

Committee: Executive
Date: Monday 5 November 2018
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Barry Wood (Chairman)	Councillor G A Reynolds (Vice-Chairman)
Councillor Colin Clarke	Councillor Ian Corkin
Councillor John Donaldson	Councillor Tony Ilott
Councillor Andrew McHugh	Councillor Richard Mould
Councillor D M Pickford	Councillor Lynn Pratt

AGENDA

1. **Apologies for Absence**

2. **Declarations of Interest**

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

3. **Petitions and Requests to Address the Meeting**

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

4. **Minutes** (Pages 1 - 10)

To confirm as a correct record the Minutes of the meeting held on 1 October 2018.

5. **Chairman's Announcements**

To receive communications from the Chairman.

6. 2018 District Sports Study Playing Pitch Strategy (Pages 11 - 84)

Report of Executive Director Wellbeing

Purpose of report

To note the findings of the District Sports Study 'Playing Pitch Strategy', a part of the commissioned 2018 Open Space, Sport and Recreation Assessment. These findings will be used to create the Sports & Leisure Strategy for Cherwell which will be brought to Executive in early 2019. The study models sport facility needs in Cherwell up to 2031.

Recommendations

The meeting is recommended:

- 1.1 To note the findings from the District Sports Study Playing Pitch Strategy Executive Summary.
- 1.2 To support the production of a Council Sports & Leisure strategy and subsequent delivery plan, in response to the Sports Studies findings & recommendations.

7. Revised Housing Allocations Scheme (Pages 85 - 108)

Report of Executive Director Wellbeing

Purpose of report

To agree a revised Housing Allocations Scheme for the allocation of affordable rented housing in Cherwell District

Recommendations

The meeting is recommended:

- 1.1 To agree revisions to the Housing Allocations Scheme as set out in section 3.9 of the report.
- 1.2 To delegate authority to the Assistant Director Housing, in consultation with the Lead Member for Housing, to make any future amendments to the Council's Housing Allocations Scheme that are deemed to be necessary and do not constitute a major policy change.

8. Removal of Cherwell District Council (CDC) Geographical Overlap in Relation to Oxfordshire Local Enterprise Partnership (OxLEP) and South East Midlands Local Enterprise Partnership (SEMLEP) (Pages 109 - 122)

Report of Assistant Director – Economy and Regeneration

Purpose of report

To gain approval from the Executive, following the recent Ministerial Local Enterprise Partnership (LEP) Review (and co-incident with the formal separation between CDC and SNC), that Cherwell District Council (CDC) should leave the South East Midlands Local Enterprise Partnership (SEMLEP) and should only, from 1 April 2019, be part of the Oxfordshire Local Enterprise Partnership (OxLEP).

Recommendations

The meeting is recommended to:

- 1.1 Note the contents of this report and key developments relating to the recent Ministerial LEP Review.
- 1.2 Approve leaving SEMLEP by 1 April 2019, hence removing the geographical overlap where CDC is a member of both SEMLEP and OxLEP.
- 1.3 Note that, to assist with the transitional process, the Leader of CDC will remain on the Board of SEMLEP in his capacity as Chair of the Cross Corridor (Oxford-Milton Keynes-Cambridge) Leaders' Group as observer after the April 2019 changes take place.
- 1.4 Note that CDC will continue as a full and active member (with board representation) of OxLEP.

9. Towards creating a Cherwell Industrial Strategy (Pages 123 - 130)

Report of Assistant Director – Economy and Regeneration

Purpose of report

To seek the Executives' endorsement for the development of a 10 year district industrial strategy for Cherwell; the Cherwell Industrial Strategy (CIS).

Recommendations

The meeting is recommended:

- 1.1 To endorse and support the process to prepare a ten year industrial strategy for Cherwell.
- 1.2 To agree the approach for Cherwell.
- 1.3 To note the programme and indicative timeline for delivery.

10. Monthly Performance, Finance and Risk Monitoring Report - September 2018 (Pages 131 - 176)

Report of Assistant Director: Performance and Transformation and Assistant Director: Finance and Procurement

Purpose of report

This report summarises the Council's Performance, Risk and Finance monitoring position as at the end of each month.

Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report.

11. Notification of Urgent action: The Hill Youth and Community Centre, Banbury (Pages 177 - 180)

Report of Interim Executive Director Finance and Governance

Purpose of report

To report the urgent action taken by the Executive Director: Finance and Governance in consultation with the Leader to approve the demolition of The Hill Community Centre, Banbury on 11 July 2018 and the decision to construct a new youth and community centre in its place, the award of the construction contract having been made on 25 September 2018.

Recommendations

The meeting is recommended:

- 1.1 To note the urgent action taken by the Interim Executive Director Finance and Governance to approve the demolition of The Hill Community Centre, Banbury and to construct a new youth and community centre in its place.

12. Urgent Business

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

Information about this Agenda

Apologies for Absence

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

Declarations of Interest

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

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

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

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

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

Evacuation Procedure

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 Natasha Clark, Democratic and Elections
natasha.clark@cherwellandsouthnorthants.gov.uk, 01295 221589

Yvonne Rees
Chief Executive

Published on Friday 26 October 2018

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Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 1 October 2018 at 6.30 pm

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

Councillor Colin Clarke, Lead Member for Planning
Councillor Ian Corkin, Lead Member for Customers and Transformation
Councillor John Donaldson, Lead Member for Housing
Councillor Tony Ilott, Lead Member for Financial Management and Governance
Councillor Richard Mould, Lead Member for Performance
Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property

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

Apologies for absence: Councillor Andrew McHugh, Lead Member for Health and Wellbeing
Councillor D M Pickford, Lead Member for Clean and Green

Officers: Yvonne Rees, Chief Executive
Jane Carr, Executive Director: Wellbeing
Adele Taylor, Interim Executive Director: Finance and Governance
Paul Feehily, Interim Director
Claire Taylor, Director: Customers and Service Development
Jim Newton, Assistant Director: Planning Policy and Development
James Doble, Assistant Director: Law and Governance / Monitoring Officer
Aaron Hetherington, Democratic and Elections Officer

38 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

40 **Minutes**

The minutes of the meeting held on 3 September 2018 were agreed as a correct record and signed by the Chairman.

41 **Chairman's Announcements**

There were no Chairman's announcements.

42 **2018 District Sports Studies Sports Facilities Strategy**

The Executive Director: Wellbeing submitted a report for Executive to note the findings of the District Sports Study Sports Facilities Strategy, a part of the commissioned 2018 Open Space, Sport and Recreation Assessment. These findings would be used to create the Sports & Leisure Strategy for Cherwell which will be brought to Executive in early 2019. The study modelled sport facility needs in Cherwell up to 2031.

Resolved

- (1) That the findings from the District Sports Study Sports Facilities Strategy Executive Summary (annex to the Minutes as set out in the Minute Book) be noted.
- (2) That the production of a Council Sports & Leisure strategy and subsequent delivery plan, in response to the Sports Studies findings and recommendations be supported.

Reasons

Members are asked to note the information contained in The District Sports Study Sports Facilities as it will provide an evidence base for the full Sports & Leisure Strategy. From this, producing a delivery approach for the development of further sports facilities where needed and to ensure the effective provision of sport and leisure opportunities across the District. Our main aim is to ensure that a network of sports facilities is in place to cater for the health and wellbeing of the current and future population.

Alternative options

Option 1: To reject the findings of the District Sports Study Sports Facilities Strategy, and to seek an alternative means of assessing current and future facility provision. This is not recommended, as it will be costly and will not meet Sport England assessment criteria, which is required for planning compliance and funding bids.

43 **Oxfordshire Joint Statutory Spatial Plan (JSSP) Local Development Scheme, Statement of Community Involvement and Scoping Document**

The Interim Executive Director: Place and Growth submitted a report to seek approval of draft project and programme documents for the Oxfordshire Joint Statutory Spatial Plan (JSSP). The documents comprised the Draft Statement of Community Involvement 2018; the Local Development Scheme; and, the JSSP Scoping Document.

Resolved

- (1) That the Local Development Scheme 2018 (“LDS”) for the Joint Statutory Spatial Plan (JSSP) (annex to the Minutes as set out in the Minute Book) be approved.
- (2) That the draft Joint Statutory Spatial Plan (JSSP) Statement of Community Involvement 2018 (“SCI”) (annex to the Minutes as set out in the Minute Book) be approved for a six week period of formal public consultation.
- (3) That the Joint Statutory Spatial Plan (JSSP) Scoping Document (annex to the Minutes as set out in the Minute Book) be approved.
- (4) That the Interim Executive Director: Place and Growth, in agreement with the other councils equivalent, be authorised to make any necessary minor and presentational changes to the draft Statement of Community Involvement before formal consultation commences.
- (5) That the Interim Executive Director: Place and Growth be authorised to make any necessary minor and presentational changes to the Local Development Scheme and Joint Statutory Spatial Plan Scoping Document before publication.

Reasons

The Council and its partners are at an early stage in the production of a JSSP for Oxfordshire. Once adopted the JSSP, will form part of the Council’s Development Plan against which formal planning decisions will be made and other local planning documents prepared. The Council has a statutory duty to prepare and maintain an LDS under S15 of the PCPA 2004. The preparation of the plan will require community and stakeholder involvement and the production of a SCI is a legal requirement under S18 of the PCPA 2004 to ensure compliance with statutory requirements and Government policy for plan making and consultation on planning matters.

These documents will not replace the Councils existing LDSs and SCIs, they will remain relevant to all other planning matters.

Alternative options

Option 1: Not to approve the draft SCI for consultation and to not approve the LDS and Scoping Document.

The SCI is a requirement of S18 of the PCPA 2004. To not adopt an SCI would leave the production of the JSSP and the soundness of the development plan document open to challenge.

The Council has a statutory responsibility to maintain an LDS. Not to approve the LDS could undermine the confidence of the public and stakeholders about the plan making process.

The JSSP Scoping Document is an informal document, not required by regulations, but which is a helpful project planning tool which seeks to set out the understanding between the various parties on the objectives of the JSSP and the processes that will be followed. This will form an agreed framework for the project and it will be used to inform the work programme for the plan. To not approve the Scoping Document will lead to uncertainty and possible delays in the preparation of the JSSP.

Option 2: To reconsider the content of the draft SCI, LDS and Scoping Document.

The draft SCI has been produced having regard to statutory and policy requirements for plan-making. It is considered by officers to be an appropriate consultation document.

The LDS has been produced having regarded to the statutory responsibilities for plan making, the requirements of the Oxfordshire Housing and Growth Deal and the resources available to the JSSP Project Team. It is considered by officers to be appropriate for the present and foreseeable circumstances.

The draft Scoping Document has been produced having regarded to statutory and policy requirements for plan-making and the requirements of the Oxfordshire Housing and Growth Deal. It is considered by officers to be an appropriate and effective document that will guide the preparation of the JSSP.

The draft SCI has been produced having regarded to statutory and policy requirements for plan-making. Examples of recently approved SCIs have been considered. It is considered by officers to be an appropriate consultation document.

44

Results of the Residents' Satisfaction Survey 2018

The Assistant Director – Performance and Transformation submitted a report to provide the Executive a summary of the key results from the annual satisfaction survey and to identify areas to be reflected in future business and service plans.

Resolved

- (1) That the results of the survey, with particular reference to the following priority service areas identified by respondents: Dealing with anti-social behaviour; Household waste collection; and, Household recycling collection and food/garden waste collection be noted.

- (2) That it be agreed that the results and priority service areas identified will be used as part of the business and service planning process for 2019-20.
- (3) That officers be requested to undertake a review of how the Council communicates with residents to ensure we reach as many residents as possible with key service updates and that we effectively communicate progress against our business plan objectives and how the Council spends its money.

Reasons

The satisfaction survey provides the Council with a standard source of data for gauging satisfactions levels across the district, which enables informed decision making with regard to service provision and priorities.

It is important that the data is used as part of business and service planning and those areas of further investigation are progressed. These further investigations by officers, coordinated by the Insight Team, will provide the council with more detailed customer feedback and insight enabling evidence-based decision making.

Alternative options

To reject the findings of the satisfaction survey results and not incorporate them as part of the business and service planning process for 2019-20. This has been rejected as the survey provides the Council with a standard source of data for gauging satisfactions levels across the district, which enables informed decision making with regard to service provision and priorities.

45

Monthly Performance, Finance and Risk Monitoring Report - August 2018

The Assistant Director: Performance and Transformation and Assistant Director: Finance and Procurement submitted a report which summarised the Council's Performance, Risk and Finance monitoring position as at the end of each month.

Resolved

- (1) That the monthly Performance, Risk and Finance Monitoring Report for August 2018 be noted.

Reasons

The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.

This report provides an update on progress made so far in 2018-19 to deliver the Council's priorities through reporting on Performance, the Leadership Risk Register and providing an update on the financial position.

Alternative options

Option 1: This report illustrates the Council's performance against the 2018-19 business plan. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

46 **Banbury Strategic Investment Vision**

The Executive Director – Finance and Governance submitted a report which presented the Banbury Strategic Vision, which set out how Cherwell District Council would use its own resources to enable the overall vision for Banbury and Banbury Canalside to be realised. The vision had been scoped following engagement with elected members from across all political parties through a workshop designed to consider how the Council can directly and positively impact on improving the area and ensuring that the aspirations set out in the council's statutory planning documents can be enabled.

Resolved

- (1) That Banbury Strategic Investment Vision (annex to the Minutes as set out in the Minute Book) be agreed.

Reasons

The vision captures our statement of intent in terms of our direct investment strategy and recognises the importance of partnership working, of our enabling role and our responsibilities around sound financial management.

Alternative options

The alternative option would be to not have a laid our strategic investment vision but this would not be acceptable on the grounds that we risk not being able to make some of the key regenerative or non-commercial investments without a suitable policy.

47 **Urgent Business**

There were no items of urgent business.

48 **Exclusion of the Press and Public**

Resolved

That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the grounds that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraph 3 would be disclosed to them, and that in all the circumstances of

the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

49 **Options Paper for Maintenance at Spiceball Leisure Centre**

The Executive Director: Wellbeing presented an exempt report which presented options for maintenance at Spiceball Leisure Centre.

Resolved

- (1) As set out in the exempt minutes.

Reasons

As set out in the exempt minutes.

Alternative options

As set out in the exempt minutes.

50 **Eco Business Centre: Operator Contract Award**

The Assistant Director: Economy and Regeneration submitted an exempt report regarding the awarding of the contract for the operator of the Eco Business Centre.

Resolved

- (1) That the current status of the Eco Business Centre be noted.
- (2) That the authority for awarding the contract for the operator of the Eco Business Centre be delegated to the Executive Director: Finance and Governance, in consultation with Assistant Director: Law and Governance and the Lead Member for Economy, Regeneration and Property.

Reasons

As set out in the exempt minutes.

Given the timescales involved in awarding the contract and the desire to avoid any delay in appointing a suitable operator it is requested that the authority to award be delegated to the Executive Director: Finance and Governance in consultation with Assistant Director: Law and Governance.

Alternative options

As set out in the exempt minutes.

Executive - 1 October 2018

The meeting ended at 7.07 pm

Chairman:

Date:

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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Cherwell District Council

Executive

5 November 2018

<p>2018 District Sports Study Playing Pitch Strategy</p>

Report of Executive Director Wellbeing

This report is public

Purpose of report

To note the findings of the District Sports Study 'Playing Pitch Strategy', a part of the commissioned 2018 Open Space, Sport and Recreation Assessment. These findings will be used to create the Sports & Leisure Strategy for Cherwell which will be brought to Executive in early 2019. The study models sport facility needs in Cherwell up to 2031.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the findings from the District Sports Study Playing Pitch Strategy Executive Summary.
- 1.2 To support the production of a Council Sports & Leisure strategy and subsequent delivery plan, in response to the Sports Studies findings & recommendations.

2.0 Introduction

- 2.1 The Council commissioned consultants, Nortoft Partnerships Ltd, to produce the Open Space, Sport and Recreation Assessment and Strategies for the district.
- 2.2 Members are recommended to read the Executive Summary (Appendix 1 to the report) to gain an understanding of need. The full report has been published as a background document on the page for this meeting under the "your council" section of the website.
- 2.3 Both the Playing Pitch Strategy, and previously reported Sports Facilities Strategy will be used to inform the Cherwell Sports & Leisure Strategy, which will be brought to members for consideration in early 2019.

2.4 The aim of the studies are:

- To provide an understanding of leisure facilities provision needs now, and in the future;
- To provide an evidence base to support and inform planning policy documents;
- To inform the determination of planning applications;
- To inform the strategy for management and maintenance of sports facilities;
- To inform the strategy for any Council capital and revenue investments, including S106 and any future Community Infrastructure Levy (CIL);
- To inform and underpin bids to external funding partners to assist sporting infrastructure delivery;
- To identify the role of the education sector in supporting the delivery of community sporting facilities;
- To identify deficiencies in quality, quantity and any surpluses of provision covering the period to 2031.

3.0 Report Details

- 3.1 The District Sports Playing Pitch Strategy covers the following sports / areas: Football, Cricket, Rugby Union, Hockey and Artificial Grass Pitches.
- 3.2 Each sport has been assessed in terms of current provision, assessment of current supply / demand, consultation findings, adjacent authority provision, modelling, assessment of future needs, meeting the needs of the future, justifying developer contributions and recommendations.
- 3.3 The recommendations within the study are broadly divided in to actions that would help 'protect', 'enhance' or 'provide' future facilities. The production of the Cherwell Sport and Leisure Strategy will include a prioritisation of these to inform the delivery plan.
- 3.4 The study has been produced in consultation with key partners, including Sport England, National Governing Bodies (NGB's) of individual sports, and local sports clubs. The strategy and findings have been endorsed by Sport England and the NGB's.
- 3.5 The Executive Summary for the District Sports Playing Pitch Strategy can be found as an appendix to this report, and includes all the recommendations.

4.0 Next Steps

- 4.1 The next stage in the process will be the preparation of a strategy which will clearly set out the outcomes and priorities that Cherwell District Council want to focus on. During the development of the strategy we will be engaging with the portfolio holder, members and local providers to prioritise recommendations. We will assess in more detail the options available including considering priority works, GIS mapping, funding strategy, project planning, sport development planning, inclusion in Local Plan documents where required, and business/service planning.

5.0 Conclusion and Reasons for Recommendations

- 5.1 We are asking members to note the information contained in The District Sports Study Playing Pitch Strategy as it will provide an evidence base for the full Sports & Leisure Strategy. From this, producing a delivery approach for the development of further sports facilities where needed and to ensure the effective provision of sport and leisure opportunities across the District. Our main aim is to ensure that a network of sports facilities is in place to cater for the health and wellbeing of the current and future population.

6.0 Consultation

- 6.1 Extensive consultation has taken place with Sport England, governing bodies of individual sports, local sports clubs and the public.

7.0 Alternative Options and Reasons for Rejection

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

Option 1: To reject the findings of the District Sports Study Playing Pitch Strategy, and to seek an alternative means of assessing current and future facility provision. This is not recommended, as it will be costly and will not meet Sport England assessment criteria, which is required for planning compliance and funding bids.

8.0 Implications

Financial and Resource Implications

- 8.1 The cost of the exercise has been met through approved budgets. There may be additional costs to the Council in supporting specified future developments and provision, but each of these will be taken on their own merits and through separate decision making reports which are not proposed at this stage.

Comments checked by:

Adele Taylor, Interim Executive Director of Finance and Governance
0300 003 0103 adele.taylor@cherwellandsouthnorthants.gov.uk

Legal Implications

- 8.2 There are no direct legal implications arising from this report. There may be a range of different largely procurement related and contractual issues which arise should the Council choose to either lead or support specific developments to address the need for additional provision. The report also provides an evidence base against which the Council could seek to obtain financial contributions or the delivery of facilities from any future development in accordance with the requirements of the Community Infrastructure Levy and national and local planning policies.

Comments checked by:
James Doble, Assistant Director Law and Governance
0300 003 0207 james.doble@cherwellandsouthnorthants.gov.uk

Planning Policy Implications

- 8.3 The Playing Pitch Strategy provides an important evidence based document which will be used in support of planning policy documents and will assist officers working on the Examination of the Partial Review of the Cherwell Local Plan (Part 1) (Oxford's Unmet Housing Need). The Strategy has been prepared in full consultation with the Planning Policy and Growth Strategy Team.

Comments checked by:
David Peckford, Deputy Manager – Planning Policy and Growth Strategy, 01295 221841, david.peckford@cherwellandsouthnorthants.gov.uk

Risk Implications

- 8.4 As many of the recommendations to deliver the sports study findings involve land which the Council does not own, or are dependent on other bodies to deliver and fund, there is a risk of delivery as the Council is not in full control of these projects. This is mitigated, in part, by the good relationships which exist between different sports clubs and the Council and the joint willingness to improve sports facility provision. This will be managed as part of the operational risk register and escalated to the Leadership risk register as and when necessary

Comments checked by:
Louise Tustian, Team Leader, Insight Team, 01295 221786,
louise.tustian@cherwellandsouthnorthants.gov.uk

9.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

Thriving Communities and Wellbeing – Enhance Leisure Facilities

Lead Councillor

Councillor George Reynolds, Deputy Leader and Lead Member for Leisure and Sport

Document Information

Appendix No	Title
1	District Sports Study Playing Pitch Strategy Executive Summary
Background Papers	
Open Space, Sport and Recreation Assessment and Strategies Part 3: Playing Pitch Strategy	
Report Author	Tom Darlington, Leisure Projects Officer
Contact Information	01295 221693 thomas.darlington@cherwellandsouthnorthants.gov.uk

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CHERWELL DISTRICT COUNCIL

OPEN SPACE, SPORT AND RECREATION
ASSESSMENT AND STRATEGIES

Part 3:
Playing Pitch Strategy
Executive Summary

October 2018



Nortoft Partnerships Limited
The Old Barn, Nortoft Cottage, Nortoft, Guilsborough, Northamptonshire, NN6 8QB
Tel: 01604 586526
Email: info@nortoft.co.uk Web: www.nortoft.co.uk

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APPENDIX 1 SUMMARY BY SITE

INTRODUCTION

The Playing Pitch Strategy forecasts the future needs for sport and recreation up to 2031 and takes into account the housing requirements identified in the adopted Cherwell Local Plan 2011-2031 (Part 1) (Cherwell District Council, 2015) and the draft requirements of the Cherwell Local Plan 2011-2031 (Part 1) Partial Review - Oxford's Unmet Housing Need Proposed Submission Plan.

It forms Part 3 of the Open Space, Sport and Recreation Assessment and Strategies with the other parts being:

Part 1: Background and Local Policy Context

Part 2: Sports facilities Strategy

Part 4: Open Space and Play Areas Strategy

It forms part of an evidence base to support and inform planning policy documents, development management decisions, infrastructure planning, funding bids and investment decisions.

SECTION 1: A PITCH STRATEGY FOR CHERWELL

- 1.1 The Playing Pitch Strategy follows the Sport England methodology set out in their Playing Pitch Strategy Guidance 2013 (Sport England, 2013), and focusses on those sites with community use. Sites which do not currently allow, and are not interested in encouraging community use, are therefore excluded from the audit and assessment.
- 1.2 Cherwell is a predominantly rural district, with two towns, Banbury in the north and Bicester in the south east, and a third urban centre at Kidlington, a large village in the south of the district immediately north of Oxford.
- 1.3 Most of the planned growth in Cherwell district is adjacent to Banbury and Bicester, though the Submission Partial Review of the Cherwell Local Plan Part 1 (2011-2031) – Oxford’s Unmet Housing Need also proposes more development in the Kidlington area. The scope of this strategy is Cherwell district, but it takes into account the influence of facilities in adjacent local authority areas where appropriate.
- 1.4 The primary sports considered in the Strategy are football, cricket, rugby and hockey. Polo is the only other significant pitch sport taking place in the district, with one club based at Kirtlington Park. The formalised playing pitch strategy process is not relevant to polo, though the site is noted in the Site by Site table in Appendix 1.
- 1.5 The strategy considers the demand and supply for the pitch sports at a sub area level up to 2031 and recommends a mechanism for assessing the amount of demand generated by each individual housing scheme. The Site by Site table provides detail on the provision and use of each site, and recommendations for action where appropriate.

Sub areas for the strategy

- 1.6 The district was divided into two sets of sub areas for the purposes of the Playing Pitch assessment, reflecting the practical experiences of the pitch sports. For football and cricket the travel time to home clubs tend to be shorter, and most people play relatively close to where they live. For this reason, the urban areas of Banbury, Bicester and Kidlington are treated separately from their rural surroundings. Rugby Union often has a travel time to the home club of up to 20 minutes and hockey can be up to 30 minutes. The strategy sub areas for rugby and hockey therefore include both the urban area and the rural surroundings.

The protection of playing pitches

- 1.7 All of the playing field sites in the district are required to be protected in accordance with paragraph 97 of the National Planning Policy Framework (Ministry of Housing, Communities and Local Government, 2018) which states:

Existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless:

- *an assessment has been undertaken which has clearly shown the open space, buildings or land to be surplus to requirements; or*
- *the loss resulting from the proposed development would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or*
- *the development is for alternative sports and recreational provision, the benefits of which clearly outweigh the loss of the current or former use.*

- 1.8 Playing fields are an important facility across education at primary, secondary and many special schools as well as at colleges and universities, and they are protected under the NPPF, whether or not they are currently used by the community.
- 1.9 There were three playing field sites that technically have secure community use in the district but appeared to be unused for any sport or are disused. These are the playing fields in the villages of Begbroke (no pitch markings, site disused) and Horton-cum-Studley (no pitch markings, site disused) in the Kidlington and Kirtlington Rural sub area, and Hethe (single pitch marked out for adult football but unused) in the Bicester sub area.
- 1.10 Pitches were considered to be unused if they were marked out but no use was apparent either from the site visit or from club, league or national governing body records. Pitches were considered disused if, at the time of the site assessment, no formal pitch markings were present for a sport, although it was known that the site had been used in previous years.
- 1.11 Unused and disused sites may still be used informally for kick-about and other recreational uses, but the key question addressed in this playing pitch strategy is whether formal pitch use is required to be retained, in the short or longer term.

Multi-pitch sites, and ancillary facilities

- 1.12 Multi-pitch sites with more than one sport sharing the clubhouse and ancillary facilities, and potentially some pitch space, are often the most sustainable and financially viable models of pitch sport provision. Wherever possible and realistic, a multi-sport venue should therefore be considered as a preferred option for new provision.
- 1.13 Football and rugby clubs require multi-pitch sites which can meet the needs of a range of age groups. An area of two adult pitches for these sports is usually considered to be a minimum size, even if the playing field area is then marked out for other age groups.

- 1.14 Cricket and hockey (played on artificial pitches) often have only one pitch per site. However, the best sites with the most successful clubs and best sports development opportunities have two adjacent pitches.
- 1.15 The requirement for and expectations in relation to the ancillary facilities for each sport varies, and where a site is providing for more than one sport, the clubhouse facilities will need to reflect the needs of the sports being played and whether there are grass and/or artificial grass pitches being serviced. Sport England has detailed generic guidance on clubhouse design (Sport England, 2016), and the individual pitch sports' national governing bodies have published detailed guidance.
- 1.16 All pitch sites should have adequate car parking available to meet their needs at peak time plus accessible car parking, cycle and motorcycle parking, coach and mini-bus parking, and possibly a "drop off" point. Access to playing pitch sites by public transport, and by walking and cycling on safe routes are a high priority and is in accordance with Cherwell District Council's planning policies on sustainable transport.

SECTION 2: ARTIFICIAL GRASS PITCHES

2.1 Artificial grass pitches (AGPs) are becoming an increasingly important element of pitch sport provision and although each sport has its own preferred surface, there are significant levels of cross-over between the sports and the surfaces that they use, particularly where there is only a limited availability of 3G football turf pitches. For this reason, this section of the strategy provides an overview of artificial grass pitch provision across the authority, with more detailed consideration being given to these types of pitches within the individual sports sections of the report. The sports specific sections also provide a summary of the AGP requirements in each area of the authority.

The demand for AGPs

- 2.2 AGPs are seen as a major benefit for schools, both in the public and independent sectors. Many schools therefore have aspirations for AGPs as do the higher and further education sectors.
- 2.3 The majority of community demand for AGP time comes from football training and the small-sided senior game. Some of the small-sided game is unaffiliated and run independently from the Football Association, either on full sized pitches which have been divided up, or on small sized pitches. Of the two, the small sided pitch complexes can be more attractive to adult players, particularly where they are supported by high quality ancillary and social facilities.
- 2.4 Where there is limited access to 3G AGPs, football training often takes place on a short pile hockey pitch. If a new 3G pitch is then made available, the training demand for football switches to the new site, which can have a significant impact on the revenue generation at the original site but has the advantage of increasing programming time for hockey.
- 2.5 With the FA's desire to have many more 3G pitches available for community football, and the relatively low participation by hockey in many areas, pitch providers often consider switching sites from a hockey surface (which was previously the most common type) to a 3G surface when the facility needs re-carpeting.
- 2.6 Due to these pressures, the FA and England Hockey (EH) have agreed, as part of this strategy process, which sites should be retained for hockey, and which could be re-carpeted to 3G. The outcome of these agreements appears in the site-by-site recommendations in Appendix 1.
- 2.7 A change in the type of carpet at an existing AGP site constitutes development, and planning permission must now be sought for such a change. Sport England is consulted as a statutory consultee on these planning applications, and will usually consult with the national governing bodies, and also refer to the playing pitch strategy recommendations, prior to responding.

- 2.8 If new AGPs are proposed to be built on existing grass pitches, the loss of the grass pitches and the impact upon the grass playing field stock should also be given detailed consideration, both in relation to summer and winter sports.

Current supply of AGPs

- 2.9 Within Cherwell there are currently 12 artificial grass pitches of various types and sizes which are made available to the community. The feedback from the site audits suggest that most sites available to the community are relatively well used, but a number have some spare capacity during the peak period. There is however no spare capacity for Banbury Hockey Club or Bicester Hockey Club at peak match time, on Saturdays. A key issue in the PPS is the future of the older sites, and whether their carpets should be resurfaced with the current type, or changed to provide for a different sport.
- 2.10 Although there are some AGPs over the borders of the authority, these do not provide a significant resource to the residents of Cherwell other than in the areas of the district within easy travel time of the pitches in Oxford, Buckingham and Brackley.
- 2.11 There are a number of potential AGPs being considered across Cherwell but none are confirmed and cannot therefore be definitely included in the assessment process at this time. Progress on these proposals will need to be kept under review.
- 2.12 Details of the existing network of provision and future needs are identified within the sports specific sections of the report.

SECTION 3: FOOTBALL

- 3.1 This assessment applies to community football, which is a significant sport in Cherwell. During the 2016-17 season there were 256 affiliated community teams playing football in the following forms of the game: mini soccer 5v5 and 7v7; 9v9 youth football; 11v11 youth football; adult football; and the football pyramid Steps.
- 3.2 The rate of football participation amongst adults nationally has decreased over recent years, and this has been mirrored in Cherwell, with a decrease of 18 teams since 2008. There has been a slight fall in the number of youth football teams, but a growth in the mini age groups. Nationally most players are male (92%) and aged under 45 years, and this appears to be reflected at the local level.
- 3.3 The following questions are taken from the Sport England Guidance and provide a useful summary of the current and future provision for football in Cherwell. An overview of the current situation and requirements is provided in Figure 2.

Current supply and demand

What are the main characteristics of the current supply and demand for provision?

- 3.4 The largest number of football teams arise from the Banbury Town sub area, with the second most from Bicester Town. The pattern of participation is similar to the county and national picture, with most players being male across all of the age groups and the majority of teams are in the mini and youth age groups. Girls football is increasing, but most play in mixed teams.
- 3.5 100% of matches at the mini soccer levels take place at the same time, meaning that there is a high peak demand for match pitch space. For 9v9 football, over 90% of matches occur at the same time. The youth 11v11 and demand for senior pitches is more evenly spread, with around 60-65% of matches at peak times.
- 3.6 Over 50% of football training takes place on AGPs, however due to the current lack of full sized 3G AGPs within the authority this primarily takes place on sand based/dressed pitches.
- 3.7 There is one full size FA Register pitch in the district, the Whitelands Farm Sports Ground pitch at Bicester, which is also a rugby specification pitch. The authority has undertaken a market testing exercise to determine the hire prices for this pitch. As the Whitelands Farm Sports Ground pitch is also designed for rugby, the actual level of use for football is yet to be established.
- 3.8 There are three current major stadium issues in the district:
- The relocation of Banbury United Football Club due to the current site being allocated for redevelopment in the adopted Cherwell Local Plan Part 1.

- The replacement provision of the stadium pitch at Oxford Road, Bicester, if lost to development.
- The provision of a new site for Easington due to floodlighting constraints on their existing site.

3.9 In relation to these stadium issues, there is a proposal to re-provide for Banbury United FC at the Banbury 12 allocated site, but as yet there is no confirmation of what will be provided, when and how. There are also concerns being raised by the Rugby Football Union in relation to the potential negative impact of the relocation of Banbury United FC on Banbury Rugby Club, as the allocated site lies adjacent to Bodicote Park.

3.10 No agreed options have yet been identified to address the stadia requirements of Easington Sports FC.

Is there enough accessible and secured community use provision to meet current demand?

3.11 There is just sufficient provision of grass pitches in secure community use for most of the age groups across most of the district, but there is little in the way of spare capacity, especially for mini and youth pitches. Senior pitches have the highest amount of spare capacity. There is not a full complement of pitches in each sub area.

3.12 No AGPs are used for football matches, but this may change for the season 2018-19 because of the opening of Whitelands Farm Sports Ground. However as this pitch is shared with rugby, the actual level of use by football will need to be reviewed as part of the annual review (Stage E) of this strategy.

3.13 The determining factor for pitch space is the peak demand.

3.14 The total amount of full size 3G pitch space which the FA would wish to be provided to enable all teams to train on a 3G surface, the actual amount of provision, and the shortfall is summarised in Figure 1. A summary of overall pitch provision and current need is given in figure 2.

Figure 1: Current football training demand on 3G pitches

Area of district	Number of teams in 2016/17 = number of hours required on 3G pitches	Hours available on 3G pitches	Shortfall (number of full size 3G pitches @ 42 hours per full size pitch)	Comment
Banbury Town/Banbury Rural area	123	0	2.9	Some training taking place on hockey surface pitches, particularly at North Oxfordshire Academy
Bicester Town/Bicester Rural area	94	45	1.2	Whitelands Farm Sports Ground full size and 2 small size pitches available but Whitelands Farm Sports Ground also booked for rugby. Some training use of sand pitch at The Cooper School.
Kidlington and Kirtlington and Rural area	39	0	1	Some training taking place on hockey surface pitch at the leisure centre.

Is the provision that is accessible of sufficient quality and appropriately maintained?

3.15 There is a lack of secure mini 7v7 provision in Banbury Rural and Bicester Rural sub areas. However, this lack of provision could be accommodated by the spare capacity of 7v7 pitches in Bicester Town and Banbury Town.

3.16 All other pitch types have a sufficient provision, except for the following for which there is no provision:

- 9v9 in Kirtlington and Kidlington
- Youth 11v11 in Kirtlington

3.17 The agreed pitch quality for the majority of the pitches is “Standard”. There are a smaller number of pitches which are “Good”, and three “Poor” pitches at Bicester Community College, Robinsons Close Recreation Ground Steeple Aston, and Gosford School Sports Ground Kidlington.

Future requirements

What are the main characteristics of the future supply and demand for provision?

3.18 There is expected to be additional teams in all sub areas. However, this is mostly concentrated within Bicester, Banbury and Kidlington. The Banbury Rural and Bicester Rural sub areas will face lower increases in team numbers. Team numbers in Kirtlington and Rural will remain relatively stable, with only one additional adult team by 2031.

Is there enough accessible and secured community use provision to meet future demand?

3.19 There is a need for the following additional grass playing field space in the towns for football. This assumes that most of the training is remains on grass, but the requirement should be reviewed if additional 3G pitch provision is made available in each of the urban areas.

- Banbury: 8 ha
- Bicester: 8 ha
- Kidlington: 4 ha

3.20 The planned grass pitch provision, if delivered, may provide sufficient playing field space to meet future demand, but this depends upon:

- All the existing sites being retained and maintained at least at standard quality, both pitches and ancillary facilities.
- Remarking of some pitches from adult to other sizes.
- All training taking place off the grass pitches.
- Delivery of all of the 3G pitches required to enable all training demands to be met.

3.21 However, given that the delivery cannot be guaranteed, all housing should provide additional pitch provision, either on or off-site, as appropriate. The requirements should be identified using the Playing Pitch Calculator which is based on the Sport England template, using the team generation rates from this strategy and the population for the relevant sub areas.

What actions may be required to ensure provision can meet both the current and future demand?

3.22 The recommended priorities are:

- Ensure the planned provision of grass pitches are delivered.
- Provide either additional grass pitches in association with each development or off-site equivalent contributions towards the improvement of accessible pitches and ancillary facilities or towards new planned off-site provision. The scale of the provision or contribution should be determined using the Playing Pitch Calculator, and for off-site investment, the site should be within approximately 10 minutes drive.
- Ensure the provision of the proposed replacement stadia pitch for Banbury United FC to meet the ground grading requirements for a Step 3 club. This must be fully in use prior to the loss to development.
- Ensure the replacement of a Step 5 stadia pitch to meet the ground grading requirements of the FA should the Oxford Road, Bicester stadia pitch be lost to development. This must be fully in use prior to the loss to development.
- Cherwell District Council and the FA to provide advice to Bicester Town FC in securing a stadia pitch to meet the FA's ground grading requirements for a Step 5 club, and work with the club to support its development.
- Provide advice to Easington Sports FC in securing a stadia pitch to meet the FA's ground grading requirements for a Step 6 club, and work with the club to support its development.
- Provide additional 3G pitch space in each of Banbury, Bicester and Kidlington, with the priority being in the Banbury Town area.
- Ensure that the existing planning obligations at North Oxfordshire Academy and Banbury Academy are fulfilled, resulting in two new 3G AGPs.

Summary of current situation and future requirements

3.23 Figure 2 provides an overview of the current situation for football in each of the sub areas and the needs by 2031.

Figure 2: Football pitch space summary of deficiencies and needs up to 2031

Banbury town

	Current needs and provision	2031 needs and provision
Grass football pitches	<p>Sufficient pitch space across all pitch sizes for matches, but due to lack of artificial grass pitches for training, almost all pitches used at full capacity, or overused.</p> <p>No current deficiency.</p>	<p>IF training moved to artificial grass pitches:</p> <p>approx 5 ha additional playing field area required, with additional pitches across all sizes.</p> <p>IF AGPs not developed which can meet training needs:</p> <p>approx 8 ha additional playing field area, with pitches provided across all sizes.</p> <p>Need for investment in existing sites to improve pitches and ancillary facilities.</p>
Artificial grass pitches	<p>No 3G artificial grass pitches in Banbury. Some use of hockey surface pitches e.g. at North Oxfordshire Academy.</p> <p>Current shortfall of 2 full size 3G pitches.</p>	<p>Total provision of 3 full size 3G football turf pitches required assuming some continued use of hockey surface pitch(es) at North Oxfordshire Academy, Banbury Academy and Blessed George Napier Academy.</p>
Stadia pitches	<p>Banbury United FC proposed to be relocated to site Banbury 12. Details and delivery still to be confirmed.</p>	<p>Banbury United FC requires site with stadia pitch with appropriate ancillary facilities at a level which meets the FA's Ground Grading requirements (Step 3), plus some community pitches.</p>
	<p>Easington Sports FC have floodlighting restrictions on their stadia pitch. Require replacement site with additional pitch space for community pitches.</p>	<p>Easington Sports FC requires site with stadia pitch with appropriate ancillary facilities at a level which meets the FA's Ground Grading requirements (Step 6), plus some community pitches.</p>

Banbury Rural

	Current needs and provision	2031 needs and provision
Grass football pitches	<p>Sufficient pitch space across all pitch sizes for matches, but due to lack of accessible artificial grass pitches for training, some pitches are used at full capacity, or overused.</p> <p>New pitches plus pavilion being provided at Milton Road, Adderbury in association with housing development.</p>	<p>No additional playing field area required.</p> <p>Need for investment in existing sites to improve quality of pitches and ancillary facilities.</p>
Artificial grass pitches	<p>There are no 3G artificial grass pitches in Banbury Rural area. Current total shortfall across the sub area as a whole is approximately 0.8 full size pitch.</p>	<p>No provision required but there may be an opportunity to resurface the pitch at the Windmill Centre to 3G.</p> <p>Most of the training needs expected to be met in the long term by 3G pitches in the Banbury town sub area as this is the most accessible location. Level of demand likely to be unchanged.</p>
Stadia pitches	<p>No stadia issues identified.</p>	<p>No additional provision required.</p>

Bicester Town

	Current needs and provision	2031 needs and provision
Grass football pitches	<p>No spare capacity for matches or training. Sites at full capacity, or overused. Bicester Sports Assn site at Chesterton in Bicester Rural area provides a number of pitches for minis and youth.</p> <p>No current deficiency.</p>	<p>IF training moved to artificial grass pitches:</p> <p>approx 5 ha additional playing field area required, with additional pitches across all sizes.</p> <p>IF AGPs not developed which can meet training needs, then:</p> <p>approx 8 ha additional playing field area, with pitches provided across all sizes.</p> <p>Need for investment in existing sites to improve pitches and ancillary</p>

		facilities.
Artificial grass pitches	<p>One full size 3G artificial grass pitch and two small size pitches in Bicester. Some use of hockey surface pitches e.g. at the Cooper School.</p> <p>Pitches in Bicester Town also expected to meet demands from Bicester Rural sub area.</p> <p>Current shortfall of 1 full size 3G pitch to meet all training needs.</p>	Provision of a total of three full size 3G football turf pitches in Bicester. Sites to be confirmed.
Stadia pitches	<p>Bicester Town FC currently playing at Ardley FC but needs to return to Bicester.</p> <p>Stadia pitch (Step 5) at Bicester Sports Association, Oxford Road, currently in poor condition but used by colts team. The site owners have aspirations to redevelop.</p>	<p>Bicester Town FC requires site with stadia pitch with appropriate ancillary facilities at a level which meets the FA's Ground Grading requirements (Step 5), and ideally some community pitches.</p> <p>Oxford Road should be retained for football use unless its loss can be mitigated by a suitable replacement site. If football is to be retained on site, a long term lease is essential in order to secure external investment.</p>

Bicester Rural

	Current needs and provision	2031 needs and provision
Grass football pitches	Sufficient pitch space across all pitch sizes for matches, but due to lack of accessible artificial grass pitches for training, some pitches are used at full capacity, or overused.	<p>No additional playing field area is required.</p> <p>Need for investment in existing sites to improve pitches and ancillary facilities.</p>
Artificial grass pitches	<p>There are no 3G artificial grass pitches in Bicester Rural area, but training may take place on pitches in Bicester Town.</p> <p>Demand is for 0.8 full size 3G pitch.</p>	No provision required.
Stadia pitches	No stadia pitch issues identified.	No additional provision required.

Kidlington

	Current needs and provision	2031 needs and provision
Grass football pitches	<p>There are no 9v9 pitches.</p> <p>Other pitch sizes have a small surplus of match provision, but a lack of access to AGPs for training mean that most are running at full capacity.</p>	<p>IF training moved to artificial grass pitches:</p> <ul style="list-style-type: none"> 1 ha of new playing field area for football plus investment into existing sites to improve quality of pitches and ancillary facilities. <p>IF AGPs not developed which can meet training needs:</p> <ul style="list-style-type: none"> 4 ha additional playing field area, with pitches provided across all sizes, plus investment into existing sites to improve quality of pitches and ancillary facilities.
Artificial grass pitches	<p>There are no 3G artificial grass pitches in the area. Any pitches in Kidlington would be expected to meet the demand from the Kirtlington and Rural area.</p> <p>The current shortfall is 1 full size 3G pitch to meet all training needs.</p> <p>It is assumed that some teams travel either to Bicester or out of the district to access training space.</p>	<p>The provision of a total of 2 full size 3G pitches (including current shortfall).</p> <p>Site options may include:</p> <ul style="list-style-type: none"> subject to a feasibility study, a 3G pitch at Stratfield Brake. resurfacing of the small size pitch at Kidlington and Gosford Leisure Centre, subject to the relocation of the hockey club to a new (shared) hockey surface pitch at Bicester.
Stadia pitches	No known stadia issues.	No investment needs identified.

Kirtlington and Rural

	Current needs and provision	2031 needs and provision
Grass football pitches	<p>There are no 9v9 or 11v11 Youth pitches in this sub area.</p> <p>For the minis and adults there is sufficient pitch space for matches, but due to lack of accessible artificial grass pitches for training, some pitches are used at full capacity, or overused.</p>	<p>IF training moved to artificial grass pitches and 1 of the adult pitches can be remarked to provide for the smaller pitches, no additional playing field area is required.</p> <p>Need for investment in existing sites to improve pitches and ancillary facilities.</p>

Artificial grass pitches	There are no 3G artificial grass pitches in Kirtlington and Rural area. Approximate demand of 0.2 full size 3G pitch. Level of shortfall insufficient to justify new pitch.	Level of demand unlikely to increase from 2017. No provision required.
Stadia pitches	No stadia pitch issues identified.	No additional provision required.

Recommendations for football

It is recommended that the Council and relevant stakeholders consider the following to address football provision in the district:

Protect

- 3.24 Protect all existing playing field sites in Cherwell and maintain the pitches and ancillary facilities at least at standard quality.
- 3.25 Seek mitigation for any loss of playing fields.

Enhance

- 3.26 Address site by site needs as identified in the sites table, see Appendix 1.
- 3.27 Require off-site contributions from housing developments where on-site provision is not required. These contributions should be based on the Playing Pitch Calculator, but with an additional allowance for the wider playing field area, ancillary facilities and land costs. The contributions to be targeted at sites within the accessible travel time and the contributions should seek to improve the quality of the pitches or the ancillary facilities, or go towards new planned provision.

Provide

- 3.28 Provide additional playing field space for football grass pitches to meet the forecast need up to 2031:
- Banbury: 8 ha
 - Bicester: 8 ha
 - Kidlington: 4 ha
- 3.29 Provide on-site grass pitch provision from housing developments where appropriate, using the Playing Pitch Calculator to assess the amount of provision

required to meet the demand from the development, but also with an additional allowance for the wider playing field area, ancillary facilities, and land given for free.

3.30 Provide full size 3G artificial grass pitches, with the priorities being:

- Banbury
 - North Oxfordshire Academy, as S106 planning obligation
 - Banbury Academy, as S106 planning obligation
 - Banbury United FC new site (Banbury 12)
- Bicester
 - 2 x full size 3G pitches, sites to be confirmed
- Kidlington
 - 2 x 3G pitch, potentially at:
 - Stratfield Brake, subject to feasibility study
 - By re-carpeting of pitch at Kidlington and Gosford Leisure Centre, subject to both a feasibility assessment and relocation of hockey club to Bicester to a shared new site.

3.31 Ensure that all new provision fully meets the quality guidance from the Football Association, the Football Foundation and Sport England, both in relation to the pitches and ancillary facilities.

3.32 Football stadia sites designed to meet the appropriate requirements of the Football Association Ground Grading criteria at the relevant Step level for each club:

- Banbury United FC, Step 3, proposed on site Banbury 12 of the adopted Local Plan Part 1
- Easington Sports FC, Step 6, site to be agreed
- Bicester Town FC, Step 5, site to be confirmed

3.33 Re-mark some of the existing pitch stock in Kidlington and Kirtlington and Rural areas to provide a full range of pitch sizes in order to meet the needs of all age groups. Re-marking to be with the agreement of the local clubs and leagues as well as the pitch providers.

SECTION 4: CRICKET

- 4.1 This assessment refers to community cricket. In summer 2016 there were 13 cricket clubs with 63 teams arising in the district. All teams played at venues located within the district.
- 4.2 The Sport England Active People Survey (Sport England , 2016) research suggests that there has been a slight decline in participation over recent years. This trend has also been seen in Cherwell, as the 2008 Playing Pitch Strategy recorded a total of 77 teams. There are now 36 senior teams compared to 46 in 2008, and 27 junior teams age U18 and below compared to 31 in 2008.
- 4.3 Many of the cricket clubs in the district run more than one team, and 7 of the clubs run junior teams as well as adult teams. There are however some smaller clubs with only one adult team and no juniors: Broughton and North Newington, Chesterton, Fringford, and Middleton Stoney CC. There does not appear to be much casual or “pop up” cricket in the district.
- 4.4 The following questions are taken from the Sport England Guidance and provide a useful summary of the current and future provision for cricket in Cherwell. An overview of the current situation and requirements is provided in Figure 2.

Current supply and demand

What are the main characteristics of the current supply and demand for provision?

- 4.5 The sport has seen a fall in the number of teams since 2011, both in seniors and juniors.
- 4.6 There is a good geographical spread of cricket pitches across the district.
- 4.7 There are intensively used sites, but the site which appears to be most under pressure is Horley Cricket Club, which does not have either junior wickets or an artificial strip.
- 4.8 Across the authority as a whole there were nine either unused or disused cricket sites. These sites exist in every sub area other than Banbury Town and Bicester Town.
- 4.9 The new pitch at Whitelands Farm Sports Ground in Bicester is located away from the car parking and pavilion facilities. This severely restricts its use for league matches and formal training by ECB and OCB. Utilities have now been provided for the pitch site so it can support the proposed delivery of a clubhouse.
- 4.10 The lack of pitch space in both Banbury and Bicester means that the towns largely rely on pitch provision in their rural hinterland.

Is there enough accessible and secured community use provision to meet current demand?

- 4.11 Only one cricket team used a pitch that did not have secure community use; Middleton Stoney at Middleton Park, but the club did not have matches in 2016. In addition, two pitches are available for hire at The Warriner School in Bloxham, but use of these has not been taken up by community teams.
- 4.12 There is surplus capacity in all areas of the district with the exception of Banbury and Bicester Town sub areas.

Is the provision that is accessible of sufficient quality and appropriately maintained?

- 4.13 The agreed quality of the cricket pitches which are in use is either “good” or “standard”.

Future requirements

What are the main characteristics of the future supply and demand for provision?

- 4.14 There is expected to be a significant increase in the number of teams playing cricket in the district in the period up to 2031, concentrated within the urban sub areas of Bicester and Banbury. More teams will also be expected at Kidlington if the housing proposed in the Local Plan Partial Review goes ahead.
- 4.15 There are no known risks to any site at present. However, a number of previous cricket pitches are currently not used.

Is there enough accessible and secured community use provision to meet future demand?

- 4.16 In practice, the rural hinterlands of each of the towns provide for much of the cricket activity, and there appears to be sufficient capacity to meet the future demand, with the exception of Bicester and Banbury.
- 4.17 If the Whitelands Farm Sports Ground site is brought into full use by the provision of a clubhouse and car parking close to the cricket pitch, then this pitch can provide for part of the unmet demand in Bicester, although a further pitch will also be required to meet the projected demand. This is proposed to be located at NW Bicester, where a site should be identified which can be extended in the long term to provide a second pitch.
- 4.18 In the Banbury area, the priorities are to provide an additional pitch for Banbury Cricket Club adjacent to their current site, and to improve / provide new pavilions at Cropredy Cricket Club and Horley Cricket Club. Horley also requires additional car parking.
- 4.19 Kidlington has sufficient pitches to meet the long term needs of this sub area.

4.20 At Kidlington and elsewhere the priorities are therefore to invest in the existing used cricket pitches and ancillary facilities to maintain them at a high quality.

What actions may be required to ensure provision can meet both the current and future demand?

4.21 The existing used sites should generally be retained and enhanced where needed.

4.22 Pitches that are currently unused or disused within Cherwell appear to be unlikely to be needed even in the long term, so could be more intensively used for other sports or retained as public open space.

Summary of current situation and future requirements

4.23 Figure 3 provides an overview of the current situation for cricket in each of the sub areas and the needs by 2031.

Figure 3: Cricket pitch space summary of deficiencies and needs up to 2031

Banbury Town

Current needs and provision	2031 needs and provision
Requires 5 pitches at peak time to meet current needs, but with only 2 available, there is an export of demand equivalent to 3 pitches across sites in the Banbury Rural area. Horton View and Banbury Twenty sites both fully used at peak time.	There will be an increase in demand and a total of 6 pitches will be required to meet demand at peak time. There is no spare capacity on the town sites to meet this demand, so the current reliance on sites in the Banbury Rural area will continue, and one new pitch will be required here. The existing sites at Horton View and Banbury Twenty should be retained and maintained at high quality.

Banbury Rural

Current needs and provision	2031 needs and provision
Sites close to the Banbury Town sub area boundary are at capacity, in particular Banbury Cricket Club and Horley Cricket Club. Cropredy Cricket Club has recently developed a second ground, but this requires a pavilion.	The sub area will continue to meet the need of Banbury town and there is a need to increase capacity to do so. The needs are for: <ul style="list-style-type: none"> • Banbury Cricket Club – second pitch adjacent to the current site. • Cropredy Cricket Club – pavilion to serve newly developed 2nd pitch.

<p>There are a number of sites previously used for cricket. Where there is intensive use for football and the pitches overlap, it is unlikely that high level league cricket could be re-established.</p>	<ul style="list-style-type: none"> • Horley Cricket Club – replacement or refurbishment of pavilion. Increase in capacity of pitch. Increased car parking. <p>There is no requirement to retain sites which are now unused for cricket for cricket use at Bodicote and Wroxton.</p>
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Bicester Town

Current needs and provision	2031 needs and provision
<p>Requires 3 pitches at peak time to meet current needs, but there are no pitches in the town. The new Whitelands Farm Sports Ground pitch opened in 2017 but lacks the adjacent clubhouse facilities which are required for league matches and ECB training sessions.</p> <p>All of the current demand is exported to sites in the Bicester Rural area.</p>	<p>There will be an increase in demand and a total of 5 pitches (including current deficiency) will be required to meet demand arising from the town at peak time.</p> <p>The priority is to provide a clubhouse/pavilion and car parking at Whitelands Farm Sports Ground to enable the cricket pitch to be brought into full use.</p> <p>The current reliance on sites in the Bicester Rural area will continue, although new provision should be made at NW Bicester – one pitch in the medium term, plus one pitch in the longer term.</p>

Bicester Rural

Current needs and provision	2031 needs and provision
<p>The population of the sub area requires 2 pitches at peak time, but the area meets much of the demand from Bicester and there are 4 pitches in secure use plus one which is insecure in the area (Middleton Park). There is also one pitch which was unused in 2016 (Finmere Recreation Ground).</p>	<p>There will be no increase in demand from the sub area itself but it will continue to meet the needs of Bicester Town.</p> <p>The existing used pitches should be retained and maintained at good quality.</p>

Kidlington

Current needs and provision	2031 needs and provision
<p>The population of the sub area requires 2 pitches at peak time to meet current needs and there are 3 available and used, including 2 pitches at Stratfield Brake.</p>	<p>There will be an increase in demand and a total of 3 pitches (including current deficiency) will be required at peak time.</p> <p>There is sufficient capacity to meet the demand within Kidlington on the currently used sites, so no additional provision required.</p> <p>The priority is for investment into used cricket sites to improve quality and increase capacity.</p> <p>The site at Begbroke is not required to be retained for cricket.</p>

Kirtlington and Rural

Current needs and provision	2031 needs and provision
<p>There are two pitches in the area but the current population requires less than one pitch.</p>	<p>There will be no significant increase in demand from the sub area so no new provision is required.</p> <p>There is no requirement to retain sites which are now not used for cricket at: Charlton-on-Otmoor, Horton-cum-Studley, and Kirtlington.</p>

Recommendations for cricket

It is recommended that the Council and relevant stakeholders consider the following to address cricket provision in the district:

Protect

- 4.24 Protect all existing used community cricket playing field sites in Cherwell and maintain the pitches and ancillary facilities at least at standard quality.
- 4.25 Seek mitigation for any loss of playing fields.

Enhance

- 4.26 Address site by site needs as identified in the sites table, see Appendix 1. These include as priorities:
- Clubhouse/pavilion and, if possible car parking, to serve the cricket pitch at Whitelands Farm Sports Ground, Bicester
 - Pavilion to serve second pitch at Cropredy
 - Refurbishment/replacement of pavilion at Horley
- 4.27 Require off-site contributions from housing developments where on-site provision is not required. These contributions should be based on the Playing Pitch Calculator, but with an additional allowance for the wider playing field area, ancillary facilities and land costs. The contributions to be targeted at sites within the accessible travel time.

Provide

- 4.28 Provide additional playing field space for cricket:
- 1 pitch adjacent to Banbury Cricket Club
 - 1 pitch in NW Bicester, with space for second pitch in long term.
- 4.29 Ensure that all new provision fully meets the quality guidance from the England and Wales Cricket Board and Sport England, both in relation to the pitches and ancillary facilities.

SECTION 5: RUGBY UNION

- 5.1 There are four community rugby union clubs in Cherwell with a total of 48 teams. There is also one touch team playing in the summer months only at Stratfield Brake, and although this does not impact upon the main rugby demand calculations, the use affects how the pitches recover over the growing season.
- 5.2 There has been a slight increase in participation in rugby amongst people aged 14+ years since 2012-13. Research from Sport England (October 2009), showed that around 95% of participants are male. The sport is mainly played by younger people, with about 84% being under the age of 34 years. There are also high rates of club membership for this sport. These national findings are similar to the trends in Cherwell.
- 5.3 The following questions and their answers are taken from the Sport England Guidance and provide a useful summary of the current and future provision for rugby in Cherwell.

Current supply and demand

What are the main characteristics of the current supply and demand for provision?

- 5.4 There are four rugby clubs in Cherwell, three large clubs, one each in Banbury, Bicester and Kidlington, and a single-team adult club, Alchester RFC based at Fritwell.

Bicester

- 5.5 The long term sustainability of rugby in Bicester is of major concern to the RFU and Bicester RFC. Bicester RFC are split across two sites; Bicester Sport Association Oxford Road Bicester and Bicester Sports Association at Chesterton. The RFU strongly recommends that the long term objective should be for the club to operate at a single location. The owners of the Oxford Road site have aspirations to redevelop it (but have not sought or been given planning approval), and there is no security of use of this two-pitch site. The minis and juniors use the Bicester Sports Association site at Chesterton, but there is no spare capacity on the site, and the pitches are not floodlit.
- 5.6 Previous proposals for additional pitch provision at the Chesterton site have been refused by Cherwell District Council because of the rural location of the site, and in particular the traffic issues (as the site is not readily accessible by pedestrians, cyclists and public transport) which could potentially worsen around the site at peak times.
- 5.7 A new Regulation 22 AGP has been developed at Whitelands Farm Sports Ground, and it is also on the FA 3G register, so can be used by both football and rugby. The AGP and grass pitches are managed by a contractor, who will retain the profits

from the clubhouse. The Whitelands Farm Sports Ground site currently has one grass rugby pitch. The use of both the AGP and grass rugby pitch by the club will need to be kept under review.

Kidlington

- 5.8 The Stratfield Brake site is used by Gosford All Blacks RFC, and is now managed by a leisure operator. Some pitch improvement works were undertaken in 2017 as they were poor quality during the season 2016-17, primarily due to a limited maintenance regime. Gosford All Blacks RFC has been very concerned about the potential impact of the change to a leisure operator on their club finances. Cherwell DC supported the club financially on a transitional basis for the season 2017-18.
- 5.9 The RFU and Sport England also have a legal interest in the Stratfield Brake as they provided grant aid towards its development and subsequent improvements. These organisations are also concerned to ensure that the terms of this grant aid are met and community rugby and format such as Touch 7's continue to grow in Kidlington.

Banbury

- 5.10 If Banbury RFC is able to have long term secure use of the area of Bodicote Park which is currently owned by Cherwell District Council, then this will meet the needs of the club up to 2031.

Fritwell

- 5.11 There are no known issues on this site, which is used by the single adult team club, Alchester RFC.

Is there enough accessible and secured community use provision to meet current demand?

- 5.12 None of the clubs report any waiting lists, so there does not appear to be any latent demand.
- 5.13 Overall there is potentially sufficient current provision to meet current demand for community rugby, but there are significant issues at all of the larger clubs. If the sites providing for these clubs change, then both future and potentially even current demand could not be met.

Is the provision that is accessible of sufficient quality and appropriately maintained?

- 5.14 All of the sites would benefit from improved pitch drainage and maintenance.

Future requirements

What are the main characteristics of the future supply and demand for provision?

5.15 There will be growth in the number of teams up to 2031 across each of the age groups and both male and female. This is expected to lead to about 2 extra matches per week for the seniors and 1.5 extra matches for boys' youth teams.

5.16 The future needs of rugby are summarised below and in Figure 4.

Banbury

5.17 Banbury Rugby Club potentially has sufficient pitch capacity long term, but this depends on the remaining area of Bodicote Park which is owned by Cherwell District Council continuing to be available for rugby use. The Club would therefore like to secure the additional area of land not in its ownership to provide certainty.

5.18 The club has recently renegotiated its lease for the changing facilities, which are now secure long term.

Bicester

5.19 The increase in future demand will have the most pronounced impact for Bicester where the additional demand equates to 3.25 matches per week and cannot be met by the existing grass pitch provision. In the long term the club will require the equivalent of 4 pitches plus clubhouse facilities which are vital for the club's sustainability.

5.20 The two senior pitches at Oxford Road are unsecure and the Bicester Sports Association has aspirations for its redevelopment. The Whitelands Farm Sports Ground site is both too small for the club to move to as a single location, and would not be an appropriate facility as the club requires clubhouse provision through which it can generate significant levels of income.

5.21 There is currently no identified alternative single site to which the Bicester RFC can move. Until a single alternative site is identified and secured, and the replacement facilities and pitches provided, then the existing pitches and clubhouse at Oxford Road will need to be retained.

5.22 There are no known issues at Fritwell impacting upon the Alchester RFC.

Kidlington

5.23 The pitch quality at Stratfield Brake has been improved by Cherwell DC and it is expected that these improvements will continue to take place, which will be needed to meet the expected extra demand from rugby up to 2031. If other sports

use of the pitches are proposed, then this should only take place if the new use would not reduce the pitch quality for rugby.

- 5.24 The primary concern for Kidlington is the ability to retain community club rugby use and other formats of Rugby Union such as Touch 7's at the Stratfield Brake site, following changes to the management arrangements.

Is there enough accessible and secured community use provision to meet future demand?

- 5.25 Although there is potential for sufficient provision, there are major issues which need to be addressed at each of the three larger club sites at Banbury, Bicester and Kidlington.

- 5.26 At Banbury, Banbury RFC uses and will continue to need in the future, the area of Bodicote Park which is currently owned by Cherwell DC. There will be insufficient pitch space without this.

- 5.27 At Bicester, Bicester RFC's senior teams currently use Bicester Sports Association's Oxford Road site for the seniors, and Bicester Sports Association's Chesterton site for their minis and juniors. To meet its long term needs, the club requires a site with a minimum of four grass pitches plus clubhouse which can support the club revenue generation.

- 5.28 In Kidlington, the future of community rugby is largely linked to the sustainability of a resident rugby club at a sustainable Stratfield Brake venue.

What actions may be required to ensure provision can meet both the current and future demand?

- 5.29 There is a need to:

- Resolve the rugby provision at Bicester for Bicester RFC with the objective of achieving a financially sustainable club on a single site with 4 grass pitches, or 3 grass plus Regulation 22 3G AGP and clubhouse.
- Ensure that community club rugby continues in the long term at Stratfield Brake, with improved pitches, access to the clubhouse, and a financially sustainable arrangement.
- Retain the community rugby use of the area of Bodicote Park owned by Cherwell District Council.
- Retain the single pitch at Fritwell.

Summary of current situation and future requirements

- 5.30 Figure 4 provides an overview of the current situation for rugby in each of the sub areas and the needs by 2031.

Figure 4: Rugby pitch space summary of deficiencies and needs up to 2031

Banbury

Current needs and provision	2031 needs and provision
<p>Banbury RFC site at Bodicote has 6 senior pitches plus junior pitches. There is sufficient capacity to meet demand although the club would like additional floodlit training space.</p> <p>The changing room provision is on a secure long term lease.</p>	<p>There is potentially sufficient pitch capacity to meet the forecast demand for rugby in the Banbury area provided the additional pitch area at Bodicote Park which is not currently in the club’s ownership remains available to rugby.</p> <p>The Cherwell DC land at Bodicote Park should be sold to Banbury RFC to provide long term certainty for rugby playing field use.</p> <p>It should be ensured that the relocation of Banbury United FC to site Banbury 12 is achieved without adversely impacting on rugby at Bodicote Park.</p>

Bicester

Current needs and provision	2031 needs and provision
<p>Bicester RFC uses grass pitches at Bicester Oxford Road and Chesterton, both owned by Bicester Sports Association. There is no security of use of the Oxford Road site which is used by seniors and is the only floodlit grass pitch space suitable for mid-week training.</p> <p>Bicester Sports Association has aspirations to develop its Oxford Road site.</p> <p>The BSA Chesterton site is used for minis and juniors and is already used intensively. There is no spare space on the site for relocated senior pitches, and there is no floodlighting.</p> <p>Bicester RFC also hire Whitelands Farm Sports Ground Regulation 22 pitch for some training. The hire costs are high</p>	<p>Bicester RFC will require 4 grass pitches on a single home site with clubhouse where the club can generate sufficient income to cover its costs. Ideally the club would have access to the AGP at Whitelands Farm Sports Ground for training and matches, for all age groups, but this needs to be financially sustainable for the rugby use.</p> <p>The site issues at Oxford Road in Bicester, Chesterton and Whitelands Farm Sports Ground require resolution.</p> <p>Oxford Road in Bicester should be retained for rugby use unless its loss can be mitigated by a suitable replacement site. If rugby is to be retained on site, a long term lease is essential in order to secure external investment.</p>

<p>compared to similar pitches owned and managed by the RFU. There are also 1-2 grass rugby pitches available on site, but these are not used by Bicester RFC.</p> <p>The Whitelands Farm Sports Ground site is operated commercially and is also available for football hire.</p>	
<p>The rugby pitch at Fritwell Playing Fields should be retained.</p>	<p>Retain rugby pitch at Fritwell Playing Fields.</p>

Kidlington and Kirtlington and Rural

Current needs and provision	2031 needs and provision
<p>Stratfield Brake has 4 rugby pitches but low level of pitch maintenance in 2016-17 meant that the capacity of the pitches was reduced. The pitch quality for 2017-18 was improved, but the pitches may require further investment to further improve their quality.</p> <p>The site operation has recently moved to a commercial operator and the rugby club has concerns about its ability to both generate income and meet the higher pitch and pavilion charges.</p> <p>The RFU, Sport England and Football Foundation have a legal interest in the site because of earlier grant aid.</p> <p>The priority is to establish a management and hire arrangements which maximise the use of the site whilst supporting the sports clubs, including rugby.</p> <p>The pitches require sustained increased levels of maintenance.</p>	<p>There is sufficient capacity for rugby up to 2031 so long as the pitches are maintained at high quality (RFU standard D3/M2).</p> <p>The priority is to resolve the management related issues to ensure continued community rugby club and other Rugby Union use of the site, such as Touch 7's.</p> <p>Other priorities are pitch and clubhouse improvements.</p>

Recommendations for rugby

It is recommended that the Council and relevant stakeholders consider the following to address rugby provision in the district:

Protect

- 5.31 Protect rugby provision used by community rugby clubs at:
- Banbury RFC, Bodicote
 - Bicester RFC
 - Bicester Sports Association, Oxford Road
 - Bicester Sports Association, Chesterton
 - Whitelands Farm Sports Ground Regulation 22 artificial pitch and grass pitches
 - Gosford All Blacks RFC, Stratfield Brake
 - Alchester RFC, Fritwell Playing Fields
- 5.32 Maintain the pitches and ancillary facilities at a minimum of standard quality.
- 5.33 Seek mitigation for any loss of playing fields or ancillary facilities.

Enhance

- 5.34 Address site by site needs as identified in the sites table, see Appendix 1.

Banbury

- Seek to provide additional training area away from pitches.
- Ensure changing and clubhouse provision for Banbury RFC is secure and adequate to meet future needs. Extend clubhouse and changing rooms if required.
- Ensure proposed relocation of Banbury United FC to proposed Local Plan site Banbury 12 avoids negative impacts on Bodicote Park and its use for rugby. Secure the sale of the Bodicote Park land owned by Cherwell DC to Banbury RFC for their long term development.

Bicester

- Partners to work together to identify the best long term option to meet the needs of Bicester RFC, and to enable the club to be hosted on a single site with a minimum of 4 grass pitches.
- Seek to maximise the use of the Regulation 22 artificial grass pitch at Whitelands Farm Sports Ground for rugby training and matches.

Kidlington

- Partners to work together to identify the best long term option to meet the needs of community rugby club and other Rugby Union formats such as

Touch 7's at Stratfield Brake Sports Ground.

- Continue to improve the quality of the pitches and clubhouse at Stratfield Brake.

5.35 Require off-site contributions from housing developments. These contributions should be based on the Playing Pitch Calculator, but with an additional allowance for the wider playing field area, ancillary facilities and land costs. The contributions to be targeted to support the closest community rugby site.

5.36 Ensure that all new/replacement provision fully meets the quality guidance from the Rugby Football Union and Sport England, both in relation to the pitches and ancillary facilities.

SECTION 6: HOCKEY

- 6.1 This assessment applies to community hockey. There are three hockey clubs in the district; Banbury, Bicester and Kidlington Ladies. During the season 2016-17 there were about 690 hockey players in Cherwell, which made up 12.5 men's teams, 13.5 women's teams, 3 junior boys and 3 junior girls teams.
- 6.2 There has been a 6% growth in membership across Cherwell between the 2015-16 and 2016-17 season, with most of the additional members occurring at the junior level. This growth has not however been even across the clubs, as Banbury HC has seen a major growth in membership since the 2013-14 season, whilst Bicester HC has seen a slight fall in membership. The small Kidlington Ladies HC has kept one team.
- 6.3 The following questions and their answers are taken from the Sport England Guidance and provide a useful summary of the current and future provision for hockey in Cherwell.

Current supply and demand

What are the main characteristics of the current supply and demand for provision?

- 6.4 The hockey clubs, particularly the larger ones, attract players from a wide area, and 20-30 minutes travel time is not unusual, particularly for the senior players at the larger clubs. Some of the higher level players will travel significantly further to their home club. Most of Cherwell has access to a hockey club within 20 minutes travel time. In the Kidlington area and southern part of Cherwell, this may also be to a club in Oxford.
- 6.5 There are only two hockey surface pitches which are good quality, open for community use at match time at the weekends and meet the minimum dimensions as a match pitch for community hockey; North Oxfordshire Academy (Banbury) and The Cooper School (Bicester). These pitches were both resurfaced by Cherwell District Council in 2017 and the sites are managed by the Council on a joint use basis.
- 6.6 There is one other site used for community hockey, an undersized pitch at Kidlington and Gosford Leisure Centre which is managed by Parkwood Leisure and is used by a single team club.
- 6.7 There are other hockey surface pitches on academy sites, but these are aging and do not have any community use.
- 6.8 Bloxham School which is independent has two non-floodlit hockey pitches and runs a number of school teams. The school also hosts England Hockey's development centres. The school is currently considering developing a further pitch, but its deliverability and availability for community use is uncertain. The lack of floodlights

on the site also restricts community use because the pitches are effectively not available during evenings.

Is there enough accessible and secured community use provision to meet current demand?

- 6.9 In the Banbury area, the club size has exceeded the capacity of the home site, and some of the senior matches are being held elsewhere (the Vets are playing in Brackley, South Northants). The main club home site, North Oxfordshire Academy, has secure community use, but the site at Brackley is the independent Winchester House School, which is unsecure. The club has access to a clubhouse at North Oxfordshire Academy (under Cherwell District Council control) but this is shared with the Banbury Harriers athletics club. Ideally the hockey club would like more control and more use of this clubhouse facility.
- 6.10 Bicester Hockey Club uses The Cooper School across the weekend and also for 15 hours during the week. The site has a joint use agreement. The club is at its maximum size because there is no spare capacity for hockey at The Cooper School. Further hockey growth can therefore only be achieved if there is additional pitch space. The lack of any social facilities for the Bicester Hockey Club restricts its ability to create a strong club on site, and also the club's ability to drive income.
- 6.11 There is a single ladies team based at the Kidlington and Gosford Leisure Centre, which has a formal community use agreement. This pitch is smaller than the minimum size required by England Hockey for club matches and is of poor quality.

Is the provision that is accessible of sufficient quality and appropriately maintained?

- 6.12 The pitches at both North Oxfordshire Academy and The Cooper School were resurfaced in 2017. The pitch at Kidlington and Gosford Leisure Centre was resurfaced in 2016.

Future requirements

What are the main characteristics of the future supply and demand for provision?

- 6.13 England Hockey anticipates a high growth rate in participation in hockey, as this sport has grown rapidly in the last few years. If this rate of provision is achieved, then there will be a number of additional teams both for seniors and juniors. The number of senior teams are expected to rise from 25 to 48 teams, and from 7 to 18 junior teams.
- 6.14 Based on a need of one pitch per 8 senior teams, this suggests that the district will require a total of 6 hockey pitches by 2031. The short-medium term priorities are for additional pitches in Banbury and Bicester, as the large Oxford Hawks Hockey Club will be attracting players from the Kidlington area and from the south side of Cherwell.

Is there enough accessible and secured community use provision to meet future demand?

6.15 There will be a need for three additional hockey pitches by 2031 across the district as a whole.

What actions may be required to ensure provision can meet both the current and future demand?

6.16 The priority actions relate to:

- The confirmation of deliverability and long term sustainability via a feasibility study of an England Hockey Category 2 level match pitch with ancillary facilities including clubhouse at Graven Hill, Bicester.
- The development of a second England Hockey Category 2 match pitch in Banbury at either a school site or a multi-sport hub.

6.17 There should also be policy support to the development of an additional hockey pitch at Bloxham School and the provision of floodlighting for all of the pitches (subject to acceptability in planning terms), with encouragement that the pitches should then be made available for community hockey use, particularly on Sundays and mid-week evenings.

Summary of current situation and future requirements

6.18 Figure 5 provides an overview of the current situation for hockey in each of the sub areas and the needs by 2031.

Figure 5: Hockey pitch space summary of deficiencies and needs up to 2031

Banbury

Current needs and provision	2031 needs and provision
One hockey surface pitch of sufficient quality and size for matches, at North Oxfordshire Academy. Fully used for matches on Saturdays, and no spare capacity. Joint use site.	Require before 2021 one additional England Hockey Category 2, with appropriate changing facilities either on a school site or at a multi-sport hub site. Site and deliverability to be confirmed.
Other hockey surface pitches exist at Banbury Academy and Blessed George Napier poor quality. Not used by community.	By 2031, provide one further additional England Hockey Category 2, with appropriate changing facilities either on a school site or at a multi-sport hub site. Need, site and deliverability to be confirmed at next full strategy review.
Bloxham School pitches not available for community use on Saturdays because fully used by school. A lack of	Encourage Bloxham School to provide more

<p>floodlights also means that the pitches are not available for evening use.</p> <p>Current deficit of 0.75 match quality hockey pitch.</p>	<p>community use. Additional pitch proposal is understood to be primarily for school use. Floodlighting of all pitches would be valuable if linked to community use.</p>
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Bicester

Current needs and provision	2031 needs and provision
<p>One hockey surface pitch of sufficient quality and size for matches at The Cooper School. Fully used for matches on Saturdays and no spare capacity. Joint use site.</p> <p>Current deficit of 0.6 match quality hockey pitch.</p>	<p>Require 1 additional hockey surface pitch by 2021. Proposed at Graven Hill. Should be England Hockey Category 2, with appropriate changing and clubhouse facilities. However this development should be subject to detailed feasibility study to confirm deliverability and long term sustainability.</p> <p>If Graven Hill is not confirmed for hockey, alternative sites for a second hockey match pitch should be explored at secondary schools or multi-sport hubs in Bicester.</p> <p>By 2031, provide one further additional England Hockey Category 2, with appropriate changing facilities either on a school site or at a multi-sport hub site. Site and deliverability to be confirmed. Need, site and deliverability to be confirmed at next full strategy review.</p>

Kidlington and Kirtlington and Rural

Current needs and provision	2031 needs and provision
<p>One hockey surface pitch at the Kidlington and Gosford Leisure Centre. Dimensions too small for England Hockey match pitch.</p> <p>One single team club. Other hockey demand is met either at Bicester or in Oxford.</p> <p>Site close to major hockey club in Oxford.</p>	<p>If Graven Hill or alternative pitch developed in Bicester, relocate club to Bicester.</p> <p>Retain existing facility at the Kidlington and Gosford Sports Centre for hockey until a new hockey match pitch has opened in Bicester and made available for the relocated club.</p> <p>If hockey successfully relocated to Bicester, re-carpet existing AGP to 3G football turf.</p>

Recommendations for hockey

It is recommended that the Council and relevant stakeholders consider the following to address hockey provision in the district:

Protect

- 6.19 Protect hockey provision used by community hockey clubs at:
- North Oxfordshire Academy, Banbury
 - The Cooper School, Bicester
- 6.20 Maintain the pitches and ancillary facilities at a minimum of standard quality.
- 6.21 Protect hockey provision at Kidlington and Gosford Leisure Centre until club can be relocated to new (shared) site at Bicester.
- 6.22 Seek mitigation for any losses of pitches or ancillary facilities.

Provide

- 6.23 Provide one new England Hockey Category 2 pitch in Banbury either at a school site or at a multi-sport hub.
- 6.24 Subject to confirmation via a feasibility study, provide one new England Hockey Category 2 pitch at Graven Hill together with appropriate changing and clubhouse facilities. To be provided by developer as part of planning obligation. If not confirmed via feasibility study, seek provision at alternative site at a secondary school or multi-sport hub in Bicester.
- 6.25 Require off-site contributions from housing developments. These contributions should be based on the Playing Pitch Calculator, but with an additional allowance for the wider playing field area, ancillary facilities and land costs. The contributions to be targeted to support the closest community hockey site in Bicester or Banbury.
- 6.26 Ensure that all new/replacement provision fully meets the quality guidance from the England Hockey and Sport England, both in relation to the pitches and ancillary facilities.

SECTION 7: DELIVERING THE STRATEGY

- 7.1 The study is intended to inform not only planning documents and development management decisions but also recreation infrastructure planning and information to support funding bids by both the Council and other providers. All sources of funding and other means of delivery will be required to deliver the facilities needed.
- 7.2 As the responsibility for provision of sport and recreation facilities is shared between the District, Town and Parish Councils, sports clubs and associations, delivering the strategy will require partnership working.
- 7.3 The strategy has identified a number of occasions where there is cross-boundary movement of participants over the boundaries. These include the export of hockey players to Oxford, and the import of rugby players from Oxford to Cherwell. The part of the district where there appears to be most movement is the Kidlington sub area.
- 7.4 The strategy recommendations are based on the expected population growth and changes up to 2031 within the authority itself, including the impact of the new housing proposed in the Partial Review. In effect these recommendations assume that there will be no significant changes in the cross-boundary movement of participants in the individual sports, either from new housing growth just across the boundary, or because there are new sports facilities provided within the adjacent authorities which are easily accessible to Cherwell residents.
- 7.5 However, in view of the possibility that proposals for new housing development outside of the district but close to Kidlington might exacerbate the cross-boundary movement, a joint study is recommended to look at specific strategic needs, to ensure that the sports facility provision both meets the needs of the expanding community and is provided in the most cost-effective way.

Securing provision of sport through development

- 7.6 A key output from the strategy is the securing of sports provision through development. This can include on-site provision through master-planning and planning obligations, and securing developers' contributions to off-site provision. It is recognised that the shortfall in funding for specific facilities will need to be met by other funding sources, for example grant aid from the National Governing Bodies of sport, lottery funding, private funding, and housing infrastructure funds.

SECTION 8: PRIORITIES FOR ACTION

8.1 The Strategy includes an Action Plan and recommends that the Council use it as a basis for liaising with key stakeholders to determine how the strategy recommendations are best achieved.

Figure 6: Action Plan for playing pitches

Proposal / Facility	Action required	Lead organisation	Key partners	Date for action
Forward and development planning				
Sport and recreation strategy review	Review and confirm the proposals in this strategy once the Partial Review is complete (to ensure the assumed amount and location of growth to meet Oxford's unmet need remains unchanged).	CDC		Year 1
Major new housing developments in Cherwell	Ensure that major new housing sites have policies for pitch provision, on or off site as appropriate.	CDC	Sport England	On-going
Planning policies on sport and recreation	Update planning policies on sport and recreation through the Local Plan process to reflect strategy findings	CDC		Year 2-3
Developer Contributions Supplementary Planning Document	Update the Supplementary Planning Document as policy guidance on the delivery of playing pitches and ancillary facilities for new developments.	CDC		Year 2-3
Planning applications	Respond to planning applications for development to ensure that the necessary provision is achieved. If a sport and recreation site has become disused, consideration should be given to other sport, recreation or open space use, having regard to deficiencies identified in the assessments and strategies.	CDC	Sport England	On-going
Cross boundary working with West Oxfordshire and Oxford	Work with West Oxfordshire District Council and Oxford City to identify if there are options for strategic provision of pitch facilities, and ways in which they can be funded.	CDC	West Oxfordshire District Council Oxford City Council	Year 1-2
Key sites with urgent issues				

Bicester Sports Association, Chesterton and Oxford Road, Bicester	Agree future of site for cricket, football and rugby. This will be resolved through the development management process and timing will be dependent on if/when a planning application is submitted.	CDC	Bicester Sports Assn Clubs RFU FA ECB/OCB	Year 1
Banbury United FC relocation	Ensure re-location of Banbury United FC to the Local Plan allocation Banbury 12 is achieved. Retention of exiting stadium site at Canalside until replacement is available for use. Avoid negative impact on rugby's use of the adjacent Bodicote Park.	CDC	Club Sport England FA	On-going
New provision and investment				
Community use agreements on school sites	Ensure that any public investment, and where relevant, planning permission for sports facilities on school sites is linked to formal community use agreements, the terms of which should reflect the size of the investment and the identified need for those facilities in the catchment of the site i.e. small levels of capital investment would usually be expected to have less onerous conditions and over a shorter period than major investment.	CDC OCC	Schools	Linked to specific projects
Sports development and other actions				
Community use agreements on school sites	Seek to develop community use agreements on school sites where there is not one in place but the school acts as an important community sports facility.	CDC OCC (where relevant)	Schools	On-going

Funding

- 8.2 It is important to ensure that all of the available resources are carefully targeted and tailored to meet the needs of the whole community so that any initial capital investment and long term revenue commitments can be fully justified.
- 8.3 The proposals arising from the strategy are likely to be funded and supported by a range of partners and new facility provision might be via a mix of public and private sources. There are some major projects planned in this strategy which will require significant capital funding. Funding sources and programmes vary significantly over time, and therefore as each facility is considered, all available options for funding should be explored by the Council, the stakeholders and potential developers of each project.

Procurement and management

- 8.4 The nature and process of the procurement of the facilities covered by this strategy and their long term management will fundamentally depend upon the type and scale of facility.

Review and monitoring

- 8.5 The final stage in the strategy is its delivery and making sure that it is kept up to date. Sport England recommends that a process should be put in place to ensure regular monitoring of how the recommendations and action plan are being delivered. Understanding and learning lessons about how the strategy has been applied is also a key component of monitoring its delivery. This should be an on-going role of the steering group, which it is recommended, should meet on an annual basis as Stage E in the methodology of Sport England's Playing Pitch Strategy Guidance.

APPENDIX 1: SUMMARY BY SITE

- 8.6 This appendix brings together the sport specific summaries above on a site by site basis.
- 8.7 Several of the specific projects are at relatively early stages of feasibility assessment, and therefore the costs and deliverability are still to be confirmed. The estimated capital costs in the table are taken from the Sport England Facilities Costs of Second Quarter 2017 (Sport England, 2017). It should be noted that these exclude lifecycle costs of facilities, on which Sport England provides separate guidance.

Notes and key for the site summary table

Site control

This column shows the organisation responsible for the site. This will usually be the site owner unless it is on a long term (5 years plus) lease e.g. to a sports club.

Acad	Secondary school academy
Club	Sports club
Comm	Commercial organisation
Ind Sc	Independent school
PC	Parish Council, local playing field association, village hall charity or similar
School	Primary school
TC	Town Council
Op	Leisure Centre operator

Security of use

- S Site with secure community use
 UnS Site without security of use

Quality of changing

The quality of the changing facilities/clubhouse. Usually relevant to whole site.

	Good
	Standard/adequate
	Poor
	No changing/clubhouse on site

Pitch size and type

Football:	as FA pitch sizes
Cricket:	number of natural turf strips within the square, or 1 if AGP only
Rugby:	as RFU pitch sizes, or actual size if smaller
AGP:	dimensions in metres, surface type and floodlit (Yes/No)
	SD Sand dressed
	SF Sand filled
	3G 3G surface

Pitch quality, and cricket nets quality

Based on the agreed pitch quality from: site audit, user clubs, NGB, authority and pitch providers.

	Good quality pitch/nets
	Standard quality pitch/nets
	Poor quality pitch/nets

Spare capacity across the week/season by matches

Grass pitches

This shows how much spare capacity there is across the week/season by number of matches. This calculation takes into account all identified uses of each individual pitch across the week, both matches and training. Where there is more than one pitch of the same size on a site, the assessment is the total spare capacity across those pitches.

The numbering indicates how many additional matches/training sessions could be held on a grass pitch without seriously impacting on the pitch quality, based on the pitch's current agreed quality.

AGPs

The AGP percentage spare capacity relates to the availability of the AGP across the whole week's peak time for the hours that the pitch is available.

	Site could provide for at least 1 extra training session or match in the week. For AGPs, has more than 20% spare capacity.
	Site has very limited spare capacity, the equivalent of 1 training session/match every fortnight. For AGPs, site has 10-20% spare capacity, or there are known restrictions on use.
	Pitches have no spare capacity or are overused. For AGPs, spare

	capacity is at less than 10%.
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Peak time balance

8.8 This shows the number of additional matches which could be hosted on a pitch at peak time. For AGPs with a hockey surface, this is for hockey. For AGPs with 3G surface, this is for football.

	Pitch could provide for at least 1 extra match each week i.e. it could be the home site for 2 or more extra teams.
	Pitch could provide for one extra match per fortnight i.e. it could be the home site for 1 extra team.
	Pitches have no spare capacity, or are overused. AGPs not available for matches or are unsuitable.

8.9 The priorities for the specific projects are identified as High, Medium and Low. These are defined as:

High priority (H)	Facility or project essential for meeting the current and future projected needs of the community across Cherwell, particularly for the sports/facilities with high levels of participation, for example football. High priority is also given to projects which will attract those less active, or sited in areas with deprivation.
Medium priority (M)	Facility or project which will help to meet the current and future projected needs of the community across Cherwell for the sports/facilities with moderate levels of participation, for example hockey.
Low priority (L)	Facility or project which will help to meet the current and future projected needs of the community across Cherwell but where the sport/facilities have low levels of participation for example polo, or where the project's aims are already partially addressed by other projects in the area identified at higher levels of priority.

8.10 The phasing of the project investment needs follows the Cherwell Infrastructure Delivery Plan approach:

St	Short term	2018-2021
Mt	Medium term	2021-2026
Lt	Long term	2026-2031

Site by site summary table

BANBURY TOWN AND BANBURY RURAL EXISTING SITES

Site Name	Site Control	Security of Use	Quality of changing	Football Pitch Size	Cricket no of grass Strips Senior and (Junior)	Rugby Pitch size	AGP size, surface, floodlit	Grass Pitch Quality	AGP/AGP cricket pitch quality	Cricket net quality	Spare capacity across the week (no matches) / season for cricket	Peak time balance	Key issues/comments	Proposal	Priority And Phasing	Estimated capital cost (£000's)	Main delivery partners
Adderbury Recreation Ground	PC	S	Yellow	11v11				Yellow			1	0	Site is fully used at peak time for senior football. Only limited spare capacity on 9v9 pitch.				
				9v9				Yellow			1.5	0.5					
Ardley Playing Field	PC	S	Green	11v11				Green			1.5	0	Site is fully used at peak time for senior football and 7v7 mini soccer. Only limited spare capacity for 5v5 mini soccer.				
				5v5				Green			5.5	0.5					
				7v7				Green			5	0					
				7v7				Yellow			2.5	-0.5					
				9v9				Yellow			3.5	1					
Banbury Academy	Acad	S	Grey				60x100, SF, yes		Red		60%	2	Site is over used at peak time. AGP surface in need of replacement. AGP too small for England Hockey matches. School site so no assumed spare capacity of the grass pitches across the week. School has S106 commitment to delivery of full size 3G football turf pitch (though delivery may be approx 2026), plus sports hall, grass pitches and tennis courts for community use.	Ensure that the S106 commitment to the full size floodlit 3G pitch is delivered by 2026. Resurface existing pitch to support hockey training and/or consider extension to full size hockey pitch.	H Mt	n/a (S106)	Academy/ Developer
				5v5				Yellow			0	0					
				7v7				Yellow			0	-1					
Banbury Cricket Club	Club	S	Green		22			Green		Green	40	0	Site is used to capacity at peak time. Limited scope to use adjacent	Develop second pitch adjacent to current site.	H Mt	£270,000 plus site costs	Club CDC ECB

Site Name	Site Control	Security of Use	Quality of changing	Football Pitch Size	Cricket no of grass Strips Senior and (Junior)	Rugby Pitch size	AGP size, surface, floodlit	Grass Pitch Quality	AGP/AGP cricket pitch quality	Cricket net quality	Spare capacity across the week (no matches) / season for cricket	Peak time balance	Key issues/comments	Proposal	Priority And Phasing	Estimated capital cost (£000's)	Main delivery partners
													Kingsfield Recreation Ground due to intensive use for football.				OCB
Banbury Twenty Club	PC	S			18						30	0	Site is used to capacity at peak time.				
Banbury United Football Club	Club	S		11v11							0.5	0.5	Stadia site proposed to be re-developed under adopted Local Plan Policy Banbury 1.	Relocate club to the site identified in adopted Policy Banbury 12 (or other agreed site) with provision of required stadia meeting the FA Ground Grading requirements, plus ancillary facilities and car parking. Contributions to be secured from developers of Banbury Canalside.	H St	tbc	Developer Club FA
Blessed George Napier Catholic School (The Monsi Sports Centre), Banbury	Acad	S					60x100, SF, Yes				25%	2	Site is over used at peak time for mini soccer. AGP surface re-sanded January 2018. School site so no spare capacity for grass pitches across the week. Easington Sports FC uses school site and has been exploring option for resurfacing of AGP to 3G.	Keep need/ justification/ delivery options for 3G pitch on site under review.			
				11v11 Y					0	0							
				5v5				0	-1								
				9v9				0	0								
				Other grass pitches not used													
Bloxham C of E School Playing Field	Sch	UnS		7v7							0	0.5	School site so no spare capacity across the week.				
Bloxham Recreation	PC	S		11v11							3	1	Site is over used at peak time for mini				
				11v11													

Site Name	Site Control	Security of Use	Quality of changing	Football Pitch Size	Cricket no of grass Strips Senior and (Junior)	Rugby Pitch size	AGP size, surface, floodlit	Grass Pitch Quality	AGP/AGP cricket pitch quality	Cricket net quality	Spare capacity across the week (no matches) / season for cricket	Peak time balance	Key issues/comments	Proposal	Priority And Phasing	Estimated capital cost (£000's)	Main delivery partners						
Ground				5v5							2.5	-0.5	soccer.										
Bloxham School (Dewey Sports Centre)	Acad	UnS					97x61, SF, No				45%	2	AGPs not generally available at weekends as used by school. School considering developing further pitch. AGPs not floodlit so not available evenings.	Support pitch proposal if linked to community use on Saturdays for matches.	L St	n/a	School						
							92x54, SF, No			52%	2												
				Other grass pitches not used																			
Bodicote Rugby Ground (Banbury RFC)	Club	S									4.5	3	Club will require remaining area of Bodicote Park not in its ownership for continued use of pitches to meet future demand. Club keen to purchase land from CDC.	Ensure Banbury RFC is not negatively impacted by relocation of Banbury United. CDC to consider selling remaining area of Bodicote Park to Banbury RFC.	H St	n/a	CDC Club						
Broughton and North Newington Sports & Social Club, North Newington	Club	S		11v11	10						30	0.5	Site is fully used at peak time for football and has limited spare capacity for cricket.										
Christopher Rawlins C of E Primary School, Adderbury	Sch	UnS		7v7							0	0.5	School site so no spare capacity across the week.										
Croprey Recreation Ground (Croprey Cricket Club)	PC	S		11v11	14						0	0	Site is fully used at peak time	Provide new changing pavilion to serve 2 nd pitch.	H St	£245,000	PC Club ECB						
					8														New pitch adjacent to existing. No pavilion.				
Deddington C of E Primary	Sch	UnS		5v5							0	0.5	School site so no spare capacity across the week										
				7v7														0	0.5				

Site Name	Site Control	Security of Use	Quality of changing	Football Pitch Size	Cricket no of grass Strips Senior and (Junior)	Rugby Pitch size	AGP size, surface, floodlit	Grass Pitch Quality	AGP/AGP cricket pitch quality	Cricket net quality	Spare capacity across the week (no matches) / season for cricket	Peak time balance	Key issues/comments	Proposal	Priority And Phasing	Estimated capital cost (£000's)	Main delivery partners	
School																		
Deddington Sports Club	Club	UnS		11v11							-1	-1	Site is over used at peak time. AGP is of poor quality. Club would like to resurface AGP and extend. Not FA priority for investment.					
				11v11 Y					2	1								
				7v7					3	0								
							35x22, SD, No			45%	2							
				10							30	0						
Easington Park, Banbury	TC	S		11v11 Y							1.5	1.5						
				11v11 Y														
				9v9														
				9v9						2.5	0.5							
Easington Sports and Social Club, Banbury	Club	S		11v11							1	-0.5	Site is over used at peak time. Football club uses a number of sites but has too little capacity. Site restricted for floodlights. Poor changing provision.	Seek new deliverable site for relocation of club which is suitable for stadia pitch, floodlighting, community grass pitches, clubhouse and car parking.				
Hanwell Fields Sports Pitch, Banbury	TC	S		11v11							1	0.5	Site suffers from waterlogging, leading to cancellations. Pitch quality therefore reduced to reflect.					
				11v11														
Hillview Park, Banbury	TC	S		5v5							4	1	No changing facilities. Site unused.					
Hook Norton Sport &	Club	S			12						58	0	Site is fully used at peak time, for cricket,	Re-surface AGP.	H St	£100,000	Club Parish	
				11v11								-0.5						0

Site Name	Site Control	Security of Use	Quality of changing	Football Pitch Size	Cricket no of grass Strips Senior and (Junior)	Rugby Pitch size	AGP size, surface, floodlit	Grass Pitch Quality	AGP/AGP cricket pitch quality	Cricket net quality	Spare capacity across the week (no matches) / season for cricket	Peak time balance	Key issues/comments	Proposal	Priority And Phasing	Estimated capital cost (£000's)	Main delivery partners
Social Club				11v11									senior football and 9v9 football. AGP surface in need of replacement.				Council
				5v5						3.5	0.5						
				7v7						7	1						
				7v7						1	0						
				9v9						36%	1						
Horley Cricket Club	PC	S			12								Site fully used at peak time and across the week. Poor quality clubhouse. Serious lack of car parking provision causing safety concerns.	Explore ways of increasing site capacity.	H St	Tbc	Club ECB OCB PC
										-20	0						
Hornton Recreation Ground	PC	S		11v11							1.5	0.5					
Horton View Sports Ground, Banbury	TC	S			8								Site is over used at peak time. Pitches overmarked. Site also used for tennis (covering of courts within the town being considered) and bowls.	Setting up Community Network Partnership			
				11v11						20	0						
				11v11						0	-0.5						
				7v7						7	1						
Kingsfield Recreation Ground, Bodicote	PC	S		11v11							1	0	Site is fully used at peak time for 11v11 football.				
				9v9						1.5	1						
										30	1	Unused for cricket in 2016 but some limited use in 2018. Site adjacent to Banbury Cricket Club, but not suitable for increased cricket use due to intensive use for football.					

Site Name	Site Control	Security of Use	Quality of changing	Football Pitch Size	Cricket no of grass Strips Senior and (Junior)	Rugby Pitch size	AGP size, surface, floodlit	Grass Pitch Quality	AGP/AGP cricket pitch quality	Cricket net quality	Spare capacity across the week (no matches) / season for cricket	Peak time balance	Key issues/comments	Proposal	Priority And Phasing	Estimated capital cost (£000's)	Main delivery partners
North Oxfordshire Academy (Drayton Pavilion), Banbury	Acad	S					55x100, SD, Yes				10%	-3	Pitch is currently overused at peak time, and has very limited spare capacity across the week. School has S106 commitment to develop full size floodlit 3G AGP plus pavilion, but not yet started. AGP and athletics track and shared clubhouse managed by CDC.	Delivery of the S106 commitment for the AGP.	H St	n/a S106	Acad CDC
South Newington Road Recreation Ground	PC	S		11v11 Y							1	1	Site is fully used at peak time for mini soccer.				
				5v5						3	0						
Tudor Hall School (Private Use)	Ind Sc	Private use					61x98, SF, Yes				0	0	No community use				
				Other pitches not used													
Wardington Playing Fields	PC	S		11v11							0.5	1	Site is over used at peak time for 7v7 mini soccer. Unused for cricket in 2016 but low level league cricket reintroduced in 2018. Football pitches and cricket outfield overlap.				
				7v7						1.5	-1.5						
					4					20	1						
Warriner School	Acad	Us	No community use of pitches														
Wroxton Sports Club	Club	S			9						45	1	Site is fully used at peak time for senior football. Unused for cricket. Football and cricket pitches substantially overlap. Unrealistic to reintroduce cricket on site except possibly for				
				11v11						0.5	0						
				7v7													

Site Name	Site Control	Security of Use	Quality of changing	Football Pitch Size	Cricket no of grass Strips Senior and (Junior)	Rugby Pitch size	AGP size, surface, floodlit	Grass Pitch Quality	AGP/AGP cricket pitch quality	Cricket net quality	Spare capacity across the week (no matches) / season for cricket	Peak time balance	Key issues/comments	Proposal	Priority And Phasing	Estimated capital cost (£000's)	Main delivery partners
													occasional friendly use.				
Wroxton Friars Hill	PC	S		11v11 Y							2.5	0.5	Site is over used at peak time for 7v7 mini soccer.				
				11v11 Y													
				5v5						6.5	0.5						
				5v5													
				7v7							2.5	-0.5					

BANBURY TOWN AND BANBURY RURAL NEW SITES

Site Name	Site Control	Proposal	Key issues/comments	Priority and Phasing	Estimated capital cost (£000's)	Main delivery partners
Banbury 12	Developer	<p>Site for relocation of Banbury United FC, stadia pitch replacement with ancillary facilities.</p> <p>May provide grass pitch space for community use.</p> <p>Potential site for new secondary school.</p> <p>Potential site for joint use full size 3G football turf pitch</p>	<p>There is concern that the full delivery of the stadia pitch with its necessary ancillary facilities may not be provided, and if it is, whether this is prior to the loss of the existing stadia site.</p> <p>Too little grass pitch space for effective community use.</p> <p>No funding identified for 3G pitch proposal or anything other than the like for like replacement of the stadia (pitch and ancillary facilities).</p> <p>If school developed on site, consequence likely to be insufficient capacity of grass pitches to cater for community use.</p> <p>Adverse impact of Banbury 12 development on the rugby use of Bodicote Park needs to be avoided</p>	H St	<p>Stadia pitch and ancillary facilities: £ developer S106</p> <p>Full size 3G football turf pitch with floodlights: £935,000</p>	<p>Developer CDC Banbury United FC Oxfordshire County Council Football Assn</p>
Longford Park	Developer	1 adult and 2 youth football pitches with pavilion and MUGA	Delivery date to be confirmed	M St	£ developer S106	Developer CDC
Salt Way	Developer	2 separate playing field areas with a total of 2 adult and 2 youth football pitches	Two areas of pitch provision have been agreed, including changing facilities/pavilion.	H St	£ developer S106	Developer CDC
North of Hanwell Fields	Developer	1 youth football pitch	Single youth pitch with no ancillary facilities. Not valuable for organised football use, only as informal kick about open space.	L	£ developer S106	Developer CDC
Adderbury, Milton Road	Developer	2 adult football pitches, multi use games area and sports pavilion	Delivery by developer	M St	£ developer S106	Developer CDC

BICESTER AND BICESTER RURAL

Site Name	Site Control	Security of Use	Quality of changing	Football Pitch Size	Cricket no of grass Strips Senior and (Junior)	Rugby Pitch size	AGP size, surface, floodlit	Grass Pitch Quality	AGP/AGP cricket pitch quality	Cricket net quality	Spare capacity across the week (no matches) / season for cricket	Peak time balance	Key issues/comments	Proposal	Priority And Phasing	Estimated capital cost (£000's)	Main delivery partners	
Arcott Recreation Ground	PC	S		5v5							0.5	-0.5	Site is over used at peak time for mini soccer. Limited spare capacity for 9v9 football.					
				7v7						2.5	-0.5							
				9v9						3.5	1							
Bicester School	Acad	UnS		11v11							0	0						
Bicester Field Sports Pitches	TC	S		11v11							4.5	1.5	Site is over used at peak time for youth football.					
				11v11														
				11v11 Y						-1	-1.5							
Bicester Leisure Centre	Op	S					35x17, 3G, Yes				37%	1	Future of pitches to be considered as part of Leisure Centre Feasibility Study					
							35x17, 3G, Yes			37%	1							
Bicester Sports Association (Oxford Road), Bicester	Club	UnS				Snr					-3	0	Future use of the site is uncertain at present as the owners have aspirations for redevelopment. Football stadium pitch was unused in 2016 but used by Bicester Town Colts in 2017 for both matches and training. Site used for Bicester RFC senior teams.	Retain site unless off site mitigation provides suitable alternative provision, both for rugby and football (stadia pitch).				
						Snr				0	0.5							

Site Name	Site Control	Security of Use	Quality of changing	Football Pitch Size	Cricket no of grass Strips Senior and (Junior)	Rugby Pitch size	AGP size, surface, floodlit	Grass Pitch Quality	AGP/AGP cricket pitch quality	Cricket net quality	Spare capacity across the week (no matches) / season for cricket	Peak time balance	Key issues/comments	Proposal	Priority And Phasing	Estimated capital cost (£000's)	Main delivery partners			
Bicester Sports Association (Green Lane), Chesterton	Club	S	Green			Snr		Yellow			5	2	Site has significant spare capacity in all pitch types apart from cricket, and 9v9 Y football. Lack of floodlighting restricts training use during winter evenings.	BSA, clubs and Cherwell District Council to identify and agree if further development is necessary, acceptable in planning terms, and deliverable. Likely to be linked to any proposal for development of Oxford Road.	H St	tbc	BSA Developer Clubs RFU ECB FA CDC			
						Snr		Yellow												
						Jnr		Yellow												
						Jnr		Yellow												
						Jnr		Yellow												
						Jnr		Yellow												
					10		Green											22	0.5	Senior rugby pitches overmarked but not used by senior teams. BSA considering extending site as part mitigation for development of Oxford Road. Cherwell DC previously objected to further development on a number of planning grounds including traffic issues.
					8 (1)		Yellow													
				11v11			Green						4.5					1		
				11v11			Green													
				11v11 Y			Green						9.5					2.5		
				11v11 Y			Green													
				11v11 Y			Green													
				9v9			Green						9.5					0.5		
				9v9			Green													
				5v5			Green													
5v5			Green																	
5v5			Green																	
5v5			Green						23	3										
Bicester Keble Road Recreation Ground,	TC	S	Grey	5v5				Yellow			3.5	0.5	No changing facilities	Provide basic wash facilities.	L Mt	£60,000	TC			
				7v7				Yellow			4	1								
Bicester Pingle Drive Recreation Ground	TC	S	Green	11v11				Yellow			2	1	Site is fully used at peak time for youth football (9v9 and 11v11 Y). Limited spare capacity of mini soccer. Adjacent to Oxford Road BSA.	Retain site as unable to be replaced within town.						
				11v11 Y				Yellow			1	0								
				5v5				Yellow			6.5	0.5								
				5v5				Yellow												
				7v7				Yellow			6.5	0.5								
				7v7				Yellow												
9v9				Yellow					1	0										
Bicester St Edith's Way Sports Ground	TC	S	Yellow	11v11				Yellow			0.5	0	Site is fully used at peak time for 11v11 football.							
				11v11 Y				Yellow			1	1								
				7v7				Yellow			4	1								

Site Name	Site Control	Security of Use	Quality of changing	Football Pitch Size	Cricket no of grass Strips Senior and (Junior)	Rugby Pitch size	AGP size, surface, floodlit	Grass Pitch Quality	AGP/AGP cricket pitch quality	Cricket net quality	Spare capacity across the week (no matches) / season for cricket	Peak time balance	Key issues/comments	Proposal	Priority And Phasing	Estimated capital cost (£000's)	Main delivery partners	
Bicester Sunderland Drive Recreation Ground,	TC	S		11v11							1	0.5	Site is over used at peak time for 7v7 mini soccer. Has limited spare capacity on all other pitch types.					
				11v11 Y					1.5	0.5								
				5v5					3.5	0.5								
				7v7					2.5	-0.5								
Bicester The Cooper School, Bicester	Acad	S					64x102, SD, Yes				20%	-1.5	Pitch re-carpeted in 2017.					
				Grass pitches not used														
Bicester, Whitelands Farm Sports Ground	Op	S					68x100, 3G Reg 22 and FA Register, Yes						Site opened in September 2017. Meets RFU Regulation 22 and FA 3G register specifications.		H St	n/a	CDC Trust RFU Clubs	
				tbc									Grass pitch mix yet to be confirmed but to date limited take up by local clubs.					
						tbc								Grass pitch mix yet to be confirmed. Changing good quality but use arrangements for clubhouse not appropriate for rugby club.				
					6-8									Cricket pitch in place but lack of adjacent clubhouse/pavilion and car parking severely limits use. Utilities now in place to enable delivery of clubhouse subject to funding.	Provide 2 team changing clubhouse and additional car parking to service pitch.	H St	£245,000 plus car parking tbc	CDC

Site Name	Site Control	Security of Use	Quality of changing	Football Pitch Size	Cricket no of grass Strips Senior and (Junior)	Rugby Pitch size	AGP size, surface, floodlit	Grass Pitch Quality	AGP/AGP cricket pitch quality	Cricket net quality	Spare capacity across the week (no matches) / season for cricket	Peak time balance	Key issues/comments	Proposal	Priority And Phasing	Estimated capital cost (£000's)	Main delivery partners	
Chesterton Community Centre	PC	S		11v11 Y							3	0.5	Site is over used at peak time for 11v11 Y football and used to capacity at peak time for 7v7 mini soccer.					
				5v5						6	1							
				7v7						5	0							
Chesterton Playing Fields	PC	S			8						22	0.5						
Finmere Recreation Ground	PC	S		11v11							1	0	Site is fully used at peak time for Senior football. Artificial wicket is in poor condition. No use for cricket.					
					4 (1)					76	1							
Fringford Cricket Club	PC	S			10						40	1						
Fritwell C of E Primary School	Sch	UnS		9v9							0	0	School site so no spare capacity across the week.					
Fritwell Playing Field	PC	UnS				Snr					0.5	0.5	Used by adult rugby club with one team. Not floodlit so no weekday training possible.	Retain site.				
Hethe Recreation Ground & Playing Pitches	PC	S		11v11							2	1	Site unused.					
Keble Road Recreation Ground, Bicester	TC	S		5v5							3.5	0.5	No changing facilities.	Provide basic wash facilities.	L Mt	£60,000	TC	
				7v7						4	1							
Launton Recreation Ground	PC	S		11v11							0.5	0.5	Site is over used at peak time for 7v7 mini soccer and 9v9 football.					
				11v11														
				7v7						2.5	-0.5							
				9v9						0	-1							

Site Name	Site Control	Security of Use	Quality of changing	Football Pitch Size	Cricket no of grass Strips Senior and (Junior)	Rugby Pitch size	AGP size, surface, floodlit	Grass Pitch Quality	AGP/AGP cricket pitch quality	Cricket net quality	Spare capacity across the week (no matches) / season for cricket	Peak time balance	Key issues/comments	Proposal	Priority And Phasing	Estimated capital cost (£000's)	Main delivery partners
Lower Heyford Sport & Social Club Playing Field	Club	S		11v11							1	0	Site is fully used at peak time				
Middleton Park, Middleton Stoney	Private	UnS			8						30	1					
Souldern Football Ground	PC	S		11v11							1.5	0.5					
Steeple Aston Robinsons Close Recreation Ground	PC	S		11v11							0	0	Site is fully used at peak time. Pitch is in need of maintenance works				
Upper Heyford Cricket Pitch	PC	S		11v11							1.5	0.5					

BICESTER AND BICESTER RURAL NEW SITES

Site Name	Site Control	Proposal	Key issues/comments	Priority and Phasing	Estimated capital cost (£000's)	Main delivery partners
Graven Hill	Developer	Proposed full size AGP with clubhouse and ancillary facilities. Surface to be confirmed.	Hockey lacks match pitch space and this may provide the opportunity for a home site for the Bicester Hockey Club. Requires feasibility study to confirm surface and business plan.	H St Feasibility Study Mt Delivery of AGP and facilities	£ developer S106	Feasibility study: CDC England Hockey Bicester Hockey Club Developer Delivery: Developer
	Developer	2 adult and 2 youth football pitches	Facility mix to be confirmed	H Mt	£ developer S106	Developer CDC
Wretchwick (South East Bicester)	Developer	4.05 ha of outdoor sports provision	No agreement to date on pitches or ancillary facilities to be provided. S106 negotiations still underway	H Mt	£ developer S106	Developer CDC
North West Bicester	Developer	14 ha of outdoor sports provision	Large area of identified playing field space. Uses to be confirmed. Ancillary facilities and delivery to be confirmed. Whole area may not be required in the period up to 2031 for pitch sports, but is required to help meet the open space needs generated by the development, and should therefore be protected for outdoor sports and retained for future demand.	H St Determine sports, pitches and facility mix	£ developer S106 May require additional depending on sports provided.	Developer CDC

KIDLINGTON AND KIRTLINGTON RURAL

Site Name	Site Control	Security of Use	Quality of changing	Football Pitch Size	Cricket no of grass Strips Senior and (Junior)	Rugby Pitch size	AGP size, surface, floodlit	Grass Pitch Quality	AGP/AGP cricket pitch quality	Cricket net quality	Spare capacity across the week (no matches) / season for cricket	Peak time balance	Key issues/comments	Proposal	Priority And Phasing	Estimated capital cost (£000's)	Main delivery partners
Begbroke Playing Field	PC	S	Disused										No pitch markings. Site disused.	Retain as playing field/public open space.			
Bletchington Playing Fields	PC	S		11v11							2.5	0.5	Limited spare capacity at the site for senior football and mini soccer. Site is used to capacity at peak times for cricket.				
				5v5						5.5	0.5						
Charlton on Otmoor Playing Fields	PC	S	Disused	11v11							1	0	No formal pitch markings for cricket.				
Horton-cum-Studley	PC	S	Disused										No formal pitch markings. Disused.				
Islip Recreation Ground	PC	S			5						10	0.5					
Kidlington Exeter Hall,	TC	S		11v11							1.5	1					
Kidlington FC	Club	S		11v11							0.5	0	Site is fully used at peak time				
Kidlington Gosford Hill School Sports Ground	Acad	UnS		11v11							0	0	School site so no spare capacity across the week				
				Other grass pitches not used													
Kidlington and Gosford Leisure Centre	Op	S					55x97, SF, Yes				22%	3.5	Pitch too small for matches. Hosts one small ladies team.	If new hockey pitch developed in Bicester, re-surface to 3G following relocation of hockey club.	L Mt	£200,000	School CDC Trust
Kidlington Littlemarsh Playing Field, Yarnton	TC	S			6						24	1					
				11v11					2	0							
				11v11 Y					2	-0.5							

Site Name	Site Control	Security of Use	Quality of changing	Football Pitch Size	Cricket no of grass Strips Senior and (Junior)	Rugby Pitch size	AGP size, surface, floodlit	Grass Pitch Quality	AGP/AGP cricket pitch quality	Cricket net quality	Spare capacity across the week (no matches) / season for cricket	Peak time balance	Key issues/comments	Proposal	Priority And Phasing	Estimated capital cost (£000's)	Main delivery partners
Kirtlington Park	Private	Us		Polo ground									7 boarded polo grounds (pitches). Good quality. Available to outside groups for hire.				
Kirtlington Sports Ground				11v11							1.5	0.5	No formal pitch markings for cricket. Disused for cricket.				
				7v7						3.5	0.5						
					Disused												
Merton Playing Fields	PC	S		11v11							1.5	1					
Yarnton Playing Fields	PC	S		5v5							7	1	Site is fully used at peak time for 7v7 mini soccer.				
				5v5													
				7v7						5.5	0						
				7v7													

KIDLINGTON AND KIRTLINGTON RURAL NEW SITES

Site Name	Proposal	Key issues/comments	Priority and Phasing	Estimated capital cost (£000's)	Main delivery partners
Partial Review site PR7a	The provision of 21.5 hectares of land to provide formal sports facilities for the development and for the wider community and green infrastructure within the Green Belt. Site immediately opposite Stratfield Brake.	PPS estimated demand for pitch sports addresses demand only from Cherwell's proposed growth and indicates a possible need for an additional 4 ha of football pitch provision to 2031. The findings of the PPS can help to inform the make-up of the open space provision to be contained within the 21.5 ha site.	H St strategic assessment	Tbc	CDC Developers Sport England

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GLOSSARY

AGP	Artificial Grass Pitch
APP	Active Places Power
CASC	Community Amateur Sports Club
CC	Cricket Club
CDC	Cherwell District Council
CIL	Community Infrastructure Levy
CIPFA	Chartered Institute of Public Finance and Accountancy
ECB	England and Wales Cricket Board
EH	England Hockey
FA	The Football Association
FC	Football Club
FIFA	Federation Internationale de Football Association
FIH	International Hockey Federation
FPM	Facilities Planning Model
MOD	Ministry of Defence
NGB	National Governing Body
NPPF	National Planning Policy Framework
ONS	Office for National Statistics
OXB	Oxfordshire Cricket Board
PPS	Playing Pitch Strategy
RFC	Rugby Football Club
RFU	Rugby Football Union
SE	Sport England
SPD	Supplementary Planning Document
SUE	Sustainable Urban Extension
TGR	Team Generation Rate

Definitions relating to demand

Expressed demand

The clubs and teams playing in the authority area, usually affiliated to the county body or national governing body for the sport.

Displaced demand

Displaced demand relates to play by teams or other users of playing pitches from within the study area which takes place outside of the area, both matches and training.

Unmet demand

This includes:

- teams able to play matches but have nowhere to train, or vice versa.
- a lack of pitches of a particular size or type.
- where poor quality pitches or ancillary facilities fall below the standard required for play, or the appropriate league requirement.

Latent demand

This is demand that may exist in the area, should there be access to more or better provision. This is usually evidenced by clubs reporting that they have waiting lists for particular age groups.

Demand trends

Local and national demand trends for the sport, including the views of the potential growth by the national governing body.

Definitions for cricket facilities

Ground/pitch

The whole pitch area including the cricket square and outfield.

Square/table

The fine turf area which is specially mown and managed to give a high quality set of strips (often 6, 9 or 12 strips).

Strip

Single strip of natural turf or artificial turf on which the wickets are placed at either end for a single match.

Wicket

The collective name for the 3 stumps and the bails placed at each end of the strip.

Site

The ground plus ancillary facilities such as the club house/pavilion, car parking etc.



Nortoft Partnerships Limited
The Old Barn, Nortoft Cottage, Nortoft, Guilsborough, NN6 8QB
Tel: 01604 586526
Email: info@nortoft.co.uk Web: www.nortoft.co.uk

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Cherwell District Council

Executive

5 November 2018

Revised Housing Allocations Scheme

Report of Executive Director Wellbeing

This report is public

Purpose of report

To agree a revised Housing Allocations Scheme for the allocation of affordable rented housing in Cherwell District

1.0 Recommendations

The meeting is recommended:

- 1.1 To agree revisions to the Housing Allocations Scheme as set out in section 3.9.
- 1.2 To delegate authority to the Assistant Director Housing, in consultation with the Lead Member for Housing, to make any future amendments to the Council's Housing Allocations Scheme that are deemed to be necessary and do not constitute a major policy change.

2.0 Introduction

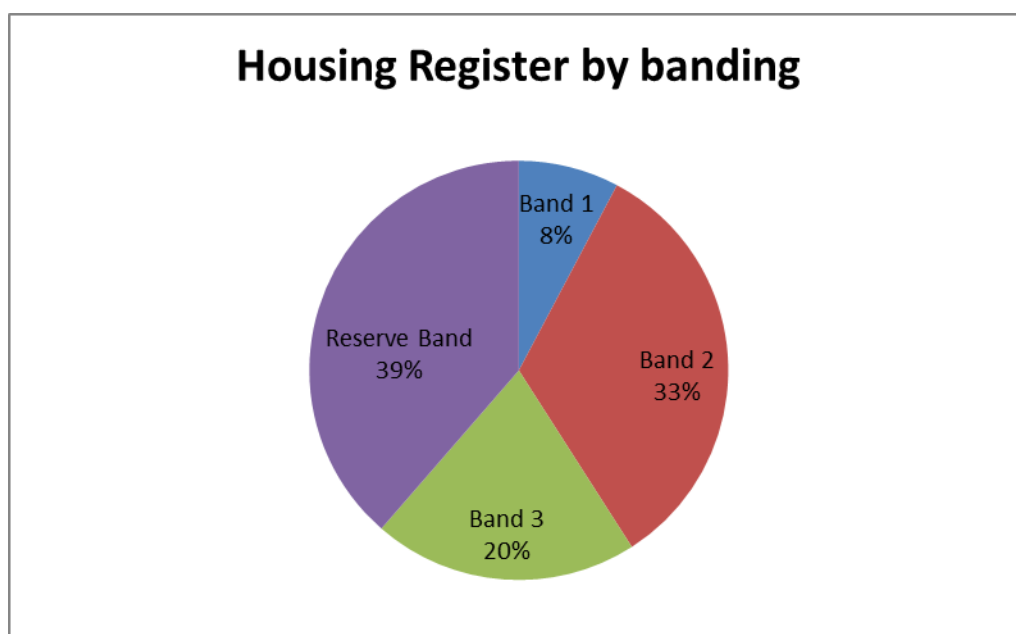
- 2.1 The Housing Allocations Scheme sets out how the Council prioritises applicants for affordable rented housing in the district, taking into account the council's housing objectives and making best use of the limited affordable rented housing available. The Executive approved the council's current Allocations Scheme in March 2015.
- 2.2 Minor revisions to the Scheme were made in April 2018 to ensure that the Scheme reflected the changes introduced by the Homelessness Reduction Act 2017. However it was recognised that a fuller review of the Scheme should be undertaken given that it was adopted in 2015.

3.0 Report Details

- 3.1 Part 6 of the Housing Act 1996 (as amended by the Homelessness Act 2002 and the Localism Act 2011) is the key legislation that governs allocations and nominations. The Act places a duty on all local housing authorities to have a published housing allocations scheme. This must contain the authority's policy on

how social housing is allocated in its district and how housing applications are assessed.

- 3.2 The Localism Act 2011 enabled local authorities to shape an allocations scheme to give greater priority to locally identified needs.
- 3.3 The numbers on the housing register have fluctuated around 1,000 since 2015, with a current total of 1,044. There are 4 bands within the banding scheme with applicants in the greatest housing need being placed in band 1. Band 1 is intended to help those in very urgent need and as a result the numbers should be low to enable this classification to be effective in moving households urgently.
- 3.4 A snapshot of the number of households in each band is shown below (September 2018). This shows the largest number (407 which is 39% of all households) being in the 'reserve' band (lowest priority), followed by 33% (344 households) in band 2. There are relatively low numbers in band 1 (84 households i.e. 8%), which is the most urgent of cases, and the remaining households are in band 3 (209 households which is 20% of the total).



- 3.5 The largest group on the Housing Register are those who require 1 and 2 bedroom accommodation. However there is also a significant need for 3 bedroom accommodation. The majority of households (74%) require 'general needs' housing. 26% require sheltered and extra care housing.

Household Type	Current Bedroom Need				Grand Total
	1	2	3	4	
Couple	36	3	0	0	39
Disabled	22	5	6	2	35
Family	6	332	142	37	517
Older Persons	243	12	4	0	259
Single	188	6	0	0	194
Grand Total	495	358	152	39	1044

- 3.6 In 2017/18 the council housed 689 households via the housing register. 70% (483) of these were in band 2 and 16% (112) were in band 1. The remaining allocations were split between band 3 (56 households or 8%) and the reserve band (38 households or 6%). This reflects the most urgent cases being prioritised and housed first and also the large proportion of households that are in band 2.
- 3.7 Waiting times for housing are shorter in band 1 than band 2 as would be expected. The mean¹ waiting time in band 1 is 41 weeks and the median is 23 weeks. In band 2 the mean is 52 weeks with a median of 42 weeks. Band 3 households experience a longer waiting time but there were only 56 households housed from band 3 so the sample size is small. In the reserve band we see shorter waiting times because most of the households rehoused from this band are allocated extra care or sheltered housing where the supply to demand ratio is higher.
- 3.8 A key element of the Scheme review has been to ensure that the criteria for banding and the wording of the Scheme are clear for our customers, partner agencies and staff. This will give greater transparency and help customers understand how applications to the housing register are assessed.
- 3.9 In reviewing the Scheme the following changes have been identified :

(i) Bedroom entitlement

When we receive an application from a household we calculate the bedroom entitlement based on the number and ages of people in the household. Under the current scheme children and young people of like gender are expected to share a bedroom up to the age of 20 years. This could mean an older teenager sharing a bedroom with a much younger child.

It is therefore proposed that the definition is amended to allow a separate bedroom for each of the following:

- Adult couple
- Any other single adult aged 16 years or more
- Pair of children aged 0-15 years of like gender
- Pair of children aged under 10 years, different gender
- Carer

This change would also bring the bedroom requirement in line with Housing Benefit legislation making it easier to understand. We have identified 27 households that would be affected by this change and whose bedroom entitlement would increase (e.g. from 2 to 3 bedroom). We will contact these applicants to discuss this change and offer the choice of being able to bid or be matched to both sizes of property (as the waiting time for a larger property is likely to be longer).

(ii) Move on from supported Accommodation

It is proposed that these applicants are moved from band 1 to band 2 and these applicants receive one nomination only.

¹ The mean is the average waiting time and is calculated by adding all the waiting times and then dividing by the number of households. The median is the exact middle waiting time if all the waiting times are laid out in a line. It is useful to look at both when forming a picture of how long households have to wait for housing via the housing register.

Although this may seem a negative step it is important that band 1 is restricted to those who need to move for urgent medical or safety reasons or because of extremely poor living conditions. Band 2 is still a high priority band and for those in supported accommodation we work with the support provider to ensure timely access to the register as the person becomes tenancy ready. Band 2 priority also ensure parity with homeless households.

Whilst these applicants will be entitled to one nomination only the Housing Options Team will work with the applicant and any support provider to ensure that the nomination is suitable and that there is advance planning for move-on from supported accommodation.

This banding change will require close scrutiny to ensure there are no unintended consequences which might result in unnecessary delays to these applicants being allocated suitable alternative accommodation.

(iii) Health and disability matrix

It is proposed that the matrix be refreshed to make it clear that a medical assessment is primarily concerned with how an applicant's medical condition is either made worse by their current accommodation or how a move to more suitable accommodation would alleviate the impact of their condition. Categories of medical need have also been introduced, such as mental health and mobility, to enable officers to better carry out the assessment of medical needs.

The revised matrix will give greater clarity to applicants and officers regarding how medical conditions are assessed and banded i.e. the relevance of the medical condition to the actual housing need is what needs to be evidenced and assessed. It is envisaged that this will result in applicants being clearer about the information they need to submit as part of their application. This revised format is also expected to reduce the number of medical appeals received.

(iv) Auto-bidding

Currently any applicant can request to be placed on auto-bidding. This means that the system itself (Abritas) places up to 3 bids automatically in each bidding cycle. The bids are based on bedroom entitlement alone and do not take into account property type, the location or whether the applicant requires an accessible property. This has resulted in an administrative burden, as often the accommodation is not suitable for the applicant and has to be retracted. It is also unpopular with social landlords because there can be a delay in nominating a suitable household.

It is proposed that auto-bidding is restricted to those the council has a legal duty to accommodate (i.e. homeless households that our Housing Options team is actively working with, particularly those in temporary accommodation) and vulnerable applicants who do not have an advocate to bid on their behalf. This will reduce the number of households that are matched to a property that they will not accept or that could be unsuitable.

(v) Intentionally homeless

Currently any applicant assessed as intentionally homeless is placed into band 3 indefinitely. It is proposed that applicants who have been assessed as intentionally homeless are reviewed after 12 months if they have not been rehoused during this time.

This gives clarity to the applicant about the timescale they will be penalised for and ensure that a timely re-assessment takes place. Household circumstances may change and a re-assessment would give the opportunity to increase the priority level (e.g. if the reasons for the original decision had been addressed such as failure to pay rent that is affordable or failure to address anti-social behaviour).

(vi) Rename the 'reserve' band

It is proposed that the 'reserve' band be renamed 'band 4'.

This is a more meaningful term which gives greater clarity to applicants that they are on the housing register and eligible to bid for suitable properties. 'Reserve' sometimes leads to the misconception that the household is not live on the register and cannot bid.

4.0 Conclusion and Reasons for Recommendations

4.1 The changes set out at 3.9 would give greater clarity to applicants, greater coherence to the Scheme and make the processing of applications more efficient. The changes are relatively modest with the key principles of the Scheme remaining unchanged.

5.0 Consultation

5.1 A formal four week consultation took place with Registered Providers and stakeholders in the district and the responses are attached at Appendix A.

5.2 Section 168(3) of the Housing Act 1996 states that when the authority make an alteration to their scheme reflecting a major change of policy, they shall within a reasonable period of time take such steps as they consider reasonable to bring the effect of the alteration to the attention of those likely to be affected by it. We do not consider any of the steps to be major, however where any applicant may be adversely affected we will notify them individually.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Make no changes to the Scheme. This is rejected on the basis that over the last 3 years changes have been identified that would make the Scheme work better.

Option 2: Make selective changes to the Scheme but reject those changes that some consultees objected to. Specifically the banding for people in supported accommodation. However we believe band 2 is the appropriate banding in terms of consistency of approach with other homeless households while preserving band 1 for the most urgent cases. We will avoid disadvantaging people who are ready to move on through joint working with the supported accommodation providers and proper exit planning.

7.0 Implications

Financial and Resource Implications

- 7.1 This report provides for a policy change. There are no direct financial implications arising from this report.

Comments checked by:

Denise Taylor, Group Accountant 01295 221982
denise.taylor@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 Part 6 of the Housing Act 1996 (as amended by the Homelessness Act 2002 and the Localism Act 2011) is the key legislation that governs allocations and nominations. The Act places a duty on all local housing authorities to have a published housing allocations scheme. This must contain the authority's policy on how social housing is allocated in its district and how applications for an allocation are assessed. The proposed changes to the Allocations Scheme are allowable within the legal framework and have been consulted on appropriately. The impact of some of the proposed changes will be kept under review.

Comments checked by:

Amy Jones, Solicitor, 01295 221987
amy.jones@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: Yes

Wards Affected

All

Links to Corporate Plan and Policy Framework

Business Plan themes : Prevent Homelessness, Deliver Affordable Housing and Safeguard the Vulnerable

Lead Councillor

Councillor John Donaldson – Lead Member for Housing

Document Information

Appendix No	Title
1	Consultation Responses
2	Equalities Impact Assessment
Background Papers	
None	
Reference Papers	
Housing Allocations Scheme 2015	
Report Author	Gillian Douglas, Assistant Director Housing
Contact Information	01295 221605 gillian.douglas@cherwellandsthnorthants.gov.uk

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Consultation Responses

Organisation	Consultation Comment	Consultation Comment Response
A2 Dominion	<p>I do have some concerns and questions about the change in policy relating to move-on from supported accommodation and would like to understand better how this would apply to our clients moving on from refuge. I'm primarily concerned that as one of our co-commissioners Cherwell will be requiring us to move refuge clients on within a strict 6 month time-frame, but that through this new policy will be making it increasingly hard for us to do so. I would welcome a more detailed conversation around this.</p>	<p>Considered but decided to keep this proposed change. This banding change is to give parity with homeless applicants. As this is a banding change, the impact of this will be kept under review and if required further action will be taken.</p> <p>The Assistant Director Housing met with 2 lead staff at the refuge in October 2018 and agreed that we will be working together to a) facilitate access to the housing register for victims that need to settle in Cherwell and b) ensure that victims and families are moved on within 6 months unless there are exceptional reasons why this cannot be achieved.</p>
Bromford	<p>I have read through the new draft scheme and by and large support the proposed changes and the overall scheme. We particularly welcome the statements in the <u>Introduction</u> at 1.1 stating that RPs will assess applicants according to their own stated priorities which is then further strengthened in s 8.9, headed <u>Nominations</u>. We do not feel, however, that the current Nominations Agreement with Cherwell reflects the Allocation Scheme well and fetters RPs beyond that which the Allocation Scheme sets out. I would propose a review of the Nomination Agreement to better reflect the scheme particularly around the application of the RP's own policy, refusals and rejections. In addition with regards to the Nominations Agreement we would welcome further discussion around repeat nominations and choice based lettings (CBL) cycles as we are of the view that continuing to request nominations for a total of three CBL cycles is not reasonable for either relets or new builds.</p>	<p>Nominations agreement to be revised, taking into account views of all RP partners and ensuring it truly reflects the Housing Allocation Scheme.</p> <p>These points will be considered as part of the review of the Nominations Agreement.</p>

Build!, Cherwell District Council	I can't see any further changes, I think this will clarify a lot of things for us.	Comments noted. No action required
BYHP	I have read the document and my main observation is more of a logistical one. The document is based on the premise that the applicants have access to the internet which is especially relevant to Choice Based Lettings. What happens if the applicant cannot access the Internet and wants to bid but either does not have the confidence or facilities to declare an interest? Should the Council not consider providing access via computer points in all Cherwell District Council Offices and Info Points, listing the properties available that particular week. I was involved in a similar scheme in Wellingborough a couple of years ago, which was very successful, with access points all around the area in local Homeless centres, post offices etc, providing easy access.	Applicants can use IT facilities at the following council offices: Bodicote House, Banbury, Kidlington and Bicester. Access to the internet will be looked at within the on-line housing register application project and further access points will be considered.
Children Education and Families, Oxfordshire County Council	We are in discussions with the Team Leader on how to resolve the current catch 22 situation of a potential foster carer having to have adequate housing before they can be allocated a large enough house by yourselves and needing a large enough house before they can be approved by us. We would like this conundrum to be noted as part of the consultation in order to aid an early resolution, and we appreciate your willingness to work with us on the issue.	To have discussions and agree joint working procedure.
Citizens Advice	1 – 1.1 paragraph 3 is written 'In the Demand' should this be 'if the demand' ? 2. Page 63 1.1 Rent Arrears the way I read the first sentence to me made it sound like disqualification from the Housing Register would be in place until accrued rent arrears reached 8 weeks. It's clarified later in the paragraph that rent arrears need to be under 8 weeks but perhaps the first sentence either needs removing or re wording to make this clearer?	Noted. Wording to be updated to make it clearer.

Connection Support	<p>My main response is in relation to move on from supported housing moving down to band 2. The new policy states that applicants need to be ready to move at the time we put in the application and most of the time CDC have insisted that they are at least six months in the project (although this is not written in the policy): if they are place on band 2, the reality is that they will waiting usually at least nine months and the project will silt up, they will become discouraged, possibly become disruptive , seeing no visible incentive to keep abiding by the rules of the project (this is a group who find it very hard to plan for the future anyway). There is also the rule that after three months they will be placed on automatic bidding, so may be placed in one of the least desirable properties, which are usually with neighbours they wish to avoid. We try to support them to find private rented but the reality is that in this area, private landlords will say no to anyone on benefits and even if we have clients who are working, it is proving difficult to impossible to find affordable private rented for single individuals on minimum wage (and often zero hours) contracts. There is one other issue that there have been some rough sleepers who have engaged at the drop ins and have successfully got on to the housing register, have medical needs (which many rough sleepers have) and are then able to start bidding immediately on band 2 – they may still be out, but they don't have to wait six months, keep to any project rules or be pressurised to change their lifestyle and they have more choices on which properties they can bid for. None of this helps us to encourage individuals to stop sleeping on the streets and come into the Pathway.</p>	<p>Considered but decided to keep this proposed change. This banding change is to give parity with homeless applicants. As this is a banding change, the impact of this will be kept under review and if required further action will be taken.</p>
Oxford University Hospitals NHS Foundation Trust	<p>page 45 - Discharge from a Psychiatric Hospital; Patients are usually discharged after a multiagency meeting called Care Programme Approach (CPA). The patients' allocated social worker should liaise with Housing in ample time or invite Housing to the CPA to discuss options. This is to avoid</p>	<p>Noted and agreed that we will work closely and at an early stage with the patient and their allocated social worker.</p>

	discharging on the streets or readmissions. Page 46 - Hospital discharges; for those who have complex health needs and may have mobility problems - The Hospital Social Care Team or Discharge Team should liaise with Housing.	
Oxfordshire Clinical Commissioning Group	Supports the revised scheme.	Comments noted. No action required.
Oxfordshire County Council	<p><u>Move on from supported accommodation</u>: We do not support this proposed policy change. We appreciate that CDC need to manage limited supply, but believe that this amended policy would disproportionately affect the most vulnerable groups such as homeless people, young people and care leavers. This will also block Cherwell's limited local supported accommodation for adults and young people, which is already under significant pressure. It is our understanding that the original decision to place this group into band 1 was to recognise the fact that people have made progress in their lives and are tenancy ready. Removing band 1 status will be in our view counter-productive. We suggest that alternative mitigation measures should be pursued such as increase in supply of 1 bed-flats, and development of other affordable housing options, such as shared housing and housing linked to employment and training.</p> <p><u>Sheltered housing</u>: We welcome the introduction of this category, as it would improve visibility of the shared housing offer, and might improve system wide intelligence about the need and accessibility. On the subject of a 2 channel approach to nominations for this provision, we recognise that these arrangements could work better for everyone leading to better outcomes for people and a more efficient nomination process, for example reducing voids related costs. We would welcome a joint review of current arrangements.</p>	<p>Considered and agreed to keep this proposed change. This banding change is to give parity with homeless applicants. As this is a banding change, the impact of this will be kept under review and if required further action will be taken.</p> <p>It has been agreed to remove this proposed change as it could create confusion for applicants. There is also duplication in the process of allocating extra care accommodation and a separate group would exacerbate this. A process review will be undertaken with relevant parties.</p>

	<p><u>Foster carers</u>: Jackie Goodwin, Housing Development Officer (Children Education and Families) have separately submitted a request to clarify CDC's approach to recognising the housing need of a kinship carer who is not yet approved as a foster carer but has the expressed intention to look after children and this is endorsed by Children Social Care. Discussions with colleagues at Cherwell are taking place this week with a view to clarify this point and agree a way forward.</p> <p><u>Auto bidding</u>: We welcome the retention of this provision as it recognises that not everyone has access to an advocate who could bid on their behalf.</p>	<p>To have discussions and agree joint working procedure.</p> <p>Noted.</p>
Salvation Army	<p>In recent months there have been a number of rough sleepers in Bicester who cannot access hostel accommodation due to lack of capacity in Oxford. This seems to have got worse in the last six months or so. Our understanding is that it is difficult to find move-on accommodation so the hostels get jammed up. We've had people waiting for several weeks, sometimes months to get in. Hostel beds and other supported housing are obviously a tremendously expensive and valuable commodity. The suggested change would increase the likelihood of people being ready to move on, but not being able to do so due to their band 2 status - in effect bed blocking much like in the NHS. This would be a waste of resources at a time when number hostel beds are already being much reduced. In turn, then, this would leave our local rough sleepers with no available hostel accommodation and we predict the numbers of rough sleepers would rise. I do hope this particular part of the proposal can be reconsidered,</p>	<p>Considered but decided to keep this proposed change. This banding change is to give parity with homeless applicants. As this is a banding change, the impact of this will be kept under review and if required further action will be taken.</p>
Sanctuary Housing	<p>As they stand the changes look ok, very good news on change to bedroom standards bringing this in line with HB as this did cause some confusion.</p>	<p>Noted.</p>

	<p>Some other thoughts on allocations: As briefly alluded to during a meeting with CDC last week, I would ask the council to consider if homeless applicants can bid on properties rather than be nominated via autobidding. They would still only have one refusal. I appreciate that this could cause problems for organisations like ours as some of our Hard to Lets (HTL's) are filled from this group. However, as an example, 3 bedroom top floor maisonettes cause problems to families with small children even when they bid on them and it is even more problematical when homeless families accept HTL's on autobid. We tend to find these families stay less time, and generate complaints about property and ASB in an attempt to move.</p> <p>Could we also request more than one nomination at a time on properties. As you obviously know some applicants will bid 3 times on each cycle. Ours could well be the third bid but it is not in an area that the resident really wants (we can provide examples if this would help). There will be delays when we contact them , obtaining financial information etc only for them to refuse the property on a reason that should have been considered before they bid (too far from schools, support etc)</p> <p>Does the council enforce 3.6.3 ? Refusal of offers - applicants who are not restricted in their bidding but have refused 3 (three) suitable offers of accommodation. We are not aware that this applies in practice? If it is followed then it would be useful to know so we can advise residents when they view. Currently any resident looking to refuse is advised to discuss it with yourselves before making a decision.</p> <p>Keyworker preference. How do we ask for this when placing an advert? Can a request be made on any property or does this need to be part of a Local lettings plan? 8.10.3 (d) Is this available as a figure to individual RP's as we do not appear to</p>	<p>Noted and considered, however there will be no change to auto-bidding for homeless applicants at this time.</p> <p>This will be considered as part of the review of the Nominations Agreement.</p> <p>Noted. A refresh of the procedures will be undertaken to clarify this.</p> <p>Noted. A refresh of the procedures will be undertaken to clarify this.</p>
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	<p>receive one third of our nominations from applicants in employment education or training? Who determines when this group is targeted on adverts is it yourselves or can we do it?</p> <p>8.10.3 (d) Is this available as a figure to individual RP's as we do not appear to receive one third of our nominations from applicants in employment education or training? Who determines when this group is targeted on adverts is it yourselves or can we do it?</p>	<p>Noted. A refresh of the procedures will be undertaken to clarify this.</p>
Waterloo Housing	<p>We've had an opportunity to review the draft Housing Allocations Policy for Cherwell now, generally we are ok with the proposals however; We can't see any mention of Waterloo Housing being able to apply its own Policy when considering Nominations which is fine to a significant degree as they are very clear on ineligibility to and exclusion from the Register regarding Applicants current/past behaviour or conduct of tenancy but they are allowing Applicants on to the Register to actively Bid if they have rent arrears of less than 8 weeks of rent outstanding which differs to ours of 1 month. To clarify if applicants do not meet the criteria as set out within our Lettings Policy we will seek to reject them, this happens in very few cases and of course would be in close liaison with the Council, we also provide applicants with a right of appeal. Your thoughts on this would be useful?</p> <p>Other than that, just Appendix 1 - Waterloo Housing Group needs to be amended to Waterloo Housing and the telephone number amending to 0345 600 6055.</p>	<p>Noted. Wording in 1.1 and 8.9 is deemed to be sufficient</p> <p>Noted and updated</p>

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**EQUALITY IMPACT ASSESSMENT
Housing Allocation Scheme**

Equality Impact Assessments

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Equality Impact Assessment

APPENDIX 1 STAGE 1 - INITIAL SCREENING DETAILS ASSESSING POLICIES AND ACTIVITIES - GUIDANCE FOR STAFF

Notes:

1. As a result of this exercise, you will have checked that your policy or activity does not have adverse impact on equality groups and you will have identified relevant action that you need to take, and the likely costs/resources associated with any improvement. The equality groups covered are at present: Disability, Gender Reassignment, Pregnancy and Maternity, Race, Religion or Belief, Sex, Sexual Orientation, Age & Marriage or Civil Partnership.

Note. This is not simply a paper exercise - it is designed to make sure that your policy or activity is delivered fairly and effectively to all sections of our local community.

2. Please note that the Council is required to publish the results of these assessments, and updates, therefore **your completed Appendices may be public documents.**

3. Appendix 1 questionnaire (**to be completed for each relevant Strategy, Policy or Service Development**) is for use regardless of whether your policy or activity is aimed at external customers or internal staff.

Please tick/delete as appropriate: Is this EIA for a :

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

Name of Strategy, Policy or Service Development:

AIMS, OBJECTIVES & PURPOSE OF THE POLICY OR ACTIVITY:

The Housing Allocation Scheme sets out how the Council prioritises applicants for affordable housing in the district.

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

Housing Register Applicants, Registered Providers, Advice and Support Agencies

IF THE ACTIVITY IS PROVIDED BY ANOTHER DEPARTMENT, ORGANISATION, PARTNERSHIP OR AGENCY ON BEHALF OF THE AUTHORITY, PLEASE GIVE THE NAMES OF THESE ORGANISATIONS/AGENCIES:
No

LEAD OFFICER: Gillian Spencer
SERVICE AREA: Housing
ASSESSMENT DATE: 26/09/2018

TEL: Ext 2161
DIRECTORATE: Wellbeing
ASSESSMENT REVIEW DATE: October 2019

Equality Impact Assessment

STAGE 1 – INITIAL SCREENING ASSESSMENT

Q	Screening Questions	Y/N
1.	Does the policy or activity knowingly prevent us in anyway from meeting our statutory equality duties under the 2010 Equality Act?	N
2	Is there any evidence that any part of the proposed policy or activity could discriminate unlawfully, directly or indirectly, against particular equality groups?	N
3	Is there any evidence that information about the policy or activity is not accessible to any equality groups?	N
4	Has the Council received any complaints about the policy or activity under review, in respect of equality issues?	N
5	Have there been any recommendations in this area arising from, for example, internal/external audits or scrutiny reports?	N
6	Will the proposed policy or activity have negative consequences for people we employ, partner or contract with?	N
7	This Strategy, Policy or Service Development has an impact on other council services i.e. Customer Services and those services have not yet been consulted.	N
8	Will there be a negative impact on any equality groups? If so please provide brief details below.	N
	Equality Impact: Evidence:	
	Disability	
	Gender Reassignment	
	Pregnancy & Maternity	
	Race	
	Religion or Belief	
	Sex	
	Sexual Orientation	
	Age	
	Marriage & Civil Partnership	
	Vulnerable Persons – Homelessness and Move On from Supported accommodation.	Y
9	Is the proposed policy or activity likely to have a negative affect on our relations with certain equality groups or local community? If so please explain.	N
10	There has been no consultation with equality groups about this policy or activity? Answer yes if you agree with this statement. If there has been consultation, please list the equality groups you have consulted with: No specific equality groups have been targeted but we have consulted with support providers and have received responses from BYHP, Salvation Army, Connection Support, and Citizens Advice.	Y
11	Has this assessment missed opportunities to promote equality of opportunity and positive attitudes?	N

Proceed to In Depth (Full) Assessment (complete **Appendix 2) if the answer is YES to more than one of the above questions.**

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

Declaration

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

Completed by: Gillian Spencer

Date: 26/09/2018

Countersigned by Assistant Director: Gillian Douglas

Date: 9/10/18

Equality Impact Assessment

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

Screening Questions	Screening Narrative
Does the policy or activity knowingly prevent us in anyway from meeting our statutory equality duties under the 2010 Equality Act?	No, this policy ensures that the allocation of affordable housing is prioritising those in the greatest need across all equality groups. The policy actively contributes to the promotion of equality and to tackling disadvantage by enabling access to affordable housing for low income households in the greatest housing need.
Is there any evidence that any part of the proposed policy or activity could discriminate unlawfully, directly or indirectly, against particular equality groups?	No, In reviewing this policy we have followed all Central Government Guidance
Is there any evidence that information about the policy or activity is not accessible to any equality groups?	No, the policy will be published on the Council's website and communications on policy changes will be targeted at the local Support Providers
Has the Council received any complaints about the policy or activity under review, in respect of equality issues?	No, however we do receive a number of customer complaints regarding waiting time to be re-housed and from applicants who are unsuccessful when bidding for accommodation. We have had no formal complaints about the content of the Housing Allocation Scheme
Have there been any recommendations in this area arising from, for example, internal/external audits or scrutiny reports?	No
Will the proposed policy or activity have negative consequences for people we employ, partner or contract with?	No

This Strategy, Policy or Service Development has an impact on other council services i.e. Customer Services and those services have not yet been consulted.	No, the changes to the policy could result in an increase in contact via Customer Services. Team Leaders have been notified.
Will there be a negative impact on any equality groups?	<p>Yes, however we are noting and will monitor impact on vulnerable people which is outside of the protected characteristics within the Equality Act 2010.</p> <p>The policy change has reduced the priority awarded to 'Move On' from supported accommodation cases; however they now have parity with homeless applicants.</p> <p>Currently there are 2 active 'Move On' cases that this would affect. It has been agreed that these cases continue to stay on Band 1 priority. Any new cases will be awarded band 2 priority but we will work closely with the supported accommodation provider to ensure early access to the housing register and effective exit planning so that no vulnerable person who is tenancy ready is prevented or delayed from moving on.</p>
Is the proposed policy or activity likely to have a negative affect on our relations with certain equality groups or local community? If so please explain.	No
There has been no consultation with equality groups about this policy or activity? Answer yes if you agree with this statement. If there has been consultation, please list the equality groups you have consulted with:	No specific equality groups have been targeted but we have consulted with support providers and have received responses from BYHP, Salvation Army, Connection Support, and Citizens Advice. There has been no public consultation as the changes are minor.
Has this assessment missed opportunities to promote equality of opportunity and positive attitudes?	No

The results of the Stage 1 Assessment confirm that a Stage 2 Assessment is not required. This Equality Impact Assessment to be monitored and reviewed one year after Policy implementation.

Equality Impact Assessment

Notes:

1. The in-depth (full) assessment must consider all available data and research. This could include the results of employee or stakeholder surveys, the results of consultation, audits, service reviews, employment monitoring data, population data, research findings, and data collected through monitoring the implementation of the policy or activity and evaluations of projects/programmes, data about the performance of local services.
2. The assessment above must also state how the policy was assessed and the details of the methods of involvement of appropriate people, for example, staff networks, external stakeholders and equality groups.

Completed by: Gillian Spencer

Date Started: 26/09/2018

Role: Team Leader Housing Strategy & Partnerships

Date completed: 26/09/2018

Declaration

I am satisfied that an In Depth (Full) Assessment has been undertaken.

I understand that this EIA is required by the Council and take responsibility for its completion and quality.

Countersigned by Assistant Director:

Gillian Douglas

Date: 9/10/18

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Cherwell District Council

Executive

5 November 2018

<p style="text-align: center;">Removal of Cherwell District Council (CDC) Geographical Overlap in Relation to Oxfordshire Local Enterprise Partnership (OxLEP) and South East Midlands Local Enterprise Partnership (SEMLEP)</p>

Report of Assistant Director – Economy and Regeneration

This report is public

Purpose of report

To gain approval from the Executive, following the recent Ministerial Local Enterprise Partnership (LEP) Review (and co-incident with the formal separation between CDC and SNC), that Cherwell District Council (CDC) should leave the South East Midlands Local Enterprise Partnership (SEMLEP) and should only, from 1 April 2019, be part of the Oxfordshire Local Enterprise Partnership (OxLEP).

1.0 Recommendations

The meeting is recommended to:

- 1.1 Note the contents of this report and key developments relating to the recent Ministerial LEP Review.
- 1.2 Approve leaving SEMLEP by 1 April 2019, hence removing the geographical overlap where CDC is a member of both SEMLEP and OxLEP.
- 1.3 Note that, to assist with the transitional process, the Leader of CDC will remain on the Board of SEMLEP in his capacity as Chair of the Cross Corridor (Oxford-Milton Keynes-Cambridge) Leaders' Group as observer after the April 2019 changes take place.
- 1.4 Note that CDC will continue as a full and active member (with board representation) of OxLEP.

2.0 Introduction

- 2.1 Over the recent months, there has been a Ministerial Review (the Review) of all 38 of the UK's Local Enterprise Partnerships (LEPs). Members will recall that LEPs (source: LEP Network) are <<business led partnerships (for instance, three-quarters of a LEP board of directors should come from business) between local authorities

and local private businesses. They play a central role in determining local economic priorities and undertaking activities to drive economic growth and job creation, improve infrastructure and raise workforce skills within the local area.>>

- 2.1 The Review called for a number of changes to LEPs, which included the:
 - Removal of geographical overlaps;
 - Consolidation of geographical focus, including consideration of LEP mergers;
 - Improvement of diversity of board membership.
- 2.2 A recent report by the Chief Executive of OxLEP to their Board of Directors (see Appendix One), dated 25 September 2018, discussed all of these issues in detail.
- 2.3 The focus of this report to the CDC Executive will be upon the first of these issues, *the removal of geographical overlaps*.
- 2.4 The call to action from the Review in relation to geography has coincided with (but unrelated to) the local government reorganisation in Northamptonshire, which has also affected CDC.
- 2.5 The background to CDC becoming involved with both OxLEP and SEMLEP is a strategic one and nothing really to do with the CDC/SNC joint working arrangement. When LEPs were created by HM Government back in 2011, the then Secretary of State required that LEP areas should be larger than county boundaries and should, more accurately, reflect the “functional economy”. CDC recognised that the District’s businesses were not solely centred upon Oxfordshire but extended into Warwickshire, Northamptonshire, and Buckinghamshire - and beyond. It was most notable that businesses in the Banbury area (at the time) related strongly with SEMLEP priorities – particularly in advanced engineering and logistics.
- 2.6 Today both LEPs covering Cherwell specialise in different aspects of the economy with some overlap which has led, in recent years, to both LEPs working more closely together – for example in the motorsport and advanced engineering sectors. This is welcomed and reflects the reality initially identified by CDC. There are, however, disadvantages of being in two LEPS including dilution of focus and potential to cause confusion, for example, where partners and businesses decide to make funding applications.
- 2.7 OxLEP believe that the removal of the geographical overlap will improve clarity, focus effort and simplify the support available to all of the businesses in Oxfordshire.
- 2.8 In addition, OxLEP believe that removal of the overlap will not prevent strong cross boundary working especially in relation to the Ox-Cam corridor.

3.0 Report Details

- 3.1 The Review requires, in the future, <<that LEP geographies provide simplicity, accountability and practicality.>> The OxLEP Chief Executive is clear that

Oxfordshire is already a *functional economic area* and he wants to retain that (in preference to merging with other LEPs). His reasons include that fact that:

- OxLEP has been party to achieving some £600m investment since 2012; indicating successful and productive partnership working with mature, clear and functional governance.
- Oxfordshire sits strategically at the interface between the south coast ports and the gateways to the Midlands engine and Northern powerhouse.
- Oxfordshire anchors the western end of the Ox-Cam corridor
- Oxfordshire provides a balance of scale, productivity and global reach – indeed OxLEP claim an impressive 3.9% of economic growth for Oxfordshire, each year, since 2007.
- HM Government has chosen OxLEP (Oxfordshire) to be a trailblazer and invited them to produce a Local Industrial Strategy which compliments and adds significant value to the Placemaking agenda.

3.2 CDC is forecast to have the largest population of all the second-tier authorities in Oxfordshire by 2031 with over 200,000 residents rising by some 38%. This puts Cherwell in a very key position and significant player within Oxfordshire.

3.3 With the aim of eliminating overlaps (which was demanded by the Review), the OxLEP report highlights that only one district overlaps into another LEP area and that is Cherwell (with the overlap manifesting with SEMLEP).

3.4 This overlap, according to the OxLEP Chief Executive, has caused some confusion with the business community and has negatively impacted funding allocations. Furthermore, the removal of the overlap, OxLEP believes, will assist future bids for the UK Shared Prosperity Fund (the funding stream that will be created in the post-Brexit world).

4.0 Conclusion and Reasons for Recommendations

4.1 It is concluded that it would be a good idea for CDC to withdraw from SEMLEP and focus upon their membership of OxLEP. The decision is a sad one but also aligns with the changing circumstances related to local government reorganisation.

4.2 There are a number of potential implications and risks associated with the move which appear to be manageable and it seems the benefits, especially to the local business community outweigh the risks.

5.0 Consultation

There has been, over the past months, extensive consultation amongst all of the parties involved with this development and although all parties see it as a sad situation all are content and aware that this has to happen..

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative option has been identified and rejected for the reasons as set out below.

Option 1: There is one alternative option identified and this is to stay as we are (with CDC remaining a member of both OxLEP and SEMLEP) This is rejected for two reasons: Firstly, the Ministerial Review was looking to eliminate geographical overlaps and there was an incidence of this with Cherwell. Secondly, due to local government reorganisation the joint working and formal link to Northamptonshire has been removed.

7.0 Implications

Financial and Resource Implications

- 7.1 CDC currently contributes £10,000 per annum to SEMLEP; the current contribution is due to expire on 31 March 2019. Therefore, if the recommendation were to be accepted, there would be a cost saving of £10,000 per annum revenue funding and an estimated saving of some 200 officer hours which can be alternatively deployed towards other economic development purposes and priorities.

Comments checked by: Kelly Watson, Assistant Director Finance & Procurement, 0300 0030 206 Kelly.watson@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 CDC is the first council to leave SEMLEP since its creation. SEMLEP is a company limited by guarantee and CDC is registered with Companies House as a 'member' of SEMLEP. When CDC leaves SEMLEP on 1 April 2019 then SEMLEP will act to strike CDC from the register. Should members agree the recommendations of this report then the Joint Chief Executive of OCC and CDC will write to the Chief Executive of SEMLEP informing her of the Council's decision to withdraw from SEMLEP and then the necessary arrangements will be put in place.

Comments checked by: James Doble, Assistant Director Law and Governance 01295 221587 james.doble@cherwellandsouthnorthants.gov.uk

Risk Implications

- 7.3 Cherwell's voice would not be heard in the SEMLEP area as it has done in the past. **Mitigation:** it is proposed that the Leader of CDC (to, amongst other things, assist with the transitional process), will remain on the Board of SEMLEP in his capacity as Chair of the Cross Corridor (Oxford-Milton Keynes-Cambridge) Cross Corridor Leaders' Group as observer after the April 2019 changes take place this
Cherwell businesses may not get access to SEMLEP funding streams. **Mitigation:** it is not known whether Cherwell businesses have benefitted as fully with the OxLEP/SEMLEP relationship as they might, in any case, OxLEP claim that it may have caused some confusion so simplification and clarity of focus may, in fact, be of benefit to Cherwell businesses.

Cherwell's influence in the Ox-Cam corridor work might well reduce. **Mitigation:** there is no evidence of this and the OxLEP Chief Executive in his report has provided reassurance that OxLEP will continue to play a leading part in this work and allied to this the Leader of CDC is the Chair of the Cross Corridor Leaders Group.

These risks will be managed as part of the operational risk register and escalated as and when necessary to the Leadership risk register.

Comments checked by: Louise Tustian, Insight Team Leader, 01295 221786
Louise.tustian@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: Yes

Wards Affected:

All

Links to Corporate Plan and Policy Framework

This report directly links to all three themes of the Joint Corporate Strategy 2018-19:

- District of Opportunity & Growth
- Protected, Green & Clean
- Thriving Communities & Wellbeing

Lead Councillor

Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property

Document Information

Appendix No	Title
One	Report: LEP Review – Geographical strength, overlap removal and review compliance. A report by the Chief Executive of OxLEP to their Board dated 25 September 2018.
Background Papers	
None	
Report Author	Robert Jolley, Assistant Director – Economy and Regeneration
Contact Information	01295 221688 robert.jolley@cherwellandsouthnorthants.gov.uk

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<u>Subject:</u> LEP Review – Geographic Strength, Overlap Removal and Review Compliance	
Author: Nigel Tipple Tel: Email: chiefexec@oxfordshirelep.com	Board Meeting No.16 25th September 2018 Agenda Item no: 07
Oxfordshire Local Enterprise Partnership Ltd: Business Centre, Jericho Building, City of Oxford College Campus, Oxpen’s Road, Oxford OX1 1SA	

1.) Summary

Overview of report:

To provide the Board with an overview of the Ministerial LEP Review, its requirements, impact and issues we need to address which include the removal of geographic overlaps, consolidating our geographic focus and addressing the diversity of our Board. The paper is intended to inform our response to the LEP Review; specifically, in the following areas:

- To agree the timing and process to remove the SEMLEP overlap, and take a view on governments challenge associated with LEP Functional Economic geography by the 28th September Annex 1;
- To note the need to agree an implementation plan to meet the requirements of the LEP Review attached by the 31st October 2018.

2.) Recommendation

That the Board:

- **Note the Report and Implications**
- **Approves the proposed submission and detailed programme for removal of the geographic overlap with SEMLEP detailed at Annex 1 by 28th Sept 2018 and;**
- **Notes the need to agree by written procedures the Implementation Plan for submission by 31st October 2018 – Template as detailed at Annex 2**

3.) Context

The LEP Review states that, “To be fit for purpose as their roles and responsibilities are expanded once again, we need to ensure that LEP geographies provide simplicity, accountability and practicability. It is therefore the right time to revisit geographic boundaries. We must ensure that decision-making and delivery operate at the most appropriate geographical levels that maximise efficiency and effectiveness and we would expect any consideration of geographical changes to consider the most effective size and scale to operate over.”

It goes on to acknowledge, “there is no universally accepted approach to measuring or defining functional economic areas and boundaries vary depending on the method used.”

In the Review, government asks LEPs and local stakeholders “to come forward with considered proposals by the end of September on geographies which best reflect real functional economic areas, remove overlaps and, where appropriate, propose wider changes such as mergers.”

It concludes by stating that, “future capacity funding will be contingent on successfully achieving this.”

The Review makes clear that LEPs should collaborate, “where interests are aligned...to maximize impact across their different objectives. This helps to ensure a more efficient use of resources and secure a better outcome than operating in isolation.”

4.) Information – Overlaps and Operational Geography

Our functional economic area/geography is coterminous with our Local Authority and County boundaries, reinforced by strategic relationships at both Board and Growth Board levels; reflecting the strength of commitment to the County. However, the historic overlapping Cherwell District Council geography with SEMLEP causes confusion particularly in the context of providing support to our business community. The overlap has negatively impacted our funding allocations and threatens future negotiations in respect of the UK Shared Prosperity Fund if the overlap were to remain. It is clear government wants to work with functional economic areas in investing future UK Shared Prosperity Fund (UKSPF), Oxfordshire provides a balance of scale, productivity and global reach to maximise this approach.

The removal of this overlap therefore will improve clarity, focus effort and *simplify* the support available to all businesses in the County. This will not prevent strong cross boundary working which is already well established and collaboration in respect of future programme funding or strategic partnership engagement such as our role in the EEH Strategic Transport Body. We have a strong functional economic geography, underpinning over £600m of investment secured since 2012 by working as a County wide partnership with mature, clear and functional governance.

We sit strategically at the interface between the South Coast Ports and the Gateway to the Midlands (onwards to the North of England) Via the A34 Corridor, anchoring the western end of the Ox-Cam Corridor. This provides us with a significant advantage when preparing our Local Industrial Strategy and in bringing forward proposals to meet the ambitious growth targets set in NIC Ox-Cam Corridor Report presented to government in Autumn 2017. We have already initiated cross corridor work in respect of the Industrial Strategy response which compliments and adds value to the “place based” Local Industrial Strategies.

We are home to a fast-growing population of 688k people, a figure which is forecast to grow by 27% to circa 875k by 2031.

District	2016	2031	Population Change	% change
Cherwell	148,200	203,900	55,800	38% ↑
Oxford	161,400	172,000	10,500	7% ↑
South	139,600	181,500	41,800	30% ↑
Vale	129,400	178,900	49,600	38% ↑
West	109,300	138,100	28,800	26% ↑
OXFORDSHIRE	687,900	874,400	186,500	27% ↑

We have already generated **41,000 nett new FTE jobs** across the County in the period 2012-17 almost 50% of our SEP/SHMA target (85,600 FTE Jobs) for the period to 2031. 80% of the circa 400k jobs in Oxfordshire are in the private sector and our labour market boasts specialisms in Space, Automotive, life sciences, advanced engineering and digital sectors. Indeed, private sector jobs also account for 79% of the area's total **GVA** which was **£23bn** in 2016 and growing. This reflects an impressive average increase of **3.9%/annum since 2007**.

Our Transformative Technologies Science & Innovation Audit (SIA) developed in collaboration with partners across the Thames Valle, Oxford- Cambridge Corridor and the North East highlights our key global strengths in Digital Health, Space-led Data Applications, Autonomous Vehicles and Technologies underpinning Quantum Computing. Collectively these have the potential to generate £180m GVA for the local and UK economy. We are well placed to respond to the Industrial Strategy's Grand Challenges as a Trailblazer area.

Examples of our collective economic success to date include:

City Deal, Pinch Point, LGF, ESIF, HIF, Housing and Growth Deal Programmes - £600m+

Over 40,000 net new Jobs created since 2012

Support to our 31,000 VAT Registered Businesses (SME's) via our integrated Growth Hub (Elevate and Escalate Programmes)

Integrated Skills, Work Experience and apprenticeship Programmes through a Skills Hub

Record Inward Investment success in 2017-18

LIS Trailblazer Status

This prompts a question; **Why consider mergers or change our economic geography?** Cleaning up the overlap with SEMLEP makes operational sense from a business perspective and importantly removes confusion over boundaries and responsibilities but mergers or Boundary changes make little sense.

But the need for changing our geographic footprint, or considering merges with other LEPs is less clear; What issue would we be trying to address? Focusing upon strengthening our delivery capability and building upon an effective and proven team is the right approach; supporting local Businesses, encouraging increased regional and national engagement will be key to improving productivity, economic growth and competitiveness in an increasingly global market place.

4.1) Oxfordshire LEP: Simple, Deliverable (practicable) & Accountable – Operating in a Functional Economic Area (FEA)

We have built upon strong foundations laid though our Strategic Economic Plan 2014 and refresh in 2016 which set out a compelling case for investment into the Oxfordshire having explored the functional relationships with neighbouring LEP areas. The SEP built upon quantitative and qualitative analysis, based upon our functional markets, these complement our operational relationships irrespective of administrative geographies such as High-Performance Technologies, Life Sciences and Space related technologies all of which embrace cross LEP collaboration and delivery. This clarity and **functional simplicity** has seen us deliver economic growth consistently since 2012 (3.9% increase in GVA annually over the period to 2016).

We already operate successfully in 4 broad markets, Local (FEA), Regional (Ox-Cam Corridor, GTV, Motorsport Valley) Nationally (Lifesciences, Automotive/Advanced Engineering clusters etc.) and indeed Globally (Space and Satellite, Digital Health, CAV and Quantum Computing). Our functional economic geography has allowed us to work at pace and with the full commitment of partners at all levels.

Forced changes to this geography would severely impact on our delivery programme, projects pipeline, LIS and associated economic contribution to UK Plc at a time where instability at a national government level requires "places" to play their part in delivering now, we do not need unnecessary

change and disruption. When considering the LEP Review challenges therefore we offer a coherent economic geography with a strategy which aligns closely with operational programmes, functional markets and supports our business community in place. This demonstrates our ability to work collaboratively while meeting our **performance targets and delivering** at pace, a **practicable** delivery focused *approach*.

A further LEP Review criterion, **accountability**, is met through both our functional geography and clear governance based upon coterminous boundaries with the County. No complexity or confusion in respect of overlaps and functional relationships. This strong accountability and governance is exemplified in our Board and Growth Board relationships, which are mature, transparent and operationally effective. We have demonstrated this strength of collaboration on many occasions, with the benefit of external/internal scrutiny and growth board oversight. The latest example being the successful negotiation and agreement of the Oxfordshire Housing and Growth Deal allowing us (“the partnership”) to promote economic growth and productivity alongside Place making/Joint spatial Plan/housing and Connectivity through a Joint Strategic Infrastructure Strategy. These three strategic priorities underpin our collective long-term growth agenda, built to complement and respond to national policy associated with “place making”; community at the heart of our future prosperity.

4.2) Board Governance and Diversity

The LEP review and Ministers are explicit in their views on the leadership, diversity and transparency of Boards. We already meet the transparency and Nolan principles of Board recruitment, we have a Chair, Deputy and Vice Chair roles to ensure continuity and strong connections with the Growth Board. Therefore, our attention is focused upon meeting the gender balance requirements, to help us meet this ambition we will also seek clarification as to the classification of University/College Directors vis-à-vis “private sector” status. We are already compliant with the transparency requirements of the previously published Mary Ney review.

The Ministerial LEP review sets out the following specific Board Governance requirements:

Government expects that each Local Enterprise Partnership **consults widely and transparently with the business community before appointing a new Chair**, and **appoints a Deputy Chair**. In line with best practice in the private sector, Local Enterprise Partnerships will want to **introduce defined term limits for Chairs and Deputy Chairs** where these are not currently in place.

*Government’s aspiration is that Local Enterprise Partnerships work towards strengthening the representation from the private sector, increasing **representatives from the private sector so that they form at least two thirds of the board**, to ensure that each Local Enterprise Partnership can truly be said to be business-led. In order to maintain focused board direction and input, Government will work with Local Enterprise Partnerships to establish a **maximum permanent board of 20 people**, with the option to co-opt an additional five board members with specialist knowledge on a one-year basis.*

Improve the gender balance and representation of those with protected characteristics on boards with an aim that women make up at least one third of Local Enterprise Partnership boards by 2020 with an expectation for equal representation by 2023, and ensuring all Local Enterprise Partnership boards are representative of the businesses and communities they serve.

As a step towards achieving this, we will replicate the target set in the Hampton-Alexander Review for FTSE 350 boards; Local Enterprise Partnerships should aim for a minimum of a third women’s representation on their boards by 2020.

The table below sets out the status of Board Directors noting the impact of political leadership changes during the year and planned board succession recruitment. It is worth noting that all

directors appointed to the board other than Local Authority Leaders and organisationally nominated roles are appointed on a 3-year term with an option to extend for a maximum period of 2 years to support operational continuity.

The current membership does not meet the interim (March 2020) or long term (March 2023) requirements of the LEP review and we will need to consider how we plan to meet the diversity requirements set. It is worth reflecting that the review guidance makes it clear that future funding is contingent on meeting fully the LEP review requirements of which this is just one. Interestingly our core funding only runs to March 2020, therefore does this signal future LEP funding may be extended up to or beyond the life of the current parliament?

How might we achieve the ambitious diversity/gender targets set by Ministers:

- Firstly, clarify the impact of political appointments on the Boards diversity, we cannot control or influence (nor should we) the political leadership of Councils, therefore we should agree with government to “exclude” this category of membership from the requirement.
- Secondly both FE and HE representation is by organisational nomination; could we influence nominations or perhaps exclude this group from the requirement also?
- Finally, should we positively discriminate in future recruitment of Board Directors to meet the gender balance required?

The Boards views on this approach would be appreciated, we are already in a strong position having proactively sought to improve our gender balance to date. Going forward if we take a pragmatic view that 11 Directors (Non-Exec) are “private” by definition, then we would need to work towards having 5 or 6 female private sector Board Directors by 2023. By sheer co-incidence the recent political leadership changes have helped to improve our overall gender balance across the Board (5 of 17 currently). However, should this requirement relate specifically to private sector defined roles we fall some way short of the 2020 requirement currently.

Current status and timing of Board Directors

	APPOINTED	REPLACED BY	3 YEARS UP
M BARBER (22/05/18)	12/05/2015	Roger Cox	LA Leader (May 2018)
R BRADLEY (31/03/18)	12/05/2015	Miranda Markham	01/04/2018
J COTTON (12/04/18)	12/05/2015	Jane Murphy	LA Leader (April 2018)
S DICKETTS (31/04/18)	12/05/2015	Di Batchelor	04/04/2018 FE Rep
A FITT	12/05/2015		Oxford Brookes Nomination
A HARRISON (31/04/18)	12/05/2015	Angus Horner	12/06/2018 Science Vale
I HUDSPETH	12/05/2015		LA Leader
A LOCKWOOD	12/05/2015		Skills Board Business Nom
J LONG	08/03/2016		07/03/2019 Business Rep
J MILLS	10/06/2016		LA Leader
B PRICE (31/03/18)	12/05/2015	Susan Brown	LA Leader (May 2018)
P RINTA-SUKSI	05/09/2016		04/09/2019 Business Rep
P SHADBOLT	12/05/2015		11/05/2020* BV Nom
P SOUTHALL	05/09/2016		04/09/2019 Business Rep
N TIPPLE	30/06/2013		N/A
R VENABLES (31/03/18)	12/05/2015	Peter Nolan	09/04/2018 City Nom
I WALMSLEY (31/08/18)	12/05/2015	TBC	UNI of Oxford Nomination
B WOOD	12/05/2015		LA Leader

*Term extended for a maximum period of up to 2 years from 12/05/2018

Local Authority Nominated Role – Not time limited
University/College Nominated Role – Not time limited
NED’s Representatives – NED Term Appointments (3 +2)

It would seem sensible to set out the future timetable and consider Board retirement cycles in our succession planning and implementation plan, thereby demonstrating we are working towards meeting the ambitious targets set out in the Review. This review will be overseen by the Nominations and Personnel Committee to ensure consistency with our existing recruitment process.

5.) Next steps

In response to the review timetable detailed above we have sought to initiate a two-phase response to meet the timetables. The Geographical overlap affects Cherwell District only, they are currently part of both ourselves and SEMLEP despite sitting wholly in Oxfordshire. This reflects a position where the economic geography of the Cherwell area has strong links to South Northamptonshire and of course Oxfordshire and now across the Oxford- Milton Keynes- Cambridge Growth Corridor.

Cllr Wood, Leader of Cherwell DC, recently joined the SEMLEP Board as a NED as well as sitting on a number of SEMLEP Committees. Following the publication of the LEP Review and in consultation with both LEP’s, Cllr Wood has indicated that he would like to move towards a position where Cherwell DC is only a part of OxLEP, thereby removing the overlap. This proposal will be taken to Cherwell’s Executive Committee on 5th November for ratification. It is proposed that Cherwell will formally leave SEMLEP on 1st April 2019, the date when South Northamptonshire and Cherwell District Councils will separate following the recent Northamptonshire Unitary decision. The detailed programme is detailed in Annex 1.

The SEMLEP Board considered this proposal at their meeting on 19th September. Changes to the Articles of Association will be needed in order to effect the change of membership of SEMLEP. These would be proposed to the AGM on 8th November.

We will continue to work closely together, particularly in the context of the Oxford- Milton Keynes- Cambridge Growth Corridor. To assist with the transitional process, it is proposed that Cllr Wood, as Chair of the Cross Corridor Leaders’ Group (not as Leader of CDC) would be invited to stay on the Board as an Observer only after April 2019 changes take effect

We are progressing discussions with respective team and the Leader of the Council to agree the timetable for confirming the change, this information will form part of the response to government required by the 28th September.

The second stage of this process is the development of an Implementation Plan by the 31st October 2018. This will set out how we respond to each of the Review requirements setting out where we are already compliant or putting measures in place to respond. The table below sets out our approach to ensure compliance with the Review.

LEP Review	Status	Compliance	Action
Roles and Responsibilities	Compliant	Development of a LIS – Trailblazer status	Ongoing – Sign off expected March 2019 Board
	Compliant	3 year Business Plan/Annual Operating Plan 2016 – 2019 in Place	Board sign off March 2019 - Refreshed Business Plan 2019 - 22

Leadership and Organisational Capacity	Compliant	Nolan compliant recruitment with term appointment for all NED's.	None
	Compliant	Our Board is less than 20 NEDs already.	None
	Not currently compliant	Currently 5 of 17 Female NED's.	Review and implementation Plan update Sept 2018
Accountability and Performance	Compliant	Legal Personality	None
	Compliant	Responsibilities of Chair/CEO/Board/Accountable Body	None
	Compliant	Scrutiny Engagement	None
	Compliant	AGM to be held in Public	None
Geography – Overlaps	Work in Progress	Removal of the Cherwell Overlap with SEMLEP	Paper to Board 25 th September for agreement before submission
	Compliant but exploring new options	Cross Boundary collaboration and working - Ox-Cam, GTV, Motorsport Valley, UK Space Gateway, MIPIM UK	Ongoing best practice development eg: Ox-Cam Corridor LIS
Mayoral Combined Authorities	Not Applicable	Not Applicable	None

6.) Conclusion

Overall the LEP Review is a positive step in confirming the valuable role played by the network of LEP's Nationally and specifically here in Oxfordshire.

We remain fully committed to working with government to meet the Ministerial Review recommendations where we are not already compliant; noting the need to clarify the Board membership requirements to take account of the Local Authority, University and College nominations to Board.

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Cherwell District Council

Executive

5 November 2018

Towards Creating a Cherwell Industrial Strategy

Report of Assistant Director – Economy and Regeneration

This report is public

Purpose of report

To seek the Executives' endorsement for the development of a 10 year district industrial strategy for Cherwell; the Cherwell Industrial Strategy (CIS).

1.0 Recommendations

The meeting is recommended:

- 1.1 To endorse and support the process to prepare a ten year industrial strategy for Cherwell.
- 1.2 To agree the approach for Cherwell.
- 1.3 To note the programme and indicative timeline for delivery.

2.0 What are the issues we are looking to address?

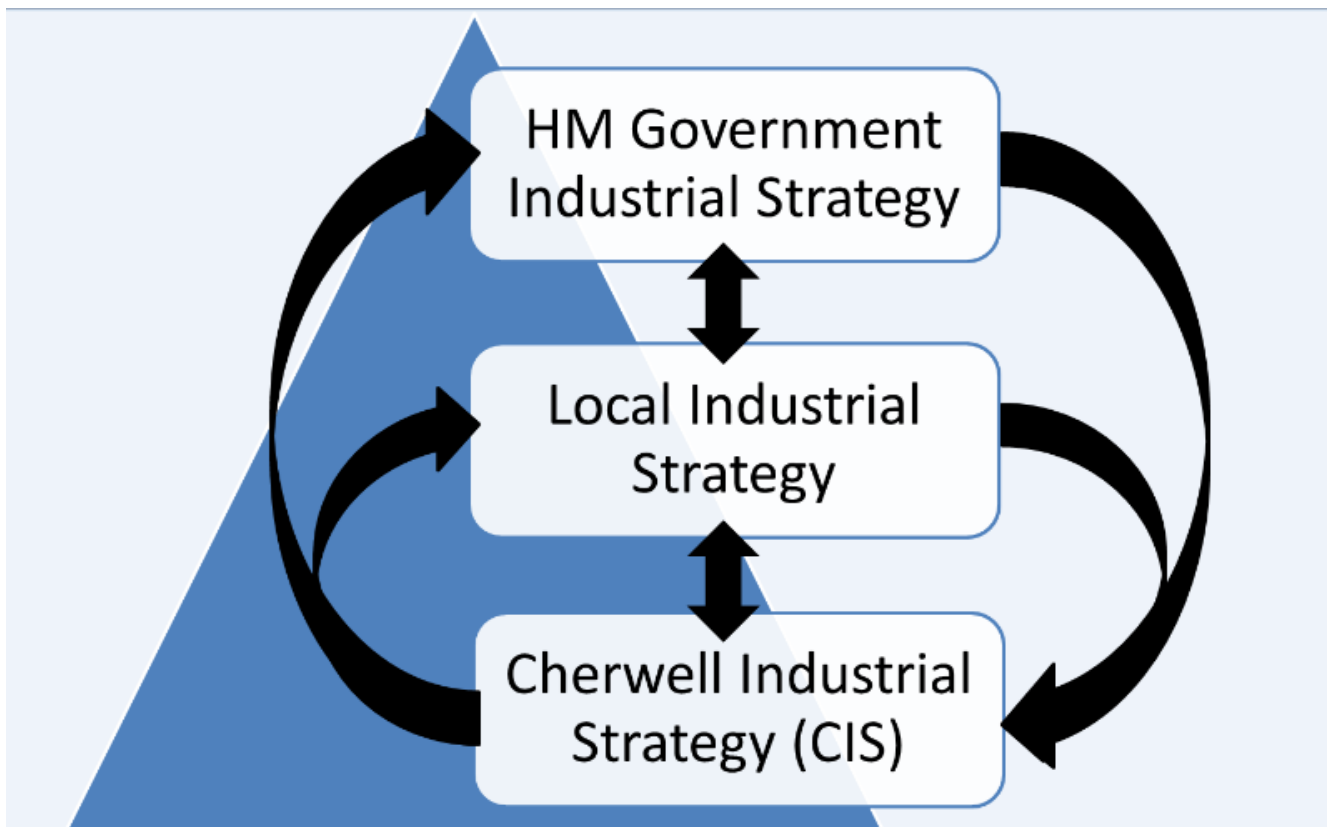
2.1 Cherwell needs a new economic strategy. The current CDC strategy expired in 2016 so something positive needs be done, as a matter of urgency. This situation does present some fantastic opportunities - some of which include:

- Working with our partners and stakeholders in a highly collaborative manner towards important, clear, shared objectives;
- Offering opportunities towards greater engagement with the business community and stakeholders throughout the district providing continuity and reassurance that business is a high priority for CDC – whatever is happening with Local Government Reorganisation (LGR)
- Creating significant opportunities for CDC – creating an ambitious long term economic strategy for one of the most successful economies in the country. This is the right thing to do and will present opportunities to integrate and

disseminate (to other parts of the district and county) existing projects working with the Bicester and Build! Teams.

- 2.2 The new strategy will align with the national (HM Government Industrial Strategy, published November 2017) and local industrial strategies (LIS – being undertaken by SEMLEP and OxLEP – there are only three areas that HM Government has chosen to undertake LIS “trailblazers” which reflects the national prominence of our economies nationally). The accompanying BPM report on the Industrial Strategies and Local Enterprise Partnerships (LEPs) contains more detail. The national and local industrial strategies establish a long term vision for the future and will inform our proposed district industrial strategy. Figure One shows the relationship between the national, local (regional) and district industrial strategies.
- 2.3 In addition there is a wider set of context issues such as the Oxfordshire Growth Deal and the Ox-Cam corridor work which looks to create one million new homes and an additional 163bn GVA by 2050. The proposed strategies will all contribute towards this work.

Figure One: National, Local and District Industrial Strategies framework



3.0 What are we proposing to do about addressing these issues?

- 3.1 We propose to develop, at pace, over some months, an inclusive, iterative and collaborative process to develop a long term (10 year) industrial strategy for CDC – a Cherwell Industrial Strategy or CIS. Officers are also undertaking a work stream to develop an SNC industrial strategy and officers are currently exploring

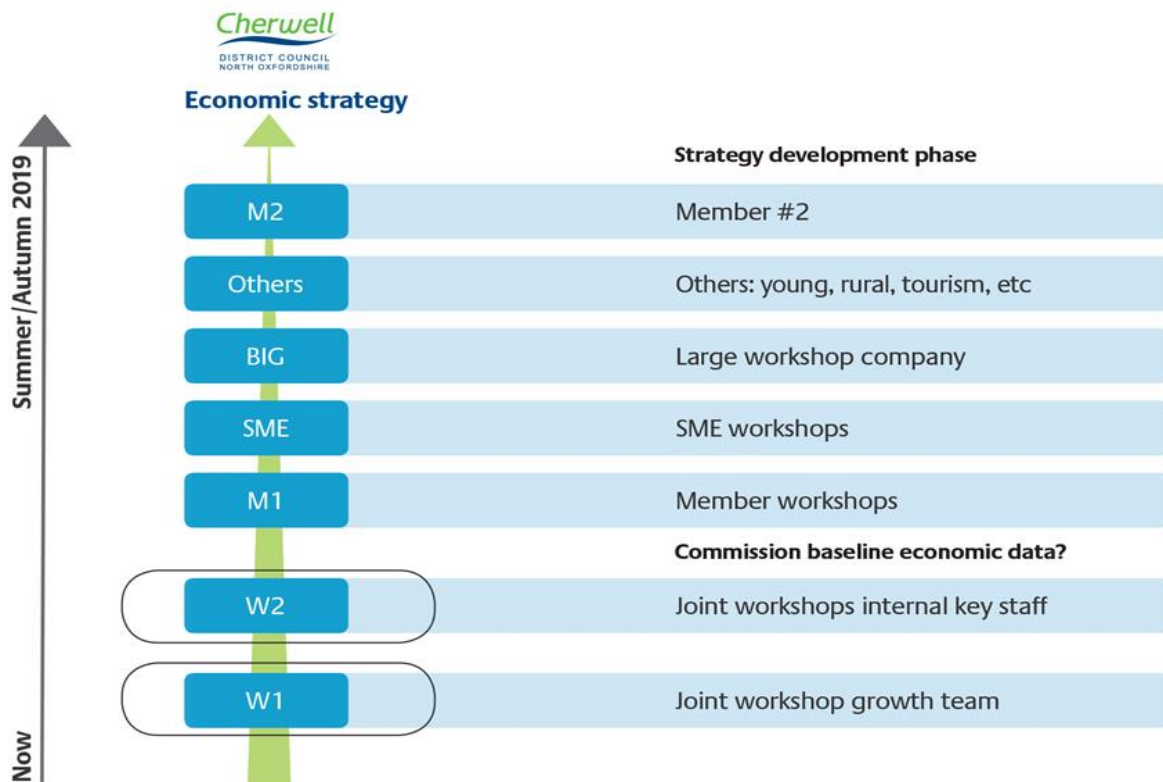
whether this can be extended to embrace Kettering and Northampton Borough as a prelude to the West Northants unitary being formed.

- 3.2 A meeting in November of the Northamptonshire Chief Executives will invite the relevant authorities to become involved. The South/West Northants Industrial Strategy will, as a consequence, be running a few months behind Cherwell's CIS.
- 3.3 The CIS development process will involve deep engagement with colleagues, Members, businesses and stakeholders. It is ambitious, complex and challenging but will significantly help to put CDC in the best possible economic position for the future.

4.0 How do we propose to deliver this strategy?

- 4.1 By running a process involving tried and tested expert external facilitated workshops as shown in Figure Two below. (These workshops will be supported by first class baseline economic data.)
- 4.2 These workshops will engage our stakeholder groups in innovative and effective ways: The outcome will be that our key stakeholders/ businesses will identify the resultant strategy as their own not just the Council's. It will also help everyone to transcend Local Government Reorganisation and provide hope and continuity for the future.

Figure Two: Strategy Development Process



10/2018

KEY:

- W1 is workshop one involving staff from the SNC and CDC Growth teams, Build!, Strategic Transport and the Bicester team. This first workshop took place on 10th October 2018. Prior to this (July and September) team mobilisation sessions have taken place to start the process and acclimatise staff to the new way of working.
- W2 is workshop two involving key staff from the council.
- M1 is the members workshop.
- SME is the small and medium sized businesses workshop (including Chambers etc.)
- BIG is the large companies workshop (including OxLEP).
- Others is another workshop for young people and other stakeholders we feel appropriate.
- M2 is the second member workshop providing feedback on the overall programme.
- It is hoped that the CIS will be produced during the summer/autumn 2019 – a more detailed timeline will be developed subsequent to the green light being given by the Executive to proceed.

5.0 Benefits of this approach

5.1 The key benefits of this approach include:

- Linking with the national and local industrial strategies;
- Providing a long term horizon and perspective;
- Engaging the business community and working collaboratively with key stakeholders;
- Supporting change management generally; and
- Advanced and far-sighted local authorities tend to develop long term industrial strategies

5.2 The benefits to CDC include:

- Positioning CDC in the overall context of Oxfordshire – setting high standards
- Providing an opportunity to integrate with the Bicester and Build! Teams and promote the Place-making agenda. These strategies can help to progress and add impetus to the place-making agenda.
- Will help to contribute towards the Growth Deal agenda.

6.0 Inputs and outputs

Table One: Some inputs and outputs of the industrial strategies

Inputs	Outputs
<ul style="list-style-type: none">• The workshops will gather the key issues, vision and priorities from stakeholders.• Robust baseline economic data summarising the performance of the two economies will be used.• Group work will be undertaken to help define what the issues and challenges are and to find ways of overcoming them in the next	<ul style="list-style-type: none">• Underpinning the economic vision and priorities – gaining different perspectives which may lead to altering or changing the priorities• Gaining consensus about the direction of the strategy and local economy• Engaging with the business community and stakeholders and focussing upon finding solutions to

ten years.	<p>enable local economic growth</p> <ul style="list-style-type: none"> • Gaining buy-in and deeper understanding from some of the most influential decision makers and opinion formers in the districts • Enabling the business and stakeholder input to inform and inspire the resultant industrial strategies • Gaining insights into the possible future plans and aspirations of the local business community – particularly in terms of growth plans, skills requirement, infrastructure needs and other factors of material importance.
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7.0 Conclusion and Reasons for Recommendations

7.1 This programme is ambitious and provides the opportunity to mobilise, motivate and inspire participants including internal teams, members throughout CDC and external partners. The methodology is proven. The iterative and incremental approach to gaining internal and external buy-in has been shown to deliver successful strategies elsewhere. The process will ensure that the final strategies have the support of the various groups and partners. The time is right to prepare a ten year economic strategy for CDC as the current strategy has expired. The strategy will realise real benefits including enabling an organisation-wide approach to delivering economic growth. The strategy development process will ensure the interests and input of a wide range of organisations are represented enabling effective delivery. It is requested that:

1. The Executive endorses and supports the process and creation of a Cherwell Industrial Strategy (CIS)
2. The Executive endorses CEDR’s decision for relevant teams to proceed with the strategy development process.
3. The Executive will be given regular progress updates.

8.0 Consultation

8.1 The strategy development process will involve consulting and engaging with various stakeholder groups as set out in Section 5.0.

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: Do nothing; this was rejected because the District's current plan for the economy expired in 2016 and a replacement is overdue.

Option 2: Undertake producing a three year plan for the economy adopting traditional and prosaic methods. This was rejected because the time is right for an ambitious ten year strategy which aligns with the national Industrial Strategy and the work being undertaken by the LEPs and their LIS trailblazers. Furthermore, with the Growth Deal and the Ox-Cam corridor there is currently a mood of ambition and positivity which makes producing a much more progressive district industrial strategy the right thing to do for our times.

Option 3: Produce a joint economic strategy with South Northamptonshire. This option was rejected on two grounds. The first is the imminent split with SNC through local government reorganisation and secondly because the economies are not sufficiently similar. It was, initially, proposed to pursue a "twin-track" approach where Cherwell and South Northants would develop concurrent strategies following the same, progressive, strategy development methodology. Things have moved on since then and the creation of a three way (South Northants, Daventry and Northampton) West Northamptonshire Industrial Strategy is currently being considered. This development creates a situation that puts Cherwell at the forefront of this process because the West Northamptonshire strategy will, unavoidably, now be some months behind.

10.0 Implications

Financial and Resource Implications

10.1 There is budget allocated from within existing resources to undertake the strategy development process. There are no additional financial implications arising from this report.

Comments checked by:

Kelly Watson, Assistant Director Finance & Procurement, 0300 0030 206

Kelly.watson@cherwellandsouthnorthants.gov.uk

Legal Implications

10.2 There are no legal implications arising directly from this report.

Comments checked by:

James Doble, Assistant Director Law and Governance 01295 221587

james.doble@cherwellandsouthnorthants.gov.uk

Risk Implications

- 10.3 Given the timing of the industrial strategy development process there is a risk that external factors may lead to changes to the programme and engagement with key stakeholders and partners. There may be opportunities for further partnership with Oxfordshire County Council following the appointment of a Joint Chief Executive in October 2018. The programme for preparing the Cherwell District Industrial Strategy will take some months to undertake. During this period there may be significant changes major undertaking and will provide a long term plan for economic growth projects in the District with benefits for service delivery and partnerships with key stakeholders. The mitigation is that the proposed strategy development process is sufficiently flexible to accommodate new developments and issues such as these.
- 10.4 If we do not do this work, the District will not have an up to date plan for economic growth to inform and align with other local plans and strategies. As a result, the requirements of business may not be recognised or identified and they may be susceptible to economic impacts over the coming years (like Brexit, for instance). This, in turn, may mean that opportunities could be missed in terms of maximising the potential to help create a district that is attractive to businesses and allows existing businesses to grow. The Oxford to Cambridge growth corridor provides potential for the local economy which may not be fully realised if the proposed industrial strategy is not developed. This may lead to reduced levels of economic activity and employment in the District with the potential for businesses and investment being lost to competing economies. The mitigation is that the CIS will provide opportunities to connect with the Oxfordshire Local Industrial Strategy and maximise the potential for growth in the Oxford Cambridge corridor through increased economic prosperity, housing growth and infrastructure delivery.
- 10.5 By not preparing the CIS, the Council risks damaging the future local economy as the economic vision and priorities will not be defined. The mitigation is that we should continue to identify opportunities for engagement with stakeholders and monitor the national and local policy context.
- 10.6 These operational risks will be managed as part of CIS strategy and escalated to the Leadership risk register as and when necessary.

Comments checked by:

Louise Tustian, Team Leader: Insight Team 01295 221786

Louise.tustian@cherwellandsouthnorthants.gov.uk

11.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

This report directly links to all three themes from the Joint Corporate Strategy 2018-19:

- District of Opportunity & Growth
- Protected, Green & Clean
- Thriving Communities & Wellbeing

Lead Councillor

Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property

Document Information

Appendix No	Title
None	N/A
Background Papers	
None	
Report Author	Robert Jolley, Assistant Director – Economy and Regeneration
Contact Information	01295 221688 Robert.jolley@cherwellandsouthnorthants.gov.uk

Cherwell District Council

Executive

5 November 2018

<p>Monthly Performance, Risk and Finance Monitoring Report – September 2018</p>
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Report of Assistant Director: Performance and Transformation and Assistant Director: Finance and Procurement

This report is public

Purpose of report

This report summarises the Council's Performance, Risk and Finance monitoring position as at the end of each month.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report.

2.0 Introduction

- 2.1 The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.
- 2.2 This report provides an update on progress made so far in 2018-19 to deliver the Council's priorities through reporting on Performance, the Leadership Risk Register and providing an update on the financial position.
- 2.3 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2018-19 business plan and the priorities of the Council. These measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delays.
- 2.4 The Council maintains a Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published is included in this report.
- 2.5 The Report details section is split into three parts:
 - Performance Update
 - Leadership Risk Register Update

- Finance Update




2.6 There are four appendices to this report:

- Appendix 1 - 2018/19 Business Plan
- Appendix 2 – Monthly Performance Report
- Appendix 3 – Leadership Risk Register
- Appendix 4 – Capital Programme

3.0 Report Details

Performance Update

- 3.1 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2018-19 business plan (see Appendix 1) and the priorities of the Council.
- 3.2 The 2018-19 business plan set out three strategic priorities:
- Protected, Green and Clean;
 - Thriving Communities and Wellbeing;
 - District of Opportunity and Growth.
- 3.3 This report provides a summary of the Council's performance in delivering against each strategic priority. To measure performance a 'traffic light' system is used. Where performance is on or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicated performance is off target.

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

Priority: Protected, Green and Clean

- 3.4 The Council is committed to protecting the natural environment and ensuring the character of the district is preserved and enhanced. Our commitment included working to ensure the district has high standards of environmental cleanliness and greater waste and recycling services. Maintaining the district as a low crime area is another key part of this priority and the Council is committed to working in partnership to deliver against this objective.

3.5 Overview of our performance against this strategic priority:

- **Garden waste is starting to recover from the summer dry conditions** – The percentage of waste recycled and composted for September is provisionally reporting only 1.31% short of the YTD target which is a similar position to the same period last year. The amount collected in blue bins is lower due to high levels of contamination (wrong items in blue bins) since we changed contractor. Plans are in place to address this.
- **Mandatory Safeguarding awareness** is being delivered internally and to all new applicants for private hire/Hackney Carriage licenses which is being positively received. The training is constantly being reviewed to ensure is as up to date as possible.

Priority: Thriving Communities and Wellbeing

3.6 The Council is committed to supporting our communities to thrive and to promoting the wellbeing of our residents. This priority includes supporting health and wellbeing, improving leisure facilities and delivering leisure activities and working in partnership with voluntary organisations to deliver services in a manner that safeguards children, young people and vulnerable adults. Another key aspect of this priority is preventing homelessness, the delivery of affordable housing and improving the condition of residential properties.

3.7 Overview of our performance against this strategic priority:

- **'Wellbeing Activity Maps'** will be available online to enable residents a search facility for activities and groups operating locally that they may wish to join. A variety of themes will be available for residents to search and find out more information. The four themes are 'Get Active', 'Get Creative', 'Get Learning' and 'Get connected'. This will be launched in October via our internet and also our quarterly resident magazine 'Cherwell Link'.
- **'Preparing for Winter'** was the latest Connecting Communities theme. Electric blanket testing was available as well as information and resources to help our vulnerable and older residents during the winter months.
- **Safeguarding our vulnerable** residents is to be strengthened through the addition of an Accommodation Officer post. Debt and money advice as well as discretionary housing payment advice is part of the service we are delivering to help those with a shortfall in their rent.

Priority: District of Opportunity and Growth

3.8 The Council is committed to developing the local economy, promoting inward investment and delivering sustainable growth. This priority also contributes towards making great places to live, work, visit and invest through economic development and working in partnership to deliver strategic transport infrastructure projects.

3.9 Overview of our performance against this strategic priority:

- **Build!** During September marketing of 25 of the 40 shared ownership units at Gardener Close in Bicester continued. By the end of September we had 7 reservations and 14 purchasers proceeding through the assessment process who we expect to also reach reservation stage in October. There has been a great deal of interest in the one bedroom flats and we are doing a second launch on the 15th October for the remaining units on site. We've received really positive feedback regarding the show flat with several people requesting to purchase this fully furnished.
- **Employment and growth advice** has supported the commencement of Phase 2 at Symmetry Park, Bicester. The team have also provided advice around planning applications at Bicester Heritage. 'Cherwell link' contained examples of new commercial investments that is happening across Cherwell. The team are working on the launch of the Cherwell Business Awards which will be held in November, a great opportunity for business and partners to network.

Summary of Performance

3.10 The Council reports on performance against 20 joint business plan measures and 12 key performance indicators on a monthly basis. Performance for this month is summarised in the table below. The full details, including commentary against each measure and key performance indicator can be found in Appendix 2.

Business Plan Measures and Key Performance Indicators					
Status	Description	September	%	YTD	%
Green	On target	27	85%	29	91%
Amber	Slightly off target	2	6%	3	9%
Red	Off target	3	9%	0	0%

3.11 **Spotlight On: Supporting and delivering change**

Each month this report will focus on a theme or service provided by the Council, highlighting how this contributes to the delivery of the strategic priorities and the key achievements delivered to date.

This month we are focusing on 'Supporting and delivering change'

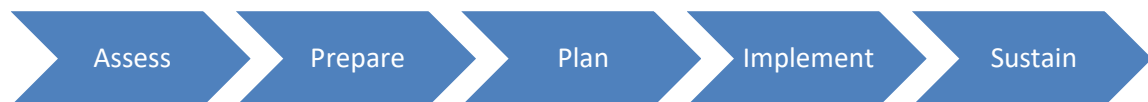
The Council, particularly in its partnership with South Northamptonshire Council has a long tradition of delivering change and supporting staff through those changes.

Over the past seven years, the Council has delivered a whole scale Transformation Programme which saw all services shared with South Northamptonshire Council. As we reach the end of the partnership and prepare for separation it is appropriate to reflect on how the Councils approach to delivering change has developed and how the learning and skills acquired will be put to good effect on the next stage of our journey.

This is particularly important as the scale of change to be delivered over the next few years is significant as the Council separates from South Northamptonshire, embarks on a new partnership with Oxfordshire County Council, continues its digital transformation programme and embarks on an ambitious place shaping agenda.



Change management is a structured approach to moving an organisation from the current stage to a desired future state. Typically, the change management process involves five stages:



Change is usually implemented through programmes or projects and the Council approach to programme and project management is based on best practice methodologies PRINCE2 and Managing Successful Programmes (MSP).

Sustaining change is the most difficult stage and is only achieved by bringing people with you on the journey so they understand the reasons for change and are committed to delivering the benefits of change. To do this requires strong communication and staff engagement throughout the process.

The Council is committed to the principle of working in partnership with employees and trade unions in managing organisational change and seek to achieve changes through appropriate involvement and consultation. This approach has been a fundamental part of the joint working partnership with South Northamptonshire and has underpinned all joint working business cases and will underpin our approach to separation.



A key part of this approach is ensuring effective engagement with staff and trade unions takes place before a final decision is made. This enables the views of those impacted by any change to be taken into consideration before a final decision is made.

In order to sustain change, communication and engagement with staff must not be confined to formal consultation periods. At Cherwell, this process is sustained through regular e-mails from the Chief Executive, drop-in-sessions on specific themes and updates at all staff briefings.

The Councils HR Service plays a key role in supporting change across the organisation, from supporting staff through the organisational change process through regular on-going support to managers.

The Council has also just launched a new Employee Assistant Programme (EAP) to support staff. The EAP provides access to 24-hour counselling, support and guidance for all employees, whatever problems they are facing. The service is provided independently and offers confidential support for staff and managers.



Risk Update

- 3.12 The Council maintains a Joint Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published is included in this report.
- 3.13 The heat map below shows the overall position of all risks contained within the Leadership Risk Register.

		Risk Scorecard – Residual Risks				
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic					
	4 - Major		L04, L10, L11, L12		L05	
	3 - Moderate			L01, L02, L14	L03, L06, L07, L08	L09, L13a, L13b
	2 - Minor					
	1 - Insignificant					

- 3.14 The table below provides an overview of changes made to the Leadership Risk Register during the past month. Any significant changes since the publication of the report will be reported verbally at the meeting.

Leadership Risk	Score	Direction	Latest Update
L01 Financial Resilience	9 Low risk	↔	No changes
L02 Statutory functions	9 Low risk	↔	No changes
L03 Lack of management Capacity	12 Medium risk	↔	No changes
L04 CDC & SNC Local Plans	8 Low risk	↔	Mitigating Actions updated for CDC & Controls updated for SNC.
L05 Business Continuity	16 High risk	↔	Comments and Mitigating Actions updated
L06 Partnering	12 Medium risk	↔	Comments updated
L07 Emergency Planning	12 Medium risk	↔	Controls, Mitigating actions and comments updated.
L08 Health & Safety	12 Medium risk	↔	Controls, Control assessment and Risk Manager updated.
L09 Cyber Security	15 Medium risk	↔	Mitigating actions updated
L10 Safeguarding the Vulnerable	8 Low risk	↔	No change
L11 Income generation through council owned companies	8 Low risk	↔	No change
L12 Financial sustainability of third party third party suppliers	8 Low risk	↔	Mitigating actions updated.
L13a Local Government	15 Medium	↔	No change

Reorganisation (CDC)	risk		
L13b Local Government Reorganisation (SNC)	15 Medium risk	↔	No changes
L14 Corporate Governance	9 Low risk	↔	No Change.

The full Leadership Risk Register update can be found in Appendix 3.

Finance Update

- 3.15 We are continuing to develop the way we report and the ease of access and understanding of information we provide to ensure Members, and the public, are fully aware of the financial position of the Council.

In previous years financial reporting has been on a quarterly basis. This frequency of information is being improved during 2018/19. We have introduced monthly monitoring and reporting across the organisation. This improvement in reporting is providing budget managers, senior leadership and members with more up to date information regarding the financial position and outlook for the Council.

The finance team has aligned itself with the business areas to provide better support and consistency and continuity of advice moving forward across both revenue and capital budget areas in addition to monitoring any over funding levels.

The risk based monitoring undertaken to date has highlighted areas of risk at this stage. The variances to date are set out below. All services are reviewing their forecasts to identify savings and efficiencies which may mitigate some of the risks being identified. Further risks to this position will be highlighted and detailed in future reports.

3.16 Revenue Position

The Council's forecast financial position is set out in the table below.

Revenue Monitoring (Brackets denotes an Underspend)	Budget £000	Forecast £000	Current Period Variances £000	Prior Period Variances £000
Corporate Services	257	257	-	-
CORPORATE SERVICES TOTAL	257	257	-	-
Communities	2,623	2,606	(17)	-
Leisure & Sport	2,674	2,674	-	-
Housing	1,647	1,597	(50)	(91)
WELLBEING TOTAL	6,944	6,877	(67)	(91)
<p>Communities (£17k) consist of (£25k) savings on Management fees payable to Citizens Advice for Community transport and volunteering and a (£25k) reduction in the grant to Banbury Museum Trust; and an additional £33k budget realignment cost.</p> <p>Housing (£50k) income of (£32k) due to new legislation on Houses with Multiple Occupancy "HMO", further vacant posts has resulted in an additional savings of (£18K).</p>				

Planning Policy & Development	1,444	1,723	279	279
Economy & Regeneration	1,482	1,482	-	-
PLACE & GROWTH TOTAL	2,926	3,205	279	279

Planning Policy & Development £279k comprises £170k under recovery of planning income due to the volatility in the number of expected planning applications; however, there is an earmarked reserve to assist with managing this risk, additional £34k cost for the Interim Executive Director of Place and Growth (Oct-18 to Mar-19), £75k on Building Controls due to continuous reliance on agency staffs caused by shortage of skilled personnel to fill the vacant roles. Currently under review for potential.

Economy and Regeneration Bicester Regeneration currently funded from reserves and under review to ascertain any potential under spend will be reflected and put back to reserves.

Environmental Services	5,187	5,288	101	102
Environmental Health & Licensing	(49)	(69)	(20)	-
ENVIRONMENT TOTAL	5,138	5,219	81	102

Environmental Services £101k Which is principally made up of £148k due to increase in the price charge per tonne (Gate Fees) for dry goods recycling. Officers are keeping the market under close review. There has also been a cost savings of (£87k) for roles filled part way through the year or yet to be filled.

Environmental Health & Licensing (£20k), Environmental protection underspend cost for reactive maintenance and consultancy cost, and additional savings for an unfilled vacant role (Emergency Planning Officer).

Law & Governance	1,247	1,293	46	-
Finance & Procurement	1,715	1,835	120	120
Property Investment & Contract Management	(3,017)	(2,714)	303	258
FINANCE & GOVERNANCE TOTAL	(55)	414	469	378

Law and Governance £46k consist of £25k decrease in Land charges income due to the current economic climate and use of temporary resources to cover statutory role; and a £21k to allow for the additional cost further to outsourcing the Corporate Fraud Team to OCC.

Finance & Procurement £120k forecast overspend arising from interim staff costs required to support the Council in meeting financial reporting deadlines and implementing financial management improvements.

Property Investment Contract Management £303k mainly due to the delay in the project completion date of Crown House, hence the expected income from Crown House Property Investment Contract Management will be lower by £289k in 2018/19 and £14k NDR Budget realignment cost.

Customers & IT services	2,722	2,722	-	-
Strategic Marketing & Communications	334	370	36	-
HR, OD & Payroll	716	736	20	-
Performance & Transformation	569	502	(67)	-
CUSTOMERS & IT SERVICES TOTAL	4,341	4,330	(11)	-

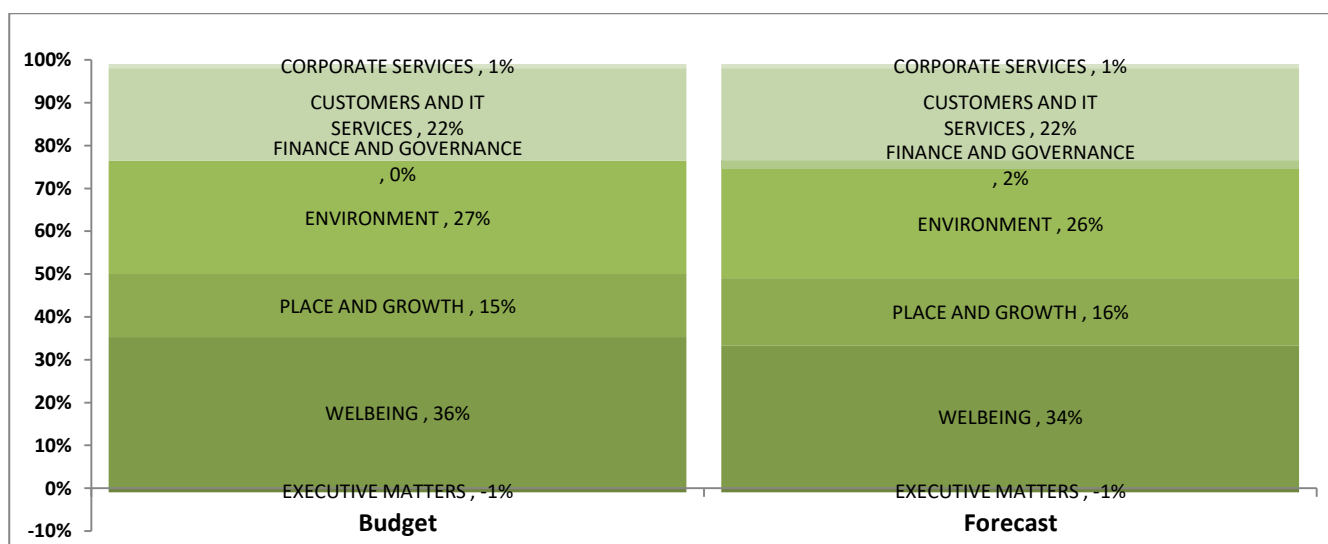
Strategic Marketing and Communications £36k overspend due to use of interim resources, pending opportunities for increased joint working with OCC in this area.

HR, OD and Payroll £20k Additional HR related legal cost.

Performance and Transformation (£68k) Savings due to staff budget realignment cost.

TOTAL DIRECTORATES	19,551	20,302	751	668
Revenue Monitoring	Budget £000	Forecast £000	Current Period Variances £000	Prior Period Variances £000
Use of Reserves	4,418	4,418	-	-
Interest on Investments	2,074	2,074	-	-
Non Distributed Costs	(2,935)	(2,935)	-	-
Pension Costs	257	240	(17)	(17)
Capital Charges	(4,002)	(4,002)	-	-
EXECUTIVE MATTERS TOTAL	(188)	(205)	(17)	(17)
<i>Pension Costs (£17k) reduction in pension cost.</i>				
COST OF SERVICES	19,363	20,097	734	651

Funding <i>(Brackets denotes an Increase in Funding)</i>	Budget £000	Forecast £000	Current Period Variances £000	Prior Period Variances £000
Business Rates Baseline	(3,673)	(3,673)	-	-
Revenue Support Grant	(637)	(637)	-	-
FORMULA GRANT EQUIVALENT	(4,310)	(4,310)	-	-
Transfer to Parish Councils for CTRS	349	349	-	-
New Homes Bonus	(4,009)	(4,009)	-	-
GRANTS AWARDED TOTAL	(3,660)	(3,660)	-	-
BUSINESS RATES GROWTH TOTAL	(4,829)	(5,329)	(500)	(500)
<i>BUSINESS RATES GROWTH (£500k) The increase as resulted from new business growth in the Cherwell District and an increase in the pooling income from growth in new businesses in the Oxfordshire Districts.</i>				
Council Tax	(6,506)	(6,506)	-	-
Collection Fund	(58)	(58)	-	-
COUNCIL TAX INCOME TOTAL	(6,564)	(6,564)	-	-
TOTAL INCOME	(19,363)	(19,863)	(500)	(500)
Reserve management			(170)	(170)
(Surplus)/Deficit	-	234	64	(19)



The Council is forecasting some variance with its overall expectations. The graph above shows that the forecast overspends do not significantly impact upon the overall profile of spend for the Council.

3.17 Capital Programme

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

Directorate	Budget £000	Forecast £000	Re-profiled into 2019/20 £000	Re-profiled beyond 2019/20 £000	Current Period Variances £000	Prior Period Variances £000
Wellbeing	2,309	1,859	398	0	(52)	-
Place & Growth	2,749	1,589	1,160	0	-	-
Environment	1,830	876	864	0	(90)	-
Finance & Governance	84,522	27,116	42,694	14,667	(45)	(75)
Customers & IT Services	943	943	0	0	-	-
Total	92,353	32,383	45,116	14,667	(187)	(75)

Budget Update:

The Budget change from **£91,873k** (Reported Aug-18) to **£92,353k** (Reporting Sept-18), an increase of **£480k** in Finance & Governance agreed capital budget re-profiled from 2017/18 now coded to the applicable service areas.

Re-Profiled into 2019/20 and Beyond 2019/20:

Wellbeing £398k Comprises **£80k** budget to cover solar PV component replacement at the sports centre which is not expected in 2018/19, **£30k** Spiceball Leisure centre bridge resurfacing works to be determined post completion of the CQ2 new bridge connection in 2018; and **£84k** spending linked to the delivery of "The Hill youth and community centre". It is likely that the new facility won't be completed this financial year. Re-profiled into 2019/20. And a **£65k** work on the Cooper sports Facility Floodlight will not be completed in 2018/19 due to access issue, hence re-profiled to 2019/20 and **£139k** Discretionary Grants Domestic Properties not required in 2018/19 but envisaged to be utilised in 2019/20.

Place & Growth £1,160k for East West Railways where 5 years of scheduled capital contributions to 2019/20 have not yet been requested. Re-profiled to 2019/20.

Environment £864k made up of **£467k** budget for the replacement of parking equipment, **£50k** planned changes

to the "Public Conveniences", **£322k** deferred due to the useful life of some vehicles longer than estimated, **£15k** Work on the "Urban Centre Electricity Installations", and **£10k** Container Bin Replacement; will not be required in 2018/19, but next budget year, hence re-profiled to 2019/20.

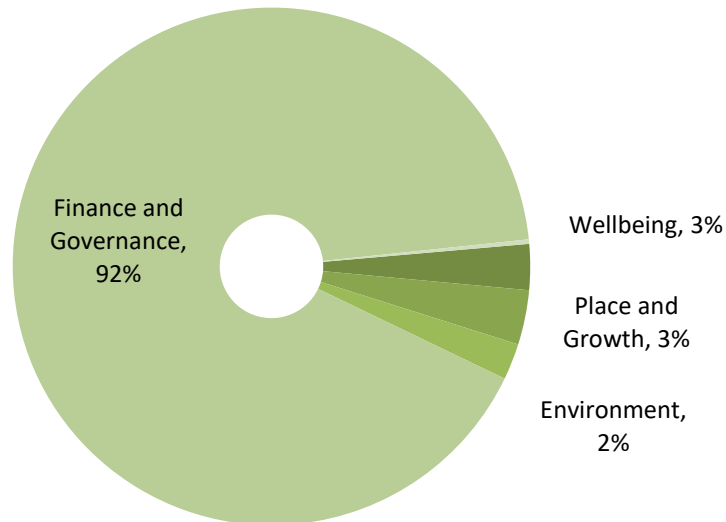
Finance & Governance £57,361k comprises **£50k** for the Spiceball Riverside bridge which is on hold pending the completion of a Castle Quay 2 "CQ2" new bridge as part of the CQ2 development, **£42,644k** work on CQ2 planned for next year. Re-profiled into 2019/20. And an additional cost of **£14,667k** work on CQ2 planned for completion beyond 2019/20 further updates on the specific re-profiling to be advised.

Current Period Variances:

Wellbeing (£52k) Budget no longer required.

Environment (£90k) Budget no longer required.

Finance & Governance (£75k) is made up of, (**£104k**) savings for work completed on the Community Buildings, Bradley Arcade Roof Repairs and the Orchard Way Shopping Arcade Front Service, for less than the original bid value achieving the same goals and an additional **£29k** cost for a second fire exit route to the "Antelope Garage" in Banbury.



Where a capital project spans more than one financial year or there are delays to the project, re-phasing or re-profiling of expenditure may be needed. Re-profiling and phasing updates to capital projects will be identified in future reports.

The overall capital programme is currently expecting to spend to target. This position will be thoroughly reviewed by the Capital Programme Working Group. The next meeting of this group will undertake a line by line review of the capital programme and the output of this meeting will be provided in the next monitoring report.

4.0 Conclusion and Reasons for Recommendations

4.1 It is recommended that the contents of this report are noted.

5.0 Consultation

5.1 This report sets out performance, risk and budgetary information from the previous month and as such no formal consultation on the content or recommendations is required.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: This report illustrates the Council's performance against the 2018-19 business plan. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

7.0 Implications

Financial and Resource Implications

7.1 The financial implications are detailed within section 3.15 of this report.

Comments checked by:

Adele Taylor, Executive Director: Finance and Governance (Interim)

Adele.taylor@cherwellandsouthnorthants.gov.uk, 0300 003 0103

Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:

James Doble, Assistant Director: Law and Governance

James.doble@cherwellandsouthnorthants.gov.uk, 0300 003 0207

Risk management

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

Comments checked by:

Louise Tustian, Team Leader: Insight Team

01295 221786, Louise.tustian@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillors

Councillor Richard Mould – Lead member for Performance Management

Councillor Tony Illott – Lead member for Finance and Governance

Document Information

Appendix No	Title
Appendix 1	2018/19 Business Plan
Appendix 2	Monthly Performance Report
Appendix 3	Leadership Risk Register
Appendix 4	Capital Programme
Background Papers	
None	
Report Author	Hedd Vaughan-Evans – Assistant Director: Performance and Transformation Kelly Watson – Assistant Director: Finance and Governance
Contact Information	Tel: 0300 003 0111 hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk Tel: 0300 003 0206 kelly.watson@cherwellandsouthnorthants.gov.uk

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Joint Business Plan 2018-19 : *“Two Councils, one organisation”*



“Protected, Green & Clean”

High quality Waste & Recycling services

High quality street cleansing

Reduce our carbon footprint & protect the natural environment

Protect the built heritage

Maintain district as a low crime area

Tackle environmental crime

Mitigate impact of HS2

“Great places to live, work, visit & invest”

Provide and support health and wellbeing

Promote inward investment & business growth

Page 11
Thriving Communities & Wellbeing

Deliver welfare reform agenda

Safeguard the vulnerable

“District of Opportunity & Growth”

Enhance community resilience as part of emergency planning

Deliver affordable housing

Enhance leisure facilities

Deliver innovative & effective housing schemes

Deliver the Local Plans for CDC & SNC

Prevent homelessness

Provide support to voluntary sector

Deliver the Masterplans for key economic centres:
Bicester/Banbury/Kidlington/Brackley/Towcester/Silverstone

Increase tourism

Increase employment at strategic employment sites

Shared Organisational Plan

Operational Excellence

Rigorous Financial Management
Income optimisation
Commercial & Procurement excellence
Effective Governance
Alternative Delivery Vehicles

Public Value

24/7 access to services
Right first time, every time
Service at point of need
Efficient & effective services
Customer Service Excellence

Best Council to work for

Sustainable relationships with key partners
Culture of Innovation & Creativity
Effective People service
Employer of choice
Enabled through digitisation
Corporate Social responsibility

“Here to Serve”

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Appendix 2 – Monthly Performance Report

September 2018

Includes:

- Joint Programme Measures
- Joint Key Performance Measures (KPIs)

Key to symbols

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

Joint KPIs - Protected, Green and Clean

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP1.2.1C % Waste Recycled & Composted	CDC	Cllr D Pickford	Kane, Graeme Potter, Ed	56.26%	57.74%		These are provisional figures. Accurate figures will be available w/c 15 October. Due to the exceptionally hot summer we have collected less garden waste to the end of September 18 compared to the same period last year, therefore the recycling rate is lower than expected. The amount collected in the blue bins is lower to date because there are higher levels of contamination (the wrong items in the blue bin) since we changed contractor. We are working on plans to increase the blue bin recycling and getting people to recycle correctly.	57.60%	58.91%	
JBP1.2.1S % Waste Recycled & Composted	SNC	Cllr D Bambridge	Kane, Graeme Potter, Ed	60.21%	64.19%		These are provisional figures. Accurate figures will be available w/c 15 October. Due to the exceptionally hot summer we have collected around 600 tonnes less of garden waste to the end of September 18 compared to the same period last year. Therefore the recycling rate is lower than expected. Food and blue bin recycling collections are on track.	63.70%	65.09%	

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.1C Number of households living in Temporary Accommodation (TA)	CDC	Cllr J Donaldson	Carr, Jane Douglas, Gillian	20.00	43.00	★	The number of households in temporary accommodation at the end of September was 20, this is well below target and reflects Cherwell's continued focus on prevention of homelessness and timely intervention before households are in crisis as well as close management of TA resources.	20.00	43.00	★
JBP2.2.1S Number of households living in Temporary Accommodation (TA)	SNC	Cllr K Cooper	Carr, Jane Douglas, Gillian	17.00	25.00	★	We are managing the numbers of people moving in to and out of temporary accommodation through our homelessness prevention work and effective use of the housing register to allocate social or affordable homes to people in need, including those residing in temporary accommodation. The delivery of new affordable homes by social landlords over the last few months is playing a significant part in this.	17.00	25.00	★
JBP2.2.2C Average time taken to process Housing Benefit new claims	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	19.14	15.00	▲	The average time taken to assess new claims for benefit for the month of September is 19.14 days against a target of 15 days. The performance is below target partly due to an issue with the interface from the online claim form into our software system causing a delay in claim forms being received. Measures have been put in place to ensure this issue is rectified earlier should it reoccur. Our year to date figure continues to be above target at 13.94 days. The national average for assessing new claims for benefit is 22 days.	13.94	15.00	★
JBP2.2.2S Average time taken to process Housing Benefit new claims	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	9.03	15.00	★	The average time taken to assess new claims for benefits is 9.03 days against a target of 15 days. The performance remains above target for the month of September and the year to date figure remains excellent at 8.10 days. New claims continue to be monitored daily to continue to perform above target of 15 days. The national average for the assessment of new claims for benefit is 22 days.	8.10	15.00	★
JBP2.2.3C Average time taken to process Housing Benefit change events	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	7.94	8.00	★	The average time taken to assess change in events is 7.94 days against a target of 8 days. The year to date figure remains above target at 7.89 days. Work continues to review our processes and automate as many changes as possible following the successful automation of Atlas and Universal Credit.	7.89	8.00	★
JBP2.2.3S Average time taken process Housing Benefit change events	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	6.86	8.00	★	The average time taken to assess change events is 6.86 days against a target of 8 days. The year to date figure remains excellent at 4.95 days against a national average of 8 days. Work continues to review our processes and automate as many changes as possible following the automation of Atlas and Universal Credit files.	4.95	8.00	★

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<p>JBP2.2.5C Number of visits/usage of District Leisure Centres</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 150</p>	CDC	Cllr G Reynolds	Bolton, Sharon Carr, Jane	138,014	127,285	★	<p>Whilst the throughputs have shown a reasonable increase against last year for those figures inputted this needs to be caveated with the fact that the Sports Pavilion at Whiteland's Farm was not open and Stratfield Brake had only recently transferred operation to Legacy Leisure for the same period. Therefore for the purposes of comparing like for like on Leisure Facilities (not including pavilions) the figures overall were fairly consistent with last year 123,255 in September 2018 against 123,813 in 2017. In terms of individual Centres Woodgreen Leisure Centre, North Oxfordshire Academy Sports Facility and Cooper Sports Facility were above last year's target. Kidlington Leisure Centre was also very marginally up. Spiceball Leisure Centre was down by circa 700 and Bicester Leisure Centre down by circa 1500.</p> <p>For Bicester Leisure Centre this can be attributable to a drop off in gym usage as well as some lower numbers for swimming and taking part in fitness classes. Legacy Leisure (CDC Leisure operator) is undertaking a re-development of all 3 main gyms in December (Kidlington/Spiceball/Bicester) of this year to encourage customers back into the Centres. New gym layouts have been designed with new equipment to be installed. In addition Spiceball Leisure Centre will be increasing the number of swimming lessons held to reduce any waiting times and improve participation</p>	836,668	763,710	★
	SNC	Cllr K Cooper	Bolton, Sharon Carr, Jane	64,346	60,404	★	<p>Usage across the Leisure Facilities continues to be performing well. Towcester Centre for Leisure recorded an increase of circa 1,100 more than the same period last year with Brackley Leisure Centre performing above last year's level by circa 4,000 users. A more detailed performance update for Brackley Leisure Centre would highlight over 1,000 more gym users than the same period last year as well as better usage of the football pitches (similarly a 1,000 more recorded users. Other activities increasing in usage include dry side activities and fitness classes.</p> <p>Brackley Swimming pool did show a decrease of circa 1,000 users, however overall across the Leisure Facilities a 4,000 increase in usage has been achieved.</p>	385,729	362,424	★

Joint KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.6C % of Council Tax collected, increasing Council Tax base	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	9.11%	9.25%	●	The amount of Council Tax due to be collected in September has increased by £285k due to the number of new builds being banded. However, we have collected £300k more in September than we did in August with the in month collection being the highest since May 2018. The growth and back dating of billing for new builds will impact on collection rates. We currently have a backlog of work which is impacting on collection rates however there are plans in place to bring the work more up to date in the next few weeks. We are still issuing recovery documents to increase collection of Council Tax. We are ahead on our cumulative collection figure compared to last year. This time last year we had collected 56.40%.	56.62%	58.25%	●
JBP2.2.6S % of Council Tax collected, increasing Council Tax Base	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	9.12%	10.00%	●	The amount of Council Tax has increased by £100k in September due to the number of new homes being banded. We currently have a slight backlog of work however we are now prioritising house moves to ensure the new residents are billed quicker. The issuing of recovery documents will continue in October in order to increase cash collection.	58.61%	59.00%	●
JBP2.2.7C % of Business Rates collected, increasing NNDR base	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	8.44%	9.50%	▲	We are now concentrating in billing larger Ratable Value customers quicker in order to collect. This time last year we had collected 55.99% in NNDR. We are proactively contacting customers by phone in order to chase unpaid installments prior to formal recovery taking place.	57.85%	58.50%	●
JBP2.2.7S % of Business Rates collected, increasing NNDR base	SNC	Cllr P Rawlinson	Green, Belinda Taylor, Adele	11.27%	9.00%	★	Having concentrated on processing all Business Rates correspondence which in turn issues bills quickly and continuing with recovery action, the collection rates have increased. An officer has been proactively chasing all customers in arrears with the Business Rates in order to increase collection rates. We have maintained our turnaround of actioning documents throughout September and will continue monitoring installment plans for customers with recovery action continuing where required.	56.61%	57.00%	●

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Joint KPIs - District of Opportunity & Growth

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP3.2.1C % Major planning applications processed within 13 weeks	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	100%	60%	★	8 Major Planning Applications were determined during September. All were determined within the target period or agreed time frame. As such, our target of determining more than 60% of Major Applications within time has been met.	89%	60%	★
JBP3.2.1S % Major planning applications processed within 13 weeks	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	100%	60%	★	8 Major Planning Applications were determined during September and all were determined within target period. As such, 100% of Major Applications were determined within time against a target of 60%.	92%	60%	★
JBP3.2.2C % Non Major planning appeal decisions allowed	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	103 Non-Major applications were determined during September and no Non-Major Appeals were allowed by the Planning Inspectorate. Therefore we are achieving our target of less than 10% of Non-Major Planning Appeals allowed.	1%	10%	★
JBP3.2.2S Non major planning appeal decision allowed	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	65 Non-Major applications were determined during September and No Major Appeals were allowed by the Planning Inspectorate. Therefore we are achieving our target of less than 10 % of Non-Major Planning Appeals allowed.	1%	10%	★
JBP3.2.3C % Planning enforcement appeal decisions allowed	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	No Enforcement Appeals were determined during September.	0%	10%	★
JBP3.2.3S % Planning enforcement appeal decisions allowed	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	0%	10%	★	No Enforcement Appeals were determined during September.	0%	10%	★
JBP3.2.4C % of non-major applications processed within 8 weeks	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	93%	70%	★	106 Non-Major planning applications were determined during September, 99 were determined within the target period or agreed timeframe. Therefore the target of determining more than 70% of Non-Major Applications within the period has been met.	90%	70%	★
JBP3.2.4S % of non-major applications processed within 8 weeks	SNC	Cllr R Clarke	Colwell, Adrian Newton, Jim Seckington, Paul	86%	70%	★	65 Non-Major planning applications were determined during September and of those 56 were determined within the target or agreed time frame. Therefore the target of determining more than 70% within time has been met.	87%	70%	★
JBP3.2.6C Major planning appeal decisions allowed	CDC	Cllr C Clarke	Colwell, Adrian Newton, Jim	25.00	10.00	▲	8 Major Planning Applications were determined and 2 Major Planning Appeals were determined during September. Both Appeals were allowed by the Planning Inspectorate; therefore the target of less than 10% of Major Appeals allowed by the Planning Inspectorate has not been met this month. It should be noted though, that the running total for Q1 and Q2 including this data is 57 Majors determined and 2 allowed at Appeal. However we are currently achieving a YTD of 4.17%, so overall we are well within 10% target.	4.17	10.00	★

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Joint KPIs - District of Opportunity & Growth

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP3.2.6S Major planning appeal decisions allowed	SNC	Cllr R Clarke	Charlett, Jeremy Newton, Jim Seckington, Paul	0.00	10.00	★	No Major Application Appeals were determined during September.	0.00	10.00	★

Joint Programme Measures -Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP1.1.1 Maintain High Quality Waste & Recycling Services	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	Review of recycling disposal fee undertaken with Casepac.	On line booking on bulky waste is planned to commence in mid October - rise in demand expected as a result	★	Garden waste tonnages recovering after a reduction in June & July due to the hot weather. Negative impact for dry recycling following falls in value of some materials. Will be reviewed again during October.	★
JBP1.1.2 Provide High Quality Street Cleansing Services	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	Bretch Hill blitz in CDC successfully delivered.	Preparation for gaining access for cleaning the A34 (North bound carriageway) & A43 (central reservation) early on Sundays in late October/early November. Both activities require Traffic Management and early Sunday morning starts	★	Street Cleansing performing well in both areas. CDC held an on-site walkabout with a Councillor & member of the public to highlight areas of concern in Banbury Town centre carried out - issues raised have been addressed. In SNC some concern regarding build-up of cigarette ends in kerb areas-issue now largely addressed	★
JBP1.1.3 Tackle Environmental Crime	Cllr D Bambridge Cllr D Pickford	Kane, Graeme Potter, Ed	Held a workshop to develop ideas for helping to reduce fly tipping	Further workshop planned to develop plans & strategies to further reduce fly tipping	★	Joined Keep Britain Tidy to access fly tipping campaign literature. Other benefits from joining include; taking up training places covering enforcement issues such as littering from vehicles	★
JBP1.1.4 Reduce Our Carbon Footprint and Protect the Natural Environment	Cllr D Bambridge Cllr D Pickford	Carr, Jane Riley, Nicola Webb, Richard	Air quality monitoring continued across both districts with the monitoring of nitrogen dioxide levels at 47 locations in CDC and 32 locations in SNC.	The work on the Bicester Air Quality Demonstration Project will be reviewed with Geospatial Insight Limited, the consultants providing the pollution monitors and developing the software for the project. The entries submitted for the poster competition will be judged and the winners announced. The monitoring of Nitrogen Dioxide levels will continue across both CDC and SNC.	★	The Bicester Air Quality Demonstration Project started in September and will run for three weeks. The project is funded by the UK Space Agency and is being led by the Bicester Delivery Team and Geospatial Insight Ltd who are providing the pollution monitors and developing the software. The aim of the project is to investigate the benefits of air pollution management to healthcare and urban planning in Bicester. As part of the project CDC, in partnership with the UK Space Agency, has been hosting a poster competition for secondary schools to increase awareness of the link between transport and air quality. Alongside the Bicester Air Quality Demonstration Project the monitoring of Nitrogen Dioxide levels continues as normal. The nitrogen dioxide data is used to calculate the annual mean concentration level for comparison against the air quality objective of 40µg/m3. The results are reported in an Annual Status Report that is submitted to Defra (Department for Environment, Food and Rural Affairs). Three electric vehicles for CDC and one for SNC were due for delivery in September but there has been a delay due to demand and the latest update from the provider, Nissan, is that they will be delivered early November.	★
JBP1.1.5 Mitigate the Effects of HS2	Cllr C Clarke Cllr S Clarke	Colwell, Adrian Newton, Jim	Schedule 17 application progressing	Schedule 17 applications will be determined.	★	Schedule 17 Requests for Approval for works related to enabling works including Chipping Warden Relief Rd are progressing. Planning Forum met September. Discussions on-going between HS2 contractors and Local Authorities on Common Design Elements for structures.	★

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Joint Programme Measures -Protected, Green and Clean

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP1.1.6 Maintain the District as a Low Crime Area</p> <p align="center" style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 155</p>	<p>Cllr A McHugh Cllr K Cooper</p>	<p>Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard</p>	<p>All new applicants for Private Hire / Hackney Carriage Licences at CDC and SNC have undertaken Safeguarding Awareness before having their licences issued.</p>	<p>In line with the current policy all new applicants for Private Hire / Hackney Carriage driver licences at CDC and SNC will be required to undergo mandatory Safeguarding Awareness training before having a licence issued.</p>	★	<p>The mandatory Safeguarding awareness training for CDC and SNC taxi applicants continues to be well received. The training will be refreshed at both councils to ensure it remains current. Reported crime in both District areas show an YTD increase, which was largely due to a long summer period of reported crime associated with alcohol and Anti-Social Behaviour. This is reflective across the most similar groups and national data comparisons.</p> <p>The internal 'See It Report It' (SIRI) process and reporting has been reviewed and streamlined to ensure an easier user approach to report safeguarding concerns for employees. Further work is being conducted to look at suitable systems and processes to support the future recording of information.</p> <p>Year to day data shows an increase in SIRI reporting, which is likely due to the increased awareness and communication of safeguarding issues, what to look for etc. and our statutory role in reporting safeguarding concerns. The summer holidays 2018 saw a significant increase in comparison to the previous year.</p>	★
			<p>The main focus during September for both District areas was to agree a multi-agency approach to tackling Organised Crime Groups and County Lines which is a national area of concern. Both action plans were discussed through the Community Safety Partnerships and work is starting to deliver against these outcomes.</p>	<p>Raising awareness of Modern Slavery and the how to recognise the signs has been rolled out via staff briefings, further work and awareness will follow in October to a wider audience.</p>		<p>The internal 'See It Report It' (SIRI) process and reporting has been reviewed and streamlined to ensure an easier user approach to report safeguarding concerns for employees. Further work is being conducted to look at suitable systems and processes to support the future recording of information.</p> <p>Year to day data shows an increase in SIRI reporting, which is likely due to the increased awareness and communication of safeguarding issues, what to look for etc. and our statutory role in reporting safeguarding concerns. The summer holidays 2018 saw a significant increase in comparison to the previous year.</p>	
<p>JBP1.1.7 Protect the Built Heritage</p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Colwell, Adrian Mitchell, Clare Newton, Jim</p>	<p>Research for heritage and conservation area reviews. Refocusing Heritage at the Risk Strategy. On-going input to major development sites. On-going input to strategic infrastructure projects including East West rail and HS2.</p>	<p>Research for heritage and conservation areas reviews. On-going input to major development sites and strategic infrastructure projects.</p>	★	<p>Heritage and conservation area reviews are underway for Stratton Audley, Somerton and Ardley (<i>please note this is a change from Duns Tew</i>) and should be complete by end of November 2018.</p> <p>Conservation support for major projects at the former RAF Bicester and RAF Upper Heyford sites will continue as required.</p> <p>The Conservation Team continues to provide heritage input on major infrastructure projects including East-West rail.</p>	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.1 Provide & Support Health & Wellbeing	Cllr A McHugh Cllr C Clarke Cllr K Cooper Cllr T Ilott	Carr, Jane Colwell, Adrian Riley, Nicola Rowe, Rosie	SNC - Health & wellbeing Forum held 25/09. CDC - Community Connect social prescribing lead officer appointed.	Launch of online Wellbeing activity maps for Cherwell & for South Northants Launch of 'Community Connect' social prescribing scheme in Cherwell.	★	CDC: The council is a contributing partner to the social prescribing project led by Citizens Advice SNC: A county-wide social prescribing (SP) project is being put together by Nene Clinical Commissioning Group and progress was reported to the Health & Well Being Forum. The SNC wellbeing activity map should be able to integrate with the SP scheme when it goes live . The Health & wellbeing Forum was held on 25/09. Four delivery SNC priorities agreed: 1. Online directory of Health & Well Being activities 2. Reduce social isolation 3. Healthy eating, exercise & positive lifestyle activities in schools Positively engage health professionals with the planning process	★
JBP2.1.2 Provide enhanced leisure facilities	Cllr G Reynolds Cllr K Cooper	Bolton, Sharon Carr, Jane	Completion of the North Oxfordshire academy Kitchen works - finalising the project.	It is expected that the Brackley Leisure Centre development will be complete or near completion.	★	Works continuing at Brackley Leisure Centre with the provision of two new swimming pools and improvements internally. Car Park works are currently being undertaken with improvements to the junction roundabout now due to start. At this stage it is expected that the new facility will fully open towards the end of October/beginning of November. Kitchen works to the North Oxfordshire Academy Pavilion have now been completed and complements the work carried out previously to the bar lounge area. Refurbishment works have been completed to the toilet facilities at Towcester Centre for Leisure - including new sinks/toilets/toilet cubicles/urinals/flooring etc.	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP2.1.3 Provide support to the voluntary sector</p> <p align="center">Page 157</p>	<p>Cllr A McHugh Cllr K Cooper</p>	<p>Carr, Jane Riley, Nicola</p>	<p>SNC: 13 small (< £1,000) grants approved for grassroots community projects. 18 large (>£1,000) grants assessed and recommended to Community Funding Panel.</p>	<p>CDC: Electric Blanket Testing events in Banbury & Bicester (Fire station locations).</p>		<p>CDC: Electric Blanket testing events will also have a "Connecting Communities" stand attached with a theme of "Preparing for Winter" to give out information and resources to support older people during the winter months.</p>	
			<p>CDC: Review decision upheld Asset of Community Value listing of 'Sunset & Stars', Piddington.</p> <p>CDC Seniors Forum delivered 27th of September.</p>	<p>Nicodemus - Specialist Youth Mentoring starts in Brighter future secondary schools Age Friendly Banbury - Focus group consultation Sept / Oct</p> <p>The Hill - On-going support to Banbury Community Church to develop a programme to be delivered in the new centre once built in 2019.</p> <p>CDC & SNC Play Bin Initiative</p> <p>SNC: Seniors forum @ The Forum</p> <p>Brackley Play Day event - Brackley Leisure centre</p>	★	<p>Nicodemus (Youth Leadership & Community Action Programme) Specialist mentoring will be delivered in Banbury with 3 secondary schools starting as part of the Brighter Futures agenda. Each school will be able to refer young people they feel are at risk of grooming, drugs, crime and violence and will work with schools for 40 weeks.</p> <p>Age Friendly Banbury initiative continues with focus group consultation taking place in a number of locations across Banbury working with a wide range of older peoples groups. The focus groups will look at the 4 themes that came out of the original consultation highlighting priority areas.</p> <p>SNC: The first SNC Seniors forum will take place working in partnership with South Northants Volunteer Bureau and Age UK Northamptonshire. The agenda will cover themes around Community Safety / Local Opportunities and Grant funding.</p> <p>Brackley Play Day event will showcase opportunities for young people and families to engage locally and allow partners to promote their services.</p> <p>Meetings and communication with SNC parishes to become more frequent, to keep them informed re Local Government Review and associated changes.</p>	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP2.1.4 Enhance community resilience as part of emergency planning</p> <p align="center" style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 158</p>	Cllr A McHugh Cllr D Bambridge	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	<p>CDC - Development of a joint approach to Emergency Planning with Oxfordshire County Council.</p> <p>Refresh of all teams' Business Continuity Plans following the workshops held over the last two months relating to both CDC & SNC.</p>	<p>The refreshed Service level Business Continuity Impact Assessments and Business Continuity Plans will be reviewed by the new Business Continuity Steering Group to ensure they are consistent and robust. The review will also ensure all cross-cutting business continuity risks are identified and interdependencies are reflected in the plans.</p> <p>Multi-agency meetings regarding Silverstone events will be arranged to learn from this year's events, and prepare for next year.</p>	★	<p>Robust business continuity arrangements are important to provide assurance that the Councils would be able to continue to provide critical services in the event of an incident impacting on the councils' operations and to ensure that all services would recovery in a timely fashion following such an incident. Incidents affecting the ability of the Council to provide services could include adverse weather reducing access to council offices, fire or damage to Council offices and property or higher than normal staff absences due to a flu pandemic.</p> <p>All services and critical functions have business continuity plans which set out the risks to the Council's operations and the arrangements for responding to incidents. These plans need to be refreshed periodically, understood by staff and tested. Following recent changes to structures and support functions a plan is in place to review our arrangements and to ensure they remain robust.</p> <p>A briefing was provided to all staff regarding our emergency planning arrangements to ensure they were aware of our role. Selected staff have attended training on how to manage a Rest Centre for evacuated residents. Senior staff have attended an emergency planning exercise with partner agencies in Northamptonshire.</p> <p>Plans for CDC to work more closely on Emergency Planning with Oxfordshire County Council are developing.</p>	★
<p>JBP2.1.5 Prevent homelessness</p>	Cllr J Donaldson Cllr K Cooper	Carr, Jane Douglas, Gillian	<p>Meetings regarding the implementation of the homelessness strategy and monitoring delivery have taken place. Specific actions have been allocated to teams and/or individual team members and these will be incorporated into the mid-year review appraisal process.</p>	<p>Recruit to vacant Housing Options Officer post in CDC Housing Options Team. Host and chair the 2nd meeting of the newly established Cherwell Homelessness Prevention network.</p>	★	<p>Fixed term Tenancy Support Officer posts (roles that take a key role in homelessness prevention and tenancy sustainment) at both councils have been made permanent. Arrangements have been put in place for the new "Duty to Refer" which came into force on October 2018.</p> <p>A draft report of an internal review of the local services for single homeless people and rough sleepers will be completed for consideration by senior management by end October 2018.</p>	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.6 Safeguard the vulnerable	Cllr A McHugh Cllr K Cooper	Carr, Jane Riley, Nicola	Universal Credit project team has been established to support the introduction of the full service in South Northants.	Outcomes of the joint bids for funding for services to victims of domestic abuse are still awaited in Oxfordshire and Northants.	★	Support to vulnerable households in temporary accommodation has been strengthened at CDC through the addition of an Accommodation Officer post. We continue to support the more vulnerable residents across both districts in the form of the debt and money advice service and Discretionary Housing payments to help those with a shortfall in their rent.	★
Page 159 JBP2.1.7 Deliver affordable housing and work with private sector landlords	Cllr C Clarke Cllr J Donaldson Cllr K Cooper Cllr R Clarke	Carr, Jane Douglas, Gillian	SNC Year to date : 5 Landlord Improvement Grants have been allocated and completed; 3 have been approved and the works are in progress and 2 proposals are currently being processed. In addition 5 small grants for energy efficiency improvements have been allocated and completed; 2 applications are being processed. CDC: 6 units completed in September	SNC: The total delivery for 2018-19 so far is 50. This is behind target when measured against the annual requirement for 173 new affordable homes. It is still anticipated that strong delivery in the remainder of 2018-19 will significantly boost new supply.	★	CDC: Year to date completions are 244 properties (quarters 1 and 2). The target for 18/19 is 400 so we are still on track despite a low number of completions in September. SNC: The total number of new affordable homes completed and delivered in September in SNC was 9. These all occurred at Wootton Fields and are for affordable rent: 2 x 1 bed flats 5 x 2 bed houses 2 x 4 bed houses	★

Joint Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP2.1.8 Deliver the welfare reform agenda	Cllr J Donaldson Cllr K Cooper Cllr P Rawlinson Cllr T Ilott	Douglas, Gillian Green, Belinda Taylor, Adele	Universal Credit full service will be introduced in the South Northants area from December 2018. A project team has been established to support the implementation for residents, stakeholders and Department of Work and Pensions (DWP). A forum will be arranged for stakeholders.	Universal Credit (UC) full roll out will be completed by December 2018. The Department of Work & Pensions (DWP) have also announced that Councils will no longer be involved in the delivery of UC (personal budgeting support and assisted digital support), this service will be delivered by Citizens Advice Bureau from 1st April 2019.	★	At CDC we have one family in temporary accommodation that is benefit capped and we are working with them to gain exemption from the cap through access to employment.	★

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
JBP3.1.1 Deliver innovative and effective housing schemes	Cllr J Donaldson Cllr K Cooper	Carr, Jane Colwell, Adrian Douglas, Gillian	The detailed site due diligence work and financial viability appraisal work are complete. This work has informed an update of the business plan and overall financial model for the local development company.	Build! are due to complete 11 properties at Hope Close, Banbury, in October. We are investigating the help we can offer health and social care providers in Oxfordshire to provide housing advice to keyworkers. Consideration of up to date report on Local Development Company by SNC Cabinet on 8th October 2018.	★	A report taking into account the detailed site due diligence, up to date financial viability appraisals and updated overall financial model for the local development company will be considered by SNC Cabinet on 8th October.	★
JBP3.1.2 Increase Tourism	Cllr L Pratt Cllr S Clarke	Colwell, Adrian Newman, Steven Ward, Greg	SNC: Events and promotional programme delivered. Country pursuits publication project meeting held. CDC: Promoted first Banbury Open Air Cinema event which proved to be a sell-out success.	SNC: Re-order any tourism based publications needed for forthcoming event programme Country pursuits publication project meeting update with designers. CDC: Agreed new visitor information centre service level agreement by November. Publish volume and value of tourism, economic impact assesment by November. Completion of rural tourism development with EU funding programme by December.	★	SNC: Rural Development Programme for England Watermeadows bid full application form V2 was drafted. Brackley Festival of Motorcycling debrief meeting held to discuss future plans. Distribution of Tourism brochures to local sites requesting refills for point of sale. CDC: Membership and day-to-day liaison with Experience Oxfordshire to promote Cherwell's visitor economy, enabling business involvement in regional and national support. Contract management of Banbury and Bicester Visitor Information centres – information and marketing services provided . Providing support and advice , enabling partners (e.g. Banbury BID) to create capacity to extend the range of events to attract more visitors to the district. Working with accommodation providers to invest in Banbury and Bicester. Projects - Cherwell Visitor Guide being developed.	★

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP3.1.3 Deliver the master plans for the key economic centres</p> <p align="center">Page 162</p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Colwell, Adrian Jolley, Robert Newman, Steven Ward, Greg</p>	<p>SNC: Silverstone - Successful delivery of the Innovation and investment Conference at The Wing Brackley.</p> <p>Liaison with businesses and networks on enquiries regarding the A5 Towcester roadworks.</p> <p>CDC: The 'Big Feed 2' event in Banbury designed to engage families & young people in local careers attracted around 200 people.</p> <p>The 'Enterprise and Skills' conference & exhibition at Bicester attracted 50 businesses participated plus 30 members of the public.</p>	<p>SNC: Silverstone - Exhibitor at the Motorsport Industry Association Jobs at Silverstone Circuits.</p> <p>Towcester and Brackley - Exhibitor and attendance at MIPIM 2018 (leading event for city & property Development/ investment)</p> <p>CDC: Young Enterprise Trade Fair to be held on 8th Dec in Banbury's Market Place.</p> <p>Participate in the Banbury Chamber conference on 22 Nov.</p> <p>Publish the video of the 'Skills and Enterprise' event.</p>	<p align="center">★</p>	<p>CDC: Core information, advice and guidance provided to all enterprises in Banbury, Bicester and Kidlington.</p> <p>Support to a range of event and investment activity in the centres to promote vitality. Liaison with traders to resolve operational matters.</p> <p>Liaison with key businesses and developers to assist investment and operations.</p> <p>Engagement with local schools, for example through Young Enterprise Board, to connect business with education.</p> <p>Supporting plans for October 2018 Job Fair led by Activate Learning (Banbury College), focusing on seasonal jobs for students.</p> <p>Produce work experience directory to link schools with employers (extend to rest of district).</p> <p>On-going engagement with the Castle Quay redevelopment plans to ensure that the needs of businesses are understood and met during the two years construction phase.</p> <p>Further support to the manager and Board of the new Business Improvement District to enable it to deliver.</p> <p>SNC: Liaison lead to Highways England for their operational delivery of A5 Towcester road works to ensure impact to businesses, residents and visitors is minimised.</p> <p>Letter of support to local Business for a Local Growth Fund bid to develop an innovative project at Silverstone park.</p> <p>Business Support given to 12 Business Start Ups, and 63 contacts made/follow ups with established Businesses through the Annual Event programme delivery.</p>	<p align="center">★</p>

Joint Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>JBP3.1.4 Increase employment at strategic employment sites, promote investments & business growth</p> <p align="center">Page 163</p>	<p>Cllr L Pratt Cllr S Clarke</p>	<p>Colwell, Adrian Jolley, Robert Newman, Steven Ward, Greg</p>	<p>CDC: Commencement of Phase 2 at Symmetry Park, Bicester on 11 Sept.</p>	<p>SNC: Engagement with Federation of Small Businesses to develop ways of working together.</p>	<p>★</p>	<p>SNC: 6 SNC Job club Members supported back into employment – 50% above monthly target.</p> <p>Successful delivery of the SNC Innovation and Investment Conference at The Wing, Silverstone with 170 business delegates attending.</p> <p>Successful delivery of the SNC Job Match Employment workshop, 8 delegates attended this intensive 3 hour evening session.</p>	<p>★</p>
			<p>Advice provided planning applications at Bicester Heritage.</p> <p>Published examples of new commercial investment in Cherwell Link.</p> <p>Launched new 5 day a week Job Club information service.</p> <p>SNC: Attended South East Midlands Local Enterprise partnership funding meetings and Event.</p> <p>Review of the FINAL DRAFT Business incubator Feasibility Study</p>	<p>CDC: Launch the 2019 Cherwell Business Awards in Nov.</p> <p>Develop a new commercial investment website by Dec.</p> <p>Attend MIPIM in London (17-18 Oct) to promote Cherwell as a place to invest.</p> <p>Seek 98% Superfast Broadband coverage by Dec 2018.</p>		<p>CDC: New industrial units and sites being promoted and enquiries responded to.</p> <p>Cherwell Industrial Strategy is being prepared for adoption in March 2019.</p> <p>Enabling workshops and grants through both Local Enterprise Partnerships.</p> <p>Launch of Innovation Programme on 12 Sept.</p> <p>To enable investment, the broadband programme part funded by CDC has enabled with over 97% of premises to access superfast technology (>24mbps). Letters also sent to encourage businesses and communities to co-operate to gain a grant towards 'next generation' infrastructure.</p>	
<p>JBP3.1.5 Delivery against Local Plans for CDC & SNC</p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Bowe, Andrew Colwell, Adrian Darcy, Andy Newton, Jim Peckford, David</p>	<p>CDC: The Partial Review of the Cherwell Local Plan was submitted to the Secretary of State for Examination on 5 March 2018 in accordance with a Service Level Agreement with the Planning Inspectorate</p> <p>SNC: The Regulation 19 (Statutory Stage of the Plan) was approved for consultation on September 19 2018. Consultation began on October 4 2018 for 6 weeks.</p>	<p>CDC: The Council is awaiting the report of the Government appointed Planning Inspector following a preliminary hearing on 28 September 2018. This will determine whether and when the Council proceeds to the rest of the local plan hearings.</p> <p>SNC: Following consultation it is intended to submit the Plan for approval to be submitted to the Secretary of State for examination before January 24 2019.</p>	<p>★</p>	<p>CDC: A preliminary hearing for the Examination of the Partial Review of the Local Plan (Oxford's Unmet Housing Needs) took place on 28 September 2018. The Inspector's preliminary report is expected by the end of October 2018. This will determine whether hearings will continue and when they will take place.</p>	<p>★</p>

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Appendix 3 – Cherwell District and South Northants Councils – Latest Leadership Risk Register as at 12/10/2018

Level of risk	How the risk should be managed
High Risk (16-25)	Requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.
Medium Risk (10 -15)	Contingency Plans - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
Low Risk (1 – 9)	Good Housekeeping - may require some risk mitigation to reduce the likelihood if this can be done cost effectively, but good housekeeping to ensure that the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same.

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Residual	5 - Catastrophic					
	4 - Major		L04, L10, L11, L12		L05	
	3 - Moderate			L01, L02, L14	L03, L06, L07, L08	L09, L13a, L13b
	2 - Minor					
	1 - Insignificant					

Risk Definition	
Leadership	Strategic risks that are significant in size and duration, and will impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities
Operational	Risks to systems or processes that underpin the organisation’s governance, operation and ability to deliver services

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L01	Financial resilience – Failure to react to external financial shocks, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability Reduction in services to customers Continued reliance on central govt (RSG) and therefore reduced opportunity for independent decision making Reduced financial returns (or losses) on investments/assets Inability to deliver financial efficiencies Inability to deliver commercial objectives (increased income) Poor customer service and satisfaction Increased complexity in governance arrangements Lack of officer capacity to meet service demand	4	4	16	Medium Term Revenue Plan reported regularly to members. Efficiency plan in place and balanced medium term Highly professional, competent, qualified staff Good networks established locally, regionally and nationally National guidance interpreting legislation available and used regularly Members aware and are briefed regularly Participate in Northamptonshire Finance Officers and Oxfordshire Treasurers' Association's work streams Treasury management policies in place Investment strategies in place Regular financial and performance monitoring in place Independent third party advisers in place Regular bulletins and advice received from advisers Property portfolio income monitored through financial management arrangements on a regular basis Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Fully Fully Partially Fully Partially Partially Fully Fully Partially Partially Fully Fully Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	3	3	9	↔	AD Finance and Performance recruited. Overall Finance and Procurement resource being reviewed. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. Investment strategy approach agreed for 18/19 and all potential investments to now be taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes. Timeliness and quality of budget monitoring particularly property income and capital to be improved. Project with Civica is ongoing. Asset Management Strategy to be reviewed and refreshed in the new year. Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme. Finance support and engagement with programme management processes being established. Integration and development of Performance, Finance and Risk reporting during 18/19. Regular involvement and engagement with senior management across Counties as well as involvement in Regional and National finance forums. Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members. Financial support and capacity being developed during 18/19 through development programme. Regular utilisation of advisors. Internal Audits being undertaken for core financial activity and capital.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Ensuring support is utilised from and provided by external partners and stakeholders.	Risk reviewed - 11/10/18 - No changes made
L02	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy / legislation Financial penalties Reduced service to customers	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors Clear accountability for responding to consultations with defined process to ensure Member engagement National guidance interpreting legislation available and used regularly Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Internal Audit Plan risk based to provide necessary assurances Strong networks established locally, regionally and nationally to ensure influence on policy issues Senior Members aware and briefed regularly in 1:1s by Directors	Partially Fully Fully Partially Partially Partially Fully Partially	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Claire Taylor	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes Review Directorate/Service risk registers Ensure Committee forward plans are reviewed regularly by senior officers Ensure Internal Audit plan focusses on key leadership risks Develop stakeholder map, with Director responsibility allocated for managing key relationships Standardise agendas for Director / PFH 1:1s New NPPF published 05/03/18 will guide revised approach to planning policy and development management. Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR	Service risk registers being reviewed as part of service planning. Internal Audit Plan aligned to Leadership Risk Register and agreed at Audit Committees in March.	Risk reviewed 12/10/18 - No changes
L03	Lack of Management Capacity - Increased workload relating to local government reorganisation and changes to joint working between SNC and CDC impact on the capacity of management.	Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are not managed. Inability to deliver council's plans Inability to realise commercial opportunities or efficiencies Reduced resilience and business continuity Reduced staff morale and uncertainty may lead to loss of good people	3	4	12	Use of interims / fixed term and project roles to support senior capacity as required. Arrangements in place to source appropriate interim resource if needed Delegations to Chief Exec agreed to ensure timely decisions HR / Specialist resource in place to support recruitment process and manage implications Ongoing programme of internal communication	Fully Fully Fully Fully	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees	Claire Taylor	4	3	12	↔	Risk review underway to consider the impact of local government reorganisation and changes to joint working arrangements between CDC and SNC. Measures will be developed as the project plans for re-organisation and the cessation of joint working. Project planning for separation to be completed by September 2018. Separation will commence with senior management team, planned for Sept - Oct. AD HR / OD briefed and leading the process Communications to be delivered by CEO External support provided.	Plans for senior management separation advanced. Aim is to implement at pace. The impact on those affected is recognised and the usual support arrangements are in place, including consultation and support from an external advisor. Slightly elevated risk this month due to the uncertainty caused by restructure. Additional resource in place to support the Northants Local Govt Re-organisation project (LGR). Additional communications resource in place to support LGR work. Additional requirements to support LGR impacts on both SNC and CDC have resulted in the risk being slightly escalated to 12. Regular comms being provided by CEX	Risk reviewed 12/10/18 - No changes

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L04	CDC & SNC Local Plans - Failure to ensure sound local plans are submitted on time for each District.	Inappropriate growth in inappropriate places Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on each council's ability to deliver its strategic objectives Increased costs in planning appeals Possible financial penalties through not delivering forecasted New Homes Bonus	3	5	15	Local Development Schemes are in place at each Council which detail the timeframes and deliverables to underpin the work Resources are in place to support delivery including QC support for each Local Plan. For issues which are solely within the control of SNC or CDC policies, plans and resources are in place Work is at Reg 19 on Cherwell Partial Review, preparing submission plan for Feb 2018 sign off and to re-commence in 2018 on Local Plan part 2. Reg 19 Plan out for consultation (October 2018). Aim to be submitted to PINS by January 24 2019. Statements of Community Involvement are in place. SNC revised LDS approved September 2018	Fully Partially Partially Fully Fully Fully	Councillor Colin Clarke Councillor Roger Clarke	Jim Newton	Andy Darcy (SNC) David Peckford (CDC)	2	4	8	↔	Regular review meetings on progress and critical path review at each Council Regular Portfolio briefings and political review LDS updated as required Additional evidence commissioned as required Need to review resources at CDC to speed up Local Plan part 2. Submission of the CDC partial review took place on 05/03/18.	CDC - A preliminary hearing for the Examination of the Partial Review of the Local Plan is to be held on 28 September 2018. Dates for the main hearings are still awaited from the Planning Inspectorate. The Oxfordshire authorities have collectively commenced work on a Joint Statutory Spatial Plan (JSSP) for which recruitment of staff is on-going by the Oxfordshire Growth Board. SNC - Joint Core Strategy Review has commenced with preparation of proposed timetable, resources and scope underway. Work has commenced with Milton Keynes and Aylesbury for new Joint Spatial Framework to address impact of proposed growth of Milton Keynes on its neighbours. Local Plan part 2 has been published for representations, with employment allocations and Local Green Space designations. Aim is to submit in January 2019.	SNC Risk reviewed 09/10/18 - Mitigating Actions updated for CDC & Controls updated for SNC.
L05	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents Financial loss Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation	4	4	16	Business continuity strategy in place Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place Incident management team identified in Business Continuity Strategy All services undertake annual business impact assessments and update plans Business Continuity Plans tested	Partially Partially Partially Partially Partially	Councillor Dermot Bambridge Councillor Andrew McHugh	Graeme Kane	Richard Webb	4	4	16	↔	All individual service BC Plans recently updated Corporate BC Plan to be reviewed Testing to be programmed BC solutions between both councils to be further developed Corporate ownership and governance to sit at senior officer level Draft Business Continuity Strategy and Policy being updated for sign by Leadership Team.	The plan to update all the service business continuity plans is progressing to schedule. Managers have had refresher training to support them in completing the plans. The first drafts have also been subject to a peer to peer review to check they are robust. An officer Steering Group is in place to provide professional advice on critical aspects of the plans.	Risk reviewed 09/10/18 - Comments updated.
L06	Partnering - Financial failure of a public sector partner organisation Failure to build the necessary partnership relationships to deliver our strategic plan. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers)	Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties. Poor service delivery Inability to deliver council's plans and outcomes for communities Legal challenge Financial loss Inability to partner in the future Reduced opportunity for inward investment in the future	4	4	16	Robust governance/contract management framework in place for key third party relationships Robust governance/contract management framework in place for key third party relationships Training and development of senior officers/members to fulfil their responsibilities with partner organisations Leader and CEO engaging at National and county level to mitigate impacts of potential service reductions for residents Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially Partially Partially Partially	Councillor Barry Wood Councillor Ian McCord	Jane Carr	Nicola Riley	4	3	12	↔	Review existing arrangements/ contracts to ensure appropriate governance Standard agenda item at senior officer meetings Continue Institute of Directors training for Officers and Members Ongoing meetings with Chief Execs from across Northamptonshire to agree next steps for Unitary approach Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services	Third party governance review underway. Cllr and Officer appointments to Council owned companies to be reviewed. Impact of potential NCC cuts on this risk to be reviewed. Ongoing meetings with Chief Execs from across Northamptonshire to agree next steps for Unitary approach Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services	Risk reviewed 10/10/18 .
L07	Emergency Planning (EP) Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships	4	4	16	Key contact lists updated monthly. Dedicated Emergency Planning Officer in post to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill Senior management attend Civil Emergency training Multi agency emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co- coordinators Full participation in Local Resilience Forum (LRF) activities	Fully Partially Fully Fully Fully Fully	Councillor Dermot Bambridge Councillor Andrew McHugh	Graeme Kane	Graeme Kane	3	4	12	↔	Director for Environment is reviewing the Emergency Planning arrangements and forming relationships with key partners. Both Councils have cover arrangements in place to account for the vacancy in the Emergency Planning post. New call out arrangements have been established. Training for senior officers was completed in June; further exercises were completed in September. Senior managers have attended multi-agency exercises. Through the Inter Agency Group, plans were implemented successfully for F1 and Moto GP; the group will meet again in November to reflect on this year and start preparations for 2019. Both authorities are represented at the Local Resilience Forum	Both authorities have active plans in place to ensure they are prepared for a variety of emergencies. Further improvements are being made as a result of a review of these plans. Options are being explored to fill the vacant Emergency Planning post. Senior Officers have had the opportunity to attend multi agency training exercises during September to increase their knowledge and experience.	Risk reviewed 09/10/18 - Mitigating actions updated. No change in score.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated															
			Probability	Impact	Rating						Probability	Impact	Rating																			
L08	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public	5	4	20	New Health & Safety Corporate H&S arrangements & guidance in place as part of the newly adopted HSG65 Management System	Partially	Councillor Lynn Pratt Councillor Peter Rawlinson	Adele Taylor	Mark Willis	4	3	12	↔	Corporate H&S Policy now finalised and communicated to all levels of managers and staff. The launch of this policy will help to ensure that roles & responsibilities are discharged effectively. The next stage will be to begin to update Corporate H&S arrangements and guidance documents which support the policy underneath. All Assistant Directors to complete a H&S Checklist to provide a status on the management of H&S in their service areas (checklist devised by H&S team to ensure H&S Management System framework is covered). AD's to submit checklist to their Director by 3/9/18. Corporate H&S Manager has sent a follow up note to Directors to suggest chasing outstanding AD checklists. Recommended that ED's and AD's consider the gaps within the checklists and liaise with their management teams on the agreed actions that they will be taking to address them. Actions to be formalised into service plans & monitored at DMT Meetings. Further support, advice & assistance provided by H&S Team (contacts established for each directorate area). Recently approved Internal Audit plan for 18/19 included an audit of our overall H&S management system framework which commenced in Q1 with a follow up planned prior to the end of 18/19. Four main recommendations have been made which are being considered and will be included in future updates of the Leadership Risk Register. The H&S team also conduct reviews internally across all services and teams, the current scope will be expanded from topic-based themes to cover all elements of our overall H&S management system to ensure compliance with our standards. Management of H&S training & Risk Assessment Workshop training to be developed and rolled out. Robust training already in place in Environmental Services. Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process Reviews of leases and performance monitoring to be reviewed to satisfy the Councils providers/ contractors are managing significant risks.	Senior Officer Meeting receives regular updates from Corporate H&S Manager. Relevant updates taken to appropriate committee. Joint Council and Employee Engagement Committee (JCEEC) to be formed by HR in Oct/Nov time. To be in place to ensure robust communication methods are in place for consultation between HR/H&S and TU.	Risk reviewed 03/10/18 - Controls, Control assessment, Mitigating Actions and Comments updated.															
		Criminal prosecution for failings				Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation	Partially																									
		Financial loss due to compensation claims				Corporate Interim H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees. Awaiting new Health & Safety Manager	Fully																									
		Enforcement action – cost of regulator (HSE) time				Proactive monitoring of Health & Safety performance management internally	Partially																									
		Increased sickness absence				Proactive monitoring of Health & Safety performance management externally	Partially																									
		Increased agency costs				Effective induction and training regime in place for all staff	Fully																									
		Reduction in capacity impacts service delivery				Positive Health & Safety risk aware culture	Partially																									
						Corporate Health & Safety meeting structure in place for co-ordination and consultation	Partially																									
						Corporate body & Member overview of Health & Safety performance via appropriate committee	Fully																									
						Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially																									
		L09				Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Service disruption											4	5	20	File and Data encryption on computer devices	Fully	Councillor Ian Corkin Councillor Phil Bignell	Claire Taylor	Tim Spiers	3	5	15	↔	The cyber-essentials plus audit has now been completed. We expect to achieve certification by 31/10/18. Cyber-security was reviewed by Internal Audit in May 2017 and a review meeting was held on 30th August 2018. The output has been received and signed off with good progress summary noted. The IT service are in discussions with the Regional Police Cyber Security Advisor and initial training session will be held with the IT Management team in October 2018. Work is also being undertaken with the Communications team to raise staff awareness of issues and recommended actions to follow through internal channels such as 'In the Loop' and the intranet. Complete the implementation of the intrusion prevention and detection system by November 2018. Agree Terms of Reference and re-implement the security forum as the Information Governance Group, with meetings to be held on a Develop a comprehensive information security training programme with annual mandated completion which is assessed	Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review. Staff and member briefings covered phishing March 2018. We are now discussing wider awareness raising with Communications Team.	Risk reviewed 11/10/18 - Mitigating Actions Updated
							Financial loss / fine														Managing access permissions and privileged users through AD and individual applications	Fully										
Prosecution – penalties imposed	Consistent approach to information and data management and security across the councils		Partially																													
Individuals could be placed at risk of harm	Effective information management and security training and awareness programme for staff		Partially																													
Reduced capability to deliver customer facing services	Password security controls in place		Partially																													
Unlawful disclosure of sensitive information	Robust information and data related incident management procedures in place		Fully																													
Inability to share services or work with partners	Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services		Partially																													
Loss of reputation	Appropriate plans in place to ensure ongoing PSN compliance		Fully																													
	Adequate preventative measures in place to mitigate insider threat, including physical and system security		Partially																													
	Insider threat mitigated through recruitment and line management processes		Partially																													

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L10	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	3	4	12	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Staff training - new whole staff shared approach being launched last year and mandatory training introduced Safer recruitment practices and DBS checks for staff with direct contact Action plan developed by CSE Prevention group as part of the Community Safety Partnership Local Safeguarding Children's Board Northamptonshire (LSCBN) pathways and thresholds Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled for each council Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks	Fully Fully Partially Partially Partially Fully Partially Fully Fully Fully Partially	Councillor Barry Wood Councillor Ian McCord	Jane Carr	Nicola Riley	2	4	8	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Training monitoring to be developed through new HR/Payroll system Continue to attend Child exploitation groups in both Counties	Continued focus in this area with ongoing programme of training and awareness raising.	Risk reviewed 10/10/18 - No change.
L11	Income Generation through council owned companies	Through failure of governance or robust financial / business planning the councils fail to generate expected income.	3	4	12	Annual business planning Financial planning Corporate governance mechanisms Due diligence Business casing	Partially Partially Partially Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	2	4	8	↔	Recruiting to support shareholder and client side capacity. Relevant training being provided. Resilience and support being developed across business to monitor and deliver projects. Skills and experience being enhanced to deliver and support development, challenge and oversight.	Resources in place. Relevant training being provided to support resource provision	Risk reviewed 11/10/18 - No further changes.
L12	Financial sustainability of third party suppliers	The financial failure of a third party supplier results in the inability or reduced ability to deliver a service to customers.	3	4	12	Contracts in place to cover default. Business continuity planning	Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas.	Risk previously escalated due to suppliers financial difficulties which could result in loss of service. The Council continues to monitor suppliers financial stability and meets with suppliers when required.	Risk reviewed 11/10/18 - Comments updated.
L13a	Local Government Reorganisation CDC - Proposals for local government reorganisation impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Potential impact of CDC/SNC separation on quality of services delivered to residents and communities.	5	4	20	Leader and CEO engaging at national and county level to define steps and mitigate impacts of potential service reductions for residents. Planning for the impact of separation of joint working arrangements between CDC and SNC is underway. Strategic partnership opportunities with Oxfordshire County Council being explored with Joint Chief Executive in place by 1st October. Regular review and sharing of partnership activity / engagement at senior officer meetings	Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	5	3	15	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Separation planning underway for CDC and SNC. OCC - CDC section 113 agreement completed.	Formal decision taken in July to end CDC/SNC partnership. Plan for separation currently being developed. Risk will be fundamentally reviewed in light of the plan and the appointment of a Joint Chief Executive with Oxfordshire County Council effective from 1st October. Risk remains the same this month as separation planning is advancing. A detailed risk register underpinning the transition will be developed during September.	Risk reviewed 12/10/18 - No changes

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L13b	Local Government Reorganisation SNC - Proposals for local government reorganisation impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties. Threat to existing joint working partnership initiatives if alternative delivery modes are imposed. Potential impact of CDC/SNC separation on quality of services delivered to residents and communities.	5	4	20	Leader and CEO engaging at national and county level to mitigate impacts of potential service reductions for residents. Planning for the impact of separation of joint working arrangements between CDC and SNC is underway. Additional senior leadership resources are planned for SNC. Interim Head of Paid Service appointed for SNC to start on 1st October. Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially Partially Partially	Councillor Ian McCord	Yvonne Rees	Claire Taylor	5	3	15	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Additional communications resources have been put into place to support the agenda. Separation planning underway for CDC and SNC. OCC - CDC section 113 agreement completed.	Formal decision taken in July to end CDC/SNC partnership. Plan for separation currently being developed. Risk will be fundamentally reviewed in light of the plan. Senior management separation restructure to begin in September. Stand alone SNC senior structure to include clear responsibility for both LGR and separation from CDC.	Risk reviewed 12/10/18 - No changes
L14	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statements	Partially Partially Partially Partially Partially Partially	Councillor Barry Wood Councillor Ian McCord	Adele Taylor	James Doble	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures Review of constitution to take place 2018/19 Implementation of corporate programme office – May 2018 Full review of HR policy to be undertaken during 2018/19 Monitoring Officer to attend management team meetings	Risk added to register following senior management discussion.	4/10/18 - No change

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					Prior Period Variances £000	OUTTURN NARRATIVE
	BUDGET	FORECAST	RE- PROFILED INTO 2019/20	RE- PROFILED BEYOND 2019/20	Current Period Variances £000		
Community Centre Refurbishments	84		84		-	-	Spending is directly linked to the delivery of "The Hill youth and community centre". It is likely that the new facility won't be completed this financial year, hence the fund which is earmarked in the main for fixtures and fittings won't be needed until 2019/20.
Wellbeing - Communities	84	-	84	-	-	-	
Biomass Heating Bicester Leisure Centre	14				(14)	-	Budget no longer required
Whitelands Farm Sports ground	25	25			-	-	
Solar Photovoltaics at Sports Centres	80		80		-	-	This budget to cover solar PV component replacement which may not be called upon in 2018/19. Re-profiled to 2019/20
Football Development Plan in Banbury	20	20			-	-	
North Oxfordshire Academy Astroturf	207	207			-	-	
Stratfield Brake Repair Works	12	12			-	-	
Sports Centre Modernisation Programme	36				(36)	-	Budget no longer required
Bicester Leisure Centre Extension	122	122			-	-	
Spiceball Leis Centre Bridge Resurfacing	30		30		-	-	Works to be determined post completion of the new bridge connection in 2018, as part of the CQ2 project. Re-profiled to 2019/20
Corporate Booking System	60	60			-	-	
Woodgreen - Condition Survey Works	2				(2)	-	Budget no longer required
Bicester Leisure Centre - Access Road Improvements	33	33			-	-	
Cooper School Performance Hall - Roof, Floor & Seating	38	38			-	-	
North Oxfordshire Academy - Replacement Floodlights	20	20			-	-	
North Oxfordshire Academy - Sports Pavilion Improvements	6	6			-	-	
Cooper sports Facility Floodlights	65		65		-	-	Due to access issue, work is scheduled for completion in the summer of 2019/20.

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					Prior Period Variances £000	OUTTURN NARRATIVE
	BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Period Variances £000		
Wellbeing - Leisure and Sport	770	543	175	-	(52)	-	
Empty Homes Work-in-Default Recoverable	100	100			-	-	Moving £100k to Capital Reserves (NB. This needs to remain at £100k per annum. Any unspent budget is to be reprofiled and topped up to £100k)
Disabled Facilities Grants	983	983			-	-	
Discretionary Grants Domestic Properties	339	200	139		-	-	Only £200k of the budget will be required this financial year and £139k re-profiled to 2019/20.
Abritas Upgrade	33	33			-	-	
Wellbeing - Housing	1,455	1,316	139	-	-	-	
Wellbeing Total	2,309	1,859	398	-	(52)	-	
The Hill Youth Community Centre	989	989			-	-	
East West Railways	1,160		1,160		-	-	There is a 5 years schedule of capital contributions to 2019 / 20 have not yet been requested. Re-profiled to 2019/20.
Graven Hill - Loans and Equity	600	600			-	-	
Place & Growth - Economy &	2,749	1,589	1,160	-	-	-	
Place & Growth Total	2,749	1,589	1,160	-	-	-	
Car Park Refurbishments	467		467		-	-	Budget for the replacement of parking equipment which is not expected in 2018/19. Re-profiled to 2019/20.
Energy Efficiency Projects	28	28			-	-	
Glass Bank Recycling Scheme	8	8			-	-	
Public Conveniences	50		50		-	-	Budget for the uplift of the Public Conveniences, work not expected to start in 2018/19. Re-profiled to 2019/20.
Off Road Parking Facilities	18	18			-	-	
Vehicle Replacement Programme	879	557	322		-	-	£322k deferred due to the useful life of some vehicles longer than estimated.
Wheeled Bin Replacement Scheme	125	125			-	-	

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CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					Prior Period Variances £000	OUTTURN NARRATIVE
	BUDGET	FORECAST	RE- PROFILED INTO 2019/20	RE- PROFILED BEYOND 2019/20	Current Period Variances £000		
Urban Centre Electricity Installations	15		15		-	-	Work on the Urban Centre Electricity Installations not expected to commence until next financial year, hence re-profiled to 2019/20.
Bicester Cattle Market Car Park Phase 2	90	0			(90)	-	Budget no longer required
Vehicle Lifting Equipment	30	30			-	-	
Container Bin Replacement	20	10	10		-	-	Container Bin Replacement will not be required in 2018/19, but in the next budget year, hence re-profiled to 2019/20.
Banbury Market Improvements	20	20			-	-	
Environment - Environment	1,750	796	864	-	(90)	-	
Customer Self-Service Portal CRM Solutn	80	80			-	-	
Environment - Environment	80	80	-	-	-	-	
Environment Total	1,830	876	864	-	(90)	-	
Financial System Upgrade	0				-	-	
Academy Harmonisation	119	119			-	-	
Finance & Governance - Finance &	119	119	-	-	-	-	
Condition Survey Works	77	77			-	-	
Bradley Arcade Roof Repairs	85	35			(50)	(50)	Savings for work completed for less than the original bid value achieving the same goals.
Orchard Way Shopping Arcade Front Serv	20	16			(4)	(4)	Savings for work completed for less than the original bid value achieving the same goals.
Old Bodicote House	0				-	-	
Bicester Town Centre Redevelopment	0				-	-	
Banbury Museum - Refurbishment Programme	0				-	-	
Community Buildings - Remedial Works	150	100			(50)	(50)	Savings for work completed for less than the original bid value achieving the same goals.
Car Parks Resurfacing	0				-	-	
Spiceball Riverbank Reinstatement	50		50		-	-	On hold pending the completion of a new bridge as part of the CQ2 development. Re-profiled to 2019/20
NW Bicester Eco Business Centre	2,236	2,236			-	-	

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CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					Prior Period Variances £000	OUTTURN NARRATIVE
	BUDGET	FORECAST	RE- PROFILED INTO 2019/20	RE- PROFILED BEYOND 2019/20	Current Period Variances £000		
Build Programme Phase 1a	1,047	1,047			-	-	Agreed capital budget re-profiled from 2017/18 now coded to the applicable service area.
Banbury - Antelope Garage	0	29			29	29	Additional cost for a second fire exit route to the "Antelope Garage" in Banbury.
Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	270	270			-	-	
Thorpe Way Industrial estate - Roof & Roof Lights	64	64			-	-	
Castle Quay 2	62,000	4,689	42,644	14,667	-	-	
Castle Quay 1	7,636	7,636			-	-	
Franklins House - Travelodge	783	783			-	-	
Bicester - Pioneer Square	135	135			-	-	
Cherwell Community Fund	100	100			-	-	
Build Programme Phase 1b	1,875	1,875			-	-	
Build Programme Phase 2	6,500	6,500			-	-	
Housing & IT Asset System joint CDC/SNC	50	50			-	-	
Orchard Way - external decorations	95	95			-	-	
Retained Land	180	180			-	-	
Thorpe Place Industrial Units	175	175			-	-	
Thorpe Way Industrial Units	145	145			-	-	
Horsefair Banbury	100	100			-	-	
Thorpe Lane Depot - Tarmac / drainage	110	110			-	-	
EPC certification & compliance works	40	40			-	-	
Sunshine Centre	440	440			-	-	S106 monies of £320k and CDC funding of £120k. Works tendered ready to proceed, hold pending transfer of lease from OCC to CDC.

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CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

DESCRIPTION	£000's					Prior Period Variances £000	OUTTURN NARRATIVE
	BUDGET	FORECAST	RE- PROFILED INTO 2019/20	RE- PROFILED BEYOND 2019/20	Current Period Variances £000		
Woodpiece Road Parking Options	40	70			30	-	Works for 3 new parking areas on Woodpeice Road. When the works were tendered cost returned exeeded budget. Cost / funding for the overspend yet to be finalised.
Finance & Governance - Property, Investment & Contract Management	84,403	26,997	42,694	14,667	(45)	(75)	
Finance & Governance Total	84,522	27,116	42,694	14,667	(45)	(75)	
Microsoft Licensing Agreement	110	110			-	-	Previously reported that a (£110k) for Microsoft licensing agreement budget was no longer required, following further investigation it has been established that the total budget is required and will be spend in 2018/19.
Land & Property Harmonisation	83	83			-	-	
5 Year Rolling HW / SW Replacement Prog	50	50			-	-	
Business Systems Harmonisation Programme	69	69			-	-	
Website Redevelopment	0				-	-	Currently under review to ascertain the next course of action. Decision will be made before the end of Q2.
Upgrade Uninterrupted Pwr Supp Back up / Datacentre	115	115			-	-	
IT Strategy Review	139	139			-	-	Agreed capital budget re-profiled from 2017/18 now coded to the applicable service area.
Land and Property Harmonisation	167	167			-	-	
Customer Excellence & Digital Transfer	85	85			-	-	
Unified Communications	125	125			-	-	
Customers Service Devt - Customers & IT Services	943	943	-	-	-	-	
Customers & Service Devt - HR, OD & Payroll	-	-	-	-	-	-	
Customers & IT Services Total	943	943	0	0	0	0	
Capital Total	92,353	32,383	45,116	14,667	(187)	(75)	187 - Under Spend

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Cherwell District Council

Executive

5 November 2018

<p>Notification of Urgent Action: The Hill Youth and Community Centre, Banbury</p>

Report of Interim Executive Director Finance and Governance

This report is public

Purpose of report

To report the urgent action taken by the Executive Director: Finance and Governance in consultation with the Leader to approve the demolition of The Hill Community Centre, Banbury on 11 July 2018 and the decision to construct a new youth and community centre in its place, the award of the construction contract having been made on 25 September 2018.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the urgent action taken by the Interim Executive Director Finance and Governance to approve the demolition of The Hill Community Centre, Banbury and to construct a new youth and community centre in its place.

2.0 Introduction and Executive Summary

- 2.1 The funding for the demolition of the existing redundant building and the redevelopment of the site was approved in October 2017.
- 2.2 On 11 July 2018 the Executive Director: Finance and Governance in consultation with the Leader approved the demolition of the existing community building at The Hill in order to avoid any slippage in the programme of works associated with the redevelopment of the site.
- 2.3 The Executive Director Finance and Governance in consultation with the Leader also determined the construction of a new youth and community centre in place of the demolished building, and the decision to award the contract for the associated construction works was made on 25 September

2018. The contract was awarded to Edgar Taylor (Buckingham) Ltd for the sum of around £1.1m.

3.0 Conclusion and Reasons for Recommendations

3.1 This report confirms the urgent action taken by the Interim Executive Director Finance and Governance in consultation with the Leader to approve the demolition of The Hill Youth and Community Centre, Banbury on 11 July and the decision to construct a new youth and community centre in its place, the award of the construction contract having been made on 25 September 2018.

4.0 Consultation

In accordance with the urgent action powers the Interim Executive Director Finance and Governance consulted with the Leader and Assistant Director: Law and Governance.

5.0 Alternative Options and Reasons for Rejection

5.1 None as this is an information report for Executive to note.

6.0 Implications

Financial and Resource Implications

6.1 Both projects are within the budgets allocated for the demolition and redevelopment of The Hill.

Comments checked by:

Kelly Watson, Assistant Director Finance & Procurement, 0300 0030 0206,
kelly.watson@cherwellandsouthnorthants.gov.uk

6.2. Legal Implications

There are no legal implications arising from this report as it is reporting urgent action already taken.

Comments checked by:

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

6.3 Risk Implications

There are no risk implications arising directly from this report as it is reporting urgent action already taken.

Comments checked by:
Louise Tustian, Team Leader: Insight Team. Telephone 01295 221786
Email: louise.tustian@cherwellandsouthnorthants.gov.uk

7.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

Banbury Ruscote and Neithrop

Lead Councillor

Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property

Document Information

Appendix No	Title
n/a	none
Background Papers	
None	
Report Author	Adele Taylor, Interim Executive Director Finance and Governance
Contact Information	Adele.Taylor@cherwellandsouthnorthants.gov.uk 0300 003 0103

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