

Public Document Pack

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 6 June 2022 at 6.30 pm

Present:

Councillor Barry Wood (Chairman), Leader of the Council and Portfolio Holder for Policy and Strategy

Councillor Nicholas Mawer, Portfolio Holder for Housing
Councillor Adam Nell, Portfolio Holder for Finance
Councillor Lynn Pratt, Portfolio Holder for Property
Councillor Eddie Reeves, Portfolio Holder for Safer Communities
Councillor Dan Sames, Portfolio Holder for Cleaner and Greener Communities

Apologies for absence:

Councillor Ian Corkin, Deputy Leader of the Council and Portfolio Holder for
Councillor Phil Chapman, Portfolio Holder for Healthy Communities
Councillor Colin Clarke, Portfolio Holder for Planning
Councillor Richard Mould, Portfolio Holder for Corporate Services

Officers (in person):

Nathan Elvery, Corporate Director - Communities (Interim)
Michael Furness, Assistant Director of Finance & S151 Officer
Shahin Ismail, Assistant Director - Law, Governance & Democratic Services & Monitoring Officer (Interim)
Ed Potter, Assistant Director: Environmental Services
Celia Prado-Teeling, Assistant Director - Customer Focus (Interim)
Natasha Clark, Governance and Elections Manager

Officers (virtual):

Yvonne Rees, Chief Executive
Richard Webb, Assistant Director Regulator Services and Community Safety
Simon Hope, Interim Head of Communications and Marketing

1 Declarations of Interest

There were no declarations of interest.

2 Petitions and Requests to Address the Meeting

There were no petitions or requests to address the meeting.

3 Minutes

The minutes of the meeting held on 7 March 2022 were agreed as a correct record and signed by the Chairman.

4 Chairman's Announcements

There were no Chairman's announcements.

5 Urgent Business

There were no items of urgent business.

6 Executive Performance, Risk and Finance Report 2021-2022

The Assistant Director of Finance and Interim Assistant Director of Customer Focus submitted a report which summarised the Council's Performance, Risk and Finance monitoring positions at the end of the Financial Year 2021-2022.

In introducing the report, the Portfolio Holder for Finance commended and congratulated officers on the outturn report.

On behalf of Executive, the Chairman commended officers for the performance over the 2021-2022 financial year. The Annual Report was extremely positive and should be distributed widely as it would be of interest Members, residents and stakeholders

In response to questions regarding the Community Project to be funded from S106 within the capital programme, the Assistant Director of Finance undertook to provide additional information on the Project.

Resolved

- (1) That the Annual Report 2021-2022 (annex to the Minutes as set out in the Minute Book) be noted.
- (2) That the Risk and Opportunities Management Strategy 2022/23 (annex to the Minutes as set out in the Minute Book) be noted.
- (3) That the carry forward of funding into reserves as set out in the annex to the Minutes (as set out in the Minute Book) be approved and the allocations being released for use in 2022/23 be agreed
- (4) That Capital carry forwards as set out in the annex to the Minutes (as set out in the Minute Book) be approved:

- (5) That authority be delegated to the Assistant Director of Finance, in consultation with the Leader of the Council, to approve the Community Project, spend to be funded from S106 as set out in the annex to the Minutes (as set out in the Minute Book) once additional information on the Project has been provided. .
- (6) That the Use of / (Contributions to) Reserves be approved.
- (7) That the outturn underspend for 2021/2022 be noted.

Reasons

This report provides an update on progress made during January 2022, to deliver the Council's priorities through reporting on Performance, Leadership Risk Register and providing an update on the Financial Position. The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis. Executive is recommended to agree a change in the use of reserves in accordance with the Council's Reserves Policy and to agree the revised Con29 Fee for 2022/23 as set by Oxfordshire County Council.

Alternative options

Option 1: This report illustrates the Council's performance against the 2021-22 Business Plan. Regarding the monitoring aspects of the report, no further options have been considered. However, members may wish to request that officers provide additional information. Regarding the recommendation to approve changes in use of reserves, members could choose not to reject the change of use, however, the request is in accordance with the councils Reserves Policy and within existing budgets. If members chose not to agree to the changes in transfers to reserves, then this would mean resource would need to be found for these projects separately in future years.

7

Oxfordshire Food Strategy

The Assistant Director Wellbeing and Housing Services submitted a report which informed Members of the new Oxfordshire Food strategy and outline how Cherwell District Council will join with partners in its adoption and delivery.

Resolved

- (1) That the Oxfordshire Food Strategy (annex to the Minutes as set out in the Minute Book) be committed to and endorsed.

Reasons

An Oxfordshire wide food strategy has been developed by Good Food Oxfordshire in partnership with Oxfordshire County Council, City and District councils and representatives from Oxfordshire community sector groups. The

strategy supports a broad range of Council priorities and strategies including wellbeing and access to healthy food, Recovery and Renewal, access to green space, addressing food poverty and tackling inequalities.

It is proposed that £65k of funding would be allocated from Oxfordshire County Council to be put towards delivery of actions that will directly impact accessibility to food that can be used internally or put towards community groups within the Cherwell district to endorse and commit to the Oxfordshire Food Strategy and continue only to be a member of the Cherwell Food Network. This however would go against the Cherwell Food Networks ambition to expand its work and impact in the district, becoming more joined up in the bigger picture of food and allowing it to grow alongside a Food Strategy for Oxfordshire. improving food options for many residents and joining up actions with other partners to strengthen the system through reducing food waster, growing projects, and community action.

Alternative options

Option 1: Not to endorse and commit to the Oxfordshire Food Strategy and continue only to be a member of the Cherwell Food Network. This however would go against the Cherwell Food Networks ambition to expand its work and impact in the district, becoming more joined up in the bigger picture of food and allowing it to grow alongside a Food Strategy for Oxfordshire. improving food options for many residents and joining up actions with other partners to strengthen the system through reducing food waster, growing projects, and community action.

8 Proposal to Introduce a Public Spaces Protection Order for Bicester Town Centre

The Assistant Director – Regulatory Services and Community Safety submitted a report regarding a proposal to introduce a Public Spaces Protection Order (PSPO) for Bicester Town Centre.

A consultation was recently undertaken on a proposal to introduce a Public Spaces Protection Order (PSPO) for Bicester town centre. The report provided the background to the proposal, a summary of the consultation undertaken and the feedback from key stakeholders and details of the potential scope of the Order. Executive was requested to decide whether to introduce a PSPO in Bicester Town Centre.

The proposed PSPO will contribute towards the delivery of the council objective to “work with partners to reduce crime and antisocial behaviour” within the Healthy, Resilient and Engaged Communities priority. A reduction in anti-social behaviour in the town centre will also contribute towards the Enterprising Economy with Strong and Vibrant Local Centres priority. Tackling anti-social behaviour was also identified as one of the priorities for the council in the last residents survey.

Resolved

- (1) That, having given due consideration to the outcomes of the public consultation and partner organisations' views, a Public Spaces Protection Order for Bicester town centre be introduced.

Reasons

The results of the consultation show overwhelming support for the introduction of a PSPO in Bicester Town Centre from the public and stakeholder organisations. The responses support including all three prohibitions that were included in the consultation. Crime and incident data from the Police evidence supports the conclusion that prevalent and persistent problem of anti-social behaviour in and around Bicester town centre and that the legal requirements for the introduction of a PSPO are met. Therefore, the Executive is recommended to approve the introduction of the PSPO (subject to any minor amendments advised by the council's solicitors to ensure the order will be effective).

Alternative options

Option 1: Not introduce a PSPO.

This option is not recommended. Crime and incident data from the Police evidence supports the conclusion that prevalent and persistent problem relating to anti-social behaviour in and around Bicester town centre. The consultation outcomes show strong support for the introduction of a PSPO to tackle this problem and stakeholders, including Thames Valley Police, also support the proposal.

Option 2: Introduce a PSPO of more limited scope.

This option is not recommended. The consultation outcomes show support for all aspects of the proposal PSPO and there is data and evidence which justifies the inclusion of all the proposed prohibitions if a PSPO is to be introduced.

9

Fixed Penalty Notice Level for Cycling on the Pavement

The Assistant Director – Regulatory Services and Community Safety submitted a report which sought agreement of the fixed penalty notice fine level for cycling on footpaths.

Action to prevent cycling on pavements will contribute towards the delivery of the council's objective to "work with partners to reduce crime and antisocial behaviour" within the Healthy, Resilient and Engaged Communities priority. It will also contribute towards the Enterprising Economy with Strong and Vibrant Local Centres priority. Tackling anti-social behaviour was also identified as one of the priorities for the council in the last residents survey.

Resolved

- (1) That the fixed penalty notice amount to be applied to the offence of cycling on a footpath be set at £50 to align with Thames Valley Police.

Reasons

The offence for riding on a footpath is included in section 72 of the Highway Act 1835 along with other similar offences. The Police have accredited the council's Community Safety Team officers with the power to issue fixed penalty notices to persons identified as committing this offence normally only available to Police Constables under section 54 of the Road Traffic Offenders Act 1988.

The penalty for an offence under section 72 of the Highway Act 1835 is stated as "any sum not exceeding level 2 on the standard scale". Therefore, the council can determine the level of fine to apply. Level 2 on the standard scale is £500. Thames Valley Police have set the level of fine they apply for this offence at £50.

It is recommended that the council applies the same level of fine for this offence as Thames Valley Police to minimise the chance of challenge on the basis that similar offences in the same location attract different penalties depending on which organisation is issuing the notice.

Alternative options

Option 1: Set an alternative level of penalty to apply for this offence. Since this is a new power available to the accredited officers there is no data or information available to the council at this time to support setting the fine level at a different level to that determined appropriate by Thames Valley Police.

Option 2: To not set a fine level for this offence. This would result in the council being unable to issue fixed penalty notices for cycling on the footpath despite council officers being accredited to do so by Thames Valley Police.

10 **Traffic Orders Bus Station & Cherwell Drive**

The Assistant Director Environmental Services submitted a report to seek to introduce new Traffic Orders covering the Bus Station & a new car park at Cherwell Drive.

Resolved

- (1) That the consultation on changing the traffic orders be noted.
- (2) That, while noting the objection from Stagecoach and response from the Council. changing the Traffic Orders at the Bus Station & the new Cherwell Drive car park be approved.

Reasons

The Traffic orders need the approval of the Executive if they are to proceed. If the orders are not changed then the project cannot proceed.

Alternative options

Option 1: To reject the recommendations and ask officers to reconsider the overall project

11 **Appointment of Outside Body Representatives, Member Champion and Shareholder Committee**

The Assistant Director – Law, Governance and Democratic Services (Interim) submitted a report for Executive to appoint representatives to Partnerships, Outside Bodies and Member Champions where these are executive functions, for the municipal year 2022/2023.

Resolved

- (1) That appointments to partnerships, outside bodies, the Shareholder Committee, Member Champions and advisory groups for 2022/2023 be made and ceased as set out in the annex to the Minutes (as set out in the Minute Book).
- (2) That authority be delegated to the Assistant Director – Law, Governance and Democratic Services (Interim), in consultation with the Leader of the Council, to appoint Members to any outstanding vacancies and make changes to appointments as may be required for the 2022/2023 Municipal Year.

Reasons

It is proposed that representatives are appointed to Partnerships, Outside Bodies and as Member Champions to ensure that the Council is represented and maintains links with partnerships and outside bodies.

Delegation to the Assistant Director – Law, Governance and Democratic Services (Interim), in consultation with the Leader provides flexibility for the remainder of the Municipal Year to appoint to any outstanding vacancies, or if amendments are required to any appointments, and ensures they are made in a timely manner.

Alternative options

Option 1: Not to appoint representatives to outside bodies, partnerships and as Member Champions. This is not recommended as the internal working groups would be ineffective and the Council would not be represented on these outside bodies and could miss valuable information and opportunities.

12 **Notification of Urgent Action: Additional Restrictions Grants Policy - Grant payment levels**

The Assistant Director of Finance submitted a report to inform the Executive of the urgent decision that was taken by the Chief Executive to finalise an additional grants policy in response to the Omicron variant in line with Government guidance.

Resolved

- (1) That the urgent decision taken by the Chief Executive in relation to grant payment levels for the Additional Restrictions Grants Policy be noted.

Reasons

In line with the Constitution, this report is informing Executive of a decision which was taken by the Chief Executive under urgency powers.

Alternative options

Option 1: Not to note the report. this is not recommended as the urgent action has been taken and it is a constitutional requirement for it to be reported to Executive.

13 **Notification of Decision taken by Chief Executive under Urgency Powers**

The Assistant Director – Growth and Economy submitted a report to inform the Executive of the decision taken under urgency powers by the Chief Executive for the approval of delegated authority to the Assistant Director – Growth and Economy, in consultation with the Council’s s151 officer, to enter into new sales of leases; staircase of shared ownership leases; or resale of leases for residential properties in the Council’s housing assets portfolio.

Resolved

- (1) That the urgent decision taken by the Chief Executive for the approval of delegated authority to the Assistant Director – Growth and Economy, in consultation with the Council’s s151 officer, to enter into new sales of leases; staircase of shared ownership leases; or resale of leases for residential properties in the Council’s housing assets portfolio be noted.

Reasons

In line with the Constitution, this report is informing Executive of a decision which was taken by the Chief Executive under urgency powers.

Alternative options

Option 1: Not to note the report. This is not recommended as the urgent action has been taken and it is a constitutional requirement for it to be reported to Executive.

14 **Exclusion of the Press and Public**

There being no questions on the exempt appendix, it was not necessary to exclude the press and public.

15 **Notification of Decision taken by Chief Executive under Urgency Powers - Exempt Appendix**

Resolved

(1) That the exempt appendix be noted.

The meeting ended at 7.10 pm

Chairman:

Date:

Annual Report 2021-2022



Foreword by Cllr Wood and Yvonne Rees

Welcome to Cherwell District Council's annual report, providing an overview of our performance and our key achievements, from April 2021 to March 2022.

Our commitment to you, our residents, has always been to ensure the continued and efficient delivery of public services. There have been challenges, not least COVID-19, which has continued to put pressure on councils everywhere. But we are proud that our teams continue to adapt our services to rise to that challenge and ensure you can continue to have confidence in the services you receive.

In February, we agreed a budget which responds to long term funding uncertainties. It makes savings to ensure we responsibly balance our books, but also puts the services you value the most on a firm footing.

Our vision for the district remains as clear as ever. We are an ambitious authority, committed to making Cherwell a district where it is easy to live a healthy, fulfilled life, with high quality employment and housing is available for all.

In the past 12 months we have made some substantial achievements. Rolling out a new weekly food waste service was the biggest change to bin rounds in 10 years. We are now emptying new silver caddies from 69,000 residences and every month these collections are generating enough green electricity to power 51 homes for a whole year.

Behind the scenes, work is ongoing to decouple our strategic relationship with Oxfordshire County Council. We are already embracing new partnerships, with an agreement now in place

for our expert mechanics to service West Northamptonshire Council's bin lorries.

Over the summer we ran our most popular holiday activity hubs yet, with over 6,500 places filled, and a renewed focus on providing food and engaging activities for the children who needed it. Our family activity programme, FAST, is also going from strength to strength. It has been held up as an example by Sport England, and its approach will soon be adopted across Oxfordshire, in partnership with the county, and the other district and city councils.

We also continue to be a council that believes in and invests in our communities. Over summer the new hotel and supermarket opened as part of the Castle Quay Waterfront development in Banbury. And this summer we will welcome the Light to the development, a game-changing cinema and entertainment venue.

The council has been proactive in securing more of the kinds of homes people need. A £2.6 million investment of government Oxfordshire Housing and Growth Deal funding is being put to work to create high quality affordable homes, to include zero-carbon social housing and extra care housing to allow people to live independently as they age.

We are proud to serve you, our residents. We encourage you to read on to find out more about the good things that have been accomplished in your area over the past 12 months.



A handwritten signature in black ink, appearing to read 'Barry Wood'.

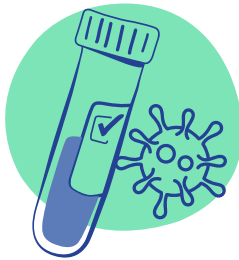
Councillor Barry Wood
Leader,
Cherwell District Council



A handwritten signature in black ink, appearing to read 'Yvonne Rees'.

Yvonne Rees
Chief Executive,
Cherwell District Council

Responding to the Pandemic



During 2021-22, COVID-19 continued to have a profound impact on residents and businesses across Cherwell. Our teams worked hard to adapt quickly to the regular changes to the rules and guidance set by government and Public Health England, supporting those living and working in the district. This included:

Supporting NHS colleagues with the delivery of the county's vaccination programme, and working with the NHS and GPs to run an outreach service to reach out to people who had not yet responded to their invitation for a COVID-19 vaccine and offering them support to get an appointment.

Working with local authority partners to run a local contact tracing service, which successfully traced 15,379 people across the county during 2021-22. The team contacted local COVID-19 cases which NHS Test and Trace had been unable to reach within 24 hours.

Participating in a county-wide COVID secure team – a joint initiative by Oxfordshire's councils to provide advice to local businesses and help ensure they were complying with national regulations. The team won a Regulatory Excellence Award from the Office for Product Safety and Standards (OPSS) in 2021 for demonstrating excellent regulatory practice in response to the pandemic.

Supporting our partners in the NHS and Banbury Town council to operate a symptom-free testing site, which supported our local residents in order to help stop the spread of the virus.

Supporting Ukraine



Our Councillors unanimously passed a motion on Monday 28 February, denouncing Russia's invasion of Ukraine and pledging to respond to requests to assist and welcome Ukrainian refugees. We continue to support Ukrainian nationals and their sponsors as part of a multi-agency, county-wide response team.

For more information visit www.oxfordshire.gov.uk/ukraine

Our priorities

The 2021/22 business plan set out four strategic priorities supported by a number of programmes, projects and actions set out within the council's performance management framework.

Housing that meets your needs



We are committed to delivering affordable housing, raising the standard of rented housing and finding new and innovative ways to prevent homelessness. Also, to promote innovative housing schemes, we will deliver the Local Plan and support the most vulnerable people in the district.



Leading on environmental sustainability



We are committed to deliver on sustainability and in the commitment to be carbon neutral by 2030, promoting the green economy and increasing 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 our district and the reduction of environmental crime.



Healthy, resilient and engaged communities

We are 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.



An enterprising economy with strong and vibrant local centres



We are committed to supporting 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 allowing communities to thrive and businesses to grow, promoting the district as a visitor destination, and working with businesses to ensure compliance and promote best practice.



Equalities

Our equalities framework “Including Everyone” reinforces our commitment to honouring and protecting the diverse strengths of individuals and building inclusive communities.

Under this framework we have seen a number of achievements:

We were shortlisted as finalists for the 2021 LGC (Local Government Chronicle) Awards for the joint Equalities, Diversity and Inclusion Framework, recognising our council’s commitment to culture change and employee engagement.

We were one of 150 organisations to achieve a Stonewall Bronze Award for our work promoting LGBTIQ+ inclusion in our workplace.

Multiple mentoring, engagement and training sessions were delivered throughout the year to support senior leaders, staff and councillors in their understanding of the themes covered by the framework.

We joined the Sunflower Scheme, demonstrating our commitment to the promotion of the awareness and acceptance of visible and invisible disabilities.



Including Everyone

Equalities, diversity and inclusion framework



Our priorities: Housing that meets your needs



£3.4m

Helping our vulnerable communities with essentials

As part of a **£3.4m package of support** allocated from the Household Support Fund, Community Advice Hubs distributed vouchers to anyone struggling to afford the essentials.



Helping home improvements

139 homes were improved through enforcement action



Supporting housing needs

The housing team assessed an estimated **2,648 new housing register applications**, allocating **452 homes**

Supporting Refugees



We are working with our partners across Oxfordshire to support those coming to Cherwell via the different government schemes

Helping our landlords

14 landlords received financial support through the Cherwell Bond Scheme and Landlord Home Improvement Grant, improving the quality and availability of affordable housing across the district.



Delivering Affordable homes

1,107 homes were delivered during the year, of these **452** were affordable homes (64%)



Of the affordable homes delivered, **173** received some of their funding from the Growth Deal.



Awards

Our Build! team were finalists in the Inside Housing awards – with The Admiral Holland development recognised in the **best affordable housing** development category.



Build!® | A Cherwell District Council Initiative



Enabling our residents to be independent

701 households had adaptations made to their accommodation that enabled vulnerable people to remain living independently.



Finding a home

Our housing team helped **69 people** who were rough sleeping into suitable accommodation.



Helping our tenants



£102,000 was secured from the government to help private sector tenants clear rent arrears or secure alternative accommodation.



Our priorities: Leading on environmental sustainability



Food collection services



Our new, food collection service signed up **31,100** residents and delivered **69,000** caddies in March 2022, the first month of operation



Success recycling

55.3 per cent of the waste collected in the district was recycled or composted.

Penalties



1,093 fly tips were reported, and **321 abandoned vehicles** were dealt with – leading to 3 prosecutions and 20 fixed penalty notices.



Recycling in weight

10,123 tonnes of dry recycling and **20,576 tonnes** of food and garden waste were collected.



Food waste collection record

A new food waste collection record for the district was reached, collecting **29 tonnes** in one day and **525 tonnes** of waste during March



Reducing Environmental impact

A **£6 million grant** from the Department of Business, Energy and Industrial Strategy (BEIS) was used to reduce the environmental impact of heating our leisure centres and other corporate buildings by installing air source heat pumps and solar panels.



Helping our communities with Fuel poverty



Through the Green Homes Grant, we helped **30 households** in fuel poverty to improve the energy efficiency of their homes.



Protecting our wild habitats



Cherwell's **Community Nature Plan** continued its funding of projects that, with the support of community partners, protect and enhance wild habitats.



Electric charging

We launched Oxfordshire's **first Park and Charge** hub in Bicester, providing electric vehicle charging for drivers who cannot access off-road parking.



Our priorities: An enterprising economy with strong and vibrant local centres



Supporting the Visitor Economy

To promote the district and relevant businesses, we worked in partnership with Experience Oxfordshire on their new digital Oxfordshire Hospitality and Visitor Guides



Supporting our Young entrepreneurs

Young entrepreneurs aged 15-18 across the district were inspired at the Young Enterprise Christmas Trade Fair. The national initiative helps them set up and run their own companies over the course of a school year.



Supporting our local businesses

Government COVID-19 funding enabled us to commission market summaries for Banbury, Bicester and Kidlington. They offer both existing and incoming businesses a valuable insight into the district's commercial and business potential.



Business grants

We continued to distribute government COVID-19 grant schemes to Cherwell businesses and other organisations. The council has awarded a total of **10,700 grant payments** to businesses, totalling **£55.5m** since the start of the pandemic.



Free business support

We provided a programme of business resilience support to Cherwell businesses, offering free expert advice and confidential support to help companies recover, adapt and develop their businesses, as well as creating effective business resilience plans to cope with any future shocks or changes.

Working in Partnership

A three-year contract has been secured to service and maintain West Northamptonshire's 33 bin lorries and other waste vehicles.



Business after COVID-19

The government's Welcome Back Fund scheme funded new planting, benches, picnic tables, cycle racks and planters. Kidlington's Lyne Road Green hosted a popular tree-planting event and Bicester enjoyed a 'Welcome Back Pop-Up Art Gallery', with independent artists selling their wares.



Superfast broadband

98 per cent of the district now has superfast broadband, with **90,000 connections** being added through the year.



Supporting our towns

Castle Quay Waterfront in Banbury saw the opening of the new Lidl supermarket and 117 bedroom Premier Inn, as well as a new pedestrian footbridge over the Oxford Canal.



Our priorities: Healthy, resilient and engaged communities



Supporting our children to be active

41 schools benefited from Youth Activators to help give children more support to take part in physical activity.



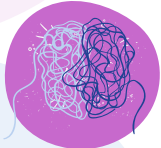
7,912 individuals and **3,012 families** took part in the FAST programme, with activities based at schools, parks and other community settings.

Supporting our diverse communities



Through Active Reach, **324 people**, primarily from the south Asian community, took part in a range of sports tailored to respect cultural requirements.

Supporting the wellbeing of our vulnerable adults



282 adults with long term physical or mental health conditions were given easier access to physical activity as part of the **Move Together** initiative.



Bicycle repair

The Dr Bike project fixed **282 bikes**, across 23 sessions, helping hundreds of children and adults to get back in the saddle.

Cycle training for our children



The partnership between Cherwell and British Cycling delivered training for 'breeze ride' leaders in Bicester and training for 150 children in primary schools.

Raising funds for local causes



The Cherwell Lottery supported **93 local causes** raising £81,198 and providing annualised funds of £30,000.



Active schools



39 out of the 47 schools in the district took part in Street Tag, a family-friendly game app that rewards primary school pupils, communities and schools for physical activity.



Activity packs



Cherwell's communities team, in partnership with Age Friendly Banbury, gave away **over 100 activity and information packs**, including seeds for residents to grow.

Leisure centres



Cherwell's leisure centres reported a total of **1,301,656 visits**.

Interactive data

The Story Map tool is the first of its kind and now helps us target support to those who need it most in our communities.

It was developed in partnership with Active Oxfordshire, Sport England and Public Health England.



How we spend your money



Below you can see in detail how these funds have been used.

Where did our funding come from?

£0.120m came from government grant

£7.704m from council tax

£10.171m from business rates

£4.423m from new homes bonus

This adds up to:

£22.418m - our funding for 2021-2022

The Council monitors both its ongoing budget position and the performance of the organisation on a monthly basis to enable the Executive to make timely decisions on any changes that are required. With this robust process the Council has demonstrated it is fiscally responsible and with this strong end of year financial position has set the organisation in a good place for the year to come

Where did we spend our funding?

Here is where we spent our 2021-2022 funding and what services each directorate covers.

£10.667m - Environment and Place Environmental Services, Growth and Economy and Planning and Development

£6.797m - Customers, Organisational Development and Resources

Customers, Cultural Services, IT, Communications, Strategy, Insight finance and Human Resources

£1.312m - Housing Services

Housing

£3.273m - Public Health and Wellbeing Healthy Place Shaping and Wellbeing

£0.320m - Commercial Development, Assets and Investment

Legal, Procurement and Contracts, Property and Investments, Growth and Commercial Programmes and Regulatory Services

-£0.381m - Executive Matters

Includes corporate costs and income including pension and interest payments.

The above results in an underspend of £0.430m



Performance Summary

Listening and Learning

Throughout the year, we provided and continue to provide opportunities to our residents to have their say. Whether it is through customer satisfaction surveys, consultations on budgets, new projects and services, talking to local business organisations or feedback through our website, we are keen to listen to what you like and what needs to be improved.

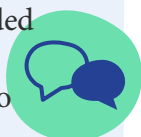
To participate in live consultations and sign up to notifications of future consultations, access letstalk.cherwell.gov.uk or email consultation@cherwell-dc.gov.uk

Get in touch

If you have any feedback, please contact us by emailing us at customer.service@cherwell-dc.gov.uk or call customer services: 01295 227001

Or, write to us:
Cherwell District Council
Customer Services
Bodicote House
Banbury
Oxfordshire
OX15 4AA

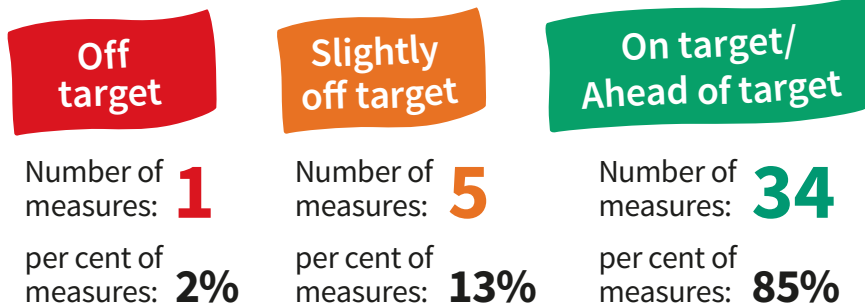
Find and email your ward councillor via: cherwell.gov.uk/findmycouncillor



Below summarises the progress we have made delivering against the activities, tasks and projects outlined in our business plan under each of the four strategic priorities.

We use a **red – amber – green system**, where green refers to a target wholly met, amber to a target narrowly missed and red to a target missed by 10 per cent or more.

For more information click [here](#).



In summary...

Performance against our targets remains strong. Out of 40 measures, one didn't meet the target at the end of 2021/22. We have started to see recovery in certain areas affected by COVID-19 such as housing interventions and visits to the leisure centres. There were five measures slightly off target and the remaining 34 measures reached or surpassed the targets for 2021/22. It has been a tough year for everyone, but we have continued to make improvements to our services.

Customer Service figures

From April 2021 to March 2022, our friendly team responded in the midst of COVID-19, through our enhanced phone offer, a safe space online and COVID safe meeting arrangements when necessary:

104,374 phone calls
59,492 emails processed
1,253 customer appointments
453 face-to-face meetings
81.18 per cent customer satisfaction **88.12** per cent felt that they were treated fairly by the contact centre advisor
90.17 per cent of queries were resolved first time

Risk and Opportunities Management Strategy

2022/23

Owner: Section 151 Officer
Author: Interim Assistant Director – Customer Focus
Date of next review: September 2022

Version History:

Version	Date	Section	Reviewer	Description of Amendment
0.1	28/02/2018	ALL	Louise Tustian (Insight Team Leader)	<ul style="list-style-type: none"> Minor amendments throughout Adaptation of strategy to reflect new senior management structure and implementation of new Leadership Risk Register
0.2	01/03/2018	ALL	Rakesh Kumar (Insight Team Manager)	<ul style="list-style-type: none"> Minor amendments Inclusion of version history Update to 1.5 Risk Appetite following feedback from the Director – Customer Services and Service Developments
0.3	01/03/2018	ALL	Claire Taylor (Director of Customer & Service Development)	<ul style="list-style-type: none"> Minor amendments throughout
0.4	04/04/18	All	Louise Tustian (Insight Team Leader)	<ul style="list-style-type: none"> Minor amendments
0.5	01/07/2019	All	Louise Tustian (Insight Team Leader)	<ul style="list-style-type: none"> Minor amendments reflecting separation of CDC and SNC.
0.6	31/01/2021	All	Louise Tustian (Head of Insight & Corporate Programmes)	<ul style="list-style-type: none"> Annual review of strategy pre CEDR review.
0.7	01/05/2022	All	Celia Prado-Teeling (Interim Assistant Director – Customer Focus)	<ul style="list-style-type: none"> Annual review of strategy pre CLT review.

CONTENTS		
Section 1	Introduction	Page 4
1.1	An overview of Risk Management	4
1.2	The Risk Management Framework	4
1.3	Strategy Objectives	5
1.4	Risk Appetite	5
1.5	Embedding Risk Management	6
Section 2	Risk Management Processes	7
2.1	The Risk Management Process	7
2.2	Identifying Risk & Opportunity	7-10
2.3	Assessing Risk	10
2.4	Managing and Controlling Risk	11-12
2.5	Reviewing and Reporting on Risk	12
2.6	Linking risk to business plans and performance	13
2.7	Linking risk to programmes and projects	13-14
Section 3	Roles and Responsibilities	15
3.1	Accountability	15
3.2	Council Committees	15-16
3.3	Section 151 Officer	16
3.4	Corporate Leadership Team	16
3.5	Performance & Insight Team	16
3.6	Team Managers, Officers and Staff	17
Section 4	Monitoring and Review	17
4.1	Annual Review of the Risk Strategy	17
4.2	Monitoring of the Strategy and Register	17
4.3	Internal Audit	18
4.4	External Audit and Review	18
Section 5	Corporate Governance	19
5.1	Annual Governance Statement	19
5.2	Statements of Assurance	19-20
Section 6	Contacts and Further Guidance	20
6.1	Contacts	20
6.2	Supporting Documents / Guidance	20

Section 1: Introduction

1.1 An overview of Risk Management

This strategy outlines the overall approach to risk and opportunities management for Cherwell District council.

The fundamental aim of the risk management strategy is to help the council identify and manage risk especially with regards to those risks (both financial and non-financial) that may have an impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its strategic priorities.

Risk management is recognised as being concerned with both the positive and negative aspects of risk; that is to say opportunities as well as threats. This strategy therefore applies to risk from both perspectives.

Risk, can therefore be defined as:

“an uncertain event or set of events that, should it occur will have an effect (positive or negative) on the achievement of the councils’ objectives, performing its duties or meeting the expectations of its stakeholders”

The Council is aware that risks will always arise, and most risks cannot be fully eliminated, only managed to an acceptable level. Within this context the council is committed to managing risk to reduce the impact on the organisations priorities and on service provision.

Risk management will be embedded within the daily operations of the council, from strategy and policy formulation through to business planning and general management processes. It will also be applied where the council works in partnership with other organisations, to ensure that partnership risks are identified and managed appropriately.

Through understanding risks, decision-makers (councillors and managers) will be better able to evaluate the impact of a particular decision or action on the achievement of the councils’ strategic priorities.

1.2 The Risk Management Framework

Cherwell District Council is committed to ensuring risk management is embedded across the whole organisation. For risk management to be successful, it is imperative that there is a single, yet flexible, approach for the management of business risk, adopted through all levels of the organisation.

The Council’s risk management framework follows good practice guidance to help the Council to be an effective and efficient organisation. Councillors and officers are supported in this activity by the Corporate Team, which maintains and promotes the risk management framework, which includes:

- Risk and Opportunities Management Strategy
- Risk Management Tools and Guidance
- Risk Management Training

Effective risk management is an important part of corporate governance, performance management and financial planning. It adds value by:

- Raising awareness of significant risks with priority ranking, to assist controlling them in an efficient manner.
- Allocating responsibility and accountability for risks and associated controls and any actions required to improve controls
- Aiding the process of strategic and business planning
- Identifying new opportunities and supporting innovation
- Providing a framework for the effective management of strategic risks
- Aiding effective partnership working, particularly in terms of identifying shared risks

Primarily, councillors and senior leaders of the organisation will be focused on the strategic and business critical risks that could impact on the achievement of objectives or successful delivery of outcomes. Collectively these are known as “Strategic risks” and are managed via the Leadership Risk Register.

More detailed operational risks will be the primary concern of services and functions, where managers will control and monitor their risks and escalate these to a strategic level if the risk is no longer appropriately contained and managed at an operational level.

Identified risks and controls are managed through risk registers and should be regularly discussed, reviewed and updated. Frequent risk reporting takes place across all levels of the organisation.

The Performance & Insight Team has a key role to play in supporting the operating principles of the Council and helping to achieve the strategic aims and priorities by providing oversight, challenge and assurance that risk is being effectively managed across the organisation.

1.3 Strategy Objectives

The objectives of the Risk and Opportunities Management Strategy are to:

- maintain a register that identifies, assesses and ranks all Leadership risks and opportunities facing the council, which will assist the council in achieving their strategic priorities through pro-active risk management
- rate all significant risks in terms of likelihood of occurrence and potential impact upon the council and ensure effective controls are in place to mitigate significant risks
- allocate clear ownership, roles, responsibilities and accountability for risk management
- facilitate compliance with best practice in corporate governance, which will support the Annual Governance Statements (issued with the annual statement of accounts)
- raise awareness of the principles and benefits involved in the risk management process, and to obtain staff and Member commitment to the principles of risk management and control
- ensure that good quality risk information is provided to the Corporate Leadership Team (CLT) and Members, providing a framework for assurance that the controls identified to mitigate a risk are operating effectively

- ensure there is a link to the business plan

1.4 Risk Appetite

Risk management should not focus upon risk avoidance, but on the identification and management of an acceptable level of risk. The council aims to proactively identify, understand and manage the risks inherent in services and associated with business/service plans, policies and strategies, so as to support responsible, informed risk taking and as a consequence, aim to achieve measurable value. The council provides a supportive culture but will not support reckless risk taking.

As such, Cherwell District Council will use risk management to add value. The Council will aim to achieve a balance between under-managing risks (i.e. being unaware of risks and therefore having little or no control over them) and over-managing them (i.e. a resource heavy and bureaucratic level of management and control which could stifle innovation and creativity).

Appropriately managed and controlled risk-taking and innovation will be encouraged where it supports the delivery of the councils' strategic priorities.

Particular focus will be on the council's ambitions for increasing income generation and self-sufficiency through sound investments, effective asset management, commercialisation opportunities and programmes of regeneration.

Any risks associated with these plans will be managed through the appropriate mechanisms, ensuring due diligence has taken place; these include sound business cases, effective project management and working with external partners for specialist advice. Channels will be in place to report risks into the relevant management and democratic committees to ensure full transparency and allow any actions to be taken as necessary.

1.5 Embedding Risk Management

Risk Management is a standing item on the CLT agenda (monthly basis) and ensures that identification and consideration of risk corporately and across services is emphasised and highlighted regularly. Risks can be escalated at any point to CLT (who meet regularly) to discuss and make a decision as to whether the risk is a Leadership risk or should be managed at an operational level.

Risk is reported to CDC Executive as part of an integrated finance, performance, and risk framework.

The Audit and Risk Committee receive regular risk management updates and review the Leadership risk register quarterly. This scrutiny of risk ensures there is senior officer level and political commitment to effective risk management.

The inclusion of risk registers within service plans and risk logs in key programmes and projects seeks to reinforce the importance of assessing and being aware of the risks associated with each service and major projects. Key operational risk management activities should be included within service plans and progress monitored at Directorate level meetings. As such the integration of risk into business planning, strategic priorities and performance management is an essential part of the drive to embed risk management.

Activities such as training, communication and clear risk management support arrangements help to embed risk. The following summarises key activities to be undertaken to ensure risk management is embedded across the councils:

1. A monthly review of the Leadership risk register updates at CLT who take responsibility for ensuring that management actions highlighted in the risk registers are implemented
2. The Leadership risk review is presented to the relevant council committee (Executive and Accounts Audit and Risk Committee) to ensure Councillors have good access to risk information
3. Risk management and risk escalation awareness training sessions will be facilitated for Councillors and employees and guidance is available on the intranet.
4. An internal audit of risk management will take place annually.
5. A process of annual review is undertaken by CLT to ensure the Leadership risk register remains up to date and that obsolete risks are removed.
6. The Performance & Insight team facilitates regular discussions around Risk and Performance at service team meetings, reiterating the escalation process into CLT.
7. The council will seek to learn from other organisations where appropriate, and to keep up to date with best practice in risk management.

Section 2: Risk Management Processes

2.1 The Risk Management Process

Risk Management follows a four stage process. Identifying risks, assessing risks, managing and controlling risks and reviewing and reporting risks.



Each of these four stages is set out in more detail and in the accompanying risk management handbook.

The most significant feature of this process is that risk management is seen as a comprehensive management process that helps the council meet their objectives and avoid issues, losses and situations that could result in failing to meet strategic priorities, failure of corporate systems or failure of significant partnerships, services, programmes and projects.

To ensure this process is effectively undertaken the council maintains and reviews a register of their Leadership risks and opportunities and where possible links them to strategic business priorities.

Ownership is assigned for each risk and also has a Manager of the risk. CLT identifies risks, reviews the register and the council has committees that also undertake a monitoring and oversight role on a regular basis.

2.2 Identifying Risk and Opportunity

The process of identifying risk is both formal (as part of business and project planning) and also informal, as part of everyday activity (Operational). This section sets out the organisational process for identifying risk, however it must also be recognised that Members and staff should be risk aware and as such may identify, assess and add a risk to the register at any time.

For each Leadership risk identified the following should be considered:

- An assessment of each risk for its likelihood and impact
- The identification of mitigating (key) controls currently in place
- The assurances on the key controls that have already been established
- Gaps in keys controls
- Gaps in assurance
- Appropriate management actions and allocation of responsibility for the implementation of further mitigating management action and (where possible) an implementation date

For each opportunity identified the following should be considered established:

- Details of the opportunity identified
- Allocation of responsibility for the opportunity
- Any additional risks that this opportunity raises (including financial)
- Actions necessary to make use of the opportunity and mitigate risks, if appropriate.

Identifying different types of risk:

Leadership Risks: 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 strategic priorities.

Operational Risks: are risks affecting corporate systems or processes that underpin the organisation's overall governance, operation and ability to deliver services

The Leadership risks are owned by a CLT member and managed by a senior manager.

These Leadership risks will be fully reviewed by CLT on an annual basis in the fourth quarter as part of the business planning process for the forthcoming year and provides a clear opportunity to identify new risks and opportunities. The result of this discussion will also be considered by the relevant council committees.

At any point in the year CLT and council committees may identify new risks. If this is the case the risk assessment method is followed, and the Insight team adds the risk to the register.

Operational Risks

Operational risks should be identified and owned by the relevant service, led by the Assistant Director. The annual service planning process provides an opportunity to fully review all current operational risks and delete risks that are no longer relevant and identify any new risks. However, the identification of risk is not limited to a single point in the year and new risks may be added at any time.

The Performance and Insight team is able to support services by running risk workshops as required. A member of the Insight team attends DMT meetings where they will assist in identifying risks, and the management of operational risks alongside performance updates.

Programme / Project Risks

Risk management should be incorporated into programme and project management right from the outset. The size and scope of the project will dictate the best way of managing the risks. However, all programmes/projects must undertake full risk assessments.

All significant programmes and projects should use a risk log which will be managed by the programme/project manager and reviewed by the relevant board.

For programme and projects which are likely to have an impact on the council's ability to meet its strategic objectives or have a budgetary impact of over £100,000 the additional requirements are in place:

- The high level risk and its controls will be recorded and managed through the council's Leadership risk register. Detailed risks associated with the programme/project will be recorded in its risk log.
- Risk should be a frequent item on each programme/project board meeting to review existing risks and the effectiveness of their controls and to identify any new risks.
- Risk management in programmes and projects will be supported as necessary by the Programme Manager and the Performance & Insight Team Leader.

For minor projects (low value or single service based) a risk log should still be maintained as part of good project management. However, it is unlikely that the project risks will appear on the council's Leadership risk register unless they have the potential to have significant reputational, health and safety or service provision risks, or the potential loss could exceed £100,000. If this is the case, then the approach set out above with regards to significant programme / project risks should be followed.

2.3 Assessing Risk

Once a risk has been identified (of any type, Leadership, operational or project) it needs to be assessed. The assessment process considers the likelihood that the risk may occur and its potential impact. This allows for risks to be ranked and prioritised, as not all risks represent equal significance to the councils.

The council uses a risk scoring matrix to work out the inherent risk score (likelihood' times the 'impact'). The inherent risk score helps to make decisions about the significance of risks to the organisations, how they will be managed, the controls required and the treatment of the risk.

The owner of the risk undertakes this assessment. For a Leadership risk this is checked by the Performance & Insight team, for programme/ project risks by the relevant board and for operational risks by the Assistant Director.

		Probability				
		Remote 1	Unlikely 2	Possible 3	Probable 4	Highly Probable 5
Impact	5 Catastrophic	5	10	15	20	25
	4 Major	4	8	12	16	20
	3 Moderate	3	6	9	12	15
	2 Minor	2	4	6	8	10
	1 Insignificant	1	2	3	4	5

NB inherent risk is sometimes referred to as gross risk.

Inherent Risk Score	How the risk should be managed
High Risk (16-25)	Requires active management Risk 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.

The risk management process guide and 'new risk template' explain in greater detail what makes up the likelihood and impact scores.

The inherent risk score will determine how the risk is controlled and managed with treatment, toleration, transfer and terminate the main options (2.4 refers).

Once controls and actions to mitigate the risk have been identified a net risk score should be assessed. The inherent and net risk scores, along with the controls and actions then form the basis of reviews.

Organisational risk profile

Once Leadership risks and mitigating controls/actions have been assessed the results are then plotted on a risk matrix which is included as part of the Leadership risk register. Service/projects risks may be plotted in a similar way if required.

2.4 Managing and Controlling Risk

Once risks have been identified and assessed, the next step is to control and manage them. This will involve the consideration of cost-effective action, which is aimed to reduce the inherent risk rating. These management actions should be focussed on gaps in terms of risk controls and assurance.

The proposed action(s) to control the risk will then be mapped against the specified risk together with an implementation date, and a named person will be designated as responsible for 'owning' the risk. The 'net' risk rating is the assessment of the risk after these controls/actions have been put in place.

These actions/controls should be included in risk documentation and/or service plans. Where a risk is associated with a programme or project it should be entered into the relevant risk log.

Managing risk is an on-going process and the commentary provided as part of the risk review process should reflect the activity taken within the period to control the risk.

The Four T's

The level of the inherent risk will help determine the best treatment for a risk, whether Leadership or operational. The risk owner has a number of options:

Tolerate: The council's may tolerate a risk where: -

- The risk opens up greater benefits
- These risks must be monitored, and contingency plans should be put in place in case the risks occur.
- The risk is effectively mitigated by controls, even if it's high risk
- The risk cannot be mitigated cost effectively

Treat: This is the most widely used approach. The purpose of treating a risk is to continue with the activity which gives rise to the risk, but to bring the risk to an acceptable level by taking action to control it through either containment actions (these lessen the likelihood or consequences of a risk and are applied before the risk materialises) or contingency actions (these are put into action after the risk has happened, reducing the impact. These must be pre-planned).

Terminate: Doing things differently and therefore removing the risk. This is particularly important in terms of project risk but is often severely limited in terms of the Leadership risks of an organisation.

Transfer: Transferring some aspects of the risk to a third party. For example, via insurance, or by paying a third party to take the risk in another way. This option is particularly good for mitigating financial risks, or risks to assets. However, it is a

limited option – very few Leadership risks are insurable and only around 15 -20% of operational risks can be insured against.

2.5 Reviewing and Reporting on Risk

The Leadership risk register will be reported to committees regularly and reviewed monthly by CLT. This review involves consideration of all Leadership risks facing the council, which could impact on the achievement of council strategic priorities, which could have an effect across more than one service.

The review should focus on four key factors:

1. whether there are any changes to the inherent/residual risk scores
2. whether new controls or actions are required
3. to what extent are there any gaps in the assurance of identified controls
4. whether the risk is still relevant

Operational risks and programme/project risks will be monitored and reviewed locally, on a monthly basis within each service.

All risks will be clearly defined together with the controls that currently exist to manage them. Risk ratings will be reviewed and where relevant commentary to identify progress against planned action or any emerging issues.

It is important that the internal systems and procedures in place are adequate to manage the identified risk. Where control weaknesses are identified, these should be noted so that action can be taken to remedy such weaknesses. Action to address these weaknesses should be included within the report.

2.6 Linking risk to business plans and performance

Linking Leadership Risk to the Council Business Plan

The Leadership Risk Register is owned and managed by CLT and reported by the Performance & Insight team. Where appropriate risks will be associated with council priorities and objectives. On occasion a risk may sit outside a council priority, for example where it affects all priorities or has whole organisation impact (e.g., the risk of systems failure).

Incorporating Operational Risk into Service Plans

Each service is required to produce a service plan on an annual basis. The format of the service plan ensures there are clear links between council priorities and objectives and service deliverables.

Each service plan is required to identify operational risks associated with service delivery and ideally, they should be directly linked to service priorities. Likewise, actions to control risks should be included within the service plan or the risk documentation itself.

Responsibility for monitoring operational risk lies with the Assistant Directors and service managers.

Integrating Risk and Performance Management

Performance and risk will follow the same reporting regime and performance of risks will be clearly highlighted in reports. Where possible risk monitoring information will be captured using the same process as performance information. Risks should be reviewed at the same time as reviewing budget, performance of objectives/projects as they will impact each other.

2.7 Linking risk to programmes and projects

Programme and projects adhere to the agreed risk management strategy. It is recognised that the risk environment is different within programmes and projects and frequently risks are identified, actioned and closed on a faster basis than within the Leadership risk environment where risks are linked into longer term strategic objectives rather than projects moving within shorter delivery timescales.

Programme or project risks may be escalated to the Leadership risk register if they reach a point where they have a significant financial, reputational or strategic impact.

Risk Management responsibilities in project environments

Corporate Management CLT	Responsible for providing and ensuring adherence to the Risk and Opportunities Management Strategy
Programme Senior Responsible Owner	Accountable for risk management actions agreed at Programme Board level, following escalation from projects
Assistant Director	Accountable for risk management actions agreed at DMT following escalation from projects and operational risks within the Directorate
Project Sponsor	<ul style="list-style-type: none"> Accountable for all risk management within the project, and for putting in place a risk management approach or strategy specific to the project Ensures all risks associated with the project business case are identified, assessed and controlled Triggers an escalation
Senior user/customer/client board member	Responsible for ensuring all risks to users are identified, assessed and controlled
Senior supplier board member	Responsible for ensuring all risks to delivery are identified, assessed and controlled
Project Manager	<ul style="list-style-type: none"> Creates the project-specific risk management approach as directed by the sponsor Responsible for creating and maintaining the risk register in line with requirements of the Risk and Opportunities Management Strategy, ensuring risk identification, assessment and control measures are implemented.

Section 3: Roles and Responsibilities

3.1 Accountability

There will be clear accountability for risks and risk management. This is supported through the councils' Annual Governance Statement signed by the Chief Executive and the Leader of the Council, and by making both councils' risks and risk management process open to regular Member overview, internal audit and external inspections.

The overall responsibility for the effective management of risks rests with full council Executive (lead member/portfolio holder) as advised by CLT.

The Accounts, Audit and Risk Committee has specific responsibility for monitoring the councils' risk management arrangements, for undertaking an annual review of this strategy to ensure it remains current and up to date and reflects current best practice in risk management, and for making recommendations to Executive if it is considered that any improvements or amendments are required.

Executive Members will be briefed regularly by CLT to ensure they are aware of Leadership risks affecting their service areas/portfolios and any improvements in controls which are proposed.

Sections 3.2 and 3.3 of this strategy outline specific Councillor and Officer accountabilities and responsibilities with regards to risk management.

3.2 Council Committees

Accounts, Audit and Risk Committee

The committee will ensure that corporate governance arrangements (including risk) are in place, they consider the statement of assurance and monitor the effectiveness of risk management. The committee also commissions the risk management strategy and endorses it for Executive to adopt.

Executive

The Cherwell District Council Executive will receive a regular update on Leadership risks.

Reflecting the roles of these committees the relevant Chairmen, Lead Members will be briefed on risk matters and act as risk champions where appropriate.

3.3 Section 151 Officer

The councils' Section 151 Officer is the lead officer for risk management and ensures that the council has robust risk management strategies in place that effectively support the system of internal control.

3.4 Corporate Leadership Team (CLT)

CLT has a number of roles with regards to risk management. As the senior management team, they are likely to own many of the Leadership risks on the councils' risk registers. As such they are responsible for risk review and monitoring monthly to CLT meeting and regularly to Audit committees.

CLT also have a role in discussing new risks and working with the Insight Team to ensure they are assessed, recorded and managed.

3.5 Performance & Insight Team

The Performance & Insight Team is responsible for preparing and updating the risk management strategy, for compiling and managing the Leadership risk register (including preparing regular reports) and for ensuring operational risk management is undertaken by services.

In addition, the team provides risk related support to managers, officers and councillors (through officer's groups and risk management training arranged by democracy) and provides information for the Annual Governance Statement.

3.6 Team Managers, Officers and Staff

Service managers and team leaders will often be responsible for operational and project risks. This includes risk identification, assessment and management. At this level risks should be included in service and project plans. For some projects a separate risk log will be required.

In some cases, CLT members may devolve the day to day responsibility for managing a Leadership risk to a service manager. If this is the case the manager will be expected to update the Leadership risk register on a monthly basis.

Staff without direct responsibility for owning and managing a risk still have an essential role to play in helping teams identify potential risks associated with service delivery and implementation of projects. As such staff should be involved in risk discussions within teams as they would be with regards to performance management.

Section 4: Monitoring and Review

4.1 Annual Review of the Risk Strategy

The Risk and Opportunities Management Strategy will be reviewed on an annual basis and this review will take into account any issues highlighted by the internal audit of risk management. In addition, the Leadership risk register will be fully reviewed by CLT during the first quarter and as part of the annual service planning process managers will be asked to fully review their operational risks.

4.2 Monitoring of the Strategy and Register

As part of the risk and opportunities management process it is expected that Leadership risks are reviewed on a monthly basis via CLT and operational risks reviewed as part of DMT meetings.

A report will be taken to the Accounts, Audit and Risk Committee providing a summary of the most recent review and in addition highlighting any issues arising with regards to the implementation of or compliance with the Risk Strategy. The review will include commentary regarding the current risk score, the controls in place and whether any gaps have been identified in terms of the assurance that the controls are effective.

4.3 Internal Audit

Internal Audit will be in a position to provide assurance on the internal control environment, in line with their planned programme of work. Internal Audit will plan the annual audit coverage based on a risk assessment, and on the levels of assurance that can be obtained from other assurance providers. The Code of Practice for Internal Audit in Local Government in the United Kingdom defines Internal Audit as:

‘An assurance function that primarily provides an independent and objective opinion to the organisation on the control environment, comprising risk management, control and governance by evaluating its effectiveness in achieving the organisations objectives. It objectively examines, evaluates and reports on the adequacy of the control environment as a contribution to the proper, economic, efficient and effective use of resources’.

It is envisaged that Internal Audit and Risk Management will co-ordinate assurance by:

- Independently reviewing the risk management strategy and process.
- Completing risk based reviews of the key controls identified to mitigate the principal risk to the council’s achievement of their strategic objectives.
- Referring to the councils’ risk registers when planning audit work.

4.4 External Audit and Review

External Audit

External Audit is a key source of assurance, and the council should consider the external audit management letter and reports. However, it is worth noting that the work of external audit has to be independent, and the council should not rely on external audit for advice and guidance as that is not their role.

Review Agencies and Inspectorates

Aspects of the organisation’s activities may be subject to independent inspection and assessment. These reports are likely to identify areas of strength and issues to address and may also provide some assurance. Reports from the Local Government Ombudsman may also provide a further source of assurance.

Section 5: Corporate Governance

5.1 Annual Governance Statement

Regulation 4 of the Account and Audit Regulations (2003) requires audited bodies to conduct a review, at least once a year, of the effectiveness of their systems of internal control. This review is incorporated within the Annual Governance Statement that is published alongside the statement of accounts for the council.

The purpose of the Annual Governance Statement is to provide a continuous review of the effectiveness of an organisation's internal control and risk management systems, to give assurance on their effectiveness and/or to produce a management action plan to address identified weaknesses in either process. The process of preparing the Annual Governance Statement will add value to the corporate governance and internal control framework of an organisation.

The statement needs to be approved separately to the accounts and signed as a minimum by the Chief Executive and the Leader of the Council. The production of the Annual Governance Statement will be reliant upon the contents of some or all of the following. These sources of assurance are:

- Internal audit annual report
- External audit management letter
- Review Agencies and Inspectorates (where appropriate)
- Other internal review mechanisms
- The Leadership Risk Register, including controls and actions
- Operational Risk Registers, including controls and actions
- Statements of Assurance
- Identification of risks highlighted by CLT
- Accounts, Audit and Risk Committee
- Performance Management Framework
- Health and Safety Adviser

5.2 Statements of Assurance

In order for the Chief Executive and the Leader of the Council to be able to sign off the Annual Governance Statement there is a requirement for each Assistant Director to complete a statement of assurance taking responsibility for their individual service/operational risk registers and the implementation of the management actions contained within it. These statements of assurance will be completed on an annual basis to feed into the Annual Governance Statement.

The Chief Executive or, in the absence of the Chief Executive, a Director/Section 151 Officer, needs to sign a statement of assurance for the Leadership Risk Register.

Section 6: Contacts and Further Guidance

6.1 Contacts

Michael Furness – S151 Officer / Assistant Director of Finance
Michael.Furness@cherwell-dc.gov.uk

Celia Prado-Teeling – Interim Assistant Director – Customer Focus
Celia.Prado-Teeling@cherwell-dc.gov.uk
Telephone: 01295 221556

6.2 Supporting Documents / Guidance

In addition to this strategy the following documents provide information and guidance with regards to risk management:

1. A quick guide to risk management – a three page summary of the council's approach to risk
2. New risk assessment template – a two page template that takes you through the process of assessing a new risk or fully reviewing an existing risk

Appendix 4

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	ASSISTANT DIRECTOR	DESCRIPTION	BUDGET TOTAL	Outturn	RE-PROFILED BEYOND 2021/22	Year End Variances £000	January Variances £000	OUTTURN NARRATIVE
40062	Robert Jolley	East West Railways	10	3	7	(0)	0	The capital fund has been set up to enable the Council's costs to be recharged when responding to enquiries and regulatory applications, involving for example environmental and land drainage matters, made in connection with the EWR project. The quantum and timing of recharges are entirely reactive to the volume and nature of the enquiries made by EWR, and because of this, there has been slippage and £7k has been reprofiled into 22/23.
40206	Robert Jolley	Garden Town Capital Funding	4,550	4,550	0	0	0	This is the major infrastructure scheme in Bicester's Banbury Road roundabout. Payment of the funding has been made to OCC to complete the scheme
40121	Robert Jolley	Bicester Library (phase 1b)	664	19	645	(0)	0	Bicester Library: The project received planning consent in September 2021. The overall viability of the project is currently being reviewed. Current FY expenditure has been reduced to £19k with the remaining budget reprofiled - this will be continually reviewed against project programme and scheme decision.
40111	Robert Jolley	Admiral Holland Redevelopment Project (phase 1b)	0	13	61	74	69	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	Robert Jolley	Creampot Crescent Cropredy (phase 1b)	6	0	6	-	(6)	Creampot Crescent - Although the home is complete and has been sold under shared ownership, CDC are still holding retention money and are in the final stages of negotiations with the developer with the works associated with the retention due. This will definitely be paid before year end.
40214	Robert Jolley	Creampot Crescent Cropredy Repurchase contingency	350	0	0	(350)	(350)	Budget not required as it is a risk that can be funded from a capital reserve if required.
40177	Robert Jolley	Bullmarsh Close (Phase 2)	0	87	17	104	97	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	Robert Jolley	Build Team Essential Repairs & Improvements	160	11	149	(0)	0	Further work is currently underway and it is likely that capital expenditure will take place during financial year 2022-23. There is a need, therefore, to carry over the capital into next financial year and combine this with the Affordable Housing capital budget.
40224	Robert Jolley	Fairway Flats Refurbishment	140	22	118	0	0	We have worked proactively with the Planning Department to agree the scope and details of the project. Planning have endorsed the proposed scheme and have recommended we formally submit the scheme for planning consent, which was received in May 2022. The main capital expenditure is likely to happen when works commence in FY22-23.
Growth & Economy			5,880	4,704	1,003	(173)	(197)	
40015	Ed Potter	Car Park Refurbishments	79	5	74	(0)	0	£74k slippage required in to 22/23 due to resources and issues with pay on exit sites. In conjunction with projects 40026 Off Road Parking & 40217 Car Park Action Plan Delivery.
40026	Ed Potter	Off Road Parking	18	0	18	0	0	£18k slippage required in to 22/23. This project is in conjunction with Car Park Refurbishments project CC 40015 and 40217.
40028	Ed Potter	Vehicle Replacement Programme	1,268	766	502	(0)	0	£502k slippage required in to 22/23 to allow for further investigation in to electric vehicles/decarbonisation of fleet and extension of useful life of current fleet. Current commitments of £534k (Additional £32k due to early commitment from 22/23 budget) delayed due to vehicle delivery issues.
40031	Ed Potter	Urban City Electricity Installations	15	0	15	0	0	£15k slippage required in to 22/23. This project is for the refurbishment of electric sockets in Bicester town centre. Spend is expected in early part of 2022/23, awaiting additional quotation before progressing.
40186	Ed Potter	Commercial Waste Containers	25	25	0	0	0	Project completed.
40187	Ed Potter	On Street Recycling Bins	22	4	18	(0)	0	£18k slippage required in to 22/23 so further analysis of suitable site replacements can take place.
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	174	16	158	(0)	0	£158k slippage required in to 22/23. Requirement of space and infrastructure is still being reviewed. Commitments expected in early 2022/23 - project also delayed due to heating improvements and disruption at Thorpe Lane Depot taking placed during quarter 4 of 2021/22.
40216	Ed Potter	Street Scene Furniture and Fencing project	24	0	24	0	0	Full £24k is required to be slipped in to 22/23. This project is for repairing/replacing metal steps at Kirtlington Quarry. Issues with the expiring lease, landowner and covid has resulted in delays. Building Control have visited the site and deemed no immediate work required until lease ownership resolved.
40217	Ed Potter	Car Parking Action Plan Delivery	175	0	175	0	0	£175k slippage required in to 22/23. Current commitment of £80k has not progressed. Projects in conjunction with 40015 & 40026. Project has been delayed due to vacant street scene and landscape manger post who would originally lead has not been filled, resources are limited.
40218	Ed Potter	Depot Fuel System Renewal	50	15	35	0	0	£35k slippage required in to 22/23 due to delays with progression of redevelopment of Bicester depot. Spend ytd is for Thorpe lane depot, the decision was taken to put Highfield depot on hold until further along in the redevelopment plans.
40220	Ed Potter	Horsefair Public Conveniences	150	156	0	6	6	Project completed.
40222	Ed Potter	Burnehyll- Bicester Country Park	175	10	165	0	0	Slippage of £165k required in to 22/23. Delays to recruitment of Country Park projects officer and Landscape Architect have delayed progress with project.

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	ASSISTANT DIRECTOR	DESCRIPTION	BUDGET TOTAL	Outturn	RE-PROFILED BEYOND 2021/22	Year End Variances £000	January Variances £000	OUTTURN NARRATIVE
40248	Ed Potter	Solar Panels at Castle Quay	53	0	53	0	0	Full slippage of £53k required in to 22/23. Due to staff secondments this project has been delayed. This project is being led by the joint Climate Action Team.
40235	Ed Potter	Chargeable Garden & Food Waste	1,200	1,213	0	13	0	Project completed.
Environment and			3,428	2,208	1,237	18	6	
Environment and			9,308	6,912	2,240	(155)	(191)	
40139	Peter Hadley	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	100	0	100	0	0	Tenders now complete and currently engaging with the tenants. Expect full utilisation of the £100k by July 2022
40141	Chris Hipkiss	Castle Quay 2	17,484	9,985	4,438	(3,061)	(0)	Final construction payment to McLaren scheduled in June23
40144	Chris Hipkiss	Castle Quay 1	3,303	176	3,127	(0)	(0)	Reprofiling of £3.127m required due to capital projects and lettings negotiations having been further delayed due to current economic climate and supply chain challenges
40162	Peter Hadley	Housing & IT Asset System joint CDC/OCC	100	52	48	0	0	Despite decoupling CDC are working jointly with County to purchase an overarching property system that will provide the background/database for FM and Estate Management which currently does not exist at CDC
40167	Peter Hadley	Horsefair, Banbury	55	0	55	0	0	The works design is now completed, pending tender. Expect full utilisation of budget by July 2022
40190	Peter Hadley	Banbury Museum Upgrade of AHU	35	12	0	(23)	(23)	All specialist parts now have arrived from Germany and installed. No further works required. Project completed.
40191	Peter Hadley	Bodicote House Fire Compliance Works	71	0	71	0	0	£141k c/fwd from 20/21. £70k budget held back and will be loaded in to 22/23 Reviewing scope of work to ascertain actual requirements. The delay is a result of PSDS commitments together with Bodicote House review.
40197	Peter Hadley	Corporate Asbestos Surveys	160	0	50	(110)	(104)	Surveys are now complete and assessments are being carried out to formulate the works programme. This project is linked to 'Works from Compliance Surveys' project. Anticipated saving of £110k due to some survey costs transferring to revenue as not fulfilling the requirements to capitalise
40198	Peter Hadley	Corporate Fire Risk Assessments	80	0	0	(80)	(80)	Fire risk assessments were carried out in previous financial years which resulted in an underspend of the approved budget. This was due to working efficiencies. The savings achieved were reprofiled but then not required in 21/22 and therefore a saving.
40200	Peter Hadley	Corporate Reinstatement Cost Assessments	12	0	0	(12)	(30)	No further costs are expected. The project is complete and closed from a delivery perspective.
40201	Peter Hadley	Works From Compliance Surveys	147	25	122	0	0	Works planned over 2 years with additional delays caused by covid 19. Full spend anticipated by March 2023 which has slipped from original planned delivery of March 22 due to delays relating to the delivery of the PSDS works.
40203	Peter Hadley	CDC Feasibility of utilisation of proper Space	100	0	100	0	0	The £100k is requested to be reprofiled to 2022/23 financial year. This amount has been set aside to consider the future office space of the Council
40219	Peter Hadley	Community Centre - Works	197	177	20	(0)	(11)	£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. Related works have now been instructed. There are 3 projects remaining that have been postponed to 22/23 due to weather (as works are mainly roofing) and delayed receipt of the licence from British Waterways
40239	Peter Hadley	Bicester East Community Centre	210	0	210	-	0	2 year scheme - £210k in yr1 and £1240k in yr 2. Preparing final design including planning application ready for planning. Working with the tenant on their design requirements to ensure smooth transition in to the new premises. Community Centres to agree to Option to Tax to progress scheme
40240	Peter Hadley	Bicester Dovecote	53	26	27	(0)	0	Main works completed in April 22 pending installation of the new electrical supply, due in July 22.
40241	Peter Hadley	Thorpe Place Roof Works	35	0	35	0	0	Currently scoping the works which will be complete by March 2023
40242	Peter Hadley	H&S Works to Banbury Shopping Arcade	127	0	127	0	0	Currently scoping the works which will be completed by March 2023
40243	Peter Hadley	West Bicester Community Centre Car Park	35	34	0	(1)	(11)	works completed. Project closed
40244	Peter Hadley	Flood Defence Works Hanwell Fields Community Centre	20	19	0	(1)	9	works completed. Project closed
40246	Peter Hadley	Banbury Museum Pedestrian Bridge	78	1	77	(0)	0	Works have been instructed pending start date, delays from British Waterways for licence to deliver works over canal. Start date on site March 2022
40247	Peter Hadley	Service Yard at Hart Place Bicester	28	36	0	8	4	Works now completed
40249	Peter Hadley	Retained Land	170	14	156	(0)	0	2 year scheme - £170k in yr1 and £130k in yr 2. Retained land surveys now instructed for delivery. Once surveys are completed a works plan will be created. Full spend anticipated by March 2023
40225	Peter Hadley	Drayton Pavillion - Decarbonisation Works	86	0	86	-	(86)	This scheme is no longer proceeding

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	ASSISTANT DIRECTOR	DESCRIPTION	BUDGET TOTAL	Outturn	RE-PROFILED BEYOND 2021/22	Year End Variances £000	January Variances £000	OUTTURN NARRATIVE
40229	Peter Hadley	Stratfield Brake Sports Ground - Decarbonisation Works	159	0	159	-	(159)	This scheme is no longer proceeding
40226	Peter Hadley	Thorpe Lane Depot - Decarbonisation Works	595	344	250	(1)	(92)	Funds are from Salix decarbonisation grant and budget has been allocated to the individual projects to manage and monitor spend at each site. In principal, the PSDS works should be treated as one budget and despite some schemes appearing to have overspent, overall there is expected to be an underspend which will require repayment to Salix. All works have been instructed and are on site and completion due by April 2022 except at the leisure centres where Salix have given the option to extend until June 2022.
40227	Peter Hadley	Banbury Museum - Decarbonisation Works	324	60	264	0	86	
40228	Peter Hadley	Franklins House - Decarbonisation Works	106	118	0	12	100	
40230	Peter Hadley	Whitelands - Decarbonisation Works	123	314	0	191	265	
40231	Peter Hadley	Bicester Leisure Centre - Decarbonisation Works	1,401	594	604	(203)	(40)	
40232	Peter Hadley	Kidlington Leisure Centre - Decarbonisation Works	1,087	412	675	0	(310)	
40233	Peter Hadley	Spiceball Leisure Centre - Decarbonisation Works	1,311	320	991	(0)	(363)	
40234	Peter Hadley	Woodgreen Leisure Centre - Decarbonisation Works	795	103	692	0	(153)	
40245	Richard Webb	Enable Agile Working	15	0	15	0	0	The agile working project has started (the £15k capital budget relates to this project) but we may not reach the point that we have decided what new equipment is required and have ordered it by the end of March. If we can have the option to utilise that funding in 2022/23 it will help us make sure we don't rush into the wrong decisions.
			28,602	12,824	12,499	(3,280)	(1,000)	
Comm Dev Assets			28,602	12,824	12,499	(3,280)	(1,000)	
40204	Michael Furness	Finance Replacement System	215	199	0	(16)	(10)	Project completion in March 2022 with £16k savings.
40250	Michael Furness	Cashier Finance System Project	45	0	0	(45)	-	Capita Pay360 upgrade was carried out in November 2021, therefore direct award through Procurement portal and budget of £50k in 22/23 may not all be required as we already have the latest system in use, however we may need to purchase some software for PCI compliance in 22/23 but this will not amount to the full £50k.
			260	199	0	(61)	(10)	
40208	Claire Cox	Project Manager for HR/Payroll system	100	0	100	0	0	£100k required for HR system improvements, project expected to conclude end Q3 FY22/23
			100	0	100	-	-	
40054	Tim Spiers	Land & Property Harmonisation	20	11	0	(9)	20	Awaiting final invoice from supplier.
40056	Tim Spiers	5 Year Rolling HW / SW Replacement Prog	50	0	50	0	0	Budget required for hardware refresh, delayed due to Co-Vid and council wide remote working. Anticipate refresh Q3 FY22/23
40170	Tim Spiers	Customer Excellence & Digital Transfer	30	0	0	(30)	(30)	Budget no longer required.
40210	Tim Spiers	CDC & OCC Technology Alignment	4	0	0	(4)	(4)	£4k under spend, budget no longer needed.
40211	Tim Spiers	Legacy Iworld System Migration	30	0	0	(30)	(50)	Budget no longer required.
40212	Tim Spiers	Procurement of Joint Performance system	20	0	20	0	0	Budget required for further system enhancements, Expected Q3 FY2023
40237	Tim Spiers	Council Website & Digital Service	250	88	162	0	0	Project anticipated to extend to end Q3 FY22/23 in order to further enhance digital services.
40238	Tim Spiers	IT Shared Services	550	312	238	0	-	Programme of work to extend into 22/23 financial year. Supplier payments to be aligned with timeline
ICT and Digital Total			954	412	470	(72)	(64)	
Customers, Org Dev & Resources total			1,314	594	570	(133)	(74)	

CHERWELL CAPITAL EXPENDITURE 2021-22

CODE	ASSISTANT DIRECTOR	DESCRIPTION	BUDGET TOTAL	Outturn	RE-PROFILED BEYOND 2021/22	Year End Variances £000	January Variances £000	OUTTURN NARRATIVE
40083	Vicki Jessop	Disabled Facilities Grants	2,271	1,700	196	(375)	(375)	The budget comprises £1,240k Better Care Fund (approved at Full Council 18/10/21), £656k reprofiled from last year and £375k base budget (to be offered up as a saving), giving a total of £2,271k.
40160	Vicki Jessop	Housing Services - capital	2,491	2,491	0	0	0	£43k Station Rd, Ardley (Platform Housing Group) funded from Growth Deal funds £1385k 90% NW Bicester (Growth Deal grant) £55k 90% NW Bicester (CDC top up grant) £248k 90% Stanbridge House (Growth Deal grant - no CDC top-up) £412k 90% Heylo sites £348k 10% Heylo sites
40084	Vicki Jessop	Discretionary Grants Domestic Properties	213	110	103	(0)	-	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			4,975	4,301	299	(375)	(375)	
Housing Total			4,975	4,301	299	(375)	(375)	
40006	Nicola Riley	Community Centre Refurbishments	9	0	0	(9)	0	External lighting project has been delayed as contractors have struggled to get materials delivered but should be fitted in the next few weeks
40009	Nicola Riley	Physical Activity and Inequalities Insight	12	0	0	(12)	0	expenditure transferred to revenue
40010	Nicola Riley	North Oxfordshire Academy Astro turf	183	0	183	-	0	The delivery of a new Astro turf pitch at North Oxfordshire Academy has been complicated by issues arising from securing appropriate and timely developer contributions. Officers are working closely with colleagues in planning to finalise the position and determine the most appropriate course of action and funding. A report will determine the profile and scale of spending on this programme.
40019	Nicola Riley	Bicester Leisure Centre Extension	34	5	29	(0)	0	£84k budget reprofiled from 20/21. £34k budget allocated to 21/22 and the remaining £50k allocated to 22/23. Detailed feasibility work now starting on the development of a learner pool in Bicester including environmental impact assessment
40020	Nicola Riley	Spiceball Leis Centre Bridge Resurfacing	5	0	0	(5)	0	Project completed
40131	Nicola Riley	S106 Capital Costs	0	482	0	482	0	funded from S106
40152	Nicola Riley	Community Capital Grants	15	25	0	10	10	Projected overspend of £10k which is offset by underspend declared in 20/21
Leisure and Sport Total			258	512	212	466	10	
40181	Nicola Riley	Sunshine Centre (new extension to the front of the site)	12	0	0	(12)	(14)	works are now completed and out of the defect period
40251	Nicola Riley	Longford Park Art	45	0	45	0	0	Approval has been given by the S151 officer to repurpose this capital budget for Longford Park public art work in FY22/23
Wellbeing Total			57	0	45	(12)	(14)	
Public Health Wellbeing Total			315	512	257	454	(4)	
Capital Total			44,514	25,143	15,865	(3,489)	(1,644)	

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Oxfordshire Food Strategy

March 2022



Part 1

Minute Item 7



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WEST OXFORDSHIRE
DISTRICT COUNCIL



Contents



1. Introduction	2
2. Oxfordshire's Food Challenge	6
a. The Local Picture	8
b. Voices from Oxfordshire	10
3. Vision and strategic priorities	14
a. Ambitions to Deliver a Collective Vision	15
b. Priority Areas for Action	16
4. Delivering the Strategy	15
a. Integration within Existing Policy and Programmes	16
b. Existing Programmes and Campaigns	20
c. Building New Foundations	23
d. Examples of Excellence	24
e. Calls to Action	28



1.

Introduction

Building a healthy, fair and sustainable food system for Oxfordshire.



Food is both the source of, and solution to, many of the problems we face today.



A vibrant and sustainable food system must be integral to our organisations, communities and culture in Oxfordshire so that we can tackle the challenges of health and wellbeing; climate change and biodiversity; fair incomes and employment.

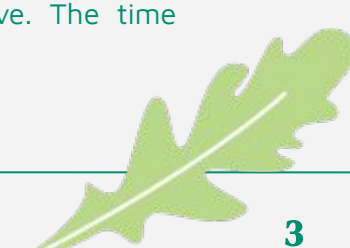
Alongside environmental and health drivers, the stresses placed on our local communities and businesses through global events - COVID, Brexit, war in Ukraine, rising fuel, food and other living costs - have highlighted the fragility of our supply chains and the need to take action and re-evaluate the entire food system. This was recognised in the National Food Strategy in 2021, which also stressed the need for local areas to develop their own food strategies.

This local food strategy has been developed by a multi-stakeholder partnership including county and district councils, community groups, local food producers, retail and hospitality businesses and major institutions. It is a first step to draw together the many strands of work that are already happening across the county and to see them as a coherent whole. Part 1 of this strategy, presented here, identifies priority areas of action, links to existing initiatives and policy, and showcases some examples of excellence that we can learn from and build on. Part 2 will embed the strategy in existing programmes and plans, develop Food Action Plans for each District, initiate pilots and monitor and evaluate progress.

COP26 highlighted that 1.5 is still alive but we must act swiftly. Whilst much emphasis is placed on fossil fuels and

alternative energy sources, food systems currently account for 21-37% of total greenhouse gases and contribute to biodiversity loss (IPCC, 2019). Furthermore food poverty in Oxfordshire is real, and whilst COVID brought it to our attention it is not a new phenomenon: 9-14% of all households in Oxfordshire experience food insecurity, this equates to 62,000-96,000 people (Moretti et al 2021). Removing barriers and ensuring that everyone in Oxfordshire can access affordable, healthy food in ways that promote dignity, recognise diversity and celebrate our rich cultural heritage, are fundamental to this strategy. Alongside building vibrant, thriving communities, supporting our local food economy that provides local jobs that serve local communities' needs can be part of the solution. Oxfordshire's food economy accounts for 10% of jobs and in 2020 generated turnover of £2.2 billion or 10% of the local economy. We also know that "pound-for-pound money spent in the local food web supports three times the number of jobs as the equivalent spent in national grocery chains" (Willis, 2012).

The challenges to our environment along with diet related ill-health, food poverty and the cannot be addressed without redefining our food systems with a root and branch approach - from both a policy and a grassroots perspective. The time for action is now.



Part 1: Developing Oxfordshire's Food Strategy

Understanding the strategic challenge of food in Oxfordshire in consultation with the Good Food Oxfordshire (GFO) network.

Defining the vision and strategic priorities, identifying the influencing factors and priority areas for action.

Building on what is already being done. How the strategy continues, evaluates and strengthens existing initiatives, and builds the foundations for new initiatives.

Part 2: Implementing Oxfordshire's Food Strategy

Continue and strengthen existing programmes and campaigns

Embed actions to deliver these strategic priorities in existing policies and plans

Develop detailed Food Action Plans with each key stakeholder

Initiate foundation projects to build our knowledge base and inform detailed implementation plans for new initiatives



Good Food Oxfordshire is a network of over 150 local organisations committed to a better food system for Oxfordshire.

Throughout this document we refer to "Good Food". What we mean by this is food that provides health and social benefits, contributes to thriving local economies and communities, enhances our natural resources and tackles climate change.

In other words: food that is good for people, good for community and good for the planet.



2.

Oxfordshire's Food Challenge

Oxfordshire's food challenge was real, and it's got far worse.



Oxfordshire's food challenge was real, and now it's far worse.

Fair access to good quality, sustainably produced food is poor across Oxfordshire, and has been made worse by pressures of the last few years.

Alongside environmental and health drivers, the stresses placed on our local communities and businesses through global events - COVID, Brexit, war in Ukraine, rising fuel, food and other living costs - have highlighted the need to take

action and re-evaluate the entire food system. This was recognised in the National Food Strategy in 2021 which also stressed the need for local areas to develop their own food strategies.



The Local Picture

Localised, sustainable food systems provide an opportunity to improve food security for vulnerable groups, meet Oxfordshire's climate and sustainability targets and improve food supply resilience.



Food Poverty

9-14% of Oxfordshire's residents experience food insecurity. This is **62,00–96,000 people** (Moretti et al 2021*)

In 2022, **6% cost of living rises** mean households face an average hit of **£1,200 to their incomes** forcing more people into 'heat or eat' dilemmas (Harari et al. 2022)



Cost of living rises disproportionately impacts lower income households. Fewer 'value' ranges and **price increases of up to 350%** in basic items (Monroe, 2022)

Health Crisis



16.1% of children in Year 6 are obese; children living in the most deprived areas are more than twice as likely to be obese than those living in least deprived areas.

Obesity rates in both Reception- aged and Year 6 children **increased by around 4.5% between 2019-20 and 2020-21**. Highest annual rise since the measurement programme began in 2006/7. (NCMP, 2021)

56.3% of adults in Oxfordshire are classified as overweight or obese** (OCC & DDS, 2021)

People limited by health problems and disability are **5 x more likely** to experience food insecurity (Food Foundation, 2021)

Climate Emergency

Food systems contribute **21-37% of greenhouse gas emissions** (IPCC, 2019)

Biodiversity of priority species **has fallen more than 70%** in the UK since 1970 (NFS, 2021)

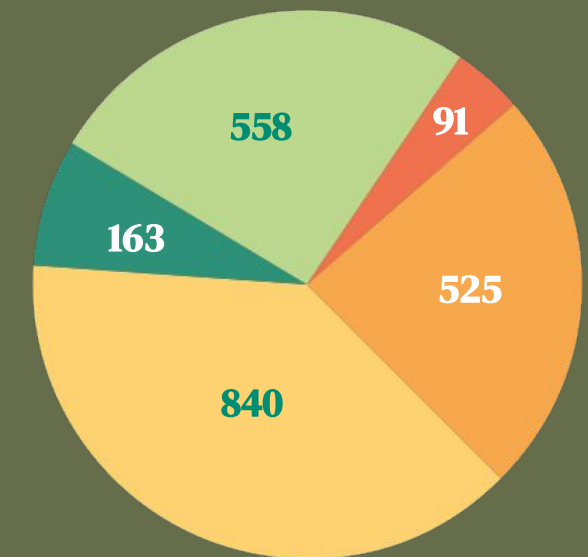


Research by GFO (2020) reported **the valuable contribution of small scale and community growing** to sustainable land management, food security, physical and mental health.

Food Supply

Oxfordshire's Food Economy Turnover (£millions) by subsector (ONS, 2020)

- Agriculture
- Manufacture
- Wholesale
- Food Retail
- Services



In 2013, **51% of Oxford's food came from the UK, 33% came from the EU, and 15% was imported** from elsewhere in the world. Less than 1% was being sourced directly from a local source (Curtis, 2013).

74% of Oxfordshire's land area is under agriculture, mostly cereals, followed by livestock grazing

In 2020, Oxfordshire's local food economy contributed **£2.2 billion in turnover, supports 19,500 jobs and 2,970 enterprises** (ONS, 2022)



Voices from Oxfordshire

We have listened to local people, groups and enterprises.



Through our Oxfordshire Community Insights Programme and through workshops, questionnaires and interviews with local residents, groups and businesses we have heard what matters to people about food and their current experiences.



Snapshots and learnings



Childhood Malnutrition: From Grassroots to Policy Action

Roundtable Event November 2021

Key Learnings:
(Nagraj et al 2022)

"Taking a whole systems approach to address the double burden of both underweight and overweight childhood malnutrition, involves recognition of the important overlap between the food system, education system and health system"

"breaking down artificial silos between sectors"

"need to trust their [grassroots organisations'] ability to understand the needs and priorities of the community"

Interviews / survey of growers and producers

"Turnover [of workers] is very high....we need skills and mentoring programmes for apprentice growers ...places to live affordably in rural areas."

"Food margins being driven down every year....we need to value doing good and sustainability."

"Every person in the food chain doubles the price."

"Local markets build strong relationships and loyal customers."

School Food Surveys and Workshop

May 2021

and Workshop

March 2022

"We need to listen to children's voices -understanding why they sometimes avoid the food is powerful and can help with small changes."

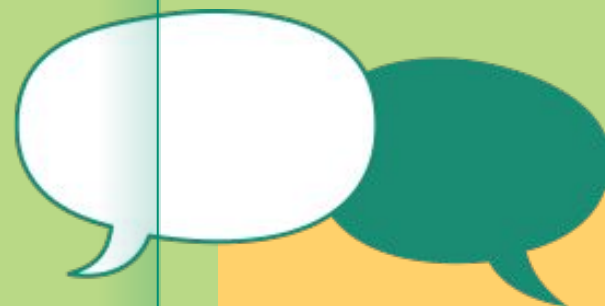
Parents on school meals:"They try things they wouldn't at home then come back asking for it, it's fantastic."

"Too many chips according to my daughter."

"nobody needs meat every day, and for the price it can't be from sustainable and high welfare sources. It just destroys our planet and is irresponsible."

Caterers need to keep their businesses viable and struggle to balance children's preferences for unhealthy food with their ambitions to provide nutritious meals.

Schools have the ambition to improve school food but they lack the time, capacity and resources necessary to make a significant change.



Key Events

September 2021
Good Food Procurement Webinar
20 attendees** OSEP and GFO

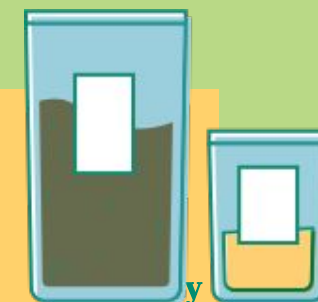
November 2021
Childhood Malnutrition Roundtable Event
33 attendees, representing community groups, schools, housing associations, councillors, council officers, academics and researchers*

March 2022
Oxfordshire Schools Food Workshop
40+ attendees representing schools, councils, communities, caterers

April 2021 - ongoing
Healthy Weight Insights Programme

To date...engaged 28 community partners Banbury Ruscote/Grimsbury, Blackbird Leys, Abingdon, Witney, Berinsfield. Conversations with children at target sites Listened to wider stakeholders at 3 workshops (146 people, 50 +organisations)

September 2021 - January 2022
GFO Research
11 locations, 100+ members of public interviewed 50+ individual stakeholder meetings held 75+ stakeholders engaged at 8 GFO events and network meetings



Voices from Oxfordshire

Chippy Larder

Visiting a local farm, engaging with growers and learning new skills, having your own chick and farm fresh eggs at an affordable price, makes the 'aspirational' accessible.

Cherwell Collective

We need to return to a more symbiotic relationship between food systems and communities. By connecting people to their food, through growing and cooking, people learn the value of food and not just the price. This in turn helps to reduce food waste and improves health and wellbeing through a stronger sense of community and engagement with nature.

Orange Bakery

"We love having a good relationship with our mill, our milk and our eggs... it makes all the difference"

Community Insights

Life is complex and chaotic: "Many families tell us they have bigger issues to deal with than their child being a bit overweight"

Many people lack the **skills, capacity or resources** to cook and to change routines & habits "we don't plan, we live day to day"

Professionals can lack resources or skills to have **difficult conversations** about weight, food and wellbeing to **help people to achieve a healthy weight:** "it is easier to talk about death than to talk about their child being overweight"

GFO Community Research

Over 90% of respondents (members of the public) emphasised the importance of buying local food - to support the local economy, reduce food miles and care for the environment.



Workshops on food and climate identified common themes and links across health, supply, waste and poverty.



A third of the rubbish bin is made up of food waste which is not being recycled.



More veg and less and better meat reduce climate emissions, support sustainable farming practices and better animal welfare.

3.

Vision and Strategic Priorities



Ambitions to help deliver a collective vision

A coherent food strategy for all those involved with food in Oxfordshire can help push back against these pressures and deliver a vision in which: everyone in Oxfordshire can enjoy the healthy and sustainable food they need every day.



We have identified the following priority areas for action

Addressing these priorities will deliver the following outcomes.



Tackle food poverty and diet-related ill health

Priorities

Expand and strengthen existing services and programmes aimed at those at risk of food poverty, including Community Food Networks (foodbanks, larders and fridges), Healthy Start Vouchers, Holiday Activities and Food, adopting Healthy Place Shaping principles and a Whole Systems Approach to Healthy Weight.

Outcomes

Everyone in Oxfordshire can access healthy food 365 days/ year without shame or stigma.

More eligible people access existing schemes that tackle health and nutrition inequality.

Uptake of available central government funding is maximised.

Build vibrant food communities with the capacity and skills to enjoy food together

Priorities

Support communities to grow, cook, learn and enjoy food together – promote campaigns and events that enable everyone to access healthy food, reduce food waste and encourage dietary choices that are good for health and for the planet.

Outcomes

Stronger communities through sharing and participation in food-related activities.

More people can access knowledge and skills to support growing, cooking and better nutrition.

People make food choices that are better for health and the planet.

Grow our local food economy through local enterprises, local jobs, local wealth generation

Priorities

Focus on local enterprises that are driven by local needs, provide local employment and keep wealth local as part of a circular economy.

Use the power of Anchor Institutions (schools, hospitals, universities, businesses, etc) to procure locally and provide access to finance, infrastructure and skills. This is called a Community Wealth Building approach.

Outcomes

More local food enterprises flourish.

Better livelihoods, skills and opportunities for local food workers.



Strengthen short, transparent local food supply chains

Priorities

Detailed scoping project to define the needs, options and roadmap for local supply chain solutions for Oxfordshire.

Use public and institutional procurement to provide scale and certainty for local sustainable producers.

Establish appropriate infrastructure to support the supply chain –e.g., local food processing hubs and dynamic procurement systems.

Work with landholders, existing producers and new farm entrants to increase access to land, infrastructure & skills to increase local production to meet local consumption patterns.

Outcomes

Clear and robust understanding of the best solutions for Oxfordshire

More sustainable food is produced and processed locally for local consumption

Net zero goals are supported through sustainable food production and fewer food miles.

Consumers are more engaged and connected to the provenance of their food reinforcing healthier and more sustainable habits.



Improve the health and sustainability of institutional catering

Priorities

Embed healthy, sustainable local food principles and targets within institutional catering.

Link food to net zero targets and promote accreditation schemes such as Food for Life, Fairtrade, and Sustainable Restaurant Association.

Outcomes

More people have access to healthy and sustainable food via local institutions.

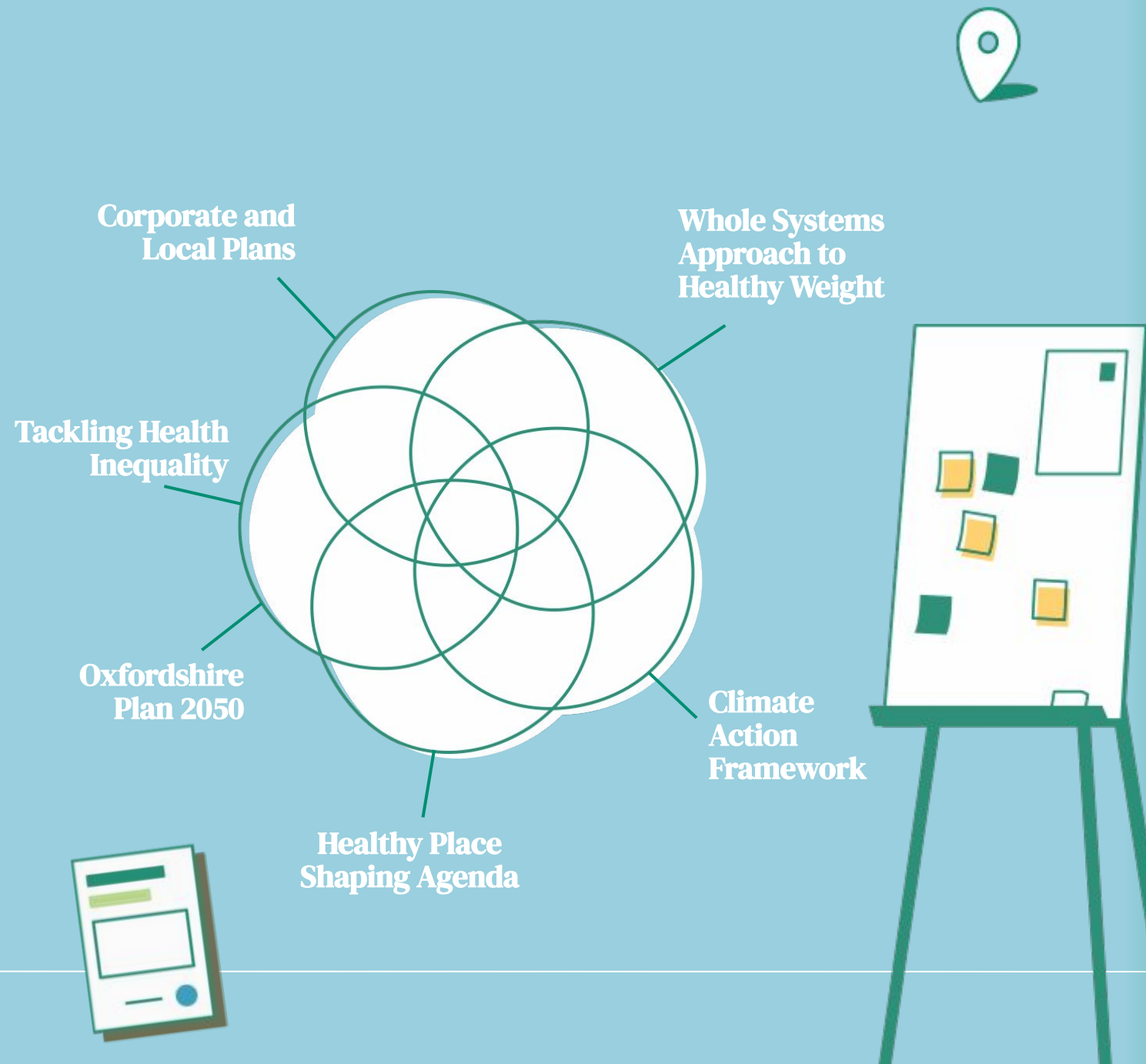
The local food economy is supported by institutional procurement.

Institutions' scope 3 climate and sustainability targets are supported through better food practices.



4.

Delivering the Outcomes



To achieve these ambitions we need to ensure that food is integrated within existing policy and programmes.

Policy/ Programme	Synergies with Food Strategy
Whole Systems Approach to Healthy Weight	<ul style="list-style-type: none"> Access to healthy food Awareness and promotion of a healthy diet A healthy start for families Planning healthy weight environments Tackling health inequalities
Healthy Place Shaping	<ul style="list-style-type: none"> 20 minute neighbourhoods- access to healthy food Planning healthy weight environments Food systems central to healthy places – growing, buying, cooking, sharing
Tackling Health Inequality	<p>Director of Public Health Report 2019/20: focus on areas of inequality where access to food and health outcomes such as higher rates of obesity in children, and life expectancy gaps, are usually worse than the Oxfordshire average.</p>
Climate Action Framework	<ul style="list-style-type: none"> Emissions and biodiversity: Food choices, production, handling and waste Scope 3 emissions – short, local supply chains
Oxfordshire Plan 2050	<ul style="list-style-type: none"> Climate Action Planning and Infrastructure Healthy Place Shaping to guide housing growth Land-use – local food production to support short, local supply chains
Corporate and local plans	<ul style="list-style-type: none"> Role of farming in climate, nature and economy Sustainable food businesses as part of Green Economy Inclusive communities – food as connector growing, cooking and sharing together Community health and wellbeing – access to affordable nutritious food Community action and engagement Access to spaces and infrastructure



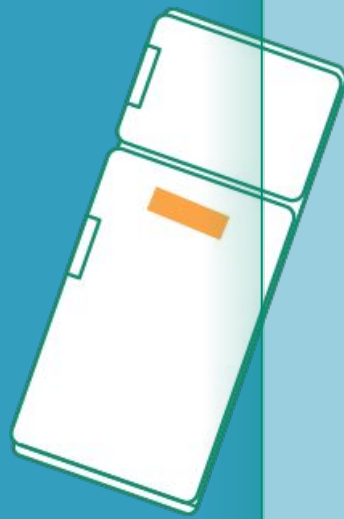
And ensure that flourishing campaigns and initiatives across Oxfordshire are supported and strengthened.



Better Health Let's do this



By showcasing examples of excellence we aim to celebrate success and show what is possible...



...as well as building foundations and developing new initiatives.



Case Study

Great example of...

Chippy Larder and Bruern Farm	Communities growing and sharing food together
Salt Cross Garden Village	Ambition to create better food environments in new development, navigating complex planning challenges
Oxford City Council – Healthy Start	Partnership working to increasing the uptake of Healthy Start Vouchers
Swan School	Improving the health and sustainability of school food
Play:Full	Community-led approaches to tackling holiday hunger
Cherwell Collective	Building solutions to food poverty and the climate crisis through community growing, cooking, sharing
OX4 Food Crew	Community Wealth Building – tackling food poverty, supporting resilience and community-led enterprise
Abingdon Community Fridge	Building community, tackling food poverty, reducing food waste
The Wonky Food Company	Sustainable Food Enterprise preventing food waste
The Orange Bakery, Watlington	Supporting local producers and providing employment for disadvantaged groups
Oxford City Farm	Community education and engagement in growing
Sandy Lane Farm	Organic and regenerative agriculture

Priority new areas to develop



Work with schools, caterers and children to better understand the challenges of school food. Work collaboratively on solutions to improve the health and sustainability of school food, that are impactful but achievable. This approach can also benefit the local food economy through institutional commitment to buying local, ethically and sustainably produced food. The learnings from the schools pilot can then be applied to other institutional settings – hospitals, social care.



Strengthen short transparent local food supply chains that improve resilience to external shocks and build our local food economy. Work with local institutional buyers – including schools, universities, hospitals – to commit to increase local procurement. Work with local producers to increase local production to meet local demand. Establish the technology, infrastructure, processes and relationships to facilitate this.



Support Community Wealth Building approaches to preventing food poverty, building resilient communities, developing skills, jobs and enterprises that retain wealth locally. Councils and major institutions commit to being anchor organisations – increasing local procurement, making local assets available to local enterprises, championing local enterprise.



Examples of excellence from Oxfordshire

Chippy Larder and Bruern Farm

Promoting dignity, affordable access to good food and community growing.



the chippy larder

I set up The Chippy Larder to redress the imbalance in my community. We support families who are not only in food, fuel and educational deprivation but also at high risk of poor physical and mental health. To be surrounded by businesses offering high quality, nutritionally dense, locally produced food, that was and still is financially inaccessible to many is not acceptable.

The first step was to set up a hub that didn't stigmatise those in need, the key was to be inclusive so the whole community could benefit. The Community Larder model was a perfect fit - Chippy Larder is open to everyone providing access to affordable food and reducing food waste. Partnering with Bruern Farm we have set up the Chicky Larder - getting members outdoors and involved with growing. Visiting a local farm, engaging with growers and learning new skills, having your own chick and farm fresh eggs at an affordable price, makes the 'aspirational' accessible.

Wonky Food Company

Reducing food waste - flourishing with support from OxLEP



The Wonky Food Company makes relishes from imperfect and surplus fruit and vegetables. Started in Oxfordshire in 2018, the business sells via the Midcounties Co-op and Ocado, as well as through a growing network of independent delis, farm shops and artisan food stores.

In 2022, it was accepted on to the Co-op's first national incubator scheme, focusing on small sustainable food and drink brands. The Wonky Food Company has benefited from local business support since its inception. It received start-up support via OxLEP and is now part of OxLEP's eScalate programme, a three-year European funded initiative supporting social enterprises, charities and purposeful businesses in Oxfordshire. "It's been such a fantastic programme to be part of", says founder Ashley Cavers. "We have benefitted from some great peer group and networking opportunities. It has also enabled us to build our knowledge in important areas such as impact measurement and raising investment.

Community Wealth Building

From food poverty, to resilience and prevention

OX4 FOOD CREW

OX4 Food Crew OX4 Food Crew (OX4FC) is a partnership of 9 organisations based in OX4 working with and for people experiencing food poverty which has been exposed and exacerbated by the pandemic. Founded in April 2020, we quickly responded to local needs by delivering nutritious cooked meals to people experiencing food insecurity in the local area. We are now developing the partnership to move beyond the emergency pandemic driven response, to include services which help to build community food resilience. These include free cooking for health and wellbeing courses for parents, well as 'Pay as you feel' community meals and incubator support for food social enterprises including Damascus Rose Kitchen and No Vice Ice. As a coalition of organisations, our aim is to work with our local communities to co-investigate and design flexible community led support and innovations that will help build food resilience in the local area, alongside ongoing emergency food support.

The Swan School Oxford

Improving school food



Family dining enables all students and teachers to share a delicious hot lunch together every day. No packed lunches are allowed.

We recreate a 'family' atmosphere where everyone is encouraged to engage in conversation and take responsibility for different aspects of the service, for example laying the table, serving food, or tidying the table at the end of the meal.

Lunches at The Swan are vegetarian (meat is available at other times) for three main reasons:

- Quality –vegetarian meals allow us to provide better quality for the same price.
- Environment – reducing our meat consumption decreases our carbon footprint.
- Community – all our students are able to sit together, regardless of their dietary preferences or religious requirements.

Examples of excellence from Oxfordshire

Cherwell Collective

Stronger communities, reducing waste, alleviating poverty by growing, cooking, learning and sharing together.

Started during COVID lock-down, Cherwell Collective was a response to food poverty, hardship and isolation. We have developed our ambitions to empower our community, to increase well-being, to support the vulnerable, and to reduce waste and environmental impact in daily lives. We have over 5,000 users, hundreds of whom are supported weekly.

Our food services include three main groups: Cherwell Larder: Friends feeding friends - alleviating food poverty, reducing food waste and a community hub for distributing surplus of all kinds.

Harvest at Home: Food security from the ground up - supporting people to get growing at home and in the community. Providing home-growing kits, skills training, support and access to resources. We have helped over 900 start growing food for the first time.

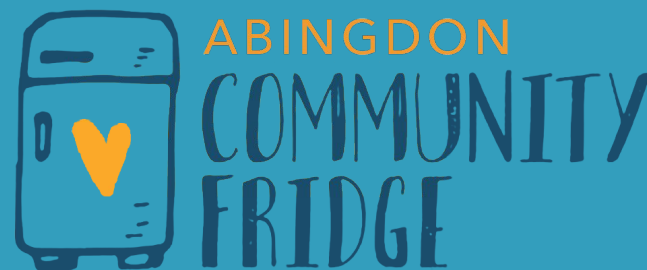
Climatarian Kitchen: Eat to save the earth!: At our food surplus cafe we enjoy climate-friendly meals together, using surplus and locally grown food. Pay what you can meals have suggested donations according to the carbon footprint of the dish. We also offer freshly made ready meals, meal kits, flexi recipes, shared equipment (via Oxford Party Library) and cooking courses.



Abingdon Community Fridge

Fighting food waste and building community

Kerry to add text



Orange Bakery, Watlington (South)

Embedded in local community, supporting mental health, local producers, employment and training

We started in our kitchen during lockdown to support mental health and help young people with focus, purpose and an opportunity for creativity. Initially we baked for ourselves, then our neighbours who were isolating and then through crowd-funding we were able to fund a shop front on the high street in Watlington.

We bake from the Scout Hut and now employ an apprentice from the local prison. We have learnt so much, from the basics of baking through to running a business. Being embedded in our local community has been vital to this journey - we have benefitted from the generosity of other bakers who offered their time, expertise and equipment as well as those who crowd-funded us. More formal start-up support from small local enterprise schemes for mission-driven businesses via OSEP's Escalate scheme has been invaluable, particularly the opportunity to connect with peers and networks of like-minded organisations.



Play:Full

A local response to holiday hunger

Play:Full is a response to tackle holiday hunger experienced by many children who rely on Free School Meals during term-time. The evidence suggests that this group of children start the new term several weeks, if not months intellectually behind their more fortunate peers who have enjoyed a more wholesome diet and lots of activity during the school holiday.

Play:Full was initiated in Banbury as part of the Brighter Futures project and has since been trialled in the City and South and Vale. Healthy, nourishing food is embedded alongside enrichment activities and positive food experiences - from trying new foods, preparing simple snacks and meals and enjoying shared meal-times with friends. Sessions are open-to -all to avoid stigmatisation, but focused on the most deprived wards to target children most in need. The impacts of the programme are clear: children try new foods, less social isolation; children have fun, learning through enrichment; help with extra holiday food bills, connecting vulnerable families to a wider network of support.



Examples of excellence from Oxfordshire

Oxford City Farm

Growing Food and Growing Community



At Oxford City Farm we provide valued opportunities for people of all ages and backgrounds to engage with farming and food production, animals, nature and each other. The food we grow is shared with volunteers and distributed within our local community, enabling us to get fresh produce onto the plates of people who might otherwise have limited access to it.

We work with a range of local organisations to deliver engaging hands-on land and kitchen based social and educational opportunities related to food and farming and the environment. Participants include children, vulnerable adults, and people experiencing loneliness and mental health challenges. Not only can participants learn growing and cooking skills in our new on-site teaching kitchen, but also experience an increased sense of well-being and connectedness, greater confidence, team-working and life skills.

Oxford City Council - Healthy Start Vouchers

Partnership working to increase the uptake of Healthy Start Vouchers in Oxford



Healthy Start Vouchers support eligible pregnant women and young children to buy fruit, vegetables and dairy and are funded centrally via the NHS. In January 2022 in Oxford City, around 240 eligible families were missing out on Healthy Start Vouchers equivalent to £9,000/ week of unclaimed vouchers.

Through joined up working across housing, health and locality teams, the City Council has supported an additional XX families to access the scheme. Providing a dedicated contact point within the council to liaise with other teams and provide training, and communications materials has been pivotal to making this change happen.



Sandy Lane Farm

Organic and regenerative agriculture

We are a traditional, family run farm in the South Oxfordshire countryside, passionate about growing organic veg. The team produces a wide diversity of vegetables in the farm's sandy soil. This is partly to spread the risk that is inherent when you farm without pesticides, partly to keep the soil healthy and also, to champion locally grown veg and prove that eating with the seasons can be varied and interesting!



The Bennett's commitment to organic growing is both a passion and a mission and they utilise traditional farming methods - firmly backed by modern science. Biodiversity (above and below ground) is at the heart of organic farming and George's approach is try to keep 'nature in balance' every step of the way. Each year the farm's fields are bordered by beautiful 'beetle banks' - areas of wildflowers and grasses, sown to encourage pollinators and 'nature's pest controllers' to the crops. Early in 2020 he also planted nearly 1000 trees on the farm, a mini-agroforestry project which should improve irrigation, provide a habitat for birds and other wildlife as well as providing valuable aerial cover for his 400 organic egg laying hens.

Salt Cross Garden Village

Ambition to create better food environments in new developments, navigating complex planning challenges.

West Oxfordshire's Salt Cross Garden Village is a landscape led ambition. Tackling climate change, seeking a zero-carbon community and 25% biodiversity net gain. 2,200 homes, 50% affordable within walkable neighbourhoods. A park and ride 6 minute connection to Oxford City. Hanborough Station, to Oxford and London.



'a place to grow, a space to breathe'

West Oxfordshire's edible Garden Community embedding sustainable food systems; maximising food growing opportunities. Connecting people to growing, production, consumption; contributing to local fresh food supply.

Private and community food growing gardens, doorstep allotments and community orchards. People coming together to cook, learn and celebrate changing seasons. Dedicated growing spaces, careful species selections, hedgerows, woodland edges providing foraging grounds. Edible trees and plants along walkways, places for residents of Salt Cross to engage with growing food and nature.

Planning, delivery and stewardship challenges are being carefully considered with committed leadership, vision and ambition. Salt Cross; an edible Garden Community will contribute to Good Food Oxfordshire's sustainable food network, providing healthy, fair and environmentally sustainable food for all.



We all need to act now to make this vision a reality

Ideas for Local Councils

- Adopt a whole systems approach to food
- Embed healthy and sustainable food and healthy weight environments within existing policies, plans and targets
- Develop a specific Food Policy that encapsulates key themes and recommendations defined in the strategy
- Champion the development of **District Level** Food Action Plans to agree specific council commitments and measure progress against these
- Promote and support community groups and businesses working for a better food system through public procurement, access to infrastructure, assets and funding
- Support vibrant, healthy food communities through access to skills and spaces for growing, cooking and sharing food
- Lobby national government using local evidence and action
- Appoint Food Champions at cabinet level to be a conduit for food issues and action



ACT
NOW

Ideas for Community Groups

- Sign the Oxfordshire Good Food Charter and join a movement of Collective Action for a better food system for everyone in Oxfordshire
- Connect with a range of partners in your local food system to work together to solve local food problems – community food services, cooking and growing groups, councils, farms and food businesses – together we can do more [<link to CFN sign up and CAG>](#)
- Participate in the development of Food Action Plans for local areas, agree specific commitments and measure progress against these
- Join campaigns and events that bring communities together to grow, cook and share food



Ideas for Institutions and businesses

- Commit to buying more sustainably produced local food for institutional catering
- Participate in initiatives to scope and develop short, local supply chain solutions
- Ensure food policies and reporting reflect health and sustainability targets and link into net zero ambitions
- Participate in development of Food Action Plans for local areas, agree specific commitments and measure progress against these
- Adopt accreditation and measurement schemes that support these targets
- Engage employees around healthy, sustainable local food – support campaigns and events



Ideas for Individuals

- Support local organisations working to tackle food poverty and food waste
- Join local growing schemes
- Help with cooking and nutrition programmes
- Use local sustainable food businesses and markets where possible
- Support campaigns and events that promote good food
- Participate in the development of Food Action Plans for local areas



End of Part 1



Appointments to Outside Bodies, Partnerships and Member Champion 2022/23

Outside Body / Partnership	2021/22 Councillor Representative	Proposed 2022/23 Councillor Representative
Age UK Oxfordshire	Cllr John Donaldson	Cllr John Donaldson
ARC Leaders	Cllr Barry Wood	Cllr Barry Wood
Banbury Bluecoats	Cllr Colin Clarke	Cllr Colin Clarke
Banbury Business Improvement District (BID) Board	Cllr Colin Clarke	Cllr Colin Clarke
Banbury Charities	Cllr Colin Clarke; Cllr John Donaldson Cllr Tony Mephram	Cllr Colin Clarke Cllr John Donaldson Cllr Ian Harwood
Banbury Town Centre Partnership	Cllr Tony Mephram	Cllr Ian Corkin
Banbury Traffic Advisory Committee	Cllr Colin Clarke; Cllr George Reynolds	Cllr Colin Clarke; Cllr George Reynolds
Bicester and District Chamber of Commerce	Cllr Richard Mould	Cllr Donna Ford
Bicester Traffic Advisory Committee	Cllr Dan Sames; Cllr Lynn Pratt; Cllr Richard Mould	Cllr Dan Sames; Cllr Lynn Pratt; Cllr Richard Mould
Bicester Vision	Cllr Lynn Pratt	Cllr Lynn Pratt
Cherwell Community and Voluntary Services	Cllr Andrew McHugh	Cllr Phil Chapman
Cherwell Local Strategic Partnership (LSP)	Cllr Barry Wood	Cllr Barry Wood
Cherwell Safer Communities Partnership	Cllr Andrew McHugh	Cllr Eddie Reeves
Citizens Advice North Oxon and South Northants	Cllr Andrew McHugh	Cllr Phil Chapman
Community First Oxfordshire	Cllr Andrew McHugh	Cllr Phil Chapman

Appointments to Outside Bodies, Partnerships and Member Champion 2022/23

Outside Body / Partnership	2021/22 Councillor Representative	Proposed 2022/23 Councillor Representative
Community Partnership Network	Cllr Andrew McHugh	No appointment required as Network has been superseded by other health scrutiny arrangements.
Cotswold National Landscape <i>(formerly Cotswold AONB Conservation Board)</i>	Cllr Phil Chapman	Cllr Phil Chapman
District Councils Network	Cllr Barry Wood	Cllr Barry Wood
Kidlington & District Information Centre	Cllr Maurice Billington	Cllr Maurice Billington
Kidlington Neighbourhood Action Group (NAG)	Cllr Maurice Billington	Cllr Maurice Billington
Kidlington Traffic Advisory Committee	Cllr Maurice Billington	Cllr Maurice Billington
Oxford Airport Consultative Committee	Cllr Timothy Hallchurch	Cllr Ian Corkin
Oxfordshire Association of Local Councils (OALC)	Cllr Phil Chapman	Cllr Barry Wood
Oxfordshire Blue Plaques Board	Cllr Timothy Hallchurch	Cllr John Donaldson
Oxfordshire Health Improvement Board	Cllr Andrew McHugh	Cllr Phil Chapman
Oxfordshire Waste & Resources Partnership <i>(formerly Oxfordshire Environment Partnership)</i>	Cllr Dan Sames Sub: Cllr Andrew McHugh	Cllr Dan Sames Sub: Cllr Barry Wood
Oxfordshire Safer Communities Partnership	Cllr Andrew McHugh	Cllr Eddie Reeves
Oxfordshire Sports Partnership	Cllr Phil Chapman	Cllr Phil Chapman

Appointments to Outside Bodies, Partnerships and Member Champion 2022/23

Outside Body / Partnership	2021/22 Councillor Representative	Proposed 2022/23 Councillor Representative
Oxfordshire Stronger Communities Alliance (OSCA)	Cllr Andrew McHugh	Cllr Phil Chapman
Sanctuary Group	Cllr Mark Cherry; Cllr Lucinda Wing Cllr Barry Wood Cllr Andrew McHugh	Cllr Mark Cherry Cllr Nick Mawer Cllr Barry Wood Cllr Amanda Watkins
The Mill Arts Centre Trust	Cllr Andrew McHugh	Cllr Phil Chapman
PATROL (Parking and Traffic Regulations Outside London) Adjudication Joint Committee	Appointment to be made; this is a new appointment required as a result of the change to Civil Enforcement Parking	Cllr Eddie Reeves

Member Champions

CDC Member Champion appointments are made annually. One role remains for 2022-23

Member Champion for	Appointment for 2022-23
Military	Cllr Dan Sames

Shareholder Committee

The Shareholder Committee is a subcommittee of Executive. It has historically comprised the Leader of the Council, Portfolio Holder for Finance and Portfolio Holder for Housing. This continues for 2022/23.

Leader of the Council & Portfolio Holder for Policy and Strategy - Councillor Barry Wood
Portfolio Holder for Finance - Councillor Adam Nell
Portfolio Holder for Housing - Councillor Nick Mawer

For information - Advisory Groups

The following groups operate in an advisory capacity only, with no decision-making powers:

Castle Quay Working Advisory Group

Appointments to Outside Bodies, Partnerships and Member Champion 2022/23

Cllr Ian Corkin
Cllr Adam Nell
Cllr Rebecca Biegel
Cllr Lynn Pratt
Cllr Dr Chukwudi Okeke

Local Plan Review Members Sub-Group

Membership to be advised.