

Public Document Pack

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 7 November 2022 at 6.30 pm

Present:

Councillor Barry Wood (Chairman), .Leader of the Council and Portfolio Holder for Policy and Strategy
Councillor Ian Corkin (Vice-Chairman), Deputy Leader of the Council and Portfolio Holder for Regeneration and Economy
Councillor Phil Chapman, Portfolio Holder for Healthy Communities
Councillor Colin Clarke, Portfolio Holder for Planning
Councillor Richard Mould, Portfolio Holder for Corporate Services
Councillor Adam Nell, Portfolio Holder for Corporate Services
Councillor Lynn Pratt, Portfolio Holder for Property
Councillor Eddie Reeves, Portfolio Holder for Safer Communities

Apologies for absence:

Councillor Nicholas Mawer, Portfolio Holder for Housing
Councillor Dan Sames, Portfolio Holder for Cleaner and Greener Communities

Also Present:

Councillor Sandy Dallimore, Chairman of Overview and Scrutiny Committee
Councillor Sean Woodcock, Leader of the Labour Group

Officers:

Yvonne Rees, Chief Executive
Ian Boll, Corporate Director Communities
Michael Furness, Assistant Director Finance & S151 Officer
Shiraz Sheikh, Assistant Director Law, Governance & Democratic Services/Monitoring Officer
Ed Potter, Assistant Director Environmental Services
Simon Hope, Interim Head of Communications and Marketing
Natasha Clark, Governance and Elections Manager

Officers Attending Virtually:

Stephen Hinds, Corporate Director Resources
Nicola Riley, Assistant Director Wellbeing and Housing

48 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

The Chairman welcomed Councillor Dallimore, Chairman of Overview & Scrutiny Committee, to the meeting. Councillor Dallimore would be reporting the Committee's feedback on item 10, Cherwell Sports Studies.

50 **Minutes**

The minutes of the meeting held on 3 October 2022 were agreed as a correct record and signed by the Chairman.

51 **Chairman's Announcements**

There were no Chairman's announcements.

52 **Urgent Business**

There were no items of urgent business.

53 **Annual Delivery Plan 2022/24**

The Chief Executive submitted a report which recommended the Annual Delivery Plan for 2022/24 to achieve the vision, aims and ambitions of our Council as contained in our Council's Business Plan on behalf of the local communities and businesses we are here to serve.

Resolved

- (1) That the key Strategic Priorities for our Council be agreed.
- (2) That the Annual Delivery Plan 2022/24 (annex to the Minutes as set out in the Minute Book) be approved.
- (3) That the requirement for future amendments to our Council's Finance, Performance and Risk reporting to incorporate progress on the key Strategic Priorities be approved.

Reasons

Through the agreement of the recommendations contained in this report the Council is ensuring the focussed delivery of the priorities contained within the Business Plan on behalf of the local communities we are here to serve.

Alternative options

Option One: No Annual Delivery Plan – given the challenges and opportunities facing the Council the need for a clear plan which enables the Council's achievement of the Business Plan is essential.

Option Two: Annual Delivery 2023/24 - given the challenges and opportunities facing the Council the need for a timely plan which enables the Council's achievement of the Business Plan is essential.

54 Monthly Performance, Risk and Finance Monitoring Report September 2022

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

At the discretion of the Chairman, Councillor Woodcock addressed Executive.

In response to Councillor Woodcock's comments regarding action being taken to address net housing completions, the number of affordable homes being delivered and the number of households in temporary accommodations that were reporting amber or red, the Portfolio Holder for Corporate Services explained that there were labour issues, supply chain issues with builders were having difficulties getting supplies but, if there were no more supply chain issues, it was hoped targets would be achieved by year end. The Chairman added that the question could be rephrased to ask if there was anything to do to help providers and developers. The Assistant Director Wellbeing and Housing undertook to provide a written response to Councillor Woodcock and copy to the Executive.

In response to Councillor Woodcock's comments regarding car park income, the Portfolio Holder for Finance explained that this area was still recovering from the covid pandemic and in Banbury, the impact of Castle Quay had been difficult to forecast. The Assistant Director Environmental Services highlighted that the council's Car Parking Strategy expired at the end of March 2023 and was therefore due for review.

Resolved

- (1) That the monthly Performance, Risk and Finance Monitoring Report September 2022 be noted.
- (2) That the following changes to reserves be approved:
 - Directorate: Communities

- Type: Earmarked
- Description: Heat Networks
- Reason: Return of Heat Networks funding no longer required
- Amount £m: (0.017)
- Total Earmarked Reservices £m: (0.017)

- (3) That the release of the remaining funds from capital budget 40238 "IT Shared Services" be approved.

Reasons

This report provides an update on progress made during September 2022, to deliver the Council's priorities through reporting on Performance, Leadership Risk Register and providing an update on the Financial Position. The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.

With regards the release of the remaining funds from capital budget 40238 "IT Shared Services", the original proposal in 2019 was to complete activities to support the IT Strategy revolving around the joining up with Oxfordshire County Council (OCC). Cherwell District Council (CDC) decoupling from OCC has marked that chapter of the IT Strategy as complete. However, ahead of the creation of CDC's Digital Strategy, we are exploring areas of improvement to reduce the demand on services and provide proactive services to our citizens. This aligns with the original proposal of exploring revenue savings and adding efficiencies.

Alternative options

Option 1: This report illustrates the Council's performance against the 2022-23 Business Plan. Regarding the monitoring aspects of the report, no further options have been considered. However, members may wish to request that officers provide additional information. Regarding the recommendation to approve changes in use of reserves, members could choose to reject the change of use, however, the request is in accordance with the councils Reserves Policy and within existing budgets. If Members chose not to agree to the changes in transfers to reserves, then this would mean resource would need to be found for these projects separately in future years.

Garden Waste Charges for 2023/24

The Assistant Director Environmental Services submitted a report which set the garden waste collection charges for 2023/24.

Resolved

- (1) That it be agreed to launch the Garden Waste Subscription service for 2023/24 from 1 December 2022.
- (2) That the following revised prices be implemented:

- Annual Charge: £43/year
- 'Early bird' Charge (order before 1 March 2023): £39/year
- Additional bins: £33/year for each additional bin

Reasons

The garden waste subscription will be launched on 1 December 2022 to give residents certainty on prices in 2023/24 and to smooth demand for licences over a reasonable period.

Alternative options

Option 1: Launch the garden waste subscription service for 2023/24 from a later date with revised prices. This has been rejected as it compresses timescales and makes administration of the process more difficult & mistakes are more likely.

Option 2: Launch the garden waste subscription service for 2023/24 with unchanged prices. This has been rejected due to the rising costs of service delivery, especially fuel costs.

Option 3: Launch the garden waste subscription service for 2023/24 with higher prices than set out. This has been rejected as subscriptions are likely to fall resulting in less overall income

56

Cherwell Sports Studies

The Assistant Director Wellbeing and Housing submitted a report which presented the emerging evidence of the District Sports Studies findings. These will be used as an evidence base for the new Local Plan, and provide the basis of future sports facility developer contribution requests. It was not the intention that all the recommendations should be acted upon by the Council alone, and this report focussed on those where the Council could have an influence. The study modelled sport facility needs in Cherwell up to 2040.

Councillor Dallimore, Chairman of the Overview and Scrutiny Committee, presented the comments of the Committee who had received a presentation of the item at their 11 October 2022 meeting.

Councillor Dallimore advised that the Committee had endorsed the recommendations had asked officers for clarification on the process regarding how a balanced weighting had been reached, given the varying requirements across the district. Clarification was also requested in relation to commercial facilities. Specific comments were made regarding: smaller sports clubs not being overlooked when discussions were taking place with developers for contributions, as participants frequently come from a wider area than the town/village the facility is located; the importance of suitable changing

facilities for women and disabled people; and, the environmental impacts of 3G pitches.

At the discretion of the Chairman, Councillor Woodcock addressed Executive. Councillor Woodcock commended the Member Briefing session he had attended in relation to Banbury. Referring to the Overview and Scrutiny Committee's comments, Councillor Woodcock highlighted that many small village sports clubs have a wider catchment area beyond the village and can therefore have a bigger impact on the village.

In response to Councillor Woodcock's comments regarding the development of a new ground for Banbury United, the Chairman explained that the council was facilitating meetings between the club and developers. The Portfolio Holder for Healthy Communities advised he was in regular contact with the Chairman of Banbury United.

Resolved

- (1) That the 2022 Sports Studies be recognised as influential strategic documents and it be agreed they should be used to seek developer contributions / influence capital bids / seek external funding.
- (2) That it be agreed that the documents are shared with partners to ensure wider understanding and influence.
- (3) That officers, Sport England and National Governing Body representatives be requested to annually review the documents and Members be kept abreast of key changes.

Reasons

The final Sports Study documents will be used to work with partners and other organisations on delivery models to improve and develop sports facilities where needed, to ensure the effective provision of sport and leisure opportunities across the District. The 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 Sports Studies, 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.

The Assistant Director Wellbeing and Housing submitted a report to delegate authority to Assistant Director Wellbeing and Housing Service to award the contract for the provision of “General Information and Money Advice Services”.

Resolved

- (1) That authority be delegated to the Assistant Director Wellbeing and Housing to award the contract for the provision of an Agency and Temporary Staff Managed Service in consultation with the Monitoring Officer and s151 Officer.
- (2) That authority be delegated to the Monitoring Officer to enter into the agreement with the successful provider.

Reasons

As the setting of the 2022 budget required a saving in the commissioning of a Money Advice service, an extension of the current provision was not an option to explore in ensuring a continued Money Advice Service. For this reason, it was agreed that an entirely new commission would take place. The process was open to any operator in the market with a “general information” and “money advice” specialism.

The current contract ends on 31 December 2022. To achieve the required savings, the new contract must begin at the lower rate on 1 January 2023.

An exhaustive procurement exercise was undertaken whereby value for money research was undertaken, a specification that met current and future needs of Cherwell residents was formulated, and in conjunction with Oxford County Council, procurement team, a tender was launched to the market.

Two respondents submitted tenders and these tenders were assessed by the CDC procurement specialist for eligibility and by the Housing Commissioning officer, Housing Manager and by Cherwell's Housing consultant to assess quality assurance.

It was unanimously agreed that Tender 2 has met and exceeded the stated tender requirements.

Alternative options

Option 1: Do not award a Contract. This option has been rejected because Cherwell District Council is in need of a Free money Advice and General information service for its residents

Option 2: Extend Current contract at current cost. This option has been rejected because Cherwell District Council is Committed to making savings in 2021/2022. The current cost is unsustainable and when considering comparable public services, not optimal value for money

58 **Exclusion of the Press and Public**

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

59 **Commissioning of the General Information and Money Advice Service
2023 - 2024 - Exempt Appendix**

Resolved

(1) That the exempt appendix be noted.

The meeting ended at 7.30 pm

Chairman:

Date:

Annual Delivery Plan

2022/24

November 2022



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

Business Plan Aims

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

Business Plan - Aims

Housing that meets your needs

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

An enterprising economy with strong and vibrant local centres

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

Supporting environmental sustainability

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

Healthy, resilient and engaged communities

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



Annual Delivery Plan Priorities

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



Top 10 x Key Strategic Priorities



Business Plan Aims

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



Housing that meets your needs

Supporting Our Strategic Priorities

- Support the delivery of affordable and green housing
 - Ensure minimum standards in rented housing
 - Work with partners supporting new ways to prevent homelessness
 - Support our most vulnerable residents
 - Deliver the Local Plan
- **Local Plan:** Progress a new Plan with policies to guide housing development to meet needs and address national and local priorities including those addressing climate change.
 - **Wholly Owned Companies:** GHVDC / Crown House delivery.
 - **Affordable Housing:** Deliver affordable housing to meet needs and assist access to the housing market.
 - **Infrastructure:** Work with Oxfordshire County Council to deliver key infrastructure, including to support strategic development and the delivery of the Bicester Garden Town, to deliver improvements to Kidlington Roundabout and access to Banbury Railway station, and to support non-car based modes of transport. Banbury Road junction improvement scheme, engaging with Homes England on North West Bicester, Pioneer Roundabout and Ploughley Road junction in Bicester.
 - **Unlock CDC owned sites:** for potential affordable and green housing.
 - **Empty Property Policy:** Identify owners of disused sites (i.e.garages) to ascertain viability of transforming into packets of affordable housing.
 - **Council Tax Policy:** 2nd Homes.
 - **Housing Grants Programme:** enabling residents to be independent longer.
 - **Regulatory Services and Inspections:** Ensuring compliance and standards.
 - **Oxfordshire Housing and Growth Deal Programme:** Delivering the workstreams to the agreed programme.
 - **'One Council':** approach of identification to homelessness.
 - **Housing First:** implementing a new approach in partnership with the Oxfordshire Homelessness Alliance.
 - **Digital Assistance:** and automation in homes to support vulnerable adults.
 - **Permanent Address Scheme:** develop to help residents for permanent address (Manchester Approach).
 - **Supporting the Refugee and Asylum Schemes:** to ensure all residents move towards independent living and settle well.
 - **Business Engagement :** Continuing to build good relations with the business community.

Business Plan Aims

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



Supporting environmental sustainability

Supporting Our Strategic Priorities

- Work towards our commitment to be carbon neutral by 2030
- Promote the green economy
- Support waste reduction, reuse and recycling
- Work with partners to improve air quality
- **Local Plan:** Progress a new Plan with policies to guide sustainable development including for responding to climate change and minimising carbon emissions.
- **Green Investments:** with cash borrowed will be looking to invest until it is all needed.
- **Tree Surgery:** look at investment to provide supply capacity to major development sites and planting initiatives.
- **Country Parks:** Management Strategy.
- **Food Waste Collections:** introduction and approach to green waste.
- **Garden Town Programme and LCWIP delivery** – modal shift support (sustainable travel).
- **Plant a tree nursery:** to supply trees to our country parks and major development sites.
- **Solar Park on land:** in our control to meet our energy needs and provide income stream – which could be a supplementary cost of living crisis.
- **Engagement:** High Tech, High Performing Businesses.
- **Taxi License Policy:** reducing the environmental impact of the licenced taxi fleet.
- **Procurement Strategy:** focus on sustainability with business who work with Cherwell.
- **Waste Strategy:** work with partners to develop an effective strategy for the County.
- **Green Credentials:** placing emphasis on green credentials of our partners.
- **Town Centres:** long term development and delivery of our visions for more sustainable town centres.
- **Parking and Access Strategy:** to provide sufficient and suitable parking to sustain economic, social and environmental well being of our town centres.
- **Air Quality Management:** monitoring air quality and work with partners to improve air quality in designated air quality management areas.

Business Plan Aims

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

An enterprising economy with strong and vibrant local centres

Supporting Our Strategic Priorities

- | | |
|---|--|
| <ul style="list-style-type: none"> • Support business retention and growth • Work with partners to support skills development and innovation • Work with others to support growth • Work with partners to promote the district as a visitor destination and attract investment in our town centres • Work with businesses to ensure compliance and promote best practice | <ul style="list-style-type: none"> • Establish visions for Banbury, Bicester, Kidlington and Rural. • Local Plan: Progress a new Plan with policies to guide development to improve the environment and vitality of our town centres. • Public Realm: design out/solutions in based on healthy place shaping principles and using public art to best effect to develop distinctiveness and civic pride. • Castle Quay and Castle Quay Waterfront • Develop a new Investment Strategy: for Cherwell, Bicester, Banbury, Kidlington and Rural communities. • UK Shared Prosperity Fund: receipt of funding anticipated Autumn 2022 and Year One programme to be delivered by end March 2023. • Oxfordshire Housing and Growth Deal: Delivering the workstreams to the agreed programme. • Business Engagement: continuing to build good relations with the local business community. • Cherwell Business Adaptation Fund: funding from ARG to OxLEP to administer a grant scheme for local business to adapt post-pandemic. • Skills: act as a broker between employers and education establishments to identify skills shortages that are blockers to growth and how this can be remedied. • Supportive of high performing business relocation: and growth within the area. • Bicester Garden Town: supporting the delivery of the garden town programme. • Regulatory Services: provide regulatory business advice and support and deliver risk-based inspection programmes to increase assurance. • Develop a Single Business Approach: across the service areas with our businesses. • Support Investment: through efficient planning and economic development services. • Community Safety: a visible presence in our town centres to provide reassurance and deter anti-social behaviour. • Inclusive economy: developing additional resources to support people into better work. |
|---|--|



Business Plan Aims

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



Healthy, resilient and engaged communities

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

Supporting Our Strategic Priorities

- **LSP Food Strategy:** Helping to Tackle the Cost of Living Crisis and Food Insecurity.
- **Digital communities:** having resources accessible anywhere/anytime.
- **Encouraging Active Travel:** Changing residents habits through infrastructure and influencing.
- **Move Together:** helping individuals with long term health conditions out of Covid.
- **Movement on Movement:** working with partners to increase activity and physical independence.
- **Brighter Futures Programme:** partners working to improve life chances in areas of deprivation in Banbury.
- **Inter Faith:** working with faith groups to improve understanding and resident engagement in active, healthy lifestyles.
- **Healthy Place Shaping :** New models of Care, Community Activation Built environment.
- **Cultural Development:** Facilitating and enabling development and attracting external funding to support a vibrant and rich cultural life for residents.
- **Activity for All:** identifying gaps in sporting facilities and active lifestyles locally – developing opportunities for local residents and encouraging visitors to the district.
- **Playing Pitch and Built Facilities Strategy:** develop models to deliver new facilities through securing contributions from developers based on a needs analysis.
- **You Move Programme:** Activity programme aimed at families with free school meal eligibility.
- **Facility Development:** An additional learner pool at Bicester.
- **Age Friendly Family:** extend the principles of age friendly communities across Cherwell.
- **Bicester:** An additional visibility learner pool at Bicester.
- **Work with Community groups:** to take ownership (potential CATs) of unloved and unallocated land to bring communities together/civic pride.
- **Relocation of The Mill:** Facilitating the relocation of The Mill to new premises ensuring the continued provision in the district.
- **Banbury Library:** Working with our partners at the County Council to continue having library provision in Banbury
- **Preventative Debt:** measures use data to proactively work with residents to deliver preventative debt.
- **Community Safety Partnership:** work with partners to deliver actions to enhance community safety.
- **Regulatory Services:** acting on problems which negatively impact local communities.
- **Zero tolerance on Domestic Abuse:** working with partners to prevent domestic abuse and support victims.

Chief Executive Annual Delivery Plan 2022/24

November 2022



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

FINAL VERSION

Chief Executive Directorate

- HR & OD
- Well Being & Housing
- Customer Focus

Chief Executive Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
Housing that meets your needs	Wellbeing & Housing	<ul style="list-style-type: none"> • To deliver the new CDC homelessness strategy linked to the countywide strategy; increasing prevention, reducing rough sleeping by half and minimise the length of stay in temporary accommodation. • To improve the supply of and access to housing at affordable and social rents. • To relicense HMO accommodation. • To hold Registered Providers to account for voids, maintenance and overall quality of provision in the social rented accommodation sector locally. • To continue to provide Home improvements and adaptations for disabled residents. • To ensure the joint commissioning of homelessness services meet our residents needs and provides good value for money. • To work across the Oxfordshire system and within the South East Migration Partnership to ensure refugees and asylum seekers settle well. • To continue to manage our own properties well. 	<ul style="list-style-type: none"> • QTR2 2022/23 • ON GOING • QTR3 2022/23 • ON GOING • ON GOING • ON GOING • ON GOING • ON GOING



Chief Executive Directorate

- HR & OD
- Well Being & Housing
- Customer Focus

Chief Executive Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
Leading on environmental sustainability	Wellbeing & Housing	<ul style="list-style-type: none">• To continue to modify facilities to reduce carbon impact and seek ways of embracing new technology and external funding to improve our facilities.• To continue to invest in renewable energy for swimming pools and active spaces to reduce utility costs.• To work with Property services to consider renewable energy investment in community buildings owned by Cherwell DC.	<ul style="list-style-type: none">• QTR4 2022/23• ON GOING• ON GOING



Chief Executive Directorate

- HR & OD
- Well Being & Housing
- Customer Focus

Chief Executive Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
An enterprising economy with strong and vibrant local centres	HR & OD	<ul style="list-style-type: none"> To support the organisation in the decoupling from the strategic partnership with Oxfordshire County Council. 	<ul style="list-style-type: none"> QTR2 2022/23
	Well Being & Housing	<ul style="list-style-type: none"> To support the development of the arts and cultural services and their role in regeneration. To promote an inclusive economy. To deliver the projects funded through the UK Shared Prosperity Fund. 	<ul style="list-style-type: none"> ON GOING ON GOING ON GOING



Chief Executive Directorate

- HR & OD
- Well Being & Housing
- Customer Focus

Chief Executive Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
Healthy, resilient and engaged communities	Wellbeing & Housing	<ul style="list-style-type: none"> • To deliver targeted Physical Activity provision examples being FAST and HAF to decrease inequality and physical inactivity levels with a focus on those most in need and most deprived wards. • To deliver a Wellbeing Strategy that outlines how the wellbeing team will deliver services linking physical activity, healthy behaviours, wellbeing, cultural and community development. • To seek to improve the quality and offering to residents relating to the Leisure Facilities through robust and regular monitoring of the service provided aligned with the need to undertake needs assessments of built facilities. • To consider options around management of Joint Use Facilities/Sports grounds in Bicester and Kidlington. • To support the voluntary sector to be robust and sustainable and achieve corporate priorities. • To work to strengthen our most vulnerable communities., tackling food insecurity • To assist parish councils to plan for and support the wellbeing of their communities. • To organise the Cherwell Local Strategic Partnership to facilitate cross-sectoral working. • To develop the role of the Brighter Futures in Banbury Partnership to have greater impact on the lives of residents. 	<ul style="list-style-type: none"> • QTR1 2022/23 • QTR4 2022/23 • ON GOING • QTR2 2022/23 • ON GOING • ON GOING • ON GOING • ON GOING • ON GOING
	Customer Focus	<ul style="list-style-type: none"> • To tell our story as a council and as a place – helping to improve our reputation nationally, regionally and sector wide. • To implement a new consultation and engagement strategy to engage with residents and other stakeholders in a more active and inclusive way and put residents at the heart of decision-making. • To implement a Communications Strategy that works both ways, engaging with our customer to understand their needs, working proactively to provide information about the services we provide and the latest developments. • To deliver on the vision of ‘Our Customer Service is your experience...Your satisfaction is our success’. Enhancing our digital customer offer, to increase self-service and assisted service opportunities. 	<ul style="list-style-type: none"> • ON GOING • QTR4 2022/23 • QTR4 2022/23 • ON GOING



Chief Executive Directorate

- HR & OD
- Well Being & Housing
- Customer Focus

Chief Executive Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
Housing that meets your needs	Wellbeing & Housing	<ul style="list-style-type: none">• To ensure the housing allocations process is efficient and meets the needs of the most vulnerable applicants.• To work in partnership with other statutory agencies to reduce homelessness.• To maintain a needs assessed policy for strategic housing delivery.	<ul style="list-style-type: none">• ON GOING• ON GOING• ON GOING



Chief Executive Directorate

- HR & OD
- Well Being & Housing
- Customer Focus

Chief Executive Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
Leading on environmental sustainability	Wellbeing & Housing	<ul style="list-style-type: none">• To manage built Leisure facilities in a sustainable manner, reducing their carbon footprint	<ul style="list-style-type: none">• QTR4 2022/23
	Customer Focus	<ul style="list-style-type: none">• To incorporate the climate action framework to our Comms and Marketing strategy, to promote awareness and support education initiatives.	<ul style="list-style-type: none">• QTR4 2022/23



Chief Executive Directorate

- HR & OD
- Well Being & Housing
- Customer Focus

Chief Executive Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
An enterprising economy with strong and vibrant local centres	HR & OD	<ul style="list-style-type: none"> To work with the organisation to design and embed agile working practices and issue new contracts to all employees. To review of policies to ensure continued legal compliance, clarity on related processes and efficiency in their operation. To develop a suite of workforce reports that are readily available to managers to make better evidence-based and informed decisions. To review of agency worker usage and contractors; analysing current usage that informs a best value approach which offers savings across the organisation. To develop a Performance Management strategy that ensures every employee is clear on their contribution to the strategic priorities, measures progress and encourages meaningful conversation that motivates and develops our workforce, whilst also ensuring accountability of actions. 	<ul style="list-style-type: none"> • ON GOING • ON GOING • QTR2 2022/23 • QTR4 2022/23 • QTR4 2022/23
	Wellbeing & Housing	<ul style="list-style-type: none"> To drive partnerships to secure employment for refugees 	<ul style="list-style-type: none"> • QTR2 2022/23
	Customer Focus	<ul style="list-style-type: none"> To provide Marketing and comms support to all council’s commercial initiatives . To provide data analysis such as benchmarking to support the delivery of commercial initiatives, funding grants bids and industry awards applications. 	<ul style="list-style-type: none"> • ON GOING • ON GOING



Chief Executive Directorate

- HR & OD
- Well Being & Housing
- Customer Focus

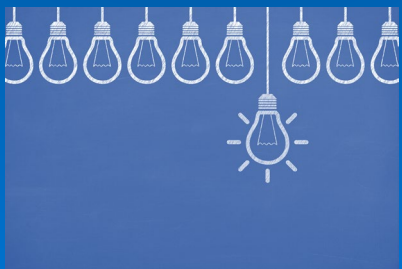
Chief Executive Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
Healthy, resilient and engaged communities	HR & OD	<ul style="list-style-type: none"> • To review our Learning and Development offer and devise and implement a new strategy. • To continue to undertake regular health and safety audits across internal departments. 	<ul style="list-style-type: none"> • QTR3 2022/23 • ON GOING
	Well Being & Housing	<ul style="list-style-type: none"> • To continue to review services to ensure the structure and focus of services are fit for purpose to meet the objective of Healthy resilient and engaged communities. • To fulfil the council's statutory duty to assess, register and administer Assets of Community Value. • To lead on fulfilling the council's commitments under the Armed Forces Covenant. • To secure developer contributions (s.106) for community Infrastructure. • To deliver developer funded community infrastructure projects to benefit new communities. 	<ul style="list-style-type: none"> • ON GOING • ON GOING • ON GOING • ON GOING
	Customer Focus	<ul style="list-style-type: none"> • To perform against our own individual Food Strategy Action Plan measures. • To ensure compliance with new Armed Forces Covenant. • To co-ordinate quarterly Civilian Military Partnership (CMP) and support CMP Steering Group. • To host National Graduate Development Programme. • To co-ordinate Corporate awards and Stonewall Workplace Equality Index submissions. • To expand from broadcast communications to conversations and two-way engagement – using digital platforms and more varied types of content (such as video, animation and long-form editorial) to broaden our reach and engagement. • To implement a new consultation and engagement strategy to engage with residents and other stakeholders in a more active and inclusive way and put residents at the heart of decision-making. • To co-ordinate locality meetings and provide policy support to members and ELT. • To enhance key strategic relationships with our local partners . • To work in partnership on cross-organisation priorities to address inequalities. • To improve the First Contact Resolution to customers across all access channels. • To improve satisfaction with customer service centre. 	<ul style="list-style-type: none"> • ON GOING • ON GOING • ON GOING • ON GOING • ON GOING • ON GOING • QTR4 2022/23 • QTR4 2022/23 • ONGOING • ON GOING • ON GOING • ON GOING • ON GOING



Chief Executive Directorate

- HR & OD
- Well Being & Housing
- Customer Focus



Chief Executive Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
Housing that meets your needs	HR & OD	<ul style="list-style-type: none">• To support the workforce to transform and continuously improve.	<ul style="list-style-type: none">• ON GOING
	Wellbeing & Housing	<ul style="list-style-type: none">• To prioritise and maintain delivery of statutory housing services within the revised budget.	<ul style="list-style-type: none">• ON GOING



Chief Executive Directorate

- HR & OD
- Well Being & Housing
- Customer Focus

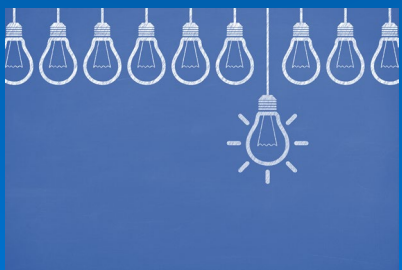
Chief Executive Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
An enterprising economy with strong and vibrant local centres	HR & OD	<ul style="list-style-type: none">• To successfully embed the iTrent system following strategic review that results in efficiencies within the team, streamlined processes and improved customer experience.	<ul style="list-style-type: none">• QTR4 2022/23



Chief Executive Directorate

- HR & OD
- Well Being & Housing
- Customer Focus



Chief Executive Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
Healthy, resilient and engaged communities	Wellbeing & Housing	<ul style="list-style-type: none"> To deliver agreed service review outcomes for Leisure Facilities. To improve collection and interpretation of community data to inform resource allocation. 	<ul style="list-style-type: none"> • ON GOING • ON GOING
	Customer Focus	<ul style="list-style-type: none"> To provide accurate performance information for national stakeholders and internal customers adhering to quality assurance and SLA targets. To make the best use of Unity across both councils, explore and test automation of data, functionality of risk, project management and the public facing portal. To grow the project management network, develop the best practice templates and proactively use lessons learned to continuously improve across both councils. To promote key research documents more widely supporting evidenced based planning – JSNA, SIA, CENSUS etc. To support services to complete Equality Impact Assessments. To enhance EDI commitment with consideration to external engagement and influence. To maintain a 10 working day or quicker turnaround of official searches. To maintain an accurate and up-to-date Land Charges register. To maintain a service focus across the customer base. To ensure staff are fully trained, developed and competent across the services provided. To provide an upper quartile, qualitative performance. To maintain and improve our digital offer to customers by increasing our historical records data. To implement a Digital Inclusion and VCS Strategy. To manage current VCS Infrastructure provision and develop new proposal alongside VCS Strategy. To work with HMLR in preparation for the Register Migration in 2023/24. 	<ul style="list-style-type: none"> • ON GOING • ON GOING • ON GOING • ON GOING • ON GOING • ON GOING • ON GOING • ON GOING • ON GOING • ON GOING • QTR2 2023/24 • QTR2 2023/24 • ON GOING

Communities

Annual Delivery Plan

2022/24

November 2022



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

FINAL VERSION

Communities Directorate

- Planning & Development
- Growth & Economy
- Environmental Services
- Regulatory & Community Safety

Communities Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
Housing that meets your needs	Planning & Development	<ul style="list-style-type: none"> • To contribute to the delivery or acceleration of development associated with the Oxfordshire Housing & Growth Deal. • To deliver the Cherwell Local Plan Review within the identified budget by developing a robust and demonstrably 'sound' Local Plan that can be adopted as efficiently, effectively and cost effectively as possible. • To implement the Development Management Improvement Plan. • To build strategic developer relationships to enable strategic site delivery. • To reduce our costs and increase resilience by entering into an effective Building Control collaboration with a Partner Authority. 	<ul style="list-style-type: none"> • QTR4 2022/23 • QTR3 2022/23 • QTR4 2022/23 • QTR2 2022/23 • QTR1 2022/23
	Growth & Economy	<ul style="list-style-type: none"> • To continue to develop accelerated housing delivery with funding from Homes England (Garden Communities and Growth Deal). 	<ul style="list-style-type: none"> • ON GOING



Communities Directorate

- Planning & Development
- Growth & Economy
- Environmental Services
- Regulatory & Community Safety

Communities Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
Leading on environmental sustainability	Planning & Development	<ul style="list-style-type: none"> • To progress policies that will lift the environmental credentials of all new development for the Local Plan. • To promote, through negotiation and sharing of good practice examples, the Council's aspiration to see applicants consider the opportunities open to them to maximise the sustainability benefits their proposal could deliver. 	<ul style="list-style-type: none"> • QTR4 2022/23 • ON GOING
	Environmental Services	<ul style="list-style-type: none"> • To develop plans for the decarbonisation of the fleet to achieve net zero by 2030. • To help move the Street Cleansing fleet towards net zero. • To aim to achieve a recycling rate around 60%. • To secure a new site for Bicester depot. • To develop a new Carbon Management Programme for 2022/25. 	<ul style="list-style-type: none"> • QTR2 2022/23 • QTR2 2022/23 • QTR4 2022/23 • QTR3 2022/23 • QTR3 2022/23
	Regulatory & Community Safety	<ul style="list-style-type: none"> • To work with partners to monitor air quality in the district and deliver actions which improve air quality. 	<ul style="list-style-type: none"> • ON GOING



Communities Directorate

- Planning & Development
- Growth & Economy
- Environmental Services
- Regulatory & Community Safety

Communities Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
An enterprising economy with strong and vibrant local centres	Planning & Development	<ul style="list-style-type: none"> To deliver the Cherwell Local Plan Review as efficiently, effectively and cost effectively as possible. 	<ul style="list-style-type: none"> ON GOING
	Growth & Economy	<ul style="list-style-type: none"> To contribute to the Oxfordshire Housing and Growth Deal Productivity workstream through RPS projects delivering against the Growth Deal Productivity work stream ambitions set out in the Oxfordshire Local Industrial Strategy and harmonising with growth plans across the Oxford-Cambridge Arc. To engage with businesses to provide effective services. To deliver a refocussed and refreshed Garden Town programme for Bicester. To engage with developers and communities. To lead the CDC input into the EEH connectivity studies. To co-ordinate the CDC response to the emerging A34 project proposals. To progress the options for the East West Rail London Road level crossing and fibre connectivity with OCC colleagues and the East West Rail Company. 	<ul style="list-style-type: none"> ON GOING ON GOING QTR4 2022/23 ON GOING ON GOING ON GOING ON GONIG
	Environmental Services	<ul style="list-style-type: none"> To deliver the car parking action plan during 2022-23 & develop a revised plan for 2023-25 – scrutiny review, Banbury BID, Bicester Vision, technology & safety, pay on exit payment, safe, lighting renewal, town centres, Bolton Road, Park and Charge, charging facilities. To satisfy our external customers including West Northamptonshire, by providing a high quality good value service. 	<ul style="list-style-type: none"> QTR4 2022/23 ON GOING



Communities Directorate

- Planning & Development
- Growth & Economy
- Environmental Services
- Regulatory & Community Safety

Communities Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
Healthy, resilient and engaged communities	Planning & Development	<ul style="list-style-type: none"> To ensure that the infrastructure required to support new development is secured through Section 106 legal agreements or via Community Infrastructure Levy (CIL) funding upon implementation. 	<ul style="list-style-type: none"> ON GOING
	Environmental Services	<ul style="list-style-type: none"> To progress Banbury Country Park renewing planning, reviewing the masterplan, instigating regular project meetings, installing infrastructure. To progress Burnehyll Community Woodland with regular project meetings. To re-commence neighbourhood blitz events after suspension due to Covid – with communities, awareness raising, village ‘wombles’ programme, Keep Britain Tidy, 50-60 villages ‘Spring Clean’. 	<ul style="list-style-type: none"> QTR4 2022/32 QTR3 2022/23 QTR4 2022/23
	Regulatory & Community Safety	<ul style="list-style-type: none"> To support the Oxfordshire review of public space CCTV to ensure Cherwell’s interests are reflected. To deliver actions to improve community safety and tackle anti-social behaviour to support healthy, resilient and engaged communities. To ensure the commissioning of the new domestic abuse support contract achieves good outcomes for Cherwell. To implement improvements in our approach to tackling child exploitation following the Jacob Child Safeguarding Practice Review. 	<ul style="list-style-type: none"> ON GOING ON GOING QTR3 2022/23 ON GOING



Communities Directorate

- Planning & Development
- Growth & Economy
- Environmental Services
- Regulatory & Community Safety

Communities Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
Housing that meets your needs	Planning & Development	<ul style="list-style-type: none"> • To reinvigorate our development management service to be proportionate and increasingly cost neutral. • To enforce against unauthorised development and proportionately monitor development to ensure compliance with consents and provision of S106 contributions. • To enhance customer focus and efficiency as part of wider departmental review of workload management and prioritisation. 	<ul style="list-style-type: none"> • Q4 2022/23 • ON GOING • Q4 2022/23
	Growth & Economy	<ul style="list-style-type: none"> • Leading contribution to the Oxfordshire Housing and Growth Deal • Engaging with Developers to understand and unlock sites through infrastructure acceleration • Developing new town centre vision and masterplans to ensure vibrant and successful places 	<ul style="list-style-type: none"> • ON GOING • ON GOING • Q4 2022/23



Communities Directorate

- Planning & Development
- Growth & Economy
- Environmental Services
- Regulatory & Community Safety

Communities Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
Leading on environmental sustainability	Planning & Development	<ul style="list-style-type: none"> To build resilience and responsiveness into our Land Drainage/Flood Risk Management service by working in close collaboration with OCC under our Agency agreement and where appropriate with the Flood Risk Management teams of neighbouring Authorities. To undertake monitoring of policy implementation, development and the maintenance of the historic environment, including preparation of the Annual Monitoring Report, housing land supply data and administering the self-and custom build register. 	<ul style="list-style-type: none"> ON GOING QTR4 2022/23
	Environmental Services	<ul style="list-style-type: none"> To ensure planning consultations are completed on time. To adopt green open space when needed – Longford Park, Parish & Town Councils, adoption plan. To maximise the number of properties taking up the chargeable garden waste. 	<ul style="list-style-type: none"> ON GOING ON GOING ON GOING
	Regulatory & Community Safety	<ul style="list-style-type: none"> Take action to tackle and reduce environmental crime. 	<ul style="list-style-type: none"> ON GOING



Communities Directorate

- Planning & Development
- Growth & Economy
- Environmental Services
- Regulatory & Community Safety

Communities Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
An enterprising economy with strong and vibrant local centres	Planning & Development	<ul style="list-style-type: none"> To commence preparation of a Community Infrastructure Levy (CIL) in readiness for adoption following adoption of the Local Plan Review. 	<ul style="list-style-type: none"> QTR4 2022/23
	Growth & Economy	<ul style="list-style-type: none"> To resolve the issues affecting the delivery of proposals at North West Bicester and Graven Hill. To collaborate with OCC officers on strategic transport issues, projects and proposals. 	<ul style="list-style-type: none"> QTR3 2022/23 ON GOING
	Environmental Services	<ul style="list-style-type: none"> To continue to gradually expand Banbury markets & develop income streams – Bicester and Kidlington Market. To refurbish public convenience facilities in Kidlington to ensure high quality facilities exist in Kidlington – 5 x public conveniences, capital programme, changing placing support facilities – Banbury, Castle Quay, Bicester, Bus Station Redevelopment. 	<ul style="list-style-type: none"> ON GOING Q4 2022/23
	Regulatory & Community Safety	<ul style="list-style-type: none"> To inspect high risk food businesses. 	<ul style="list-style-type: none"> ON GOING



Communities Directorate

- Planning & Development
- Growth & Economy
- Environmental Services
- Regulatory & Community Safety

Communities Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
Healthy, resilient and engaged communities	Environmental Services	<ul style="list-style-type: none"> To continue to develop facilities such as Burnehyll Community Woodland encouraging nearby residents to fully utilise good outdoor facilities. 	<ul style="list-style-type: none"> ON GOING
	Regulatory & Community Safety	<ul style="list-style-type: none"> To enhance Community Resilience - activity undertaken to promote community resilience and respond to emergency incidents. To ensure the council's emergency planning and business continuity arrangements remain robust. 	<ul style="list-style-type: none"> ON GOING ON GOING



Communities Directorate

- Planning & Development
- Growth & Economy
- Environmental Services
- Regulatory & Community Safety

Communities Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
Housing that meets your needs	Planning & Development	<ul style="list-style-type: none"> • To implement continuous improvement in the timeliness of the determination of planning applications and in the quality of decision making by minimising the number of development granted on appeal. • To maintain our share of the Building Regulations market (we are in direct competition with private sector Regulators) – 70% of market, partnership opportunity. • To resume the review and updating of the Conservation Area Appraisals to ensure there is an effective rolling programme for these to be kept up-to-date and ensure they are fit-for-purpose, thus contributing to the protection of Cherwell's historic environment – no design element, no urban designers, design codes, design review panel access. • To provide policy support to other Council teams/ departments and external organisations, including DM consultations and commitments under the Duty-to-Cooperate. 	<ul style="list-style-type: none"> • ON GOING • ON GOING • QTR4 2022/23 • ON GOING

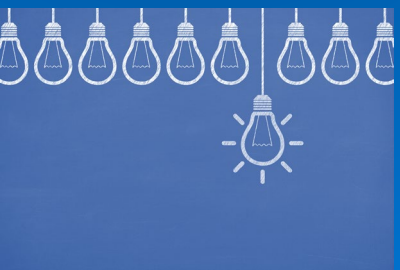


Communities Directorate

- Planning & Development
- Growth & Economy
- Environmental Services
- Regulatory & Community Safety

Communities Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
Leading on environmental sustainability	Planning & Development	<ul style="list-style-type: none"> To respond to reports of dangerous/unsafe structures as soon as practically possible and engage with our blue-light Partners to mitigate all risks to the public at large. 	<ul style="list-style-type: none"> ON GOING
	Environmental Services	<ul style="list-style-type: none"> To maintain the vehicle fleet to minimise costs and environmental impact. 	<ul style="list-style-type: none"> ON GOING
	Regulatory & Community Safety	<ul style="list-style-type: none"> To review the taxi licensing policy for Cherwell to ensure new government guidance is implemented and policy includes transitional arrangements for the taxi fleet to reduce emissions. To monitor compliance with environmental permits. 	<ul style="list-style-type: none"> QTR2 2022/23 ON GOING



Communities Directorate

- Planning & Development
- Growth & Economy
- Environmental Services
- Regulatory & Community Safety

Communities Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
An enterprising economy with strong and vibrant local centres	Planning & Development	<ul style="list-style-type: none"> • To maintain Building Control Quality Assurance Accreditation. • To ensure customer service improvement benefits the Council's relationships with both local communities and the promoters of development. 	<ul style="list-style-type: none"> • ON GOING • ON GOING
	Environmental Services	<ul style="list-style-type: none"> • To ensure the MOT station continues to deliver a good income stream. • To expand commercial waste service to offset overall costs of collection – 4 years, £400k, 25-30% - £150k contribution, £100k per annum. • To increase existing income streams and develop new income streams (such as the new graffiti removal vehicle due summer 2022) – litter picking, green open spaces, other public sector bodies, NHS, Park & Ride Bicester, Civil Repairs, Public Sector opportunities – locally, Town Councils. 	<ul style="list-style-type: none"> • ON GOING • ON GOING • ON GOING
	Regulatory & Community Safety	<ul style="list-style-type: none"> • To provide regulatory business advice and support to local businesses. • To provide licensing support and services to local businesses. 	<ul style="list-style-type: none"> • ON GOING • ON GOING



Communities Directorate

- Planning & Development
- Growth & Economy
- Environmental Services
- Regulatory & Community Safety

Communities Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
Healthy, resilient and engaged communities	Planning & Development	<ul style="list-style-type: none"> • To continue to support the preparation of Neighbourhood Development Plans. • To provide training and support for Town and Parish Council's to ensure that they can effectively represent their communities when there are local planning applications under consideration. 	<ul style="list-style-type: none"> • ON GOING • ON GOING
	Environmental Services	<ul style="list-style-type: none"> • To deliver the vehicle capital programme on time & on budget. • To ensure our technicians are well trained to deal with developing & evolving technology. • To maintain levels of customer satisfaction – annual customer satisfaction survey. • To develop our staff to ensure we have enough skilled staff to deliver services. • To maintain levels of customer satisfaction – customer satisfaction survey, annual result, inspections, low level of complaints. 	<ul style="list-style-type: none"> • QTR4 2022/23 • ON GOING • ON GOING • ON GOING • ON GOING
	Regulatory & Community Safety	<ul style="list-style-type: none"> • To ensure the delivery of, and learning from, Domestic Homicide Reviews for Cherwell. • To deliver community safety programmes utilising grant funding from the Safer Streets Fund and Young Women and Girls Fund. 	<ul style="list-style-type: none"> • ON GOING • ON GOING



Resources

Annual Delivery Plan

2022/24

November 2022



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

FINAL VERSION

Resources Directorate

- Finance
- Legal & Democratic
- ICT
- Corporate Property

Resources Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
Housing that meets your needs	Legal & Democratic	<ul style="list-style-type: none">• To embed a strong governance function, which enables and supports strong service delivery, well run projects, and a well governed Council.	<ul style="list-style-type: none">• QTR3 2022/23
	ICT	<ul style="list-style-type: none">• To develop and deliver assisted living technologies.	<ul style="list-style-type: none">• QTR3 2023/24



Resources Directorate

- Finance
- Legal & Democratic
- ICT
- Corporate Property

Resources Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
Leading on environmental sustainability	Legal & Democratic	<ul style="list-style-type: none"> • To recruit solicitors and a Team leader into Legal Services with expertise in planning, commercial development and environmental legal skills. • To embed specialist lawyers into project teams. • To support the Planning Service in responding to EIR requests through the Information Governance function. 	<ul style="list-style-type: none"> • QTR3 2022/23 • QTR3 2022/23 • QTR3 2022/23
	ICT	<ul style="list-style-type: none"> • To develop and delivery a Digital Strategy for the Council that will help underpin all sustainability work. 	<ul style="list-style-type: none"> • QTR4 2022/23
	Corporate Property	<ul style="list-style-type: none"> • To deliver the Decarbonisation programme on CDC operational estate. • To plan to rationalise the CDC operational estate and new ways of working. • To review of Investment properties and develop plan to work with tenants to increase EPC performance. • To acquire a New depot to facilitate the decarbonisation of the rest of the waste fleet in future years. • To continue the Capital projects delivery and decarbonisation programme. 	<ul style="list-style-type: none"> • QTR4 2022/23 • QTR4 2022/23 • QTR4 2022/23 • QTR4 2022/23 • ON GOING



Resources Directorate

- Finance
- Legal & Democratic
- ICT
- Corporate Property

Resources Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
An enterprising economy with strong and vibrant local centres	Finance	<ul style="list-style-type: none"> To deliver a budget process (revenue and capital) in line with the Council's Business Plan. To initiate prompt recovery action for council tax, business rates and sundry debts to maximise revenue collection for the Council. 	<ul style="list-style-type: none"> QTR1 2022/23 ON GOING
	Legal & Democratic	<ul style="list-style-type: none"> To establish strong governance oversight on council projects such as Castle Quay, Waterfront, Canalside, Town Centre House and the Council's wholly owned companies. To provide legal support on partnership based projects. To facilitate good decision making by early planning of key decisions and other decision making routes by timetabling and forward planning. 	<ul style="list-style-type: none"> QTR3 2022/23 ON GOING ON GOING
	ICT	<ul style="list-style-type: none"> To maintain high levels of security standards. 	<ul style="list-style-type: none"> ON GOING
	Corporate Property	<ul style="list-style-type: none"> To deliver more scheme improvements to Castle Quay Shopping Centre. To complete the Waterfront development in Banbury to increase leisure offering in the town. To continue work on Banbury Canalside development. To see through the end of construction and last openings of Castle Quay Phase 2 / Waterfront. To seek to enhance the OPE involvement of CDC and seek to enhance relationships with other public sector bodies within the wider Oxfordshire area. To start Portfolio review of all property assets and consider best use. Identify surplus assets for disposal to gain capital sums to aid with MTFS gap. 	<ul style="list-style-type: none"> ON GOING QTR3 2022/23 ON GOING QTR1 2022/23 ON GOING QTR4 2022/23



Resources Directorate

- Finance
- Legal & Democratic
- ICT
- Corporate Property

Resources Directorate - Strategic

Priority	Portfolio	Activity	Delivery timeframe
Healthy, resilient and engaged communities	Finance	<ul style="list-style-type: none"> To continue to promote online services to deliver budget savings and consider initiating a customer portal take up campaign to promote digital inclusion. 	<ul style="list-style-type: none"> QTR4 2023/24
	Legal & Democratic	<ul style="list-style-type: none"> To support corporate initiatives by ensuring legal input into community consultation, data sharing and good governance oversight. 	<ul style="list-style-type: none"> ON GOING
	ICT	<ul style="list-style-type: none"> To support the councils carbon neutral pledge, new ways of working and recovery from Covid, through the effective use of digital technology. 	<ul style="list-style-type: none"> ON GOING
	Corporate Property	<ul style="list-style-type: none"> To work with community organisations to ensure community halls and facilities are fit for purposes. To increase inspections of community assets and structures, parks pavilions play areas to ensure safe and in good condition. To develop Community Asset transfer scheme. 	<ul style="list-style-type: none"> ON GOING QTR3 2022/23 QTR4 2022/23



Resources Directorate

- Finance
- Legal & Democratic
- ICT
- Corporate Property

Resources Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
Housing that meets your needs	Finance	<ul style="list-style-type: none"> To review and identify policies, practices and procedures inherited from CSN that require revision. This will include an improvement strategy to identify and correct erroneous housing benefits claims for corrective action resulting in a reduction in Housing Benefit Subsidy errors. To ensure the annual uprating exercise for both housing benefits and the council tax reduction scheme is delivered efficiently to enable prompt payment to all customers. 	<ul style="list-style-type: none"> QTR4 2023/24 QTR4 2023/24
	Legal & Democratic	<ul style="list-style-type: none"> To provide specialist housing legal expertise on homelessness, housing options and needs. To support enhanced housing performance reporting so that there is a transparent and open accountability on how the Council is meeting its statutory obligations and closing the gap on housing needs targets. 	<ul style="list-style-type: none"> QTR4 2022/23 QTR4 2022/23
	ICT	<ul style="list-style-type: none"> To use data to assist defining housing needs. 	<ul style="list-style-type: none"> QTR3 2023/24



Resources Directorate

- Finance
- Legal & Democratic
- ICT
- Corporate Property

Resources Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
Leading on environmental sustainability	Legal & Democratic	<ul style="list-style-type: none">• To ensure access to specialist external legal providers on corporate projects requiring legal advice in environmental issues.• To provide specialist planning advice to support the Local Plan delivery and review.• To provide governance support on the separation of functions for the Council as Local Planning Authority and development partner on corporate projects.	<ul style="list-style-type: none">• QTR 3 2022/23
	ICT	<ul style="list-style-type: none">• To explore opportunities with partners such as Google, Microsoft and AWS on technologies to assist with environmental sustainability. EG Google Project Sunroof, which maps properties roofs for solar panel suitability.	<ul style="list-style-type: none">• QTR1 2023/24



Resources Directorate

- Finance
- Legal & Democratic
- ICT
- Corporate Property

Resources Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
An enterprising economy with strong and vibrant local centres	Finance	<ul style="list-style-type: none"> • To ensure the new financial system is utilised amongst both Finance and Service Staff following its implementation on 1 April 2021. • To assist services in identifying and developing sustainable budget proposals in line with the Council's priorities and Medium Term Resource Forecast. • To improved budget monitoring to ensure that reasons for changes in the forecast (revenue and capital) are clear. In particular enhance Capital monitoring to give updates on the in-year position and the total cost of the scheme. • To integrate the Finance and Revenues and Benefits team to facilitate greater joined up working around business rates and council tax forecasting and monitoring. • To ensure the annual billing exercise for both council tax and business rates is delivered efficiently to enable cash collection in-line with instalment profiles. • To ensure sundry debtor accounts for 2022/23 are produced promptly to maximise revenue collection. 	<ul style="list-style-type: none"> • QTR4 2022/23 • QTR2 2023/24 • QTR2 2022/23 • QTR4 2022/23 • QTR4 2022/23 • QTR4 2022/23
	Legal & Democratic	<ul style="list-style-type: none"> • To provide sound decision making advice on corporate projects. • To take the lead on governance oversight of complex projects and programmes. 	<ul style="list-style-type: none"> • QTR1 2023/24 • QTR2 2022/23
	ICT	<ul style="list-style-type: none"> • To investigate automation of services to reduce demand on council staff. • To unlock data to provide advice to local businesses on opportunities and threats. • To explore grant funding opportunities and, wherever possible, spend these funds with local businesses. 	<ul style="list-style-type: none"> • QTR1 2023/24 • QTR2 2023/24 • ON GOING
	Corporate Property	<ul style="list-style-type: none"> • To work through de-coupling process, re- establish CDC Team and the property Function and ensure safe and everything is safe and legal from a property perspective. • To establish the full CDC property records and cross reference with the CDC Statutory Asset list. • To identify strategic projects in CDC which require property input already in progress and start assisting to drive these forward at pace, especially those that have been stuck for some time (eg Highfield Depot). • To start establishing a more pro-active approach to our property portfolio and strive to deliver both increased revenue and capital value (main focus Castle Quay as revenue stream at a higher risk level). • To increase the profile of the Property Team within CDC and enhance links with other service such as Economic Development. • To start work on policies required (Asset Management Plans, Property Action Plans, Rental Grant Subsidies, Community Asset Transfer etc). • To establish a corporate landlord model throughout CDC to ensure all property related functions and projects, involving a property, have access to, and the benefits of, the experts in the property team. 	<ul style="list-style-type: none"> • QTR3 2022/23 • QTR4 2022/23 • ON GOING • ON GOING • ON GOING • QTR4 2022/23 • QTR3 2022/23



Resources Directorate

- Finance
- Legal & Democratic
- ICT
- Corporate Property

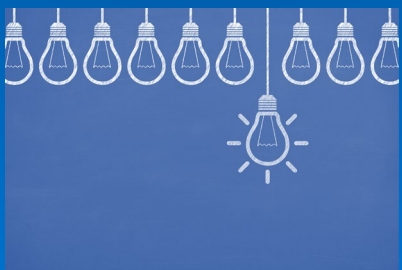
Resources Directorate - Corporate

Priority	Portfolio	Activity	Delivery timeframe
Healthy, resilient and engaged communities	Legal & Democratic	<ul style="list-style-type: none">• To provide specialist legal support on community engagement, community consultation, and equality impact assessments.	<ul style="list-style-type: none">• QTR2 2022/23
	ICT	<ul style="list-style-type: none">• To develop a single view of customer to assist with automated proactive service offering.• To use data to map areas of engagement, track initiative success and forecast future initiative success.	<ul style="list-style-type: none">• QTR1 2023/24• QTR3 2023/24



Resources Directorate

- Finance
- Legal & Democratic
- ICT
- Corporate Property



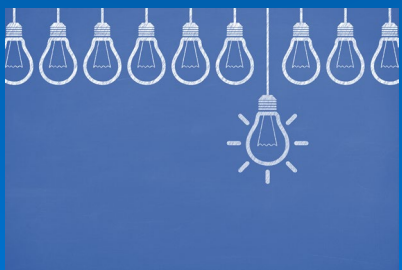
Resources Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
Housing that meets your needs	Legal & Democratic	<ul style="list-style-type: none">To provide specialist housing legal advice, or procure specialist external advice at competitive rates by utilising legal frameworks and instructing external lawyers as an 'intelligent client'.	<ul style="list-style-type: none">ON GOING
	ICT	<ul style="list-style-type: none">To support all service in the delivery of their plans.	<ul style="list-style-type: none">ON GOING



Resources Directorate

- Finance
- Legal & Democratic
- ICT
- Corporate Property



Resources Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
Leading on environmental sustainability	Legal & Democratic	<ul style="list-style-type: none">• To provide specialist environmental legal advice, or procure specialist external advice at competitive rates by utilising legal frameworks and instructing external lawyers as an ‘intelligent client’.	<ul style="list-style-type: none">• ON GOING
	ICT	<ul style="list-style-type: none">• To support all services in the delivery of their plans.• To continue cloud-first approach.• To identify and use carbon-neutral hardware suppliers.	<ul style="list-style-type: none">• ON GOING• ON GOING• ON GOING



Resources Directorate

- Finance
- Legal & Democratic
- ICT
- Corporate Property

Resources Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
An enterprising economy with strong and vibrant local centres	Finance	<ul style="list-style-type: none"> • To successfully complete the year end closedown process and completion of the statement of accounts and accompanying audit. • To ensure compliance with CIPFA's FM Code. 	<ul style="list-style-type: none"> • QTR4 2022/23 • QTR3 2022/23
	Legal & Democratic	<ul style="list-style-type: none"> • To provide specialist commercial, property and contracts legal advice, or procure specialist external advice at competitive rates by utilising legal frameworks and instructing external lawyers as an 'intelligent client' 	<ul style="list-style-type: none"> • ON GOING
	ICT	<ul style="list-style-type: none"> • To provide digital innovation advice to all services. • To create and deliver joint digital programmes. 	<ul style="list-style-type: none"> • ON GOING • ON GOING
	Corporate Property	<ul style="list-style-type: none"> • To establish the property service processes and ways of working to enhance governance and the transparency of decision within the service. • To ensure the property team is operating in a commercial way and consider introducing charges or policies for work completed for non-statutory functions (e.g. a resident asks to buy some Council owned land). • To prepare work for annual valuations and ensure they are available for the end of year. • To continue to establish the commercialisation of the property team. Consider if there are services which we undertake which we could sell commercially to create additional revenue streams for the council. 	<ul style="list-style-type: none"> • QTR4 2022/23 • QTR4 2022/23 • QTR4 2022/23 • QTR4 2022/23



Resources Directorate

- Finance
- Legal & Democratic
- ICT
- Corporate Property

Resources Directorate - Local

Priority	Portfolio	Activity	Delivery timeframe
Healthy, resilient and engaged communities	Legal & Democratic	<ul style="list-style-type: none">• To provide specialist legal advice, or procure specialist external advice at competitive rates by utilising legal frameworks and instructing external lawyers as an 'intelligent client'.	<ul style="list-style-type: none">• ON GOING
	ICT	<ul style="list-style-type: none">• To provide safe and secure, enabled solutions to prevent innovation roadblocks due to technology/policy constraints.• To develop users centric, self-service IT Portal.	<ul style="list-style-type: none">• QTR1 2023/24• QTR3 2023/24

