WEST OXFORDSHIRE DISTRICT COUNCIL

Tuesday, 1 September 2026

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

EXECUTIVE

You are summoned to a meeting of the Executive which will be held in Council Chamber, Council Offices, Woodgreen, Witney, Oxfordshire OX28 1NB on **Wednesday, 9 September 2026 at 2.00 pm.**

Phil Martin
Chief Executive

To: Members of the Executive

Councillors: Andy Graham (Chair), Duncan Enright (Vice-Chair), Sandra Coleman, Liz Leffman, Andrew Prosser, Geoff Saul, Alaric Smith, Tim Sumner and Alistair Wray

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**
   To receive any apologies for absence from Members of the Executive. The quorum for the Executive is 3 Members.

2. **Declarations of Interest**
   To receive any declarations of interest from members of the Executive on any items to be considered at the meeting.

3. **Minutes of Previous Meeting** (Pages 7 - 26)
   To approve the minutes of the previous meeting, held on 15 July 2026.

4. **Receipt of Announcements**
   To receive any announcements from the Leader of the Council, Members of the Executive or the Chief Executive.

5. **Participation of the Public**
   Anyone who lives, works, or studies in West Oxfordshire is eligible to ask one question at the meeting, for up to three minutes, directed at the Leader of the Council or any Executive Member on any agenda item or on any issue that affects the district or its people.

   All questions must be no longer than three minutes long.

   Members of the public wishing to speak at a meeting must notify democratic.services@westoxon.gov.uk, or call Customer Services on 01993 861000 including their name and the agenda item or topic they wish to speak on, by 2.00pm two clear working days before the meeting (e.g. for a Wednesday meeting, the deadline would be 2.00pm on the Friday before).

   If the topic of the question is not within the remit of the Council, advice will be provided on where best to direct the question.

   The Leader or relevant Executive Member will either respond to a question verbally at the meeting or provide a written response which will be included in the minutes of the meeting.

6. **Reports from the Overview and Scrutiny Committee**
   To consider any reports or recommendations from the Overview and Scrutiny Committee, which meets on 2 September 2026.

7. **Matters raised by Audit and Governance Committee**
   There has been no meeting of the Audit and Governance Committee since the last meeting of the Executive.

8. **2026/27 Quarterly Service Review Q1** (Pages 27 - 74)
Purpose:
To provide details of the Council's operational performance at the end of 2026-27 Quarter One (Q1).

Recommendation:
That the Executive resolves to:
1. Note the 2026/27 Q1 service performance report.

9. **2026/27 Quarterly Finance Review Q1** (Pages 75 - 88)
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.

10. **Marriotts Walk Car Park** (Pages 89 - 98)
Purpose:
To propose a change of stay times in the Marriotts Walk Car Park

Recommendations:
That the Executive resolves to:
1. Agree to enter into consultation to increase the stay times on levels 6, 7 and 8 to 12 hours maximum stay at Marriotts Walk Car Park.
2. Agree to enter into consultation to extend the boundary line of the plan identifying the location of the Marriotts Walk Car Park attached to West Oxfordshire District Council (Off-Street Parking Places) No. 1 Order 2021, to now include a small area of pavement.
3. Delegate authority to the Executive Director for Corporate Services in consultation with the Executive Member for Environment to consider consultation feedback received in respect of the proposed variation to the existing Off Street Parking Order and decide whether to make the variation to this Order is to be in whole or in part or to abandon the proposals.

11. **Review of Commissioning – Housing, Welfare and Debt Advice Services** (Pages 99 - 122)
Purpose:
This report proposes an extension by waiver to the current contract

Recommendations:
That the Executive resolves to:
1. Agree a three-year extension to the current contract for Housing, Welfare and Debt Advice
2. Agree that the extension is covered by a 'waiver,' signed by the Section 151 Officer and Assistant Director Shared Legal Services; and,
3. Agree that the cost of a three-year extension, including a year-on-year inflationary increase as per paragraph 4.3, is factored into the draft budget and medium term financial strategy as part of the 2027/28 budget setting process.

12. **Developing a Carterton Area Regeneration Framework** (Pages 123 - 178)

Purpose:

The report updates the Executive on the development of a regeneration framework for the Carterton area sitting alongside and complementing the new West Oxfordshire Local Plan 2043. Specifically, it includes draft strategic priorities aligned to the new Local Plan and initial feedback on these from stakeholder engagement undertaken during the summer.

A new partnership governance structure is proposed in the report as a means of bringing a wide range of organisations and sectors together. This includes a new Place Board that would oversee the development and delivery of the framework.

The report also outlines a number of early projects that are being developed to deliver the ambitions set out in the framework.

Recommendations:

That the Executive resolves to:

1. Endorse the overall content set out in the draft regeneration framework at Annex B.
2. Agree to support the establishment of a new Place Board for the Carterton Area, to be chaired initially by the Executive Member for Planning and Infrastructure.
3. Note the approach to developing initial projects and the early ideas for these set out in section 5.

13. **Civil Penalty Policy** (Pages 179 - 236)

Purpose:

To renew the Civil Penalties and Enforcement Policy for Private Sector Housing Enforcement.

Recommendation:

That the Executive resolves to:

1. Approve the updated Housing Civil Penalties Policy.

14. **Exclusion of Press and Public**

If the Executive wishes to exclude the press and public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, it will be necessary for the Executive to pass a resolution in accordance with the provisions of the Paragraph 4(2)(b) of the Local Authorities ((Executive Arrangements) Access to Information) (England) Regulations 2012 on the grounds that their presence could involve the likely disclosure of exempt information as described in paragraph 3 of Schedule 12A of the Local Government Act 1972.

15. **Write off in excess of £5,000** (Pages 237 - 242)
Purpose:
To seek approval for the writing off a council tax debt in excess of £5,000

Recommendation:
That the Executive resolves to:
1. Approve the write off £9,841.84 as detailed within the report.

16. **Proposal for transfer of land in Chipping Norton** (Pages 243 - 274)
Purpose:
To request authority for the Council to transfer land at Walterbush Road in Chipping Norton to the Chippy Community Land Trust Ltd on the terms detailed in the report.

Recommendations:
That the Executive resolves to:
1. Approve the transfer of the land at Walterbush Road in Chipping Norton to the Chippy Land Trust Ltd on the terms detailed in the report;
2. Delegate authority to the Director of Finance, in consultation with Executive member for Finance and the Executive Member for Housing and Community Safety to approve the final terms of the transfer of the land.
3. Approve the award of £190,000 of additional grant from West Oxfordshire in order for the scheme to be delivered as 100% Social Rent tenure

17. **Options for Investment Property in Carterton - Recommendation for Lease of Unit in Carterton Industrial Estate** (Pages 275 - 282)
Purpose:
To request approval for the Council to grant a lease of an Industrial Unit in Carterton

Recommendations:
That the Executive:
1. Approve the lease on the terms detailed in the report.
2. Delegate authority to the Director of Finance, in consultation with the Executive Member for Finance, to approve the final terms of the lease.

(END).

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WEST OXFORDSHIRE DISTRICT COUNCIL

Minutes of the meeting of the
Executive
Held in the Council Chamber, Council Offices, Woodgreen, Witney, Oxfordshire OX28 1NB
at 2.00 pm on **Wednesday, 15 July 2026**

PRESENT

Councillors: Andy Graham (Chair), Duncan Enright (Vice-Chair), Sandra Coleman, Liz Leffman, Andrew Prosser, Geoff Saul, Alaric Smith, Tim Sumner and Alistair Wray

Officers: Madhu Richards (Director of Finance), Andrea McCaskie (Director of Governance and Regulatory Services), Phil Martin (Chief Executive and Head of Paid Service), Andrew Brown (Head of Democratic and Electoral Services), Maria Harper (Democratic Services Assistant), Mathew Taylor (Democratic Services Officer), Caroline Clissold (Head of Housing Solutions), Philip Measures (Service Leader), Kate Seeley (Investigation and Enforcement Manager), Elise Chowdhury, Jasmine McWilliams (Head of Assets), Ana Prelici (Senior Democratic Services Officer), Jack Graham (Environment Support Officer) and Kim Langford-Tejrar (Infrastructure Delivery Lead)

Other Councillors in attendance: David Melvin and Carl Rylett

499 Apologies for Absence

There were no apologies for absence.

500 Declarations of Interest

Councillor Duncan Enright, Deputy Leader, declared that he was professionally involved in planning work elsewhere in the country and therefore would not take part on the vote or discussion on agenda item 20 – Approval of Regulation 19 Draft Submission Local Plan for Public Consultation. Councillor Enright would leave the room for the item.

501 Minutes of Previous Meeting

There were no amendments to the minutes of the previous meeting held on 10 June 2026.

Approval of the minutes was proposed by Councillor Andy Graham, Leader of the Council, and seconded by Councillor Duncan Enright, Deputy Leader of the Council.

The proposal was put to the vote and was agreed unanimously.

RESOLVED:

To approve the minutes of the previous meeting held on 10 June 2026.

502 Receipt of Announcements

Duncan Enright, Deputy Leader of the Council, thanked those that had attended a successful Carterton Business Breakfast that morning and added that he hoped that this success would be built on in the future.

503 Participation of the Public

Corrine Hoge addressed the Executive on Agenda Item 20 – Approval of Regulation 19 Draft Submission of Local Plan for Public Consultation – making the following points:

- The speaker was addressing the Executive on behalf of concerned Burford residents who objected to the inclusion of Policy BU3 in the pre-submission draft Local Plan.
- The speaker's objections were for five principal reasons.
- During the previous consultation, Site N had been unanimously rejected by Burford Town Council and had received over 150 objections. The objections had argued that Site N conflicted with the core NPPF objectives of sustainable development; protection of nationally important landscapes; conservation of heritage assets; safe and suitable access; environment enhancement. The speaker felt that policy BU3 did not address any of those conflicts.
- There had been no formal survey for a car park inclusion, which went against the NPPF requirement for evidence-based planning. Policy BU3 offered no remedy to the issue within Burford of coach parking and ignored the recommendation of the Town Centre Strategy and Needs Assessment Report.
- Policy BU3 conflicted with Policy DM30 (sustainable tourism) and ignored opportunities to develop a sustainable transport hub linked to a parking site with direct access to the A40, and potential sustainable transportation between four significant visitor sites in the area and Burford.
- There was no mention of the Town Centre Strategy and Needs Assessment Report which classified Burford with Woodstock as towns with a significant tourist role.
- Policy BU3 conflicted with Policy DM14 section v (contribute to the quality, unique character and accessibility of the public realm, prioritising pedestrian and cyclist safety and supporting sustainable travel).
- Burford Town Council had recommended two Brownfield sites which would provide an equal number of housing allocations. Policy BU3 proposed to develop on a Cotswold National Landscape site which was against NPPF 145 and 147.
- The speaker requested that the Executive remove Policy BU3 from the pre-submission draft local plan

Councillor Andy Graham, Leader of the Council, thanked the speaker and advised that the Executive would debate the Approval of Regulation 19 Draft Submission of Local Plan for Public Consultation later in the meeting and that the speaker was welcome to stay for this.

504 **Reports from the Overview and Scrutiny Committee**

The Executive noted that the Overview and Scrutiny Committee had met on 8 July 2026 to consider Approval of Regulation 19 Draft Submission Local Plan for Public Consultation (item 20 on the agenda).

The comments and recommendations made by the Overview and Scrutiny Committee and the response of the Executive had been circulated and published prior to the meeting and would be addressed in more detail at agenda item 20 - Approval of Regulation 19 Draft Submission Local Plan for Public Consultation.

505 **Matters raised by Audit and Governance Committee**

There were no matters raised by the Audit and Governance Committee which had met on 25 June 2026.

506 **Thames Valley Spatial Development Strategy (SDS)**

Andy Graham, Leader of the Council, presented the item, the purpose of which was to seek Executive resolution to note, to participate in, and help lead, a joint Thames Valley partnership with councils covering Oxfordshire, Berkshire and Swindon, with an option for Buckinghamshire, to progress the pre-inception phase of work for a Thames Valley Spatial Development Strategy (SDS).

In his presentation Councillor Graham made the following points:

- There was a duty on designated strategic planning authorities to prepare SDSs.
- SDSs were intended to be high-level strategic plans that set out the scale and broad distribution of development and associated infrastructure across multiple planning authority areas.
- It was overdue that such joined-up thinking across geographical areas was taking place, particularly with regard to road networks that crossed districts.
- The paper outlined the key activities that were being progressed, the objectives and the deliverables for the period.
- The paper proposed that participating councils contribute £50,000 from April 2027 onwards towards the cost of the scheme and explained that this was often a function of such partnership working. There would be Leader representation from each partner authority participating.

Councillor Graham proposed accepting the recommendations in the report.

Councillor Liz Leffman, Executive Member for Planning and Infrastructure, seconded the proposals and noted that it was important to see a joined-up approach to the planning of housing and infrastructure and added that she hoped Buckinghamshire would choose to participate in the scheme due to commonalities between the participators and that county, not least the East-West rail corridor and visitor economies.

Councillor Andrew Prosser, Executive Member for Climate Action and Nature Recovery, commented that with the imminent Local Government Reorganisation (LGR), where many were nervous about the future of democratic oversight, he would prefer to see such schemes in a regional strategic authority which he hoped would progress in the period of the scheme.

The proposals were put to the vote and were agreed unanimously.

The Executive resolved to:

1. Note the establishment of a partnership with the councils covering Oxfordshire, Berkshire and Swindon to develop a statutory Spatial Development Strategy (SDS) for the Thames Valley area (as detailed in section 4 of the report).
2. Note the draft indicative funding and resource allocations for the pre-inception programme.
3. Note that Bracknell Forest Council will act as the accountable body for funds received/held on behalf of the partnership and will host any staff appointed for the Thames Valley SDS programme.
4. Note the interim governance and oversight, monitoring and assurance arrangements set out in this paper, including arrangements for the period before a statutory Strategic Planning Board (SPB) is established through secondary legislation.
5. Note the working arrangements for development of the SDS.
6. Delegate the detail agreements and working arrangements for pre-inception development of the SDS to the Director of Governance and Regulatory Services in consultation with the Executive Member for Planning and Infrastructure.
7. Note that that the Director of Governance and Regulatory Services will provide regular updates at key stages.

507 Oxfordshire Infrastructure Strategy (OxIS)

Councillor Andy Graham, Leader of the Council, presented the item, the purpose of which was to introduce the completed Oxfordshire Infrastructure Strategy (OxIS) 2026 and seek Executive endorsement of the final document, following its earlier endorsement by the Oxfordshire Leaders Joint Committee (OLJC) in April 2026.

The strategy had outlined the critical, county-wide infrastructure that was necessary to support development and sustainable growth across Oxfordshire through to 2050, which was a necessarily long time frame. It sought to support rather than replicate the Infrastructure

Delivery Plans developed by councils as part of their Statutory Development Plans by focussing upon large strategic infrastructure projects that span or influence a wider area than one district.

In his presentation the Executive Member made the following points:

- The strategy would mean there was a county-wide strategic infrastructure framework.
- The scheme focussed on cross-boundary strategic projects.
- The scheme ensured a shared approach which was evidentially worked though, the scheme also would work as an investment tool and engagement framework for Oxfordshire.

Councillor Andy Graham proposed accepting the recommendation in the report noting that it was important to continue meaningful engagement with the Council's partners to ensure benefits for residents.

Councillor Liz Leffman seconded the proposal and noted that this was a new iteration of a plan that was originally part of the Growth Deal. It provided a new way to evaluate infrastructure across districts and had been endorsed by all Leaders of the District and City Councils. The scheme also had underpinned the SDS and should be considered together.

The proposal was put to the vote and were agreed unanimously.

The Executive resolved to:

1. Endorse the final Oxfordshire Infrastructure Strategy (OxIS) which has already been endorsed by the Oxfordshire Joint Leaders Committee (OLJC) on 24th April 2026.

508 Review and approval of updated Counter Fraud and Anti-Corruption Policy

Councillor Alaric Smith, Executive Member for Finance, introduced the item, the purpose of which was to present Executive with a revised Counter Fraud and Anti-Corruption Policy ('The Policy') for approval and adoption.

The Policy had been reviewed to ensure the content reflected current legislation and the Council's Policies and Procedures.

In his presentation the Executive Member made the following points:

- The Policy was an existing policy that outlined legislation and key roles of members and employees.

- The Policy had been reviewed, and a new section had been inserted regarding the Economic Crime and Corporate Transparency Act to confirm the introduction of the new "failure to prevent fraud" offence.
- Sections had also been added in relation to cyber-crime responsibilities and due diligence activities undertaken regarding tax evasion.
- For ease, in the agenda pack, new text was coloured red and text to be removed was struck through.
- Mandatory fraud awareness training was currently being delivered to all staff within the Council and a session for Councillors was delivered on 9 June 2026.

Councillor Smith proposed accepting the recommendations in the report.

Councillor Andy Graham seconded the proposals.

The proposals were put to the vote and were agreed unanimously.

The Executive resolved to:

1. Approve and adopt the Counter Fraud and Anti-Corruption Policy attached to this report as Annex A.
2. Delegate authority to the Director of Finance (s151) to approve future minor amendments to the Policy, in consultation with the Executive Member for Finance, Assistant Director Counter Fraud and Enforcement Unit, and the Assistant Director Legal Services.

509 **Review and approval of Grant Management Policy**

Councillor Alaric Smith, Executive Member for Finance, introduced the item the purpose of which was to present the Executive with a new Grant Management Policy ('The Policy') for approval and adoption.

In his presentation the Executive Member made the following points:

- The Council now had a widened scope for the delivery of multiple grant schemes to residents and businesses. Such schemes could be in the form of locally agreed community grant schemes, or via distribution of central government schemes and emergency funding.
- To ensure funding was distributed properly and spent lawfully, the Policy had set out to minimise risk while maximising benefits for the community.
- The Policy had detailed: roles and responsibilities; funding agreements; outcomes; eligibility criteria; assessment and awarding process; conflicts of interest; segregation of duties and due diligence checks.

- The Policy had set out processes to be followed when managing grants, including applying for external funding, developing and launching new grant schemes, verification and due diligence checks and the distribution of funds.
- To mitigate fraud and error, the Counter Fraud and Enforcement Unit had developed a grant toolkit. This provided guidance on the minimum verification and due diligence checks which must be undertaken.

Councillor Smith proposed accepting the recommendations in the report.

Councillor Andy Graham seconded the proposals.

Councillor Duncan Enright, Deputy Leader of the Council, noted that the Policy and the processes proposed were identical to those he had worked with as part of the UK Shared Prosperity Fund and Rural England Shared Prosperity Fund which had provided grants across the district. In that case the process had worked well, and it was therefore good to see this formalised. Councillor Enright thanked the Counter Fraud and Enforcement Unit for their work.

The proposals were put to the vote and were agreed unanimously.

The Executive resolved to:

1. Approve and adopt the Grant Management Policy attached to this report as Annex A.
2. Delegate authority to the Director of Finance (s151) to approve future minor amendments to the Policy, in consultation with the Executive Member for Finance, Assistant Director Counter Fraud and Enforcement Unit, and the Assistant Director Legal Services.

510 **Review and approval of updated Proceeds of Crime and Anti Money Laundering Policy**

Councillor Alaric Smith, Executive Member for Finance, introduced the item the purpose of which was to present the Executive with a revised Proceeds of Crime and Anti-Money Laundering Policy ("The Policy") for approval and adoption.

In his presentation the Executive Member made the following points:

- This was an existing policy that outlined the responsibilities of the Council, the nominated Money Laundering Officer and the approach regarding due diligence in this area.
- The Policy had been refined with revisions or significantly new sections shown as red text in the agenda pack. Any operational or procedural elements relating to disclosure procedure, the reporting Officer's considerations or client/supplier identification process had been removed and were now detailed within the supporting internal procedure document.

- The majority of the other amendments were minor and were shown as red insertions.
- A supporting flowchart had been designed and would be provided to employees during the awareness sessions with a more detailed internal procedure document.

Councillor Smith proposed accepting the recommendations in the report.

Councillor Andy Graham seconded the proposal and emphasised that it was important to continue to review such policies to ensure that they were fit for use. The Policy was available on the website.

The proposal was put to the vote and were agreed unanimously.

The Executive resolved to:

1. Approve and adopt the Proceeds of Crime and Anti-Money Laundering Policy attached to this report as Annex A.
2. Delegate authority to the Director of Finance (s151) to approve future minor amendments to the Policy, in consultation with the Executive Member for Finance, Assistant Director Counter Fraud and Enforcement Unit, and the Assistant Director Legal Services.

511 **Public Spaces Protection Order for Dog Fouling**

Councillor Alistair Wray, Executive Member for Environment, introduced the item, the purpose of which was to consider a proposal to consult on the adoption of a Public Space Protection Order (PSPO) to prohibit Dog Fouling.

In his presentation the Executive Member made the following points:

- The proposals sought agreement to launch a public consultation on the introduction of a PSPO on dog fouling in the district.
- It was proposed to make it an offence for a person in charge of a dog to fail to clear up after it.
- The PSPO was intended to help keep streets, footpaths, parks and open spaces clean for residents and visitors to the district.
- The PSPO intended to require owners to carry suitable means of disposal of waste when exercising their dogs
- There were intended to be exemptions for assistance dog users and some people with disabilities.
- Dog fouling could be a health risk in particular to children.

- If adopted the PSPO would provide officers with additional enforcement powers, including issuing fixed penalty notices of £100 and it could lead to prosecution with a maximum fine of £1,000.

Councillor Wray proposed accepting the recommendation in the report.

Councillor Sandra Coleman, Executive Member for Stronger, Healthy Communities, seconded the proposal and added that she felt that this was a responsible way to tackle such a problem. Councillor Coleman further noted that, while most people were responsible, in some locations this was not the case and the PSPO would provide an effective way to deal with the problem.

Councillor Graham informed the meeting that the consultation would run from 24 July 2026 to 4 September 2026 and invited comments and suggestions from all.

The proposal was put to the vote and were agreed unanimously.

The Executive resolved to:

1. Approve the proposal to undertake a consultation on the Public Space Protection Order for Dog Fouling.

512 **Our House Funding Extension 2026-2030**

Councillor Geoff Saul, Executive Member for Housing and Community Safety, presented the item, the purpose of which was to update members on the 'Our House' project with a recommendation that funding be extended from 1 November 2026 to 31 March 2030.

In his presentation the Executive Member made the following points:

- The project had been established in partnership with Cottsway Housing Association and provided accommodation and support for vulnerable young people who were homeless, at risk of homelessness or unable to remain in the family home.
- Specialist support was delivered by Aspire Oxfordshire in order to separate tenancy management and support provision, which had improved outcomes for residents.
- The scheme currently provided accommodation for up to eleven young people across three shared houses in the district.
- Over the last five years the project had accommodated more than thirty young people with the majority having moved into their own homes or returning to the family home.
- Councillor Saul detailed specific numbers of residents who had moved to independent living, gained employment or apprenticeships, were in full-time training and seeking employment. The examples had demonstrated the project's strong performance.
- The project delivered accommodation at significantly lower cost than traditional supported housing which subsequently had supported access to employment.

- The funding requirement of the scheme was £359,950. The project cost approximately £166 per person per week which had compared favourably against the cost of emergency accommodation. The funding would be met from existing Housing Projects Reserve balances.
- If the project was not extended, notices would have to be given to eleven residents, and the Council may have to provide costly emergency accommodation. Furthermore, residents could face homelessness, rough sleeping or disruption to education.
- The proposal had offered strong value for money, supported the Council's statutory homelessness duties and had improved outcomes for vulnerable young people.

Councillor Saul proposed accepting the recommendations of the report.

Councillor Andy Graham emphasised that residents' lives had been transformed by the support given by such projects and as such the work was important.

Councillor Andrew Prosser, Executive Member for Climate Action and Nature Recovery, seconded the proposals and added that this was an excellent project to support young people with the additional benefit that it reduced costs in the long run as well as the wider cost to society.

The proposals were put to the vote and were agreed unanimously.

The Executive resolved to:

1. Approve a 4-year funding extension for the Our House project from 1 November 2026 to 31 March 2030;
2. Agree to continue with the current Support Provider via waiver;
3. Delegate authority to the Head of Housing Solutions, in consultation with the Executive Member for Housing and Social Welfare, to approve any minor amendments to this funding extension;
4. Agree to utilise Housing Projects Reserves as set out in the Proposal in section 4 of the report.

513 **Allocation of Capital Funding for Lift Replacement at Marriotts Walk**

Councillor Alaric Smith, Executive Member for Finance, presented the item, the purpose of which was to request approval of the allocation of part of the building maintenance earmarked reserves for the replacement of the lifts at Marriotts Walk, Witney.

In his presentation the Executive Member made the following points:

- The financial detail to the report was contained in exempt annex A. Discussion of this detail was not required in public session, though it had been considered by the Executive.
- The proposal was that the lifts would be replaced on one contract but not at the same time. The option of planning lift replacements on a one per year basis was discounted as this would take the last lift past end of life and increased the cost of the scheme overall, ongoing maintenance and part replacement costs.

- There was an option to recharge part of the lift replacement cost to the retail and residential tenants of the centre. This would challenge the viability of the scheme for the occupiers as the tenants currently had a high service charge burden compared to other similar schemes as they were responsible for the costs of the multi-storey car park which was usually met by car parking charges in other areas of the country.
- The centre was a contributor to the Council's income which funded services for residents. In 2025/26 Marriotts had made a net contribution to the Council's finances of £454,890. This was a significant source of revenue and an important contributor to the town and therefore current improvements and maintenance were required.

Councillor Smith proposed accepting the recommendations of the report.

Councillor Duncan Enright, Deputy Leader of the Council, seconded the proposals.

Councillor Andy Graham reassured the meeting that the lifts were safe but did need to be replaced and that the replacement projects would minimise disruption to residents and the centre users.

The proposals were put to the vote and were agreed unanimously.

The Executive resolved to:

1. Recommend to Council to allocate funding from earmarked reserves to replace the lifts at Marriotts Walk
2. Delegate authority to the Director Finance in consultation with the Executive Member for Finance to approve the final cost of works and use of contingency up to the full amount detailed at Annex A.

514 **Section 106 Spending Authorisation**

Councillor Liz Leffman, Executive Member for Planning and Infrastructure, presented the item, the purpose of which was to, consider whether future decisions on the expenditure of Section 106 (S106) funds secured towards Witney Town Centre improvements should be delegated to the Chief Executive in consultation with the Director of Finance.

In her presentation the Executive Member made the following points:

- This report sought delegation of authority to authorise spending of two specific S106 financial contributions relating to Witney Town Centre improvements to the Chief Executive in consultation with the Director of Finance. The specific S106 agreements were: £319,308.47 from planning permission ref. 13/0345/P/FP for 36 houses at Springfield Nurseries, Curbridge Road, Witney; and, £346,956.20 planning permission ref. 12/0084/P/OP for 271 houses at Downs Road, Witney.
- The contributions could only be spent on improvements within Witney Town Centre to comply with the terms of the agreement and the Community Infrastructure Levy (CIL) Regulations 2010 (as amended).

- Projects that were intended to be funded by the S106 contributions were: a Wayfinding project; Marriotts Walk Public Realm enhancement and the Oxfordshire County Council-led Witney town centre improvements.
- As this financial contribution was to be spent by the District Council itself, as opposed to the usual process of passing funds to a third-party organisation, Executive authorisation was required for spending decisions.
- The report sought to delegate the decision in order to:
    a) allow projects to progress with certainty of funding;
    b) prevent delays in releasing s106 funding;
    c) be responsive to time-critical factors which could otherwise block or stymy the projects.
- It was noted that, for one of the contributions, work must have been contracted by October to release the funds.

Councillor Leffman proposed accepting the recommendation of the report.

Councillor Alaric Smith, Executive Member for Finance, seconded the proposal.

Councillor Andy Graham added that the report had highlighted the benefits that would be seen in Witney Town Centre from the funds, which would improve the town centre experience for residents and businesses and continue the Town's success.

The proposal was put to the vote and agreed unanimously.

The Executive resolved to:

1. Delegate authority to the Council's Chief Executive, in consultation with the Director of Finance and the Executive Member for Planning and Infrastructure, for making future decisions on the expenditure of Section 106 developer contributions relating to the improvement of Witney Town Centre.

515 Exclusion of Press and Public

Councillor Andy Graham, Leader of the Council, proposed that Executive agree to exclude the press and public from the meeting for the remaining exempt items of business, on the basis that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

This was seconded by Councillor Duncan Enright, Deputy Leader of the Council, was put to a vote, and was unanimously agreed by the Executive.

The Executive **Resolved** in accordance with the provisions of Paragraph 4(2)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012 to:

Exclude the press and public from the meeting on the grounds that their presence could involve the likely disclosure of exempt information as described in paragraph 3 of Schedule 12A of the Local Government Act 1972, with the public interest in maintaining the exemption outweighing the public interest in disclosing the exempt information.

516 Proposals for sale of land in Witney

Councillor Alaric Smith, Executive Member for Finance, presented the item, the purpose of which was to request approval for sale of land in Witney.

Councillor Alaric Smith proposed accepting the recommendations of the report.

Councillor Andy Graham seconded the proposals.

The proposals were put to the vote and were agreed unanimously.

The Executive resolved to:

1. Approve the sale of land in Witney;
2. Delegate authority to the Director of Finance in consultation with the Executive Member for Finance to approve the final terms of the sale including sale price.

517 Item 15 - Allocation of Capital Funding for Lift Replacement at Marriotts Walk - Exempt Annex A

This item was taken as read during the public part of the meeting and was not considered in private session.

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

Councillor Duncan Enright, Deputy Leader of the Council, left the room for the duration of this item.

Councillor Andy Graham, Leader of the Council, began the item by explaining that, as the meeting was in public, and given the importance of the Local Plan, he wanted to ensure that everyone had the opportunity to participate in the process in accordance with the Council's Constitution. Councillor Graham continued by outlining the order in which the item would be dealt with: an introduction to the report and the recommendation before the Executive; Non-Executive Members of the Council would be given the opportunity to ask questions and make comments followed by responses from Executive Members and Officers; consideration of the recommendations made by the Overview and Scrutiny Committee and finally

the Executive debate on the report and a decision on the recommendations in the report.

Councillor Liz Leffman, Executive Member for Planning and Infrastructure, then presented the item, the purpose of which 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.

In her presentation the Executive Member made the following points:

- The recommendation proposed in the report was that the Executive recommend that Council approves the Plan for statutory public consultation.
- This was an important milestone in what had been a thorough, evidence-led and transparent process that had taken place over several years.
- The Executive were not being asked to adopt the Local Plan. The recommendation was requesting that the Executive recommended to Council that the Publication Draft be approved for a six-week statutory consultation before it was submitted for independent examination by the Planning Inspectorate.
- The Local Plan had provided the framework for how West Oxfordshire would grow and develop to 2043. The Plan was about more than housing. It had planned for employment opportunities, schools, healthcare, transport, walking and cycling infrastructure, utilities, flood mitigation, green spaces, community facilities, renewable energy and the protection of our natural and historic environment.
- Without an up-to-date Local Plan, development did not stop. Instead, decisions became increasingly driven by national policy and speculative planning applications. This would reduce the Council's ability to shape where development took place and the quality of that development. The Plan gave the opportunity to plan positively and ensured that growth happened in the right places and in the right way.
- One of the defining principles of this Local Plan was that development must be supported by infrastructure. Ensuring that new homes were accompanied by the services and facilities communities needed—schools, GP surgeries, roads, public transport, walking and cycling routes, water and wastewater capacity, electricity networks, green infrastructure, parks, leisure facilities and digital connectivity.
- Growth must create sustainable communities, not simply larger settlements. The Plan would be backed by an extensive Infrastructure Delivery Plan and a wide range of technical evidence that identified what infrastructure was needed, who was responsible for delivering it and, where possible, when it should come forward.
- The Plan also recognised that growth should be phased. Development was expected to come forward progressively across the Plan period rather than all at once, which allowed infrastructure, environmental capacity and community services to be delivered alongside new development. This coordinated approach was fundamental to creating places where people can thrive.
- The Plan had been shaped through extensive programmes of public engagement.
- The Plan would be supported by a comprehensive evidence base, that would include a sustainability appraisal, habitats regulations assessment, housing and employment

assessments, settlement sustainability work, transport studies, water cycle studies, flood risk assessments, viability assessments and numerous other specialist reports.

- The Publication Draft was both legally compliant and capable of meeting the National Planning Policy Framework's four tests of soundness. It had been positively prepared, was justified by proportionate evidence, was capable of being delivered effectively and was consistent with national planning policy.
- If approved by Council, the next stage was a six-week statutory public consultation. Representations in the consultation should focus on whether the Plan was legally compliant and whether it was sound. Respondents should explain which policies or allocations they were commenting on, why they believed the Plan is or is not legally compliant or sound, and, where appropriate, what changes they considered necessary. Anyone could respond to the consultation. Each representation received would be submitted alongside the Local Plan and supporting evidence to the Secretary of State.
- An independent Planning Inspector would then examine the Plan, consider all duly made representations, hold public hearing sessions where necessary and determine whether the Plan was legally compliant and sound. If modifications were required, these would be consulted upon before the Inspector issued a final report. Only after that process would Council be invited to consider adopting the Local Plan.
- The Plan was infrastructure-led, evidence-based and had been designed to ensure that growth was sustainable, planned and supported.
- Councillor Leffman thanked everyone who had contributed to the Plan preparation: officers, specialist consultants, statutory partners, parish and town councils, infrastructure providers, members of the Executive, all councillors and the many residents and organisations who had taken the time to engage throughout the process.
- Councillor Leffman drew the Executive Members' attention to the Addendum Report, which was published as a supplement to the item. The Addendum Report included officer responses to further comments, including from the Overview and Scrutiny Committee, for consideration by the Executive.

Councillor Andy Graham added that the development of the Plan had been very complex and had taken considerable time to get to this point. Councillor Graham reiterated that the consultation was intended to allow residents and businesses the opportunity to comment on specific areas that were known best to them. He reminded that some aspects of the Plan were governed by national guidelines.

Councillor Andy Graham, Leader of the Council, then invited non-Executive Members of the Council present to address the Executive with any questions, comments or suggestions that they may wish to provide.

A non-Executive Member made the following points and suggestions for consideration by the Executive and Officers:

- In reference to green infrastructure, given the recent heatwave, it was suggested that the Plan should include measures to avoid developments being barren of nature and

free of trees. Further policies around the use and maintenance of sustainable drainage systems for environmental benefit was suggested.
- For solar panels, it was suggested that policies should include specifics on the responsibilities for decommissioning these. In addition, further measures to protect bats were suggested, as this was a species particularly effected by solar panels.
- Policies concerning Construction Waste Management Plans should include specifics around what these must contain.
- It was noted that master planning developments could be beneficial and should include engaging residents. This could lead to acceptance of growth more readily by communities. It was suggested that masterplans should be required for developments of more than 200 dwellings, and that the Council should be the body that approved masterplans.

Councillor Graham requested Officers to respond to the Member's comments and the following points were raised:

- Some of the points raised were adequately dealt with in the Plan. Other comments were reflected in the Addendum Report.
- Regarding green infrastructure, it was felt Policy DM1 had dealt with this adequately and had made specific reference to this.
- An amendment to the plan detailed in the addendum added an additional requirement on the decommissioning of solar farms.
- For both Construction Waste Management Plans and Master Plans the point was taken that refinement could be made on defining these. It was suggested that this could be dealt with in the Addendum Report and glossary to the Plan.
- With regard to bats, Officers considered that the Nature Recovery and Biodiversity Net Gain Policies dealt with the protection of such protected species.
- Officers reminded all that representation should be made through the consultation process going forward.

The Executive then addressed the six recommendations made by the Overview and Scrutiny Committee at their meeting on 8 July 2026. A supplement of the recommendations and responses had been published prior to the meeting.

- Six recommendations had been made by the Overview and Scrutiny Committee.
- Three recommendations had been accepted in full (1, 2 and 4), and the changes resulting from these to the Plan were detailed by Councillor Graham and could be seen Addendum.
- There was partial agreement to recommendation 3, with recognition that the text of the draft Plan in relation to Best and Most Versatile Agricultural Land could be revised to ensure more consistency with national policy.
- The Executive had not agreed to recommendation 5 requiring the Infrastructure Delivery Plan (IDP) be available before Full Council on 22 July. Executive Members noted that this document was important and underpinned the Plan, however it was not a statutory requirement. The Executive gave reassurance that this document would be available for the consultation process. Furthermore, it was noted that the IDP would be informed by the feedback from the consultation itself and could be an evolving document.

- The Executive had not agreed to recommendation 6, that an example of a specific business being relocated in Policy WIT6 be removed. Officers commented that this reference was hypothetical and its inclusion was to demonstrate what could happen in that area. There was no inference in the text that this would or must happen and the owners of the business were able to submit comments in the consultation.

The Executive then addressed other questions and recommendations made by members of the Overview and Scrutiny Committee which were included in Annex D – Local Plan Addendum Report, which had been published prior to the meeting.

Prior to the Executive debating the item, Councillor Graham acknowledged the work on the plan of former Councillors Hugo Ashton and Lidia Arciszewska, noting that they had both made significant contributes.

The Executive then debated the plan and made the following points. It was noted that comments made by the Executive would be picked up and dealt with separately to the recommendations of the report:

- Policy CP4 could be strengthened to include a presumption in favour of developments and infrastructure being adopted by the local authority or utility provider.
- Policy CP5 could include a statement that public sewers being at capacity was not justification for use of non-mains drainage.
- Policy DM12 could highlight a move towards centralised waste management arrangements which would improve waste handling efficiency.
- It was noted that the consultation would provide the first opportunity to see the evidence base and the Plan together.
- It was acknowledged that the housing figures, set by Government, were demanding and the Plan was attempting to meet these. The housing figures were a challenge to deliver with the existing infrastructure. It was hoped the IDP would help tackle this.
- On the Local Plan Addendum Report (Annex D) the following points were suggested:
    - Page 12 – There should be no net loss of biodiversity. Therefore paragraph 1 could remove words “where possible”.
    - Page 12 – Point 2, replace “minimise” with “prevent water pollution”.
    - Page 12 – Point 2 - typographical error should read “River Glyme”
    - Page 12 – Point 2 - add River Windrush to list protected designated sites
    - Page 12 – Point 2 – should read “river or tributary upstream”
    - Page 15 – There should be no impact to air quality allowed by developments. References to development located within or near an Air Quality Management Area needs to reference any development that could “impact” such an area.
    - Page 16 – Council include references to tributaries and impact on air quality management areas.
    - Water Policies CP5 and DM10 need to be specific on the impact of large energy or water users such as data centres.
- The updated Plan was an important upgrade and update on the current adopted Plan.
- Some of resident’s concerns that had been provided to Members were contradictory.
- The Plan could bring forward more land for employment.
- The Plan could develop and seek to extend existing health centres.

- Encouragement could be given for express bus services to Oxford for rural settlements with proposed growth in housing e.g. Chipping Norton.
- Recent research findings had shown that only half of local plans required new buildings to have cooling and ventilation strategies. Against the background of the recent weather an acknowledgment was requested that new builds should be required to have such strategies.
- Requests were made to tightening aspects of sports provision in particular settlements and to be more specific about provisions.

All points raised by Executive Members would be taken away and considered by the Executive Member for Planning and Infrastructure and Officers. Where appropriate these would be reflected in an updated Addendum Report which would be updated and published in advance of the Full Council meeting.

Councillor Andy Graham proposed accepting the recommendations of the report, with an amendment to recommendation 2 which would enable changes resulting from the Addendum Report document to be included in the Plan.

Recommendation 2 would now read as follows:

"Recommend to Council that authority be delegated to the Head of Planning, in consultation with the Executive Member for Planning and Infrastructure, to make any necessary minor textual, factual and presentational amendments to the pre-submission draft Local Plan, together with any amendments required to reflect agreed recommendations of the Overview and Scrutiny Committee, including as set out in the Local Plan Addendum Report (Annex D), prior to formal publication".

Councillor Graham concluded by confirming the process and approximate timeframes for the consultation and subsequent examination. Councillor Graham and Officers explored the weight that could be attached to the Plan as it moves thorough the process. Officers advised that this was hard to quantify however broadly the document attracted more weight, contingent on the number of representations that it had received, as it goes through the process.

Councillor Liz Leffman seconded the proposals.

The proposals were put to the vote and were agreed unanimously.

The Executive resolved to:

1. Recommend to Council to approve the pre-submission draft Local Plan attached at Annex A for the purposes of formal publication for a statutory period of at least 6-weeks in accordance with Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012.
2. Recommend to Council that authority be delegated to the Head of Planning, in consultation with the Executive Member for Planning and Infrastructure, to make any necessary minor textual, factual and presentational amendments to the pre-submission draft Local Plan, together with any amendments required to reflect agreed

recommendations of the Overview and Scrutiny Committee, including as set out in the Local Plan Addendum Report (Annex D), prior to formal publication..

3. Agree that the Local Development Scheme (LDS) attached at Annex B be published online and made available in hard copy format in agreed 'deposit' locations across the district.

The Meeting closed at 4.06 pm

CHAIR

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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 Alaric Smith – Executive Member for Finance. Email: alaric.smith@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	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.	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
			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

	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.		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		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

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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

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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

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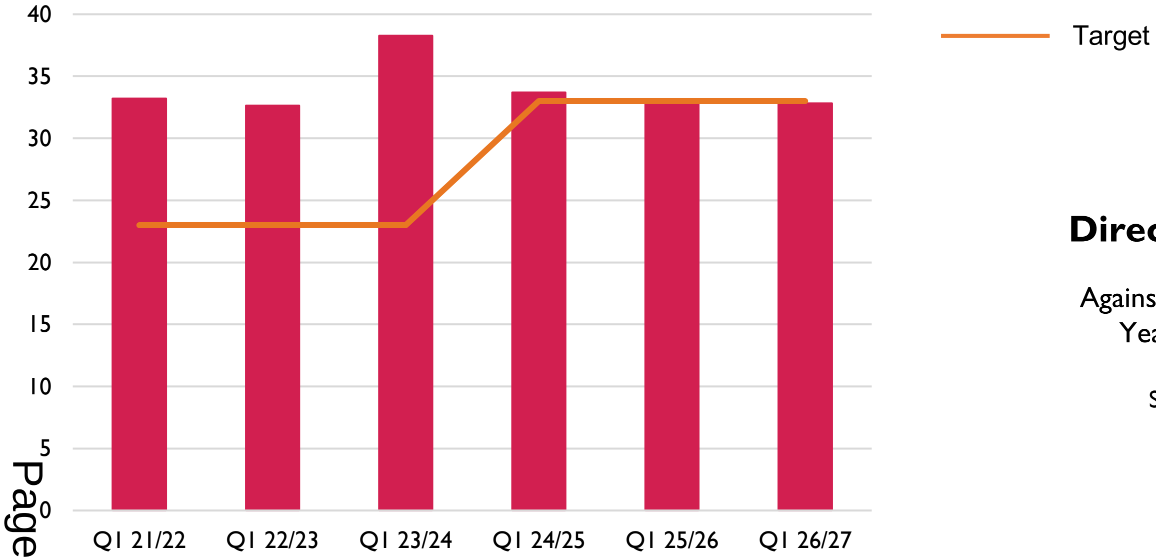

Direction of Travel

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

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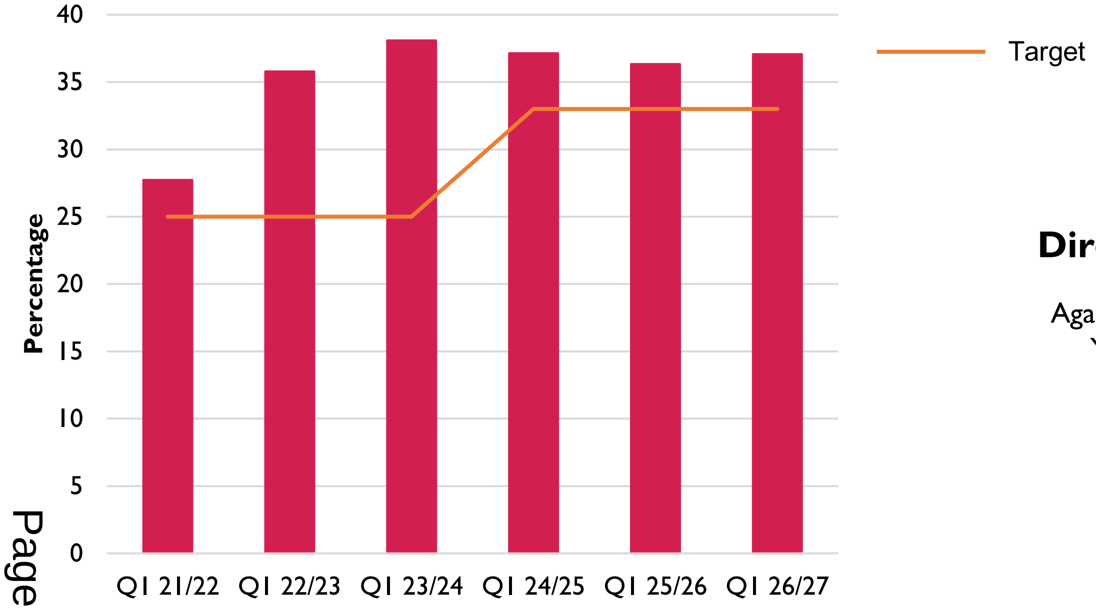

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Higher is Good

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

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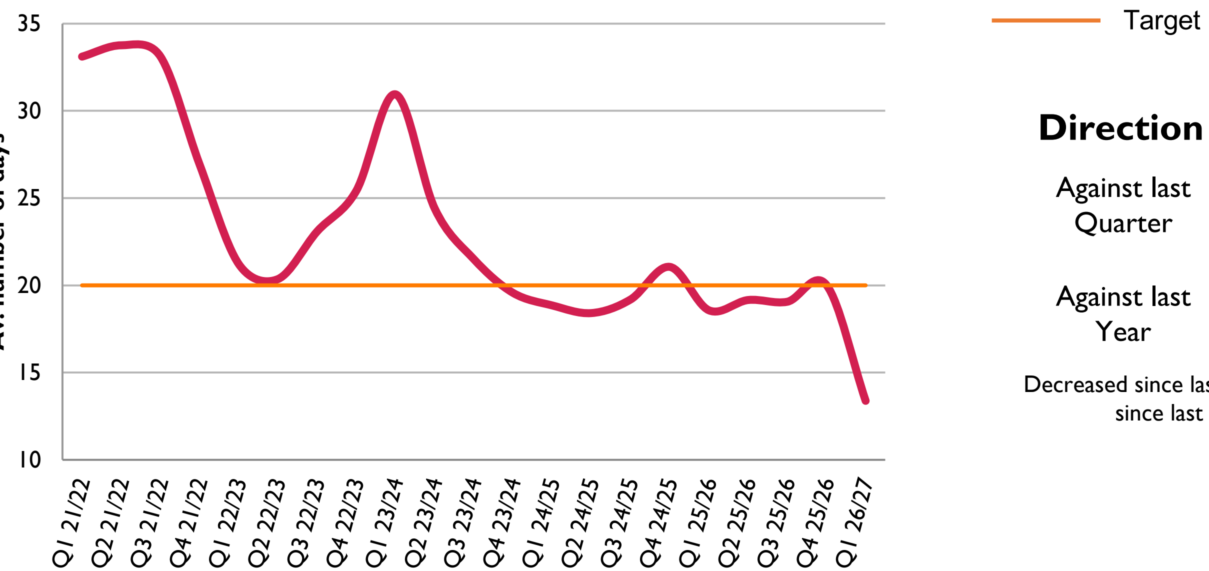

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Direction of Travel

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

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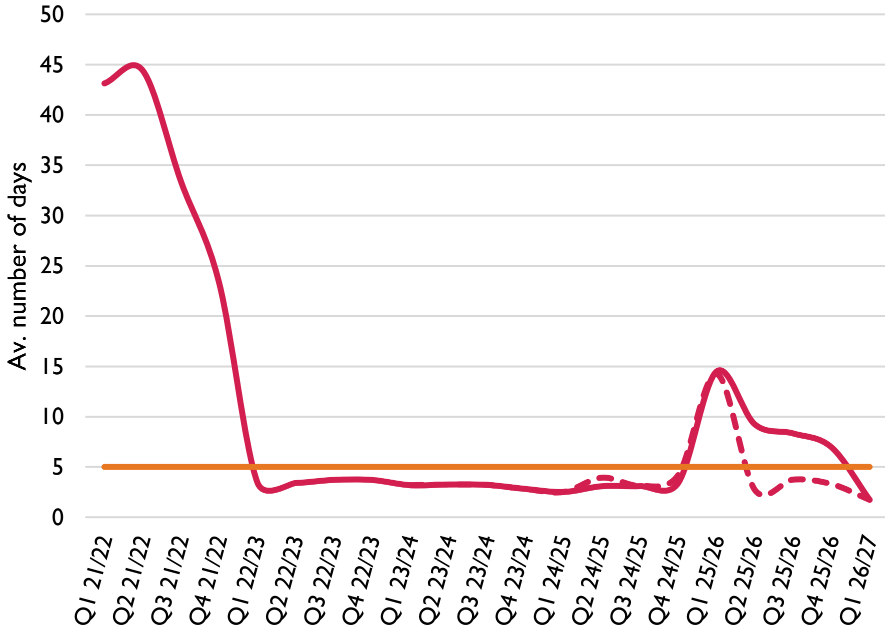

Lower is Good

Target	5
Actual	2

Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and since last year

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

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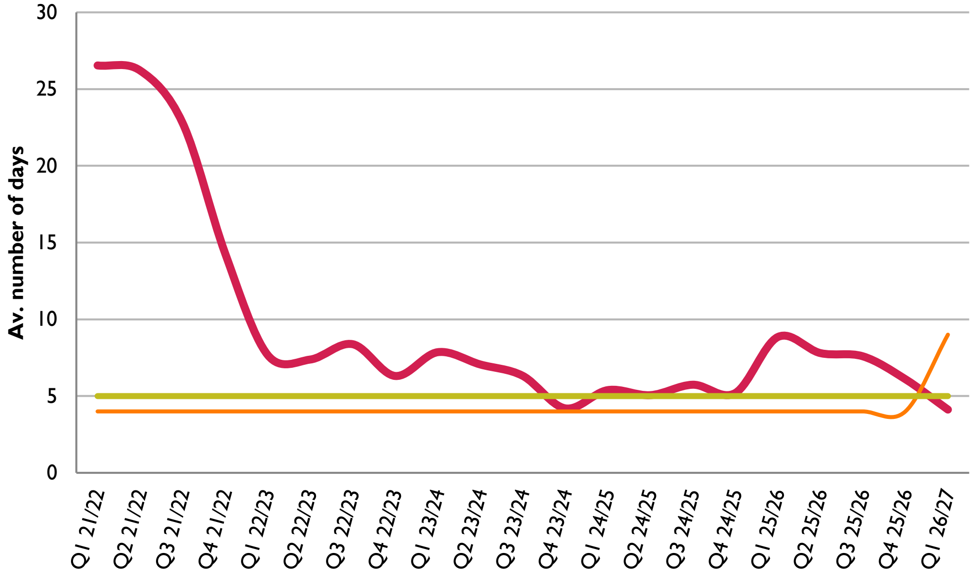

Direction of Travel

Against last Quarter ⇩

Against last Year ⇩

Decreased since last quarter and since last year

Lower is Good

Target	9
Actual	4

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

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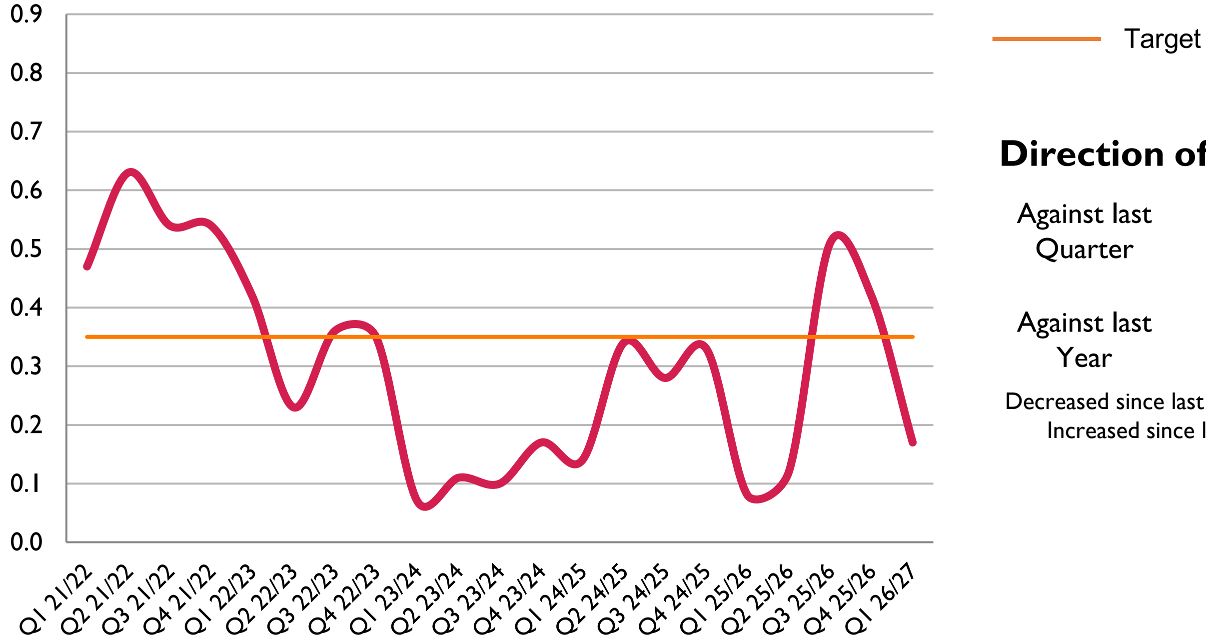

Direction of Travel

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

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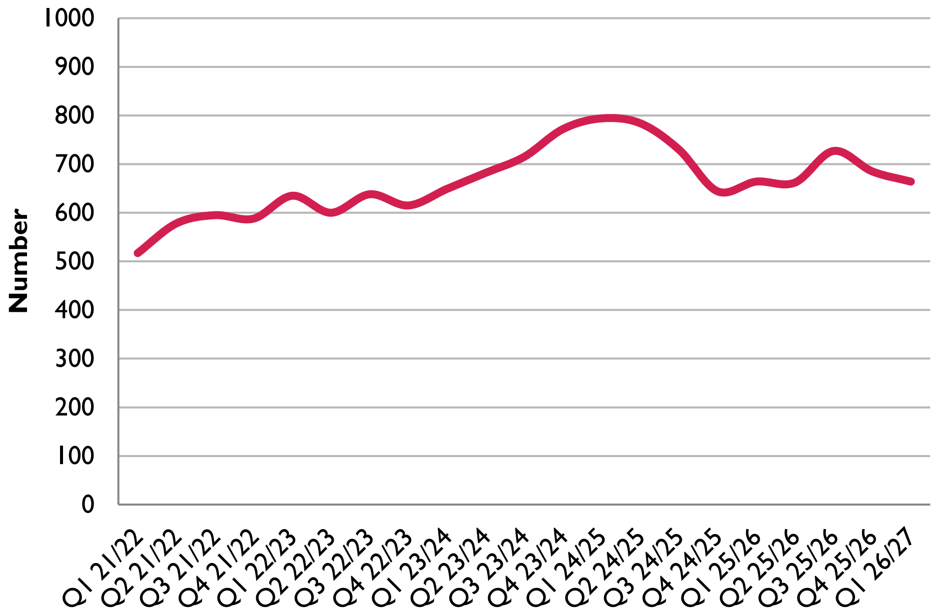

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Direction of Travel

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

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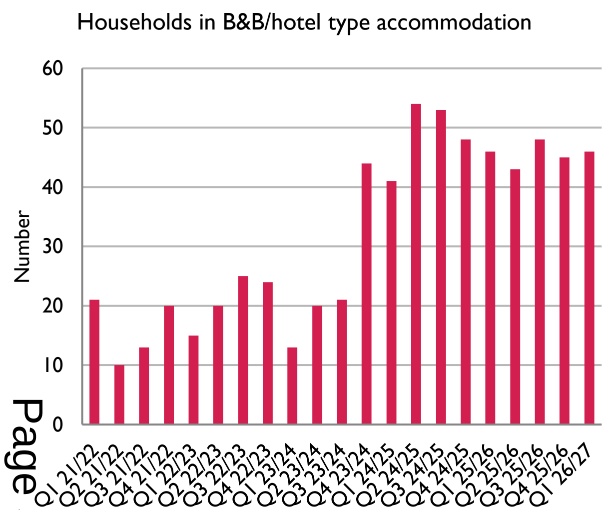

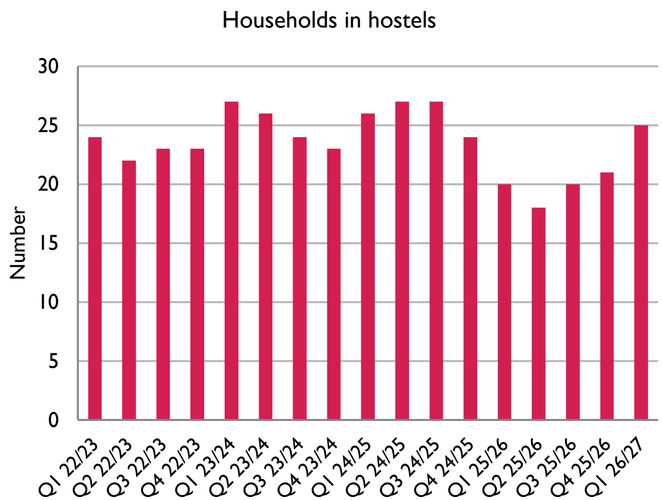

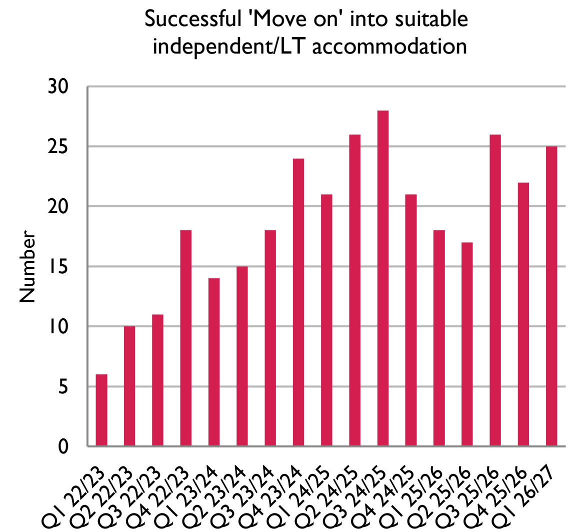

Direction of Travel

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

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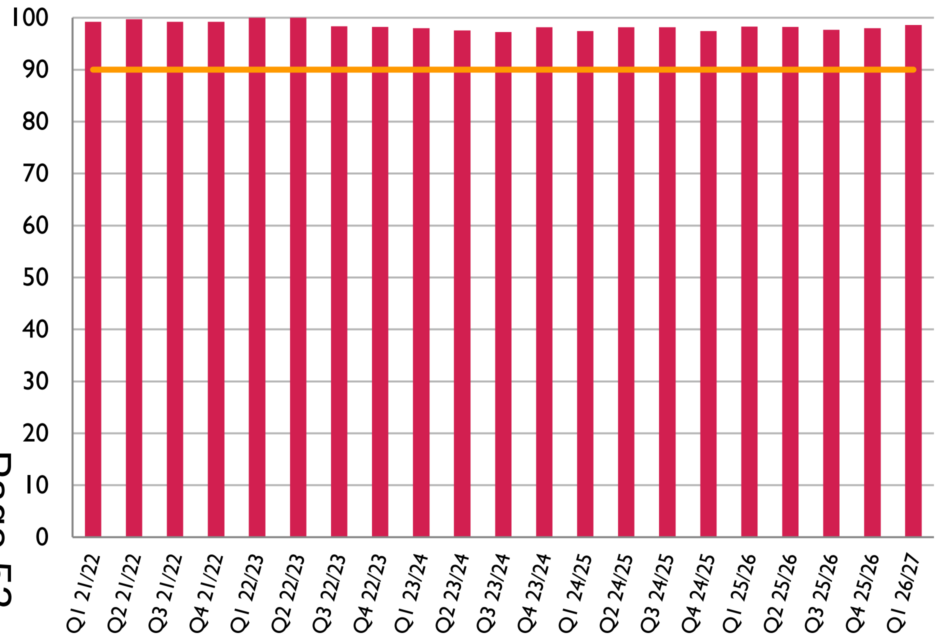

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Higher is Good

Target	90%
Actual	99%

Direction of Travel

Against last Quarter ↑

Against last Year ↑

Slight increase since last quarter and since last year

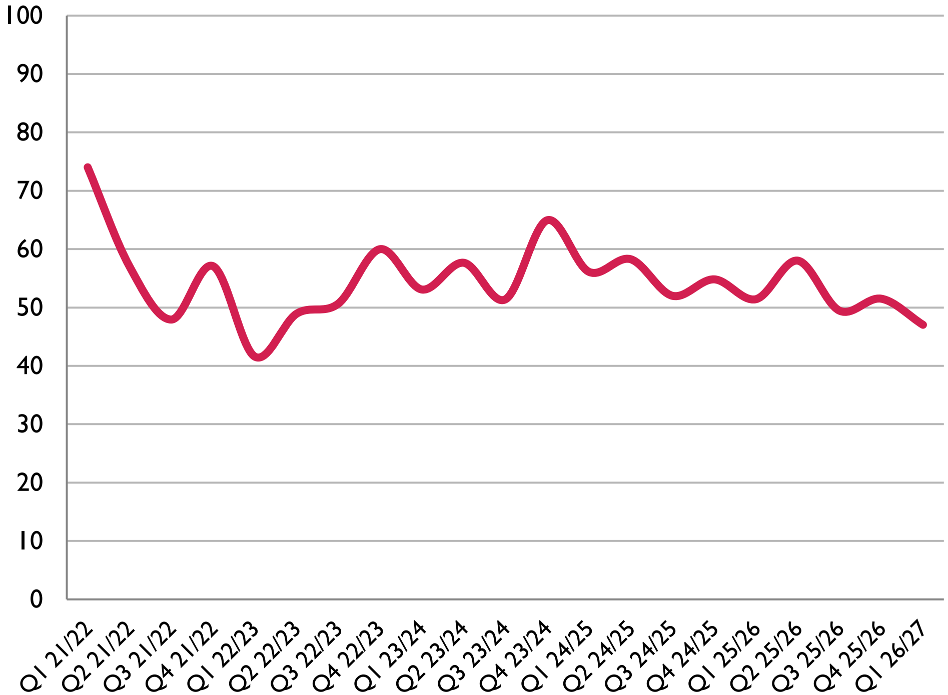
How do we compare?

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



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

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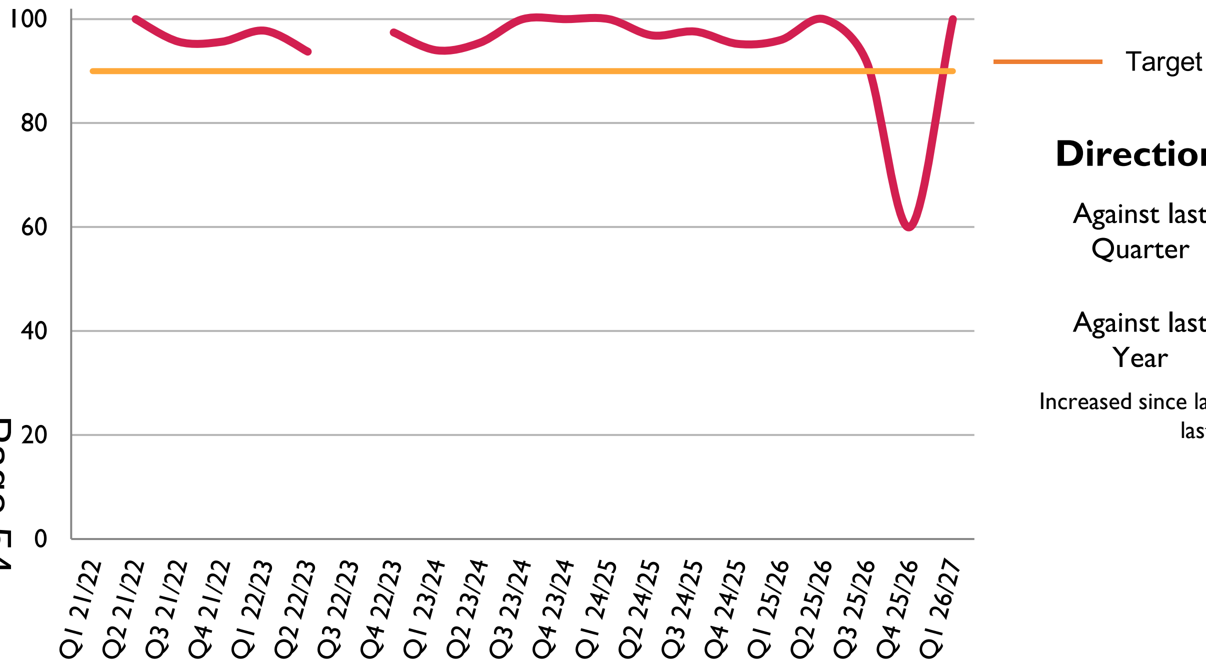


Direction of Travel

Against last Quarter ↑

Against last Year ↑

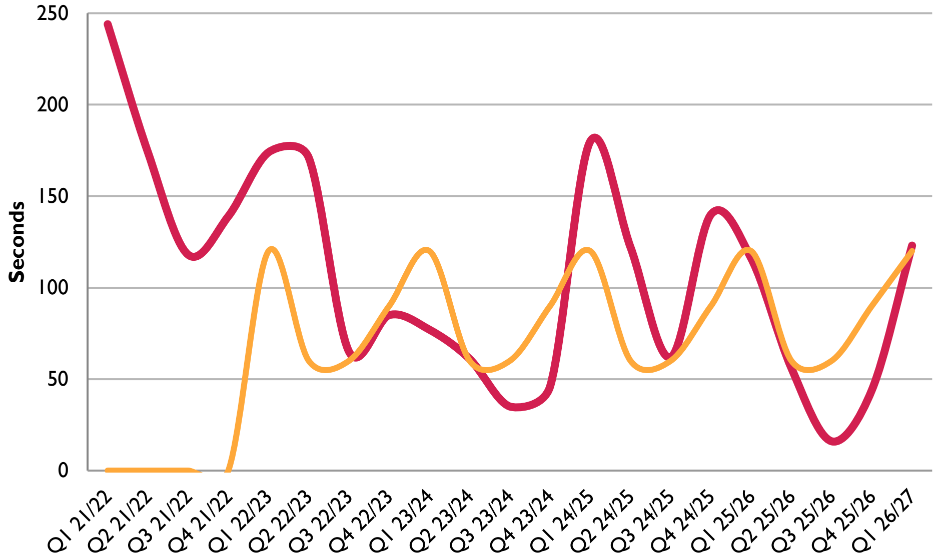
Increased since last quarter and since last year

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



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Direction of Travel

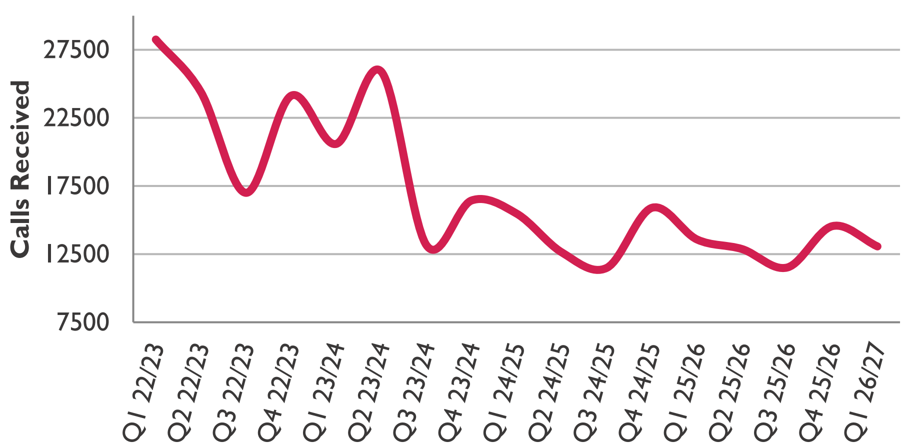
Against last Quarter

Against last Year

Increased since last quarter and since last year

Lower is Good

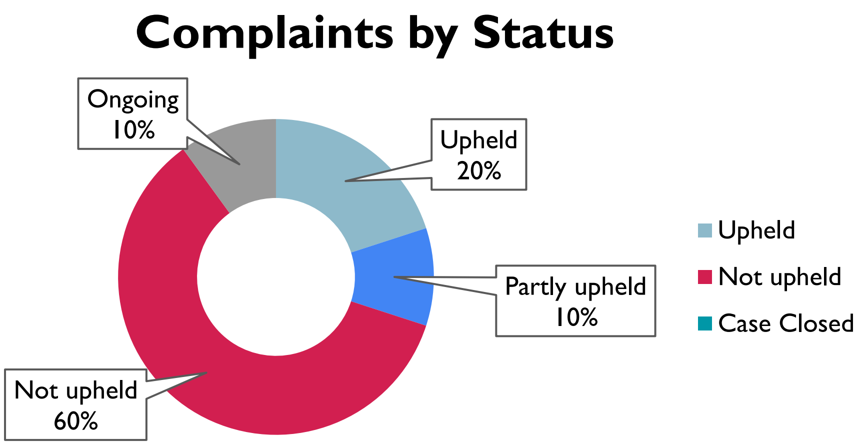
Target	120s
Actual	123s



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.

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

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

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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

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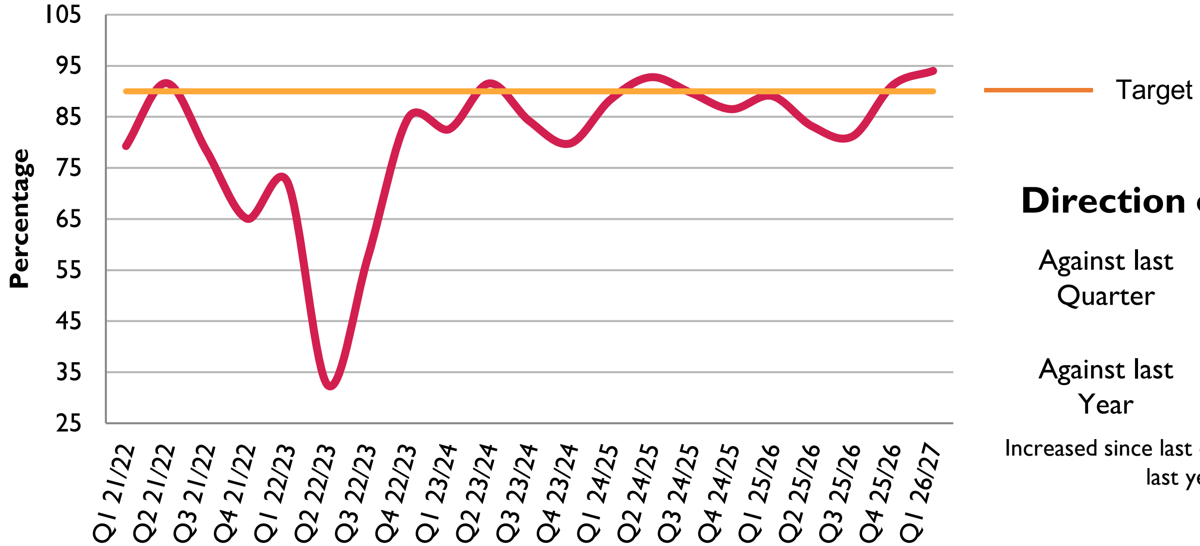


Direction of Travel

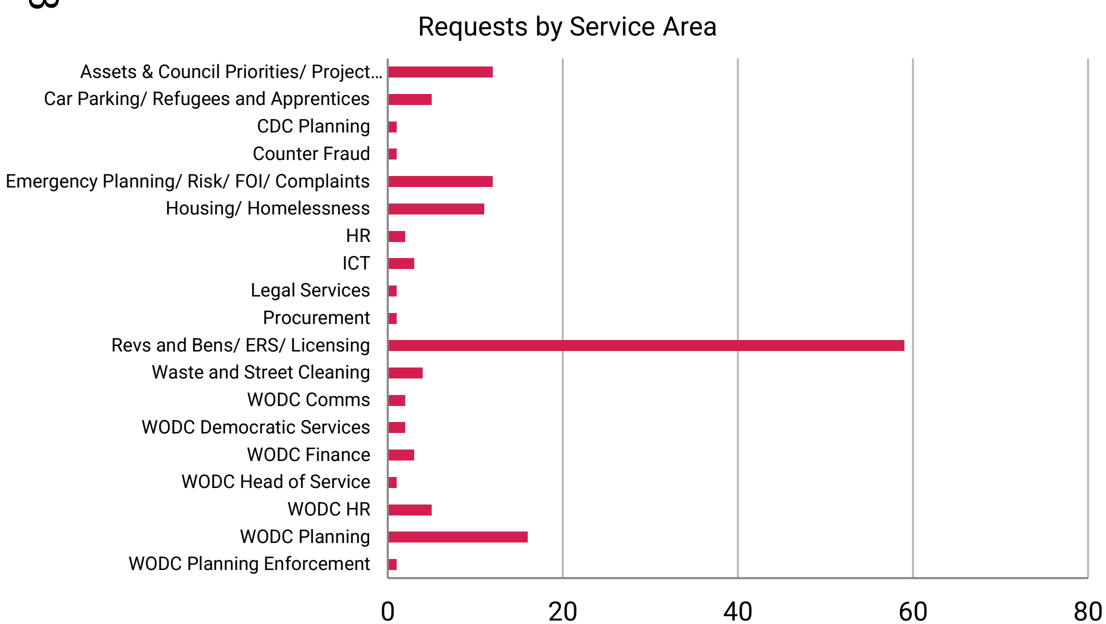
Against last Quarter ↑

Against last Year ↑

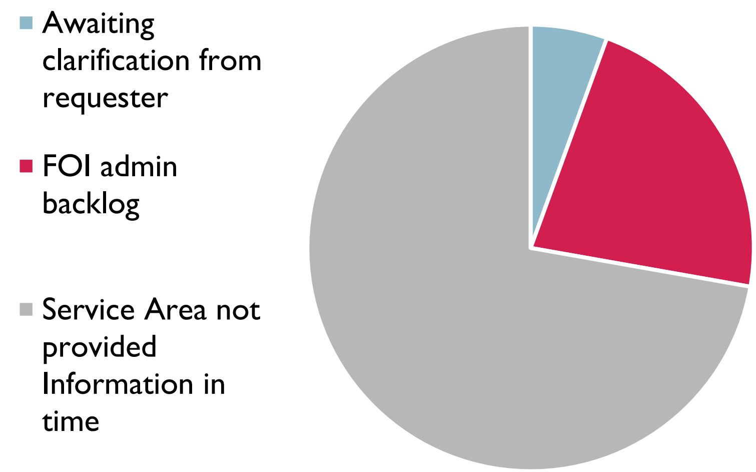
Increased since last quarter and since last year

Higher is Good

Target	90%
Actual	94%



Reason FOI request was not Answered within 20 Days



Building Control Satisfaction

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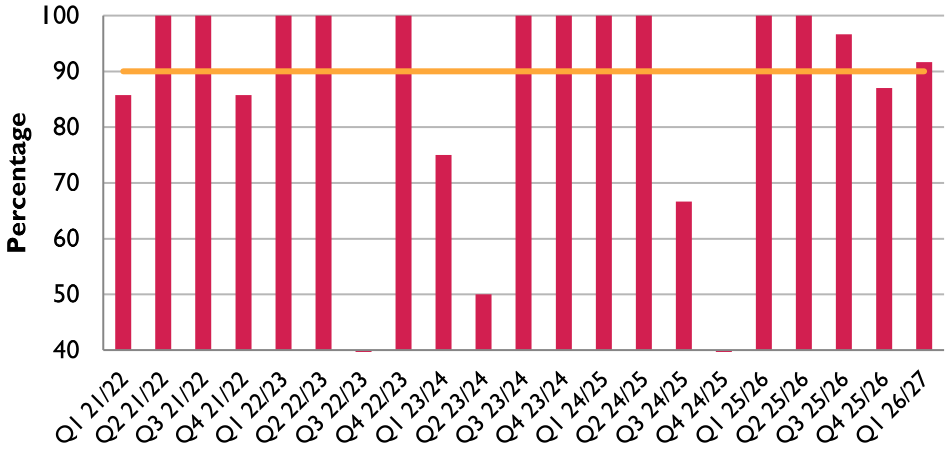


Direction of Travel

Against last Quarter	⇧
Against last Year	⇩

Increased since last quarter and decreased since last year

Higher is Good

Target	90%
Actual	92%

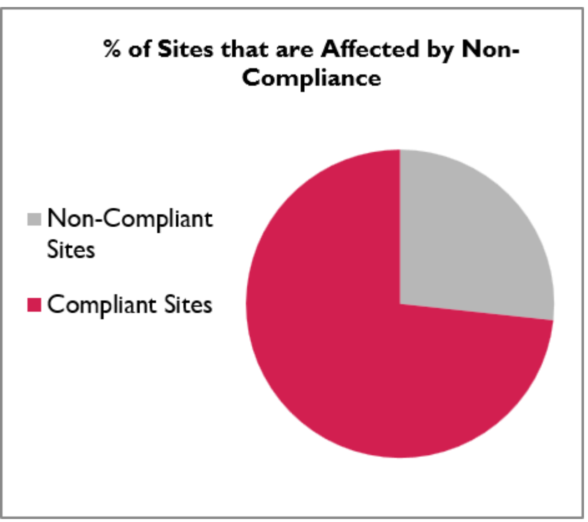
How do we compare?

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.

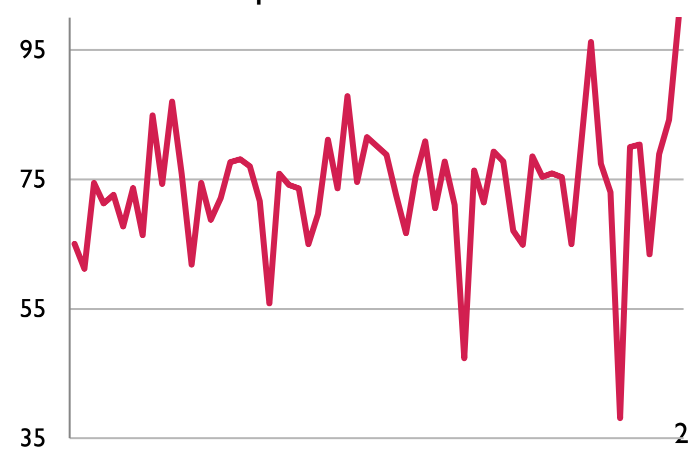
Of the eight responses, only one was less than 100%, noting that the requirement for a signed Declaration of Completion wasn't made clear at the outset.



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)

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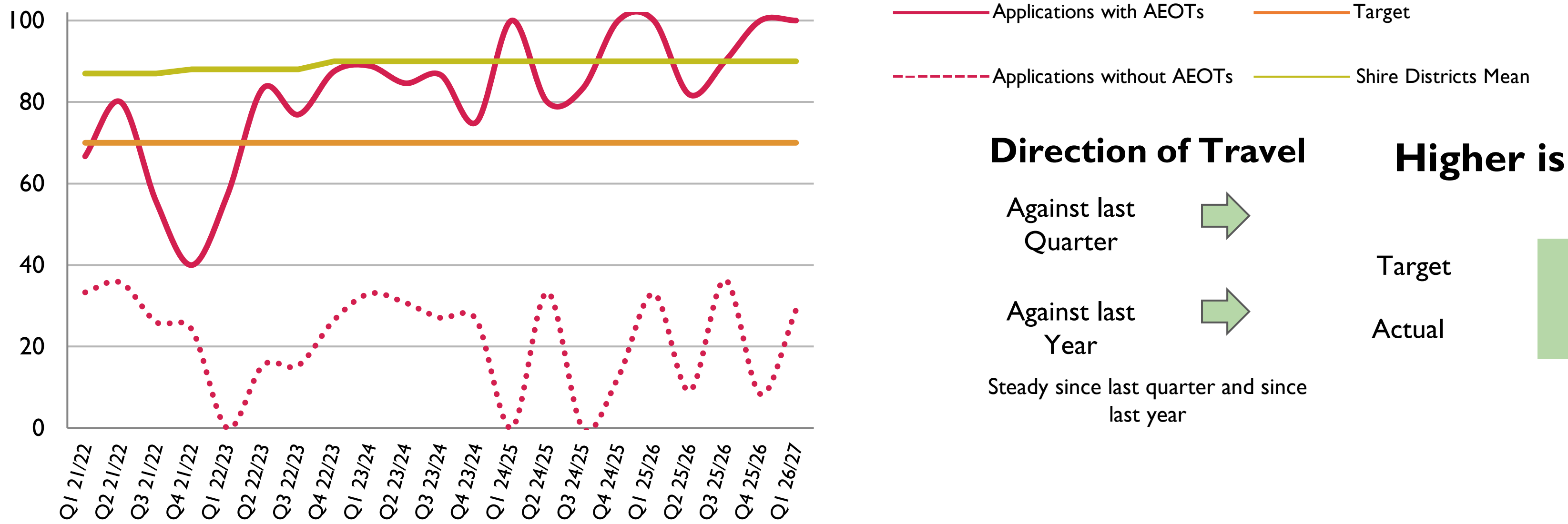

Direction of Travel

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)

WEST OXFORDSHIRE DISTRICT COUNCIL

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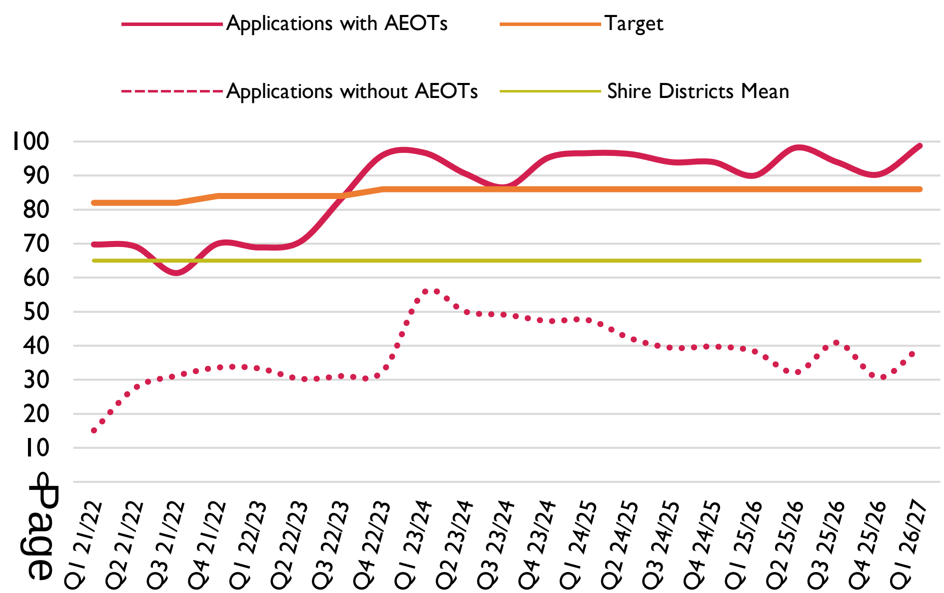

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Direction of Travel

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)

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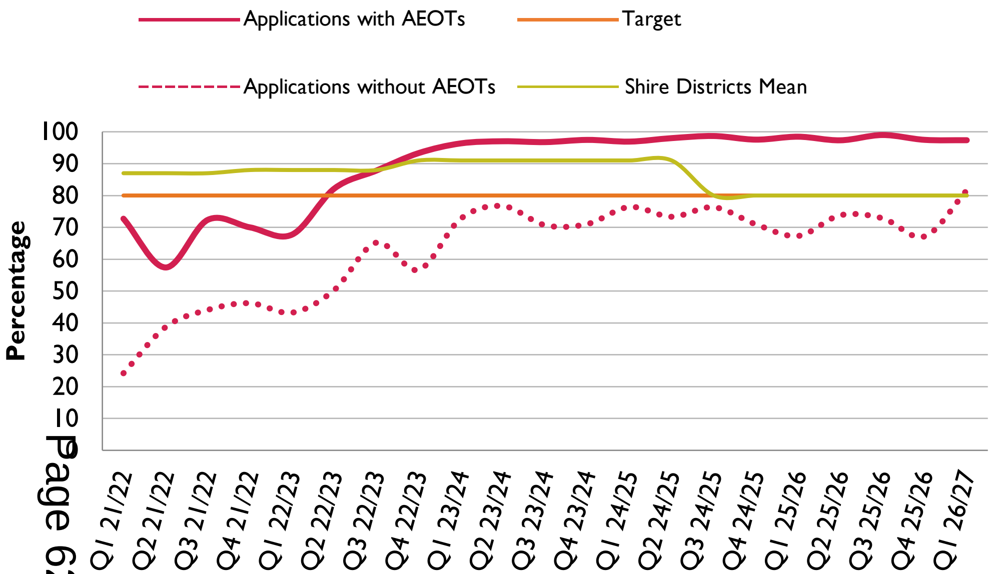

Direction of Travel

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

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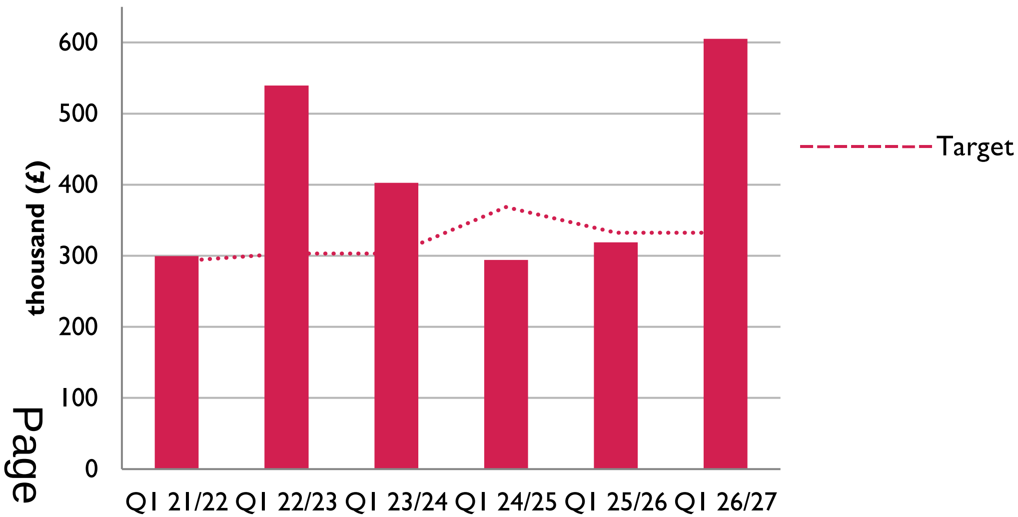
Total planning income



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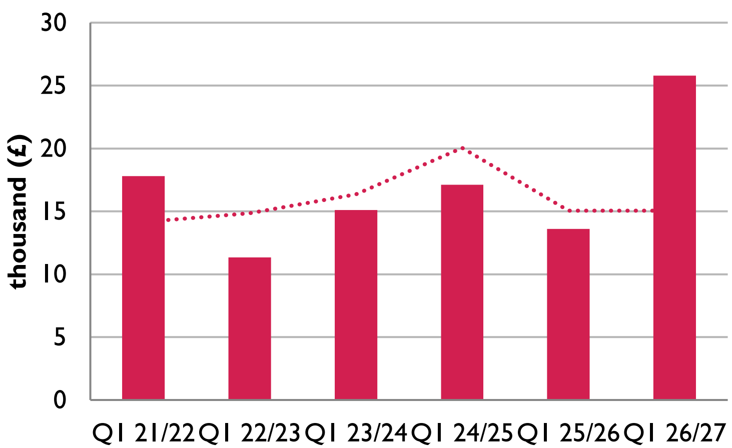
Pre-application income



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)

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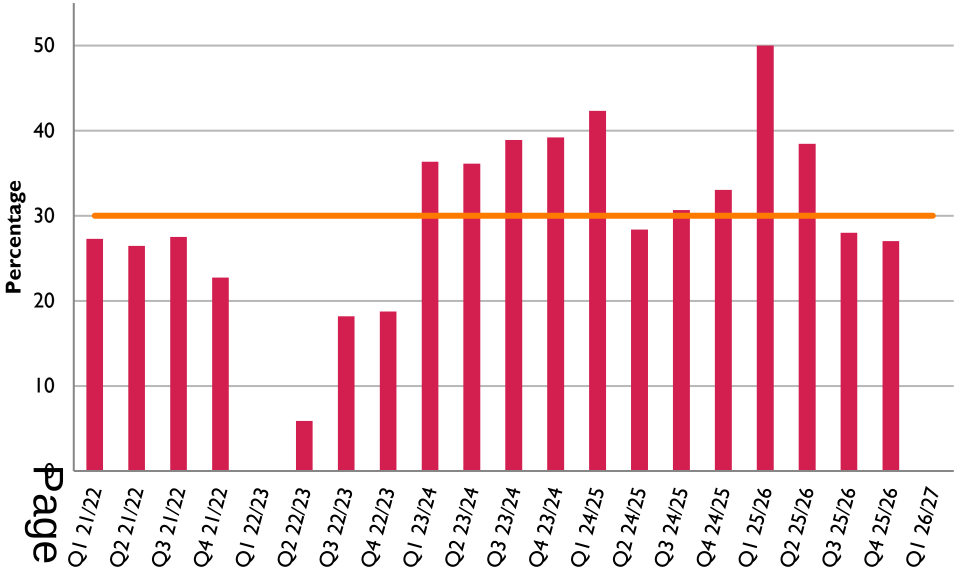

Direction of Travel

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

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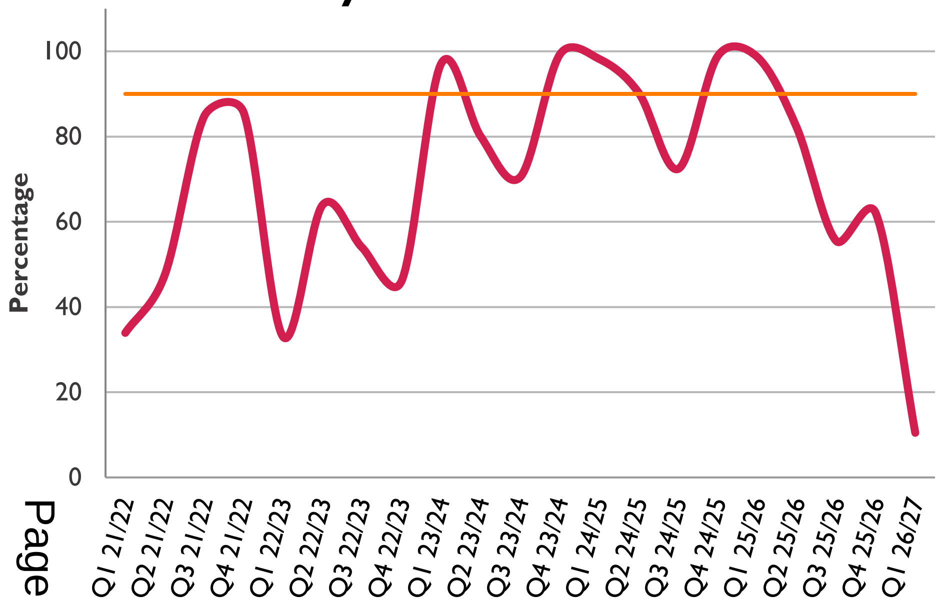

Direction of Travel

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)

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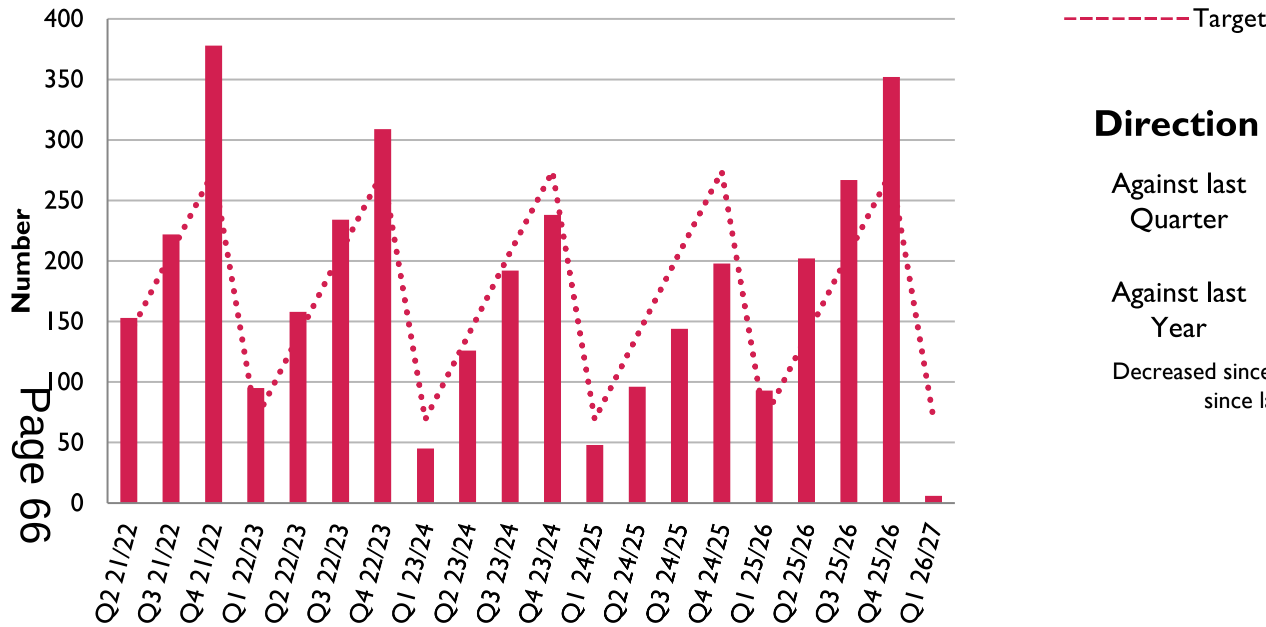


Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and since last year

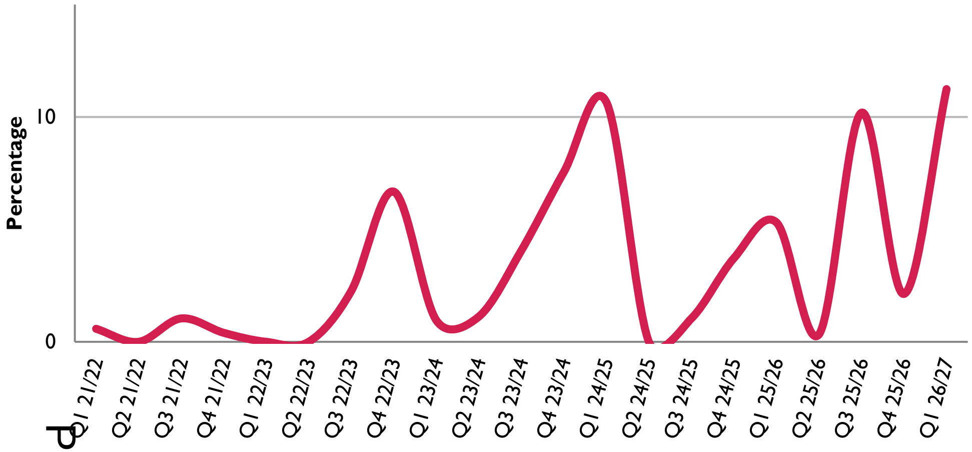
Higher is Good

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

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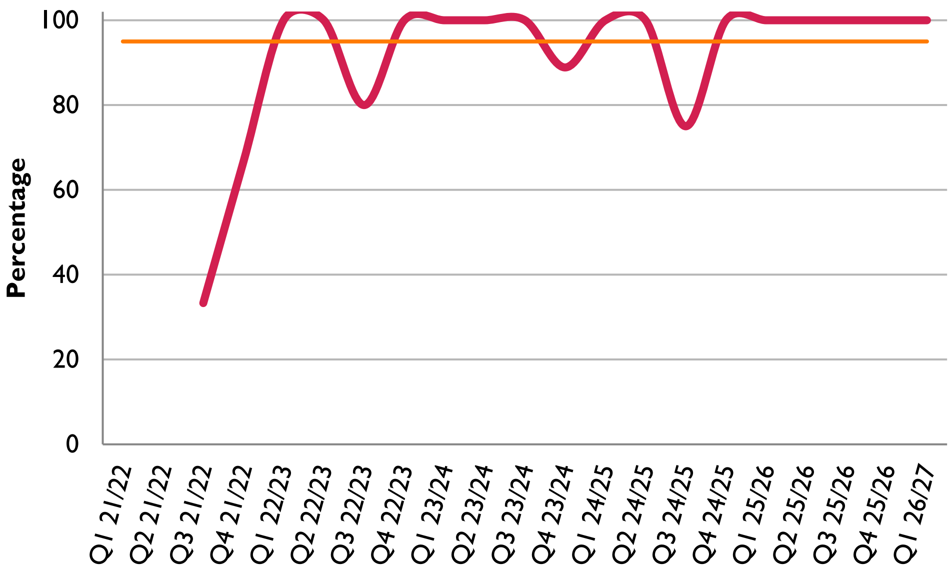

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Direction of Travel

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)

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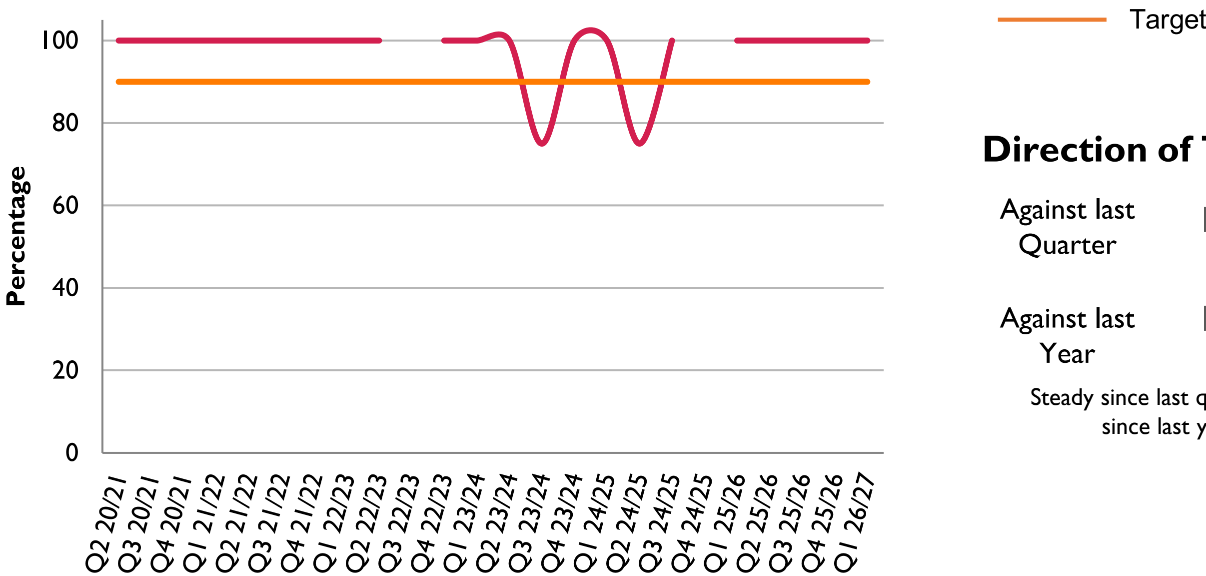


Direction of Travel

Against last Quarter

Against last Year

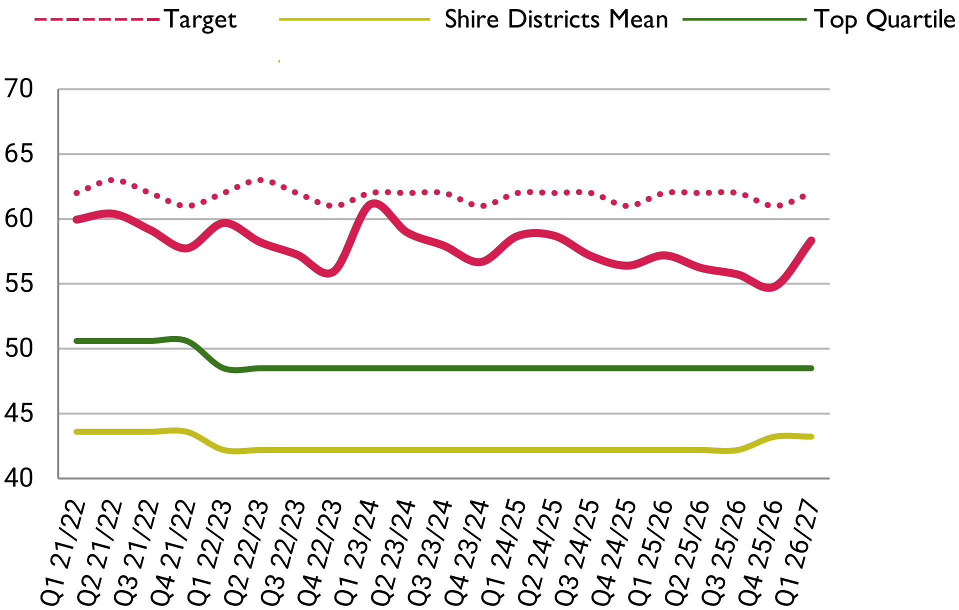
Steady since last quarter and since last year

Higher is Good

Target	90%
Actual	100%

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

Percentage of household waste recycled



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

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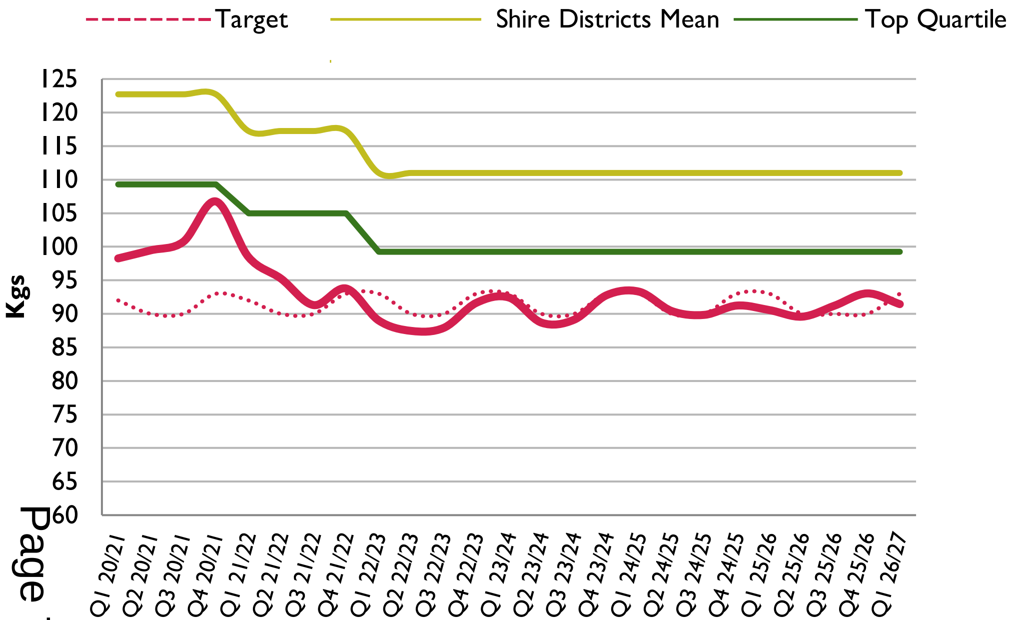


Direction of Travel

Against last Quarter

Against last Year

Decreased since last quarter and steady last year

Lower is Good

Target	93
Actual	91

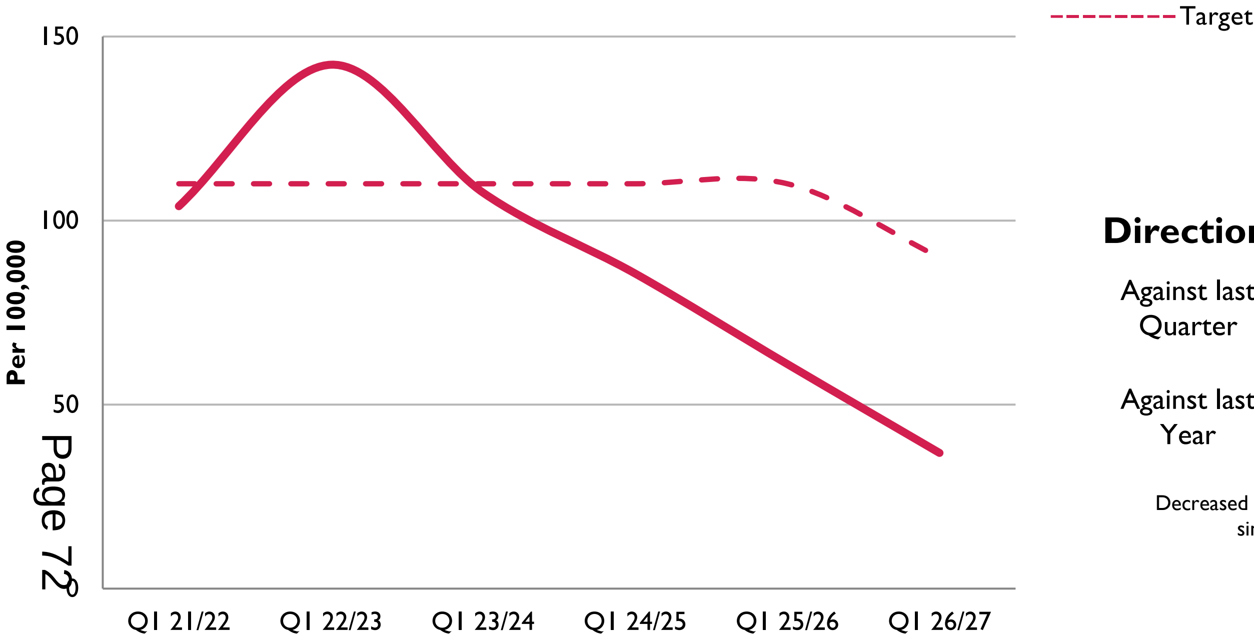
How do we compare?

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

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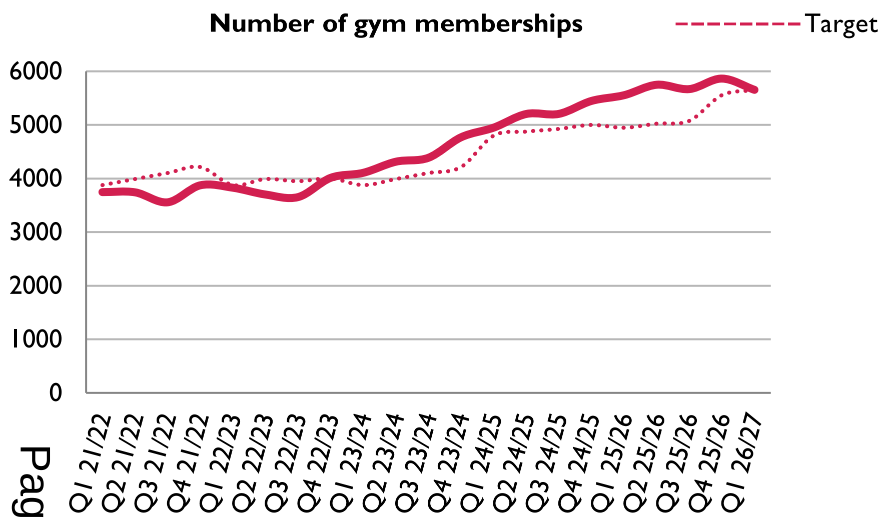


Direction of Travel

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

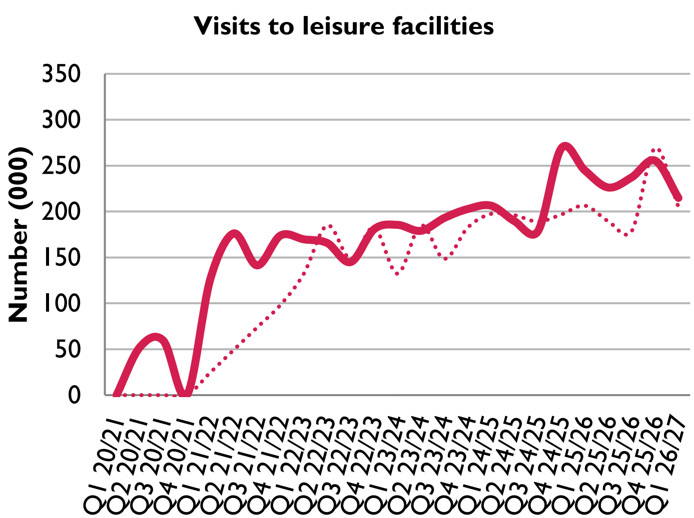
Higher is Good

Gym Memberships

Target	5,650
Actual	5,654

Leisure Visits

Target	205,000
Actual	214,820



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.

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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

	Quarter 1			
Service Area	**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	**CHANGE OF STAY TIMES AND BOUNDARY LINE TO MARRIOTTS WALK CAR PARK, WITNEY**
Wards affected	Witney-Central
Accountable member	Councillor Andy Graham – Leader of the Council Email: andy.graham@westoxon.gov.uk Councillor Alistair Wray-Executive Member for Environment Email: alistair.wray@westoxon.gov.uk Councillor Alaric Smith - Executive Member for Finance Email: alaric.smith@westoxon.gov.uk
Accountable officer	Claire Locke-Executive Director Email: claire.locke@westoxon.gov.uk
Report author	Maria Wheatley-Parking Manager Email: maria.wheatley@westoxon.gov.uk
Summary/Purpose	To propose a change of stay times in the Marriotts Walk Car Park
Annexes	Annex A - Sustainability Impact Assessment Annex B – Map of the minor boundary change
Recommendation(s)	That the Executive resolves to: 1. Agree to enter into consultation to increase the stay times on levels 6, 7 and 8 to 12 hours maximum stay at Marriotts Walk Car Park. 2. Agree to enter into consultation to extend the boundary line of the plan identifying the location of the Marriotts Walk Car Park attached to West Oxfordshire District Council (Off-Street Parking Places) No. 1 Order 2021, to now include a small area of pavement. 3. Delegate authority to the Executive Director for Corporate

	Services in consultation with the Executive Member for Environment to consider consultation feedback received in respect of the proposed variation to the existing Off Street Parking Order and decide whether to make the variation to this Order is to be in whole or in part or to abandon the proposals.
Corporate priorities	• Putting Residents First • A Good Quality of Life for All • A Better Environment for People and Wildlife • Working Together for West Oxfordshire
Key Decision	NO
Exempt	NO
Consultees/ Consultation	All changes to the West Oxfordshire District Council (Off-Street Parking Places) No.1 Order 2021 will require statutory and public consultation.

1. EXECUTIVE SUMMARY

1.2 Witney has 3 main car parks in the centre of the town; Woolgate Car Park, Woodford Way Car Park and Marriotts Walk Car Park. These car parks provide circa 2,000 free spaces for shoppers, residents, workers and visitors.

1.3 All the car parks are regulated and managed through the West Oxfordshire District Council (Off-Street Parking Places) No. 1 Order 2021.

1.4 This Off-Street Parking Order enables the Council to regulate the use of the parking bays and establish the maximum stay times.

2. CHANGE OF STAY TIMES

2.1 The previous owners of Marriotts Walk Car Park set the stay times at this car park, with the Council managing the enforcement. Now the council has purchased the property there is a desire to bring the longer stay parking spaces in line with the other long stay spaces in Witney and add level 6 to long stay.

2.2 Marriotts Walk Car park is open from 7am to 1am Monday to Saturday and 9am to 1am Sundays. The building is securely closed overnight, with access only, for residents of the building with their own key fob.

2.3 The Marriotts Walk Car Park has 2 different maximum stay times; levels 1 to 6 are a maximum of 4 hours and levels 7 & 8 are a maximum of 9 hours.

2.4 The shorter stay spaces are suitable for shoppers and visitors whilst the long stay supports workers and residents.

2.5 An increased number of spaces with a long stay of 12 hours will offer more flexibility for varied working patterns, such as the nearby hospital staff and other car park users who wish to park for longer. In addition, nearby residents with no parking available could also benefit from this proposed change.

2.6 The council has a clear commitment to supporting the economy and businesses in Witney and by extending the stay times for these bays it will provide more opportunities for local people working in the town centre to park whilst working.

2.7 This decision also brings the long stay duration of 12 hours in line with the majority of other West Oxfordshire District Council owned car parks; operating with a 12 hour long stay duration.

2.8 The current number of spaces on levels 7 and 8 is 146. This proposal will increase the long stay spaces by 50 giving a total number of 12 hour long stay spaces to totalling 196.

2.9 Current and proposed stay times for each level.

Level	Current Stay Times	Proposed Stay Times
1 to 5	4 hours maximum	No change
6	4 hours maximum	12 hours maximum
7 & 8	9 hours maximum	12 hours maximum

3. HOSPITAL PARKING FOR STAFF AND VISITORS

3.1 Oxford Health NHS Foundation Trust confirm Witney Community Hospital provides parking in the hospital grounds. In total, 69 off road parking spaces are allocated:

- 25 visitor spaces where charges apply after the first 30 minutes
- 5 blue badge spaces
- 2 EVCP spaces
- 2 pool car spaces
- 35 staff only free spaces, based on an NHS email address and printed permit.

Priority is given to staff working unsociable hours on the two admission wards (60 beds). Staff are also encouraged to use alternative methods of transport. The Fleet and Car Park Manager at Oxford Health NHS Foundation Trust is aware that some visitors and staff opt to park at West Oxfordshire District car parks and walk to the hospital.

4. EXTEND THE BOUNDARY LINE OF THE LAND WITHIN THE ORDER FOR MARRIOTTS WALK CAR PARK.

4.1 The boundary line for the Marriotts Walk Car Park includes the entrance road known as Marriotts Close. A small area of pavement adjacent to the road and building needs to be included in the enforcement area. This area has lockable posts which allow emergency vehicular access to the pedestrian area and shops.

4.2 On occasions vehicles have parked here as a quick drop off or pick up point and this needs to be kept clear. Additional signs will be placed in the area to inform drivers not to park.

5. ALTERNATIVE OPTIONS

5.1 The Executive could choose not to make changes to the existing Off-Street Parking Order and leave the allocation of long and short stay as they are. And decide not to extend the stay times for Levels 7 and 8.

5.2 The Executive could, also, choose not to extend the boundary line to Marriotts Walk Car Park.

6. FINANCIAL IMPLICATIONS

6.1 There will be a requirement to change several signs to reflect any new stay times, the estimated cost for these is in the region of £1,500. Additional signs will also be required for the pavement area near the emergency access point to the value of £300.

6.2 There are costs associated with changes to the existing Off-Street Parking Places Order which will be in the area of £500 for the public notices.

6.3 The modest cost to make these changes total £2,300 which may be met from the base budget.

7. LEGAL IMPLICATIONS

7.1 The provision of off-street car parking is not a statutory duty.

7.2 A positive resolution would require a variation to West Oxfordshire District Council (Off-Street Parking Places) No. 1 Order 2021 to amend the plan attached to this Order to now include a small area of pavement, and to increase the stay times on levels 6, 7 and 8 to 12 hours maximum stay at Marriotts Walk Car Park.

7.3 A variation of the existing Off-Street Parking Order requires a process of consultation, notice and consideration as set out in legislation and regulations

7.4 Failure to follow procedure, meet statutory deadlines or standards in some services may expose the Council to legal challenge and/or financial liability.

8. RISK ASSESSMENT

8.1 There is a risk of significant disruption for drivers if insufficient long stay parking is not available in Witney.

8.2 There is a risk that emergency services would be delayed in getting close to an incident if the boundary area is not extended.

9. EQUALITIES IMPACT

There are no unacceptable adverse effects on the protected characteristics covered by the Equality Act 2010.

10. SUSTAINABILITY IMPLICATIONS

10.1 The sustainability impact assessment is attached in Annex A.

11. BACKGROUND PAPERS

11.1 None.

(END)

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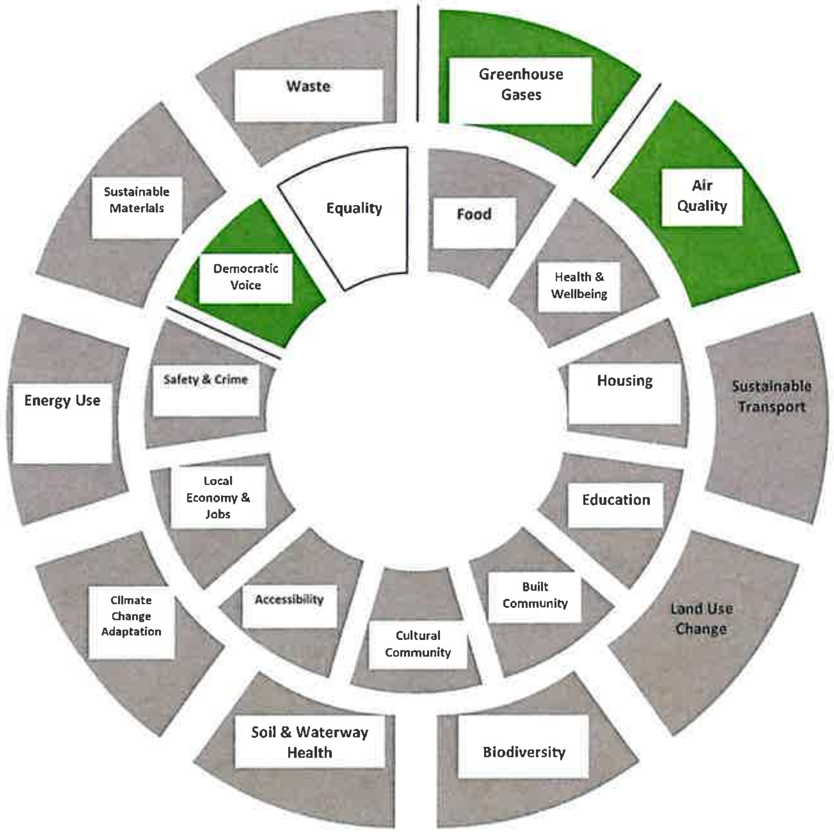
Project Brief

Increase stay times at Marriotts Walk Car Park on levels 6, 7 and 8. By increasing the number of longer stay parking places at this location it may prevent vehicles circulating around Witney to find a spot.

NB: You can filter the justifications by colour using the filter option on the 'score' column.

For example, you can choose to only print red scores so that you can review them.

Criteria	Score	Justification
Energy Use	0	There is no energy use related to this project
GHGs	4	With the introduction of longer stay spaces at Marriotts Walk car park vehicles will no longer need to circulate around Witney to find a spot or move the vehicle part
Air quality	4	With the introduction of longer stay spaces at Marriotts Walk car park vehicles will no longer need to circulate around Witney to find a spot or move the vehicle part
Land use change	0	0
Soil and waterway health	0	0
Waste	0	0
Sustainable Transport	0	This change will not affect on sustainable transport
Biodiversity	0	0
Climate Change Adaptation	0	0
Sustainable Materials	0	0
Food	0	0
Health	0	0
Housing	0	0
Education	0	0
Built Community	0	0
Cultural Community	0	0
Accessibility	0	0
Local Economy and Jobs	0	0
Safety	0	0
Democratic Voice	8	Any changes to the Off-Street Parkign Order requires statutory and public consultation.
Equity	0	No impacts on groups with protected characteristics.



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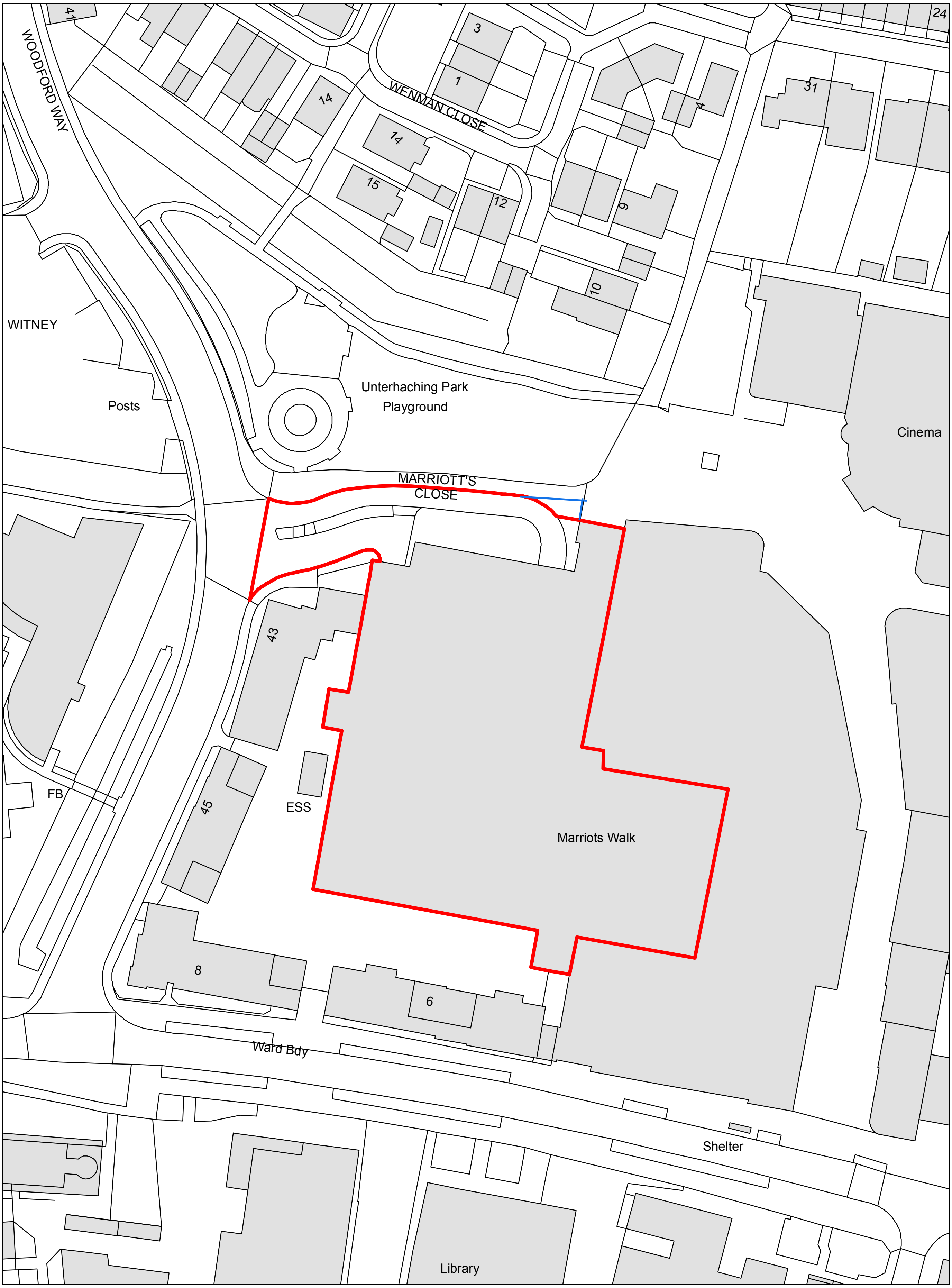

West Oxfordshire District Council
Elmfield
New Yatt Road
Witney
Oxfordshire
OX28 1PB

Tel: 01993 861000
www.westoxon.gov.uk

Map Title:	Marriotts Close Multi-Storey Car Park, Witney
Department:	Parking Services
Date: 11/12/2020	Scale: 1:1000

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WEST OXFORDSHIRE DISTRICT COUNCIL	**WEST OXFORDSHIRE DISTRICT COUNCIL**
Name and date of Committee	**EXECUTIVE – 9 SEPTEMBER 2026.**
Subject	**REVIEW OF COMMISSIONING – HOUSING, WELFARE AND DEBT ADVICE SERVICES**
Wards affected	ALL
Accountable member	Councillor Alaric Smith – Executive Member for Finance Email: alaric.smith@westoxon.gov.uk
Accountable officer	Mandy Fathers – Head of Environmental Protection, Revenues and Benefits Email: mandy.fathers@westoxon.gov.uk
Report Author	Mandy Fathers – Head of Environmental Protection, Revenues and Benefits Email: mandy.fathers@westoxon.gov.uk
Summary	This report proposes an extension by waiver to the current contract
Annexes	Annex A – Equality Impact Assessment Annex B – 2024/25 Annual Data Annex C – 2025/26 Annual Data
Recommendations	That the Executive resolves to: 1. Agree a three-year extension to the current contract for Housing, Welfare and Debt Advice 2. Agree that the extension is covered by a 'waiver,' signed by the Section 151 Officer and Assistant Director Shared Legal Services; and, 3. Agree that the cost of a three-year extension, including a year-on-year inflationary increase as per paragraph 4.3, is factored into the draft budget and medium term financial strategy as part of the 2027/28 budget setting process
Corporate priorities	Working Together for West Oxfordshire Putting Residents First Enabling a Good Quality of Life for All
Key Decision	Yes
Exempt	No

Consultees/ Consultation	Chief Executive, Director of Governance & Regulatory Services, Director of Finance, Director of Place, Head of Legal Services, Executive Director, Managing Director (Publica)

1. EXECUTIVE SUMMARY

1.1 The Council currently holds a contract with West Oxfordshire Citizens Advice for the provision of housing, welfare, and debt advice services. This contract is due to expire on 31 March 2027.

1.2 This report seeks approval to extend the existing contract, by way of a waiver, for a further three-year period. The proposed extension will ensure continuity of service provision both in advance of and following the Local Government Reorganisation (LGR) process.

2. BACKGROUND

2.1 In March 2023, the Executive approved the introduction of a revised approach to revenue grant funding from 2024/25 onwards. This approach is structured around four distinct funding lots, each supported by three-year service level agreements.

2.2 Lot 4 focuses on the delivery of high-quality, independent advice services relating to housing, welfare, and debt. The objective is to empower residents to address their own challenges, while ensuring appropriate support is available for those who are unable to manage difficult circumstances independently.

2.3 At that time, it was agreed that a commissioning approach would be adopted for this provision. This required adherence to the Council's commissioning framework and contract procedure rules, with management arrangements proportionate to the scale of expenditure. An annual budget of £150,000 was approved for each of the financial years 2024/25, 2025/26, and 2026/27.

2.4 A procurement exercise was undertaken in accordance with the 'light touch' regime. The Council received a single bid submission from West Oxfordshire Citizens Advice, and the contract was subsequently awarded to this organisation for the period from 1 April 2024 to 31 March 2027.

3. MAIN POINTS

3.1 Since the award of the contract, quarterly contract management meetings have been consistently held with Citizens Advice. Data generated from these meetings provides valuable insight into the range and complexity of issues faced by residents and helps to identify emerging trends and local needs. Citizens Advice seeks to make its services accessible locally through a range of channels, including branch offices and home visits where appropriate. This intelligence adds significant value by informing service delivery, enhancing residents' quality of life, and supporting the achievement of the Council's corporate

3.2 During 2024/25, Citizens Advice supported 3408 residents with 8393 presenting issues. In 2025/26, this increased to 4695 residents with 6846 issues. Notably, approximately 59% of residents presented with more than one issue during 2024/25 and 31% during 2025/26, highlighting the often complex and interrelated nature of the challenges faced and the importance of a holistic support approach.

3.3 The original procurement, undertaken during 2023/24, was conducted in accordance with the 'light touch regime'. Where all parties remain satisfied with performance, there is provision to extend the contract via an approved waiver. This is subject to obtaining the appropriate approvals from the Section 151 Officer and the Head of Legal Services and ensuring that the applicable cumulative contract value threshold of £589,148 over the full contract term is not exceeded.

3.4 In light of Local Government Reorganisation (LGR) and given that no alternative bids were received during the 2023/24 procurement exercise, it is proposed that a contract waiver be approved for a further three-year period, from 1 April 2027 to 31 March 2030. This approach will ensure continuity of service delivery for residents of West Oxfordshire during a period of significant and unprecedented organisational change across the district.

4. FINANCIAL IMPLICATIONS

4.1 The current contract value is £150,000 per annum (£450,000 over the three-year period), with no provision for inflationary increases. The service is funded through a combination of grants and donations, with the Council contributing approximately 80% of the total cost. While funding levels have remained static over the past three years, operating costs, including staffing, utilities, and other overheads, have increased.

4.2 Financial projections provided by Citizens Advice for the period 2027/28 to 2029/30 indicate that, if the current funding level is maintained, the service would operate at an estimated deficit of £141,370 over the next three-year period. This financial shortfall may necessitate reductions in staffing to restore budget balance, which would likely have an adverse impact on service delivery and reduce the number of residents able to access support.

4.3 To address this, it is proposed that the Council increases its contribution for 2027/28 by £33,608, representing 80% of the projected shortfall for the first year, bringing the annual contribution to £183,608. For years two and three, it is further proposed that funding is increased by 3% per annum to account for inflationary pressures as follows:

Current value: £150,000 per annum from 2024/25 to 2026/27			
	Percentage increase	**Value**	**Total cost**
2027/28 contribution	22.41%	33,608	183,608
2028/29 contribution	3%	5,508	189,116
2029/30 contribution	3%	5,674	194,790
Total value			567,514

This represents an approximate total percentage increase on the current contract of 26.11%. The remaining 20% of the projected shortfall will need to be met through Parish & Town Councils and donations, in line with the current funding model.

5. LEGAL IMPLICATIONS

5.1 Following consultation with the Procurement Team, it has been confirmed that the proposed contract extension is compliant with all applicable internal requirements and external procurement legislation, including relevant Cabinet Office guidance.

6. RISK ASSESSMENT

6.1 The key risk of not procuring an organisation to provide housing, welfare and debt advice is increased vulnerability and financial hardship among residents.

6.2 More specifically, the principal risks include:

- Deterioration in residents' financial resilience: Without access to specialist advice, residents may be unable to maximise income, manage debt, or access entitlements, leading to increased poverty and hardship.
- Increased homelessness and housing instability: Lack of early intervention and support could result in more evictions, higher temporary accommodation demand, and associated costs to the Council.
- Financial impact on Citizens Advice which could result in a loss of valuable service to the residents of West Oxfordshire.

7. EQUALITIES IMPACT

7.1 An Equality Impact Assessment has been undertaken, which concludes that the proposals do not have an adverse impact on any protected characteristics.

8. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

8.1 There are none associated with this report.

9. ALTERNATIVE OPTIONS

9.1 The Council may choose to discontinue this provision; however, doing so could lead to a greater number of residents experiencing financial hardship, increased levels of debt, and a heightened risk of homelessness among those who are already vulnerable.

9.2 The Council may also choose to reduce the level of funding proposed; however, this could lead to a diminished level of service provision, resulting in fewer vulnerable residents being able to access the support they need.

10. BACKGROUND PAPERS

10.1 The following documents have been identified by the author of the report in accordance with section 100D.5(a) of the Local Government Act 1972 and are listed in accordance with Section 100 D.1(a) for inspection by members of the public:

- Executive report 8 March 2023 – Item Number 19.

10.2 These documents will be available for inspection online at wwwwestoxon.gov.uk or by contacting democratic services democratic@westoxon.gov.uk for a period of up to 4 years from the date of the meeting.

(END)

WEST OXFORDSHIRE DISTRICT COUNCIL

Equality Impact Assessment Form

1. Persons responsible for this assessment:

Names: Mandy Fathers	
Date of assessment: 27 May 2026	Telephone: 01285 623571 Email: mandy.fathers@westoxongov.uk

2. Name of the policy, service, strategy, procedure or function:

REVIEW OF COMMISSIONING – HOUSING, WELFARE AND DEBT ADVICE SERVICES

3. Briefly describe it aims and objectives

To continue to provide residents within the district with high quality, independent housing , welfare and debt advice service

4. Are there any external considerations? (e.g. Legislation/government directives)

None

5. What evidence has helped to inform this assessment?

Source	✓	If ticked please explain what
Demographic data and other statistics, including census findings	✓☐	Data from monitoring of current contract
Recent research findings including studies of deprivation	☐	
Results of recent consultations and surveys	☐	
Results of ethnic monitoring data and any equalities data	☐	
Anecdotal information from groups and agencies within Oxfordshire	☐	
Comparisons between similar functions / policies elsewhere	☐	

WEST OXFORDSHIRE DISTRICT COUNCIL

Analysis of audit reports and reviews	☐	
Other:	☐	

6. Please specify how intend to gather evidence to fill any gaps identified above:

n/a

7. Has any consultation been carried out?

N/A

If NO please outline any planned activities

N/A

8. What level of impact either directly or indirectly will the proposal have upon the general public / staff? (Please quantify where possible)

Level of impact	Response
NO IMPACT – The proposal has no impact upon the general public/staff	✓ ☐
LOW – Few members of the general public/staff will be affected by this proposal	☐
MEDIUM – A large group of the general public/staff will be affected by this proposal	☐
HIGH – The proposal will have an impact upon the whole community/all staff	☐

9. Considering the available evidence, what type of impact could this function have on any of the protected characteristics?

Negative – it could disadvantage and therefore potentially not meet the General Equality duty;

Positive – it could benefit and help meet the General Equality duty;

WEST OXFORDSHIRE DISTRICT COUNCIL

Neutral – neither positive nor negative impact / Not sure

	Potential Negative	Potential Positive	Neutral	Reasons	Options for mitigating adverse impacts
Age – Young People			✓	The proposal is inclusive to all ages	
Age – Old People			✓	The proposal is inclusive to all ages	
Disability			✓	The proposal is inclusive to people with disabilities but is not specific to disability	
Sex – Male			✓	The proposal is inclusive to all gender groups, but it is not specific to gender	
Sex – Female			✓		
Race including Gypsy and Travellers			✓	The proposal is inclusive to people of all races, but it is not specific to race	
Religion or Belief			✓	The proposal is inclusive to people of all religions, but it is not specific to religion	
Sexual Orientation			✓	This proposal is inclusive to all types of sexual orientation, but it is not specific to sexual orientation	
Gender Reassignment			✓	The proposal is inclusive to all gender groups, but it is not specific to gender	
Pregnancy and maternity			✓	The proposal is inclusive to people who are pregnant and/or on maternity, but it is not specific to this group	
Geographical impacts on one area			✓	The proposal is inclusive to the whole of West Oxfordshire district	
Other Groups			✓	This proposal is inclusive to all other groups that are not mentioned	
Rural considerations: ie Access to services; leisure facilities, transport; education; employment; broadband.			✓	The proposal is inclusive to the whole of West Oxfordshire district	

10. Action plan (add additional lines if necessary)

Action(s)	Lead Officer	Resource	Timescale
To seek council approval for funding requirement and obtain an approved signed waiver to continue with the provision already in place	Mandy Fathers/Procurement Team	Mandy Fathers	The current contract expires on 31.3.27, therefore the waiver will need to be in place and a new SLA signed before 1.4.27

11. Is there is anything else that you wish to add?

n/a

Declaration

I/We are satisfied that an equality impact assessment has been carried out on this policy, service, strategy, procedure or function and where an negative impact has been identified actions have been developed to lessen or negate this impact. We understand that the Equality Impact Assessment is required by the Council and that I/we take responsibility for the completion and quality of this assessment.

Completed By:	Mandy Fathers	Date:	27.5.26
Line Manager:		Date:	01/06/26
Reviewed by Corporate Equality Officer:		Date:	01/06/26

WEST OXFORDSHIRE
DISTRICT COUNCIL

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WODC Report
Core Service data for Q4 2024-25

The new commissioned service from April 2024 covers the whole of our Core Service delivery, covering all enquiry areas.

Annual data from 1st April 2024 - 31st March 2025

Key Statistics

01/04/2024 31/03/2025

Summary

Clients	3,408
Quick client contacts	
Issues	8,393
Activities	12,094
Cases	3,667

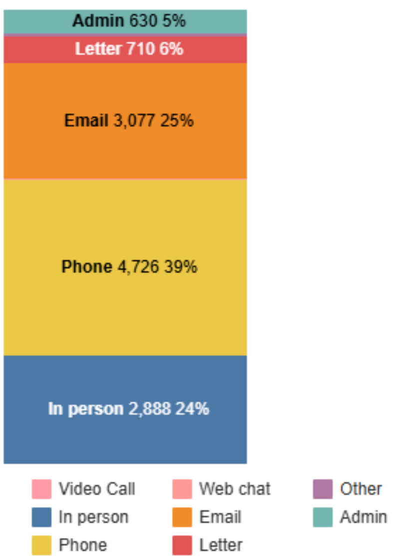
Outcomes

Income gain	£777,662
Re-imbursements, services, loans	£26,869
Debts written off	£144,850
Repayments rescheduled	£18,154
Other	£63,856

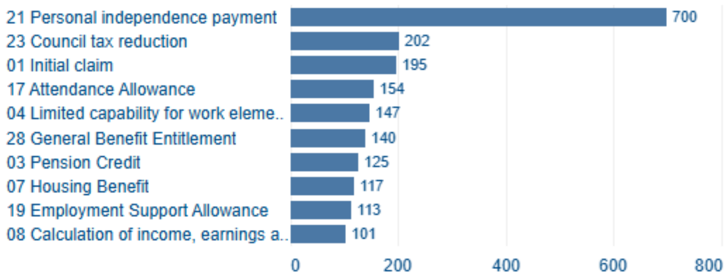
Issues

	Issues	Clients
Benefits & tax credits	1,932	903
Benefits Universal Credit	810	461
Charitable Support & Food Ban..	625	391
Consumer goods & services	191	142
Debt	869	397
Education	29	27
Employment	533	334
Financial services & capability	219	170
GVA & Hate Crime	85	47
Health & community care	180	112
Housing	1,230	689
Immigration & asylum	271	167
Legal	364	264
Other	69	64
Relationships & family	565	340
Tax	95	75
Travel & transport	119	99
Utilities & communications	207	108
Grand Total	**8,393**	

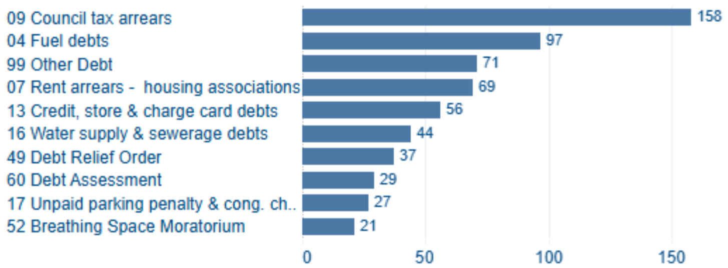
Channel



Top benefit issues



Top debt issues



We supported 3408 individual clients in 2024-25. This is an increase of 14% compared to 2023-24, when we supported 2969 individual clients. The data above shows that Personal Independence Payments accounts for 25% of all Benefits issues for the year 2024-25. This is similar to the 27% for Q4 2024-25 and 26% for 2023-24. As this is a significant area of work for us, we expect the new proposed legislative changes to PIP to impact on local community and create demand for our services.

WODC Report
Core Service data for Q4 2024-25

Q4 2024-25 data:

We advised 942 individual clients last quarter and1026 clients this quarter. This is an increase of 9% for this quarter. This is also a 10% increase compared to the same quarter for the previous year 23-24, where we supported 946 clients.The data below shows that Benefits and Universal Credit is the main enquiry area, followed by Housing, Debt, Charitable Support and Food banks.

Key Statistics

01/01/2025 31/03/2025

Summary

Clients	**1,026**
Quick client contacts	
Issues	**2,192**
Activities	**3,137**
Cases	**898**

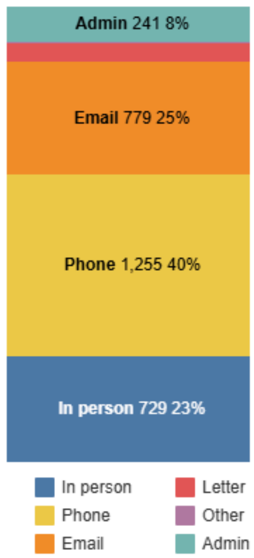
Outcomes

Income gain	£175,748
Re-imbursements, services, loans	£4,939
Debts written off	£64,535
Repayments rescheduled	£1,320
Other	£26,544

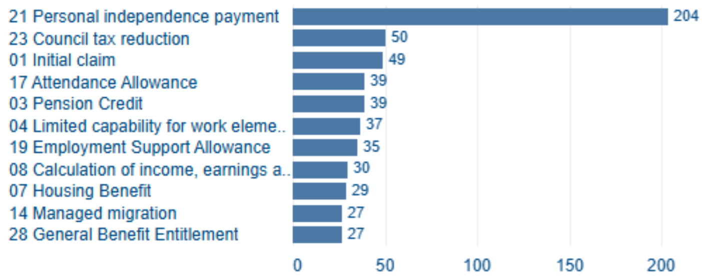
Issues

	Issues	Clients
Benefits & tax credits	542	277
Benefits Universal Credit	211	130
Charitable Support & Food Ban..	149	110
Consumer goods & services	50	33
Debt	255	126
Education	10	8
Employment	128	83
Financial services & capability	54	43
GVA & Hate Crime	20	9
Health & community care	35	21
Housing	325	198
Immigration & asylum	57	43
Legal	99	66
Other	28	27
Relationships & family	125	77
Tax	30	23
Travel & transport	27	25
Utilities & communications	47	36
Grand Total	**2,192**	

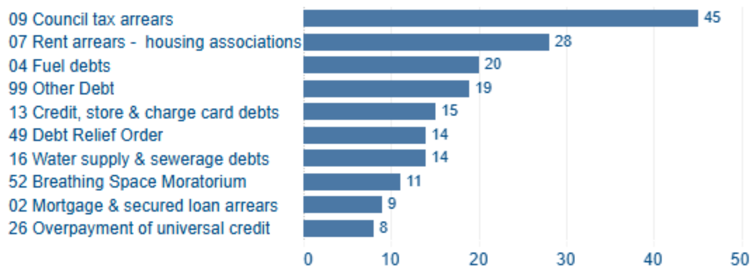
Channel



Top benefit issues



Top debt issues



The above data tells us that the core service helped 1026 clients during the quarter, and 898 new cases were opened. 128 of the clients helped were ongoing cases. We saw an increase in most subject areas, including Benefits (20%) Debt (14%) Employment (15%) Legal (54%) compared to Q3 2024-25.

WODC Report
Core Service data for Q4 2024-25

Home visits: 12 home visits to 10 clients were conducted in Quarter 4. See the table below for further details of the clients.

Q4 Home visit profile information			
Enquiry Issue	**Age**	**Local Authority ward**	**Health conditions**
Benefits	62	Charlbury	Long Term Health Condition
Benefits	32	Long Hanborough	Disabled
Debt and Benefits	56	Carterton	Long Term Health Condition
Benefits	23	Carterton	Long Term Health Condition
Benefits	44	Witney	Long Term Health Condition
Debt	62	Witney	Long Term Health Condition
Debt and Benefits	86	Carterton	Disabled
Housing/Benefits/Debt	43	Witney	Long Term Health Condition
Benefits/Debt	62	Chipping Norton	Long Term Health Condition
Benefits/Debt	52	Chipping Norton	Long Term Health Condition

Chipping Norton Outreach: We delivered 12 out of the offered 15 appointments at the Chipping Norton outreach.

Advice Issues: We recorded an average of 2 issues per client. See the table below for a breakdown of the new issues recorded in Q4. We recorded 28 Benefit Mandatory reconsiderations for 24 clients and 25 appeals for 21 clients during Q4.

New issues	Q4 2023-24	Q4		Total to date 2024-25	
Issue type	**Clients**	**Clients**	**New issues**	**Clients**	**New Issues**
Benefits	316	359	822	1172	3060
Consumer	42	34	51	143	204
Charitable Support and Food Banks	97	111	150	392	639
Debt	139	127	260	398	928
Discrimination and Hate and GVA	11	9	20	48	64
Employment	106	84	130	335	542
Education	8	8	10	27	28
Financial Services	29	44	55	171	228
Health and Community Care	35	22	37	113	189
Housing	172	199	338	690	1284
Immigration	42	44	62	168	290
Other	18	28	30	65	80
Legal	64	67	102	265	387
Relationships and Family	112	77	125	341	581
Tax	10	24	31	76	103
Travel and Transport	19	25	27	99	120
Utilities and Communication	29	37	48	109	216
Total	**877**	**928**	**2298**	**3202**	**8892**

WODC Report
Core Service data for Q4 2024-25

Housing: The table below gives a detailed breakdown of the individual Housing issues. Private sector rented property remains the highest category of queries at 26% of all housing queries. There has been a general decrease in issues recorded(28%) compared to Q3. Actual Homelessness and Threatened Homelessness accounts for approx 18% of all housing issues.

Specific Issue types - Housing	Q4 2023-24	Q4 2024-25 No of Clients helped	Total to date 2024-25
Actual homelessness	**14**	**18**	**72**
Threatened homelessness total (inc below)	**15**	**19**	**72**
Relatives/friends unable/willing to house	3	1	4
Anti-social behaviour	1	-	2
Private landlord possession proceedings	1	2	10
No recourse to public funds	-	-	-
s.21	7	3	24
s.8 notice	-	1	2
Affordability	1	2	8
HousingAssociation Possession action	-	3	3
Domestic Abuse	1		1
Harassment/illegal eviction	-	2	3
Relationship breakdown	-	1	6
LA homelessness service total (inc below)	**8**	**16**	**63**
Processes, Procedures and Assessments	1	4	17
Homelessness Prevention Duty	1	3	9
Homelessness Prevention Relief Duty	2	-	4
Reviews, appeals and complaints	1	1	4
Priority Need	-	1	4
Local Connection	1	-	1
Accommodation provided out of borough	-	3	3
Gatekeeping	-	1	1
Legal definition of Homelessness	-	-	1
Housing options/preventions	-	11	29
Access to & provision of accommodation	**33**	**20**	**85**
Local Authority Housing	**15**	**24**	**75**
Housing Ass property total (inc below)	**33**	**36**	**102**
Disrepair- Damp/mould	5	4	10
Disrepair- non damp/mould	5	3	12
Adaptations for disabled people	1	2	9
Complaints	7	9	24
Possession action (not for arrears)	-	-	3
Relationship Breakdown	2	5	13
Suitability of accommodation	4	4	12
Rent increases	-	6	9
Fitness for Human habitation	2	1	3
Private sector rented total (inc below)	**51**	**52**	**208**
Rent increases and other charges	5	5	23
Letting Agents Charges	1	-	1
Fitness for human habitation	-	3	8
Disrepair- damp/mould	6	5	19
Disrepair- non damp/mould	3	5	25
Guarantor	-	1	4
Tenants Fees	-	1	4
Tenancy Deposit Protection	-	2	14
Tenancy agreements	10	8	38
Tenancy Deposit Return	5	5	22
Harassment by landlord	2	2	6

Illegal eviction by landlord	-	1	3
Problems with letting agents	3	-	10
Possession action (not arrears)	5	6	23
Possession/eviction landlord mortgage	-	2	3
Assured Shorthold Tenancy	6	6	24
Environmental & neighbour issues	**10**	**10**	**56**
Owner Occupier	**10**	**10**	**48**
Other housing issues	**17**	**28**	**81**
Total	**172**	**199**	**690**
NB Many clients bring multiple issues, so client total will not equal sum of each category			

Outcomes: During this quarter we were successful in achieving **132 individual outcomes**, with **total gains of £273k**, bringing the total annual figure to **£1m.** The following benefit income gains contributed significantly to this: Personal Independence Payment (£111k) Universal Credit (£32k) Employment and Support Allowance (£19k) Pension Credit (£15k) Disability Living Allowance (£5k) and Debt outcomes (£75k).

Due to the nature of benefits work, it can often take weeks or months for applications or appeals to be processed, we count gains which come through during the year but some may pertain to clients who were referred in previous quarters. Personal Independence Payment remains our most common benefit for advice.

Outcomes	Q4 No. of Outcomes	Q4 Value of Outcomes	2024-25 Total Outcomes	2024-25 Total Value of Outcomes
Income gain				
Benefits & tax credits	**47**	**156976**	**134**	**610327**
17 Attendance Allowance	1	109	3	5175
21 Personal Independence Payment	29	111915	80	341416
03 Pension Credit	4	15657	10	41094
07 Housing benefit	2	1131	6	18130
15 Disability Living Allowance	1	5645	7	23950
19 Employment and Support Allowance	3	19846	12	75646
23 Council Tax Reduction	1	1344	8	9846
22 General Benefit entitlement			2	8086
05 Child Benefit			2	4213
13 State Retirement Pension			3	81442
18 Carer’s Allowance	1	1329	1	1329
Universal Credit	**4**	**31961**	**37**	**157022**
04 Limited Capability for Work	1	4994	16	81975
03 Housing Element	1	1200	7	10626
02 Initial claim	1	10020	4	17388
09 Conditionality and Commitments	1	15747	1	15747
14 Managed migration			2	14675
05 Child Elements			2	12452
07 Carers Element			2	396
24 Benefit cap			1	2113
11 Deductions			2	1650
Other income gains	**79**	**8245**	**292**	**83102**

Employment	1	1395	2	2895
02 Charitable Support	10	782	44	4139
01 Food provision	60	3540	205	13971
09 Council Tax Arrears	2	275	3	275
02 Utilities	3	349	23	8211
99 Consumer	3	1904	5	2289
26 Complaints			1	31000
10 Death and Bereavement			1	8000
11 Legal			1	472
13 Health and Community Care			7	11850
Debt	**7**	**75911**	**64**	**181103**
Debts written off	3	64536	10	146934
Repayments rescheduled	4	11375	33	28379
Debts repaid			2	1302
Not liable for debt			2	3328
Other			17	1160
Total Outcomes	**132**	**273093**	**527**	**1031554**

Case study (anonymised)

We have been supporting Alicia and her daughter since January 2024. Initially we supported Alicia with housing advice to apply for more appropriate and secure housing as they were in a multi tenanted property. Over the following 12 months, we supported the client to access and obtain secure housing through Platform Housing Association.

As a result of this new housing opportunity Alicia then needed to furnish the property and obtain essential white goods.

The adviser supported the client to obtain many grants using local, county and national grant providers. The following grandstand items were obtained:

£350 - Cooker from Bartlett Taylor
£250 approx) Double bed and Mattress from Residents Support Scheme
£250 Fridge freezer from Witney Town Charity
£250 Washing machine from Platform Housing

A request for carpet tiles/rugs has been submitted to Beson and we are waiting for a response from them. However, we are hopeful that some level of floor coverage will be provided.

As a single mum working full time, it would have been difficult for her to have found the time to facilitate this level of engagement with different providers and services. Alicia is very happy with her new accommodation and is very appreciative of the support we have given over many months.

Additional Debt services: Oxfordshire County Council funded Money Advice Service.

This is a dashboard of the Money Advice Service that is currently being funded through Oxfordshire County Council. Without this funding for a full time money adviser, our core service would have to deal with this demand. This funding has been extended until the end of August 2025.

Annual summary 1st April 2024 - 31st March 2025

Summary

Clients	105
Quick client contacts	
Issues	342
Activities	1,468
Cases	73

Outcomes

Income gain	£67,586
Re-imbursements, services, loans	£311
Debts written off	£162,487
Repayments rescheduled	£3,035
Other	£120

Quarter 4 2024-2025

Last quarter we advised 27 clients. We saw a small increase in the number of clients supported as the caseworker progressed through training into service delivery.

Summary

Clients	27
Quick client contacts	
Issues	48
Activities	241
Cases	16

Outcomes

Income gain	£9,636
Re-imbursements, services, loans	£144
Debts written off	£24,057
Repayments rescheduled	£1,200

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Oxfordshire

West Oxfordshire District Council

West Oxfordshire Core Service Data Report

Q4 2025-26

We advised 802 individual clients last quarter and 890 clients this quarter. This is an increase of 10.9% for this quarter. This is also a 17.5% reduction compared to the same quarter for the previous year 24-25 where we supported 1046 clients. The data below shows that Benefits and Universal Credit is the main enquiry area, followed by Housing, Debt, Charitable Support and Food banks, and Employment.

Key Statistics

Citizens Advice Oxfordshire (member) 02/01/2026 31/03/2026

Summary

Clients	890
Quick client contacts	
Issues	1,796
Activities	2,876
Cases	675

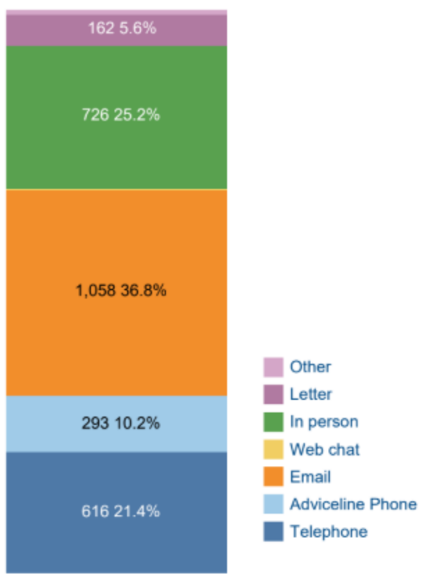
Outcomes

Income gain	£164,748
Re-imbursements, services, loans	£3,280
Debts written off	£90,783
Repayments rescheduled	£2,634
Other	£29,917

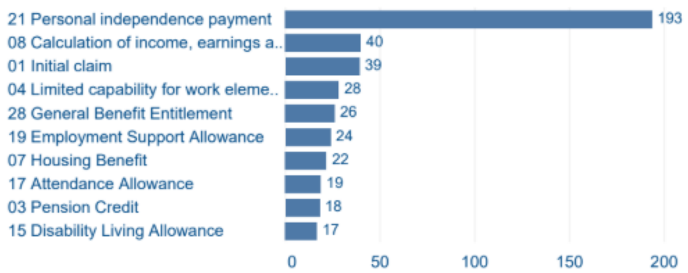
Issues

	Issues	Clients
Benefits & tax credits	394	227
Benefits Universal Credit	172	117
Charitable Support & Food Ban..	125	87
Consumer goods & services	36	32
Debt	190	100
Education	12	10
Employment	102	64
Financial services & capability	54	44
GVA & Hate Crime	23	17
Health & community care	29	20
Housing	238	157
Immigration & asylum	68	40
Legal	84	59
Other	15	15
Relationships & family	116	70
Tax	54	48
Travel & transport	36	28
Utilities & communications	48	36
Grand Total	**1,796**	

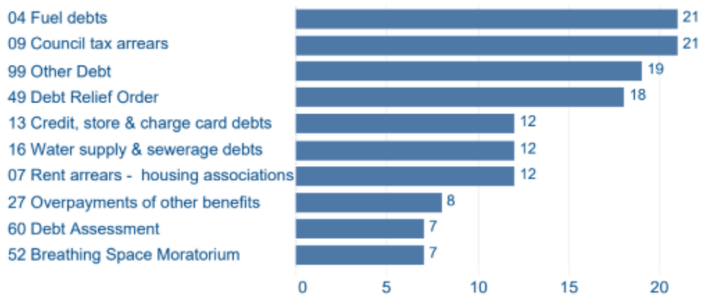
Channel



Top benefit issues



Top debt issues



The above data tells us that the core service helped 890 clients during the quarter, and 675 new cases were opened. 215 of the clients helped were ongoing cases. We saw a decrease in most subject areas, including Benefits (24.8%) Debt (25.4%) Employment (20.3%) compared to Q4 2024-25.

Advice Issues: We recorded an average of 2 issues per client. See the table below for a breakdown of the new issues recorded in Q4. We recorded 5 Benefit Mandatory reconsiderations for 5 clients and 44 appeals for 38 clients during Q4.

New issues	Q4 2024-25	Q4		Total to date 2025-26	
Issue type	**Clients**	**Clients**	**New issues**	**Clients**	**New Issues**
Benefits	359	344	566	1341	2354
Consumer	34	32	36	146	174
Charitable Support and Food Banks	111	125	87	410	485
Debt	127	190	100	474	660
Discrimination and Hate and GVA	9	17	23	47	70
Employment	84	64	102	272	433
Education	8	10	12	28	31
Financial Services	44	44	54	153	188
Health and Community Care	22	20	29	107	144
Housing	199	157	238	611	976
Immigration	44	40	68	149	171
Other	28	15	15	66	68
Legal	67	59	84	244	329
Relationships and Family	77	70	116	280	314
Tax	24	48	54	103	128
Travel and Transport	25	28	36	107	134
Utilities and Communication	37	36	48	157	187
Total	**928**		**1796**		**6846**

Home visits: 7 home visits to clients were conducted in Quarter 4. See the table below for further details of the clients.

Q4 Home visit profile information			
Enquiry Issue	**Age**	**Local Authority ward**	**Health conditions**
Benefits	53	Witney	Long term health condition
Benefits	72	Kingham and Rollright	Long term health condition
Benefits	61	Witney	Long term health condition
Debt and Benefits	58	Chipping Norton	Long term health condition
Debt	35	Bampton	Long term health condition
Benefits	72	Chipping Norton	Long term health condition
Benefits	22	Kingham and Rollright	Long term health condition

Chipping Norton Outreach: We delivered 15 appointments at the Branch of which 13 came to their appointments.

Housing: The table below gives a detailed breakdown of the individual Housing issues. Private sector rented property remains the highest category of queries at 26% of all housing queries. Actual Homelessness and Threatened Homelessness accounts for approx 12% of all housing issues. We saw an increase in Environmental Health with Neighbour issues compared to Q4 in 2024-25.

Specific Issue types - Housing	Q4 2024-25	Q4 2025-26 No of Clients helped	Total to date 2025-26
Discrimination		**4**	**4**
Race including nationality		1	1
Mental Health		1	1
Disability excluding Mental Health		1	1
Being in benefit		1	1
Actual homelessness	**18**	**14**	**61**
Threatened homelessness total (inc below)	**19**	**17**	**72**
Relatives/friends unable/willing to house	1	1	4
Relationship breakdown (excluding divorce)		2	2
Domestic Abuse	-	2	10
LA possession action	-	1	1
Housing Association Possession Action	-	1	1
Private landlord possession proceedings	2	2	12
No recourse to public funds	-	0	3
s.21	3	3	15
s.8 notice	1	0	2
Affordability	2	0	3
Anti-social behaviour	-	0	2
Harassment/illegal eviction	2	-	1
Relationship breakdown	1	-	5
Other		4	4
Not recorded/ Not applicable		1	1
LA homelessness service total (inc below)	**16**	**9**	**39**
Processes, Procedures and Assessments	4	2	4
Housing Options		5	5
Homelessness Prevention Duty	3	1	4
Homelessness Prevention Relief Duty	-	1	4
Eligibility (Migration status)		1	1
Reviews, appeals and complaints	1	-	-
Priority Need	1	-	3
Local Connection	-	-	-
Accommodation provided out of borough	3		
Gatekeeping	1	-	1
Legal definition of Homelessness	-	-	-
Housing options/preventions	11	7	17
Access to & provision of accommodation	**20**	**20**	**81**
Local Authority Housing	**24**	**24**	**69**
Housing Ass property total (inc below)	**34**	**50**	**82**
Fitness for Human habitation	1	1	2
Rent increases	6	1	3
Other charges and rent issues		3	3
Assignment/Mutual exchange		2	2
Disrepair- Damp/mould/condensation	4	1	4
Disrepair- non damp/mould/condensation	3	2	8
Adaptations for disabled people	2	0	3
Complaints	9	5	8
Court costs		1	1
Suitability - overcrowding		3	3
Suitability of accommodation	4	0	8
Possession action (not for arrears)	-	-	2
Relationship Breakdown	5	2	3
Assured Shorthold Tenant		1	1

Succession rights		3	3
Shared ownership		2	2
Valid notice		3	3
Not recorded/ not applicable		4	4
Relationship breakdown	5	1	4
Right to buy		1	1
Tenant notice requirements		1	1
Charges eligible for housing related benefits		1	1
Joint tenancy		2	2
Other		10	10
Private sector rented total (inc below)	**52**	**63**	**176**
Letting Agents Charges	-	1	1
Rent increases and other charges	5	5	11
Fitness for human habitation	3	-	1
Disrepair - damp/mould/condensation	5	6	20
Disrepair - non damp/mould/condensation	5	5	15
Security of tenure		1	1
Assured Shorthold Tenancy	6	7	29
Problems with letting agents	-	2	4
Guarantor	1	1	2
Tenancy Deposit Return	2	4	23
Tenants Fees	1	-	1
Tenancy Deposit Protection	2	-	14
Deposit replacement schemes/ No deposit options		1	1
Not recorded/ Not applicable		2	2
Harassment by landlord	2	-	4
Illegal eviction by landlord	1	-	2
Tenancy agreements	8	8	24
Tenancy notice requirements		2	2
Possession action (not arrears)	6	1	12
Possession/eviction landlord mortgage	2	1	1
Joint tenancy		1	1
Other		5	5
Environmental & neighbour issues	**10**	**16**	**61**
Owner Occupier	**10**	**12**	**43**
Other housing issues	**17**	**12**	**59**
Total	**172**	**241**	**747**
NB Many clients bring multiple issues, so client total will not equal sum of each category			

Outcomes: During this quarter we were successful in achieving **68 individual outcomes**, with **total gains of £257K** The following benefit income gains contributed significantly to this: Personal Independence Payment (£59k) Universal Credit (£26k) Housing Benefit (£2.8k) and Pension Credit (£13k). Even though this was a decrease in clients from last quarter the outcomes increased by £109K

Outcomes	Q4 No. of Outcomes	Q4 Value of Outcomes	2025-26 Total No. of Outcomes	2025-26 Total Value of Outcomes
Income gain				
Benefits & tax credits				
03 Pension Credit	3	£13,207	9	£46,147
05 Child Benefit			2	£3,123
07 Housing Benefit	2	£2,875	10	£37,712
11 Jobseekers Allowance			1	£4,680
13 State Retirement Pension	2	£21,268	2	£21,268
15 Disability Living Allowance	1	£7,259	1	£7,259
17 Attendance Allowance	4	£15,004	4	£15,004
18 Carers Allowance	1	£4,332	1	£4,332
21 Personal Independence Payments	10	£59,772	75	£297,802
23 Council Tax Reduction			11	£11,664
99 Other	2	£334	4	£5,688
Universal Credit				
01 Initial Claim	5	£26,661	14	£34,443
03 Housing Element	2	£1,772		£1,772
04 Limited capability for work elements	3	£8,179		£45,508
06 Child Care Costs			1	£500
07 Carer’s Element			1	£2,420
08 Calculation of income, earnings			1	£2,202
14 Managed migration	1	£480	4	£19,748
24 Benefit Cap			1	£4,308
Other income gains				
01 Food banks	12	732	143	£7,973
02 Charitable support	6	1,119	47	£5,255
Employment	1	710		£1,447
Housing			1	£1,693
Relationships & Family			1	£4,160
Utilities	1	£139	5	£1,060
Debt				
Debts written off	9	£90,783	17	£115,025
Repayments rescheduled	3	£2,634	20	£13,017
Bankruptcy			1	£6,007
Total Outcomes	**68**	**£257,260**	**377**	**£721,217**

Case study (anonymised)

Summary: Client in their fifties struggling with health issues and trying to claim PIP

Action: We have been dealing with this client since September 2023 trying to get a PIP outcome due to their mobility issues.

Outcome: Finally in March 2026 we achieved a PIP standard rate of care of £73.90 per week and a back payment of £5320.80 which is a fantastic outcome for the client

Additional Debt services: Oxfordshire County Council funded Money Advice Service.

This is a dashboard of the Money Advice Service that is currently being funded through Oxfordshire County Council. Without this funding for a full time money adviser, our core service would have to deal with this demand. This funding has been extended until the end of August 2028.

Quarter 4 2025-26
Last quarter we advised 26 clients. The following figures show an increase of £24,486 of debts written off from last quarter

Summary

Clients	26
Quick client contacts	
Issues	48
Activities	300
Cases	11

Outcomes	
Income gain	£80
Re-imbursements, services, loans	£31
Debts written off	£84,748
Other	£196

WEST OXFORDSHIRE DISTRICT COUNCIL	**WEST OXFORDSHIRE DISTRICT COUNCIL**
Name and date of Committee	**EXECUTIVE – 9 SEPTEMBER 2026.**
Subject	**DEVELOPING A CARTERTON AREA REGENERATION FRAMEWORK**
Wards affected	Alvescot & Filkins, Bampton & Clanfield, Brize Norton & Shilton, Carterton North East, Carterton North West, Carterton South.
Accountable member	Executive Member for Planning and Infrastructure Email: liz.leffman@westoxon.gov.uk
Accountable officer	Daniel Taylor, Director of Place Email: daniel.taylor@westoxon.gov.uk
Report author	Michael Rich, Regeneration Lead for Carterton Area Strategy Email: michael.rich@westoxon.gov.uk
Summary/Purpose	The report updates the Executive on the development of a regeneration framework for the Carterton area sitting alongside and complementing the new West Oxfordshire Local Plan 2043. Specifically, it includes draft strategic priorities aligned to the new Local Plan and initial feedback on these from stakeholder engagement undertaken during the summer. A new partnership governance structure is proposed in the report as a means of bringing a wide range of organisations and sectors together. This includes a new Place Board that would oversee the development and delivery of the framework. The report also outlines a number of early projects that are being developed to deliver the ambitions set out in the framework.
Annexes	Annex A – Overview of programme Annex B – Draft regeneration framework Annex C – Proposals for partnership governance including Terms of Reference for the proposed Place Board Annex D – Programme risk register Annex E – SIAT outputs

Recommendation(s)	That the Executive resolves to: 1. Endorse the overall content set out in the draft regeneration framework at Annex B. 2. Agree to support the establishment of a new Place Board for the Carterton Area, to be chaired initially by the Executive Member for Planning and Infrastructure. 3. Note the approach to developing initial projects and the early ideas for these set out in section 5.
Corporate priorities	• Putting Residents First • A Good Quality of Life for All • 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	The proposals within this report have been considered by members of the Carterton Area Strategy Working Group that the Council re-established in May 2026. They build on the outcomes from previous engagement and consultation exercises, including those carried out to support the development of the new Local Plan. As summarised in the report, the proposals have also been refined following engagement with key partners during summer 2026. Whilst there has been significant partner engagement over time, formal consultation has not taken place to date. This is not a requirement that would apply to proposals of this nature though it may be a step that the council and/or its partners wish to take in the future. Further engagement, including through a new Place Board, is planned before seeking approval to a final version of the proposals.

1. EXECUTIVE SUMMARY

1.1 Progress has been made on the council's commitment to develop a Regeneration Framework for the Carterton area to complement the new West Oxfordshire Local Plan 2043 (currently subject to consultation). This framework would help to unlock the town's potential, guide investment in the wider area and ensure that growth in and around Carterton is coordinated, sustainable and shaped by local priorities. The report includes initial proposals for the framework, with draft priorities that are deliberately aligned to the Local Plan objectives for the area. These proposals arise from the existing analysis of the challenges and opportunities for the area and are continuously being tested with partners and refined. The report is therefore seeking a steer on the 'work in progress' version of the priorities before a final version is brought to council for approval.

1.2 To generate momentum and demonstrate commitment, early projects in line with the draft priorities should be considered. The report includes several that could act as 'flagship' projects, whilst recognising the need to develop further ideas, large and small, as the programme and partnership finds its feet. Early progress on projects will demonstrate a level of vision and ambition that will raise the area's profile and position it more favourably for future funding.

1.3 Wider ownership of the framework is critical; this is not a programme that the council can or should deliver on its own. Therefore, the report includes specific recommendations for partnership governance, including establishing a new Place Board. This has been designed to reflect recent examples of place-based partnership bodies that are leading regeneration programmes around the country. The Board would link in to existing networks in the area and new structures that have been put in place to foster greater coordination and collaboration in planning for future growth.

2. BACKGROUND

2.1 In order to realise its potential, raise its profile and maximise the benefits from future growth, the council has committed to developing a strategy for the Carterton area, making sure it has what it needs to be a great place to live, work and play. In September 2025, the Executive held one of its 'Executive on Tour' meetings in the town, followed by a workshop to explore priorities for this strategy.

2.2 The intention is that the strategy will sit alongside and complement the new Local Plan 2043 which identifies the Carterton Area as a key focus for future growth both within the town itself through the renewal of the Town Centre and MOD housing as well as the rural fringe through a series of planned new communities.

2.3 In order to develop the wider strategy, the council sought to recruit to a dedicated post but were unable to fill this. As an alternative, it appointed a short-term interim in February 2026 to provide additional capacity and generate momentum. This has allowed the council to establish a structured programme, engage with partners and develop the emerging proposals set out in this report. An overview of the programme is set out in Annex A for information.

3. DEVELOPING A FRAMEWORK

3.1 As summarised above, there has already been consultation and engagement with communities and stakeholders in the Carterton area to understand their priorities. This has continued more recently, for example with a resident survey carried out by Carterton Town Council in April 2026. The engagement to date has resulted in a good picture of the challenges and the opportunities for the area.

3.2 Given this, further engagement during summer 2026 was targeted to develop proposals that respond to the challenges and opportunities that had been identified. This included

- Developing strategic priorities that respond to the challenges and opportunities identified. These were grouped under the five objectives for the area included within the new Local Plan plus a further one relating to collaboration and promoting the area.
- An initial set of projects that could be undertaken to deliver against those strategic priorities. These included a mix of existing and new ideas, those likely to be led by the council and those promoted by partner organisations.
- New partnership governance that could be set up to oversee the development and delivery of the framework.

3.3 The material shared during engagement was set out within an overall framework to reflect the range of plans, activities and interventions that will be needed to realise the vision of a bolder future for the area. This framework will encompass the projects and workstreams commissioned to deliver the strategy and set out the required governance and material to promote the area to funders and decision makers. This will ensure responsiveness as opportunities to access investment arise.

3.4 As noted above, the draft strategic priorities are set out under the five objectives for the area included in the final draft of the new Local Plan, together with an additional objective reflecting the importance of raising the profile of the area. This approach to developing priorities is important to ensure a strong alignment with the Local Plan and avoid creating a separate but similar set of objectives for the area which could lead to confusion and lack of coherence. The high-level objectives for the area are therefore:

- Supporting a strong and resilient economy
- Delivering sustainable and infrastructure-led growth
- Protecting and enhancing the environment and landscape setting
- Improving connectivity and supporting climate resilience
- Creating healthy, inclusive and connected communities
- Raising the profile of the area through strong collaboration

3.5 A number of stakeholders were engaged during June-August 2026, mostly through informal meetings and conversations to garner feedback on material and the approach. These discussions will continue as the engagement process continues in coming months. In general, there has been a positive response, and organisations are keen to work together to deliver regeneration and shape future growth across the area. Valuable insight and suggestions were gathered and these have been used to make changes to the material.

3.6 The revised framework is included with this report at Annex B. The material is deliberately set out within a fresh 'look and feel', moving away from district council branding towards a collaborative programme. The content of this framework is still a draft version and will be taken to the new Place Board which, subject to endorsement of the proposals set out below, is due to meet in October. It is envisaged that a final version would come back to a future Council meeting once the Place Board has reviewed and refined the framework, including any further engagement it deems appropriate.

3.7 Given the framework remains work in progress, at this point the Executive is asked to **endorse** the overall content.

4. PARTNERSHIP GOVERNANCE

4.1 In order to develop the framework and move into its delivery in a collaborative manner, there needs to be a recognised and effective way for partners to work together. Proposals for new partnership governance have therefore been developed for consideration by the Executive, drawing on similar models from elsewhere. These are set out in full in Annex C, including draft terms of reference for a new Place Board. This Board would form the overarching partnership body for the area.

4.2 The partnership board will be formed to bring together a range of organisations from across the public, private and community/voluntary sectors and will facilitate greater stakeholder collaboration, develop joined-up strategies and increase ownership and buy-in to the vision. Whilst the Board itself will be kept relatively small to maximise effectiveness, it is likely to establish project-specific sub-groups to widen its reach and increase engagement.

4.3 In other places where there is funding awarded to and overseen by these Boards, the relevant local authority acts as the Accountable Body. In this case, whilst there is currently no dedicated funding in place, it will still be important for the district council (and its successor) to have a strong and clear relationship with the Place Board. The proposals outlined in Annex C set out the respective roles and show how the Executive Member (supported by the member and officer working groups) will provide the key link between the council and the new partnership governance.

4.4 In line with similar bodies in other areas, an independent chair will be sought for the new Place Board. It is likely this would be appointed through an open process and criteria for the chair role are being developed for the consideration of the member working group. Given this process may take up to six months to secure a suitable chair, the lead Executive member will chair the group on an interim basis.

4.5 It is highly likely the governance will need to evolve over time. This often happens in other places as the work moves from development to delivery. In particular, it may be that specific projects and/or the scale of the growth planned for the area require new delivery models to achieve the ambitions of the partnership. Early work on developing options for delivery is now underway as part of the programme. This will be aligned to the Oxford Growth Commission's current work to consider the scope of a Greater Oxford Development Corporation and what models might be needed to deliver the growth areas identified in its interim report. At this stage, it should be noted that building strong partnership governance now will provide a valuable foundation for any future delivery vehicles that might be deemed necessary.

4.6 As part of the engagement process outlined above, these governance proposals were tested with a number of partner organisations during the summer. The proposals at Annex C reflect the valuable comments and suggestions made. The proposals also reflect the council's Framework for Partnership Working, as noted in section 9 below.

4.7 Some elements of the proposed partnership structures have already been developed to meet pressing needs and generate momentum. Specifically:

- A monthly infrastructure forum meeting focusing on the Carterton area has been established to support the Local Plan policies for a coordinated approach to infrastructure and growth.
- A new developer forum has been established to bring together the developers and promoters of sites within the strategic locations for growth identified in the new Local Plan. This is fostering the collaboration that is critical to realise the ambitions of both the regeneration framework and the new Local Plan.
- A new local business network was launched in July, enabling businesses to provide a voice and input to the regeneration programme and wider partner activity, as well as facilitating valuable networking.

4.8 At present, the proposals assume that the district council will resource the secretariat function for the Place Board and (potentially) project sub-groups. As set out in section 8 below, this will be subject to the appropriate level of resources being available to allocate and factor into budget setting for 2027-28. Opportunities to secure resources for programme management through external funding sources will also be explored.

4.9 The governance proposals have also been developed with future changes to local government structures in mind. Moving to a 3 unitary structure for the county will place greater emphasis on how local representation and collaboration can feed into the priorities and service delivery of the new unitary, and in turn the strategic authority once established. A Place Board is a robust model for providing a joined-up local view and could become the 'go to' body that can speak for the area and its priorities, providing continuity through a period of change. If successful, it could also provide a blueprint for similar arrangements elsewhere in the district. It is also hoped that a Place Board will contribute positively to new arrangements for health and care services, where national policy is clearly moving towards a greater place and neighbourhood focus.

4.10 Based on the summary above and detail at Annex C, the Executive is asked to agree to support the establishment of a new Place Board for the Carterton Area, to be chaired initially by the Executive Member for Planning and Infrastructure.

5. INITIAL PROJECTS

5.1 As indicated within the draft framework in Annex B, there are already a number of projects that have been proposed as serving to deliver the strategic priorities for the area. Some of these are existing project ideas and proposals; others have emerged through the programme. Whilst it is likely that the council would take a lead on a number of these, the list includes projects that have been proposed by other partners and where delivery would take place with little if any involvement from the council.

5.2 Starting work on some of these projects now in parallel to developing the framework will help to build momentum and confidence among partners and the wider public, demonstrating commitment to get beyond strategy and into delivery. A number of project concepts can be developed further with little to no risk of misalignment with the final framework. Potential 'flagship' projects to raise the profile of the programme and partnership might include:

- A **town centre regeneration plan**, with a strong focus on delivery models and funding mechanisms, providing credible options for development and with a strong focus on delivery models and funding mechanisms. This would include proposals for specific sites and facilities, options for town centre greening, improved connectivity and enabling a diversification of uses to increase resilience. It would be developed in partnership with the town and county councils as well as the Defence Infrastructure Organisation (DIO) which is seeking to collaborate as it prepares plans for housing renewal on sites around the town centre.
- Establishing a **network of Carterton area champions**, drawing on successful models around the country, to be ambassadors for the place. As well gaining value from networking, the champions would help to shape the place narrative, develop material to raise the profile of the area and attract investment, and create a greater sense of ownership, identity and belonging.
- A **construction skills hub**, focusing on green and modern methods, serving the whole of the A40 corridor, building on the existing provision at Abingdon and Bicester with a more localised on-site offer that would provide pathways into good jobs for local people and address workforce shortages in the sector. Delivered in partnership with developers promoting the strategic growth sites, local education and training providers and national accreditation bodies.
- A **defence innovation and skills academy**, drawing on the assets of RAF Brize Norton in terms of its talent pool, strategic importance and supply chain. This would focus on the specific strengths of the base and look to future needs for the industry. As well as directly creating more local jobs and pathways into skilled work, it would also act as focal point for attracting more suppliers to locate and invest here. Delivered in partnership with the base, UK Defence Innovation, local FE & HE and Enterprise Oxfordshire.

- A **neighbourhood health and wellbeing hub**, located within the town centre. This would in part respond directly to the lack of capacity within the system at the moment that limits good access to primary care. It would also provide headroom for demand arising from future growth and look to make the most of recent policy shifts to locate more services within neighbourhood facilities, potentially including secondary care (e.g. community diagnostic centre). This would drive more footfall into the town and attract other complementary businesses and community uses.

5.3 The Town centre regeneration plan referenced above – is a critical component of the programme and a key step to achieving the ambitions for the town set out in the draft new Local Plan (in particular within policy CA2). Whilst it would incorporate work and analysis from existing sources, the project would be set up to ensure that engagement with key stakeholders is a core part of the methodology. As noted above, it would be overseen by a small group of key partners to ensure a joined-up approach, which in turn would report into the new Place Board once established. The Place Board may also like to prioritise several projects that can demonstrate early progress and commitment such as the Health and Wellbeing centre given its potential as an 'anchor use' within the town centre and its high impact.

5.4 In order to initiate projects and work up concepts, a prioritisation process will be undertaken with light touch project 'one-pagers' considered initially by the officer and member working groups. More developed proposals would then be taken to the Place Board, where further prioritisation will be needed in order to ensure there is sufficient focus. Projects that require officer time and/or funding by the council would still be taken through existing internal processes for consideration and approval – the Place Board would not be able to commit to projects that require funding from the council, or any other partner, without that organisation having given its approval.

5.5 As noted in section 8, the programme currently has no dedicated funding allocated and therefore this will preclude using any programme budgets to commission specific projects. However, a key part of the programme is to develop the ingredients that are needed to make a strong case for future funding, from both private and public sources. A shared vision and priorities for the area, with a strong story about its ambition and potential, will increase the prospect of securing the resources needed to develop and deliver projects.

5.6 More specifically, there is a short term window in which partners can and should work together to put proposals to the developers that are promoting sites in the strategic locations for growth around the town. Engagement to date, including through the new developer forum outlined at section 4.7 above, shows that developers are keen to engage and support projects in line with the Local Plan policies and their ambitions for the area. The partnership governance outlined above will enable a joined-up approach to that dialogue, rather than multiple partners putting forward separate ideas and dissipating impact. As an example, a Board sub-group focused on future sport and leisure provision could be an early step that fosters collaboration and drives greater overall impact.

5.7 Finally, whilst it is important to identify and develop specific projects, the programme will consider using a systems thinking approach to bring a more joined-up view on how to bring lasting change to the area. This approach would look beyond specific projects to the set of elements that interact in the system to generate either positive or negative overall impacts on the place. This allows partners to shape joined-up workstreams focused on outcomes such as town centre vibrancy, and create a collective sense of ownership for delivering them. This approach is likely to resonate with a new unitary and wider place-based thinking emerging in other sectors.

5.8 Given the need to develop further detail on the projects summarised above, at this stage the Executive is asked to note the approach and comment on the initial project ideas outlined above.

6. ALTERNATIVE OPTIONS

6.1 Rather than continuing to develop a framework for the Carterton area, the council could opt to do nothing and rely on the policies in place within the new Local Plan. A do nothing option is unlikely to result in achieving the ambition and vision the council has for the area, since it would leave a number of the challenges and opportunities facing the area unaddressed and effectively left 'to the market' to deliver. In particular, it would fail to provide the necessary focus and partnership building needed to realise the potential of the place and its people.

6.2 Other alternatives to the proposals set out here would be for the council to either develop and deliver the framework in a more directive way itself, or to leave the programme for partners to run, with less input and investment of its own time and energy. The former approach is not preferred since it would fail to build the wider ownership and buy-in of stakeholders required for successful regeneration. Neither is taking a more hands-off approach recommended, since this fails to harness the important place-making role that the council plays and responsibilities it has to show a leadership role in the regeneration and growth of the area. This should include paving the way for the successor unitary council to embrace the programme and its governance once it is established.

7. CONCLUSIONS

7.1 The Carterton area has significant untapped potential and as a key focus for growth under the Local Plan 2043 will see significant housing and economic growth over the next two decades. More needs to be done to ensure this potential is realised and that local communities can maximise the benefits of future growth. A partnership-led framework for regeneration and growth is underway, designed to complement and align with the new Local Plan. It provides the means to develop projects and workstreams in line with priorities that partners will shape and own.

7.2 To provide some structure to the partnership that is needed to develop and deliver this programme, governance proposals have been developed for consideration by the Executive, in parallel to testing these with partners. A new Place Board is proposed, connected to new and existing networks. This will provide the area with the basis for stronger collaboration, through which the ambitions set out in the new Local Plan, for a more prosperous, connected, healthy and resilient place, can be achieved.

7.3 Given this, the Executive is recommended to:

1. Endorse the overall content set out in the draft regeneration framework at Annex B and provide strategic direction to inform the next version
2. Agree to support the establishment of a new Place Board for the Carterton Area, to be chaired initially by the Executive Member for Planning and Infrastructure until an Independent Chair is appointed.
3. Note the approach to developing initial projects and early ideas for these set out in section 5

8. FINANCIAL IMPLICATIONS

8.1 The financial implications of the Carterton Area Regeneration Programme fall into three main areas: (a) ongoing programme management, including support for the partnership governance proposed above; (b) feasibility and scoping work to develop project concepts and business cases; and (c) investment and funding required to deliver projects including securing capital for regeneration. At present there is only budget provision for the first of these, which is why the programme includes a workstream to explore resources and funding opportunities. The first two categories ((a) and (b)) will be revenue expenditure, though there may be opportunities to capitalise some of the costs at a later stage once projects are live. The last category will be largely capital and project development should seek to keep any ongoing public sector revenue requirements to an absolute minimum.

8.2 Taking each of these in turn, there is provision within the 2026-27 budget for the current programme management requirements. As noted in section 4, establishing a new Place Board will require a secretariat and wider support for it to be effective. For the remainder of 2026-27, this would be absorbed within existing capacity within the Place Directorate. Consideration of the longer term programme management requirements, including the potential to establish similar structures to support other areas within the district, will feed into the 2027-28 budget setting process during autumn 2026.

8.3 For the development and delivery of initial projects, a range of potential sources will need to be considered. These could include:

- Existing budgets within the council and partner organisations
- Developer contributions
- Business cases for national or regional funding streams, including those within Ministry of Defence, Integrated Care Board etc.
- Bidding for new funds as these are available at national or regional level
- Support via the Oxford Growth Commission which has identified this area as one of its Opportunity Areas for growth

8.4 As well as exploring in-year opportunities, as part of the budget setting process for 2027-28, proposals will be submitted for funding project scoping and development work. This will also seek match funding from one or other of the above sources. A total allocation (including match) in the range of £300-400k would provide the means to work up a small number of flagship project concepts to the next stage during 2027-28. The prospect of securing funding and investment for project delivery (and thereby delivering the programme objectives) will be significantly enhanced through producing strong project proposals and businesses cases. Sound proposals will be vital given that delivery of some or all of the outlined initial projects is likely to require £10m plus of investment.

8.5 In addition to the programme requirements, it should be noted that the scope for additional resources is also being explored through proposed Planning Performance Agreements (PPAs) with the various developers that are expected to bring forward planning applications for the strategic locations for growth identified in the Local Plan 2043 in the near future.

8.6 In summary, at this stage, the financial implications of the approval sought from the Executive (to establish a Place Board) can be managed within existing budgets and factored into budget setting for next year; the subsequent development and delivery of specific projects would each be subject to separate consideration through the appropriate process. However, as noted within the programme risk register, the ongoing development of the regeneration framework for the area will raise expectations of the council as the lead partner which will no doubt outstrip the available resources. It is therefore important to continue working on resource plans for the programme, including seeking opportunities to secure public and private investment in the emerging suite of projects and workstreams. It will also be important to position this work appropriately to secure future commitment from the new unitary and, in time, the additional resources that a strategic authority would bring to the area.

9. LEGAL IMPLICATIONS

9.1 The proposals for governance set out in the report relate to an informal partnership rather than creating a body with any formal status at this stage. The terms of reference are clear that the new Place Board would have no ability to commit the council to any decisions, expenditure or policies. The council's existing Framework for Partnership Working therefore provides the basis for considering how and whether it should help establish and then engage with the proposed Place Board for the area. The proposals in this report are considered to be compliant with the Framework. In particular, they embody principles of good governance and accountability, including the need for members of the Place Board to be bound by the Nolan principles.

9.2 Whilst this report does not seek approval for any specific projects, any that are developed and then led by the council would need to be approved and procured through the standard process.

9.3 The regeneration framework being developed to guide growth in the Carterton Area is not a statutory document and will therefore stand separate to (though aligned with) the statutory Local Plan. If the framework leads to the need for a formal plan to support the Local Plan objectives, this could be developed as a Supplementary Plan within the new policy framework for Local Plans. In this case, it would be subject to the appropriate processes including formal consultation and examination.

10. RISK ASSESSMENT

10.1 The latest programme level risk register is included here as Annex D. This has been reviewed by the officer and member working groups and will continue to evolve as the programme develops.

10.2 The main risks that relate to the proposals summarised in this report (with a focus on the specific approval sought) are:

a) The risk that establishing new partnership governance does not secure engagement and support from key stakeholders, resulting in reputational damage and a reduced ability to produce a joined-up vision and shared priorities for the area. This is being mitigated by early engagement and working with existing and established networks and groups wherever possible.

b) The risk of a significant gap between the expectations that are raised by the programme and the resources available to deliver any agreed priorities or projects. This is being mitigated by carefully managing expectations and through developing a resource plan and being 'bid ready', as outlined in section 8 above.

c) The risk that growth in the area is planned and delivered site by site, rather than through collaboration and coordination of infrastructure requirements, resulting in a piecemeal approach and failure to maximise the benefits of growth for local people. This is being mitigated through clear policies in the new Local Plan, the establishment of a developer forum and infrastructure forum as well as consideration of the need for additional resources through proposed Planning Performance Agreements (PPAs) with the various strategic site promoters.

10.3 In terms of the risks associated with not approving these proposals, these are summarised in section 6.1 above.

11. EQUALITIES IMPACT

11.1 An initial high level programme assessment has been carried out as part of the Sustainability Impact Assessment Tool (see below). A more thorough assessment will be possible once the programme has been developed further and once specific projects are commissioned.

12. SUSTAINABILITY IMPLICATIONS

12.1 At this stage, it is not considered that there are any implications directly arising from the specific approval sought in this report (i.e. supporting the establishment of a Place Board). However, the wider proposals that the Executive is asked to note and endorse as work in progress will clearly have a range of potential implications if and when approved. Therefore, a Sustainability Impact Assessment has been undertaken, the outputs from which are included in Annex E. At this stage it has only been possible to provide a high level assessment given that the programme is still in development and specific projects have yet to be commissioned. The assessment will therefore be reviewed periodically as the programme and specific projects are developed.

13. BACKGROUND PAPERS

13.1 The following documents have been identified by the author of the report in accordance with section 100D.5(a) of the Local Government Act 1972 and are listed in accordance with section 100 D.1(a) for inspection by members of the public:

- None

13.2 These documents will be available for inspection online at www.westoxon.gov.uk or by contacting democratic services democratic.services@westoxon.gov.uk for a period of up to 4 years from the date of the meeting.

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ANNEX A – Outline of Carterton Area Regeneration Programme

1. Overview

The Carterton Area Regeneration Programme is a coordinated programme of place-based regeneration, infrastructure investment and sustainable growth projects designed to support the long-term development of Carterton and its surrounding area. The programme seeks to deliver the objectives for the area set out in the new Local Plan, through a collaborative approach to addressing infrastructure constraints, supporting economic growth, improving connectivity, enhancing community facilities and raising the profile of the area to drive greater levels of investment.

The programme brings together multiple workstreams, plans and projects within a single framework to ensure investment is targeted, benefits are maximised and delivery risks are effectively managed. It aligns with the Council Plan, the new Local Plan (to 2043) and strategic growth priorities for the wider area and region.

The programme is designed to develop and foster strong partnership working between the council and key partners across the public sector, local businesses, landowners, community organisations and residents.

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2. Strategic Context

Carterton is West Oxfordshire's second largest settlement and serves as an important service and employment centre. The town and surrounding area has experienced sustained growth over recent decades, influenced significantly by the presence of RAF Brize Norton and its strategic role within the local economy. Whilst growth has brought opportunities, it has also increased pressure on infrastructure, facilities and services. The town centre underperforms relative to its size and catchment area and fails to provide an adequate offer for the local community or wider visitors.

The draft new Local Plan to 2043 includes a number of proposed strategic locations for growth in the area, which would see the population of the Carterton area increase significantly during the plan period. This programme is aligned to the Local Plan objectives for that growth and its inclusion of specific policies for the regeneration of the town centre.

The programme is also developing within the wider context of changes to local government and the associated establishment of area/place-based representation within the new unitary structures, moves to greater place-based delivery within the health system and further devolution including the establishment of a strategic authority for the wider region.

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3. Programme Vision

A vision and wider place narrative will be worked up with partners as part of the programme. A working version of a vision at this stage is…

To create a thriving, connected and sustainable Carterton area, where infrastructure, economic opportunity and community investment support long-term prosperity and improved quality of life for residents, businesses and visitors.

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4. Programme Objectives

The objectives for the programme will be tested and refined with partners. They have initially been set to mirror those included for the Carterton area in the draft new Local Plan (1-5) to ensure strong alignment, complemented by an additional objective (6) capturing the need for the programme to increase collaboration and profile.

1. Supporting a strong and resilient economy
2. Delivering sustainable and infrastructure-led growth
3. Protecting and enhancing the environment and landscape setting
4. Improving connectivity and supporting climate resilience
5. Creating healthy, inclusive and connected communities
6. Raising the profile of the area through strong collaboration

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5. Programme Scope and workstreams

The programme scope will potentially include a broad range of activities that can deliver on the overall aims and objectives. The Place Board will need to take a view on the extent of these, depending on the vision and ambitions that they set out for the programme. A key area of dependency will be with the new Local Plan and the work that the council and its partners undertake to ensure that new development in the area complies with policies and delivers on the objectives for the Carterton area in the Plan. This will create areas of overlap and dependencies, e.g. engagement with developers, that will need to be carefully managed.

At this stage, the programme would not include:

- Projects located beyond the Carterton area, unless linked to programme outcomes.
- Business as usual service delivery within the area and associated operational budgets.
- Consideration of non-strategic developments or sites.
- Stand-alone projects with no strategic connection to programme objectives.

The Carterton Area Regeneration Programme will be delivered through a series of workstreams:

- Strategic priorities, vision and narrative. Building from the foundations set out in the new Local Plan, partners will collaborate to establish an overall place vision, supporting narrative and set strategic priorities for the partnership.
- Governance and stakeholder management. The programme will establish new structures for partnership governance, aligned to existing networks and groups and utilising good practice from places, towns and neighbourhoods across the country. It will actively develop and manage stakeholder relationships to increase engagement and ownership of the priorities and projects within the programme.
- Communications and engagement. A coordinated approach will be taken to communicating about the programme, with partners working together to deliver shared objectives for communications. The programme will seek to enable the new partnership structures to engage widely to shape priorities and projects.
- Resources. In order to deliver change, the programme will develop a strategy for attracting resources from a wide range of sources. This will include bids and business cases to secure public sector funding as well as developing material to attract wider investment into the area.
- Town centre regeneration. As identified in the new Local Plan, there is a need to transform the town centre and enable a modern, resilient and sustainable offer that can serve the current and future community and wider visitors. A regeneration plan will be developed and delivered through the new partnership arrangements.
- Project development and delivery. The programme will generate a pipeline of project proposals, prioritising these for development and seeking funding to deliver them, with oversight from the new Place Board.
- Systems thinking and delivery models. The programme will bring partners together to consider how wider system change can realise shared objectives and foster the collaboration needed to deliver this. It will also explore delivery models for key projects including the town centre regeneration and wider growth in line with Local Plan policies.

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6. Outcomes and benefits

These will be refined and tested with partners; initial proposed outcomes are for the programme to result in:

- Greater **ambition** for the place and higher **aspirations** for its people
- A clear and strong **profile** for the area, creating **pride** and driving **investment**
- A **vibrant** and **exciting** offer for all those who live, work and learn here
- The **resilience** that will be needed to sustain future economic shocks and adapt to the changing climate

- An **exemplar** of how to plan well for places and people to **thrive**

A successful programme would result in a wide range of benefits, including:

Economic Benefits

- Increased investment into the area.
- Business growth and job creation.
- Improved town centre performance.
- Enhanced attractiveness for employers and investors.

Social Benefits

- Improved access to services and facilities.
- Enhanced community wellbeing.
- Increased opportunities for active travel.
- Stronger community identity and pride of place.

Environmental Benefits

- Reduced reliance on private car travel.
- Improved green infrastructure.
- Support for climate action commitments.
- Enhanced local environmental quality.

Strategic Benefits

- Improved coordination across partner organisations.
- More effective use of public funding.
- Increased readiness for future funding opportunities.
- Greater confidence in long-term delivery.

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7. Governance

Internal (WODC) programme governance will be established to provide 'accountable body' style assurance and oversight. This will include an officer working group and (as agreed by full council) a member working group, chaired by the Executive lead member. It will provide a route through which recommendations are made to the appropriate decision maker/s within the council.

External partnership governance will be developed to assume ownership of the programme over time. This may evolve into more formal structures and / or facilitate dedicated delivery bodies if/when appropriate. The key body will be a new Place Board, with an independent chair, bringing together key partners and networks from across the public, private and community and voluntary sectors. This will establish project based sub-groups as required. It will also link to key networks including the local business network and developer forum.

Project Delivery

Individual projects will be managed through agreed project management arrangements with:

- Defined project sponsors.
- Project managers.
- Delivery plans.
- Budget monitoring.
- Risk management processes.
- Stakeholder engagement plans.

Regular programme reporting (internal and external) will provide visibility of progress, expenditure, risks and benefits.

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8. Stakeholders

Stakeholder engagement will be maintained throughout programme development and delivery to ensure priorities remain aligned with local needs and opportunities. Key stakeholders initially include:

Public Sector

- West Oxfordshire District Council
- Oxfordshire County Council
- RAF Brize Norton
- Abingdon and Witney College
- Local schools (primary and secondary)
- Oxford Growth Commission
- Enterprise Oxfordshire
- Homes England
- Ministry of Defence and DIO
- NHS and wider health and care system partners

Local Stakeholders

- Carterton Town Council and all surrounding Parish Councils
- Local MP
- Local businesses and business representative groups
- Developers and landowners
- Community and voluntary organisations and networks
- Residents and local interest groups

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9. Risks and dependencies

A programme level risk register has been developed and will be kept under regular review, initially through the member working group and then (once established) by the Place Board. The most significant high-level risks are:

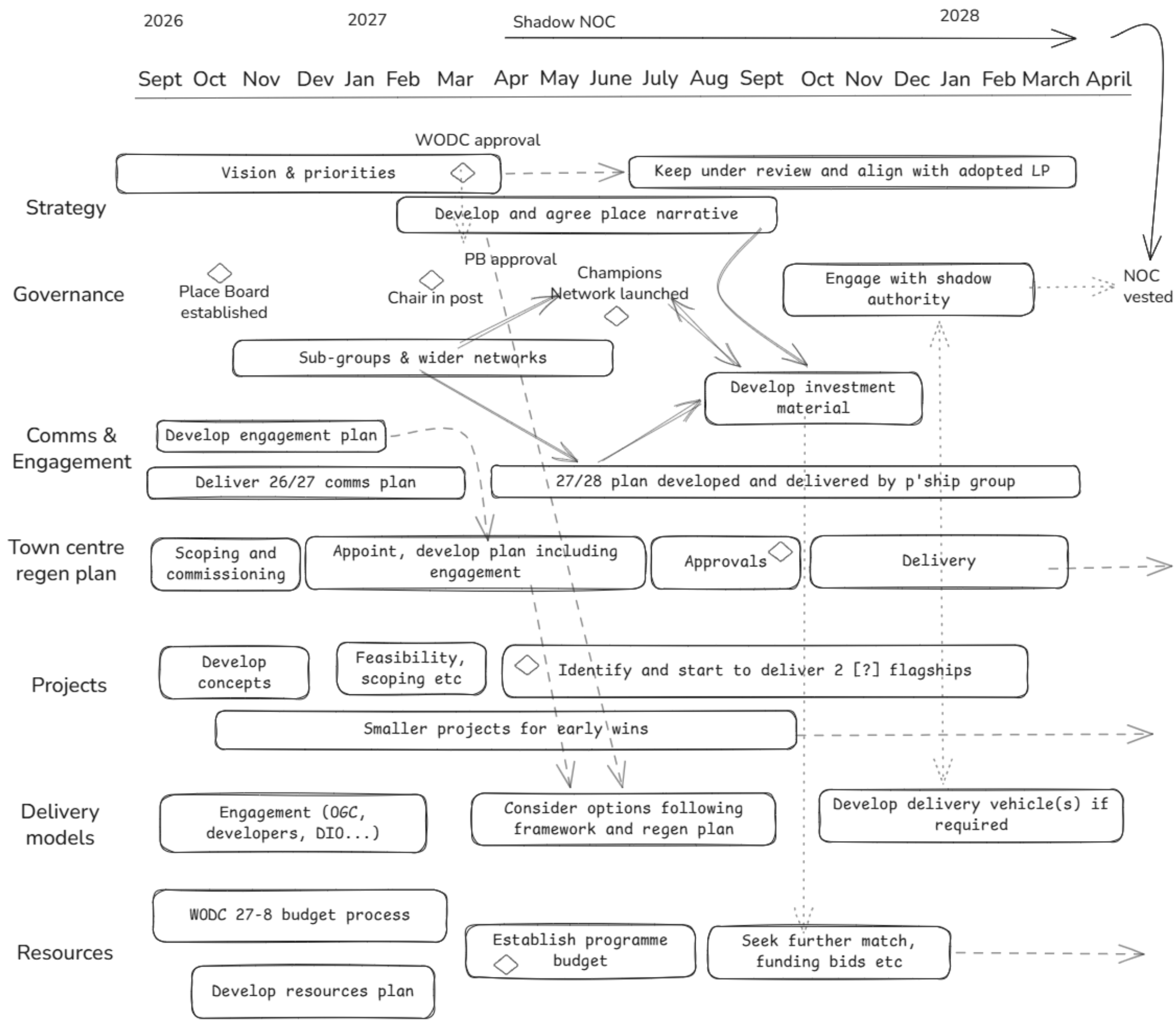
Risk and impact	Initial mitigations
Establishing new partnership governance does not secure engagement and support from key stakeholders, resulting in reputational damage and a reduced ability to produce a joined-up vision and shared priorities for the area	Early engagement and working with existing and established networks and groups wherever possible; clarity on the expected benefits of the programme and a collaborative approach
A significant gap between the expectations that are raised by the programme and the resources available to deliver any agreed priorities or projects	Careful management of expectations and co-development with partners of a resource plan including strong bids and business cases
Growth in the area is planned and delivered site by site, rather than through collaboration and coordination of infrastructure requirements, resulting in a piecemeal approach and failure to maximise the benefits of growth for local people	Clear policies in the new Local Plan, the establishment of a developer forum and infrastructure forum as well as consideration of the need for additional resources through proposed Planning Performance Agreements (PPAs) with the various strategic site promoters

Key assumptions and dependencies

- Continued political and stakeholder support.
- Availability of external funding opportunities.
- Effective partnership working.
- Adequate programme management resources.
- Alignment with the Local Plan and associated infrastructure planning.

10. Programme plan

As the programme develops, a more detailed plan will be worked up in collaboration with partners. An initial overview is provided below.



11. RESOURCES

The resource requirements for the programme fall into four broad categories:

A. Programme management. Ensuring that the council and, once established, the Place Board, have sound support, advice, reporting etc as the programme is developed and delivered. This is likely to be primarily revenue funding, though as projects move into delivery there may be scope to capitalise a proportion of the costs.

B. Project development, scoping and feasibility work. In order to develop project concepts into firm proposals and business cases, resources will be required for scoping and feasibility work. The exact nature of this will depend on the project in question, but is likely to be delivered mainly through securing specialist external capacity, with client management provided by the programme manager and wider officer working group team. Sound cases and proposals are vital to attract funding and investment for project delivery. This is likely to be revenue costs, though potentially later stages of project development may be capitalised subject to advice.

C. Delivery of projects. In order to deliver programme outcomes and benefits, resources will need to be secured for approved projects, drawing in investment and funding from a range of sources. Whilst a strategic approach will be developed and the strength of proposals maximised, this will at times need to be opportunistic and aimed at available sources of funding. This will largely be capital expenditure and projects should seek to minimise ongoing net revenue requirements as these are unlikely to prove sustainable.

D. Attracting wider investment into the area. Alongside projects that fall directly within the programme, continued efforts should be made to draw in wider investment, in particular attracting businesses to locate and expand in the area. Producing compelling material to make the case for this investment should be a key output from the partnership work within the programme.

Sources of funding for these requirements could include:

- Existing budgets within the council and partner organisations
- Programmes established at local or county level for which particular projects could be eligible (e.g. county-wide EZ funding)
- Future budgets and funds within the new unitary and, in time, strategic authority
- Assets of key partners that could be used to lever further investment or considered within future joint venture or similar delivery arrangements
- Developer contributions
- Business cases for national or regional funding streams, including those within Ministry of Defence, Integrated Care Board etc.
- Bidding for new funds as these are available at national or regional level
- Support via the Oxford Growth Commission which has identified this area as one of its Opportunity Areas for growth

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12. Status and review

This version of the programme overview is:

Version 0.3 (for 9/9/26 Ex Report)

The programme overview should be provided for review to:

- Officer working group (Aug/Sept)
- Member working group (Sept)

- Place Board (once established) (Oct)

And be made available for information to other partners and sub-groups as appropriate.

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Carterton Area Regeneration Framework

Initial proposals for developing a framework for regeneration and growth through a partnership approach

September 2026

A bolder future for the Carterton area

Introduction

Building a bolder future

West Oxfordshire District Council recognises the challenges for communities in Carterton and the wider area. And we can see the huge potential for the place and its people.

We already know a lot about the area and what people think about it. It is now time to respond. Alongside the new Local Plan, which is due to be adopted next year, we want to build an ambitious strategy for the town, its surrounding communities and new places.

This is not something the Council can or will do on its own. We are therefore engaging at this early stage with stakeholders, seeking to develop a partnership and create a shared vision of a bolder future for the Carterton area.

What do we know about the area?

There is a good sense of the area's challenges, opportunities and needs, following recent engagement and consultation. Some of the headlines are included here.

Challenges

- How growth on the proposed scale will be coordinated
- Delivery of necessary infrastructure for existing and new communities
- The town centre is not serving as the vibrant, attractive destination the area needs
- Significant turnover of workers and residents linked to RAF Brize Norton, making it harder to establish connections and build cohesion
- Limited pathways and prospects for young people
- Climate pressures and need to protect and enhance the natural environment

Opportunities

- RAF Brize Norton as a major long-term asset for area
- New development bringing greater footfall and town-centre vibrancy
- Relatively modern town brings scope for innovation in how new and existing places are developed
- Flat geography and high activity levels supporting better walking, cycling and local travel connections
- Local and regional governance changes create opportunity to attract investment.

Some key facts

- Approximately 1 in 5 pupils at Carterton Community College achieving grade 5 or above in English and Maths, well below national average.
- GP data shows depression prevalence in the area is around 21%, almost twice the national average (11%).
- Developers are currently promoting sites with capacity for over 7,000 new homes in the area
- Around 20% of the population is under 16, higher than district and national averages
- At least 2/3 of working residents commute to outside the area for their jobs. RAF Brize Norton employs around 7,000 workers, many commuting in from well beyond the area.

What is already happening?

In order to provide for growth and enhance the area, there is already work underway, with more plans being developed. Some of the key activities are captured below. Let us know what else is happening.

YOUR PLAN FOR THE FUTURE
HELP SHAPE THE DIRECTION OF WEST OXFORDSHIRE'S NEW LOCAL PLAN

LOCAL PLAN 2043

A new Local Plan is being prepared that will guide future decisions by the district council regarding new housing, employment growth and the facilities and infrastructure that will be needed to make those new places and communities work. Several rounds of consultation have already taken place, including on policies for the Carterton area. The final draft of the plan will be published this summer.

Recent activities

- Independent businesses are opening in the town centre and new units are being developed at the West Oxfordshire Business Park
- Investment has been made at Kilkenny Country Park, with a regular community walk and weekly Park Run now well supported
- Development is getting underway at the 'REEMA North' site, with 265 new zero carbon ready homes for service personnel.
- A Local Cycling and Walking Infrastructure Plan is in place to drive improvements across the area
- Town council and parish councils are investing in community groups and infrastructure, supporting a vibrant network of volunteers
- Improvements have been made, with more planned, to our sport and leisure facilities

Where will that take us?

Plans in place will lead to improvements and growth. However, without a shared partnership vision and collaborative working, the area is unlikely to realise its full potential or secure the investment that it deserves. More is required to secure the benefits of growth for existing communities and enable bold transformation.

This is why we are developing a wider framework, to drive regeneration, steer good growth and put us on the map. This framework will:

- Set a shared vision and priorities for regeneration and future growth
- Maximise the benefits for local people
- Improve the pathways into good jobs
- Take a community led approach
- Raise profile and ambition, driving investment

A framework for regeneration and growth

New Local Plan (to 2043)
- Core policies
- Settlement strategy
- Town centre policies

Vision and place narrative

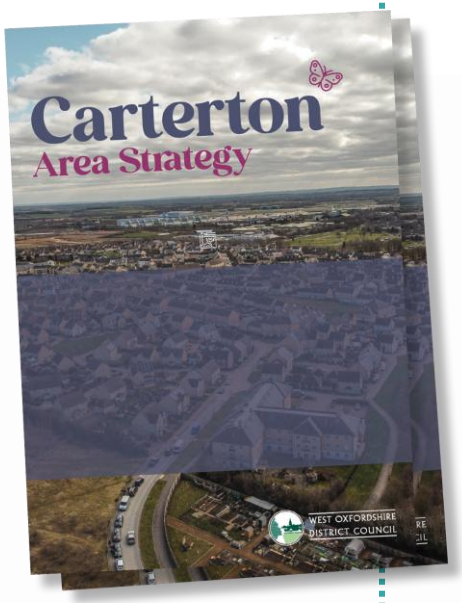
Town Centre Regeneration Plan

Investment prospectus

Funding bids and business cases

Strategic priorities for regeneration and growth

Key projects



Partnership governance and collaboration

A framework for regeneration and growth

New Local Plan (to 2043)
- Core policies
- Settlement strategy
- Town centre policies

Strategic priorities for regeneration and growth

The strategic priorities will build out from the objectives and policies set out in the new Local Plan. A draft set, aligned to the Local Plan objectives, are included in the next 6 slides, together with potential projects and outcomes. These are early drafts on which feedback and comments are very welcome

OBJECTIVE 1
Supporting a strong and resilient economy

Aligned to Local Plan policies CA1 (1) and CA2

Challenges…

- Town centre offer limited with a lack of clear identity and profile
- High levels of 'out-commuting'
- Limited local skills and training offer and lack of pathways into economic growth sectors
- Poor levels of educational attainment

…and opportunities

- Strong talent and knowledge base at RAF Brize Norton and its supply chain
- Potential increase in town centre footfall resulting from growth
- Government commitment to economic growth in Oxford-Cambridge corridor
- Relatively affordable for doing business

Strategic priorities

- Regenerate the town centre to provide a diverse and resilient offer, creating vibrancy and footfall
- Build on existing talent and knowledge to create a clearer economic identity for the area, attracting investment, supply chains and enterprise
- Establish clearer pathways for skills and learning through to aspirational local jobs
- Raise the profile of the area as a good place to live, work and learn

Initial projects

- Commission a town centre regeneration plan
- Establish a network to engage with and support local businesses
- Promote existing and new space for start-up and move on space linked to the area's economic strengths
- Promote sites for hotel use, maximising demand from RAF BN
- Explore options for greater FE presence within the town linked to growth sectors
- Support Carterton Community College with its elective programme through brokering community placements

Outcomes

A strong town centre offer that attracts patronage from local communities and visitors, anchoring a growing economic centre with a clear identity focused on growth sectors that maximise local strengths

OBJECTIVE 2
Delivering sustainable and infrastructure-led growth

Aligned to Local Plan policies
CA1 (2)

Challenges…

- How to coordinate and provide sufficient infrastructure and facilities to support additional communities
- Making sure there is a joined up approach to growth and connectivity across strategic sites
- Communities unable to fully benefit from the planned growth

…and opportunities

- More and better facilities, connectivity and infrastructure
- Better fit between housing offer and needs of local residents and workers

Strategic priorities

- Take a coordinated and collaborative approach to infrastructure serving new and existing communities
- Maximise growth opportunities within the existing urban area including redevelopment of poor quality MOD housing
- Provide a mix of housing types aligned to local needs
- Enable and equip local people to benefit from growth

Initial projects

- Infrastructure forum to coordinate across public sector, utilities etc.
- A developer forum for liaison and collaboration, with additional resources secured through Planning Performance Agreements
- Construction Skills Hub providing a skills and training dividend for local people
- Local Plan policies that ensure local employment and procurement benefits arise from new development

Outcomes

Good places to live and work, served by the necessary infrastructure and high quality and viable facilities in the right places; local communities clearly feeling the benefits of growth.

OBJECTIVE 3
Protecting and enhancing the environment and landscape setting

Aligned to Local Plan policies
CA1 (3)

Challenges…

- Potential for sprawl and loss of settlement identity/distinctiveness
- Maintaining and enhancing green spaces and biodiversity whilst providing for growth
- Existing green spaces and corridors not well connected
- Limited town centre green spaces

…and opportunities

- Strategic locations for growth making provision for new and improved green infrastructure
- Better use of land awaiting development
- Strong market gardening heritage

Strategic priorities

- Establish distinct identities for new settlements and strengthen those of existing communities
- Protect key landscape features to maximise the attractiveness of the area for residents, workers and visitors
- Extend and improve the quality of green infrastructure to encourage greater recreational and economic use and active travel choices
- Enable more community-led uses and enterprise within the natural environment, including sites awaiting future development

Initial projects

- Establish a ‘Greenwhile use’ policy to increase availability and use of green spaces prior to development
- Green infrastructure study to optimise future provision
- Start up and incubator spaces and support for local food and market gardening enterprises
- Include greening requirements within scope of town centre regeneration plan

Outcomes

New and existing settlements with a distinct identity making the most of the attractive landscape and connected by high quality and biodiverse green infrastructure that is well used by local people

OBJECTIVE 4
Improving connectivity and supporting climate resilience

Aligned to Local Plan policies CA1 (4) and CA2

Challenges…

- Limited public transport to employment, learning and culture
- A40 congestion reducing the area's attractiveness for investment
- Securing funding to accelerate carbon reduction and build climate resilience
- Resistance to behaviour changes needed to meet net zero by 2050
- Rising energy and wider living costs

…and opportunities

- Exemplary sustainability standards for new homes, retrofit and infrastructure
- Well planned places enabling more walking, cycling and public transport
- Flat topography enabling greater walking and cycling options

Strategic priorities

- Improve access to learning and earning for local people through better connections to current and new economic centres
- Ensure new growth supports connectivity improvements within the area, in particular joined-up networks for active travel and public transport
- Drive the transition to a net zero carbon economy through greener growth
- Reduce future energy costs and dependencies through local generation, retrofit and community-led schemes

Initial projects

- Contribute to the development of options for mass rapid transit along the A40 corridor
- Promote the options within the Local Walking and Cycling Improvement Plan to promoters of strategic growth sites
- Support green construction and retrofit skills through the Construction Skills Hub
- Explore options for district heating and community-led renewables as part of the West Oxfordshire Local Area Energy Plan implementation

Outcomes

Achieving net zero in new and existing places, strengthened climate resilience to protect communities that are well connected through easily accessible walking, cycling and public transport options

OBJECTIVE 5
Creating healthy, inclusive and connected communities

Aligned to Local Plan policies
CA1 (5)

Challenges…

- Churn of those working at RAF BN limiting the opportunities for integration with communities in the area
- Limited activities and facilities for young people reliant on public transport
- Pockets of anti-social behaviour
- Limited access to local health and care facilities

…and opportunities

- Greater emphasis on community/neighbourhood provision of health and care services
- Above average levels of physical activity

Strategic priorities

- Increase social capital and inclusion through investment in community infrastructure and stewardship policies
- Co-locate health, care and support services within the town centre to improve access and drive footfall
- Encourage greater levels of physical activity through services, facilities and infrastructure
- Ensure growth areas are well connected to each other, to key facilities and the town centre

Initial projects

- Collaboration on new and existing community facilities including with RAF Brize Norton and Carterton Community College
- Feasibility study for town centre health hub
- Feasibility study/ies for new sport and leisure provision to serve existing and new communities

Outcomes

A healthier and more active population with strong community groups and facilities that are readily accessible for new and existing communities

OBJECTIVE 6
Raising the profile of the area through strong collaboration

Aligned to Local Plan policies
Supporting CA1 (1-5) and CA2

Challenges…

- A lack of clear identity and profile for the town and wider area, leading to it being overlooked for investment
- Limited ambition and aspirations, with low levels of educational attainment
- Limited cultural offer or reasons for people to visit and invest
- Different and sometimes disjointed views about priorities for the area

…and opportunities

- An appetite for greater collaboration
- A new unitary council and strategic authority that will invest in areas with ambition and growth potential
- Active community groups and voluntary sector

Strategic priorities

- Establish a clear place narrative and identity that celebrates our distinct heritage whilst looking to the future
- Improve the cultural offer to generate vibrancy, more visitors and greater pride in place
- Support community-led development and asset transfers
- Establish a lasting cross-sector partnership that will set strategic direction and secure profile for the area within new regional structures
- Raise ambition and aspirations

Initial projects

- Establish partnership governance for the area, overseeing the growth framework, starting with a new 'Place Board'
- Set up a 'Carterton Area Champions' network to develop a greater sense of identity and promote the area
- Prepare a plan to celebrate future milestones (e.g. RAF BN 100) and use this to shape a cultural programme
- Commission local groups to develop place narrative, identify and collateral for the town and neighbouring new settlements

Outcomes

A clear sense of place and identity for the town, the wider area and its new and existing settlements, which together create ambition, profile and pride in place, equipping communities to drive 'good growth'.

A new place partnership

WEST OXFORDSHIRE DISTRICT COUNCIL

Place Board

A new partnership board to oversee development and delivery of the strategy for the area.

The Board would set up project groups to lead on agreed priorities

Infrastructure providers

Developers and landowners

Through the local planning authority, close liaison and collaboration on the infrastructure needed for 'good growth'

Existing and new networks and groups would all contribute to this partnership.

Project groups

Project groups

Project groups

A new place partnership

The Place Board will be the key group assuming ownership of the Carterton Area Regeneration Framework. It would be modelled on similar Boards established for programmes such as Town Deals and Pride in Place. It would draw on a wide cross section of organisations and networks.

Place Board

A new partnership board to oversee development and delivery of the strategy for the area.

The Board would set up project groups to lead on agreed priorities

Project groups

Project groups

Project groups

Existing and new networks and groups would all contribute to this partnership.

The Carterton area already has many active groups and networks. Wherever possible, these would form part of this partnership work. Where networks are not in place, these could be established, for example for local businesses.

Infrastructure

What happens next?

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Following stakeholder engagement during the summer, we will:

- Continue to develop the vision and strategic priorities, refining these as we get more feedback
- Set up and launch the Place Board
- Establish new networks where these are needed to support the Place Board (e.g. local businesses)
- Commission initial projects to create momentum
- Prepare to submit the new Local Plan, following the final round of consultation
- Begin work with partners on a town centre regeneration plan

A copy of this pack and more information is available at

https://www.westoxon.gov.uk/planning-and-building/planning-policy/carterton-area-strategy/

To get in touch with your views, comments or ideas that can help us deliver a bolder future, then please contact:

communications@westoxon.gov.uk

Where will this take us?

The approach set out in this pack will move us towards a vision that we want to build together. One that sets out a bolder future for the area. And in doing so, creates:

- Greater **ambition** for the place and higher **aspirations** for its people
- A clear and strong **profile** for the area, creating **pride** and driving **investment**
- A **vibrant** and **exciting** offer for all those who live, work and learn here
- The **resilience** that will be needed to sustain future economic shocks and adapt to the changing climate
- An **exemplar** of how to plan well for places and people to **thrive**

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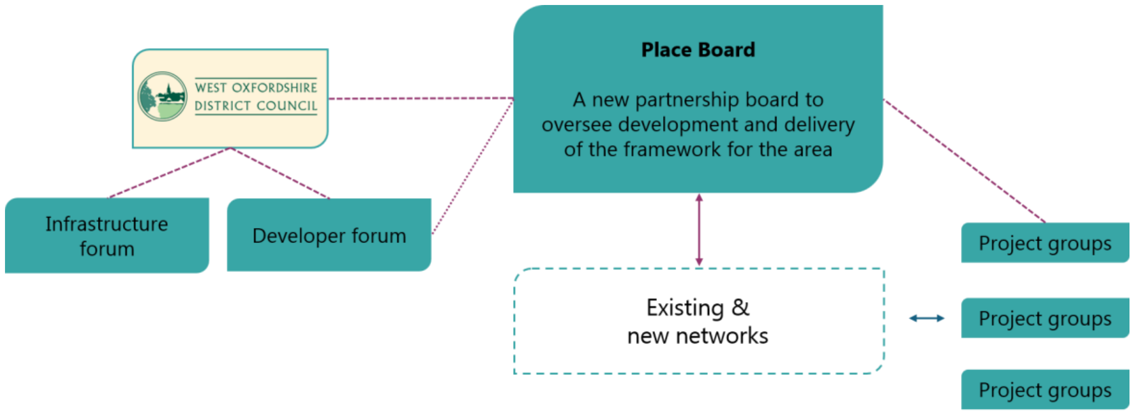
Annex C – Partnership governance proposals for the Carterton area

1. Overview

A more structured approach to a partnership for the area is proposed, as summarised below.



The shape of the governance will undoubtedly evolve over time and will be kept under regular review to ensure that it continues to fulfil its purpose. As set out in the body of the report, it is hoped that this governance will also foster a sense of all partner organisations acting as 'champions' for the area. Building this network and an associated programme of champion events and workstreams forms one of the potential initial projects and would learn from similar successful networks elsewhere in the country.

2. Roles of each group

The **Place Board** – draft terms of reference for this are included in the next section.

An **infrastructure forum** is already in place, primarily set up to support the Local Plan policies for a coordinated approach to the infrastructure required for growth. It will provide the basis to coordinate views on the outline planning applications due to be submitted for growth locations around the town and play a role in prioritisation of infrastructure asks. At present, the forum brings county and district officers together, but over time this will be widened to include representatives from other key infrastructure providers, such as health and utilities.

A new **developer forum** has been set up and meeting since May. This brings together the developers and promoters of sites within the strategic locations for growth identified in the new Local Plan. In time it is hoped that the Defence Infrastructure Organisation (DIO) will also join the group, given the opportunities identified in the new Local Plan for renewal and regeneration of MOD-owned housing areas in the town. The forum has been set up to foster the collaboration that is critical to realise the ambitions of both the regeneration framework and the new Local Plan. The developers would also become key partners within the network of area Champions once established.

There are already a range of **existing networks** active in the area and the Place Board will need to work closely with these and establish strong relationships in order to maximise engagement and increase ownership of the priorities for the programme. This will be particular important with regard to the vibrant and active networks of voluntary and community organisations that contribute to the life of the town and wider area.

In terms of establishing **new networks**, these would only be set up where there is a particular gap. One such area is a strong local business voice and therefore a new **local business network** was launched in July. This will enable businesses to engage with the regeneration programme and wider partner activity, as well as facilitating valuable networking. This network will provide a route to put forward representation onto the Place Board. Further consideration is being given to the best way to engage with young people and provide a youth perspective on the priorities and projects set out within the programme.

The establishment of **project groups** will help to widen the reach of the Board, avoiding too many organisations at the Board level (which would become unwieldy) and increasing the ownership of the activities and priorities within the programme. These will be established either as the Board sets its priorities for initial projects and/or as interested parties seek to come together to bring forward project ideas to contribute to the programme.

It is likely that a **communications and engagement project/sub-group** would be established. This would tap into the expertise in place within partner organisations and have a remit to both communicate what is happening as the programme develops and increase the level of engagement with organisations and individuals to shape priorities and future projects.

3. Terms of reference for the Place Board (version for Executive 9/9)

Carterton Area Place Board

1. Purpose

The Carterton Area Place Board exists to provide strategic leadership and coordination for the development and delivery of the Carterton Area Regeneration Programme.

The Board will bring together key public, private, community and voluntary sector partners to:

- Champion the long-term vision for the Carterton area.
- Coordinate investment and delivery activity.
- Provide oversight of strategic projects and programmes.
- Identify opportunities for collaboration and funding.
- Promote sustainable growth and improved outcomes for residents, businesses and communities.
- Support constructive engagement between partners and stakeholders.

The Board is an informal partnership body and does not hold delegated decision-making powers from participating organisations.

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2. Vision

To work collaboratively to deliver a thriving, connected and sustainable Carterton area which benefits residents, businesses, visitors and future generations.

---

3. Objectives

The Board will:

1. Support development and delivery of the Carterton Area Regeneration Framework and associated projects.
2. Monitor progress against agreed priorities and outcomes.
3. Coordinate partner activity to maximise impact and avoid duplication.
4. Champion investment opportunities and funding bids.
5. Support infrastructure improvements, housing delivery, economic growth and community development.
6. Ensure that community views and stakeholder feedback inform delivery.

7. Act as a forum for discussion of strategic issues affecting the Carterton area.

---

4. Scope

The Board's work may include:

- Economic development
- Regeneration and placemaking
- Culture, heritage and leisure
- Housing and infrastructure
- Transport and connectivity
- Environment and sustainability
- Health and wellbeing
- Skills and employment
- Community development

The Board will not:

- Override the governance arrangements of any partner organisation.
- Make decisions that commit partner organisations to expenditure or policy changes.
- Undertake statutory functions belonging to individual organisations.

---

5. Membership

Membership shall comprise senior representatives from organisations with a significant role in the future development of the Carterton area.

Indicative membership:

Organisation	Representation
Independent Chair	To be appointed following an appropriate process
West Oxfordshire District Council	Executive lead member Director of Place

Organisation	Representation
Oxfordshire County Council	Senior Representative
Carterton Town Council	Town Clerk
Parish councils	Chair of one parish council as representative of the surrounding parishes
RAF Brize Norton	Station Commander or nominated deputy
Oxford Growth Commission	Chair or nominated deputy
Enterprise Oxfordshire	Chair or nominated deputy
Member of Parliament	Charlie Maynard
Business Community	Representative from local business network
Community and voluntary sector	Representative from wider network
Health Sector	ICB / PCN representative
Abingdon and Witney College	Principal
Schools	Head of Carterton Community College, representing Carterton Schools Alliance.

Additional members may be invited by agreement of the Board.

The Board may also set up project and/or sector-specific sub-groups with terms of reference and membership agreed by the Board.

---

6. Roles and Responsibilities

Chair

The Chair will:

- Lead meetings.

- Agree agendas with the Secretariat.
- Encourage effective participation.
- Facilitate consensus.
- Represent the Partnership where appropriate.

Vice-Chair

The Vice-Chair will:

- Support the Chair.
- Chair meetings in the absence of the Chair.
- Assist with stakeholder engagement activities.

Members

Members will:

- Act in accordance with the Nolan principles for ethical conduct in public life.
- Attend and actively contribute to meetings.
- (Where appropriate) provide views from across the wider network/s they represent
- Share information and expertise.
- Champion agreed priorities within their organisations.
- Report back to their organisations and wider networks where appropriate.
- Support delivery of agreed actions.

---

7. Meeting Arrangements

- The Board shall meet quarterly.
- Extraordinary meetings may be convened by the Chair where necessary.
- Meetings may be held in person, online or in hybrid format.
- Agendas and papers will normally be issued five working days in advance.
- Draft notes and action logs will be circulated within ten working days following meetings.

---

8. Decision-Making

As an informal partnership:

- Decisions will be reached through discussion and consensus wherever possible.
- Recommendations will be recorded in meeting notes.
- Individual organisations remain responsible for securing approvals through their own governance arrangements.

Where consensus cannot be reached, differing views will be recorded.

---

9. Quorum

The Board will normally seek to operate collaboratively without formal voting.

For the purpose of conducting business, a meeting will be considered quorate where:

- The Chair or Vice-Chair is present; and
- At least five partner organisations are represented.

---

10. Programme Oversight

The Board will receive regular reports on:

- Delivery of the Carterton Area Regeneration Framework.
- Progress against milestones.
- Funding and investment opportunities.
- Risks and issues.
- Emerging policy and strategic developments.

A programme dashboard may be maintained to support monitoring.

---

11. Stakeholder Engagement

The Partnership will seek to ensure:

- Residents have opportunities to provide input.
- Businesses are engaged in relevant initiatives.
- Community groups and voluntary organisations are represented.

- Key stakeholders are kept informed of progress.

Engagement activities may include:

- Public briefings.
- Workshops.
- Consultation events.
- Digital engagement.

---

12. Communications

The Board will promote openness and transparency.

Unless otherwise agreed:

- Meeting notes will be publicly available.
- Public statements regarding Board activities will be agreed by the Chair.
- Partners may communicate Board activities through their own channels in line with an agreed communications protocol.

---

13. Conflicts of Interest

Members must declare any actual or perceived conflict of interest relating to agenda items.

The Chair may request that a member:

- Refrain from participating in discussion; or
- Withdraw from consideration of a particular item.

Declarations will be recorded in meeting notes.

---

14. Information Governance

Partners will:

- Comply with relevant data protection legislation.
- Treat confidential information appropriately.
- Share information only for legitimate partnership purposes.

---

15. Secretariat

West Oxfordshire District Council will provide secretariat support, including:

- Meeting administration.
- Agenda preparation.
- Distribution of papers.
- Recording actions and meeting notes.
- Maintaining the forward work programme.

---

16. Review

The Board will review:

- Its effectiveness annually.
- Membership annually.
- The Terms of Reference annually or sooner if required.

The Seven Nolan Principles

1. **Selflessness** – Public office holders should act solely in the public interest, not for personal gain or benefit to family and friends
2. **Integrity** – They must avoid obligations or influences that could compromise their impartiality and must declare any conflicts of interest
3. **Objectivity** – Decisions should be made fairly, on merit, and based on the best available evidence, without discrimination or bias
4. **Accountability** – Public office holders are accountable to the public for their actions and decisions and must submit to appropriate scrutiny
5. **Openness** – Decisions and actions should be transparent, with information shared unless there are lawful reasons to withhold it
6. **Honesty** – They should be truthful and promote honesty in public life
7. **Leadership** – Public office holders should exemplify these principles, actively promoting them and challenging poor behaviour when observed

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ANNEX D - DRAFT RISK REGISTER (PROGRAMME LEVEL)

ID	Risk	Date Identified	Risk Owner	Original Likelihood	Original Impact	Impact	Original Risk Score	Mitigation	Residual Likelihood	Residual Impact	Residual Risk Score
1	Key stakeholders fail to buy-in to the development and/or delivery of the strategy	01/04/2026	MR	4	4	Unable to deliver effectively or set appropriate priorities	16	Continual s/holder engagement; develop clear narrative on purpose and benefit of the programme; secure advocates for the work	3	4	12
2	Gap between expectations and resources to deliver agreed priorities	01/05/2026	MR/DT	4	3	Reputational damage and lack of engagement	12	Manage expectations; early preparation of cases and being ‘bid ready’; avoid over-reliance on WODC	3	3	9
3	Failure to agree governance and/or representation within new partnership structures	01/05/2026	MR	4	4	Delays and inability to gain wider ownership of priorities	16	Use trusted brokers; be tactical where needed; use sub-groups to widen participation	4	3	12
4	Lack of clarity in respective scope of strategy and Local Plan policies	01/05/2026	MR/CH	3	3	Confusion and duplication	9	Continue close working with planning, OCC etc; use LP objectives to ensure alignment	2	2	4
5	Developer proposals fail to provide appropriate infrastructure within a collaborative approach	01/05/2026	MR/CH	5	4	Uncoordinated and piecemeal approach to growth sites; inability to maximise benefits of growth for community	20	Set out early stall on expectations; invest in resource to drive collaboration; pitch commercial upside	3	4	12
6	Failure to attract investment (public and/or private) into the town for the required regeneration and improved offer	01/05/2026	MR/SS	4	4	Area continues to fall short of potential	16	Develop strong prospectus; demonstrate early wins; foster and use network of champions	4	4	16
7	Inadequate programme management resources leading to loss of capacity and momentum	01/06/2026	DT/HR	4	3	Slower progress and potential reputational damage	12	Develop options for programme resources; seek early decision	3	3	9

Project Brief

The programme aims to develop and deliver a framework for growth and regeneration in the Carterton Area. It will align with the Local Plan objectives for the area and establish projects and workstreams to maximise the benefits of future growth for local communities and deliver regeneration of the existing town and wider area.

Criteria	Score	Justification
Energy Use	0	Whilst the programme is likely to support/include projects that align with the Local Energy Action Plan and lead to positive impacts, it is also likely to include new development that would add to overall energy use.
GHGs	2	The framework aims to guide the type of growth expected in the area and in doing so encourage a modal shift to more active travel and public transport, greener construction methods and better use of existing assets than would otherwise be the case
Air quality	2	As above, the programme should reduce pollutants through better connectivity and more local jobs/less out-commuting compared with growth that will happen without this in place. Town centre greening will also help improve local air quality.
Land use change	0	Whilst the programme will explicitly encourage more and better green infrastructure, it is also likely to include proposals for new development, e.g. for employment and skills uses, which could see some existing land uses change from green to built/urban
Soil and waterway health	4	The programme includes enabling greater collaboration between developers and landowners promoting strategic growth sites. This will include collaboration on the infrastructure required to serve new development and this should in turn lead to better solutions, more targeted investement and joined-up liaison with utilty providers, riparian owners etc
Waste	0	Too early to say whether there will be any projects that would have a sigificant impact
Sustainable Transport	8	Improving connectivity and encouraging modal shift is a key objective within the programme. It will guide developers to implement far more of the existing (LCWIP) and future measures to encourage sustainable transport. These will also be a key aim within town centre regeneration plans. Connectivity to surrounding areas should be improved, encouraging better choices beyond the programme area.
Biodiversity	2	As with earlier responses, the programme includes objectives that seek positive impacts compared with the impact that growth would have without the programme in place. Community led projects to improve biodiversity will be particularly sought and encouraged
Climate Change Adaptation	2	The programme will support policies in place in the new Local Plan for more resilient and efficient buildings and neighbourhoods. It will seek to bring wider partners together to influence the form of development and raise standards.
Sustainable Materials	0	This would depend on the specification for any specific projects within the programme and it's too early to say at this point
Food	4	At this stage it is hoped the programme will include a significant focus on food, greater opportunities for local and community-led growing and food enterprise
Health	4	The programme's priorities include establishing more and better local health and wellbeing services to serve the community and increase town centre footfall. It will also promote greater physical activity through promoting more green infrastructure and community-led projects that use those spaces. It will enable better planning of facilities such as sports hubs through collaboration among the strategic site promoters
Housing	2	The programme will include collaboration with the DIO to renew existing MOD-owned housing in the town which will increase the quality of housing in the long term. It will also promote retrofit activities to improve the quality and energy efficiency of other housing in the area.
Education	8	The programme will include projects to establish pathways into more and better local jobs, with a particular focus on local provision for construction skills as well as innovation and skills relating to sectors that support the operation of RAF Brize Norton and its supply chain. There will be close liaison with the schools in the town and FE providers.

ANNEX E - Sustainability Impact Assessment Tool outputs

Built Community	4	A key aim of the project is to foster better placemaking through collaboration between developers and greater engagement of partners in the planning of new settlements. It will also drive town centre regeneration with the aim of improving the offer and experience of those living, working and visiting the area.
Cultural Community	2	A more vibrant town centre offer is a key part of the programme including cultural activities and facilities. A town of culture bid was developed to provide a framework for this and further community-led projects will be initiated to develop the offer. Existing and new spaces will be sought through negotiations with developers.
Accessibility	0	This is something that is likely to feature in specific projects but not currently a particular focus of the programme and too early to assess likely impact
Local Economy and Jobs	8	This is a key aim of the programme, given the high levels of current out-commuting and lack of local employment opportunities. New enterprise and innovation centres will be sought and the profile of the area raised in order to attract greater investment and businesses to the area. Negotiations with developers will include provision for employment sites. Key projects will include a construction skills hub and defence innovation/skills centre
Safety	2	The potential for positive impacts is likely to focus on the town centre and opportunities through the regeneration plan to improve security and introduce better design to reduce crime, anti-social behaviour and the fear of crime. Engagement with young people will also be enabled to promote new and better activities that should help to reduce ASB.
Democratic Voice	2	New partnership goverance will be established which will increase the ability of organisations to influence decisions and shape strategy. In turn, those organisations will include those that are embedded within the community and therefore increase representation. Partners will be encouraged to reach out to communities and engage with the proposals as they develop. Specific projects are also likely to include further enagement depending on the nature of the project.
Equity	3	Positive impact on groups with protected characteristics.

WEST OXFORDSHIRE DISTRICT COUNCIL	**WEST OXFORDSHIRE DISTRICT COUNCIL**
Name and date of Committee	**EXECUTIVE – 9 SEPTEMBER 2026.**
Subject	**CIVIL PENALTY AND ENFORCEMENT POLICY**
Wards affected	All
Accountable member	Cllr Alistair Wray, Executive Member for Environment Email: alistair.wray@westoxon.gov.uk
Accountable officer	Mandy Fathers, Head of Service for Environment and Revenues and Benefits Email: mandy.fathers@westoxon.gov.uk
Report author	Philip Measures, Service Leader Email: philip.measures@westoxon.gov.uk
Summary/Purpose	To renew the Civil Penalties and Enforcement Policy for Private Sector Housing Enforcement
Annexes	Annex A – Housing Civil Penalties Policy Annex B – Offences now covered by Civil Penalties, Annex C – Equality Impact Assessment, Annex D – Sustainability Impact Assessment.
Recommendation(s)	That the Executive resolves to: 1. Approve the updated Housing Civil Penalties Policy .
Corporate priorities	• Putting Residents First • A Good Quality of Life for All
Key Decision	No
Exempt	No
	Portfolio Holders. Business Manager Housing

1. EXECUTIVE SUMMARY

1.1 This report renews the Civil Penalties and Enforcement Policy (CPP) for Private Sector Housing. This Policy was first introduced in July 2025 prior to the enactment of the Renters' Rights Act 2025. With the new Act in place, it is necessary to renew the Policy to bring the changes powers and duties within the scope of the policy.

2. BACKGROUND

2.1 **The Policy for Civil Penalties.** This is a specific policy for private sector housing under the Council's Enforcement Policy. It sets out the methodology for issuing civil penalty fines for Housing offences, as an alternative to prosecution. The above-mentioned Renters' Rights Act 2025 places a greater demand and expectation to improve standards in the private rented sector through advice and regulation. The expectation of the Ministry of Housing Communities and Local Government is for enforcement through the application of Civil Penalties where necessary, and the fines received can be used to support the cost of this work. It is therefore important to have a robust Civil Penalties Policy that is up to date with current legislation and tribunal decisions on the application of penalties.

2.2 This policy is set out in accordance with statutory guidance and the model policy developed by the Association of Chief Environmental Health Officers. It is consistent with the policy adopted by Cherwell District Council. It will come into effect upon approval.

2.3 The Policy is set out in Annex A. With respect to the Renters' Rights Act 2025, the scope of Civil Penalties is changed. The Renters' Rights Act 2025 significantly expands the enforcement powers of local housing authorities against landlords and letting agents:

- **Hazard and Poor Condition Fines:** Councils can impose fines of up to £7,000 for a first breach where serious (Category 1) hazards exist in a property and could reasonably have been fixed.
- **Increased General Maximum Fines:** The general maximum civil penalty for housing offences and continuing or repeated breaches under the Housing Act 2004 has increased from £30,000 to £40,000.
- **Specific Letting Process Breaches:** New civil penalties have been introduced for discriminatory practices against tenants with children (under Section 33) and for failing to specify the proposed rent in a written advertisement or offer (under Section 56).
- **Rent Repayment Orders:** Tenants can now also apply to a tribunal for Rent Repayment Orders (RROs) of up to two years' rent.

2.4 The list of offences now covered by Civil Penalties are outlined in Annex B

3. ALTERNATIVE OPTIONS

3.1 The Council may approve, amend, or reject the proposed policies as they see fit.

4. FINANCIAL IMPLICATIONS

4.1 Separate reports have been submitted with respect to the financial implications from the Renters' Rights Act 2025. The wider scope for Civil Penalties will introduce additional fines that, when recovered, can be used for the specific purpose of private sector housing enforcement.

5. LEGAL IMPLICATIONS

5.1 The legal framework for the imposition of penalties and enforcement generally is set out in the Civil Penalties Policy.

6. RISK ASSESSMENT

6.1 The risk of not having a current policy is the possible challenge to the amount of civil penalty fine levied. Decisions could be modified or overturned at Tribunal if Council actions are not underpinned by current, clear and reasonable policies.

7. EQUALITIES IMPACT

7.1 The EIA is contained in Annex C.

8. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

8.1 There are no direct climate and ecological implications. The assessment summary is provided in Annex D.

9. BACKGROUND PAPERS

9.1 None

(END)

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WEST OXFORDSHIRE
DISTRICT COUNCIL

Housing Civil Penalties Policy

Civil penalties under the Renters' Rights Act 2025 and other housing legislation

Document Control and Overview

Organisation(s)	West Oxfordshire District Council
Policy Title	Housing Civil Penalties Policy
Author	Principal Environmental Health Officer
Owner	Principal Environmental Health Officer
Version	1.4
Document Reference	
Approval Date	September 2026
Policy Review Cycle	3 years
Latest Review Date	September 2029

Version 1.1 (July 2026)

Document Revision History

Revision Date	Reviser	Previous Version	Description of Revision
July 2026	Paul Lankester	1.0	1. Removed the words “in particular” in two locations 2. Adjusted the wording of the aggravating factor for “Attempting to end a tenancy by service of a notice to quit - Section 16E(1)(b) of the Housing Act 1988” 3. Adjusted the wording of the aggravating factor for “Attempting to end a tenancy orally or requiring that it is ended orally - Section 16E(1)(c) of the Housing Act 1988” 4. Adjusted the wording of the aggravating factor for “Serving a possession notice that attempts to end a tenancy outside the prescribed Section 8 process - Section 16E(1)(d) of the Housing Act 1988” 5. For all breaches, changed the wording from “offence-specific” to “breach-specific” mitigating and aggravating factors 6. Amended Housing Act 2004 section title to include breaches 7. Added Section 6A Housing Act 2004 to introductory overview and Housing Act 2004 breaches and offences section 8. Amended wording of “Failure to give an existing tenant prescribed information about changes made by the Renters’ Rights Act 2025 in the prescribed form and timeframe - paragraph 7(2) of schedule 6 to the Renters’ Rights Act 2025 (The power to impose a civil penalty for this breach is contained in Section 16I(1) of the Housing Act 1988, as amended by paragraph 7(1) of Schedule 6 to the Renters’ Rights Act 2025)” to correct a lack of clarity within the statutory guidance. 9. s.72(1) HA 2004 offence - changed wording of offence-specific aggravating factor to “The condition and/or facilities of the unlicensed property.”

Document Approvals

This document has been approved by:

Approval	Date
Approved by Executive	September 2026
Version 1.1 approved by Service Lead Environmental Protection and Portfolio Holder for Housing	

Document Distribution

Name	Job Title

Contents

1.0 Civil penalties under the Renters' Rights Act 2025 and other housing legislation

1.1 This policy applies once the Council has made a decision to commence civil penalty proceedings.

1.2 In this policy, the term 'landlord' should be read as including letting agents, managing agents, licensors, property owners, corporate landlords, directors of corporate landlords, registered providers of social housing and any other person involved in the letting or management of accommodation.

1.3 In this policy, the term 'corporate landlord' should be read as referring to a body corporate that meets the definition of 'landlord' above.

1.4 In this policy, the terms 'House in Multiple Occupation' or 'HMO' are defined by the Housing Act 2004.

1.5 The following breaches are subject to a civil penalty with a statutory maximum of £5,000:

- Requiring a relevant person to make a prohibited payment under section 1 or section 2 of the Tenant Fees Act 2019.
- Unlawfully retaining a holding deposit under schedule 2 of the Tenant Fees Act 2019.
- Failing to comply with a remedial notice under Regulation 6 of the Smoke and Carbon Monoxide Alarm (England) Regulations 2015 (as amended).
- Letting a substandard property under Regulation 23 of the Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015.
- Registering false or misleading information on the PRS exemptions register under Regulation 36 of the Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015.
- Failing to comply with a Compliance Notice under Regulation 37 of the Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015.
- Failing to belong to a redress scheme for lettings agency work under Article 3 of the Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014.
- Failing to belong to a redress scheme for property management work under Article 5 of the Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014.

1.6 The following breaches are subject to a civil penalty with a statutory maximum of £7,000:

- Failure to give a written statement of terms and any other prescribed information under section 16D of the Housing Act 1988.

- Attempting to let a property for a fixed term under section 16E of the Housing Act 1988.
- Attempting to end a tenancy by service of a notice to quit under section 16E of the Housing Act 1988.
- Attempting to end a tenancy orally or requiring that it is ended orally under section 16E of the Housing Act 1988.
- Serving an eviction notice that attempts to end a tenancy outside the prescribed section 8 process under section 16E of the Housing Act 1988.
- Relying on a ground where the landlord does not reasonably believe that the landlord is/will be able to obtain possession under section 16E of the Housing Act 1988.
- Failing to provide a tenant with prior notice that a ground which requires it may be used under section 16E of the Housing Act 1988.
- Failure to give an existing tenant prescribed information about changes made by the Renters' Rights Act 2025 in the prescribed form and timeframe under paragraph 7(2) of schedule 6 to the Renters' Rights Act 2025.
- Discrimination relating to children in the lettings process under section 33 of the Renters' Rights Act 2025.
- Discrimination relating to benefits in the lettings process under section 34 of the Renters' Rights Act 2025.
- Failure to specify proposed rent within a written advertisement or offer under section 56 of the Renters' Rights Act 2025.
- Inviting, encouraging or accepting any offer of rent greater than the stated rate under section 56 of the Renters' Rights Act 2025.
- Failure by the responsible person to secure the removal of a Category 1 hazard at qualifying residential premises, other than the common parts of a building containing one or more flats, where it would have been reasonably practicable for them to do so, under Section 6A of the Housing Act 2004.

1.7 The following offences are subject to a civil penalty with a statutory maximum of £30,000:

- Conduct giving rise to liability under section 8, where within the preceding five years the landlord or letting agent has either (i) had a relevant penalty (under s8 for breach of s1 or s2 of the Tenant Fees Act 2019) imposed for a different breach of the same section and the final notice has not been withdrawn, or (ii) been convicted under s12 of an offence in respect of such a breach, under section 12 of the Tenant Fees Act 2019.

1.8 The following breaches are subject to a civil penalty with a statutory maximum of £40,000:

- Breach of duty under Regulation 3, 3B, 3C, and 3D of the Electrical Safety Standards in the Private Rented Sector and Social Rented Sector (England) Regulations 2020 (as amended).

1.9 The following offences are subject to a civil penalty with a statutory maximum of £40,000:

- Unlawful eviction and harassment of occupier under section 1 of the Protection from Eviction Act 1977.
- Continuation of conduct subject to a relevant penalty (under s.16I or s.16K Housing Act 1988) after the 28-day period (or, if appealed, after conclusion of the appeal) where the final notice has not been withdrawn under section 16J of the Housing Act 1988
- Conduct giving rise to liability under s.16I, where within the preceding five years the landlord has either (i) had a relevant penalty (under s.16I or s.16K Housing Act 1988) imposed for different conduct and the final notice has not been withdrawn, or (ii) been convicted under s.16J for different conduct under section 16(J) of the Housing Act 1988.
- Relying on a ground knowing the landlord would not be able to obtain possession or being reckless as to whether they would under section 16J of the Housing Act 1988.
- Breach of restrictions relating to reletting (s16(E)(2) Housing Act 1988) or remarketing (s16(E)(3) Housing Act 1988) a property within restricted period after using Grounds 1 or 1A of Schedule 2 Housing Act 1988 under section 16J of the Housing Act 1988.
- Breach of a banning order under section 21 of the Housing and Planning Act 2016.
- Failure to comply with an Improvement Notice under section 30 of the Housing Act 2004.
- Contravention of an overcrowding notice under section 139 of the Housing Act 2004.
- Failure to obtain a selective licence under section 95 of the Housing Act 2004.
- Failure to obtain an HMO licence under section 72 of the Housing Act 2004.
- Knowingly permitting over-occupation of an HMO under section 72 of the Housing Act 2004.
- Failure to comply with management regulations in respect of HMOs under section 234 of the Housing Act 2004.
- Failure to comply with HMO licence conditions under section 72 of the Housing Act 2004.
- Failure to comply with selective licence conditions under section 95 of the Housing Act 2004.

1.10 If a landlord has committed multiple breaches or offences, a separate civil penalty can, and usually will, be imposed for each breach and offence. In each case, the level of any civil penalty imposed will be determined in accordance with this policy.

If multiple landlords have committed the same breach or offence at the same property, a separate civil penalty can, and usually will, be imposed on each offender. In each case, the level of civil penalty imposed on each offender will be in accordance with this policy.

1.11 This policy outlines the Council's methodology and mechanism for assessing and setting the level of a civil penalty at all stages where a civil penalty is under consideration, including the preparation of a notice of intent, and where a final decision has been made to impose a civil penalty.

1.12 When applying the civil penalties matrix, interim calculations at individual stages may result in figures that exceed the statutory maximum. Where the final amount reached following application of all relevant steps exceeds the statutory maximum, the civil penalty will be reduced to the applicable statutory maximum.

1.13 The Council considers the need for transparency and consistency to be of primary importance to ensure fairness in the discharge of its functions. The general objective of this policy is, therefore, to promote both transparency and consistency in the imposition of financial penalties so that those involved in the letting or management of accommodation (a) know how the Council will generally penalise relevant breaches and offences and (b) are assured that, generally, like cases will be penalised similarly, and different cases penalised differently.

1.14 The Council recognises that, despite its best efforts, landlords may operate unlawfully for a significant period without detection, and that only a proportion of those committing relevant breaches and offences will be identified. Accordingly, the Council seeks to ensure that civil penalties are set at a level that makes it clear to the landlord concerned and to others that operating unlawfully as a landlord is financially disadvantageous when compared to operating lawfully.

1.15 The Council has a duty to act fairly, transparently and consistently when assessing civil penalties. To maintain fairness between all landlords, the Council will not give weight to claims advanced as factors that might reduce the amount of a civil penalty unless those claims are supported by evidence that the Council reasonably considers to be relevant, reliable, credible, and sufficient in scope and detail to enable proper assessment of the claim, having regard to the nature of the claim, the information ordinarily available to the landlord, and the need for consistent and fair decision-making. Allowing inadequately evidenced assertions to influence outcomes would risk rewarding those who provide incomplete or misleading information and would create an unfair advantage over landlords who provide a full and properly evidenced account. Accordingly, the Council expects landlords against whom a civil penalty is being considered to provide all documents and records that would ordinarily exist if their account were accurate. Where such evidence is not provided, and no explanation that the Council considers adequate is given, the Council may draw an adverse inference.

1.16 Where claims are advanced without sufficient supporting evidence, the Council may request specified supporting material before determining whether to issue a final notice or whether any mitigation has been sufficiently evidenced so as to justify a lower civil penalty.

The further objectives of using financial penalties as a means of enforcing the above breaches and offences are explained below.

2.0 Statutory Guidance

2.1 The Government has issued statutory guidance entitled "Civil penalties under the Renters' Rights Act 2025 and other housing legislation", and "Tenant Fees Act 2019 statutory guidance for enforcement authorities" . The Council has regard to this guidance in the exercise of their functions in respect of civil penalties.

2.2 The Council has considered the following factors in developing this civil penalty policy to help ensure that the civil penalty is set at an appropriate level.

Severity of the breach or offence. The more serious the breach or offence, the higher the penalty should be.

Culpability and track record of the offender. A higher penalty will be appropriate where the offender has a history of failing to comply with their obligations and/or their actions were deliberate and/or they knew, or ought to have known, that they were in breach of their legal responsibilities.

The harm caused to the tenant. This is a very important factor when determining the level of penalty. The greater the actual harm or the potential for harm, principally to the tenant but also potentially the local community, the higher the penalty should be.

Punishment of the offender. The penalty should, in a way that is fair, both punish the offender and demonstrate the consequences of not complying with their responsibilities.

Deter the offender from repeating breaches or offences. The ultimate goal is to prevent any further offending and help ensure that the offender fully complies with all of their legal responsibilities in future. The level of the penalty should therefore be set at a level that it is likely to have a very significant deterrent effect.

Deter others from committing similar breaches or offences. While the fact that someone has received a civil penalty may not be in the public domain, the civil penalty policy itself will be and local authorities should consider how their formal enforcement activity can be effectively publicised.

An important part of deterrence is the realisation on the part of landlords that the local housing authority is proactive in levying civil penalties where the need to do so exists and the civil penalty will be set at a high enough level such that operating lawfully will be the sensible financial choice.

Remove any financial benefit the offender may have obtained as a result of committing the breach or offence. The principle here is that it should not be in the offender's financial interest to commit a breach or offence rather than comply, for example that the penalty for breaching licensing conditions in respect of occupancy of a property is less than the additional rent received as a result of the over-crowding. The absence of any financial benefit to the landlord does not mean though that the penalty should be reduced.

3.0 Civil Penalties Matrix

3.1 In determining the level of a civil penalty, officers will have regard to the matrix set out below. The matrix consists of the following sequential steps:

1. Determining the starting point based on the seriousness of the breach or offence.
2. Adjustment for factors relating to the type of landlord; size and type of portfolio controlled, owned or managed; experience of the landlord ("Landlord Type")
3. Mitigating and aggravating factors the Council deems significant including, but not limited to, factors relating to the track record and culpability of the landlord and the actual or potential harm to the occupants.
4. Financial considerations.
5. Applying the totality principle.

3.2 Starting point based on seriousness of the breach or offence

The Ministry of Housing, Communities & Local Government has provided statutory guidance that prescribes starting points for all breaches and offences based on the seriousness of the breach or offence. The exception to this prescription is for breaches of licensing conditions under sections 72(3) and 95(2) of the Housing Act 2004, where the Council has determined its own starting levels based on the seriousness of the specific licence condition or type of licence condition that has not been complied with.

3.3 Adjustment for factors relating to the type of landlord; size and type of portfolio controlled, owned or managed; experience of the landlord ("Landlord Type")

While all landlords are expected to comply fully with their legal obligations, the Council considers that a higher standard of professionalism and regulatory awareness is reasonably expected of landlords who operate at greater scale, who have greater experience, or who are involved in more complex forms of letting. Where such landlords fail to comply with their obligations, this will ordinarily justify a higher civil penalty.

A higher degree of professionalism is expected of landlords who:

- Control, own, or manage a significant portfolio of properties;
- Have significant experience in the letting or management of property;
- Are or have been involved in the letting or management of Houses in Multiple Occupation (HMOs);
- Are corporate landlords; or
- Are or have been directors of corporate landlords.

An upward adjustment of 20% of the applicable starting point will be applied where the landlord meets any one or more of the following criteria:

- The landlord has, at any point in time, controlled, owned, or managed six or more properties. These properties need not have been held concurrently or at the time civil penalty proceedings are brought.
- The landlord has, at any point in time, controlled, owned, or managed three or more properties that operated as HMOs, whether or not concurrently.
- The landlord is, or has previously been, a director of a corporate landlord.
- The landlord is a corporate landlord.
- The landlord has, in the Council's assessment and by reference to the available evidence, significant experience in the letting or management of property.

A downward adjustment of 20% of the applicable starting point will be applied only where all of the following criteria are met:

- The landlord has, at any point in time, controlled, owned, or managed no more than two properties.
- The landlord has controlled, owned, or managed no more than one property that has operated as an HMO, at any point in time.
- The landlord has, in the Council's assessment and by reference to the available evidence, very limited experience in the letting or management of property.

3.4 Mitigating and aggravating factors the Council deems significant including, but not limited to, factors relating to the track record and culpability of the landlord and the actual or potential harm to the occupants

To promote fairness and consistency in the administration of civil penalties, the Council will apply a structured and consistent framework when determining the extent to which mitigating and aggravating factors affect the quantum of any civil penalty.

3.5 General approach

Each breach or offence may have offence-specific mitigating and/or aggravating factors, which will be considered alongside the generic factors set out below.

Where multiple civil penalties are issued under this policy against the same landlord at the same time, and except where expressly stated otherwise, mitigating and aggravating factors will be considered and applied separately to each civil penalty when determining the quantum of each penalty.

3.6 Mitigating factors

The Council may reduce the level of a civil penalty by up to 20% of the applicable starting point to reflect the presence of mitigating factors.

Only in exceptional circumstances may the Council depart from the application of this policy in respect of mitigating factors and apply a reduction in excess of 20%. Exceptional circumstances are rare and unusual and are not established merely by the presence of multiple mitigating factors.

Within the framework of this policy, the Council has not sought to provide an exhaustive list of mitigating factors, recognising that a wide range of circumstances may potentially give rise to mitigation. However, the following generic mitigating factors will be considered in respect of each breach or offence:

3.7 Steps taken to remedy the basis of the breach or offence

Non-exhaustive examples include:

- Promptly remedying all elements of the breach or offence after receiving communication from the Council.
- Promptly remedying all the significant elements of the breach or offence leaving only less significant elements of the breach or offence.

<u>A high level of cooperation</u>

Non-exhaustive examples include:

- Proactive provision of significant information the Council reasonably considers relevant beyond that required by statutory notice.

<u>Acceptance of liability</u>

Non-exhaustive examples include:

- Accepting liability before or within the period for representations.

Where a landlord relies on a reasonable excuse defence or otherwise contests liability, this mitigating factor will not usually apply.

<u>Health circumstances</u>

Non-exhaustive examples include:

- A serious health condition or medical incident experienced by the landlord during, or in the period immediately preceding, the breach or offence, where there is clear and reliable evidence that the condition had a direct and material impact on the landlord's ability to comply with the relevant legal obligation. Examples may include, but are not limited to, a heart attack, stroke, cancer diagnosis, or other acute or serious medical event causing significant incapacity or impairment.

<u>Diminished culpability (limited responsibility)</u>

Non-exhaustive examples include:

- A joint landlord who has evidenced that compliance arrangements for the subject property were directed and controlled by another joint landlord, and not by them.
- A landlord who became involved only after an unforeseen change in circumstances (such as the death of the previous landlord) and who committed the breach or offence only for a limited period while putting their affairs in order.

The instruction of a managing or letting agent, or reliance on an agent's actions or omissions, will not of itself constitute diminished culpability.

3.8 Aggravating factors

The Council may increase the level of a civil penalty by up to 20% of the applicable starting point to reflect the presence of aggravating factors.

Only in exceptional circumstances may the Council depart from the application of this policy in respect of aggravating factors and apply an increase in excess of 20%. Exceptional circumstances are rare and unusual and are not established merely by the presence of multiple aggravating factors.

The following generic aggravating factors will be considered in respect of each breach or offence:

<u>Previous history of non-compliance.</u>

Non-exhaustive examples include:

- Previous successful prosecutions (including relevant spent convictions), previous civil penalties, previous rent repayment orders, previous works in default, previous simple cautions.

Concurrent investigations or proceedings relating to other civil penalties, prosecutions, or rent repayment orders will not be treated as previous non-compliance.

Non-cooperation with the Council.

Non-exhaustive examples include:

- Failure to comply with notices issued under section 16 of the Local Government (Miscellaneous Provisions) Act 1976, section 235 of the Housing Act 2004, or section 114 of the Renters' Rights Act 2025.
- Failing to provide a substantive response to a letter of alleged offence.
- Failing to attend previously agreed meetings.

Where the Council has prosecuted, or is pursuing a prosecution, in respect of the same act or omission involving failure to provide legally required information (including failure to comply with a statutory notice), that conduct will not also be treated as an aggravating factor for the purposes of setting the civil penalty, in order to avoid double counting.

Where multiple civil penalties are imposed against the same landlord at the same time, this aggravating factor will be applied only to the civil penalty with the highest starting point, unless there is a clear and reasoned basis for applying it differently.

Deliberate intent or negligence when committing the offence.

Non-exhaustive examples include:

- Knowledge that the breach or offence was occurring.
- Continuation of offending after communication from the Council.
- Premeditation or planning, including steps taken to prevent detection or effective investigation.
- Providing false or misleading information to the Council.
- Applying pressure to occupants to deter cooperation with the Council.

The number of occupants affected.

Non-exhaustive examples include:

- 3-5 occupants affected.

Duration of non-compliance.

Non-exhaustive examples include:

- The offence or breach occurred over a 3–6 month period.

Vulnerability of occupants

Non-exhaustive examples include children and young adults, persons vulnerable by reason of age, disability or sensory impairment, persons with drug or alcohol dependency, victims of domestic abuse, children in care, persons with complex health needs, persons who do not speak English as a first language, victims of trafficking or sexual exploitation, refugees, asylum seekers, and pregnant women.

Financial considerations

The Council will review the quantum of the civil penalty and consider whether it is sufficient to act as an effective deterrent to future non-compliance. Where the Council has evidence that it considers to be sufficiently reliable regarding rental income and/or asset value from the landlord, it may determine that an increase in the level of the penalty is appropriate in order to achieve effective deterrence.

It is essential that, as an absolute minimum, landlords do not financially benefit from their offending behaviour.

Financial circumstances will ordinarily be considered after any written representations have been received and as part of the determination of any final notice.

Where a landlord seeks to rely on a strained or limited financial position as a basis for reducing the level of a civil penalty, that position must be supported by appropriate and verifiable evidence sufficient to enable the Council to assess the landlord’s financial position consistently, objectively, and transparently. Unsupported assertions, partial disclosure, or selective provision of information will not be given weight.

At a minimum, and where such information exists, the following should be provided as part of any written representations:

- The last three full tax years full self-assessment tax returns filed with HMRC, including all additional and supplemental pages;
- The last three full tax years’ SA302 documents & tax year overviews;
- The last three months’ payslips;
- The last three years P60 certificates;
- The last twelve months’ Universal Credit payment statements;
- A list of all property assets owned or jointly owned (not limited to rental properties), together with corresponding Land Registry title documents;
- A list of all property assets owned, or held on a long lease, by any corporate entity in which the landlord has a beneficial interest, together with corresponding Land Registry documentation;
- The most recent annual mortgage statement for each property, or the last twelve months’ mortgage statements where the mortgage has been in place for less than twelve months;
- Valuation statements for all ISAs held;
- Statements from any cryptoasset exchange accounts showing balances and valuations;
- A list of all shareholdings;
- Recent bank statements for any account holding a balance in excess of £5,000;

- Recent statements for all secured and unsecured loans;
- Bankruptcy orders and official notifications of bankruptcy.

Where the Council is not satisfied that it has been provided with sufficiently reliable, complete, and accurate information to assess the landlord's financial position, the Council may draw the inference that the landlord is able to pay the civil penalty as imposed.

A claimed inability to pay will not, of itself, outweigh the need to ensure effective deterrence or to remove any financial benefit obtained as a result of the breach or offence.

3.9 The Totality Principle

The Council will have regard to the totality principle to ensure that the overall outcome of its enforcement action is just and proportionate. In exceptional cases, and having regard to the particular circumstances of the case, the Council may take account of totality at an earlier stage by deciding not to pursue a civil penalty in respect of a specific breach or offence where doing so would render the overall outcome disproportionate.

In general, however, the application of the totality principle will form the final step in the Council's decision-making process, undertaken after any written representations have been considered and before final notices are issued, once the level of each individual civil penalty has been assessed in accordance with this policy.

As a final step before issuing final notices, the Council will consider whether multiple civil penalties being imposed under this policy against the same landlord at the same time result in an aggregate amount that is just and proportionate. Where the Council concludes that the aggregate amount would not be just and proportionate, it will consider whether a proportionate reduction of the penalties is appropriate.

The totality principle does not operate across different legal persons who are separately liable in law, nor does it operate across civil penalties imposed at different times. In general, it applies only to multiple civil penalties imposed under this policy on the same person at the same time. Where, however, legislation provides that an officer of a body corporate, or a person concerned in its management, may be separately liable in relation to the same conduct as the body corporate, and that officer also holds a shareholding interest in the body corporate, the Council will, where civil penalties are imposed at the same time on both the body corporate and the officer arising from that same conduct, consider whether the combined outcome results in punitive duplication and is therefore not just and proportionate.

Where a reduction is applied under the totality principle, the Council will ordinarily do so by applying a uniform percentage reduction across all relevant civil penalties being issued at the same time, being those civil penalties that form part of the same totality assessment. Where, however, the application of the totality principle is required to address punitive duplication arising from a shared economic interest between a body corporate and an officer, the Council may apply a differential adjustment to ensure that the overall outcome is just and proportionate.

This approach reflects the statutory guidance on the application of the totality principle and is intended to promote consistency, transparency, and proportionality, while avoiding arbitrary or selective adjustment of individual penalties.

In accordance with the statutory guidance, any rent repayment orders made in respect of the same breach or offence will be disregarded for the purposes of assessing the totality of civil penalties under this policy.

4.0 Offences and breaches where a civil penalty may be levied and relevant considerations as to the level of that penalty

4.1 Protection from Eviction Act 1977 offences

4.1.1 Unlawful eviction and harassment of occupier - section 1 of the Protection from Eviction Act 1977

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£35,000	£40,000	£28,000	£35,000	£42,000

Offence-specific mitigating factors:
- None.

Offence-specific aggravating factors:
- Violence or threats of violence.
- Disposal of possessions or threats to dispose of possessions.
- Breach or evasion of an injunction or undertaking.
- Loss of home.

4.2 Housing Act 1988 breaches and offences

4.2.1 Failure to give a written statement of terms and any other prescribed information - section 16D of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£4,000	£7,000	£3,200	£4,000	£4,800

Breach-specific mitigating factors:

- Provision of some of the required terms and prescribed information within the required period.

Breach-specific aggravating factors:

- None.

4.2.2 Attempting to let a property for a fixed term - section 16E(1)(a) of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£4,000	£7,000	£3,200	£4,000	£4,800

Breach-specific mitigating factors:

- None.

Breach-specific aggravating factors:

- None.

4.2.3 Attempting to end a tenancy by service of a notice to quit - section 16E(1)(b) of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£6,000	£7,000	£4,800	£6,000	£7,200

Breach-specific mitigating factors:

- None.

Breach-specific aggravating factors:

- Tenant vacates property within four months of the attempt to end a tenancy by service of a notice to quit..

4.2.4 Attempting to end a tenancy orally or requiring that it is ended orally - section 16E(1)(c) of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£6,000	£7,000	£4,800	£6,000	£7,200

Breach-specific mitigating factors:

- None.

Breach-specific aggravating factors:

- Tenant vacates property within four months of the attempt to end a tenancy orally.

4.2.5 Serving a possession notice that attempts to end a tenancy outside the prescribed section 8 process - section 16E(1)(d) of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£6,000	£7,000	£4,800	£6,000	£7,200

Breach-specific mitigating factors:

- None.

Breach-specific aggravating factors:

- Tenant vacates property within four months of the attempt to end a tenancy outside the prescribed Section 8 process.

4.2.6 Relying on a ground where the person does not reasonably believe that the landlord is, will, or may be able to obtain possession on that ground and the tenant(s) surrendered the tenancy within the period of four months beginning with the date of the contravention, without an order for possession of the dwelling-house being made - section 16E(1)(e) of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£6,000	£7,000	£4,800	£6,000	£7,200

Breach-specific mitigating factors:

- None.

Breach-specific aggravating factors:

- None.

4.2.7 Failing to provide a tenant with prior notice that a ground which requires it may be used - section 16E(1)(f) of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£3,000	£7,000	£2,400	£3,000	£3,600

Breach-specific mitigating factors:
- None.

Breach-specific aggravating factors:
- None.

4.2.8 Failure to give an existing tenant prescribed information about changes made by the Renters' Rights Act 2025 in the prescribed form and timeframe - paragraph 7(2) of schedule 6 to the Renters' Rights Act 2025 (The power to impose a civil penalty for this breach is contained in Section 16I(1) of the Housing Act 1988, as amended by paragraph 7(1) of Schedule 6 to the Renters' Rights Act 2025)

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£4,000	£7,000	£3,200	£4,000	£4,800

Breach-specific mitigating factors:
- Provision of some of the required prescribed information within the required period.
- Provision of prescribed information but not in the prescribed form.

Breach-specific aggravating factors:
- None.

4.2.9 Continuation of conduct subject to a relevant penalty (under s.16I or s.16K Housing Act 1988) after the 28-day period (or, if appealed, after conclusion of the appeal) where the final notice has not been withdrawn — section 16J(3) of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
Double the starting level for the two constituent breaches added together	£40,000	Dependent on the constituent breaches	Dependent on the constituent breaches	Dependent on the constituent breaches

Offence-specific mitigating factors:

- None.

Offence-specific aggravating factors:

- None.

4.2.10 Conduct giving rise to liability under s.16I, where within the preceding five years the person has either (i) had a relevant penalty (under s.16I or s.16K Housing Act 1988) imposed for different conduct and the final notice has not been withdrawn, or (ii) been convicted under s.16J for different conduct – section 16(J)(4) of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
Double the starting level for the two constituent breaches added together	£40,000	Dependent on the constituent breaches	Dependent on the constituent breaches	Dependent on the constituent breaches

Offence-specific mitigating factors:

- Dependent on the most recent conduct giving rise to liability to a civil penalty under section 16I of the Housing Act 1988.

Offence-specific aggravating factors:

- Dependent on the most recent conduct giving rise to liability to a civil penalty under section 16I of the Housing Act 1988.

4.2.11 Relying on a ground where the person knows that the landlord would not be able to obtain an order for possession on that ground, or being reckless as to whether the landlord would be able to do so and the tenant(s) surrendered the tenancy within the period of four months beginning with the date the ground was relied on, without an order for possession of the dwelling-house being made – section 16J(1) of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£30,000	£40,000	£24,000	£30,000	£36,000

Offence-specific mitigating factors:
- None.

Offence-specific aggravating factors:
- None.

4.2.12 Breach of restrictions relating to reletting (s16(E)(2) Housing Act 1988) or remarketing (s16(E)(3) Housing Act 1988) a property within restricted period after using Grounds 1 or 1A of Schedule 2 Housing Act 1988 - section 16J(2) of the Housing Act 1988

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£25,000	£40,000	£20,000	£25,000	£30,000

Offence-specific mitigating factors:
- None.

Offence-specific aggravating factors:
- None.

4.3 Housing and Planning Act 2016 offences

4.3.1 Breach of a banning order - section 21(1) of the Housing and Planning Act 2016

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£35,000	£40,000	£28,000	£35,000	£42,000

Offence-specific mitigating factors:
- A single, isolated incident.

Offence-specific aggravating factors:
- Concealment or evasion.

4.4 Renters Rights Act 2025 breaches

4.4.1 Discrimination relating to children in the lettings process – section 33(1) of the Renters' Rights Act 2025

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£6,000	£7,000	£4,800	£6,000	£7,200

Breach-specific mitigating factors:
- None.

Breach-specific aggravating factors:
- None.

4.4.2 Discrimination relating to benefits in the lettings process – section 34(1) of the Renters' Rights Act 2025

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£6,000	£7,000	£4,800	£6,000	£7,200

Breach-specific mitigating factors:
- None.

Breach-specific aggravating factors:
- None.

4.4.3 Failure to specify proposed rent within a written advertisement or offer – section 56(2) of the Renters' Rights Act 2025

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£3,000	£7,000	£2,400	£3,000	£3,600

Breach-specific mitigating factors:
- None.

Breach-specific aggravating factors:
- None.

4.4.4 Inviting, encouraging or accepting any offer of rent greater than the stated rate – section 56(3) of the Renters' Rights Act 2025

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£4,000	£7,000	£3,200	£4,000	£4,800

Breach-specific mitigating factors:
- None.

Breach-specific aggravating factors:
- None.

4.5 The Electrical Safety Standards in the Private Rented Sector and Social Rented Sector (England) Regulations 2020 breach of duties

4.5.1 Failure to comply with The Electrical Safety Standards in the Private Rented Sector and Social Rented Sector (England) Regulations 2020 Regulation 3: (3)(b), (3)(d), (3)(e). Regulation 3D: (a), (b), (c), (f)

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£5,000	£40,000	£4,000	£5,000	£6,000

Breach-specific mitigating factors:
- The report or record evidences that the electrical installations were compliant at all points.

Breach-specific aggravating factors:

- The number or nature or severity of the issues observed on the report or record.

4.5.2 Failure to comply with The Electrical Safety Standards in the Private Rented Sector and Social Rented Sector (England) Regulations 2020 Regulation 3: (1)(a), (1)(b), (1)(c), (3)(a), (3)(c), (3)(ca), (5)(b), (5)(c). Regulation 3B: (1)(a), (1)(b), (1)(c). Regulation 3C: (1), (2)(a). Regulation 3D: (d), (e).

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£12,500	£40,000	£10,000	£12,500	£15,000

Breach-specific mitigating factors:

- The report or record evidences that the electrical installations were compliant at all points.

Breach-specific aggravating factors:

- The number or nature or severity of the issues observed on the report or record.

4.5.3 Failure to comply with The Electrical Safety Standards in the Private Rented Sector and Social Rented Sector (England) Regulations 2020 Regulation 3: (4), (5a), (6). Regulation 3C: (2)(b), (4).

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£20,000	£40,000	£16,000	£20,000	£24,000

Breach-specific mitigating factors:

- None.

Breach-specific aggravating factors:

- The number or nature or severity of the issues observed on the report or record.

4.6 Housing Act 2004 breaches and offences

4.6.1 Failure by the responsible person to secure the removal of a Category 1 hazard at qualifying residential premises, other than the common parts of a building containing one or more flats, where it would have been reasonably practicable for them to do so - Section 6A of the Housing Act 2004.

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£6,000	£7,000	£4,800	£6,000	£7,200

Breach-specific mitigating factors:

- Access prevented by occupant(s) despite appropriate landlord steps

Breach-specific aggravating factors:

- None.

4.6.2 Failure to comply with an improvement notice - section 30(1) of the Housing Act 2004

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£25,000	£40,000	£20,000	£25,000	£30,000

Offence-specific mitigating factors:

- The nature and extent of hazard(s) that are present once the deadline for compliance has passed.
- Whether the property is unoccupied once the deadline for compliance has passed.
- Access to the property was prevented by the actions or refusal of the occupant(s) and a landlord can evidence that they took steps to obtain access to the property for the purpose of carrying out the required works, but those steps fell short of establishing a reasonable excuse for non-compliance.

Offence-specific aggravating factors:

- The nature and extent of hazard(s) that are present once the deadline for compliance has passed.

4.6.3 Failure to comply with an overcrowding notice - section 139(7) of the Housing Act 2004

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£20,000	£40,000	£16,000	£20,000	£24,000

Offence-specific mitigating factors:

- None.

Offence-specific aggravating factors:

- The level of overcrowding present.

4.6.4 Failure to obtain an HMO licence - section 72(1) of the Housing Act 2004

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£17,000	£40,000	£13,600	£17,000	£20,400

Offence-specific mitigating factors:
- None.

Offence-specific aggravating factors:
- The landlord has knowledge or experience of licensing requirements.
- The condition and/or facilities of the unlicensed property.

4.6.5 Knowingly permitting over-occupation of an HMO - section 72(2) of the Housing Act 2004

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£20,000	£40,000	£16,000	£20,000	£24,000

Offence-specific mitigating factors:
- There are suitable amenity and space provisions in the HMO.

Offence-specific aggravating factors:
- The level of over-occupation present.

4.6.6 Failure to Comply with The Management of Houses in Multiple Occupation [England] Regulations 2006 and The Licensing and Management of Houses in Multiple Occupation (Additional Provisions) (England) Regulations 2007 – section 234(3) of the Housing Act 2004

The Management of Houses in Multiple Occupation (England) Regulations 2006 impose duties on the persons managing HMOs in respect of:
- Providing information to occupiers [Regulation 3]
- Taking safety measures, including fire safety measures [Regulation 4]
- Maintaining the water supply and drainage [Regulation 5]
- Supplying and maintaining gas and electricity, including having these services/appliances regularly inspected [Regulation 6]
- Maintaining common parts [Regulation 7]
- Maintaining living accommodation [Regulation 8]
- Providing sufficient waste disposal facilities [Regulation 9]

The Licensing and Management of Houses in Multiple Occupation (Additional Provisions) (England) Regulations 2007 impose duties on the persons managing HMOs as defined by Section 257 Housing Act 2004 in respect of:

- Providing information to occupiers [regulation 4]
- Taking safety measures, including fire safety measures [regulation 5]
- Maintaining the water supply and drainage [regulation 6]
- Supplying and maintaining gas and electricity, including having these services/appliances regularly inspected [regulation 7]
- Maintaining common parts [regulation 8]
- Maintaining living accommodation [regulation 9]
- Providing sufficient waste disposal facilities [regulation 10]

Where there are multiple breaches of a single Management Regulation at a single HMO, a single civil penalty will be imposed which will cover all the breaches of that Management Regulation.

Where multiple Management Regulations have been breached at a single HMO, a separate civil penalty will be imposed for each Management Regulation that has been breached.

Name of Management Regulation	Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
Duty of manager to provide information to occupier	£3,000	£40,000	£2,400	£3,000	£3,600

Offence-specific mitigating factors:

- The nature and extent of offences within the specific regulation

Offence-specific aggravating factors:

- The nature and extent of offences within the specific regulation
- The landlord has refused to provide any outstanding contact information more than 48 hours after it has been requested by an occupant or on behalf of an occupant.

Name of Management Regulation	Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
Duty of manager to take safety measures	£20,000	£40,000	£16,000	£20,000	£24,000

Offence-specific mitigating factors:

- The number, nature and extent of offences within the specific regulation

Offence-specific aggravating factors:

- The number, nature and extent of offences within the specific regulation

Name of Management Regulation	Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
Duty of manager to maintain water supply and drainage	£10,000	£40,000	£8,000	£10,000	£12,000

Offence-specific mitigating factors:

- The number, nature and extent of offences within the specific regulation

Offence-specific aggravating factors:

- The number, nature and extent of offences within the specific regulation

Name of Management Regulation	Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
Duty of manager to supply and maintain gas and electricity	£12,000	£40,000	£9,600	£12,000	£14,400

Offence-specific mitigating factors:

- The number, nature and extent of offences within the specific regulation

Offence-specific aggravating factors:

- The number, nature and extent of offences within the specific regulation

Name of Management Regulation	Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
Duty of manager to maintain common parts, fixtures, fittings and appliances	£7,000	£40,000	£5,600	£7,000	£8,400

Offence-specific mitigating factors:

- The number, nature and extent of offences within the specific regulation

Offence-specific aggravating factors:

- The number, nature and extent of offences within the specific regulation

Name of Management Regulation	Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
Duty of manager to maintain living accommodation	£7,000	£40,000	£5,600	£7,000	£8,400

Offence-specific mitigating factors:

- The number, nature and extent of offences within the specific regulation

Offence-specific aggravating factors:

- The number, nature and extent of offences within the specific regulation

Name of Management Regulation	Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
Duty to provide waste disposal facilities	£7,000	£40,000	£5,600	£7,000	£8,400

Offence-specific mitigating factors:

- The nature and extent of offences within the specific regulation

Offence-specific aggravating factors:

- The nature and extent of offences within the specific regulation
- The lack of sufficient refuse and/or litter containers either inside and/or outside the property has been previously reported
- The refuse and/or litter that requires disposal includes hazardous materials

4.7 Breach of licence conditions – Section 72(3) Housing Act 2004

4.7.1 All granted HMO licences impose a set of conditions on the licence holder. It is important that the licence holder of a licensed property complies with all imposed conditions, but the Council recognises that a failure to comply with certain licence conditions is likely to have a much bigger impact on the safety and comfort of residents than others.

4.7.2 The starting levels for each different type of licence condition breach is set out below based on the seriousness of the offence. Where a licence condition could be interpreted to fall within two different potential starting levels, the higher starting level will be chosen.

4.7.3 Where multiple licence conditions have been breached at a single property, a separate civil penalty will be imposed for each licence condition that has been breached.

4.7.4 Failure to comply with licence conditions related to:

- Signage or the provision of information for tenants
- Provision of written terms of occupancy for tenants
- Procedures regarding complaints
- Procedures regarding vetting of incoming tenants
- Compliance with deposit protection legislation
- The recording and provision of information regarding rent payments
- Procedures relating to rent collection
- The provision of information regarding occupancy of the property
- The provision of information regarding change of managers or licence holder details
- The provision of information related to changes in the property
- Requirements relating to the sale of the property
- Attending training courses
- Requirements to hold insurance
- The provision of insurance documentation
- The provision of or obtaining of suitable references
- The provision of keys and alarm codes
- Security provisions for access to the property
- The provision of suitable means for occupiers to regulate temperature
- Carrying out items on a schedule of works not otherwise mentioned in the HMO licence conditions section of this policy, relating to non-compliance with items on a schedule of works

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£4,000	£40,000	£3,200	£4,000	£4,800

Offence-specific mitigating factors:

- The nature and extent of the licence condition breach

Offence-specific aggravating factors:

- The nature and extent of the licence condition breach

4.7.5 Failure to comply with licence conditions related to:

- Procedures and actions regarding Inspections
- Procedures regarding Repair issues
- Maintenance and use of common parts (including gardens, outbuildings and property exterior) and living areas
- Safeguarding occupiers and minimising disruption during works
- The provision of information regarding alterations and construction works
- Procedures regarding emergency issues
- Waste and waste receptacles, pests, minor repairs, alterations or decoration.
- Giving written notice prior to entry
- Allowing access for inspections
- Minimising risk of water contamination
- The compliance of furnishings or furniture with fire safety regulations
- Carrying out items on a schedule of works in relation to provision of mechanical extraction or electrical sockets

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£7,000	£40,000	£5,600	£7,000	£8,400

Offence-specific mitigating factors:
- The nature and extent of the licence condition breach

Offence-specific aggravating factors:
- The nature and extent of the licence condition breach

4.7.6 Failure to comply with licence conditions related to:

- The provision of documentation regarding energy performance certificates, fire detection and prevention, emergency lighting, carbon monoxide detection, fire risk assessments, gas installations, electric installations and appliances
- Notification of legal proceedings, contraventions and other relevant information that may affect a fit and proper person status
- Procedures and actions regarding ASB
- Carrying out items on a schedule of works in relation to the provision of personal hygiene facilities, kitchen facilities or heating

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£12,500	£40,000	£10,000	£12,500	£15,000

Offence-specific mitigating factors:
- The nature and extent of the licence condition breach

Offence-specific aggravating factors:
- The nature and extent of the licence condition breach

4.7.7 Failure to comply with licence conditions related to:

- Minimum floor areas
- Occupancy rates
- Occupancy of rooms or areas that are not to be used as sleeping accommodation
- Limits on number of households allowed to occupy the property or part of the property

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£20,000	£40,000	£16,000	£20,000	£24,000

Offence-specific mitigating factors:
- The nature and extent of the licence condition breach

Offence-specific aggravating factors:
- The nature and extent of the licence condition breach

4.7.8 Failure to comply with licence conditions related to:

- The condition or existence of smoke alarms, carbon monoxide alarms, emergency lighting, gas installations, electric installations and appliances, fire detection or other fire safety features or requirements
- The provision and maintenance of safe means of escape, including requirements to keep escape routes and exits free from obstruction
- Carrying out items on a schedule of works in relation to fire safety or the provision of a carbon monoxide detector

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£25,000	£40,000	£20,000	£25,000	£30,000

Offence-specific mitigating factors:
- The nature and extent of the licence condition breach

Offence-specific aggravating factors:
- The nature and extent of the licence condition breach

4.8 Tenant Fees Act 2019 breaches and offences

4.8.1 Requiring a relevant person to make a prohibited payment under section 1 or section 2 of the Tenant Fees Act 2019

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£3,000	£5,000	£2,400	£3,000	£3,600

Breach-specific mitigating factors:
- None.

Breach -specific aggravating factors:
- Failure to pay tenant back or the amount paid of the excess fees charged.

4.8.2 Unlawfully retaining a holding deposit under schedule 2 of the Tenant Fees Act 2019

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£3,000	£5,000	£2,400	£3,000	£3,600

Breach -specific mitigating factors:
- None.

Breach -specific aggravating factors:
- Failure to pay tenant back or the amount paid of the excess fees charged.

4.8.3 Conduct giving rise to liability under section 8, where within the preceding five years the landlord or letting agent has either (i) had a relevant penalty (under s8 for breach of s1 or s2 of the Tenant Fees Act 2019) imposed for a different breach of the same section and the final notice has not been withdrawn, or (ii) been convicted under s12 of an offence in respect of such a breach, under section 12 of the Tenant Fees Act 2019

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£12,500	£30,000	£10,000	£12,500	£15,000

Offence-specific mitigating factors:

- None.

Offence-specific aggravating factors:

- Failure to pay tenant back or the amount paid of the excess fees charged.

4.9 Smoke and Carbon Monoxide Alarm (England) Regulations 2015 (as amended) breaches

4.9.1 Failing to comply with a remedial notice under Regulation 6 of the Smoke and Carbon Monoxide Alarm (England) Regulations 2015 (as amended)

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£4,000	£5,000	£3,000	£4,000	£5,000

Breach -specific mitigating factors:

- Access to the property was prevented by the actions or refusal of the occupant(s) and a landlord can evidence that they took steps to obtain access to the property for the purpose of carrying out the required works, but those steps fell short of establishing a reasonable excuse for non-compliance.

Breach -specific aggravating factors:

- The number of alarms not working or missing.

4.10 Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 breaches

4.10.1 Privately rented properties must meet minimum energy efficiency standards as determined by the Energy Performance Certificate (EPC). These regulations allow the Council to issue civil penalties and/or impose a “publication penalty” which means publishing details of the breach on the PRS exemption register for a minimum period of 12 months. Where the Council imposes civil penalties on a landlord in relation to multiple regulation breaches at the same time, the total penalty must not exceed £5,000.

4.10.2 Letting a substandard property under Regulation 23 of the Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 for less than three months

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£2,000	£2,000	£1,600	£2,000	£2,000 plus 2-year Publication Penalty

Breach -specific mitigating factors:
- How far below the minimum energy efficiency standard the property fell.

Breach -specific aggravating factors:
- How far below the minimum energy efficiency standard the property fell.

4.10.3 Letting a substandard property under Regulation 23 of the Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 for three months or more

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£4,000	£4,000	£3,200	£4,000	£4,000 plus 4-year Publication Penalty

Breach -specific mitigating factors:
- How far below the minimum energy efficiency standard the property fell.

Breach -specific aggravating factors:
- How far below the minimum energy efficiency standard the property fell.

4.10.4 Registering false or misleading information on the PRS exemptions register under Regulation 36(2) of the Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£1,000	£1,000	£800 plus 1-year Publication Penalty	£1,000 plus 2-year Publication Penalty	£1,000 plus 4-year Publication Penalty

Breach -specific mitigating factors:
- None.

Breach -specific aggravating factors:
- None.

4.10.5 Failing to comply with a Compliance Notice under Regulation 37(4)(a) of the Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£2,000	£2,000	£1,600	£2,000	£2,000 plus 2-year Publication Penalty

Breach -specific mitigating factors:
- None.

Breach -specific aggravating factors:
- None.

4.11 Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014 breaches

4.11.1 Failing to belong to a redress scheme for lettings agency work under Article 3 of the Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£5,000	£5,000	£4,000	£5,000	£6,000

Breach -specific mitigating factors:
- None.

Breach -specific aggravating factors:
- None.

4.11.2 Failing to belong to a redress scheme for property management work under Article 5 of the Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014

Starting point	Statutory maximum civil penalty amount	Landlord Type downward adjustment	No Landlord Type adjustment	Landlord Type upward adjustment
£5,000	£5,000	£4,000	£5,000	£6,000

Breach -specific mitigating factors:

- None.

Breach -specific aggravating factors:

- None.

4.12 Process for imposing a civil penalty and the right to make written representations

4.12.1 Notice of intent

Before imposing a civil penalty on a landlord, the Council will give the landlord a notice of intent. The notice of intent will set out:

- The amount of the proposed civil penalty
- The reasons for proposing to impose the civil penalty
- Information about their right to make written representations

4.12.2 Right to make written representations

A landlord who is given a notice of intent may make written representations to the Council about the proposal to impose a civil penalty. Any representations must be made within a period of 28 days beginning with the day after the date on which the notice of intent was given.

4.12.3 Decision after the representations period

After the end of the period for representations the Council will:

- Decide whether to impose a civil penalty on the landlord; and
- If it decides to impose a civil penalty, decide the amount of the penalty. This amount can be higher or lower than the amount stated in the notice of intent.

A landlord’s rectification of the identified breach or offence during the representations period will rarely, of itself, lead the Council to conclude that the imposition of a civil penalty is inappropriate. However, compliance at that stage will usually be relevant to the assessment of mitigating factors that may reduce the level of any civil penalty imposed.

Similarly, an admission of liability will rarely, of itself, lead the Council to conclude that the imposition of a civil penalty is inappropriate. An admission of liability will, however, usually be relevant to the assessment of mitigating factors that may reduce the level of any civil penalty imposed.

4.12.4 Final notice

If, following the receipt of written representations and/or the expiry of the time period to make written representations, the Council decides to impose a civil penalty on the landlord, it will give the landlord a final notice imposing that penalty.

The final notice will set out:

- The amount of the civil penalty
- The reasons for imposing the penalty
- Information about how to pay the penalty
- The period for payment of the penalty
- Information about rights of appeal
- The consequences of failure to comply with the notice

4.13 Discount for prompt payment

4.13.1 Where a civil penalty imposed by a final notice is paid in full within the period specified in that notice (normally 28 days beginning with the day after the final notice is given), the Council will apply a discount of 15% to the amount of the civil penalty.

The availability of the discount is conditional upon full payment being received within the specified period. The discount period will not be extended or suspended by the bringing of an appeal. A landlord who chooses to appeal may still benefit from the discount by paying the civil penalty in full within the specified period; however, where payment is not made within that period, the discount will not apply.

Illustrative example of the application of the discount
The landlord of an HMO property fails to obtain a licence. They only operate two HMO properties and there are no other relevant factors or aggravating features. The starting point for the offence under the Council's civil penalties matrix is £17,000.

Following the issue of a notice of intent proposing a civil penalty of £17,000, the landlord makes written representations. Having considered those representations, the Council determines to impose a civil penalty of £16,000, as set out in the final notice.

If the landlord pays the civil penalty in full within the payment period specified in the final notice, a 15% prompt payment discount is applied, resulting in a discounted payment of £13,600.

4.14 Appeals

4.14.1 A landlord who is given a final notice may appeal to the First-tier Tribunal (Property Chamber) against the decision to impose a civil penalty and/or the amount of the civil penalty. Any appeal must be made within 28 days beginning with the day after the date on which the final notice was given.

Where an appeal is brought, the final notice is suspended until the appeal is finally determined or withdrawn.

An appeal to the First-tier Tribunal is by way of a re-hearing of the Council's decision. In determining an appeal, the Tribunal may have regard to matters of which the Council was unaware at the time the decision to impose the civil penalty was made.

The Tribunal may dismiss an appeal if it is satisfied that the appeal is frivolous, vexatious, an abuse of process, or has no reasonable prospect of success.

The First-tier Tribunal may invite the parties to consider mediation or another form of alternative dispute resolution. The Council will not generally agree to mediation in relation to the level of a civil penalty, as civil penalties are determined by reference to this Policy to promote fair, consistent, and proportionate outcomes. Agreeing reductions outside the Policy framework would risk undermining consistency and the Council's enforcement objectives.

On determination of an appeal, the Tribunal may:

- Confirm the civil penalty
- Vary the amount of the civil penalty (whether by increase or reduction)
- Cancel the civil penalty

Where the Tribunal varies a civil penalty by increasing its amount, it may do so only up to the applicable statutory maximum for the relevant breach or offence.

A party to the appeal may apply for permission to appeal the decision of the First-tier Tribunal to the Upper Tribunal (Lands Chamber).

4.15 Policy review and updates

To ensure this policy stays up to date with changes in legislation and relevant caselaw, this policy authorises the Service Leader Environmental Protection, in consultation with the Portfolio Holder for Housing to approve updates to this policy where such changes are consistent with the overall policy approach.

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Annex B. Offences Covered by Civil Penalties

- unlawful eviction and harassment of occupier as defined under the Protection from Eviction Act 1977
- failure to give a written statement of terms under section 16D of the Housing Act 1988
- failure to give an existing tenant information about changes made by the Renters' Rights Act under paragraph 7(2) of schedule 6 to the Renters' Rights Act 2025
- attempting to let a property for a fixed term under section 16E of the Housing Act 1988
- attempting to end a tenancy orally or by service of a notice to quit under section 16E of the Housing Act 1988
- serving an eviction notice that attempts to end a tenancy outside the prescribed section 8 process under section 16E of the Housing Act 1988
- relying on a ground where the person does not reasonably believe that the landlord is/will be able to obtain possession under section 16E of the Housing Act 1988
- relying on a ground knowing the landlord would not be able to obtain possession or being reckless as to whether they would under section 16J of the Housing Act 1988
- failing to provide a tenant with prior notice that a ground which requires it may be used under section 16E of the Housing Act 1988
- reletting or remarketing a property before expiry of the 12 month no-let period after using the moving and selling grounds under sections 16E and 16J of the Housing Act 1988
- failure to comply with an Improvement Notice under section 30 of the Housing Act 2004
- offences in relation to licensing of houses in multiple occupation (HMOs) under section 72 of the Housing Act 2004
- offences in relation to licensing of other houses under section 95 of the Housing Act 2004
- contravention of an overcrowding notice under section 139 of the Housing Act 2004
- failure to comply with management regulations in respect of houses in multiple occupation under section 234 of the Housing Act 2004
- breach of a banning order under section 21 of the Housing and Planning Act 2016
- discriminating against prospective tenants during the letting process on the grounds that those tenants are in receipt of benefits or have children under sections 33 and 34 of the Renters' Rights Act 2025
- marketing a letting without stating the proposed rent under section 56 of the Renters' Rights Act 2025

- inviting or encouraging any person to offer to pay an amount of rent under the proposed letting that exceeds the stated rent under section 56 of the Renters’ Rights Act 2025
- accepting an offer from any person to pay an amount of rent under the proposed letting that exceeds the stated rent under section 56 of the Renters’ Rights Act 2025

Statutory guidance, Civil penalties under the Renters' Rights Act 2025 and other housing legislation MHCLG November 2025.

Annex C

Equality and Rurality Impact Assessment Form

When completing this form you will need to provide evidence that you have considered how the 'protected characteristics' may be impacted upon by this decision. In line with the General Equality Duty the Council must, in the exercise of its functions, have due regard for the need to:

a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;

b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This form should be completed in conjunction with the guidance document available on the Intranet

Once completed a copy should be emailed to cheryl.sloan@publicagroup.uk to be signed off by an equalities officer before being published.

1. Persons responsible for this assessment:

Names: Philip Measures	
Date of assessment: 13/07/26	Telephone: Email:philip.measures@publicagroup.uk

2. Name of the policy, service, strategy, procedure or function:

The Civil Penalties Enforcement Policy, Environmental Protection Service.

3. Briefly describe it aims and objectives

This report renews the private sector housing policy for Civil Penalties. The renewal is required to take account of legislative changes and to take into account new guidance and the provisions of the Renters' Rights Act 2026.

4. Are there any external considerations? (e.g. Legislation/government directives)

The Housing Act 2004 The Housing and Planning Act 2016 LACORS guidance The Renters' Rights Act 2026.

5. What evidence has helped to inform this assessment?

Source	✓	If ticked please explain what
Demographic data and other statistics, including census findings	✓	Private Sector Housing Stock Conditions Survey.
Recent research findings including studies of deprivation	☐	
Results of recent consultations and surveys	☐	
Results of ethnic monitoring data and any equalities data	☐	
Anecdotal information from groups and agencies within Gloucestershire	☐	
Comparisons between similar functions / policies elsewhere	☐	
Analysis of audit reports and reviews	☐	
Other:	✓	Ist Tier Property Tribunal decisions, meaning the current Private Sector Housing policies are out of date.

6. Please specify how intend to gather evidence to fill any gaps identified above:

At West Oxfordshire, a business case is proposed to carry out a new PSH Stock Conditions Survey because the existing one is over 10 years old. At Cotswold and Forest of Dean District Council this work has been completed.

7. Has any consultation been carried out?

No, this is not required.

If NO please outline any planned activities

8. What level of impact either directly or indirectly will the proposal have upon the general public / staff? (Please quantify where possible)

Level of impact	Response
NO IMPACT – The proposal has no impact upon the general public/staff	✓
LOW – Few members of the general public/staff will be affected by this proposal	☐
MEDIUM – A large group of the general public/staff will be affected by this proposal	☐
HIGH – The proposal will have an impact upon the whole community/all staff	☐
The policy renews an existing, so the impact should be positive. Landlords who are non-complaint, may face additional sanctions as a result of this policy being in place.	

9. Considering the available evidence, what type of impact could this function have on any of the protected characteristics?
Negative – it could disadvantage and therefore potentially not meet the General Equality duty;
Positive – it could benefit and help meet the General Equality duty;
Neutral – neither positive nor negative impact / Not sure

	Potential Negative	Potential Positive	Neutral	Reasons	Options for mitigating adverse impacts
Age – Young People			✓	The policy is concerned with the regulation of conditions in private sector housing, for the benefit of all residents. It does not introduce anything new that would have either a positive or negative impact on individuals with protected characteristics.	
Age – Old People			✓		
Disability			✓		

Sex – Male			✓		
Sex – Female			✓		
Race including Gypsy and Travellers			✓		
Religion or Belief			✓		
Sexual Orientation			✓		
Gender Reassignment			✓		
Pregnancy and maternity			✓		
Geographical impacts on one area			✓		
Other Groups			✓		
Rural considerations: i.e. Access to services; leisure facilities, transport; education; employment; broadband.			✓		

10. Action plan (add additional lines if necessary)

Action(s)	Lead Officer	Resource	Timescale
n/a			

11. Is there is anything else that you wish to add?

Declaration

I/We are satisfied that an equality impact assessment has been carried out on this policy, service, strategy, procedure or function and where an negative impact has been identified actions have been developed to lessen or negate this impact. We understand that the Equality Impact Assessment is required by the District Council and that we take responsibility for the completion and quality of this assessment.

Completed By:	Philip Measures	Date:	13/07/26
Line Manager:	Mandy Fathers	Date:	
Reviewed by Corporate Equality Officer:		Date:	

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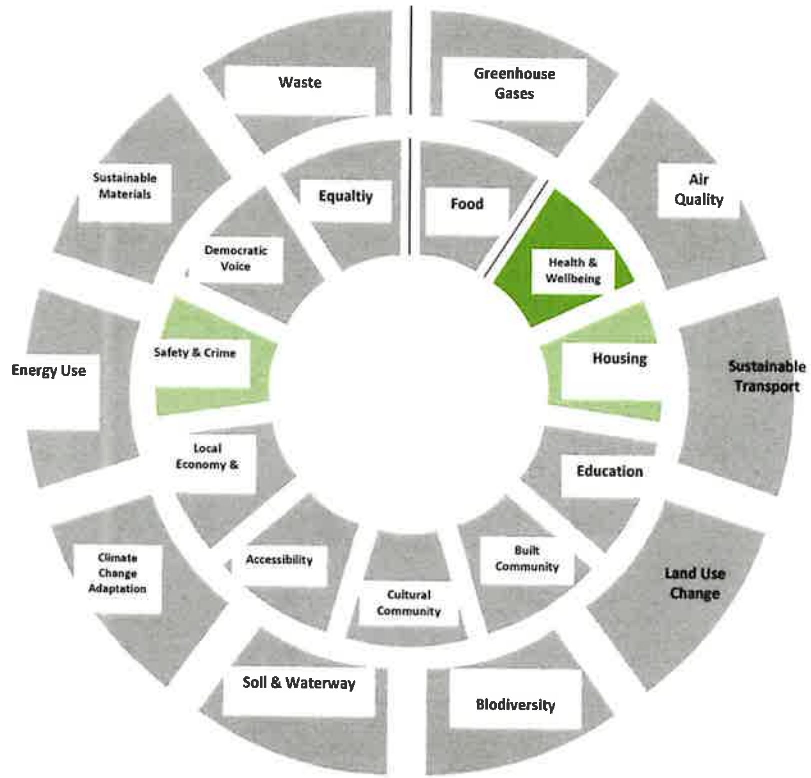
Project Brief

Approval of a new Civil Penalty Policy for Private Sector Housing

Criteria	Score	Justification
Energy Use	0	The policy could encourage landlords to make their homes more energy efficient, rather than risk a fine for letting their property without a valid EPC. This adjustment
GHGs	0	It's an enforcement policy for the application of civil penalties. The policy will not have a positive or negative impact.
Air quality	0	The policy does not deliver improvements or otherwise to air quality.
Land use change	0	The policy does not change land use.
Soil and waterway health	0	The policy has no relevance to soil and waterway health.
Waste	0	The policy itself is not relevant to waste production or use.
Sustainable Transport	0	The policy has no relevance to sustainable travel.
Biodiversity	0	The policy has no relevance to biodiversity.
Climate Change Adaptation	0	The policy has no relevance to climate change adaptation.
Sustainable Materials	0	The policy has no relevance to sustainable materials.
Food	0	The policy is not concerned with access to food.
Health	4	The deterrant effect of the Policy and Civil Penalties will drive up standards in the private rented sector, improving tenant wellbeing.
Housing	2	The delivery location is the Council District. Better regulation aims to drive up standards, thus improving the quality of homes.
Education	0	This policy is not related to education.
Built Community	0	This policy does not change the criteria for built communities.
Cultural Community	0	This policy does not impact on community culture.
Accessibility	0	The policy does not affect accessibility.
Local Economy and Jobs	0	The policy has no impact on the ecomy or jobs.
Safety	2	Better regulation of housing standards improves the health and safety of occupants.
Democratic Voice	0	There is no public engagement with respect to this policy. It is concerned with the application of national legislaltion which has already gone through a consultation
Equity	0	No impacts on groups with protected characteristics.

NB: You can filter the justifications by colour using the filter option on the 'score' column.

For example, you can choose to only print red scores so that you can review them.



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Agenda Item 16

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Agenda Item 17

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