WEST OXFORDSHIRE
DISTRICT COUNCIL

Monday, 24 August 2026

Tel: 01993 861000
e-mail: democraticservices@westoxon.gov.uk

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, 2 September 2026 at 5.30 pm.**

Phil Martin
Chief Executive

To: Members of the Overview and Scrutiny Committee

Councillors: Andrew Beaney (Chair), Genny Early (Vice-Chair), Adam Clements, Steve Cosier, Rachel Crouch, Sarah Evans, Liam Mackenzie, Stuart McCarroll, Paul Marsh, Hannah Massie, Michele Mead, David Melvin, Carl Rylett, Simon Watson 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 four 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 Committee meeting held on 8 July.

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 Public Participation Rules.

The deadline for submissions is 2.00pm, two clear working days before the meeting.

6. **Report back on recommendations** (Pages 13 - 16)
For the Committee to note the Executive's response to any recommendations arising from the previous Overview and Scrutiny Committee meeting.

7. **Leisure Update**
Purpose
To receive a verbal update from GLL, the Council's leisure provider.

8. **Quarter One Financial Performance Report** (Pages 17 - 30)
Purpose
To detail the Council's financial performance for Quarter One 2026-2027

Recommendation
That the Overview and Scrutiny Committee resolves to:
    1. Note the report and agree any recommendations to the Executive.

9. **Quarter One Service Performance Report** (Pages 31 - 78)
Purpose
To provide details of the Council's operational performance at the end of 2026-27 Quarter One (Q1).

Recommendation
That the Overview and Scrutiny Committee resolves to:
    1. Note the report and agree any recommendations to the Executive.

10. **Referred from Council: Motion C: Ending the "Double Taxation" of Managed Housing Estates; Proposed by Cllr Thomas Ashby, seconded by Cllr Liam MacKenzie** (Pages 79 - 80)

Purpose and Background

For the Overview and Scrutiny Committee to consider a motion that was referred to it by Full Council.

Prior to the motion being submitted to Full Council, the Committee had agreed to include this topic on its work plan as a potential task and finish group. This would create an evidence base for the whole Committee to consider at a later meeting.

The motion was referred to the Committee by Full Council due to the Committee's ability to look at the topic in more detail. Therefore the original approach is still considered appropriate.

Recommendations

For the Overview and Scrutiny Committee to consider the motion, including issues raised within, and resolve to;

1. Agree to establish a Task and Finish group (to act as the cross-party working group referred to in the motion) and for the motion to form part of its terms of reference;
2. Appoint a lead member (who must be a committee member) to work with officers to develop the terms of reference and report back to a future meeting.

11. **Updates from Task and Finish Groups**

For the Chairs of Task and Finish Groups to provide any verbal or written progress updates.

12. **Committee Work Programme** (Pages 81 - 88)

Purpose:

For the Committee to review and note its work programme.

Recommendation:

That the Committee notes and comments on the work programme.

13. **Executive Work Programme** (Pages 89 - 102)

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.

(END)

This page is intentionally left blank

WEST OXFORDSHIRE DISTRICT COUNCIL

Minutes of the meeting of the
Overview and Scrutiny Committee
Held in the Committee Room 1, Council Offices, Woodgreen, Witney, Oxfordshire OX28 1NB at 5.30 pm on **Wednesday, 8 July 2026**

PRESENT

Councillors: Andrew Beaney (Chair), Adam Clements, Steve Cosier, Rachel Crouch, Sarah Evans, Liam Mackenzie, Stuart McCarroll, Paul Marsh, Hannah Massie, Michele Mead, Carl Rylett, Simon Watson, Sandra Simpson, Sarah Veasey and Elizabeth Poskitt

Officers: Andrew Brown (Head of Democratic and Electoral Services), Andrea McCaskie (Director of Governance and Regulatory Services), Ana Prelici (Senior Democratic Services Officer), Chris Hargraves (Head of Planning), Phil Shaw (Planning Services Transformation Lead) and Andrew Thomson (Planning Policy Manager)

Other Councillors in attendance: Sandra Coleman and Nick Field-Johnson

142 Apologies for Absence and Temporary Appointments

Apologies were received from;

- Cllr Genny Early who was substituted by Cllr Sandra Simpson
- Cllr David Melvin who was substituted by Cllr Elizabeth Poskitt
- Cllr Alex Wilson who was substituted by Cllr Sarah Veasey

143 Declarations of Interest

There were no declarations of interest.

144 Minutes of Previous Meeting

Cllr Paul Marsh proposed agreeing the minutes, this was seconded by Cllr Cosier.

The minutes were agreed unanimously.

The Overview and Scrutiny Committee resolved to:

Approve the minutes of the Committee meeting held 3 June 2026.

145 Chair's announcements

The Chair proposed reordering the agenda so that agenda items 5. Participation of the Public and 6. Regulation 19 Draft Submission Local Plan for Public Consultation be taken last. This was agreed by the Committee.

146 Participation of the Public

Nick Jones, Chief Executive Officer of the Chipping Norton Skatepark Trust, spoke on behalf of the proposed Chipping Norton Community Sports and Social Hub and local football, rugby and cricket clubs.

He outlined proposals for a fully funded sports and social hub on land gifted by the Field Reads Trust, including a 3G pitch, grass pitches, clubhouse and a range of sports, recreational and community facilities. He advised that the project had received community support and that developers had indicated a commitment to fund the scheme based on the existing Local Plan allocation of 1,200 homes.

Mr Jones objected to Policy CN3 in the Regulation 19 Draft Local Plan, arguing that while it referred to the hub as a benefit of development, it did not provide sufficiently robust requirements to secure its delivery or funding. He expressed concern that the proposed reduction in housing numbers from 1,200 to 750 dwellings would create a funding shortfall and suggested either increasing the allocation or increasing developer contribution rates. He also requested that the hub be identified as a priority within the Infrastructure Delivery Plan, supported by a costed funding strategy, and that the policy include stronger wording requiring developer contributions to be secured and ring-fenced.

In response to a question, Mr Jones confirmed that the proposed hub would serve not only Chipping Norton but also the surrounding villages and wider area. The Chair thanked the speaker for his contribution.

147 Approval of Regulation 19 Draft Submission Local Plan for Public Consultation

The purpose of the item was for Members to consider the proposed pre-submission draft West Oxfordshire Local Plan 2043 including the timetable for formally publishing the draft plan in accordance with legislative requirements.

The Committee considered the Regulation 19 Draft Local Plan and received a presentation from officers addressing questions submitted in advance of the meeting. Members were advised that the Plan would cover the period 2025 to 2043 and included a spatial strategy, housing and employment allocations, development management policies, area strategies and a delivery and monitoring framework. Subject to approval, the Plan would be published for public consultation before being submitted for examination later in the year.

The Executive Member for Planning and Infrastructure thanked officers, the Local Plan Working Group and her predecessor for their work in preparing the Plan and emphasised the importance of the pre-decision scrutiny process undertaken by the committee in identifying any recommendations to be considered by the Executive before consultation commenced.

A significant element of the discussion focused on infrastructure delivery and whether supporting infrastructure could realistically be delivered alongside planned growth. Members highlighted concerns regarding the availability of funding, particularly for major transport and utility infrastructure, and questioned the extent to which reliance could be placed on developer contributions. Officers advised that the Plan had adopted an infrastructure-first approach, supported by a forthcoming Infrastructure Delivery Plan, site-specific infrastructure requirements and the use of Grampian conditions where necessary to prevent occupation of development until required infrastructure was available. Members welcomed the stronger emphasis on infrastructure delivery but noted that future investment from utility providers and Government would remain critical.

Members discussed wastewater infrastructure at length, expressing concern about the ability of Thames Water to provide the upgrades necessary to support planned housing growth. Questions were raised regarding capacity constraints at sewage treatment works, the timing of upgrades and the risk of development proceeding ahead of infrastructure improvements. Officers advised that extensive engagement had taken place with Thames Water, supported by a Water Cycle Study, and that policies had been included within the Plan to ensure development aligned with available wastewater infrastructure. Members remained concerned about the uncertainty surrounding future upgrades and emphasised the importance of robust safeguards and monitoring arrangements.

The Committee considered housing growth requirements and noted that the proposed housing requirement reflected both West Oxfordshire's assessed needs and a continuing contribution towards Oxford City's unmet housing need. Officers explained the rationale for the stepped housing trajectory, the inclusion of contingency within the overall housing supply and the monitoring arrangements that would be used to track delivery. Discussion took place regarding strategic allocations already progressing through the planning process, the relationship between emerging planning applications and the Local Plan, and the need to retain sufficient flexibility should allocated sites fail to be delivered.

Transport and mass rapid transit formed a further area of discussion. Members sought clarification on the purpose and likely form of the safeguarded mass rapid transit corridor and questioned how such infrastructure might be funded and delivered. Officers confirmed that Oxfordshire County Council was undertaking further work on transport options and that the Plan intentionally retained flexibility whilst safeguarding the principle of a future mass rapid transit system. Members also discussed wider transport issues, including the relationship between the A40 corridor and the A4095, active travel infrastructure and the need for transport modelling to reflect local constraints and network bottlenecks.

The Committee also examined the Plan's environmental and climate policies. Members noted strengthened policies relating to climate change, biodiversity net gain, green infrastructure, flood risk and protection of the Cotswolds National Landscape. Discussion focused on the effectiveness of biodiversity net gain requirements, the delivery of nature recovery objectives, renewable energy proposals and the balance between climate ambitions and the protection of heritage assets. Members also raised concerns regarding the protection of agricultural land and the need for the Local Plan to better reflect the role of farming, food production and food security within West Oxfordshire's predominantly rural economy. Officers advised that policies protecting best and most versatile agricultural land had been included but agreed to review whether additional emphasis was required.

Members discussed several site-specific and policy-specific matters, including sports and recreation provision in Chipping Norton and Carterton, future employment land requirements, the role of community master planning, tourism accommodation, settlement hierarchy classifications and the need to provide clearer explanations of how settlements had been categorised. Clarification was also sought on a number of drafting issues, omissions and technical corrections identified within the draft document.

Throughout the meeting, officers advised that comments identifying factual inaccuracies, drafting changes, inconsistencies or omissions would be considered through an addendum report to be presented to the Executive, whilst broader policy matters could also be raised through the formal consultation process.

The report, subject to the recommendations discussed, was proposed, seconded and unanimously endorsed for submission to Council.

That Overview and Scrutiny Committee resolved to:

1. Note the report.
2. Agree the following recommendations to the Executive:
    i. That consideration is given to ensuring that development does not box in the Witney Sewage Treatment Works (Land South of Witney Strategic Location for Growth).
    ii. That Mass Rapid Transport is defined within the Local Plan as being a fast, high quality, high frequency mode of transport.
    iii. That the protection of best and most versatile agricultural land is strengthened within the Local Plan.
    iv. That the Local Plan recognises that there is more than one football club in Carterton and is more balanced in giving other sports the same weight and indicators (Land North of Carterton Strategic Location for Growth).
    v. That the Local Plan recognises that there is more than one football club in Carterton and is more balanced in giving other sports the same weight and indicators (Land North of Carterton Strategic Location for Growth).
    vi. That the example of a specific business relocating is removed (Land West of Witney Strategic Location for Growth).

148 **Overview and Scrutiny Annual Report**

At the Chair's discretion this was taken as the first substantive item on the agenda.

The Committee considered the Overview and Scrutiny Annual Report, which summarised the work undertaken during the 2025/26 year and invited comments prior to its submission to Council. The report was introduced by the Senior Democratic Services Officer who made the following points;

- Advised of a minor amendment to paragraph 4.3 to clarify that four recommendations had been made to Oxfordshire County Council regarding proposed changes to fire services, following referral of a Council motion to the Committee.
- 75 recommendations had been made to the Executive during the year, of which 45 had been fully or partially accepted. It was considered that this demonstrated an appropriate balance between constructive challenge and effective scrutiny.
- The report also highlighted improvements to the operation of Task and Finish Groups and proposed further enhancements, including improved scoping arrangements, the pre-submission of questions on reports, and formal reporting back from Task and Finish Groups to the parent Committee.

During discussion, the Chair suggested that the Chair of any Task and Finish Group reporting to Overview and Scrutiny should be a member of the Committee to ensure effective feedback and accountability. It was also suggested that members should have greater input into the initial scoping of Task and Finish Groupst. The Chair further commented that comfort breaks during meetings should be taken at the Chair's discretion rather than at fixed hourly intervals.

The report, subject to the amendments discussed, was proposed, seconded and unanimously approved for submission to Council.

That Overview and Scrutiny Committee resolved to:

1. Approve the report for submission to Council.

149 **Report back on recommendations**

The Committee received the Executive's responses to recommendations previously submitted by Overview and Scrutiny. Members noted that the responses relating to the Woodford Way item and the Community Safety Partnership, considered by the Committee on 26 March, had been delayed as the Executive had not considered them until its June meeting. Responses were also received in relation to recommendations made by the Committee on 3 June concerning the Crowdfunding Platform and the Quarterly Service Performance Report. The Executive's comments and whether recommendations had been agreed were set out in the report and were noted by the Committee.

150 Committee Work Programme

The Committee considered its future work programme. Members discussed the scheduling of upcoming items and noted a proposal to bring the Infrastructure Funding Statement, an annual report on developer contributions, to the Committee in October before its consideration by the Executive.

Concern was raised that the September agenda was particularly full, including quarterly performance reports, leisure, youth development and Woodford Way items. It was suggested that the Youth Development report could be reprogrammed to a later meeting, as it was considered less time sensitive, to ensure sufficient time was available for all items. Members also discussed the potential use of advance questions on quarterly reports to help manage meeting time more effectively, although it was noted that this would depend on reports being available with sufficient notice.

Members sought clarification on the planned September update regarding the Woodford Way project. It was explained that the update would provide responses to issues raised by the Committee at its earlier consideration of the matter, including traffic surveys and other information requested by members. Concern was expressed that a previously requested feasibility study had not been undertaken, and members sought assurance that the evidence available would be sufficient to address the Committee's concerns.

During discussion, members also suggested that significant items such as Youth Development and Mental Health should, where possible, be scheduled earlier on agendas to ensure they received appropriate consideration before member fatigue became a factor. The Chair noted this suggestion and confirmed that agenda ordering remained at the Chair's discretion.

The Committee noted the work programme and proposed scheduling amendments.

151 Executive Work Programme

This was noted without discussion.

152 Meeting Start Time

It was proposed that the meeting time remain 5:30pm. This was seconded, voted on and agreed unanimously.

Overview and Scrutiny Committee

08/July2026

The Meeting closed at Time Not Specified

<u>CHAIR</u>

This page is intentionally left blank

WEST OXFORDSHIRE DISTRICT COUNCIL

Executive response to recommendations on from the Overview and Scrutiny Committee on 8 July 2026 – Local Plan Regulation 19

Recommendation	Agreed Y / N?	Comment	Responsible Executive Member (name, title)	Lead Officer (name, title)
1. That consideration is given to ensuring that development does not box in the Witney Sewage Treatment Works (Land South of Witney Strategic Location for Growth).	Y	Agree that the text of the draft Plan should be amended to emphasise the importance of future development to the south of Witney not prejudicing the future potential expansion of the Witney STW. This is reflected in a proposed change to Policy WIT5 – Land South of Witney Strategic Location for Growth as shown in the Local Plan Addendum.	Councillor Liz Leffman, Executive Member for Planning and Infrastructure	Andrew Thomson – Planning Policy Manager
2. That Mass Rapid Transport is defined within the Local Plan as being a fast, high quality, high frequency mode of transport.	Y	Agree that the text of the draft Plan could usefully be amended to provide a clearer definition of Mass Rapid Transit (MRT). This is reflected in a proposed change to the supporting text of Policy SP5 – A40 Mass Rapid Transit (MRT) Corridor as well as a proposed addition to the Glossary of Terms as shown in the Local Plan Addendum.		
3. That the protection of best and most versatile agricultural land is strengthened within the Local Plan.	Partial Y	Agree that the text of the draft Plan should be revised in relation to the use of Best and Most Versatile Agricultural Land to ensure consistency with national policy on this issue which requires		Andrew Thomson – Planning Policy Manager

		planning policies and decisions to take account of the economic and other benefits of the best and most versatile agricultural land. This is included in the Local Plan Addendum.		
4. That the Local Plan recognises that there is more than one football club in Carterton and is more balanced in giving other sports the same weight and indicators (Land North of Carterton Strategic Location for Growth).	Y	Agree that the text of the draft Plan should make this more explicit. Changes are therefore proposed to paragraphs 8.1.6, 8.1.85 and the Policy CA6 Development Template. These changes are included in the Local Plan Addendum.		Andrew Thomson – Planning Policy Manager
5. That the Infrastructure Delivery Plan is published before full Council considers the Local Plan.	N	There is no statutory requirement for the Infrastructure Delivery Plan (IDP) to be published at the point a decision is taken on whether or not to formally publish a draft Local Plan under Regulation 19. The IDP is a technical piece of supporting evidence prepared by external consultants who have advised that whilst it will be available to inform the Regulation 19 consultation expected to commence in August, it will not be available for the Council meeting on 22 July. Members could opt to defer consideration to a later Council meeting, but this would place the overall timetable for submission by the end of December 2026 into considerable doubt.		Andrew Thomson – Planning Policy Manager
6. That the example of a specific business relocating is removed (Land West of Witney Strategic Location for Growth).	N	The supporting text to Policy WIT6 includes reference to the hypothetical possibility of Witney Lakes Resort relocating to the west, which, if it were		Andrew Thomson – Planning Policy Manager

		to happen, could provide an opportunity for a more comprehensive form of development along Downs Road. There is no inference in the text or policy that this will or must happen, rather it is simply recognised as a hypothetical possibility. The owners of Witney Lakes resort will have the opportunity to respond to the consultation along with other key stakeholders.		

This page is intentionally left blank

WEST OXFORDSHIRE DISTRICT COUNCIL	**WEST OXFORDSHIRE DISTRICT COUNCIL**
Name and date of Committee	**EXECUTIVE - 9 SEPTEMBER 2026.**
Subject	**FINANCIAL PERFORMANCE REPORT 2026/27 QUARTER 1**
Wards affected	All
Accountable member	Cllr Alaric Smith Executive Member for Finance Email: alaric.smith@westoxon.gov.uk
Accountable officer	Madhu Richards, Director of Finance Email: madhu.richards@westoxon.gov.uk
Report Author	Georgina Dyer, Head of Finance Email: georgina.dyer@westoxon.gov.uk
Annexes	Annex A – Detailed Revenue Budget Comparison Annex B – Capital Spend against Budget
Purpose	To detail the Council's financial performance for Quarter One 2026-2027
Recommendation	That the Executive resolves to: 1. Note the Council's Financial Performance for Quarter One 2026-2027
Corporate Priority	Working Together for West Oxfordshire
Key Decision	No
Exempt	No
Consultees	None

1. BACKGROUND

1.1. The purpose of this report is to provide an update on the financial performance of the council's activities for the first quarter of the 2026/27 financial year from 1 April 2026 to 30th June 2026.

1.2. The report considers the significant variances in revenue income and expenditure against the approved revenue budget set by Full Council on 25th February 2026 which anticipated a balanced budget i.e. no contribution to or from General Fund.

1.3. The report also includes progress in delivering the approved Capital Programme.

1.4. At this stage of the year a year-end forecast is not included. It will be part of subsequent quarterly budget monitoring reports as data becomes easier to extrapolate.

2. MAIN POINTS

Financial Performance Revenue Budget Monitoring - Summary

2.1. At Q1, the Council is reporting a favourable revenue position of £271,344 against the profiled budget. This is primarily driven by stronger than anticipated income from Development Management and Treasury Management activities. Whilst this represents a positive start to the financial year, it remains too early to forecast the year-end position with confidence and the financial performance will continue to be closely monitored.

2.2. The performance of fee earning services has been mixed in Q1, with Garden Waste income showing signs of pressure at £169,000 behind target, Development Management achieving a £242,000 surplus and Building Control on target.

2.3. There are no significant overspends to report at Q1. Whilst this suggests budgets are currently performing broadly in line with expectations, it remains early in the financial year and cost and income pressures will continue to be monitored.

2.4. The table below sets out the summary revenue monitoring position for the 30th June 2026 against profiled budget by service area.

WEST OXFORDSHIRE DISTRICT COUNCIL - Budget Monitoring

Revenue Budget Monitoring 2026/27 - Quarter 1, 1st April to 30th June 2026

Service Area	Quarter 1 Original Budget 2026/27 £	Current Budget £	Actual Exp £	Variance (under) / over spend £
Democratic and Committee Services	1,420,632	464,558	477,795	13,237
Environmental & Regulatory Services	724,923	121,035	111,112	(9,922)
Environmental Services	8,082,989	312,592	387,108	74,516
Finance, Human Resources & Procurement	1,381,861	324,690	326,332	1,642
ICT, Change & Customer Services	1,899,003	1,459,824	1,459,357	(467)
Land, Legal & Property	733,961	298,043	278,056	(19,987)
Leisure & Communities	220,016	(600,502)	(593,620)	6,882
Planning & Strategic Housing	1,710,300	457,684	210,429	(247,255)
Revenues & Housing Support	1,830,076	774,075	782,616	8,541
Investment Property and Retained Services	365,193	686,779	713,385	26,606
Total cost of services	**18,368,954**	**4,298,779**	**4,152,571**	**(146,208)**
Plus:				
Investment income receipts	(1,156,228)	(289,057)	(414,193)	(125,136)
Cost of services before financing:	**17,212,726**	**4,009,722**	**3,738,378**	**(271,344)**

3. Significant Variances

3.1. A full list of variances by cost centre is included in Annex A. The most significant variances, listed by Service Area (as set out in the table above), are as follows:

Environmental Services

Recycling

3.2. The budget for recycling credits was reduced in 2026/27 to take account of the impact of changes in regulations for the incineration of waste but this anticipated income reduction has not yet been seen. At the end of Q1, recycling credits have returned £49,000 more than budgeted for. At the same time, there has been an increase in the recycling contract to transport & process our recycling, which is showing as £27,000 overspent. Over the course of the year it is anticipated that the inflationary cost of the recycling contract will continue to be offset by higher than anticipated recycling credit income.

Green Waste

3.3. Green Waste income at Q1 is £169,000 below profile at £1.552m. Whilst the exceptionally dry weather may have contributed to lower demand, the service has achieved 90% of the annual budget and remains forecast to make a positive net contribution to Council services of £300,000.

Bulky Waste

3.4. The Bulky Waste service is performing very well year to date, generating £12,000 of additional income compared to the budget.

Planning & Strategic Housing

Development Management

3.5. Planning application fee income is £229,000 ahead of target with pre application advice fee income providing an additional £13,000 surplus. The team is carrying vacancies throughout the quarter, with a corresponding underspend in employee costs of £32,000. Agency staff have been employed to fill this gap, with costs of £46,000. The net surplus is therefore £228,000.

Development Management Appeals

3.6. The budget for specialist external legal advice was reduced by £50,000 in 2026/27. In Q1 there has been no expenditure on planning appeals. The timing and likelihood of appeals is by its very nature unpredictable.

3.7. Housing Enabling

This service includes a Strategic Housing post and the Regeneration Lead for the Carterton Area Strategy. The Regeneration Lead is currently employed on an interim basis and is £14,000 overspent compared to the base budget in Q1. This post is responsible for developing a Carterton Area Regeneration Framework and will be sending a report to Executive in the autumn.

Investment Property

3.8. The investment property portfolio performance in Q1 is £23,636 overspent due to rental income being below budget, whilst expenditure is on track. Two properties are currently being marketed, with negotiations for one property being at an advanced stage.

4. Local Government Reorganisation Update

4.1. A number of LGR workstreams, with staff from all seven authorities and Publica in Oxfordshire & West Berkshire, have been running since November 2025 relating to Finance & Audit, Assets, Revenues & Benefits, HR & People, Technology and Contracts & Procurement. In advance of the decision of the approved 3 unitary option on 16th July these workstreams have undertaken baselining activities to understand the current position in each authority in terms of staffing, service delivery models, financial position, assets, contracts etc.

4.2. Now that the government has decided on a three unitary solution for Oxfordshire and West Berkshire a number of additional workstreams have been set up to begin the more detailed work of disaggregating the Oxfordshire County Council functions and the consideration of service design.

4.3. The Finance & Audit workstream is reviewing what has to be in place on day one to ensure that the new unitary authority is safe and legal. A critical day one requirement will be establishing robust finance staffing and governance arrangements to include appropriate finance, payroll, exchequer, audit, counter-fraud and pension administration resources, alongside knowledge retention, training, external audit arrangements and the ability to operate legacy and new councils in parallel during transition. The workstream has highlighted the importance of ensuring sufficient capacity and continuity of expertise while managing the closure of predecessor authorities and supporting the production of final accounts for 2027/28.

4.4. The workstream must also ensure that all core financial management infrastructure is in place from vesting day. This includes general ledgers, accounts payable and receivable systems, payroll, cash receipting, banking interfaces, revenues and benefits systems, asset and lease registers, budget monitoring and reporting arrangements, cashflow forecasting, grant administration and schools' financial support. Particular attention is required to manage data migration and maintaining operational continuity through legacy systems where necessary and supporting statutory financial planning and reporting requirements during 2027/28 and beyond.

4.5. Several strategic and regulatory matters remain to be addressed, including VAT registration and management, PAYE and taxation arrangements, treasury management, banking contracts, financial regulations, schemes of delegation, capital and reserves strategies, contract novation and insurance arrangements. Key risks identified include reliance on external shared service providers, especially Hampshire's Integrated Business Centre (for Oxfordshire County Council), capacity constraints within existing Councils and outsourced arrangements, and the need to minimise system and process changes ahead of Day 1 to ensure a safe and compliant transition to the new councils.

It is important to remember that the Council remains responsible for making decisions on service delivery in the best interests of the residents of West Oxfordshire until Structural Changes Orders have been made. It is likely that these will follow the precedents previously set, namely that written consent from the successor council will be required for any significant financial decision that has not yet been approved through the budget setting process i.e. land disposals worth more than £100,000, entering contracts of more than £1,000,000 for capital and entering contracts of more than £100,000 for non-capital (whole life costs).

5. Capital Programme

5.1 At the end of Q1 capital expenditure is £1.064m against an approved Capital Programme for the year of £13.46m, which includes slippage from 2025/26 of £4.4m related to Waste Vehicle replacement, repairs to our buildings and renovation of the newly acquired temporary accommodation properties.

5.2 The roof replacement at Units 1-3 Carterton Industrial Estate & Station Lane are well underway and are scheduled to complete by the end of Q2.

5.3 Four new electric food waste vehicles are on order with delivery expected at the end of Q3.

5.4 The Council acquired 8 properties to use as temporary emergency accommodation during 2025/26, two on the open market and six transferred from Cottsway Housing Association. Two of the properties only require limited refurbishment and are due to be ready for occupation in Q2. Specification work is underway for the remaining six properties, with occupation of three expected by the end of the financial year and the last three in Q2 of 2027/28.

5.5 The Leisure Centre improvement programme is underway, with works to the Windrush children's pool, roof and changing rooms all scheduled for Q2 & Q3.

6. CONCLUSIONS

6.1. The Council has made a positive start to 2026/27, with a favourable revenue position reported at Q1 and no significant service overspends identified. Strong performance in

Development Management, Treasury Management and other income-generating services has offset areas of pressure. Whilst these results are encouraging, it is early in the financial year and a number of variables, including income levels, inflationary pressures and Local Government Reorganisation activity, could affect the year-end position. Financial performance will continue to be closely monitored and reported to Members throughout the year.

7. FINANCIAL IMPLICATIONS

These are set out within section 2 and 3 of the paper.

8. LEGAL IMPLICATIONS

There are no legal implications arising from this paper.

9. RISK ASSESSMENT

Officers will continue to monitor budgets closely throughout the year to identify mitigating actions which will enable the overall budgetary position to be brought back in line with budget where possible.

10. EQUALITIES IMPACT

No direct equalities impact with regards to the content of this report.

11. CLIMATE CHANGE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

None arising from this report.

Annex A - Comparison of Q1 Budget Monitoring

	Q1 position		
	Current Budget £	Actual Exp £	Variance (under) / over spend £
Democratic Services			
DRM001-Democratic Representation	161,365	162,648	1,284
DRM002-Support To Elected Bodies	132,256	136,009	3,752
ELE001-Registration of Electors	65,747	62,847	(2,900)
ELE002-District Elections	103,925	109,384	5,459
ELE004-Parliamentary Elections	0	0	0
ELE005-Parish Elections	0	3,209	3,209
ELE006-County Elections	0	0	0
ELE008-Police & Crime Commissioner Elections	0	0	0
SUP001-Administration	1,265	3,697	2,432
Total - Democratic Services	**464,558**	**477,795**	**13,237**

	Q1 position		
	Current Budget £	Actual Exp £	Variance (under) / over spend £
Environmental & Regulatory Services			
EMP001-Emergency Planning	5,425	4,606	(819)
ESM001-Environment - Service Mgmt & Supp Serv	0	(2,731)	(2,731)
PSH002-Private Sector Housing-Condition of Dwellings	0	0	0
REG002-Licensing	(67,004)	(74,314)	(7,310)
REG009-Environmental Protection	101,368	100,937	(431)
REG011-Authorised Process	(3,000)	269	3,269
REG013-Pollution Control	38,364	38,026	(338)
REG016-Food Safety	46,907	46,819	(88)
REG021-Statutory Burials	1,250	0	(1,250)
TAC309-Other Trading Services - Markets	(2,275)	(3,575)	(1,300)
Total - Environmental & Regulatory Services	**121,035**	**111,112**	**(9,922)**

	Q1 position		
	Current Budget £	Actual Exp £	Variance (under) / over spend £
Finance, Human Resources & Procurement			
SUP003-Human Resources	103,409	104,590	1,181
HLD319 - New Initiatives	0	35	35
SUP009-Accountancy	94,028	90,288	(3,740)
SUP010-Internal Audit	28,955	35,812	6,857
SUP011-Creditors	11,731	9,913	(1,819)
SUP012-Debtors	12,689	15,610	2,921
SUP013-Payroll	11,261	9,579	(1,681)
SUP019-Health & Safety	18,689	18,141	(549)
SUP020-Training & Development	24,373	23,505	(868)
SUP033-Central Purchasing	15,906	15,339	(567)
SUP035-Insurances	3,650	3,520	(130)
Total - Finance, Human Resources & Procurement	**324,690**	**326,332**	**1,642**

	Q1 position		
	Current Budget £	Actual Exp £	Variance (under) / over spend £
ICT, Change & Customer Services			
SUP002-Consultation, Policy & Research	0	0	0
HLD301-ICT Purchases	1,015,761	1,018,882	3,121
SUP005-ICT	296,952	293,123	(3,830)
SUP008-Reception/Customer Services	151,516	154,632	3,117
TMR002-Street Furniture & Equipment	(4,405)	(7,280)	(2,875)
Total - ICT, Change & Customer Services	**1,459,824**	**1,459,357**	**(467)**

	Q1 position		
	Current Budget £	Actual Exp £	Variance (under) / over spend £
Land, Legal & Property			
ADB301-3 Welch Way (Town Centre Shop)	4,337	5,883	1,546
ADB302-Guildhall	4,102	(1,498)	(5,601)
ADB303-Woodgreen	156,164	157,306	1,142
ADB304-Elmfield	(12,976)	(10,903)	2,073
ADB305-Corporate Buildings	203,714	197,133	(6,581)
ADB306-Depot	20,100	18,734	(1,366)
FIE346-Marriotts	(150,343)	(157,785)	(7,442)
LLC001-Local Land Charges	(14,692)	(13,678)	1,014
SUP004-Legal	91,723	90,255	(1,469)
TAC303-Swain Court	(4,086)	(7,390)	(3,304)
Total - Land, Legal & Property	**298,043**	**278,056**	**(19,987)**

	Q1 position		
	Current Budget £	Actual Exp £	Variance (under) / over spend £
Leisure & Communities			
CCR001-Community Safety (Crime Reduction)	90,550	94,006	3,456
CCR002-Building Safer Communities	6,500	6,280	(220)
CCR301 - Communities Revenue Grant	0	0	0
CCT001-CCTV	6,655	10,825	4,169
CSM001-Cultural Strategy	1,080	1,344	264
CUL001-Arts Development	(108,750)	(108,272)	478
ECD001-Economic Development	43,803	40,442	(3,361)
ECD010 – SPF Community and Place	0	0	0
ECD011-Supporting Local Business	38,617	38,617	(0)
REC001-Sports Development	(188,442)	(184,103)	4,339
REC002-Recreational Facilities Development	0	807	807
REC003-Play	5,158	5,545	387
REC301-Village Halls	0	269	269
REC302-Contract Management	(496,992)	(502,607)	(5,615)
SUP016-Finance - Performance Review	0	807	807
TOU001-Tourism Strategy and Promotion	1,319	2,420	1,101
Total - Leisure & Communities	**(600,502)**	**(593,620)**	**6,882**

	Q1 position		
	Current Budget £	Actual Exp £	Variance (under) / over spend £
Environmental Services			
CCC001-Climate Change	37,424	42,381	4,957
COR301-Policy Initiatives - Shopmobility	0	0	0
CPK001-Car Parks - Off Street	145,569	140,427	(5,142)
ENI002-Grounds Maintenance	155,831	146,824	(9,007)
ENI303-Landscape Maintenance	30,164	22,780	(7,384)
FLD001-Flood Defence and Land Drainage	28,395	29,709	1,314
REG004-Dog Warden	12,500	5,998	(6,502)
REG019-Public Conveniences	5,640	2,172	(3,467)
REG023-Environmental Strategy	0	27	27
RYC001-Recycling	540,202	516,387	(23,815)
RYC002-Green Waste	(1,430,324)	(1,296,092)	134,232
RYC003-Food Waste	268,832	268,831	(0)
STC004-Environmental Cleansing	249,906	248,960	(946)
STC011-Abandoned Vehicles	0	(1,480)	(1,480)
STC012-Container Management	21,426	21,426	0
TRW001-Trade Waste	(395,435)	(392,247)	3,188
TRW002-Clinical Waste	(125)	0	125
WST001-Household Waste	529,196	523,216	(5,980)
WST004-Bulky Household Waste	5,706	(6,080)	(11,786)
WST005-Waste Transformation Programme	59,750	59,864	114
WST301-Env. Services Depot, Downs Rd, Witney	47,938	54,004	6,067
Total - Environmental Services	**312,592**	**387,108**	**74,516**

RYC001 - recycling credits have returned £49,000 more income than budgeted in Q1. The budget was reduced in 2026/27 to take account of the impact of changes in regulations for the incineration of waste but this anticipated income reduction has not yet been seen. At the same time, there has been an increase in cost to transport & process our recycling which is showing as £27,000 overspent.

RYC002 - Garden Waste Licence income is £169,000 behind target in Q1 and it is not likely that there will be a substantial reduction in this deficit this financial year. The income generated in Q1 is 91.8% of the annual licence income budget.

WST004 - the bulky waste service has performed very well in Q1, returning £12,000 more income than budgeted for.

	Q1 position		
	Current Budget £	Actual Exp £	Variance (under) / over spend £
Planning & Strategic Housing			
BUC001-Building Control - Fee Earning Work	24,173	18,237	(5,936)
BUC002-Building Control - Non Fee Earning Work	0	0	0
DEV001-Development Control - Applications	(91,425)	(318,635)	(227,210)
DEV002-Development Control - Appeals	32,575	1,076	(31,499)
ENA001-Housing Enabling	52,716	67,270	14,554
ENI301-Landscape Initiatives	880	807	(73)
HLD315-Growth Board Project (Planning)	25,862	27,134	1,272
PLP001-Planning Policy	347,120	355,700	8,580
PLP004-Conservation	0	(531)	(531)
PSM001-Planning Service Mgmt & Support Serv	65,783	59,371	(6,411)
Total - Planning & Strategic Housing	**457,684**	**210,429**	**(247,255)**

DEV001 - planning application fee income is £229,000 above target with pre application advice providing an additional £13,000 surplus. The team is carrying vacancies in Q1, amounting to a staff underspend of £32,000 which is offset by expenditure of £46,000 for agency staff.

DEV002 - in Q1 there have been no appeal costs

ENA001 - the Council contracts an interim Regeneration Lead for the Carterton Area Strategy on a temporary basis. The cost compared to the base salary budget is a £14,000 overspend.

	Q1 position		
	Current Budget £	Actual Exp £	Variance (under) / over spend £
Retained Services			
COR002-Chief Executive	238,288	242,743	4,454
COR003-Corporate Policy Making	1,183	2,420	1,237
COR004-Public Relations	208,527	202,120	(6,407)
COR005-Corporate Finance	113,695	117,503	3,808
COR006-Treasury Management	2,509	917	(1,592)
COR007-External Audit Fees	39,537	39,537	0
COR008-Bank Charges	19,625	19,629	4
COR013-LGR	41,658	41,658	0
COR302-Publica Group	183,870	192,565	8,695
FIE341-Town Centre Properties	(85,487)	(95,460)	(9,974)
FIE342-Miscellaneous Properties	(40,758)	(15,786)	24,972
FIE343-Talisman	(349,609)	(348,633)	976
FIE344-Des Roches Square	(127,919)	(127,312)	607
FIE345-Gables at Elmfield	0	0	0
NDC001-Non Distributed Costs	17,500	12,645	(4,855)
TAC304-Witney Industrial Estate	(44,105)	(43,812)	293
TAC305-Carterton Industrial Estate	464,279	471,394	7,115
TAC306-Greystones Industrial Estate	1,611	1,258	(353)
TAC308-Other Trading Services - Fairs	2,375	0	(2,375)
Total - Retained Services	**686,779**	**713,385**	**26,606**

FIE342 - Two properties are currently being marketed, with negotiations on one property at a vary advanced stage.

	Q1 position		
	Current Budget £	Actual Exp £	Variance (under) / over spend £
Revenues & Housing Support			
HBP001-Rent Allowances	151,002	154,903	3,901
HOM001-Homelessness	134,620	132,287	(2,333)
HOM005-Homelessness Hostel Accommodation	3,003	484	(2,518)
HOM006 - The Old Court	10,517	9,695	(822)
HOM007-Afghan Resettlement Programme	218,735	218,735	0
HOM008-Homes for Ukraine	0	0	0
HOM010-North Leigh	21,660	21,660	(0)
HOM011-108 Corn Street	18,541	18,542	0
LTC001-Council Tax Collection	175,051	174,526	(525)
LTC011-NNDR Collection	7,079	13,026	5,948
PSH001-Private Sector Housing Grants	11,944	13,914	1,970
PSH004-Home Improvement Service	21,925	24,845	2,920
Total - Revenues & Housing Support	**774,075**	**782,616**	**8,541**

Annex B

Capital Programme 2026/27

Scheme	Funded By	2026/27 Budget	Q1 Actual	
Asset Repairs - Carterton Ind Est/Station Lane	Borrowing	1,482,400	443,032	a.
Ubico Fleet Replacement Programme	Borrowing	5,000,000	272,506	b.
Replacement Sweepers	Borrowing	850,000		
Public Conveniences Refurbishment	Borrowing	532,000		
Temporary Accommodation	Capital Receipts	1,664,046	37,787	c.
Leisure Centre Improvement Programme	Capital Receipts	1,501,550		d.
Investment Property Repairs	Earmarked Reserve/Borrowing	1,000,000		
Improvement Grants (DFG)	Grant	880,000	229,021	
UK Rural Prosperity Fund	Grant		21,156	
IT Provision - Systems & Strategy	Revenue Contribution	100,000		
Council Buildings Maintenance Programme	Revenue Contribution	300,000		
IT Equipment - PCs, Copiers etc	Revenue Contribution	40,000		
Shopmobility	Revenue Contribution	10,000		
Guildenford Car Park Lighting	Revenue Contribution	100,000		
Chipping Norton Creative	S106			
Windrush Place Public Art	S106		2,500	
Carterton Connects Creative (Swinbrook s106)	S106		1,004	
Developer Capital Contributions	S106		56,793	e.
		13,459,996	**1,063,799**	

a. The expenditure relates to the capital slippage from 2025/26 for the roof replacement at Units 1-3 Carterton Industrial Estate & Station Lane. The works are scheduled to complete by the end of Q2.

b. Four new waste vehicles are on order, with delivery expected in Q3

c. The Council acquired 8 properties to use as temporary emergency accommodation during 2025/26, 2 on the open market and 6 transferred from Cottsway Housing Association. Two of the properties only require limited refurbishment and are due to be ready for occupation in Q2. Specification work is underway for the remaining six properties, with occupation of three expected by the end of the financial year and the last three in Q2 of 2027/28.

d. The Leisure Centre improvment programme is underway, with works to the Windrush children's pool, roof and changing rooms all slated for Q2 & Q3.

e. Developer Capital contributions are the amount of S106 that the Council has paid out to Parish and Town Councils so far this financial year.

WEST OXFORDSHIRE DISTRICT COUNCIL	**WEST OXFORDSHIRE DISTRICT COUNCIL**
Name and Date of Committee	**EXECUTIVE – 9 SEPTEMBER 2026**
Subject	**SERVICE PERFORMANCE REPORT 2026-27 QUARTER ONE**
Wards Affected	ALL
Accountable Member	Councillor Andy Graham – Leader of the Council. Email: andy.graham@westoxon.gov.uk
Accountable Officer	Phil Martin – Chief Executive Officer. Email: phil.martin@westoxon.gov.uk
Report author	Yemi Olu-Opaleye – Senior Performance Analyst. Email: yemi.olu-opaleye@publicagroup.uk
Purpose	To provide details of the Council's operational performance at the end of 2026-27 Quarter One (Q1).
Annex	Annex A – Corporate Plan Action Tracker Annex B – Performance Indicator Report
Recommendation	That the Executive resolves to: 1. Note the 2026/27 Q1 service performance report.
Corporate Priorities	• 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	NO
Exempt	NO
Consultees/ Consultation	Publica Directors, Business Managers, Service Managers and Service Leads.

1. BACKGROUND

1.1 The new Council Plan was adopted in January 2023 and the Action Plan, setting out how the priorities within the Council Plan will be delivered, then followed. Additionally, following on from the external audit report in August 2023 which included a recommendation to review performance management to match the Council Plan and measure performance, a new performance framework has been developed. This includes a Corporate Action Plan Tracker and a Priority Report alongside the service output metrics.

1.2 High-performing front-line public services are critical to the Council's role in supporting residents, businesses and communities. By ensuring our performance framework highlights variations from expected performance at the earliest opportunity, we can trigger targeted interventions that support improvement and recovery. This, in turn, strengthens our ability to provide modern, effective services for residents, businesses and communities.

1.3 Our performance framework covers the full range of public services delivered to communities through a variety of delivery models including the Council itself and the Council's Teckal companies (Publica and Ubico). The report aims to provide the necessary information for the Council to assess whether services are being delivered in line with agreed quality standards and expectations.

1.4 The Council's Chief Executive is responsible for reviewing and approving the information provided in this report prior to its publication.

2. COUNCIL PRIORITY REPORT

2.1 Progress on actions in the Corporate Plan for Q1 includes:

- Salt Cross Garden Village continued to progress, with an updated Planning Performance Agreement, refreshed Section 106 programme and updated outline planning application documents scheduled for Autumn 2026. West Eynsham developers remain on track to submit a Phase 1 outline planning application in late 2026 or early 2027.
- Carterton regeneration advanced, with draft strategic priorities developed and proposals for a new Place Board to coordinate future investment, town centre regeneration, green growth opportunities and skills development.
- Town centre improvements continued across the district, including progression of Witney wayfinding proposals, enhancements to Charter Markets, public realm improvements and the commencement of the Witney High Street Improvement Scheme in May 2026.
- Marriotts Walk maintained strong occupancy levels, with only one remaining vacant unit and public realm improvement works progressing to procurement stage.
- The Windrush Leisure Centre decarbonisation project neared completion, awaiting permanent power connection and final commissioning. Wider work continued across renewable energy, electric vehicle infrastructure, fleet decarbonisation and climate action priorities.
- UK Shared Prosperity Fund and Rural England Prosperity Fund programmes continued to deliver community and economic benefits, with funding extended to September 2026.

- The new Local Plan reached a significant milestone, with the Regulation 19 Draft Local Plan published ahead of public consultation.
- Delivery of the Nature Recovery Plan 2024–2030 progressed, with new nature recovery funding supporting ecological land management improvements and biodiversity enhancement projects across the district.

2.2 An overview of progress against all actions in the Corporate Plan is attached at Annex A.

3. SERVICE PERFORMANCE

3.1 The Council performed strongly across many key services in Q1 2026/27. Non-Domestic Rates collection exceeded target, Council Tax remained close to target, customer satisfaction stayed high across telephone and face-to-face channels, and Planning income performed well above target.

3.2 Total Planning income reached £605,021 against a quarterly target of £332,543, while pre-application income reached £25,798 against a target of £15,043. Revenues and Benefits performance also improved, with Council Tax Support new claims, Council Tax Support change events and Housing Benefit change of circumstances all within target. Housing Benefit overpayment due to local authority error or administrative delay reduced to 0.17%, below the 0.35% target.

3.3 Leisure performance was also positive, with visits exceeding target at 214,820 against 205,000 and gym memberships meeting target at 5,654 against 5,650.

3.4 A small number of services remained below target. Customer call waiting times were slightly above target at 123 seconds against 120 seconds, Land Charges performance was significantly below target at 10.47% against 90%, and affordable housing delivery was below the quarterly target.

3.5 Overall, Q1 shows continued strong delivery across priority services, with targeted improvement activity in place where performance remains below expectations.

3.6 Service performance above target:

- Percentage of Non-Domestic Rates collected (37.08% against a target of 33%)
- Processing times for Council Tax Support new claims (13 days against a target of 20 days)
- Processing times for Council Tax Support Change Events (4 days against a target of 9 days)
- Processing times for Housing Benefit Change of Circumstances (4 days against a target of 9 days)
- Percentage of Housing Benefit overpayment due to LA error/admin delay (0.17% against a target of 0.35%)
- Customer Satisfaction (100% against a target of 90%)
- Percentage of FOI requests answered within 20 days (94% against a target of 90%)
- Building Control Satisfaction (92% against a target of 90%)
- Percentage of major planning applications determined within agreed timescales (100% against a target of 70%). All 7 were determined within target.

- Percentage of minor planning applications determined within agreed timescales (99% against a target of 65%). Of the 81 applications determined, 80 were within agreed timescales.
- Percentage of other planning applications determined within agreed timescales (97% against a target of 80%). Of the 227 applications determined, 220 were within agreed timescales.
- Total Planning Income (£605,021 against a target of £332,543)
- Pre-Application Planning Income (£25,798 against a target of £15,043)
- Percentage of Planning Appeals Allowed (0% against a target of 30%)
- Percentage of high-risk food premises inspected within target timescales (100% against a target of 95%)
- Percentage of high-risk notifications risk assessed within one working day (100% against target of 90%)
- Leisure visits (214,820 against a target of 205,000)
- Snapshot number of gym memberships (5,654 against a target of 5,650)

3.7 Some Service Performance below target includes:

Percentage of Council Tax Collected (32.81% against a target of 33%)

The Council recorded a slight variance of 0.23% compared to the same period last year.

A refreshed Direct Debit campaign is planned to boost uptake, aimed at strengthening collection in future years. Operationally, recovery work is fully up to date, and processing backlogs remain manageable at around five working days for Council Tax.

Customer Call Handling – Average Waiting Time (123 seconds against a target of 120 seconds)

Average call waiting times increased in Q1, with sickness, leavers and new starters contributing to higher wait times. Three additional starters are expected in August, which should support recovery once training is completed.

Percentage of official land charge searches completed within 10 days (10.47% against a target of 90%)

Land Charges performance remained below target, reflecting a combination of resource-intensive processes, products and staffing challenges. An increase in workload increased average turnaround time from 10 days in Q4 to 16 days this quarter. Increased average processing times and record-high numbers of partial searches particularly affected performance at West.

The service has developed a strategic recovery plan focused on initial access, triage and processing, products, and fees and charges, with new ways of working being developed over the summer and implementation planned for autumn. This plan is being monitored by the Publica Operational Forum.

Number of affordable homes delivered (6 against a target of 69)

Affordable housing delivery was below the Q1 target, with six affordable rent homes completed at Park View Woodstock. The lower figure reflects several sites completing in the previous quarter, resulting in a downturn at the start of the new year. Further completions are anticipated at Hill Rise Woodstock, Banbury Road Chipping Norton, Woodstock Road Charlbury, Park View Woodstock and East Carterton.

A full report is attached at Annex B and should be looked at in conjunction with this report.

3.8 As previously agreed, where possible, broader benchmarking has been included in the full performance report to gain a more robust and insightful evaluation of performance.

4. DELTA DISABLED FACILITIES GRANTS SCORECARD

4.1 The DELTA Disabled Facilities Grants (DFGs) Scorecard provides an annual overview of the Council's performance in delivering Disabled Facilities Grants. It summarises key measures such as the number of completed adaptations, who receives support and the time taken to progress cases from application through to completion. Developed by Foundations using statutory DELTA returns submitted by each local authority, the scorecard offers a balanced and accessible assessment of service performance, highlighting areas of strong delivery as well as emerging pressures. DELTA is the primary online platform used by the Ministry of Housing, Communities and Local Government (MHCLG) for collecting statistical data and grant information, providing a single, centralised system for submissions.

4.2 In 2024–25, West Oxfordshire performed strongly against national comparators, ranking within the top 7.6% of local authorities for delivery times. This reflects effective case-flow management and a sustained focus on timely outcomes for residents with mobility or independence needs.

4.3 For full context, the current and previous years' DELTA DFG Scorecards should be reviewed together, as they provide a clear picture of performance trends and the impact of improvement activity over time.

5. OVERVIEW AND SCRUTINY COMMITTEE

5.1 This report will be reviewed by the Overview and Scrutiny Committee at its meeting on 2 September 2026. The draft minutes of that meeting will be circulated to all Members and any recommendations from the Committee will be reported to the 9 September 2026 Executive meeting.

6. FINANCIAL IMPLICATIONS

6.1 There are no direct financial implications from this report.

7. LEGAL IMPLICATIONS

7.1 None specifically because of this report. However, a failure to meet statutory deadlines or standards in some services may expose the Council to legal challenge and/or financial liability.

8. RISK ASSESSMENT

8.1 Contained in this report.

9. EQUALITIES IMPACT

9.1 None

10. SUSTAINABILITY IMPLICATIONS

10.1 A Sustainability Impact Assessment (SIA) is not required because it is a quarterly review report for the Executive to note.

11 BACKGROUND PAPERS

11.1 None

(END)

WEST OXFORDSHIRE DISTRICT COUNCIL

Corporate Strategy Action Tracker

Green	On target	
Amber	Off target but action being taken to ensure delivery (where this results in	
Red	Off target and no action has yet been agreed to resolve the situation	
In Progress	Work on the action is underway, though a fixed timeline has not yet been	
Complete	Action completed	
Not Scheduled to Start	The action/project has either a future start date or is still in its early stages, with no start date established yet.	

		Our Focus	**Actions**	**Quarter 1 update**	**Start Date**	**Date Due**	**Status**	**Executive Member**	**Link Officer**	**Updates Provided by**
1.1	**Putting Residents First**	The Council will listen and act in the best interests of residents by: -Being an outward facing, accessible, inclusive and open Council, improving our use of technology to increase understanding and access to what we do, how we work and the decisions we take -Providing easy to use platforms for public consultations that are effective, accessible and timely so that the voice of residents can be heard in planning and other Council decisions -Positively engaging with and listening to locally elected representatives on Town and Parish Councils -Actively seeking the voice of the seldom heard, including those of young people, to understand their particular needs and ensure that the Council is taking decisions that meet these needs.	Explore how the Council leads Youth Engagement, ensuring youth are engaged across the wide range of activity it undertakes.	First Youth Voice event was held and attended by young people. Grant scheme to support local youth groups was opened for applications. Organisational development programme for youth groups delivered by Oxfordshire Youth has launched. and the tender for providing digital support for services was advertised. DCMS Youth Innovation Funding via OCC has been complex to navigate but is enabling a very positive programme as mentioned and has enabled the launch of the West Oxfordshire Youth Partnership with fantastic collaboration with and ownership by the sector.			On Target	Sandra Coleman	Heather McCulloch	Heather McCulloch
			Customer Experience Improvement Programme	Completed	01/07/2020	01/01/2024	Complete	Andy Graham	Phil Martin	Michelle Clifford
1.2	**Putting Residents, Young and Old, at the Heart of What We Do**	The Council will act with outstanding levels of transparency and accountability, with high standards of governance and trustworthiness.	Proposal to implement a robust system and process for: > the allocation of matters to the councils' forward plans > report preparation, consultation and approval > transparency and publication of decision making; and > decision tracking.	Completed	01/05/2021	31/12/2023	Complete	Andy Graham	Phil Martin	Andrew Brown
1.3		The Council will actively manage Council budgets, delivering good levels of service through the wise and efficient use of funds available as well as enabling those budgets to grow so that the Council can take action towards the priorities of this Council Plan.	Procurement: Publica-wide project to embed climate, ecological and social value considerations in procurement processes to maximise the use of sustainable suppliers and support local businesses.	Updated Procurement Strategy and training provided to significant number of staff. Focus will now be on development of policy addressing these considerations ahead of LGR.			In Progress	Alaric Smith	Ciaran O'Kane / Claire Locke	Ciaran O'Kane
2.1	**Enabling a Good Quality of Life for All**	Ensure the timely provision of built and green infrastructure which meets the needs of existing and incoming residents and that supports health and care to enable physical and mental well-being, community cohesion and delivers a high quality of life.	Adopt and implement CIL (Community Infrastructure Levy).	The implementation of CIL is continuing following the go-live date of 31 January 2026. Officers are in the process of finalising an interim position statement setting out which S106 contributions will continue to be sought and which will now fall away and be covered by CIL. This will be further set out in the Council's Infrastructure Funding Statement (IFS) which must be published by the end of December 2026.	01/11/2019	31/08/2024	Complete	Liz Leffman	Giles Hughes / Chris Hargraves	Chris Hargraves
			Commission (Sport England) Strategic Outcomes Planning Model (SOPM) through Max Associates to inform a West Oxfordshire Leisure, Health and Wellbeing Strategy which will define a more holistic leisure provision offer (inc. arts, culture, entertainment and sport). The SOPM will also inform the Infrastructure Delivery Plan (and Local Plan Review) and Town Centre regeneration plans.	Completed	01/09/2023	20/11/2024	Complete	Tim Sumner	Rachel Biles	Rachel Biles
			Explore opportunities for green investment for strategic development areas e.g. through the Carterton Masterplan and also through the Pan-Regional Partnership.	Opportunities for green investment will be a strong element of the emerging Carterton Area Regeneration Framework. This will include opportunities that arise from the work on a Local Area Energy Plan for the district and establishing more jobs and training pathways into green construction skills so that local communities benefit from the growth planned for the wider area. New governance to bring partners together is being developed, and this will ensure a more joined-up approach to attracting green investment and maximising the opportunities this will bring for people living and working in the area.	01/01/2023	31/08/2025	On Target	Liz Leffman, Andrew Prosser	Sam Stronach	Sam Stronach

			Explore how the Local Plan can address the issue of securing long term maintenance of green infrastructure on large SDAs.	The Regulation 19 draft Local Plan published on 30 June 2026 ahead of formal consideration by Members. Subject to Member approval, public consultation on the Regulation 19 draft Local Plan will take place in August 2026. Following the consultation, Members will then be asked to consider the responses received and decide if they wish to submit the draft Plan for independent examination. The draft plan must be submitted before the end of December 2026 if it is to be examined under current national plan-making arrangements.	31/08/2022	31/08/2025	On Target	Andrew Prosser	Chris Hargraves	Chris Hargraves
			Consideration of community stewardship and maintenance of Strategic Development Areas – how do we enable this?	The Regulation 19 draft Local Plan published on 30 June 2026 ahead of formal consideration by Members. Subject to Member approval, public consultation on the Regulation 19 draft Local Plan will take place in August 2026. Following the consultation, Members will then be asked to consider the responses received and decide if they wish to submit the draft Plan for independent examination. The draft plan must be submitted before the end of December 2026 if it is to be examined under current national plan-making arrangements.	31/08/2022	31/08/2025	On Target	Andrew Prosser	Chris Hargraves	Chris Hargraves
2.2		Work with Oxfordshire County Council and others to increase the opportunity for residents to travel around and beyond the District on foot or by bike, or on public transport, to reduce car dependence and benefit from the health and economic benefits of doing so.		OCC is still aiming to take the Charlbury LCWIP to CMD in October. The document has been reviewed by Charlbury Town Council and is now being finalised, together with the supporting documentation. Once adopted, it will be West Oxfordshire's final LCWIP. Following the adoption of the Charlbury LCWIP, attention will turn to updating the existing LCWIPs, starting with the earliest adopted plan, the Witney LCWIP. This programme of updates is expected to begin later in the current financial year. The Social Value of Rail Conference brought together partners from the public, private and community sectors to explore how rail in Oxfordshire can deliver wider social, economic and environmental benefits. Discussions focused on improving access to opportunities, strengthening communities, supporting sustainable growth, and encouraging practical collaboration across sectors.	10/09/2021		In Progress	Andrew Prosser	Hannah Kenyon	Hannah Kenyon
2.3		Explore the scope for alternative means of delivering the range of homes in the District that meet the diverse needs of our communities, such as investment in tenures and sizes of homes that the market does not currently deliver enough of.	Strategic Housing Project: Internal management and modelling – proposals to be presented to Executive in paper compiled by Publica Assistant Director Planning and Sustainability to November Executive.	Completed	01/04/2023	15/11/2023	Complete	Geoff Saul	Phil Martin	
			Strategic Housing Project: Assessing scope for investment and modelling.	Initial assessment shows that partnership working with an RP offers the potential to leverage funding and Homes England grant, whilst de-risking financial exposure for the Council.	01/04/2023		On Target	Alaric Smith, Geoff Saul	Phil Martin	
			Strategic Housing Project: Overview of modelling options and delivery. Proposed approach to the November Executive.	Completed	01/04/2023	15/11/2023	Complete	Tim Sumner, Geoff Saul	Phil Martin	
			Further exploration of the best route to be more interventionist in housing delivery via direct provision – clarity needed over the desired objectives of establishing the council owned housing company or pursue an alternative route e.g. via a Joint Venture (OxPlace/Oxfordshire wide).	In addition to activity reported in previous quarter WODC has acted to support the community-led housing sector. Community-led housing provides a route to diversify affordable housing supply, place assets into the control of people in their community and allow them to design housing delivery directly around local priorities. WODC is working with the Chippy CLT in Chipping Norton, exploring potential to transfer land in to the trusts ownership in order to deliver an affordable housing scheme. WODC is working with rural enablers in order to assist parishes identify and quantify affordable housing need and support ambitions to control and deliver locally-focussed affordable housing.	01/04/2023		On Target	Geoff Saul	Phil Martin	Daniel Taylor
			Development of business cases for existing Council owned sites – initial focus should be on Woodford Way – a housing scheme which integrates carparking (what is needed/tie in with EVPC). Key landowners/development partners.	The Woodford Way scheme has progressed with early-stage design work being carried out by consultants and anticipated for a pre-app in Q2/Q3. Design intentions remain in line with those reported in previous quarter. Work has also progressed with establishing a RP to partner with Council in delivering the scheme and become involved in the design process. See also above comment regarding land at Chipping Norton.	01/04/2023		On Target	Geoff Saul	Murry Burnett	Daniel Taylor
			Further exploration of modular building – how, where and with whom including visits manufacturers. To understand options for delivery.	WODC is supporting local RP's with pre-planning work to deliver affordable housing schemes adopting offsite construction to provide efficient homes	01/04/2023		On Target	Geoff Saul	Phil Martin	Murry Burnett
			Emergency accommodation – Acquisition of - consider the balance – single/couple and family accommodation).	All properties have now completed and are in WODC ownership. Improvement works progressing well in one property and works tendered in other properties. Some delays regarding the ICT equipment required for access and security due to the current Global markets.			In Progress	Geoff Saul	Claire Locke	Michael David
			Completion of housing development at Walterbush Road, Chipping Norton.	Heads of Terms for transfer being progressed. Report for formal authority to be brought forward to Executive September 26			In Progress	Geoff Saul	Jasmine McWilliams	Jasmine McWilliams
			Deliver the Local Authority Housing Fund as a means to relieve pressures on short term accommodation and bridging hotels with a longer term of objective to see the housing being used for more general affordable purposes.	Completed	01/04/2023	31/09/2024	Complete	Geoff Saul	Claire Locke	

2.4	**The Council will be a hive of activity to help build and support thriving towns and villages that provide residents with a high quality of life by supporting a vibrant local economy, homes and infrastructure that meet people's needs, excellent health and wellbeing and ensuring equal access to opportunity for all.**	Work with partners to support a vibrant local economy which gives residents the opportunity to prosper and fulfil their ambitions through secure jobs and exciting careers, entrepreneurship and developing new skills to participate in and contribute to the local economy.	Work with Carterton Town Council and other relevant stakeholders to identify economic regeneration priorities for the town and immediate area following completion of the UKSPF funded Carterton Strategic/Master Plan.	Draft strategic priorities have been developed based on the analysis of existing challenges and the opportunities arising from future growth. These will form the basis for further engagement with partners during the summer. Proposals have also been developed for a new Place Board that would bring partners together, oversee the setting of priorities and commission projects in line with those. This is likely to include a town centre regeneration plan, to ensure the current and future offer is one that meets the needs of the community and attracts investment in line with the ambition for the place.			In Progress	Liz Leffman	Michael Rich	Michael Rich
			Strategy and plan for reinvigorating the District's Charter Markets	Completed			Complete	Duncan Enright	Sam Stronach	Sam Stronach
			Set future project priorities for Council and Stakeholders to secure the long term viability of our Market Towns via enhancements inc wayfinding & signage, public realm and support for independent retailers and appropriate market promotions/attractions.	A dedicated working group made up of representatives from WODC, OCC, Witney Town Council, and the Witney Chamber of Trade has reviewed the existing town-centre signage, identifying outdated elements and opportunities to modernise and simplify the network. Work is now progressing on procurement and delivery planning, with ongoing discussions with Oxfordshire County Council regarding High Street fixtures and installation requirements, alongside engagement with local accessibility groups to ensure the new signage is inclusive and user-friendly. A recent workshop with the Chamber of Commerce also helped secure feedback and support from local businesses, ensuring the scheme reflects the needs of town-centre users and stakeholders. Support has also been provided to the new Charter Markets team at Cotswold Markets to help grow and diversify their offer, including the introduction of a dedicated start-up stall aimed at encouraging new traders into Witney's market. Alongside this, a public survey is being carried out to gather views on the markets, understand how people use them, and identify opportunities for improvement. The feedback will help shape future enhancements and ensure the markets continue to meet the needs of local residents, visitors, and businesses.	01/12/2022	31/05/2025	On Target	Duncan Enright	Sam Stronach	Sam Stronach
			Oxfordshire County Council improvements to Witney Town Centre linked to Marriots Walk redevelopment where appropriate.	Work commenced on the 12th May 2026. Traffic management has been set up across the Phase 1 area to safely separate works from pedestrians and vehicles, with underground services located and marked ahead of initial excavation. Existing kerbs and footway surfaces have been removed where required, and two central road islands have been taken out and temporarily reinstated. Current activity includes trial holes and vacuum excavation to confirm the position of underground services, alongside identifying drainage and carriageway defects and preparing further excavations for new drainage, kerbs, and channels, with temporary surfaces maintained to ensure safe access. The next steps will involve installing new drainage systems, reinstating excavated areas ahead of kerb construction, laying the new coloured footway surface, and gradually removing traffic management as completed sections are reopened. We will continue to work closely with the contractor and strive to have regular liaison with Oxfordshire County Council to ensure the scheme progresses efficiently and any emerging issues are addressed promptly. Currently everything appears to be on track in terms of timing but some businesses are concerned for delays with Christmas trade on the horizon.			On Target	Duncan Enright	Sam Stronach	Sam Stronach
2.5			Guide the future delivery of Salt Cross new garden village and associated infrastructure to enable delivery of Salt Cross Science Park.	Planning Performance Agreement signed by WODC & OCC is with GDL for sign off at their land owner board. The resourced work programme signed up to, to refresh the 2020 outline application is underway. Ecology, flooding, transport and masterplan scoping workshops have been held and 2026 updated scenarios reviewed to enable GDL to update their application. Further workshops are programmed to take place as per PPA agreed programme to enable GDL to submit refreshed OPA documents Autumn 2026 (GDL programme milestone). Viability consultant procured for WODC. GDL assembling OPA viability assessment but awaiting OCC viability information (requested by both WODC and GDL). All viability work on hold until OCC provide their updated 2026 viability information (approx. 80%). A40 Housing Improvement Funded Improvements contractors (Balfour Beatty) procured & planning permission for the amended scheme given. Pre construction to start on site August 2026 and construction to start October 2026. West Eynsham developers also on track to submit a phase 1 outline planning application late 2026 early 2027 for West Eynsham strategic delivery. Multi Rapid Transit (MRT) Options Appraisal consultants appointed (Jacobs), work programme agreed and commenced. Due for completion October 2026. Eynsham LCWIP setting out walking and cycling improvements in Eynsham and connectivity with Salt Cross underway.	01/01/2018	31/12/2034	On Target	Duncan Enright	Andrea Clenton	Andrea Clenton
			Marriotts Walk – implementation of CBRE recommendations inc. securing new tenants, public realm improvements & making enhanced use of the square.	Work ongoing with CBRE to manage void units in a challenging market. All units occupied except Unit 10, which is under offer. Public Realm designs agreed by Executive and procurement now progressing.			On Target	Duncan Enright	Jasmine McWilliams	Jasmine McWilliams
			Development of the Carterton Strategic/Master Plan to regeneration the town and in doing so redressing balance between housing development with investment in the town centre, leisure and culture facilities, community space and business opportunities. Will seek to determine the best way to maximise the economic benefit of the RAF's largest airbase for the town and immediate area.	A draft regeneration framework has been prepared that will form the basis for further engagement with partners during the summer. This will build on the objectives set out in the final draft of the new Local Plan, which sets a clear vision for the Carterton area and priority growth locations. It also sets out policies for the town centre and RAF Brize Norton, recognising its importance within the life and economy of the town and wider area.	01/02/2022	31/05/2025	On Target	Alaric Smith, Liz Leffman Geoff Saul,	Sam Stronach	Sam Stronach
			Ubico Grounds Maintenance Contract – review contract with aim of securing both biodiversity enhancements and budgetary savings.	Ongoing	01/04/2025	01/03/2026	On Target	Alistair Wray	Si Pocock-Cluley	Si Pocock-Cluley
			Biodiversity Land Management Plans - Working with Ubico to change land management processes across key WODC sites, for example reduced mowing frequency, creation of urban meadows, changes to floodplain meadow management, invasive species action, subsidence works, to improve them for both wildlife and people.	Ongoing review of land management of council-owned and managed sites. Nature recovery funding in 2026-27 will be used to implement key actions.	01/02/2022	01/03/2026	On Target	Alistair Wray	Si Pocock-Cluley / Hannah Kenyon / Mel Dodd	Mel Dodd

3.1	Creating a Better Environment for People and Wildlife	Work with others, and fulfil our statutory obligations, to ensure that land, air and water support biodiverse habitats, reduce pollution and bring about nature recovery to the District, putting it at the forefront of local decision making.	Support DEFRA funded Landscape Recovery Project (contiguous with the Evenlode and Windrush Catchments) in partnership with the North East Cotswolds Farmer Cluster and the Oxfordshire Local Nature Partnership.	Ongoing support being provided. Two meetings held to discuss S106 agreement for habitat bank (statutory Biodiversity Net Gain) with WODC Principal Ecologist and Legal Services.			In Progress	Alistair Wray		
			Windrush in Witney funding bid, in partnership with Wychwood Forest Trust - Landscape-scale enhancements across the Witney Floodplains, working with OCC, WTC and Wychwood Forest Trust to introduce grazing, improve floral diversity, pollard willow trees, establishment of a new volunteer group and delivery of a series of community engagement/rural skills training events.	Ongoing review of progress. No funding bid submitted and no partnership meeting held. Various discussions between key partners and Wychwood Forest Trust CEO. Potential for shorter term implementation of action on the ground for key species and habitats during 2026-27 to be agreed. 'End of Year 2' review report received from WFT CEO and meeting to be arranged to discuss progress with Service Level Agreement with WODC Head of Planning, Exec Member for Climate Action and Nature Recovery and Principal Ecologist (SLA manager) and to agree what happens in Year 3.	01/05/2022	01/03/2025	Off Target but Mitigation in Place	Andrew Prosser	Mel Dodd	Mel Dodd
			Coronation Community Orchard Scheme	514 trees planted across 26 orchards over three years. Two pruning workshops hosted by the Council. Eight month understorey meadow creation workshops delivered by the Long Mead Foundation are underway.	01/11/2023	21/03/2025	Complete	Andrew Prosser	Mel Dodd / Hannah Kenyon	Mel Dodd
3.2		Recognise and support the vital role of farming in natural ecosystem conservation, local food production and economic resilience, and the role that environmentally sustainable farming can play in achieving this.	Engaging with farmers as part of a wider consideration of the District's rural economy. How can WODC work to support(within its powers) a strong local rural economy, including diversification and the visitor economy.	Supporting the Nature4Networks pilot project to strengthen the climate resilience of substations and other electricity network assets through the implementation of nature-based solutions. The project aims to enhance infrastructure resilience while delivering wider environmental benefits, such as improved biodiversity, natural flood management, and ecosystem restoration.			In Progress	Andrew Prosser, Alistair Wray	Chris Jackson / Hannah Kenyon	Hannah Kenyon
3.3		Help people to connect with nature by improving understanding of and public access to green spaces and the countryside.	Deer Park South Access Project – Infrastructure improvements to enhance public access to woodland adjacent to strategic development area.	Completed	01/12/2022	31/05/2025	Complete	Duncan Enright	Hannah Kenyon	Hannah Kenyon
	The Council will be a progressive custodian of our environmental resources, supporting a healthy natural landscape and functioning ecosystem which is rich in wildlife and habitats that are enjoyed by and benefit all.		Tackling inequalities in nature	Nature Connected project Carterton – Two community engagement sessions have taken place across the Town Council-owned Local Wildlife Sites, with a further seven sessions scheduled. Officers continue to work closely with Carterton Town Council, representatives from the Community College, and Oxfordshire County Council to support the project. Chipping Norton – Chipping Norton Town Council has granted permission for an outdoor classroom/shelter to be erected at Cotswold Crescent. Officers have also signed a contract with Sustainable Chipping Norton to support the weekly sessions held at Cotswold Crescent over the next 18 months, concluding in January 2028. Witney – Ten walking routes across Witney's green spaces have been identified in partnership with Oxfordshire County Council, Wychwood Forest Trust, and Witney Town Council.			On Target	Andrew Prosser	Heather McCulloch / Melanie Dodd	Mel Dodd / Heather McCulloch
3.4		Be an active participant in the Oxfordshire Local Nature Partnership and contribute to the production of the Local Nature Recovery Strategy to establish priorities and map proposals for action to drive nature's recovery, achieve Biodiversity Net Gain and provide wider environmental benefits specific to West Oxfordshire.	Officer group to convene with Local Nature Partnership - maintain relationship with LNP and work with partners to develop workstreams.	Ongoing	01/07/2022	01/07/2025	On Target	Alistair Wray, Duncan Enright	Hannah Kenyon / Mel Dodd	Mel Dodd
			Explore the potential for the Council to acquire land for Biodiversity Net Gain and nature-based carbon sequestration.	Still investigating potential for habitat bank to be set up in Eynsham - waiting to hear back from local community group based on ecological surveys that they are carrying out over the summer. No other council-owned land is being considered for BNG sites at this time.	8/12/2024	31/03/2026	On Target	Andrew Prosser	Hannah Kenyon / Mel Dodd	Mel Dodd
3.5		Work with others to facilitate environmentally sensitive flood management of our river catchments.	Support of the Catchment Partnerships including the promotion (where appropriate) of other water quality campaigning groups. Sewerage and Water Agency Group continue to facilitate (Links with the Pan Regional Partnership – Scoping and Modelling Work).	Ongoing involvement in Evenlode and Windrush Catchment Partnerships, including a WODC rep on the Evenlode Catchment steering group and attendance at regular partnership meetings. Discussions with Windrush Catchment Partnership about several projects.			On Target	Alastair Wray, Andy Graham	Hannah Kenyon / Melanie Dodd	Mel Dodd
			Delivery of the Local Plan – overview including how can the site allocations process through the Local Plan review play a positive role in water management? Coordination of policy. Linked to 4.2.	The Regulation 19 draft Local Plan published on 30 June 2026 ahead of formal consideration by Members. Subject to Member approval, public consultation on the Regulation 19 draft Local Plan will take place in August 2026. Following the consultation, Members will then be asked to consider the responses received and decide if they wish to submit the draft Plan for independent examination. The draft plan must be submitted before the end of December 2026 if it is to be examined under current national plan-making arrangements.	01/06/2022	31/12/2024	On Target	Liz Leffman	Chris Hargraves / Hannah Kenyon	Chris Hargraves
4.1	Responding to the Climate and Ecological Emergency	Drive down carbon emissions from Council operations including leisure, waste and street cleansing and running of the Council's estate, and in so doing lead by example to inspire others to take action to collectively reduce the overall carbon emissions of the District.	Decarbonisation of council owned buildings, including leisure centres and sports pavilions – secure external PSDS funding and extend the MEES project to include the full decarbonisation of tenanted buildings.	PSDS 3c – Windrush Leisure Centre: The decarbonisation scheme is nearing completion. The project is currently awaiting the permanent power connection before final completion and commissioning can take place.			On Target	Andrew Prosser, Alaric Smith, Tim Sumner	Hannah Kenyon	Hannah Kenyon
			Decarbonisation of council owned buildings, including leisure centres and sports pavilions – secure external PSDS funding and extend the MEES project to include the full decarbonisation of tenanted buildings.	The decarbonisation of Carterton Leisure Centre and Chipping Norton Leisure Centre will form part of a pilot Local Government Reorganisation (LGR) decarbonisation programme, subject to political approval and the availability of funding.	Remove, as following an evaluation at the relevant gateway review for both Carterton and Chipping Norton LCs, the Exec agreed not to move to the next phase of the		Off Target	Andrew Prosser, Alaric Smith	Hannah Kenyon	Hannah Kenyon
			PSDS 3b funded Carterton Leisure Centre decarbonisation - Carbon reduction through the replacement of the heating and hot water system of the building with a low-carbon alternative and increasing the amount of solar PV on site.	The decarbonisation of Carterton Leisure Centre and Chipping Norton Leisure Centre will form part of a pilot Local Government Reorganisation (LGR) decarbonisation programme, subject to political approval and the availability of funding.	Remove, as following an evaluation at the relevant gateway review, the Exec agreed not to move to the next phase of the project		Off Target	Andrew Prosser, Tim Sumner	Hannah Kenyon	Hannah Kenyon
			Waste Vehicle Strategy - Supporting the Waste team on the development of the strategy to reduce emissions from the Council's waste vehicle fleet.	The mechanical sweeper trial was unsuccessful; therefore, an internal combustion engine (ICE) vehicle has been ordered to maintain operational service. A paper is being prepared to identify an appropriate transitional strategy while longer-term decarbonisation options are developed.			On Target	Alistair Wray	Si Pocock-Clulely / Hannah Kenyon	Si Pocock-Clulely / Hannah Kenyon

			Carbon Action Plan to 2030 and Climate Change Strategy to 2050 - Update of the Carbon Action Plan and Climate Change strategy to include scope 3 emissions, district carbon budgets, route maps to net zero, and actions.	Completed	01/07/23	30/6/2024	Complete	Andrew Prosser	Hannah Kenyon	Hannah Kenyon
			Climate Impact Assessment Tool (CIAT) – Develop the tool as a mandatory requirement on projects so as to embed climate and nature considerations in council decision making.	Completed	01/02/2023	01/04/2024	Complete	Andrew Prosser	Hannah Kenyon	Hannah Kenyon
			Solar PV project for tenanted buildings - A Publica-wide long-term project to install rooftop solar panels on council owned buildings, increasing the amount of renewable energy generated in the District.	Exploring opportunities to install solar carports across council-owned car parks, with potential funding from Section 106 developer contributions and community ownership supported through Great British Energy grant funding.	01/08/2022	01/12/2023	Off Target	Andrew Prosser	Hannah Kenyon	Hannah Kenyon
4.2		Encourage the use of nature based solutions to sequester carbon and combat the risks arising from climate change at a river catchment scale, such as restoration of meadows and trees to reduce flooding and improve water quality.	Biodiversity Action Plan – Develop and deliver workstreams to restore nature and enhanced biodiversity in the District.	Implementation of Nature Recovery Plan 2024-2030 and ecological land management recommendations through new nature recovery funding is underway - planning and preparation of works that need to be carried out this financial year.	01/03/2023		On Target	Andrew Prosser	Hannah Kenyon / Mel Dodd	Mel Dodd
4.3	The Council will be a community leader in responding to the challenges of climate change, including rapidly reducing greenhouse gas emissions and preparing the District and its communities for the impacts of climate change to ensure a fair transition for all to a future that will be defined by climate change.	Work with partner organisations and residents to facilitate the retrofit of carbon reduction measures in homes and businesses and pursue a drive to net zero carbon buildings in new developments through planning policy	Consider how proactive should WODC be in facilitating retrofit for the 'able to pay' market.	The Oxfordshire Retrofit Strategy has been completed, and West Oxfordshire District Council (WODC) is working collaboratively through the Zero Carbon Oxfordshire Partnership (ZCOP) to deliver the agreed actions. In addition, the CAPZero Power Up project aims to accelerate domestic retrofit in Eynsham by establishing a group buying scheme for low-carbon technologies and energy efficiency measures.			In Progress	Andrew Prosser	Hannah Kenyon	Hannah Kenyon
			Greenlight – nature and online hub to facilitate community action for a greener future.	Continue to engage with a range of stakeholders to support collaboration on carbon reduction initiatives and enhance climate resilience.			In Progress	Andrew Prosser	Hannah Kenyon	Hannah Kenyon
			Minimum Energy Efficiency Standards (MEES) project for tenanted buildings - A Publica-wide review of tenanted buildings to determine what measures are needed to bring the EPC rating up to a B or above by 2030.	Reported breaches of the Minimum Energy Efficiency Standards (MEES) for privately rented homes will be investigated, with enforcement action taken where non-compliance is identified.	01/07/2023		On Target	Andrew Prosser	Hannah Kenyon	Hannah Kenyon
			Home Upgrade Grant Phase 2 (HUG2) - A countywide scheme to upgrade energy efficiency and low carbon heating for low-income householders in the worst performing off-gas grid homes.	Completed	01/06/2023	01/03/2025	Complete	Andrew Prosser	Hannah Kenyon	Hannah Kenyon
4.4		Encourage renewable energy generation at appropriate sites in the District, improving local energy and economic resilience and supporting the community benefits that this resilience will bring.	Explore opportunities with partners to encourage renewable energy within the District.	The draft West Oxfordshire Local Area Energy Plan (LAEP) includes actions to support the delivery of renewable energy. The draft Regulation 19 Local Plan promotes the development of renewable energy projects, and the draft Community Benefit Policy has been updated in response to feedback received during the public consultation.			On Target	Andrew Prosser	Giles Hughes / Hannah Kenyon	Hannah Kenyon
4.5		Work with Oxfordshire County Council to deliver on our joint commitment to active travel and public transport, including through improved walking, cycling and public transport infrastructure and better public transport services.	Install EV charging points across the District.	EZ-Charge has received Distribution Network Operator (DNO) connection offers for each site and completed site assessments to confirm the proposed Phase 1 site list.	26/05/2023	01/01/2025	Off Target but Mitigation in Place	Andrew Prosser	Hannah Kenyon	Hannah Kenyon
5.1	Working Together for West Oxfordshire	Target available Council grant budgets to proposals by other organisations that will deliver on Council priorities.	Enable delivery of agreed project interventions on Government approved Investment Plan under UKSPF and REPF.	Several projects are now completing their final phases of delivery, while others have taken the opportunity to extend activity to make full use of remaining underspend. This reflects the Government's intention to support programmes that began later due to delays in allocations. As part of this, we have extended one contract to ensure continued delivery where additional time and capacity will maximise impact. We have also established a new partnership that continues to support NEETs, created specifically because underspend within one project allowed us to broaden the programme's reach. Work continues to ensure any remaining underspend is fully utilised and directed toward activity that strengthens outcomes across the district.			On Target	Duncan Enright	Sam Stronach	Sam Stronach
			Successful implementation of new Grant Scheme: a) Crowdfunding, b) Community and Voluntary Sector Service Level Agreements and c) Youth initiatives.	a) All schemes fundraising on Westhive have reached targets and closed campaigns except 1. Westhive has closed down b) Have been working to mobilise Crowdfunder UK as the new platform provider and set up all arrangements including contracts c) End of year 2 reports from SLA partners have been received and review meetings scheduled d) Have been designing the next 3Yr SLA programme 2027-2030, which we plan to open in July e) DCMS funded youth services fund designed and opened to applications	01/12/2022	31/05/2025	On Target	Alaric Smith with Sandra Coleman, Andrew Prosser and Alastair Wray	Heather McCulloch	Heather McCulloch
5.3		Support Town and Parish Councils to represent their communities energetically and take action on issues important to their locality.	Towns and Parish Biodiversity project– UKSPF funded project to provide case studies for communities on how to enhance biodiversity in different habitats.	Completed	01/12/2022	31/05/2025	Complete	Andrew Prosser	Hannah Kenyon	Hannah Kenyon

5.4		Support the Voluntary and Community Sector to continue to undertake activity which serves the needs of residents including established organisations and more informal groups working to address particular needs such as access to food, youth support and cultural provision.	Community Grants	Continue to link closely with VCS colleagues across the district. Council hosted the West Oxfordshire Health and Wellbeing Alliance in April. We set up Witney Youth Partnership which has met regularly through this period, focussed on delivery of the DCMS funding targets. We remain in touch with food groups. Support of VCS groups funded through the WCCIF programme has continued during this period.	01/12/2022	31/05/2025	On Target	Sandra Coleman	Heather McCulloch	Heather McCulloch
5.5		Make a dedicated effort to further understand and meet the needs of our young people and support their mental health, including children, teenagers and young adults leaving school, entering the world of work and/or seeking to set up home in the District.	Focussed programme of engagement with young people, and other groups, on mental and physical health, local facilities and spaces for young people, to ensure future leisure, sport, culture and arts provision in the District best provides for these.	First Youth Voice event was held and attended by young people. Grant scheme to support local youth groups was opened for applications. Organisational development programme for youth groups delivered by Oxfordshire Youth has launched. and the tender for providing digital support for services was advertised. DCMS Youth Innovation Funding via OCC has been complex to navigate but is enabling a very positive programme as mentioned and has enabled the launch of the West Oxfordshire Youth Partnership with fantastic collaboration with and ownership by the sector.			On Target	Sandra Coleman, Tim Sumner	Heather McCulloch	Heather McCulloch
			Have Your Say Events – focussed topic event for young people.	Youth Voice project has kicked off led by the West Oxfordshire Youth Partnership			In Progress	Sandra Coleman	Heather McCulloch	Heather McCulloch

WEST OXFORDSHIRE DISTRICT COUNCIL

Delivering great services locally

PERFORMANCE REPORT:
April – June 2026

Summary Index

WEST OXFORDSHIRE DISTRICT COUNCIL

Summary Index

WEST OXFORDSHIRE DISTRICT COUNCIL

Summary Index

WEST OXFORDSHIRE DISTRICT COUNCIL

A note on performance benchmarking

Benchmarking can be a useful tool for driving improvement; by comparing our performance with other similar organisations, we can start a discussion about what good performance might look like, and why there might be variations, as well as learning from other organisations about how they operate (process benchmarking).

When we embark on performance benchmarking, it is important to understand that we are often looking at one aspect of performance i.e. the level of performance achieved. It does not take into account how services are resourced or compare in terms of quality or level of service delivered, for example, how satisfied are residents and customers? Furthermore, each council is unique with its own vision, aim and priorities, and services operate within this context.

Benchmarking has been included wherever possible ranking against other Local Authorities within Oxfordshire County Council. The Councils included are Cherwell, Oxford City, South Oxfordshire and Vale of White Horse.

A RAG (red, amber, green) status has been applied to each KPI to provide a quick visual summary of the status of that KPI for the quarter. Additionally, RAG status has been added to the direction of travel for each metric to show how the performance against last quarter and the same quarter compared to last year is progressing.

Overall Performance

The Council delivered strong performance across most priority services in Q1 2026/27. Planning income significantly exceeded target, customer satisfaction remained high and Revenues and Benefits performance improved, with Council Tax Support and Housing Benefit processing times all within target.

Leisure performance was also positive, with visits exceeding target and gym membership remaining strong.

A small number of services remained below target, including customer call waiting times, Land Charges processing and affordable housing delivery. Overall, performance remained strong, with improvement activity in place where required.

Moving forward, the Council remains committed to further enhancing its performance and service delivery.

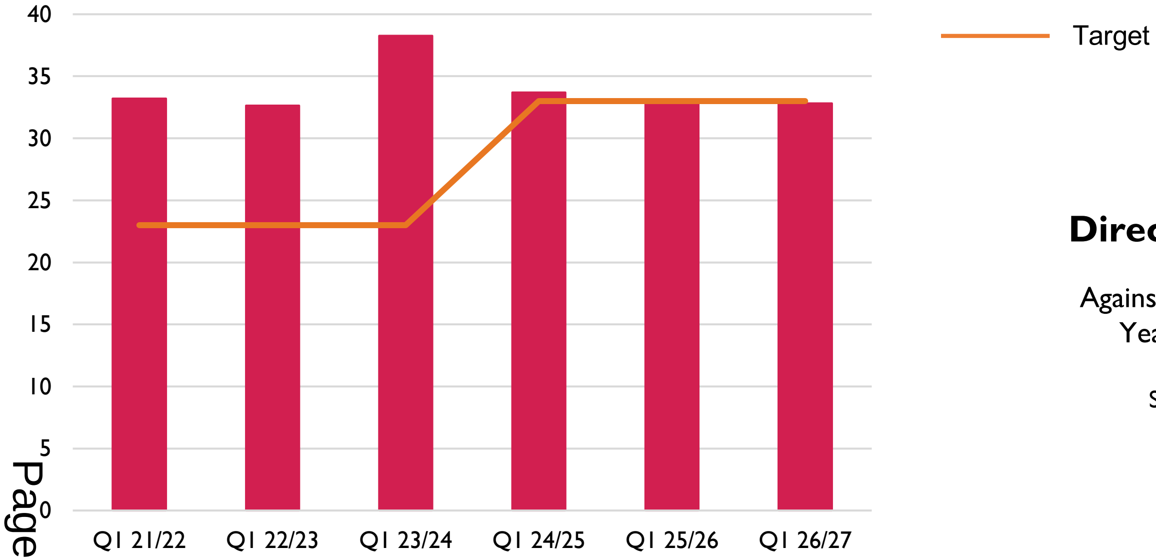
A key focus is on the development and implementation of automation and self-service options, aimed at providing customers with accessible and efficient self-help tools. By enabling customers to independently address their queries and concerns, the Council anticipates a reduction in the need for repeated interactions, streamlining services and improving overall efficiency.

The Council will continue to monitor the impact of these improvement programmes, assessing their effectiveness in reducing customer contact and enhancing operational processes to ensure the delivery of high-quality services to the community.

Percentage of Council Tax Collected

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Direction of Travel

Against last Year

Slightly decreased since last year

Higher is Good

Target	33%
Actual	32.81%

How do we compare?

Benchmarking via Gov.uk Tables and Individual Council Websites using other Local Authorities within Oxfordshire - Current Dataset is up to March '26 (2025-2026)

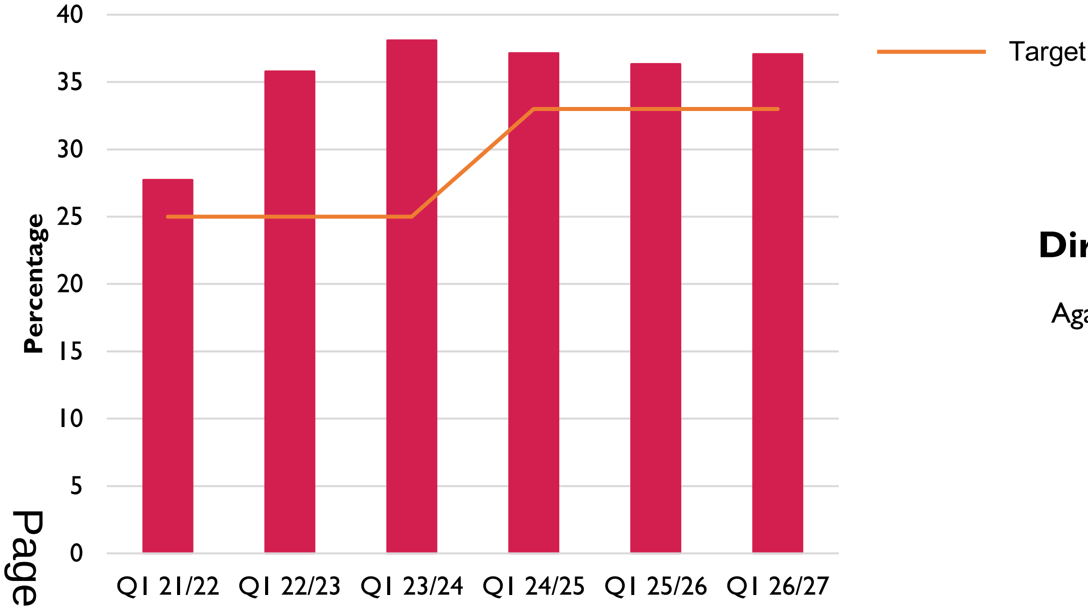
2025-2026 Benchmark	%	County Rank	Quartile
West Oxfordshire	**97.89**	**1/5**	**Second**
Cherwell	97.81	2/5	Third
South Oxfordshire	97.66	3/5	Bottom
Vale of White Horse	97.43	4/5	Bottom
Oxford	95.13	5/5	Bottom

By the end of Q1, the Council slightly missed its collection target by 0.19 percentage points.
A refreshed Direct Debit campaign is ongoing to help strengthen collection in future years.

Percentage of Non-domestic rates collected

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Higher is Good

Target	33%
Actual	37.08%

Direction of Travel

Against last Year

Increased since last year

How do we compare?

Benchmarking via Gov.uk Tables and Individual Council Websites using other Local Authorities within Oxfordshire - Current Dataset is up to March '26 (2025-2026)

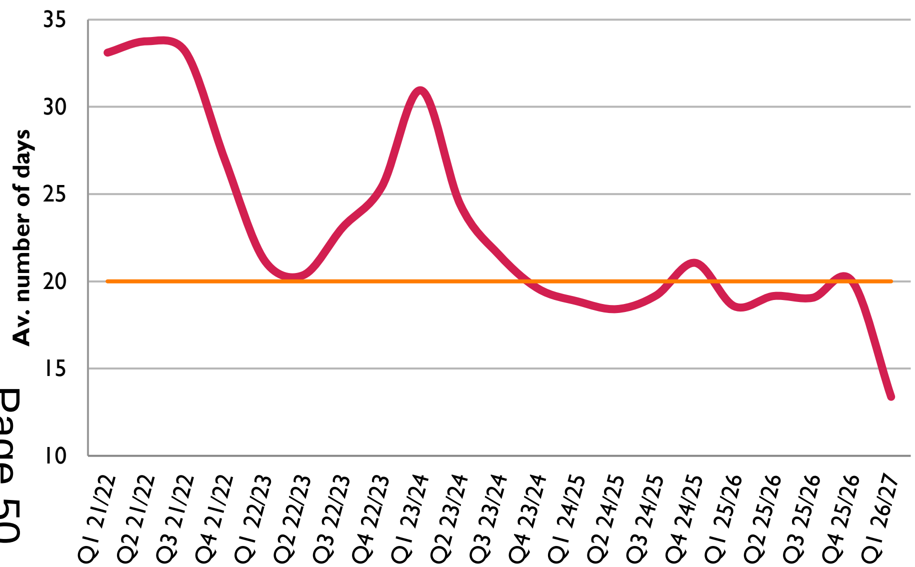
2025-2026 Benchmark	%	County Rank	Quartile
Oxford	97.86	1/5	Bottom
Cherwell	97.74	2/5	Bottom
Vale of White Horse	97.73	3/5	Bottom
West Oxfordshire	**97.09**	**4/5**	**Bottom**
South Oxfordshire	96.23	5/5	Bottom

By the end of Q1, the Council collected 37.08%, achieving 4.08% above its target and 0.74% higher compared to the same period last year.
Up-to-date billing and account maintenance have supported year-on-year improvement in collection rates.

Processing times for Council Tax Support new claims

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and since last year

Lower is Good

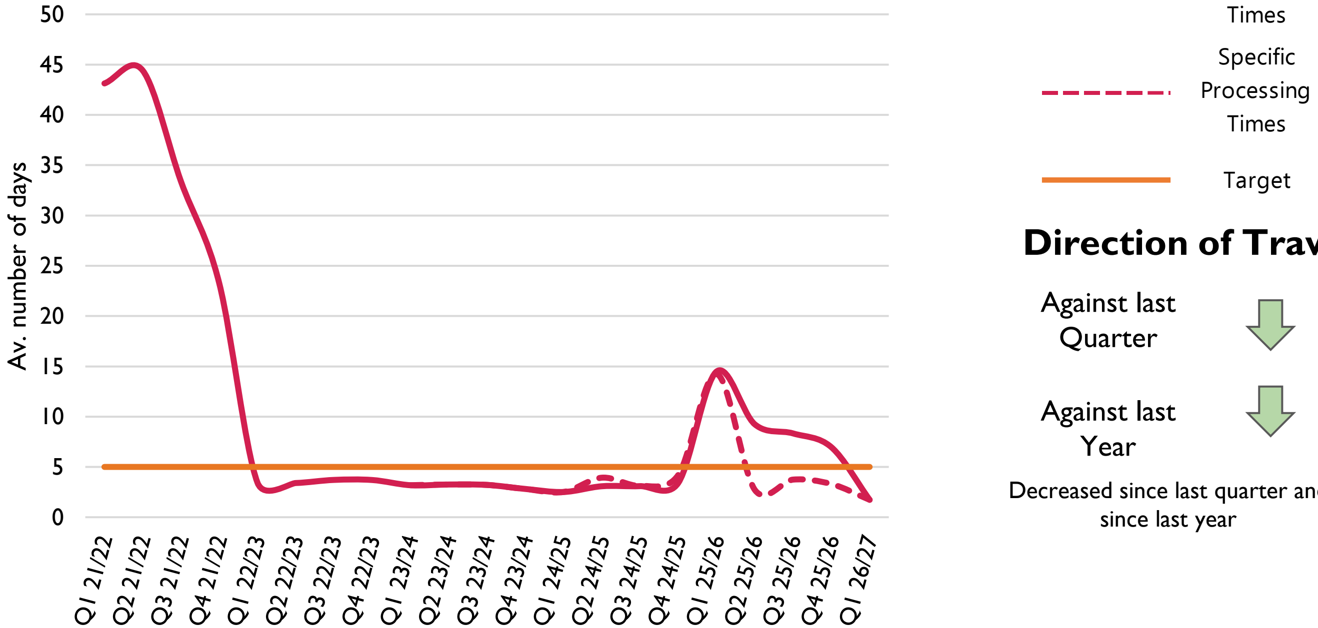
Target	20
Actual	13

The Council performed well against its Q1 target for processing times for Council Tax new claims.

Processing times for Council Tax Support Change Events

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Page 51

Lower is Good

Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and since last year

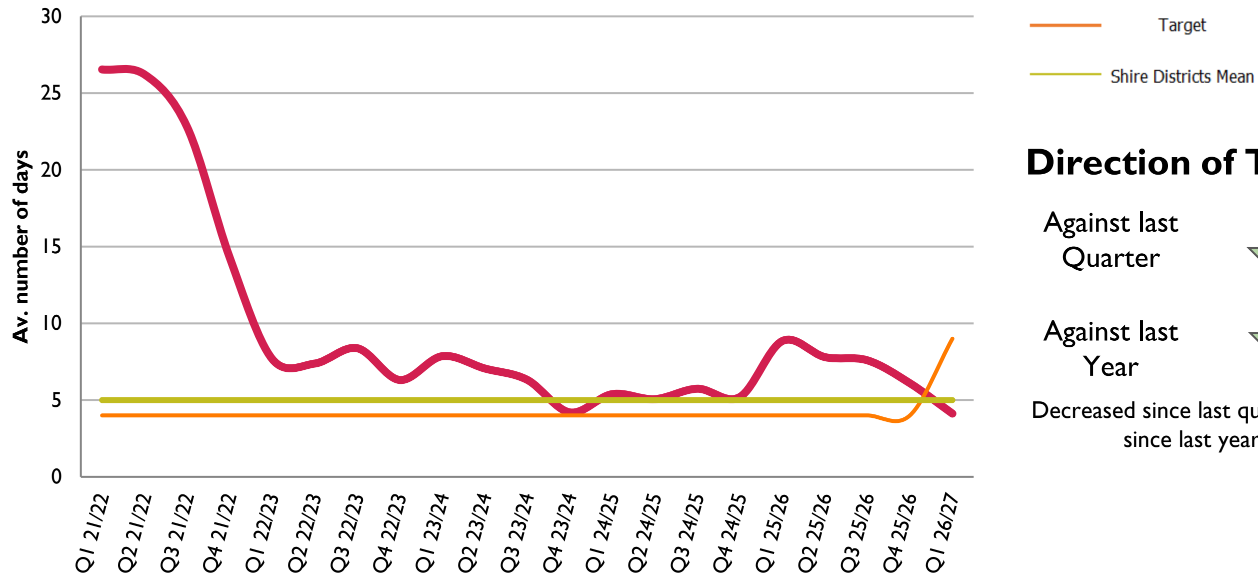
Target	5
Actual	2

The cumulative processing time for Council Tax Support Change of Events performed well against target in Q1.

Processing times for Housing Benefit Change of Circumstances

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and since last year

Lower is Good

Target	9
Actual	4

Page 52

How do we compare?

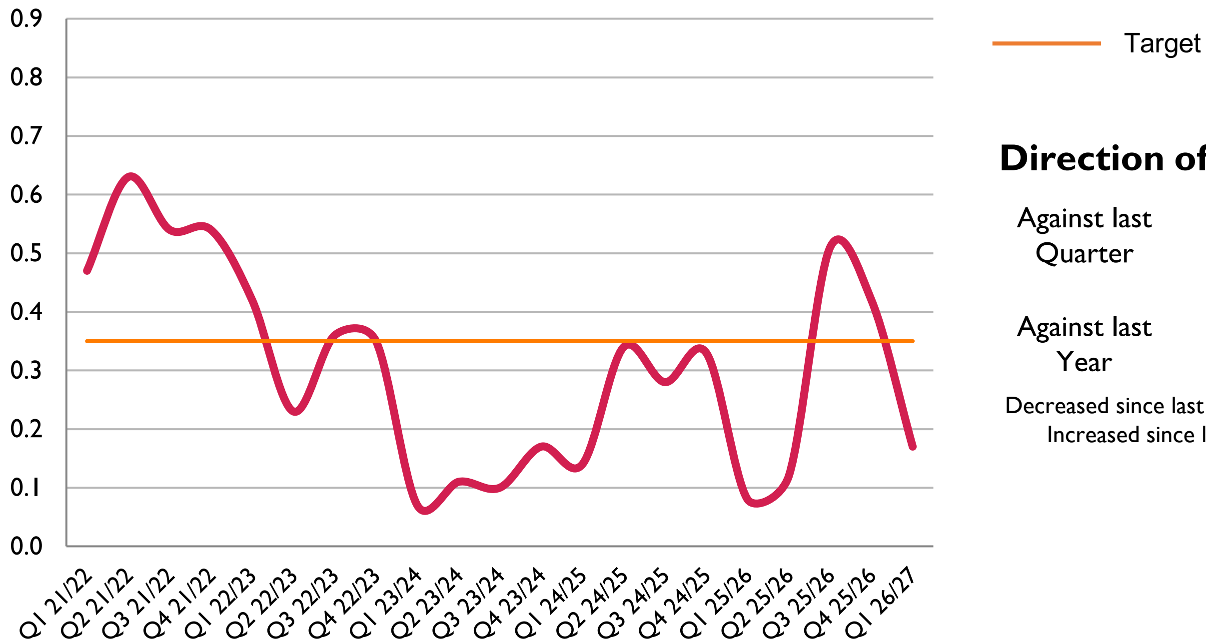
Gov.uk produces tables showing statistics on the average number of days to process a change in circumstance of an existing Housing Benefit claim. Latest Release; January – March 2026 (Q4 25-26)

Q4 25-26 Benchmark	Days	County Rank	Quartile
Cherwell	2	1/5 - Joint	Top
South Oxfordshire	2	1/5 - Joint	Top
Vale of White Horse	2	1/5 - Joint	Top
West Oxfordshire	**4**	**4/5**	**Third**
Oxford	14	5/5	Bottom

Housing Benefit processing times improved significantly in Q1, performing well against target.

Back-office process changes to better identify HB-related evidence contributed to improved processing times, UC automation, better triaging and more effective backlog management have all delivered gains and improvements in the service this quarter.

Percentage of Housing Benefit overpayment due to LA error/admin delay



Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and Increased since last year

Lower is Good

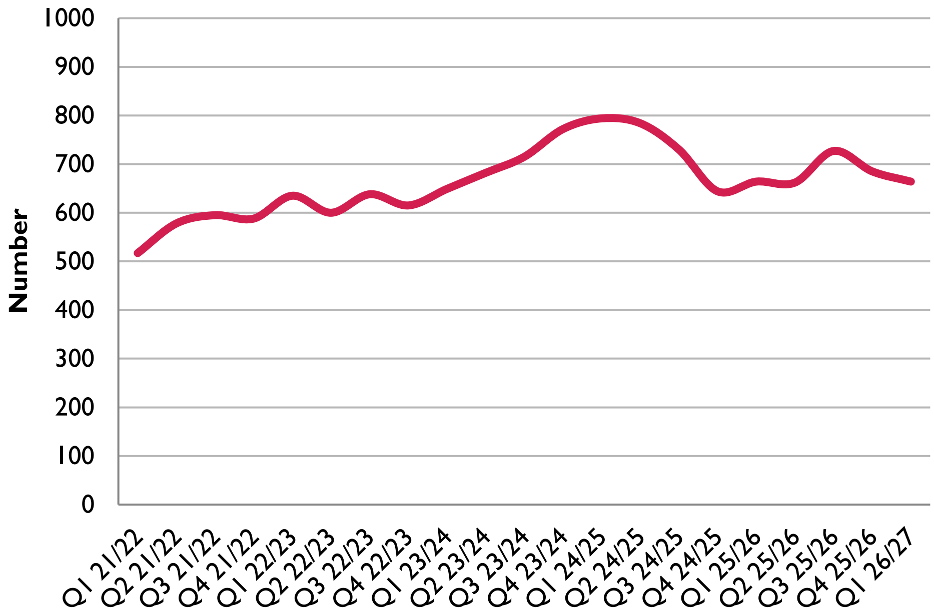
Target	0.35%
Actual	0.17%

The Council was below 0.35% target by the end of Q1.

(Snapshot) Long Term Empty Properties

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and steady since last year

Lower is Good

664

How do we compare?

Long Term Vacant Properties within districts - Benchmarking via Gov.uk

2025 Benchmark	Number	County Rank	Quartile
South Oxfordshire	434	1/5	Top
Vale of White Horse	446	2/5	Top
Cherwell	582	3/5	Second
West Oxfordshire	**610**	**4/5**	**Bottom**
Oxford	894	5/5	Third

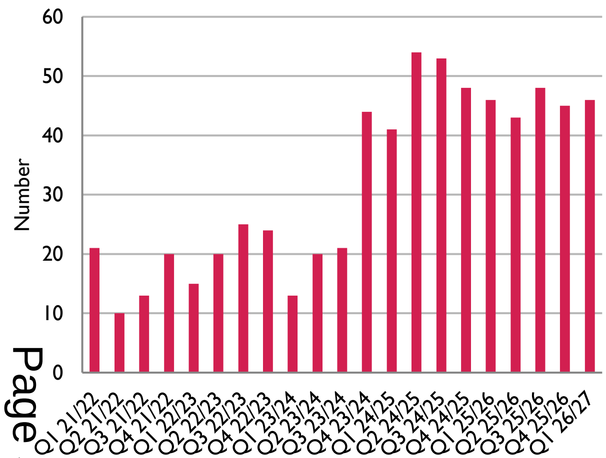
The previous quarter had seen an decrease in long-term empty properties, driven primarily by improved reporting processes.

(Snapshot) Number of households in B&B/hotel-type accommodation & Hostels (LA owned or managed); and Number of successful 'Move On' into suitable independent/long-term accommodation from B&Bs/hotels/hostels

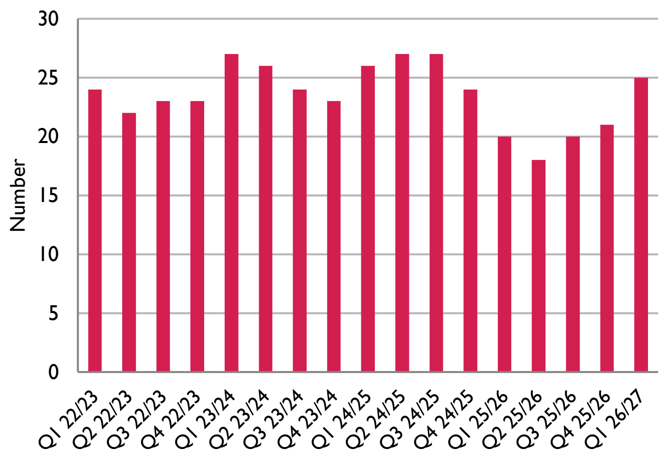
WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX

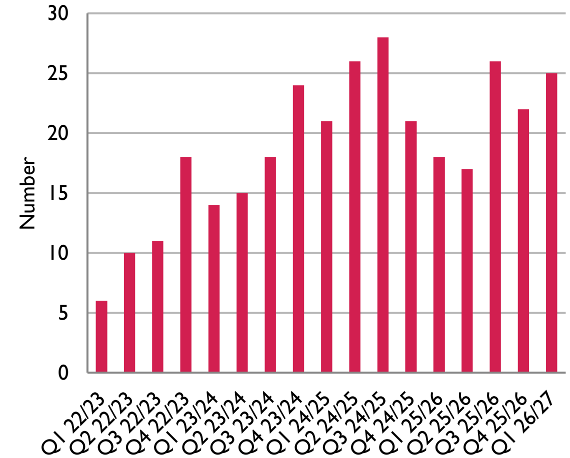
Households in B&B/hotel type accommodation



Households in hostels



Successful 'Move on' into suitable independent/LT accommodation



Direction of Travel

Against last Quarter	B&B/Hotels	⇧
Against last Year	B&B/Hotels	⇨
Against last Quarter	Hostels	⇧
Against last Year	Hostels	⇧
Against last Quarter	Move Ons	⇧
Against last Year	Move Ons	⇧

The number in temporary accommodation increased slightly in Q1 due to the temporary accommodation provided for rough sleepers during the hot weather.

Programmes such as the Local Authority Housing Fund (LAHF) are increasing the supply of self-contained temporary accommodation. To stabilise the service, new properties have been purchased in West Oxfordshire and are currently being refurbished to provide 30 additional bed spaces.

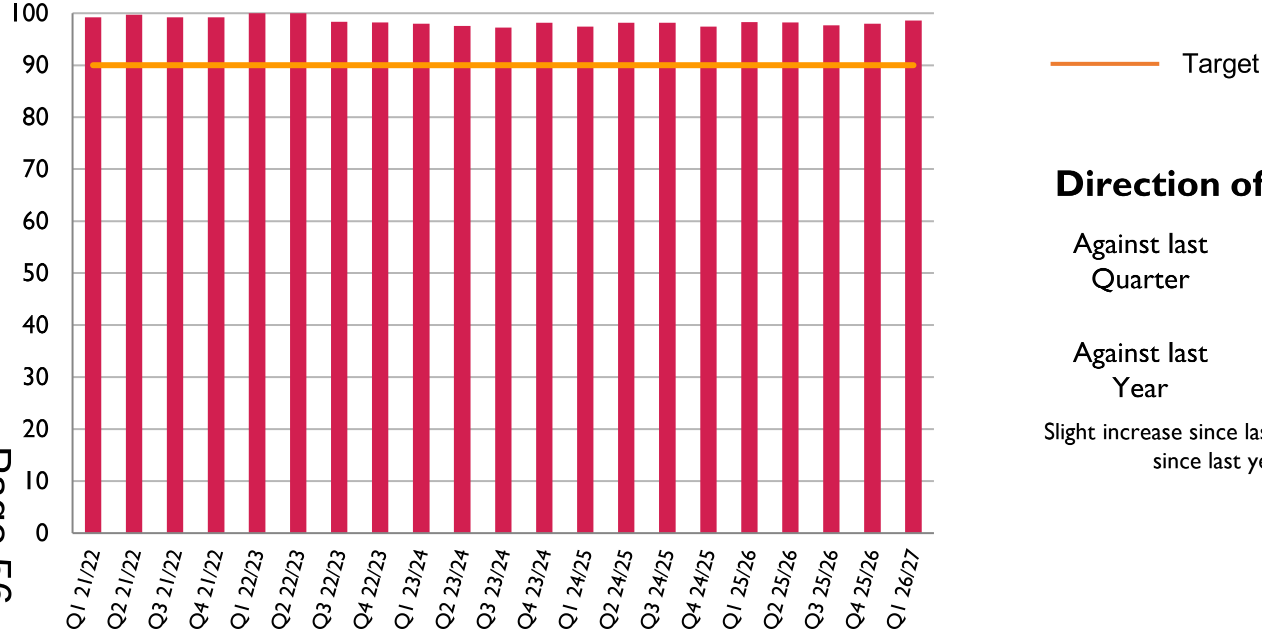
How do we compare?

The Institute for Government has published the Homelessness Performance Tracker, which evaluates the effectiveness of local homelessness services in England by analysing data on demand, funding, and outcomes over time. The full report is available here.

Customer Satisfaction - Telephone

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Higher is Good

Direction of Travel

Against last Quarter ↑

Against last Year ↑

Slight increase since last quarter and since last year

Target	90%
Actual	99%

How do we compare?

The Govmetric Channel Satisfaction Index is a monthly publication of the top performing councils across the core customer access channels. At least 100 customers need to be transferred to the survey to be included in the league table so even if satisfaction is high, it may not be included.

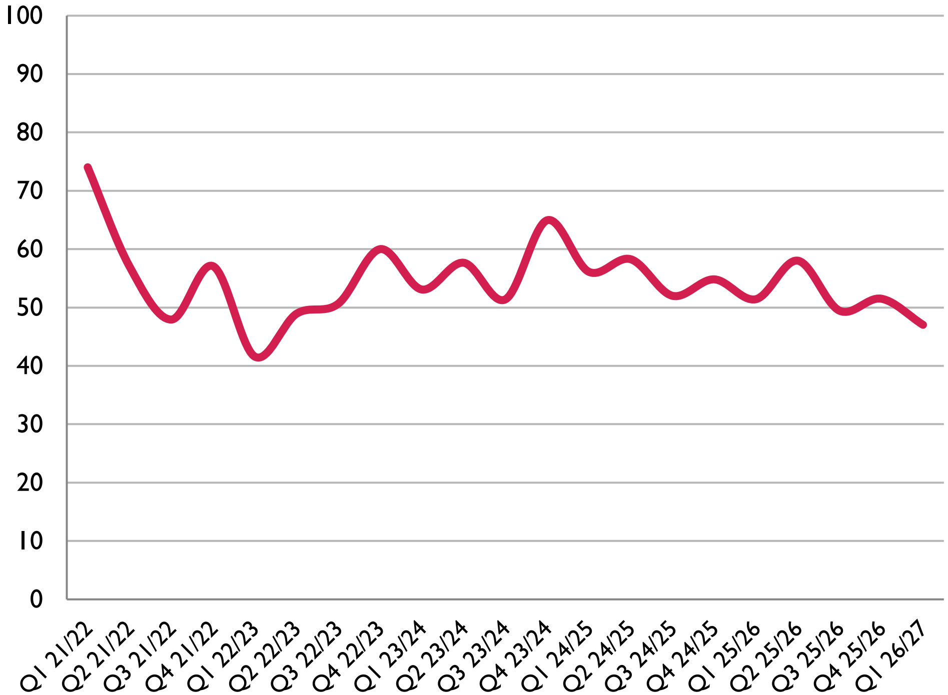
	Apr. Rank	Apr. Net Sat.	May. Rank	May. Net Sat.	June. Rank	June. Net Sat.
West	1	95%	1	99%	1	98%

In Q1 a total of 424 residents participated in the survey, of these, 418 customers reported being satisfied with the service, reflecting a high level of satisfaction overall.

Customer Satisfaction - Email

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Direction of Travel

Against last Quarter ⇩

Against last Year ⇩

Slight decrease compared to last quarter and since last year

No Target

Higher is Good

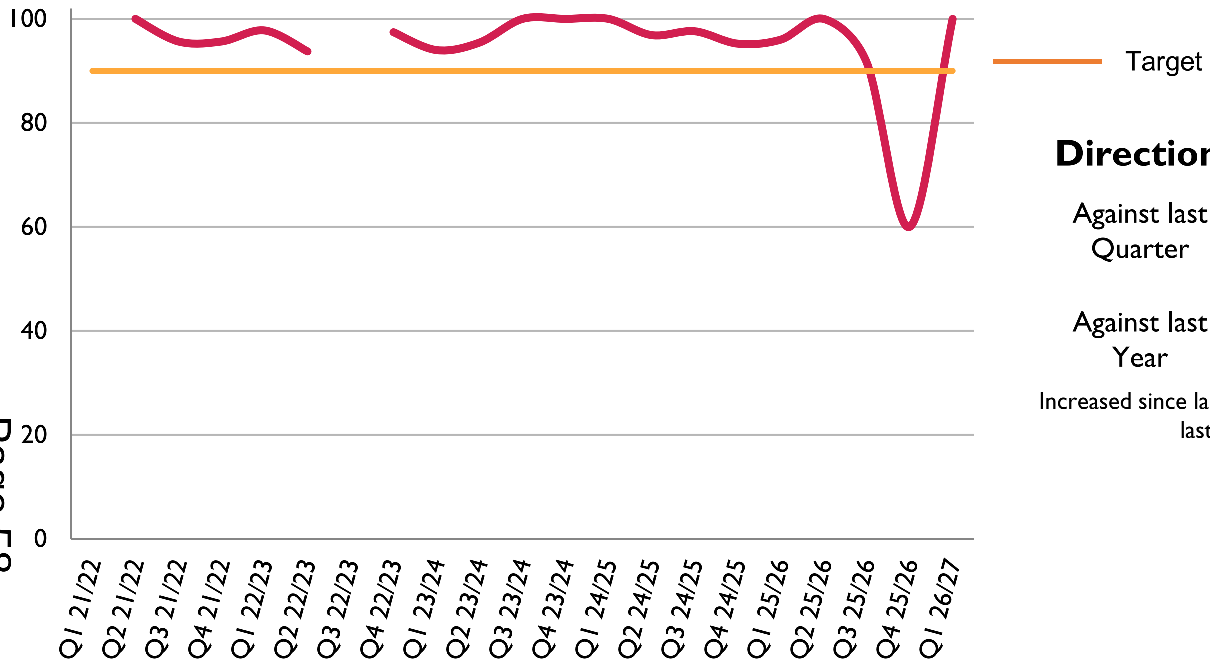
Actual	47%

608 residents responded to the survey, with 286 expressing satisfaction (47%), down from 51.51% in Q4.
West experienced a decline in satisfaction compared to the previous quarter, mostly due to complaints on waste container delivery.
The team continually monitors feedback closely and proactively seeks opportunities to enhance the overall customer experience.

Customer Satisfaction - Face to Face

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Direction of Travel

Against last Quarter ⇧

Against last Year ⇧

Increased since last quarter and since last year

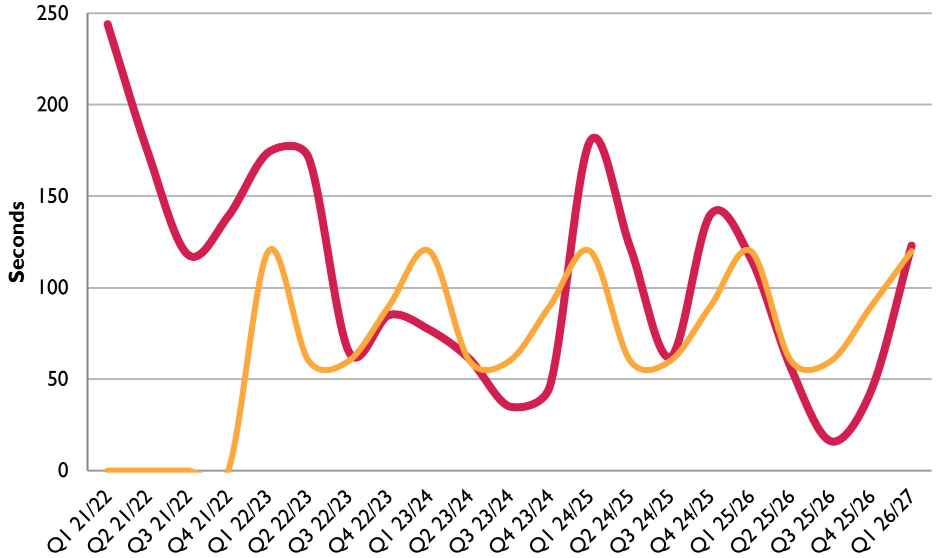
Higher is Good

Target	90%
Actual	100%

Customer satisfaction performance was 100% with all 3 completed surveys reflecting high customer satisfaction.

Customer Call Handling - Average Waiting Time

INDEX



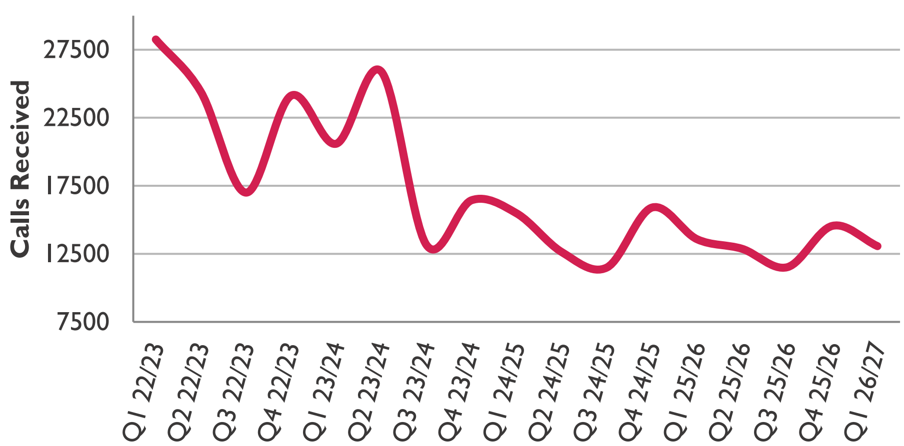
Direction of Travel

Against last Quarter	⇧
Against last Year	⇧

Increased since last quarter and since last year

Lower is Good

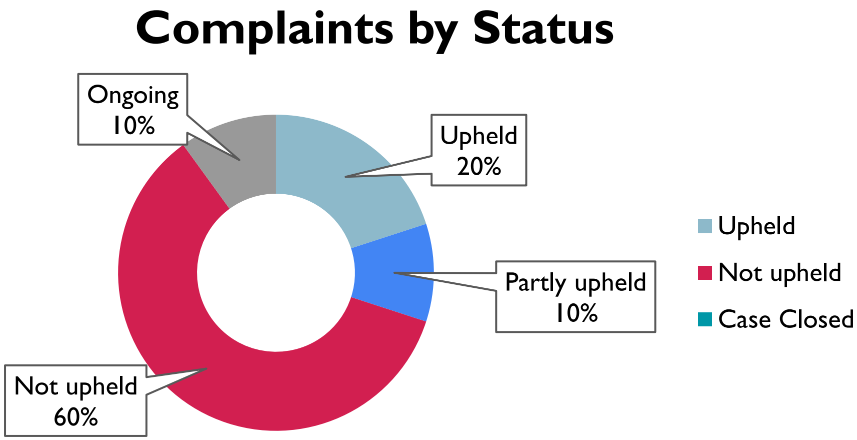
Target	120s
Actual	123s



Average call waiting times increased by around seven seconds compared with the same period last year. Sickness, leavers and new starters all contributed to higher wait times in Q1.
Three additional starters in August will improve performance once training is completed.

INDEX

Number of complaints upheld



Direction of Travel

Complaints upheld or partly upheld at Stage 1

Against last Quarter

Against last Year

Declined since last quarter but steady since last year

Page 60

See the table on the following page for a breakdown of those upheld and partially upheld.

A new Customer Feedback Procedure went live on 1 April 2025.
The new process has the following stages:

- Stage 1: A review of the complaint will be undertaken by an Operational Manager within the Service Area to which the complaint relates. A response needs to be provided within 10 working days from the date that we advised that the complaint was valid.
- Stage 2: Requests for Stage 2 will be acknowledged and logged within five working days of the escalation request being received. Upon receipt of a Stage 2 request, an investigation into the complaint will be undertaken by the Complaint Officer or a member of the Complaints Team. A response will be provided to the customer within 20 working days from receipt of the request to escalate the complaint to Stage 2. Stage 2 is the organisation's final response; the complainant can then refer their complaint to the LGO.

How do we compare?

There is some benchmarking available on the number of complaints received by the Ombudsman. These figures reflect cases where customers, having completed the Council's internal complaints process, feel that the matter has not been satisfactorily resolved. However, due to the very small number of Ombudsman complaints received, the data does not provide meaningful trends or insights for this period. Figures can be found here.

Complaints Upheld or Partially Upheld Breakdown

WEST OXFORDSHIRE DISTRICT COUNCIL

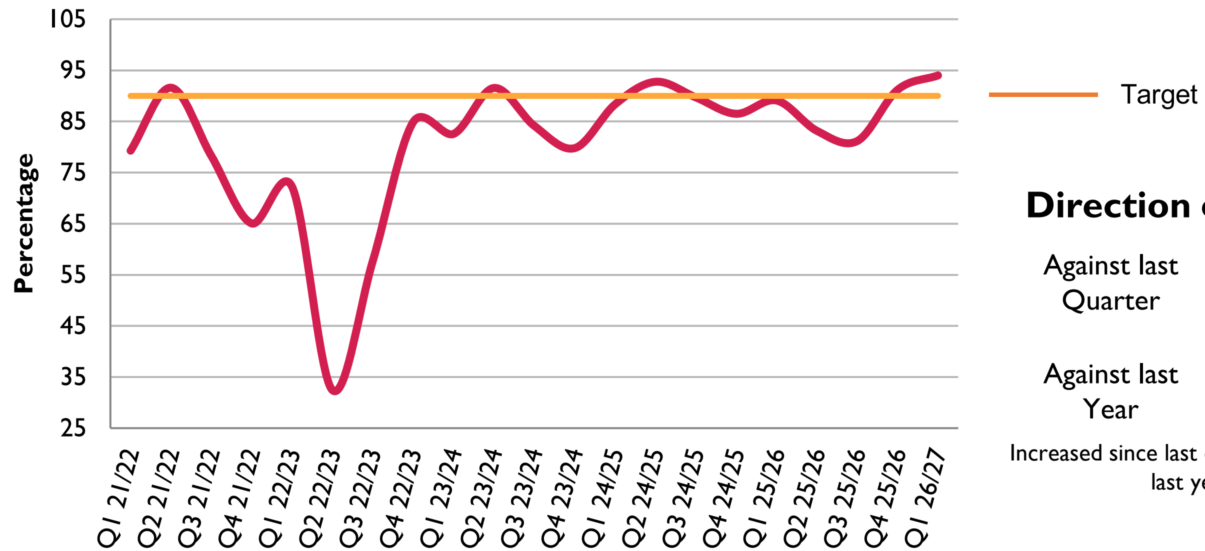
INDEX

Service area	Description	Outcome/learning	Decision	Response time (days)
West Oxfordshire				
Council Tax	Lack of response	Complaint upheld; apology issued	Upheld	6
Waste	Repeated missed collections	Operational failure identified and fixed	Upheld	5

Percentage of FOI requests answered within 20 days

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Direction of Travel

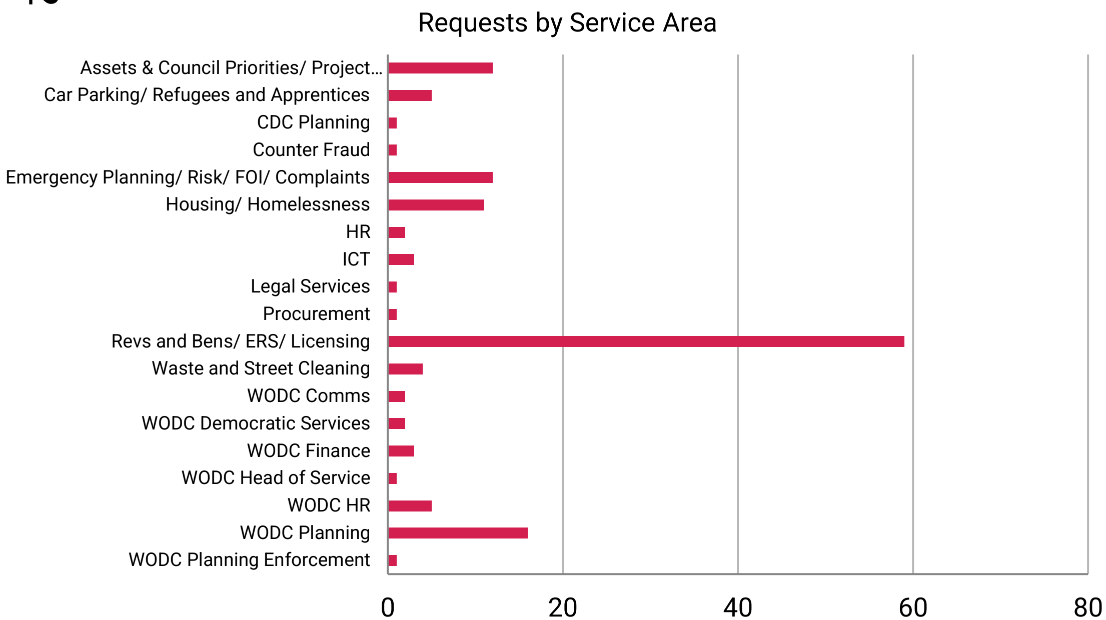
Against last Quarter ⇧

Against last Year ⇧

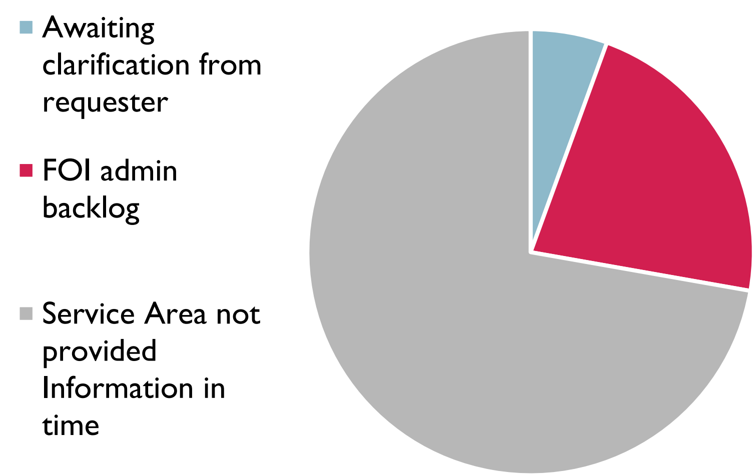
Increased since last quarter and since last year

Higher is Good

Target	90%
Actual	94%



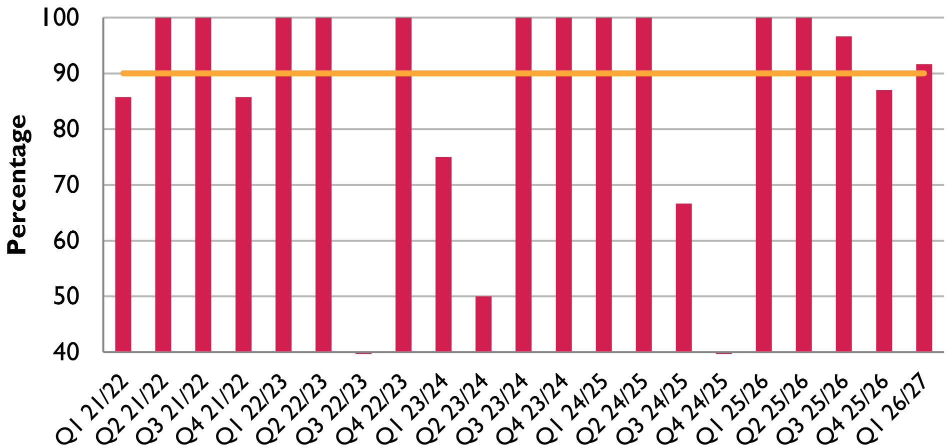
Reason FOI request was not Answered within 20 Days



Building Control Satisfaction

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Direction of Travel

Against last Quarter

Against last Year

Increased since last quarter and decreased since last year

Higher is Good

Target	90%
Actual	92%

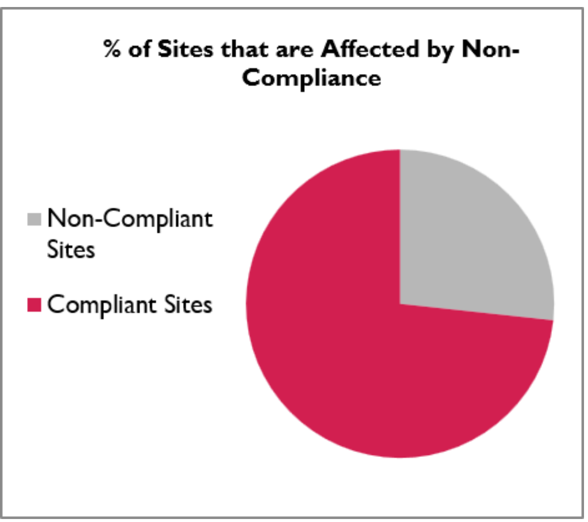
How do we compare?

Percentage of share in the market

Apr	May	Jun	Number of Apps for Quarter
79%	**84%**	**100%**	**175**

A new customer-feedback webform was introduced in October and issued with completion certificates. Early responses have been very positive, with customers praising the team's helpful, pragmatic support and swift turnaround.

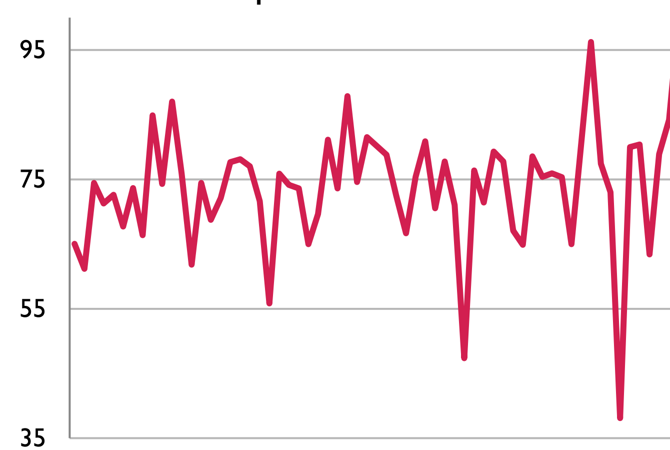
Of the eight responses, only one was less than 100%, noting that the requirement for a signed Declaration of Completion wasn't made clear at the outset.



Interventions by Building Control

In Q1, the team carried out 289 site inspections, with 77 non-compliances identified — 26% of all inspections. Across those 77 visits, a total of 289 non-compliances were recorded, including 47 electrical issues, 44 structural issues, 6 related to fire safety, and 25 thermal issues (covering Conservation of Fuel & Power and Overheating). The Building Control service aims to guide builders and customers toward achieving compliance, but when guidance is not followed or sought, the team steps in to ensure that minimum regulatory standards are met.

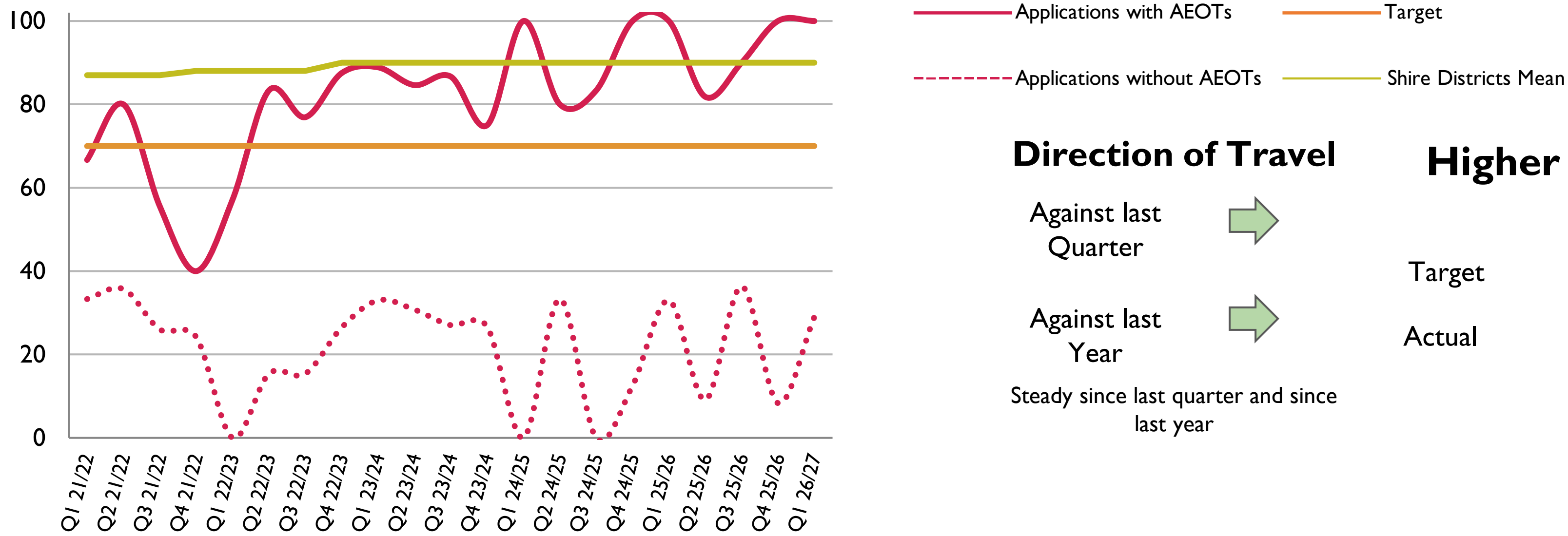
The below chart shows market share over time from April 2021



Percentage of major planning applications determined within agreed timescales (including AEOT)

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Direction of Travel

Against last Quarter

Against last Year

Steady since last quarter and since last year

Higher is Good

Target	70%
Actual	100%

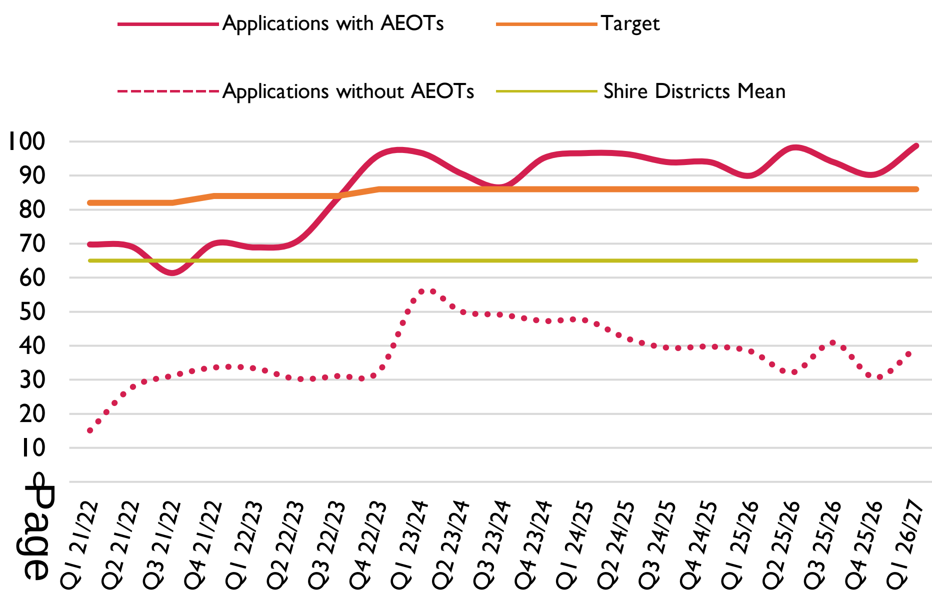
How do we compare?

Major Developments - % within 13 weeks or agreed time – LG Inform

Q4 25-26 Benchmark	%	County Rank	Quartile
Oxford	100	1/5	Top
West Oxfordshire	**100**	**2/5**	**Top**
South Oxfordshire	93	3/5	Third
Cherwell	85	4/5	Bottom
Vale of White Horse	80	5/5	Bottom

The service demonstrated consistently strong performance in Q1, with all seven applications received processed within the agreed timescales.

Percentage of minor planning applications determined within agreed timescales (including AEOT)



Direction of Travel

Against last Quarter

Against last Year

Increased since last quarter and since last year

Higher is Good

Target	65%
Actual	99%

How do we compare?

Minor Developments - % within 8 weeks or agreed time – LG Inform

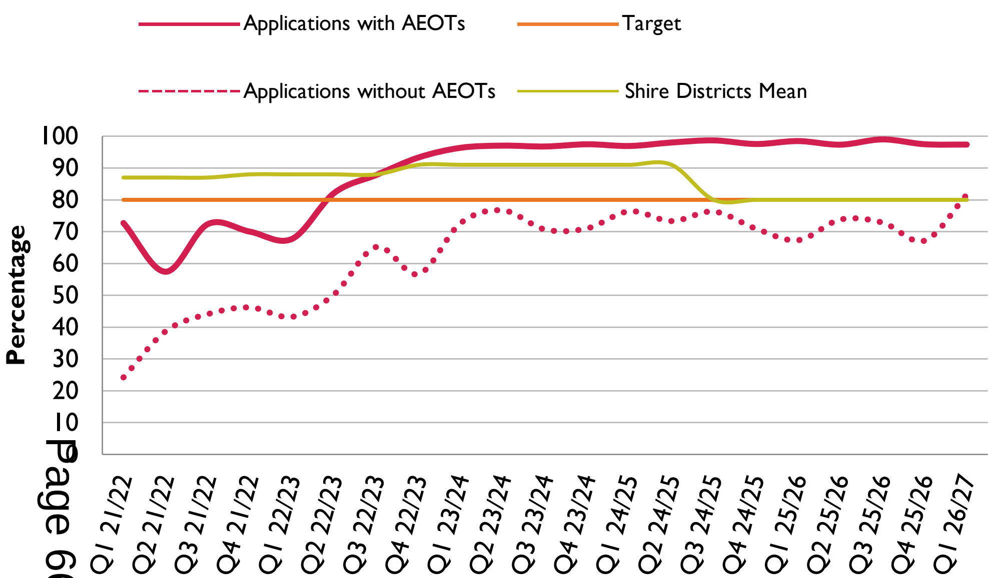
Q4 25-26 Benchmark	%	County Rank	Quartile
Oxford	95	1/5	Top
Vale of White Horse	94	2/5	Top
West Oxfordshire	**90**	**3/5**	**Second**
South Oxfordshire	84	4/5	Bottom
Cherwell	66	5/5	Bottom

In Q1, performance was well above target.
West performed well above target, although lower application volumes may affect planning income next quarter.
Planning Performance Agreement (PPA) review is underway.

Percentage of other planning applications determined within agreed timescales (including AEOT)

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Direction of Travel

Against last Quarter

Against last Year

Steady since last quarter and slight decrease since last year

Higher is Good

Target	80%
Actual	97%

How do we compare?

Other Developments - % within 8 weeks or agreed time – LG Inform

Q4 25-26 Benchmark	%	County Rank	Quartile
West Oxfordshire	**97**	**1/5**	**Top**
Vale of White Horse	97	2/5	Top
South Oxfordshire	93	3/5	Third
Oxford	93	4/5	Third
Cherwell	83	5/5	Bottom

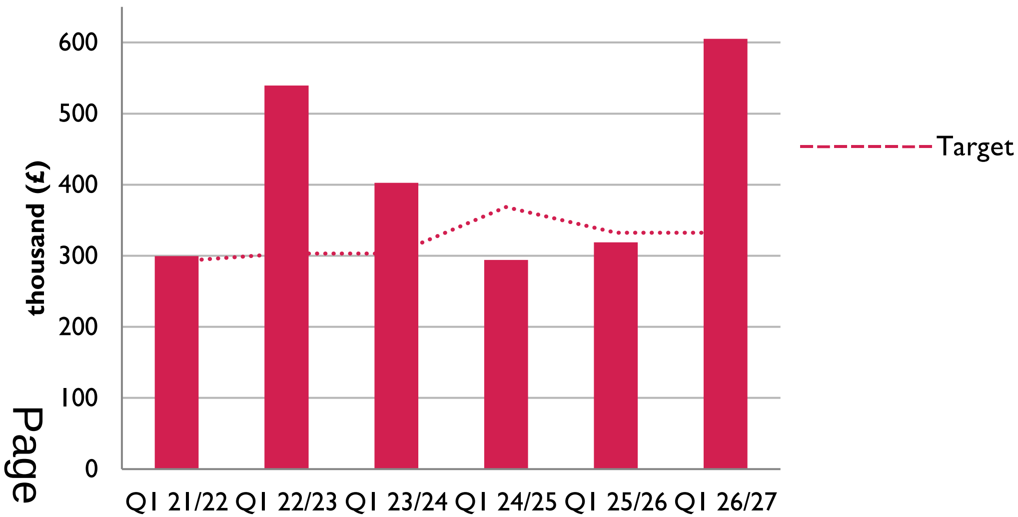
Determination times remain high, with 227 applications processed in Q1, including 221 within agreed timescales.

Total Income achieved in Planning & Income from Pre-application advice

WEST OXFORDSHIRE DISTRICT COUNCIL

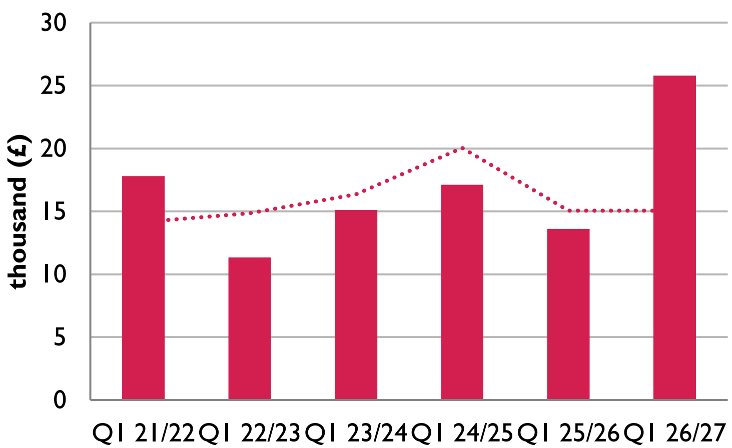
INDEX

Total planning income



Page 67

Pre-application income



Direction of Travel

Total Planning Income

Against last Year ↑

Pre-Application Income

Against last Year ↑

Higher is Good

Total Planning Income (£)	
Target	332,543
Actual	605,021

Pre-Application Income (£)	
Target	15,043
Actual	25,798

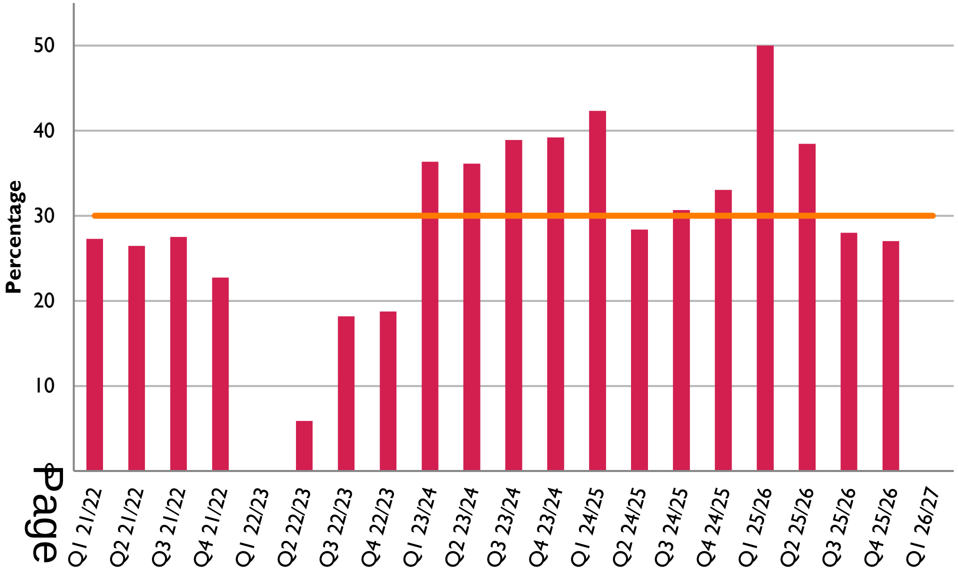
Total Income increased compared to last year
Pre-App Income increased compared to last year

In Q1, the Council recorded high financial performance, with strong income received during the quarter contributing positively towards the annual target.

Percentage of Planning Appeals Allowed (cumulative)

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Page 68

Direction of Travel

Against last Quarter

Against last Year

Declined since last quarter and since last year

Lower is Good

Target	30%
Actual	0%

How do we compare?

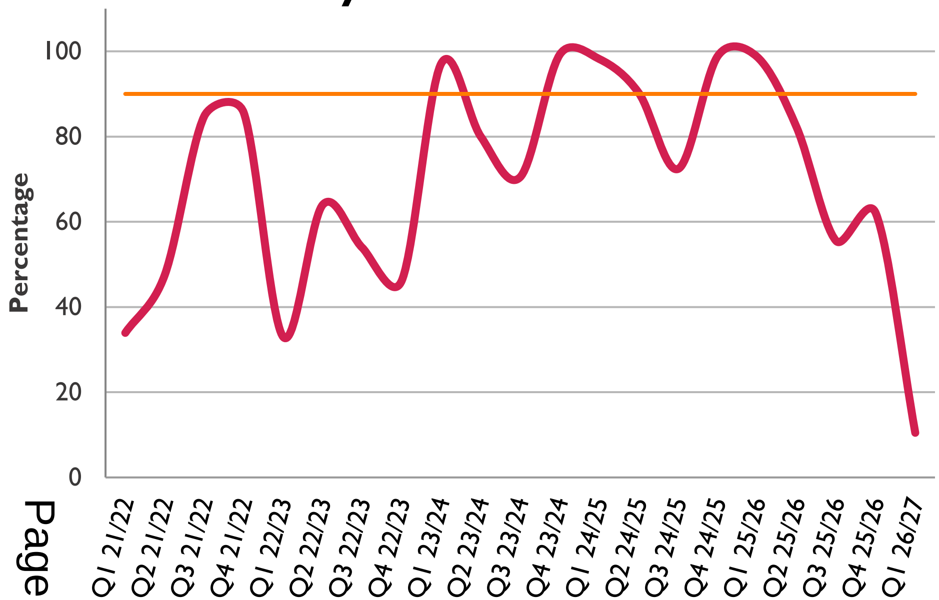
Percentage of planning appeals allowed (Specifically Q4 2025-26)

Q4 25-26 Benchmark	%	County Rank	Quartile
Vale of White Horse	14	1/5	Top
West Oxfordshire	25	2/5	Second
Cherwell	27	3/5	Second
Oxford	30	4/5	Second
South Oxfordshire	50	5/5	Bottom

This indicator aims to ensure that no more than 30% of planning appeals are allowed in favour of the applicant, with a lower percentage being more favourable. According to the latest statistics from the Planning Inspectorate, the national average for Section 78 planning appeals granted is 28% (source: gov.uk).

Of the 8 appeals determined, none were allowed in Q1.

Percentage of official land charge searches completed within 10 days



Page 69

Direction of Travel

Against last Quarter

Against last Year

Decreased compared to last quarter and since last year

Higher is Good

Target	90%
Actual	10.47%

Land Charges performance has been volatile; resource-intensive processes, products and staffing challenges have contributed to the current position. An increase in workload increased average turnaround time from 10 days in Q4 to 16 days in Q1. This alongside record-high volumes of 3.9k partial searches have severely impacted the service.

The service now has a strategic recovery plan, across 4 areas:

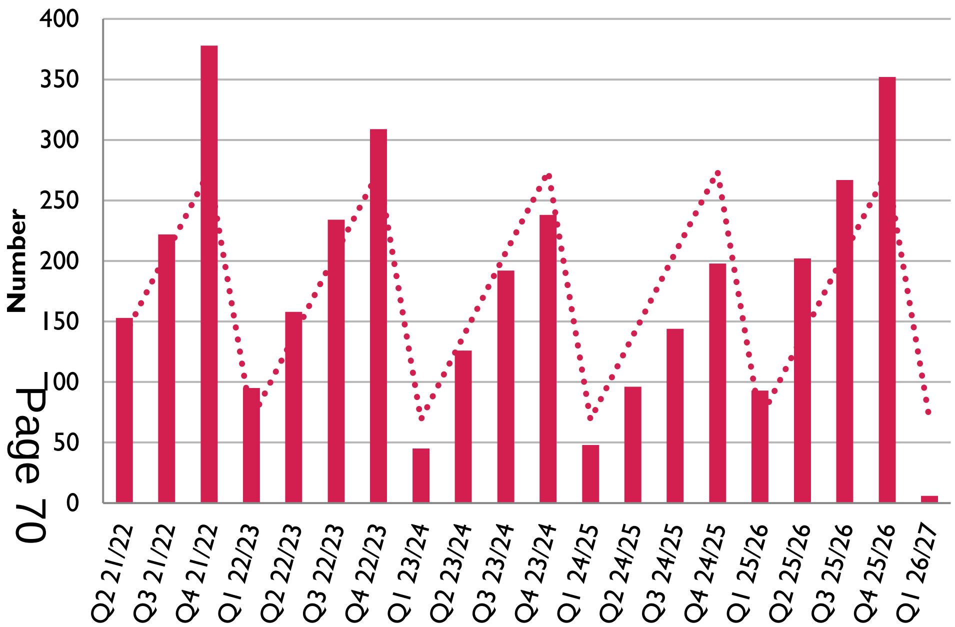
- Initial access - Front Door
- Triage and processing
- Products
- Review of fees and charges.

The plan focuses on developing new ways of working over the summer, with implementation and refinement in the autumn.

Number of affordable homes delivered (cumulative)

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and since last year

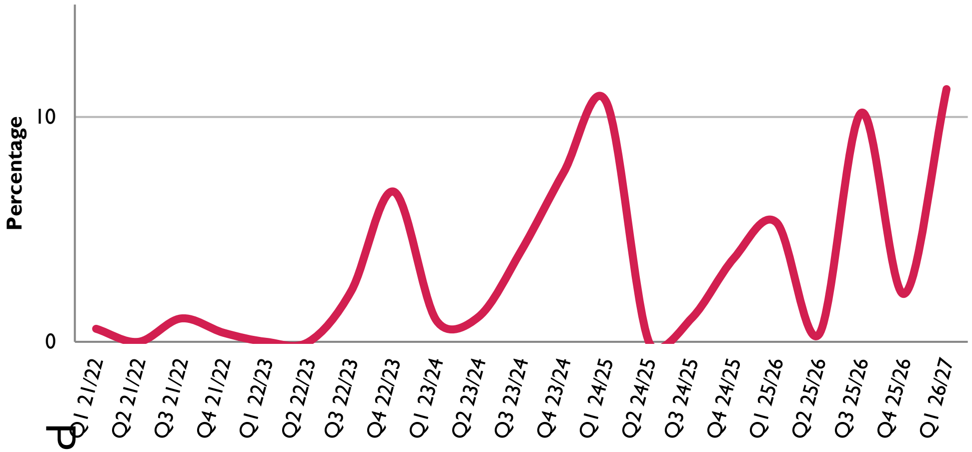
Higher is Good

Target	69
Actual	6

At West, 6 affordable homes were delivered in Q1. This performance is due to several sites completing in the last quarter causing a downturn in completions at the start of the year. Q1 completions were affordable rent homes at Park View Woodstock, with more completions anticipated at new sites in Hill Rise, Woodstock; Banbury Road, Chipping Norton; and Woodstock Road, Charlbury as well as continued completions at Park View Woodstock and East Carterton.

Number of fly tips collected and percentage that result in an enforcement action

(defined as a warning letter, fixed penalty notice, simple caution or prosecution)



Direction of Travel

Number of Fly Tips

Against last Quarter

Against last Year

Percentage Enforcement Action

Against last Quarter

Against last Year

Number of Fly Tips Collected

178

Percentage Enforcement Action

11%

Fly Tips – Decreased since last quarter and increased since last year

Enforcement Action – Increased since last quarter and since last year

How do we compare?

Number of Fly Tips reported for year 2024-25 for Local Authorities in England – Gov.uk. The latest dataset available is 2024-25.

	Total Fly Tips	Total FPNs	% FPNs per Fly Tip	County Rank	Quartile
Vale of White Horse	433	18	4.18%	1/5	Top
South Oxfordshire	651	25	3.84%	2/5	Top
West Oxfordshire	**985**	**21**	**2.13%**	**3/5**	**Second**
Cherwell	1332	29	2.18%	4/5	Third
Oxford	5181	14	0.27%	5/5	Bottom

In Q1, 20 enforcement actions were carried out across the Council.

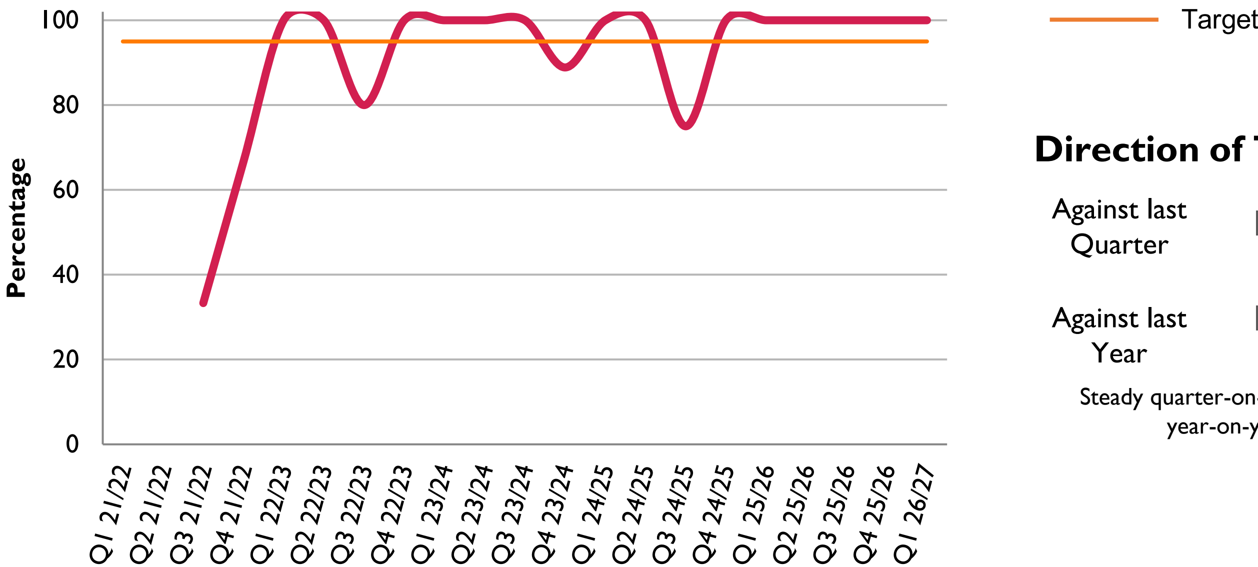
A new regulatory support officer has been appointed to start in August, increasing capacity for environmental crime and fly-tipping enforcement activity.

A prosecution involving an unlicensed scrap metal dealer remains in progress, while draft dog-fouling legislation is being developed under the public protection order.

Percentage of high-risk food premises inspected within target timescales

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Direction of Travel

Against last Quarter

Against last Year

Steady quarter-on-quarter and year-on-year

Higher is Good

Target	95%
Actual	100%

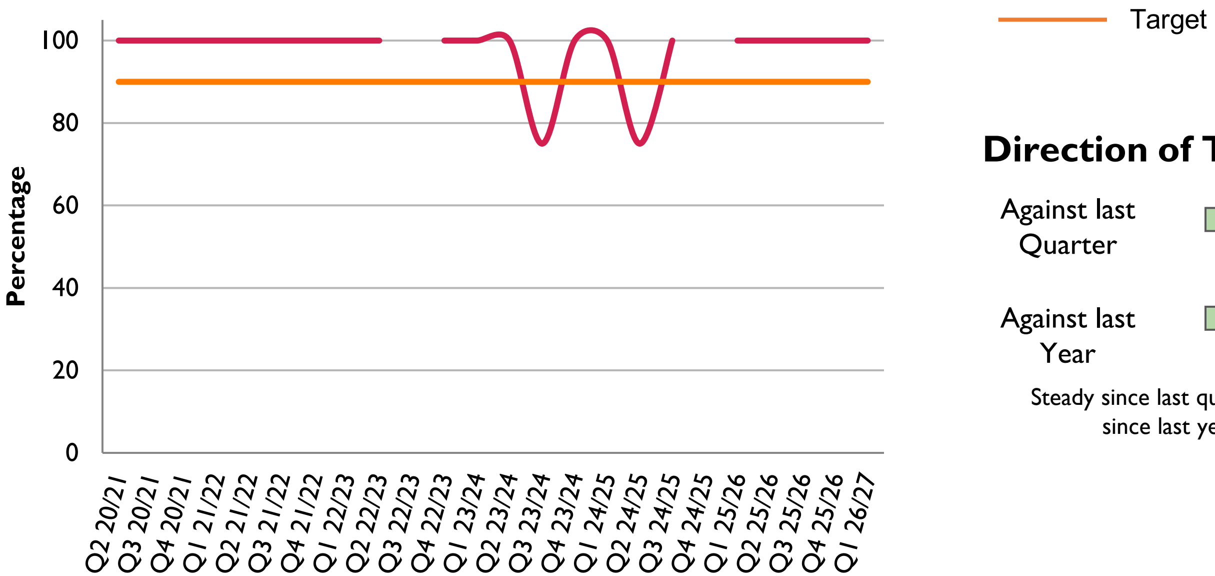
Ten High-risk food inspections were undertaken during Q1, all of which were completed within the target timeframes.

% High-risk notifications risk assessed within 1 working day

(including food poisoning outbreaks, anti-social behaviour, contaminated private water supplies, workplace fatalities or multiple serious injuries)

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Direction of Travel

Against last Quarter

Against last Year

Steady since last quarter and since last year

Higher is Good

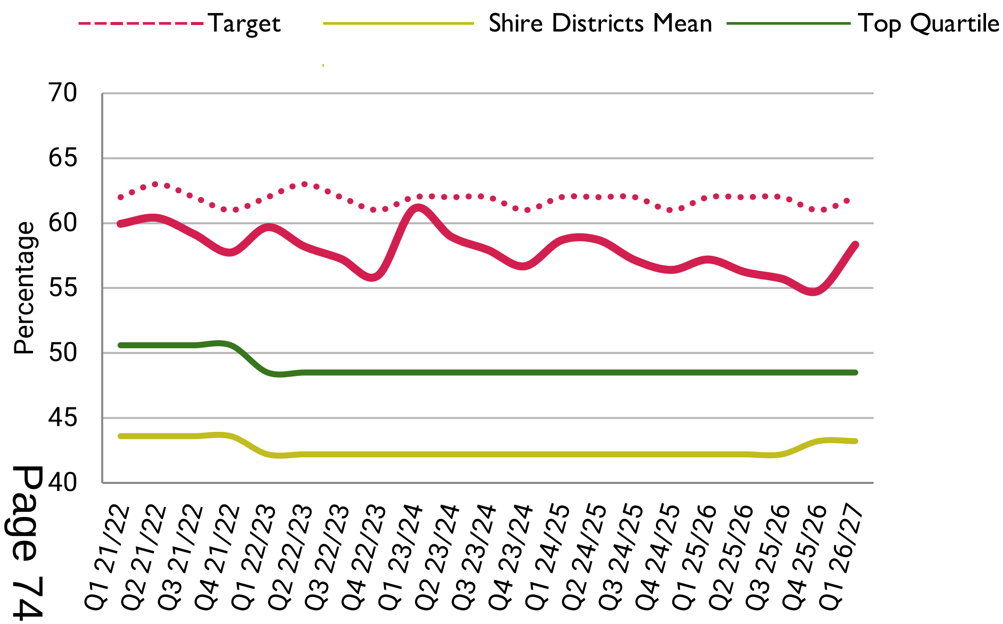
Target	90%
Actual	100%

Twelve notifications were received during Q1, all assessed within one working day.

Percentage of household waste recycled

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Direction of Travel

Against last Quarter	⇧
Against last Year	⇧

Increased since last quarter and since last year

Higher is Good

Target	62%
Actual	58%

Breakdown of Recycling

Dry Recycling	22.63%
Garden Waste	27.17%
Food	8.53%

How do we compare?

Percentage of household waste sent for reuse, recycling or composting – Gov.uk. The latest dataset available is from 2024-2025.

2024-25 Benchmark	%	County Rank	Quartile
South Oxfordshire	61.30%	1/5	Top
Vale of White Horse	58.9%	2/5	Top
West Oxfordshire	**57%**	**3/5**	**Second**
Cherwell	51.5%	4/5	Third
Oxford	48.2%	5/5	Bottom

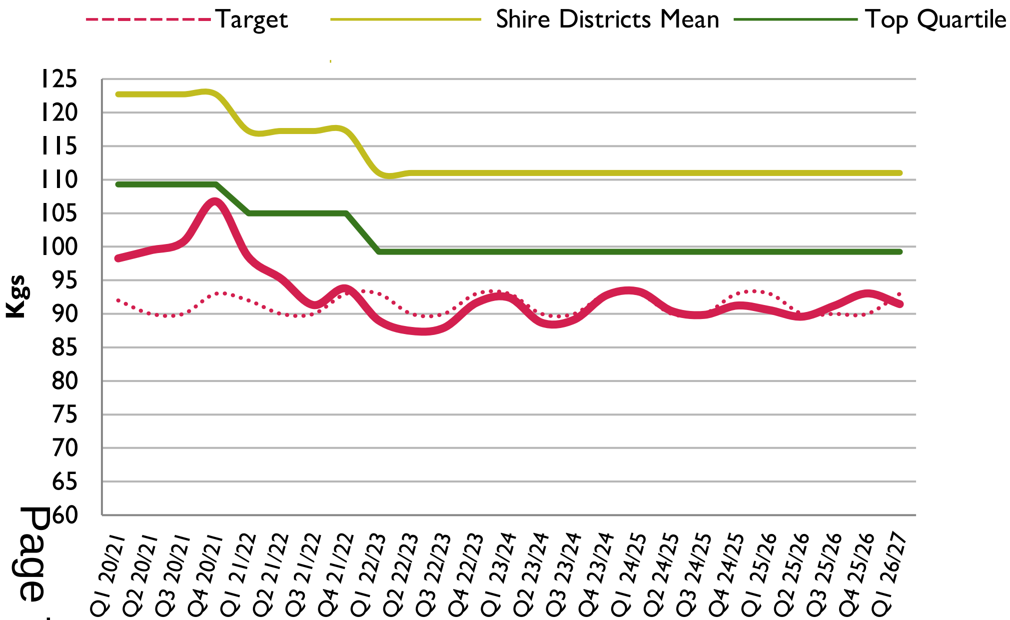
Nationally, recycling rates vary significantly. In 2024/25, local authorities in England recorded household recycling rates ranging from 23.7% to 63.9%, with the provisional national average at 44.3%. This wider context highlights the substantial performance gap between leading and lower-performing authorities. Within this landscape, West Oxfordshire performed strongly, ranking 14th out of 164 waste collection authorities sampled in England for 2024–2025, achieving a household recycling rate of 57%. This places it among the top councils nationally and reflects continued commitment to high recycling performance across Oxfordshire.

Despite being below target in Q1, the Council's current rate of 58% remains significantly higher than the national average and consistent with the strong regional performance across Oxfordshire, where all district councils continue to perform well above national levels.

Residual Household Waste per Household (kg)

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and steady last year

Lower is Good

Target	93
Actual	91

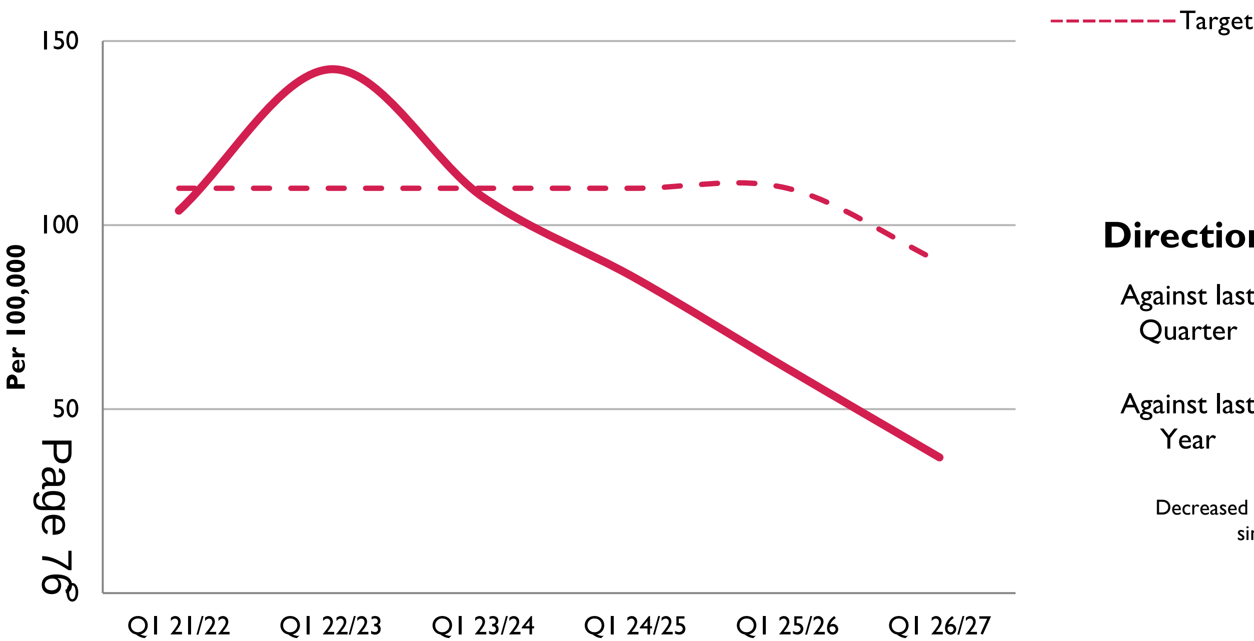
How do we compare?

Residual household waste per household (kg/household) – Gov.uk. The latest dataset available is from 2024-2025

2024-25 Benchmark	Kg	County Rank	Quartile
South Oxfordshire	310.1	1/5	Top
Vale of White Horse	317.1	2/5	Top
Oxford	327.3	3/5	Second
West Oxfordshire	**342.0**	**4/5**	**Third**
Cherwell	399.4	5/5	Bottom

Residual household waste per household is currently 91kg, well below the 93 kg target.
Nationally, West Oxfordshire performed strongly, ranking 16th out of 164 waste collection authorities in the published England dataset for 2024–2025.

Missed bins per 100,000



Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and since last year

Lower is Good

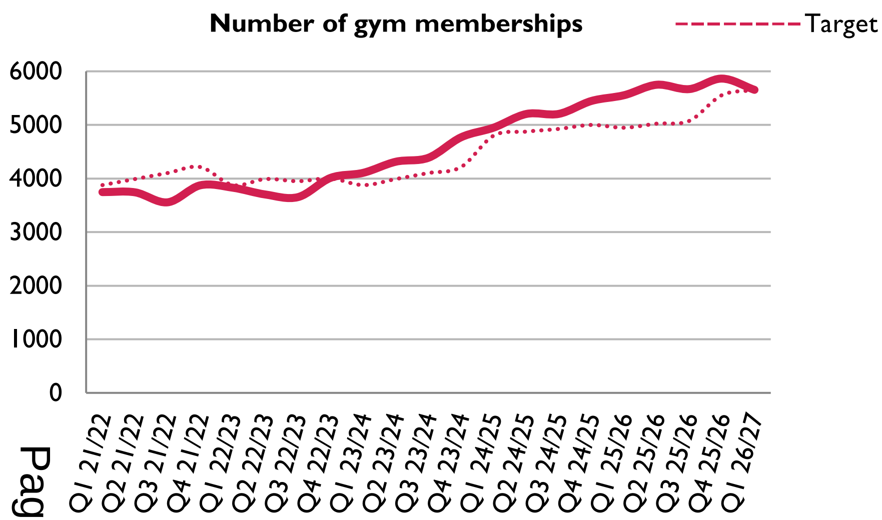
Target	90
Actual	36.86

Missed bins fell to 36.86 per 100,000, remaining comfortably within target, and overall service performance has improved following recent measures. Q1 saw more service failures due to vehicle breakdowns related to hot weather conditions. Ageing fleet issues remain a concern, with procurement of new vehicles still underway. Despite these pressures, communication remains excellent, misses have continued to fall, service failures are at their lowest level in years, and recovery times have improved, with 90% of failures resolved within 24 hours.

Number of visits to the leisure centres & (Snapshot) Number of gym memberships

WEST OXFORDSHIRE DISTRICT COUNCIL

INDEX



Direction of Travel

Gym Memberships

Against last Quarter

Against last Year

Leisure Visits

Against last Quarter

Against last Year

Gym Memberships – Decreased since last quarter and increased since last year
Leisure Visits - Decreased since last quarter and since last year

Higher is Good

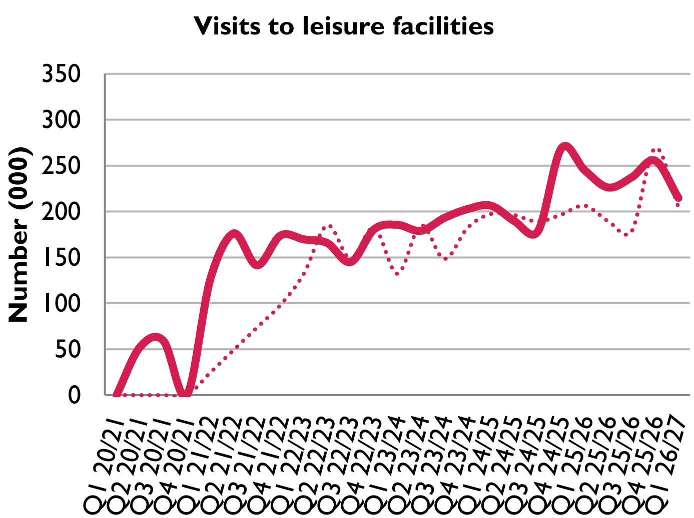
Gym Memberships

Target	5,650
Actual	5,654

Leisure Visits

Target	205,000
Actual	214,820

Page 77



The Council performed well in its leisure targets in Q1, meeting gym membership targets and exceeding visits by 5%.

Breakdown of Leisure Visits per facility (last updated Q3 25/26):

Facility	Q1 24-25	Q2 24-25	Q3 24-25	Q4 24-25	Q1 25-26	Q2 25-26	Q3 25-26
Bartholomew Sports Centre	9,681	9,747	5,506	16,712	20,268	17,195	23,301
Carterton Artificial Turf Pitch	6,840	6,840	6,840	9,252	2796	1810	2796
Carterton Leisure Centre	70,220	62,866	57,100	64,139	57,346	63,254	62,869
Carterton Pavilion	600	600	600	600	400	320	600
Chipping Norton Leisure Centre	22,907	21,717	18,804	54,713	47,750	40,080	52,563
Windrush Leisure Centre	76,286	65,250	73,237	103,947	95,596	81,676	69,235
Witney Artificial Turf Pitch	19,320	19,320	16,487	19,640	19,557	15,724	25,852
Woodstock Open Air Pool	516	3,126	0	0	1,137	6,143	0

Where no access controls are in place, such as at Carterton Pavilion, usage is estimated by multiplying the number of pitch bookings for the quarter by the typical number of players per booking.

This page is intentionally left blank

Council - Wednesday, 22nd July, 2026 2.15 pm

Motion C: Ending the "Double Taxation" of Managed Housing Estates; Proposed by Cllr Thomas Ashby, seconded by Cllr Liam MacKenzie

The Council Notes That:

- Many residents across West Oxfordshire, including those in newer developments in my area, are subject to a system of 'double taxation'
- These residents are legally required to pay their full council tax to local authorities, whilst simultaneously paying mandatory, escalating estate management fees to private companies to maintain public green spaces
- This creates an unfair, two-tier system where residents on unadopted estates pay significantly more for the same or lesser council services than those living on traditionally adopted council-maintained estates
- The current model of leaving public open spaces in perpetuity under private management companies leads to poor accountability, high administration charges, and a lack of democratic oversight

The Council Believes That:

- Public spaces on new housing developments should be viewed as community assets for all residents, and their maintenance should be the democratically accountable to local authorities
- It is fundamentally unjust to charge residents full Council Tax if a local authority is not adopting or maintaining the immediate public open space surrounding their homes

The Council Resolves To:

Adopt a Default Adoption Policy:

1. Ask the Executive and Planning Department to review local planning frameworks, including the Local Plan, to ensure that, moving forward, all new housing estates in the district are adopted by the local authority as a matter of default, provided they meet the standard adoption criteria

Explorer Adoption of Existing Facilities:

2. Set up a cross-party working group to investigate the financial and legal mechanisms required for the Council to adopt existing managed estates, freeing residents from private maintenance contracts

Lobby for Council Tax Relief:

2. Ask the Leader of the Council to write to the Ministry of Housing, Communities and Local Government (MHCLG) and local Members of Parliament, calling for a change in national policy to allow local authorities to legally offer a Council Tax discount or rebate to residents who are forced to pay private estate management fees for unadopted public infrastructure.

Investigate Interim Discretionary Relief:

4. Ask the Executive to request that officers to produce a report on whether any temporary, local discretionary Council Tax relief or hardship schemes can be applied under existing legislation to mitigate the financial burden on affected residents in the interim.

This page is intentionally left blank

WEST OXFORDSHIRE DISTRICT COUNCIL	**OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME** **1 SEPTEMBER 2026 – 31 DECEMBER 2026**

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 Activities

The Committee may undertake its functions through the following types of activities:

- Holding the Executive to account as a critical friend
- Pre-decision scrutiny of Executive decisions before they are taken
- Considering any "call-in" of an Executive decision that has been made but not yet implemented
- Contributing to policy development
- Undertaking task and finish reviews to explore particular issues in depth
- Scrutiny of the Council's annual budget proposals
- Performance review and monitoring
- Being a convener and engaging with external organisations
- Scrutiny of the Council's crime and disorder functions

Work Plan

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?

Principles of good scrutiny

The Centre for Governance and Scrutiny has developed four principles of good scrutiny which are reflected in statutory guidance:

- Provide constructive "critical friend" challenge
- Amplify the voices and concerns of the public
- Be led by independent people who take responsibility for their role
- Drive improvement in public services

Current and planned working groups

Title	Purpose	Membership	Status	Target completion date
Mental Health	Tbd	Tbd		tbd
Management companies	Tbd	Tbd		tbd
Neighbourhood Governance	Tbd	Tbd		tbd

Item	Executive Member	Lead Officer	Report commissioned by
8 July 2026			
2 September 2026			
Leisure Update	Executive Member for Arts, Culture and Sports - Cllr Tim Sumner	Rachel Biles, Leisure Strategy Manager rachel.biles@westoxon.gov.uk	Overview and Scrutiny Committee
2026/27 Quarterly Finance Review Q1	Executive Member for Finance - Cllr Alaric Smith	Georgina Dyer, Head of Finance georgina.dyer@westoxon.gov.uk	Executive
2026/27 Quarterly Service Review Q1	Executive Member for Finance - Cllr Alaric Smith	Gemma Moreing, Business Information and Performance Lead gemma.moreing@publicagroup.uk	Executive
14 October 2026			
Woodford Way	Executive Member for Housing and Community Safety - Cllr Geoff Saul	Phil Martin, Chief Executive and Head of Paid Service phil.martin@westoxon.gov.uk	Executive
4 November 2026			
Local Government Reorganisation Update	Leader of the Council - Cllr Andy Graham	Phil Martin, Chief Executive and Head of Paid Service phil.martin@westoxon.gov.uk	Overview and Scrutiny Committee
Community Grants - determination of 3 year SLA	Executive Member for Stronger,	Heather McCulloch, Community	Executive

final awards	Healthy Communities - Cllr Sandra Coleman	Wellbeing Manager heather.mcculloch@westoxon.gov.uk	
Youth Development Work	Executive Member for Stronger, Healthy Communities - Cllr Sandra Coleman	Heather McCulloch, Community Wellbeing Manager heather.mcculloch@westoxon.gov.uk	Overview and Scrutiny Committee
2 December 2026			
2026/27 Quarterly Finance Review Q2	Executive Member for Finance - Cllr Alaric Smith	Georgina Dyer, Head of Finance georgina.dyer@westoxon.gov.uk	Executive
2026/27 Quarterly Service Review Q2	Executive Member for Finance - Cllr Alaric Smith	Gemma Moreing, Business Information and Performance Lead gemma.moreing@publicagroup.uk	Executive
Local Plan Annual Monitoring 2025/26	Executive Member for Planning and Infrastructure - Cllr Liz Leffman	Andrew Thomson, Planning Policy Manager Andrew.Thomson@westoxon.gov.uk	Executive
6 January 2027			
Council Tax Support 2027/28	Executive Member for Finance - Cllr Alaric Smith	Mandy Fathers, Head of Environmental Protection, Revenues and Benefits mandy.fathers@publicagroup.uk	Executive Council
Private Estate Management in New Developments	Executive Member for Planning and Infrastructure - Cllr Liz Leffman	Chris Hargraves, Head of Planning chris.hargraves@westoxon.gov.u	Overview and Scrutiny Committee

		k	
Recycling	Executive Member for Environment - Cllr Alistair Wray	Si Pocock-Cluley, Environmental Services and Waste Transformation Lead si.pocock-cluley@westoxon.gov.u	Overview and Scrutiny Committee
3 February 2027			
Nature Recovery Plan Progress Update	Executive Member for Climate Action and Nature Recovery - Cllr Andrew Prosser	Melanie Dodd, Senior Biodiversity Officer melanie.dodd@westoxon.gov.uk	Overview and Scrutiny Committee
Budget 2027/28 and Medium Term Financial Strategy	Executive Member for Finance - Cllr Alaric Smith	Georgina Dyer, Head of Finance georgina.dyer@westoxon.gov.uk	Executive Council
3 March 2027			
2026/27 Quarterly Service Review Q3	Executive Member for Finance - Cllr Alaric Smith	Gemma Moreing, Business Information and Performance Lead gemma.moreing@publicagroup.uk	Executive
2026/27 Quarterly Finance Review Q3	Executive Member for Finance - Cllr Alaric Smith	Georgina Dyer, Head of Finance georgina.dyer@westoxon.gov.uk	Executive
Community Safety Partnership Annual Update	Executive Member for Housing and Community Safety - Cllr Geoff Saul	Heather McCulloch, Community Wellbeing Manager heather.mcculloch@westoxon.gov.uk	Overview and Scrutiny Committee

14 April 2027
To be Scheduled

This page is intentionally left blank

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 SEPTEMBER 2026 – 31 DECEMBER 2026

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 the intention to exclude the press and public for part of a meeting.

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 is possible that matters may be rescheduled to a date which is different from that given on the Forward Plan. This may be the case for key decisions and the intention to hold a private meeting. 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 parts of the meeting may be held 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 2026/27

Name of Councillor	Title and Areas of Responsibility
Andy Graham (**Leader**)	***Leader of the Council:**. Overview of all Executive Portfolio; Policy Framework; Council Plan; Governance; Legal and Communications; Local Government Reorganisation (Strategy, Governance, Transition Planning, Partnership Working, Service delivery, Locality Model); Devolution; Strategic Partnerships; Oxfordshire Joint Leaders; Thames Valley; Publica & Ubico; LGA, LCN & SE Councils; Emergency Planning*
Duncan Enright **Deputy Leader of the Council and Executive Member for Economic Development**	***Economic Development:** Economic and Business Development, including visitor economy, farming and town centres; Inward investment for growth in emerging industries; Business grants – strategic overview; Training skills and apprenticeships, delivery partnerships; Witney High Street; Mullin Museum*
Alaric Smith **Executive Member for Finance**	***Finance:** Budget setting; Council Tax and Benefits; Asset and Investment Management; Performance and Financial Management; Counter Fraud; Internal and External Audit; Health and Safety*
Liz Leffman **Executive Member for Planning and Infrastructure**	***Planning and Infrastructure**: Local Plan; Strategic Planning; Development Management – strategic overview; Landscape Management; Infrastructure requirements and delivery – planning overview; Section 106 & CIL requirements and overview; Carterton Area Strategy; Salt Cross Garden Village Delivery.*
Tim Sumner **Executive Member for Arts, Culture and Sports**	***Arts, Culture and Sports:**; Leisure provision including swimming pools, including maintenance and investment plans; Leisure contract renewal; Sports hub provision in strategic areas of the district for developed and emerging sports; Playing Pitch Strategy & Provision; Developing in partnership – play areas (indoor and outdoor), parks, open spaces & footpaths, walking & fitness initiatives; Arts & cultural provision and development in theatre, music, arts, dance and arts/crafts; Conservation and Historical Environment; Promotion of investment grants support through platform partnership funding (Joint)*
Sandra Coleman **Executive Member for Stronger, Healthy Communities**	***Stronger, Healthy Communities:** Community and public health; Community provision of community space/hubs with town & parish partnerships; Promotion of investment grants support through platform partnership funding (Joint); Assets of community value – strategic overview; Refugee Resettlement Programme; Young people; Equality and diversity; Voluntary sector engagement; Safeguarding*
Geoff Saul **Executive Member for Housing and Community Safety**	***Housing and Community Safety:** Housing (Homelessness, Housing allocations – strategic overview, Provision of affordable/social rented homes, Sheltered housing and emergency accommodation, Woodford Way, Weavers Fold); Community Safety (Community Safety Partnership, Crime and Disorder, Neighbourhood Policing, Scrutiny of Police and Crime Commissioner)*
Alistair Wray **Executive Member for Environment**	***Environment:** Waste & recycling collection; Flood alleviation/natural flood management and sewage management; Food production and farming; Environmental Partnerships (WASP, Evenlode CP, North-East Cotswold Cluster); Street Cleaning & Grounds Maintenance; Environmental Protection and Food Safety; Air Quality; Car Parking and Toilets*

Andrew Prosser **Executive Member for Climate Action and Nature Recovery**	***Climate Action and Nature Recovery:*** *Climate Action; Energy advice, Renewable Energy, EV Charging* *Nature Recovery Partnerships & Plans; Landscape & Biodiversity Project Management; Partnership liaison & promotion (local, county & regional)*

Item for Decision	Key Decision (Yes / No)	Open or Exempt	Decision – Maker	Date of Decision	Executive Member	Lead Officer
Executive 9 September 2026						
2026/27 Quarterly Service Review Q1	No	Open	Executive	9 Sep 2026	Executive Member for Finance - Cllr Alaric Smith	Gemma Moreing, Business Information and Performance Lead gemma.moreing@publicagroup.uk
2026/27 Quarterly Finance Review Q1	No	Open	Executive	9 Sep 2026	Executive Member for Finance - Cllr Alaric Smith	Georgina Dyer, Head of Finance georgina.dyer@westoxon.gov.uk
Marriotts Walk Car Park	No	Open	Executive	9 Sep 2026	Executive Member for Environment - Cllr Alistair Wray	Maria Wheatley, Shared Parking Manager maria.wheatley@publicagroup.uk
Review of Commissioning – Housing, Welfare and Debt Advice Services	Yes	Open	Executive	9 Sep 2026	Executive Member for Finance - Cllr Alaric Smith	Mandy Fathers, Head of Environmental Protection, Revenues and Benefits mandy.fathers@publicagroup.uk
Developing a Carterton Area Regeneration Framework	No	Open	Executive	9 Sep 2026	Executive Member for Planning and Infrastructure - Cllr Liz Leffman	Michael Rich, Regeneration Lead for the Carterton Area Strategy michael.rich@westoxon.gov.uk
Civil Penalty Policy	No	Open	Executive	9 Sep 2026	Executive Member for Environment - Cllr Alistair Wray	Philip Measures, Service Leader philip.measures@publicagroup.uk
Write off in excess of £5,000	No	Fully exempt	Executive	9 Sep 2026	Executive Member for Finance - Cllr Alaric Smith	Mandy Fathers, Head of Environmental Protection,

						Revenues and Benefits mandy.fathers@publicagroup.uk
Proposal for Transfer of Land in Chipping Norton	Yes	Fully exempt	Executive	9 Sep 2026	Executive Member for Finance - Cllr Alaric Smith, Executive Member for Housing and Community Safety - Cllr Geoff Saul	Jasmine McWilliams, Head of Assets jasmine.mcwilliams@westoxon.gov.uk
Options for Investment Property in Carterton - Recommendation for Lease of Unit in Carterton Industrial Estate	Yes	Fully exempt	Executive	9 Sep 2026	Executive Member for Finance - Cllr Alaric Smith	Jasmine McWilliams, Head of Assets jasmine.mcwilliams@westoxon.gov.uk
Council 16 September 2026						
Community Governance Review proposal	No	Open	Council	16 Sep 2026	Leader of the Council - Cllr Andy Graham	Andrew Brown, Head of Democratic and Electoral Services andrew.brown@westoxon.gov.uk
Local Government Reorganisation Resources	No	Open	Council	16 Sep 2026	Leader of the Council - Cllr Andy Graham	Kathryn Dowell, HR Business Partner kathryn.dowell@publicagroup.uk
Request to confer powers on a parish meeting	No	Open	Council	16 Sep 2026	Leader of the Council - Cllr Andy Graham	Andrew Brown, Head of Democratic and Electoral Services andrew.brown@westoxon.gov.uk
Members' Allowances	No	Open	Council	16 Sep 2026	Leader of the Council - Cllr	Andrew Brown, Head of

Scheme for 2027/28					Andy Graham	Democratic and Electoral Services andrew.brown@westoxon.gov.uk
National Scheme of Delegation of Planning Functions	No	Open	Council	16 Sep 2026	Executive Member for Planning and Infrastructure - Cllr Liz Leffman	Andrew Brown, Head of Democratic and Electoral Services andrew.brown@westoxon.gov.uk
Executive 21 October 2026						
Woodford Way	No	Open	Executive	21 Oct 2026	Executive Member for Housing and Community Safety - Cllr Geoff Saul	Phil Martin, Chief Executive and Head of Paid Service phil.martin@westoxon.gov.uk
Contaminated Land Inspection Strategy for West Oxfordshire District	No	Open	Executive	21 Oct 2026	Executive Member for Environment - Cllr Alistair Wray	David Rudland, Senior Environmental Protection Officer David.Rudland@publicagroup.uk
Health and Safety Delegated Responsibility Framework	No	Open	Executive	21 Oct 2026	Leader of the Council - Cllr Andy Graham	Amy Kemmett, Health and Safety Business Partner Amy.Kemmett@westoxon.gov.uk
Private Sector Housing Strategy and Private Sector Housing Enforcement Policy	No	Open	Executive	21 Oct 2026	Councillor Alistair Wray, Executive Member for Environment	Philip Measures, Service Leader philip.measures@publicagroup.uk
Establishment of Thames	Yes	Open	Executive	21 Oct 2026	Leader of the Council - Cllr	Daniel Taylor, Director of Place

Valley Strategic Planning Board					Andy Graham	Daniel.Taylor@westoxon.gov.uk
Charter Markets Year One Review	No	Open	Executive	21 Oct 2026	Deputy Leader of the Council and Executive Member for Economic Development - Cllr Duncan Enright	Emma Phillips, Market Town Officer Emma.phillips@westoxon.gov.uk
Executive 11 November 2026						
Council Tax Support 2027/28	Yes	Open	Executive Council	11 Nov 2026 18 Nov 2026	Executive Member for Finance - Cllr Alaric Smith	Mandy Fathers, Head of Environmental Protection, Revenues and Benefits mandy.fathers@publicagroup.uk
Local Government Reorganisation Update	No	Open	Executive	11 Nov 2026	Leader of the Council - Cllr Andy Graham	
Public Spaces Protection Order for Dog Fouling	No	Open	Executive	11 Nov 2026	Executive Member for Environment - Cllr Alistair Wray	Philip Measures, Service Leader philip.measures@publicagroup.uk
Allocation of Capital Funding for Roof Works on Investment Properties in Witney	Yes	Part exempt	Executive	11 Nov 2026	Executive Member for Finance - Cllr Alaric Smith	Jasmine McWilliams, Head of Assets jasmine.mcwilliams@westoxon.gov.uk
Proposal for Transfer of Property in Chipping Norton	Yes	Fully exempt	Executive	11 Nov 2026	Executive Member for Finance - Cllr Alaric Smith	Jasmine McWilliams, Head of Assets jasmine.mcwilliams@westoxon.g

						ov.uk
Council 18 November 2026						
Executive 9 December 2026						
Submission of the West Oxfordshire Local Plan 2043 for Independent Examination	Yes	Open	Executive Council	9 Dec 2026 9 Dec 2026	Executive Member for Planning and Infrastructure - Cllr Liz Leffman	Andrew Thomson, Planning Policy Manager Andrew.Thomson@westoxon.gov.uk
Community Grants - determination of 3 year SLA final awards	Yes	Open	Executive	9 Dec 2026	Executive Member for Stronger, Healthy Communities - Cllr Sandra Coleman	Heather McCulloch, Community Wellbeing Manager heather.mcculloch@westoxon.gov.uk
2026/27 Quarterly Service Review Q2	No	Open	Executive	9 Dec 2026	Executive Member for Finance - Cllr Alaric Smith	Gemma Moreing, Business Information and Performance Lead gemma.moreing@publicagroup.uk
2026/27 Quarterly Finance Review Q2	No	Open	Executive	9 Dec 2026	Executive Member for Finance - Cllr Alaric Smith	Georgina Dyer, Head of Finance georgina.dyer@westoxon.gov.uk
Draft Budget 2027/28 Version 1	No	Open	Executive	9 Dec 2026	Executive Member for Finance - Cllr Alaric Smith	Georgina Dyer, Head of Finance georgina.dyer@westoxon.gov.uk
Local Plan Annual Monitoring 2025/26	No	Open	Executive	9 Dec 2026	Executive Member for Planning and Infrastructure - Cllr Liz	Andrew Thomson, Planning Policy Manager

					Leffman	Andrew.Thomson@westoxon.gov.uk
Extraordinary Council 9 December 2026 - provisional						
Executive 13 January 2027						
Draft Budget 2027/28 Version 2	Yes	Open	Executive	13 Jan 2027	Executive Member for Finance - Cllr Alaric Smith	Georgina Dyer, Head of Finance georgina.dyer@westoxon.gov.uk
Council 20 January 2027						
Executive 10 February 2027						
Budget 2027/28 and Medium Term Financial Strategy	Yes	Open	Executive Council	10 Feb 2027 24 Feb 2027	Executive Member for Finance - Cllr Alaric Smith	Georgina Dyer, Head of Finance georgina.dyer@westoxon.gov.uk
Council 24 February 2027						
Executive 10 March 2027						
2026/27 Quarterly Finance Review Q3	No	Open	Executive	10 Mar 2027	Executive Member for Finance - Cllr Alaric Smith	Georgina Dyer, Head of Finance georgina.dyer@westoxon.gov.uk
2026/27 Quarterly Service Review Q3	No	Open	Executive	10 Mar 2027	Executive Member for Finance - Cllr Alaric Smith	Gemma Moreing, Business Information and Performance Lead gemma.moreing@publicagroup.u

						k
Council 24 March 2027						
Executive 21 April 2027						
Council 19 May 2027						
Key Decision Delegated to Executive Member						
UK Shared Prosperity Fund and Rural England Prosperity Fund	No	Open	Executive Deputy Leader of the Council and Executive Member for Economic Development - Cllr Duncan Enright	15 Nov 2023 Before 30 Sep 2026	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						
Section 106 Spending Authorisation	Yes	Open	Executive Chief Executive & Head of Paid Service - Phil Martin	15 Jul 2026 Before 30 Sep 2026	Executive Member for Planning and Infrastructure - Cllr Liz Leffman	Kim Langford-Tejrar, Infrastructure Delivery Lead Kim.Langford-Tejrar@westoxon.gov.uk Chief Executive & Head of Paid Service - Phil Martin
Allocation of Capital Funding for Lift	Yes	Part exempt	Executive	22 Jul 2026	Executive Member for Finance - Cllr Alaric Smith	Jasmine McWilliams, Head of Assets

Replacement at Marriotts Walk			Council Director of Finance - Madhu Richards	22 Jul 2026 Before 31 Dec 2026		jasmine.mcwilliams@westoxon.gov.uk
Standing Delegation: Settlement of Legal Claims	Yes	Open	Assistant Director of Legal Services - Leonie Woodward	Before 31 Mar 2027	Executive Member for Finance - Cllr Alaric Smith, Leader of the Council - Cllr Andy Graham	Leonie Woodward, Assistant Director of Legal Services Leonie.Woodward@cotswold.gov.uk
Delegation on Purchase of Emergency Accommodation	Yes	Fully exempt	Executive Director of Finance - Madhu Richards	Before 31 Mar 2027	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 - Phil Martin	Before 31 Mar 2027	Leader of the Council - Cllr Andy Graham	Phil Martin, Chief Executive and Head of Paid Service phil.martin@westoxon.gov.uk
Review and Repurpose Earmarked Reserves to Mitigate against Four Main Financial Risks	Yes	Open	Director of Finance - Madhu Richards	Before 31 Mar 2027	Executive Member for Finance - Cllr Alaric Smith	Madhu Richards, Director of Finance madhu.richards@westoxon.gov.uk
Allocate Funding from the	Yes	Open	Director of	Before 31	Executive Member for Finance -	Madhu Richards, Director of

Project Contingency Earmarked Reserve			Finance - Madhu Richards	Mar 2027	Cllr Alaric Smith	Finance madhu.richards@westoxon.gov.uk
Leisure Planned Investment Programme	Yes	Open	Executive Director of Place - Daniel Taylor	10 Sep 2025 Before 31 Mar 2028	Executive Member for Arts, Culture and Sports - Cllr Tim Sumner	Stuart Wilson, Leisure Contracts Lead stuart.wilson@publicagroup.uk
Public Toilet Review	Yes	Part exempt	Executive Director of Finance - Madhu Richards	10 Sep 2025 Before 31 Mar 2027	Executive Member for Environment - Cllr Alistair Wray	Fiona Woodhouse, Parking Projects & Contracts Officer Fiona.Woodhouse@publicagroup.uk
Leisure Management Contract Extention	Yes	Open	Director of Place - Daniel Taylor	Before 31 Dec 2026	Executive Member for Arts, Culture and Sports - Cllr Tim Sumner	Rachel Biles, Leisure Strategy Manager rachel.biles@westoxon.gov.uk
Street Cleansing Vehicle Procurement	Yes	Open	Executive Director of Place - Daniel Taylor	11 Feb 2026 Before 31 Mar 2027	Executive Member for Environment - Cllr Alistair Wray	Si Pocock-Cluley, Environmental Services and Waste Transformation Lead si.pocock-cluley@westoxon.gov.u
Investment in Public Conveniences	Yes	Open	Executive Executive, Executive Director - Corporate	11 Feb 2026 Before 31 Mar 2027	Executive Member for Environment - Cllr Alistair Wray, Executive Member for Finance - Cllr Alaric Smith	Claire Locke, Executive Director claire.locke@publicagroup.uk

			Services - Claire Locke			
Approach to commissioning 3 year SLA 2027 onwards	Yes	Open	Executive Director of Place - Daniel Taylor	11 Mar 2026 Before 31 Mar 2027	Executive Member for Stronger, Healthy Communities - Cllr Sandra Coleman	Heather McCulloch, Community Wellbeing Manager heather.mcculloch@westoxon.gov.uk
HomeseekerPlus Policy Review	Yes	Part exempt	Executive Head of Housing Solutions - Caroline Clissold	11 Mar 2026 Before 31 Mar 2027	Executive Member for Housing and Community Safety - Cllr Geoff Saul	Caroline Clissold, Head of Housing Solutions caroline.clissold@publicagroup.uk Head of Housing Solutions - Caroline Clissold
Review of Publica Members Agreement and Service Specifications	Yes	Open	Executive Chief Executive & Head of Paid Service - Phil Martin	11 Mar 2026 Before 31 Mar 2027	Leader of the Council - Cllr Andy Graham	Phil Martin, Chief Executive and Head of Paid Service phil.martin@westoxon.gov.uk Managing Director - Frank Wilson
New crowdfunding platform programme	Yes	Open	Executive Director of Place - Daniel Taylor	10 Jun 2026 Before 31 May 2029	Executive Member for Stronger, Healthy Communities - Cllr Sandra Coleman	Heather McCulloch, Community Wellbeing Manager heather.mcculloch@westoxon.gov.uk