

Public Document Pack



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive

Date: Monday 6 November 2023

Time: 6.30 pm

Venue Bodicote House, Bodicote, Banbury, Oxon OX15 4AA

Membership

Councillor Barry Wood (Chairman)	Councillor Adam Nell (Vice-Chairman)
Councillor Phil Chapman	Councillor Sandy Dallimore
Councillor Donna Ford	Councillor Nicholas Mawer
Councillor Andrew McHugh	Councillor Eddie Reeves
Councillor Dan Sames	Councillor Nigel Simpson

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 7 - 20)

To confirm as a correct record the public Minutes and the exempt Minutes of the meeting held on 2 October 2023 (if there are any queries on the exempt Minutes, these will need to be considered following resolution to exclude the press and public).

5. Chairman's Announcements

To receive communications from the Chairman.

6. **12-Month Climate Action Plan 2023 - 2024** (Pages 21 - 120)

Report of Corporate Director Communities and Climate Action Manager

Purpose of report

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

Recommendations

The meeting is recommended:

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

7. **Voluntary Sector Wellbeing Grants Statement 2023 -2025** (Pages 121 - 126)

Report of Assistant Director Wellbeing and Housing

Purpose of report

To provide and approve the statement on the provision of grants to the voluntary sector organisations

Recommendations

The meeting is recommended:

- 1.1 To approve the Wellbeing Grants to voluntary sector statement 2023-2025 as provided.

8. **Garden Waste Charges 2024/2025** (Pages 127 - 132)

Report of Assistant Director Environmental Services

Purpose of report

To set the garden waste collection charges for 2024/25

Recommendations

The meeting is recommended:

- 1.1 To approve a single Garden Waste Subscription charge (appendix 1) for 2024/25 effective from 4 December 2023.

9. Environment Act 2021 and Biodiversity Net Gain Preparation (Pages 133 - 146)

Report of Corporate Director Communities

Purpose of report

To advise Members of the forthcoming statutory requirements in respect of biodiversity under the Environment Act 2021 and of the on-going preparation for meeting those requirements.

Recommendations

The meeting is recommended:

- 1.1 To note the requirements of the Environment Act 2021 in respect of biodiversity and the on-going preparation for the introduction of statutory Biodiversity Net Gain requirements as set out in the report.
- 1.2 To approve the preparation of a revised Community Biodiversity Plan in the interest of meeting the statutory general biodiversity objective, to monitor the progress in delivering that Plan and to keep it under review.

10. Performance, Risk and Finance Monitoring Report Quarter 2 2023 (Pages 147 - 218)

(Appendices 6 and 7 to this report are exempt and any questions on these appendices must be asked in private session, following Executive resolution to exclude the press and public)

Report of Assistant Director of Finance and Assistant Director Customer Focus

Purpose of report

To update Executive on how well the council is performing in delivering its priorities, managing potential risks, and balancing its finances for 2023/24 up to the end of Quarter 2 2023.

Recommendations

The meeting is recommended:

- 1.1 To note the Council's Performance, Risk and Financial report for the current financial year up to the end of Quarter 2 2023 and its contents.
- 1.2 To approve the use of reserves in Appendix 5.
- 1.3 To approve the £0.030m grants funding for the UKSPF Community Facilities.
- 1.4 To approve the S106 funding for Longford Park Sports Pitches amounting to £0.050m.

- 1.5 To approve the S106 funding for Deddington Parish Council projects amounting to £0.040m.
- 1.6 To approve the increase in Building Safety Regulator hourly rate to £71.32.
- 1.7 To approve the write offs of £0.787m set out in section 3.7 and Appendix 3 and to note that they will be funded by the bad debt provision.

11. Relocation of CDC administrative headquarters from Bodicote House to Castle Quay (Pages 219 - 224)

(Any questions in relation to the exempt version of this report and the exempt appendix must be asked in private session, following Executive resolution to exclude the press and public)

Report of Corporate Director of Resources

Purpose of report

This report seeks approval of the Business Case to commence work on the project of relocating the Council's administrative headquarters from Bodicote House to Castle Quay

Recommendations

The meeting is recommended:

- 1.1 To approve the Business Case for the relocation of the Council Offices from Bodicote House to Castle Quay.
- 1.2 To delegate authority to the Corporate Director of Resources, in consultation with the Portfolio Holder for Property, to initiate a project to relocate the administrative offices of the Council to Castle Quay
- 1.3 To recommend to the Council to approve an increase in the Capital Programme of £4.5m towards the delivery of this project in order to authorise expenditure for the project

12. Sale of Bodicote House Site, White Post Road, Bodicote, OX15 4AA (Pages 225 - 230)

(Any questions in relation to the exempt version of this report and the exempt appendices must be asked in private session, following Executive resolution to exclude the press and public)

Report of Corporate Director of Resources

Purpose of Report

Bodicote House site has been marketed for sale, to facilitate the Council moving to new offices. The report seeks delegated authority and approval to enter into negotiations to agree the Heads of Terms.

Recommendations

The meeting is recommended:

- 1.1 To delegate authority to the Corporate Director of Resources in consultation with the Portfolio Holder for Property and the S151 Officer, to enter into negotiations to agree the Heads of Terms with Company C.

13. Urgent Business

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

14. Exclusion of the Press and Public

The following items contain exempt information as defined in the following paragraph of Part 1, Schedule 12A of Local Government Act 1972.

3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Members are reminded that whilst the following items have been marked as exempt, it is for the meeting to decide whether or not to consider them in private or in public. In making the decision, Members should balance the interests of individuals or the Council itself in having access to the information. In considering their discretion members should also be mindful of the advice of Council Officers.

No representations have been received from the public requesting that these items be considered in public.

Should Members decide not to make decisions in public, they are recommended to pass the following recommendation:

“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 ground 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.”

15. Performance, Risk and Finance Monitoring Report Quarter 2 2023 - Exempt Appendices 6 and 7 (Pages 231 - 252)

16. Relocation of CDC administrative headquarters from Bodicote House to Castle Quay - Exempt report and appendix (Pages 253 - 268)

Exempt report of Corporate Director Resources

17. Sale of Bodicote House Site, White Post Road, Bodicote, OX15 4AA - Exempt report and appendices (Pages 269 - 282)

Exempt report of Corporate Director Resources

18. Readmittance of the Press and Public

Following consideration of the exempt papers, Executive is recommended to resolve to readmit the press and public to make consider the recommendations set out at agenda items 11 and 12.

Members are reminded to collect any post from their pigeon holes

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwell-dc.gov.uk or 01295 221534 prior to the start of the meeting.

Declarations of Interest

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

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

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

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.

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

Queries Regarding this Agenda

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

Yvonne Rees
Chief Executive

Published on Friday 27 October 2023

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Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 2 October 2023 at 6.30 pm

Present:

Councillor Barry Wood (Chairman), Leader of the Council and Portfolio Holder for Policy and Strategy
Councillor Adam Nell (Vice-Chairman), Deputy Leader and Portfolio Holder for Finance
Councillor Phil Chapman, Portfolio Holder for Healthy and Safe Communities
Councillor Sandy Dallimore, Portfolio Holder for Corporate Services
Councillor Donna Ford, Portfolio Holder for Regeneration
Councillor Nicholas Mawer, Portfolio Holder for Housing
Councillor Andrew McHugh, Portfolio Holder for Cleaner and Green Communities
Councillor Eddie Reeves, Portfolio Holder for Property
Councillor Nigel Simpson, Portfolio Holder for Sport and Leisure

Also Present:

Councillor Sean Woodcock, Leader of the Labour Group
Councillor John Broad, Chairman of Overview and Scrutiny Committee
Councillor Jean Conway, Ward Member for Kidlington West (for agenda item 8)
Councillor Lesley McLean, Ward Member for Kidlington West (for agenda item 8)
Councillor Dorothy Walker, Ward Member for Kidlington West (for agenda item 8)

Officers:

Ian Boll, Corporate Director Communities
Stephen Hinds, Corporate Director Resources
Michael Furness, Assistant Director Finance & S151 Officer
Shiraz Sheikh, Assistant Director Law & Governance and Monitoring Officer
David Peckford, Assistant Director Planning & Development
Nicola Riley, Assistant Director Wellbeing & Housing
Mona Walsh, Assistant Director - Property
Shona Ware, Assistant Director Customer Focus
Tony Brummell, Building Control Manager
Colm Hughes, Procurement Consultant
Natasha Clark, Governance and Elections Manager

Officers Attending Virtually:

Yvonne Rees, Chief Executive

Jo Miskin, Climate Action Manager
Michael Sullivan, Procurement and Contracts Manager

29 **Declarations of Interest**

There were no declarations of interest.

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

The Chairman advised there were no petitions but there were a number of speakers.

Linda Newbery, the organiser of the petition that was submitted to the July Council meeting, would be speaking on item 6, Response to Petition on Food Choices.

Councillor Woodcock would be speaking on item 7, An Action Plan Regarding the Cost of Living Crisis, as he proposed the motion to Council.

Councillors Mclean, Walker and Conway would speak on item 8, Sandy Lane, Yarnton to Kidlington, as local ward councillors.

The Chairman advised that Councillor Broad, Chairman of the Overview & Scrutiny Committee was attending to observe as there was no feedback from the Committee on any of our agenda items this evening, but should indicate if he wished to speak.

31 **Minutes**

The minutes of the meeting held on 4 September 2023 were agreed as a correct record and signed by the Chairman.

32 **Chairman's Announcements**

The Chairman advised that he had agreed to amend the order of the agenda. Item 8, Sandy Lane, Yarnton to Kidlington, would be taken as the first item of business after his announcements.

The Chairman advised Executive that he had attended a meeting of the Future Oxfordshire Partnership (FOP) on 26 September 2023. At the meeting, there had been a review of the Growth Deal Programme, which remained on course. FOP had also considered the Oxfordshire Local Enterprise Partnership (OxLEP) Strategic Economic Plan, which was also included on the Executive agenda for consideration later in the meeting, and received updates from each of the Advisory Groups.

Sandy Lane, Yarnton to Kidlington

The Assistant Director – Planning and Development submitted a report to advise the Executive of the considerations associated with the Council resolution on Sandy Lane.

At the 17 July 2023 Council meeting, a motion relating to the closure of Sandy Lane, Yarnton was considered. It was resolved to adopt the motion and the Council asked the Executive to, *"...give careful consideration to keeping this vital link open, especially knowing that Oxford University Developments are proposing to fund and build a new road bridge on their site as part of their overall vision."*

In introducing the report, the Chairman advised that arrangements were in hand for a meeting between the local Ward Members, representatives from Network Rail and Oxford University Developments and council Planning Officers to enable discussion between stakeholders.

Councillors McLean, Conway and Walker, local Ward Members for Kidlington West, addressed Executive seeking Executive support to keep the Sandy Lane crossing open. In the course of their addresses, the local Ward Members highlighted the importance of the crossing for residents in the area and the traffic and environmental impacts if the crossing were closed.

The Chairman thanked the Ward Members for their comments. In response to the addresses, the Chairman explained that the Local Plan consultation was an opportunity for residents to have input into the way in which the new Local Plan would affect them. It was also crucial for all stakeholders, including Oxfordshire County Council Highways, to work together for a solution and an update would be provided to Executive following the meeting.

Resolved

- (1) That it be noted that a development brief and planning application for site PR8 (Land East of A44) will be presented to the Planning Committee for consideration in due course.
- (2) That it be noted that the wording of a formal response to an application expected to be submitted by Network Rail to the Secretary of State for Transport for a Transport and Works Act Order will involve consultation with the Planning Committee Chairman and Portfolio Holder for Planning and Development in due course.

Reasons

The Council has a clear and tested Local Plan position for development in the vicinity of Sandy Lane. It is not the decision-maker for the closure of the level crossing. However, there is an opportunity for the Planning Committee to give careful consideration to the planning of development to the east of A44. A development brief and major planning application will be presented to the Committee in due course. Consideration of the application by this Council and

the County Council will involve close examination of transport, travel and accessibility issues and the mitigation required. This provides the most appropriate opportunity to consider the acceptability of proposals for new residents and the potential impacts on existing residents and businesses.

The TWAO process provides an opportunity for the Council to present concerns and objections, albeit potentially in contradiction to Local Plan policy. The precise wording of a response, in the context of development proposals, can be discussed with the Planning Committee Chairman and Portfolio Holder in due course.

The applicant for site PR8 has recognised that future Network Rail proposals may emerge and has made some accommodation. Any future proposals would need to be considered on their own merits in due course.

Alternative options

Option 1: The Council could, if it so desired, choose to revise or replace Policy PR8 of the Local Plan through the on-going Cherwell Local Plan Review process. This would give the Executive the opportunity to consider planning policy affecting Sandy Lane.

This approach is not recommended as officers consider the policy to be 'fit for purpose' and do not recommend its revision. To do so would create significant uncertainty for the local community and the developer at a time when a development brief is being finalised and a planning

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Response to Petition Received on Food Choices

The Corporate Director Communities and Climate Action Manager submitted a report to set out the council's response to the petition received at the 17 July 2023 Council meeting asking the council to support the raising of awareness of the links between food choices, individual carbon footprints and biodiversity loss and sought approval of Executive for its proposed resolution.

The wording of the petition was:

"We, the undersigned, petition Council to use its website and leaflets to households on recycling and food waste to raise awareness of the links between food choices, individual carbon footprints and biodiversity loss.

We ask Council to encourage residents to consume less meat and dairy and to support local growers and farmers by choosing seasonal, local produce. "

Linda Newbery, the organiser of the petition, addressed Executive.

The Portfolio Holder for Healthy and Safe Communities thanked Ms Newbury for her address.

Resolved

- (1) That it be acknowledged that the council has already taken considerable steps to support the need for changes in the way food is produced in order to reduce its impact on the climate and biodiversity.
- (2) That it be acknowledge that the council is continuing to support the district in reducing its carbon emissions and seek opportunities to enhance local biodiversity and is working with a range of partners on several initiatives to make this possible.
- (3) That the work of the Food Insecurity Working Group and the development of a food strategy locally through Good Food Oxfordshire be acknowledged.
- (4) That the Corporate Director Communities be asked to respond to the petitioner setting out the council's position.

Reasons

This report has set out how the council already recognises the impact of food choices on the climate and the natural environment, and has already taken steps to initiate positive change.

Several policy areas contribute to this theme, including the Climate Change Framework 2020, the adoption of *One Planet Living*, council support of the Climate Action Oxfordshire website and the developing Climate Action Plan.

Changes to methods of food production and in public behaviour around food choices need action across both the public and private sectors. This includes Cherwell District Council, which will continue to work on reducing emissions, protecting the natural environment and improving the sustainability of the district of Cherwell.

Alternative options

Option 1 – Take the steps to encourage all residents to reduce their consumption of meat and dairy, as sought in the petition. This option is rejected as the council is already taking several steps to encourage residents to understand the implications of their food choices and therefore meeting our responsibilities to raise awareness of these issues as part of a programme of climate change activity.

35

An Action Plan Regarding the Cost of Living Crisis

The Assistant Director Wellbeing and Housing submitted a report which presented both the activities Cherwell District Council was currently engaged in to support residents experiencing difficulties because of the rising cost of living and provided an update on a range of new actions designed for this winter and so complete the action agreed by Full Council on 17 July 2023
"This council notes the ongoing pressure on the budgets of local residents

and calls on the Executive to draw up a cost-of-living action plan within 100 days.”

In introducing the report, the Portfolio Holder for Healthy and Safe Communities thanked the Assistant Director Wellbeing and Housing, the Wellbeing Team and the Food Insecurity Working Group for their ongoing hard work in this area.

Councillor Sean Woodcock, who had proposed the motion at the 17 July 2023 Council meeting addressed Executive, commending the work that had been undertaken to date and stressing the importance of keeping the work under review to ensure support for residents continued.

Resolved

- (1) That £100,000 investment in the additional activities programmed for winter 2023 be approved.
- (2) That the development of an evaluation framework that captures the impact of these actions be approved and officers be requested to update the Overview and Scrutiny Committee in November 2023 and January 2024 on progress made.

Reasons

Working in partnership across the district with statutory and voluntary sector organisations, both strategically and on a hyperlocal basis, officers will continue to ensure that Cherwell residents can access support and secure help when needed.

The council recognises that the response to the cost of living crisis is iterative and will need to be flexible to best meet changing needs of residents.

The broad range of everyday activity currently running is intended to support residents' wellbeing across the five key themes identified, recognising the interplay between them and their respective impact on the lived experience of residents.

Alternative options

Option 1: To review all programmes and reduce expenditure to statutory levels only.

Rejected: The Council takes its community leadership role seriously and works in partnership with voluntary organisations, charities, and other administrations to provide help and support to residents at their most vulnerable and challenging times. Cutting services and support at this time would not be in that interest.

Option 2: To expand the provision of support.

Rejected: The Council would have to use reserves to commit to a wider support package which is not prudent in the current financial climate

36 **Building Control Enforcement**

The Assistant Director - Planning and Development submitted a report to formalise an Enforcement Policy for Building Control.

On behalf of Executive, the Chairman thanked the Building Control Manager and team for their work developing the Policy.

Resolved

- (1) That the Building Control Enforcement Policy be endorsed.

Reasons

The need to formalise our enforcement process and practices has been brought sharply into focus by the emergence of the Building Safety Act 2022. To have a Policy will not only help the public but also our officers who come across breaches or have to respond to requests that enforcement is taken. Additionally, having a formal policy is very likely to become a requirement of the Building Safety Regulator.

Alternative options

Option 1: To continue without a formal policy. This would undoubtedly attract criticism from the Building Safety Regulator. It is also not equitable that the public continues to have no reference to the circumstances under which enforcement will be triggered.

37 **OxLEP's Oxfordshire Strategic Economic Plan 2023 - 2033**

The Assistant Director - Growth and Economy submitted a report to consider the Oxfordshire Local Economic Partnership's (OxLEP's) Strategic Economic Plan for Oxfordshire (SEP) 2023 – 2033 and provided an update on the progress to date in drafting the document. The report also outlined the SEP's forward trajectory in relation the path it would follow both through Cherwell District Council's democratic processes and through other organisations involved. This included, for example, the OxLEP Board, other local authorities (reporting through their respective democratic processes) and the Future Oxfordshire Partnership (FOP).

Resolved

- (1) That the Oxfordshire Local Economic Partnership's (OxLEP's) Strategic Economic Plan (SEP) 2023 – 2033 be endorsed.
- (2) That authority be delegated to the Corporate Director – Communities, in conjunction with the Portfolio Holder for Regeneration, to engage in

the development of the detail of the SEP, including any future action plans which might emerge.

Reasons

The SEP will contribute to the delivery of the Future Oxfordshire Partnership's Strategic Vision. It provides a ten-year framework to maintain the conditions for growth, regeneration, attracting new inward investment and enabling opportunities for jobs to be created for local residents.

In proposing a collective vision for the future of the County's economy, the SEP is currently in draft form. The Council's officers have been engaged as a consultee during its development.

Alternative options

Option 1: To adopt the emerging Oxfordshire Strategic Economic Plan. This was rejected, because it would be premature at this stage and it is possible, despite officers' best efforts, that the final version of the Plan might not sufficiently address issues and opportunities relating specifically to Cherwell district.

Option 2: Not to endorse the emerging Oxfordshire Strategic Economic Plan. This was rejected because it would contradict the Council's interests to support the broad partnership framework proposed by the Plan.

38

OxLEP's Oxfordshire Visitor Economy Vision and Destination Management Plan 2023 - 2028

The Assistant Director – Growth and Economy submitted a report to consider Oxfordshire Local Economic Partnership's (OxLEP's) Oxfordshire Visitor Economy Vision and Destination Management Plan 2023 – 2028.

Resolved

- (1) That Oxfordshire Local Economic Partnership's (OxLEP's) Visitor Economy Vision and Destination Management Plan 2023 – 2028 be noted.

Reasons

The Council has been engaged as a consultee in the development of OxLEP's Visitor Economy Vision and DMP and, together with the FOP; the LVEPs; and the other Oxfordshire local authorities, the Council has been identified as a lead partner within it.

It is recommended that Executive notes OxLEP's Visitor Economy Vision and DMP, with the understanding that at this stage the document sets out a strategic direction and defines priority areas for action, without identifying clear operational delivery responsibilities and funding resources.

Alternative options

Option 1: Not to note OxLEP's Visitor Economy Vision and DMP. This is rejected because it would contradict the Council's objective to "work with partners to promote the district as a visitor destination and attract investment in our town centres". (Cherwell District Council Business Plan 2023 – 2024).

39

Procurement Strategy (incorporating Social Value)

The Assistant Director Law and Governance & Monitoring Officer submitted a report to provide an overview of a new Procurement Strategy, with background context to its aims and objectives, for adoption by the Council.

On behalf of Executive, the Chairman commended officers for their work on developing the Strategy.

Resolved

(1) That the Procurement Strategy be approved.

Reasons

The Procurement Strategy – incorporating social value - will complement deployment of the portal and drive individual procurements and contract management requirements for effective outcomes of price, quality, quantity, place and time. This strategy – and the included action plan - will form the basis of a continuous improvement approach to drive efficiency and effectiveness.

Alternative options

Option 1: No Procurement Strategy. This is rejected as an absence of a new strategy may result in a lack of clarity and direction for the development of procurement and contract management within the Council.

40

Performance, Risk and Finance Monitoring Report August 2023

The Assistant Director Finance and Assistant Director Customer Focus submitted a report which provided an update on how well the council was performing in delivering its priorities, managing potential risks, and balancing its finances during August 2023.

Resolved

(1) That the Council's Performance, Risk and Financial report for the month of August 2023 be noted.

(2) That the Risk Strategy 2023 – 24 be approved.

- (3) That the change in the reporting cycle for the five monitoring only measures from monthly to quarterly be noted.
- (4) That the use of reserves (annex to the Minutes as set out in the Minute Book) be approved.
- (5) That £0.108m additional grant funding for the Disabled Facility Grant Capital Project be approved.

Reasons

This report provides an update on progress made during August, to deliver the council's priorities, manage potential risks and remain within the agreed budget.

Alternative options

This report summarises the council's performance, risk, and financial positions for August, therefore there are no alternative options to consider. However, members may wish to request further information from officers for inclusion.

41 Urgent Business

There were no items of urgent business.

42 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 item of business on the ground 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.

43 Town Centre House

The Corporate Director Resources submitted an exempt report regarding Town Centre House.

Resolved

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

(2) As set out in the exempt minutes.

Reasons

As set out in the exempt minutes.

Alternative options

As set out in the exempt minutes.

The meeting ended at 7.42 pm

Chairman:

Date:

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

Document is Restricted

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Cherwell District Council

Executive

6 November 2023

12-Month Climate Action Plan 2023 - 2024

Report of Corporate Director Communities and Climate Action Manager

This report is public

Purpose of report

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

1.0 Recommendations

The meeting is recommended:

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

2.0 Introduction

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

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

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

required to embed climate activity into how the council develops and implements its policies.

3.0 Report Details

Background

- 3.1 This report builds on a significant body of work that the council has already delivered or is in the process of doing so, which supports our climate ambitions whilst providing a range of benefits to our residents and the district. Much of this work demonstrates our ambitions to be a leading authority in responding to climate change, for example the inclusion of extensive climate action policies in our emerging Local Plan. Planned work includes expanding the number of solar photovoltaic arrays and upgrading the incoming supply to Thorpe Lane Depot so that it can support the charging of electric RCVs.
- 3.2 Since CDC has decoupled from OCC, officers have been refocusing the council's climate change work and the Action Plan is the culmination of this activity. We now have very good understanding of both the council and the district's emissions, the technologies available, the required changes in behaviour and of the regional climate change landscape the influences our work.
- 3.3 The 12-month Action Plan, based on the Climate Change Framework, has been written by the Climate Action Manager, in consultation with Assistant Directors and others from across the authority. It also takes into account the CDC's Carbon Management Plan and Oxfordshire's Route Map and Action Plan (PaZCO) and the One Planet Living Gap Analysis of CDC's policies.
- 3.4 The Action Plan, lays out actions which need to be taken across the council to reduce our emissions, in particular from our buildings, our fleet, from staff behaviour and from our procurement.
- 3.5 It also sets out the areas of activity needed to support the district to reduce its emissions, including the emerging Local Plan, transport, housing, businesses, natural capital, energy, waste, adaptation, partnership working and governance.
- 3.6 The Climate Action Manager continues to work with Planning colleagues to strengthen the Local Plan and seek opportunities to ensure it reflects the principles of 'One Planet Living' and 'PaZCO' (see 3.10 below).
- 3.7 In recognition that many of the actions included are not currently planned for, the document distinguishes between actions which are already planned and those which are aspirational.
- 3.8 Following the completion of an earlier draft, the document was shared with our consultants Bioregional who carried out a detailed review. This included a gap analysis, and also an assessment of the actions in terms of those which are most impactful and those over which the council has the most influence. These are highlighted in green and can be found in all areas of the Action Plan.
- 3.9 The plan has been discussed and reviewed by the Climate Change Working Group and the Overview and Scrutiny Committee.

3.10 The Future Oxfordshire Partnership Environment Advisory Groups (member and officer) have led the development of the *Pathways to A Zero Carbon Oxfordshire* (PaZCO) report and plan. PaZCO has been adopted by the Future Oxfordshire Partnership (FOP) and by this council. The Climate Action Manager is a member of the FOP Environment Advisory Group and the Corporate Director Communities attends the wider FOP meetings.

Action Plan

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

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

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

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

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

Current levels of emissions

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

3.16 The council set a base-line year for monitoring its greenhouse gas emissions, of 2008/2009 at which point they were at 6,804 tonnes of CO₂e per year. The most recent figures from 2021/2022 show that our emissions have fallen to 3988 tonnes of CO₂e. This in part reflects the decarbonisation of the national electricity grid, but also a range of other energy efficiency measures that have been taken across our building stock and fleet.

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

- 3.18 Several of the actions within the Plan set the council on the right trajectory to meet its 2030 target of becoming a net zero organisation. Reducing emissions from our leisure centres, our corporate building stock and from our fleet is the most important thing we can do to meet our 2030 target. Our focus must remain on these areas if we are to be successful. In achieving this, we will also be increasing our resilience to future energy price rises as well as contributing to better air quality and lower noise pollution across the district.
- 3.19 National government figures for Cherwell District show that CO₂ emissions were 1.6million t/CO₂ in 2005 and fell to 1.1 million t/CO₂ in 2019 (latest available figures).Whilst this fall is of course welcome, the district's emissions need to reduce by around 50% if Cherwell is to play its part in supporting the UK's net zero target of 2050.
- 3.20 Many of the actions within the Plan help to set the district on the right pathway for reductions in carbon emissions, such as improving the energy efficiency of buildings, increasing opportunities for active travel and supporting businesses to reduce their emissions. These are three of the most important areas that we must focus on, all of which are supported by a lower carbon and more flexible supply of energy.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The Action Plan is an ambitious set of actions that sets both the council and the district on the right pathways to reach carbon net zero. The Plan recognises that more work is required to embed climate change into the council's approach and operations, but equally, that a significant amount of work is already being done by the council to support the net zero targets.
- 4.2 The report begins with the actions to achieve six key goals that will lead to reductions in council emissions, across our fleet, our corporate estate and our operations. This is followed by a further eleven key goals with actions, set out to achieve a reduction in the district's emissions. The actions in green are those which our consultant recommends should be prioritised.
- 4.3 The Actions reflect activity which should take place right across the authority if the council is to be successful and fulfil its ambitions to be a climate leader.
- 4.4 The references to Carbon Saving and Relative Cost are included to help prioritise actions, although both of these are only high-level assumptions and further work and analysis would be needed if additional details were requested.
- 4.5 The Climate Change Framework 2020, included the council ambition to be a net zero organisation by 2030. Then, as now, this remains a very ambitious challenge requiring concerted and on-going efforts to achieve emissions reductions across our corporate estate and our fleet. Without a coherent plan, it is unlikely that the council will achieve its 2030 target or that we will in a position to support the district in also achieving significant reductions in emissions.

5.0 Consultation

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

As set out at paragraph 3.9, the plan has been discussed and reviewed by the Climate Change Working Group and the Overview and Scrutiny Committee.

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

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

7.0 Implications

Financial and Resource Implications

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

Comments checked by:

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

Legal Implications

7.2 There are no legal implications arising from this report.

Comments checked by:

Shahin Ismail, Interim Legal Services Manager, Shahin.ismail@cherwell-dc.gov.uk

Risk Implications

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

Comments checked by:

Celia Prado-Teeling, Performance & Insight Team Leader, 01295 221556
Celia.Prado-Teeling@Cherwell-dc.gov.uk

Equalities and Inclusion Implications

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

Comments checked by:

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

Celia.Prado-Teeling@Cherwell-dc.gov.uk

Sustainability Implications

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

Comments checked by:

Ed Potter, Assistant Director Environmental Services, ed.potter@cherwell-dc.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

Sustainability is one of the four corporate priorities. This Action Plan links directly to it. It also builds on our 2020 strategy document, the Climate Change Framework.

Lead Councillor

Cllr Andrew McHugh, Portfolio Holder for Cleaner and Greener Communities

Document Information

Appendix number and title

- Appendix 1 - Climate Change Action Plan 2023-24
- Appendix 2 – Cherwell DC Climate Action Gap Analysis & materiality assessment
- Appendix 3 – Cherwell District Council Greenhouse Gas Report

Background papers

None

Report Author and contact details

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Climate Change Action Plan 2023 - 2024

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TRANSFORMING CHERWELL



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Introduction

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Introduction

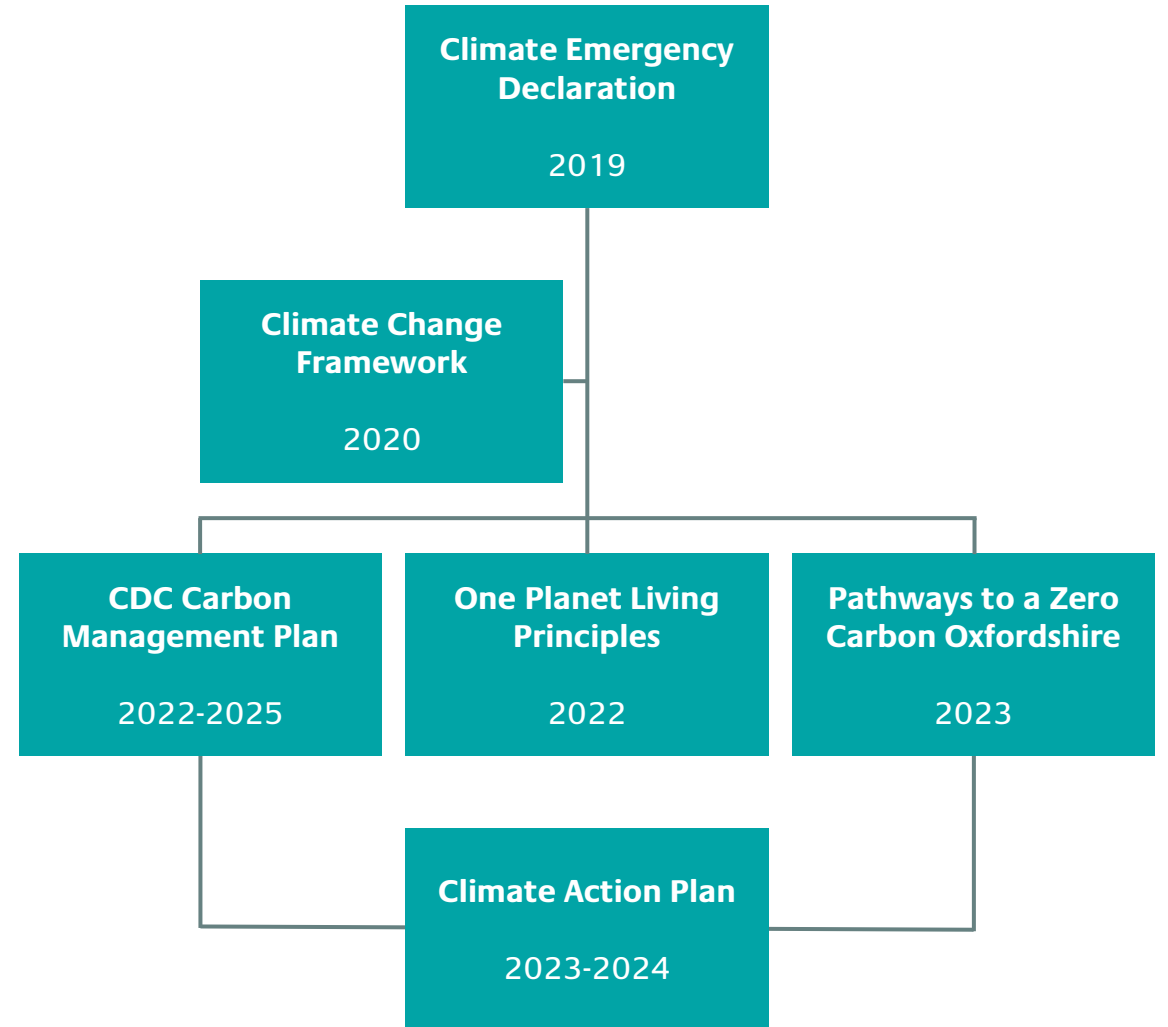
This plan was written during the summer of 2023, in close consultation with all services of Cherwell District Council and is authored by the Climate Action Manager. It is based upon the Climate Change Framework 2020, which sets our ambitions for both the council and the wider district to become carbon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

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

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

This plan takes into account the following documents:

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



Introduction

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

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

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



Structure and scope of the Action Plan

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Structure of the Action Plan

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

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

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

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

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



Scope of the Action Plan

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

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

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

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Context

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Context

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

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

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

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

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

Benefits of action

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

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

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

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Influencing emission reductions

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

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

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

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Cherwell District Council's spheres of influence

Progress on climate action

Since 2008/2009, the baseline year for CDC's emissions when they were at 6,804 tonnes of CO₂e, there has been a reduction almost every year since then, with emissions in 2021/2022 at 3988. CDC's emissions are recorded annually in a Greenhouse Gas Report, which looks in detail at our energy use across our estate and operations.

Figures for the district are generated from national government data which is disaggregated down to each local authority area and shows that since 2005, Cherwell's emissions have fallen from 1.6 million t/CO₂ to 1.1 million t/CO₂. Much of that reduction however, is due to the decarbonisation of the national electricity grid, from which further reductions are expected as the grid makes even greater use of renewable sources for the production of electricity.

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

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

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



Delivering emissions reductions

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

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

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

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



Glossary

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Glossary

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



Climate Change Action Plan

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Climate Change Action Plan

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

Cherwell District Council Goals

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

Cherwell District Goals

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

Climate Change Action Plan Key

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

Actions section

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

Milestones section

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

RAG ratings section



Red = Limited progress



Orange = Some progress



Green = Good progress

Climate Change Action Plan 2023/2024

Actions to reduce Cherwell District Council's emissions

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

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Actions to reduce Cherwell District Council's emissions

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

Actions to reduce Cherwell District Council's emissions

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

Actions to reduce Cherwell District Council's emissions

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

Actions to reduce Cherwell District Council's emissions

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

Actions to reduce Cherwell District's emissions

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

Actions to reduce Cherwell District's emissions

Goals	Action	Supporting area	Carbon saving potential	RAG rating	Milestones
8. Ensure emerging Local Plan is compatible with Cherwell becoming net zero carbon by 2054	Future Priorities				
	*Through planning policy, establish the viability of ensuring all houses in major new build developments are designed to at least meet the 2025 targets of the RIBA 2030 Climate Challenge.	Planning	High	Red	
	*Understand the viability of incorporating into the Local Plan a requirement for developers to target industry standards regarding construction waste reduction, resource efficiency and circular economy principles.	Planning	High	Red	
	Consider the principles of One Planet Living through the Local Plan process.	Planning	Low	Yellow	
9. Support emission reductions from transport	Planned Activities				
	*Work with OCC to implement LEVI funding to expand EV infrastructure in Cherwell.	Climate Change	High	Green	On-going
	*Support the development of local cycling and walking infrastructure plans.	Leisure	High	Yellow	On-going
	*Continue to work closely with OCC as Local Highway Authority to support the improvement in the provision of public transport in Cherwell and active travel.	Planning	High	Yellow	On-going
	Future Priorities				
Increase the number of people walking and cycling in conjunction with healthy place shaping principles.	Leisure	Medium	Yellow		

Actions to reduce Cherwell District's emissions

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

Actions to reduce Cherwell District's emissions

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

Actions to reduce Cherwell District's emissions

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

Actions to reduce Cherwell District's emissions

Goals	Action	Supporting area	Carbon saving potential	RAG rating	Milestones
12. Enhance the district's natural capital to support carbon off-setting and biodiversity enhancement Page 58	Future Priorities				
	Supporting the county-wide Local Nature Recovery Strategy process which is being led by Oxfordshire County Council with the support of the Local Nature Partnership.	Environment Services	Medium	Yellow	
	Support emergence and facilitation of farmer clusters, boosting their key role in delivery of landscape-scale natural capital enhancement.	Environment Services	Medium	Red	
	Explore with neighbouring planning authorities, the extent to which the Local Nature Recovery Strategy can be incorporated into the Local Plan and related decision-making processes.	Planning	Medium	Yellow	
	Enable Planning and Communities officers to integrate elements of Natural England's Green Infrastructure Framework into the new Local Plan and other delivery plans.	Planning/Leisure	Low	Red	
	Increase the amount of natural capital in Cherwell through additional habitat creation, especially in urban areas.	Environment Services	Medium	Red	
	Aim to increase the biodiversity value of our Local Wildlife Sites, by increasing frequency of monitoring and provision of improved management guidance.	Environment Services	Medium	Yellow	
	Endorse and support delivery of the Oxfordshire Nature Finance Strategy, including exploring the potential role of the council in the establishment of an Oxfordshire Environment Fund.	Environment Services	Medium	Yellow	
Work with partners to ensure availability of sufficient biodiversity net gain offset sites in Cherwell to ensure that the maximum biodiversity and carbon capture value of this policy is retained within the district. That this is targeted at priority nature recovery areas as defined by the draft Nature Recovery Network and the forthcoming Local Nature Recovery Strategy.	Planning	Low	Red		

Actions to reduce Cherwell District's emissions

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

Actions to reduce Cherwell District's emissions

Goals	Action	Supporting area	Carbon saving potential	RAG rating	Milestones
Page 60 14. Waste	Planned Activities				
	Increase rates of domestic recycling (currently c.55%) in line with the Oxfordshire Waste Strategy, which is aiming for 70%.	Waste Services	Low	 	On-going
	Support the work of the Cherwell Food Action Waste Group.	Waste Services	Low	 	On-going
	Awaiting the outcome of the government proposals on waste to determine future requirements for CDC waste collection services.	Waste Services	Low	 	On-going
	Future Priorities				
	Work with partners and others to minimise waste arisings from domestic and commercial sources.	Waste Services	Low	 	
15. Support OCC's work on adaptation	Future Priorities				
	Understand the threats to CDC's estate, assets and operations from climate change.	Climate Change	Low	 	
	Identify areas for action for CDC.	Climate Change	Low	 	
	Understand the threats to Cherwell from climate change, e.g., public health; the local economy.	Climate Change	Low	 	
16. Partnership working	Planned Activities				
	Support Banbury Master Planning to ensure sustainability is at the heart of the process.	Climate Change	High	 	On-going

Actions to reduce Cherwell District's emissions

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

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Actions to reduce Cherwell District's emissions

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



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Cherwell District Council

Materiality Assessment & Gap Analysis

Version 1

21 August 2023



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0 Executive summary

Cherwell District Council Climate Emergency Context

In 2019 Cherwell District Council (CDC or ‘the Council’ hereafter) declared a climate emergency and pledged to become net zero carbon, both in terms of the Council’s own operations and activities, and in terms of district-wide emissions. Subsequently, in 2020 the Council published its [Climate Action Framework: Transforming Cherwell](#) and a [Carbon Management Plan 2022-25](#) which set out the Council’s approach to achieving these pledges.

About this report

In order to help Cherwell District Council achieve its pledges and enact its Climate Action Framework, Bioregional has been commissioned to recommend a priority list of appropriate and impactful climate actions on which the Council could usefully focus within a 12-month period.

This priority list of recommended actions was derived from a long list of planned and aspirational climate actions through a two-step assessment process:

- [Materiality Assessments](#) – these identified which of the actions would have the highest carbon reduction or biodiversity impact, and that CDC would most be capable of influencing. The ‘materiality’ of these actions was assessed based on the scale and urgency of the UK and the District’s climate change and biodiversity needs, and the scope of influence that CDC may be able to exert, with the highest scoring actions being deemed of the ‘highest materiality’.

- [Gap Analyses](#) – these identified where there were planned or aspirational actions missing, and provided actions to fill these ‘gaps’ in policy.

Summary of findings

The actions that were found to have the ‘highest materiality’ in each of the themes were then shortlisted, assigned with rough cost estimates and then transferred into a table of recommended climate actions for inclusion in CDC’s 12-month action plan (see Appendix 4).

Contents of this report

The remainder of this report is structured as follows:

1. Section 1 outlines the context of CDC’s climate emergency strategy and the purpose of the report.
2. Section 2 outlines the methodology of the Materiality Assessments and Gap Analyses, and the results of these exercises for each of the 8 themes. It also highlights the actions of ‘highest materiality’ that are recommended for the CDC to take forward.
3. Section 3 consists of a table summarising all of the ‘highest materiality’ actions that are recommended for CDC to take forward, along with the results of a basic cost analysis to determine the indicative cost of implementing each action.
4. Section 4 is an appendix containing the full long list of actions for each theme.

1. Introduction

Introduction – 1.1 Cherwell District Council Climate Emergency Strategy

In 2019 Cherwell District Council declared a climate emergency and pledged to:

1. Ensure its own operations and activities are net zero by 2030
2. Do its part to achieve a net zero carbon district by 2030 and lead through example.

Subsequently, in 2020 the Council published its [Climate Action Framework: Transforming Cherwell](#) which set out the Council’s high-level approach to achieving these pledges. The table to the right shows the five key themes contained within CDC’s [Climate Action Framework](#), with specific objectives that CDC has identified for each theme.

Alongside this, CDC also published a [Carbon Management Plan 2022-25](#) which sets out their approach to reducing the emissions from their own estate and operations, including from their buildings, leisure centres, fleet, and staff business travel in their own vehicles.

Both of these documents provided the council and district-level context for assessing the list of planned and aspirational climate actions detailed in this report. For example, the carbon footprints for the Council and the District contained in this report were used to assess how strongly each action linked to a sector responsible for a major part of the Council’s or District’s carbon emissions. CDC’s states objectives on biodiversity were also used to assess how strongly actions linked to the District’s biodiversity needs.



Theme	Objectives
Transport, connectivity and planning 	Prioritise digital infrastructure and co-working facilities over road building
	Increase levels of walking and cycling
	Increase levels of EV, shared and autonomous travel
	Promote net zero carbon new developments
	Continue to spearhead development of eco-town
Natural Carbon Management 	Take advantage of natural capital to capture and store carbon
	Protect, conserve and enhance carbon capture and storage through natural environments
Infrastructure business and systems 	Support Oxfordshire’s ambition to double tree cover
	Smart, flexible, local renewable generation
	Design favouring zero carbon connectivity and low impact living
	EV charging infrastructure for all residents
Waste and consumption 	Community ownership of energy generation and storage assets
	Low carbon business and supply chains
	Maximise waste reduction and recycling
Buildings and housing 	Zero per person growth in waste and circular economy
	Assess whole system carbon impacts in waste strategy planning and influence national policy
Buildings and housing 	Extensive retrofitting of existing buildings
	Tackle fuel poverty through improvements in building standards and Oxfordshire Affordable Warmth network

Introduction – 1.2 Purpose of this report

Purpose of this report: To help Cherwell District Council identify the most impactful climate actions that can be implemented over a 12-month period

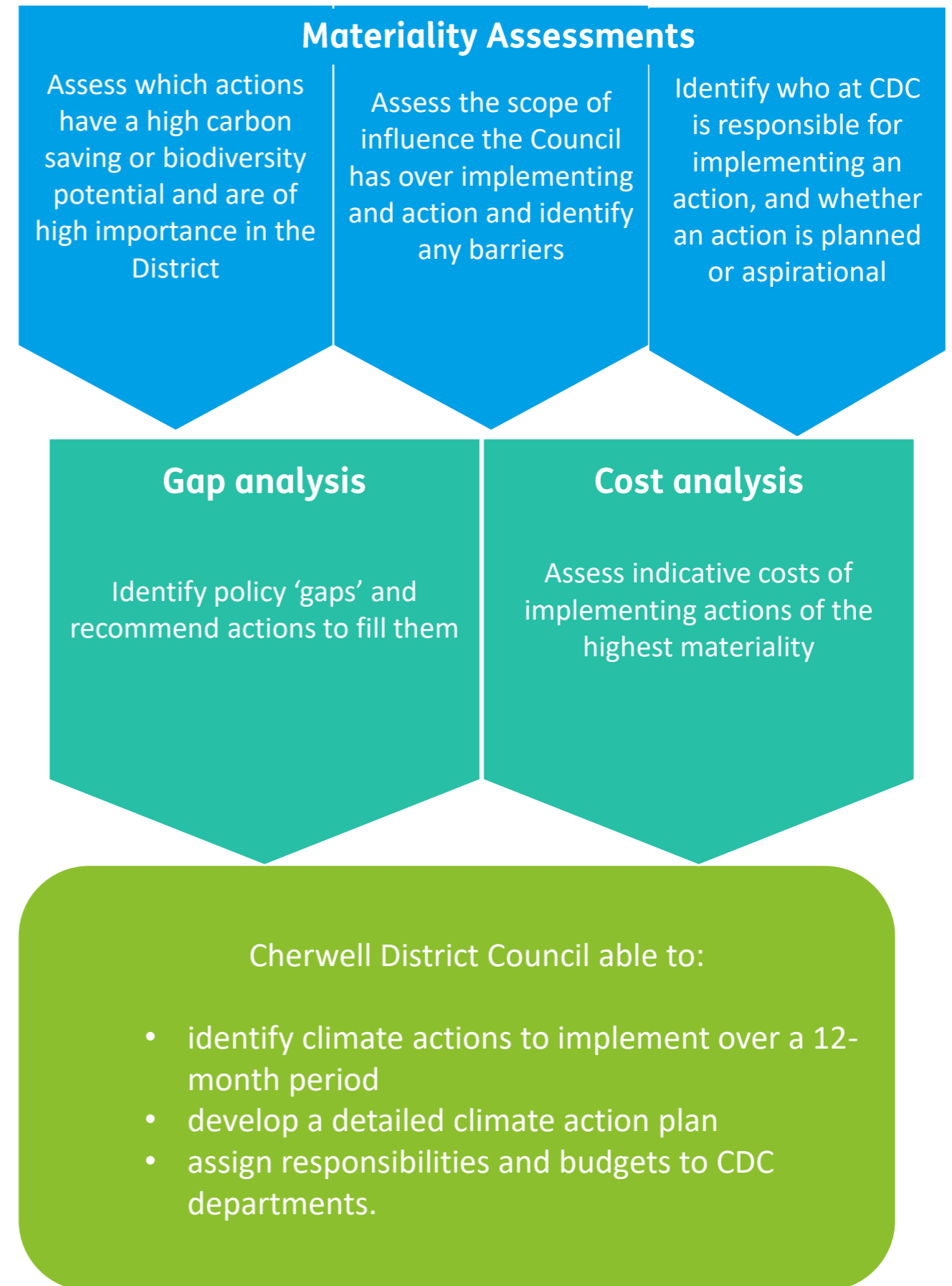
The findings of this report are intended to assist the Council in prioritising actions that could be most impactful in terms of their potential to reduce carbon emissions or improve biodiversity in the district, and that the Council are best-placed to act upon. It is intended that these actions will therefore go some of the way to helping the Council to achieve its climate ambitions.

This report aims to help the Council gain a better high-level understanding of:

- **Actions that will have the highest carbon saving or biodiversity impact** for Cherwell. An action was deemed to have a high carbon saving impact depending on how much the related sector contributes to the district’s carbon emissions (identified using emissions data pulled from the 2020 Climate Action Framework), and the scale or urgency with which the Climate Change Committee deems the action will need to be implemented. An action was deemed to have a high biodiversity impact where it could lead to a significant increase in biodiversity natural capital.
- **Actions that the Council can exert the most influence over.** Actions which the Council can exert direct influence over (such as those that are under direct control or ownership of the Council), were deemed to be easier to implement due to the 12-month timeframe for the implementation of actions. Actions that rely on public or partner cooperation were deemed to be more difficult to implement, due to the reliance on external factors to implement the actions.
- **Themes where existing actions are missing.** This report identifies themes where fewer climate actions of the highest impact and influence exist and then provides recommended actions to fill these ‘gaps’.
- **Who at Cherwell District Council is responsible for an action.** The actions in the Materiality Assessments are colour coded, allowing the Council to identify if an action is led by the Climate Change department, any other department at the Council or if the action is aspirational. See key in the Materiality Assessments in section 2.

It is hoped that the understanding offered by this report will help Cherwell District Council to identify:

- **Priority actions** that can be implemented efficiently over a 12-month period and that will have high carbon saving impacts.
- **Very indicative costs** of implementing recommended actions.





Introduction – 1.3 Overview & process of this report

Overview and process of this report

This report recommends a list of appropriate and impactful climate actions that CDC could prioritise within a 12-month action plan.

This list was condensed down from a longer list of all of the climate actions that the Council is either planning or aspires to carry out. This long list of actions (listed in full in Appendix 4) contains actions provided by the Climate Action Lead at CDC, Jo Miskin, as well as actions proposed by Bioregional through the Gap Analyses exercises reviewing the CDC Carbon Management Plan 2022-25 and 2020 Climate Action Framework.

Materiality Assessments & Gap Analyses overview

In total, 107 climate actions were identified in the long list. These were first divided up into 8 ‘themes’ to enable a more comprehensive and holistic materiality analysis:

1. CDC Estate and operations
2. Climate change adaptation
3. Housing
4. Industry and commerce
5. Land and nature
6. Strategic energy generation
7. Transport
8. Waste and construction.

A **Materiality Assessment** was then conducted for each of the 8 themes to identify which climate actions might be considered priorities on which CDC could usefully focus, so that it may maximise its effectiveness and avoid spreading its limited resources too thinly. Each assessment scored the actions for ‘importance’ and ‘influence’ on a scale of 0-5, with 0 indicating of low or no importance or influence, and 5 indicating of the highest importance or influence. A topic is considered ‘more material’ the higher it scores on these scales. See section 2 for more detail on the scoring criteria and how the outcomes should be interpreted.

Please note that this exercise is not intended to dictate or delimit the Council’s activities, but only to guide them by enabling better-informed decisions.

Two **Gap Analyses** were also undertaken as part of this report:

1. A list of planned and aspirational climate actions was provided to Bioregional by CDC’s Climate Action Lead. These formed that basis of the long list of climate actions. Bioregional then undertook a review of all the Council’s climate actions and targets. These actions were then compared to the actions provided by the Council’s Climate Action Lead. Any actions identified during the review that were not present in the actions list provided by CDC were then added to the long list of actions.
2. Once the Materiality Assessments had been carried out on the long list of actions, another Gap Analysis was undertaken to identify topic areas where there were missing actions of ‘high materiality’. Bioregional then recommended appropriate ‘high materiality’ actions that the Council could take to fill in these policy ‘gaps’. These recommendations were pulled from a variety of sources including previous work carried out by Bioregional for CDC and other Local Authorities. The actions recommended were assessed for their materiality in the same way as actions provided by Cherwell District Council. Bioregional’s recommended actions are shown in the Materiality Assessments in orange as **Aspirational Activities**.

Finally, Bioregional carried out a basic **Cost Analysis** for all of the recommended actions (see section 4 Appendix). It should be noted that these costs have not been rigorously modelled, but are indicative and based on Bioregional’s background knowledge and professional expertise. The costs levels are indicated with ‘£’ sign based on the following scale:

- £ = Low cost
- ££ = Medium cost
- £££ = High cost
- ££££ = Significant cost

2. Materiality Assessments & Gap Analyses

Page 72



Materiality Assessments & Gap Analyses – 2.1 Introduction & methodology

The following pages in this section contain the **Materiality Assessments** and **Gap Analyses** for each of the 8 themes identified:

1. CDC estate and operations
2. Climate change adaptation
3. Housing
4. Industry and commerce
5. Land and nature
6. Strategic energy generation
7. Transport
8. Waste and construction

The Materiality Assessments are shown in a ‘Boston box’ matrix format, with actions of high influence and high impact – that is, those that scored 2.5 or over in terms of important or influence – shown in the top right-hand corner of the box.

The Materiality Assessments shown in this section use a short form action title to allow all actions to fit comfortably within the table. Provided in the Appendix (section 4) is a list of the actions in their full long form, along with their influence and impact scores. The methodology and assumptions for the scoring are provided below.

The **Materiality Assessments** aim to identify:

- Which actions could have the **greatest carbon saving or biodiversity impact** and,
- Which actions Cherwell District Council are most **able to influence**.

The aim is to help Cherwell District Council make decisions about how to prioritise climate actions. These actions were then scored against a range of **criteria** regarding their relative impact and influence, so that they could be plotted onto a matrix.

The **criteria on which each topic’s importance/urgency** for climate transition and biodiversity recovery was assessed were:

- **Speed and scale of change required on this topic** for the UK’s legislated carbon reduction budgets, climate adaptation, or biodiversity recovery (Carbon reduction or climate adaptation sources: *Committee on Climate Change Sixth Carbon Budget Progress in reducing emissions 2023 Report to Parliament*. Biodiversity sources: *JNCC State of Nature report; Nature Positive 2030 report; Nature Recovery for Our Survival; Prosperity and Wellbeing Report; Together for Nature report; DEFRA Environmental Land Management update*).
- **How strongly an action links to Cherwell’s carbon footprint or biodiversity needs**. How strongly does an action link to a sector responsible for a major part of the District’s carbon footprint or biodiversity needs? (Sources: *2020 Climate Action Framework* and *CDC Carbon Management Plan 2022-25*). Where appropriate, the District level carbon footprint data was used, however for actions that relate more directly to Council emissions, the Council’s carbon footprint was used.

The **criteria on which the scope for influence by Cherwell District Council** on each topic were:

- **How much influence does the Council have over this action?** That is, to what extent can CDC implement an action without reliance on internal or external parties, private enterprise or the public.
- **How smooth is the path to implementing action?** Considering potential obstacles such as: regulatory; technological; actor reluctance; geographic.

For each theme, two **Gap Analyses** were conducted, these aimed to identify:

- Any planned or aspirational actions that were uncovered by Bioregional in our review of CDC documents, but that were missing in the original list of actions provided by the CDC Climate Action Lead.
- Themes with fewer or no actions of the ‘highest materiality’ (i.e. fewer actions in the top four squares of the Materiality Assessment matrix) and,
- Recommended actions of the ‘highest materiality’ to fill any identified ‘gaps’, where a theme has no or few actions of the ‘highest materiality’.

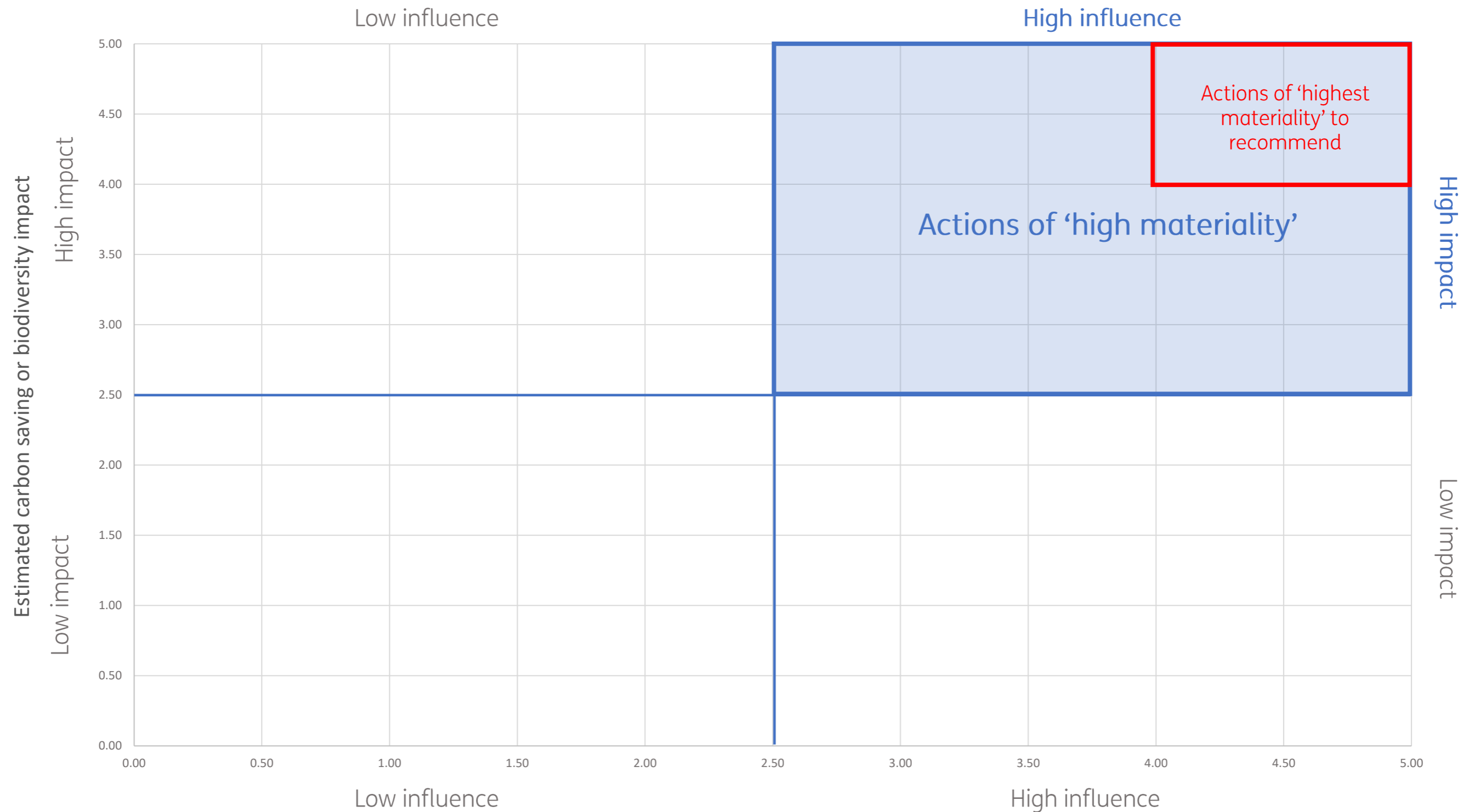


Materiality Assessments & Gap Analyses – 2.1 Introduction & methodology

An example [Materiality Assessment](#) matrix is provided below to demonstrate the methodology.

Actions that fell within the top right-hand corner of the matrix were deemed to be of ‘[high materiality](#)’, meaning they are actions that will have a high carbon reduction or biodiversity impact, and on which the Council will be able to exert a high level of influence.

Actions that fell within the top four squares of the matrix (highlighted in red) were deemed to be of the ‘[highest materiality](#)’ and thus recommend the Council take forward to their 12-month climate action plan.



2.2 CDC estate and operations – overview & recommended actions

Theme overview

This theme contains all the actions that relate directly to Cherwell District Council activities or properties that are owned by the Council. This includes actions to retrofit buildings, influence staff decisions and produce Council-led evidence bases, reports and planning documents.

This theme contains 28 actions in total, of which:

- 17 are aspirational activities,
- 3 are planned activities being led by the CDC Climate Change department, and
- 8 are planned activities being led by other CDC departments.

Of these actions **the vast majority** were deemed to be of ‘**high materiality**’. This means that most actions under this theme could have a high carbon saving impact, either in terms the Council's direct emissions or on the District’s overall emissions, and that the Council can exert a high level of influence over their implementation.

Many of the actions in this theme can be solely completed by the Council and will require little to no input from external parties or cooperation from the public or private enterprise. As shown in the Materiality Assessment overleaf, all 28 of the actions within this theme scored 3.5 or over on influence, meaning the Council can exert a high level of control over the implementation of actions. No actions were deemed to be of low impact.

Gap Analysis

This theme had a total of **7 actions** that were deemed to be of ‘**highest materiality**’ to recommend as priority actions. No additional actions have been provided.

Recommended actions

As per the methodology, the actions within the top four squares of the Materiality Assessment are recommended as priority actions. *Please note the actions listed below are in their long form, whereas in the Materiality Assessment matrix overleaf they are shown in their short form . Please refer to Appendix 4 for a full list of all actions in their long and short forms.*

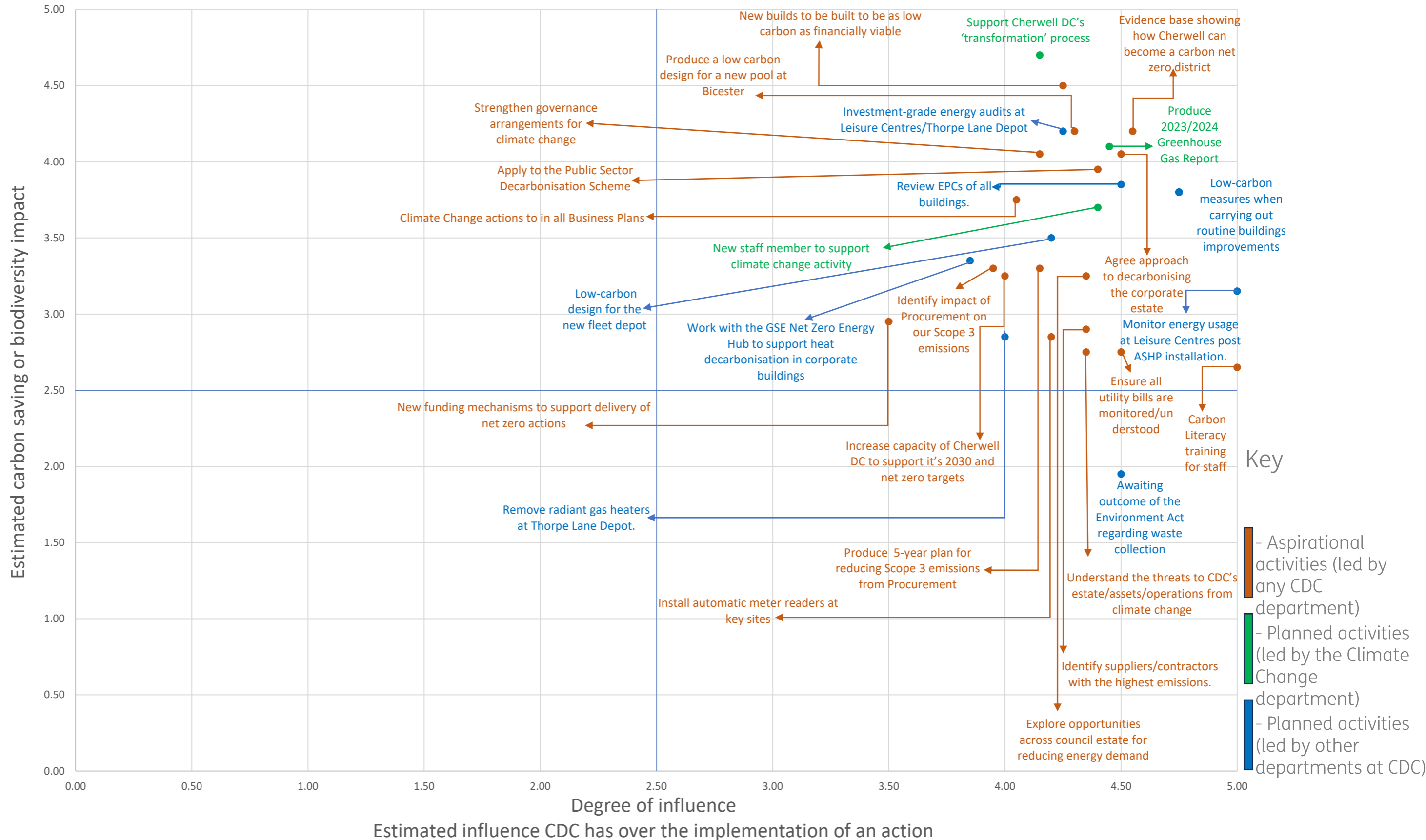
The actions recommended from this theme in order of highest materiality are:

Support

1. Support Cherwell DC’s ‘transformation’ process, in identifying climate actions for Service Areas
2. Any new buildings, eg leisure centres, to be built to be as low carbon as financially viable.
3. Produce a robust evidence base showing how Cherwell can become a carbon net zero district.
4. Leisure Services to produce a low carbon design for a new pool at Bicester Leisure Centre.
5. Produce the 2023/2024 Greenhouse Gas Report.
6. Continue to include low-carbon measures when carrying out routine buildings improvements.
7. Agree approach to decarbonising the corporate estate, including a phased plan.

2.2 CDC estate and operations – Materiality Assessment

Materiality assessment: CDC Estate & operations



2.3 Climate change adaptation – overview & recommended actions

Theme overview

This theme contains all the actions that relate to climate adaptation, mitigation or reaching net-zero. These actions include the creation of a net-zero road map and introducing climate-related policy, partnerships with local businesses and NGOs to enhance climate action or provide best practice case studies, and advice and internal monitoring on the progress of climate change adaptation.

This theme contains 20 actions, of which:

- 6 are aspirational activities,
- 9 are planned activities being led by the CDC Climate Change department,
- 5 are planned activities being led by other CDC departments.

All actions within this theme scored highly in terms of influence. As a result, all actions within this theme have a clear and smooth path to implementation with only a few actions requiring partner or public cooperation.

These actions were split between those with high impact (9 actions) and those with low impact (11 actions). Although these 9 actions are considered to be of 'high materiality', only 3 actions have a high enough score to be recommended as priority actions.

Gap Analysis

Given that there were already 3 actions of 'highest materiality' in this theme, it is considered to have no gaps, and as such no additional actions have been recommended.

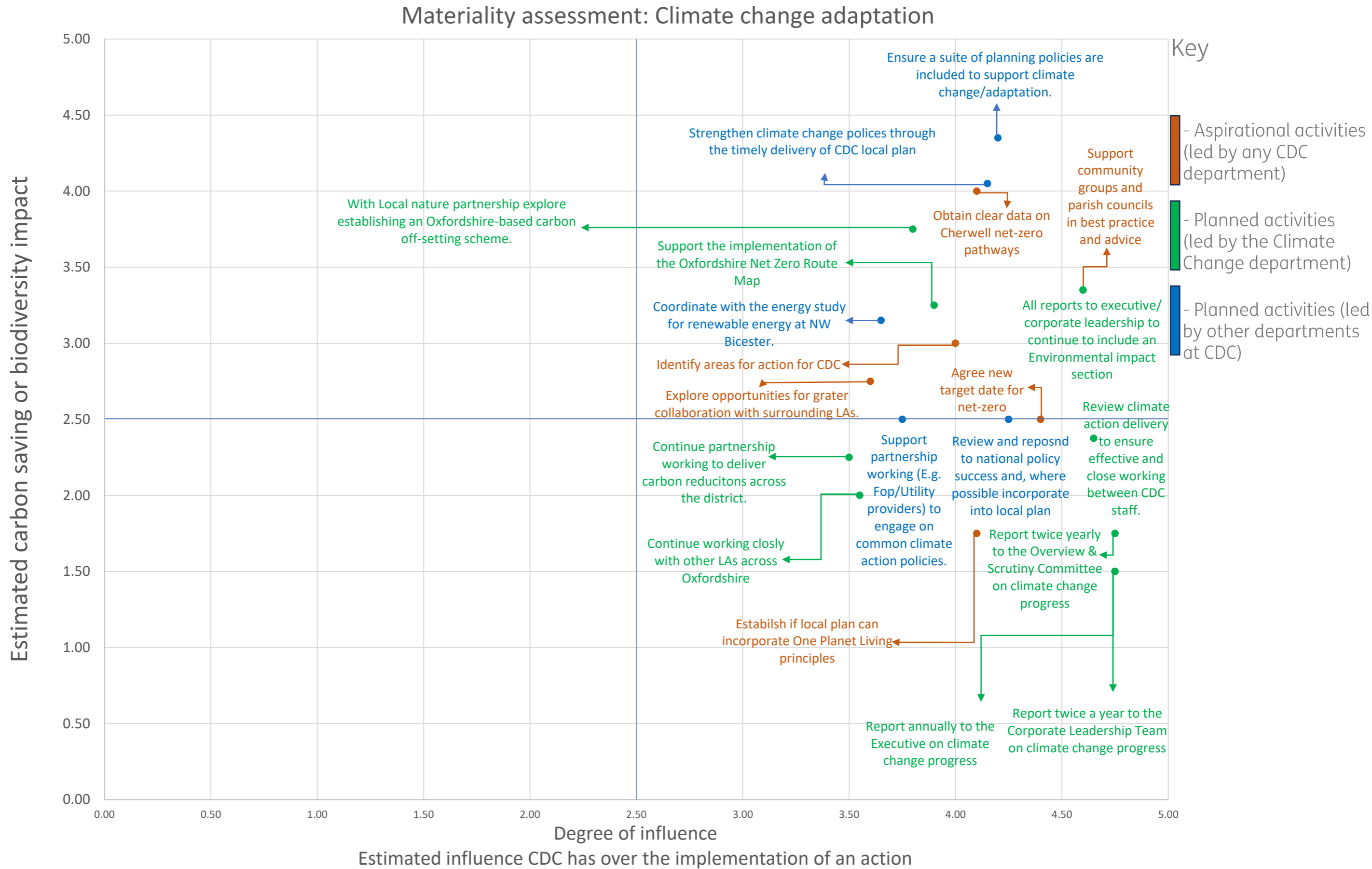
Recommended actions

As per the methodology, the actions within the top four squares of the Materiality Assessment are recommended as priority actions. *Please refer to Appendix 4 for a full list of all actions in their long and short forms.*

The actions recommended from this theme in order of highest materiality are:

1. Ensure a suite of other planning policies are included to support climate change mitigation and adaptation. For example:
 - Net zero development
 - Biodiversity Net Gain
 - Green Infrastructure
 - Low carbon and active travel.
 - Decentralised and renewable energy systems
2. Ensure the timely production of a deliverable CDC Local Plan, to strengthen our policies to respond to climate change
3. Obtain clear data on possible net zero pathways for the Cherwell District

2.3 Climate change adaptation – Materiality Assessment



2.4 Housing – overview & recommended actions

Theme overview

This theme contains all the actions that relate directly to housing, both CDC-owned and private stock. Actions within this theme cover topics such as retrofit expansion, supporting CDC staff and a heat network feasibility assessment.

This theme contains 10 actions, of which:

- 4 are aspirational activities,
- 4 are planned activities being led by the CDC Climate Change department,
- 1 is a planned activity being led by other CDC departments, and
- 1 is an additional activity that has been recommended by Bioregional.

Of the 10 actions, **8 actions** were considered to be of ‘**high materiality**’. All of actions were considered to be of high impact, given that they address emissions from housing, which is an important contributing sector to the District’s carbon footprint.

Gap Analysis

This theme had a total of **3 actions** that were deemed to be of ‘**highest materiality**’. These actions cover the topics of energy efficiency, retrofit and energy networks.

Bioregional has identified a policy gap regarding new build developments and has therefore recommended **1 additional action** of ‘highest materiality’ which addresses this topic. Cherwell District Council has a target to build 1,140 new homes per year until 2031 (CDC Housing Strategy 2019-2024). It is therefore important that new housing is built with the leading sustainability standards in mind, in order to reduce the carbon emissions associated with housing within the District. CDC can exert a high level of influence on this through effective planning policy, as well as through embedding sustainable practices within the delivery of their own housing stock.

Recommended actions

As per the methodology set out in section 2.1, the actions within the top four squares of the Materiality Assessment are recommended as priority actions. *Please refer to Appendix 4 for a full list of all actions in their long and short forms.*

The actions recommended from this theme in order of highest materiality are:

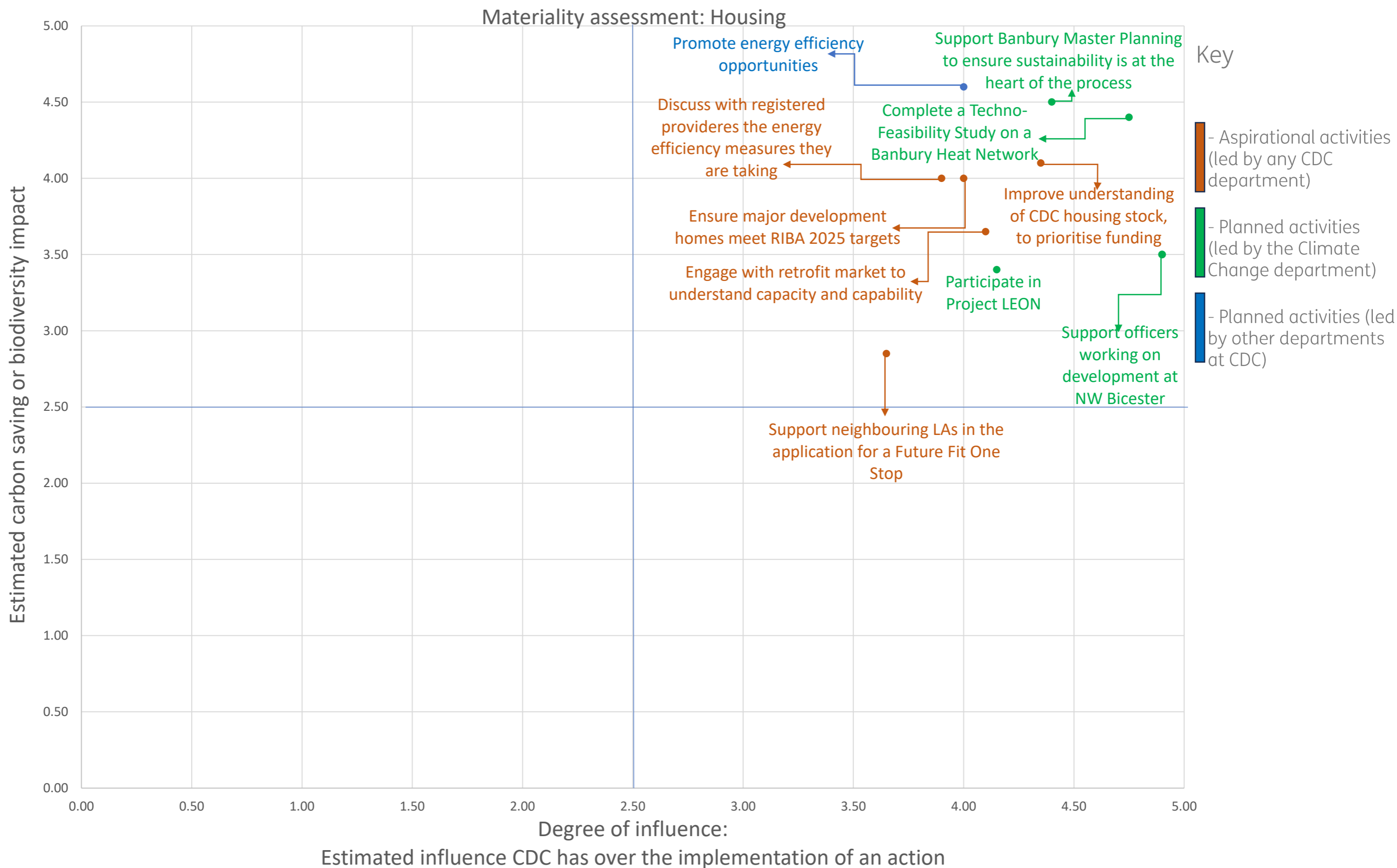
Support Banbury Master Planning to ensure sustainability is at the heart of the process.

1. Promote energy efficiency opportunities, e.g. HUG/Heat Pump Ready Scheme/Cosy Homes Oxfordshire/LEAP/ECO4.
2. Complete a Techno-Feasibility Study on a Banbury Heat Network.
3. Improve our understanding of the district’s housing stock so that we can prioritise funding

The additional action of ‘highest materiality’ recommended by Bioregional is:

1. Through planning policy, ensure all houses in major new build developments are designed to at least meet the 2025 targets of the RIBA 2030 Climate Challenge:
 - For domestic/residential: Operational energy target of <60 kWh/m²/y; Embodied carbon target of <800 kgCO₂e/m²; Potable water use of <95 litres/person/day
 - For non-domestic (new build schools): Operational energy target of <70 kWh/m²/y; Embodied carbon target of <675 kgCO₂e/m²; Potable water use of <1.5 m³/pupil/y
 - For non-domestic (new build offices): Operational energy target of <75 kWh/m²/y, DEC B (50) and/or NABERS Base build 5; Embodied carbon target of <970 kgCO₂e/m²; Potable water use of <13 litres/person/day

2.4 Housing– Materiality Assessment



2.5 Industry and commerce – overview & recommended actions

Theme overview

This theme contains actions relating to private businesses and job opportunities within the District. The actions cover topics such as the role of business in influencing, job creation, and in business engagements and forums.

This theme contains 7 actions, of which:

- 2 are aspirational activities,
- None are being led by the CDC Climate Change department,
- 4 are being led by other CDC departments, and
- 1 is an additional activity that has been recommended by Bioregional.

5 actions within this theme scored highly in terms of influence and importance and were therefore considered to be of 'high materiality'. 1 action was considered to be low impact in terms of carbon saving, but which the Council could exert a high amount of influence over.

Gap Analysis

This theme had 1 action that was deemed to be of 'highest materiality' to be recommended for implementation. Bioregional therefore recommended 1 additional action of 'highest materiality' that could be taken forward. This action addresses the sector which accounts for the highest carbon emissions from industry in Cherwell: gas and other fuel burning.

Recommended actions

As per the methodology, the actions within the top four squares of the Materiality Assessment are recommended as priority actions. *Please refer to Appendix 4 for a full list of all actions in their long and short forms.*

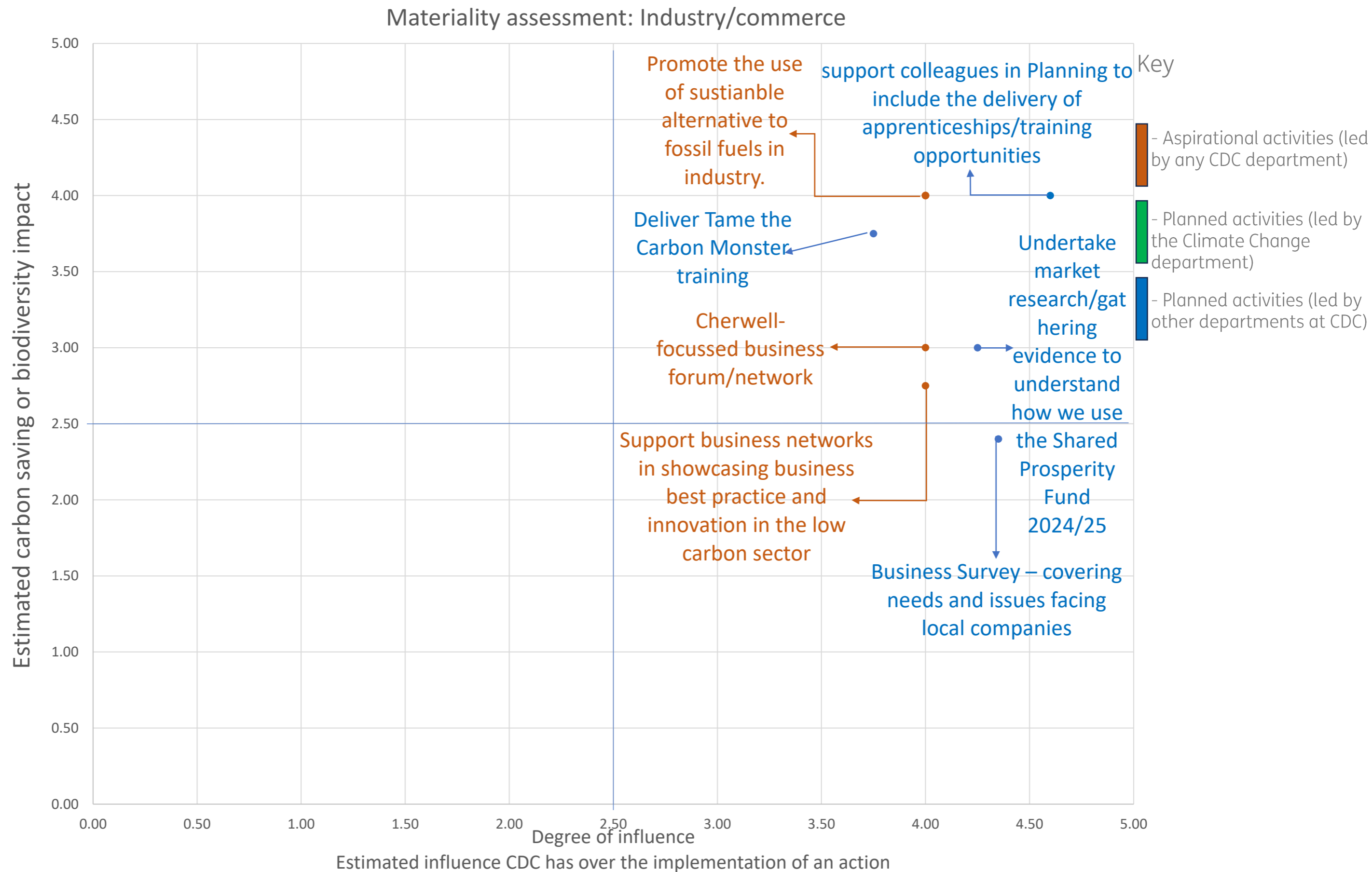
The one 'highest materiality' action recommended from this theme is:

1. Green Construction Skills – support colleagues in Planning to include the delivery of apprenticeships/training opportunities through planning conditions.

The additional 'highest materiality' action recommended by Bioregional is:

1. Support industry decarbonisation by promoting the switch from burning gas and other fuels to burning sustainable alternatives such as green hydrogen through new Local Plan policies.

2.5 Industry and commerce – Materiality Assessment



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2.6 Land and nature – overview & recommended actions

Theme overview

This theme contains all the actions that relate to public and privately owned land, biodiversity and nature. Actions include the management and enhancement of Cherwell's parks, biodiversity net gain targets, enhancing and designating carbon offset sites, and policy support.

This theme contains 20 actions, of which:

- 10 are aspirational activities,
- 1 is a planned activity being led by the CDC Climate Change department,
- 7 are planned activities being led by other CDC departments, and
- 2 are additional activities that have been recommended by Bioregional

Of the 20 actions, **11 actions** were considered to be of 'high materiality'.

Where actions relate to biodiversity, their score for impact has been determined by the action's ability to increase biodiversity within Cherwell.

All actions were deemed to be of high influence, suggesting CDC has a smooth route to implement any actions within the Land and nature theme.

Gap Analysis

This theme had a **1 action** that was deemed to be of 'highest materiality' to be recommended for implementation.

As such, Bioregional recommended **2 additional 'highest materiality' actions** that could be taken forward by Cherwell District Council. These relate primarily to the creation, restoration or conservation of natural habitats such as forests and peatlands that have multiple benefits including carbon sequestration and storage, and biodiversity enhancement. Additionally, using natural capital assets as a strategy for carbon management is one of CDC's key strategic focus areas within their Climate Action Framework, meaning these actions will help CDC to achieve their climate objectives.

Recommended actions

As per the methodology, the actions within the top four squares of the Materiality Assessment are recommended as priority actions. *Please refer to Appendix 4 for a full list of all actions in their long and short forms.*

The one 'highest materiality' action recommended from this theme is:

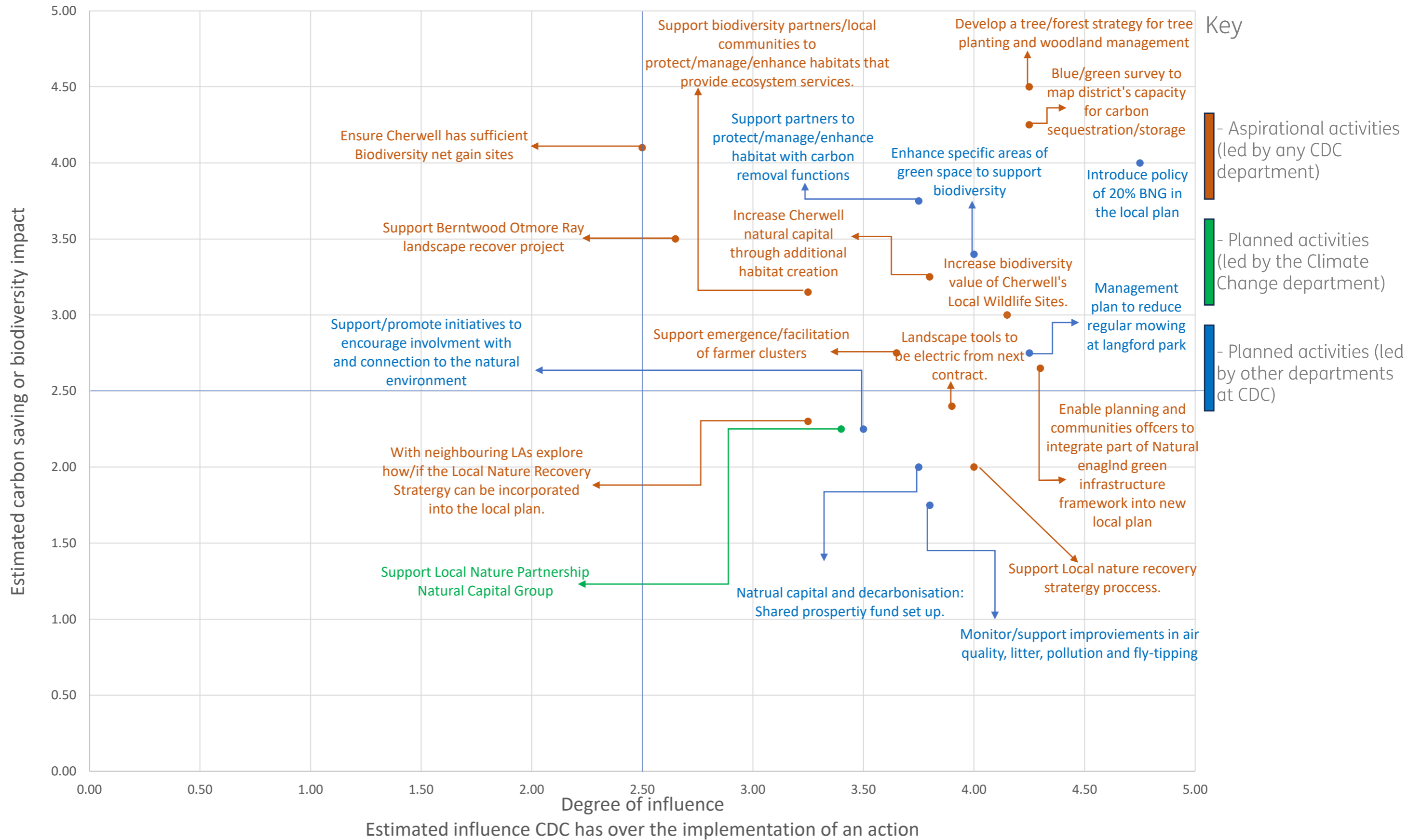
1. Support the emerging Local Plan to introduce a policy of 20% Biodiversity Net Gain, which would double funds available for nature recovery

Additional actions recommended by Bioregional in order of highest materiality are:

1. Develop a comprehensive tree/forest strategy in order to increase tree planting rates within the district and ensure long-term maintenance/stewardship of forests/woodlands (eg could include plan to grow low maintenance trees on road verges and in forest gardens; volunteer programmes for tree planting; opportunities for carbon offsetting schemes)
2. Commission a blue/green infrastructure survey of the district to map existing and potential natural capacity for carbon sequestration and storage. Use this to inform local planning policies, support spatial growth strategies and compensation/mitigation strategies to offset any GI losses as a result of development.

2.6 Land and nature – Materiality Assessment

Materiality assessment: Land and Nature



2.7 Strategic energy generation – overview & recommended actions

Theme overview

This theme contains all the actions relating to strategic energy generation. The majority of actions in this theme relate to solar photovoltaic expansion, however other topics include assessing energy generation capacity and participating in a Local Area Energy Plan.

This theme contains 7 actions, of which:

- 1 is an aspirational activity,
- 1 is a planned activity being led by the CDC Climate Change department, and
- 5 are planned activities being led by other CDC departments.

Whilst emissions from electricity consumption within Cherwell are low, the expansion of energy generation is considered a priority by the Climate Change Committee, Cherwell Climate Action Framework and the Oxfordshire Energy Strategy. Therefore, all 7 actions related to strategic energy generation were considered to be of 'high materiality'.

Additionally, many of the actions aimed to expand energy generation on CDC-owned property. As a result, the Council can exert a significant amount of influence over these actions.

Gap Analysis

4 actions were considered of 'highest materiality' to be carried forward as recommendations. As such, no additional actions have been recommended by Bioregional.

Recommended actions

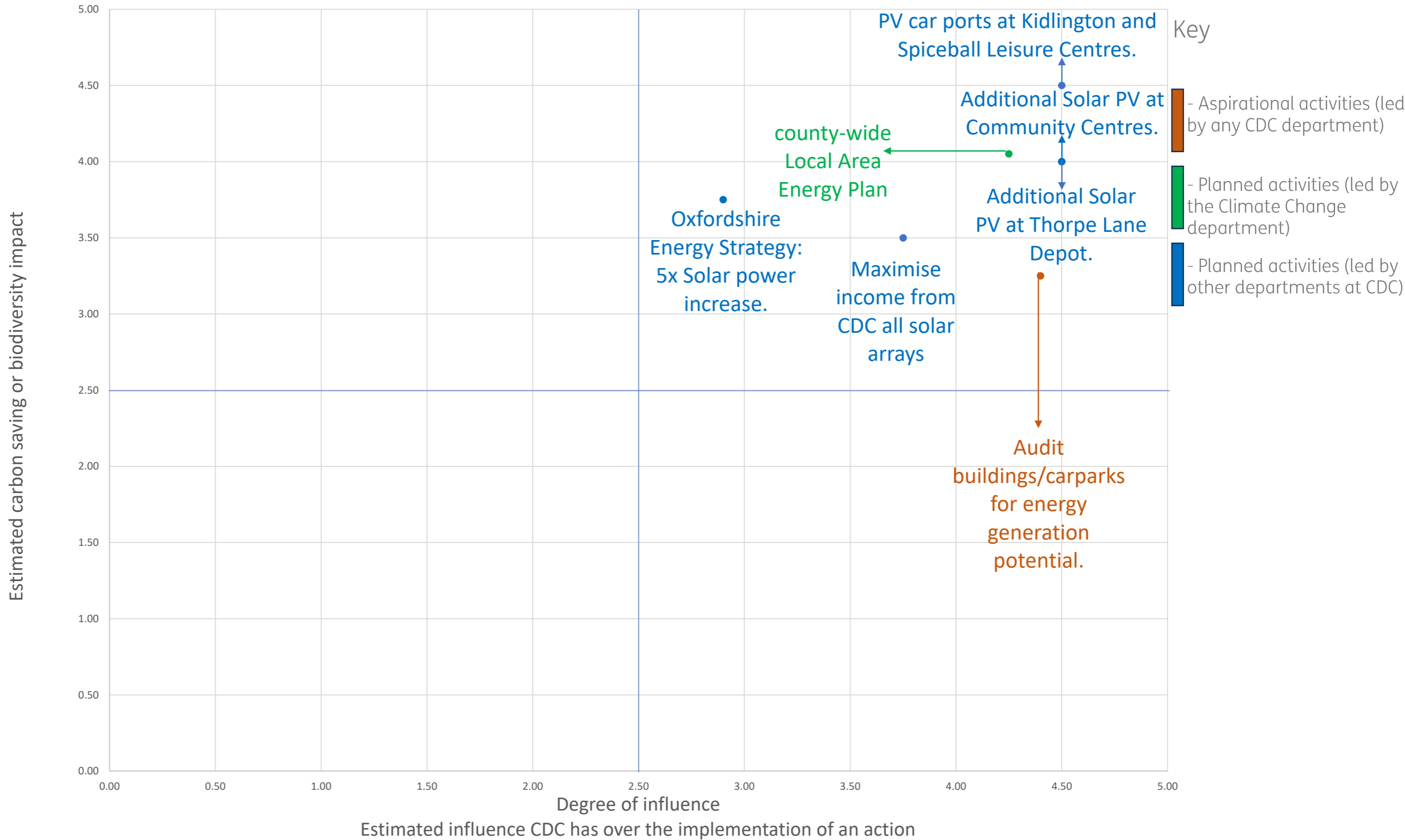
As per the methodology set out in section 2.1, the actions within the top four squares of the Materiality Assessment are recommended as priority actions. *Please refer to section 4 Appendix for a full list of all actions in their long and short forms.*

The actions recommended from this theme in order of highest materiality are:

1. Install solar PV car ports at Kidlington and Spiceball Leisure Centres.
2. Participate in a county-wide Local Area Energy Plan process.
3. Additional Solar PV at Community Centres.
4. Additional Solar PV at Thorpe Lane Depot.

2.7 Strategic energy generation – Materiality Assessment

Materiality assessment: Strategic energy generation actions



2.8 Transport– overview & recommended actions

Theme overview

This theme contains all the actions relating to transportation and transport infrastructure. The majority of actions within this theme are related to the implementation of EV infrastructure or the increase in electric vehicles. However, some actions also cover public and active transportation.

This theme contains 13 actions, of which:

- 6 are aspirational activities,
- 1 is a planned activity being led by the CDC Climate Change department and,
- 6 are planned activities being led by other CDC departments

Transportation is the single largest source of carbon emissions for Cherwell District. As such, 12 of the actions within this theme were considered to be of high impact in terms of carbon reduction. The only action not considered to have a high carbon saving impact was ‘Expand salary sacrifice scheme to include EVs’. This is because the action, which addresses CDC staff and business travel, is responsible for a very low proportion of the Council’s own carbon emissions.

Gap Analysis

Of the 13 actions, **6 actions** were considered to be of ‘highest materiality’ to be carried forward as recommendations. These actions included expanding the Council’s EV fleet, expanding EV infrastructure within the District, developing walking and cycling infrastructure plans, and increasing the provision of public transportation.

These actions aim to reduce vehicular emissions and support public and active transportation. As such no gaps were identified for this theme, and Bioregional has not recommended any additional actions.

Recommended actions

As per the methodology, the actions within the top four squares of the Materiality Assessment are recommended as priority actions. *Please refer to Appendix 4 for a full list of all actions in their long and short forms.*

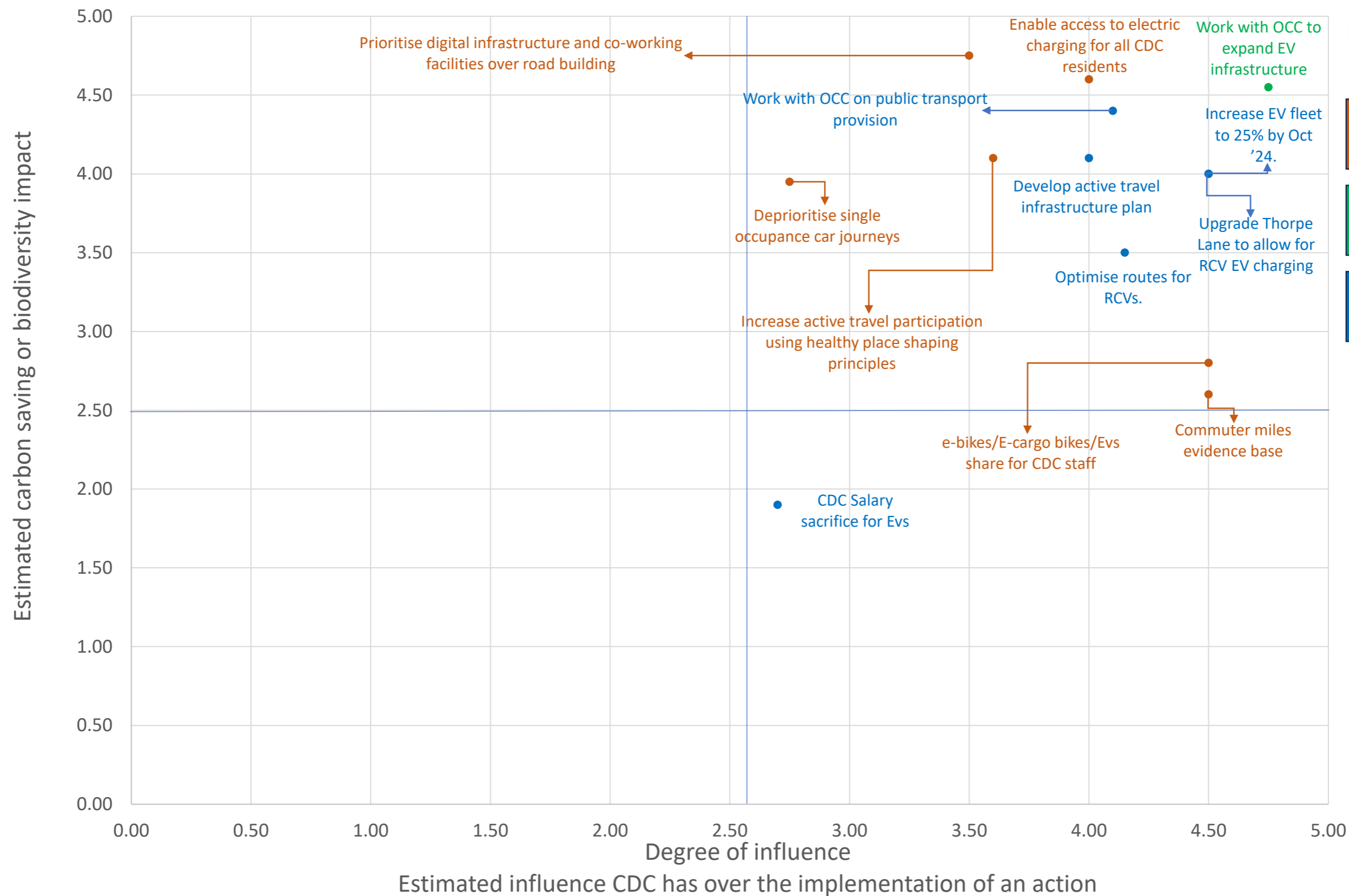
The actions recommended from this theme in order of highest materiality are:

1. Enabling electric charging infrastructure accessible for all residents.
2. Work with OCC to implement LEVI funding to expand EV infrastructure in Cherwell
3. Continue to work closely with OCC to support the improvement in the provision of public transport in Cherwell.
4. Support the development of local cycling and walking infrastructure plans.
5. Increase EV fleet to 25% by Oct ’24.
6. Upgrade existing supply to Thorpe Lane Depot to allow charging of EV RCVs.

2.7 Transport- Materiality Assessment



Materiality assessment: Transport



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2.8 Waste and construction – overview & recommended actions

Theme overview

This theme contains all the actions relating to a reduction in waste from various sources. Actions within this theme aim to reduce food and construction waste, increase recycling rates in the District and assess the carbon impacts of waste.

This theme contains 7 actions, of which:

- 4 are aspirational activities,
- There are no planned activities being led by the CDC Climate Change department,
- 2 are planned activities being led by other CDC departments, and
- 1 is an additional activity that has been recommended by Bioregional.

Gap Analysis

As waste accounts for a very minor proportion of both the Council's and the District's carbon emissions, and the Council can exert minimal influence over individuals daily habits, **no actions** within this theme were considered to be of **'highest materiality'** to be carried forward as recommendations.

As such a significant policy gap was identified, and **1 action** of **'highest materiality'** was recommended by Bioregional. This action relates to the waste created and resources used by the building and construction industry, which are major sources of embodied carbon. Embodied carbon typically accounts for around a third of the average building's carbon emissions. Industry body RIBA states in their 2030 Climate Challenge that all new developments in operation from 2030 should reduce their embodied carbon by at least 40% from current business as usual baseline figures before offsetting. Using reused or recycled construction materials in new developments not only reduces waste but also reduces the embodied carbon of new buildings. The London Energy Transformation Initiative's

Embodied Carbon Primer has therefore set targets for embodied carbon reduction, including for 30% of total building construction materials and elements to be reused.

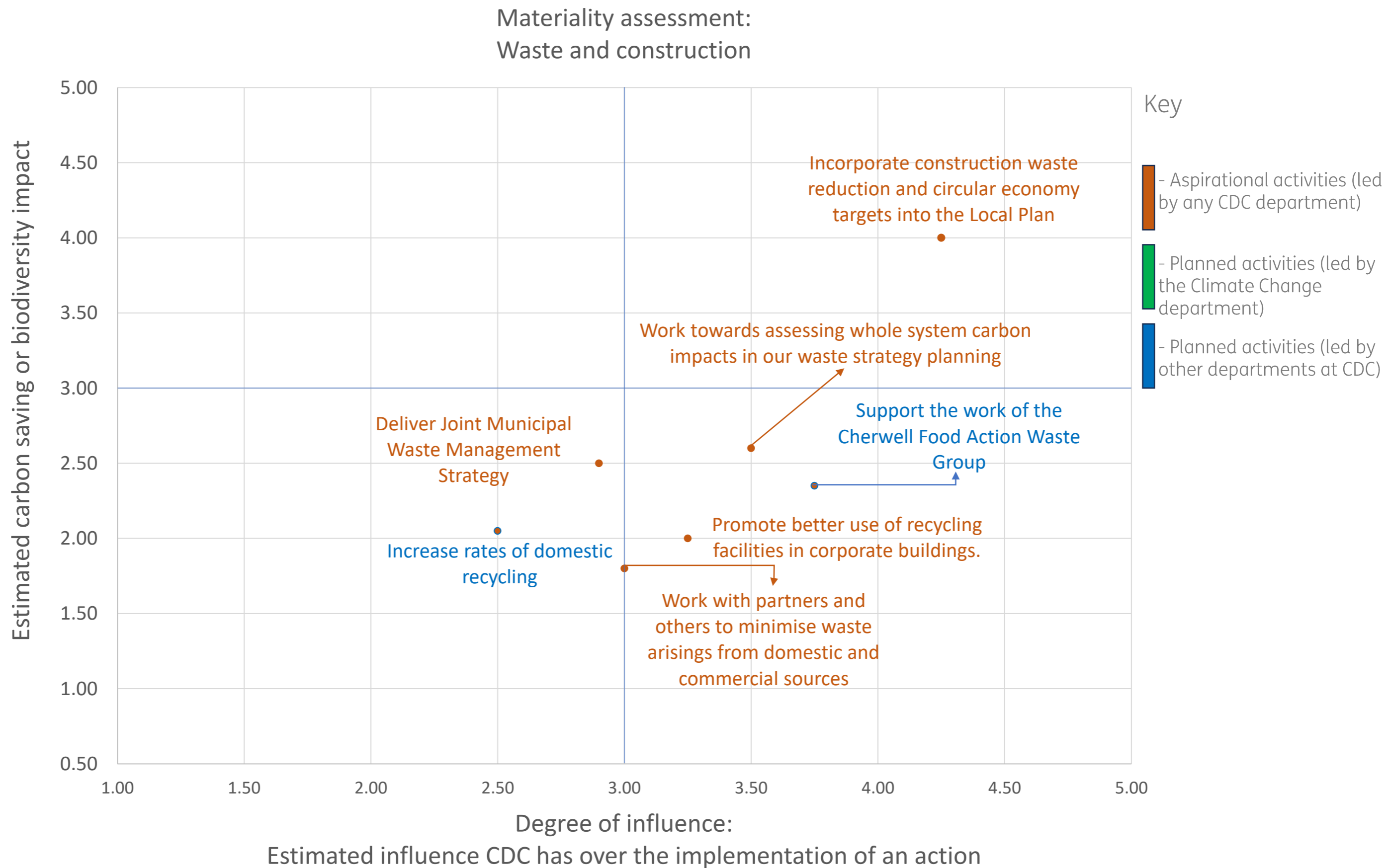
Recommended actions

As per the methodology, the actions within the top four squares of the Materiality Assessment are recommended as priority actions. *Please refer to Appendix 4 for a full list of all actions in their long and short forms.*

The action of 'highest materiality' recommended by Bioregional is:

1. Incorporate into the Local Plan (eg Policy ESD 3: Sustainable Construction) a requirement for developers to target industry standards regarding construction waste reduction, resource efficiency and circular economy principles, eg LETI 2030 target for 30% total building construction materials & elements that are reused.

2.7 Waste and Construction – Materiality Assessment



3. Recommended actions & cost analysis

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3 Table of recommended actions & cost analysis

List of all recommended actions

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

Cost Analysis

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

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

3 Table of recommended actions & cost analysis

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

3 Table of recommended actions & cost analysis

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

4. Appendix

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Appendix – 4.1 Full list of actions: CDC estate and operations

Full action title	Short action title	Estimated carbon saving or biodiversity impact	CDC scope to influence action
Undertake a review of all buildings and deliver a plan to ensure the EPC performance of buildings is in line with our 2030 target.	Review EPCs of all buildings.	3.85	4.50
Removal of radiant gas heaters at Thorpe Lane Depot.	Remove radiant gas heaters at Thorpe Lane Depot.	2.85	4.00
Continue to monitor energy usage at Leisure Centres following the installation of ASHPs.	Monitor energy usage at Leisure Centres post ASHP installation.	3.15	5.00
Carry out investment-grade energy audits at Leisure Centres and Thorpe Lane Depot.	Investment-grade energy audits at Leisure Centres/Thorpe Lane Depot	4.20	3.85
Work with the GSE Net Zero Energy Hub and others to produce detailed designs to support heat decarbonisation in corporate buildings.	Work with the GSE Net Zero Energy Hub to support heat decarbonisation in corporate buildings	3.35	4.00
Produce a low-carbon design for the new fleet depot at Graven Hill.	Low-carbon design for the new fleet depot	3.50	4.20
Continue to include low-carbon measures when carrying out routine buildings improvements.	Low-carbon measures when carrying out routine buildings improvements	3.80	4.75
Agree approach to decarbonising the corporate estate, including a phased plan.	Agree approach to decarbonising the corporate estate	4.05	4.50
Submit an application to the Public Sector Decarbonisation Scheme.	Apply to the Public Sector Decarbonisation Scheme	3.95	4.40
Install automatic meter readers at key sites to enable better monitoring of utility bills.	Install automatic meter readers at key sites	2.85	4.20
Explore opportunities across council estate for reducing energy demand, e.g. LED lighting; air handling	Explore opportunities across council estate for reducing energy demand	3.25	4.35
Any new buildings, e.g. leisure centres, to be built to be as low carbon as financially viable.	New builds to be built to be as low carbon as financially viable	4.50	4.25
Leisure Services to produce a low carbon design for a new pool at Bicester Leisure Centre.	Produce a low carbon design for a new pool at Bicester	4.20	4.30

Appendix – 4.1 Full list of actions: CDC estate and operations

Awaiting outcome of the Environment Act regarding waste collection and potential need to expand the service.	Awaiting outcome of the Environment Act regarding waste collection	1.95	4.50
Plan and begin delivery of a programme of Carbon Literacy training for staff.	Carbon Literacy training for staff	2.65	5.00
Establish baseline data for the impact of Procurement on our Scope 3 emissions	Identify impact of Procurement on our Scope 3 emissions	3.30	3.95
Identify the suppliers/contractors with the highest emissions	Identify suppliers/contractors with the highest emissions.	2.90	4.35
Produce outline 5-year plan for reducing Scope 3 emissions from Procurement	Produce 5-year plan for reducing Scope 3 emissions from Procurement	3.30	4.40
Recruit a new staff member to support climate change activity	New staff member to support climate change activity	3.70	4.00
Produce the 2023/2024 Greenhouse Gas Report	Produce 2023/2024 Greenhouse Gas Report	4.10	4.45
Support Cherwell DC's 'transformation' process, in identifying climate actions for Service Areas.	Support Cherwell DC's 'transformation' process	4.70	4.15
Increase capacity of Cherwell DC to support its 2030 net zero target, as well as the ambition for the district to become carbon net zero.	Increase capacity of Cherwell DC to support its 2030 and net zero targets	3.25	4.00
Strengthen governance arrangements for climate change	Strengthen governance arrangements for climate change	4.05	4.15
Produce a robust evidence base showing how Cherwell can become a carbon net zero district	Evidence base showing how Cherwell can become a carbon net zero district	4.20	4.55
Climate Change actions to feature in all Business Plans	Climate Change actions to in all Business Plans	3.75	4.05
Explore new funding mechanisms to support delivery of net zero actions	new funding mechanisms to support delivery of net zero actions	2.95	3.50
Understand the threats to CDC's estate, assets and operations from climate change	Understand the threats to CDC's estate/assets/operations from climate change	2.75	4.35



Appendix – 4.2 Full list of actions: Climate Change Adaptation

Full topic title	Short topic title	Estimated carbon saving or biodiversity impact	CDC scope to influence action
Obtain clear data on possible net zero pathways for the Cherwell District	Obtain clear data on Cherwell net-zero pathways	3.85	4.10
Agree a revised target date for net zero carbon for the district.	Agree new target date for net-zero	2.50	4.40
Ensure the timely production of a deliverable CDC Local Plan, to strengthen our policies to respond to climate change	Strengthen climate change policies through the timely delivery of CDC local plan	4.05	4.15
Ensure national policy successes are reviewed and responded to and where possible incorporated into the Local Plan	Review and respond to national policy success and, where possible incorporate into local plan	2.50	4.25
Ensure a suite of other planning policies are included to support climate change mitigation and adaptation. For example: <ul style="list-style-type: none"> Net zero development Biodiversity Net Gain Green Infrastructure Low carbon and active travel. Decentralised and renewable energy systems 	Ensure a suite of planning policies are included to support climate change/adaptation.	4.35	4.20
Support partnership working, e.g. FOP, utility providers, other local authorities, to engage proactively on common policies that support climate action.	Support partnership working (E.g. Fop/Utility providers) to engage on common climate action policies.	2.50	3.75
Establish if the Local Plan can be amended to reflect the principles of One Planet Living	Establish if local plan can incorporate One Planet Living principles	1.75	4.10
Work with the Local Nature Partnership to explore the establishment of an Oxfordshire-based carbon offsetting scheme, potentially aligned to Oxford City's Area-Based In-setting approach.	With Local nature partnership explore establishing an Oxfordshire-based carbon off-setting scheme.	3.75	3.80
Co-ordinate and liaise with the energy study, looking at renewable energy for NW Bicester	Coordinate with the energy study for renewable energy at NW Bicester.	3.15	3.65



Appendix – 4.2 Full list of actions: Climate Change Adaptation

Identify areas for action for CDC	Identify areas for action for CDC	3.00	4.00
Continue with partnership working as a key approach to delivering carbon reductions across the district.	Continue partnership working to deliver carbon reductions across the district.	2.25	3.50
Support the implementation of the Oxfordshire Net Zero Route Map	Support the implementation of the Oxfordshire Net Zero Route Map	3.25	3.90
Continue to liaise and work closely with other local authorities across Oxfordshire	Continue working closely with other LAs across Oxfordshire	2.00	3.55
Explore opportunities for closer collaboration with neighbouring authorities around resident communication***	Explore opportunities for greater collaboration with surrounding LAs.	2.75	3.60
Support community groups and parish councils in best practice and advice	Support community groups and parish councils in best practice and advice	3.35	4.60
Report annually to the Executive on climate change progress	Report annually to the Executive on climate change progress	1.50	4.75
Report twice a year to the Corporate Leadership Team on climate change progress	Report twice a year to the Corporate Leadership Team on climate change progress	1.50	4.75
Report twice a year to the Overview & Scrutiny Committee on climate change progress	Report twice yearly to the Overview & Scrutiny Committee on climate change progress	1.75	4.75
All reports that go to Executive and Corporate Leadership Team to continue to include an Environmental Impact section.	All reports to executive/ corporate leadership to continue to include an Environmental impact section	3.35	4.60
Review existing arrangements for delivering climate change activity, to ensure more effective and closer working between officers across CDC	Review climate action delivery to ensure effective and close working between CDC staff.	2.38	4.65

Appendix – 4.3 Full list of actions: Housing

Full topic title	Short topic title	Estimated carbon saving or biodiversity impact	CDC scope to influence action
Promote energy efficiency opportunities, e.g. HUG/Heat Pump Ready Scheme/Cosy Homes Oxfordshire/LEAP/ECO4	Promote energy efficiency opportunities	4.60	4.00
Support neighbouring local authorities in the application for a Future Fit One Stop Shop, to support residents to take energy efficiency measures.	Support neighbouring LAs in the application for a Future Fit One Stop	2.85	3.65
Begin discussions with Registered Providers to establish what measures are being taken to increase energy efficiency of social housing.	Discuss with registered providers the energy efficiency measures they are taking	4.00	3.90
Improve our understanding of the district's housing stock so that we can prioritise funding	Improve understanding of CDC housing stock, to prioritise funding	4.10	4.35
Engagement with retrofit market to better understand capacity and capability	Engage with retrofit market to understand capacity and capability	3.65	4.10
Complete a Techno-Feasibility Study on a Banbury Heat Network	Complete a Techno-Feasibility Study on a Banbury Heat Network	4.40	4.75
Support officers working on development at NW Bicester around low-carbon	Support officers working on development at NW Bicester	3.50	4.90
Participate in Project LEON to reduce emissions from existing neighbourhoods.	Participate in Project LEON	3.40	4.15
Support Banbury Master Planning to ensure sustainability is at the heart of the process	Support Banbury Master Planning to ensure sustainability is at the heart of the process	4.50	4.40
Ensure all houses in major new build developments are designed to at least meet the 2025 targets of the RIBA 2030 Climate challenge.	Ensure major development homes meet RIBA 2025 targets	4.00	4.00



Appendix – 4.4 Full list of actions: Industry and commerce

Full topic title	Short topic title	Estimated carbon saving or biodiversity impact	CDC scope to influence action
Deliver Tame the Carbon Monster training for local businesses to be held autumn 2023	Deliver Tame the Carbon Monster training	3.75	3.75
Green Skills – undertake market research/gathering evidence to understand what support we can provide leading towards how we use the Shared Prosperity Fund 2024/25	Undertake market research/gathering evidence to understand how we use the Shared Prosperity Fund 2024/25	3.00	4.25
Green Construction Skills – support colleagues in Planning to include the delivery of apprenticeships/training opportunities through planning conditions.	support colleagues in Planning to include the delivery of apprenticeships/training opportunities	4.00	4.60
Business Survey – covering needs and issues facing local companies, including environmental matters	Business Survey – covering needs and issues facing local companies	2.40	4.35
Cherwell-focussed business forum/network – draw resources into Cherwell to support businesses to reduce emissions.	Cherwell-focussed business forum/network	3.00	4.00
Support business networks in showcasing business best practice and innovation in the low carbon sector	Support business networks in showcasing business best practice and innovation in the low carbon sector	2.75	4.00
Support industry decarbonisation by promoting the switch from burning gas and other fuels to burning sustainable alternatives such as green hydrogen through a new local plan.	Promote the use of sustainable alternative to fossil fuels in industry.	4.00	4.00

Appendix – 4.5 Full list of actions: Land and nature

Full topic title	Short topic title	Estimated carbon saving or biodiversity impact	CDC scope to influence action
Consider next contract (Landscape) to include use of electric vehicles and machinery.	Landscape tools to be electric from next contract.	2.40	3.90
Decarbonisation and Natural Environment – plan for implementation of this element of the Shared Prosperity Fund ready for Spring 2024.	Natural capital and decarbonisation: Shared prosperity fund set up.	1.75	3.80
Produce a management plan for Longford Park to reduce regular mowing activities, improve biodiversity and engage with the community	Management plan to reduce regular mowing at Langford park	2.75	4.25
Enhancement of Banbury Country Park, Longford Park, Burnehill Woodland and Graven Hill to support biodiversity and carbon sequestration	Enhance specific areas of green space to support biodiversity	3.40	4.00
Support key biodiversity partners and local communities to protect, manage and enhance habitats which have carbon removal and storage functions.	Support partners to protect/manage/enhance habitat with carbon removal functions	3.75	3.75
Support the emerging Local Plan to introduce a policy of 20% Biodiversity Net Gain, which would double funds available for nature recovery	Introduce policy of 20% BNG in the local plan	4.00	4.75
Aim to support and promote initiatives to encourage involvement in the natural environment and to improve public understanding of, and connection with, nature	Support/promote initiatives to encourage involvement with and connection to the natural environment	2.25	3.50
Continue to monitor and support improvements in air quality, pollution, litter and fly-tipping	Monitor/support improvements in air quality, litter, pollution and fly-tipping	2.00	3.75



Appendix – 4.5 Full list of actions: Land and nature

Supporting the county-wide Local Nature Recovery Strategy process which is being led by Oxfordshire County Council with the support of the Local Nature Partnership.	Support Local nature recovery strategy process.	2.00	4.00
Support emergence and facilitation of farmer clusters, boosting their key role in delivery of landscape-scale natural capital enhancement.	Support emergence/facilitation of farmer clusters	2.75	3.65
Explore with neighbouring planning authorities, the extent to which the Local Nature Recovery Strategy can be incorporated into the Local Plan and related decision-making processes.	With neighbouring LAs explore how/if the Local Nature Recovery Strategy can be incorporated into the local plan.	2.30	3.25
Enable Planning and Communities officers to integrate elements of Natural England’s Green Infrastructure Framework into the new Local Plan and other delivery plans.	Enable planning and communities officers to integrate part of Natural England green infrastructure framework into new local plan	2.65	4.30
Increase the amount of natural capital in Cherwell through additional habitat creation, especially in urban areas.	Increase Cherwell natural capital through additional habitat creation	3.25	3.80
Aim to increase the biodiversity value of our Local Wildlife Sites, by increasing frequency of monitoring and provision of improved management guidance.	Increase biodiversity value of Cherwell's Local Wildlife Sites.	3.00	4.15
Work with partners to ensure availability of sufficient biodiversity net gain offset sites in Cherwell to ensure that the maximum biodiversity and carbon capture value of this policy is retained within the district. That this is targeted at priority nature recovery areas as defined by the draft Nature Recovery Network and the forthcoming Local Nature Recovery Strategy.	Ensure Cherwell has sufficient Biodiversity net gain sites	4.10	2.50



Appendix – 4.5 Full list of actions: Land and nature

Support key biodiversity partners and local communities to protect, manage and enhance habitats which provide other regulating ecosystem services such as urban cooling, flood mitigation, water purification, drought mitigation, air quality enhancement.	Support biodiversity partners/local communities to protect/manage/enhance habitats that provide ecosystem services.	3.15	3.25
Support Bernwood Otmoor Ray, as a key landscape recovery project in the District	Support Burntwood Otmoor Ray landscape recover project	3.50	2.65
Support the work of the Local Nature Partnership's Natural Capital group	Support Local Nature Partnership Natural Capital Group	2.25	3.40
Develop a comprehensive tree/forest strategy in order to increase tree planting rates within the district and ensure long-term maintenance/stewardship of forests/woodlands (eg could include plan to grow low maintenance trees on road verges and in forest gardens; volunteer programmes for tree planting; opportunities for carbon offsetting schemes)	Develop a tree/forest strategy for tree planting and woodland management	4.50	4.25
Commission a blue/green infrastructure survey of the district to map existing and potential natural capacity for carbon sequestration and storage. Use this to inform local planning policies, support spatial growth strategies and compensation/mitigation strategies to offset any GI losses as a result of development.	Blue/green survey to map district's capacity for carbon sequestration/storage	4.25	4.25



Appendix – 4.6 Full list of actions: Strategic energy generation

Full topic title	Short topic title	Estimated carbon saving or biodiversity impact	CDC scope to influence action
Additional Solar PV at Community Centres.	Additional Solar PV at Community Centres.	4.00	4.50
Install solar PV car ports at Kidlington and Spiceball Leisure Centres.	PV car ports at Kidlington and Spiceball Leisure Centres.	4.50	4.50
Additional Solar PV at Thorpe Lane Depot.	Additional Solar PV at Thorpe Lane Depot.	4.00	4.50
Maximise income from all solar arrays on council buildings, e.g. consider further battery storage.	Maximise income from CDC all solar arrays	3.50	3.75
Carry out audit of buildings/car parks, to identify opportunities for additional energy generation.	Audit buildings/carparks for energy generation potential.	3.25	4.40
Participate in a county-wide Local Area Energy Plan process.	county-wide Local Area Energy Plan	4.05	4.25
Oxfordshire Energy Strategy: 5x Solar power increase.	Oxfordshire Energy Strategy: 5x Solar power increase.	3.75	2.90

Appendix – 4.7 Full list of actions: Transport

Full topic title	Short topic title	Estimated carbon saving or biodiversity impact	CDC scope to influence action
Increase EV fleet to 25% by Oct '24.	Increase EV fleet to 25% by Oct '24.	4.00	4.50
Continue to optimise routes for RCVs.	Optimise routes for RCVs.	3.50	4.15
Expand salary sacrifice scheme to include EVs.	CDC Salary sacrifice for Eves	1.90	2.70
Consider the viability of e-bikes and e-cargo bikes for business journeys; explore options to allow staff to use council EV pool cars for business journeys.	e-bikes/E-cargo bikes/Eves share for CDC staff	2.80	4.50
Produce an evidence base for commuter miles in order to be able to address business mileage.	Commuter miles evidence base	2.60	4.50
Work with OCC to implement LEVI funding to expand EV infrastructure in Cherwell	Work with OCC to expand EV infrastructure	4.55	4.75
Support the development of local cycling and walking infrastructure plans	Develop active travel infrastructure plan	4.10	4.00
Continue to work closely with OCC to support the improvement in the provision of public transport in Cherwell	Work with OCC on public transport provision	4.40	4.10
Increase the number of people walking and cycling in conjunction with the healthy place shaping principles	Increase active travel participation using healthy place shaping principles	4.10	3.60
Prioritise digital infrastructure and co-working facilities over road building: connectivity, enabled by full fibre broadband across Oxfordshire will replace the need for many journeys	Prioritise digital infrastructure and co-working facilities over road building	4.60	4.00



Appendix – 4.7 Full list of actions: Transport

Increasingly deprioritise journeys by single occupancy private car	De prioritise single occupance car journeys	3.95	2.75
Enabling electric charging infrastructure accessible for all residents	Enable access to electric charging for all CDC residents	4.75	3.50
Upgrade existing supply to Thorpe Lane Depot to allow charging of EV RCVs.	Upgrade Thorpe Lane to allow for RCV EV charging	4.00	4.50

Appendix – 4.8 Full list of actions: Waste and construction

Full topic title	Short topic title	Estimated carbon saving or biodiversity impact	CDC scope to influence action
Promote better use of recycling facilities in corporate buildings.	Promote better use of recycling facilities in corporate buildings.	1.80	3.00
Increase rates of domestic recycling (currently c.55%) in line with the Oxfordshire Waste Strategy, which is aiming for 70%	Increase rates of domestic recycling	2.05	2.50
Support the work of the Cherwell Food Action Waste Group	Support the work of the Cherwell Food Action Waste Group	2.35	3.75
Work with partners and others to minimise waste arisings from domestic and commercial sources	Work with partners and others to minimise waste arisings from domestic and commercial sources	2.00	3.25
CDC CA Projects: Work in partnership to deliver the Joint Municipal Waste Management Strategy	Deliver Joint Municipal Waste Management Strategy	2.50	2.90
Waste and consumption: Work towards assessing whole system carbon impacts in our waste strategy planning and seek to influence national policy	Work towards assessing whole system carbon impacts in our waste strategy planning	2.60	3.50
Incorporate into the Local Plan (eg Policy ESD 3: Sustainable Construction) a requirement for developers to target industry standards regarding construction waste reduction, resource efficiency and circular economy principles, eg LETI 2030 target for 30% total building construction materials & elements that are reused.	Incorporate construction waste reduction and circular economy targets into the Local Plan	4.00	4.25



Appendix – 4.9 Full list of additional actions provided by Bioregional

Full topic title	Short topic title	Estimated carbon saving or biodiversity impact	CDC scope to influence action
<p>Incorporate into the Local Plan (eg Policy ESD 3: Sustainable Construction) a requirement for developers to target industry standards regarding construction waste reduction, resource efficiency and circular economy principles, eg LETI 2030 target for 30% total building construction materials & elements that are reused.</p>	<p>Incorporate construction waste reduction and circular economy targets into the Local Plan</p>	<p>4.00</p>	<p>4.25</p>
<p>Ensure all houses in major new build developments are designed to at least meet the 2025 targets of the RIBA 2030 Climate challenge.</p>	<p>Ensure major development homes meet RIBA 2025 targets</p>	<p>4.00</p>	<p>4.00</p>
<p>Support industry decarbonisation by promoting the switch from burning gas and other fuels to burning sustainable alternatives such as green hydrogen through a new local plan.</p>	<p>Promote the use of sustainable alternative to fossil fuels in industry.</p>	<p>4.00</p>	<p>4.00</p>
<p>Develop a comprehensive tree/forest strategy in order to increase tree planting rates within the district and ensure long-term maintenance/stewardship of forests/woodlands (eg could include plan to grow low maintenance trees on road verges and in forest gardens; volunteer programmes for tree planting; opportunities for carbon offsetting schemes)</p>	<p>Develop a tree/forest strategy for tree planting and woodland management</p>	<p>4.50</p>	<p>4.25</p>



Appendix – 4.9 Full list of additional actions provided by bioregional.

Commission a blue/green infrastructure survey of the district to map existing and potential natural capacity for carbon sequestration and storage. Use this to inform local planning policies, support spatial growth strategies and compensation/mitigation strategies to offset any GI losses as a result of development.	Blue/green survey to map district's capacity for carbon sequestration/storage	4.25	4.25
Incorporate into the Local Plan (eg Policy ESD 3: Sustainable Construction) a requirement for developers to target industry standards regarding construction waste reduction, resource efficiency and circular economy principles, eg LETI 2030 target for 30% total building construction materials & elements that are reused.	Incorporate construction waste reduction and circular economy targets into the Local Plan	4.00	4.25



Bioregional

Page 111

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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Greenhouse Gas Report

Reporting Year 2021 - 2022

Cherwell District Council

Date: September 2022
Owner: Climate Action Team

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1 Executive Summary

- 1.1. During **2021/22** Cherwell District Council increased its carbon emissions by **21.2%** (**697 tonnes CO₂e**), from **3,291 tonnes CO₂e** in **2020/21** to **3,988 tonnes CO₂e** in **2021/22**. This represents a **41.4%** reduction against our baseline of **2008/09**. This includes offsetting from solar exports.

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

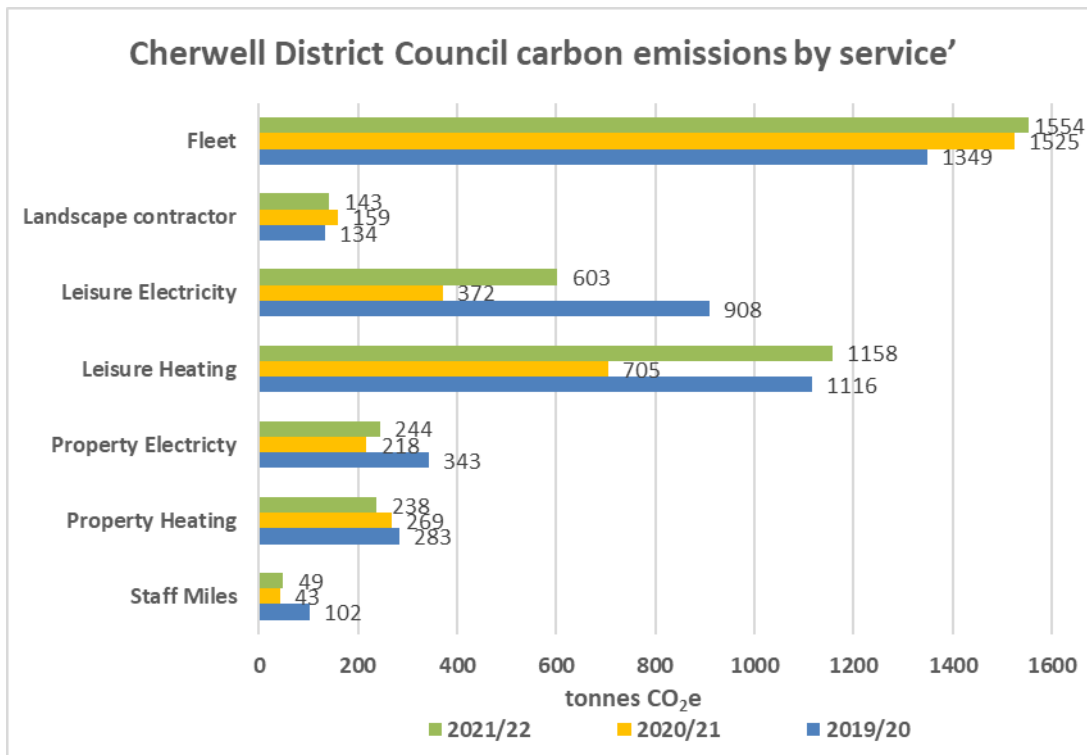
It should be noted that strict Covid lockdown in 2020/21 resulted in a significant reduction in emissions due to building closures and other reductions in activities and therefore cannot be attributed fully to carbon reduction progress. In 2021/22 the emissions have increased as buildings and activities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

In addition two additional leisure centres were included in 2021/22 resulting in an additional 38 tonnes CO₂e.

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

In 2021/22 electricity grid decarbonisation reduced tonnes CO₂e from electricity by 62.9.

Figure 1 below shows comparison of tonnes of CO₂ split by business sector during 2020/21 and 2021/22 (these figures do not include carbon offsetting)



2 Context

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

3 Reporting Period

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

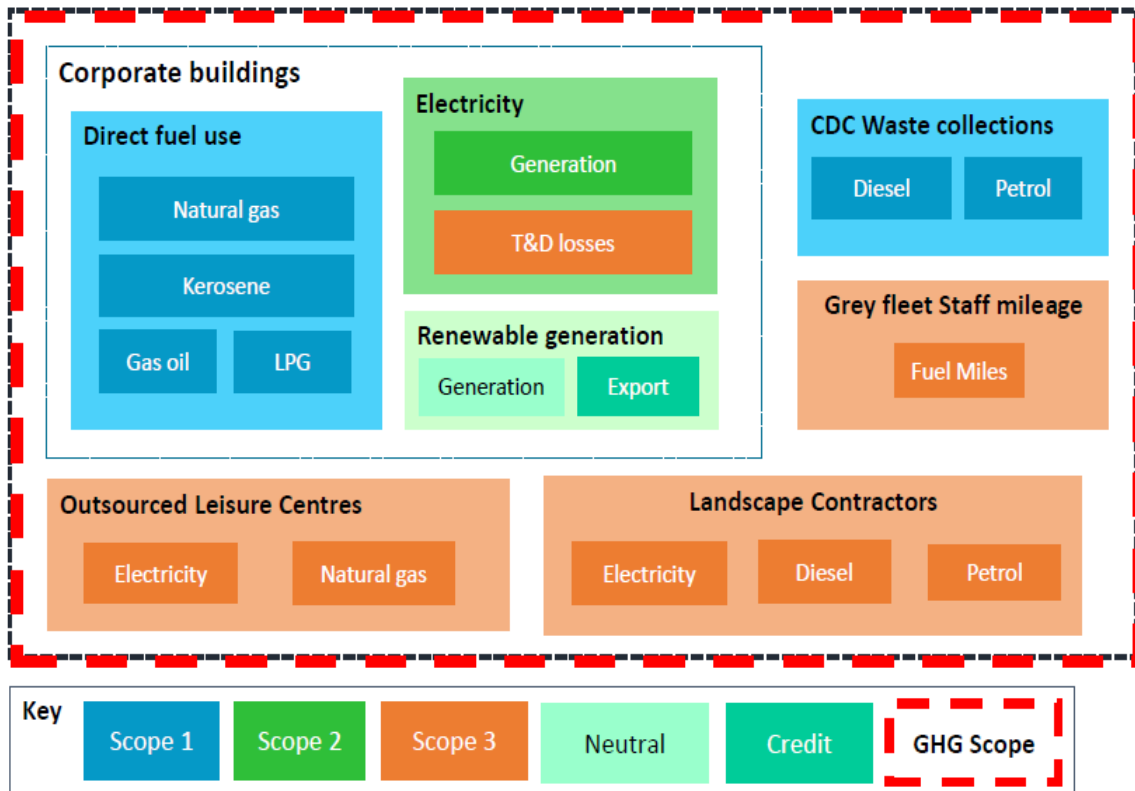
4 Introduction, boundary and conversion factors

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

These have historically been included in our carbon footprint.

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

Figure 2: CDC GHG Emissions Boundary

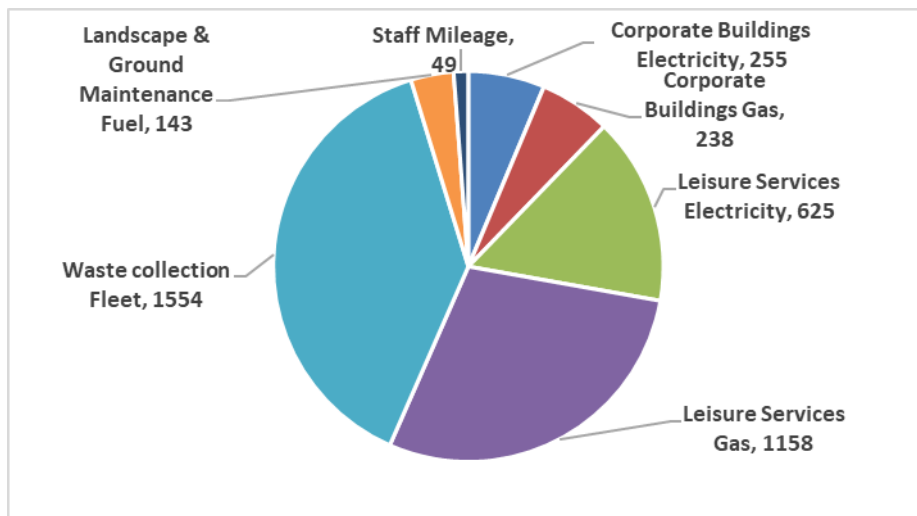


5

Greenhouse Gas (GHG Emissions) 2021/22

5.1. **Figure 3** shows that for **2021/22** gross emissions from Cherwell District Council were **3988** tonnes of CO₂ equivalent (CO₂e) split across the six service areas and fuel types. This includes offsetting from solar exports in corporate and leisure centre buildings (as highlighted in Table 1).

Figure 3: Total GHG emissions breakdown per sector and fuel type (tonnes CO₂e)



6 Change from Previous Year

6.1. Total emissions in **2021/22** increased from **3,291** tonnes of CO_{2e} to **3,988** tonnes of CO_{2e}, an increase of **21.2%** (**697** tonnes of CO_{2e}).

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

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

Table 1: Emissions Comparison 2020/21 and 2021/22 (tonnes CO_{2e})

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

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

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

7 Comparison against baseline year and reduction target

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

7.1. **Total emissions** were **6,804** tonnes of CO₂e in 2008/09 and **3,988** tonnes CO₂e in **2021/22**. This represents a decrease of **2,816** tonnes of CO₂e or **41.4%** since the baseline year, equivalent to an average reduction of **3.2%** per year.

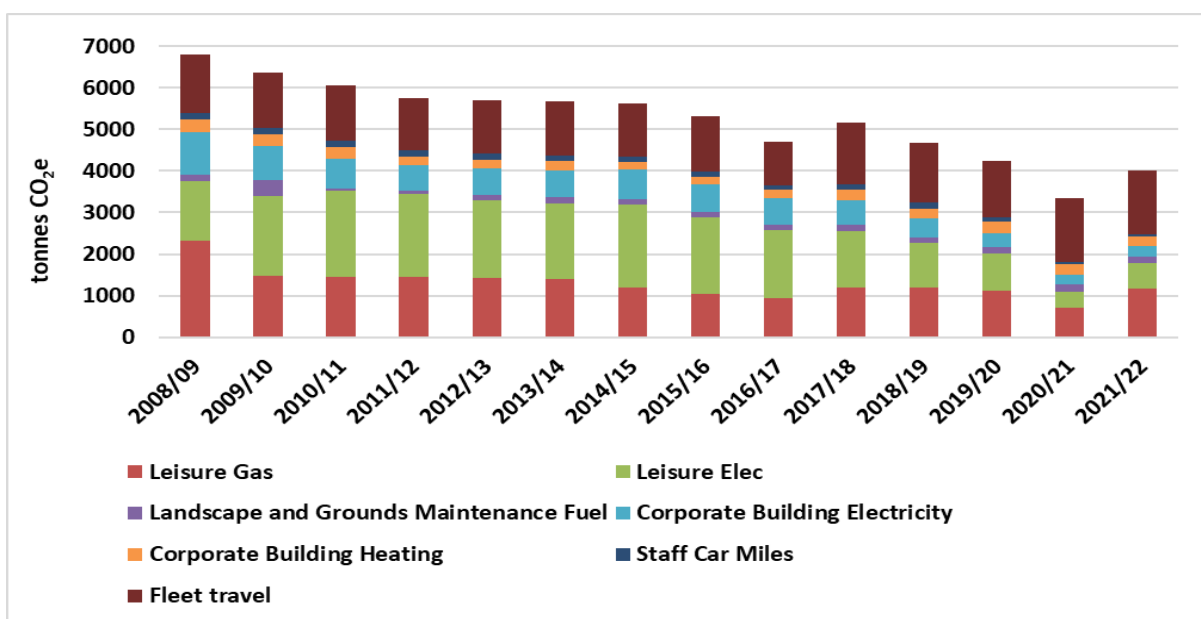
- Emissions from **corporate buildings, public conveniences, waste collection fleet & business mileage** have reduced by **27.5%** since **2008/09**, an average reduction of **2.1%** per year.
- Emissions from **outsourced leisure centres and outsourced landscape service** have reduced by **50.8%** since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

Table 2: Emissions Comparison 2008/09 and 2021/22 (tonnes CO₂e)

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

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

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



8 Measurement, data quality, methodology and refinements

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

Annex A - Operational Scope breakdown

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

Not included in current reporting and reasoning

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

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

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Cherwell District Council

Executive

6 November 2023

Voluntary Sector Wellbeing Grants Statement 2023 -2025

Report of Assistant Director Wellbeing and Housing

This report is public

Purpose of report

To provide and approve the statement on the provision of grants to the voluntary sector organisations

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the Wellbeing Grants to voluntary sector statement 2023-2025 as provided.

2.0 Introduction

- 2.1 A recent internal audit of our wellbeing grant aid programme recommended that a greater clarity was provided to organisations regarding any grant aid opportunities the Council provided.

3.0 Report Details

- 3.1 To support our residents, business and voluntary organisations, Cherwell District council administers specific grant opportunities pending availability of both revenue or capital funding
- 3.2 This Statement of wellbeing grants to voluntary organisations will be published on the Council website so that organisations requiring support would know how those decision for grant aid are made.
- 3.3 The Council makes funding available to organisations whose work delivers benefit to residents and contributes to the achievement of the Council's Business Plan aim of enabling healthy, resilient, and engaged communities

4.0 Conclusion and Reasons for Recommendations

- 4.1 The adoption of this Statement and subsequent publication will improve transparency for organisations who are seeking funds.

5.0 Consultation

None with external stakeholders but research into comparable councils' approaches endorses the approach being adopted.

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: Not to have a statement sharing the framework.
Rejected as the publication of the framework makes it easier for community and not-for-profit organisations to understand what and how we fund activity in communities as a council.

7.0 Implications

Financial and Resource Implications

- 7.1 The Council has a wellbeing budget of £238,000 in total for grants to bona fide voluntary and charitable organisations, across several categories of activity, for example play and young people, older people, arts development, community nature activity, partnership support to name a few. This policy will ensure that the grants are allocated to deliver schemes that further the Council's corporate objectives.

Comments checked by:
Kelley Wheeler, Finance Business Partner, 01295 221570
Kelly.wheeler@cherwell-dc.gov.uk

Legal Implications

- 7.2 The terms and conditions would need to be developed to accord with the grant. There will need to be termination notice period built in to ensure that the grant is not an ongoing commitment.

Comments checked by:
Shiraz Sheikh, Assistant Director for Law & Governance,
shiraz.sheikh@cherwell-dc.gov.uk

Risk Implications

- 7.3 No risks arising directly from this report. Improving the understanding of how funding decisions can be made is beneficial to external groups and support officers to make good decisions, mitigating any potential risk as a result.

Comments checked by:

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

Celia.Prado-Teeling@cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.4 Due weight has been given to equality, diversity and inclusion in the statement satisfying the duty that in planning, delivering, monitoring and evaluating our work, equality and diversity issues are appropriately considered from the outset.

Comments checked by:

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

Celia.Prado-Teeling@cherwell-dc.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

Healthy, resilient, and engaged communities

Lead Councillor

Councillor Phil Chapman, Portfolio Holder for Healthy and Safe Communities

Document Information

Appendix number and title

- Appendix 1 - Voluntary Sector Wellbeing Grants Statement 2023 - 2025

Background papers

None

Report Author and contact details

Nicola Riley, Assistant Director Wellbeing and Housing

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Appendix 1

Cherwell District Council Wellbeing Grants 2023 - 2025

The following framework describes how Cherwell District Council provides grants to voluntary and community organisations. These grants help build and support thriving communities and improve the quality of life for residents.

We consider the impact the funding and consequent work will have in the achievement of the Council's stated business plan objective of healthy, resilient, and engaged communities. Funding given to the voluntary sector must facilitate the achievement of one of the following aims:

- 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.

We recognise the value of the voluntary sector locally delivering key services to our residents and their need for grant income.

Local voluntary organisations who are actively exploring partnership/joint working with other voluntary organisations, businesses, or the public sector and/or other methods to help them to become more sustainable and have a greater impact in the communities they serve, are encouraged to prepare development plans. Plans should cover target group, level of intervention and investment and projected outcomes.

Grants may be given following an open bidding round or funding agreed following the acceptance of an agreed development plan. Rarely will the council totally fund a programme of work or development plan. Indications of match funding from trusts and foundations, public funds or earned income will be expected.

Each open round will be against a scheme approved by Executive and decision on final funding delegated to senior officers and the appropriate Executive member / Portfolio Holder.

Where funding follows a development plan the operational decision will sit with an officer within their delegated authority and budget limit.

Statement of principles

- Organisations should be non-profit making, have a constitution or set of rules and be able to provide annual financial statements (audited where appropriate) or an annual report (unless as a new organisation in its first year of operation when a budget statement would be required).
- Services provided must be in accordance with the existing objectives of the Council, as published in the Council's Business Plan and Annual Delivery Plan.

Appendix 1

Organisations must

- be open to all, regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- be able to demonstrate that, either through the direct provision of services or by other means, it benefits the people of Cherwell thereby enhancing the quality of life for the local community, specifically in line with the aims outlined above.
- have appropriate policies in place for example equalities, diversity, and inclusion, as well as safeguarding.
- have a separate bank account in the name of the organisation.
- be willing to sign up to the council's standard terms and conditions of grant ..
- Submit monitoring and evaluation data so the impact of the work can be assessed in line with expectation.
- Spend the grant in the manner prescribed for that sole purpose. The council reserves the right of repayment should the grant not be used appropriately.

The Council's support should be clearly acknowledged on all suitable printed material and signage using the corporate logo where applicable and subject to prior approval. The Council should be notified of any appropriate launch dates, opening events, general meetings, and other relevant events.

Exclusions for grant .

- The Council will not fund political groups or projects that promote political beliefs, religious groups or activities promoting religious beliefs or animal welfare charities.
- Applications from religious, faith based, groups may be considered if the organisation can demonstrate that the project is of wider community benefit and does not involve the promotion of religion or belief.
- The Council will not normally approve grants retrospectively towards projects that have already taken place or expenditure that has already been committed.

Award Letters

A grant award letter will be issued to successful applicants detailing the amount awarded, the purpose of the grant, any outputs to be achieved (such as a statement of expected outcomes and/or Service Level Agreement), conditions of the award and monitoring requirements.

Measuring and Celebrating Success

Monitoring arrangements will be specified in the offer letter. These will be tailored specifically to the organisation and may involve reports, feedback from service users and monitoring visits. Grants over £30,000 will be subject to a Service Level Agreement.

Any failure by the grant recipient to provide the requested information may result in a requirement to repay the grant monies to the Council. The success of an organisation in delivering its service or project because of grant . will be measured and celebrated. The Council will promote the success of grant applicants in relation to their grant award.

Cherwell District Council

Executive

6 November 2023

Garden Waste Charges for 2024/25

Report of Assistant Director Environmental Services

This report is public

Purpose of report

To set the garden waste collection charges for 2024/25

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve a single Garden Waste Subscription charge (appendix 1) for 2024/25 effective from 4 December 2023.

2.0 Introduction

- 2.1 The chargeable garden waste service was launched from 01 March 2022. The service has successfully run for two years with a high take up from residents. Since launch, each year, over 40,000 properties (out of more than 70,000 properties) have subscribed to the service.
- 2.2 The current charges for garden waste are set at a level well below the level most local authorities charge. In Oxford City in 2023/04 the subscription charge is £75. In South Oxfordshire & Vale of White Horse the charge for 2023/04 was £60/year. In Stratford upon Avon the 2023/04 charge is £44/year and West Oxfordshire the charge is £45/year.
- 2.3 To maximise take up in 2024/25 it is intended that garden waste bookings for 2023/24 open on 04 December 2023. Before the scheme opens in December the charges for the coming year need to be set. Hence the revised charges need to be approved prior to the budget which is set in February 2024

3.0 Report Details

- 3.1 This Council was the last council to commence charging for garden waste in Oxfordshire. There are no councils nearby which offer free garden waste and the

chargeable garden waste service commenced in Spring 2022. The service has been well received by residents as the take up rate has been high.

- 3.2 The charges for 2022/23 were set at £42/year.
- 3.3 It is proposed to make the following changes to the garden waste subscription service for 2024/25. To charge £49/year for all garden waste subscription in 2024/25.
- 3.4 The strategy on pricing is to bring in maximum income by getting high participation through a good value price level. From extensive research, looking at around 50 councils, going significantly higher reduced overall income. For instance, this Council has achieved 57% participation, whereas in Vale of White Horse, where prices are higher, participation is much lower around 40%. This lower participation leads to lower overall income. The overall charges made by this Council were much lower than surrounding councils with the exception of West Oxfordshire District Council, who were marginally cheaper.
- 3.5 The challenge in 2024/25 is to set a price level which accounts for higher fuel prices and raised labour costs but also makes the offer still attractive to residents. By keeping prices constant the likely overall contribution will fall and it will be more difficult to raise prices in following years. By raising prices too much, overall income will fall as residents do not renew licences in financially challenging times.
- 3.6 The pricing decision is sensitive but could have a significant impact on the overall budget if prices are not increased.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The new garden waste subscription fee for 2024/25 will come into effect from 4 December 2023 to give residents certainty on prices in 2024/25 and to smooth demand for licences over a reasonable period.

5.0 Consultation

CLT considered the report & supported the proposed prices.

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: Implement the garden waste subscription service for 2024/25 from a later date with revised prices. This has been rejected as it compresses timescales and makes administration of the process more difficult.

Option 2: Implement the garden waste subscription service for 2024/25 with unchanged prices. This has been rejected due to the rising costs of service delivery, especially fuel costs.

Option 3: Implement the garden waste subscription service for 2024/25 with higher prices than set out. This has been rejected as subscriptions are likely to fall resulting in less overall income to the Council.

7.0 Implications

Financial and Resource Implications

- 7.1 The chargeable garden waste service is a large income stream to the council and offsets the costs of service delivery. The proposed new charges are to be put into the budget for 2024/25, forecast to generate additional income of £0.190m compared to current Medium Term Financial Strategy plans.

Comments checked by:

Michael Furness, Assistant Director for Finance (S151 Officer), 01295 221845
michael.furness@cherwell-dc.gov.uk

Legal Implications

- 7.2 The fees and charges for the Council's Garden Waste Service for 2023/24 need to be approved so they are in place for the opening of the scheme in December 2023

Comments checked by:

Shiraz Sheikh, Assistant Director for Law & Governance,
shiraz.sheikh@cherwell-dc.gov.uk

Risk Implications

- 7.3 The garden waste collection service is used by a large number of residents and consequently it is high profile front line service, there is a risk to the delivery of this service if fees are not increased in line with inflation and rising prices, as per paragraph 6.1 There are no risk implications directly arising from this proposal. Any related risks will be managed through the service operational risk and escalated to the leadership risk register as and when necessary.

Comments checked by:

Celia Prado-Teeling, Performance & Insight Team Leader, 01295 221556
celia.prado-teeling@cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.4 In line with our Equalities and Inclusion Framework guidelines an equalities impact assessment has been completed as part of the revision and proposal of changes on the fees and charges for garden waste.

Comments checked by:

Celia Prado-Teeling, Performance & Insight Team Leader, 01295 221556
celia.prado-teeling@cherwell-dc.gov.uk

Sustainability Implications

7.5 The garden waste collected is taken to be fully composted at a nearby composting site with the compost created used on surrounding fields
Ed Potter, Assistant Director Environmental Services 01295 221574
ed.potter@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision Yes

Financial Threshold Met: Yes

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

N/A

Lead Councillor

Councillor Andrew McHugh, Portfolio Holder for Cleaner & Greener Communities

Document Information

Appendix number and title

- Appendix 1 Proposed Charges for 2024/25

Background papers

None

Report Author and contact details

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Appendix 1 - Proposed Garden Waste Collection Charges For 2024/25

Garden Waste Subscriptions to open from 4 December 2023 for the year 2024/2025

Annual Charge

£49/year (Increased from £42/year in 23/24)

Additional Bins

£49/year for each additional bin

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Cherwell District Council

Executive

6 November 2023

Environment Act 2021 and Biodiversity Net Gain Preparation

Report of Corporate Director Communities

This report is public.

Purpose of report

To advise Members of the forthcoming statutory requirements in respect of biodiversity under the Environment Act 2021 and of the on-going preparation for meeting those requirements.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the requirements of the Environment Act 2021 in respect of biodiversity and the on-going preparation for the introduction of statutory Biodiversity Net Gain requirements as set out in the report.
- 1.2 To approve the preparation of a revised Community Biodiversity Plan in the interest of meeting the statutory general biodiversity objective, to monitor the progress in delivering that Plan and to keep it under review.

2.0 Introduction

- 2.1 The Environment Act 2021 received Royal Assent on 9 November 2021. It operates as the UK's new framework of environmental protection. It amends requirements of the Natural Environment and Rural Communities Act 2006 (2006 Act) in respect of biodiversity. It provides powers for the Government to set binding targets, including for air quality, water quality, biodiversity, and waste reduction.
- 2.2 Ministers now have a duty to have regard to environmental principles embedded in a national Environmental Principles Policy Statement. Legally binding environmental targets have been published including halting the decline in species populations by 2030, increasing populations by at least 10% to exceed current levels by 2042, and delivering net zero ambitions and boosting nature recovery by increasing tree and woodland cover to 16.5% of total land area in England by 2050.

- 2.3 In January 2023, a national Environmental Improvement Plan was published to set out how these and other interim targets would be achieved. This included a new interim target to restore or create 140,000 hectares of wildlife-rich habitats outside protected sites by 2028, compared to 2022 levels and an interim target for increasing tree canopy and woodland cover by 0.26% (equivalent to 34,000 hectares) by 31 January 2028.
- 2.4 Of particular interest to our planning services is the forthcoming statutory requirement for new applications for planning permission for development to deliver a minimum of 10% increase in biodiversity (Biodiversity Net Gain - BNG). Developers will need to ensure they can demonstrate a net gain on-site or through agreed off-site 'biodiversity units' on developers' own land or from habitat banks. A national statutory credit scheme will be also available to developers as the option of last resort where it is shown that on- or off-site net gains cannot be achieved.
- 2.5 To date, planning officers have been seeking to negotiate 10% net gain on development sites of 0.5 hectares or more on a non-statutory basis in accordance with the Executive's decision on 7 October 2019.
- 2.6 Under the forthcoming statutory requirements, developers will have to submit a Biodiversity Gain Statement with qualifying planning applications. Development on those sites would not be able to commence until a subsequent Biodiversity Gain Plan has been approved by the Council as Local Planning Authority (LPA).
- 2.7 The statutory requirement for Biodiversity Net Gain for major sites had been due to come into effect in November 2023 but has been delayed to January 2024 with small sites following in April 2024.
- 2.8 How we support the achievement of Biodiversity Net Gain in the future is also being considered through the Cherwell Local Plan Review. Implementation for Nationally Significant Infrastructure Projects which may fall within the Council's administrative boundary remains planned for 2025.

3.0 Report Details

Biodiversity Objective

- 3.1 Section 102 of the Environment Act 2021 amends the duty to conserve biodiversity under Section 40 of the Natural Environment and Rural Communities Act 2006. Section 40 now places a duty on public bodies to conserve and enhance biodiversity (the 'general biodiversity objective'). The 2021 Act mandated a 10% net gain in biodiversity through the planning system.

Biodiversity Action

- 3.2 The Council has a duty to:
1. 'from time to time' consider what action it can properly take to conserve and enhance biodiversity;
 2. then, determine what policies and specific objectives are appropriate for taking action to further the general biodiversity objective;

3. then, take action to further the conservation and enhancement of biodiversity in light of those policies and objectives.

3.3 This applies to the Council's wider responsibilities not just to those as Local Planning Authority.

3.4 The Council must complete its first consideration of what action it can properly take to further the general biodiversity objective by 1 January 2024 (i.e. one year after Section 102 of the Act became effective). It must agree the policies and objectives for taking action as soon as practicable after this which might include revising existing policies and objectives. It must then take the action to meet the biodiversity objective.

3.5 The Council must reconsider the actions it can take within 5 years of when it completes its previous consideration. It can decide to do this more often.

Local Nature Recovery Strategies

3.6 In complying with the above, the Council must have regard to any relevant Local Nature Recovery Strategies (LNRSs) as well as any species conservation strategy or protected site strategy prepared by Natural England.

3.7 Regulations for the production of LNRSs came into effect in April 2023 with supporting guidance. They are a new system of county-scale strategies which will identify where action for nature will have particular benefit, both for nature itself and for the wider natural environment.

3.8 Preparation of each strategy will be locally led by a 'responsible authority' (in this case the County Council) which must:

- map the most valuable existing areas for nature
- agree priorities for nature's recovery and
- map specific proposals for creating or improving habitat for nature and wider environmental goals.

3.9 The responsible authority must work with Natural England and with local planning authorities to prepare and agree their strategy.

3.10 LNRSs must be informed by public consultation. Each strategy should take 12 to 18 months to prepare and publish. By March 2025 local nature recovery strategies should be in place across England.

Biodiversity Reports

3.11 New Section 40A of the 2006 Act requires a biodiversity report to be prepared. The Council is required to publish its first biodiversity report no later than 1 January 2026 (being 3 years after the obligation coming into force) to demonstrate the policies and actions carried out to comply with the biodiversity duty. After this, the end date of each reporting period must be within 5 years of the end date of the previous reporting period.

3.12 The report must include a summary of the action taken to comply with the biodiversity duty and how compliance with the biodiversity duty will be achieved in the next reporting period.

- 3.13 Reports from local planning authorities must also include
- the actions carried out to meet biodiversity net gain obligations
 - details of biodiversity net gains resulting, or expected to result, from approved biodiversity gain plans
 - how biodiversity net gain obligations will be met in the next reporting period.

Biodiversity Net Gain

- 3.14 The Environment Act 2021 introduces a requirement to secure 10% Biodiversity Net Gain (BNG) from the grant of planning permission for new development. This is achieved using a biodiversity metric to measure biodiversity value and provision by the applicant of a Biodiversity Gain Plan for delivery.
- 3.15 When this requirement is in place every planning permission which is granted (expected to be for applications made after the provisions come into force) will be deemed to have been granted subject to the condition that the development may not be begun unless:
- a biodiversity gain plan has been submitted to the planning authority; and
 - the planning authority has approved the plan.
- 3.16 It is recommended that the local planning authority make these an express condition of any planning permission rather than relying on the deemed provision set out in Part 2 of Schedule 7A of the 2006 Act.
- 3.17 A Biodiversity Gain Plan includes how adverse impacts on habitats have been minimised; the pre-development biodiversity value of the on-site habitat; the post-development biodiversity value of the on-site habitat; the biodiversity value of any off-site habitat provided in relation to the development; and any statutory biodiversity credits purchased for the development.
- 3.18 Where on-site gains cannot be achieved, developers must create habitat off-site or purchase 'biodiversity units' for doing so from a landowner or land manager. If developers cannot secure the requisite BNG on or off-site, they must buy statutory credits from the Government as a last resort. They must provide evidence for using this option. The Government will use receipts to invest in habitat creation elsewhere in England. A combination of options may sometimes be appropriate.
- 3.19 To ensure that off-site Biodiversity Net Gains are legitimate, they must be listed on a register of 'biodiversity gain sites', to be established by the Secretary of State and on which more information is awaited. For land to be registered, the habitat enhancement works must be secured by a planning obligation or conservation covenant, maintained for at least 30 years and be available to be allocated to one or more developments for which planning permission is granted. A registration fee is also expected. A market in biodiversity units is expected to develop with landowners selling habitat potential to developers.
- 3.20 A conservation covenant is a new form of land agreement, introduced by the 2021 Act, and made between landowner and a 'responsible body' who is responsible for enforcing it. Unlike planning obligations, a conservation covenant does not need to relate to a specific development and can be entered into between a landowner and a responsible body to create biodiversity units for sale to developers.

- 3.21 Local authorities may be able to act as providers of offsite biodiversity units or as intermediaries. The Government expects local authorities to put in place measures to manage conflicts of interest. Councils will not be allowed to require developers to use any particular provider of offsite units. Nor will they be able to charge developers a general tariff for off-site gains that is not linked to specific, registered, biodiversity gain sites.
- 3.22 It will not be the responsibility of the Council to find or supply any off-site biodiversity units required for the implementation of Biodiversity Net Gain. However, facilitating the development of a local market for biodiversity units (in the form of Habitat Banks) will encourage biodiversity gains to remain in the district, allow alignment with Council priority areas (such as Conservation Target Areas) and avoid resort to national statutory credits.
- 3.23 However, the development of a local market of units within habitat banks is being facilitated by liaising with local brokers, landowners and conservation charities and through input within the task and finish BNG group of the Local Nature Partnership
- 3.24 In due course, the Council will need to determine whether or not to be a broker, whether to be a unit/ habitat bank provider or to continue working with third party organisations and brokers in facilitating the local market. The Council will also need to determine whether it wishes to apply to be registered as a responsible body.
- 3.25 The price of national statutory biodiversity credits will be set higher than prices for equivalent biodiversity gain on the market and Defra published indicative credit prices on 27 July 2023. Natural England will sell statutory biodiversity credits on behalf of the Secretary of State. A digital sales platform is currently being developed and tested.
- 3.26 On 27 September 2023 the Government announced a change to the timetable for mandatory BNG for large sites, delaying its introduction from November 2023 to January 2024. Biodiversity Net Gain for defined small sites is presently required from April 2024 and for Nationally Significant Infrastructure Projects from 2025. There is a possibility that the timetable changes again, but officers continue to prepare.
- 3.27 All guidance and the regulations are expected by the end of November to provide developers and planning authorities with the necessary tools and information.

Meeting the Council's Obligations

Biodiversity Objective

- 3.28 In recent years the Council has produced a Community Nature Plan to demonstrate its fulfilment of its statutory biodiversity duty under Section 40 of the Natural Environment and Rural Communities (NERC) Act 2006; that is now amended by Section 102 of the Environment Act.
- 3.29 In January 2022 the Executive considered a report by the Assistant Director – Well-Being and resolved:

'1.1 To note the 2020-2022 Community Nature Plan progress report and its approach to addressing the Council's statutory biodiversity duty.

1.2 *To recognise the essential role of key partners in the delivery of the Community Nature Plan.*

1.3 *To note that the development of the 2022-2024 Community Nature Plan (CNP) will include an all-member seminar in 2022 involving planners, as requested by the Overview and Scrutiny Committee December 2020 and the implications of the provisions of the Environment Act will be taken into account in this next iteration of the Community Nature Plan’.*

3.30 It is considered that continuing with a commitment to produce a revised Community Biodiversity Plan, to monitor its delivery, and to keep the Plan under review, would be most appropriate means to by which to demonstrate on-going compliance with the biodiversity objective (see recommendation 1.2).

Local Nature Recovery Strategy

3.31 The District and City Councils are working with Oxfordshire County Council in preparing the LNRS together with representatives from community action groups, the Oxfordshire Local Nature Partnership, the boards of the county’s Areas of Outstanding Natural Beauty, agricultural businesses, non-governmental organisations, charities such as Wild Oxfordshire, the Bucks, Berks and Oxon local Wildlife Trust (BBOWT), the Environment Agency, Forestry Commission, Natural England, the University of Oxford and others.

3.32 The main purpose of the LNRS is to identify locations to create or improve habitats and the species that they support. They provide a focus for action across the public, private and voluntary sectors.

3.33 Work started at the end of 2022. A steering group meets monthly and ensures that all stakeholders are engaged. The Local Nature Recovery Strategy will be key to prioritising and targeting the local delivery of nature recovery. It will inform our own Community Biodiversity Plan and Local Plan Review and our approach to securing Biodiversity Net Gain.

Local Nature Partnership

3.34 The Council’s membership of the Oxfordshire Local Nature Partnerships (LNP) will also assist in meeting the biodiversity objective. The overall purpose of an LNP is to:

- drive positive change in the local natural environment, taking a strategic view of the challenges and opportunities involved and identifying ways to manage it as a system for the benefit of nature, people and the economy
- contribute to achieving the Government’s national environmental objectives locally, including the identification of local ecological networks, alongside addressing local priorities
- become local champions influencing decision-making relating to the natural environment and its value to social and economic outcomes, in particular, through working closely with local authorities, Local Enterprise Partnerships (LEPs) and Health and Wellbeing Boards.

Climate Action Framework – Action Plan

- 3.35 The Council published its Climate Action Framework in 2020. An Action Plan is being prepared and presents the opportunity to embed an integrated response to the inter-related challenges of climate change and biodiversity enhancement. The action plan will be presented to the Executive on 6 November 2023 and will be reviewed regularly.

Cherwell Local Plan Review

- 3.36 The consultation draft of the Cherwell Local Plan Review has '*Meeting the Challenge of Climate Change and Ensuring Sustainable Development*' as its first theme. The draft vision includes the clear goal of the district's biodiversity resource being enhanced and its natural environment being more diverse. It highlights that social, economic and ecological resilience provides the capacity to adapt to change, including minimising flood risk. Its emerging policies seek to achieve this. A Green and Blue Infrastructure Strategy was completed in 2022 and policy development will continue in the interest of testing whether more than 10% BNG could be achieved.

BNG Resourcing

- 3.37 With some consideration of net gain issues in the Partial Review of the Local Plan prior to its submission for Examination in 2018, and with the report to the Executive in October 2019, there is experience within the Council with BNG objectives, principles and metrics. An additional ecologist has also been recruited into the Planning and Development department to assist preparation and BNG assessments.

BNG Training

- 3.38 Training seminars have been held by Natural England and others and staff have been encouraged to attend such events to develop their understanding. The Council's Ecologists also liaise regularly with partner organisations such as the Local Nature Partnership and neighbouring Local Authorities. Training and upskilling will continue including to become increasingly familiar with the 'Biodiversity Metric' used to assess BNG against a baseline biodiversity position. Those assessing developer submissions will need to be competent to do so and the complexity of submissions will determine the level of competency required to undertake checks and assessments.
- 3.39 Member training and a learning event for other affected services (e.g. Legal, Climate Change, Landscape) are also planned. Officer liaison has been taking place.
- 3.40 In September 2023, PAS has produced a 'readiness checklist' for the implementation of statutory requirements which is now being used.

Recording and Monitoring BNG

- 3.41 Habitat monitoring (the actual delivery of the habitat) is the responsibility of the developer as set out in its Biodiversity Gain Plan to be approved by the LPA. Monitoring delivery of BNG rests with the Council as LPA. DEFRA is looking at standardised reporting requirements over the 30 years for developers with a draft template and digital capability. Natural England have developed and have been testing a Habitat Management and Monitoring Plan template.

- 3.42 LPAs will be required to set any specific and proportionate monitoring requirements as part of planning conditions and obligations used to secure off-site or significant on-site habitat enhancements.
- 3.43 Planning Practice Guidance states that LPAs can charge a monitoring fee for s106 obligations now. BNG can pay for itself over time so LPAs can generate income through monitoring and pre-application fees.
- 3.44 Further guidance on reporting on biodiversity net gain is expected including a suggested format for tabulating quantitative data.
- 3.45 The Planning Advisory Service (PAS) emphasises that monitoring and evaluation are critical to the BNG assessment process to ensure that the net gains are delivered at both a policy and site-specific level. Officers will need to decide on an approach to monitoring and formalise the administration arrangements. Members will be updated in due course.

Next Steps

- 3.46 Planning Officers will continue to prepare for the statutory introduction of BNG in liaison with other services and having regard to the PAS checklist. Further secondary legislation and guidance will be reviewed as it emerges.
- 3.47 More specifically, we will be:
 - re-introducing a development management validation checklist to supplement national validation requirements and capture the local information required to support Biodiversity Net Gain assessments. Re-introduction of the list aligns to wider service improvement objectives and will require public consultation.
 - considering the recommended approach to achieving net gain off-site including whether there is potential for the Council to establish a habitat bank vehicle using its own land or to be a broker (or both). As a broker, CDC could connect developers to off-site unit providers
 - preparing and updating on-line Biodiversity Net Gain guidance including to ensure that developer submissions are robust, full compliance is achieved and the requisite net gains are delivered
 - preparing our monitoring systems to demonstrate BNG in line with expected national guidance
 - continuing with Local Plan work to determine whether or the not the Council should require more than 10% BNG from new development
 - subject to the Executive's approval, commencing preparation of a revised Community Biodiversity Plan and monitor its implementation and success
 - continuing with / arranging staff and Member training across affected services
 - scoping the cross-service implications of meeting the requirements of the Environment Act 2021, its BNG requirements and consider resourcing implications.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The Council needs to be ready to conform with the requirements of the Environment Act 2021 in relation to biodiversity. Additional ecologist resource has been acquired

and officers are preparing for the expected introduction of the statutory requirement to deliver Biodiversity Net Gain. The delay in implementation to January 2024 provides some additional time but there is a need to continue preparation at pace, albeit while further guidance is awaited. It should be noted that January 2024 will be the real start of the process. To assist meeting the Council's obligations and to ensure an integrated approach to achieving the biodiversity objective, it is recommended that a revised Community Biodiversity Plan is prepared.

5.0 Consultation

- 5.1 Councillor Dan Sames: Portfolio Holder for Planning and Development
- 5.2 There will need to be on-going consultation and engagement with Councillor Sames, Councillor McHugh as Portfolio Holder for Cleaner and Greener Communities and Councillor Chapman as Portfolio Holder for Healthy and Safe Communities.

6.0 Alternative Options and Reasons for Rejection

- 6.1 Paragraph 3.4 of this report explains the Council's obligations to meet the biodiversity objective under s.40A of the 2006 Act. The Executive could decide that the preparation of a revised Community Biodiversity Plan is not the action it would wish to take to further the general biodiversity objective by 1 January 2024. However, the Council's Community Nature Plan 2020-22 provides a clear starting point for review and should Members decide to take alternative action, this action would need to be determined by 1 January 2024.

7.0 Implications

Financial and Resource Implications

- 7.1 The resourcing of a revised Community Biodiversity Plan will be met from existing service budgets. The cost of the forthcoming statutory obligations to secure at least 10% biodiversity net gain from qualifying planning applications are being met in part from existing Planning and Development budget and in part from the Government's 'Biodiversity Net Gain Grant' for 22/23 and 23/24.

Comments checked by:

Kelly Wheeler, Finance Business Partner

kelly.wheeler@cherwell-dc.gov.uk

Legal Implications

- 7.2 The legal implications are set out in detail in this report which relate to the amendment of the biodiversity objective in the 2006 Act, which became effective from 1 January 2023, and the introduction of statutory requirements for the achievement of biodiversity net gain from January 2024. The Council will also

need to consider whether and how it may be a broker for biodiversity credits in due course.

- 7.3 One specific recommendation is to ensure that once the relevant provisions are in force any planning permission granted includes an express planning condition about the biodiversity gain plan as set out in this report rather than relying on the deemed provisions on the legislation.

Comments checked by:

Shiraz Sheikh, Monitoring Officer and Assistant Director – Law and Governance
Shiraz.sheikh@cherwell-dc.gov.uk

Risk Implications

- 7.4 The risks for the Council relate to non-compliance with its statutory responsibilities. This report has been prepared in the interest of ensuring compliance.

Comments checked by:

Shona Ware, Assistant Director of Customer Focus
shona.ware@cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.5 There are no equalities or inclusion implications arising from this report.

Comments checked by:

Shona Ware, Assistant Director of Customer Focus
shona.ware@cherwell-dc.gov.uk

Sustainability Implications

- 7.6 Biodiversity Net Gain is a positive move for sustainability. Biodiversity is known to be decreasing at an alarming rate across the UK and so its inclusion in law is a welcome step. Increases in biodiversity in Cherwell will also support our climate objectives, as an increase in the extent of natural capital supports both climate change mitigation and adaptation.

Comments checked by:

Jo Miskin, Climate Action Manager, jo.miskin@cherwell-dc.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 Priorities 2023-2024: Supporting environmental sustainability

Lead Councillor

Councillor Dan Sames, Portfolio Holder – Planning and Development

Document Information

Appendix number and title

- Appendix 1: Natural England BNG Process Diagram

Background papers

None

Reference documents

Report & Minutes, Executive meeting 7 October 2019, Community Nature Plan Restoring and Enhancing Nature and Green,

<https://modgov.cherwell.gov.uk/ieListDocuments.aspx?CIId=115&MIId=3246&Ver=4>

(Item 42)

<https://www.gov.uk/government/news/new-legally-binding-environment-targets-set-out#:~:text=Legally%20binding%20targets%20to%20protect,better%20state%20for%20future%20generations.>

<https://www.gov.uk/government/publications/environmental-improvement-plan>

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1146160/Local_nature_recovery_strategy_statutory_guidance.pdf

<https://www.gov.uk/guidance/understanding-biodiversity-net-gain>

<https://www.gov.uk/guidance/complying-with-the-biodiversity-duty>

<https://www.gov.uk/guidance/reporting-your-biodiversity-duty-actions>

<https://www.local.gov.uk/pas/topics/environment/biodiversity-net-gain-local-authorities/biodiversity-net-gain-fags#off-site-bng>

https://naturalengland.blog.gov.uk/wp-content/uploads/sites/183/2022/04/BNG-Brochure_Final_Compressed-002.pdf

<https://cieem.net/resource/biodiversity-net-gain-report-and-audit-templates>

Report Author and contact details

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Tom Rickman, Ecology Officer

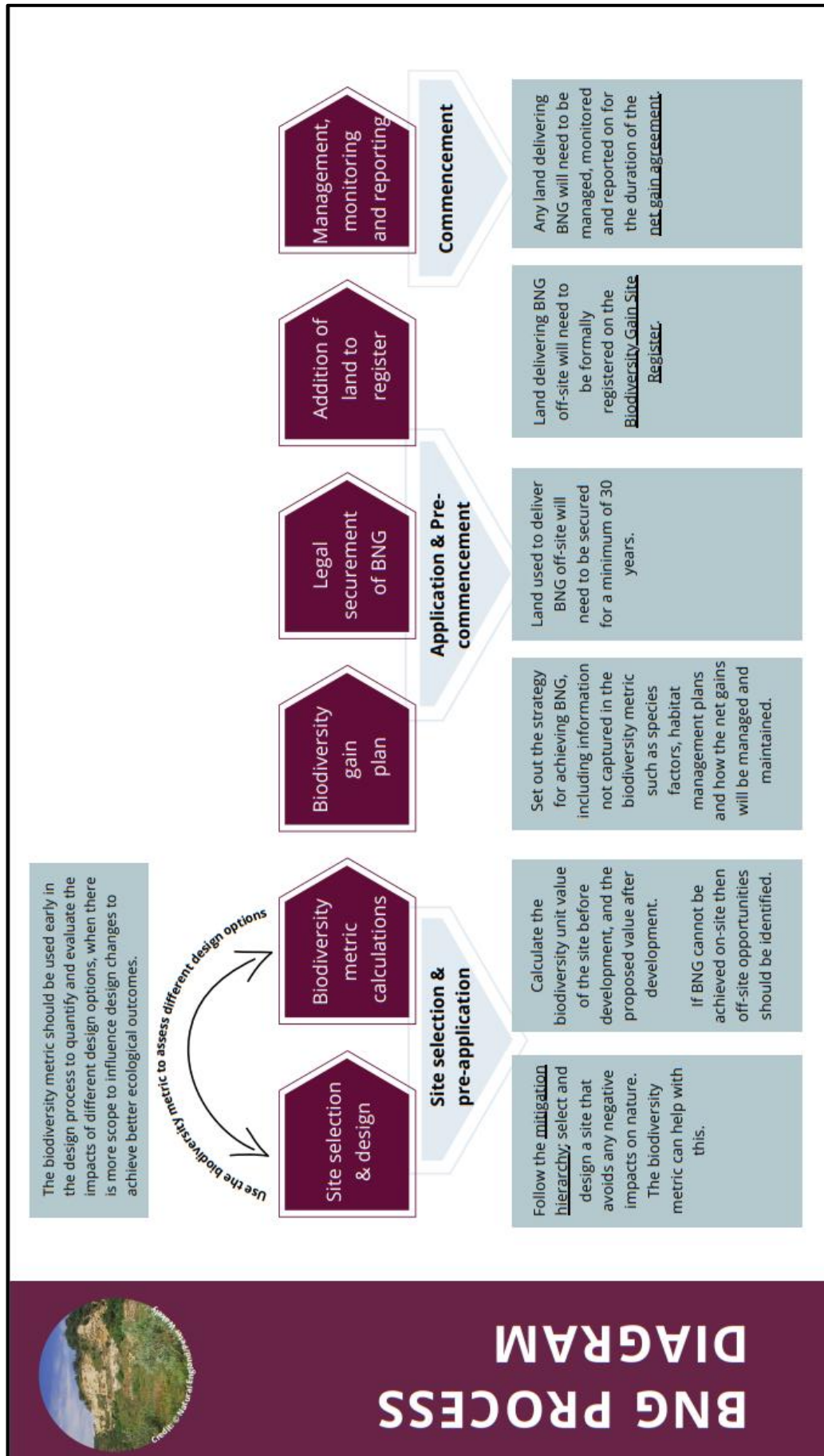
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Charlotte Watkins, Ecology Officer

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Appendix 1 - Natural England BNG Process Diagram



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Cherwell District Council

Executive

6 November 2023

Performance, Risk and Finance Monitoring Report Quarter 2 2023

Report of Assistant Director of Finance and Assistant Director Customer Focus

This report is public. Appendices 6 and 7 are restricted by virtue of paragraph 3 of Schedule 12A of Local Government Act

Purpose of report

To update Executive on how well the council is performing in delivering its priorities, managing potential risks, and balancing its finances for 2023/24 up to the end of Quarter 2 2023.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the Council's Performance, Risk and Financial report for the current financial year up to the end of Quarter 2 2023 and its contents.
- 1.2 To approve the use of reserves in Appendix 5.
- 1.3 To approve the £0.030m grants funding for the UKSPF Community Facilities.
- 1.4 To approve the S106 funding for Longford Park Sports Pitches amounting to £0.050m.
- 1.5 To approve the S106 funding for Deddington Parish Council projects amounting to £0.040m.
- 1.6 To approve the increase in Building Safety Regulator hourly rate to £71.32.
- 1.7 To approve the write offs of £0.787m set out in section 3.7 and Appendix 3 and to note that they will be funded by the bad debt provision.

2.0 Introduction

- 2.1 The council actively and regularly monitors its performance, risk, and financial positions to ensure it can deliver its corporate priorities and respond effectively to emerging issues.
- 2.2 This monitoring takes place at least monthly so the council can identify potential issues at the earliest opportunity and put measures in place to mitigate them.
- 2.3 These updates are consolidated into a single report given the implications and interdependencies between them, and this is the summary up to Quarter 2 2023.

3.0 Report Details

- 3.1 This report is split into three sections:
 - Finance
 - Performance
 - Risk
- 3.2 The Finance section presents the year-end forecasts for the 2023/2024 financial year, based on actual income and expenditure figures up to the end of Quarter 2.
- 3.3 The Performance section sets out the council's progress towards achieving its priorities for 2023-24, which are set out in its Outcomes Framework.
- 3.4 The Risk section highlights any changes to risks within the council's Leadership Risk Register.

3.5 Finance Update

The Council's forecast outturn position for 2023/2024 is an overspend of £0.734m shown in Table 1. This is after a total proposed transfer to reserves of £1.075m from a windfall surplus relating to Treasury Management income. Without the transfer to reserves there would be an overall forecast underspend of (£0.341m). There has been a slight change in the forecast from the previous update of £0.078m mainly due to an increased forecast within Planning & Development and Legal & Democratic Services. For further detail of the major variances please see Table 4.

The Council notes that national pay negotiations are ongoing and that local union representatives are in discussion with employers. The forecast for this month includes the current interim pay award that was applied from 1 April 2023 – to help us support our staff ahead of the National negotiations. Once the outcome of the national pay negotiations has concluded and a local pay award agreement reached this will be factored into the forecast for 2023/24 and the MTFs for the Council

Report Details

Table 1: Forecast Year End Position

Service	Original Budget £m	Current Budget £m	September Forecast £m	September Variance (Under) / Over £m	% Variance to current budget %	Prior Month Variance (Under) / Over £m	Change since Previous (better) / worse £m
HR & OD	0.807	0.813	0.813	0.000	0.0%	0.000	0.000
Wellbeing & Housing	2.286	2.497	2.377	(0.120)	-4.8%	(0.150)	0.030
Customer Focus	2.367	2.367	2.332	(0.035)	-1.5%	(0.030)	(0.005)
Chief Executive	5.460	5.677	5.522	(0.155)	-2.7%	(0.180)	0.025
Finance	3.303	3.376	3.376	0.000	0.0%	0.000	0.000
Legal & Democratic	1.959	2.033	2.188	0.155	7.6%	0.115	0.040
ICT	1.526	1.526	1.526	0.000	0.0%	0.000	0.000
Property	(1.691)	(1.691)	(1.653)	0.038	-2.2%	0.072	(0.034)
Resources	5.097	5.244	5.437	0.193	3.7%	0.187	0.006
Planning & Development	1.890	1.893	2.125	0.232	12.3%	0.191	0.041
Growth & Economy	0.546	0.514	0.424	(0.090)	-17.5%	(0.090)	0.000
Environmental	5.106	5.191	5.753	0.562	10.8%	0.556	0.006
Regulatory	1.150	1.151	1.151	0.000	0.0%	0.000	0.000
Communities	8.692	8.749	9.453	0.704	8.0%	0.657	0.047
Subtotal for Directorates	19.249	19.670	20.412	0.742	3.8%	0.664	0.078
Executive Matters	3.695	3.695	3.687	(0.008)	-0.2%	(0.008)	0.000
Policy Contingency	5.229	4.808	4.808	0.000	0.0%	0.000	0.000
Total	28.173	28.173	28.907	0.734	2.6%	0.656	0.078
FUNDING	(28.173)	(28.173)	(28.173)	0.000	0.0%	0.000	0.000
(Surplus)/Deficit	0.000	0.000	0.734	0.734		0.656	0.078

Note: A positive variance is an overspend or a reduction in forecast income and a (negative) is an underspend or extra income received. Green represents an underspend and red represents a overspend for the current month's forecast.

Table 2: Analysis of Forecast Variance – September 2023

Breakdown of current month forecast	September 2023 Forecast £m	Base Budget Over/ (Under) £m	Savings Non-Delivery £m
Chief Executive	(0.155)	(0.170)	0.015
Resources	0.193	0.150	0.043
Communities	0.704	0.582	0.122
Subtotal Directorates	0.742	0.562	0.180

Executive Matters	(0.008)	(0.008)	0.000
Policy Contingency	0.000	0.000	0.000
Total	0.734	0.554	0.180

FUNDING	0.000	0.000	0.000
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(Surplus)/Deficit	0.734	0.554	0.180
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Table 3: Budget compared with Forecast.

The graph below shows the change from August's forecast to September 2023 compared to budget.

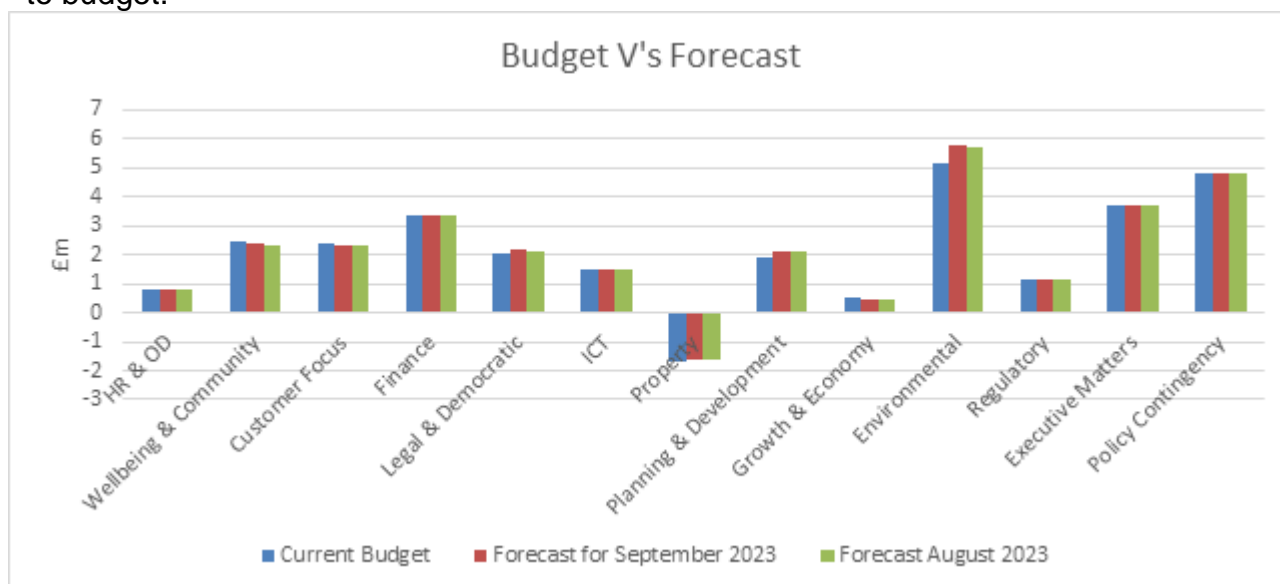


Table 4: Top Major Variances:

Service	Service	Current Budget	Variance	% Variance
Environmental Services	Waste & Recycling	3.230	0.562	17.4%
Planning & Development	Development Management	0.598	0.232	38.8%
Legal & Democratic	Legal & Democratic	2.033	0.155	7.6%
	Total	5.861	0.949	

Waste & Recycling Variance £0.562m (August's Variance over spend £0.556m): -

The forecasted pressure of £0.562m within Environmental Services is primarily due to changes in the global market for recycled materials falling as recycling processing costs have increased.

Commodity prices are currently very volatile, and this could change during the year. There is a continued pressure in employee costs within Waste and Recycling. This is due to an increased use of agency staff for backfilling higher than anticipated level of long-term sick and additional vacancies.

Development Management Variance £0.232m (August's Variance Overspend £0.191m)

Planning and Development presently has a projected overspend of £0.232 due largely to overall income receipts and projections being lower than expected and due to agency costs. Income levels reflect national construction industry conditions. Tight budget management will be necessary to the year end.

Legal & Democratic Variance £0.155m (August's Variance overspend 0.115m)

Overspend is due to:

- 1) higher than anticipated costs of delivering the District Elections
- 2) an unavoidable reliance on agency staff whilst we continue with recruitment for permanent staff.
- 3) Legal fees and license fee recharges from IT.
- 4) Under recovery of income due to decrease in S106 fees (because of work being carried out externally).

These extra costs are partly offset by an underspend in Legal and Procurement because of vacant posts.

Table 5: Earmarked Reserves and General Balances at September 2023

The table below is a summary of the level of reserves the council holds.

Reserves	Balance 1 April 2023	Original Budgeted use/ (contribution)	Changes agreed since budget setting	Changes proposed September 2023	Balance 31 March 2024
	£m	£m	£m	£m	£m
General Balance	(6.150)	0.000	0.000	0.000	(6.150)
Earmarked	(19.123)	(2.469)	1.114	(0.378)	(20.856)
Ringfenced Grant	(3.397)	0.711	0.344	0.000	(2.342)
Subtotal Revenue	(28.670)	(1.758)	1.458	(0.378)	(29.348)
Capital	(8.049)	1.000	0.000	0.000	(7.049)
Total	(36.719)	(0.758)	1.458	(0.378)	(36.397)

For reserve requests please see appendix 5.

3.6 Capital

There is a forecast in-year underspend of (£10.818m), of which £10.971m is to be reprofiled into future years. There is an overall forecast increase in the total cost of schemes of £0.153m.

Table 6: Capital Spend 2023/2024

Directorate	Budget £m	Forecast Spend 2023/24 £m	Re-profiled beyond 2023/24 £m	Variance to Budget £m	Prior Month Variance to Budget £m
Chief Executives	6.799	3.641	3.218	0.060	0.000
Resources	7.264	3.369	3.915	0.020	0.020
Communities	9.628	5.863	3.838	0.073	(0.064)
Total	23.691	12.873	10.971	0.153	(0.044)

For further detail please view Appendix 1.

The table below shows the movement in the capital budget from August to September:-

	£m
Capital Programme Budget - August 2023	23.553
Additional Disabled Facilities Grant Funding	0.108
UKSPF CDC Community Facilities Grant Funding	0.030
Capital Programme Budget - September 2023	23.691

Table 7: How the Capital Programme is financed

Financing	23/24 Budget £m	Future Years £m
Borrowing	17.652	10.222
Grants	6.039	8.875
Capital Receipts	0.000	1.175
	23.691	20.272

Table 8: Total Capital Project Forecast

Directorate	Budget £m	Total Forecast 2023/24 £m	Variance to Budget £m	Prior Month Variance to Budget £m
Chief Executives	12.475	12.535	0.060	0.000
Resources	7.264	7.284	0.020	0.020
Communities	24.112	24.185	0.073	(0.064)
Total	43.851	44.004	0.153	(0.044)

Table 9: Top Five in-year Capital Variances: -

Code	Top 5 In-Year Variances	Budget Total £'000	Reprofile to 24/25 £'000	% of in year Budget Variance
40278	Development of New Land Bicester Depot	2.775	2.275	81.98%
40300	S106 - Bicester Leisure Centre Extension	1.154	1.096	94.97%
40144	Castle Quay	2.985	2.485	83.24%
40309	S106 - Artificial Pitch at NOA	0.700	0.600	85.71%
40239	Bicester East Community Centre	1.371	0.600	43.76%
		8.985	7.056	

Development of New Land Bicester Depot

Scoping underway. Spend will require re profiling in line with programme - detail to be confirmed as work is undertaken. Purchase of land is now complete.

S106 - Bicester Leisure Centre Extension

Initial stages of feasibility have been completed with high level costings received to deliver the project. Further stages required including detailed business case.

Castle Quay

As part of the Castle Quay Development and the regeneration of Banbury, the Council is working closely and in partnership with a number of public and private organisations to repurpose parts of Castle Quay Shopping Centre to deliver a number of complimentary uses enabling the regeneration of Banbury. Once each element has been contractually agreed, work can commence.

S106 - Artificial Pitch at NOA

High level costings/detailed plans have now been received for this project, further works required to developing the business cases/other stages of feasibility.

Bicester East Community Centre

Now on site for a 35 week project. £1.371m of capital funding remains allocated to deliver this bespoke community centre for local residents. Some spend requiring to be reprofiled to 2024/25.

3.7 Bad Debt

The financial regulations make provision for writing off debts that are bad, uneconomical to collect or irrecoverable. The Council maintains a number of bad

debt provisions in the anticipation that debts will become bad and these, once agreed, are charged to the relevant provision or cost centre.

There is a provision within the council for sundry bad debt that is sufficient and by writing off the amount of debt mentioned in this report will not cause the provision to be exceeded. This provision is reviewed on a regular basis to ensure that we have sufficient within it.

The council proposes to write off £0.787m to be met from the relevant bad debt provisions. The amounts are summarised in the table below and further detail can be found in Appendix 3.

Debt to be written off	£m
Sundry debts over £0.005m to be written off	0.774
Housing Benefit Overpayments to be written off (detail in Appendix 7)	0.013
Council Tax to be written off	0.000
Total write offs for approval	0.787

3.8 Performance Summary

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

3.10 Business Plan Measures

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

See Appendix 8 for the full list of targeted measures.

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

See Appendix 9 for the latest data for these seven monitoring measures.

3.12 Annual Delivery Plan Priorities

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

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

See Appendix 10 for the Q2 updates on the Annual delivery plan.

3.13 Peer Review Action

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

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

See Appendix 11 for the Q2 updates for the Peer Review Action Plan

3.14 Equalities, Diversity, and Inclusion Action plans

Please see Appendix 12 to review our progress against the Equalities, Diversity and Inclusion action plans.

3.15 Office of Local Government (OFLOG)

Earlier this year the government established a new performance body for local government called OFLOG. A key role of OFLOG is to provide credible and accessible data for analysing performance across local government to support its improvement. To do this it has developed a tool to bring together a selection of existing metrics across local government. So far, they have published four data sets (Adult social Care, Adult Skills, Waste Management and Finance). The metrics for the two subsets that are relevant to this council are attached in Appendix 13. We are awaiting further information on the publication and frequency of further data sets

To review the Cherwell data published so far please go to Appendix 13.

3.16 Performance Highlights

We launched our consultation on the emerging Cherwell Local Plan 2040. The consultation runs until 3 November 2023, with people signposted to cherwell.citizenspace.com to share their thoughts.

3.17 Risk Update

There were no changes to the council’s Leadership Risk Register in Quarter 2 2023. Therefore, the overall position of all Leadership risks for this period remains as follows:

		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic			L08		
	4 - Major		L09	L03-L06-L07 L11-L14	L01	
	3 - Moderate		L04-L05-L10	L02-L12	L13	
	2 - Minor					
	1 - Insignificant					

The full Leadership Risk Register is attached in Appendix 14.

4.0 Conclusion and Reasons for Recommendations

This report provides an update on progress made during Quarter 2, to deliver the council’s priorities, manage potential risks and remain within the agreed budget.

5.0 Consultation

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

In line with their respective terms of reference, the Accounts, Audit & Risk Committee reviews the risk register, the Budget Planning Committee undertakes finance monitoring and the Overview and Scrutiny Committee performance monitoring.

6.0 Alternative Options and Reasons for Rejection

6.1 This report summarises the council’s performance, risk, and financial positions up to the end of Quarter 2, therefore there are no alternative options to consider. However, members may wish to request further information from officers for inclusion.

7.0 Implications

Financial and Resource Implications

7.1 Financial and Resource implications are detailed within sections 3.5 to 3.7 of this report.

Comments checked by:

Michael Furness, Assistant Director of Finance / Section 151, Tel: 01295 221845
Michael.Furness@cherwell-dc.gov.uk

Legal Implications

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

Comments checked by:
Shahin Ismail, Interim Head of Legal Services,
Shahin.Ismail@cherwell-dc.gov.uk

Risk Implications

7.3 This report contains a full update with regards to the council's risk position at the end of Quarter 2 2023 within section 3.17.

Comments checked by:
Celia Prado-Teeling, Performance Team Leader, Tel: 01295 221556
Celia.prado-teeling@cherwell-dc.gov.uk

Equalities and Inclusion Implications

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

Comments checked by:
Celia Prado-Teeling, Performance Team Leader, Tel: 01295 221556
Celia.prado-teeling@cherwell-dc.gov.uk

Sustainability Implications

7.5 There are no direct sustainability implications as a consequence of this report.

Comments checked by:
Ed Potter, Assistant Director Environmental Services
Ed.Potter@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: Yes

Community Impact Threshold Met: No

Wards Affected:

All

Lead Councillors

Councillor Sandy Dallimore, Portfolio Holder for Corporate Services

Councillor Adam Nell, Portfolio Holder for Finance

Document Information

Appendix number and title

- Appendix 1 – Finance Capital September 2023
- Appendix 2 – Detailed Revenue Narrative on Forecast September 2023
- Appendix 3 – Virements and Aged debt September 2023
- Appendix 4 – Funding September 2023
- Appendix 5 – Use of reserves and grant funding September 2023
- EXEMPT Appendix 6 – Debt write offs – September 2023
- EXEMPT Appendix 7 – Housing Benefit write offs
- Appendix 8 – Business Plan Performance Q2
- Appendix 9 – Monitoring only measures Q2
- Appendix 10 – Annual Delivery Plan Q2
- Appendix 11 – Peer Review Action Plan Q2
- Appendix 12 – EDI Action Plans Q2 update
- Appendix 13 – Oflog Cherwell Data
- Appendix 14 – Leadership Risk Register September 2023

Background papers

None

Report Author and contact details.

Celia Prado-Teeling

Celia.Prado-Teeling@cherwell-dc.gov.uk

Appendix 1 - CHERWELL CAPITAL EXPENDITURE September 2023

Cost Centre	DESCRIPTION	BUDGET	YTD ACTUAL	PO COMMITMENTS	Forecast	RE-PROFILED BEYOND 2023/24	Current month Variances £000	Prior month Variances £000	Forecast Narrative
40010	North Oxfordshire Academy Astro turf	183	0	0	80	103	-	-	Good progress made to date on scale,scope and nature of the project. Close working with the school. Next steps are to apply for pre-application planning advice and complete project costings.
40019	Bicester Leisure Centre Extension	79	15	0	30	49	-	-	The project continues to progress as predicted. Outline costings for the project have been received. The next step is to complete a detailed business case prior to planning permission being sought.
40083	Disabled Facilities Grants	1,432	585	75	1,432	0	-	-	Full spend anticipated.
40084	Discretionary Grants Domestic Properties	150	18	0	150	0	-	-	This budget covers small repairs and larger essential repairs to vulnerable households. Demand is typically heavily weighted towards the winter months, no carry-forward into 2024/25 is currently expected.
40131	S106 Capital Costs	3,310	59	176	2,194	1,116	-	-	Cherwell holds developer contributions derived from s106 agreements for Town and Parish Councils for them to deliver agreed programmes of work. The pace of this delivery is outside the control of CDC officers; whilst it is anticipated that many projects will be delivered close working with partners has enabled reprofiling of s106 to span into next year. The next significant reprofile will occur in November.
40160	Housing Services - capital	160	0	0	0	160	-	-	Developer completions slower at NW Bicester than expected therefore final payment will be made to the developer in 2024/25.
40213	Build Team Essential Repairs & Imp	116	0	0	116	0	-	-	Work is currently underway and it is likely that all capital expenditure will take place during financial year 2023/24.
40251	Longford Park Art	45	0	0	0	45	-	-	The final delivery of the public art programme is dependent on overall site handover which has been delayed by the developers. The remaining spend on the public art programme has been reprofiled to acknowledge this.
40262	Affordable Housing	1,156	41	56	1,156	0	-	-	The tender for these works will conclude shortly and the programme is anticipated to begin on site in October. The overall scheme will complete in 24/25.
40275	UKSPF - CDC community facilities x 3	0	10	0	0	0	-	-	Working in partnership with communities on the scope of works to be procured. Full spend is anticipated.
	Wellbeing & Community	6,631	727	307	5,158	1,473	0	0	
40292	iTrent HR System Upgrades	30	0	0	30	0	-	-	The implementation of the main modules within iTrent is very nearly finished but we do still have other modules to explore and it is important that we maintain this capital expenditure to explore ROI these additional modules offer.
	HR & OD	30	0	0	30	0	0	0	
	Chief Executive	6,661	727	307	5,188	1,473	0	0	
40081	Bicester Town Centre Redevelopment	0	1	0	(0)	0	(0)	(1)	Project completed

40111	Admiral Holland Redevelopment Project (phase 1b)	61	54	0	61	0	-	-	On target
40139	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	104	0	0	104	0	-	-	On target
40141	Castle Quay Waterfront	0	5	0	0	0	-	-	On target
40144	Castle Quay	2,985	(69)	344	2,000	985	-	-	As part of the Castle Quay Development and the regeneration of Banbury, the Council is working closely and in partnership with a number of public and private organisations to repurpose parts of Castle Quay Shopping Centre to deliver a number of complimentary uses enabling the regeneration of Banbury. Once each element has been contractually agreed, work can commence.
40162	Housing & IT Asset System joint CDC/OCC	26	0	0	26	0	-	-	Forecasting on target
40167	Horsefair, Banbury	55	0	0	55	0	-	-	The works design is now completed for paving to the footpath on Horsefair. Project to be procured quarter three of the 2023/24 financial year
40191	Bodicote House Fire Compliance Works	149	0	19	85	0	(64)	-	Assessment completed, with works being developed and scoped from the assessment
40197	Corporate Asbestos Surveys	50	0	0	50	0	-	-	Review to be undertaken as planned in quarter three of the 2023/24 financial year
40201	Works From Compliance Surveys	99	0	0	49	50	-	-	Works will be carried out in phases - current phase planned for quarter three of the 2023/24 financial year. The next phase is planned for the next financial year(2024/25)
40203	CDC Feasibility of utilisation of proper Space	100	2	164	164	0	64	-	Investigation works ongoing due to be completed by quarter three of the financial year 2023/24
40219	Community Centre - Works	54	0	0	54	0	-	-	Banbury Museum atrium stairwell works, currently in design with completion due in quarter three of the financial year 2023/24
40224	Fairway Flats Refurbishment	362	0	0	0	362	-	-	This project is within the asset review which will be completed in quarter three of the financial year 2023/24.Works to be reprofiled for 2024/25.
40226	Thorpe Lane Depot - Decarbonisation Works	0	(12)	0	0	0	-	-	On target
40227	Banbury Museum - Decarbonisation Works	0	0	20	20	0	20	20	End of defects period retention payments due
40228	Franklins House - Decarbonisation Works	0	(4)	0	0	0	-	-	On target
40230	Whitelands - Decarbonisation Works	0	(0)	0	0	0	-	-	On target
40231	Bicester Leisure Centre - Decarbonisation Works	0	(42)	0	0	0	-	-	On target
40232	Kidlington Leisure Centre - Decarbonisation Works	0	(27)	0	0	0	-	-	On target
40233	Spiceball Leisure Centre - Decarbonisation Works	0	(33)	0	0	0	-	-	On target
40239	Bicester East Community Centre	1,371	38	1,138	771	600	-	-	Start date on site is September 2023. £1.371m of capital funding remains allocated to deliver this bespoke community centre for local residents. The project duration is circa 50 weeks with some spend requiring to be reprofiled to 2024/25.

40241	Thorpe Place Roof Works	35	0	1	35	0	-	-	Carrying out drone survey of roof to identify condition ready for scoping and design.
40242	H&S Works to Banbury Shopping Arcade	127	0	15	127	0	-	-	Works currently in design together with review with investigations on potential partial recoverability from tenant service charge.
40246	Banbury Museum Pedestrian Bridge	3	0	3	3	0	-	-	On target
40249	Retained Land	260	0	91	260	0	-	-	Completion of site surveys in quarter 3 which will lead to completion of remedial works completed anticipated by quarter 4 of the financial year 2023/24
40252	Expiring Energy Performance Certificates plus Associated works	96	20	0	96	0	-	-	Works instructed and surveys in train, completion by end of quarter three of the financial year 2023/24, with remedials being developed after surveys.
40253	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	18	0	60	0	-	-	Works instructed and surveys in train, completion by end of quarter three of the financial year 2023/24
40254	Thorpe Lane Depot - Renewal of Electrical Incoming Main	171	1	0	171	0	-	-	Works are currently designed pending tender of the Electrical supply infrastructure. Works to be coordinated with the District Network Operator to install the new sub station, who are engaged. Waiting for dates from the DNO.
40255	Installation of Photovoltaic at CDC Property	79	0	0	79	0	-	-	This will now take place along with the new capital works planned for 2023/24
40263	Kidlington Leisure New Electrical Main	20	0	0	20	0	-	-	Project to install new electrical main for Kidlington leisure centre. Expected to start Q3 2023/24 so balance expected to be spent during this period.
40279	Spiceball Sports Centre - Solar PV Car Ports	180	0	7	90	90	-	-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery quarter one of the financial year 2024/25
40280	Kidlington Sports Centre - Solar PV Car Ports	137	0	0	72	65	-	-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery quarter one of the financial year 2024/25
40281	North Oxfordshire Academy - Solar Panels	18	0	0	18	0	-	-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery quarter four of the financial year 2023/24
40282	Community Centre Solar Panels	108	0	0	50	58	-	-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site.
40283	Thorpe Lane - Solar Panels	34	0	0	34	0	-	-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/24
40284	Thorpe Lane - Heater Replacement (Gas to Electric)	28	0	0	28	0	-	-	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery quarter 4 of the financial year 2023/24
Property		6,772	(49)	1,800	4,582	2,210	20	20	
40256	Processing Card Payments & Direct Debits	20	0	0	20	0	-	-	This PCI Project is on Target to be completed this year
Finance		20	0	0	20	0	0	0	
40237	Council Website & Digital Service	122	13	0	122	0	-	-	Work underway to select a product to form basis of Unified CRM Platform. Platform in place and initial Pilot expected to complete Q4.
40274	Digital Futures Programme	0	0	113	0	0	-	-	Continuation of Flytipping AI and RPA proof of concepts. Futurework/pilots will fall under Digital Futures Programme.

40285	Digital Strategy	350	84	0	350	0	-	-	Year one of the Digital Future strategy looks to: 1) Implemented a Data Lakehouse platform as a foundation to the Data and Analytics strategy . 2)Improve cyber security by aligning with a standard framework and implementing additional security measures (by end of Dec 2023) 3) Move all online files to sharepoint to reduce hosting costs (by end Oct 2023) 4) Implement new devices to monitor Fly Tipping in two locations.
ICT		472	98	114	472	0	0	0	
Resources		7,264	49	1,914	5,074	2,210	20	20	
40062	East West Railways	137	57	78	137	0	-	-	The capital fund has been set up to enable the Council's costs to be recharged when responding to enquiries and regulatory applications, involving for example environmental and land drainage matters, made in connection with the EWR project. This is in partnership with England's Economic Heartland.
40286	Transforming Market Square Bicester	1,000	0	0	475	525	-	-	£0.475m for commissioning design and consultation work in 2023/24 (for the final plans for Market Square Public Realm) with the remaining budget to be reprofiled in to 2025/26 for continuation of the programme
40124	Spring Gardens	0	(70)	0	0	0	-	-	Capital receipt received from Trowers & Hamlins in respect of 10 Spring Walk. Will be moved to the capital receipts reserves
40287	UK Shared Prosperity Fund (UK SPF) Year Two Investment Plan Programme	117	0	0	117	0	-	-	UKSPF capital grant will be fully spent in 2023/24 on the following £0.030m improvement to town centres & high streets £0.035m improvements to CDC community facilities £0.002m Bridge Street Community Garden £0.050m contribution to NOA 3G pitch
40288	UKSPF Rural Fund	132	0	0	132	0	-	-	Investment in capacity building and infrastructure support for local civil society and community groups. A grant funding scheme will be established to enable village halls and other community buildings to maximise their potential though key infrastructure improvements and acquisitions.
Growth & Economy		1,386	(13)	78	861	525	0	0	
40015	Car Park Refurbishments	46	0	0	46	0	-	-	Anticipating full spend in 2023/24. This to continue the projects of pay on exit sites across the district and upgrading of pay machines from 3G to 4G.
40026	Off Road Parking	18	0	0	0	0	(18)	(18)	Budget no longer required - saving
40028	Vehicle Replacement Programme	1,731	0	618	1,200	531	-	-	Reprofiling of £0.531m in to 2024/25. A review of the programme has been undertaken. Nationally there is delay in vehicle supply and thus delivery
40186	Commercial Waste Containers	25	0	0	25	0	-	-	Anticipating full spend in quarter 4 of 2023/24.
40187	On Street Recycling Bins	18	0	0	18	0	-	-	Anticipating full spend in 2023/24. Sites have been identified for refurbishments.
40188	Thorpe Lane Depot Capacity Enhancement	0	7	0	7	0	7	7	Retention payments paid in 2023/24
40216	Street Scene Furniture and Fencing project	48	12	0	40	8	-	-	£0.040m to be spent in 2023/24 at various play and open spaces. Anticipating reprofiling of £0.08.
40217	Car Parking Action Plan Delivery	18	0	0	18	0	-	-	Anticipating full spend in 2023/24. Project is part of ongoing review of Car Park Action Plan.
40218	Depot Fuel System Renewal	35	0	0	0	35	-	-	Anticipating reprofiling of £0.035m in to 2024/25. This will be reviewed as the new Bicester Depot site progresses.

40222	Burnehyll- Bicester Country Park	159	17	4	95	64	-	-	Anticipating reprofiling of £0.064m into 2024/25. Project delivery programme is under review
40248	Solar Panels at Castle Quay	53	0	0	0	0	(53)	(53)	Delivery and scope of project to be reviewed
40257	Additional Commercial Waste Containers	10	0	0	10	0	-	-	Anticipating full spend in quarter 4 of 2023/24
40258	Kidlington Public Convenience Refurbishment	90	0	0	90	0	-	-	Anticipating full spend in quarter 4 of 2023/24
40259	Market Equipment Replacement	15	0	0	15	0	-	-	Anticipating full spend in quarter 4 of 2023/24
40260	Land for New Bicester Depot	2,989	26	0	2,989	0	-	-	Anticipating full spend in 2023/24. Expecting purchasing of site to be finalised in quarter 3.
40278	Development of New Land Bicester Depot	2,775	0	0	500	2,275	-	-	Scoping underway. Spend will require re profiling in line with programme - detail to be confirmed as work is undertaken
40289	Computer Software Upgrade for Vehicle Management	12	0	0	12	0	-	-	Anticipating full spend in quarter 4 of 2023/24
40291	New Commercial Waste IT System	25	0		25	0	-	-	Anticipating full spend in 2023/24
	Environmental Services	8,067	62	622	5,090	2,913	(64)	(64)	
40245	Enable Agile Working	15	0	0	15	0	0	0	The funding is intended to be used to purchase the technology needed to enable the teams to use our new case management system whilst 'on-site' carrying out inspection work, etc. We have trialed different tablets but have delayed the project since the release of the app that will support mobile working has been delayed. The app is now due for release in Late summer 23/24. The mobile working approach will potentially save approx. £1400 pa through reducing costs (mileage, printing and stationery) as well as making the inspection process more efficient, delivering an improved customer experience and realising a resource saving of 0.2 FTE. The ongoing cost of the app will be approx. £1500 pa.
	Regulatory Services	15	0	0	15	0	0	0	
40293	Planning - S106 Projects	160	160	0	160	0	0	0	S106 Funded contribution towards the construction and mechanisation of bridge over Oxford Canal (Canal and River Trust)
	Planning and Development	160	160	0	160	0	0	0	
	Communities	9,628	209	701	6,126	3,438	(64)	(64)	
	Capital Total	23,553	985	2,921	16,388	7,121	(44)	(44)	

CHERWELL TOTAL CAPITAL PROJECT EXPENDITURE

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CODE	DESCRIPTION	Total 23/24 Project Budget	Forecast	RE-PROFILED BEYOND 2023/24	23/24 Variance	Future Years Budget	Project Total Budget	Project Total forecast	Project Total Variance	Narrative
40010	North Oxfordshire Academy Astroturf	183	80	103	0	0	183	183	0	Good progress made to date on scale,scope and nature of the project. Close working with the school. Next steps are to apply for pre-application planning advice and complete project costings.
40019	Bicester Leisure Centre Extension	79	30	49	0	0	79	79	0	The project continues to progress as predicted. Outline costings for the project have been received. The next step is to complete a detailed business case prior to planning permission being sought.
40083	Disabled Facilities Grants	1,432	1,432	0	0	4,956	6,388	6,388	0	Full spend anticipated.
40084	Discretionary Grants Domestic Properties	150	150	0	0	600	750	750	0	This budget covers small repairs and larger essential repairs to vulnerable households. Demand is typically heavily weighted towards the winter months, no carry-forward into 2024/25 is currently expected.
40131	S106 Capital Costs	3,310	2,194	1,116	0	0	3,310	3,310	0	Cherwell holds developer contributions derived from s106 agreements for Town and Parish Councils for them to deliver agreed programmes of work. The pace of this delivery is outside the control of CDC officers; whilst it is anticipated that many projects will be delivered close working with partners has enabled reprofiling of s106 to span into next year. The next significant reprofile will occur in November.
40160	Housing Services - capital	160	0	160	0	0	160	160	0	Developer completions slower at NW Bicester than expected therefore final payment will be made to the developer in 2024/25.
40213	Build Team Essential Repairs & Improvements	116	116	0	0	0	116	116	0	Work is currently underway and it is likely that all capital expenditure will take place during financial year 2023/24.
40251	Longford Park Art	45	0	45	0	0	45	45	0	The final delivery of the public art programme is dependent on overall site handover which has been delayed by the developers. The remaining spend on the public art programme has been reprofiled to acknowledge this.
40262	Affordable Housing	1,156	1,156	0	0	0	1,156	1,156	0	The tender for these works will conclude shortly and the programme is anticipated to begin on site in October. The overall scheme will complete in 24/25.
40275	UKSPF - CDC community facilities x 3	0	0	0	0	0	0	0	0	Working in partnership with communities on the scope of works to be procured. Full spend is anticipated.
Wellbeing & Community		6,631	5,158	1,473	0	5,556	12,187	12,187	0	
40292	iTrent HR System Upgrades	30	30	0	0	120	150	150	0	There are further iTrent modules to explore and it is important that we maintain this capital expenditure to explore ROI these additional modules offer.
HR & OD		30	30	0	0	120	150	150	0	
Chief Executives		6,661	5,188	0	0	5,676	12,337	12,337	0	
40111	Admiral Holland Redevelopment Project (phase 1b)	61	61	0	0	0	61	61	0	On target
40139	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	104	104	0	0	0	104	104	0	On target

40144	Castle Quay	2,985	2,000	985	0	0	2,985	2,985	0	As part of the Castle Quay Development and the regeneration of Banbury, the Council is working closely and in partnership with a number of public and private organisations to repurpose parts of Castle Quay Shopping Centre to deliver a number of complimentary uses enabling the regeneration of Banbury. Once each element has been contractually agreed, work can commence.
40162	Housing & IT Asset System joint CDC/OCC	26	26	0	0	0	26	26	0	Forecasting on target
40167	Horsefair, Banbury	55	55	0	0	0	55	55	0	The works design is now completed for paving to the footpath on Horsefair. Project to be procured quarter three of the 2023/24 financial year.
40191	Bodicote House Fire Compliance Works	149	85	0	(64)	0	149	85	(64)	Assessment completed, with works being developed and scoped from the assessment
40197	Corporate Asbestos Surveys	50	50	0	0	0	50	50	0	Review to be undertaken as planned in quarter three of the 2023/24 financial year
40201	Works From Compliance Surveys	99	49	50	0	0	99	99	0	Works will be carried out in phases - current phase planned for quarter three of the 2023/24 financial year. The next phase is planned for the next financial year(2024/25)
40203	CDC Feasibility of utilisation of proper Space	100	164	0	64	0	100	164	64	Investigation works ongoing due to be completed by quarter three of the financial year 2023/24
40219	Community Centre - Works	54	54	0	0	0	54	54	0	Banbury Museum atrium stairwell works, currently in design with completion due in quarter three of the financial year 2023/24
40224	Fairway Flats Refurbishment	362	0	362	0	0	362	362	0	This project is within the asset review which will be completed in quarter three of the financial year 2023/24. Works to be reprocured for 2024/25.
40227	Banbury Museum - Decarbonisation Works	0	20	0	20	0	0	20	20	End of defects period retention payments due
40239	Bicester East Community Centre	1,371	771	600	0	0	1,371	1,371	0	Start date on site is September 2023. £1.371m of capital funding remains allocated to deliver this bespoke community centre for local residents. The project duration is circa 50 weeks with some spend requiring to be reprocured to 2024/25.
40241	Thorpe Place Roof Works	35	35	0	0	0	35	35	0	Carrying out drone survey of roof to identify condition ready for scoping and design.
40242	H&S Works to Banbury Shopping Arcade	127	127	0	0	0	127	127	0	Works currently in design together with review with investigations on potential partial recoverability from tenant service charge.
40246	Banbury Museum Pedestrian Bridge	3	3	0	0	0	3	3	0	On target
40249	Retained Land	260	260	0	0	0	260	260	0	Completion of site surveys in quarter 3 which will lead to completion of remedial works completed anticipated by quarter 4 of the financial year 2023/24
40252	Expiring Energy Performance Certificates plus Associated works	96	96	0	0	0	96	96	0	Works instructed and surveys in train, completion by end of quarter three of the financial year 2023/24, with remedials being developed after surveys.
40253	Energy Performance Certificates Gov't Implementation of target B - Strategic Plan	60	60	0	0	0	60	60	0	Works instructed and surveys in train, completion by end of quarter three of the financial year 2023/24
40254	Thorpe Lane Depot - Renewal of Electrical Incoming Main	171	171	0	0	0	171	171	0	Works are currently designed pending tender of the Electrical supply infrastructure. Works to be coordinated with the District Network Operator to install the new sub station, who are engaged. Waiting for dates from the DNO.
40255	Installation of Photovoltaic at CDC Property	79	79	0	0	0	79	79	0	This will now take place along with the new capital works planned for 2023/24
40263	Kidlington Leisure New Electrical Main	20	20	0	0	0	20	20	0	Project to install new electrical main for Kidlington leisure centre. Expected to start Q3 2023/24 so balance expected to be spent during this period.
40279	Spiceball Sports Centre - Solar PV Car Ports	180	90	90	0	0	180	180	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery quarter one of the financial year 2024/25

40280	Kidlington Sports Centre - Solar PV Car Ports	137	72	65	0	0	137	137	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery quarter one of the financial year 2024/25
40281	North Oxfordshire Academy - Solar Panels	18	18	0	0	0	18	18	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery quarter four of the financial year 2023/24
40282	Community Centre Solar Panels	108	50	58	0	0	108	108	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site.
40283	Thorpe Lane - Solar Panels	34	34	0	0	0	34	34	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery Q4 2023/24
40284	Thorpe Lane - Heater Replacement (Gas to Electric)	28	28	0	0	0	28	28	0	Preparing scope so that feasibilities can be carried out to maximise potential PV to the site. Planned delivery quarter 4 of the financial year 2023/24
Property		6,772	4,582	2,210	20	-	6,772	6,792	0	
40256	Processing Card Payments & Direct Debits	20	20	0	0	0	20	20	0	This PCI Project is on Target to be completed this year
Finance Total		20	20	0	0	0	20	20	0	
40237	Council Website & Digital Service	122	122	0	0	0	122	122	0	Work underway to select a product to form basis of Unified CRM Platform. Platform in place and initial Pilot expected to complete Q4.
40285	Digital Strategy	350	350	0	0	0	350	350	0	Year one of the Digital Future strategy looks to: 1) Implemented a Data Lakehouse platform as a foundation to the Data and Analytics strategy . 2)Improve cyber security by aligning with a standard framework and implementing additional security measures (by end of Dec 2023) 3) Move all online files to sharepoint to reduce hosting costs (by end Oct 2023) 4) Implement new devices to monitor Fly Tipping in two locations.
ICT		472	472	0	0	0	472	472	0	
Resources		7,264	5,074	0	20	0	7,264	7,284	0	
40062	East West Railways	137	137	0	0	4,189	4,326	4,326	0	The capital fund has been set up to enable the Council's costs to be recharged when responding to enquiries and regulatory applications made in connection with the EWR project.
40286	Transforming Market Square Bicester	1,000	475	525	0	3,250	4,250	4,250	0	Investment to transform the Market Square into a multi-purpose space and "community hub" which will transform and help regenerate Bicester town centre
40287	UK Shared Prosperity Fund (UK SPF) Year Two Investment Plan Programme	117	117	0	0	162	279	279	0	Improvements to town centres and highstreets and community facilities
40288	UKSPF Rural Fund	132	132	0	0	395	527	527	0	Investment in capacity building and infrastructure support for local civil society and community groups in 2023/24. Investment in micro and small rural based businesses in 2024/25.
Growth & Economy		1,386	861	525	-	7,996	9,382	9,382	0	
40015	Car Park Refurbishments	46	46	0	0	0	46	46	0	Full spend anticipated by March 2024
40026	Off Road Parking	18	0	0	(18)	0	18	0	(18)	Budget no longer required
40028	Vehicle Replacement Programme	1,731	1,200	531	0	5,242	6,973	6,973	0	Full spend anticipated by March 2025
40186	Commercial Waste Containers	25	25	0	0	0	25	25	0	Full spend anticipated in quarter 4 of 2023-24.
40187	On Street Recycling Bins	18	18	0	0	0	18	18	0	Full spend anticipated in quarter 4 of 2023-24.
40188	Thorpe Lane Depot Capacity Enhancement	0	7	0	7	0	0	7	7	Delayed retention payments made.
40216	Street Scene Furniture and Fencing project	48	40	8	0	12	60	60	0	Full spend anticipated by March 2026
40217	Car Parking Action Plan Delivery	18	18	0	0	0	18	18	0	Full spend anticipated by March 2024
40218	Depot Fuel System Renewal	35	0	35	0	24	59	59	0	Full spend anticipated by March 2025
40222	Burnehyll- Bicester Country Park	159	95	64	0	0	159	159	0	Full spend anticipated by March 2025
40248	Solar Panels at Castle Quay	53	0	0	(53)	0	53	0	(53)	Budget no longer required for this financial year. It is believed the bid/project is out of date so a review of the requirements on site is required and a new bid to be submitted when review completed.
40257	Additional Commercial Waste Containers	10	10	0	0	0	10	10	0	Full spend anticipated in quarter 4 of 2023-24.
40258	Kidlington Public Convenience Refurbishment	90	90	0	0	0	90	90	0	Full spend anticipated in quarter 2 of 2023-24.
40259	Market Equipment Replacement	15	15	0	0	0	15	15	0	Full spend anticipated in quarter 4 of 2023-24.

40260	Land for New Bicester Depot	2,989	2,989	0	0	10	2,999	2,999	0	Full spend anticipated by March 2024 - Expecting purchasing of site to be finalised in quarter 2.
40278	Development of New Land Bicester Depot	2,775	500	2,275	0	1,200	3,975	3,975	0	Full spend anticipated by March 2025 - this will be confirmed as the project progresses.
40289	Computer Software Upgrade for Vehicle Management	12	12	0	0	0	12	12	0	Full spend anticipated by March 2024
40291	New Commercial Waste IT System	25	25	0	0	0	25	25	0	Full spend anticipated by March 2024
Environmental		8,067	5,090	2,913	(64)	6,488	14,555	14,491	(64)	
40245	Enable Agile Working	15	15	0	0	0	15	15	0	The funding is intended to be used to purchase the technology needed to enable the teams to use our new case management system whilst 'on-site' carrying out inspection work, etc. We have trialed different tablets but have delayed the project since the release of the app that will support mobile working has been delayed. The app is now due for release in Late summer 23/24. The mobile working approach will potentially save approx. £1400 pa through reducing costs (mileage, printing and stationery) as well as making the inspection process more efficient, delivering an improved customer experience and realising a resource saving of 0.2 FTE. The ongoing cost of the app will be approx. £1500 pa.
Regulatory Services		15	15	0	0	0	15	15	0	
40293	Planning - S106 Projects	160	160	0	0	0	160	160	0	S106 Funded contribution towards the construction and mechanisation of bridge over Oxford Canal (Canal and River Trust)
Planning and Development		160	160	0	0	0	160	160	0	
Communities		9,628	6,126	3,438	(64)	14,484	24,112	24,048	(64)	
Capital Total		23,553	16,388	7,121	(44)	20,160	43,713	43,669	(64)	

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Appendix 2 - Report Details – Additional Revenue narrative

Chief Executive

Chief Executives are forecasting an underspend of (£0.155m) against a budget of £5.677m (-2.7%). Directorate is working efficiently to deliver high quality services within its budget envelope.

HR & OD

£0.000m Variance HR are forecasting to remain on budget at present.

Variation to August's
Forecast
£0.000m

Wellbeing & Housing

Variation
(£0.120m)
underspend Continued prudent budget management across the Wellbeing and Housing services is ensuring outturn remains within the budget envelope.
We are forecasting a smaller underspend at year end because of increased utility costs.

Variation to August's
Forecast
£0.030m Scrutinising the programmed actions in all projects and managing the timing to maximise income and reduce further expenditure where possible.

Customer Focus

Variation
(£0.035m) underspend We are currently predicting an underspend of (£0.035m) at year end by managing vacancies and supplier costs to offset the drop in land charges income caused by volatile market conditions.

Variation to August's
Forecast
(£0.005m) We have found an additional £0.005m of savings through staffing efficiencies to forecast a year end underspend of £0.035m

Resources

Resources are forecasting £0.193m overspend against a budget of £5.244m (3.7%).

There are tight managerial controls within the resources directorate that have enabled a small forecast overspend. An understanding on the election costs is underway, and the team will work towards mitigating this further.

Finance

Variation £0.000m Overspend	The Service forecasts a number of minor overspends and underspends resulting in an overall forecast in line with the budget.
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Variation to August's Forecast £0.000m	
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Legal & Democratic

Variation £0.155m Overspend	Overspend is due to: 1) higher than anticipated costs of delivering the District Elections 2) an unavoidable reliance on agency staff whilst we continue with recruitment for permanent staff. 3) Legal fees and IKEN recharges from IT. 4) Under recovery of income due to decrease in S106 fees (because of work being carried out externally).
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Variation to August's Forecast £0.040m	Various minor overspends within legal including £0.009m for IKEN. Overspend within Elections has increased by £0.015mH.
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These extra costs are partly offset by an underspend in Legal and Procurement because of vacant posts.

ICT

Variation £0.000m	ICT are forecasting to remain on budget at present.
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Variation to August's Forecast £0.000m	
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Property

Variation
£0.038m Overspend

The overspend in Property is largely as a result of a dependency on agency staff. Permanent recruitment is ongoing.

Variation to August's
Forecast
(£0.034m)

Forecasted agency costs have increased but the forecasted spend on repairs and maintenance has been reduced further. Progress on the recovery of service charges is also being made.
The extra staff cost is partly offset by an projected over recovery of income.

Communities

Communities are forecasting an overspend of £0.704m against a budget of £8.749m, (8.0%).

The directorate has looked carefully across all the service budget areas to identify savings to support the external cost pressure arising from changing gate fees for recycled materials.

Planning & Development

Variation
£0.232m Overspend

Planning and Development presently has a projected overspend of £0.232m due largely to overall income receipts and projections being lower than expected and due to agency costs. Income levels reflect national construction industry conditions. Tight budget management will be necessary to the year end.

Variation to August's
Forecast
£0.041m

The expected outturn is £0.041m different to last month largely due to lower income expectations for Building Control as well as some extended agency cost. Investment in urban design resource before the year end is also now expected.
Recruitment and agency costs will continue to be managed closely having regard to future income expectations with the aim of a balanced outturn.

Growth & Economy

Variation
(£0.090m)
Underspend

The UK Shared Prosperity grant received for 2023/24 has been utilised to support the services in delivering the Councils priorities allowing for Council resource to be diverted to support other services within the Communities directorate.

Variation to August's
Forecast
£0.000m

Environmental

Variation
£0.562m
Overspend

The forecasted pressure of £0.562m within Environmental Services is primarily due to changes in the global market for recycled materials falling as recycling processing costs have increased.
Commodity prices are currently very volatile and this could change during the year.

Variation to August's
Forecast
£0.006m

There is a continued pressure in employee costs within Waste and Recycling. This is due to an increased use of agency staff for backfilling higher than anticipated level of long-term sick and additional vacancies.

We hold monthly meetings with our recycling reprocessor and monitor individual commodity prices on a monthly basis.

Cost savings identified for 2024/25 for direct delivery of food waste have been commenced early.

The service is continually reviewing its staffing requirements to minimise fluctuations in resources in the waste service area.

Negotiations are taking place with OCC to attempt to improve and reduce the additional costs incurred for bulky waste collections.

Regulatory

Variation
£0.000m

Regulatory Services and Community Safety are forecasting a balanced outturn.

Variation to August's
Forecast
£0.000m

Executive Matters

Executive Matters is forecasting an underspend of (£0.008m) against the budget of £3.695m (-0.2%).

Interest

Variation (£0.008m) underspend	Executive Matters are forecasting an over recovery of net interest amounting to (£1.212m). This windfall surplus is offset by a request to move (£0.448m) to the Commercial Risk Reserve. Please note the Executive approved a requested to transfer (£0.627m) to the Commercial Risk Reserve in October as part of the August forecast.
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Variation to August's
Forecast
£0.000m

Policy Contingency

Policy Contingency is forecasting on target against a budget of £4.808m, (0.00%)

Policy Contingency

Variation £0.000m	Policy Contingency is forecasting to remain on budget at present.
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Variation to August's
Forecast
£0.000m

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Appendix 3 - Virement Summary

Virement Movement

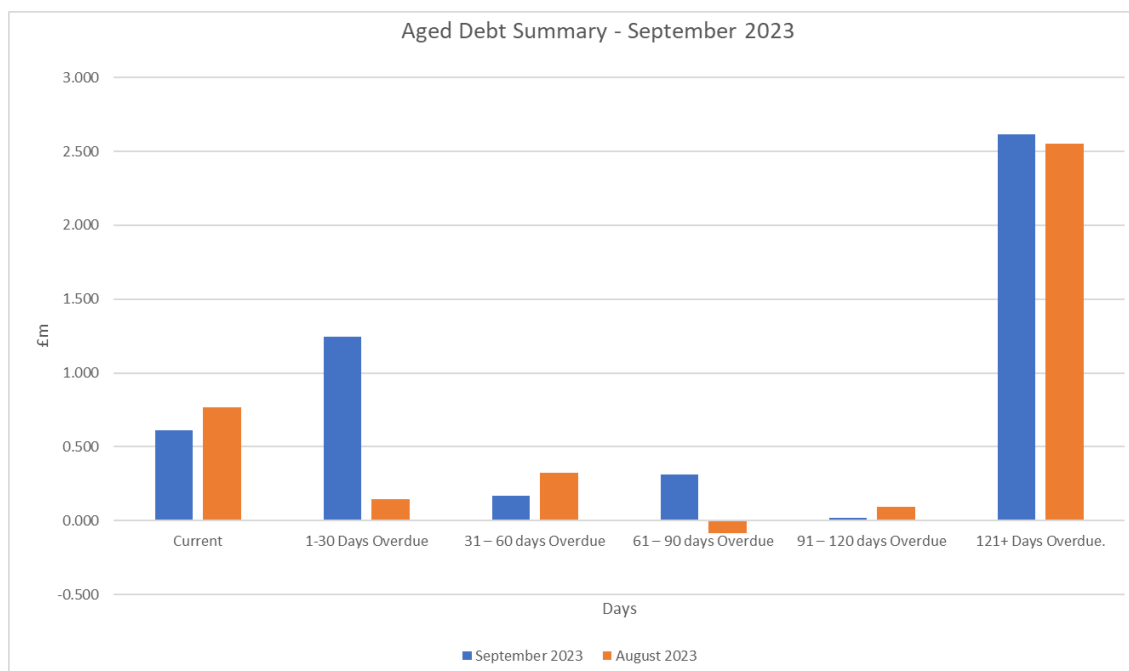
This table shows the movement in Net Budget from August to September 2023.

Virements - Movement in Net Budget	£m
Directorate Net Budget - August 2023	19.664
Directorate Net Budget - September 2023	19.670
Movement	0.006

Breakdown of Movements	£m
Allocations from/to Reserves	
Other	
Graduate Recruitment Costs funded from Policy Contingency	0.006
Total	0.006

Aged Debt Summary

The below graph shows the movement in sundry aged debt from August 2023 to September 2023.



The financial regulations make provision for writing off debts that are bad, uneconomical to collect or irrecoverable. The Council maintains a number of bad debt provisions in the anticipation that debts will become bad and these once agreed are charged to the relevant provision or cost centre.

There is a provision within the council for sundry bad debt that is sufficient and by writing off the amount of debt mentioned in this report will not cause the provision to be exceeded. This provision is reviewed on a regular basis to ensure that we have sufficient within it.

Aged Debt Write Off Summary:

	£m
Sundry Debts previously written off	0.006
Sundry Debts written off in Quarter 2 2024 to August under S151 delegation	0.002
Sundry Debts over £0.005m for write off (see appendix 6)	0.774
Total write offs in financial year 2023/2024	0.782

Housing Benefit Write off Summary:

	£m
Housing Benefit previously written off	0.000
Housing Benefit Overpayments written off to June 2023 under S151 Delegation	0.000
Housing Benefit Overpayments to be written off (see Appendix 7)	0.013
Total write offs in financial year 2023/2024	0.013

Council Tax Write off Summary:

	£m
Council Tax previously written off	0.000
Council Tax written off to June 2023 under S151 Delegation	0.002
Council Tax to be written off	0.000
Total write offs in financial year 2023/2024	0.002

Appendix 4 - Funding for 2023/24

Specific Funding received since budget was set

Dept.	Grant Name	Funding
		£
DLUHC	Elections New Burdens	71,283
DLUHC	Homelessness Prevention Grant	761,091
DLUHC	Local Council Tax Support Scheme Grant	177,020
DLUHC	Domestic Abuse Grant	36,284
DLUHC	Tenant satisfaction measures new burdens	5,172
DLUHC	Rough Sleepers Initiative	7,875
Home Office	Syrian Resettlement scheme	53,996
Home Office	Asylum seeker dispersal grant	210,750
Home Office	Afghan relocations and assistance policy	260,920
BEIS	Energy Bills Support Scheme New Burdens	22,220
		1,606,611

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Appendix 5 - Reserves and Grant Funding

Uses of/ (Contributions to) Reserves

Specific requests

Directorate	Type	Description	Reason	Amount £m
Resources	Earmarked	Elections Reserve	To cover election costs	0.070
Resources	Earmarked	Market Risk Reserve	Over-recovery of Treasury Income	(0.448)
Total Earmarked Reserves				(0.378)

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Appendix 8 - Business Plan

Housing that meets your needs

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

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

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

Supporting environmental sustainability

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

Commentary

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

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

Commentary

We continue to work with Oxfordshire County Highways, on measures to improve traffic flows along Hennef Way. We have also worked in partnership with Oxfordshire County Council and the District Councils in Oxfordshire, to produce an Oxfordshire air quality website (<https://www.oxonair.uk/>) with DEFRA funding, which launched last month (September). Four Air Quality Management Areas (AQMA) were declared in the district for an exceedance of the annual mean air quality objective of 40 µg/m³ for nitrogen dioxide as a result of traffic related emissions. The AQMA are at Hennef Way and South Bar/Oxford Road in Banbury, Bicester Road in Kidlington, and Kings End in Bicester. The 2022 monitoring data confirmed the only exceedance is now in the Hennef Way AQMA where levels were measured at 55 µg/m³ (86.4 µg/m³ when declared).

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

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

An enterprising economy with strong and vibrant local centres

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

Commentary

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

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

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

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

Commentary

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

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

We have achieved 100% this quarter

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

Healthy, resilient and engaged communities

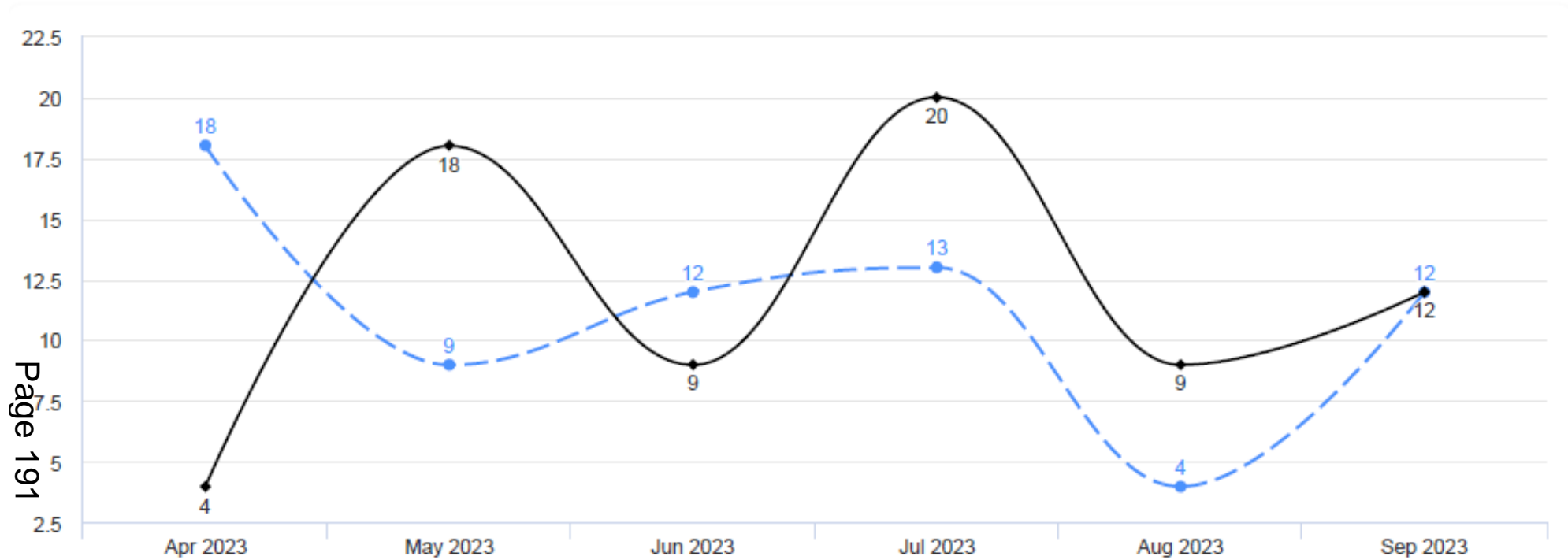
Ref	Portfolio Holder	Director/Lead Officer	Q2 Actual	Q2 Target	R.A.G	YTD Actual	End of Year Target	YTD R.A.G
BP4.2.01 Number of Visits/Usage of contracted & directly managed sports facilities	Cllr N Simpson	<ul style="list-style-type: none"> ■ Nicola Riley ■ Yvonne Rees 	118,896	114,677	★	692,670	1,348,666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

Healthy, resilient and engaged communities

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

Appendix 9 – Monitoring only Business plan objectives Quarter 2

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



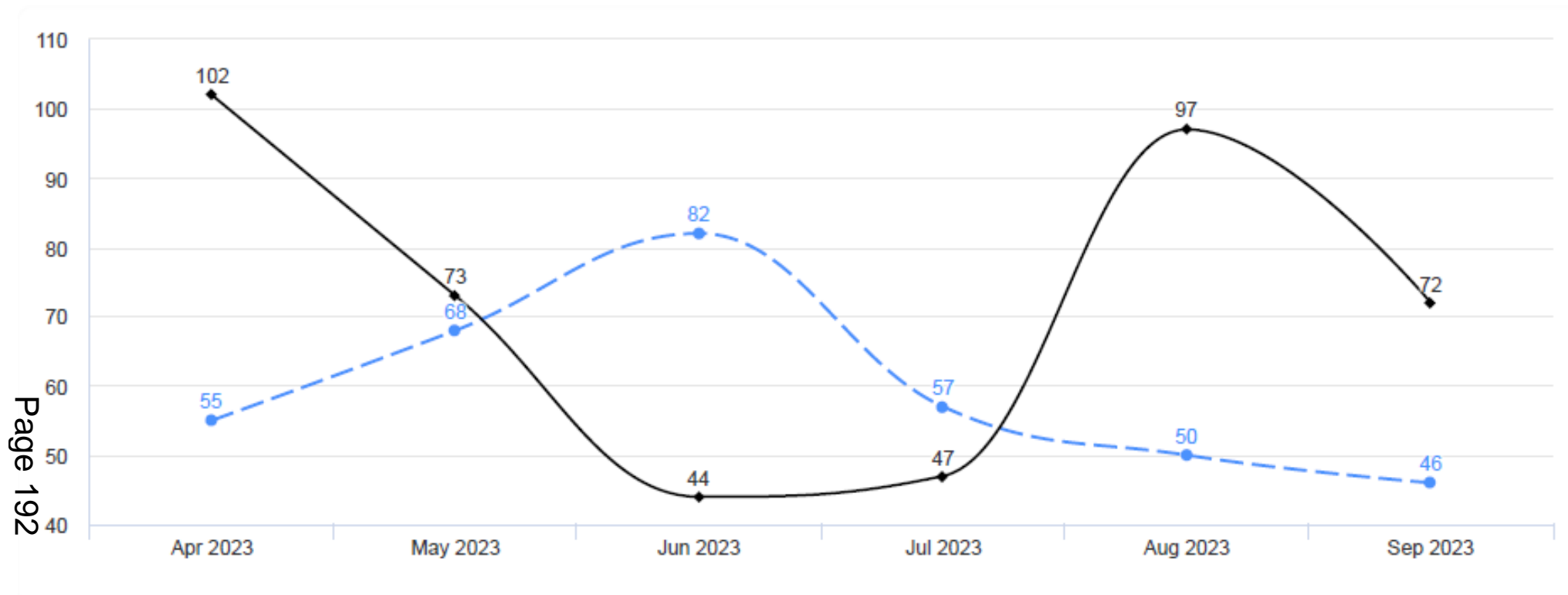
Please note the blue line represents current performance and black line the previous financial year 2022-23

Objective: Homes improved through enforcement action

September: 12

Year to date: 68

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



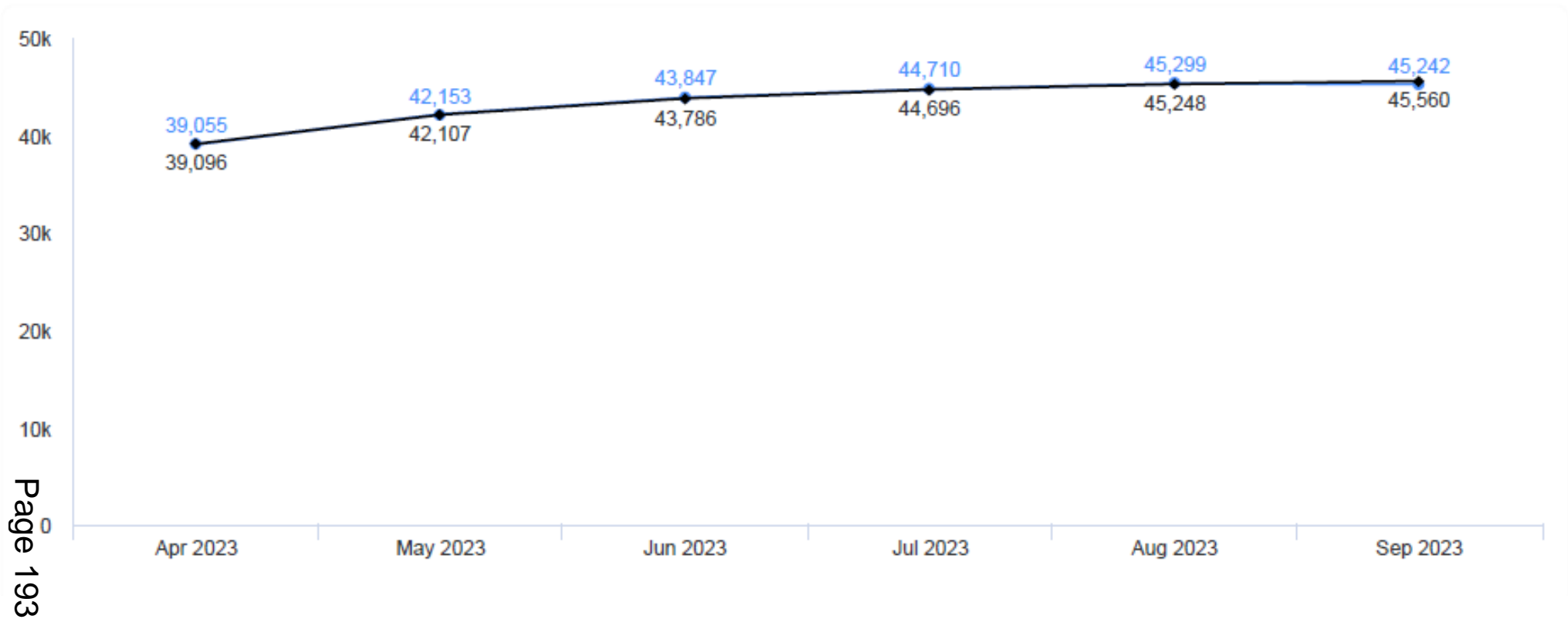
Please note the blue line represents current performance and black line the previous financial year 2022-23

Objective: Number of Housing Standards interventions

September: 46

Year to date: 358

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



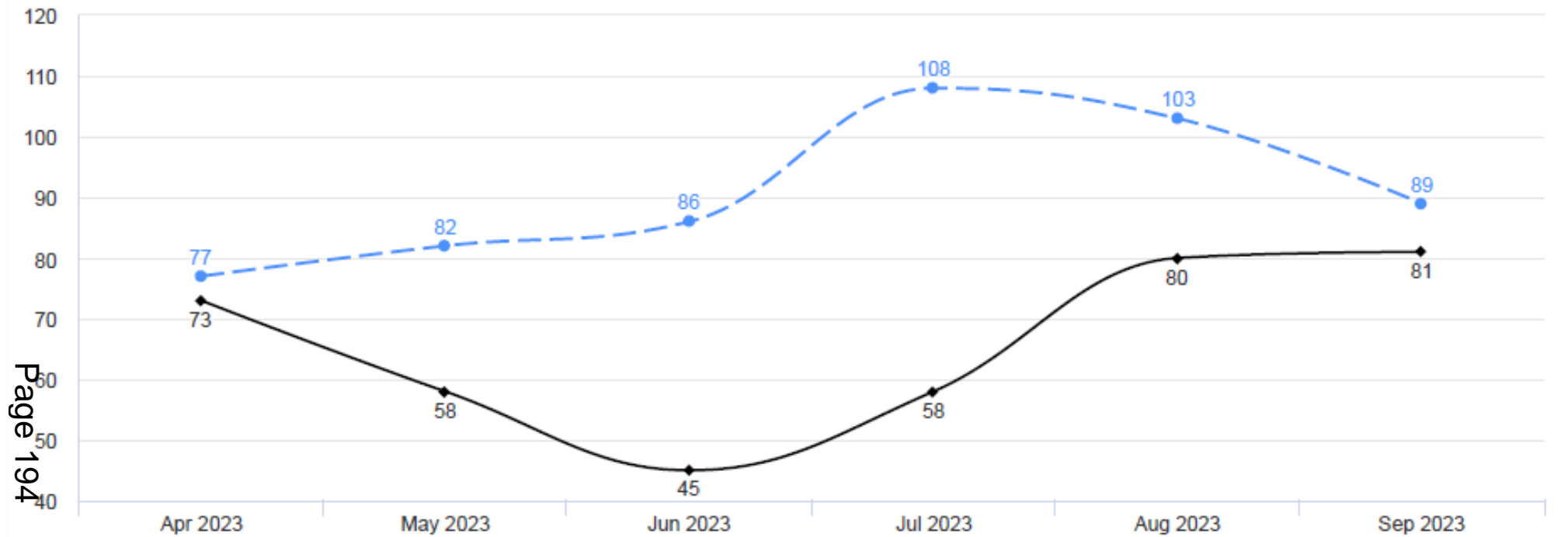
Please note the blue line represents current performance and black line the previous financial year 2022-23

Objective: Number of garden waste subscriptions

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

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

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



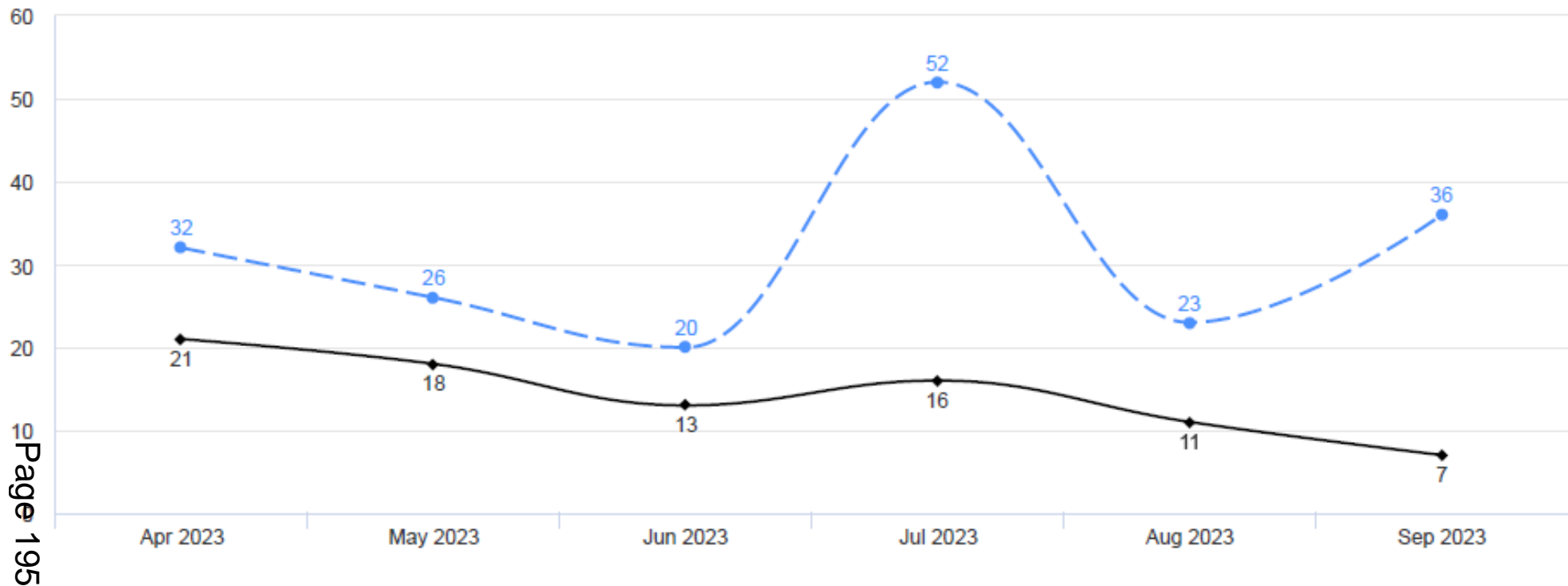
Please note the blue line represents current performance and black line the previous financial year 2022-23

Objective: Number of Illegal Fly Tips

September: 89

Year to date: 545

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



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

Objective: Number of enforcement notices issued.

September: 36

Year to date: 189

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

Objective: Number of individuals registered to YouMove

Quarter 2: 697

Year to date: 2,644

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

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

Quarter 2: 2,387

Year to date: 3,627

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

Appendix 10 - Annual Delivery Priorities 2023 - 2024 - Quarter 2 Reporting

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

Priority	Director/AD	Milestones/Actions	Quarter 2 update	Comments
ADP06 Local Strategic Partnership	<ul style="list-style-type: none"> ▪ Nicola Riley ▪ Yvonne Rees 	ADP06.02 Consult on any proposed changes to the Local Strategic partnership	Completed	LSP reviewed and refocused to help shape a wider strategic conversation around the broadest agenda for Cherwell as a whole place. The most recent meeting focused on the emerging health and wellbeing plan Oxfordshire.
ADP07 Homelessness Strategy	<ul style="list-style-type: none"> ▪ Nicola Riley ▪ Yvonne Rees 	ADP07.04 Complete a review of homelessness ahead of launching the consultation on the strategy as a whole	Completed	<p>Consultation on the draft strategy, which reflects the findings of the review, will take place in the coming months in accordance with statutory requirements.</p> <p>The draft strategy is on the forward plan to be heard at the Executive in February 2024.</p>
ADP08 Everyone's Wellbeing Strategy	<ul style="list-style-type: none"> ▪ Nicola Riley ▪ Yvonne Rees 	ADP08.02 Consult stakeholders on draft Everyone's Wellbeing strategy	Completed	Members seminar in November and final strategy presented to Executive in December
		ADP08.05 Promote Health & Wellbeing	Ongoing	<p>Promotion across all programmes has had impact, for example Move Together and You Move programmes have achieved annual participation levels at 6 months. Cherwell's Executive Committee approved a cost of living action plan for the winter.</p> <p>A stakeholder consultation event on the draft strategy 'Everyone's Wellbeing' has been fruitful, ahead of the all member briefing on 9th November</p>
		ADP08.06 Promote Healthy Place Shaping	Ongoing	All programmes and community activation are progressing as planned. A focus on better nutrition, food surplus and food insecurity is leading to actions captured in the cost of living action plan as well as the development of the Cherwell Food Action Strategy.
ADP09 Medium Term Financial Strategy	<ul style="list-style-type: none"> ▪ Michael Furness ▪ Stephen Hinds 	ADP09.02 Identity transformation opportunities of Medium-Term Financial Strategy	Ongoing	Services have been identified for the first and second waves of Transformation reviews. Resources have been recruited where appropriate and investigative work undertaken. Some results were reviewed by CLT and the Executive at its meeting on 2 Oct. It is expected that the results of the transformation reviews will elicit savings which can be incorporated into the MTFs, but not necessarily into the budget for 2024/25.
ADP10 Team Cherwell	<ul style="list-style-type: none"> ▪ Claire Cox ▪ Mark Duff ▪ Shona Ware ▪ Yvonne Rees 	ADP10.01 Staff engagement exercise and consultation on proposed Team Cherwell values	Completed	A series of internal activities took place to shape the values, which we will launch at our Wellbeing Day for staff this month (October).
		ADP10.02 Launch and embed Team Cherwell values	Ongoing	We are currently drawing up plans for ensuring the values are embedded throughout the organisation

Appendix 11 - Peer Review - Action Plan 2023 - 2024 - Quarter 2 Reporting

Priority	Director/AD	Milestones/Actions	Quarter 2 update	Comments
PEER01 Vision	Celia Prado-Teeling	PEER01.03 Refresh the performance and risk management frameworks and embed them throughout the organisation	Complete	The council's Performance and Risk Management and Risk Strategies have both been refreshed and agreed. Implementation of both is currently underway.
	Jo Miskin	PEER01.04 Refresh the climate strategy and associated actions plans and continue to embed them across the organisation demonstrating a robust pathway to achieving its net zero ambition.	In progress	We have drafted a new 12 month Climate Action Plan for Executive consideration in Q3. Alongside this, we have embedded climate implications in our decision making processes. We have also committed to the Future Oxford Partnership (FOP) Pathways to Net Zero Carbon program and to delivering Climate Literacy training for staff and councillors with the target of achieving Silver status. A new framework will follow in 2024 to cover the next 5 years and emerging biodiversity duties.
PEER02 Savings	Paul Nicol	PEER02.02 Agree and deliver a Transformation programme - Draft proposal to meet 24/25 savings	Complete	The transformation strategy has been approved, and we are now in the implementation phase. At the outset we identified our initial priority services. We had already started a review of the Planning service. We have consolidated the activity, and implementation is underway. A full review of the activity of Environmental Services is underway – actions identified will either be linked to the budget and business planning process or delivered as we progress. The Property services was one of the teams most disrupted during decoupling, and we have had to rely on a number of interim staff, but progress on rebuilding the function has been positive. The permanent Assistant Director for this area of responsibility started at the start of September so we will now take this forward. Wellbeing – a review of the activity started in September with the outcome linked to business planning and the presentation of our wellbeing strategy to the Executive in December 23. We have also carried out an organisational wide review of our overtime and agency spend with a view to identifying significant financial reductions in the future. We will be considering the proposals for this next month.
PEER04 Resources	Claire Cox	PEER04.02 Develop a plan and programme of activities to support staff through the Transformation and Prioritisation Programme.	Ongoing	Empowering and inspiring staff to lead their service transformations is a key objective of our Transformation Strategy. To achieve this, we have encouraged services to establish their own transformation working groups with guidance and direction from the central team and external subject matter experts. Change management plans are being developed alongside any major transformation proposals.

Priority	Director/AD	Milestones/Actions	Quarter 2 update	Comments
PEER05 Regeneration	David Peckford	PEER05.04 Ensure planning service can administer continued sustainable growth.	Ongoing	The Executive approved a consultation on a draft of the Cherwell Local Plan Review on 5 September 2023. Consultation started on 22 September and will run for 6 weeks. An updated 'Local Development Scheme' containing the programme for completion of the Plan was also approved by the Executive on 5 September 2023.
	Mike Gillespie / Mona Walsh	PEER05.02 Undertake a strategic asset review as part of the transformation and prioritisation programme to recognise the potential of the council's property portfolio in meeting its regeneration ambition	In progress	We have drafted an Asset Management Strategy for Executive consideration in Q3. This will set out the approach for reviewing our assets in Q4. Alongside this we have started looking into the feasibility of relocating our offices to better reflect our current and future needs. A review of planning resource is ongoing as part of our transformation work, with support from PAS also being sought. Focused work on the North West Bicester site continues in discussion with Homes England and supported by strategic work on viability.
	Robert Jolley	PEER05.01 Communicate the council's vision for Banbury and Bicester. Adopt a Place shaping Strategy for Banbury (non-statutory masterplan) and clarify role in securing future stages.	In progress	We will be launching a series of Stakeholder engagement and consultation activities for the Banbury Vision 2050 Programme and Bicester Market Square Project next month. We have also commissioned a new public realm framework to recommend improvements to our three urban centres (Banbury, Bicester and Kidlington).
		PEER05.03 Create a prospectus for investment in Cherwell	In progress	The Future Oxfordshire Partnership has committed to developing an Oxfordshire wide Place Narrative which will include the prospectus for investment in Cherwell. CDC are working with OCC on development of the narrative and options to invest further in a dedicated daughter document to the overarching narrative. The Strategic Economic Plan developed by OxLEP is being finalised and prepared for consideration by FOP, which will complement the development of the prospectus.
PEER06 Communications	Julian Cotton	PEER06.01 Develop and agree a council wide Communications, and Marketing Strategy	In progress	The strategy is in development, and a first draft should be available in October. We have also introduced a forward planner to support a more proactive approach to our communication activities and messaging.
aPEER08 Infrastructure	Ian Boll	PEER08.02 Reset critical officer and member relations with partners and the business community, including developers) and increase the visibility of other senior leaders across the organisation.	Ongoing	We are collaborating with OxLEP (Oxfordshire Local Enterprise Partnership), partners and the business community on the development of a county-wide Strategic Economic Plan, a new destination management plan and local skills improvement plan. Collaboration with partners began in Q2 and will continue for the rest of the year on the development of the Oxfordshire Place Narrative, led by the Future Oxfordshire Partnership (FOP).

Priority	Director/AD	Milestones/Actions	Quarter 2 update	Comments
				<p>A tour of Bicester to demonstrate its potential for growth and outline the challenges to delivery, for the new OCC Chief Executive and Homes England, was undertaken at the end of September 23. The tour included the NW Bicester SLR, Market Square public realm improvements and London Road Level Crossing proposals.</p>
	Robert Jolley	PEER08.01 Establish a clear action plan for the next phase of the infrastructure and place-shaping relationship with Oxfordshire County Council	Ongoing	<p>Our Corporate Director (CD) is working with the OCC director on place-shaping narrative development and development of place-shaping across Cherwell.</p> <p>Our CD oversees the infrastructure and growth deal programme with the Future Oxford Partnership (FOP) and has commissioned jointly with OCC colleagues detailed infrastructure viability studies to unlock sites.</p> <p>Our Chief Executive and CD are part of scoping work with FOP on wider next steps and an action plan. The Council is currently consulting on the next Local Plan and will engage with Oxfordshire County Council on the Infrastructure requirements for the development of that Plan.</p>

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Appendix 12 - EDI Action plans Quarter 2 update

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

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

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

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

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

Inclusive Workforce

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

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

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Appendix 13 – Oflog Cherwell Data

Current results published for Cherwell

Indicator	Cherwell	English median (Districts)
Non-ringfenced reserves as percentage of net revenue expenditure (2021 -22)	153.8%	146.4%
Comments: Shows CDC's reserves levels are in a healthy position.		
Non-ringfenced reserves as percentage of service spend (2021 -22)	93.2%	131.0%
Comments: Service spend is that on front line services including a number of ringfenced Government grants. Unringfenced reserves would not normally be required for grant funded services.		
Total core spending power per dwelling (2021 -22)	£248.77	£242.19
Comments: CSP is a Government calculation that includes estimated Council Tax income, Baseline business rates income (Before growth) and a number of unringfenced grants.		
Level of Band D council tax rates (2021 -22)	£138.50	£192.56
Comments: Cherwell's Band D is low relative to other Districts.		
Council tax revenue per dwelling (2021 -22)	£1712.79	£1556.44
Comments: Reflects the average council tax paid per dwelling including major preceptors – i.e. County Council and Police.		
Debt servicing as percentage of core spending power (2021 -22)	22.1%	10.2%
Comments: As described above, Core Spending Power does not reflect all of the income the Council receives; in particular it does not reflect the additional interest income received from loans that the Council provides to its wholly owned companies. Therefore it is important to note that there are other income streams available to service the debt.		
The chart shows that Cherwell's debt servicing costs as a percentage of Core Spending Power are just above the median range of all district councils.		
Total debt as percentage of core spending power (2021 -22)	1435.5%	457.5%
Comments: Cherwell only ever borrows to fund capital schemes – it does not borrow to fund its revenue budget.		
<ul style="list-style-type: none"> • There are many local authorities that have taken on significant levels of debt purely to generate a financial return and these investments that have been made may not be within their local authority boundaries. • Cherwell's borrowing is to support the delivery of the Council's strategic priorities across the district. 		
As described above, Core Spending Power does not reflect all of the income the Council receives; in particular it does not reflect the additional interest income received from loans that		

the Council provides to its wholly owned companies. Therefore it is important to note that there are other income streams available to service the debt.

Total debt in this statistic is the “Capital Financing Requirement”. This is the total amount of capital spending the council has undertaken which hasn’t been paid for by, for example capital receipts or capital grants. The CFR for 2021/22 was £249m.

However, the Council had cash available to support some of this expenditure and so total loans that the Council had taken out at 31 March 2022 were £199m. As at 30 September 2023 total loans had reduced to £168m.

Indicator	Cherwell	England median
Household Waste Recycling Rate (2021-22)	55.3%	41.9%
Residual Household Waste per Household (kg) (2021-22)	428.4	502.4
Recycling Contamination Rate (2021-22)	3.6%	5.6%

Appendix 14 – Leadership Risk Register as at 06/10/2023

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.

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Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic			L08		
	4 - Major		L09	L03-L06-L07-L11-L14	L01	
	3 - Moderate		L04-L05-L10	L02-L12	L13	
	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

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)		Controls	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)		Mitigating actions (to address control issues)	Comments	Last updated	
		Probability	Impact					Rating	Probability				Impact
L01 - Financial resilience – Failure to react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability	4	4	16	Councillor A Nell	Michael Furness	Joanne Kaye	4	4	16	This continuous process will include reviewing budget monitoring, active budget management, and reflection of economic and Local Government sector trends in the MTFS. Wherever possible, policy decisions will be taken as soon as possible, rather than waiting until the February Council meeting which sets the annual budget. This will allow officers to be ready to implement, or have implemented, policy decisions which will maximise positive impacts on the budget.	Risk reviewed on 02/10/23 - Mitigating actions updated	
	Reduction in services to customers			Balanced medium term and dynamic ability to prioritise resources									Financial forecasts of resources for 2024/25 and 2025/26 have assumed a reduction in resources compared to February 2023 assumptions. The budget for 2023/24 was agreed with savings proposals identified to contribute to addressing these reductions. Close monitoring of the delivery of the savings programme will take place throughout 2023/24 with mitigations required if slippage was identified.
	Increased volatility and inability to manage and respond to changes in funding levels			Highly professional, competent, qualified staff									
	Reduced financial returns (or losses) on investments/assets such as in subsidiaries.			Good networks established locally, regionally and nationally.									
	Inability to deliver financial efficiencies			Strong shareholder function and relationships with subsidiaries									
	Exposure to commercial pressures in relation to regeneration projects.			Financial returns from the subsidiaries are not included in the MTFS until they are reasonably assured to materialise.									
	Poor customer service and satisfaction			National guidance interpreting legislation available and used regularly.									
	Increased complexity in governance arrangements			Progress regeneration plans in a coordinated manner. Participate in Oxfordshire Treasurers' Association's work streams.									
	Lack of officer capacity to meet service demand			Review of best practice guidance from bodies such as CIPFA, LGA and NAO.									
	Lack of financial awareness and understanding throughout the council			Treasury management and capital strategies in place Investment strategies in place Regular financial and performance monitoring in place.									
	Increased inflation in the costs of capital schemes			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.									
	Increased inflation in revenue costs			Independent third party advisers in place Asset Management Strategy in place and embedded Transformation Programme in place to deliver efficiencies and increased income in the future									
L02 - Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge	3	4	12	Councillor S Dallimore	Stephen Hinds	Shiraz Sheikh	3	3	9	Ensure Committee forward plans are reviewed regularly by senior officers. Ensure Internal Audit plan focusses on key leadership risks. Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions. External support secured for key corporate projects including Growth Deal and IT Transformation Programme. Learning and development opportunities identified and promoted by the Chief Executive and Directors. First tranche of Senior Leadership training/development begins in August, and is cascaded throughout 2022/23. Staff briefings on rules and procedures by MO Review Directorate/Service risk registers. Ensure Committee forward plans are reviewed regularly by senior officers. Ensure Internal Audit plan focusses on key leadership risks. Establish corporate repository and accountability for policy/legislative changes taking into consideration all of the Council's functions. External support secured for key corporate projects including Growth Deal and IT Transformation Programme. Learning and development opportunities identified and promoted by the Chief Executive and Directors. First tranche of Senior Leadership training/development begins in August, and is cascaded throughout 2022/23. Staff briefings on rules and procedures by MO Review Directorate/Service risk registers.	Risk reviewed on 03/10/23 - No changes	
	Loss of opportunity to influence national policy / legislation			Clear accountability for responding to consultations with defined process to ensure Member engagement									
	Financial penalties			National guidance interpreting legislation available and used regularly									
	Reduced service to customers			Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed.									
	Inability to deliver council's plans			Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place									
	Exposure to commercial pressures			Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit									
	Reduced resilience and business continuity			Internal Audit Plan risk based to provide necessary assurances									
	Reduced staff morale, increased workload and uncertainty may lead to loss of good people			Strong networks established locally, regionally and nationally to ensure influence on policy issues. In addition two Directors hold leading national roles Senior Members aware and briefed regularly in 1:1s by Directors Arrangements in place to source appropriate interim resource if needed									
				Ongoing programme of internal communication									
				Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required.									
				Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing.									

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)		Controls	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)		Mitigating actions (to address control issues)	Comments	Last updated
		Probability	Impact Rating					Probability	Impact Rating			
L03 - CDC Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place.	4	4	Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity. On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies	Councillor D Sames	Ian Boll	David Peckford	3	4	Annual (Authority) Monitoring Reports presented to the Executive on plan making and policy effectiveness. A report will be prepared at the end of the calendar year. An updated LDS is scheduled to be presented to the Executive in September. Programme built into Directorate level objectives (e.g. via Service Plans) and staff appraisals; on-going preparation of the Local Plan is a service priority. A draft Plan is being presented to the Executive in September. Project management of the Local Plan process continues. Regular Corporate Director, Lead Member and Members Advisory Group briefings	Consultation on a draft of the Cherwell Local Plan Review started on 22 September 2023. A new programme for the Local Plan was agreed when the Council's Executive approved an updated 'Local Development Scheme' on 5 September.	Risk reviewed on 03/10/2023 - Comments updated
	Negative (or failure to optimise) economic, social, community and environmental gain											
	Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal											
	Increased costs in planning appeals											
	Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity											
L04 - Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident impacting the delivery of the Council's operations	Inability to deliver critical services to customers/residents	4	4	Business continuity strategy, statement of intent and framework in place and all arrangements overseen by a Business Continuity Steering Group. Services prioritised and ICT recovery plans reflect those priorities and the requirements of critical services ICT disaster recovery arrangements in place with data centre and cloud services reducing likelihood of ICT loss and data Incident management team identified in Business Continuity Framework All services undertake annual business impact assessments and updates of business continuity plans Cross-council Business Continuity Steering Group meets regularly to identify Business Continuity improvements needed	Councillor P Chapman	Ian Boll	Tim Hughes	2	3	BC exercises to be arranged BC Impact assessments and BCPs being updated and reviewed by OCC's Emergency Planning team with supporting document management system being implemented. Business Continuity Statement of Intent and Framework due to be reviewed to align with new incident management framework Cross-council BC Steering Group meets regularly to identify BC improvements needed; BC Steering Group has been reconvened, need to ensure engagement across all service areas.		Risk reviewed on 02/10/2023 - No changes
	Financial loss/ increased costs											
	Loss of important data											
	Inability to recover sufficiently to restore non-critical services before they become critical											
	Loss of reputation											
	Reduced service delivery capacity in medium term due to recovery activity											
L05 - 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	4	4	Incident Management Framework in place and key contact lists updated monthly. Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered Expert advice and support provided by Oxfordshire County Council's Emergency Planning Team under partnership arrangements. Council Duty Directors attend training relating to role prior to joining duty director rota and have refresh training annually Multi agency emergency exercises conducted to ensure readiness Active participation in Local Resilience Forum (LRF) activities On-call rota being maintained and updated to reflect recent staffing changes	Councillor P Chapman	Ian Boll	Tim Hughes	2	3	Emergency plan contacts list updated monthly and reissued to all duty managers periodically. Available on ELT Teams channel. Supporting officers for incident response reviewed and identified across some areas, to ensure they are reviewed and updated across all service areas.		Risk reviewed on 02/10/23 - No changes
	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											
	Reputational damage											

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)		Controls	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)		Mitigating actions (to address control issues)	Comments	Last updated
		Probability	Impact Rating					Probability	Impact Rating			
L06 - Safeguarding the Vulnerable – Operational and partnership actions -Failure to work effectively with partners to identify and protect vulnerable people in the district and disrupt exploitation leaving vulnerable people at risk or subject to exploitation.	<p>Increased harm and distress caused to vulnerable individuals and their families.</p> <p>Council subject to external reviews</p> <p>Criminal investigations potentially compromised</p> <p>Potential financial liability if council deemed to be negligent.</p> <p>Reputational damage to the council.</p>	4	4	<p>Engagement with the Oxfordshire partnerships protocol review to identify improvements to local arrangements in support of the strategic partnerships. Outcomes of review to be implemented.</p> <p>Child Exploitation prevalence report reviewed with LPA Commander following each CE sub-group meeting.</p> <p>Community based exploitation disruption coordinated through the Joint Agency Tasking and Coordination Process.</p>	Councillor P Chapman	Ian Boll	Tim Hughes	3	4	<p>12 Need to re-engage with Oxfordshire partnerships protocol review to ensure outcomes relevant to CDC to be implemented</p> <p>Exploitation concerns and actions discussed routinely at Joint Agency Tasking and Co-ordination meetings on a monthly basis</p>		Risk reviewed on 02/10/23 - No changes
L07 - Health and safety Failure to ensure effective arrangements are in place for Health and Safety.	<p>Unsafe services leading to fatality, serious injury & ill health to employees, service users or members of the public</p> <p>Criminal prosecution for failings Breach of legislation and potential for enforcement action.</p> <p>Financial impact (compensation or improvement actions)</p> <p>Reputational Impact</p>	5	4	<p>Corporate H&S governance arrangements and policies are regularly reviewed and updated by the Corporate H&S Team and monitored by the H&S Assurance Board.</p> <p>Directors and service leads are responsible for ensuring H&S arrangements are in place within their areas or responsibility. Managers are responsible for ensuring operational health and safety risks are assessed and effective control measures implemented.</p> <p>Consultation with employee representatives via employer and union consultative committees (Unison)</p> <p>Corporate H&S Training provided via corporate learning and development programme. Training for operational risks may be organised by services.</p> <p>H&S performance monitored by accident and incident reports and corporate H&S auditing and inspection programme.</p> <p>H&S information is disseminated via internal communications and updates to ELT and other relevant meetings.</p>	Councillor S Dallimore	Claire Cox	Ruth Wooldridge	3	4	<p>12 Corporate H&S Auditing and Inspection programme on track. Reports issued to managers and actions tracked for completion. Work ongoing with 2 audits per calendar month.</p> <p>Work still in progress with service areas around the corporate H&S register, which will be managed and monitored with a focus on the depots as our highest risk areas.</p> <p>Post decoupling senior management will have monthly monitoring of H&S matters as a standing item at senior management meetings.</p> <p>Relevant and required policies and procedures are being reviewed.</p> <p>Working with service areas to ensure that suitable risk assessments are in place.</p>		Risk reviewed on 02/10/2023 - No changes

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)		Controls	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)		Mitigating actions (to address control issues)	Comments	Last updated
		Probability	Impact Rating					Probability	Impact Rating			
L08 - 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.	Financial loss / fine	4	5	20	Councillor S Dallimore	Stephen Hinds	David Spilsbury	3	5	A series of all-Council staff awareness sessions and members given presentations with the Police Cyber Security Advisor. All staff reminded to be vigilant to unexpected emails due to the heightened risk of cyber-attack due to escalating tensions in Eastern Europe and at critical periods such as the run up to Elections Cyber Security advice and guidance regularly highlighted to all staff. Cyber Security is mandatory e-learning for all staff to be completed annually and is part of new starters induction training. Cyber Security Officer has reviewed advice and provided assurance on our compliance. External Health Check undertaken each year and Cabinet Office PSN compliance reviewed and certified each year to ensure the infrastructure is secure to connect to the PSN. Internal Audit completed cyber audits with no major issues or significant risks identified. IT implemented an intrusion prevention and detection system which is monitored, and regular actions are implemented from the resulting reports. IT Officer has specific responsibility for Cyber Security and we have engaged a specialist partner to advise on industry best practices and standards. Microsoft Multi-Factor Authentication is embedded to authenticate users providing an enhanced level of cyber security.		Risk reviewed on 03/10/2023 - No changes
	Prosecution – penalties imposed			Managing access permissions and privileged users through AD and individual applications								
	Individuals could be placed at risk of harm			Schedule of regular security patching								
	Reduced capability to deliver customer facing services			Vulnerability scanning								
	Unlawful disclosure of sensitive information			Malware protection and detection								
	Inability to share services or work with partners			Effective information management and security training and awareness programme for staff								
	Loss of reputation			Password and Multi Factor Authentication security controls in place								
	Increased threat to security due to most staff working from home			Robust information and data related incident management procedures in place								
				Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services								
				Appropriate plans in place to ensure ongoing PSN compliance								
				Adequate preventative measures in place to mitigate insider threat, including physical and system security								
				Insider threat mitigated through recruitment and line management processes								
				A complete restructure and update of the technical approach for the infrastructure has resulted in a move to a zero trust model.								
			Advice received from NCSC on specific activity alerts, the increased threat of globalised ransomware and malware attacks.									

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)		Controls	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)		Mitigating actions (to address control issues)	Comments	Last updated
		Probability	Impact Rating					Probability	Impact Rating			
L09 - Safeguarding the vulnerable - Internal procedures- Failure to follow our internal 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 Reputational damage to the council	4	4	16 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 Mandatory training and awareness raising sessions are now in place for all staff. Safer recruitment practices and DBS checks for staff with direct contact Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation.	Councillor P Chapman	Yvonne Rees	Nicola Riley	2	4	8 Action plan acted upon and shared with Overview and scrutiny committee once a year Annual refresher and new training programmes including training for new members Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within the system and compliance with latest practice Corporate monitoring of all referrals Ensure web pages remain up to date Monitoring of implementation of corporate policies and procedures to ensure fully embedded Regular internal cross departmental meetings to discuss safeguarding practice	Leisure Centre Safeguarding Audits, CDC completes safeguarding audits with the Leisure Centres ensuring policies and training are in place and spot checks on DBS's/ Training platforms. Internal Safeguarding Audits completed in August for the Youth Activity Workers /Holiday Hubs. This identified the safeguarding training was relevant and staff knowledge and understanding improved, confident in recognising and reporting signs of concern appropriately. Reporting concerns is an embedded practice across the sites and the staff are confident in safeguarding. Monthly Safeguarding training/ briefings continue with good attendance, Safeguarding News Bulletin to all safeguarding champions keeping safeguarding at the forefront and identifies shared learning across the districts. Self-Assessment/ Section 11 on target for submission 08/12/23. Safeguarding Action plan in process of review as part of the section 11.	Risk reviewed on 25/09/2023 - Comments updated
L10 - Sustainability of Council owned companies and delivery of planned financial and other objectives Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies	3	5	15 Annual business planning in place for all companies to include understanding of the link between the Council's strategic objectives being delivered and financial impact for the council. A regular Shareholder Representative meeting takes place, a Shareholder Liaison Meeting including the S.151 Officer and Monitoring Officer takes place on a quarterly basis and a Shareholder Committee meeting on a quarterly basis. A governance review is being undertaken and initial recommendations have been approved by the Shareholder Committee Regular meetings are in place between the Council's S.151 Officer and the relevant company Finance Directors. Financial planning for the companies undertaken that will then be included within our own Medium Term Financial Strategy. Financial risks are routinely reported by the Shareholder Representative to the Shareholder Committee. Clear governance arrangements are in place. Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance through the Shareholder Representative meetings and through the reporting to the Corporate Leadership Team monthly. Training in place for those undertaking Director roles relating to the companies.	Councillor B Wood	Stephen Hinds	Kerry Wincott	2	3	6 A Shareholder Representative was appointed and regular governance arrangements are in place. Resilience and support being developed across business to support and enhance knowledge around council companies. Skills and experience being enhanced to deliver and support development, challenge and oversight. Work with one company to ensure long term support arrangements are put in place.		Risk reviewed 04/10/2023 - No changes

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)		Controls	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)		Mitigating actions (to address control issues)	Comments	Last updated			
		Probability	Impact					Probability	Impact						
L11 - Financial sustainability of third-party suppliers and contractors	The financial failure of a third party supplier and contractors results in the inability or reduced ability to deliver a service to customers or provide goods needed. A reduced supply market could also result in increased costs due to the council's' loss of competitive advantage.	3	4	12	Councillor A Nell	Shiraz Sheikh	Michael Sullivan	3	4	12	Creditsafe UK tool purchased to allow Procurement to carry out supplier credit checks when required. Service areas to ensure supplier suitability checks have been carried out prior to award of contract and hold meetings as required with suppliers to review higher risk areas and ensure risks are being managed. Reminders to be sent to all who have Procurement/Contract Management responsibility to regularly meet with key suppliers and partners to gain early understanding of any issues arising. Services areas to keep the key suppliers under regular check including running financial checks.	Creditsafe UK tool now operational Guidance is being developed for service areas to ensure that a contract management process is followed on a regular basis. This will include regular checks on Creditsafe UK to check on financial health; service areas will be advised to confirm that business continuity arrangements are in place and to seek evidence of regular reviews of this as part of the contract management process. Service areas to provide details of all current contracts to Procurement to enable analysis of third party spend to identify and risk assess key suppliers and contractors and to identify areas of duplication of costs.	Risk Reviewed 04/10/23 - Comments updated		
	Reduced resilience and business continuity														
	Increased complaints and/or customer dissatisfaction														
	Increased costs and/or financial exposure to the Council due to having to cover costs or provide service due to failure of third party supplier of contractor														
L12 - Corporate Governance - Failure of corporate governance leads to negative impact on service delivery and implementation of major projects providing value to customers	Threat to service delivery and performance if good management practices and controls are not adhered to.	4	4	16	Councillor S Dallimore	Stephen Hinds	Shiraz Sheikh	3	3	9	The Annual Governance Statement was produced and has been published and approved by the Audit, Accounts and Risk Committee. The Corporate Governance Assurance Group continues to map governance processes to ensure visibility and to refresh them.		Risk reviewed on 29/09/23 - No changes		
	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 council.														
	Inability to support Council's democratic functions / obligations (e.g. return to physical public meetings and public access to meetings).														
	Elements of the COVID-19 response and recovery work may be compromised, delayed or not taken forwards.														

Name and Description of risk	Potential impact	Inherent (gross) risk level (before Controls)		Controls	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)		Mitigating actions (to address control issues)	Comments	Last updated
		Probability	Impact Rating					Probability	Impact Rating			
L13 - Monitoring and management of Major Infrastructure Projects and Programmes - Failure to properly manage and monitor the various residual Oxfordshire Housing and Growth Deal infrastructure projects.	Failure to actively manage the various Infrastructure Projects and Programmes, particularly in relation to those being delivered by Oxfordshire County Council, could lead to delays or failure to deliver timely obligations, which could lead to HM Government holding back some or all of its funding, or requiring repayment. Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders	4	5	20 Need to establish appropriate officer and stakeholder governance structures to support effective programme delivery. Need to institute regular and effective dialogue with developers.	Councillor D Ford	Ian Boll	Robert Jolley	4	3	12 Establishment of appropriate officer and stakeholder governance structures to support effective programme delivery Institute regular and effective dialogue with developers		Risk reviewed on 03/10/23 - No changes
L14 - Workforce Strategy The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services	Limit our ability to recruit, retain and develop staff Impact on our ability to deliver high quality services Overreliance on temporary staff Additional training and development costs	3	4	12 Analysis of workforce data and on-going monitoring of issues. Key staff in post to address risks (e.g. strategic HR business partners) Weekly Vacancy Management process in place Ongoing service redesign will set out long term service requirements	Councillor S Dallimore	Yvonne Rees	Claire Cox	3	4	12 There are indications that specific service areas are beginning to experience recruitment difficulties for professional roles. HR is working with the relevant directors to consider alternative resourcing methods. Development of new L&D strategy, including apprenticeships. Development of relevant workforce plans. Development of specific recruitment and retention strategies. It is planned for CDC to develop a framework that suits the needs of all services ensuring that the Council has access to a much wider pool of staffing agencies at competitive rates. The new IT system has been implemented to improve our workforce data and continues to be develop to improve our ability to interrogate and access key data (ongoing) in order to inform workforce strategies.		Risk reviewed on 29/09/2023 - No changes

Cherwell District Council

Executive

6 November 2023

Relocation of CDC administrative headquarters from Bodicote House to Castle Quay

Report of Corporate Director of Resources

This report is public

An exempt version of this report and the exempt appendix, restricted by virtue of paragraph 3 of Schedule 12A of Local Government Act are included as a separate agenda item

Purpose of report

This report seeks approval of the Business Case to commence work on the project of relocating the Council's administrative headquarters from Bodicote House to Castle Quay

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the Business Case for the relocation of the Council Offices from Bodicote House to Castle Quay.
- 1.2 To delegate authority to the Corporate Director of Resources, in consultation with the Portfolio Holder for Property, to initiate a project to relocate the administrative offices of the Council to Castle Quay
- 1.3 To recommend to the Council to approve an increase in the Capital Programme of £4.5m towards the delivery of this project in order to authorise expenditure for the project

2.0 Executive Summary

2.1 The Council has reviewed its existing office accommodation and has identified that it is no longer fit for purpose and to relocate to Castle Quay whilst creating high quality administrative facilities (including public meeting facilities) would provide the following:

- High quality administrative facilities, with greater accessibility for the public and partners with excellent public transport links
- Environmental benefits – better, more efficient facilities with improved transport links move us towards our net-zero ambitions

- Significant ongoing reductions relating to running costs and a further revenue savings from the additional cash available from the net capital receipt. (See part 2 report)
- The ability to release the Bodicote House site for redevelopment, releasing a brownfield site for much needed housing whilst generating significant capital receipts.

3.0 The Business Case

- 3.1 Cherwell District Council's main administrative office accommodation is located at Bodicote House. It has become apparent that due to the adoption of more agile working practices as a result of the Covid-19 pandemic, the current accommodation is both too large and is not fit for purpose to meet with the Council's needs for the future delivery of its services.
- 3.2 Banbury town centre has, along with the rest of the country, suffered a realignment of its retail offer due to online shopping. As a result, a significant amount of space has become available within Castle Quay. Consideration has therefore been given to relocating the Council's administrative headquarters into some of the vacant space as part of a wider regeneration project.
- 3.3 This Business Case has been developed along with the report recommending the sale of the Bodicote House site as monies from the sale will be required to fund the works to create the proposed new facilities at Castle Quay

Background Information

- 3.4 Bodicote House is currently in need of essential maintenance and refurbishment works, some of which has been deferred since discussions commenced around the future of the site several years ago. Since the Covid-19 pandemic, agile working has been more widely adopted, not only by CDC but a number of similar organisations and there is subsequently a better understanding of how this creates an improved work / life balance for many people.
- 3.5 Due to the changes in how people now work, as an organisation we require less space than we currently have. Bodicote House is therefore too large for what we require both now and, in the future, is in need of significant expenditure not just to maintain but to improve the facilities and currently affords office accommodation of an inferior quality to many of our contemporaries.
- 3.6 Should it be decided not to relocate and to retain Bodicote House, the works required include (but is not limited to) the following:
- Replacement Mechanical & Electrical systems
 - Replacement Heating
 - Replacement of windows
 - Boundary repairs
 - Statutory Improvements
 - Internal redecoration

- 3.7 It should be noted that these are predominantly remedial works rather than refurbishment of the office space and would be carried out whilst we are in occupation within the building, resulting in an element of disruption

Financial Appraisal (of recommended option)

- 3.8 For further information see exempt report.

4.0 Conclusions and Reasons for Recommendation

The Council has reviewed the existing office provision over a number of years, cumulating with this final review. It has been ascertained that the most economically advantageous provision of office accommodation would be to relocate to the Castle Quay Shopping Centre. Whilst this is financially the most appropriate provision of accommodation, it also aligns to the aspirations of creating a multi-use hub at Castle Quay, acting as a catalyst for the regeneration of Banbury Town Centre. The option also has the potential to redevelop the current Bodicote House site (see separate cover) and works towards the Council's environmental aspirations in enabling a more efficient office environment with greater public transport connectivity to the site

5.0 Alternative Options and Reasons for Rejection

A number of alternative options were considered and deemed to be less favourable than the recommendation herein, particularly from a financial perspective; these options and reasons for rejection are detailed at length in the accompanying Business Case, Appendix 1 (Exempt).

6.0 Implications

Financial and Resource Implications

- 6.1 See Exempt report

Comments checked by:

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

Legal Implications

- 6.6 See Exempt report

Comments checked by:

Shiraz Sheikh, Monitoring Officer and Assistant Director – Law and Governance
Shiraz.sheikh@cherwell-dc.gov.uk

Risk Implications

- 6.9 The Risk Implications are detailed within the Business Case in exempt appendix 1. It is noted that the project, through following the PRINCE 2 methodology, will have its own individual risk register and this will be reviewed by the Transformation Board.

Comments checked by :

Celia Prado-Teeling, Performance and Insight Team Leader
01295 221556, Celia.prado-teeling@cherwell-dc.gov.uk

Equalities and Inclusion Implications

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

Comments checked by :

Celia Prado-Teeling, Performance and Insight Team Leader
01295 221556, Celia.prado-teeling@cherwell-dc.gov.uk

Sustainability Implications

- 6.11 This report has positive implications for CDC in that, as a primary objective, it is looking to provide a more energy efficient workplace for the Council, aligned to better public transport links.

Comments checked by :

Ed Potter, Assistant Director Environmental Services
01295 221574, Ed.potter@cherwell-dc.gov.uk

7.0 Decision Information

Key Decision

Financial Threshold Met: Yes

Community Impact Threshold Met: Yes

Wards Affected

Adderbury, Bloxham and Bodicote
Banbury Cross and Neithrop

Links to Corporate Plan and Policy Framework

To provide offices that meet the needs of all staff both now and for the future in a sustainable and efficient way, taking into account hybrid working.

Lead Councillor

Cllr Eddie Reeves, Portfolio Holder for Property

Document Information

Appendix number and title

- Appendix 1, Business Case EXEMPT

Background papers

None

Report Author and contact details

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Cherwell District Council

Executive

6 November 2023

Sale of Bodicote House Site, White Post Road, Bodicote, OX15 4AA

Report of Corporate Director of Resources

This report is public

An exempt version of this report and the exempt appendices, restricted by virtue of paragraph 3 of Schedule 12A of Local Government Act are included as a separate agenda item

Purpose of Report

Bodicote House site has been marketed for sale, to facilitate the Council moving to new offices. The report seeks delegated authority and approval to enter into negotiations to agree the Heads of Terms.

1.0 Recommendations

The meeting is recommended:

- 1.1 To delegate authority to the Corporate Director of Resources in consultation with the Portfolio Holder for Property and the S151 Officer, to enter into negotiations to agree the Heads of Terms with Company C.

2.0 Introduction

- 2.1 The Council, as freehold owner, occupies the site as its HQ offices. The site, shown in Appendix 1, comprises c 8.2 acres and includes 3 main buildings, mature gardens, landscaping and car parking:
 - Bodicote House - a 3 storey office, including the Council Chamber annex, purpose built in 1970s.
 - Old Bodicote House a Grade II Listed building with adjoining Stables and storage/workshop outbuildings.
 - The Lodge gatehouse, comprising a two-bedroom cottage, currently vacant.
- 2.2 See exempt report.
- 2.3 Knight Frank, the Council's appointed property agents, produced a marketing recommendation report in October 2020. This was updated in May 2023 and they were subsequently engaged to market the property for sale. The freehold has been

offered for sale, with vacant possession to be given by March 2025, with best bids received on 2 October 2023.

- 2.5 83 active development companies and promoters were approached by Knight Frank, of which 8 requested to view the site during September 2023.
- 2.6 Topographical Survey and Heritage Reports were commissioned by the Council and provided to all potential bidders, together with all relevant property information.
- 2.7 The site includes two Grade II listed buildings and abuts the Bodicote Conservation Area. It lies within the built-up limits of the village. The Head of Development Management notes that Bodicote is a category 'A' village in the Cherwell Local Plan 2011-2031 which provides for minor development, infilling and conversions within built-up limits. In assessing whether proposals constitute acceptable 'minor development' the Plan requires regard to be given to the following criteria:
- the size of the village and the level of service provision
 - the site's context within the existing built environment
 - whether it is in keeping with the character and form of the village
 - its local landscape setting
 - careful consideration of the appropriate scale of development

He advises that the main considerations affecting the developable area are likely to be the setting of the Listed Buildings, the areas of strategic soft landscaping / biodiversity value at the site's periphery and significant trees worthy of protection. He is of the view that there is potential to sensitively convert the historic buildings and to accommodate some new development within the grounds but cannot provide more detailed comments without being consulted on proposed layouts. Adopted Local Plan policy would require 30% of the proposed housing to be affordable.

- 2.8 Council costs committed to date are c£40,000 plus VAT to include agents' fees, EPC certificates, and survey costs.
- 2.9 This report should be read in conjunction with the business case prepared in November 2023 for the relocation of the Council's main offices to an alternative site owned by the Council at Castle Quay, for which funds from the sale of Bodicote House will be required.
- 2.10 The subject site is no longer considered fit for purpose, the existing accommodation being of the wrong size for today's and anticipated future needs and hybrid working practices and will continue to be a significant drain on resources with high occupational costs as it reaches the end of its useful life.

3.0 Marketing Report Recommendation

- 3.1 See exempt report.

4.0 Recommendation

- 4.1 The meeting is recommended:

To delegate authority to the Corporate Director of Resources in consultation with the Portfolio Holder and the S151 Officer, to enter into negotiations to agree the Heads of Terms with Company C.

5.0 Conclusion and Reasons for Recommendations

- 5.1 The bid from Company C (the preferred bidder) offers the best value, meets the Councils affordable housing policy, offers the likelihood of achieving the highest density of units and obtaining planning permission for the redevelopment indicated in the bid. Company C are a regional developer, with a proven track record and have confirmed the purchase and development can be funded from existing resources and without the need to borrow funds.

6.0 Consultation

None

7.0 Alternative Options and Reasons for Rejection

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

Option 1: Do Nothing

- The property continues to be a significant cost to the Council.
- There is substantial excess space which is not well utilised and difficult to sublet.
- Surplus to requirement space will continue to need to be maintained for the duration of any occupation.
- Significant capital costs are required to maintain the building.

This option is therefore not considered a viable alternative.

Option 2: - Sale by Auction.

- This site is not considered appropriate for sale by Auction. Our retained agents have advised that a more favourable outcome would be obtained in the open market.

This option is therefore not considered a viable alternative.

Option 3: Sale and leaseback

- The Council could potentially stay as a tenant of the new purchaser whilst arrangements to move are finalised.
- It is considered that developers would not want the complication of having a sitting tenant, regardless of the income whilst working up their scheme.
- This type of sale could potentially rule out interested parties.
- Best Value considerations could be compromised and have an adverse effect on bids.
- This option would significantly increase the Council's outgoings for:
 - Rent
 - Rent for space not fully utilised.

- Costs of upkeep and long-term maintenance
This option is therefore not considered a viable alternative.

8.0 Implications

Financial and Resource Implications

8.1 See exempt report

Comments checked by:

Michael Furness, Assistant Director of Finance and S151,
01295 221845, Michael.Furness@cherwell-dc.gov.uk

Legal Implications

8.2 Contracts for sale conditional on planning permission are complex documents and the Heads of Terms needs careful negotiation to ensure the Council's position is fully protected. Safeguards need to be provided in the contract to ensure that best consideration under S123 LGA1972 is obtained, and these should be agreed in the Heads of Terms to avoid later difficulties. Due to existing leasehold interests, contracts should not be exchanged until there is certainty that vacant possession can be given on completion. Consideration should be given in relation to serving statutory notices in this respect as this could impact on timescales. It is recommended that advice is sought from Legal at an early stage of the negotiation of the Heads of Terms to ensure that the relevant protections are put in place.

Comments checked by:

Rachel O'Shaughnessy Solicitor Law and Governance
01295 221997, Rachel.Oshaughnessy@cherwell-dc.gov.uk

Risk Implications

8.3 There are no significant risks arising directly from this report. Any strategic risks arising through the development of this project will be managed corporately and any local operational risks will be managed within the service area.

Comments checked by:

Celia Prado-Teeling, Performance & Insight Team Leader,
01295 221556, Celia.Prado-Teeling@Cherwell-DC.gov.uk

Equalities and Inclusion Implications

8.4 There are no equalities issues arising directly from this report, the proposal has been developed in line with the commitments established in our Equalities, Diversity and Inclusion Framework.

Comments checked by:

Celia Prado-Teeling, Performance & Insight Team Leader,
01295 221556, Celia.Prado-Teeling@Cherwell-DC.gov.uk

Sustainability Implications

- 8.5.1 There are no sustainability implications relating to issuing Heads of Terms with the intention of entering into negotiations to agree the Heads of Terms.

Comments checked by:

Jo Miskin, Climate Action Manager, Environmental Services, 07900 227103

Jo.Miskin@cherwell-dc.gov.uk

9.0 Decision Information

Key Decision Yes

Financial Threshold Met: Yes

Community Impact Threshold Met: n/a

Wards Affected

Adderbury, Bloxham and Bodicote Ward

Links to Corporate Plan and Policy Framework

To provide offices that meet the needs of all staff both now and for the future in a sustainable and efficient way, taking into account hybrid working.

To obtain best value for any sale of assets.

Lead Councillor

Cllr Eddie Reeves, Portfolio Holder for Property

Document Information

Appendix number and title

- Appendix 1, EXEMPT
- Appendix 2, EXEMPT
- Appendix 3, EXEMPT

Background papers

None

Report Author and contact details

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