

# Public Document Pack



**Cherwell**

DISTRICT COUNCIL  
NORTH OXFORDSHIRE

**Committee:** Overview and Scrutiny Committee  
**Date:** Tuesday 24 October 2023  
**Time:** 6.30 pm  
**Venue:** Bodicote House, Bodicote, Banbury, Oxon OX15 4AA

## Membership

### Councillor John Broad (Chairman)

Councillor Patrick Clarke  
Councillor Simon Holland  
Councillor Dr Chukwudi Okeke  
Councillor Rob Pattenden  
Councillor Douglas Webb

### Councillor Isabel Creed (Vice-Chairman)

Councillor Ian Harwood  
Councillor Ian Middleton  
Councillor Lynne Parsons  
Councillor Dorothy Walker  
Councillor Bryn Williams

**Substitutes** Any member of the relevant political group, excluding Executive members

## AGENDA

Overview and Scrutiny Members should not normally be subject to the party whip. Where a member is subject to a party whip they must declare this at the beginning of the meeting and it should be recorded in the minutes.

### 1. Apologies for Absence and Notification of Substitute Members

### 2. Declarations of Interest

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

### 3. Minutes (Pages 5 - 8)

To confirm as a correct record the minutes of the meeting held on 19 September 2023.

#### **4. Chairman's Announcements**

To receive communications from the Chairman.

#### **5. Urgent Business**

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

#### **6. Sanctuary Housing**

Officers from Sanctuary Housing will be at the meeting to deliver a presentation that will include:

- An overview of new developments in the District
- Damp and Mould response following Awaab Ishak case
- Retrofitting and energy efficiency works to reduce bills for tenants and help reduce carbon emissions from social housing properties
- Empty property management
- Service standards that tenants can expect, such as response times for repairs and anti-social behaviour reports.
- Response to Social Housing Regulation Act

#### **7. Performance Monitoring Report Quarter 2 2023-24 (Pages 9 - 48)**

Report of Assistant Director – Customer Focus

##### **Purpose of report**

To give the committee an update on how well the council is performing in delivering its Q2 priorities for 2023/24.

##### **Recommendations**

Officers recommend the committee:

- 1.1 Reviews the Council's Quarter 2 performance for 2023 and agrees any recommendations for Executive consideration.

#### **8. 12-Month Climate Action Plan 2023 - 2024 (Pages 49 - 106)**

Report of Climate Action Manager and Corporate Director – Communities

##### **Purpose of report**

To set out the background and content of a newly produced 12-month Action Plan for climate change, which is based on our 2020 Climate Change Framework.

## **Recommendations**

The meeting is recommended:

- 1.1 To accept the ambitions of this Action Plan.
- 1.2 To recognise the implementation of this Action Plan will have on-going resource implications for council budgets and that additional requests will be forthcoming, as and when business cases are developed, e.g. for the provision of additional Solar PV to reduce energy bills. Each business case will be assessed and brought forward if affordable.

### **9. Working Group Updates (Pages 107 - 108)**

An update on work undertaken so far by the Equality, Diversity and Inclusion, Food Insecurity and Climate Action working groups.

#### **Recommendation**

The meeting is recommended:

- 1.1 To consider and comment on the work undertaken to date.

### **10. Work Programme 2023-24 (Pages 109 - 112)**

An update on the Overview and Scrutiny Work Programme 2023/24.

#### **Recommendation**

The meeting is recommended:

- 1.1 To consider and agree the indicative work programme 2023/24

**Councillors are requested to collect any post from their pigeon hole in the Members Room at the end of the meeting.**

## **Information about this Meeting**

### **Apologies for Absence**

Apologies for absence should be notified to [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk) or 01295 221534 prior to the start of the meeting.

### **Declarations of Interest**

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

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

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

### **Evacuation Procedure**

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

### **Access to Meetings**

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

### **Mobile Phones**

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

### **Queries Regarding this Agenda**

Please contact Emma Faulkner, Democratic and Elections [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk), 01295 221534

**Yvonne Rees**  
**Chief Executive**

Published on Monday 16 October 2023

## **Cherwell District Council**

### **Overview and Scrutiny Committee**

Minutes of a meeting of the Overview and Scrutiny Committee held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 19 September 2023 at 6.30 pm

#### Present:

Councillor John Broad (Chairman)  
Councillor Isabel Creed (Vice-Chairman)  
Councillor Patrick Clarke  
Councillor Ian Harwood  
Councillor Simon Holland  
Councillor Lynne Parsons  
Councillor Rob Pattenden  
Councillor Dorothy Walker  
Councillor Douglas Webb  
Councillor Bryn Williams

#### Substitute Members:

Councillor Besmira Brasha (In place of Councillor Dr Chukwudi Okeke)

#### Apologies for absence:

Councillor Ian Middleton  
Councillor Dr Chukwudi Okeke

#### Also Present Virtually:

Councillor Sandy Dallimore  
Councillor Nicholas Mawer  
Councillor Adam Nell

#### Officers:

Ian Boll, Corporate Director Communities  
Natasha Clark, Governance and Elections Manager  
Matt Swinford, Democratic and Elections Officer

#### Officers Attending Virtually:

Yvonne Rees, Chief Executive  
Michael Furness, Assistant Director Finance & S151 Officer

Tim Hughes, Interim Assistant Director Regulatory Services & Community Safety  
Liam Didcock, Leisure Contracts and Sports Hubs Manager  
Tom Gubbins, Sport & Recreation Physical Activities Manager  
Richard Smith, Head of Housing  
Celia Prado-Teeling, Performance & Insight Team Leader

26 **Declarations of Interest**

There were no declarations of interest.

27 **Minutes**

The minutes of the meetings held on 1 August 2023 and 16 August 2023 were agreed as correct records and signed by the Chairman.

28 **Chairman's Announcements**

There were no Chairman's announcements.

29 **Urgent Business**

There were no items of urgent business.

30 **August 2023 Performance Monitoring Report**

The Committee considered a report from the Assistant Director – Customer Focus that detailed the Council's performance against its performance indicators for August 2023

The Performance and Insight Team Leader introduced the report and advised the Committee that the council had achieved 86% of its August 2023 key performance indicators (KPIs). Indicator BP1.2.06, average time taken to process Housing Benefit New Claims and council tax reduction (Days), was reporting amber. This was due to a few days with high volumes of claims however the year-to-date performance is ahead of target.

In response to queries from the Committee in relation to this indicator, the Assistant Director of Finance advised that the targets that the council had to report on were based on national statistics that had to be reported quarterly to the Department for Works and Pensions (DWP).

The Assistant Director of Finance explained he regularly met with the team to review performance and was confident that the year-end target would be met. Quarterly meetings take place with the Department for Works and Pensions (DWP) which is happy with the council's performance.

In response to a question on indicator BP4.1.02, support community safety and anti-social behaviour prevention activities, the Corporate Director of Communities advised that the team's work was both preventative and reactive and involved working closely with partners. The Community Safety Team would be presenting an overview of the work and activities undertaken by the regulatory and community safety service to the Committee in due course.

In response to questions regarding facilities in new developments and activities for 14 – 18 year olds, the Leisure Contracts and Sports Hubs Manager and Sport and Recreation Physical Activities Manager agreed to provide an update on the facilities and activities they were moving forward. The Performance and Insight Team Leader also referred to the brighter futures work which included many initiatives such as art and music as well as sport. The Committee endorsed the Chief Executive's suggestion that an update be provided to the Committee alongside the Community Safety Team presentation.

In response to a question from the Committee on indicator BP1.2.01, Number of Homeless Households living in Temporary Accommodation, and how the target of 40 households was determined, the Head of Housing advised that there was no requirement to report this, rather the council had chosen to measure and it was therefore a locally set target. The Portfolio Holder for Housing added that the target of 40 households is a figure that the Council believed to be achievable.

### **Resolved**

- (1) That having given due consideration, the Council's August 2023 performance be noted and no recommendations be submitted for Executive consideration.

### 31 **Working Groups Update**

The Committee noted the working group updates that had been published with the agenda.

### **Resolved**

- (1) That the working group updates be noted.

### 32 **Work Programme 2023-24**

The Governance and Elections Manager provided the Committee with an update to the indicative committee work programme.

The Governance and Elections Manager advised the Committee that Sanctuary Housing Officers would be attending their next meeting on 24 October 2023 to give a presentation. Committee members were asked to

submit any areas they wished the presentation to cover or to Sanctuary Housing by 6 October 2023.

The Chairman advised that he was liaising with officers about including updates from the council's representatives (himself, Councillor Woodcock and Councillor Pratt) on the Future Oxfordshire Partnership (FOP) Scrutiny Panel to this Committee following meetings of the Panel.

**Resolved**

- (1) That the indicative work programme be approved.

The meeting ended at 7.21 pm

Chairman:

Date:



## **Cherwell District Council**

### **Overview and Scrutiny Committee**

**24 October 2023**

### **Performance Monitoring Report Quarter 2 2023-24**

#### **Report of: Assistant Director Customer Focus**

This report is public.

#### **Purpose of report**

To give the committee an update on how well the council is performing in delivering its Q2 priorities for 2023/24.

#### **1.0 Recommendations**

Officers recommend the committee:

- 1.1 Reviews the Council's Quarter 2 performance for 2023 and agrees any recommendations for Executive consideration.

#### **2.0 Introduction**

- 2.1 The council actively and regularly monitors its performance to ensure it delivers its priorities for the year ahead which are set out in its Outcomes Framework as agreed by the Executive on 3 April 2023.

#### **3.0 Report Details**

- 3.1 This report is to update the committee on how well the council is performing against the targets and milestones it set for the second quarter of this financial year.

#### **4.0 Performance Summary**

- 4.1 The council is performing well against its Q2 objectives, which consist of 26 Business Plan Measures, 11 Peer Review Actions, 15 Annual Delivery Plan milestones and 25 Equalities Diversity and Inclusion Action Plans activities.

#### **4.2 Business Plan Measures**

Of the 26 measures, all 26 were either achieved or within the agreed tolerance for the target.

See appendix 1 for the full list of targeted measures.

- 4.3 There are also seven measures that the council monitors for trend analysis to identify any emerging trends that might require early intervention from ourselves or partners. There are no targets for these measures as they are dependent on external factors. For quarter 2 there are no emerging trends to report.

See appendix 2 for the latest data for these seven monitoring measures.

#### **4.4 Annual Delivery Plan Priorities**

Of the 15 milestones for Q2, 14 were achieved and the following was slightly behind

- Deliver the UKSPF Shared Prosperity Fund and Rural England Prosperity Fund projects.

See Appendix 3 for the Q2 updates on the Annual delivery plan.

#### **4.5 Peer Review Action Plan**

Of the 11 actions for completing in Q2, 6 were achieved and the following 5 underway but on track for delivery within the required timeframes :

- Refresh the climate strategy and associated actions plans and continue to embed them across the organisation demonstrating a robust pathway to achieving its net zero ambition.
- Undertake a strategic asset review as part of the transformation and prioritisation programme to recognise the potential of the council's property portfolio in meeting its regeneration ambition.
- Communicate the council's vision for Banbury and Bicester. Adopt a Place shaping Strategy for Banbury (non-statutory masterplan) and clarify role in securing future stages.
- Create a prospectus for investment in Cherwell.
- Develop and agree a council wide Communications and Marketing Strategy

See Appendix 4 for the Q2 updates for the Peer Review Action Plan

#### **4.6 Equalities, Diversity, and Inclusion Action plans**

Please see Appendix 5 to review our progress against the Equalities, Diversity and Inclusion action plans.

## **4.7 Office of Local Government (OFLOG)**

Earlier this year the government established a new performance body for local government called OFLOG. A key role of OFLOG is to provide credible and accessible data for analysing performance across local government to support its improvement. To do this it has developed a tool to bring together a selection of existing metrics across local government. So far, they have published four data sets (Adult social Care, Adult Skills, Waste Management and Finance). The metrics for the two subsets that are relevant to this council are attached in Appendix 6. We are awaiting further information on the publication and frequency of further data sets.

To review the Cherwell data published so far please go to Appendix 6.

## **4.8 Changing measures**

The diagram in Appendix 7 shows the process for making changes to measures outside of the annual business planning process.

## **5.0 Conclusion and Reasons for Recommendations**

The council has achieved 90% of its targets for Q2 of this financial year (2023/24). The committee is asked to review this performance and make recommendations for Executive consideration.

## **6.0 Consultation**

This report sets out the performance position for the second quarter of this financial year, therefore no formal consultation or engagement is required.

## **7.0 Alternative Options and Reasons for Rejection**

7.1 There are no alternative options to consider. However, members may wish to request further information from officers.

## **8.0 Implications**

### **Financial and Resource Implications**

8.1 There are no financial implications arising directly from this report.

Comments checked by:

Michael Furness, Assistant Director of Finance / Section 151, Tel: 01295 221845

[Michael.Furness@cherwell-dc.gov.uk](mailto:Michael.Furness@cherwell-dc.gov.uk)

## **Legal Implications**

8.2 There are no legal implications arising as a consequence of this report.

Comments checked by:

Shiraz Sheikh, Assistant Director Law & Governance,

[Shiraz.Sheikh@cherwell-dc.gov.uk](mailto:Shiraz.Sheikh@cherwell-dc.gov.uk)

## **Risk Implications**

8.3 The Risk Implications are detailed within the Executive and AARC Report for Quarter 2 2023.

Comments checked by:

Celia Prado-Teeling, Performance and Insight Team Leader, Tel: 01295 221556,

[Celia.prado-teeling@cherwell-dc.gov.uk](mailto:Celia.prado-teeling@cherwell-dc.gov.uk)

## **Equalities and Inclusion Implications**

8.4 There are no direct equalities and inclusion implications as a consequence of this report.

Comments checked by:

Celia Prado-Teeling, Performance and Insight Team Leader, Tel: 01295 221556,

[Celia.prado-teeling@cherwell-dc.gov.uk](mailto:Celia.prado-teeling@cherwell-dc.gov.uk)

## **9.0 Decision Information**

### **Key Decision**

**Financial Threshold Met:** No

**Community Impact Threshold Met:** No

### **Wards Affected:**

All

### **Lead Councillor**

Councillor Sandy Dallimore, Portfolio Holder for Corporate Services

Councillor Adam Nell, Portfolio Holder for Finance

## **Document Information**

### **Appendix number and title**

- Appendix 1 – Business Plan Measures Performance Q2
- Appendix 2 – Monitoring Only Business Plan Objectives
- Appendix 3 – Annual Delivery Plan Q2

- Appendix 4 – Corporate Peer Review Challenge Action Plan Q2
- Appendix 5 – Equalities, Diversity and Inclusion Action Plans Q2
- Appendix 6 – OFLOG Cherwell Data
- Appendix 7 – Performance measures process

**Background papers**

None

**Report Author and contact details**

Celia Prado-Teeling, Performance and Insight Team Leader, Tel: 01295 221556,  
[Celia.prado-teeling@Cherwell-dc.gov.uk](mailto:Celia.prado-teeling@Cherwell-dc.gov.uk)

Shona Ware, Assistant Director – Customer Focus  
[Shona.Ware@Cherwell-dc.gov.uk](mailto:Shona.Ware@Cherwell-dc.gov.uk)

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Housing that meets your needs

Ref	Portfolio Holder	Director/Lead Officer	Q2 Actual	Q2 Target	R.A.G	YTD Actual	End of Year Target	YTD R.A.G
BP1.2.01 Number of Homeless Households living in Temporary Accommodation (TA)	Cllr N Mawer	<ul style="list-style-type: none"> <li>■ Nicola Riley</li> <li>■ Yvonne Rees</li> </ul>	41	40	★	34	40	★
<b>Commentary</b> Through our early intervention work we remain within tolerance this quarter and on track to meet our target for the year								
BP1.2.02 % Referrals for major disability adaptations (urgent or high need) & approved within 12 week	Cllr N Mawer	<ul style="list-style-type: none"> <li>■ Nicola Riley</li> <li>■ Yvonne Rees</li> </ul>	84.2%	80.0%	★	84.4%	80.0%	★
<b>Commentary</b> Achieved our target for the quarter and on track to meet year-end target								
BP1.2.04 No of affordable homes delivered	Cllr N Mawer	<ul style="list-style-type: none"> <li>■ Nicola Riley</li> <li>■ Yvonne Rees</li> </ul>	66	59	★	111	190	★
<b>Commentary</b> We exceeded our target for this quarter and have already achieved 58% of our end of year target.								
BP1.2.06 Average time taken to process Housing Benefit New Claims and council tax reduction (Days)	Cllr A Nell	<ul style="list-style-type: none"> <li>■ Michael Furness</li> <li>■ Stephen Hinds</li> </ul>	17.1 days	18.0 days	★	16.5 days	18.0 days	★
<b>Commentary</b> We have worked hard to bring the turnaround time for applications back within 18 days and remain on track to meet our target for the year.								

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Ref	Portfolio Holder	Director/Lead Officer	Q2 Actual	Q2 Target	R.A.G	YTD Actual	End of Year Target	YTD R.A.G
BP1.2.07 Average time taken to process Housing Benefit Change Events & council tax reduction (Days)	Cllr A Nell	<ul style="list-style-type: none"> <li>■ Michael Furness</li> <li>■ Stephen Hinds</li> </ul>	2.7 days	8.0 days	★	3.4 days	8.0 days	★
<b>Commentary</b> We continue to achieve a turnaround time for applications that is well below our target and the average for all English authorities of 4 days.								
BP1.2.08 % of Major Planning Applications determined within National Indicator	Cllr D Sames	<ul style="list-style-type: none"> <li>■ David Peckford</li> <li>■ Ian Boll</li> </ul>	73.7%	60.0%	★	81.8%	60.0%	★
<b>Commentary</b> 19 Major Planning Applications were determined during Q2 2023/24, 14 of which were determined within the National Indicator target or agreed timeframe.								
BP1.2.09 % of Non-Major Planning Applications determined to National Indicator	Cllr D Sames	<ul style="list-style-type: none"> <li>■ David Peckford</li> <li>■ Ian Boll</li> </ul>	85.7%	70.0%	★	86.7%	70.0%	★
<b>Commentary</b> 265 Non-Major Planning Applications were determined during Q2 2023/24, 227 of them within National Indicator target or agreed timeframe.								
BP1.2.10 % of Major Applications overturned at appeal	Cllr D Sames	<ul style="list-style-type: none"> <li>■ David Peckford</li> <li>■ Ian Boll</li> </ul>	5.3%	10.0%	★	2.6%	10.0%	★
<b>Commentary</b> Of the 19 major applications determined this quarter only one was granted planning permission on appeal by the Planning Inspectorate The application (21/01630/OUT) for 530 homes at North-West Bicester, which would have been rejected by the Planning Committee for not meeting policy requirements was appealed by the Firethorn Trust on the grounds of non-determination.								



Ref	Portfolio Holder	Director/Lead Officer	Q2 Actual	Q2 Target	R.A.G	YTD Actual	End of Year Target	YTD R.A.G
BP1.2.11 % of Non-Major Applications overturned at appeal	Cllr D Sames	<ul style="list-style-type: none"> <li>■ David Peckford</li> <li>■ Ian Boll</li> </ul>	0.0%	10.0%	★	0.2%	10.0%	★
<b>Commentary</b> No Non-Major Planning Application decisions were overturned at Appeal by the Planning Inspectorate during Q2 2023/24 out of 265 applications								
BP1.2.12 Maintain 5 year land supply	Cllr D Sames	<ul style="list-style-type: none"> <li>■ David Peckford</li> <li>■ Ian Boll</li> </ul>	5.4	5.0	★	5.4	5.0	★
<b>Commentary</b> Cherwell has a 5.4 year supply of deliverable housing land for meeting its own housing requirements which is higher than the national five year housing land supply requirement. This is set out in our published Housing Land Supply Position Statement (February 2023).								
BP1.2.13 Net Additional Housing Completions to meet Cherwell needs	Cllr D Sames	<ul style="list-style-type: none"> <li>■ David Peckford</li> <li>■ Ian Boll</li> </ul>	274	286	★	447	1,142	▲
<b>Commentary</b> The Q2 provisional return of 274 net additional homes delivered is slightly below the target of 286. This brings the half year total to 447 which is 125 less than the expected at this time of the year. This reflects national economic conditions which has led to a slower rate of housing delivery more generally. We continue to work to progress planning and associated delivery matters at the district's strategic development sites such as those to the south of Banbury, Graven Hill, North-West Bicester and Wretchwick Green. We are also currently consulting on a new local plan which will support future delivery.								

## Supporting environmental sustainability

Ref	Portfolio Holder	Director/Lead Officer	Q2 Actual	Q2 Target	R.A.G	YTD Actual	End of Year Target	YTD R.A.G
BP2.2.01 % Waste Recycled & Composted	Cllr A McHugh	<ul style="list-style-type: none"> <li>▪ Ed Potter</li> <li>▪ Ian Boll</li> </ul>	56.2%	55.0%	★	57.4%	55.0%	★

### Commentary

This quarter we have achieved our recycling target, by 1.24%, largely down to an extra 1500 tonnes of garden waste compared to last year due to the wet and warm summer. We are currently targeting 4,000 properties in low recycling areas to increase recycling and reduce contamination.

Ref	Portfolio Holder	Director/Lead Officer	Actual	YTD Actual	R.A.G
BP2.1.01 Work with partners to deliver initiatives to improve air quality in the District	Cllr P Chapman	<ul style="list-style-type: none"> <li>▪ Ian Boll</li> <li>▪ Tim Hughes</li> </ul>	On track	On track	★

### Commentary

We continue to work with Oxfordshire County Highways, on measures to improve traffic flows along Hennef Way. We have also worked in partnership with Oxfordshire County Council and the District Councils in Oxfordshire, to produce an Oxfordshire air quality website (<https://www.oxonair.uk/>) with DEFRA funding, which launched last month (September). Four Air Quality Management Areas (AQMAs) were declared in the district for an exceedance of the annual mean air quality objective of 40 µg/m<sup>3</sup> for nitrogen dioxide as a result of traffic related emissions. The AQMAs are at Hennef Way and South Bar/Oxford Road in Banbury, Bicester Road in Kidlington, and Kings End in Bicester. The 2022 monitoring data confirmed the only exceedance is now in the Hennef Way AQMA where levels were measured at 55 µg/m<sup>3</sup> (86.4 µg/m<sup>3</sup> when declared).

BP2.1.02 Promote the green economy	Cllr P Chapman	<ul style="list-style-type: none"> <li>▪ Ed Potter</li> <li>▪ Ian Boll</li> </ul>	On track	On track	★
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### Commentary

Commissioned Bioregional to develop a programme of workshops to enable businesses to prepare their own carbon reduction action plans. Whilst some businesses subscribed to the programme, numbers were insufficient to run the workshops in October and November. Work will continue to establish interest and the programme is ready to be implemented in 2024. Meanwhile, we have signposted businesses to other courses and advice on carbon reduction.

An enterprising economy with strong and vibrant local centres

Ref	Portfolio Holder	Director/Lead Officer	Q2 Actual	End of Year Target	YTD R.A.G
BP3.2.01 % of Council Tax collected, increase Council Tax Base	Cllr A Nell	<ul style="list-style-type: none"> <li>■ Michael Furness</li> <li>■ Stephen Hinds</li> </ul>	56.58%	97.00%	★

**Commentary**

We have collected over 55% of council tax in the first six months of the year so are on track to meet the year end target

BP3.2.02 % of Business Rates collected, increasing NNDR Base	Cllr A Nell	<ul style="list-style-type: none"> <li>■ Michael Furness</li> <li>■ Stephen Hinds</li> </ul>	60.00%	97.00%	★
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**Commentary**

We have collected 60% of business rates in the first six months of the year so are on track to meet the year end target

Ref	Portfolio Holder	Director/Lead Officer	Q2 Actual	Q2 Target	R.A.G	YTD Actual	End of Year Target	YTD R.A.G
BP3.2.03 % of Building Regulations Applications acknowledged to within 3 working days of deposit	Cllr D Sames	<ul style="list-style-type: none"> <li>■ David Peckford</li> <li>■ Ian Boll</li> </ul>	93.9%	80.0%	★	88.4%	80.0%	★

**Commentary**

We have achieved our target for the quarter comfortably and are on track to meet our year-end target

BP3.2.04 % of valid Full Plan Applications determined or checked within 25 working days of deposit	Cllr D Sames	<ul style="list-style-type: none"> <li>■ David Peckford</li> <li>■ Ian Boll</li> </ul>	100.0%	100.0%	★	100.0%	100.0%	★
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**Commentary**

We have achieved 100% this quarter

An enterprising economy with strong and vibrant local centres

Ref	Portfolio Holder	Director/Lead Officer	Q2 Actual	YTD Actual	R.A.G
BP3.1.01 Monitor Cherwell elements of Future Oxfordshire Partnership Homes from Infrastructure work	Cllr D Ford	<ul style="list-style-type: none"> <li>■ Ian Boll</li> <li>■ Robert Jolley</li> </ul>	Delivering to plan	Delivering to plan	★
<p><b>Commentary</b> The Future Oxfordshire Partnership's Homes from Infrastructure programme is delivering to schedule and continues to be managed by Oxfordshire County Council, in consultation with the districts to ensure that projects are delivered by 31st March 2025.</p>					
BP3.1.02 Develop and adopt the Banbury Vision 2050 Programme	Cllr D Ford	<ul style="list-style-type: none"> <li>■ Ian Boll</li> <li>■ Robert Jolley</li> </ul>	Delivering to plan	Delivering to plan	★
<p><b>Commentary</b> Preparation for the Banbury Vision 2050 Programme continued during Q2, including planning with local schools and colleges to ensure their involvement. The Vision's engagement and consultation programme is scheduled to start in November 2023.</p>					
BP3.1.03 Transform Bicester Market Square through Public Realm & Environmental Improvement Project	Cllr D Ford	<ul style="list-style-type: none"> <li>■ Ian Boll</li> <li>■ Robert Jolley</li> </ul>	On track	On track	★
<p><b>Commentary</b> The appointment of stakeholder engagement specialists and design consultants for the Bicester Market Square project was approved by the Council's Executive on 4th September 2023, since then we have engaged with Market Square businesses and begun. The procurement process to appoint both stakeholder engagement specialists and design consultants during Q4. The design consultants will produce detailed design work to enable a full business plan and final designs to progress through the democratic cycle.</p>					

Healthy, resilient and engaged communities

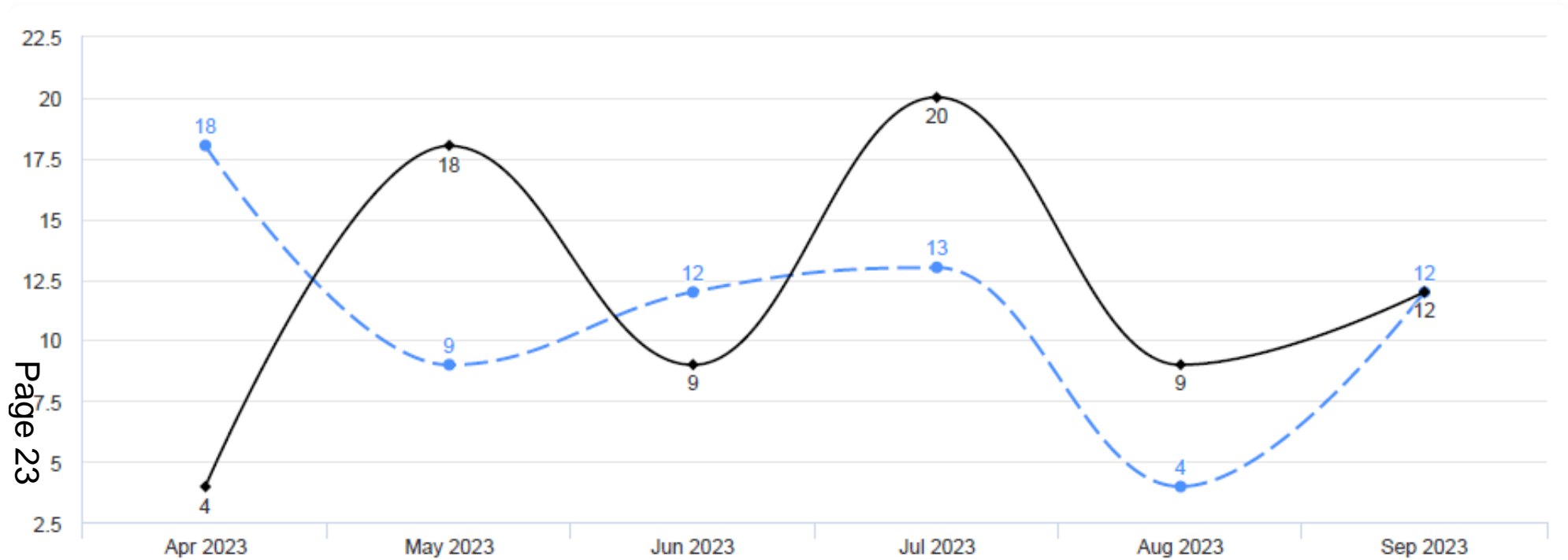
Ref	Portfolio Holder	Director/Lead Officer	Q2 Actual	Q2 Target	R.A.G	YTD Actual	End of Year Target	YTD R.A.G
BP4.2.01 Number of Visits/Usage of contracted & directly managed sports facilities	Cllr N Simpson	<ul style="list-style-type: none"> <li>■ Nicola Riley</li> <li>■ Yvonne Rees</li> </ul>	118,896	114,677	★	692,670	1,348,666	★
<p><b>Commentary</b>                      Bicester, Kidlington and Spiceball had all shown an increase against the preceding month, and the same period last year across all four Leisure Centres. We are reporting ahead of our monthly target, and we are on track to deliver our year end target.</p>								
BP4.2.04 % of due high risk food inspections completed	Cllr P Chapman	<ul style="list-style-type: none"> <li>■ Ian Boll</li> <li>■ Tim Hughes</li> </ul>	100.00%	100.00%	★	100.00%	100.00%	★
<p><b>Commentary</b></p>								

Healthy, resilient and engaged communities

Ref	Portfolio Holder	Director/Lead Officer	Q2 Actual	YTD Actual	R.A.G.
BP4.1.02 Support Community Safety and Anti-Social Behaviour Prevention Activities	Cllr P Chapman	<ul style="list-style-type: none"> <li>■ Ian Boll</li> <li>■ Tim Hughes</li> </ul>	On track	On track	★
<p><b>Commentary</b></p> <p>The Community Safety Team attended a number of engagements including Heyford Park Community Liaison Meeting, a joint engagement event at Graven Hill and the jobs and information fair in Kidlington. This quarter we continued to work together with TVP on targeted patrols carried out at Heyford Park due to an increase in ASB reports in the area. Also this quarter, Home Office funding has been secured to support initiatives at The Hill to work in youth targeted projects including the 'Upbeat Project' a scheme enabling young people to create music in a shared, collaborative space. Our Youth Activators are delivering weekly physical activity opportunities at The Hill on Mondays to offer positive activities for young people and, every other week a Family YouMove session is delivered at The Hill open to families and encouraging families to engage with wider services. In addition a 6 week mental health and physical activity programme is being delivered in secondary schools for transition age groups (14- 16 years) currently at North Oxford Academy, Wykham Park, The Bicester School, Cooper, Gosford Hill, with a specific focus on children who have behavioural issues. Finally, the Community Safety, Community Development and partners are working with The Hill to develop a youth festival in October half term. Intention is to engage young people with positive activities and to link young people to services and support colleagues around anti-social behaviour, drugs, knife crime and community safety.</p>					
BP4.1.04 Improve Leisure & Community Facilities in line with agreed Capital Programme	Cllr N Simpson	<ul style="list-style-type: none"> <li>■ Nicola Riley</li> <li>■ Yvonne Rees</li> </ul>	On track	On track	★
<p><b>Commentary</b></p> <p>We are progressing 8 improvement projects – this quarter we began the refurbishment of the Gym Changing rooms at Kidlington Leisure Centre, which is due for completion this month (October) We have been in discussions with the Town Council on suitable locations for a BMX pump track in Banbury and we have progressed the 2 Play Zones in Banbury.</p>					
BP4.1.06 Support and Safeguard Vulnerable People	Cllr P Chapman	<ul style="list-style-type: none"> <li>■ Nicola Riley</li> <li>■ Yvonne Rees</li> </ul>	On track	On track	★
<p><b>Commentary</b></p> <p>Internal safeguarding briefings continued during quarter 2, with a 43% increase in staff participation in comparison with last year. Safeguarding audits were completed for Holiday clubs staff and Leisure Centre audits are due in October. Monthly safeguarding awareness themes continue across Cherwell, working in partnership with safeguarding boards and other districts in the area.</p>					

## Appendix 2 – Monitoring only Business plan objectives Quarter 2

Please note the blue line represents current performance and the black line the previous financial year 2022-23



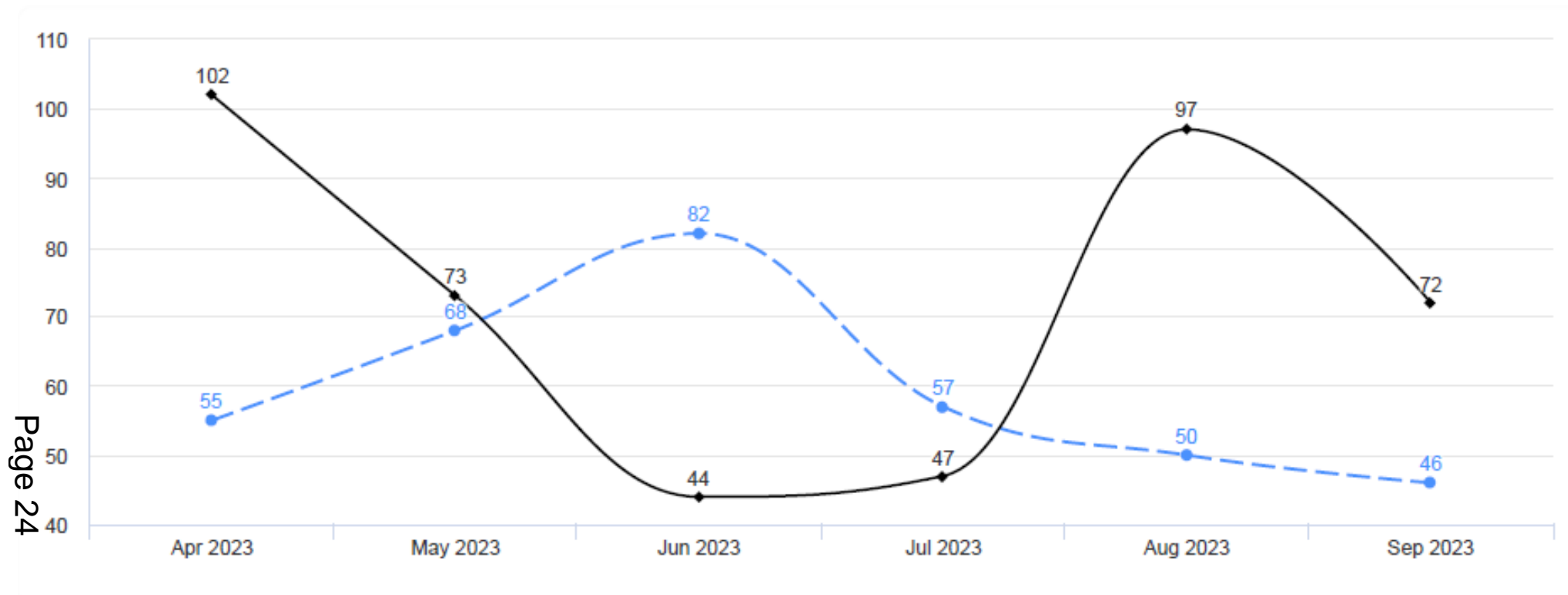
**Please note the blue line represents current performance and black line the previous financial year 2022-23**

**Objective:** Homes improved through enforcement action

**September:** 12

**Year to date:** 68

The measure shows fluctuation throughout the year, as service requests and enforcement actions are unpredictable. There have been 12 cases where enforcement action has been considered necessary and has been taken by the team. Every enforcement improves the living conditions for that resident.



**Please note the blue line represents current performance and black line the previous financial year 2022-23**

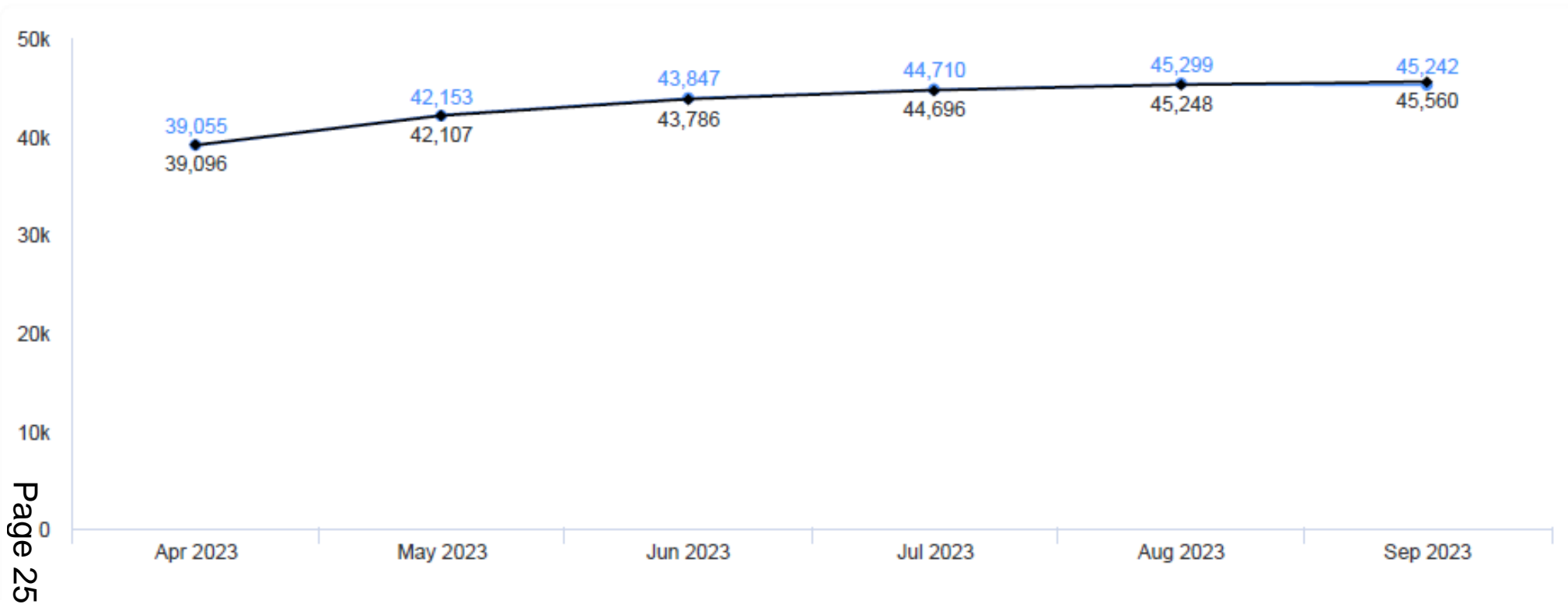
**Objective:** Number of Housing Standards interventions

**September:** 46

**Year to date:** 358

There have been fewer requests for intervention when measured against the peak in Summer 2022, when there was greater media attention on the impact to health from damp and mold in properties. The figures track well against proactive promotional work we do to highlight to residents the help and support they could receive from the council.





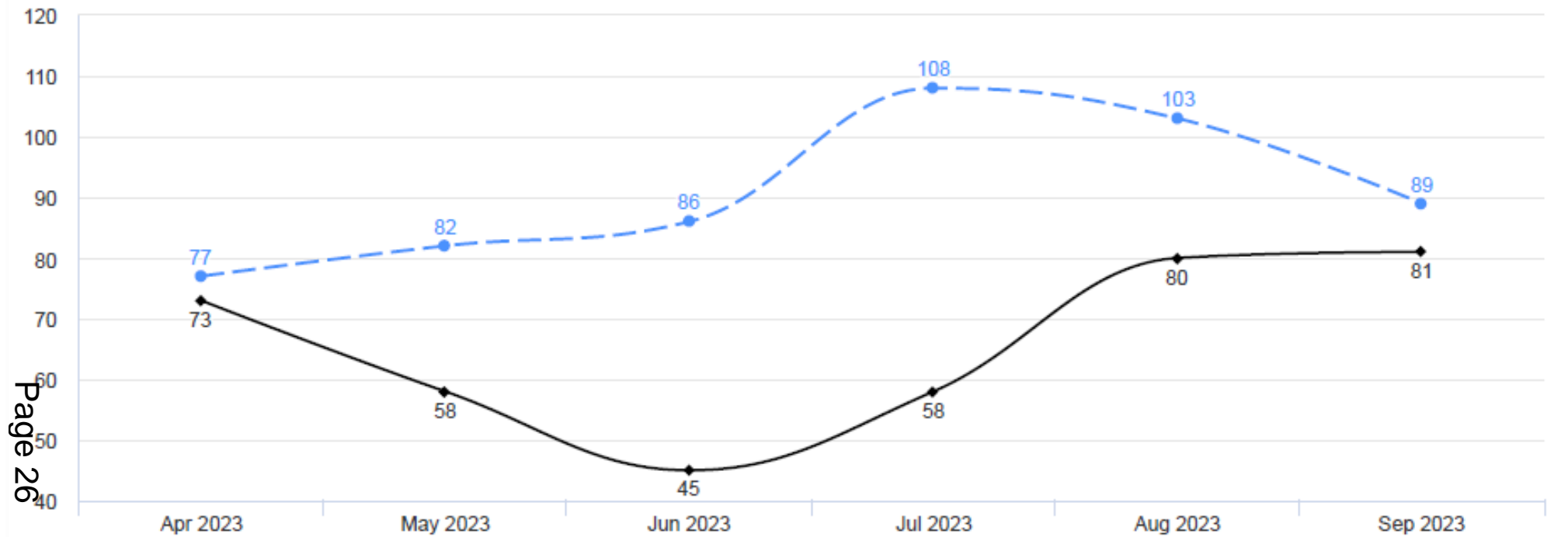
**Please note the blue line represents current performance and black line the previous financial year 2022-23**

**Objective:** Number of garden waste subscriptions

**September:** Total 45,242 (57 less new subscriptions in September)

**Year to date:** Monthly result reflects the cumulative for year to date.

The number of subscriptions is down by 318 on last year due to residents finding other ways to dispose of their garden waste. The feedback we have had from residents not subscribing this year is mixed, they have realised they didn't need the subscription, or they have found other ways of disposing of their garden waste such as composting.



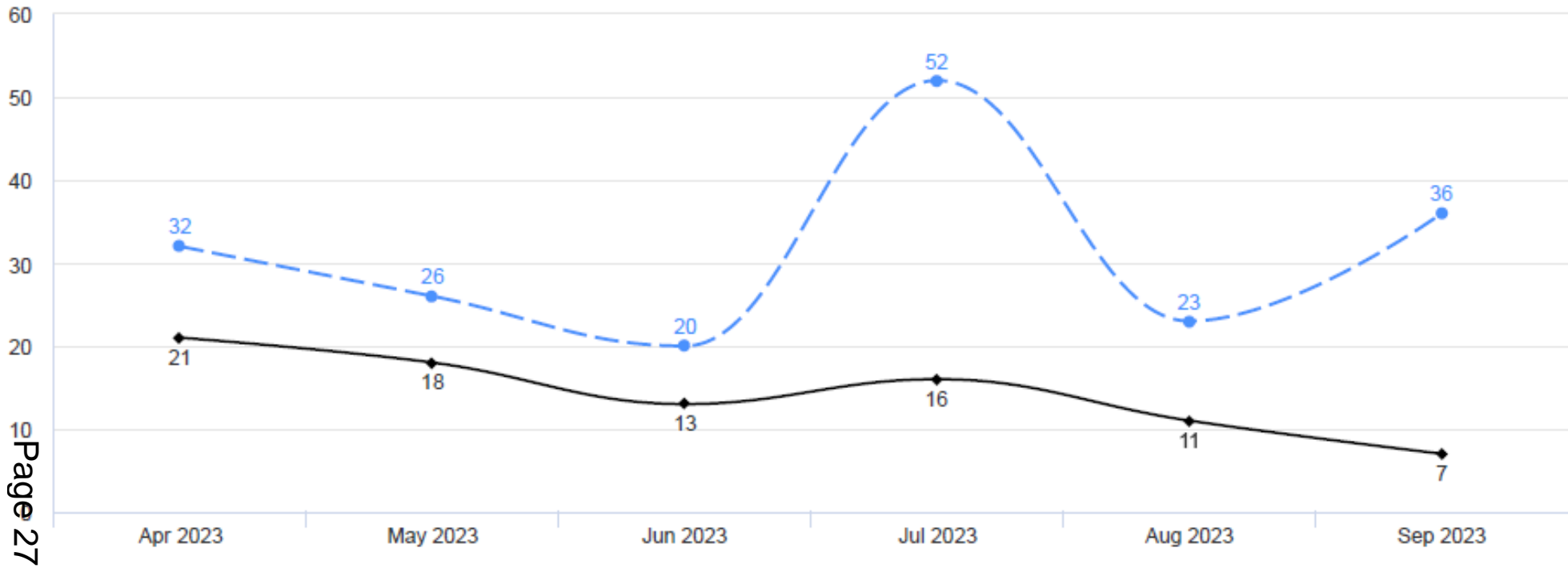
**Please note the blue line represents current performance and black line the previous financial year 2022-23**

**Objective:** Number of Illegal Fly Tips

**September:** 89

**Year to date:** 545

89 fly tips were reported in September and were investigated. Bottle and recycling bank sites are frequently fly tipped and are routinely cleared, not just in response to complaints, which may be leading to an under-reporting of fly tipping incidents. The cause/drivers behind the apparent year-on-year increase in fly tips being reported is not fully understood and the teams will continue to try and identify the causes and whether steps can be taken to address them.



**Please note the blue line represents current performance and black line the previous financial year 2022-23**

**Objective:** Number of enforcement notices issued.

**September:** 36

**Year to date:** 189

In response to the evidence found 15 warning letters were sent, 13 interviews under caution were carried out, and 8 notices, including 3 fixed penalty notices, were served for waste related offences. A trial project looking into enhanced monitoring of bottle banks is being set up to investigate the use of AI cameras to detect if fly tipping has occurred and alert the waste team to respond.

**Objective:** Number of individuals registered to YouMove

**Quarter 2:** 697

**Year to date:** 2,644

Currently we have the highest number of You Move registrations across Oxfordshire, with 697 during quarter 2, showing word about the programme is still reaching families; particularly in August we got 201 registrations which was 43% of the total registered across the County for that month. A high number of incentives were added during this period, such as 50% reduced admission and membership to Boxing, Rugby, Climbing, Canoeing, Football, Cricket and more, and free activities for families in parks and schools. This is the first year of the programme, so no benchmarking data is available yet.

**Objective:** Number of young people who participated in Youth Activator activities

**Quarter 2:** 2,387

**Year to date:** 3,627

**Page 28** The Youth Activators delivered a wide range of physical activity and movement opportunities, this included delivery in 28 schools with tailored activities such as early years, lunchtime, mental health and many more. During the Summer Holidays over 700 attendances were seen at free park and community sessions in targeted areas across Banbury, Bicester and Kidlington. During Quarter 2 2,387 young people participated in Youth Activators activities, 1,187 more than the same period last year.

## Annual Delivery Priorities 2023 - 2024 - Quarter 2 Reporting

Priority	Director/AD	Milestones/Actions	Quarter 2 update	Comments
ADP01 Cost of Living Strategy	<ul style="list-style-type: none"> <li>▪ Nicola Riley</li> <li>▪ Yvonne Rees</li> </ul>	ADP01.01 Review current cost of living support package	Completed	A Cost of living action plan was agreed by Executive on 02/10/2023 and implementation is underway.
ADP02 Climate Emergency Strategy	<ul style="list-style-type: none"> <li>▪ Ed</li> <li>▪ Potter</li> <li>▪ Ian Boll</li> </ul>	ADP02.01 Draft the Climate Management Action Plan and circulated internally for comment ahead of going for wider member review	Completed	We have a draft Climate Management Action Plan, which will go through the relevant committees in Q3
		ADP02.02 Devise plan for new Depot at Graven Hill, which will incl. several sustainability measures	Ongoing	We have acquired the site and are assembling a design team
ADP03 Vibrant Economy Strategy	<ul style="list-style-type: none"> <li>▪ Ian Boll</li> <li>▪ Robert Jolley</li> </ul>	ADP03.01 Deliver the UKSPF Shared Prosperity Fund and Rural England Prosperity Fund projects.	Slightly behind	<p>The programme is catching up due to the year one funding being awarded mid-year and expect to be back on track for delivering Q3. Ten projects were live during Q2, including:</p> <ul style="list-style-type: none"> <li>• preparation for a business needs survey to be launched in October.</li> <li>• projects to increase access and participation in cultural and arts activities.</li> <li>• development of new public realm strategy frameworks (to identify recommendations for improvements to the three urban centres of Banbury, Bicester and Kidlington)</li> <li>• launch of a capital grant scheme for infrastructure improvements to village and rural community halls (closing date of Monday, 6th November).</li> </ul>
ADP04 Prepare the Local Plan	<ul style="list-style-type: none"> <li>▪ David Peckford</li> <li>▪ Ian Boll</li> </ul>	ADP04.01 Consult on drafting the 'Prepare the Local plan' (Regulation 18)	Completed	Our consultation on a draft of the Cherwell Local Plan Review went live on 22 September and will run for 6 weeks.
ADP05 Investment in our communities	<ul style="list-style-type: none"> <li>▪ Nicola Riley</li> <li>▪ Yvonne Rees</li> </ul>	ADP05.02 Support and deliver Play; Full, Holiday Hubs and Play days as investment in our communities	Completed	Completed activity plan for Summer 2023, our Activate and Eat Holiday Club provided fun activities and meals to 151 children on free school meals, and 336 children attended our Activate Holiday Club. An extension programme is in place for the rest of the year.
		ADP05.05 Support the Voluntary Sector	Ongoing	Support to the voluntary sector has included fora for Seniors groups as well as the voluntary sector, with a focus on cost of living information. We have also ensured that there was a summer programme of Play days that showcased playing for free. A small grants scheme for community organisations has been available to encourage a greater diversity of food and social support.
ADP06 Local Strategic Partnership	<ul style="list-style-type: none"> <li>▪ Nicola Riley</li> <li>▪ Yvonne Rees</li> </ul>	ADP06.02 Consult on any proposed changes to the Local Strategic partnership	Completed	LSP reviewed and refocused to help shape a wider strategic conversation around the broadest agenda for Cherwell as a whole place. The most recent meeting focused on the emerging health and wellbeing plan

				Oxfordshire.
ADP07 Homelessness Strategy	<ul style="list-style-type: none"> <li>▪ Nicola Riley</li> <li>▪ Yvonne Rees</li> </ul>	ADP07.04 Complete a review of homelessness ahead of launching the consultation on the strategy as a whole	Completed	<p>Consultation on the draft strategy, which reflects the findings of the review, will take place in the coming months in accordance with statutory requirements.</p> <p>The draft strategy is on the forward plan to be heard at the Executive in February 2024.</p>
ADP08 Everyone's Wellbeing Strategy	<ul style="list-style-type: none"> <li>▪ Nicola Riley</li> <li>▪ Yvonne Rees</li> </ul>	ADP08.02 Consult stakeholders on draft Everyone's Wellbeing strategy	Completed	Members seminar in November and final strategy presented to Executive in December
		ADP08.05 Promote Health & Wellbeing	Ongoing	<p>Promotion across all programmes has had impact, for example Move Together and You Move programmes have achieved annual participation levels at 6 months. Cherwell's Executive Committee approved a cost of living action plan for the winter.</p> <p>A stakeholder consultation event on the draft strategy 'Everyone's Wellbeing' has been fruitful, ahead of the all member briefing on 9th November</p>
		ADP08.06 Promote Healthy Place Shaping	Ongoing	All programmes and community activation are progressing as planned. A focus on better nutrition, food surplus and food insecurity is leading to actions captured in the cost of living action plan as well as the development of the Cherwell Food Action Strategy.
ADP09 Medium Term Financial Strategy	<ul style="list-style-type: none"> <li>▪ Michael Furness</li> <li>▪ Stephen Hinds</li> </ul>	ADP09.02 Identity transformation opportunities of Medium-Term Financial Strategy	Ongoing	Services have been identified for the first and second waves of Transformation reviews. Resources have been recruited where appropriate and investigative work undertaken. Some results were reviewed by CLT and the Executive at its meeting on 2 Oct. It is expected that the results of the transformation reviews will elicit savings which can be incorporated into the MTFS, but not necessarily into the budget for 2024/25.
ADP10 Team Cherwell	<ul style="list-style-type: none"> <li>▪ Claire Cox</li> <li>▪ Mark Duff</li> <li>▪ Shona Ware</li> <li>▪ Yvonne Rees</li> </ul>	ADP10.01 Staff engagement exercise and consultation on proposed Team Cherwell values	Completed	A series of internal activities took place to shape the values, which we will launch at our Wellbeing Day for staff this month (October).
		ADP10.02 Launch and embed Team Cherwell values	Ongoing	We are currently drawing up plans for ensuring the values are embedded throughout the organisation



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**Peer Review - Action Plan 2023 - 2024 - Quarter 2 Reporting**

<b>Priority</b>	<b>Director/AD</b>	<b>Milestones/Actions</b>	<b>Quarter 2 update</b>	<b>Comments</b>
PEER01 Vision	Celia Prado-Teeling	PEER01.03 Refresh the performance and risk management frameworks and embed them throughout the organisation	Complete	The council's Performance and Risk Management and Risk Strategies have both been refreshed and agreed. Implementation of both is currently underway.
	Jo Miskin	PEER01.04 Refresh the climate strategy and associated actions plans and continue to embed them across the organisation demonstrating a robust pathway to achieving its net zero ambition.	In progress	We have drafted a new 2 year Climate Action Plan for Executive consideration in Q3. Alongside this, we have embedded climate implications in our decision making processes. We have also committed to the Future Oxford Partnership (FOP) Pathways to Net Zero Carbon program and to delivering Climate Literacy training for staff and councillors with the target of achieving Silver status. A new framework will follow in 2024 to cover the next 5 years and emerging biodiversity duties.
PEER02 Savings	Paul Nicol	PEER02.02 Agree and deliver a Transformation programme - Draft proposal to meet 24/25 savings	Complete	The transformation strategy has been approved, and we are now in the implementation phase. At the outset we identified our initial priority services. We had already started a review of the Planning service. We have consolidated the activity, and implementation is underway. A full review of the activity of Environmental Services is underway – actions identified will either be linked to the budget and business planning process or delivered as we progress. The Property services was one of the teams most disrupted during decoupling, and we have had to rely on a number of interim staff, but progress on rebuilding the function has been positive. The permanent Assistant Director for this area of responsibility started at the start of September so we will now take this forward. Wellbeing – a review of the activity started in September with the outcome linked to business planning and the presentation of our wellbeing strategy to the Executive in December 23. We have also carried out an organisational wide review of our overtime and agency spend with a view to identifying significant financial reductions in the future. We will be considering the proposals for this next month.
PEER04 Resources	Claire Cox	PEER04.02 Develop a plan and programme of activities to support staff through the Transformation and Prioritisation Programme.	Ongoing	Empowering and inspiring staff to lead their service transformations is a key objective of our Transformation Strategy. To achieve this, we have encouraged services to establish their own transformation working groups with guidance and direction from the central team and external subject matter experts. Change management plans are being developed alongside any major transformation proposals.

PEER05 Regeneration	David Peckford	PEER05.04 Ensure planning service can administer continued sustainable growth.	Ongoing	The Executive approved a consultation on a draft of the Cherwell Local Plan Review on 5 September 2023. Consultation started on 22 September and will run for 6 weeks. An updated 'Local Development Scheme' containing the programme for completion of the Plan was also approved by the Executive on 5 September 2023.
	Mike Gillespie / Mona Walsh	PEER05.02 Undertake a strategic asset review as part of the transformation and prioritisation programme to recognise the potential of the council's property portfolio in meeting its regeneration ambition	In progress	We have drafted an Asset Management Strategy for Executive consideration in Q3. This will set out the approach for reviewing our assets in Q4. Alongside this we have started looking into the feasibility of relocating our offices to better reflect our current and future needs. A review of planning resource is ongoing as part of our transformation work, with support from PAS also being sought. Focused work on the North West Bicester site continues in discussion with Homes England and supported by strategic work on viability
	Robert Jolley	PEER05.01 Communicate the council's vision for Banbury and Bicester. Adopt a Place shaping Strategy for Banbury (non-statutory masterplan) and clarify role in securing future stages.	In progress	We will be launching a series of Stakeholder engagement and consultation activities for the Banbury Vision 2050 Programme and Bicester Market Square Project next month. We have also commissioned a new public realm framework to recommend improvements to our three urban centres (Banbury, Bicester and Kidlington).
		PEER05.03 Create a prospectus for investment in Cherwell	In progress	The Future Oxfordshire Partnership has committed to developing an Oxfordshire wide Place Narrative which will include the prospectus for investment in Cherwell. CDC are working with OCC on development of the narrative and options to invest further in a dedicated daughter document to the overarching narrative. The Strategic Economic Plan developed by OxLEP is being finalised and prepared for consideration by FOP, which will complement the development of the prospectus.
PEER06 Communications	Julian Cotton	PEER06.01 Develop and agree a council wide Communications, and Marketing Strategy	In progress	The strategy is in development, and a first draft should be available in October. We have also introduced a forward planner to support a more proactive approach to our communication activities and messaging.
aPEER08 Infrastructure	Ian Boll	PEER08.02 Reset critical officer and member relations with partners and the business community, including developers) and increase the visibility of other senior leaders across the organisation.	Ongoing	We are collaborating with OxLEP (Oxfordshire Local Enterprise Partnership), partners and the business community on the development of a county-wide Strategic Economic Plan, a new destination management plan and local skills improvement plan. Collaboration with partners began in Q2 and will continue for the rest of the year on the development of the Oxfordshire Place Narrative, led by the FOP. A tour of Bicester to demonstrate its potential for growth and outline the challenges to delivery, for the new OCC Chief Executive and Homes England, was undertaken at the end of September 23. The tour included the NW Bicester SLR, Market Square public realm improvements and London Road Level Crossing proposals.

	Robert Jolley	PEER08.01 Establish a clear action plan for the next phase of the infrastructure and place-shaping relationship with Oxfordshire County Council	Ongoing	<p>Our Corporate Director (CD) is working with the OCC director on place-shaping narrative development and development of place-shaping across Cherwell.</p> <p>Our CD oversees the infrastructure and growth deal programme with the Future Oxford Partnership (FOP) and has commissioned jointly with OCC colleagues detailed infrastructure viability studies to unlock sites.</p> <p>Our Chief Executive and CD are part of scoping work with FOP on wider next steps and an action plan. The Council is currently consulting on the next Local Plan and will engage with Oxfordshire County Council on the Infrastructure requirements for the development of that Plan.</p>
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## EDI Action plans Quarter 2 update

<b>Inclusive Communities</b>				
<b>Commitment</b>	<b>Action</b>	<b>Owner</b>	<b>Status</b>	<b>Comments</b>
EDI 1.01 Engage with, and support local community groups and organisations	1.01.01 Review existing relations with community groups and organisations to ensure they remain effective in being able to listen, learn and understand the barriers facing our underrepresented communities and, if applicable, identify which connections need building or renewing.	Wild, Jon	In progress	As a necessary first step towards conducting a review of our relations with community groups, we maintain and update a database of such groups. All groups encouraged to share details to keep our database of community organisations fully up to date.  In addition, Cherwell joint voluntary organisations & senior forum was delivered in September 2023.
	1.01.02 Review the process for gathering equality data on the district to ensure we have an accurate picture of our underrepresented communities and identify any gaps which require filling. This will enable us to continually direct our resources where they are needed most.	Prado-Teeling, Celia	In progress	A series of reports on the results of the 2021 Census have been prepared for Cherwell and selected parishes. These will be updated as the Office for National Statistics publishes further results. The council also has full access to a local benchmarking tool from the Local Government Association.
EDI 1.02 Promote inclusive behaviour with residents and service users	1.02.01 Raise awareness of the standards we expect from ourselves and others by publicising our EDI principles, commitments and policies.	Cotton, Julian	In progress	During Q1 and Q2 our Including Everyone EDI Framework and Digital Futures Strategy were featured in our Intranet's carousel to raise awareness of our principles, standards, and current policies.  Also, in Q1 a presentation about the EDI framework and action plans was done as part of the all Staff briefing.

	1.02.02 Develop and agree a policy for supporting national events that further our corporate priorities and reflect the diversity of our communities	Cotton, Julian	In progress	Our policy officer has developed a first draft of our events policy to establish a clear approach in line with our commitments towards equality, diversity, and inclusion, making sure our communications reflect the diversity of our communities and promote inclusion of all groups. The draft is currently being reviewed by the communications team.
EDI 1.03 Work directly with communities to identify inequality and tackle disadvantage	1.03.01 Following on from the Wellbeing Strategy, review our community development scheme to ensure it remains effective in creating community cohesion and tackling inequality and, if appropriate, identify potential improvements	Wild, Jon	In progress	The Wellbeing Strategy is currently in consultation with community groups and organisations to get feedback and to ensure it fits with their strategic vision to develop strong cohesive communities that can tackle inequality and promote inclusive communities. The consultation results will be fed back into the final wellbeing strategy Autumn 2023. In line with our EDI commitments, an Equalities Impact Assessment will be developed for the strategy.
	1.03.02 Review our approach to supporting refugees, asylum seekers and other vulnerable migrants of all nationalities in the district in light of experience of Homes for Ukraine, Afghan Citizens Resettlement Scheme and similar programmes and, thereby, identify any lessons which can be constructively applied to our future activities in this area.	Thrussell, Katie	Completed	Recruitment of supporting staff for the resettlement team is now complete. They have all completed the necessary EDI training. This creates capacity to begin reviewing and evaluating processes.  The Assistant Director of Wellbeing and the Resettlement Manager also briefed the EDI working group in order to elicit their feedback and suggestions.

<p>EDI 1.04 Promote equality, diversity and inclusion through our supply chain and strategic partnerships</p>	<p>1.04.01 Review our commissioning, procurement and contract monitoring processes to identify any improvements needed for fulfilling our commitments</p>	<p>Sullivan, Michael</p>	<p>Completed</p>	<p>Procurement strategy was agreed by Executive on 02/10/23, EDI implications were considered by the relevant officer to make sure adherence to our equalities, diversity and inclusion commitments, an Equalities Impact Assessment was completed as part of the development of the new strategy.</p>
	<p>1.04.03 Review the processes in place for considering the EDI implications partnership plans to identify if there is scope for them to be strengthened</p>	<p>Riley, Nicola</p>	<p>In progress</p>	<p>As part of our transformation programme, preparation work is being undertaken to map strategic partnerships. An EIA will be carried out as part of our review of strategic partnerships.</p>
<p>EDI 1.05 Promote and encourage inclusive behaviour for future generations</p>	<p>1.05.01 Review our outreach to different community groups on EDI matters, including how to engage young people in the process, and identify areas where there is scope for improvement</p>	<p>Wild, Jon</p>	<p>In progress</p>	<p>To identify scope for improving our outreach to young people, the Cherwell Young People, Play &amp; Wellbeing partnership was delivered in September 2022. EDI discussions were had with partners with an emphasis on engaging young people in decision making and developing initiatives in the district to make them inclusive for all.</p>
<p>EDI 1.06 Work with all partner organisations to understand diverse needs and create inclusive communities</p>	<p>1.06.01 Review the membership and effectiveness of our strategic partnerships and identify areas where they might require different resources, plans and processes in order to identify and tackle the issues and barriers affecting and concerning our communities</p>	<p>Riley, Nicola</p>	<p>In progress</p>	<p>An officer team drawn from across the council have begun to review our strategic partnerships and will conclude this work in this calendar year. An EIA will be carried out as part of our review of strategic partnerships.</p>

Inclusive Services				
Commitments	Action	Owner	Status	Comments
EDI 2.01 Ensure information, website and digital services are accessible to all incl. digitally excluded	2.01.01 Review all our digital services to identify any improvements needed to address any accessibility or inclusivity issues	Cotton, Julian	In progress	This is an In progress process, delivered through our website accessibility checker and customer service software solutions, to continuously monitor the performance of our website regarding our accessibility compliance and potential improvements.
	2.01.02 Introduce a guide and training module for staff on writing clearly, in plain English and with the audience and accessibility rules in mind	Cotton, Julian / Reed, Teresa	In progress	A communications and marketing strategy is currently being developed and this guide will follow the strategy.
EDI 2.02 Take action to make our buildings accessible to all residents and staff	2.02.01 Include delivering against our commitment of accessible council buildings now and in the future as an objective in our emerging Property Strategy	Walsh, Mona	In progress	The strategy is in draft and being completed. An Equalities Impact Assessment will be carried out during its progress through the Governance process.
EDI 2.03 Better understand those using services and their needs by collecting information and feedback	2.03.01 Agree an action plan for delivering improvements in the data we collect on customer contacts and how we use it to shape services and respond proactively to any emerging trends	Prado-Teeling, Celia	Completed	Data collected via surveys has been reviewed and a review in data collected across services via direct contact will be added to the review during Q3. An action plan for improvement will be drafted during Q4.



	2.03.02 Ensure there is an effective process in place for monitoring complaints associated with protected characteristics	Barnes, Natasha/Prado-Teeling, Celia	Completed	The complaints process, including the current complaints form, has been reviewed and updated during Q1 and Q2, a new form has been developed to make sure all complaints are channelled, investigated and monitored efficiently, and adhering to the principles of our “Including Everyone” framework
EDI 2.04 Engage residents, those using services and community groups when planning services	2.04.01 The EDI working group to review the draft framework for the consultation and engagement strategy	Prado-Teeling, Celia	Completed	A first draft has been completed at the end of September to be reviewed during Q3.
EDI 2.05 Plan and deliver services that promote inclusion	2.05.01 Ensure EDI is built into the service planning, decision and budget making processes in a meaningful way	Prado-Teeling, Celia	Completed	The first draft of the Equalities Impact assessment for the Budget 2024-25 has been completed during September. Currently all projects/ proposals required sign off on their Equality and Inclusion implications, and an Equalities Impact Assessment is required for all new proposals, projects, strategies, and reports. A review and refresh of internal guidance for officers is being carried out to be published in our intranet during Q3.
	2.05.03 Ensure staff have received up-to-date EDI training	Reed, Teresa	In progress	This is an In progress training, mandatory for all members of staff and refreshed every two years

### Inclusive Workforce

Commitment	Action	Owner	Status	Comments
EDI 3.01 - Improve the diversity of our organisation at all levels to be representative of our communities	3.01.01 Identify additional ways to recruit new staff and promote our job opportunities so that they are brought to the attention of all members of local communities	Blunsden, Susan	In progress	Working with our communities has always been an important part of what we do. We continuously work with local schools, and in the last 6 months we have had 8 work experience students engaged across the Council. We are also building on our network with DWP and the prison service, attending networking events where possible.
	3.01.03 Split out the workforce statistics used for the comparison with the demographics of the district by grade and department	Prado-Teeling, Celia	In progress	This data was shared with Personnel Committee on September 12, 2023, and has been shared with the EDI working group in early October, going forward the group will be periodically updated as soon as new data is released.
EDI 3.02 – Celebrate and promote diversity in our workforce	3.02.01 Promote Viva Engage as a means for employees to set up virtual social groups or employee networks for causes that are important to them. Invite employees to set up such groups and provide a commitment that the council will engage with them if requested	Cox, Claire	In progress	Viva engage is regularly promoted; usage of this platform is still in development to make sure we engage with all staff through the diverse networking groups established.
	3.02.02 Continue to recognise, acknowledge and celebrate diversity via the Chief Executive’s weekly updates and other similar channels	Cotton, Julian	In progress	We continue to use the Chief Executive’s weekly update, social media, MS Teams Viva engage, and press releases to celebrate and recognise diversity. For example, regularly promoting our employee assistance programme, “Dogs for

				Good” supporting independent living, and celebrating our older peoples’ events.
EDI 3.03 - Provide a supportive environment so all staff can reach their potential	3.03.02 Develop and agree a comms plan for promoting the development opportunities	Cotton, Julian	In progress	The draft will be ready for sharing in Q3
EDI 3.04 -Identify and tackle discrimination in all its forms	3.04.01 Review the processes in place for investigating and taking necessary action in response to potential issues of discrimination being brought to HR’s attention	Blunsden, Susan	In progress	Our policies we been reviewed and approved by Personnel Committee during Q1 and Q2. We continuously ensure relevant policies and procedures are adhered to when investigating of any issues with potential discrimination that are brought to HR’s attention.
EDI 3.05 - Provide managers with the skills to support employees with different needs and plan inclusive services	3.05.02 Offer training to managers on how to ensure inclusivity within their teams and services	Prado-Teeling, Celia / Reed, Teresa	Completed	A review of existing training has been completed, and an action plan is being agreed to embed further inclusion training for managers in our mandatory e-learning suite.
EDI 3.06 – Train our staff to identify and avoid unconscious bias and deliver inclusive services.	3.06.01 Offer further training specifically on unconscious bias across the workforce	Prado-Teeling, Celia / Reed, Teresa	Completed	A training resource has been identified and approved. An action plan to implement this as part of staff mandatory training suite is being develop.

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Current results published for Cherwell

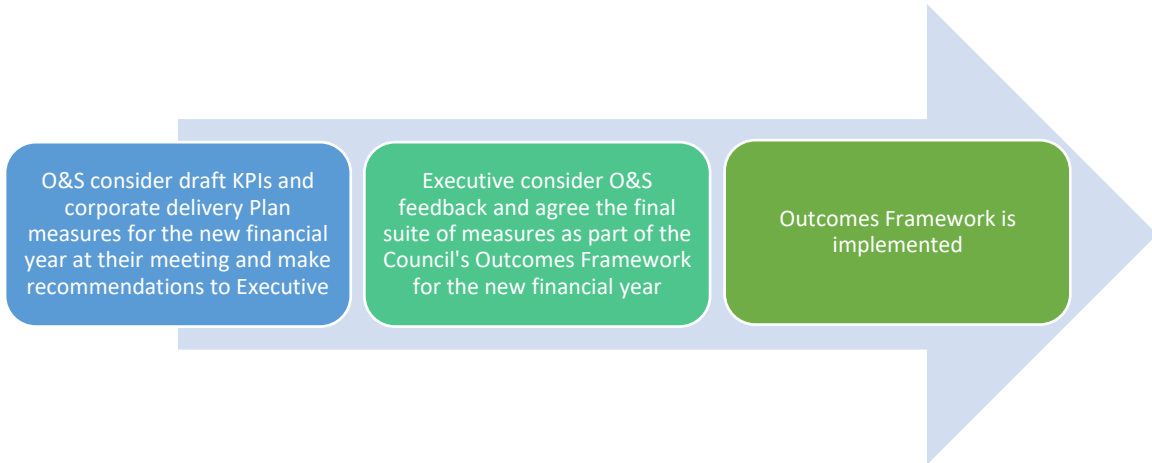
Indicator	Cherwell	Median of Cherwell's CIPFA Nearest Neighbours	English median (Districts)
Non-ringfenced reserves as percentage of net revenue expenditure	153.8%	153.7%	150.9%
Non-ringfenced reserves as percentage of service spend	93.2%	141.4%	131.5%
Total core spending power per dwelling	£248.77	£242.92	£242.49
Level of Band D council tax rates	£138.50	£179.11	£192.04
Council tax revenue per dwelling	£1712.79	£1682.91	£1555.61
Debt servicing as percentage of core spending power	22.1%	7.1%	9.9%
Total debt as percentage of core spending power	1435.5%	239.6%	500.4%

Indicator	Cherwell	Median of Cherwell's CIPFA Nearest Neighbours	England median
Household Waste Recycling Rate	55.3%	46.4%	41.9%
Residual Household Waste per Household (kg)	428	458	502
Recycling Contamination Rate	3.6%	4.6%	5.6%

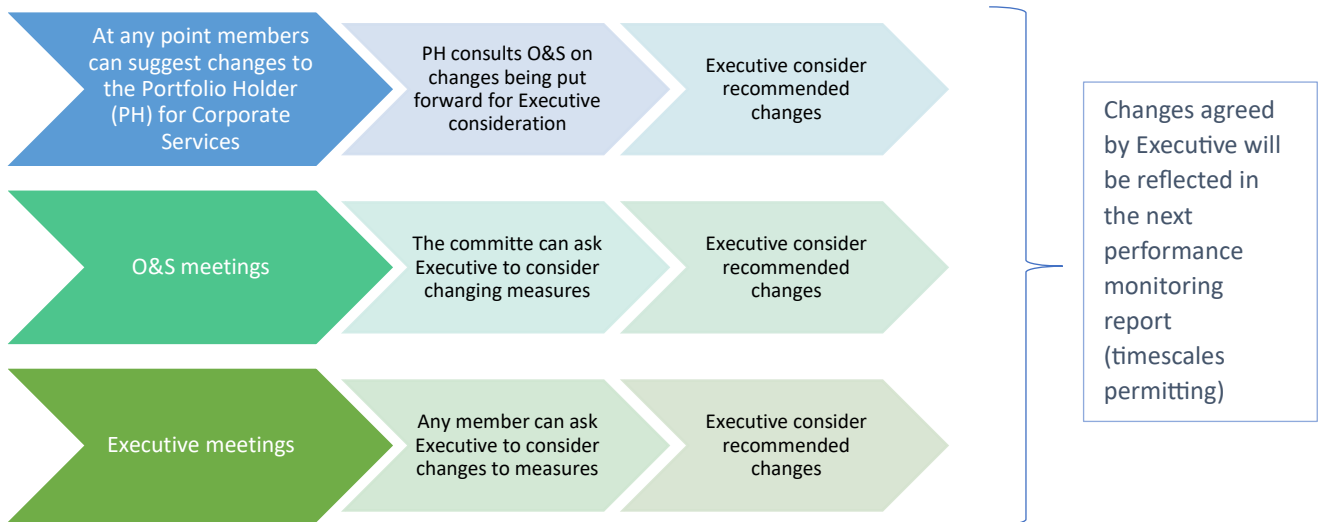
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# Performance measures setting and changes

## Setting measures:



## Changing measures:



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## **Cherwell District Council**

### **Overview & Scrutiny Committee**

**24 October 2023**

### **12-Month Climate Action Plan 2023 - 2024**

### **Report of Climate Action Manager and Corporate Director Communities**

This report is public.

### **Purpose of report**

To set out the background and content of a newly produced 12-month Action Plan for climate change, which is based on our 2020 Climate Change Framework.

### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To accept the ambitions of this Action Plan.
- 1.2 To recognise the implementation of this Action Plan will have on-going resource implications for council budgets and that additional requests will be forthcoming, as and when business cases are developed, e.g. for the provision of additional Solar PV to reduce energy bills. Each business case will be assessed and brought forward if affordable.

### **2.0 Introduction**

- 2.1 The 12-month Action Plan has been written to detail the actions that need to be taken over the next year, to help us achieve the ambitions of our Climate Change Framework. These include CDC becoming a carbon net zero organisation by 2030, and CDC supporting the wider district in its journey to become carbon net zero.

There are some key actions for the council to focus on in order to reduce our own emissions and those of the district. These include the largest source of emissions such as the council's building stock and fleet, as well as the district's buildings, transport system, businesses and energy supply.

- 2.2 Climate change is one of the CDC's key corporate priorities. It's importance as an area of council activity has increased significantly as the urgency to respond to climate change grows and the impacts become more tangible across the district. The 12-month Action Plan has been compiled in the recognition that further work is required to embed climate activity into how the council develops and implements its policies.

## 3.0 Report Background

- 3.1 This report builds on a significant body of work that the council has already delivered or is in the process of doing so, which supports our climate ambitions whilst providing a range of benefits to our residents and the district. Much of this work demonstrates our ambitions to be a leading authority in responding to climate change, for example the inclusion of extensive climate action policies in our emerging Local Plan. Planned work includes expanding the number of solar photovoltaic arrays and upgrading the incoming supply to Thorpe Lane Depot so that it can support the charging of electric RCVs.

Since CDC has decoupled from OCC, officers have been refocusing the council's climate change work and the Action Plan is the culmination of this activity. We now have very good understanding of both the council and the district's emissions, the technologies available, the required changes in behaviour and of the regional climate change landscape the influences our work.

The 12-month Action Plan, based on the Climate Change Framework, has been written by the Climate Action Manager, in consultation with Assistant Directors and others from across the authority. It also takes into account the CDC's Carbon Management Plan and Oxfordshire's Route Map and Action Plan (PaZCO) and the One Planet Living Gap Analysis of CDC's policies.

- 3.2 The Action Plan, lays out actions which need to be taken across the council to reduce our emissions, in particular from our buildings, our fleet, from staff behaviour and from our procurement.

It also sets out the areas of activity needed to support the district to reduce its emissions, including the emerging Local Plan, transport, housing, businesses, natural capital, energy, waste, adaptation, partnership working and governance.

The Climate Action Manager continues to work with Planning colleagues to strengthen the Local Plan and seek opportunities to ensure it reflects the principles of 'One Planet Living' and 'PaZCO' (see below 3.5)

- 3.3 In recognition that many of the actions included are not currently planned for, the document distinguishes between actions which are already planned and those which are aspirational.
- 3.4 Following the completion of an earlier draft, the document was shared with our consultants Bioregional who carried out a detailed review. This included a gap analysis, and also an assessment of the actions in terms of those which are most impactful and those over which the council has the most influence. These are highlighted in green and can be found in all areas of the Action Plan.

The plan has been discussed and reviewed by the Climate Change Working Group and Overview and Scrutiny Committee.

- 3.5 The Future Oxfordshire Partnership Environment Advisory Groups (member and officer) have led the development of the *Pathways to A Zero Carbon Oxfordshire* (PaZCO) report and plan. PaZCO has been adopted by FOP and by the

council. The Climate Action Manager is a member of the FOP Environment Advisory Group and the Corporate Director Communities attends the wider FOP meetings.

## **4.0 Report Structure**

4.1 The Action Plan covers the activities needed over the 12 months until November 2024, to reduce the emissions of both the council and the Cherwell district. Almost 120 actions have been identified.

Following the introductory text, the actions are laid out in a table, the columns of which include:

- The specific goal
- The actions needed to achieve the goal
- The service area of the council which will provide most support
- An indication of the level of carbon reduction from the action (high level only)
- An indication of the relative cost of the action (high level only)
- A RAG rating
- An indicative timescale

There are 17 goals, and the associated actions are categorised in three ways.

Planned activities – these are already within operational plans and are budgeted for.

Aspirational activities – these activities are required to meet the goal, but do not yet sit within existing plans

Actions coloured in green – these have been identified by our consultants as being the activities over which we have most influence and which have the highest impact on emission reductions.

## **5.0 Current levels of emissions**

5.1 The level of emissions for both the council and the district help to provide additional context for the Action Plan and are included in this report accordingly.

5.2 The council set a base-line year for monitoring its greenhouse gas emissions, of 2008/2009 at which point they were at 6,804 tonnes of CO<sub>2</sub>e per year. The most recent figures from 2021/2022 show that our emissions have fallen to 3988 tonnes of CO<sub>2</sub>e. This in part reflects the decarbonisation of the national electricity grid, but also a range of other energy efficiency measures that have been taken across our building stock and fleet.

The council's emissions are recorded and reported on each year in a Greenhouse Gas Report, the latest of which is appended to this report. This is a key mechanism for us to measure progress annually on our climate work and will be used in the monitoring activity referenced in the Action Plan.

- 5.3 Several of the actions within the Plan set the council on the right trajectory to meet its 2030 target of becoming a net zero organisation. Reducing emissions from our leisure centres, our corporate building stock and from our fleet is the most important thing we can do to meet our 2030 target. Our focus must remain on these areas if we are to be successful. In achieving this, we will also be increasing our resilience to future energy price rises as well as contributing to better air quality and lower noise pollution across the district.
- 5.4 National government figures for Cherwell District show that CO<sub>2</sub> emissions were 1.6million t/CO<sub>2</sub> in 2005 and fell to 1.1 million t/CO<sub>2</sub> in 2019 (latest available figures).Whilst this fall is of course welcome, the district's emissions need to reduce by around 50% if Cherwell is to play its part in supporting the UK's net zero target of 2050.
- 5.5 Many of the actions within the Plan help to set the district on the right pathway for reductions in carbon emissions, such as improving the energy efficiency of buildings, increasing opportunities for active travel and supporting businesses to reduce their emissions. These are three of the most important areas that we must focus on, all of which are supported by a lower carbon and more flexible supply of energy.

## **6.0 Report Details**

- 6.1 The report begins with the actions to achieve six key goals that will lead to reductions in council emissions, across our fleet, our corporate estate and our operations. This is followed by a further eleven key goals with actions, set out to achieve a reduction in the district's emissions.

The actions in green are those which our consultant recommends should be prioritised.

The Actions reflect activity which should take place right across the authority if the council is to be successful and fulfil its ambitions to be a climate leader.

The references to Carbon Saving and Relative Cost are included to help prioritise actions, although both of these are only high-level assumptions and further work would analysis would be needed if additional details were requested.

## **7.0 Conclusion and Reasons for Recommendations**

- 7.1 The Action Plan is an ambitious set of actions that sets both the council and the district on the right pathways to reach carbon net zero. The Plan recognises that more work is required to embed climate change into the council's approach and operations, but equally, that a significant amount of work is already being done by the council to support the net zero targets.
- 7.2 The Climate Change Framework 2020, included the council ambition to be a net zero organisation by 2030. Then, as now, this remains a very ambitious challenge requiring concerted and on-going efforts to achieve emissions reductions across our corporate estate and our fleet. Without a coherent plan, it is unlikely that the council will achieve its 2030 target or that we will in a position to support the district in also achieving significant reductions in emissions.

## 8.0 Consultation

All of the council's Assistant Directors were consulted in the writing of the Climate Action Plan, along with the Corporate Director for Communities.

## 9.0 Alternative Options and Reasons for Rejection

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

Option 1: Not adopt the Climate Action Plan but this leaves CDC with little chance of achieving its 2030 net zero target.

Option 2: Adopt a more ambitious Plan than this iteration, however that is unlikely to be affordable with current budget pressures.

## 10.0 Implications

### Financial and Resource Implications

10.1 Revenue and capital budgets are available, where required, for those items in the Climate Change Action Plan identified as "planned activities". Those items identified as "future priorities" do not currently have budgets available (revenue or capital) and will not be able to progress until appropriate resources are identified. There is currently no indication of the level of resources that would be required to deliver these "future priority" activities.

Comments checked by:

Michael Furness, Assistant Director of Finance (S151 Officer), 01295 221845, [michael.furness@cherwell-dc.gov.uk](mailto:michael.furness@cherwell-dc.gov.uk)

### Legal Implications

10.2 There are no legal implications arising from this report.

Comments checked by:

Shahin Ismail, Legal Services Manager, [Shahin.ismail@cherwell-dc.gov.uk](mailto:Shahin.ismail@cherwell-dc.gov.uk)

### Risk Implications

10.3 There are no risk implications arising directly from this report. Any arising risk will be managed through the service operational risk and escalated to the Leadership Risk Register as and when necessary.

Comments checked by:

Celia Prado-Teeling, Performance & Insight Team Leader, 01295 221556  
[Celia.Prado-Teeling@Cherwell-dc.gov.uk](mailto:Celia.Prado-Teeling@Cherwell-dc.gov.uk)

## **Equalities and Inclusion Implications**

10.4 There are no equality implications arising directly from this report.

Comments checked by:

Celia Prado-Teeling, Performance & Insight Team Leader, 01295 221556

[Celia.Prado-Teeling@Cherwell-dc.gov.uk](mailto:Celia.Prado-Teeling@Cherwell-dc.gov.uk)

## **Sustainability Implications**

10.5 This report has positive implications for CDC, in that its entire purpose is to enable the council to become more sustainable.

Comments checked by:

Ed Potter, Assistant Director, [ed.potter@cherwell-dc.gov.uk](mailto:ed.potter@cherwell-dc.gov.uk)

## **11.0 Decision Information**

**Key Decision** N/A

**Financial Threshold Met:** N/A

**Community Impact Threshold Met:** N/A

**Wards Affected**

All

**Links to Corporate Plan and Policy Framework**

Climate Change is part one of the council's 4 key priorities as set out in the current Business Plan and Climate Change Framework 2020.

**Lead Councillor**

Cllr Andrew McHugh, Portfolio Holder, Cleaner and Greener Communities

**Document Information**

**Appendix number and title**

1. The Action Plan
2. Bioregional Gap Analysis
3. Greenhouse Gas Report

**Background papers**

n/a

**Report Author and contact details**

Jo Miskin, Climate Action Manager.

01295 221748, [jo.miskin@cherwell-dc.gov.uk](mailto:jo.miskin@cherwell-dc.gov.uk)

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# Climate Change Action Plan 2023 - 2024

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## TRANSFORMING CHERWELL



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# Introduction

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# Introduction

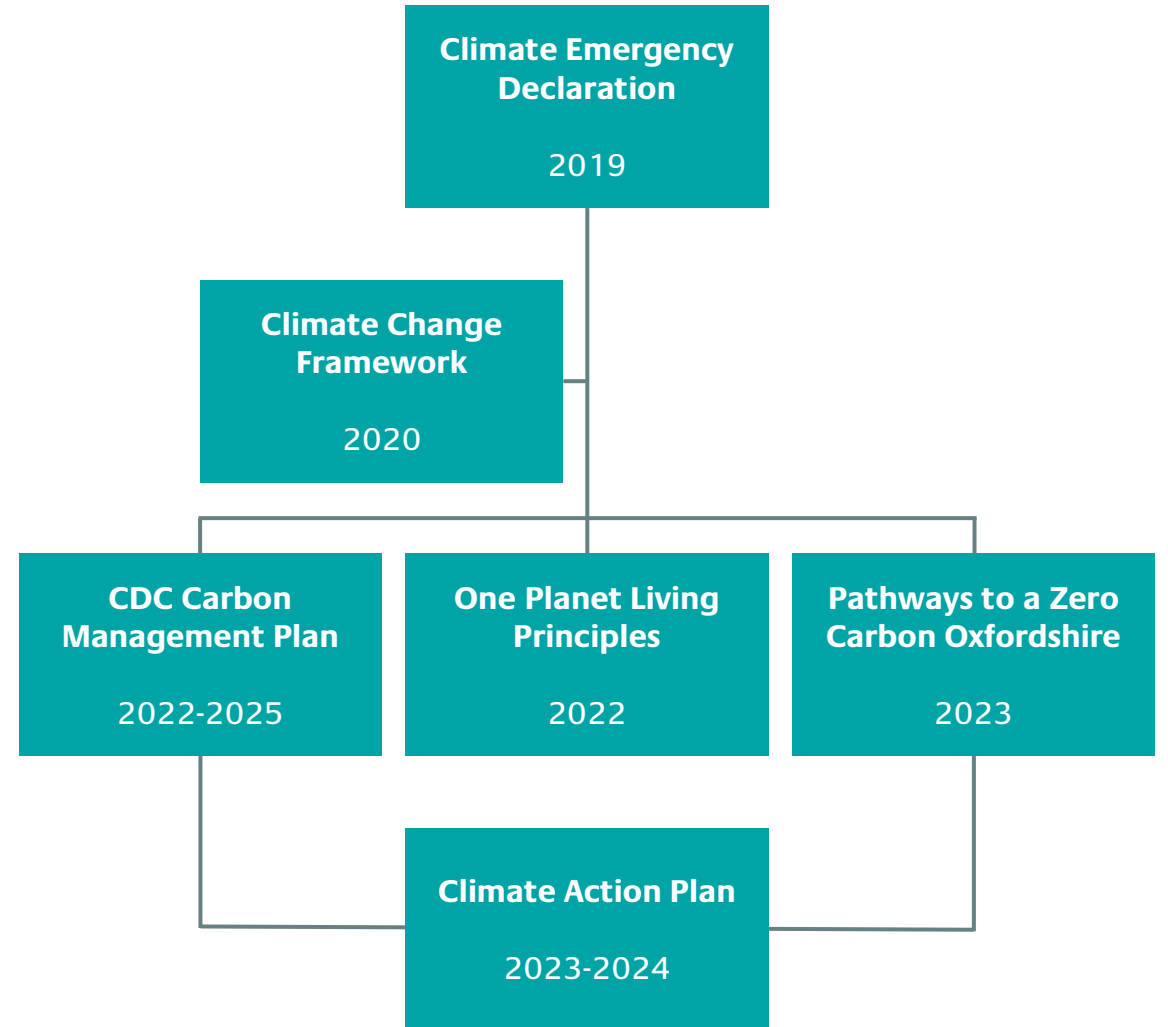
This plan was written during the summer of 2023, in close consultation with all services of Cherwell District Council and is authored by the Climate Action Manager. It is based upon the Climate Change Framework 2020, which sets our ambitions for both the council and the wider district to become carbon net zero. It has been reviewed by the council's internal Climate Change Working Group and its Overview and Scrutiny Committee and is endorsed by the Corporate Leadership Team and Executive.

For clarification, this is an internal operational document which sets out how the council will deliver on the Climate Change Framework.

Additionally, the plan reflects several initiatives which are taking place across the county in which Cherwell District Council is a participant. Most significantly is the Pathways to a Zero Carbon Oxfordshire (PaZCO) report and plan, which has been endorsed by the Council. PaZCO is overseen by the Future Oxfordshire Partnership, whose officer and councillor Environment groups have representation from Cherwell District Council.

This plan takes into account the following documents:

- CDC's Climate Action Framework 2020
- CDC's Carbon Management Plan 2022
- Oxfordshire Net Zero Route Map and Action Plan
- One Planet Living – Gap Analysis of CDC's Policies



# Introduction

Our consultants, Bioregional, have reviewed the Action Plan, comparing it with regional and national policy objectives in order to identify any gaps. They have also assessed the actions and reviewed their potential impact on carbon reduction, which enabled us to prioritise our actions and resources.

At the time of writing (September 2023), consultation has started on a draft of a new, emerging Local Plan for the district. A wide range of strong planning policies for responding to climate change are proposed for comment. The feedback received to that consultation will inform further Local Plan development and the proposed Plan will also be consulted upon in 2024 before it is independently examined.

The actions on the natural environment have been reviewed and supported by Oxfordshire's Local Nature Partnership, of which the Council is a member. The need to achieve Biodiversity Net Gain is becoming increasingly important and we expect the Government's statutory requirement for qualifying development to achieve at least 10% net gain to come into effect in November 2023. Biodiversity enhancement has a significant role to play in helping us with our climate change response.



# Structure and scope of the Action Plan

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# Structure of the Action Plan

The Action Plan covers the activities needed over the 12 months until October 2024, to reduce the emissions of both the council and the Cherwell district. Over 100 actions have been identified.

Following the introductory text, the actions are laid out in a table, the columns of which include:

- The specific goal
- The actions needed to achieve the goal
- The service area of the council which will provide most support
- An indication of the level of carbon reduction from the action
- RAG rating
- An indicative timescale

There are 17 goals, and the associated actions are categorised in three ways.

- Planned activities – these are already within operational plans and are budgeted for
- Future Priorities – these activities are required to meet the goal, but do not yet sit within existing plans
- Actions coloured in green – these have been identified by our consultants as being the activities over which we have most influence and which have the highest impact on emission reductions.



# Scope of the Action Plan

When looking at the emissions of any organisation, typically they are divided into 'scopes', in particular, Scopes 1, 2 and 3.

- Scope 1 – includes direct emissions from the burning of fuels, e.g., gas/petrol/diesel
- Scope 2 – includes indirect emissions from the generation of electricity
- Scope 3 – includes indirect emissions from an organisation's supply chain.

The target for CDC to be carbon net zero by 2030 relates only to Scope 1 and Scope 2 emissions, where the council has a strong degree of influence. Within the Action Plan however, are actions which relate to our Scope 3 emissions, which need to be better understood in order to plan for reductions, e.g., by working closely with the supply chain.

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# Context

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# Context

It is widely recognised that climate change is becoming the most pressing issue facing humankind. The serious impacts of climate change are already being seen across the world and the situation is unfortunately only going to deteriorate. The UK has to an extent avoided some of extreme weather events and other impacts associated with climate change, however the 40 degree heatwave experienced in 2022 gives an indication of what is likely to come in the very near future. We need to do all we can to minimise these impacts.

Current climate action is aimed at minimising the rise in global temperatures to no more than 1.5 degrees, as scientific modelling suggests that beyond that figure, the world is likely to experience severe climate disruptions that could exacerbate hunger, conflict and drought worldwide. Despite global efforts to reduce greenhouse gas emissions to support the 1.5 degree target, the significant reductions in emissions which are needed, are unfortunately not being achieved. It is nevertheless, critical that the UK continues to do everything possible to achieve its own target of becoming carbon net zero by 2050 and CDC has an important supporting role to play.

The council's climate change work is unique in that it has some level of impact across almost every service. In areas such as healthy place-shaping and economic regeneration, climate change sits at core of the strategic thinking. This Action Plan recognises however, that there is still work to be done in helping to embed climate change into how the council functions, for example in strengthening governance arrangements. This has been highlighted by a recent internal audit on Climate Change.

CDC has already declared its commitment to taking climate action, through its Climate Emergency announcement in 2019, the production of the Climate Change Framework 2020 (our climate change strategy) and the Corporate Business Plan 2023-2024, in which environmental sustainability is one of the four key priorities.

This Action Plan strengthens further CDC's commitment to tackling climate change, in setting out a wide range of almost 120 actions which support emissions reductions for both the council and the district. Whilst some of the actions are currently aspirational (described as Future Priorities), many are also 'planned' and budgeted for, ensuring that they will take place. This is a reflection of much of the proactive work that CDC is already doing across its functions.

## Benefits of action

The benefits of taking climate action go well beyond improving our resilience to climate change and reducing our emissions. Responding to climate change helps to make CDC a more financially resilient organisation, as we generate more of our own energy and reduce the demand for energy by making our buildings more energy efficient.

Taking climate action for the district, helps to improve the lives of residents, for example, through creating greener and cleaner public spaces, making homes warmer in the winter and easier to heat and reducing the amount of waste people generate and therefore that needs to be processed by our waste team.

There are many more benefits to residents from taking climate action, and this is a further justification for why sustainability needs to remain a key corporate priority and why it needs to be firmly embedded across our strategic thinking and operations.

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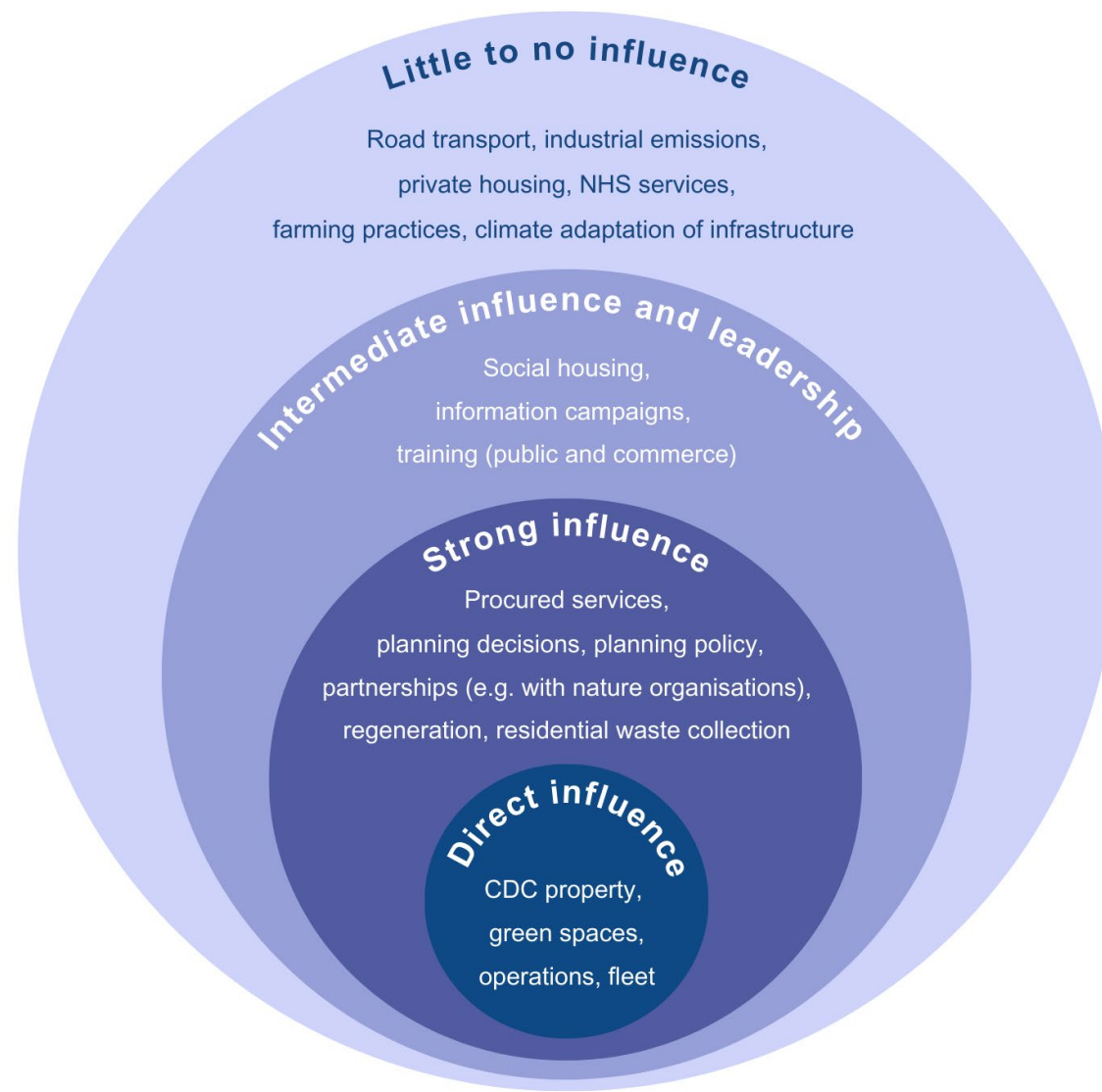
# Influencing emission reductions

It is important that the council understands and uses effectively, its ability to influence emissions reductions and also to recognise where this is strong and where this is more limited. This allows for the most effective use of resources and for an on-going focus on the most important areas of activity.

The area where the council has the strongest influence is over its corporate estate and fleet vehicles, the Council's two biggest sources of emissions. In addition to policy making to help reduce emissions (e.g., through our Local Plan) we can also have a positive impact through our decision-making and operations e.g., through how we provide our Planning, Enforcement, and Waste Collection services and by management of the parks and open spaces we control.

The diagram to the right provides a visual representation of the council's influence on greenhouse gas emissions reductions.

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Cherwell District Council's spheres of influence

## Progress on climate action

Since 2008/2009, the baseline year for CDC's emissions when they were at 6,804 tonnes of CO<sub>2</sub>e, there has been a reduction almost every year since then, with emissions in 2021/2022 at 3988. CDC's emissions are recorded annually in a Greenhouse Gas Report, which looks in detail at our energy use across our estate and operations.

Figures for the district are generated from national government data which is disaggregated down to each local authority area and shows that since 2005, Cherwell's emissions have fallen from 1.6 million t/CO<sub>2</sub> to 1.1 million t/CO<sub>2</sub>. Much of that reduction however, is due to the decarbonisation of the national electricity grid, from which further reductions are expected as the grid makes even greater use of renewable sources for the production of electricity.

In 2021, CDC received a grant of almost £6million from the government's Public Sector Decarbonisation Scheme (PSDS), leading to significant investments in our leisure centres including heat pumps. This is expected to make an import reduction in our annual emissions. Other corporate sites have received investments too, and further work is planned to expand the amount of Solar PV across the corporate estate.

Work has also begun on decarbonising our fleet, through the purchase of several EVs with more expected to arrive before the end of 2023. Funding is being identified to build a strong businesses case for decarbonising the fleet and presenting various pathways to achieving this by 2030.

Across other areas of the council, climate action is being included, for example in expenditure under the Shared Prosperity Fund, the emerging Local Plan, the Banbury town masterplan and in the process of healthy place-shaping.



# Delivering emissions reductions

The biggest reductions to the council's emissions will come from focussing on the leisure centres, the fleet and the remainder of the corporate estate, respectively. Some of the most important actions in the Plan, will not themselves reduce emissions, but are essential steps in leading to the large emissions we need to see. For example, undertaking an energy audit on a building and identifying appropriate energy efficiency measures is the first step in decarbonising, before identifying and targeting funding sources accordingly.

This Plan contains a wide range of actions across many areas of both council activity and district activities, and if implemented will lead to falls in greenhouse gas emissions.

The funding of climate action will come from a range of sources, reflecting the wide range of areas where action is needed. Government grants, such as the Public Sector Decarbonisation Scheme (PSDS), will continue to be a critical source of funding to support the energy efficiency of our buildings. The LEVI scheme (Low Emission Vehicle Infrastructure) will support the expansion of the county's charging infrastructure for electric vehicles. CDC will have to bear some costs, e.g., providing match funding for PSDS, initiating consultancy studies to inform our decision-making, e.g., the best buildings for optimising arrays of Solar PV.

The picture of funding for climate action is complex and is still emerging, with future models still needing to be investigated and better understood, e.g., municipal bonds. The council will however, continue to be proactive in seeking as many sources of funding as possible to support our climate change ambitions.



# Glossary

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# Glossary

- **Biodiversity Net Gain** – a net improvement to an area’s biodiversity, following a new development, e.g., housing
- **Carbon Net Zero** – when all available steps have been taken to reduce emissions and off-setting is required for residual emissions which cannot be prevented
- **Carbon Neutral** – when an organisation balances its emissions by off-setting the equivalent amount. In theory, this allows an organisation to continue using producing greenhouse gas emissions and to make no reduction
- **CO2e** – carbon dioxide equivalent
- **Greenhouse gases** – the gases that are produced from the burning of fossil fuels and other industrial and agricultural activities and which have a warming effect upon the climate, e.g., carbon dioxide
- **Off-setting** – the process of balancing out greenhouse gas emissions, either through the production of renewable energy or through nature-based solutions
- **Nature-based solutions** – an approach to reducing greenhouse gases by using nature to absorb emissions, e.g., through planting trees or restoring peatlands.





# Climate Change Action Plan

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# Climate Change Action Plan

The Action Plan is based on upon 17 goals which support the council's and the district's ambitions to become carbon net zero.

## Cherwell District Council Goals

1. Reduce emissions from Cherwell DC buildings to net zero by 2030
2. Reduce emissions from Cherwell DC fleet to net zero by 2030
3. Reduce emissions from staff behaviour to net zero by 2030
4. Reduce emissions from Cherwell DC's procurement
5. Reduce emissions from CDC's Landscape Contract to net zero by 2030
6. Other aspects of CDC's activities
7. Targets date for achieving carbon net zero

## Cherwell District Goals

8. Ensure emerging Local Plan is compatible with Cherwell becoming net zero carbon
9. Support emission reductions from transport
10. Support emissions reductions from housing
11. Support emission reductions from businesses
12. Enhance the district's natural capital to support carbon off-setting and biodiversity enhancement
13. Decarbonising the district's energy
14. Waste
15. Support OCC's work on adaptation
16. Partnership working
17. Governance and monitoring

# Climate Change Action Plan Key

This key explains how to interpret the abbreviations and formatted text over the following pages.

## Actions section

- **\*Bold text next to an asterisk** = indicates the Council's biggest priorities.

## Milestones section

- Q1 = Nov-Jan
- Q2 = Feb-April
- Q3 = May-July
- Q4 = Aug-Oct
- On-going = ongoing progress
- For Future Priorities, the milestones section is blank to reflect the fact that milestones have not yet been set.

## RAG ratings section



Red = Limited progress



Orange = Some progress



Green = Good progress

# Climate Change Action Plan 2023/2024

## Actions to reduce Cherwell District Council's emissions

Goals	Action	Supporting area	Carbon saving potential	RAG rating	Milestones
1. Reduce emissions from Cherwell DC buildings to net zero by 2030	<b>Planned Activities</b>				
	*Continue to include low-carbon measures when carrying out routine building improvements.	Property	High		On-going
	*Agree approach to decarbonising the corporate estate, including a phased plan.	Property	High		Q1
	*Upgrade existing supply to Thorpe Lane Depot to allow charging of EV RCVs.	Property	High		Q3
	*Install solar PV car ports at Kidlington and Spiceball Leisure Centres.	Property	High		Q3
	*Additional Solar PV at Community Centres.	Property	High		Q3
	Carry out investment-grade energy audit at Stratfield Brake Pavilion.	Climate Change	High		Q1
	Submit an application to Sport England's Swimming Pool Fund.	Leisure	High		Q1
	Undertake a review of all buildings and deliver a plan to ensure the EPC performance of buildings is in line with our 2030 target.	Property	Low		Q1
	Removal of radiant gas heaters at Thorpe Lane Depot.	Property	Medium		Q3
	Continue to monitor energy usage at Leisure Centres following the installation of ASHPs.	Leisure/Property	Low		On-going
	Submit an application to the Public Sector Decarbonisation Scheme.	Climate Change	Medium		Q1
	Work with the GSE Net Zero Energy Hub and others to produce detailed designs to support heat decarbonisation in corporate buildings.	Climate Change	Medium		On-going
	Produce a design for the new fleet depot at Graven Hill.	Environment Services	Low		Q2

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## Actions to reduce Cherwell District Council's emissions

Goals	Action	Supporting area	Carbon saving potential	RAG rating	Milestones
1. Reduce emissions from Cherwell DC buildings to net zero by 2030	<b>Future Priorities</b>				
	*Leisure Services to produce a low carbon design for a new pool at Bicester Leisure Centre.	Leisure	High		
	*Any new buildings, e.g., leisure centres, to be built to be as low carbon as financially viable.	All Services	High		
	Understand the potential impact on emissions reductions from potentially vacating Bodicote House and moving to a new location.	Property	High		
	Carry out investment-grade energy audits at Leisure Centres and Thorpe Lane Depot.	Property	Medium		
	Maximise income from all solar arrays on council buildings, e.g., consider further battery storage.	Property	Medium		
	Install destratification units at Leisure Centres to reduce heat demand.	Leisure	Low		
	Install automatic meter readers at key sites to enable better monitoring of utility bills and enable officers to react to spikes in energy usage.	Facilities	Low		
	Carry out audit of buildings/car parks, to identify opportunities for additional energy generation.	Climate Change	Medium		
	Explore opportunities across council estate for reducing energy demand, e.g., LED lighting; air handling.	Property	Medium		
Ensure all utility bills are monitored/understood and we are on the lowest tariffs.	Facilities	Low			

## Actions to reduce Cherwell District Council's emissions

Goals	Action	Supporting area	Carbon saving potential	RAG rating	Milestones
2. Reduce emissions from Cherwell DC fleet to net zero by 2030	<b>Planned Activities</b>				
	*Upgrade existing supply to Thorpe Lane Depot to allow charging of EV RCVs.	Property	High		Q3
	*Increase EV fleet to 25% by Oct '24.	Fleet	High		Q4
	Produce business case and pathways for decarbonising the fleet.	Fleet	High		Q2
	Continue to optimise routes for RCVs.	Fleet	Low		On-going
	Continue to monitor the market for new technologies around HGVs.	Fleet	Low		On-going
	Awaiting outcome of the Environment Act regarding waste collection and the potential need to expand the service.	Fleet	Medium		On-going
3. Reduce emissions from staff behaviour to net zero by 2030	<b>Planned Activities</b>				
	Expand salary sacrifice scheme to include EVs.	HR	Medium		Q1
	<b>Future Priorities</b>				
	Plan and begin delivery of a programme of Carbon Literacy training for staff.	HR	Medium		
	Consider the viability of e-bikes and e-cargo bikes for business journeys; explore options to allow staff to use council EV pool cars for business journeys.	Climate Change	Medium		
	Install EV charging points at council-owned sites to support the use of staff-owned EVs.	Property	Medium		
	Produce an evidence base for commuter miles in order to be able to address business mileage.	HR	Medium		
Promote better use of recycling facilities in corporate buildings.	Facilities	Low			

## Actions to reduce Cherwell District Council's emissions

Goals	Action	Supporting area	Carbon saving potential	RAG rating	Milestones
4. Reduce emissions from Cherwell DC's procurement	<b>Future Priorities</b>				
	Establish baseline data for the impact of Procurement on our Scope 3 emissions.	Procurement	Medium	Red	
	Identify the suppliers/contractors with the highest emissions.	Procurement	Medium	Red	
	Produce outline 5-year plan for reducing Scope 3 emissions from Procurement.	Procurement	Medium	Red	
5. Reduce emissions from CDC's Landscape Contract	<b>Planned Activities</b>				
	Consider if next contract can include the use of electric vehicles and machinery.	Environment Services	Medium	Yellow	Q2
6. Other aspects of CDC's activities	<b>Planned Activities</b>				
	<b>*Produce the 2023/2024 Greenhouse Gas Report.</b>	<b>Climate Change</b>	<b>High</b>	Yellow	<b>Q4</b>
	<b>*Support Cherwell DC's 'transformation' process, in identifying climate actions for Service Areas.</b>	<b>Climate Change</b>	<b>High</b>	Green	<b>Q3</b>
	Recruit a new staff member to support climate change activity.	Climate Change	Low	Yellow	Q1
	<b>Future Priorities</b>				
<b>*Produce a robust evidence base showing how Cherwell can become a carbon net zero district and CDC a carbon net organisation.</b>	<b>Climate Change</b>	<b>High</b>	Red		

## Actions to reduce Cherwell District Council's emissions

Goals	Action	Supporting area	Carbon saving potential	RAG rating	Milestones
6. Other aspects of CDC's activities	<b>Future Priorities</b>				
	Increase capacity of Cherwell DC to support its 2030 net zero target, as well as the ambition for the district to become carbon net zero.	Corporate Leadership Team	Low		
	Strengthen governance arrangements for climate change.	Climate Change	Low		
	Climate Change actions to feature in all Business Plans.	All Services	Low		
	Explore new funding mechanisms to support delivery of net zero actions.	Climate Change	Medium		



## Actions to reduce Cherwell District's emissions

Goals	Action	Supporting area	Carbon saving potential	RAG rating	Milestones
7. Target dates for achieving carbon net zero	<b>Future Priorities</b>				
	*Obtain clear data on possible net zero pathways for the Cherwell District and CDC.	Climate Change	High		
	Agree a revised target date for net zero carbon for the district.	Climate Change	Low		
8. Ensure emerging Local Plan is compatible with Cherwell becoming net zero carbon	<b>Planned Activities</b>				
	*Ensure the timely production of a deliverable Cherwell Local Plan, to strengthen our policies to respond to climate change.	Planning	High		Q4
	*Ensure a suite of planning policies are included to support climate change mitigation and adaptation. For example: <ul style="list-style-type: none"> <li>• Net zero development</li> <li>• Biodiversity Net Gain</li> <li>• Green Infrastructure</li> <li>• Low carbon and active travel</li> <li>• Decentralised and renewable energy systems.</li> </ul>	Planning	High		Q4
	Ensure national policy successes are reviewed, responded to and, where possible, incorporated into the Local Plan.	Planning	High		Q4
	Support partnership working, e.g., Future Oxfordshire Partnership (FOP), utility providers, other local authorities, to engage proactively on common policies that support climate action.	Planning	High		On-going

## Actions to reduce Cherwell District's emissions

Goals	Action	Supporting area	Carbon saving potential	RAG rating	Milestones
8. Ensure emerging Local Plan is compatible with Cherwell becoming net zero carbon by 2025	<b>Future Priorities</b>				
	*Through planning policy, establish the viability of ensuring all houses in major new build developments are designed to at least meet the 2025 targets of the RIBA 2030 Climate Challenge.	Planning	High		
	*Understand the viability of incorporating into the Local Plan a requirement for developers to target industry standards regarding construction waste reduction, resource efficiency and circular economy principles.	Planning	High		
	Consider the principles of One Planet Living through the Local Plan process.	Planning	Low		
9. Support emission reductions from transport	<b>Planned Activities</b>				
	*Work with OCC to implement LEVI funding to expand EV infrastructure in Cherwell.	Climate Change	High		On-going
	*Support the development of local cycling and walking infrastructure plans.	Leisure	High		On-going
	*Continue to work closely with OCC as Local Highway Authority to support the improvement in the provision of public transport in Cherwell and active travel.	Planning	High		On-going
	<b>Future Priorities</b>				
Increase the number of people walking and cycling in conjunction with healthy place shaping principles.	Leisure	Medium			

## Actions to reduce Cherwell District's emissions

Goals	Action	Supporting area	Carbon saving potential	RAG rating	Milestones
10. Support emissions reductions from housing	<b>Planned Activities</b>				
	<b>*Promote energy efficiency opportunities, e.g., HUG/Heat Pump Ready Scheme/Cosy Homes Oxfordshire/LEAP/ECO4.</b>	Communications	High		On-going
	Continue to support the implementation of objectives to achieve net zero carbon emissions at NW Bicester.	Bicester Team	Medium		Q3
	Work to ensure the delivery of requisite infrastructure and affordable housing at NW Bicester whilst maintaining net zero carbon objectives.	Bicester & Planning Teams	Medium		Q4
	<b>Future Priorities</b>				
	<b>*Improve our understanding of the district's housing stock so that we can prioritise funding.</b>	Housing	High		
	Support neighbouring local authorities with the Future Fit One Stop Shop scheme, to support residents to take energy efficiency measures.	Climate Change	Medium		
	Begin discussions with Registered Providers to establish what measures are being taken to increase energy efficiency of social housing.	Housing	Medium		
Engagement with retrofit market to better understand capacity and capability.	Economic Growth	Medium			
11. Support emission reductions from businesses	<b>Planned Activities</b>				
	<b>*Sustainable Construction Skills &amp; Supply Chains – enable pipeline of skills and labour through apprenticeships/training opportunities, related to skills and training plans in s106 planning conditions and increasing social value of contracts through future pledge to the Oxfordshire Inclusive Economy Partnership.</b>	Economic Growth	High		Q2

## Actions to reduce Cherwell District's emissions

Goals	Action	Supporting area	Carbon saving potential	RAG rating	Milestones
11. Support emission reductions from businesses	<b>Planned Activities</b>				
	Workshops - Deliver <i>Taming the Carbon Monster</i> training for local businesses to be held autumn 2023. Use intelligence gathered to inform further activity.	Economic Growth	Medium		Q1
	Green Skills – undertake market research/gathering evidence to understand gaps, to include housing Retro Fit, to inform the use of the UK Shared Prosperity Fund 2024/25.	Economic Growth	Medium		Q3
	‘Supporting Decarbonisation and Improving the Natural Environment’ – plan for implementation of this element of the Shared Prosperity Fund ready for Spring 2024.	Economic Growth	Medium		Q3
	Sustainable Business Award - showcase best practice and encourage further adoption through the Cherwell Business Awards 2023.	Economic Growth	Low		Q4
	Business Survey – identifying needs and opportunities facing local companies, including decarbonisation and green skills.	Economic Growth	Medium		Q4
	<b>Future Priorities</b>				
	<b>*Support industry decarbonisation by promoting the switch from burning gas and other fuels to burning sustainable alternatives such as green hydrogen through new Local Plan policies.</b>	<b>Economic Growth</b>	<b>High</b>		
	Cherwell-focussed business forum/network – consider the role of Greentech in drawing resources into Cherwell to support businesses to reduce emissions.	Economic Growth	Medium		
	Sustainable Business Award - Continue to support (through the Cherwell Business Awards 2024) to showcase business best practice and innovation in all sectors.	Economic Growth	Medium		

## Actions to reduce Cherwell District's emissions

Goals	Action	Supporting area	Carbon saving potential	RAG rating	Milestones
12. Enhance the district's natural capital to support carbon off-setting and biodiversity enhancement	<b>Planned Activities</b>				
	<b>*Consider the feasibility of a planning policy to achieve 20% Biodiversity Net Gain from new development</b>	<b>Planning</b>	<b>High</b>		<b>Q4</b>
	Work with the Local Nature Partnership to explore the establishment of an Oxfordshire-based carbon offsetting scheme, potentially aligned to Oxford City's Area-Based In-setting approach.	Climate Change	Medium		Q3
	Produce a management plan for Longford Park to reduce regular mowing activities, improve biodiversity and engage with the community.	Environment Services	Low		Q2
	Enhancement of Banbury Country Park, Longford Park, Burnehyll Woodland and Graven Hill to support biodiversity and carbon sequestration.	Environment Services	Medium		On-going
	Support key biodiversity partners and local communities to protect, manage and enhance habitats which have carbon removal and storage functions.	Environment Services	Medium		On-going
	Aim to support and promote initiatives to encourage involvement in the natural environment and to improve public understanding of, and connection with, nature.	Wellbeing	Low		On-going
	Continue to monitor and support improvements in air quality, pollution, litter and fly-tipping.	Regulatory Services	Low		On-going
	<b>Future Priorities</b>				
	<b>*Develop a comprehensive tree/forest strategy in order to increase tree planting rates within the district and ensure long-term maintenance/stewardship of forests/woodlands.</b>	<b>Environment Services</b>	<b>High</b>		

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## Actions to reduce Cherwell District's emissions

Goals	Action	Supporting area	Carbon saving potential	RAG rating	Milestones
12. Enhance the district's natural capital to support carbon off-setting and biodiversity enhancement	<b>Future Priorities</b>				
	Supporting the county-wide Local Nature Recovery Strategy process which is being led by Oxfordshire County Council with the support of the Local Nature Partnership.	Environment Services	Medium	Yellow	
	Support emergence and facilitation of farmer clusters, boosting their key role in delivery of landscape-scale natural capital enhancement.	Environment Services	Medium	Red	
	Explore with neighbouring planning authorities, the extent to which the Local Nature Recovery Strategy can be incorporated into the Local Plan and related decision-making processes.	Planning	Medium	Yellow	
	Enable Planning and Communities officers to integrate elements of Natural England's Green Infrastructure Framework into the new Local Plan and other delivery plans.	Planning/Leisure	Low	Red	
	Increase the amount of natural capital in Cherwell through additional habitat creation, especially in urban areas.	Environment Services	Medium	Red	
	Aim to increase the biodiversity value of our Local Wildlife Sites, by increasing frequency of monitoring and provision of improved management guidance.	Environment Services	Medium	Yellow	
	Endorse and support delivery of the Oxfordshire Nature Finance Strategy, including exploring the potential role of the council in the establishment of an Oxfordshire Environment Fund.	Environment Services	Medium	Yellow	
Work with partners to ensure availability of sufficient biodiversity net gain offset sites in Cherwell to ensure that the maximum biodiversity and carbon capture value of this policy is retained within the district. That this is targeted at priority nature recovery areas as defined by the draft Nature Recovery Network and the forthcoming Local Nature Recovery Strategy.	Planning	Low	Red		

## Actions to reduce Cherwell District's emissions

Goals	Action	Supporting area	Carbon saving potential	RAG rating	Milestones
12. Enhance the district's natural capital to support carbon off-setting and biodiversity enhancement	<b>Future Priorities</b>				
	Support key biodiversity partners and local communities to protect, manage and enhance habitats which provide other regulating ecosystem services such as urban cooling, flood mitigation, water purification, drought mitigation, air quality enhancement.	Communities	Medium		
	Support Bernwood Otmore Ray, as a key landscape recovery project in the District.	Environment Services	Medium		
13. Decarbonising the district's energy	<b>Planned Activities</b>				
	<b>*Complete a Techno-Feasibility Study on a Banbury Heat Network.</b>	<b>Climate Change</b>	<b>High</b>		<b>Q4</b>
	<b>*Participate in a county-wide Local Area Energy Plan process.</b>	<b>Climate Change</b>	<b>High</b>		<b>On-going</b>
	Support officers working on development at NW Bicester around Atmore the provision of low-carbon energy sources.	Climate Change	Low		On-going
	Participate in Project LEON to reduce emissions from existing neighbourhoods.	Climate Change	Low		On-going
	Co-ordinate and liaise with the energy study, looking at renewable energy for NW Bicester.	G&E	Low		On-going
	<b>Future Priorities</b>				
Support opportunities for community-owned renewable energy schemes.	Climate change	Low			

## Actions to reduce Cherwell District's emissions

Goals	Action	Supporting area	Carbon saving potential	RAG rating	Milestones
Page 88	<b>Planned Activities</b>				
	Increase rates of domestic recycling (currently c.55%) in line with the Oxfordshire Waste Strategy, which is aiming for 70%.	Waste Services	Low		On-going
	Support the work of the Cherwell Food Action Waste Group.	Waste Services	Low		On-going
	Awaiting the outcome of the government proposals on waste to determine future requirements for CDC waste collection services.	Waste Services	Low		On-going
	<b>Future Priorities</b>				
	Work with partners and others to minimise waste arisings from domestic and commercial sources.	Waste Services	Low		
15. Support OCC's work on adaptation	<b>Future Priorities</b>				
	Understand the threats to CDC's estate, assets and operations from climate change.	Climate Change	Low		
	Identify areas for action for CDC.	Climate Change	Low		
	Understand the threats to Cherwell from climate change, e.g., public health; the local economy.	Climate Change	Low		
16. Partnership working	<b>Planned Activities</b>				
	Support Banbury Master Planning to ensure sustainability is at the heart of the process.	Climate Change	High		On-going



## Actions to reduce Cherwell District's emissions

Goals	Action	Supporting area	Carbon saving potential	RAG rating	Milestones
16. Partnership working	<b>Planned Activities</b>				
	Hold a one-off community forum with residents and active groups to gain their input into Cherwell's response to climate change.	Climate Change	Low		Q2
	Continue with partnership working as a key approach to delivering carbon reductions across the district.	Climate Change	Medium		On-going
	Support the implementation of the Oxfordshire Net Zero Route Map.	Climate Change	Medium		On-going
	Support the work of the Local Nature Partnership's <i>Natural Capital</i> group.	Climate Change	Medium		On-going
	Continue to liaise and work closely with other local authorities across Oxfordshire.	Climate Change	Low		On-going
	<b>Future Priorities</b>				
	Explore opportunities for closer collaboration with neighbouring authorities around resident communication.	Climate Change	Low		
	Support community groups and parish councils in best practice and advice.	Climate Change	Low		
17. Governance and monitoring	<b>Planned Activities</b>				
	Report annually to the Executive on climate change progress	Climate Change	Low		Q1 & Q4
	Report twice a year to the Corporate Leadership Team on climate change progress	Climate Change	Low		Q1 & Q4

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## Actions to reduce Cherwell District's emissions

Goals	Action	Supporting area	Carbon saving potential	RAG rating	Milestones
17. Governance and monitoring	<b>Planned Activities</b>				
	Report twice a year to the Overview & Scrutiny Committee on climate change progress.	Climate Change	Low		Q1 & Q4
	All reports that go to Executive and Corporate Leadership Team to continue to include an Environmental Impact section.	Climate Change	Low		On-going
	Review existing arrangements for delivering climate change activity, to ensure more effective and closer working between officers across CDC.	Climate Change	Low		Q1
	Meet regularly with the Climate Change Working Group to review and discuss climate action activities.	Climate Change	Low		On-going
	Review overall progress of Action Plan and prepare a new one for the next 12 months.	Climate Change	Low		



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### 3 Table of recommended actions & cost analysis

#### List of all recommended actions

The table below lists all of the climate actions that have been identified as ‘high materiality’ and are thus recommended for inclusion in CDC’s 12-month climate action plan. They are ordered based on their materiality scores in descending order, starting with the highest at the top.

#### Cost Analysis

A basic cost analysis has been completed for each the recommended actions. The results of this analysis are displayed in the table below with ‘£’ indicating a low cost of implementing an action, ranging to ‘££££’ indicating a significant cost of implementation.

Action number	Theme	Action	Indicative cost (£-££££)
1	Transport	Work with OCC to implement LEVI funding to expand EV infrastructure in Cherwell	££
2	Housing	Ensure the successful competition of the Techno-Feasibility Study for proposed Banbury Heat Network.	£
3	Strategic energy generation	Install solar PV car ports at Kidlington and Spiceball Leisure Centres.	£££
4	Housing	Support Banbury Master Planning to ensure sustainability is at the heart of the process.	£
5	CDC Estate and operations	Support Cherwell DC’s ‘transformation’ process, in identifying climate actions for Service Areas.	£
6	Land & Nature	Support the emerging Local Plan to introduce a policy of 20% Biodiversity Net Gain, which would double funds available for nature recovery	£
7	CDC Estate and operations	Produce a robust evidence base showing how Cherwell can become a carbon net zero district.	££
8	Land & Nature	Develop a comprehensive tree/forest strategy in order to increase tree planting rates within the district and ensure long-term maintenance/stewardship of forests/woodlands (eg could include plan to grow low maintenance trees on road verges and in forest gardens; volunteer programmes for tree planting; opportunities for carbon offsetting schemes)	££
9	CDC Estate and operations	Any new buildings, eg leisure centres, to be built to be as low carbon as financially viable.	££

### 3 Table of recommended actions & cost analysis

Action number	Theme	Action	Indicative cost (£-££££)
10	Housing	Promote energy efficiency opportunities, eg HUG/Heat Pump Ready Scheme/Cosy Homes Oxfordshire/LEAP/ECO4.	£
11	Industry and commerce	Green Construction Skills – support colleagues in Planning to include the delivery of apprenticeships/training opportunities through planning conditions.	£
12	Climate change adaptation	Ensure a suite of other planning policies are included to support climate change mitigation and adaptation. For example: <ul style="list-style-type: none"> <li>• Net zero development</li> <li>• Biodiversity Net Gain</li> <li>• Green Infrastructure</li> <li>• Low carbon and active travel.</li> <li>• Decentralised and renewable energy systems</li> </ul>	££
13	CDC Estate and operations	Produce the 2023/2024 Greenhouse Gas Report.	££
14	CDC Estate and operations	Agree approach to decarbonising the corporate estate, including a phased plan.	£
15	CDC Estate and operations	Continue to include low-carbon measures when carrying out routine building improvements.	££
16	Land & Nature	Commission a blue/green infrastructure survey of the district to map existing and potential natural capacity for carbon sequestration and storage. Use this to inform local planning policies, support spatial growth strategies and compensation/mitigation strategies to offset any GI losses as a result of development.	££
17	Transport	Continue to work closely with OCC to support the improvement in the provision of public transport in Cherwell.	££
18	Strategic energy generation	Additional Solar PV at Community Centres.	£££
19	Strategic energy generation	Additional Solar PV at Thorpe Lane Depot.	£££

### 3 Table of recommended actions & cost analysis

Action number	Theme	Action	Indicative cost (£-££££)
20	CDC Estate and operations	Leisure Services to produce a low carbon design for a new pool at Bicester Leisure Centre.	££
21	Transport	Upgrade existing supply to Thorpe Lane Depot to allow charging of EV RCVs.	£££
22	Transport	Increase EV fleet to 25% by Oct '24.	££££
23	Housing	Improve our understanding of the district's housing stock so that we can prioritise funding	£
24	Strategic energy generation	Participate in a county-wide Local Area Energy Plan process.	£
25	Transport	Enabling electric charging infrastructure accessible for all residents.	£££
26	Waste and construction	Incorporate into the Local Plan (eg Policy ESD 3: Sustainable Construction) a requirement for developers to target industry standards regarding construction waste reduction, resource efficiency and circular economy principles, eg LETI 2030 target for 30% total building construction materials & elements that are reused.	£
27	Climate change adaptation	Ensure the timely production of a deliverable CDC Local Plan, to strengthen our policies to respond to climate change	£
28	Climate change adaptation	Obtain clear data on possible net zero pathways for the Cherwell District	££
29	Transport	Support the development of local cycling and walking infrastructure plans.	£
30	Industry and commerce	Support industry decarbonisation by promoting the switch from burning gas and other fuels to burning sustainable alternatives such as green hydrogen through a new local plan.	£
31	Housing	Ensure all houses in major new build developments are designed to at least meet the 2025 targets of the RIBA 2030 Climate challenge.	£

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*Cherwell*

DISTRICT COUNCIL  
NORTH OXFORDSHIRE

# Greenhouse Gas Report

## Reporting Year 2021 - 2022

Cherwell District Council

**Date:** September 2022  
**Owner:** Climate Action Team

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## 1 Executive Summary

- 1.1. During **2021/22** Cherwell District Council increased its carbon emissions by **21.2%** (**697 tonnes CO<sub>2</sub>e**), from **3,291 tonnes CO<sub>2</sub>e** in **2020/21** to **3,988 tonnes CO<sub>2</sub>e** in **2021/22**. This represents a **41.4%** reduction against our baseline of **2008/09**. This includes offsetting from solar exports.

Although there was a 21.2% increase in emissions in 2021/22 as compared to the previous year, there was an overall reduction of 4.2% since 2019/20 (Pre covid). This equates to an average reduction of 2.1% annually in the last two years.

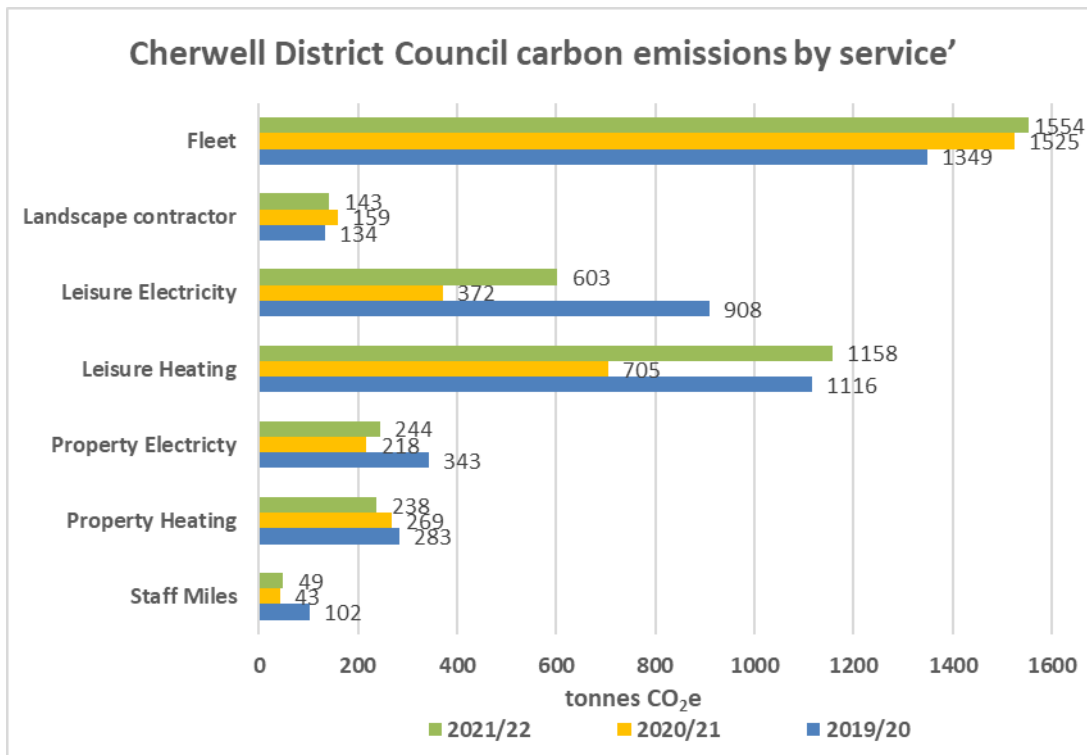
It should be noted that strict Covid lockdown in 2020/21 resulted in a significant reduction in emissions due to building closures and other reductions in activities and therefore cannot be attributed fully to carbon reduction progress. In 2021/22 the emissions have increased as buildings and activities return to near normal operation.

In addition two additional leisure centres were included in 2021/22 resulting in an additional 38 tonnes CO<sub>2</sub>e.

The **CV19** restrictions to working arrangements and subsequent guidance on ventilation has subsequently meant that realistic comparison with previous years is not appropriate at this stage.

In 2021/22 electricity grid decarbonisation reduced tonnes CO<sub>2</sub>e from electricity by 62.9.

**Figure 1** below shows comparison of tonnes of CO<sub>2</sub> split by business sector during 2020/21 and 2021/22 (these figures do not include carbon offsetting)



## 2 Context

- 2.1. Cherwell District Council provides services to residents, businesses and communities across the whole county. The following are the key service services are provided by the Council (but not an exhaustive list)
- leisure services
  - housing
  - planning
  - landscape and ground maintenance
  - public convenience
  - waste collection.
- 2.2. The Council either provides these services directly or commissions them from other organisations. Most of these services are statutory – things we are obliged by law to do.

## 3 Reporting Period

- 3.1. This report covers GHG emissions from **April 2021** to **March 2022** with comparisons to previous years

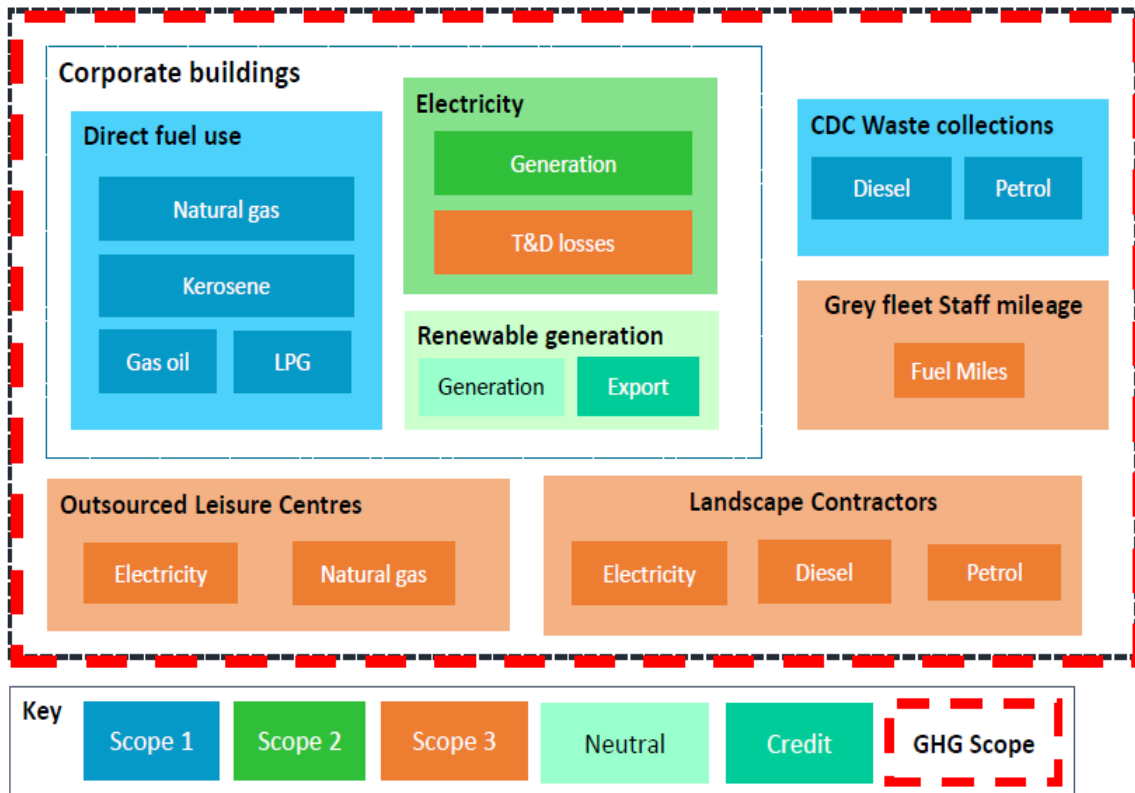
## 4 Introduction, boundary and conversion factors

- 4.1. Each year, Cherwell District Council publishes details of its greenhouse gas (GHG) emissions in accordance with the guidance published by the Department of Business, Energy and Industrial Strategy (BEIS).
- 4.2. The Council is committed to improving our GHG reporting in line with the latest BEIS guidance.
- 4.3. **Figure 2** shows the scope of our reported GHG emissions boundary. The council reports on emissions from its:
- Corporate buildings, public conveniences, waste collection fleet & business mileage
  - Outsourced leisure centres
  - Outsourced landscape service.

These have historically been included in our carbon footprint.

- 4.4. In **July 2019** the council committed to becoming carbon neutral by **2030** for all its reported emission sources, which include corporate and contractor emissions.
- 4.5. The carbon factor methodology applied are the **2021** advanced carbon factors for the emissions generated in the financial year **2021-22** , which can be found at [Greenhouse gas reporting: conversion factors 2021 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2021)

**Figure 2: CDC GHG Emissions Boundary**

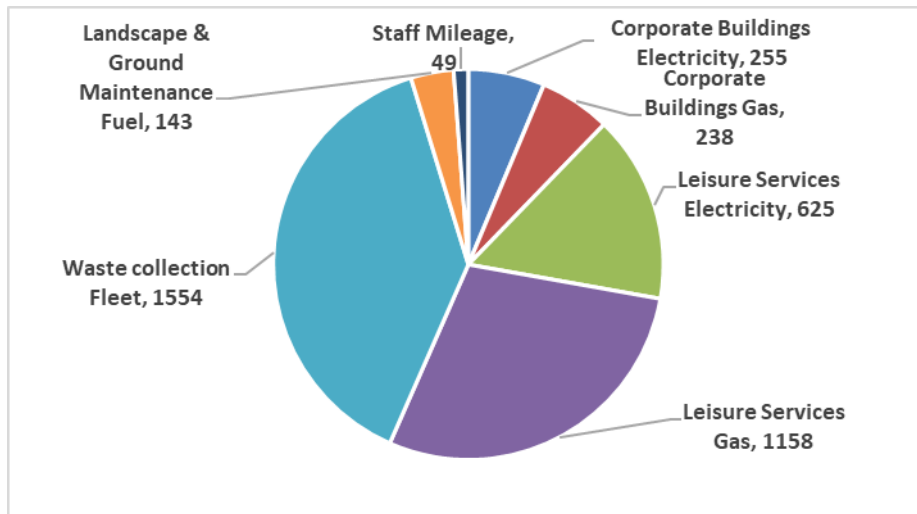


**5**

**Greenhouse Gas (GHG Emissions) 2021/22**

5.1. **Figure 3** shows that for **2021/22** gross emissions from Cherwell District Council were **3988** tonnes of CO<sub>2</sub> equivalent (CO<sub>2</sub>e) split across the six service areas and fuel types. This includes offsetting from solar exports in corporate and leisure centre buildings (as highlighted in Table 1).

**Figure 3: Total GHG emissions breakdown per sector and fuel type (tonnes CO<sub>2</sub>e)**



## 6 Change from Previous Year

6.1. Total emissions in **2021/22** increased from **3,291** tonnes of CO<sub>2e</sub> to **3,988** tonnes of CO<sub>2e</sub>, an increase of **21.2%** (**697** tonnes of CO<sub>2e</sub>).

- Emissions from **corporate buildings, public conveniences, waste collection fleet & business mileage** increased from **2054** tonnes of CO<sub>2e</sub> in 2020/21 to **2,084** tonnes of CO<sub>2e</sub> in 2021/22, an increase of **1.5%**. This includes offsets from Solar PV exports.
- Emissions from **outsourced leisure centres and outsourced landscape service** increased from **1,236** tonnes of CO<sub>2e</sub> in 2020/21 to **1,903** tonnes of CO<sub>2e</sub> in 2021/22, an increase of **54.0%**. This includes offsets from Solar PV exports. Two additional Leisure Centres have been included in this years calculations resulting in an additions 109 tonnes CO<sub>2e</sub>.

6.2. **Table 1** below shows the comparison of emissions in **2021/22** against **2020/21**.

**Table 1: Emissions Comparison 2020/21 and 2021/22 (tonnes CO<sub>2e</sub>)**

2020/21 and 2021/22 Comparison			
	2020/21	2021/22	Reduction
Corporate Buildings	495	484	-2.3%
Public Conveniences	10	9	-5.4%
Waste collection Fleet	1,525	1,554	1.8%
Staff Mileage	43	49	13.3%
Solar Export Corporate (offset)	- 19	- 11	
<b>Total - Corporate building, public</b>	<b>2,054</b>	<b>2,084</b>	<b>1.5%</b>
Leisure Services	1,101	1,783	61.9%
Landscape & Ground Maintenance	159	143	-10.1%
Solar Export Leisure Centre (offset)	- 24	- 22	
<b>Total - Leisure Services &amp; Landscape</b>	<b>1,236</b>	<b>1,903</b>	<b>54.0%</b>
<b>Total Emissions</b>	<b>3,290</b>	<b>3,988</b>	<b>21.2%</b>

Note: Last years solar export corporate (offsetting) data has been amended this year due to an error in a meter reading last year.

- 6.3. Non-influenced **decarbonisation** (due to electricity grid **decarbonisation** and annual changes to carbon factors) accounted for a reduction in carbon of **63** tonnes CO<sub>2e</sub>.
- 6.4. Gas consumption in **2021/22** was not expected to fall due to weather effects. However, corporate gas consumption decreased by 31 tonnes of CO<sub>2e</sub>. Leisure centre gas increased due to the re-opening of sites after the lifting of COVID restrictions.

## 7 Comparison against baseline year and reduction target

Cherwell District Council tracks emissions against the baseline year of **2008/09**.

7.1. **Total emissions** were **6,804** tonnes of CO<sub>2</sub>e in 2008/09 and **3,988** tonnes CO<sub>2</sub>e in **2021/22**. This represents a decrease of **2,816** tonnes of CO<sub>2</sub>e or **41.4%** since the baseline year, equivalent to an average reduction of **3.2%** per year.

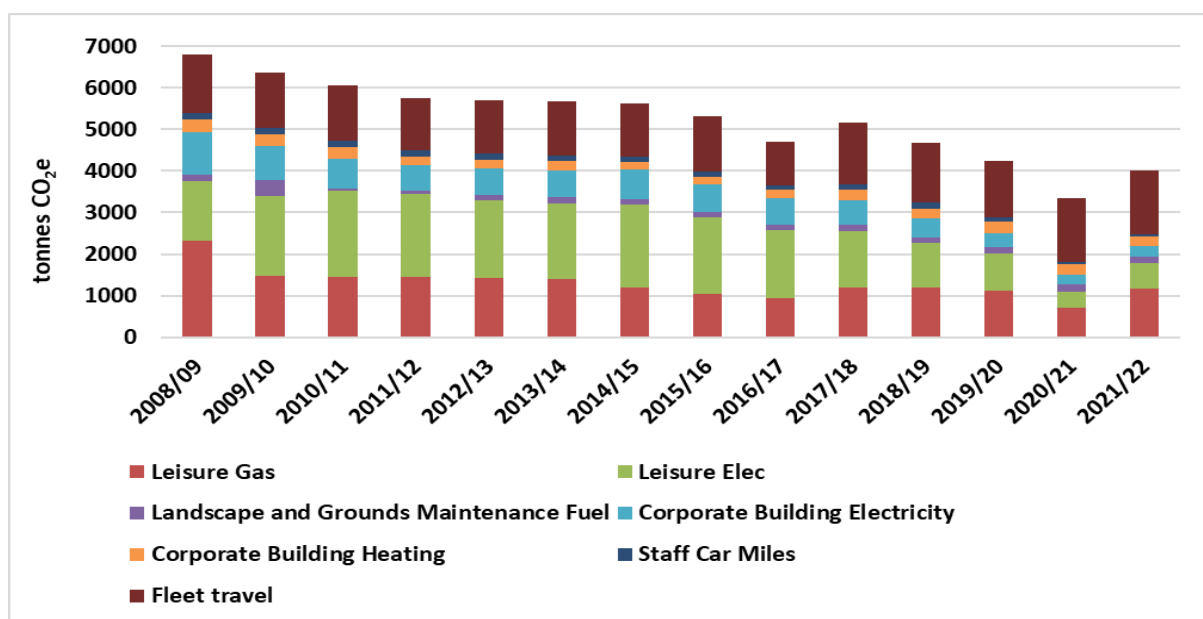
- Emissions from **corporate buildings, public conveniences, waste collection fleet & business mileage** have reduced by **27.5%** since **2008/09**, an average reduction of **2.1%** per year.
- Emissions from **outsourced leisure centres and outsourced landscape service** have reduced by **50.8%** since **2008/09**, an average reduction of **3.9%** per year.

**Table 2: Emissions Comparison 2008/09 and 2021/22 (tonnes CO<sub>2</sub>e)**

2008/09 and 2021/22 Comparison			
	2008/09	2021/22	Reduction
Corporate Buildings	1,278	484	-62.1%
Public Conveniences	37	9	-75.8%
Waste collection Fleet	1,419	1,554	9.5%
Staff Mileage	154	49	-68.4%
Solar Export Corporate (offset)	-	11	
<b>Total - Corporate building, public</b>	<b>2,888</b>	<b>2,084</b>	<b>-27.8%</b>
Leisure Services	3,748	1,783	-52.4%
Landscape & Ground Maintenance	168	143	-15.3%
Solar Export Leisure Centre (offset)	-	22	
<b>Total - Leisure Centres &amp; Landscape Cor</b>	<b>3,916</b>	<b>1,903</b>	<b>-51.4%</b>
<b>Total Emissions</b>	<b>6,804</b>	<b>3,988</b>	<b>-70.6%</b>

7.2. **Figure 4** below shows carbon emissions from the baseline year **2008/09** to **2021/22** with a breakdown of consumption by sector and fuel type.

**Figure 4 : Annual carbon emissions by sector from baseline year 2008-2009**



## **8 Measurement, data quality, methodology and refinements**

- 8.1. Cherwell District Council collects data from property invoices, staff millage claims and fleet travel records.

### **Annex A - Operational Scope breakdown**

- Central Offices (Scopes 1 and 2)
- Operational Depots (Scope 1 and 2)
- EV Fleet (Scope 2)
- Fleet (Scope 1)
- Business miles (including cycling)- corporate estate and activities (Scope 3)
- Transmission and Distribution (Scope 3)
- Vacant properties - (in Scope 3)
- Outsourced Leisure Centre's (Scope3)
- Landscape Contractors (Scope 3)

### **Not included in current reporting and reasoning**

We do not currently include the following in our reporting for a variety of reasons but will annually review this situation:

- Water - Scope 3 - currently no reliable data available
- Supply Chain - Scope 3 – no data available
- Staff Commuting to work - Scope 3 - no data available
- Business mileage from public transport and walking - Scope 3 - currently no data available.





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## Overview and Scrutiny Committee Briefing Paper

### Subject: Working Groups update

If in attendance at the meeting on 24 October, the chair or an alternative representative from each group will be invited to give additional verbal updates.

#### Climate Action

Isabel Creed - Chair  
John Broad  
Patrick Clarke  
Ian Middleton  
Rebecca Biegel  
John Donaldson  
Simon Holland  
Sean Woodcock  
Andrew McHugh – as Portfolio Holder, Cleaner and Greener Communities

The Climate Action group met on 4 October and were taken through the revised draft Climate Action Plan, considered on this agenda at item 8.

As detailed under the earlier item, the action plan will be submitted to Executive for consideration at their 6 November meeting.

A motion on [retrofitting for council-owned housing](#) has been submitted to the full Council meeting taking place on 16 October, which includes reference to the proposed work being included in the remit of the Climate Action Group. As full Council is taking place after agenda publication for the 24 October Overview and Scrutiny, officers will verbally update the Committee on the outcome of the motion and whether any amendment is required to the agreed Terms of Reference for the review.

The next meeting has not yet been scheduled but is likely to be in November, after Executive have considered the Climate Action Plan.

#### Equality, Diversity and Inclusion (EDI) – joint group with Personnel Committee

Gemma Coton – Chair, and Personnel nominated member  
Patrick Clarke  
Lynne Parsons  
Rob Pattenden  
Chukwudi Okeke – Personnel nominated member  
Chris Pruden – Personnel nominated member  
Sandy Dallimore – as Portfolio Holder, Corporate Services

The EDI group met on 10 October, and considered the council's activities to support refugees, asylum seekers and other vulnerable migrants, as well as receiving an EDI action plan update.



The next meeting is scheduled for 7 November, with the proposed focus on outreach to community groups.

### **Food Insecurity**

Rebecca Biegel – Chair

Patrick Clarke

Isabel Creed

Chukwudi Okeke

Bryn Williams

Dorothy Walker

Phil Chapman – as Portfolio Holder, Healthy and Safe Communities

The Food Insecurity group met on 3 October, and received updates on food vouchers, warm spaces and resourcing.

The group were also updated regarding the [Cost of Living Action Plan](#), that had been presented to and approved by Executive on 2 October. The report detailed an investment in winter activities, and proposed the development of an evaluation framework that would form the basis of detailed updates to Overview and Scrutiny Committee in November 2023 and January 2024.

The group will meet again on 14 November.

**Completed by: Emma Faulkner, Principal Officer – Scrutiny & Democratic Lead**

**Date: 13 October 2023**

**Presented to Overview and Scrutiny Committee: 24 October 2023**



## Overview and Scrutiny Work Programme 2023-24

(Updated: 10 October 2023)

Tuesday 28 November 2023		
Homelessness and Rough Sleeping Strategy 2024-2029 <b>NEW</b>	Pre-decision scrutiny. To consider and comment on the draft Strategy prior to submission to 5 February Executive for adoption. Priority – Housing that meets your needs	Nicola Riley, Assistant Director Wellbeing and Housing Richard Smith, Head of Housing <b>Portfolio Holder – Councillor Nick Mawer, Housing</b>
Safeguarding Annual Audit	To endorse the annual Safeguarding Audit. Priority – Healthy, resilient and engaged communities.	Nicola Riley, Assistant Director Wellbeing and Housing <b>Portfolio Holder - Councillor Phil Chapman, Healthy and Safe Communities</b>
Performance Monitoring - October	Performance Monitoring. To consider the latest performance monitoring figures prior to consideration by Executive. Covers all priorities.	Shona Ware, Assistant Director Customer Focus & Celia Prado-Teeling, Performance Team Leader <b>Portfolio Holder - Councillor Sandy Dallimore, Corporate Services</b>
Working Groups update	Standing item. Progress update relating to established working groups.	Emma Faulkner, Principal Officer - Scrutiny & Democratic Lead
Work Programme 2023-24 (standing item at each meeting)	Standing item. Review of work programme, update on topics suggested for consideration, update on items previously considered	Emma Faulkner, Principal Officer - Scrutiny & Democratic Lead



Tuesday 30 January 2024		
Working Groups update	Standing item. Progress update relating to established working groups.	Emma Faulkner, Principal Officer - Scrutiny & Democratic Lead
Performance Monitoring - December	Performance Monitoring. To consider the latest performance monitoring figures prior to consideration by Executive. Covers all priorities.	Shona Ware, Assistant Director Customer Focus & Celia Prado-Teeling, Performance Team Leader <b>Portfolio Holder - Councillor Sandy Dallimore, Corporate Services</b>
Work Programme 2023-24 (standing item at each meeting)	Standing item. Review of work programme, update on topics suggested for consideration, update on items previously considered	Emma Faulkner, Principal Officer - Scrutiny & Democratic Lead
Tuesday 12 March 2024		
Working Groups update	Standing item. Progress update relating to established working groups.	Emma Faulkner, Principal Officer - Scrutiny & Democratic Lead
Performance Monitoring – Outcomes Framework 2024/25	Performance Monitoring. To consider the outcomes framework. Covers all priorities.	Shona Ware, Assistant Director Customer Focus & Celia Prado-Teeling, Performance Team Leader <b>Portfolio Holder - Councillor Sandy Dallimore, Corporate Services</b>
Work Programme 2023-24 (standing item at each meeting)	Standing item. Review of work programme, update on topics suggested for consideration, update on items previously considered	Emma Faulkner, Principal Officer - Scrutiny & Democratic Lead



**Remaining meeting Dates 2023/24 (All Tuesday, 6.30pm unless indicated)**

28 November 2023; 30 January 2024; 12 March 2024

**Work Programme Items:**

Members are reminded of the five roles of scrutiny when considering items for the work programme:

- Performance Monitoring; Policy Development; Policy Review; Holding the Executive to Account; External Scrutiny

Members are reminded that the Executive Forward Plan is published monthly, covering a period of four months. The current version of the plan is November 2023 to February 2024 and is available via the [Cherwell District Council website](#)

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