

23 December 2024

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OVERVIEW AND SCRUTINY COMMITTEE

You are summoned to a meeting of the Overview and Scrutiny Committee which will be held in Committee Room 1, Council Offices, Woodgreen, Witney, Oxfordshire OX28 1NB on **Wednesday, 8 January 2025 at 5.30 pm.**



Giles Hughes
Chief Executive

To: Members of the Overview and Scrutiny Committee

Councillors: Andrew Beaney (Chair), Joy Aitman (Vice-Chair), Thomas Ashby, Adam Clements, Julian Cooper, Steve Cosier, Genny Early, Natalie King, Liz Leffman, Nick Leverton, Dan Levy, Andrew Lyon, Paul Marsh, Stuart McCarroll, Michele Mead, Elizabeth Poskitt, Carl Rylett, Sandra Simpson, Ruth Smith, Alistair Wray, Liam Walker, Mark Walker and Alex Wilson

Recording of Proceedings – The law allows the public proceedings of Council, Executive, and Committee Meetings to be recorded, which includes filming as well as audio-recording. Photography is also permitted. By participating in this meeting, you are consenting to be filmed.

As a matter of courtesy, if you intend to record any part of the proceedings please let the Democratic Services officers know prior to the start of the meeting.

AGENDA

1. **Apologies for Absence and Temporary Appointments**
To receive any apologies for absence and temporary appointments.
The quorum for the Committee is 6 Members.
2. **Declarations of Interest**
To receive any declarations from Members of the Committee on any items to be considered at the meeting.
3. **Minutes of Previous Meeting (Pages 5 - 12)**
To approve the minutes of the meeting held on 4 December 2024.
4. **Chair's announcements**
To receive any announcements from the Chair of the Overview and Scrutiny Committee.
5. **Participation of the Public**
To receive any submissions from members of the public, in accordance with the Council's Rules of Procedure, anyone who lives in the district or who pays council tax or business rates to the Council is eligible to read a statement or express an opinion at this meeting. You can register to speak by sending your written submission of no more than 750 words to democratic.services@westoxon.gov.uk by no later than 10.00am on the working day before the meeting.
6. **Registered Provider Discussion: Sovereign Housing Association**
Purpose
To receive a presentation from Sovereign Housing Association.

Recommendation
That the Overview and Scrutiny Committee resolves to:
 1. Note the presentation.
 2. Agree any recommendations it wishes to submit to the Executive on 15 January 2025.
7. **Affordable Housing Delivery Update (Pages 13 - 28)**
Purpose
This report provides an update on delivery against the corporate priority of delivering more affordable homes across the district, particularly social rented homes. This report sets out key information on the delivery of affordable housing to date and the future plans to intervene in the market in order to boost the supply of social rented accommodation.

Recommendation
That the Overview and Scrutiny Committee resolves to:
 1. Agree any recommendations it wishes to submit to the Executive on 15 January 2025.

8. **Waste and Environmental Services Review (Pages 29 - 36)**

Purpose

To provide an update on the review of the waste and environmental services contract with Ubico and to outline the proposed Oxfordshire Waste and Environmental Services (WESP) Transformation Programme.

Recommendation:

That the Overview and Scrutiny Committee resolves to:

- I. Agree any recommendations it wishes to submit to the Executive on 15 January 2025.

9. **Report back on recommendations (Pages 37 - 38)**

For the Committee to note the Executive's response to any recommendations arising from the previous Overview and Scrutiny Committee meeting.

10. **Committee Work Programme (Pages 39 - 42)**

Purpose:

To provide the Committee with an updated Work Programme for 2024/25.

Recommendation:

That the Committee notes and comments on the work programme.

11. **Executive Work Programme (Pages 43 - 52)**

Purpose:

To give the Committee the opportunity to comment on the Executive Work Programme.

Recommendation:

That the Committee agrees which items on the Executive Work Programme should be subject to pre-decision scrutiny and the priority order of those items.

12. **Exclusion of the Press and Public**

If the Overview and Scrutiny Committee wishes to exclude the press and public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, it will be necessary for the Committee to pass a resolution in accordance with the provisions of the Paragraph 4(2)(b) of the Local Authorities ((Executive Arrangements) Access to Information) (England) Regulations 2012 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972.

13. **Waste and Environmental Services Review - Exempt Annex A (Pages 53 - 134)**

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WEST OXFORDSHIRE DISTRICT COUNCIL

Minutes of the meeting of the **Overview and Scrutiny Committee**

Held in the Council Chamber, Council Offices, Woodgreen, Witney, Oxfordshire OX28 1NB
at 5.30 pm on **Wednesday, 4 December 2024**

PRESENT

Councillors: Andrew Beaney (Chair), Joy Aitman (Vice-Chair), Thomas Ashby, Adam Clements, Steve Cosier, Genny Early, Natalie King, Nick Leverton, Andrew Lyon, Paul Marsh, Stuart McCarroll, Michele Mead, Elizabeth Poskitt, Carl Rylett, Ruth Smith, Alistair Wray, Liam Walker, Alex Wilson, David Jackson and Rosie Pearson

Officers: Andrew Brown (Head of Democratic and Electoral Services), Andrea McCaskie (Director of Governance), Simon Anthony (Business Manager, Environmental Services), Alison Borrett (Senior Performance Analyst), Chris Hargraves (Head of Planning), Ana Prelici (Senior Democratic Services Officer) Andrew Thomson (Lead Planning Policy & Implementation) and Christine Elsasser (Interim Democratic Services Officer)

Other Councillors in attendance: Lidia Arciszewska and Andy Graham

Guests: Beth Boughton (Manging Director, Ubico) and Mark Heath (Operations Director, Ubico)

67 Apologies for Absence and Temporary Appointments

Apologies for absence were received from Councillors Hugo Ashton, Julian Cooper, Liz Leffman, Dan Levy, Sandra Simpson, Mark Walker.

Councillor David Jackson substituted for Councillor Liz Leffman and Councillor Rosie Pearson substituted for Councillor Sandra Simpson.

Councillor Thomas Ashby left the meeting at 19:12.

Councillor Natalie King left the meeting at 19:20.

68 Declarations of Interest

There were no declarations of interest received from Members of the Committee.

69 Minutes of Previous Meeting

Councillor Alex Wilson proposed that the minutes of the previous meeting, held on Wednesday 6 November 2024, be approved by the Committee as a true and accurate record.

This was seconded by Councillor Michele Mead, was put to a vote and it was unanimously agreed by the Committee.

RESOLVED: The Committee approved the minutes of the meeting held on 6 November 2024.

70 Chair's announcements

The Chair welcomed Members to the meeting and explained what to do in case of a fire and any further procedure rules.

71 Participation of the Public

There was no participation of the public.

72 Ubico Business Plan 2025-26 (presentation)

The Managing Director of Ubico provided a Presentation on Business Plan engagement.

A presentation that contained the five pillars on Ubico's business plan engagement was shared and included elements of staff engagement, operational performance goals including benchmarking, reduction of climate emissions, waste reduction measures and business innovation.

The following points and suggestions were noted by the Committee:

- The choice of using HVO as a fossil fuel alternative was an issue that the Council needed to decide.
- The collection of bio-plastics was also a further option for the Council to consider and how to collect these items could be discussed further.
- In terms using proactive measures and emailing the Council to explain why a street was missed during rubbish/recycling collections, the issue would be discussed with Officers as the data did exist but it was a case of how to find an efficient way to get that information through from the Ubico back office and then communicated to the Council.
- Reduction of pesticide usage and targets was again a Council decision and there was ongoing work around looking for partners to see what new alternatives came to the market that could reduce pesticide use.
- Information was provided on cross boundaries for waste/recycle vehicles which was provided in conjunction with Council costs, achievements and performance. Pilot projects were underway to increase information around fleet management and to ensure unit costs/bin etc. could be provided.

Ubico did have staff issues of long term sickness which meant that there were agency staff in place and this created a loss in knowledge at times. To solve the issue, teams were made up of a mixture of experienced and temporary staff. There were not many vacancies; however, Ubico were looking to build a pool of staff to cover holiday and sickness and have spare drivers. The sickness issues were not around work related injuries or work related and were around mental health and stress.

- Changes of bin collection rounds and collection of data were underway and more information would be available in February.
- In terms of emergency plans, areas not provided with service due to acclimate weather conditions were being constantly surveyed to see when access could be provided and service reinstated. Work would be done with Publica colleagues to ensure any areas that consistently encountered issues could be proactively dealt with.
- Glass recycling and heavy bin (due to uncollected bins) communication was mixed and Councillors requested clarity. Ubico would look into this matter. Members welcomed this as there was general confusion around glass recycling and it was confirmed that residents should separate glass from other recycling accordingly in the appropriate collection bin.
- Technology around bar codes was expensive and the INCAB system could provide similar information but it would take longer as it was a manual process. Ubico would take this way and consider possible options.
- Ubico was updated on changing central government regulation and meeting with Officers on a regular basis to discuss what needed to be done.

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RESOLVED that the Committee noted the report and it was agreed that there would be the following recommendation to the Executive on 11 December 2024:

1. That the Council asks that Ubico reviews its policy on the use of pesticides and herbicides.
2. That the Council asks that Ubico reviews the content of the HVO (hydrogenated vegetable oil) fuel to assess whether it contains palm oil.
3. That the Council asks that Ubico reviews flood support and emergency plans in areas with frequent flooding to address provisions for missed bin collections in the instance of flooding.
4. That the Council considers how it communicates with its residents on how to recycle glass, for instance by including this information in the council tax leaflet.

73 Waste Fleet Purchase Delegation

Simon Anthony, Business Manager, Environmental Services presented the report that was to consider the proposal outlined in the report to procure new waste fleet vehicles and the associated infrastructure for any electric vehicles.

The waste service had thirty-five frontline collection vehicles with most of these approaching the end of their life. The paper asked the Executive to consider the purchase of four vehicle and to delegate the purchase or lease of a further six vehicles. This would make the procurement of the vehicles smoother and would allow for better management of the Council's Capital Programme.

Without reliable replacements, the vehicles, and therefore the service, would become unstable and could result in service disruption and additional costs relating to repairs and maintenance. Waste was the only council provided service that most residents use each week, having an unreliable vehicle fleet will lead to reputational damage and could lead to significant impact on residents.

A Member/Officer Steering Group met on 17 July and determined that the following vehicles are due for renewal:

- 4 x Food Waste Vehicles 7.5te and retain one of the existing fleet as a spare;
- 1 x 7.5te vehicle with bin lift for ultra narrow access collections;
- 2 x 26te vehicles used across both refuse and garden waste collections;
- 3 x supervisor vans.

The depots would also require substantial upgrades to accommodate the capacity for the EVs and the costs of those were outlined to Members.

The following points and suggestions were noted by the Committee:

- As the report had already gone through to Executive, the report was presented to enable full transparency of the delegation of the decision.
- The depot had a fully green tariff and solar panels or renewable energies would be an ideal situation; however, there was limited and restrictive grant funding. The Council would need to decide how far they go with EV usage in future.
- The procurement would begin in the new year and depending on the vehicle, it would be a six-nine month lead time to receiving the vehicle. All vehicles would be owned by the Council and leased to Ubico, which was standard practice. Hydrogen was not currently being considered as an alternative; however, it could be considered in future if available.

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- Supervisors checked missed bins, processed container returns and managed the crews which made them an essential part of the service.
- Members welcomed the phased purchases proposed in the report which made sense to be a delegated decision.
- It was felt that availability of the narrow vehicle was critical and most of the missed bins currently were due to lack of these; Officers confirmed that this was the key focus of the current dashboard.
- Savings were forecast from the tariff information and best available information and was currently marginal.
- New regulations from central government were still be worked out and the vehicles in the report would be needed in all scenarios and a report would come back to the Committee on Waste Strategy at a later date.
- There was a plan to install six EV charge points by Christmas and further works would include the substation and a programme of works, dependent on the purchase of the two HGVs.

RESOLVED that the Committee noted the report and it was agreed that there were no recommendations to the Executive on 11 December 2024.

74 Local Plan Annual Monitoring Report

The Lead Planning and Implementation Officer presented the report that considered the Council's Local Plan Annual Monitoring Report for the period 2024-2025.

Under current planning legislation, the Council was required to produce an Annual Monitoring Report (AMR). The main purpose of the AMR was to monitor the implementation of adopted Local Plan policies but it must also include information on the following:

- Progress of the Local Plan and any other related documents against agreed timetables;
- Neighbourhood Planning;
- The Community Infrastructure Levy (CIL) where this has been introduced;
- And how the Council has fulfilled its obligations under the Duty to Co-Operate.

The AMR must be made available on the Council's website, at its main offices and at any other appropriate locations. The Council's most recently published AMR covered the two-year period 1st April 2023 – 31st March 2024. The new draft AMR for 2023 – 2024 was attached at Annex A and the key points of interest were summarised in Section two of the report and included: Local Plan Progress, Salt Garden Village Area Acton Plan, Supplementary Planning Documents, Neighbouring Planning, Community Infrastructure Levy, Duty to Co-Operate, Implementation of Local Plan Policies, Overall Strategy, Providing New Homes, Sustainable Economic Growth, Transport and Movement and Environmental and Heritage Assets.

The following points and suggestions were noted by the Committee:

- In table 10, column 2 provided the allocation for the sites and the appeals that were determined which increased the number of dwellings on those sites. Those would be updated on the 5 Year Land Supply Housing Statement. The Local Plan projected the numbers in column 3 were how many were anticipated to have been built on the site.
- Discussion with partners was ongoing around the County Wide Statement on Common Ground.

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- The Heritage at Risk Register information was derived from the Heritage England website would need to be considered when commenting on the suitability of the Botley West Solar Farm.
- It was explained that there had been an imposition on Grampian conditions on new developments coming forward to ensure no dwellings were occupied before the identified sewage treatment works upgrades had been undertaken. The infrastructure required was contained in the infrastructure delivery plan and required partnership working with Thames Water.
- The issue in West Oxfordshire was that allocated larger sites had proved complex and therefore had undermined delivery and trajectory; these were the issues that West Oxford faced and not land banking.
- In regard to issues with sewage and Thames Water, any work would need to be done within the revised Local Plan through the Infrastructure Delivery Plan to ensure proactively and resilience with partners. It was also suggested flooding should also be dealt with in a more responsive ways and it was requested that a more concerted effort in the report needed to be included in the report next year. It was also requested that independent assessments from the community could influence a range of indicators and it was confirmed those would be looked at further for the next report.
- It was questioned why sewage was not mentioned as a pollutant and needed to be reflected as a contributor in the report.
- In regards to the Community Infrastructure Levy, a consultation on the draft charging was underway; however, there was no timetable for the examination and without a date programmed for that Officers could not commit to timeline. It was believed it would early next year at the very least.
- The housing supply could be increased through approving more development sites through the Local Plan. There have been some appealed decisions that have granted approval for development. There were some completions due and the position does fluctuate from year to year and positions need to be reviewed regularly.
- In terms of affordable housing, a survey and viability assessment were being undertaken to determine whether the policy would be amended for the district.
- The Strategic Housing Team were working on evidence of the emerging Local Plan and to rebase the requirement and traveller accommodation would be added to the next report.

Thanks were given to Officers for the report by the Committee.

RESOLVED that the Committee noted the report and it was agreed that there were no recommendations to the Executive on 11 December 2024.

75 Service Performance Report 2024-25 Quarter Two

The Senior Performance Analyst presented the report that provided details of the Council's operational performance at the end of 2024-25 Quarter Two (Q2).

Progress on actions in the Corporate Plan for Q2 were contained in the report.

The Council Priority highlight report was attached at Annex A with an overview of progress against all actions in the Corporate Plan is attached at Annex B.

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Overall, the Council's performance for the quarter had been largely positive, with notable progress in Percentage of FOI requests answered within 20 days and the percentage of Planning Appeals allowed. Planning Determination Times, Gym Memberships, and Land Charges Response Times remained high. Additionally, Customer Satisfaction continued to be strong, with the Council topping the Gov Metric league table in July and August. However, the Number of Affordable

Homes delivered and Income Achieved in Planning are showing negative trends.

A full report was attached at Annex C and should be looked at in conjunction with this report. As previously agreed, where possible, broader benchmarking had been included in the full performance report to gain a more robust and insightful evaluation of performance. Where benchmarking data was not currently available or outdated, this is noted, and further investigations will be undertaken to look at options.

It was suggested that next time the report was presented in Quarter three, Members could submit questions prior to the meeting.

The following points and suggestions were noted by the Committee:

- It was requested that future benchmarking be done against neighbouring Councils instead of those miles away; it was explained that the reasoning for the Councils chosen were due to using SIPFA guidance as they had pulled together and used over 40 metrics. Others would be added as requested.
- Members suggested that Data Hub be used to draw metrics which were useful. A discussion would take place with the service on this.
- The action tracker was down to Officers to fill in and in regards to what was meant by ongoing procurement an explanation would be provided from the service. An explanation would also be sought on what the ten feedback points were in regards to Parish Councillors.
- Community grants figures needed to be amended to £1000 mark.
- It was requested that EV points and active travel should not be lumped together and that was noted.
- The survey would be asked to confirm if a survey would go out in regards to the phone call service.

The Committee thanked Officers for the report.

RESOLVED that the Committee noted the report and it was agreed that there were no recommendations to the Executive on 11 December 2024.

76 Report back on recommendations

The report back on the recommendations from the Executive, from the previous meeting, was noted.

77 Committee Work Programme

The Executive Work Programme was noted.

It was requested that items such as the Ubico report should be Member Briefings in future rather than Overview and Scrutiny presentations.

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78 Executive Work Programme

It was noted that the Knight's Court report had been recently delayed and would now come to the Overview and Scrutiny Committee at pace with Executive; however, at the time of publication of this agenda that was not known and the current work plan would now reflect the change.

The Meeting closed at 7.39 pm

CHAIRMAN

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 <p>WEST OXFORDSHIRE DISTRICT COUNCIL</p>	<p>WEST OXFORDSHIRE DISTRICT COUNCIL</p>
<p>Name and date of Committee</p>	<p>EXECUTIVE MEETING – 15 January 2025</p>
<p>Subject</p>	<p>AFFORDABLE HOUSING DELIVERY UPDATE</p>
<p>Wards affected</p>	<p>All</p>
<p>Accountable member</p>	<p>Cllr Geoff Saul, Executive Member for Housing and Social Care Email: geoff.saul@westoxon.gov.uk</p>
<p>Accountable officer</p>	<p>Phil Martin, Director of Place Email: phil.martin@westoxon.gov.uk</p>
<p>Report author</p>	<p>Michael David, Housing Delivery Programme Manager Email: michael.david@westoxon.gov.uk</p>
<p>Summary/Purpose</p>	<p>This report provides an update on delivery against the corporate priority of delivering more affordable homes across the district, particularly social rented homes. This report sets out key information on the delivery of affordable housing to date and the future plans to intervene in the market in order to boost the supply of social rented accommodation.</p>
<p>Annexes</p>	<p>Annex A – Strategic Overview of Housing Intervention Annex B - Social Rent Performance Dashboard</p>
<p>Recommendation(s)</p>	<p>That the Executive I. Notes the report.</p>
<p>Corporate priorities</p>	<ul style="list-style-type: none"> • Putting Residents First • A Good Quality of Life for All • Working Together for West Oxfordshire
<p>Key Decision</p>	<ul style="list-style-type: none"> • No
<p>Exempt</p>	<ul style="list-style-type: none"> • No
<p>Consultees/ Consultation</p>	<ul style="list-style-type: none"> • Director of Place, Executive Member for Housing and Social Care, Finance and Legal

1. EXECUTIVE SUMMARY

- 1.1** This report provides an update to the Executive on the activity taking place to increase affordable housing delivery. Whilst no financial, legal or key decisions are required at this stage, this report sets the strategic backdrop to forthcoming projects.
- 1.2** The Council's waiting list is under considerable pressure currently due to housing demand for a number of reasons such as the high cost of housing across the district.
- 1.3** The continued use of S106 to delivery of social rented accommodation coupled with the development of strong working relationships with Registered Providers (RPs) and more interventionalist measures will help make a positive impact on reducing that pressure.
- 1.4** Officers are utilising Commuted sums, partnerships with RPs, Council assets, and financial investment to make a tangible impact on affordable housing delivery.
- 1.5** The lack of temporary accommodation bedspaces has now reached crisis point, with 78 households requiring temporary accommodation.
- 1.6** A minimum target of 30 additional bedspaces has now been set to help address this, however the aim is to deliver more where possible.
- 1.7** Whilst the planning system will deliver volume in terms of affordable housing, a strategic approach focusing on targeted interventions to deliver temporary accommodation and social rented homes is being adopted which will have a specific impact on the issues that the Council is currently facing.

2. BACKGROUND

- 2.1** The Council is committed to maximising the delivery of truly affordable homes across the district. This is an integral part of the corporate priority, 'enabling a good quality of life for all'. Corporate and Political leadership have reiterated just how important affordable housing delivery is, and this positive culture filters throughout the entire organisation.
- 2.2** This report provides an update on progress on delivery against the corporate priority and explores how we can identify ways to intervene in the housing market to deliver even more social rented homes.
- 2.3** It is important to acknowledge the significant housing pressure that the Council is under and how this challenge relates not only to the sheer number of people on the waiting list, but also the range of complex cases, urgent and multi-faceted issues that are associated with individuals on that list.
- 2.4** There is a body of evidence to demonstrate that social rents are the most affordable rents for households on median and lower quartile incomes. This constitutes truly affordable homes for this cohort and will have a greater impact on the waiting list.
- 2.5** Social rents are calculated by a government formula to keep rents significantly lower than market rents (typically 50% of market rents). This is in contrast to affordable rents, which are set at a maximum of 80% of market rents.

- 2.6 Social rented accommodation is usually secured through Section 106 planning agreements, however the volume of homes provided through this delivery route alone, is not sufficient to meet the demand for this particular tenure.
- 2.7 It is important to note that under the existing Local Plan, there is not a specific policy requirement for social rented accommodation. However, the new Local Plan, which is currently being prepared, will contain a new policy position on social rent, and will be based on a robust evidence base.
- 2.8 Additional social rented homes have been secured outside of the base policy requirement by utilising the evidence base to date, and good negotiation skills by the responsible officer. A new Local Plan policy will strengthen the negotiating position and support the delivery of social rented accommodation.
- 2.9 Historical delivery through the conventional Section 106 route has performed well, with the Council delivery out-performing the Strategic Housing Market Assessment (SHMA) target between 2019/20 and 2022/23.
- 2.10 This is particularly notable, since the introduction of the 2018 adopted Local plan, and was due to a mix of change in policy, market confidence and new Homes England (HE) funding.
- 2.11 Due to previous under-performance, the overall average falls just under the 274 SHMA target at 260 affordable homes.
- 2.12 However, the same delivery mechanisms will only maintain performance. A more interventionist approach is required to significantly enable more affordable homes, particularly social rented homes, over and above existing delivery. This is critical to making an impact on the waiting list.

3. INTERVENTIONIST DELIVERY

- 3.1 The Diagram at Annex A illustrates various ways that the Council are actively intervening in the housing market. There are a range of tools at our disposal, and a strategic approach has been adopted in regards their deployment to achieve the best outcomes. This report outlines the specific intervention projects under each sub-heading below.

Commuted Sums

- 3.2 Where the development industry cannot feasibly deliver affordable housing on-site, Payments for off-site contributions towards affordable housing in the district are collected by the infrastructure team as commuted sums. The Council has accumulated significant commuted sums which can be used as an enabling fund to support affordable housing projects within the district.
- 3.3 As of November 2024, the amount of commuted sums available totalled £3.36m, with the earliest spend by date December 2025.
- 3.4 The following table illustrates the detail of funds which are earmarked but not yet formally committed to specific projects. As and when these projects progress, the estimated spend will be confirmed and each project will go through a process to formally allocate the funds. However, at this stage, the information below is only indicative.

Table I – Estimated spend data and timescales

Earmarked Project	Estimated Spend	Estimated Timescales
'Community-led Housing'	£300,000	February 2025
Additional Temporary Accommodation via RP partnership	£258,000	June 2025
Extra Care Scheme	£600,000	October 2026
Housing in partnership with OCC and RPs	£350,000	October 2026
Earmarked Total	£1,508,000	
Total Fund Available	£3, 360,000	
Net funds remaining	£1,852,000	

- 3.5 The remainder of these funds (circa £1.8m) can be earmarked for further projects which may have longer lead-in periods including negotiation and planning phases of delivery.
- 3.6 These projects may include the re-development of the Council's land assets, however, on-going work on options appraisals will be brought to the Executive to dictate how this project will come forward.
- 3.7 To be truly interventionist with these Commuted Sum monies, we will seek efficient uses of those funds to deliver our corporate aims. Further plans include entering into joint venture arrangements with partner RP's to front-fund and support the viability of specific projects. This enables the money to work harder for us in partnership with a local delivery agent who may not be able to divest capital upfront. This mutually beneficial arrangement will be explored with a view to making commuted sums work efficiently to deliver additional affordable & social rented homes.

Registered Provider (RP) Delivery Partnerships

- 3.8 The Council regularly meets with several local housing associations (RP's) to discuss development plans, issues and key, strategic priorities for the Council. Officers work collaboratively with each RP to arrive at the optimum housing mix for each site, along with acting opportunistic to securing additional social rented homes through negotiation and strong professional relationships. These discussions currently happen on an individual basis because the information may be of an organisational or commercially sensitive nature. However, a more thematic conference or summit could potentially be considered in future.
- 3.9 The Council's current RP partners include:
- Cottsway Housing Association
 - Sovereign Network Group (SNG) *

- Orbit
- Green Square Accord (GSA)
- Aster Group
- Platform / New Living
- Stonewater
- South Oxfordshire Housing Association (SOHA)

*(Sovereign have been invited to attend the 8th Jan Overview and Scrutiny Committee to discuss newbuild delivery)

- 3.10** Where RP's successfully bid and receive external Grant from Homes England, the Council works with them to optimise the level of additionality social rented homes delivered. We also, seek opportunities for RP's to utilise their recycled capital grant funding (RCGF) within the Council.
- 3.11** Officers are looking to strengthen these strategic partnerships, and seek opportunities to undertake joint projects in future when they arise.
- 3.12** Partnerships in this context will include a range of arrangements which will be specific to each project. However, the objective of these partnerships will be to protect the Council's interests, realise mutual benefit and ultimately deliver the desired outcomes. WODC will continue to seek to external partnerships, across the public and private sectors, which delivers more affordable and social rented homes within the district.

Community-Led Partnerships

- 3.13** Good working relationships have been built with community-led organisations and community groups who have similar ambitions to deliver housing projects, as well as other valuable community assets. This is important local work within the community and the Council actively supports this sector.
- 3.14** A new steering group to oversee community-led and rural housing in Oxfordshire has now being established. The Future Oxfordshire Partnership has agreed to fund some staffing hours for the community- led housing service until March 2026.
- 3.15** There is continued engagement with the Department for Environment Food and Rural Affairs (DEFRA) at a national level on future provision of a rural housing enabling service across the country, but it is unlikely that we will know the outcome of this until the end of the initial pilot in March 2025.
- 3.16** As part of our intervention into this sector, it is recognised the importance of continuing to support community-led work and engage directly with community groups across the district. An example of this is how the Council have been engaging with the Chipping Norton Community Land Trust (CLT) which has been recently incorporated to help identify a potential site.

Bringing Empty Homes back into use

- 3.17 A potential source of new housing is bringing empty / disused houses back into use either by working closely with owners of the properties or actually buying the properties and carrying out the necessary renovations to then bring them back into use.
- 3.18 The Council's powers to make the owners of properties that are kept empty for various reasons is limited, however when opportunities do arise to work with local RPs such as in the case of properties on the Smith's Estate in Witney Officers act swiftly. On this occasion despite carrying out a financial appraisal to acquire the properties from a local RP and regular dialogue they did not wish to sell, however, the approach and interest from the Council accelerated the RP in repairing the vacant homes & bringing the properties back into use.
- 3.19 Whilst this was not the desired outcome, it still constituted a 'win' for the community in terms of reducing the blight of the unkept properties on that estate along with bringing the properties back into circulation to be let to people from our housing register.
- 3.20 Officers will continue to seek opportunities to acquire or lease vacant properties in strategic locations for temporary accommodation use.

District Council Land Assets

- 3.21 The District Council own's land holdings across the district and options regarding how this could be used in innovative ways to provide housing will be presented to the Executive in due course.

Knights Court, Oxford

- 3.22 A paper specifically on Knights Court will be presented to the Committee outlining various options and their associated feasibility in light of discussions with Oxford City Council and OX-Place.

Woodford Way, Witney

- 3.23 Work had been undertaken to review the car parking capacity of the Woodford Way car park and other car parks in Witney. Following a detailed study, the car park is well used and is approximately at 80% capacity.
- 3.24 The review identified that there is some capacity at the multi-storey Marriotts car park, which is at approximately 43% capacity currently, with the majority of the available spaces being on the top two floors.
- 3.25 Capacity could potentially be utilised on the top floors of Marriotts multi-storey car park however, this may not be deemed as convenient as single-level car parking so we cannot accurately model the true level of take-up due to driver preference.
- 3.26 Whilst work continues on exploring other parking options, a paper was brought to the Executive to explore the potential for re-development of part or all the car park as a housing site.
- 3.27 Three housing options were appraised, Market sale, Social rented and mixed tenure schemes. All of which took account of a reduced parking requirement, development values achievable on the site and the potential for affordable/social rented accommodation.

- 3.28** Further work is being carried out to model commuted sum contributions into the next iteration of development appraisals to illustrate how we can increase the number of social rented houses. Work will also be undertaken to model the impact of additional funding being made available to maximise the number of socially rented houses on the site.

Rockhill, Chipping Norton

- 3.29** Engagement with the newly incorporated Chipping Norton CLT explored the potential re-development of Rockhill site. Officers are currently looking into the planning implications of developing this site.

Langford Rural Exception Scheme

- 3.30** Rural Exception schemes (RES) are an important intervention into the local housing mix as they provide affordable homes for local people, enabling them to remain in the communities, they often grew-up in. For this reason, we are actively reviewing options for a RES on our own landholding in Langford.
- 3.31** RES schemes notoriously have longer-lead-in time and take a long time to deliver, we will therefore maintain activity on these schemes to ensure we are delivering for our rural communities.

WODC investment / enabling finance

- 3.32** Other examples of interventionist approaches that are being adopted include working with finance colleagues and housing/resident services to financially appraise the purchase of properties on the market for temporary accommodation.
- 3.33** To date Officers have identified a number of potentially suitable properties that were either on the open market or about to be marketed and have undertaken outline business cases to assess the viability of them. Although the condition of the properties has not made these business cases viable to date, we continue to learn and refine how we directly invest in local properties as we see this as a key tool to support our interventionist approach.
- 3.34** We will act on creative and opportunistic initiatives like these to be truly interventionist in the housing market and to increase our stock of affordable homes and emergency accommodation. From a financial perspective, this approach offers a number of benefits and will help the Council to avoid the increasing costs of placing people in B&B or hostels.

4. TEMPORARY ACCOMMODATION

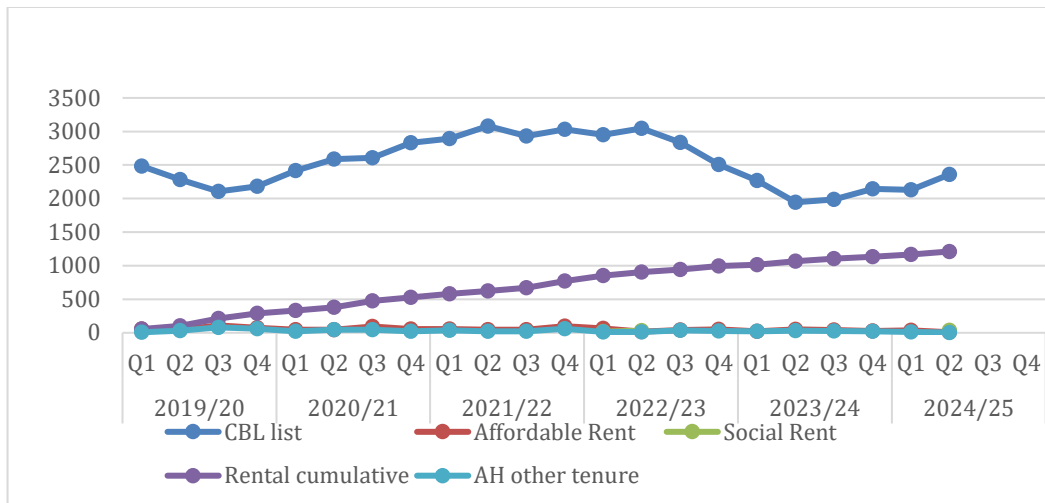
- 4.1** Analysing long-term trends in temporary accommodation use, it has been noted that there are usually around 50 – 60 households in some form of emergency accommodation on average at one time. This predominately comprises of single men, with a smaller number of single females.
- 4.2** Currently the Council has 22 bedspaces available for emergency and temporary accommodation use. These are the Old Courthouse, in Witney and Horse Fair House, in Chipping Norton.

- 4.3 Over the past 12 months demand has risen to approx. 80 households requiring temporary accommodation, however it has spiked to a high of 100 households at times with additional pressure coming from families needing housing support.
- 4.4 The lack of temporary accommodation bedspaces in relation to demand has now reached crisis point and we need to intervene to address this.
- 4.5 To meet the consistent level of baseline demand from single persons, The Council is actively seeking to purchase and convert existing properties that can meet the longer-term need for single people / 1 bed use.
- 4.6 A minimum target has been set to deliver 30 additional bedspaces to meet the minimum requirement over the long-term.
- 4.7 The Council will also be considering the benefits of commissioning new build, and / or purpose-built accommodation within sustainable town centre locations. This would ensure high quality standards and strategic location of the new build property. We will simultaneously employ both the acquisition and newbuild/purpose-built approaches to increase long-term housing stock options.
- 4.8 The delivery of the target of 30 additional bedspaces should predominantly be provided within the district to ensure that the locations are accessible, easily managed/maintained and sustainable in terms of transport links and travel options. This is a particularly important consideration for families with young children who need to access to schools, clubs and local amenities.
- 4.9 However, bedspaces may be considered outside of the district for single individuals with no children, providing that the project has access to suitable amenities and transport links.

5. AFFORDABLE HOUSING DELIVERY

- 5.1 A review of affordable housing delivery over the past 5 years has been undertaken to see what effect this has had on the waiting list. The following chart illustrates the various forms of Affordable Housing Delivery individually, but it also plots the supply of rented homes cumulatively across the 5-year period.

Figure 1 - Affordable housing delivery trends over time



- 5.2** The graph above clearly shows an increasing level of rented accommodation which is denoted by the purple line. However, this has not had a correspondingly linear reduction of people on the waiting list. There may be several reasons for this including the increasing gap between local rents and income/earnings, hidden households, increased relationship breakdowns and the aftermath of the pandemic. Further analysis may be able to break this down further.
- 5.3** A period between Q2 2022/23 and Q2 2023/24 shows a more direct relationship between an increase in rented accommodation and reduction in people on the waiting list. A more detailed breakdown of that period will provide some further explanation for this.
- 5.4** It is important to note that the delivery of 17 social rented homes in Q1 and 34 social rented homes in Q2 2022/23 had a direct impact on the number of people on the Choice Based Lettings (CBL) waiting list in the following quarters. On that basis, the delivery of additional social rented homes is critical to reducing the increasing pressure on the waiting list.
- 5.5** Good partnership working with individual Registered Providers (RP's) and Homes England (HE) has enabled grant funding to be directed to additional social rented homes on existing sites or further phases of planned developments. This process of securing grant-funded, additional social rented homes is referred to as 'additionality'.
- 5.6** Some schemes have been enabled through detailed negotiations with developers and RP's to bring forward additional social rented units. This demonstrates partnership working alongside RP's without additional grant
- 5.7** The following table illustrates the current pipeline of additionality (secured either through grant or negotiation) over a 2-year period.

Table 2 - Property pipeline

RP Partner	Scheme	Social rented homes Forecasted	Delivery Timescales
Cottsway	Swinbrook Road, Carteton	2	Jun'24
Platform	Milestone Rd, Carterton	99	Sep'24 - Mar '25
Cottsway	St Marys, Witney	30	Sep'24
Orbit	Oxford Rd, Enstone	15	Oct-Nov'24
Stonewat	Cote Rd, Aston	24	Mar - May'25
Cottsway	Brize Meadows, Carterton (additional units)	23	Mar'25 - Jun'26
Cottsway	Bliss Brassey & Wilkins, Hailey Av, Chipping Ntn	10	Jun'25
Cottsway	Ryegrass, Woodstock	37	Dec'25
	Grand Total	240	Jun'24 to Dec'25

5.8 The current delivery to date totals 76 social rented homes, and the table below outlines where these are located -

Table 3 – Breakdown of social rented homes across the district to date.

RP Partner	Scheme	Social rented homes Delivered
Cottsway	Swinbrook Road, Carterton	2
Platform	Milestone Rd, Carterton	34
Cottsway	St Marys, Witney	30
Orbit	Oxford Rd, Enstone	10
TOTAL		76

6. ALTERNATIVE OPTIONS

6.1 None

7. CONCLUSIONS

7.1 More social rented homes are needed in West Oxfordshire to have a positive impact on the waiting list. The Council has is using a wide range of 'tools' to deliver more social rented homes, including RP partnerships, direct investment, our property & assets coupled with the playing a more interventionist role in the housing market.

7.2 Temporary Accommodation is also urgently needed to reduce the pressure on the homeless service. A minimum baseline target of 30 bedspaces has been set and key acquisitions are being pursued to address this.

8. FINANCIAL IMPLICATIONS

8.1 There are no direct financial implications associated with the report, however future reports on schemes such as Knights Court will provide detailed cost information.

9. LEGAL IMPLICATIONS

9.1 There are no direct legal implications associated with the report, however the legal implications of potential future schemes along with the acquisition of properties directly or indirectly will be considered and presented in future reports.

10. RISK ASSESSMENT

10.1 The data in the report highlights that insufficient housing, whether that be social rented, affordable housing or temporary accommodation presents a significant risk to the Council from both a financial and reputational perspective, therefore the activities outlined in the body of the report are crucial to mitigate these. The strong pipeline of social rented homes and introduction of the target for temporary accommodation reinforces the Council's commitment to supporting individuals and families who have housing needs.

10.2 Clearly if progress on affordable housing delivery were to cease or drastically reduce, there would be an increased risk of escalating housing demand, higher rates of homelessness and an overall lower quality of life.

10.3 The Council recognises the risks associated with housing delivery and potential impact on many households in the district and will be closely monitoring / managing associated activities and will provide regular updates on the direction of travel regarding affordable housing and continued drive to deliver more affordable homes through productive partnerships.

11. EQUALITIES IMPACT

11.1 An Equalities Impact Assessment is not required

12. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

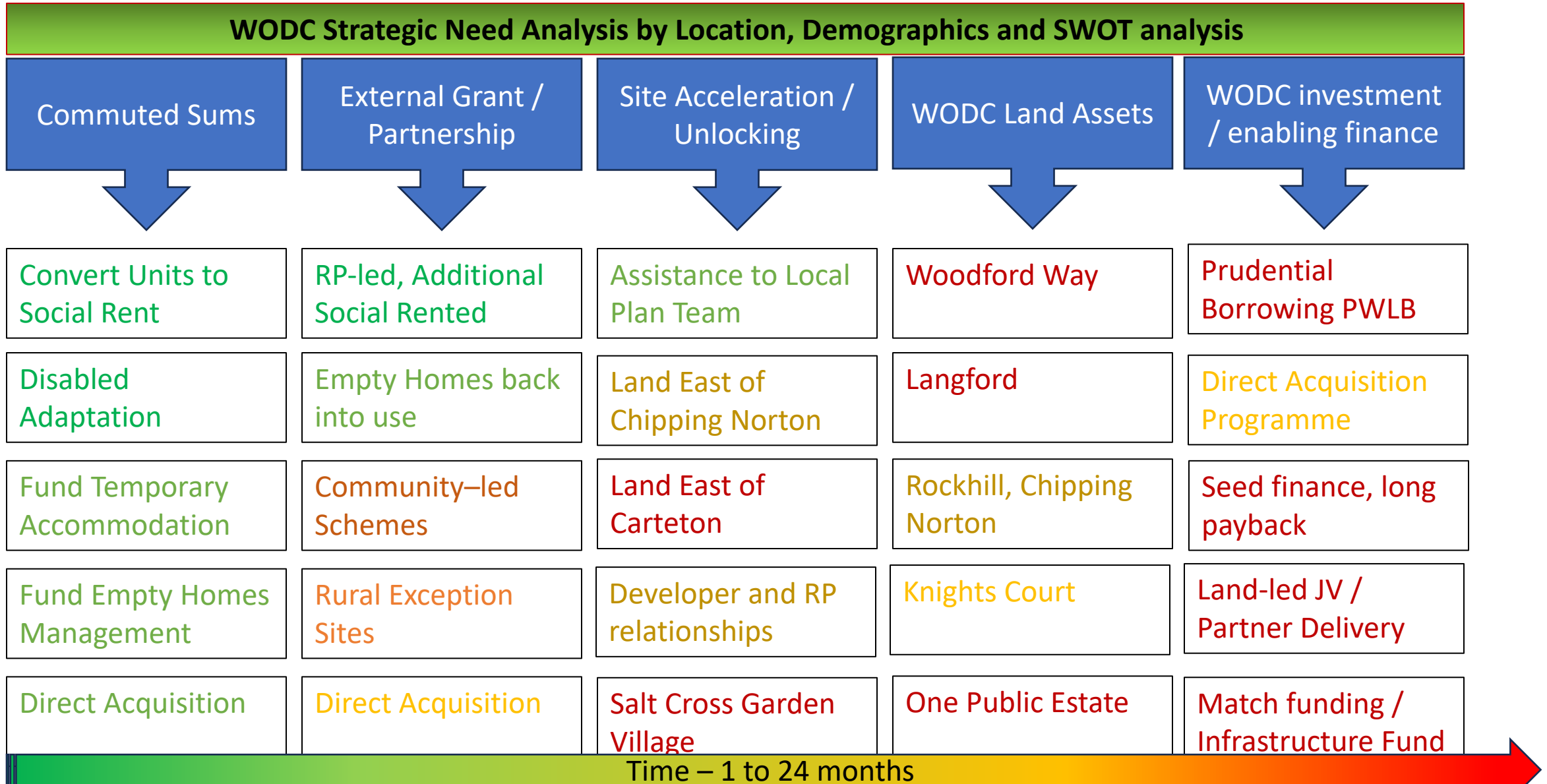
12.1 None

13. BACKGROUND PAPERS

13.1 None

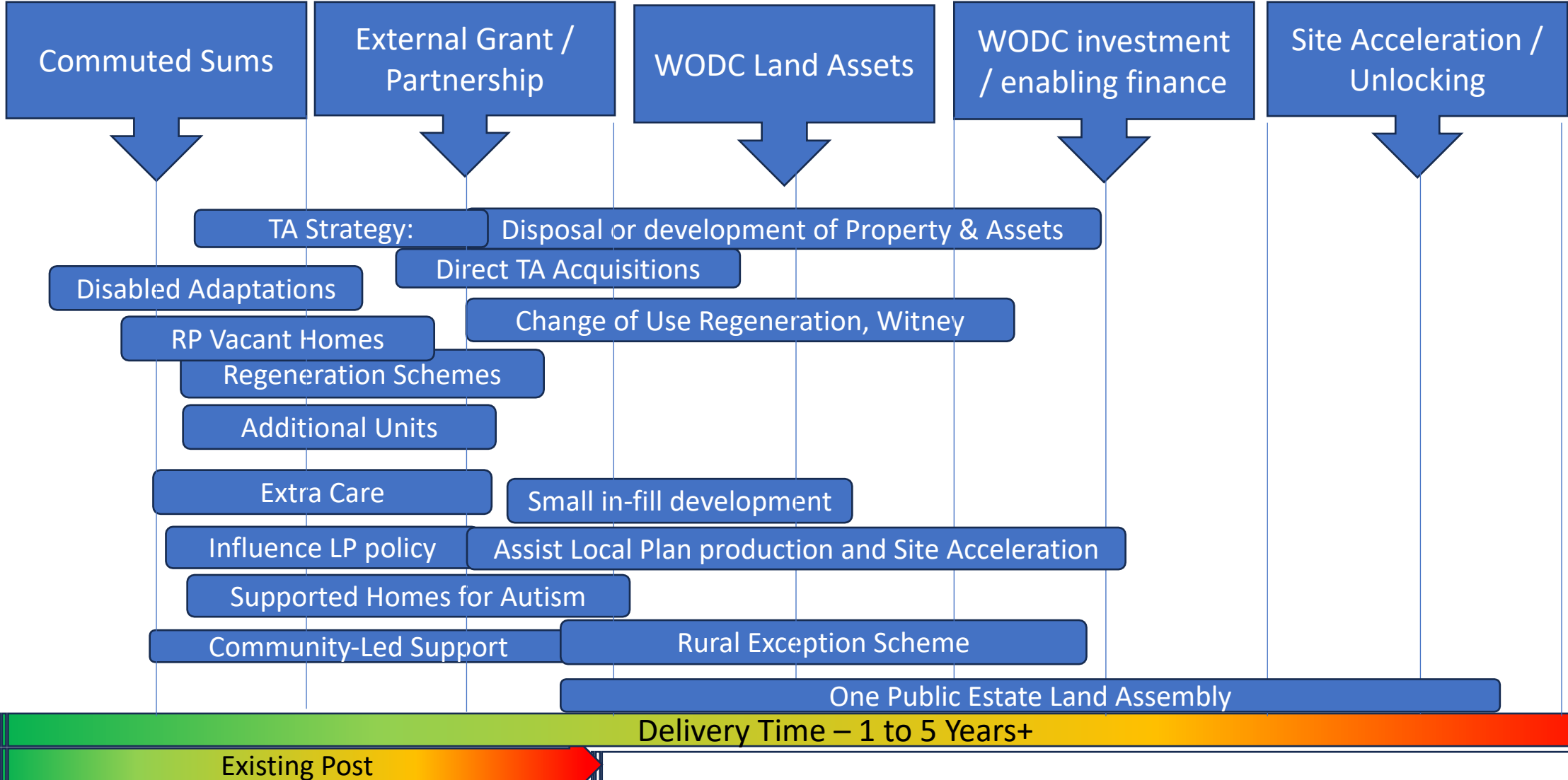
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STRATEGIC OVERVIEW OF AFFORDABLE HOUSING INTERVENTION



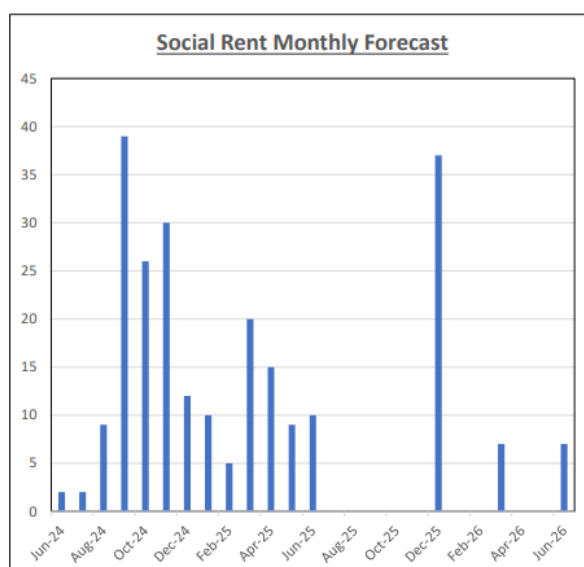
STRATEGIC OVERVIEW OF AFFORDABLE HOUSING INTERVENTION

WODC Strategic Need Analysis by Location, Demographics and SWOT analysis




Social Rent Delivery Dashboard

Month	Social Rent Delivered	Social Rent Forecast	Scheme Name & Notes
May-24	0	0	
Jun-24	2	2	Swinbrook Road, Carteton
Jul-24	2	2	Milestone Rd, Carterton
Aug-24	9	9	9 at Milestone Rd, Carterton
Sep-24	39	39	30 at St Marys, Witney & 9 at Milestone Rd, 16 at Milestone Rd, Carterton and 10 at
Oct-24	26	26	Enstone
Nov-24	0	30	25 at Milestone Road, Carterton and 5 at Enstone
Dec-24	0	12	12 at Milestone Rd,
Jan-25	0	10	10 at Milestone Rd
Feb-25	0	5	5 at Milestone Rd
Mar-25	0	20	3 at Cote Rd, Aston; 11 at Milestone Rd, 6 at Brize Meadow, East Carterton (additional)
Apr-25	0	15	12 at Cote Rd, Aston, 3 at Brize Meadow, East Carterton (additional units)
May-25	0	9	9 at Cote Rd, Aston
Jun-25	0	10	Bliss Brassey Wilkins, Chipping Norton
Jul-25	0	0	N/A
Aug-25	0	0	N/A
Sep-25	0	0	N/A
Oct-25	0	0	N/A
Nov-25	0	0	N/A
Dec-25	0	37	37 at Ryegrass, Woodstock
Jan-26	0	0	N/A
Feb-26	0	0	N/A
Mar-26	0	7	7 at Brize Meadow, East Carterton (additional)
Apr-26	0	0	N/A
May-26			
Jun-26		7	7 at Brize Meadow, East Carterton (additional)
Totals	78	240	



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 <p>WEST OXFORDSHIRE DISTRICT COUNCIL</p>	<p>WEST OXFORDSHIRE DISTRICT COUNCIL</p>
<p>Name and date of Committee</p>	<p>EXECUTIVE – 15 JANUARY 2025</p>
<p>Subject</p>	<p>WASTE AND ENVIRONMENTAL SERVICES REVIEW</p>
<p>Wards affected</p>	<p>All</p>
<p>Accountable member</p>	<p>Cllr Lidia Arciszewska - Executive Member for Environment Email: lidia.arciszewska@westoxon.gov.uk</p>
<p>Accountable officer</p>	<p>Bill Oddy, Assistant Director Commercial Development Email: bill.oddy@publicagroup.uk</p>
<p>Summary/Purpose</p>	<p>To update the Executive on the review of the waste and environmental services contract with Ubico and to outline the proposed Oxfordshire Waste and Environmental Services (WESP) Transformation Programme</p>
<p>Annex</p>	<p>Annex A - Service Review Report (Confidential)</p>
<p>Recommendations</p>	<p>That the Executive resolves to consider any comments or recommendations from The Overview and Scrutiny Committee meeting on the 8 January 2025, and recommends to Council to:</p> <ol style="list-style-type: none"> 1. Note the content of the report and the Activist Service Review Report, attached as Annex A; and 2. Agree to extend the waste and environmental services contract with Ubico to March 2027 (circa £9m per annum); and 3. Agree to undertake a detailed review of all waste and environmental services provided by Ubico; and 4. Agree to inform Ubico of the potential to varying the contract from April 2026 or earlier by mutual consent; and 5. Delegate Authority to the Council’s Director of Finance, in consultation with the Assistant Director Commercial Development, to extend the contract with Ubico and to negotiate any variations to the contract; and <p>That the Executive resolves to:</p> <ol style="list-style-type: none"> 6. Endorse and support the principle of ‘Working Collaboratively’ in the future with other local authorities in Oxfordshire on environmental and waste services; and 7. Agree to support the creation of The Oxfordshire Waste and Environmental Services Transformation Programme and delegate authority to Assistant Director Commercial Development, in consultation with the Executive Member for Environment, to

	<p>negotiate and agree the governance framework for the programme, and the associated programme plan; and</p> <p>8. Appoint the Executive Member for Environment to be the Council's lead Member for the Oxfordshire Waste and Environmental Services Transformation Programme and the Assistant Director Commercial Development to be the Council's Lead Officer; and</p> <p>9. Allocate £150,000 from the Council Priority Fund to support The Oxfordshire Waste and Environmental Services Transformation Programme in 2025/26; and</p> <p>10. Request that Officers report back to the Executive Transformation Group and the Executive Member for Environment periodically on progress with the Waste and Environmental Services Transformation Programme.</p>
Corporate priorities	<ul style="list-style-type: none"> • Putting Residents First • Enabling a Good Quality of Life for All • Creating a Better Environment for People and Wildlife • Responding to the Climate and Ecological Emergency • Working Together for West Oxfordshire
Key Decision	Yes
Exempt	Annex A
Consultees/ Consultation	<p>The following people have all been consulted on this report and the detail contained within:</p> <ul style="list-style-type: none"> • Councillor Lidia Arciszewska • Councillor Alaric Smith • Senior Council, Publica, and Ubico Officers

I. BACKGROUND

I.1 This report covers a number of waste and environmental services related areas including:

- The contract the Council has with Ubico Limited to provide waste and environmental services; and
- The proposed Oxfordshire Waste and Environmental Services Transformation Programme

The contract the Council has with Ubico Limited to provide waste and environmental services

- I.2 West Oxfordshire District Council along with Cotswold District Council, Forest of Dean District Council and five other Gloucestershire local authorities are shareholders in Ubico Limited, a Teckal company designed and created to deliver waste and environmental services.
- I.3 The Teckal model allows for a greater level of flexibility within the contract. Ubico delivers services on behalf of the Council at a price which reflects the actual cost of service provision but in doing so holds no assets, and so the depots it operates from (Station Lane and Downs Road in Witney), the vehicles it uses to perform the services and the waste and recycling containers which are provided to residents and businesses, are all owned or leased by the council. This ensures that the shareholders have full control over high value expenditure.
- I.4 The Council's current 2024-25 contract with Ubico costs £8,933,592 and delivers the following services:
- Domestic waste & recycling collections (refuse, recycling, food & garden waste)
 - Business waste and recycling collections
 - Street cleansing
 - Grounds maintenance
 - Bulky waste collections
 - Dog warden service
 - Waste container deliveries
 - Fairs and markets
- I.5 The Council faces significant financial challenges and the costs of delivering the waste and recycling service has risen by £1.5M (21%) over the last few years. During this period, significant service improvements have been made by Ubico including a reduction in missed collections of 25%. In addition, a significant number of new dwellings have been built across the district and an aging vehicle fleet and the associated repairs, maintenance, and hire costs have added to these costs. This is against a backdrop of general inflation (wage, fuel, vehicle repairs etc) as well as delivering service savings, increased growth in paid for products, and savings from

the new dry mixed recycling recycling contract, approved by the Executive in September 2024.

- I.6 In February 2023, the Executive and Council approved extending the Ubico contract by two years, from 1 April 2024 until 31 March 2026. The decision in 2023 to extend the contract was based on the following benefits:
- It provided Ubico and WODC with certainty over the contract for two more years
 - It avoided the costs of setting up a new contract with a commercial service provider
 - It provided a period of time for Ubico to demonstrate support to the Council in identifying and delivering service improvements and efficiency measures to help address the financial pressures it faces.
- I.7 The Council can only extend the current contract by a further year and must inform Ubico of its intentions by 31 March 2025. Because Ubico is a Teckal company, The Council could directly award a new contract when the current one expires. The Council has now reached a point where it needs to determine how it wants to provide waste and environmental services in the futures and who it wants to commission to provide these.
- I.8 The Council has three realistic options for future service delivery to consider:
- Outsourcing the contract to a private sector contractor
 - Continuing to deliver the services with Ubico
 - Explore alternative service delivery models.
- I.9 In partnership with Cherwell District Council and Oxford City Council, The Council commissioned Activist to undertake a review of these service options, the report is contained at Annex A.
- I.10 The report concludes that the Council is well placed to take an evolutionary approach to how it provides its waste and environmental services over the next few years.
- I.11 The report outlines the opportunity to work collaboratively with other District Councils in Oxfordshire in the future as well as Oxfordshire County Council in its capacity as the Waste Disposal Authority for the county. The report also confirms that there is an appetite to work collaboratively in Oxfordshire across a range of waste and environmental services.
- I.12 The District and City Councils in Oxfordshire are Waste Collection Authorities (WCA) and Oxfordshire County Council is the Waste Disposal Authority (WDA).
- I.13 Each of the WCA's has different contract arrangements in place to collect waste and dispose of recycling material. All domestic residual (refuse) waste is disposed of at Ardley Energy Recovery Facility. The table below outlines who provides the service for the WCA's and the type of recycling service they provide, all other waste services (Refuse, Food, Green) are the same.

AUTHORITY	WASTE SERVICE PROVIDER	TYPE OF RECYCLING SERVICE
Cherwell	In-House	Fully Co-mingled

Oxford City	Oxford Direct Services (ODC) Limited / Oxford Direct Services Trading Limited	Fully Co-mingled
South Oxfordshire	Biffa	Fully Co-mingled
Vale of the White Horse	Biffa	Fully Co-mingled
West Oxfordshire	Ubico Limited	Fully Co-mingled Separated glass

- I.14 Although this looks like a complex contractual picture; Cherwell, Oxford City and West Oxfordshire’s contracts are much easier to vary because they are either with a Teckal company they own, or the majority of services are in-house. At the same time South Oxfordshire and Vale of the White Horse Council’s currently have an outsourced contract with Biffa that comes to an end in 2026. The current arrangement across the county provide an opportunity to review how waste collection services could be delivered over the next year in Oxfordshire as part of the proposed Oxfordshire Waste and Environmental Services Transformation Programme.
- I.15 Based on the findings in the report, it is proposed that the current contract with Ubico is extended to March 2027 (Recommendation (2)). At the same time, the contract allows the Council to give Ubico “Reasonable written notice” to change the service as part of the Annual Review (Recommendation (4)). Over the next year a review of the services provided by Ubico will be undertaken as part of the proposed Oxfordshire Waste and Environmental Services Transformation Programme to determine the most appropriate service delivery model(s). Detailed business cases will be commissioned for each service area to determine the most appropriate option.
- I.16 In order to undertake work on this scale, the Council will need to invest in a transformation programme as well as working with Ubico to determine the optimum roadmap. The proposed establishment of an Oxfordshire Waste and Environmental Services Transformation Programme would be the vehicle to deliver the service reviews and potential change.

The Oxfordshire Waste and Environmental Services Transformation Programme

- I.17 Over the last year officers from local authorities in Oxfordshire have worked collaboratively on several waste and environmental services related projects including:
- Commissioning the Activist Service Review
 - Undertaking a Discovery on waste container management
 - Completing a joint dry mixed recycling procurement process
 - Completing a joint recycled glass procurement process
 - Undertake a commercial waste pilot (ongoing)
 - Initial discussions around grounds maintenance and biodiversity.
- I.18 This work has demonstrated the value of working more collaboratively and the Activist report outlines the potential financial and non-financial benefits of a more

joined up approach across Oxfordshire to waste management and environmental services.

- I.19 One of the biggest challenges to delivering this work over the last year has been capacity, and in some cases the capability to deliver these projects. There is no doubt that the delivery of a programme across waste and environmental services will require resources and is an “Invest to save and improve” programme.
- I.20 A programme of this scale will require robust and clear governance to ensure the risks are managed and the benefits are realised. A governance framework for the programme will need to be prepared as part of the programme mobilisation.
- I.21 An emerging list of short, medium, and long-term projects has been developed and prioritised and this will form the basis of The Oxfordshire Waste and Environmental Services Transformation Programme. Early estimates indicate that the financial benefits are circa £3m a year for West Oxfordshire, Cherwell and Oxford City Councils’, this is likely to increase if other Authorities join the programme . The Activist report recommends this evolutionary approach and also outlines the potential financial and non-financial benefits.
- I.22 A significant benefit for the Council of collaborating with local authorities in Oxfordshire is that there is already a collaborative partnership called The Oxfordshire Resources & Waste Partnership (ORWP). This includes all the District Councils and Oxfordshire County Council (OCC) with each authority financially supporting the work of ORWP. The current disposal arrangements for both residual and recycling material in the county have been in place since 2012. There are now discussions about reviewing these, where legal contracts allow, in light of the financial implications, pending legislation, and emerging desire to adopt a circular economy in the county to support all of the local authorities' ambitions to be net zero. This provides a very significant medium-term opportunity for the County, one that does not exist for the Council with the Ubico Shareholder Councils in Gloucestershire and Gloucestershire County Council.
- I.23 In addition, in November, the Government announced new “[Simpler Recycling in England](#)” arrangements. The new default requirement for most households and workplaces will be 4 containers for:
- residual (non-recyclable) waste
 - food waste (mixed with garden waste if appropriate)
 - paper and card
 - all other dry recyclable materials (plastic, metal and glass)
- I.24 Simplier Recycling provides a financial risk but also a strategic opportunity for authorities in Oxfordshire to collaborate and deliver the proposed changes through The Oxfordshire Waste and Environmental Services Transformation Programme.

2. FINANCIAL IMPLICATIONS

- 2.1 The current Ubico contract budget is £8,933,592 in 2024-25, this compares to £7,361,462 in 2022-23, an uplift of over £1.5m (21%). The main drivers of this are:
- A significant number of new dwellings have been built across the district

- An aging vehicle fleet and the associated repairs, maintenance, and hire costs
- General inflation including wages and fuel^{2.2} An extension of the waste and environmental services contract with Ubico to March

2027 will mean a similar figure (circa £9m per annum) will be included in the 2025/26 and 2026/27 budgets.

2.3 The proposed Invest to save, and improve, programme, in the form of The Oxfordshire Waste and Environmental Services Transformation Programme, provides the Council, and other local authorities in Oxfordshire, with a very significant financial opportunity, estimated to be circa £3m.

2.4 Alongside work on the programme plan, a resource plan will be developed, this will be the vehicle to deliver the transformation and change that is required. For a programme of this type, there will a need for:

- A dedicated core team to manage the programme and support decision-makers
- The close involvement of service, accountancy and legal specialists
- Engagement and communication specialists, with a focus on partnership building
- Specialist advice and challenge for joint procurement and shared service projects.

2.5 Ideally, the main programme resources should be in-house, with external support limited to specialist advice or to add capacity. Care should be taken in ensuring that the workload of in-house specialists can accommodate work on the programme, backfilling where necessary. The core team should ideally be seconded from among the prospective partners. The initial estimate of the cost of the programme for each authority of £150,000 a year for two years should be treated as a provisional estimate that should be refined further as the work programme is developed and refined.

3. LEGAL IMPLICATIONS

3.1 The Council has a statutory responsibility to collect refuse, recycling and food waste. The proposed extension of the contract to 2027 ensures that there is the necessary provision in place.

3.2 Some of the services Ubico provide may be the subject of contract variation, the process for this is outlined in the service contract.

3.3 The Council and the proposed Oxfordshire Waste and Environmental Services Transformation Programme will require legal support to ensure the legal implications are carefully considered.

4. RISK ASSESSMENT

4.1 The Council does not have the option of simply stopping the majority of these functions, so needs to continue delivering them directly or through a third party.

4.2 Doing nothing is not considered to be an option given the increase in costs outlined in the report. Clearly there are significant risks to the Council if they do not explore a more collaborative approach to delivering waste and environmental services with Oxfordshire local authorities given the potential benefits outlined in the Activist report.

4.3 A robust governance and risk management framework will be implemented as part of the Oxfordshire Waste and Environmental Services Transformation Programme.

5. EQUALITIES IMPACT

None associated with this report.

1. CLIMATE CHANGE IMPLICATIONS

6.1 The benefits associated with the recommendations are outlined in the report and the Activist report in Appendix A.

6.2 A Sustainability Impact Assessment will be completed as part of the mobilisation of the proposed Oxfordshire Waste and Environmental Services Transformation Programme governance framework.

7. ALTERNATIVE OPTIONS

7.1 The Council could choose to tender the contract for some, or all of the services provided by Ubico from April 2026. However, there would be additional unbudgeted one-off costs of circa £250,000 to prepare the comprehensive service specifications and conduct the necessary procurement process. In addition, there is no guarantee that a private sector contractor would provide a more cost-effective solution given the legislative changes, including Simpler Recycling, being implemented over the next few years. This option does not provide the flexibility the Council needs and is likely to inflate the cost of the contract.

7.2 The Council could negotiate a new contract with Ubico with the aim of reducing the contract sum. This would mean a significant reduction in service standards and/or services. Many of the non-statutory services provide an income for the Council to offset the revenue costs so stopping or reducing them would have a negative impact on the overall financial position.

8. BACKGROUND PAPERS

None



Executive response to recommendations on from the Overview and Scrutiny Committee on 4 December 2024

Item 6. Ubico Business Plan 2025-26

Recommendation and response

Recommendation	Agree (Y / N)	Comment	Responsible Executive Member	Lead Officer
1. That the Executive asks that Ubico reviews its policy on the use of pesticides and herbicides.		The Executive will consider these recommendations as part of the Ubico Business Plan 2025-26, which is on the Forward Plan for the Executive meeting on 12 March 2025.	Cllr Lidia Arciszewska, Executive Member for the Environment	Simon Anthony, Business Manager for Contracts and Waste
2. That the Executive asks that Ubico reviews the content of the HVO (hydrogenated vegetable oil) fuel to assess whether it contains palm oil.			Cllr Lidia Arciszewska, Executive Member for the Environment	Simon Anthony, Business Manager for Contracts and Waste
3. That the Executive asks that Ubico reviews flood support and emergency plans in areas with frequent flooding to address provisions for missed bin collections in the instance of flooding.			Cllr Lidia Arciszewska, Executive Member for the Environment	Simon Anthony, Business Manager for Contracts and Waste
4. That the Executive considers how it communicates with its residents on how to recycle glass, for instance by including this information in the council tax leaflet.			Cllr Lidia Arciszewska, Executive Member for the Environment	Simon Anthony, Business Manager for Contracts and Waste

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WEST OXFORDSHIRE
DISTRICT COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME
23 DECEMBER 2024 – 24 JANUARY 2025

Overview and Scrutiny Committee

The Council currently operates the Strong Leader and Executive form of governance. The Council has appointed one Overview and Scrutiny Committee which has the power to investigate Executive decisions and any other matters relevant to the district and its people, making recommendations to the Council, Executive or any other Committee or Sub-Committee of the Council. Overview and Scrutiny has an important role in holding the Executive to account and in contributing to policy development.

The Overview and Scrutiny Committee operates a work plan which is agreed annually but provides for flexibility to enable the Committee to respond to emerging issues or priorities. The work plan will include a mix of Executive reports that have been selected for pre-decision scrutiny, and reports on other Council services, topics or issues which have been specifically requested by the Overview and Scrutiny Committee. In setting and reviewing its work plan, the Committee will be mindful of the constraints of the organisation and may prioritise based on the following considerations (TOPIC criteria):

Timeliness: Is it timely to consider this issue?

Organisational priority: Is it a Council priority?

Public Interest: Is it of significant public interest?

Influence: Can Scrutiny have meaningful influence?

Cost: Does it involve a high level of expenditure, income or savings?

Call in

The Overview and Scrutiny Committee will consider any “call-in” of an executive decision that has been made but not yet implemented. This enables the Committee to consider whether the decision made is appropriate given all relevant information (but not because it would have made a different decision). It may recommend that the Executive, an Executive Member or the Council should reconsider the decision.

Item	Executive Member	Lead Officer
Wednesday, 8 January 2025		
Registered Provider Discussion: Sovereign Housing Association	Executive Member for Housing and Social Care - Cllr Geoff Saul	Michael David, Housing Delivery Programme Manager michael.david@westoxon.gov.uk
Affordable Housing Delivery Update	Executive Member for Housing and Social Care - Cllr Geoff Saul	Michael David, Housing Delivery Programme Manager michael.david@westoxon.gov.uk
Waste and Environmental Services Review	Executive Member for Environment - Cllr Lidia Arciszewska	Bill Oddy, Assistant Director for Commercial Development Bill.Oddy@publicagroup.uk
Wednesday, 5 February 2025		
Budget 2025 – 2026	Executive Member for Finance - Cllr Alaric Smith	Madhu Richards, Director of Finance madhu.richards@westoxon.gov.uk
Knights Court Business Case	Executive Member for Housing and Social Care - Cllr Geoff Saul	Andrew Turner, Business Manager - Assets and Council Priorities andrew.turner@publicagroup.uk
Wednesday, 5 March 2025		
Community Grants	Executive Member for Stronger, Healthy Communities - Cllr Rachel Crouch	Janine Sparrowhawk, Community Funding Officer Janine.Sparrowhawk@westoxon.gov.uk
Community Safety Partnership	Executive Member for Stronger, Healthy Communities - Cllr Rachel Crouch	Emmylou Brossard, Safer Communities Officer Emmylou.Brossard@westoxon.gov.uk

The Nature Recovery Plan	Executive Member for Climate Action and Nature Recovery - Cllr Andrew Prosser	Hannah Kenyon, Climate Change Manager hannah.kenyon@westoxon.gov.uk
Climate Change Strategy	Executive Member for Climate Action and Nature Recovery - Cllr Andrew Prosser	Hannah Kenyon, Climate Change Manager hannah.kenyon@westoxon.gov.uk
West Oxfordshire Local Plan 2041 – Preferred Options Consultation	Executive Member for Planning - Cllr Hugo Ashton	Chris Hargraves, Head of Planning chris.hargraves@westoxon.gov.uk
Service Performance Report 2024-25 Quarter Three	Leader of the Council - Cllr Andy Graham	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk
Financial Performance Report 2024-25 Quarter Three	Executive Member for Finance - Cllr Alaric Smith	Madhu Richards, Director of Finance madhu.richards@westoxon.gov.uk
Wednesday, 16 April 2025 - no items currently scheduled		
June 2025 - Date TBC		
Supporting market town and village centres	Deputy Leader of the Council and Executive Member for Economic Development - Cllr Duncan Enright	Sam Stronach, Economic Development Manager Sam.Stronach@westoxon.gov.uk

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WEST OXFORDSHIRE
DISTRICT COUNCIL

EXECUTIVE WORK PROGRAMME
INCORPORATING NOTICE OF DECISIONS PROPOSED TO BE TAKEN IN PRIVATE
SESSION AND NOTICE OF INTENTION TO MAKE A KEY DECISION
1 DECEMBER 2024 – 31 MARCH 2025

By virtue of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, local authorities are required to publish a notice setting out the key executive decisions that will be taken at least 28 days before such decisions are to be taken. The Regulations also require notice to be given of any matter where it is proposed that the public will be excluded during consideration of the matter.

This Forward Plan incorporates both of these requirements. In the interests of transparency, it also aims to include details of those items to be debated by the Executive that relate to either policy/budget formulation, matters which will be subject to a recommendation to the Council, and other matters due to be considered by the Executive. This programme covers a period of four months, and will be updated on a monthly basis. The timings of items may be subject to change.

It should be noted that although a date not less than 28 clear days after the date of this notice is given in each case, it is possible that matters may be rescheduled to a date which is different from that given provided, in the cases of key decisions and matters to be considered in private, that the 28 day notice has been given. In this regard, please note that agendas and reports for meetings of the Executive are made available on the Council's website at www.westoxon.gov.uk/meetings five working days in advance of the meeting in question. Please also note that the agendas for meetings of the Executive will also incorporate a necessary further notice which is required to be given in relation to matters likely to be considered with the public excluded.

There are circumstances where a key decision can be taken, or a matter may be considered in private, even though the 28 clear days' notice has not been given. If that happens, notice of the matter and the reasons will be published on the council's website, and available from the Council Offices, Woodgreen, Witney, Oxfordshire OX28 1NB.

Key Decisions

The Regulations define a key decision as an executive decision which is likely –

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates; or*
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the authority'.*

The Council has decided that a cost or saving of an amount greater than £150,000 is necessary to constitute expenditure or savings which are significant for the purposes of this definition.

Please note that if a matter is approved by the Council following a recommendation from the Executive, that decision will not be a key decision.

Matters To Be Considered in Private

The great majority of matters considered by the Council's Executive are considered in 'open session' when the public have the right to attend.

However, some matters are considered with the public excluded. The public may only be excluded if a resolution is passed to exclude them. The grounds for exclusion are limited to situations where confidential or exempt information may be disclosed to the public if present and, in most cases involving exempt information, where in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information. The definitions of these are set out in the Council's Constitution.

Documents and Queries

Copies of, or extracts from, documents listed in the programme and any which subsequently become available are (subject to any prohibition or restriction on their disclosure), obtainable from the following, and this contact information may also be used for any queries.

Democratic Services – Email: democratic.services@westoxon.gov.uk Tel: 01993 861000.

West Oxfordshire District Council: Executive Members 2024/25

Name of Councillor	Title and Areas of Responsibility
Andy Graham (Leader)	Leader of the Council: Overview of all Executive Portfolios; Policy Framework; Town and Parish Council Engagement; Council Plan; Strategic Partnerships (including Pan Regional Partnership, Future Oxfordshire, South East Councils and OXLEP); Oxfordshire Leaders; Publica and Partnerships Authorities and Ubico; Democratic Services; Communications; Legal Services; Counter Fraud; Emergency Planning; Assets of Community Value, Customer Services.
Duncan Enright (Deputy Leader)	Economic Development: Economic Development; Business Development; Visitor Economy; Town and Village Regeneration; Customer Services.
Alaric Smith	Finance: Finance & Management; Council Tax and Benefits; Asset Management; South West Audit Partnership; Performance Management; Capital Investment Strategy; Strategic Housing Investment; Financial Aspects of Major Projects; Customer Services.
Hugo Ashton	Planning: Local Plan; Government Planning Policies and Guidance; Development Management; Ensuring Planning Policies meet 2030 Requirements; Customer Services.
Tim Sumner	Leisure and Major Projects: ; Conservation and Historic Environment; Leisure Provision (including Swimming Pools); Culture and Heritage; Public Art; Agile Working; Car Parking; Customer Services.
Rachel Crouch	Stronger, Healthy Communities: Voluntary Sector Engagement; Health and Safety; Community and Public Health; Refugee Resettlement Programme; Young People; Equality and Diversity; Customer Services.
Geoff Saul	Housing and Social Care: Housing Allocations; Homelessness; Provision of Affordable Homes; Sheltered Housing Accommodation; Safeguarding – Community Safety Partnership; Crime and Disorder; Neighbourhood Policing; Scrutiny of Police and Crime Commissioner, Customer Services.
Lidia Arciszewska	Environment: •Flood Alleviation/Natural Flood Management and Sewage; Environmental Partnerships – WASP and Evenlode; North East Cotswold Cluster; Waste Collection and Recycling; Landscape and Biodiversity; Air Quality; Land Use, Food Production and Farming; Street Scene (Cleansing, Litter and Grounds Maintenance); Customer Services.
Andrew Prosser	Climate Action and Nature Recovery: Energy Advice; Renewable Energy and RetroFit Investment; Biodiversity (Across the District); Carbon Neutral by 2030; Fossil Fuel Dependence Reduction; Local, National and County Liaison on Climate Change; Electric Vehicle (EV) Charging Rollout, Customer Services.

For further information about the above and all members of the Council please see www.westoxon.gov.uk/councillors

Item for Decision	Key Decision (Yes / No)	Open or Exempt	Decision – Maker	Date of Decision	Executive Member	Lead Officer
11 December 2024						
Local Plan Annual Monitoring Report 2023-24	No	Open	Executive	11 Dec 2024	Executive Member for Planning - Cllr Hugo Ashton	Chris Hargraves, Head of Planning chris.hargraves@westoxon.gov.uk
Service Performance Report 2024-25 Quarter Two	No	Open	Executive	11 Dec 2024	Leader of the Council - Cllr Andy Graham	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk
Draft Budget 2025 – 2026, Version One	Yes	Open	Executive	11 Dec 2024	Executive Member for Finance - Cllr Alaric Smith	Madhu Richards, Director of Finance madhu.richards@westoxon.gov.uk
Mid-Point Review of Car Parking Strategy	No	Open	Executive	11 Dec 2024	Executive Member for Leisure and Major Projects - Cllr Tim Sumner	Susan Hughes, Business Manager for Support and Advice Susan.Hughes@publicagroup.uk
15 January 2025						
Home Improvement Agency Contract	Yes	Open	Executive	15 Jan 2025	Executive Member for Housing and Social Care - Cllr Geoff Saul	Paula Massey, Enabling Manager paula.massey@publicagroup.uk
Business Rates Relief 2025/206. Retail, Hospitality and Leisure Scheme	Yes	Open	Executive	15 Jan 2025	Executive Member for Finance - Cllr Alaric Smith	Mandy Fathers, Business Manager - Environmental, Welfare & Revenue Service mandy.fathers@publicagroup.uk

Affordable Housing Delivery Update	No	Open	Executive	15 Jan 2025	Executive Member for Housing and Social Care - Cllr Geoff Saul	Michael David, Housing Delivery Programme Manager michael.david@westoxon.gov.uk
Draft Budget 2025 – 2026, Version Two	Yes	Open	Executive	15 Jan 2025	Executive Member for Finance - Cllr Alaric Smith	Madhu Richards, Director of Finance madhu.richards@westoxon.gov.uk
Housing Staffing Resources	No	Open	Executive	15 Jan 2025	Executive Member for Housing and Social Care - Cllr Geoff Saul	Caroline Clissold, Housing Manager caroline.clissold@publicagroup.uk
Waste and Environmental Services Review	Yes	Part exempt <i>Commercially sensitive information</i>	Executive	15 Jan 2025	Executive Member for Environment - Cllr Lidia Arciszewska	Bill Oddy, Assistant Director for Commercial Development Bill.Oddy@publicagroup.uk
Contract Award for the Parking ICT system	Yes	Part exempt <i>Commercially sensitive information</i>	Executive	15 Jan 2025	Executive Member for Leisure and Major Projects - Cllr Tim Sumner	Maria Wheatley, Shared Parking Manager maria.wheatley@publicagroup.uk
Public Sector Decarbonisation Scheme Phase 4: Chipping Norton Leisure Centre	Yes	Open	Executive	15 Jan 2025	Executive Member for Climate Action and Nature Recovery - Cllr Andrew Prosser	Hannah Kenyon, Climate Change Manager hannah.kenyon@westoxon.gov.uk
12 February 2025						
Knights Court Business Case	Yes	Open	Executive	12 Feb 2025	Executive Member for Housing and Social Care - Cllr Geoff Saul	Andrew Turner, Business Manager - Assets and Council Priorities andrew.turner@publicagroup.uk

West Oxfordshire District Council response to the Regulation 19 pre-submission draft Cherwell Local Plan	No	Open	Executive	12 Feb 2025	Executive Member for Planning - Cllr Hugo Ashton	Chris Hargraves, Head of Planning chris.hargraves@westoxon.gov.uk
Planned Expenditure of Homeless Prevention Grant	Yes	Open	Executive	12 Feb 2025	Executive Member for Housing and Social Care - Cllr Geoff Saul	Caroline Clissold, Housing Manager caroline.clissold@publicagroup.uk
Homeless Prevention Strategy 2024-2027	No	Open	Executive	12 Feb 2025	Executive Member for Housing and Social Care - Cllr Geoff Saul	Caroline Clissold, Housing Manager caroline.clissold@publicagroup.uk
Review of the Ubico Shareholder Agreement & Ubico Board Member Appointments	No	Open	Executive	12 Feb 2025	Leader of the Council - Cllr Andy Graham	Bill Oddy, Assistant Director for Commercial Development Bill.Oddy@publicagroup.uk
Statement of Community Involvement (SCI) Update 2025	No	Open	Executive	12 Feb 2025	Councillor Hugo Ashton, Executive Member for Planning.	Chris Hargraves, Head of Planning chris.hargraves@westoxon.gov.uk
Budget 2025 – 2026	Yes	Open	Executive Council	12 Feb 2025 26 Feb 2025	Executive Member for Finance - Cllr Alaric Smith	Madhu Richards, Director of Finance madhu.richards@westoxon.gov.uk
12 March 2025						
Review of the Future	No	Open	Executive	12 Mar 2025	Leader of the Council - Cllr	Giles Hughes, Chief Executive

Oxfordshire Partnership					Andy Graham	Officer giles.hughes@westoxon.gov.uk
Climate Change Strategy	Yes	Open	Executive	12 Mar 2025	Executive Member for Climate Action and Nature Recovery - Cllr Andrew Prosser	Hannah Kenyon, Climate Change Manager hannah.kenyon@westoxon.gov.uk
West Oxfordshire Local Plan 2041 – Preferred Options Consultation	No	Open	Executive	12 Mar 2025	Executive Member for Planning - Cllr Hugo Ashton	Chris Hargraves, Head of Planning chris.hargraves@westoxon.gov.uk
Service Performance Report 2024-25 Quarter Three	No	Open	Executive	12 Mar 2025	Leader of the Council - Cllr Andy Graham	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk
Financial Performance Report 2024-25 Quarter Three	No	Open	Executive	12 Mar 2025	Executive Member for Finance - Cllr Alaric Smith	Madhu Richards, Director of Finance madhu.richards@westoxon.gov.uk
Ubico Business Plan 2025-26	Yes	Open	Executive	12 Mar 2025	Leader of the Council - Cllr Andy Graham	Bill Oddy, Assistant Director for Commercial Development Bill.Oddy@publicagroup.uk
23 April 2025						
Witney Community Insight Profile	No	Open	Executive	23 Apr 2025	Executive Member for Stronger, Healthy Communities - Cllr Rachel Crouch	Heather McCulloch, Community Wellbeing Manager heather.mcculloch@westoxon.gov.uk

Provision of an Empty Property Lending Scheme	Yes	Open	Executive	23 Apr 2025	Executive Member for Finance - Cllr Alaric Smith	Mandy Fathers, Business Manager - Environmental, Welfare & Revenue Service mandy.fathers@publicagroup.uk
Key Decision Delegated to Executive Member						
UK Shared Prosperity Fund and Rural England Prosperity Fund	No	Open	Deputy Leader of the Council and Executive Member for Economic Development - Cllr Duncan Enright	31 Dec 2024	Deputy Leader of the Council and Executive Member for Economic Development - Cllr Duncan Enright	Emma Phillips, Market Town Officer Emma.phillips@westoxon.gov.uk
Key Decisions Delegated to Officers						
Allocation of S106 Monies to Witney Town Council to Design, Build and Operate a New Third Generation (3G) Pitch at West Witney Sports Ground	Yes	Open	Director of Place - Phil Martin	11 Sep 2024 Before 31 Mar 2025	Executive Member for Leisure and Major Projects - Cllr Tim Sumner	Rachel Biles, Leisure Strategy Manager rachel.biles@westoxon.gov.uk
Dry Mixed Recycling Bulking and Haulage Contract	Yes	Part exempt	Assistant Director - Commercial Development - Bill Oddy	11 Sep 2024 Before 31 Mar 2025	Executive Member for Environment - Cllr Lidia Arciszewska	Simon Anthony, Business Manager - Environmental Services Simon.Anthony@publicagroup.uk

Standing Delegation: Settlement of Legal Claims	Yes	Open	Head of Legal Services - Helen Blundell	Before 31 Dec 2024	Executive Member for Finance - Cllr Alaric Smith, Leader of the Council - Cllr Andy Graham	Helen Blundell, Interim Head of Legal Services helen.blundell@fdean.gov.uk
Review and Repurpose Earmarked Reserves to Mitigate against Four Main Financial Risks	Yes	Open	Director of Finance - Madhu Richards	31 May 2025	Executive Member for Finance - Cllr Alaric Smith	Madhu Richards, Director of Finance madhu.richards@westoxon.gov.uk
Allocation of New Initiatives Funding	Yes	Open	Chief Executive & Head of Paid Service - Giles Hughes	Before 31 Mar 2025	Leader of the Council - Cllr Andy Graham	Giles Hughes, Chief Executive Officer giles.hughes@westoxon.gov.uk
Allocate Funding from the Project Contingency Earmarked Reserve	Yes	Open	Director of Finance - Madhu Richards	Before 31 Mar 2025	Executive Member for Finance - Cllr Alaric Smith	Madhu Richards, Director of Finance madhu.richards@westoxon.gov.uk
Other Business for Council Meetings						
Frequency of Elections in West Oxfordshire	No	Open	Council	29 Jan 2025	Leader of the Council - Cllr Andy Graham	Andrew Brown, Head of Democratic and Electoral Services andrew.brown@westoxon.gov.uk
Recommendations of the Constitution Working Group	No	Open	Council	29 Jan 2025	Executive Member for Finance - Cllr Alaric Smith	Andrew Brown, Head of Democratic and Electoral Services andrew.brown@westoxon.gov.uk

Council meetings programme 2025/26	No	Open	Council	29 Jan 2025	Leader of the Council - Cllr Andy Graham	Andrew Brown, Head of Democratic and Electoral Services andrew.brown@westoxon.gov.uk
Recommendations from the Constitution Working Group	No	Open	Council	26 Mar 2025	Executive Member for Finance - Cllr Alaric Smith	Andrew Brown, Head of Democratic and Electoral Services andrew.brown@westoxon.gov.uk
Review of Members' Allowances Scheme	No	Open	Council	26 Mar 2025	Leader of the Council - Cllr Andy Graham	Andrew Brown, Head of Democratic and Electoral Services andrew.brown@westoxon.gov.uk
Community Governance Reviews	No	Open	Council	26 Mar 2025	Leader of the Council - Cllr Andy Graham	Andrew Brown, Head of Democratic and Electoral Services andrew.brown@westoxon.gov.uk
Strategic Partnerships Update	No	Open	Council	21 May 2025	Leader of the Council - Cllr Andy Graham	Astrid Harvey, Strategic Policy and Partnerships Officer Astrid.Harvey@westoxon.gov.uk

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

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