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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Overview and Scrutiny Committee

Date: Tuesday 12 March 2024

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 Dr 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 7 - 14)

To confirm as a correct record the minutes of the meeting held on 30 January 2024.

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. Future Oxfordshire Partnership - Scrutiny Panel Update

The Future Oxfordshire Partnership Scrutiny Panel will meet on 11 March. The agenda is publicly available via the [Vale of White Horse website](#).

The Cherwell District Council appointed representatives to the Scrutiny Panel – Councillors John Broad, Lynn Pratt and Sean Woodcock – will give a verbal update to the Committee on the outcome of the meeting.

7. Performance Outcomes Framework 2024/25 (Pages 15 - 32)

Report of Assistant Director Customer Focus

Purpose of report

To share the proposed approach for measuring, monitoring, and reporting on the council's performance towards its priorities and objectives for 2024/25 and to capture any recommended changes for Executive consideration.

Recommendations

The Overview and Scrutiny Committee resolves:

- 1.1 To consider the proposed approach for managing the council's performance for 2024/25, specifically the 44 performance indicators and their respective targets.
- 1.2 To agree any recommended changes to the proposed performance framework for Executive consideration, at their meeting on 8 April 2024.

8. Equality, Diversity and Inclusion Action Plans 2024-25 (Pages 33 - 56)

Report of Assistant Director Customer Focus

Purpose of report

To consider the draft action plan for delivering the council's equality, diversity and inclusion commitments for creating inclusive communities and services, which are set out in its Equalities Framework, Including Everyone.

Recommendations

The Overview and Scrutiny Committee resolves:

- 1.1 To review the draft action plans for Inclusive Communities and Inclusive Services and provide comments for the Executive to consider at its 8 April 2024 meeting.
- 1.2 To recommend to the Executive that there is a delegation of authority to the Assistant Director for Customer Focus to make minor amendments to the agreed Inclusive Communities and Services Action Plans in consultation with the Portfolio Holder for Corporate Services and Chair of the EDI working group.

9. Community Safety Update and Brighter Future Initiatives Presentation

The Committee will receive presentations from the Head of Regulatory Services and Community Safety and the Assistant Director Wellbeing and Housing on work being undertaken in relation to Community Safety and the Brighter Futures Initiatives specifically related to the prevention of Anti-social behaviour.

10. Working Group Update - March 2024 (Pages 57 - 58)

An update on work undertaken since the last Overview and Scrutiny Committee on 30 January 2024 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 since the last Overview and Scrutiny Committee on 30 January 2024.

11. Work Programme 2023-24

Following the approval of the Constitution changes by full Council on 26 February, a meeting of the Overview and Scrutiny Committee will be arranged to appoint the Chair and vice-Chair for the 2024-25 Municipal Year.

Committee specific training and a work programme planning session will be held, to inform the indicative work programme that will be considered at the first formal meeting of the Committee scheduled for 25 June 2024. Meeting dates for the rest of the year have previously been agreed by full Council, and as a reminder are as follows:

25 June 2024
30 July 2024
10 September 2024
15 October 2024
26 November 2024
28 January 2025
11 March 2025

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 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.

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If you make a representation to the meeting, you will be deemed by the council to have consented to being recorded. By entering the Council Chamber, you are consenting to being recorded and to the possible use of those images for and sound recordings for webcasting and/or training purposes.

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Queries Regarding this Agenda

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

Shiraz Sheikh
Monitoring Officer

Published on Monday 4 March 2024

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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 30 January 2024 at 6.30 pm

Present:

Councillor John Broad (Chairman)
Councillor Ian Harwood
Councillor Simon Holland
Councillor Ian Middleton
Councillor Lynne Parsons
Councillor Rob Pattenden
Councillor Dorothy Walker
Councillor Douglas Webb
Councillor Bryn Williams

Substitute Members:

Councillor Sean Woodcock (In place of Councillor Dr Chukwudi Okeke)

Apologies for absence:

Councillor Dr Isabel Creed
Councillor Patrick Clarke
Councillor Dr Chukwudi Okeke

Also Present:

Councillor Sandy Dallimore, Portfolio Holder for Corporate Services
Councillor Adam Nell, Portfolio Holder for Finance

Also Present Virtually:

Councillor Barry Wood, Leader of the Council
Councillor Donna Ford, Portfolio Holder for Regeneration

Officers:

Stephen Hinds, Corporate Director Resources
Jacey Scott, Head of Revenues and Benefits
Edward Frape, Senior Healthy Place Shaping Officer
Emma Faulkner, Principal Officer - Scrutiny and Democratic Lead
Patrick Davis, Democratic and Elections Officer

Officers Attending Virtually:

Gordon Stewart, Chief Executive
Nicola Riley, Assistant Director Wellbeing & Housing
David Peckford, Assistant Director Planning & Development
Celia Prado-Teeling, Performance Team Leader
Tony Brummell, Building Control and Flood Risk Manager
Jan Southgate, Health Protection Compliance & Business Support Manager

53 **Declarations of Interest**

There were no declarations of interest.

54 **Minutes**

The minutes of the meeting of the Committee held on 30 November 2023 were agreed as a correct record and signed by the Chairman.

55 **Chairman's Announcements**

The Chairman made one announcement:

1. Immediately prior to the next meeting of the Committee on 12 March, there would be a Housing drop-in session where Members would have the opportunity to meet officers from the different areas of the Housing Team and ask any questions in relation to the service. More information including specific timings would be sent out to all Members in due course.

56 **Urgent Business**

There were no items of urgent business.

57 **Attendance of Thames Valley Police Chief Constable and Police and Crime Commissioner**

The Chairman welcomed the Police and Crime Commissioner for Thames Valley, Matthew Barber, Chief Constable Jason Hogg and Superintendent Jen Hogben Detective Inspector James Holden-White, Thames Valley Police, to the meeting and invited them to update the Committee regarding policing in Thames Valley.

The Police and Crime Commissioner updated the Committee on officer numbers and plans for recruitment of additional officers. These included doubling the number of neighbourhood police officers by the end of this financial year and recruiting a further 150 officers in the next financial year.

The Police and Crime Commissioner advised the Committee on the measures that had been undertaken to improve the response times on the non-emergency 101 police contact service. This included the introduction of new methods of contact such as social medial channels, webchat functionality and an online victim portal.

The Chief Constable gave a presentation which provided more details on the scale of the Thames Valley Police Force, the challenges it faced and the operations currently being undertaken. The Committee was also advised that a Force Review was in progress which involved a restructuring of the Force in an attempt to mitigate the current funding shortfall.

Superintendent Hogben provided the Committee with more details on some of the operations currently taking place to reduce knife crime, anti-social behaviour, retail theft and rural crime in the Cherwell district. The Committee was advised that the emphasis was on prevention of such activities and often involved a highly targeted approach working with other agencies and partners.

Following the presentation, the Police and Crime Commissioner, the Chief Constable and Superintendent answered questions from Members of the Committee.

In response to a question regarding the approach to the carrying of knives by boys in the 10 to 17 age group, the Police and Crime Commissioner provided more details on targeted operations and intervention policies piloted by Thames Valley Police in other parts of the Thames Valley area. It was hoped that subject to funding this would be rolled out across all communities.

In response to a question regarding the theft of van tools in Banbury, the Committee was advised of the various prevention strategies in place such as tool marking schemes.

In response to a question regarding wildlife crime, the Chief Constable provided more details of the Rural Crime task force that was believed to be a deterrent to potential criminals coming in to the Thames Valley area.

In response to a question regarding retail theft, the Committee was advised that although there had been an increase in the number of offenders brought to justice more work was required in this area.

It was agreed that written responses to questions regarding the success of the Public Spaces Protection Order in Bicester, and contact details for Neighbourhood Police Officers in Kidlington would be provided after the meeting.

The Chairman thanked the Police and Crime Commissioner, the Chief Constable and Superintendent for their attendance.

58 **Future Oxfordshire Partnership - Scrutiny Panel Update**

The Chairman provided an update on the Future Oxfordshire Partnership (FOP) Scrutiny Panel meeting of the 22 January 2024 which he and Councillor Woodcock had attended as two of the three CDC appointed reports to the Panel.

The Committee was advised that the FOP Scrutiny Panel had considered reports on Healthy Place Shaping across Oxfordshire and the Wellbeing Board Strategy for Oxfordshire. The FOP Scrutiny Panel had recommended that appropriate Key Performance Indicators be used to measure the success of the initiatives and that there were relevant connections with the National Health Service for health care provision.

The update also included information on feedback from the main FOP Board to the Scrutiny Panel regarding Vision Zero. The Committee was informed that the Scrutiny Panel's recommendations had been rejected by the main board but these had been re-submitted for further consideration.

Councillor Wood, the CDC representative on the Future Oxfordshire Partnership, advised the Committee that he had attended the FOP meeting earlier that day and that the Healthy Place Shaping initiative had been endorsed. Councillor Wood also advised that the FOP Scrutiny Panel had requested that officers initiate a review of its Terms of Reference prior to its first meeting in the 2024/25 municipal year.

Resolved

- (1) That the update regarding the Future Oxfordshire Partnership (FOP) Scrutiny Panel and Future Oxfordshire Partnership meetings be noted.

59 **Performance Monitoring Report Quarter 3, 2023-2024**

The Committee considered a report from the Assistant Director, Customer Focus, that detailed the quarter three performance for 2023/2024.

In introducing the report, the Portfolio Holder for Corporate Services advised the Committee that the Council had achieved 92% of its targets for quarter three. The Committee was advised that sixty measures had reported green, three amber and two red and all but one of the measures were expected to reach the year end targets.

The Committee asked for clarification on measure BP2.2.01 the percentage of Waste Recycled & Composted. The Performance Team Leader advised that a meeting had been arranged with the Environmental Services team to review all of the key performance indicators that were currently being used with a view to improving the measures to be used in the next financial year.

The Committee requested further information regarding the Techno Feasibility Study for a Heat Network in Banbury - Priority ADP02 on the 2023-24 Annual

Delivery Priorities. It was agreed that this would be distributed after the meeting.

Resolved

- (1) That having given due consideration, the Council's Performance Monitoring Report Quarter 3 2023-24 performance be noted and that no recommendations be submitted for Executive consideration.

60

Annual Delivery Plan 2024-25

The Portfolio Holder for Corporate Services introduced a presentation of the draft Annual Delivery Plan for 2024-25 and explained that it supported delivery of the objectives set out in the Council's business plan.

There were 14 prospective plan priorities across the four main business plan priorities: Healthy, resilient and engaged communities; Housing that meets your needs; Enterprising economy with strong and vibrant centres; and, Supporting environmental sustainability. The 15th priority related to Corporate objectives.

The Corporate Director – Resources gave an overview of the priorities and associated milestones that had been set against each business plan priority.

The Committee raised a question regarding the possibility of creating a metric to measure the delivery of affordable housing within the District in addition to quantifying the total number of houses being built. The Assistant Director Planning and Development advised that the information had been reported to Executive in December 2023 as part of the Annual Monitoring Report.

The Committee requested that more information be provided regarding the amount of affordable housing that had actually been delivered rather than the volume planned to be delivered and on the split between affordable rents and social rents on actual completions. It was agreed that this information would be provided after the meeting.

The Committee raised concerns regarding the potential revocation of the Air Quality Management Area (AQMA) in Kidlington and the removal of air quality monitoring tubes. The Health Protection Compliance and Business Support Manager advised that the tubes were still in place, but the data showed that air quality had improved in this area and the AQMA was no longer needed. A detailed annual report with more information would be submitted to the 4 March Executive meeting.

Resolved

- (1) That the Annual Delivery Plan 2024-25 be noted and no recommendations be submitted for Executive consideration.

Cost of Living Crisis - Action Plan Update

The Assistant Director Wellbeing and Housing and the Senior Healthy Place Shaping Officer gave a presentation on the progress made against the Cost of Living action plan that had been submitted to Executive in October 2023. The update covered the December 2023 and January 2024 period.

The Committee was advised that the Council had funded seven community food grants across the District including in Fritwell and Tadmarton with a further five grants pending award. A variety of projects had been funded including assistance on the use of slow cookers, the provision of cooking and recipe sessions and work on improving the accessibility at the venues.

The Senior Healthy Place Shaping Officer outlined a new initiative that had been introduced to provide advice to residents on debt and money issues. In addition to the information available on the Council's website, leaflets had also been distributed at local GP surgeries.

The Committee was provided with details of the Household Support Equipment Grant which enabled community groups to apply for grants to purchase equipment such as blankets, thermal clothing, air fryers and other energy efficient appliances and LED lightbulbs to hand out to residents affected by the cost of living crises.

The Senior Healthy Place Shaping Officer advised the Committee that there was a plan to introduce a Banbury food hub similar to the one in Botley to distribute surplus food. In response to a question from a member of the Committee querying whether Bicester would be a better location, the Assistant Director Wellbeing and Housing advised that the Oxford food hub had proposed that Banbury should be the location of their second site due to its location in the north of the county but she would ask them to consider Bicester as an option.

In response to a question seeking clarification regarding oil co-operatives, the Assistant Director Wellbeing and Housing advised that this was run by Community First Oxfordshire and that the Council funded the membership fee on behalf of the residents so that they did not have to pay to have the option of purchasing cheaper oil.

In response to a question regarding the effectiveness of the use of thermal imaging cameras to identify draughts in houses, the Assistant Director Wellbeing and Housing advised that the initiative was a low cost community run project which made it a good scheme to support.

The Committee thanked the officers for all their continued hard work on the Cost of Living Action Plan.

Resolved

- (1) That the Cost of Living Crisis Action Plan update be noted.

62 **Climate Action Working Group - updated Terms of Reference**

The Principal Officer – Scrutiny and Democratic Lead updated the Committee on the amended Terms of Reference that had been discussed and agreed by the Climate Action Working Group at its meeting on the 17 January 2024.

The Terms of Reference agreed when the group was initially established required updating, to reflect changes regarding work completed so far, upcoming work and changes in membership of the Working Group as a result of elections.

Resolved

- (1) That the amended Terms of Reference for the Climate Action Working Group be approved.

63 **Working Group Updates - January 2024**

The Principal Officer – Scrutiny and Democratic Lead presented the update on the work of the Climate Action, Equality, Diversity and Inclusion and Food Insecurity working groups.

Resolved

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

64 **Work Programme 2023-24**

The Committee considered the indicative work programme for 2023/24.

Resolved

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

The meeting ended at 8.30 pm

Chairman:

Date:

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This report is public	
Performance Outcomes Framework 2024 - 25	
Committee	Overview & Scrutiny
Date of Committee	12 March 2024
Portfolio Holder presenting the report	Portfolio Holder Corporate Services, Cllr Sandy Dallimore
Date Portfolio Holder agreed report	[DD Month YYYY]
Report of	Assistant Director – Customer Focus, Shona Ware

Purpose of report

To share the proposed approach for measuring, monitoring, and reporting on the council's performance towards its priorities and objectives for 2024/25 and to capture any recommended changes for Executive consideration.

1. Recommendations

The Overview and Scrutiny Committee resolves:

- 1.1 To considers the proposed approach for managing the council's performance for 2024/25, specifically the 44 performance indicators and their respective targets, and
- 1.2 To agree any recommended changes to the proposed performance framework for Executive consideration, at their meeting on 8 April 2024.

2. Executive Summary

- 2.1 The draft Performance Outcomes Framework sets out the council's approach to measuring its performance for 2024/25. The proposal is to measure a total of 44 key performance indicators on a quarterly basis along with progress reports on the council's agreed Annual Delivery Plan priorities for 2024/25.
- 2.2 The Executive will consider the Outcomes Framework at their meeting on 8 April and would welcome this committee's feedback on the proposed indicators for measuring the council's performance for 2024/25.

Implications & Impact Assessments

Implications	Commentary			
Finance	<p>There are no financial or resources implications arising directly from this report. The financial implications of the Annual Delivery Plan and Business Plan were captured as part of the budget setting process and approved by Full Council on 26 February 2024.</p> <p>Joanne Kaye, Head of Finance (D151), 27 February 2024</p>			
Legal	<p>There are no legal implications arising directly from this report. It may be that some of the targets in appendix 2 are prescribed to us, if so, they should be clearly marked as such as CDC will need to put plans in place quickly if we are falling behind in meeting these.</p> <p>Alison Coles, Legal Services Operations Manager, Solicitor 28 February 2024</p>			
Risk Management	<p>Without a performance management framework, the council risks not achieving its priorities and objectives for the year ahead and consequently not delivering better outcomes for its communities.</p> <p>Celia Prado-Teeling, Performance & Insight Team Leader, 27 February 2024</p>			
Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact		X		<p>There would be no Equalities implications from agreeing the proposed performance management framework. Delivering the council's priorities and objectives for 2024/25 should deliver better outcomes for all its communities.</p> <p>Celia Prado-Teeling, Performance & Insight Team Leader, 27 February 2024</p>
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		

Climate & Environmental Impact		X		There are no direct sustainability implications as a consequence of this report.
ICT & Digital Impact		X		N/A
Data Impact		X		N/A
Procurement & subsidy		X		N/A
Council Priorities	All The Outcomes Framework will provide a performance monitoring and management tool to ensure the council delivers against its strategic Business Plan priorities.			
Human Resources	N/A			
Property	N/A			
Consultation & Engagement	This report sets out the performance outcomes framework for the next financial year, therefore no formal consultation or engagement is required. However, the Executive would like this committee's feedback on the proposed measures.			

Supporting Information

3. Background

- 3.1 Before the start of each new financial year the council agrees its priorities and objectives for the year ahead so it can align its resources effectively to support their delivery, as well as providing a clear direction of travel for all stakeholders.

4. Details

4.1 Priorities for 2023/24

The council's desired outcomes for the year ahead are set out in two key documents:

Business Plan

This sets out the council's overarching vision, aims and ambitions over a period, usually 3-4 years. The current plan, attached in Appendix 1, is in its final year of implementation so work to develop a new one will begin in quarter one of 2024/25. The business plan priorities for 2024/25 remain as follows:

- Housing that meets your needs.
- Supporting environmental sustainability.

- An enterprising economy with strong and vibrant local centres.
- Healthy, resilient, and engaged communities.

Annual Delivery Plan

As the name suggests this sets out the priorities and objectives for the year ahead so there is a clear direction of travel on an annual basis to support the delivery of the council's overarching Business Plan. The 2024/25 Annual Delivery Plan (ADP) was agreed by Full Council in February 2024 and identified 15 priorities for the new financial year, which are attached in Appendix 3.

Golden thread

The council's priorities and desired outcomes for 2024/25, which are set out in the above two documents will be cascaded down the organisation through service plans to individual performance objectives. This will ensure the necessary golden thread is in place to achieve success. The golden thread being how the council's vision and ambitions are aligned and woven into the fabric of its organisational hierarchy, so every employee understands how their work contributes to delivering better outcomes for Cherwell's communities.

4.2 Performance measures and monitoring for 2024/25

Business Plan

Progress towards achieving the council's four business plan priorities will be measured through a total of 44 key performance indicators, 34 of them will be reported quarterly, 7 annually and one bi-annually.

All the proposed measures for the new financial year are attached in Appendix 2.

The Economic Growth Team is discussing its proposed KPIs towards 'An enterprising economy with strong and vibrant local centres' priority, with partners on 12 March and will therefore give a verbal update at the committee meeting.

Annual Delivery Plan

Given the nature of the ADP's 15 strategic priorities - major pieces of work for delivering in partnership wherever possible - they will take time to develop and implement. Therefore, the proposed approach for monitoring the council's progress towards these priorities is through setting quarterly milestones, which are set out in Appendix 3.

4.3 Performance reporting

Progress towards the council's priorities and objectives for 2024/25 will be monitored and reported on a quarterly basis. These reports will be shared with the Overview and Scrutiny Committee before consideration by the Executive Committee.

5. Alternative Options and Reasons for Rejection

5.1 The alternative would be:

Not to agree a performance management framework, but without one the council cannot monitor its progress towards its desired outcomes and therefore agree any corrective action that might be necessary to keep them on track. Therefore, the council would risk not delivering its desired outcomes for its communities. This option has therefore been rejected.

6 Conclusion and Reasons for Recommendations

6.1 This report sets out a suggested framework for measuring and monitoring the council's performance and progress towards achieving better outcomes for its communities. The framework will ensure there is a clear pathway to achieving success, and the committee's views are important for ensuring its effectiveness.

Decision Information

Key Decision	N/A
Subject to Call in	N/A
If not, why not subject to call in	N/A
Ward(s) Affected	All

Document Information

Appendices	
Appendix 1	Business Plan 2024/25
Appendix 2	Business Plan Performance Indicators 2024/25
Appendix 3	Annual Delivery Plan Strategic priorities 2024/25
Background Papers	N/A
Reference Papers	Executive Annual Delivery Plan 2024/25 report
Report Author	Celia Prado-Teeling, Performance Team Leader
Report Author contact details	Celia.Prado-Teeling@Cherwell-dc.gov.uk , 01295 221556

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Business Plan 2024 -2025

Housing that meets your needs

- Support the delivery of affordable and green housing.
- Ensure minimum standards in rented housing.
- Work with partners supporting new ways to prevent homelessness.
- Support our most vulnerable residents.
- Prepare the Local Plan.



Supporting environmental sustainability

- Work towards our commitment to be carbon neutral by 2030.
- Promote the green economy.
- Support waste reduction, reuse and recycling.
- Work with partners to improve air quality.



An enterprising economy with strong and vibrant local centres

- Support business retention and growth.
- Work with partners to support skills development and innovation.
- Work with others to support growth.
- Work with partners to promote the district as a visitor destination and attract investment in our town centres.
- Work with businesses to ensure compliance and promote best practice.



Healthy, resilient and engaged communities

- Support and encourage active lifestyles and health and wellbeing.
- Support development of leisure services and facilities meeting the needs of residents.
- Support community and cultural development.
- Work towards our commitment to equalities, diversity and inclusion.
- Work with partners to address the causes of health inequality and deprivation.
- Work with partners to reduce crime and antisocial behaviour.



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Housing that meets your needs

Indicator Name	Portfolio Holder	AD/Director	Frequency	Targeted or Monitoring	Yearly Target	Local or Nationally set
Number of Homeless Households living in Temporary Accommodation (TA)	Cllr N Mawer	Nicola Riley Gordon Stewart	Quarterly	Targeted	40	Nationally
Homes improved through enforcement action	Cllr N Mawer	Nicola Riley Gordon Stewart	Quarterly	Monitoring	N/A	Nationally
Number of affordable homes delivered	Cllr N Mawer	Nicola Riley Gordon Stewart	Quarterly	Targeted	TBC	Nationally
New - Homelessness cases successfully prevented rather than relief/main duty being applied	Cllr N Mawer	Nicola Riley Gordon Stewart	Quarterly	Targeted	TBC	Locally
New - % of Housing register new applications responded to within 15 working days	Cllr N Mawer	Nicola Riley Gordon Stewart	Quarterly	Targeted	TBC	Nationally
Average time taken to process Housing Benefit New Claims and council tax reduction	Cllr A Nell	Michael Furness Stephen Hinds	Quarterly	Targeted	18 days	Nationally
Average time taken to process Housing Benefit Change Events and council tax reduction	Cllr A Nell	Michael Furness Stephen Hinds	Quarterly	Targeted	8 days	Nationally (Oflog)
% of Major Planning Applications determined to National Indicator	Cllr D Sames	David Peckford Ian Boll	Quarterly	Targeted	60%	Nationally (Oflog)
% of Non-Major Planning Applications determined to National Indicator	Cllr D Sames	David Peckford Ian Boll	Quarterly	Targeted	70%	Nationally (Oflog)
% of Major Applications overturned at appeal	Cllr D Sames	David Peckford Ian Boll	Quarterly	Targeted	10%	Nationally (Oflog)
% of Non-Major Applications overturned at appeal	Cllr D Sames	David Peckford Ian Boll	Quarterly	Targeted	10%	Nationally (Oflog)
Net Additional Housing Completions to meet Cherwell's needs	Cllr D Sames	David Peckford Ian Boll	Biannual September - March	Targeted	TBC	Nationally
New - No. of building control full plans assessed within 5 weeks (or longer with applicant's agreement)	Cllr D Sames	David Peckford Ian Boll	Quarterly	Targeted	TBC	Nationally

Supporting on Environmental Sustainability

Measure Name	Portfolio Holder	AD/Director	Frequency	Targeted or Monitoring	Target	Local or Nationally set
% Waste Recycled & Composted	Cll A McHugh	Ed Potter Ian Boll	Quarterly	Targeted	56%	Nationally (Oflog)
New - % reduction in fuel consumption	Cll A McHugh	Ed Potter Ian Boll	Annually	Targeted	1%	Locally
New - Residual household waste (kg) per household	Cll A McHugh	Ed Potter Ian Boll	Quarterly	Monitoring	N/A	Nationally (Oflog)
New - % of Climate Action Plan delivering to target	Cll A McHugh	Ed Potter Ian Boll	Quarterly	Monitoring	N/A	Locally
New - % of missed waste containers	Cll A McHugh	Ed Potter Ian Boll	Quarterly	Monitoring	N/A	Nationally
New - Recycling Contamination rate (percentage)	Cll A McHugh	Ed Potter Ian Boll	Quarterly	Monitoring	N/A	Nationally (Oflog)
New - Greenhouse gas emissions for the year	Cll A McHugh	Ed Potter Ian Boll	Annually	Monitoring	N/A	Nationally

An enterprising economy with strong & vibrant local centres

Measure Name	Portfolio Holder	AD/Director	Frequency	Targeted or Monitoring	Target	Local or Nationally set
% of Council Tax collected, increase Council Tax Base	Cllr A Nell	Michael Furness Stephen Hinds	Quarterly	Targeted	97%	Nationally (Oflog)
New - Council Tax revenue per dwelling	Cllr A Nell	Michael Furness Stephen Hinds	Quarterly	Monitoring	N/A	Nationally (Oflog)
% of Business Rates collected, increasing NNDR Base.	Cllr A Nell	Michael Furness Stephen Hinds	Quarterly	Targeted	97%	Nationally (Oflog)

Healthy, resilient, and engaged communities

Measure Name	Portfolio Holder	AD/Director	Frequency	Targeted or Monitoring	Target	Local or Nationally set
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Number of Visits/Usage of all leisure facilities in the district	Cllr N Simpson	Nicola Riley Gordon Stewart	Quarterly	Targeted	TBC	Locally
New - Residents who have taken part in programmes contributing to improving health inequalities	Cllr N Simpson	Nicola Riley Gordon Stewart	Quarterly	Monitoring	N/A	Locally
% of due food hygiene inspections of premises rated A-D completed.	Cllr P Chapman	Ian Boll Tim Hughes	Quarterly	Targeted	95%	Nationally
Number of Illegal Fly Tips	Cllr P Chapman	Ian Boll Tim Hughes	Quarterly	Monitoring	N/A	Nationally

Organisational health						
Measure Name	Portfolio Holder	AD/Director	Frequency	Targeted or Monitoring	Target	Local or Nationally set
New - Non-ringfenced reserves as percentage of net revenue expenditure	Cllr A. Nell	Michael Furness Stephen Hinds	Quarterly	Monitoring	N/A	Nationally (Oflog)
New - Non-ringfenced reserves as percentage of service spend	Cllr A. Nell	Michael Furness Stephen Hinds	Quarterly	Monitoring	N/A	Nationally (Oflog)
New - Total core spending power per dwelling	Cllr A. Nell	Michael Furness Stephen Hinds	Annually	Monitoring	N/A	Nationally (Oflog)
New - Level of band D council tax rates	Cllr A. Nell	Michael Furness Stephen Hinds	Annually	Monitoring	N/A	Nationally (Oflog)
New - Debt servicing as percentage of core spending power	Cllr A. Nell	Michael Furness Stephen Hinds	Annually	Monitoring	N/A	Nationally (Oflog)

New - Total debt as percentage of core spending power	Cllr A. Nell	Michael Furness Stephen Hinds	Annually	Monitoring	N/A	Nationally (Oflog)
New - Number of upheld complaints	Cllr S. Dallimore	Shona Ware Gordon Stewart	Quarterly	Monitoring	N/A	Nationally (Oflog)

Business plan priority	Plan Ref	Annual Delivery Plan priorities	Milestones			
			Q1	Q2	Q3	Q4
Healthy, resilient, and engaged communities	HRE1	To develop a framework that determines the effectiveness and positive impact of the Wellbeing Strategy on our communities	Draft impact framework based on current data capture	Consult stakeholders on their contributions	Present for sign off and disseminate	Capture impact of the actions delivered from the strategy action plan, including annual surveys and partner contributions. Report on it
	HRE2	To respond to the Food Insecurity Emergency and improve outcomes for our residents through delivery of the Cherwell Food Action Plan	Develop an annual delivery plan Report to O&S	Hold stakeholder event to generate interest and encourage new delivery partners involvement	Consider future budget and funding need beyond our own resources	Reset Yr2 targets and report on achievements
	HRE3	To work with partners on delivering against agreed actions to protect women and girls from violence	To review and report on partner activity as agreed in delivery plan for Q1.	To review and report on partner activity as agreed in delivery plan for Q2	Review and report on Q3 milestones as set out in delivery plan	Review success and outcomes and explore opportunities to sustainably continue the work
	HRE4	To consider and deliver actions that will improve the experience of residents in relation to the cost of living by enabling Voluntary and community groups to deliver services through the redistribution of central government grants	Refresh the Cost-of-Living action Plan based on the delivery of the 23/24 plan. Search for and secure external Funding for this area of work	Undertake stakeholder engagement to help reflect on good practice and degrees of success and replicability in current programme. Search for and secure external Funding for this area of work	Develop a winter impact strategy and deliver. Search for and secure external Funding for this area of work	Monitor and evaluation to coincide with the work of the FIWG. Search for and secure external Funding for this area of work

Business plan priority	Plan Ref	Annual Delivery Plan priorities	Milestones			
			Q1	Q2	Q3	Q4
Housing that meets your needs	HMN1	Work with partners and landlords to settle refugees into suitable accommodation in Cherwell through a "Migration moving plan"	Deliver properties identified through LAHF 2	Extend Community liaison and settlement support provided for new residents to capture newly settled families from Afghanistan	Continue to identify hosts and work across the Oxfordshire system to identify suitable properties and protocols for dealing with PRS Landlords	Re-let accommodation in Town Centre House following successful completion of restoration work funded through LAHF1
	HMN2	To continue delivering on our "housing that meets your needs" priority, through the development of a new Housing Strategy	Review existing strategy and develop evidence base for new strategy and its goals	Identify key themes and objectives, feeding into Local plan consultations	Deliver draft strategy for consultation with stakeholders and residents	Launch new strategy and communicate with widest stakeholder group
	HMN3	Identify the housing and infrastructure our communities need in the future to create a healthy, thriving and sustainable Cherwell, through developing our new Local Plan	Evidence gathering and preparation	Evidence gathering and preparation	Present the Proposed Plan (Reg.19) to the Council's Executive for approval and then consult on the Proposed Plan	Consider response to consultation and present Submission Plan to Council for approval.

Business plan priority	Plan Ref	Annual Delivery Plan priorities	Milestones			
			Q1	Q2	Q3	Q4
Enterprising economy with strong & vibrant local centres	EEV1	To deliver key projects within the third year of the UK Prosperity Fund and Rural England Prosperity Fund.	Implement, review and report on progress of projects in Q1.	Implement, review and report on progress of projects in Q2.	Implement, review and report on progress of projects in Q3.	Implement, review and report on progress of projects in Q4, and report on the conclusion of the three-year programme.
	EEV2	To continue the development of the Banbury Vision 2050, which will identify short and long term measures to regenerate the town centre	Master planners appointed to prepare non-statutory Banbury 2050 masterplan	Masterplan engagement completed	Draft masterplan prepared and consultation completed	Banbury 2050 masterplan approved and endorsed by partners
	EEV3	To develop a plan for Reimagining Bicester and ensure existing and new communities benefit from short and long-term measures of the Garden Town principles.	Procurement of Design Consultants for Market Square Project Q4 2023/4 Programme of stakeholder consultation events/surveys Q1 2024/5 Master planners appointed to prepare non-statutory Bicester masterplan	Market Square Consultation continues Masterplan engagement completed	Market Square Final scheme design fix Draft masterplan prepared and consultation completed	Market Square approval of plans and Planning App/construction phase Bicester masterplan approved and endorsed by partners
	EEV4	Developing a Kidlington Vision	Establish oversight board for Kidlington Vision	Commence engagement with communities and stakeholders	Develop draft Kidlington Vision	Consult on draft Kidlington

Business plan priority	Plan Ref	Annual Delivery Plan priorities	Milestones			
			Q1	Q2	Q3	Q4
Supporting environmental sustainability	SES1	As part of our climate action commitments, we will review and update our Air Quality Management Action plan to ensure its effectiveness and suitability.	To produce report for Exec. to provide update on air quality monitoring for 2023. To approve the draft revised existing air quality action plan. To consider revocation of a number of Air Quality Management Areas (AQMAS).	Follow-up actions from Exec. decisions – i.e. revoke the Air Quality Management Areas (AQMAS)	Review and produce new Air Quality Management Action Plan and submit to DEFRA.	Engage with partners on the revised actions arising as a result of the new plan.
	SES2	To progress activity within the Climate Action Plan to support communities to develop and implement plans to make all of the district a more sustainable place to live and work.	Implement, review and report on progress of projects in Q1.	Implement, review and report on progress of projects in Q2.	Implement, review and report on progress of projects in Q3.	Implement, review and report on progress of projects in Q4, and report on the conclusion of the three-year programme.
	SES3	Move to a smaller, greener HQ with better public transport and walking and cycling opportunities to reduce costs and reliance on cars	Appoint Contractor to undertake Castle Quay fit-out / refurbishment works	Carry out Castle Quay fit-out / refurbishment works	Office preparation and relocation works to enable transfer of staff to new accommodation	Bodicote House Cleared

Business plan priority	Plan Ref	Annual Delivery Plan priorities	Milestones			
			Q1	Q2	Q3	Q4
Corporate	COR1	Identifying future service delivery options, to ensure efficiency, best use of resources and continuous improvement through Transformation Programme and Balanced MTFS	Agree transformation and budget process/ complete current transformation reviews	Develop draft transformation and savings proposals	Consultation on Savings and Transformation Proposals	Agree Budget and MTFS

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This report is public	
Equalities, Diversity and Inclusion (EDI) Action Plans – Inclusive Communities and Services	
Committee	Overview & Scrutiny
Date of Committee	12 March 2024
Portfolio Holder presenting the report	Councillor Gemma Coton, EDI working group Chair / Councillor Sandy Dallimore, Portfolio Holder Corporate Services
Date Portfolio Holder agreed report	13 February 2024
Report of	Assistant Director – Customer Focus

Purpose of report

To seek the committee’s approval of the draft action plan for delivering the council’s equality, diversity and inclusion commitments for creating inclusive communities and services, which are set out in its Equalities Framework, Including Everyone.

1. Recommendations

The Overview and Scrutiny Committee resolves:

- 1.1 To review the draft action plans for Inclusive Communities and Inclusive Services and provide comments for the Executive to consider at its 8 April 2024 meeting.
- 1.2 To recommend to the Executive that there is a delegation of authority to the Assistant Director for Customer Focus to make minor amendments to the agreed Inclusive Communities and Services Action Plans in consultation with the Portfolio Holder for Corporate Services and Chair of the EDI working group.

2. Executive Summary

- 2.1 The Council has agreed to action plans that help it implement its commitments to promote equality, diversity and inclusion (EDI). These included the Inclusive Workplace action plan which covers the council’s role as an employer. All three action plans covered the 2023/24 municipal year. Therefore, they are reaching the end of their allotted timescale.
- 2.2 The EDI Working Group, composed of councillors from the Overview & Scrutiny and Personnel Committees, has continued to meet during 2023/24 in order to review the progress in implementing the EDI action plans and propose revised actions for 2024/25. Appendices 1 – 3 reflects the Working Group’s deliberations.

Implications & Impact Assessments

Implications	Commentary			
Finance	<p>Kelly Wheeler, Finance Business Partner, 20 February 2024</p> <p>The action plans can be delivered from within existing budgets and staffing resources. If their implementation give rise to proposals that would require additional resources, then these would be authorised separately.</p>			
Legal	<p>Vanessa Wilson, Legal Services Paralegal, 20 February 2024</p> <p>The Council has a statutory duty under the Equality Act 2010 and the Public Sector Equality Duty (PSED) as outlined in the report.</p> <p>Specific duties for the Council also include the requirement to develop and publish equality objectives and to annually publish actions under way or planned to meet the requirements of the PSED.</p> <p>Risks associated with the delivery of the action plan should be monitored and managed through the governance arrangements.</p>			
Risk Management	<p>Celia Prado-Teeling, Performance & Insight Team Leader, 08 February 2024</p> <p>Through the approval, and subsequent delivery, of the proposed EDI action plans we aim to be on the right path to deliver against our EDI commitments, mitigating any risks that could arise due to inaction. Any risks associated to the delivery of all action plans will be managed through the correspondent service operational risk and escalated to the Leadership Risk Register as and when deemed necessary.</p>			
Impact Assessments	Positive	Neutral	Negative	Commentary
Equality Impact	X			<p>Celia Prado-Teeling, Performance & Insight Team Leader, 08 February 2024</p> <p>The council is already meeting its statutory responsibilities under the Equality Act 2010. These actions plans aim to enable us to go above and beyond these obligations and strengthen our capacity to promote equality across protected characteristics.</p>
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	X			

B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	X			
Climate & Environmental Impact		X		Jo Miskin, Climate Action Manager, 20 February 2024 There is no climate nor environmental arising impact directly from this report
ICT & Digital Impact		X		N/A
Data Impact		X		The implementation of these plans rests on using publicly available data (in particular from the 2021 Census) and the results of the regular Pulse Surveys of the council's workforce. Participation in the Pulse Surveys is optional, results are anonymised and held securely.
Procurement & subsidy		X		N/A
Council Priorities	Healthy, resilient and engaged communities			
Human Resources	The action plans can be delivered from within staffing resources. If their implementation gives rise to proposals that would require additional resources, then these would be authorised separately.			
Property	None at this stage. If adjustments are recommended as a result of the proposed accessibility audits, these would be considered separately, and a fresh decision would be required.			
Consultation & Engagement	Overview and Scrutiny Committee discussed the Inclusive Communities and Services Action Plans at their meeting on 12 March 2024.			
Supporting Information				

3. Background

- 3.1 The Equality Act 2010 requires all public bodies including councils to take extra steps to stop discrimination. This is known as the Public Sector Equality Duty.
- 3.2 The duty means having to consider equality as part of our daily business and sets out specific requirements for achieving this, which are to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act,
- Advance equality of opportunity between people who share a protected characteristic and those who do not,
- Foster good relationships between people who share protected characteristics and those who do not,
- Set and publish equality objectives at least every four years and,
- Publish information at least annually, to show how we comply with the Equality Duty including information about employees and to people who are affected by our policies and procedures.

- 3.3 In 2020, the council agreed an equalities framework, 'Including Everyone', which it co-produced with Oxfordshire County Council. This framework was to capture our statutory obligations but also our commitments to going beyond what the law expects, to deliver inclusive communities, services and an inclusive workforce.
- 3.4 In keeping with this Including Everyone encompasses the protected characteristics sets out in the Equality Act: age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. However, it also commits the council will also consider the impact our decisions have on people living with social deprivation, in rural communities, those leaving care, carers, and those in our armed forces community.
- 3.5 In early 2023, an EDI Working Group was formed to refresh the action plan that had been created to underpin the framework so that it reflected Cherwell as a single council and also the significant progress that had been made since it was developed. The Working Group was composed of members from both the Overview and Scrutiny and Personnel committees.
- 3.6 Three actions plans were developed for the 2023/2024 financial year: Inclusive Communities, Inclusive Services, and Inclusive Workplace.
- 3.7 In June 2023, Overview & Scrutiny and Personnel Committees agreed that the EDI Working Group should continue to meet in the new financial year, when it will oversee the implementation of these plans and help shape the annual improvement plans.
- 3.8 The members of the Group for 2023/24 are Cllrs Patrick Clarke, Gemma Coton, Chukwudi Okeke, Lynne Parsons, Rob Pattenden, and Chris Pruden. At the first meeting, Cllr Coton was elected as the Group's chair. Cllr Okeke stepped down from the Working Group in November 2023, no substitute was selected.
- 3.9 Over the course of nine meetings, the Group reviewed the background, issues, and delivery of the existing plans; during Q3 2023-24 the group reviewed the progress of all plans and proposed new actions for 2024-25. Annexes 1 - 3 reflects that work.

- 3.10 Personnel Committee signed off the Inclusive Workplace action plan at its meeting on February 7, 2024, to be approved by Executive together with the other two action plans on 8 April 2024.

4. Details

Inclusive Communities

- 4.1 Having reviewed a list of community groups relevant to the protected characteristics the council has contact with. The Working Group noted that though these relationships are wide ranging, it included relatively few groups whose focus is ethnicity or national identity. The Working Group felt effort should be made to balance this out. They also felt that an equivalent exercise to assess the quality of the relationship the council has with community groups.
- 4.2 A series of reports on the results of the 2021 Census have been prepared for Cherwell and selected parishes and are being updated as the Office for National Statistics publishes further results. Continuous information gathering and sharing activities are being developed to make sure services are aware of any data gaps and services can direct resources to those who need them most.
- 4.3 The Wellbeing strategy was completed and adopted in Q3 2023/24. As a result, the review of the community development scheme will now commence.
- 4.4 The Assistant Director of Wellbeing and the Resettlement Manager also briefed the EDI working group on the council's work to support the resettlement of refugees and other vulnerable migrants in order to elicit their feedback and suggestions. The recruitment of supporting staff for the resettlement team is now in complete.
- 4.5 Procurement strategy was agreed by Executive on 02 October 2023, 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.
- 4.6 To identify scope for improving our outreach to young people, the Cherwell Young People, Play & 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. The Working Group was pleased by the extent of the opportunities Cherwell District Council offers to young people to engage in sports, physical activities, arts, culture, and meals. However, they wish to see greater priority given to encouraging and facilitating young people in Cherwell to volunteer and contribute to local voluntary and community groups. The Working Group believes that the council should not view young people simply as potential recipients of our services, but as potential active participants in our communities. Volunteering and otherwise actively engaging in local civil society can benefit both young people themselves and the

Cherwell community as whole. For individuals, *“volunteering is associated with enhanced wellbeing, including improved life satisfaction, increased happiness and decreases in symptoms of depression”*¹. There is also evidence that *“young volunteers value meeting people and making friends through their volunteering”* and welcomed *“an opportunity to make friends with people from different backgrounds and cultures and helped to build understanding and community cohesion”*². It also appears that volunteering reduces crime and anti-social behaviour³. It would also expand the pool of volunteers available to local community groups and ensure those groups have an organic link to the young people within their areas.

- 4.7 The Working Group felt that as the elected representatives of the district, it will do a lot to promote EDI if Cherwell has a more diverse range of councillors. Though the selection of councillors and the people who put themselves forward as candidates is ultimately a matter for electors and, in most cases, political parties. However, the Working Group believes that there is a potential role for the council to use its communications capacity to raise awareness of the role of councillors and routes to becoming a councillor targeted at underrepresented groups.
- 4.8 The Strategic Partnerships review has concluded. An Equalities Impact Assessment was conducted as part of this exercise. As a result, the scope to strengthen partnership plans has been identified. The Working Group has requested to have access to the proposed recommendations of the review implemented, during 2024/25.

Inclusive Services

- 4.9 The Working Group feels that it is important that to the extent possible language barriers or visual or hearing impairments do not prevent residents or customers from accessing council services, information about its operation, or the local democratic process. At the same time, members are mindful of the resource and logistical constraints that make certain interventions difficult to deliver in all circumstances. Therefore, the Working Group is proposing recommendations that expand accessibility in a manner targeted to increase uptake, as well as to make it more widely known what adjustments are already on offer. An agreement of a new translations and alternative formats policy would provide the opportunity to develop a consistent approach across the council.
- 4.10 The Working Group believes that conducting an access audit of major council buildings would provide an opportunity to gain an external perspective with

¹ <https://www.uea.ac.uk/about/news/article/volunteering-linked-to-improved-life-satisfaction-happiness-and-quality-of-life>

² <https://network.youthmusic.org.uk/file/6177/download?token=cCz49SwM#:~:text=Overall%20the%20evidence%20suggests%20that,perceived%20improvement%20in%20their%20employability.&text=Volunteering%20can%20have%20benefits%20for%20young%20people's%20personal%20development.>

³ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5116440/>

specialist knowledge on whether there are barriers to EDI arising from the design or operation of our buildings might create barriers to inclusive services.

- 4.11 The Working Group believes Equalities Impact Assessments are an important tool for applying EDI principles in specific cases and for habituating council staff and elected representatives to integrating them into decision making. They are pleased to see these routinely being used to evaluate proposed changes. However, in the coming year they wish to see them applied more widely to understanding the status quo.

Inclusive workforce

- 4.12 The Working Group reviewed and updated the actions for the Inclusive Workforce action plan between December 2023 and January 2024, with the support from officers including the attendance of the Assistant Director for Human Resources.
- 4.13 The Action plan was presented and approved by Personnel Committee on 07 February 2024. Please find the action plan in appendix 3.

5. Alternative Options and Reasons for Rejection

- 5.1 The alternative would be to continue to deliver the current action plans. This option has been rejected as its prudent as this was written to reflect the situation at the start of 2023/24 and does not account for delivery since then, notably the actions already delivered.

6 Conclusion and Reasons for Recommendations

- 6.1 The council is committed to going above and beyond our statutory responsibilities in creating inclusive communities and services and an inclusive workforce. To do this effectively we need to have the right resources and infrastructure in place to:
- capture the latest EDI data and trends
 - use the data available to identify and address any barriers
 - ensure EDI implications are identified and considered at the earliest opportunities through our service planning and decision making processes
- 6.2 The Inclusive Communities, Inclusive Services, and Inclusive Workplaces Action Plans provide a structure in which this can be delivered and a basis on which work to deliver these commitments can be undertaken.

Decision Information

Key Decision	Financial Threshold Met:	No
	Community Impact Threshold Met:	No

Subject to Call in	Yes
If not, why not subject to call in	N/A
Ward(s) Affected	All

Document Information

Appendices	
Appendix 1	Inclusive Communities Action Plan 2024/25
Appendix 2	Inclusive Services Action Plan 2024/25
Appendix 3	Inclusive Workplace Action Plan 2024/25
Appendix 4	Including Everyone Framework
Background Papers	None
Reference Papers	None
Report Author	Celia Prado-Teeling, Performance Team Leader
Report Author contact details	celia.prado-teeling@Cherwell-dc.gov.uk

Inclusive Communities Action Plan 2024/25

Commitment	Desired outcome	Proposed action for 2024/25	Timescale	Owner
EDI 1.01 Engage with, and support local community groups and organisations	Positive and effective working relationships in place with the community groups and organisations that are supporting our under-represented communities to understand and co-produce solutions to any barriers	1. Evaluate the quality of council's existing relationships with community groups and organisations which further the council's commitment to equality, diversity, and inclusion. 2. Establish new relationships with community groups focused on ethnicity or national identity with priority given to those with the largest number of members in need in the district. 3. Establish a 'language bank' where Cherwell staff proficient in community languages can opt-in to assist with outreach efforts to further the council's EDI objectives.	Q.4 24/25 Q.4 24/25 Q.4 24/25	Community Development Manager Community Development Manager Human Resources Manager
EDI 1.02 Promote inclusive behaviour with residents and service users	Visible leadership in demonstrating and promoting inclusivity	4. Promote externally the Council's work to promote inclusivity. 5. Add additional pro-forma text on accessibility to the committee meetings pages of the council's websites and agenda reports pack.	Q.3 24/25 Q.2 24/25	Communications and Marketing Manager Governance and Elections Manager

EDI 1.03 Work directly with communities to identify inequality and tackle disadvantage	Visibility in taking a hands-on approach to tackling issues of inequality	No actions for 2024/25	N/A	N/A
EDI 1.04 Promote equality, diversity and inclusion through our supply chain and strategic partnerships	Contractors and suppliers actively contributing to and supporting our EDI and safeguarding principles and commitments in addition to fulfilling their statutory obligations	No actions for 2024/25	N/A	N/A
EDI 1.05 Promote and encourage inclusive behaviour for future generations	Inclusivity becomes normalised i.e. it just happens with few if any prompts or reminders to be inclusive	6. Collaborate with partner organisations to involve young people in volunteering activities and engages with them to undertake active participation in their local communities. 7. Raise awareness of the role of a councillor from an EDI perspective, within political leaders. 8. Raise awareness of the role of councillors and routes to becoming a councillor targeted at underrepresented groups.	Q.4 24/25 Q3 -Q4 24/25 Q.4 24/25	Assistant Director for Wellbeing Director Legal & Democratic services / Portfolio Holder Political leaders
EDI 1.06 Work with all partner organisations to understand diverse needs and create inclusive communities	Achieve a greater impact through sharing knowledge and resources	9. Implement the recommendations proposed by the strategic review of partnerships.	Q.4 24/25	Assistant Director for Wellbeing and Housing Services

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Inclusive Services Action Plan 2024-25

Commitment	Desired outcome	Proposed action for 2024/25	Timescale	Owner
2.01 Ensure information, website and digital services are accessible to all incl. digitally excluded	Residents can access the services and support they need without having to seek help	1. Agree, implement and publicise the new translations and alternative formats policy.	Q.2 24/25	AD of Customer Service
		2. Complete an Equalities Impact Assessment on the website (including the terms and conditions)	Q.2 24/25	Head of Digital and Innovation
2.02 Take action to make our buildings accessible to all residents and staff	Accessible council buildings now and in the future	3. Conduct an access audit on Castle Quay and other major council buildings, unless up to date audits are already available.	Q.3 24/25	AD of Property
		4. Consider and, if appropriate, implement the recommendations of the access audit	Q.4 24/25	AD of Property
2.03 Better understand those using services and their needs by collecting information and feedback	Existing services are meeting the needs of our users	5. Implement the recommendations of the review of data from customer contacts	Q.2 24/25	Performance & Insight Team Leader
2.04 Engage residents, those using services and community groups when planning services	Future services meet the needs of our users	6. When officer the review is completed, bring the draft consultation and engagement framework to the Equality, Diversity and Inclusion working group for consideration	Q.1 24/25	Performance & Insight Team Leader
		7. Review and update the accessibility section of the website and consider if its prominence can be raised	Q.2 24/25	Communications and Marketing Manager
2.05 Plan and deliver services that promote inclusion	Future services and policies are inclusive	8. Complete an Equalities Impact Assessments on all services and contracts	Q.4 24/25	Performance & Insight Team Leader

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Inclusive Workplaces Action Plan 2024/25

Commitment	Desired outcome	Proposed action for 2024/25	Timescale	Owner
EDI 3.01 - Improve the diversity of our organisation at all levels to be representative of our communities	The demographics of each level of the council's workforce broadly mirror those of the District and the United Kingdom	1 . Introduce a yearly report to Personnel Committee, which splits the demographic information on the council's workforce by grade and department.	Q3 24/25	AD of Human Resources
EDI 3.02 – Celebrate and promote diversity in our workforce	All staff can see people like them reflected in the council's communications	2. Within the annual report referenced above under EDI 3.01, include a short update on the networks and virtual social groups for employees interested in particular causes.	Q3 24/25	Communications and Marketing Manager
EDI 3.03 - Provide a supportive environment so all staff can reach their potential	Staff satisfaction is consistently high across all backgrounds and identities. They routinely go on to achieve both internal and external promotions	3. Deliver the new communication plan which promotes development opportunities for the council's workforce.	Q4 24/25	Communications and Marketing Manager
		4. Conduct an access audit on Castle Quay and other major council buildings.	Q2 24/25	AD of Property
EDI 3.04 - Identify and tackle discrimination in all its forms	Efforts to tackle discrimination are robust, evidence-based and dynamic	5. Complete the review and approval by Personnel Committee of the remaining HR policies.	Q4 24/25	AD of Human Resources
EDI 3.05 - Provide managers with the skills to support employees with different needs and plan inclusive services	All our clients and staff feel that the council treats them with respect and is responsive to their needs	6. Integrate additional inclusion training for managers into the mandatory e-learning suite.	Q2 24/25	Learning and Development Manager

<p>EDI 3.06 – Train our staff to identify and avoid unconscious bias and deliver inclusive services.</p>	<p>Our staff are proactive in questioning their own assumptions and looking for ways to make service delivery more inclusive.</p>	<p>7. Provide an update on the roll out of unconscious bias training and to what extent the council has been able to gauge its effectiveness.</p>	<p>Q4 24/25</p>	<p>Learning and Development Manager</p>
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Including Everyone

Equalities, diversity and inclusion framework



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE



Including Everyone

There is enormous strength in diversity. Bringing people together from across a wide range of social and cultural experiences and backgrounds enables us to broaden our perspectives, enhance our understanding and enrich our way of life. It fosters an inclusive and supportive environment, which lends strength and vitality to communities and this enables individuals to meet their potential. In 2020 we introduced our Including Everyone Framework which outlines our approach to equalities, diversity and inclusion and sets out our vision to be leaders in our field; providing inclusive services, workplaces and communities, equitable access to services and equality of opportunity.

We have heard how painful exclusion can be for people and how negatively this can impact people's lives. We take our obligations and commitments to equalities, diversity and inclusion extremely seriously. We recognise the need to listen and learn as we tackle inequalities through our policies but most importantly through our concrete actions.

We are working hard to ensure our workplaces, services and communities are inclusive, so they are places where diversity is protected, honoured and celebrated. We know we don't have all the answers, but we keep listening to and learning from our staff and residents, so we can identify inequality and tackle disadvantage, recognising the need to redouble efforts to tackle racism and all forms of discrimination.

We keep developing this framework because to be able to have further understanding of what is important to our residents and members of staff and we will keep working to achieve those goals. How this is expressed for our communities, services and staff will differ according to their unique circumstances, and this will be reflected in an action plan for the organisation which will sit underneath this framework. These plans describe the local actions we will take to deliver on the goals and commitments outlined in this document; they are reviewed and updated annually, and are used to track and measure our progress.



Cllr Barry Wood
Leader of Cherwell
District Council

Our Including Everyone Framework

Leading the field in equality and diversity in our workplace, inclusive service delivery and tackling disadvantage in the communities we serve



- We work with communities to help them thrive
- We work with partners to tackle disadvantage in our communities.



- Our information and buildings are accessible for all
- Our services use good data and engage with users to plan and meet their different needs.



- Our workforce is inclusive, reflecting the diversity of the communities we serve
- Our staff have the values, skills and knowledge to be inclusive.

UNDERPINNING PRINCIPLES

Inclusion is everyone's responsibility

We listen and learn together

Flexibility supports diverse needs

Diversity is embraced and celebrated

Why Including Everyone is important

This Framework is important for us in honouring and protecting the diverse strengths of individuals and in building inclusive communities; we go beyond what the law expects of us to achieve this. The Equality Act (2010) states that public bodies, including Councils need to take extra steps to stop discrimination: this is known as the Public Sector Equality Duty. The Act defines discrimination as the less favourable treatment of a person, because of a protected characteristic, as compared to others who do not share that characteristic. The legislation also applies where there is a belief that the person who is disadvantaged has a particular protected characteristic, even if that is not the case.

The Public Sector Equality Duty means that we must consider equality as part of our daily business, in particular:

- We need to eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act,
- We need to advance equality of opportunity between people who share a protected characteristic and those who do not,
- Foster good relations between people who share protected characteristics and those who do not,
- Set and publish equality objectives at least every four years and,
- Publish information, at least annually, to show how we comply with the Equality Duty including information about employees and to people who are affected by the public body's policies and procedures.

There are nine protected characteristics: age; disability (including invisible disabilities); gender reassignment; marriage and civil partnership; pregnancy and maternity; race including ethnic or national origins, colour or nationality; religion or belief; sex; sexual orientation.

We go further than the protected characteristics in our decision-making process. To do this we consider the impact that our decisions have on people living with social deprivation, in rural communities, those leaving care, carers, and those in our armed forces community. For us inclusion applies to the 'communities' where we live and work, but also communities of shared understanding, such as faith, heritage and sexuality. We want to support every community to be the best it can and we work to remove or reduce obstacles which get in the way; this includes tackling unconscious bias which occurs when people favour others who look like them, share their values or experiences.

Not everyone is included

Data about the district tells us that the population we serve is relatively affluent; we also know that this level of data masks some stark inequalities within our communities which we find when we dig beneath the surface. The diversity in our communities is a strength and does not result in disadvantage by itself, but we know we need to tackle inequalities because not everyone has the same life opportunities. The following illustrates examples of some of the inequalities in our communities:

People live with a long term illness or disability in Oxfordshire (2011)



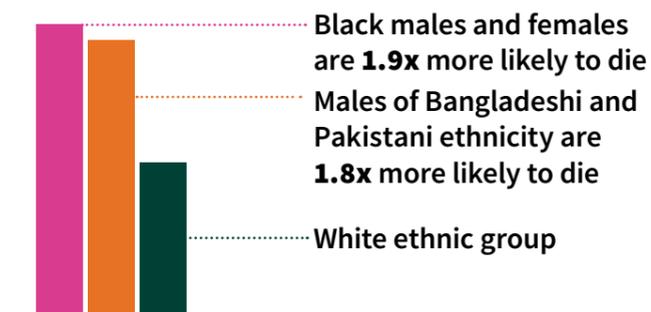
Unpaid carers in Oxfordshire (2011)



Research shows carers are more likely to report symptoms of mental ill-health, and struggle financially

Public Health England, information shows ethnic identity influences mental and physical health outcomes via multiple routes, such as experiences of discrimination and fear of negative incidents

Ethnic groups risk of death from COVID-19



Average pay for men in Oxfordshire

Average pay for men in Cherwell

Average pay for women in Oxfordshire

Men earn on average **£6,800** more than women in the Oxfordshire area. Men in the Cherwell area earn on average **£6,200** more

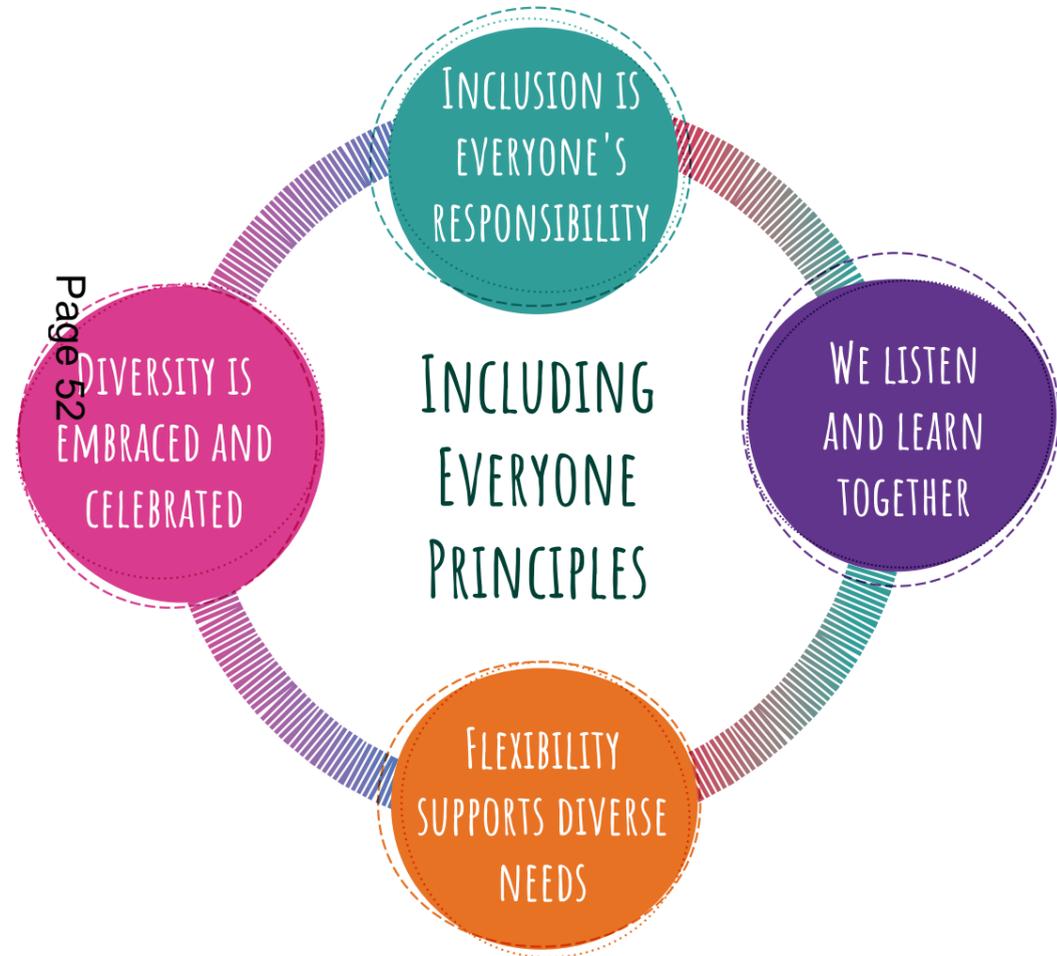
In 2020, **10%** of children across the county live in low income families; thats almost **12,000** CHILDREN LIVING IN POVERTY

Life expectancy between the most and least deprived wards in Oxfordshire is **13.7 YEARS**

In 2019, there were **6,464** PUPILS with learning difficulties in Oxfordshire schools

Principles

Our equality, diversity and inclusion Framework is underpinned by the following key principles:



Inclusion is everyone's responsibility. Including everyone means that we all need to work together, in the workplace and in communities to remove seen and unseen barriers to opportunities.

We listen and learn together. People have unique experiences and perspectives which can enrich our collective understanding, so by creating a culture of curiosity we can learn how to best focus our efforts.

Flexibility supports diverse needs. Recognising and responding well to diverse needs, ensures we deliver an inclusive communities, services and workplaces.

Diversity is embraced and celebrated. There is enormous strength in diversity; we celebrate this and embrace it in our learning, service delivery and community leadership.

We have three inter-connected strands that help us organise our work: inclusive communities, inclusive service delivery and inclusive workplaces. The following section sets out our goals and commitments against each strand. The goals will be tracked and measured in a set of annual action plans, which sit underneath this framework.

INCLUSIVE COMMUNITIES

GOAL 1

We work with communities to help them thrive

COMMITMENTS

- Engage with, and support, local community groups and organisations
- Promote inclusive behaviour with residents and those using services
- Work directly with communities to identify inequality and tackle disadvantage.

GOAL 2

We work with partners to tackle disadvantage in our communities

COMMITMENTS

- Promote equality, diversity and inclusion through our supply chain and strategic partnerships
- Promote and encourage inclusive behaviour for future generations
- Work with all partner organisations to understand diverse needs and create inclusive communities.

INCLUSIVE SERVICE DELIVERY

GOAL 3

Our information and buildings are accessible for all

COMMITMENTS

- Ensure our information, website and digital services are accessible for all; including those digitally excluded
- Take action to make our buildings accessible to all residents and staff.

GOAL 4

Our services use good data and engage with users to plan and meet their diverse needs

COMMITMENTS

- Better understand those using services and their needs by collecting their information and feedback
- Engage residents, those using services users and community groups when planning and delivering services
- Plan and deliver services that promote inclusion.

INCLUSIVE WORKPLACE

GOAL 5

Our workforce is inclusive, reflecting the diversity of the communities we serve

COMMITMENTS

- Improve the diversity of our organisation at all levels to be representative of our communities
- Celebrate and promote diversity in our workforce
- Provide a supportive environment so all staff can reach their potential.

GOAL 6

Our staff have the values, skills and knowledge to be inclusive

COMMITMENTS

- Identify and tackle discrimination in all its forms
- Provide managers with the skills to support employees with different needs and plan inclusive services
- Train our staff to identify and avoid unconscious bias and deliver inclusive services.

Responsibility for delivering Including Everyone Framework

An underpinning principle of our Framework is that inclusion is everyone's responsibility; we need a collective effort to realise our vision. The following sets out the roles and responsibilities for delivering the Including Everyone Framework:



Monitoring and reporting progress

The goals and commitments of our Including Everyone Framework are set every four years. Sitting beneath this Framework will be three annual action plans, that reflect the different ways in which we are working to make our organisation services and communities more inclusive.

The action plans will have indicators to help us measure progress against our goals. Implementation will be overseen by the Equalities, Diversity and Inclusion Member working group, reporting will align with quarterly business plan monitoring.

We will engage in the development of our action plans each year and will produce an annual report to outline our progress. We will seek feedback on how others see and experience our progress as part of the annual reporting process.

References and resources

- **Oxfordshire Joint Strategy Needs Assessment**
- **'Some are more equal than others: hidden inequalities in a prospering Oxfordshire'** 2019/20 Director of Public Health Annual Report
- **Equalities and Human Rights Commission**
- **Stonewall (LGBT+) specific information**
- **My Life, My Choice**
- **Age UK Oxfordshire**
- **Oxfordshire Youth**
- **Disability Rights UK**
- **Census 2021**

Alternative formats

If you require this document in an alternative format, ie easy read, large text, audio, Braille or a community language, please get in touch.

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Contact us

 cherwell-dc.gov.uk/contact-us

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Bodicote House, Bodicote
Banbury, OX15 4AA

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Overview and Scrutiny Committee Briefing Paper

Subject: Working Groups update

If in attendance at the meeting on 12 March, the chair from each group will be invited to give verbal updates.

Climate Action

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

The Climate Action group are due to meet on 7 March, to receive detailed updates from Climate Action Manager Jo Miskin on various aspects of Climate Action work.

Working Group Chair Councillor Dr Isabel Creed will provide a verbal overview of the items covered at the Overview and Scrutiny meeting on 12 March.

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

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

The EDI group met on 13 February to go through final drafts of all three work plans prior to their submission to various Committees, as covered at agenda item 8.

Personnel Committee considered the Inclusive Workplace action plan at their meeting on 7 February, where it was endorsed and recommended to Executive for agreement.

Food Insecurity

Councillor Rebecca Biegel – Chair
Councillor Patrick Clarke
Councillor Isabel Creed
Councillor Dr Chukwudi Okeke
Councillor Bryn Williams
Councillor Dorothy Walker
Councillor Phil Chapman – as Portfolio Holder, Healthy and Safe Communities



The Food Insecurity group met on 20 February, and received detailed updates on the food voucher scheme and community food grants.

The group also received updates in relation to household support fund equipment grants; growing spaces; cook together, eat together; and progress on discussions regarding a food hub in the north of the county.

The draft Cherwell Food Action Plan is due to be considered by Executive at their meeting on 4 March, a verbal update will be given at the Overview and Scrutiny Committee on the outcome of the Executive discussion.

The group will meet again on 20 March, when they will receive a Winter Warmers update and hope to hear from some community speakers.

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

Date: 4 March 2024

Presented to Overview and Scrutiny Committee: 12 March 2024