This EQIA will be published on the Council's website with the draft SCI.
- 1.4. This EQIA highlights the steps that have been undertaken to evaluate the potential impact of the publicity arrangements on those in the community with protected characteristics, and what steps have been taken to address any negative impacts. The assessment follows the Council's standard methodology as outlined below:
- Stage 1 involves the Initial Screening** of the assessment and is intended to check whether the SCI Addendum has an adverse impact on equality groups and identify relevant actions and likely costs/resources associated with any proposed improvement. **Appendix 1** contains the initial screening of the draft SCI.
- Stage 2** of the Council's EQIA requires the completion of an In Depth (Full) Assessment if the answer is yes to more than one of the Initial Screening questions.
- 1.5. Following the initial screening of the SCI it is concluded that an In Depth (Full) Equality Impact Assessment is not required.

Equality Impact Assessment

APPENDIX 1 STAGE 1 - INITIAL SCREENING DETAILS ASSESSING POLICIES AND ACTIVITIES

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

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

Name of Strategy, Policy or Service Development:

Statement of Community Involvement (SCI)

AIMS, OBJECTIVES & PURPOSE OF THE POLICY OR ACTIVITY:

A Statement of Community Involvement (SCI) sets out who, how and when Cherwell District Council will engage as part of the planning process. This includes preparing key planning policy documents and the determination of planning applications.

The aim of the draft SCI is to explain how we will consult and provide information to help encourage community and stakeholder participation in the planning process. The SCI gives the public and stakeholders certainty over the type of engagement expected and the ways they can get involved. The SCI sets the framework for planning-related consultation which will enable us to demonstrate how we have met and, in some cases, exceeded statutory requirements.

We must comply with the adopted SCI in preparing relevant planning policy documents and in determining planning applications.

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

The SCI sets out how planning applications and planning policy documents are publicised and explains how responses could be made, therefore this could have an impact on all those that live and work in the district. The main stakeholders are, therefore, the Cherwell community and those with an interest in the Cherwell District. These include residents, local businesses, stakeholders, staff, and partners.

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

N/A

LEAD OFFICER:	Heather Seale	TEL: 01295 227985
SERVICE AREA:	Planning and Development	
DIRECTORATE:	Environment and Place	

ASSESSMENT REVIEW DATE: 15 September 2021

	<p>consultation events, the Council will seek to hold meetings in places that are accessible to those who have mobility issues, where possible. In addition, we will make hard copies of documents available at request, consider holding virtual meetings and utilise disability networks/organisations from the consultation database to promote information.</p> <p>The SCI could act as a barrier to people on low incomes due to digital inequality. Research confirms that low income households have lower rates of in-home internet connectivity compared with higher-income groups. People on lower incomes are also more likely to depend exclusively on non-contract smartphones and other handheld devices to access the internet in the home and therefore may not have the ability to download large documents. This is mitigated through internet availability at libraries and other locations where internet access is provided and by inspection copies of the documents being made available at Bodicote House (and libraries for planning policy documents) within the District when publicly accessible and during advertised opening hours. There is also an option to contact the Planning Department for assistance or to request information in an alternative format.</p>	
9	<p>Is the proposed policy or activity likely to have a negative effect on our relations with certain equality groups or local community? If so, please explain.</p> <p>The SCI aims to remove barriers to participation in the planning process. Where barriers to participation have been identified, the Council have put measures in place to mitigate against any negative effects.</p>	N
10	<p>There has been no consultation with equality groups about this policy or activity? Answer yes if you agree with this statement. If there has been consultation, please list the equality groups you have consulted with:</p> <p>The draft SCI was subject to a six-week period of public consultation in summer 2021. A final SCI has been prepared taking into account representations received from the public consultation before being presented to Members for approval.</p> <p>The Council's EQIA contact officer was consulted on the preparation of this EQIA.</p> <p>It is considered that all sectors of the community still have the opportunity to have their say in how their community is planned and developed, irrespective of age, sex, ability, ethnicity, background or disability as a result of the measures contained in the draft SCI.</p>	N
11	<p>Has this assessment missed opportunities to promote equality of opportunity and positive attitudes?</p> <p>No. The Council will continue to encourage the participation of all sectors of the community in the preparation of planning policy documents and consultation of planning applications.</p> <p>The SCI promotes the use of a range of engagement methods in order to reach local people, local businesses and other key organisations and stakeholders.</p> <p>In order to promote equality of opportunity for young people the Council will continue to use social media as a means of involving the community in planning policy.</p> <p>Research suggests that young people are difficult/reluctant to engage in the planning process. Social media is a popular means of interaction for young</p>	N

	<p>people and the Council is committed to the use of online platforms to engage younger people on planning matters, as a means of enhancing equality of opportunity.</p> <p>The SCI commits to facilitate focussed meetings or forums with interest groups, organisations and other stakeholders where there is demand. These may be held in person or virtually. Overall, the aim of this is to advance equality of opportunity to respond to consultations.</p> <p>The SCI helps to foster positive attitudes by ensuring that the Council is open about how it will engage with the community in the delivery of its planning function, thus removing barriers to participation in the planning process.</p>	
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Proceed to In Depth (Full) Assessment (complete **Appendix 2) if the answer is YES to more than one of the above questions.**

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

Declaration

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

Completed by:

Heather Seale – Planning Research and Monitoring Officer
Date: 15 September 2021

Approved by Assistant Director Planning and Development

David Peckford
Date: 15 September 2021

Equality Impact Assessment

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

Screening Questions	Screening Narrative
Does the policy or activity knowingly prevent us in any way from meeting our statutory equality duties under the 2010 Equality Act?	The Statement of Community Involvement (SCI), which sets out how we will engage our community in the preparation of planning policy documents and planning applications are consulted, actively seeks involvement in planning from all areas of the community.
Is there any evidence that any part of the proposed policy or activity could discriminate unlawfully, directly or indirectly, against particular equality groups?	<p>There is no evidence to suggest that any of the protected groups have been disadvantaged by the SCI as the aim of the document is to try and help people engage in the planning process.</p> <p>Where the consultation and engagement methods set out in the SCI could act as a barrier to participation for some equality groups, the Council have put measures in place to mitigate against these negative impacts.</p>
Is there any evidence that information about the policy or activity is not accessible to any equality groups?	<p>There is no evidence that information about the SCI is not accessible to any equality groups.</p> <p>The aim of the SCI is to encourage community and stakeholder involvement.</p> <p>The consultation draft SCI was published on the Council's website and emails/letters were sent to specific, general and all other relevant consultees and stakeholders on the Planning Policy consultation database. Contact details for the Planning Policy team were provided for anyone who may have difficulty in viewing documents online and a hard copy of the document could be sent by post for a fee. Stakeholders were given the option of responding to the consultation by email or by post. The draft SCI and the consultation were promoted through the Council's social media accounts.</p>
Has the Council received any complaints about the policy or activity under review, in respect of equality issues?	No. There is no evidence to suggest that any equality issue related complaints have been received.
Have there been any recommendations in this area arising from, for example, internal/external audits or scrutiny reports?	No recommendations received
Will the proposed policy or activity have negative consequences for people we employ, partner or contract with?	There are no negative outcomes identified.
This Strategy, Policy or Service Development has an impact on other council services i.e. Customer Services and those services have not yet been consulted.	The SCI has been prepared in consultation with the Council's EQIA contact officer and the changes do not affect how other Council services are provided.
Will there be a negative impact on any equality groups?	No. The SCI includes various ways the Council will ensure that there are no barriers to people having a say in the planning process, with the aim of advancing equality of

	<p>opportunity for all.</p> <p>Where barriers to participation have been identified, the Council have put measures in place to mitigate against any negative effects.</p>
<p>Is the proposed policy or activity likely to have a negative affect on our relations with certain equality groups or local community? If so, please explain.</p>	<p>No. The SCI includes various ways the Council will ensure that there are no barriers to people having a say in the planning process, with the aim of advancing equality of opportunity for all.</p> <p>Where barriers to participation have been identified, the Council have put measures in place to mitigate against any negative effects.</p>
<p>There has been no consultation with equality groups about this policy or activity? Answer yes if you agree with this statement. If there has been consultation, please list the equality groups you have consulted with:</p>	<p>The draft SCI was subject to a six-week period of public consultation in summer 2021.</p> <p>The Council's EQIA contact officer was consulted on the preparation of this EQIA.</p> <p>The aim of the SCI is to encourage community and stakeholder involvement.</p> <p>Consultations on planning policy documents and planning applications are open to everyone to comment. These are widely publicised to give opportunities to anyone who wishes to be involved.</p> <p>Consultation responses to planning policy documents are captured in Statements of Consultation, which are published on the Council's website.</p> <p>The consultation draft SCI was published on the Council's website and emails/letters were sent to specific, general and all other relevant consultees and stakeholders on the Planning Policy consultation database. Contact details for the Planning Policy team were provided for anyone who may have difficulty in viewing documents online and a hard copy of the document could be sent by post for a fee. Stakeholders were given the option of responding to the consultation by email or by post. The draft SCI and the consultation were promoted through the Council's social media accounts.</p>
<p>Has this assessment missed opportunities to promote equality of opportunity and positive attitudes?</p>	<p>No</p>

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Cherwell District Council

Executive

4 October 2021

Creating a vision for the Oxford-Cambridge Arc - Consultation Response

Report of Assistant Director – Planning and Development and Assistant Director – Growth and Economy

This report is public

Purpose of report

To consider the proposed response to the public consultation.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the proposed response to the consultation for submission to the Department for Levelling Up, Housing and Communities (DLUHC) - formerly the Ministry of Housing, Communities and Local Government.

2.0 Introduction

- 2.1 The Government is consulting on a document entitled 'Creating a Vision for the Oxford-Cambridge Arc' until 12 October 2021.
- 2.2 The consultation is similar to an issues consultation for a local plan and intended to help inform the development of the Arc's spatial framework.
- 2.3 The proposed response is positively framed. It aims to have a wider focus than a traditional land use planning vision document and supports the social, economic, environmental and well-being ambition for the Arc; it encourages collaborative working; and it seeks alignment between the preparation of the Arc's spatial framework, the Oxfordshire Strategic Vision, the Oxfordshire Plan and the Cherwell Local Plan Review.
- 2.4 The proposed response encourages the framework to be reflective of Cherwell's and Oxfordshire's particular characteristics and opportunities. It seeks positive engagement with our communities in its preparation. It highlights the opportunity the Arc provides for supporting bespoke solutions for delivering housing that is affordable for people to buy and rent and for an integrated approach to achieving health and well-being objectives and healthy place making across all Arc programmes.

2.5 Members should note that the Future Oxfordshire Partnership (formerly the Oxfordshire Growth Board) will also be making a submission to this consultation as will the City and other districts.

3.0 Report Details

3.1 The consultation document is available at:

<https://www.gov.uk/government/consultations/creating-a-vision-for-the-oxford-cambridge-arc> .

3.2 It is a high-level document essentially seeking to understand priorities to help inform a vision for the area. It asks for people to consider what they want from the Arc and how they consider the importance of environmental, economic, connectivity and infrastructure and place-making considerations.

3.3 In doing so it sets out principles that may underpin the framework's approach.

3.4 The Spatial Framework will be a long-term strategic plan for the area and is intended to have sustainability at its core. It will guide future planning decisions as a 'material consideration' rather than as a statutory Development Plan document. It will also guide investment in the area.

3.5 It is important that this vision is also seen within the lens of the post-lock down economic recovery and meaningful engagement with business is critically important. The emerging Recovery and Prosperity Strategy for Cherwell and the Oxfordshire Economic Recovery Plan will also help to ensure that the practical implementation of the economic aspects of the Arc vision at regional and local levels is secured.

3.6 The consultation document explains that it has been informed by a short series of initial workshops and conversations with a small sample of local residents, young people, academic experts, businesses, charities, campaign groups and local councils.

3.7 It advises that the comments received to the current consultation will help create the Spatial Framework's vision for the Arc to 2050 and inform the development of a Sustainability Appraisal.

3.8 The development of the Spatial Framework will be supported by two further public consultations:

1. Towards a Spatial Framework (Spring 2022) – using the vision as a foundation - developing options for delivering the Framework's objectives informed by feedback from engagement, initial evidence gathering and analysis.
2. Draft Spatial Framework (Autumn 2022) – consultation on the Spatial Framework with implementation of the final framework shortly after – informed by responses to the previous consultation and further spatial analysis, option testing, impact assessments and engagement. It is intended to publish the draft Spatial Framework with its Sustainability Appraisal Environmental Report.

3.9 The proposed response to the consultation is attached at Appendix 1.

4.0 Conclusion and Reasons for Recommendations

4.1 A response has been prepared to the public consultation which seeks to reflect the Council's priorities and those of the Oxfordshire Strategic Vision for approval for submission to DLUHC.

5.0 Consultation

5.1 Councillor Colin Clarke - Lead Member for Planning.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Not to submit a consultation response

There is no obligation on the Council to submit a response but one is recommended in the interest of influencing the Framework's development at an early stage.

Option 2: To reconsider the content of the proposed response.

The proposed response has been prepared to best reflect the Council's priorities but can be amended if required by Members.

7.0 Implications

Financial and Resource Implications

7.1 There are no significant finance and resource implications arising from this report. The proposed response has been prepared within existing resources.

Comments checked by: Janet Du Preez, Principal Accountant, 01295 221606, janet.du-preez@Cherwell-DC.gov.uk

Legal Implications

7.2 None at this stage. The final Framework would be a 'material consideration' in planning decisions and inform policy making more widely.

Comments checked by: Matthew Barrett, Planning Solicitor, 01295 753798, matthew.barrett@Cherwell-DC.gov.uk

Risk Implications

7.3 None. This is a proposed consultation response.

Comments checked by: Louise Tustian, Head of Insight and Corporate Programmes 01295 221786, louise.tustian@cherwell-dc.gov.uk

Equality & Diversity Implications

- 7.4 It is for the Government to ensure that all equalities implications are considered in developing the Framework. The proposed consultation response encourages the importance of community engagement and states, "...it is considered very important that the approaches used are accessible to all communities including those that may not have access to the internet".

Comments (to be) checked by: Emily Schofield, Acting Head of Strategy, 07881 311707, Emily.Schofield@oxfordshire.gov.uk

8.0 Decision Information

Key Decision:

Financial Threshold Met No

Community Impact Threshold Met: No

Wards Affected: All

Links to Corporate Plan and Policy Framework

Business Plan Priorities 2021-2022:

- Housing that meets your needs
- Leading on environmental sustainability
- An enterprising economy with strong and vibrant local centres
- Healthy, resilient, and engaged communities

Lead Councillor

Councillor Colin Clarke - Lead Member for Planning

Document Information

- Appendix 1: Proposed consultation response

Background papers

None

Reference papers

Arc Economic Prospectus:

<https://www.oxfordshirelep.com/sites/default/files/uploads/Oxford-CambridgeArcProspectus Approved 1.pdf>

Oxfordshire Strategic Vision:

<https://www.oxfordshiregrowthboard.org/projects/oxfordshire-strategic-vision/>

Report Authors and contact details

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Draft CDC Response: Creating a vision for the Oxford-Cambridge Arc Consultation July 2021

1. Cherwell District Council (“the Council”) is pleased to provide a response to the Creating a Vision for the Oxford-Cambridge Arc consultation. The Council believes that the Arc Spatial Framework provides a unique, transformational opportunity to bind the strengths of Oxfordshire, Buckinghamshire, Bedfordshire, Northamptonshire and Cambridgeshire and develop innovative, future facing policy that will be a catalyst for an economic and environmental leap forward and as part of a national programme.
2. The Council supports the ambition set out in the economic prospectus (2020):
“We have ambition for a Green Arc. We aim to be home to world-leading innovations that seek to address climate change and the decline in natural capital. Where a protected and enhanced environment, natural resources and the health and wellbeing of people are fundamental aspects of our economic ambition. The Arc’s growth will be innovation-led and aimed at helping to solve the major economic, environmental, health and social challenges facing the world. This will drive UK growth and create better-quality opportunities for our residents and businesses, now and in the future.”
3. Cllr Wood, as Chair of the Arc Leaders Group and Leader of the Council, has said: *“The Arc region has a critical mass of research, high-technology expertise and innovation assets found nowhere else in the UK. Yet we are at a pivotal time, during which our nation’s economic resilience is being tested far beyond anything we’ve seen before. Working with Government we can release the potential of the Arc’s key sectors, scientific community and entrepreneurial spirit to propel our country’s response to the major national and global challenges we face.”*
4. The Future Oxfordshire Partnership (formerly known as the Oxfordshire Growth Board) has started to consider these issues. The five Local Planning Authorities (Cherwell District Council, Vale of White Horse, South Oxfordshire, West Oxfordshire and Oxford City Council), in partnership with Oxfordshire County Council and with the involvement of the Oxfordshire Local Enterprise Partnership, are engaged in the preparation of a Joint Spatial Plan. This plan is currently subject to an Options Stage consultation with the Proposed Submission (Regulation 19) draft due in Spring 2022 and submission to the Secretary of State later the same year. The Plan is informed by Oxfordshire’s Vision for long term sustainable development agreed by the now Future Oxfordshire Partnership and endorsed by this Council in April 2021 (<https://www.oxfordshiregrowthboard.org/wp-content/uploads/2021/05/Strategic-Vision-full-document.pdf>). It sets out the ambitions and guiding principles for the County and will be used to help create an agreed set of long term, strategic economic, infrastructure and environmental priorities.
5. The Oxfordshire Plan (2050) will set out an ambitious strategic vision and embrace the key national priorities for **addressing climate change; improving environmental quality, creating strong and healthy communities, planning for sustainable travel and connectivity and creating jobs and providing**

homes. It provides a joined-up, countywide opportunity to help both inform and successfully deliver the vision for the Oxford-Cambridge Arc and we would welcome further reference to it within the Vision and Spatial Framework. Work on the Oxfordshire Plan will help evidence the development of the Framework. Many of the topic areas covered by the vision document are being considered through the Oxfordshire Plan process and in a way that is reflective of the county's particular needs and challenges. There will be mutual benefit in addressing common issues.

6. Further details of the Oxfordshire Plan consultation are available at the following web link: <https://www.oxfordshireopenthought.org/oxfordshire-plan>
7. In addition, the Council has commenced a review of its district Local Plan to meet the national policy requirement for maintaining up-to-date plans and this work is being progressed in cooperation with the other Oxfordshire Authorities in parallel with the Oxfordshire Plan process. The commitment to bring a plan review forward at this particular time means that there is a rare opportunity for positive policy-making across three spatial levels in parallel. This will ensure Cherwell is well-placed to respond to our economic, climate change and place-making needs.
8. We therefore welcome the scope for a more collaborative and joined-up approach to planning and policy making than would otherwise be achieved.
9. We have structured our response around the main questions set out in the consultation and welcome the opportunity to expand upon any of the matters raised.

Section 1: Introduction- Creating a Vision for the Oxford Cambridge Arc

Question 1 - What kind of place could it be? What words come to mind?

Question 2 – If you can, we would love you to tell us more about your vision for the Arc to 2050.

Question 3 - How do you feel overall about the future of the Arc? What are your hopes and fears?

Question 4 - What do you think are the most important things that the Spatial Framework needs to do, as a strategic plan, to make the most of the area's unique potential for economic growth to 2050 and beyond?

Question 5 – Is there anything you would like to add, we would love you to tell us.

10. We agree with the statement at paragraph 1.5 that a joined-up, long-term approach to planning for growth is the best way to realise the ambitions for the economy, sustainability and well-being across the Arc. In doing so, we are pleased that there is a commitment that the framework will be informed by engagement with local communities and stakeholders. We recognise the vision

for the Arc needs to go beyond land use planning to reflect the potential for the communities and businesses in the area and increase engagement with a wider group of residents, businesses, visitors and prospective investors in the area, focused on a greener, more productive and healthier future that responds positively to the challenges and opportunities, including the climate emergency.

11. As indicated in paragraph 1.7 of the consultation document, the Framework will provide national planning policy for the Arc and it is intended to coordinate and provide a strategic direction for (amongst other documents) Development Plans produced by local planning authorities. Cherwell is committed not only to the Oxfordshire Plan, but also to the review of its own Local Plan and to complete these plans at pace. There is a clear opportunity for these processes to be mutually beneficial with development of the Framework
12. The Council agrees that the vision should be ambitious, aspirational and unique to the Arc. There is great economic transformational potential across the area as highlighted in the economic prospectus. The 'knowledge-intensive' opportunities 'book-ended' by two global universities are clear. The aspirational vision for the Arc to be 'a global hub for innovation, and home to exemplary models of green development' is supported.
13. The Framework should also recognise the identity, roles and diversity of existing settlements and communities. The 'Arc' is not a single, uniform entity or place and the opportunities for innovation and change must be supported by valuing and protecting what is distinctive and cherished, particularly in our 'natural' and historic environments. The particular context and characteristics of Oxfordshire and its districts need to be well reflected. The role and value of the emerging Oxfordshire Plan should be also be recognised. The Plan will help inform and deliver the Arc's vision. There is a partnership opportunity.
14. Our communities are concerned about issues with existing infrastructure; investment in healthcare facilities and education. Cherwell has seen significant development in recent years and, from our recent Local Plan consultations, we know that many communities are concerned about the need for development to be supported by the early provision of infrastructure. We know that a strong infrastructure will encourage economic opportunity. The Framework should articulate how investment can be achieved over and above the contributions ordinarily required to support specific development proposals for the benefit of existing communities and to attract global business. Similarly, we would welcome proposals to ensure that we are able to focus on planned development without the risk of the Arc Vision being undermined by ad-hoc, speculative development.
15. This should be an iterative process and we wish to work with Her Majesty's Government (HMG) in the development of the Vision to ensure the best outcomes for local communities throughout the Arc is achieved. On this basis, we would like to invite the Department for Levelling Up, Housing and Communities (DLUHC) - formerly the Ministry of Housing, Communities and Local Government to visit our district to learn more about our ambitions for Cherwell building on the successful delivery of our place-based programmes. The Bicester programme, for example, is already delivering a local vision for the

town as it continues to grow and thrive as a strategic location, destination and community in the Arc.

16. A transformational approach to the delivery of green infrastructure, environmental improvement, climate change action and in the delivery of a wider range of critical infrastructure would achieve the objectives – responding to community concerns while creating an high quality, attractive environment that attracts investment, improves health and well-being and encourages active lifestyles. The global and national challenges of climate change and environmental sustainability, and the local accommodation of significant levels of development to meet identified needs (both for Cherwell and Oxford), means that there is heightened awareness of the need for policy-making to do all it can to achieve environmental protection and gain. Climate change action, nature recovery and the importance of ensuring that developments are genuinely sustainable are of increasing importance to communities within Cherwell. Moreover, the Framework will need to have the utmost regard for irreplaceable environmental assets.
17. As a Local Authority, we would welcome support in all the areas identified in question 4 to allow local authorities to lead the delivery of the strategic vision at the local level. The availability of skilled resources and a consistency of approach across the Arc is considered important to ensure that we can deliver the ambition of the framework as well as building a consistent and reliable evidence base to support local decision making to implement and deliver the ambitions of the arc.

Section 2: The Environment

18. The Council declared a climate emergency in July 2019 and is working closely with Oxfordshire County Council to deliver its climate action framework. The acknowledgement of real challenges around air-quality is particularly welcomed. The measures in paragraph 2.5 for enhancing a ‘green Arc’, supporting nature recovery, improving air quality, reducing flood risk and improving access to nature and green space are generally supported.

Green spaces, nature, and biodiversity

Question 1 - Making sure the natural environment is protected, restored, and improved. For example, improving new and existing green spaces. [Not important/ Less important/ Neutral/ Important/ Very Important]

19. **Green Spaces:** Making sure the natural environment is protected, restored, and improved is **very important**.

Question 2 - Making sure the most is made of the natural environment and that all people can have access to it. For example, making improvements to woodlands, wetland, green space and water and making sure people can visit them if they want to. [Not important/ Less important/ Neutral/ Important/ Very Important]

20. Ensuring access to the natural environment is also **important**, but it must also be recognised not all areas will be appropriate for public access.

Question 3 - Making sure new growth leaves the environment in a better state than before. For example, keeping land in its natural state, and making it more wild, where appropriate. [Not important/ Less important/ Neutral/ Important/ Very Important]

21. It is **very important** that new growth leaves the environment in a better state than before wherever possible, and we would be interested to understand how this will be implemented.

Question 4 - Anything else to add about your vision for green and blue spaces, nature, and biodiversity?

22. We would urge the vision to reflect many of the principles contained within the emerging Oxfordshire Plan, in particular around a more ambitious target for biodiversity net gain to apply across the whole of the Arc.

Climate change resilience and net zero

Question 5 - Making sure new development helps to achieve net zero carbon at an Arc level towards national net zero targets. For example, through good design, sustainable travel choices, renewable energy and trapping carbon. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 6 - Making sure that new development can respond to the current and future effects of climate change. For example, through new carbon emissions, water use, waste disposal and renewable energy targets. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 7 – Anything else to add about your vision for climate change and/ or the contribution to net zero?

23. Achieving **Net Zero Carbon** at an Arc level is **very important**. We are committed to delivering large scale zero carbon development at North West Bicester in accordance with our adopted Local Plan and exemplar approaches to development have been achieved. Having these requirements set out within a statement of national policy is, in our view, likely to assist in providing developers and others with the certainty around what is expected at an early stage including in land acquisition negotiations. There is a need to minimise the opportunity for exceptions through development viability arguments at application stage. As with biodiversity, the approach being taken in the production of the Oxfordshire Plan in relation to climate change and net zero should be considered for residential and commercial development. It is equally **very important** that development is future proofed for climate change as far as reasonably possible. Setting this out in the long term vision to 2050 will provide certainty and allow time for the transition to be made but we need to act fast.

Air quality and waste

Question 8 - Making sure new development helps to improve air quality within the Arc. For example, through high quality design, low emission zones and sustainable transport. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 9 - Taking a combined approach to air quality across the Arc. For example, through being careful about where each land uses should go, supporting journeys via public transport and active travel and enhancing green spaces and routes across the area. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 10 - Making better use of resources and managing waste. For example, promoting the re-use of materials, and protecting and improving soil quality and minerals. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 11 - Anything else to add about your vision for air quality and waste?

24. The approach to air quality and waste are all **very important** in ensuring the Arc offers an opportunity for genuinely sustainable development. We agree that planning and distribution of land uses to achieve a healthy living environment is very important and that the Framework will need to consider how to maximise the opportunity for sustainable, and increasingly, 'zero emission' transportation. As the Framework will not be a Development Plan document the potential for instruments outside of the planning system to minimise emissions and waste should be explored. We consider that there will a need to avoid the opportunity for development to 'side-step' the Framework's requirements; for example, through speculative 'five year land supply' proposals for residential development. Bespoke arrangements across the Arc may be needed to ensure that all development is policy compliant and not provided in less sustainable locations and where it is less likely that environmental objectives will not be met.

Water

Question 12 – Promoting a combined approach to managing water across the Arc, through protecting water resources, improving water quality and reducing the risk of flooding. For example, treating wastewater, improving water storage, and reusing surface runoff. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 13 – Making sure new development reduces existing flood risk and is resilient to future flooding. For example, through tree planting and multifunctional sustainable drainage. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 14 - Improving water availability and cutting the risk of drought. For example, through new sustainable water resources and infrastructure,

and measures which reduce water use. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 15 - Anything else to add about your vision for water?

25. Cherwell is in an identified area of water stress, yet there are also areas at high risk of flooding. Through our Local Plan Review consultation, we consider that a holistic approach to managing flood risk is required, including close connections with our approach to green infrastructure. The measures set out in **Q12-14** are all considered to be **important**. In respect of **Q13** specifically, consideration would need to be given to the measures needed to require developers to address existing flood risk problems. We note that within the document, there is no mention of the Environment Agency Thames Valley Flood Storage Scheme or Thames Water reservoir proposal. The former could be relevant to the environmental opportunity areas which are identified in part for water infrastructure (para. 2.6) (**Q15**).

Section 3: The economy

Education and training

Question 1 – Making sure the Arc keeps growing as a place of educational excellence, partnership and research. For example, through growth which helps existing universities and colleges. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 2 - Making sure the economic benefits of growth are felt by all communities within the Arc. For example, through putting new education and training facilities in places where more people can easily get to go to them. [Not important/ Less important/ Neutral/ Important/ Very Important]

26. A core driving force for the Arc is its economic potential. It is recognised by the Council that the potential of the whole is greater than its individual parts. Paragraph 3.2 recognises that there is a varied economy and it is important to ensure that industries and employers which are less aligned to knowledge- and innovation-based objectives are equally supported. This is apparent within Cherwell District with our towns and main settlements performing different, complementary roles, within sub-markets. Some of these, particularly for Banbury are important to areas on the periphery of the Arc.
27. One of the key drivers for the Arc are the world-class educational ‘anchors’ at Oxford and Cambridge, as well as the institutions in the areas between. The universities and the research and development investment they attract are clearly central to the economic ambition. However, we would welcome reference to other opportunities for educational excellence that exist beyond formal institutions and the scope for the expansion of apprenticeships and re-skilling within industry.
28. Whilst wages are above national averages and the Arc is home to world-leading companies and institutions these do not benefit all residents. Within Cherwell, there are pockets of deprivation in respect of access to skills and high-quality

jobs. It is imperative that, in the pursuit of economic growth, existing divisions are not allowed to widen, and opportunities are available for all to access the training required. The Council is preparing a long-term economic strategy, the Cherwell Recovery and Prosperity Strategy which will set out the vision, strategic economic priorities and delivery plan for the district over the next 10 years, which looks at this matter. The Arc vision needs to support and guide the economic recovery plans for the area working closely with local authorities and businesses. Therefore, making sure the economic benefits are felt by all communities, rural and urban alike, is **very important**.

Question 3 - Anything else to add about your vision for education and training?

29. We would welcome the vision setting out the skills, training and education aims and ambitions within the Arc and the approach to increasing productivity as part of sustainable and inclusive growth which benefits all.

Jobs and businesses

Question 4 - Making sure that the Arc keeps growing as a place for business, science and technology, and innovation. For example, through putting these types of new workspaces in places where they can make the most of cross-sector collaboration. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 5 - Making sure that existing industries keep growing within the Arc. For example, through putting industries in the best places to suit their needs. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 6 - Making sure the Arc builds upon and grows its skills, expertise and capabilities. For example, through making sure people can get around easily to bring the right people to the right job locations. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 7 - Making sure that the right types of buildings are provided in the Arc so that businesses can keep growing as well as supporting the green economy. For example, through building new flexible and adaptable workspaces meeting the needs of a range of different businesses of different sizes. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 8 – Anything else to add about your vision for jobs and businesses?

30. To support the economic ambitions for the Arc, the points in **(Q4-7)** are generally all considered to be **important** and perhaps in some cases very important. However, there will need to be a recognition that in many cases businesses will naturally create clusters based on their needs, be this access to skills and workforce and the homes required to support these workers, or physical transport networks. Additionally, there may be environmental, policy or historical reasons

why the 'best places' from a market perspective may not be deliverable or optimal.

31. It is important that this vision is also seen within the lens of the post-lock down economic recovery and meaningful engagement with business is critically important. The emerging Recovery and Prosperity Strategy for Cherwell and the Oxfordshire Economic Recovery Plan will also help to ensure that the practical implementation of the economic aspects of the Arc vision at regional and local levels is secured.

Section 4: Connectivity and Infrastructure

Infrastructure

Question 1 - Making sure planning takes a combined approach to new development by providing the infrastructure and services required at the right time to support growth. For example, by planning for the need for utilities (e.g. water, energy, waste) and community infrastructure (e.g. schools, hospitals, GP surgeries). [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 2 – Making sure new development makes the most of existing resources. For example, through making sure that materials are reused, renewable energy supplies are used, and waste is properly planned for. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 3 – Making sure that digital infrastructure is put in at the same time as other development takes place. For example, speeding up the fitting of high-speed broadband to support home-based work and help new ways of learning. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 4 – Anything else to add about your vision for infrastructure?

32. We welcome the opportunity to improve connectivity across the Arc, particularly by more sustainable modes such as rail. We would urge the vision to consider local movements (e.g. those made by residents on a day-to-day basis) as well as the significant movements of people from our rural areas into the surrounding towns. Across Oxfordshire, we are working collaboratively with Oxfordshire County Council on the Local Connectivity and Transport Plan, which supports many of the *getting around* principles (Q10-14). However, there appears to be little recognition of the challenges of connectivity for our rural communities which is a core concern (paragraph 4.8). As noted previously, infrastructure provision is a key concern for many of our communities.
33. *“Making sure planning takes a combined approach to new development by providing the infrastructure and services required at the right time to support growth. For example, by planning for the need for utilities (e.g. water, energy, waste) and community infrastructure (e.g. schools, hospitals, GP surgeries).” (Q1) - is very important.* However, it is not just dependent on planning. There is a need to consider investment needed in infrastructure to support and delivery

mechanisms e.g. advance funding, infrastructure providers lead in times etc. Moreover, investment in infrastructure should also be of benefit to our existing communities and not as a 'reward' to those areas that are subject to significant development, noting that we may choose to access services that are most convenient, rather than in closest proximity to our homes.

New development

Question 5 – Making sure growth within the Arc is placed around areas with better transport links. For example, through having more development around stations and bus routes, supported by cycling and walking tracks [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 6 – Making sure new development cuts down the need to travel around the local area. For example, through providing safe and easy walking and cycling routes to town centres, shops and schools. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 7 – Making sure new developments reduce existing and future infrastructure demand and resources used. For example, making sure that designs leave enough space for existing and future measures which reduce energy and water use, and cut down on waste [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 8 - Making sure sustainable transport principles are included in the design of new developments. For example, by designing new developments in a way that enables people to walk or cycle all or part of their journeys [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 9 – Anything else to add about new development in the context of connectivity and infrastructure?

34. Matters **Q5-Q8** are all **important** and supported. However, we would urge caution in applying a 'one size fits all' approach across the Arc and highlighting the role that planning at a more local level, through the Local Transport Plan, Oxfordshire Plan and Local Plans, can play in delivering development that is well located, minimises the need to travel and is placed in areas with 'better transport links'.

Getting around

Question 10 - Creating better transport connections across the Arc and making sure they are provided in a way which supports sustainable new growth. For example, by planning for public transport and physical transport infrastructure requirements.

Question 11 - Making sure there are more opportunities for active travel such as walking and cycling across the Arc. For example, wider pavements,

segregated cycle lanes, improved network of cycle lanes, and better pedestrian crossings.

Question 12 - Making sure that there is the right form of public transport in the right areas across the Arc and can be used by all travellers, including people with any particular needs.

Question 13 - Cutting down on the impact of cars and other private vehicles within the Arc. For example, by supporting more sustainable forms of private travel like cycling.

Question 14 - Anything else to add about your vision of getting around?

35. Again, matters Q10-14 are all **important** matters to be considered in identifying the most sustainable approach to development and transportation. As previously highlighted, the Framework will need to be future proof and the move away from dependency on the combustion engine will, in time, alter the overall consideration of sustainability factors.

Section 5: Place-making

Location of growth

Question 1 – Making sure new developments are built in the most sustainable locations, for the environment, the economy and communities. For example, by developing brownfield redevelopment and making sure they have good access to town centres, shops and schools. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 2 – Anything else to add about your vision for location of growth?

Homes in your area

Question 3 – Ensuring the right types of housing are delivered in the right locations to meet the needs of both renters and buyers. For example, family houses, first-time buyers, specialist housing, student accommodation and opportunities for people to build their own homes. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 4 – Increasing the amount and availability of affordable homes within the Arc. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 5 – Anything else to add about your vision for homes in your area?

36. We generally feel that the matters highlighted (**Q1-5**) are all **important**. We would appreciate any additional guidance in respect of whether the approach to affordable housing or other types of housing may differ from the current definitions within the National Planning Policy Framework to ensure that the

specific needs of our communities are met and we are able to deliver genuinely affordable housing.

37. The need for homes people can afford to rent and buy has been identified as an important theme from the Future Oxfordshire Partnership (formerly the Oxfordshire Growth Board) work. The Spatial Framework provides an opportunity for innovative and more bespoke solutions to be considered and so not necessarily being restricted to the current government definition of 'affordable', which can be prohibitive within a high-cost area like Oxfordshire.
38. Another key theme to be identified within Cherwell and Oxfordshire is the importance of the health agenda and for healthy place shaping. It is essential this is embedded throughout the Spatial Framework at all levels and to permeate through the associated policies and programmes.
39. Ensuring homes are built in the right places is vital to the success of the Arc. We would support bespoke measures applying across the whole area in respect of monitoring land supply to help protect the area from ad-hoc, speculative development whilst we strive to achieve the step change required to deliver more sustainable, transformative growth. This could, for example, take the form of the previous "3-year" flexibility which applied across Oxfordshire as part of the Growth Deal. This measure ensured that councils, such as ours which have consistently delivered to an ambitious housing requirement, were able to focus on allocated sites without the risks of speculative developments.

Design of new developments and streets

Question 6 – Making sure a coordinated approach is taken to the design and delivery of new developments to ensure they are supported by new and existing infrastructure. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 7 – Making sure the environment and sustainability is at the heart of new developments. For example, by improving the built and natural environment, making sure development complements surrounding areas, and is supported by the right level of infrastructure. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 8 – Making sure there is the right mix of uses in new developments to help make high quality and thriving new places. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 9 – Making sure new developments help support healthy lifestyles for existing and future communities. For example, through walking and cycling, high quality green spaces, and accessible streets. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 10 – Making sure new developments promote resilience to climate change. For example, through green roofs, managing surface water, tree

planting, storing rainwater and new green spaces. [Not important/ Less important/ Neutral/ Important/ Very Important]

Question 11 – Anything else to add about your vision for the design of new developments and streets?

36. The principles set out in **Q6-11** are all **important** planning and design considerations, albeit the Framework needs to recognise the role of Development Plans and that some matters and levels of detail are likely to benefit from a more local approach and may be best delivered through Local Plans. Our ambition is to create, healthy, happy, attractive and sustainable places for people to live, work and visit. The design of development is critical to achieving successful places and communities. We would welcome a master planning approach towards planning new developments so that high standards of design and integration with the existing environment is created. This has been the approach adopted in Bicester and should be supported by the Vision. It requires close working relationships with all levels of national and local government and extensive engagement with our communities and business to be established as a guiding principle of the Arc vision so that existing and future residents, business and visitors are supportive and understand what is going on – see Section 6.

Section 6: Our commitment to engaging communities

Question 1 - How can government engage the public better? [Communication materials/ Social listening/ Focus groups/ 1-1 interviews and experiments/ Ethnography/ Citizen assemblies and citizen juries/ Other types of engagement]

Question 2- Before this consultation, I was familiar with the area known as the Oxford-Cambridge Arc. [Yes/ No]

Question 3- Do you have anything else to add on engaging communities?

37. We emphasise that community engagement is fundamental to preparing a robust and supportable Framework. We note that para 6.6 indicates a Spring consultation document to contain options to consider strategic growth locations and distribution of growth. We welcome the opportunity for continued partnership working to help inform and deliver the Spatial Framework and ensure that it is fully aligned with the Oxfordshire Plan process, along with our Local Plan. Community engagement requires resource and commitment and is a long term ongoing, process. As local authorities, we are well placed to reach out to our local communities through the Arc process and this is another example of where local and national government need to work together.

Section 7: Our Commitment to data, evidence and digital tools

Question 1 - To what extent do you agree with our proposed approach on data and evidence? [Strongly disagree/ Disagree/ Neutral/ Agree/ Strongly agree]

Question 2 - Do you have anything else to add on data, evidence and digital tools?

38. The Council is supportive of the commitment to building an evidence base (as would be expected for a Local Plan) and the use of digital technology and acknowledges the benefits of opportunities for consistent digital tools across the whole Arc to support plan making. However, it is considered very important that the approaches used are accessible to all communities including those that may not have access to the internet.
39. In respect of evidence, the Oxfordshire Plan and the Cherwell Local Plan has already started to gather comprehensive and robust evidence at an Oxfordshire and Cherwell level. As explained above, the work under way in Oxfordshire provides an opportunity to help inform and successfully deliver the Arc vision.

Section 8: How we will monitor and deliver the Framework

Question 1 - To what extent do you agree with our proposed approach on delivery and funding? [Strongly disagree/ Disagree/ Neutral/ Agree/ Strongly agree]

Question 2 - Do you have anything else to add on delivery and funding?

40. The Council agrees that a delivery mechanism will be needed that includes some sort of levelling/equalisation across the whole, or parts of the Arc and that there is a need for a co-ordinated approach to monitoring; bespoke guidance on the latter would be beneficial. The Framework must be deliverable.

Sustainability Scoping Report

40. We have the following specific observations on the Sustainability Scoping report:
- Figure 4.1 in the Environmental Assets section shows Green Belt which is a planning constrain rather than an asset. 4.4 indicates they are a means of protecting rural space- this assumes that they will be maintained.
 - There is no mention of Banbury as a main urban centre/notable location.
 - It would be helpful for the maps to be larger scale so they can be more easily interpreted.
 - Para 4.11 should also mention local sites- LWSs, LGSs, LNRs.

Cherwell District Council

Executive

4 October 2021

Graven Hill Development Company (Dev Co) – Request for s38 agreement (Highways Act 1980) works bonds relating to highway infrastructure delivered by Dev Co.

Report of Shareholder Representative

This report is public. Appendix 1 is exempt from publication by virtue of paragraph 3 of Schedule 12A of Local Government Act 1972

Purpose of report

To bring to the attention of the Executive the request from Graven Hill Village Development Company Ltd (Dev Co) for the Council to act as surety in three performance bonds for roadway infrastructure works to be undertaken by Dev Co under section 38 of the Highways Act 1980.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve in principle that the Council act as surety for Dev Co in respect of three performance bonds (up to the sum referred to in Appendix 1 to this report) relating to the construction of highway works by Dev Co pursuant to agreements between Dev Co and Oxfordshire County Council (as local highway authority) to be made under section 38 of the Highways Act 1980.
- 1.2 To delegate to the Shareholder Representative authority to agree the formal documentation in relation to the bonds, in consultation with the s.151 Officer and the Monitoring Officer.
- 1.3 To agree that Dev Co be requested to pay to the council 1% of the value of the agreed bonds for use of the facility.

2.0 Introduction

- 2.1 The report details the performance bonds that are required by Oxfordshire County Council in respect of the future adoption of the roadway infrastructure delivered by Dev Co. There are three bonds required as detailed in the report and attached Appendix 1. By approving the provision of these bonds, the council is ensuring that Dev Co can act swiftly to meet its aims and delivery objectives in relation to the highway works and in doing so safeguard the council's investment and return on investment.

3.0 Report Details

- 3.1 Performance bonds (including the three bonds that form the request contained in this report) are a prerequisite to Dev Co entering Section 38 Agreements (Highways Act 1980) with Oxfordshire County Council in respect of the future adoption by the County Council of roadway infrastructure delivered by Dev Co.
- 3.2 The infrastructure projects that the three bonds are required for are:
- delivery of the employment access land road
 - delivery of the western spine road
 - delivery of the road infrastructure for the first plots in the next phase (Homezone 3a and 3b)
- Details of the values and timings for these bonds are contained in Appendix 1.
- 3.3 Dev Co (a subsidiary of Graven Hill Village Holding Company Ltd, wholly owned by the district council) have accordingly approached the district council with a request that the district council acts as surety under the section 38 bonds.
- 3.4 Negotiations on the terms of the section 38 agreements and supporting bond are on-going between Dev Co and the county council, but performance bonds in the sum set out in Appendix 1 to this report are expected to be provided by Dev Co. The value of the bonds is reduced incrementally over time and the bonds would only be called upon in the event that Dev Co defaults on its obligations.
- 3.5 By agreeing in principle to act as surety up to the total value set out in Appendix 1 to this report a clear boundary is established within which the Shareholder Representative, supported by the Section 151 Officer and Monitoring Officer, can act. This will allow the Shareholder Representative to respond to Graven Hill in a timely manner minimising any delay or impact to its commercial negotiations.
- 3.6 CDC has previously entered bonds in respect of highways agreements for Dev Co. The details of the previous and future bonds including value and timing are contained in the table in Appendix 1.
- 3.7 It is proposed to charge Dev Co 1% of the bond value as consideration for the council acting as surety in this instance, which is consistent with previous arrangements made where the council has been requested to stand for Dev Co as guarantor. This payment is considered necessary and appropriate to represent market value and is seen to accord with how a normal investor would act in the pursuit of securing the value of its investment.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Through agreeing with the recommendations in this report the council is ensuring that Dev Co can act swiftly to meet its aims and delivery objectives in relation to the highway works and in doing so safeguard the council's investment and return on investment.

5.0 Consultation

The recommendations in this report have been subject to discussion between the Shareholder Representatives, CDC Finance Representatives and the Dev Co Managing Director and Finance Director.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Not to give a performance bond. This has been dismissed by officers on the grounds that performance bonds are prerequisites for entering section 38 adoption agreements with the county council, and that, by giving a performance bond to a company in which the council has a stake, the council is acting in no less a manner than a parent company would in relation to a subsidiary.

7.0 Implications

Financial and Resource Implications

7.1 Given the extent of the Council's investment in Graven Hill, it is in the Council's interests to ensure that this agreement progresses.

There is no budget for the value of the guarantees and bonds the council has provided to date and/or may be requested to provide in the future. This is because it is not expected to result in a cashflow for the council. The 1% fee payable by Graven Hill will offset the "Fair Value" accounting cost of the guarantee or bond, resulting in a neutral net financial position for the Council.

The council, through its Shareholder governance arrangements, will always seek to work with Graven Hill to avoid any situation in which Graven Hill would be unable to meet its commitments. Should the worst happen, and the council had to step in to pay the bond on behalf of Graven Hill, the appropriate authorisations to do so would be obtained and the Council would have to identify sufficient revenue resources to pay for this.

External Audit is placing significantly greater focus on the number of guarantees/bonds that the Council is agreeing to. This is a significant factor in the Council's "Going Concern" assessment and the Council must place close attention to the combined value of debt and guarantees in relation to its overall borrowing limits.

Comments checked by:

Michael Furness, Assistant Director Finance. Telephone:01295 221845, Email: Michael.furness@cherwell-dc.gov.uk

Legal Implications

- 7.2 The council's legal unit will assist in the completion of the proposed performance bonds to ensure the same are compliant with usual models and are consistent with bonds previously provided.

Comments checked by:

Richard Hawtin, Team leader – Non-contentious, Telephone: 01295 221695, Email: richard.hawtin@cherwell-dc.gov.uk

Risk Implications

- 7.3 The risk implication is derived from the increased financial exposure. Whilst the level of the risk can be clearly defined (up to the sum stated in Appendix 1 to this report) the likelihood of the risk occurring is dependant predominantly on Graven Hill. With the current oversight via the Shareholder Committee, the existing Graven Hill Business plan and ongoing communications between both parties this risk is already managed. Both Graven Hill's Audit record and strong credit rating are evidence of appropriate financial management which would also support an assessment that the likelihood of this risk happening is low. These risks are managed as part of the GH Dev Co risk register.

Comments checked by:

Louise Tustian, Head of Insight and Corporate Programmes, Telephone: 01295 221786, Email: 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

Not Applicable

Lead Councillor

Not Applicable

Document Information

Appendix number and title

- Appendix 1 – Table detailing bond amounts and timings

Background papers

None

Report Author and contact details

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