

Public Document Pack



Committee: Executive
Date: Monday 3 October 2016
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Barry Wood (Chairman)	Councillor G A Reynolds (Vice-Chairman)
Councillor Ken Atack	Councillor Colin Clarke
Councillor John Donaldson	Councillor Tony Ilott
Councillor Kieron Mallon	Councillor D M Pickford
Councillor Lynn Pratt	Councillor Nicholas Turner

AGENDA

1. Apologies for Absence

2. Declarations of Interest

Members are asked to declare any interest and the nature of that interest that they may have in any of the items under consideration at this meeting.

3. Petitions and Requests to Address the Meeting

The Chairman to report on any requests to submit petitions or to address the meeting.

4. Urgent Business

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

5. **Minutes** (Pages 1 - 12)

To confirm as a correct record the Minutes of the meeting held on 5 September 2016.

6. **Chairman's Announcements**

To receive communications from the Chairman.

7. **Report on Refresh of Oxfordshire Local Enterprise Partnership (OxLEP) Strategic Economic Plan** (Pages 13 - 88) **6.35pm**

Report of Head of Strategic Planning and the Economy

Purpose of report

To consider the 2016 refresh of the OxLEP Strategic Economic Plan.

Recommendations

The meeting is recommended:

- 1.1 To endorse the refreshed Strategic Economic Plan in principle.

8. **Heritage Partnership Agreement (HPA) - RAF Bicester** (Pages 89 - 178) **6.45pm**

Report of Head of Development Management

Purpose of report

To seek the agreement of Executive to adopt the Heritage Partnership Agreement.

Recommendations

The meeting is recommended:

- 1.1 To adopt the Heritage Partnership Agreement (Appendix 1).

9. **Fly tipping and Environmental Enforcement** (Pages 179 - 186) **6.55pm**

Report of Head of Environmental Services

Purpose of report

To update the Executive on fly tipping and make the Executive aware of the planned actions to reduce the number of fly tip instances.

Recommendations

The meeting is recommended:

- 1.1 To note the rise in fly tipping recorded in 2015/16 following several years of small fluctuations.
- 1.2 To note the successes of the Environmental Enforcement Team in bringing action against fly tippers.
- 1.3 To support the proposed actions including the introduction of fixed penalty notices for small fly tips.

10. Establishment of Joint Local Authority Owned Companies (Pages 187 - 196)

Report of Assistant Director - Transformational Governance

Purpose of report

To begin the process of establishing joint local authority owned companies to deliver the savings identified in business cases for joint working and/or business transformation.

Recommendations

The meeting is recommended to agree the following recommendations from the Joint Commissioning Committee:

- 1.1 To note the legal, financial and human resources work that is taking place with regard to the establishment of the companies.
- 1.2 To note the decision of the Joint Commissioning Committee to appoint a Joint Shareholder committee as a sub-committee of the Joint Commissioning Committee consisting of four councillors (2 CDC and 2 SNC) with the terms of reference as set out in section 3 of this report.
- 1.3 To agree that the Joint Commissioning Committee be given delegated powers to take all executive decisions with regard to any established and future shared service and ally executive decisions relating to any joint local authority owned company established pursuant to a shared service business case, subject to a similar decision being taken by the SNC Cabinet.
- 1.4 To agree that delegated authority be given to the Joint Commissioning Committee to approve the nomination of elected Members and officers to be appointed as Directors by joint local authority owned companies, subject to a similar decision being taken by the SNC Cabinet.
- 1.5 To agree that officers be requested to establish and register joint local authority owned companies limited by shares comprising a principal Company to be wholly owned by the Councils in equal shares and a subsidiary trading company to be majority owned by the principal company with a minority interest owned by the Councils to enable the Revenues and

Benefits Business Case and other future commercial opportunities to be achieved, subject to a similar decision being taken by the SNC Cabinet.

1.6 To agree that delegated authority be given to the Chief Finance Officer in consultation with members of the Joint Shareholder Committee to take all measures necessary to enable the establishment of jointly owned companies, where business cases have been agreed, subject to a similar decision being taken by the SNC Cabinet.

1.7 To note that the Joint Commissioning Committee have requested officers to prepare a detailed implementation plan including a draft business case, financial model, articles of association, shareholder agreement and communications plan for the creation of the companies to be considered by the Joint Commissioning Committee.

11. Council Tax Reduction Scheme 2017-2018 (Pages 197 - 202) 7.05pm

Report of Chief Finance Officer

Purpose of report

To provide members with an update on the current Council Tax Reduction Scheme (CTRS) and the changes to discounts, including the impact on collection rates, and to provide members with options to consider for a Council Tax Reduction Scheme for 2017-2018 and to seek approval to consult on the approved option.

Recommendations

The meeting is recommended:

1.1 To note the contents of the report and any financial implications for the Council.

1.2 To approve the recommendation made by Budget Planning Committee to consult on Option 1 – no change to the current Council Tax Reduction Scheme or Council Tax discounts for 2017-2018 and to change only the detail of the scheme to update the Pensioner Regulations as prescribed by DCLG and to update the Working Age Regulations amounts in line with Housing Benefit.

12. Efficiency Plan - 2017/18 to 2021/22 (Pages 203 - 212) 7.10pm

Report of Chief Finance Officer

Purpose of report

To provide Executive with details of the Council's Efficiency Plan 2017/18 to 2021/22 for approval.

Recommendations

The meeting is recommended:

1.1 To approve the Efficiency Plan 2017/18 to 2021/22 (Appendix 1).

13. Budget Guidelines 2017/18 (Pages 213 - 226)

7.20pm

Report of Chief Finance Officer

Purpose of report

To set out the Budget Process for 2017/18, approve the 2017/18 Budget Strategy and agree the budget guidelines for issue to service managers.

To present the most recent Medium Term Revenue Plan (MTRP).

Recommendations

The meeting is recommended to:

- 1.1 Note the updated MTRP for the Council's revenue budget for 2017/18 to 2021/22 (Appendix 3)
- 1.2 Endorse the overall 2017/18 budget strategy and service and financial planning process set out in the report.
- 1.3 Consider and agree the proposed budget guidelines and timetable for 2017/18 (Appendices 1 and 2).

14. Amendment to Membership of Shareholder Committee

7.30pm

At the 18 July 2016 Special meeting of Executive, Members resolved to establish a Shareholder Committee as a three member sub-committee of Executive as the means by which the council shall:

- be the body for approving council nominated non-executive directors, and approving best practice policies in relation to such appointments, considering any reserved shareholder matters within the company articles;
- be responsible for agreeing and approving the framework within which the council interfaces with Council owned/influenced companies;
- exercise strategic functions flowing from the councils ownership of shares.

At the meeting, the Leader, Lead Member for Financial Management and Lead Member for Housing were appointed to the Shareholder Committee.

The Lead Member for Housing has since resigned from the Committee and Executive is therefore requested to make a replacement appointment.

Recommendation

The meeting is recommended:

- (1) to appoint a Member to the Shareholder Committee.

15. Exclusion of the Press and Public

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

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

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

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

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

“That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraph 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

16. Budget Guidelines 2017/18 - Exempt Appendix (Pages 227 - 228)

17. Contract Award - Temporary Accommodation (Pages 229 - 234) 7.40pm

Exempt report of Chief Finance Officer and Head of Regeneration and Housing

(Meeting scheduled to close at 7.40pm)

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwellandsouthnorthants.gov.uk or 01295 221589 prior to the start of the meeting.

Declarations of Interest

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

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

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

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

This agenda constitutes the 5 day notice required by Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in terms of the intention to consider an item of business in private.

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

Queries Regarding this Agenda

Please contact Natasha Clark, Democratic and Elections
natasha.clark@cherwellandsouthnorthants.gov.uk, 01295 221589

Sue Smith
Chief Executive

Published on Friday 23 September 2016

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Agenda Item 5

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 5 September 2016 at 6.30 pm

Present: Councillor Barry Wood (Chairman), Leader of the Council
Councillor G A Reynolds (Vice-Chairman), Deputy of the Council

Councillor Ken Atack, Lead Member for Financial Management
Councillor Colin Clarke, Lead Member for Planning
Councillor John Donaldson, Lead Member for Housing
Councillor Tony Ilott, Lead Member for Public Protection
Councillor Kieron Mallon, Lead Member for Banbury Futures
Councillor Lynn Pratt, Lead Member for Estates and the Economy
Councillor Nicholas Turner, Lead Member for Joint Working and ICT

Also Present: Councillor Sean Woodcock, Leader of the Labour Group
Councillor Les Sibley

Apologies for absence: Councillor D M Pickford, Lead Member for Clean and Green

Officers: Karen Curtin, Commercial Director
Scott Barnes, Director of Strategy and Commissioning
Ian Davies, Director of Operational Delivery
Kevin Lane, Head of Law and Governance / Monitoring Officer
Paul Sutton, Chief Finance Officer / Section 151 Officer
Adrian Colwell, Head of Strategic Planning and the Economy, for agenda item 8
Jo Pitman, Head of Transformation, for agenda item 14
Chris Stratford, Head of Regeneration and Housing, for agenda item 16
Natasha Clark, Interim Democratic and Elections Manager

39 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

41 **Urgent Business**

There were no items of urgent business.

42 **Minutes**

The minutes of the meetings held on 4 July 2016 and 18 July 2016 were agreed as correct records and signed by the Chairman.

43 **Chairman's Announcements**

The Chairman made the following announcements:

1. Members of the public were permitted to film, broadcast and report on the meeting, subject to the efficient running of the meeting not being affected.
2. He would be changing the order of the agenda taking agenda item 8, Neighbourhood Planning: Decision on whether to proceed to a Referendum for the Bloxham Neighbourhood Plan and agenda item 9, Air Quality Update before agenda item 7. All subsequent agenda items would be considered in the order printed on the agenda.

44 **Neighbourhood Planning: Decision on whether to proceed to a Referendum for the Bloxham Neighbourhood Plan**

The Head of Strategic Planning and the Economy submitted a report to seek a decision on whether to proceed to a Referendum for the Bloxham Neighbourhood Plan.

In introducing the report, the Lead Member for Planning explained that the Bloxham Neighbourhood Plan had been examined by an independent examiner. The examiner has produced an Examiner's report and the Council as the Local Planning Authority was required to consider the report recommendations and determine whether the draft Bloxham Neighbourhood Plan incorporating the modifications should proceed to a referendum and confirm the area covered by the referendum.

Resolved

- (1) That all of the Examiner's recommendations and modifications be approved to enable the Plan to proceed to a referendum.
- (2) That the modifications to the Bloxham Neighbourhood Plan, in accordance with the Examiner's recommendations, be approved, the issue of a decision statement to that effect be authorised and the making of any minor presentational changes necessary to ready the Plan for referendum be approved.

- (3) That the area for the referendum as recommended by the examiner to be the administrative boundary of Bloxham Parish (which is the approved designated neighbourhood area) be approved and it be noted that there would be no extension to the area.

Reasons

The Bloxham Neighbourhood Plan as recommended for modification by the Examiner meets the necessary legal and procedural requirements. The Bloxham Neighbourhood plan as recommended for modification by the Examiner should therefore proceed to a referendum.

Alternative options

Option One - Not to approve some of the Examiner's recommendations and to proceed to a referendum. Where a LPA proposes to make a decision that differs from the Examiner's recommendation then there would need to be further consultation. This would take more time and would have cost implications.

Option Two - Not to accept the Examiner's recommendations and not to proceed to a referendum. This option can only be justified if the Examiner recommends that the Plan should not proceed to a referendum, or the Council is not satisfied that the plan has met the procedural and legal requirements.

Option Three - To extend the area in which the referendum is to take place. The Neighbourhood Plan has been produced with public involvement for the area designated.

45

Air Quality Update

The Public Protection Manager submitted a report to update the Executive on progress with the draft Air Quality Action Plan for Banbury, Bicester and Kidlington prior to public and stakeholder consultation.

At the discretion of the Chairman, Councillor Les Sibley addressed Executive.

Resolved

- (1) That the current position on the review and assessment of air quality in Cherwell be noted.
- (2) That the draft Air Quality Action Plan be approved for public and stakeholder consultation.

Reasons

The production of an Air Quality Action Plan is mandatory once an order to declare an Air Quality Management Area (AQMA) has been issued. The Council has issued an order for each of the four AQMAs: Hennef Way in Banbury; Horsefair/North Bar in Banbury; Bicester Road in Kidlington; and, Kings End/Queens Avenue in Bicester, declared.

Alternative options

Option 1: The Council could choose not to adopt an AQAP. However once an AQMA has been declared the Council is required to produce an AQAP and so for this reason this is not an alternative option.

46 Corporate Biodiversity Action Plan 2016-18 Protecting and Enhancing Cherwell's Natural Environment

The Community Services Manager submitted a report to seek approval for the 2016-18 Corporate Biodiversity Action Plan (BAP).

Resolved

- (1) That the Corporate Biodiversity Action Plan 2016-18 (annex to the Minutes as set out in the Minute Book) be approved.

Reasons

The Corporate Biodiversity Action Plan provides a framework of aims, actions and targets, the delivery of which ensures that the Council complies with both legislative and planning policy requirements relating to important wildlife sites, habitats and species and good quality connected green spaces.

Alternative options

Option 1: To reject the Corporate BAP 2016-18. This is not proposed as the Council would not be able to clearly demonstrate that it is meeting biodiversity legislation and planning policy requirements.

Option 2: To amend the Corporate BAP 2016-18

47 Award of Liquid Fuel Contract

The Chief Finance Officer submitted a report to consider the award of contracts to supply diesel to Cherwell District Council.

Resolved

- (1) That the acceptance of the recommended tender (Certas Energy UK Ltd) for the supply of diesel for October 2016-September 2018 be approved.

Reasons

Following a 'best practice' procurement exercise Certas Energy UK Ltd have submitted the lowest cost tender for the supply of Diesel to Cherwell District Council for the next two years and the Executive is recommended to authorise the award.

Alternative options

No reasonable alternatives

48

Consultation and Engagement Strategy (2016-19)

The Director – Strategy and Commissioning submitted a report to set out the Strategy for Consultation and Engagement for Cherwell District Council, and the action plan for the consultations and engagements for 2016/17.

Resolved

- (1) That the three year Strategy for Consultation and Engagement 2016-2019 (annex to the Minutes as set out in the Minute Book) be agreed.
- (2) That the consultation and engagement action plan for 2016/17 be agreed and the areas of joint working with partner agencies and developing closer links with our communities be noted.

Reasons

The council has undertaken regular consultations and engagement events since 2009 and the new strategy will build on this foundation. The strategy is supported by meaningful and relevant action plans to provide the detail for how this work will be carried out.

The 2016-17 action plan demonstrates how the council will continue to deliver consultations and public engagement and thereby support the stated equalities objectives over the coming year. Progress will be reported via the performance management framework on a quarterly basis. The equalities objectives are:

- Fair Access and Customer Satisfaction
- Tackling Inequality and Deprivation
- Building Strong and Cohesive Communities
- Positive Engagement and Understanding
- Demonstrating Our Commitment to Equality

Alternative options

Option 1: To note the report

Option 2: To request additional information on items within this report

49

Quarter 1 2016/17 Performance Update

The Director – Strategy & Commissioning submitted a report to provide an update on the Cherwell District Business Plan progress to the end of Quarter One 2016/17.

Resolved

- (1) That the exceptions highlighted and proposed actions be noted.
- (2) That it be noted that there was no feedback on performance issues from the Overview & Scrutiny Committee at its meeting on 1 September 2016 provided directly to The Leader.
- (3) That the new reporting style which had been designed to improve the presentation of performance reporting be noted.
- (4) That, it be agreed that where appropriate, judgement measures used in the current business plan reporting be augmented or replaced by more specific, measurable, achievable, realistic, timely (SMART) measures.

Reasons

This is the first quarterly performance report for the 2016/17 Business Plan. Commentary has been developed to focus on areas not performing at the required level and provide an explanation of what has happened, why it has happened and what are we doing to improve performance.

The revised reporting template uses infographics (displaying data in a graphical form to aid understanding) and focuses on exception reporting (concentrating on the issues).

Alternative options

Option 1: To request additional information on items and/or add to the work programme for review and/or refer to Overview and Scrutiny.

50

Quarter 1 2016/1 - Revenue and Capital Budget Monitoring Report

The Chief Finance Officer submitted a report which summarised the Council's Revenue and Capital position as at the end of the first three months of the financial year 2016-17 and projections for the full year.

Resolved

- (1) That the projected revenue and capital position at June 2016 be noted.

Reasons

In line with good practice budget monitoring is undertaken on a monthly basis within the Council. The revenue and capital position is formulated in conjunction with the joint management team and reported formally to the Budget Planning Committee on a quarterly basis. The report is then considered by the Executive.

Alternative options

Option 1: This report illustrates the Council's performance against the 2016-17 Financial Targets for Revenue and Capital. As this is a monitoring report,

no further options have been considered. However, members may wish to request that officers provide additional information.

51 **Update on the development of a devolution deal with Government and the associated independent study into options for local government reform in Oxfordshire.**

The Head of Transformation submitted a report to update the Executive on progress in relation to the development of a devolution deal between the Oxfordshire councils, the former Government ministers and the new Government ministers, and the associated study into options for the potential reform of local government within Oxfordshire, conducted by PricewaterhouseCoopers (PwC).

At the discretion of the Chairman, County Councillor Lawrie Stratford addressed Executive on behalf of the Leader of Oxfordshire County Council.

Resolved

- (1) That the independent study of PricewaterhouseCoopers (PwC) into options for local government reform in Oxfordshire, including the proposition of the district and city council leaders' in respect of their preferred model arising from that study be received.
- (2) That it be noted that following discussions with the Department of Communities and Local Government, the leaders of the district and city councils have agreed to focus on identifying areas for collaborative working and the reshaping of a devolution deal.

Reasons

As a consequence of the recent changes in Government, including the appointment of a new Prime Minister and a new Secretary of State for Communities and Local Government it has been made clear that local authorities should expect to see changes to Government priorities in the short term, including specifically in relation to devolution deals, local government reform and other areas of policy. DCLG officials have also confirmed that the focus and priorities of the Government will become clearer when the Autumn Statement is announced in/around December 2016, and through changes to business rates retention policy, which will be introduced through a new Bill, probably in January 2017.

In the meantime DCLG has made clear that the Government will not agree to any proposals for local government reform where those proposals do not have the agreement of the areas.

The leaders of the district and city councils have agreed that they will now focus on identifying areas for collaborative working and the reshaping of a devolution deal with the new Government. Consequently, it is not intended to seek decisions on the respective studies of the two independent consultants', PwC and Grant Thornton, beyond formally receiving them. Discussions between the district and city councils will continue to take place over the

forthcoming weeks with a view to achieving an acceptable devolution deal proposal.

Alternative options

Option 1:

To proceed with stakeholder consultation in respect of the district and city council leaders' preferred model for a new local government structure within Oxfordshire.

This is rejected due to the advice given by DCLG that the Government and new Secretary of State for Communities and Local Government will not accept proposals for local government reform or indeed a devolution deal without the agreement of the areas, and wide support amongst key stakeholders.

To undertake stakeholder consultation on the district and city council leaders preferred model or indeed any other potential new structural model at this stage would risk wasting public funds when it is clear that the study undertaken by Grant Thornton, the county council consultants, has concluded that a county based unitary authority would be the strongest model for local government in Oxfordshire.

The county council is expected to formally receive the Grant Thornton study on 13 September (Full Council) and 20 September (Cabinet) 2016; therefore the content of their report can still only be regarded as representing the views of Grant Thornton. At this stage it is more appropriate that the focus should be upon reshaping a devolution deal and identifying areas for positive collaborative working, as agreed with DCLG.

52 Notification of Urgent Action(s) - In relation to the Contract Award for the demolition of the Bolton Road Car Park

The Chief Executive and Commercial Director submitted a report to notify Members of urgent action taken by the Chief Executive and Commercial Director in relation to the contract award for the demolition of the Bolton Road car park.

Resolved

- (1) That the urgent action taken by the Chief Executive in relation to the budget be noted and it be referred to Full Council for noting.
- (2) That the urgent action taken by the Commercial Director in relation to the award of the contract be noted.

Reasons

The Chief Executive took urgent action(s) in consultation with the Chairman of the Council and the Lead Member for Financial Management to approve the allocation of £325,000 to this scheme.

The Commercial Director took urgent action in consultation with the Leader of the Council to approve the award of the contract to the preferred bidder

Alternative options

As this report is for the information of Members there are no alternative options to consider.

53

Re-commissioning of Single Homeless Pathway

The of Head of Regeneration and Housing submitted a report to advise Executive of the proposals recommended by the District Councils, the County Council, and the Oxfordshire Clinical Commissioning Group (OCCG) as endorsed by the Health Improvement Board, to work jointly to provide housing related support services and accommodate single homeless from across the county for the next 3 years commencing from 1 April 2017.

Resolved

- (1) That the new proposals which provide a plan and include a financial contribution from Cherwell for a period of 3 years as calculated and recommended by the Oxfordshire Districts, Oxfordshire Clinical Commissioning Group (OCCG) and Oxfordshire County Council be supported.
- (2) That the proposal for a new joint governance structure to procure and manage services through senior officer representation with delegated authority be noted and supported.
- (3) That a financial contribution of £62,700pa (as calculated on Cherwell's current use of hostels with 24 hour care) and required to be paid from Cherwell for 3 financial years commencing from 1 April 2017 be approved.
- (4) That it be noted that a further report on the longer term sustainability of single homeless pathway arrangements across the county would be submitted within the 3 year period covered by this report.

Reasons

The new proposals have been a significant achievement and demonstrate excellent joint working across all partners. Officers have made considerable efforts to negotiate across the County to reach this stage and form these proposals. All parties have considered a full range of options to retain hostel beds for complex case with 24 hour support in Oxford, also to maintain and hopefully expand local service delivery to provide housing related support. This proposal provides a full overview of the preferred recommendations which will maintain the commitment to provide the current level of housing

related support funding already allocated to Cherwell to be continued during the period of the agreement. This means that although Cherwell will need to contribute £62,700 per year to maintain the service for complex needs in Oxford, this also means housing related support investment will continue to be received in Cherwell during the next 3 years.

Alternative options

Option 1: Not to agree the joint county plan and financial contribution as recommended for the next 3 years. This would result in Cherwell needing to fully fund and make its own arrangements for rough sleepers with multiple and complex needs. It would also result in the withdrawal of the housing related support funding currently received from the County and spent within the district.

54 Exclusion of the Press and Public

Resolved

That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraph 3 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

55 Re-commissioning of Single Homeless Pathway - Exempt Appendices

Resolved

That the exempt appendices be noted.

56 Car Parking

The Director of Operation Delivery submitted an exempt report to consider the Council's car parks in the context of their town centre role and options for service improvement.

In introducing the report, the Deputy Leader updated Executive on the comments from the Overview and Scrutiny Committee who had considered the report at their meeting of 1 September 2016. The Committee had endorsed the report and recommended to Executive that consideration be given as part of the proposed procurement process for improved and more flexible disabled parking provision in council car parks following an assessment of demand for such parking.

Resolved

- (1) That the review assessment and conclusions of the Council's car parking service be noted.
- (2) That it be agreed not to commit to a long term lease or other arrangement which reduces the Council's regeneration and investment flexibility.
- (3) That a procurement exercise to appoint a specialist operator to deliver the Council's car parking services be supported.
- (4) That the invitation of tenders for a services concession contract which incentivises the operator to maximise revenue over the maximum concession period available under The Concession Contracts Regulations 2016 (five years, or such longer period as the contractor would reasonably need to recoup any investment made by it to deliver the services (together with any return on its investment) be authorised.
- (5) That agreement be given to any such competitive tender contest incorporating a competitive dialogue process to maximise value to the Council.
- (6) That the opportunity through this process for a different charging regime which supports a balance of maximising income from car park assets with the wider economic growth and planning policy objectives of the Council to create attractive, sustainable and viable urban centres be considered further.
- (7) That this process be used as the opportunity to ensure consistency of charging between Bicester and Banbury.
- (8) That a requirement for bidders to price the introduction of modern revenue collection and parking control equipment which combines flexibility of payment options combined with technology based opportunities to vary their parking stay for customers be included in the tender process.
- (9) That, notwithstanding resolution (8) above, the opportunity for the Council to achieve improved value for money from this process by using its own capital resources to fund the required capital investment be explored.
- (10) That consideration be given as part of the proposed procurement process for improved and more flexible disabled parking provision in council car parks following an assessment of demand for such parking.

Reasons

Car parking services are central to the experience of most visitors to our urban centres and therefore the views of users and businesses are paramount. The customer experience is crucial to generate satisfaction and income, ensuring that repeat visits ensue whereby additional time and money is spent in the urban centres. The resultant vitality of businesses will

increasingly mean that additional business rates will be collected by the Council to continue a virtuous cycle of thriving communities.

Regardless of charging, customers typically require conveniently located car parks that are safe and clean. Information and support should be on hand if issues arise. The Council's car parking service has remained largely unchanged for many years. It uses old pay and display technology and whilst the car parks are conveniently located for users of urban centres, the service requires improving and modernising.

Soft market testing has resulted in an encouraging level of interest in the service from external operators. It is proposed therefore to undertake a competitive procurement process using competitive dialogue to appoint a specialist to run and modernise the service.

Alternative options

The procurement and technology options are outlined in the report. The only other alternative to this approach is to retain the service in house. This is not proposed as it is expected that the Council will achieve better value from an external operator.

The meeting ended at 8.15 pm

Chairman:

Date:

Cherwell Council

Executive

3 October 2016

<p style="text-align: center;">Report on Refresh of Oxfordshire Local Enterprise Partnership (OxLEP) Strategic Economic Plan</p>

Report of Head of Strategic Planning and the Economy

This report is public

Purpose of report

To consider the 2016 refresh of the OxLEP Strategic Economic Plan.

1.0 Recommendations

The meeting is recommended:

- 1.1 To endorse the refreshed Strategic Economic Plan in principle.

2.0 Introduction

- 2.1 The OxLEP is currently refreshing the Strategic Economic Plan (SEP) for Oxfordshire so that it is more closely aligned with Oxfordshire's current economic environment.
- 2.2 A process of engagement with key stakeholders such as Cherwell District Council and public consultation has led to the current draft SEP.
- 2.3 It is of note that Cherwell is a member of both the Oxfordshire LEP (OxLEP) and the South East Midlands LEP (SEMLEP). This report relates to OxLEP only.

3.0 Report Details

- 3.1. Earlier this year the Oxfordshire Local Enterprise Partnership (OxLEP) published a consultation draft of an updated Strategic Economic Plan (SEP) for Oxfordshire. Cherwell District Council and a number of other stakeholders submitted a number of comments to this initial draft. In response OxLEP have prepared a revised version, which they have asked key stakeholders to consider formally. A copy of the revised draft SEP is attached as Appendix 1.

- 3.2. The SEP provides an important framework to enable Oxfordshire to secure support and infrastructure funding from Government.
- 3.3. The first SEP for Oxfordshire was published in 2014. The decision to refresh the SEP was taken in response to a number of factors including new evidence and insight, greater global economic uncertainty, and engagement with stakeholders. OxLEP's intention is to 'refresh' the SEP but not to fundamentally 'rewrite' it. Broad continuity and consistency is sought what has gone before, albeit with some updating and refocusing. Compared to the original the refreshed version is intended to be higher level, shorter and clearer.

The purpose of a LEP Strategic Economic Plan

- 3.4. Guidance on Strategic Economic Plans was published by Government in July 2013. The guidance states that Local Enterprise Partnerships have a key role in providing leadership and establishing a strategic vision of growth for their area. Government is looking for an approach which brings together the Local Enterprise Partnership and its partners across the Local Enterprise Partnership area around a common growth agenda. It expects these plans to explain the drivers and barriers to growth specific to each Local Enterprise Partnership area, but to have regard to national policy on growth, including for example on housing, transport, skills, industrial strategy, flooding and rural economies.
- 3.5. The purpose of the LEP is to support economic growth in Oxfordshire. The SEP is therefore focused on economic enhancement in its widest sense – support for businesses, workforce skills development, apprenticeship provision, social inclusion etc. It will also seek to ensure that economic growth is sustainable and delivers social and environmental as well as economic benefits. However, the balancing of these three factors – economic, social and environmental – is a matter that is developed and tested through Local Plans, which for Cherwell was adopted in July 2015. Local Plans are statutory documents, the SEP is not. So the development of the SEP relates closely to the Local Plans and the Local Transport Plan led by the County Council.
- 3.6. The current SEP describes in detail the Oxfordshire economy – its attributes, challenges and opportunities. It also, as required by the guidance, sets out an agreed list of infrastructure and other projects to help enhance and grow the economy. The current SEP therefore was a bidding document that allowed the government to apportion to Oxfordshire a proportion of the £2 billion available for such projects throughout England for the period 2015/6.
- 3.7. On the basis of the current SEP, OxLEP were allocated the following funding for infrastructure in Oxfordshire:
- £108.56 million for a range of road improvements
 - A further £9.9 million for transport improvements in north Oxford and to the west of the city centre, and the establishment of the Activate Care Suite to improve adult social care and healthcare in Oxfordshire.
- 3.8. However, two years on, much has changed and there is a need for a stock-take; a reflection of what has been achieved; and renewed focus. This has been given further impetus by the post-election commitment to LEPs and, hence, the need to clarify delivery priorities over the duration of the current parliament.

The Process of reviewing the OxLEP SEP

- 3.9 All of Oxfordshire’s local authorities have been, and continue to be, fully engaged in the SEP refresh process, both as individual Councils and through our role on the SEP Refresh Steering Group.
- 3.10 A Steering Group oversaw the SEP refresh included the Oxfordshire Local Authorities, the Universities, the Environment Agency, TOE2, the Earth Trust, Experience Oxfordshire, Community First Oxfordshire as well as business representatives drawn from OxLEP sub groups.
- 3.11 A consultancy, SQW, was appointed to undertake the day-to-day work on the SEP refresh. They were selected under the county council’s public procurement procedures.
- 3.12 Workshops on the SEP refresh took place across the county throughout February and March 2016 to provide an insight into the economic future of Oxfordshire. A period of public consultation then followed in April and May whereby local residents, public bodies, stakeholders and business submitted their comments on the proposed SEP refresh.
- 3.13 The consultation period for the Oxfordshire SEP Refresh closed on 27th May 2016. All consultation responses have been published by OxLEP on its website.
- 3.14 The LEP has considered the comments received during the public consultation period and drafted the revised SEP 2016 (see Appendix 1).

The refresh of the Oxfordshire SEP

- 3.15 The OxLEP vision is that, “By 2030, Oxfordshire will be recognised as a vibrant, sustainable, inclusive, world leading economy, driven by innovation, enterprise and research excellence”.
- 3.16 The process has been concerned with “refreshing” the SEP – not fundamentally “rewriting” it – and there is broad continuity and consistency with what has gone before (with some updating and refocusing).
- 3.17 The SEP is structured around its four programmes of People; Place; Enterprise and Connectivity, as the following diagram illustrates:-



- 3.18 As a result of the refresh a number of changes have been to update the OxLEP SEP, this includes additional text referring to the uncertainty following the Brexit

vote, and stating that the focus on jobs growth through implementing key projects is even more important in this context.

3.19 Within this overall context, the refreshed SEP has been informed by:

- The progress that has been made through other strategic plans led by the LEP; including the Strategic Environmental and Economic Investment Plan; the Oxfordshire Creative, Cultural, Heritage and Tourism Investment Plan; and the Oxfordshire European Structural Investment Plan (ESIF).
- Wider strategic processes within Oxfordshire, including the Innovation Strategy (led by the University of Oxford); and the refresh of the Oxfordshire Skills Strategy.
- major studies within the county (such as the Greenbelt study; the work to assess strategic spatial options for Oxford's unmet needs and options emerging through district and city Local Plans; the update of the Oxfordshire Innovation Engine; and the Oxfordshire Infrastructure Framework).
- Wider strategic processes including, inter alia, those linked to skills (including the refresh of the Oxfordshire Skills Strategy) and training (Local Area Review across Oxfordshire, Buckinghamshire and Berkshire); to transport and connectivity (alongside Northamptonshire, Buckinghamshire, Milton Keynes, Luton, Bedford and Central Bedfordshire); and to broader economic growth narratives (across Oxfordshire, Buckinghamshire and Northamptonshire).

3.20 OxLEP has also made extensive changes to the SEP to address the comments received on the earlier consultation draft. The overall structure of the SEP has been altered so that it reads more logically and smoothly. New illustrations have been added including a map showing Oxfordshire's strategic economic assets and another showing its strategic environmental assets (pages 9 and 110); a table (page 13) that shows the main funding streams; a new info-graphic (page 14) that breaks down the priorities of the SEEIP, CCHTIP, Skills Strategy and Innovation Strategy as they relate to People, Place, Enterprise and Connectivity; congestion heat maps (page 40).

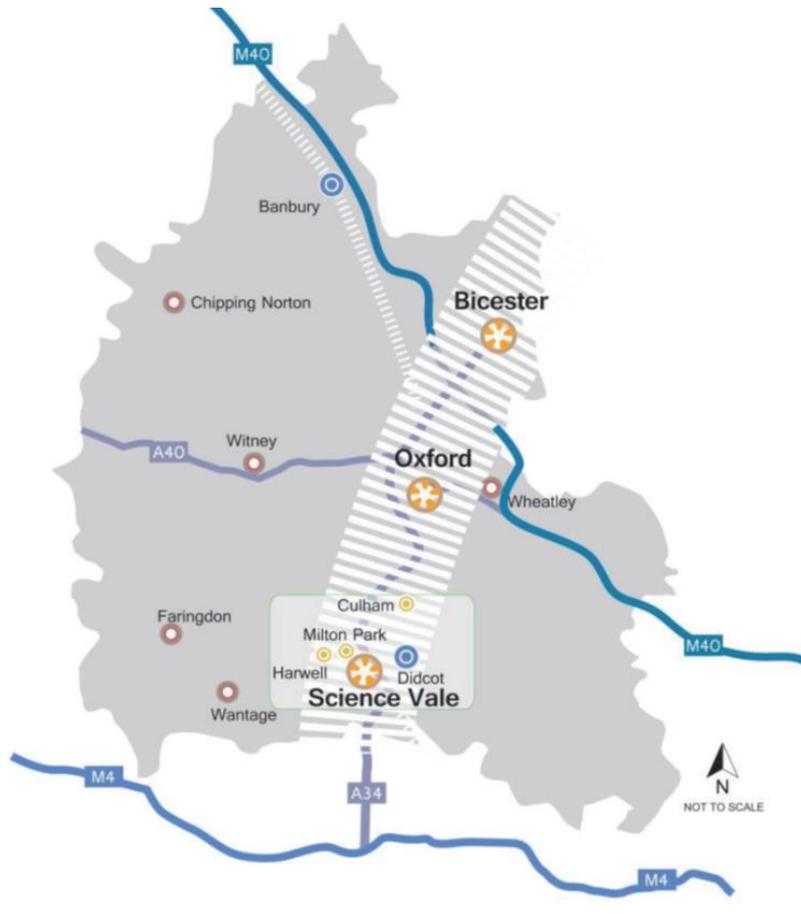
3.21 OxLEP have also attempted to make the relationship between the SEP and Local Plans as clear as possible by including additional content and noting the leading statutory role of each Local Plan in determining the location and scale of growth planned in each District as well as the determination of individual planning applications.

3.22 The revised draft clarifies the SEPs priorities to 2020. The overall priority for Oxfordshire's places is to plan simultaneously for both jobs and housing growth, putting in place the infrastructure required for both, whilst also protecting and where possible enhancing environmental quality and social inclusion. The SEP recognises the need for improvements to both physical and virtual connectivity and supports the implementation of an Oxfordshire Infrastructure Strategy.

3.23 The LEP has dropped the term '*Commitments*' in favour of '*Actions to deliver our Programme*'. Where possible, the LEP has indicated where it is either a direct deliverer of a service, a supporter, an enabler, or an influencer. Actions have been made SMART where it is possible to do so.

- 3.24 The refreshed SEP aims to play a supportive role in helping Councils as Planning Authorities to deliver future growth. Delivering the scale of growth, particularly housing growth, envisaged in Oxfordshire by Local Plans resulting from the application of the SHMA will be challenging. Given that the availability of housing is a vitally important factor for any local economy, it is essential that the SEP keeps abreast of policy as it emerges. The SEP has added additional text to acknowledge the challenge faced by the local planning authorities in providing for housing and employment growth over the next 20 years, and to outline how OxLEP will provide support wherever possible to ensure the delivery of new homes and jobs.
- 3.25 Greater detail has been added on some of the important cross boundary links between Oxfordshire and neighbouring areas, relating to transport and tourism.
- 3.26 In response to comments from Cherwell and others, OxLEP has added an additional priority to the People strand to ensure that the specialist skills of those military personnel in Oxfordshire who choose to remain in the county when they leave service life are used as far as possible in the local economy.
- 3.27. Additional detail has also been added to outline how the SEP will be delivered. The LEP will work through clear governance and management arrangements building on the progress made over the last two years.
- 3.28 There was criticism from some respondents on the earlier consultation, including from Cherwell District Council, that the SEP was too Oxford centric and that it did not acknowledge the areas outside Oxford City and the Oxfordshire Knowledge Spine. In response, OxLEP has added additional text to describe the key roles played by the market towns and the rural areas in the Oxfordshire economy, as well as the gains for the County from the focus on the knowledge spine.
- 3.29 The revised SEP still retains a main focus on the Knowledge Spine. Two main reasons have been given for the main focus on the Knowledge Spine: firstly, it includes the main concentration of economic assets in the county and the greatest opportunities for growth; and secondly many of the jobs likely to be created in the Knowledge Spine are science and engineering related and are well paid. It is stated that these types of job have the greatest local multiplier effects in terms of generating demand for local goods and services.

The Oxfordshire Knowledge Spine



Relationship to the Oxfordshire SHMA

3.30 The SEP relies on the figures for new housing and jobs as set in the Strategic Housing Market Assessment (SHMA) published in 2014. In the consultation some concern was expressed about using the SHMA for the refresh of the SEP. Having been commissioned and accepted by the Local Planning Authorities it is appropriate for the SEP to use the same figures as are being used in the statutory documents, the Local Plans, developed for each District. The Local Plan for Cherwell adopted in July 2015 meets the SHMA in full. It is not for OxLEP to challenge the SHMA through the SEP.

Next steps

3.31 The revised SEP is being considered at the following over the autumn months:

- The six Local Authority Executive and Cabinet meetings
- The OxLEP Board
- The Oxfordshire Growth Board
- The Oxfordshire Skills Board

3.33 Following this formal consideration, OxLEP will further revise the SEP in light of any comments received from these bodies, and the final SEP will be published in November 2016.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The SEP is an important strategy affecting the District. It will influence decisions made on infrastructure funding and local authorities are required to give it due consideration in preparing their Local Plans.
- 4.3. The refresh of the SEP is timely and has provided an opportunity to more closely align the SEP with the economic needs of Cherwell as set out in the adopted Cherwell Local Plan. A key issue is to secure the continuing level of economic activity we are seeing in Cherwell with major new investors at allocated employment sites alongside the planned housing growth at Banbury, Bicester and Upper Heyford.
- 4.4 The refreshed SEP has an important role to play in supporting the delivery of the economic objectives identified in the Cherwell Local Plan, to help fund the necessary infrastructure identified in the Cherwell Infrastructure Delivery Plan and maintain support the partnership provision of business support measures that already exists between OxLEP and the Cherwell District Council.

5.0 Consultation

CDC was a consultee in the development of the OxLEP SEP and a member of the steering group which oversaw its preparation.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Reject the OxLEP SEP

This is not proposed given the level of engagement to secure a refreshed SEP that is aligned with the Cherwell Local Plan.

Option 2: Seek further amendments

This is not recommended as all substantive issues have been addressed through the process of refreshing the SEP such that it is now aligned with the Cherwell Local Plan.

Option 3: Endorse the OxLEP SEP in principle.

This is recommended given the close alignment with the Cherwell Local Plan that has been secured. It is also clear that the SEP stands to support the ambition of the Cherwell Local Plan to growth the economy of the Cherwell District.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no direct financial implications from the OxLEP SEP. But it is of note that the final agreed SEP is a significant basis for access to funding for infrastructure across Oxfordshire.

Comments checked by:

Paul Sutton, Chief Finance Officer Tel 0300 003 0106
paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 There are no direct legal implications for Cherwell District Council from the OxLEP SEP. The basis for the preparation of the refreshed SEP is set out in the report.

Comments checked by:

Kevin Lane, Head of Law and Governance Tel 0300 0030107
kevin.lane@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Councillor Lynn Pratt – Lead Member for Estates and the Economy

Document Information

Appendix No	Title
One	CDC comments to OxLEP on 28 May 2016
Two	Draft SEP
Background Papers	
None	
Report Author	Adrian Colwell

**Contact
Information**

Tel 0300 003 0110

Adrian.colwell@cherwellandsouthnorthants.gov.uk

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Cherwell District Council

OXLEP SEP refresh response

Cherwell District Council submits the following comments on the consultation document.

Question 1: How does the SEP capture the main characteristics of the Oxfordshire economy, its challenges and opportunities?

Overall, the refreshed document is a significant improvement on its predecessor. By reducing the focus on specific projects, which can quickly become out of date, the document has a better medium and longer term focus. The document will play a useful role in guiding the work of the LEP and its funding streams. It will also have a significant influence on the development of future Local Plans, being one of the documents that Local Plans need to take into account.

But, there are some areas where further work would be appropriate to strengthen the document, for it have greater role and this response makes suggestions in that regard.

The SEP could usefully provide some detail of the main characteristics of the Oxfordshire economy, its challenges and opportunities. This would help establish a baseline against which performance and delivery of the strategy over 5 years+ can reasonably be assessed.

There is already a substantial body of local evidence that was commissioned to inform the Cherwell Local Plan, the central growth strategy for Cherwell, being the adopted Development Framework for the District (this can be accessed at <http://www.cherwell.gov.uk/index.cfm?articleid=9642>). This analysis should be drawn upon for the refinement of the current SEP draft. The adopted Local Plan has led to the release of new employment sites at Banbury and Bicester to seek to reduce the high out-commute and to strengthen the economy of both the two towns and the District as a whole. Other Districts are taking the same approach.

There is reference to the 'Oxfordshire Knowledge Spine' but unfortunately this concept ignores most of the County. As a result, the challenges and opportunities in towns such as Banbury, Carterton, Henley and Witney, which sit at some distance from the 'Oxfordshire Knowledge Spine', are not acknowledged. The knowledge economy itself is much wider than the defined knowledge spine, as the cutting edge engineering companies at Upper Heyford illustrate. It would be good to find a different way of describing the application of high value knowledge which is generating new gains for the County economy. The recently published report by MEPC into the High Performance Engineering Cluster contains important insights into how knowledge is acquired and applied across companies, the place of Colleges and Universities, finance secured and new ideas applied to the development of enterprise. The challenge for the OXLEP SEP is to understand how these processes apply across different economic clusters and can be harnessed to strengthen those sectors and the economy of the County as a whole.

While it is accepted that the 'Oxfordshire Knowledge Spine' concept and diagram may still have a general marketing role we do not believe that it should be driving the strategy of the SEP. It ignores the educational institutions and economic growth opportunities outside of the spine, for example in Oxfordshire's market towns such as the Space Academy at Banbury and the other Colleges across the County outside this 'spine'. Therefore, the knowledge spine concept and diagram should be replaced in the SEP with a more detailed spatial diagram that illustrates the extensive distribution of centres of learning that provide support to driving up skills and work with industry across the County.

The SEP only touches upon the inter-relationship between Oxfordshire and other areas. Additional content should be added to the SEP to refer to the cross boundaries opportunities with other areas which provide significant opportunities to the Oxfordshire economy. For example, there are very strong interrelationships between the engineering economy of Cherwell and South Northamptonshire, with the presence of Silverstone as the centre for High Performance Engineering sector. The recent report on the HPE cluster published by MEPC shows the importance of this cluster that cuts across County boundaries and draws together large and small companies, Universities, banks and public bodies in a nationally and internationally important way.

The significance of how infrastructure investment driving deeper economic connections merits closer attention, for example the investment in the rail chord at Bicester facilities a new route from Oxford to London; while the new East-West rail line will ultimately connect Oxford & Bicester with Milton Keynes by 2019 and in later phases on to Cambridge, all of which are high growth towns and cities.

The importance of resolving the third runway debate in London merits reference, with close links to Heathrow being of importance to the economy of the County. Likewise, taking advantage of the support in the Cherwell Local Plan part 1 for supporting the growth of air related business activities at Oxford Airport is of Countywide significance.

It would also be helpful if the SEP could contain some analysis of commuter flows within Oxfordshire and beyond as these vary significantly across the County and should inform the SEP's spatial strategy and assist in identifying the cross boundary opportunities. Importantly, the ambition behind the land release at Bicester is intended to seek to reduce the current high out-commute and retain the economic value within Bicester.

The SEP could reflect further on the challenge of supporting the delivery of the scale of growth, particularly supporting the generation of new jobs and housing growth, envisaged in Oxfordshire by the SHMA and being implemented through the District Local Plans. Issues of housing affordability are rightly recognised as significant to the local economy given the near full employment. But the SEP does not acknowledge the scale of challenge in delivering the forecast numbers of dwellings to meet this growth and its role in assisting each District to secure inward investment and the growth of existing local companies.

The focus on the 'Oxfordshire Knowledge Spine' introduces a rigid construct that leads to the SEP ignoring the fact that considerable growth is planned outside of this spine, and there will be significant infrastructure challenges in delivering growth outside of the spine and a substantial level of job creation in those areas. Whilst the SEP suggests that job growth has been relatively buoyant in the last few years this is unsurprising during a period of economic recovering. Sustaining that job growth over the long-term is a significant challenge that should be more fully recognised, especially as we can expect a recession during the 7 year economic cycle. The SEP has a role in supporting the building of resilient local economies.

The consultation draft could usefully be strengthened by referencing the current challenge of providing affordable housing, though shifts in Government policy to support starter homes may have a positive effect and the development of nationally significant self-build schemes in Cherwell are intended to drive down the cost of house building merit consideration. The Growth Board proposal for a County-wide Infrastructure Plan merits cross reference to show that the challenges of water-stress, grid capacity and environmental impact are all being addressed.

It might be helpful to set out more clearly what has already been achieved and delivered to show the impact which OXLEP is already making; together with a section on what the new

SEP is expected to achieve. While the Vision is good, what specific measures will be undertaken to secure it over the next 5 years?

Question 2: People – are the right priorities and commitments included? If not, what is missing?

The refreshed SEP recognises the challenge of housing affordability in the People section, but the priorities set out do not address this issue or set out any potential interventions to support the housing market deliver. As mentioned previously the delivery of the scale of housing envisaged by forecasts is a significant challenge. Whilst housing affordability is a particularly acute issue in Oxford City it is also an issue for the rest of the County too.

Oxfordshire has an ageing population and the SEP recognises that the population aged 20 to 64 is set to decline. It is important therefore to look at the role of older age groups in the economy and in the workforce.

Oxfordshire has a large military presence with more than 8,500 military personnel (October 2015), of whom many have specialist skills that could be of benefit to the local economy when they leave service life. The SEP should be looking to tap into this opportunity by supporting appropriate economic development in relevant locations.

It would be helpful if the SEP could consider the skills improvements that are needed across key economic sectors to ensure that future funding is directed to support the right interventions.

The rise in self – employment, particularly in rural areas is an increasing feature of our economy and the SEP could offer analysis on how that growth is supported; potentially through the provision of on-line advice and guidance for remoter businesses and sole traders.

At Cherwell we welcome the aspiration of Oxford University to strengthen and expand its high tech site at Begbroke and we will work with the University to secure the advantages that an expanded site will bring to the wider County economy.

In the main the priorities set out appear to be appropriate. However, the SEP could be a little clearer in outlining how they might be delivered. For example, it is not clear how the priority for improving schools performance might be supported by the SEP/ LEP?

Question 3: Place – are the right priorities and commitments included? If not, what is missing?

Support the intention of the SEP to ensure that the high quality of Oxfordshire's built and rural environments is maintained, and to manage change in ways which produce better outcomes for local residents and businesses.

This section could go further. The adopted and emerging Local Plans in Oxfordshire collectively set out spatial strategies for the County already. This provides a resource for the SEP to draw from in order to articulate future strategic development areas. Local Plans are proposing a number of significant employment land allocations. In order to guide inward investment and business growth it would be helpful if this section systematically presented these strategic investment opportunities in each District.

Given some of the concerns about the scale of growth taking place in the County which have been expressed during the preparation of the SEP, it would seem sensible to stress that the

SEP aligns with the growth proposals set out in each Districts Local Plans. It does not itself add to those plans. The fact that each Local Plan has been subject to full Strategic Environmental Impact Assessment provides clear public reassurance that the growth planned has been properly considered with regard to its impact and how this impact will be mitigated.

The role of towns should be fully acknowledged. They are where most people in the County live and where most businesses are located. Most of the towns are the focus for considerable planned growth in both their housing and employment components through adopted and emerging Local Plans.

We support the reference to the design and delivery of potential innovation districts in general. However, all of the examples referred are in the 'Oxfordshire Knowledge Spine, and this excludes significant parts of Cherwell, South Oxfordshire the Vale of White Horse and West Oxfordshire. There may well also be scope for further additional innovation districts as part of the strategic development areas identified to help meet Oxford City's unmet housing need.

In Cherwell we are preparing a design guide to shape our site development negotiations. We do not agree with the county wide design guide suggested in the SEP. we recognise that there are significant variations across Oxfordshire in terms of landscape character, historic environment and settlement patterns. It is important to retain this diversity and we should not be creating homogenous developments. Other measures to support design quality would be more beneficial such as the sharing of best practice and training programmes.

Despite acknowledging the importance of the built and natural environment in Oxfordshire, the final strategy could usefully contain more detail on how it will support District and Countywide approaches to protect or enhance the environment and so mitigate the impact of economic growth. Further consideration of how the SEP might facilitate and encourage low-carbon growth would be sensible following the recent Paris Accords for tackling climate change.

Question 4: Enterprise – are the right priorities and commitments included? If not, what is missing?

The SEP is correct in identifying that Oxfordshire's people are versatile, adaptable and highly skilled. But to release the potential of existing companies, which are largely small and medium sized enterprises, appropriate sized business space is required. SEP related funding should support the establishment of a range of premises for the growth of local business including specialist business centres and incubation space, along with access to business support.

The adopted Cherwell Local Plan commits to the release of new employment land for economic development and the District is seeing a major increase in inward investment on these sites. Cherwell values its close engagement with the UKTI in this activity and looks to the SEP to recognise the importance of employment land being available and serviced, with grid connection issues addressed.

Cherwell District is also exploring where to secure additional small scale business premises to strengthen the existing stock and ensure high occupancy levels are maintained and the significant business rate growth witnessed in Cherwell continues. These opportunities exist elsewhere in Oxfordshire. The SEP should be looking at how serviced employment land can be brought forward to the market in areas where this is not happening.

The role of LEP in supporting companies across the County to address the productivity challenge is critical. We recognise that the emphasis that the SEP places on supporting innovation has a powerful role to play in this.

The consultation draft places a particular emphasis on the 'knowledge' industries, which is clearly important for maintaining the economic growth the County has seen in recent years. It is important to emphasise that this growth will take place on sites identified through the Local Plan processes. But at the same time, balanced growth is needed too, with a range of sectors supported and more positively encouraged, especially those sectors with high value-added potential.

Question 5: Connectivity – are the right priorities and commitments included? If not, what is missing?

The SEP states that Oxfordshire is a very well connected County. Whilst this is correct in general terms, this statement does underplay the impact of congestion on connectivity. Congestion on the A34 is a particular problem for Cherwell and the County as a whole and is a significant factor in business decisions. Banbury and Bicester are set to grow substantially and have detailed commitments for new road investment set out in the Infrastructure Delivery Plan that accompanies the adopted Local Plan. This road investment will complement the rail improvements both towns have secured in recent years. Ensuring the SEP aligns with the Local Transport Plan for Oxfordshire is important, as well as taking account of the Highways Agencies Route Based Strategies which indicate a series of national priorities to be addressed within the County

The opportunity in the north of the County to work through the National Infrastructure Commission to address the potential for further investment to improve the A34 corridor and secure a new motorway junction south of Junction 9 to serve both the growth of Bicester, Aylesbury and provide an Expressway across to Milton Keynes is an opportunity to reduce journey times between major economic centres.

The SEP recognises that further improvements to rail capacity are needed. Infrastructure enhancements to the Banbury – Oxford line through electrification are needed to increase the frequency and speed of trains, as well as improving station access and parking across the network in Oxfordshire. These improvements can work as part of a larger rail investment strategy to support economic growth in Oxfordshire as well as enhancing labour force accessibility to jobs in Oxford.

Further information should be included in the SEP to outline the various growth corridors around Oxfordshire and to highlight key infrastructure proposals. The plan from the Devolution bid that has been included is a start but it would have more impact if this was presented in a diagrammatic form with narrative to explain the scale of the economic opportunities and constraints to be tackled within the corridors identified.

Superfast broadband is a key piece of infrastructure to support economic growth. The current priority in the SEP talks about completing the countywide broadband coverage funded by DCMS, with the County Council and BT, together with local extension funding from Councils such as Cherwell who have committed £1 million to extend the planned coverage. Completing this network is important and will secure coverage across 95%+ of the County, but we still need to address the low level of broadband speeds compared with international standards.

The SEP should also address the issue of mobile coverage and 'not-spots'. This is a critical issue for businesses in rural areas of the County, and the SEP should commit to supporting action on this issue.

Question 6: Does the SEP articulate clearly the roles and responsibilities of OxLEP?

The text in the SEP should reference the unitary debate and the possibility of significant changes in governance structures in the public sector across Oxfordshire in the medium term.

It would be sensible to plan for the SEP to continue the engagement with the wider business community and publics of Oxfordshire. While there are clearly challenges with the commitment to securing the scale of growth identified in the Local Plans for each District and the support that the SEP provides to those plans, public engagement in the debate on the future of the County is vital.

Question 7: Please feel free to make any additional comments?

Annex B in the SEP references the existence of Experience Oxfordshire as the Destination Management Organisation for Oxfordshire. It would be sensible to review the anchors of that organisation on which the development of the visitor economy will be based. For Cherwell, the Bicester Village is significant in driving economic growth through tourism and RAF Bicester have major development plans to bring forward new tourist facilities at the airfield.

There are a number of specific comments on pages of text we list below:

- Page 10 Kidlington should be mentioned here in respect of Oxford Airport, Begbroke Science Park and Oxford Parkway Rail Station with the Water Eaton park and ride.
- Page 23 – Potential innovation Districts - priorities should refer to Bicester ‘Garden Town’ and its masterplanning (there is no mention of masterplanning which is being used for bringing forward a range of major development sites across the County, other than a locally informed energy masterplan for Oxfordshire).
- Page 23 – implementation of flood alleviation schemes should also include reference to schemes that tackle the impacts of climate change.
- Page 24 – reference to Eco-towns PPS should be updated as it has now been cancelled, its provisions having been incorporated into the adopted Cherwell Local Plan and the SPD for NW Bicester.

The comments in this response are initial comments on the consultation draft. Cherwell District Council would like to work closely with the LEP and our other partners on how to better address the issues in Cherwell identified through the SEP; in particular, we are keen to see an action plan developed for taking forwards the commitments in the SEP with timetables and anticipated outcomes that are to be achieved through its measures.

Adrian Colwell
Head of Strategic Planning and the Economy
Cherwell District Council
27 May 2016

Refreshing Oxfordshire's Strategic Economic Plan

Draft – revised following public
consultation

Foreword



To be written to include reference to include references to:

The consultation exercise

Brexit

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Executive Summary

This refreshed version of the Strategic Economic Plan (SEP) for Oxfordshire takes into account evidence that has become available since the first SEP was produced in 2014, including new strategies relating to skills, innovation, culture and heritage, and natural resources and the environment. It acknowledges the changing context for Oxfordshire's economic well-being. It also responds to substantial engagement from the county's businesses, universities, research institutions, local authorities, voluntary and community sectors, and many of its residents. But like its predecessor, this refreshed SEP signals our strong ongoing commitment to sustainable economic growth across the county.

Oxfordshire's SEP is intended to be a widely-owned "*economic route map*" focused on supporting the economic performance, potential and prospects of Oxfordshire, and managing the county's strong economic growth to ensure sustainability and inclusivity. Compared to the original SEP, this refreshed version is higher level, shorter and clearer. It focuses on strategy rather than the details of delivery.

The Vision of the SEP is that

By 2030, Oxfordshire will be recognised as a vibrant, sustainable, inclusive, world leading economy, driven by innovation, enterprise and research excellence.

Oxfordshire is notable for the excellence and scale of innovation, enterprise and research within the county, and for the dynamism of its economy: both employment and GVA (Gross Value Added) are growing strongly, activity and employment rates are high, and there is very low unemployment. The scale of recent investment in some of its most successful firms bodes well for the future. In addition, significant progress has been made over the last two years in delivering against most of the objectives set out in the 2014 SEP.

However, there are issues of sustainability and inclusion that must be addressed. There is also a need for greater resilience in the face of increased global risks and uncertainty.

We aim, with partners, to harness Oxfordshire's unique combination of assets to ensure that by 2030, the county's economy is recognised to be:

- **Vibrant:** a place where ambitious businesses and people thrive; and where young people choose to build their careers and their lives
- **Sustainable:** environmentally (taking into account patterns of resource use, climate change, carbon emissions, heritage assets), socially (reflecting the needs and character of communities) and economically (with businesses and others choosing to re-invest)
- **Inclusive:** where all residents and businesses have a real stake and voice in determining the county's future economic narrative and contributing fully to it
- **World-leading:** recognised globally for its dynamic innovation ecosystem, founded on world class research and fuelled by enterprise, all within an environment of the highest quality.

These outcomes will be achieved through four wide-ranging programmes, each with priorities to 2020, and a number of key action areas. The programmes are:

- **People** – delivering and attracting specialist and flexible skills at all levels, across all sectors, as required by our businesses, with full, inclusive, employment and fulfilling jobs

- **Place** – ensuring a strong link between jobs and housing growth, and providing a quality environment that supports and sustains growth; and offering the choice of business premises and homes needed to support sustainable growth whilst capitalising on and valuing our exceptional quality of life, vibrant economy and urban and rural communities
- **Enterprise** – emphasising innovation-led growth, underpinned by the strength of Oxfordshire’s research, business collaboration and supply chain potential; recognising and reinforcing the significant contribution made by all sectors, all parts of Oxfordshire and all types of business
- **Connectivity** – enabling people, goods and services to move more freely, connect more easily; improving broadband and mobile coverage and capacity; and providing the services, environment and facilities needed by a dynamic, growing and dispersed economy.

We will ensure that the inter-relationships and opportunities across these programmes are fully exploited. For example, we will encourage the local commercialisation and application of technologies developed by Oxfordshire’s research and business communities in areas which improve environmental sustainability and health outcomes (such as low carbon, low energy systems, autonomous vehicles and digital health) in order to benefit Oxfordshire’s people, places and connectivity.

There is an important cross-cutting spatial dimension to the SEP. We will maintain the principal spatial focus on Oxfordshire’s Knowledge Spine – from Bicester in the north through Oxford to Science Vale in the south – as the main location for housing and employment growth. However, we will also continue to encourage and support projects in the market towns and rural areas which support the objectives of the SEP, and ensure these areas are well connected to the Knowledge Spine (and elsewhere).

In delivering the refreshed SEP, the LEP will work through clear governance and management arrangements, building on the substantial progress that has been made over the last two years and supporting on-going initiatives to devolve significant responsibilities and funding to deliver local services and infrastructure improvements. It will work closely with key partners and stakeholders including Oxfordshire’s local authorities and the Oxfordshire Growth Board, and the county’s businesses, voluntary organisations, academic institutions, and residents.

Introducing Oxfordshire's refreshed Strategic Economic Plan

It is now two years since Oxfordshire Local Enterprise Partnership (OxLEP) published its first Strategic Economic Plan (SEP). In the interim we have achieved a great deal, and the SEP itself continues to be widely endorsed.

The decision to update and refresh the SEP has been prompted by our desire to continue to nurture Oxfordshire's economy. The refreshed SEP:

- reflects **new evidence and insight** that has become available over the last two years
- embraces a number of **investment plans and strategies** that have been completed (or are ongoing) within the county, relating (for example) to skills, innovation, culture and heritage, and the environment
- acknowledges the changing **wider context** for Oxfordshire's economic well-being – and particularly, the far greater global economic uncertainty that is likely to define the next five years, including in relation to the outcome of the referendum on the UK's membership of the EU
- responds to substantial **engagement** from the county's businesses, universities, research institutions, local authorities, voluntary and community sectors, and many of its residents
- anticipates that the **process of devolution** will progress substantially over the months/years ahead.

Through the refresh process, we have sought to ensure that Oxfordshire's SEP is a **widely-owned "economic route map"** for the county as a whole. It focuses on realising the opportunities in Oxfordshire to achieve **sustainable economic growth** and to conserve its natural resources and built heritage. It has been informed by a series of public workshops and it has benefited from a full public consultation (which generated almost 300 written responses).

Box 1: What we mean by sustainable economic growth

The 1987 Brundtland Report defined 'sustainable development' as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. What does this mean in the context of Oxfordshire's Strategic Economic Plan?

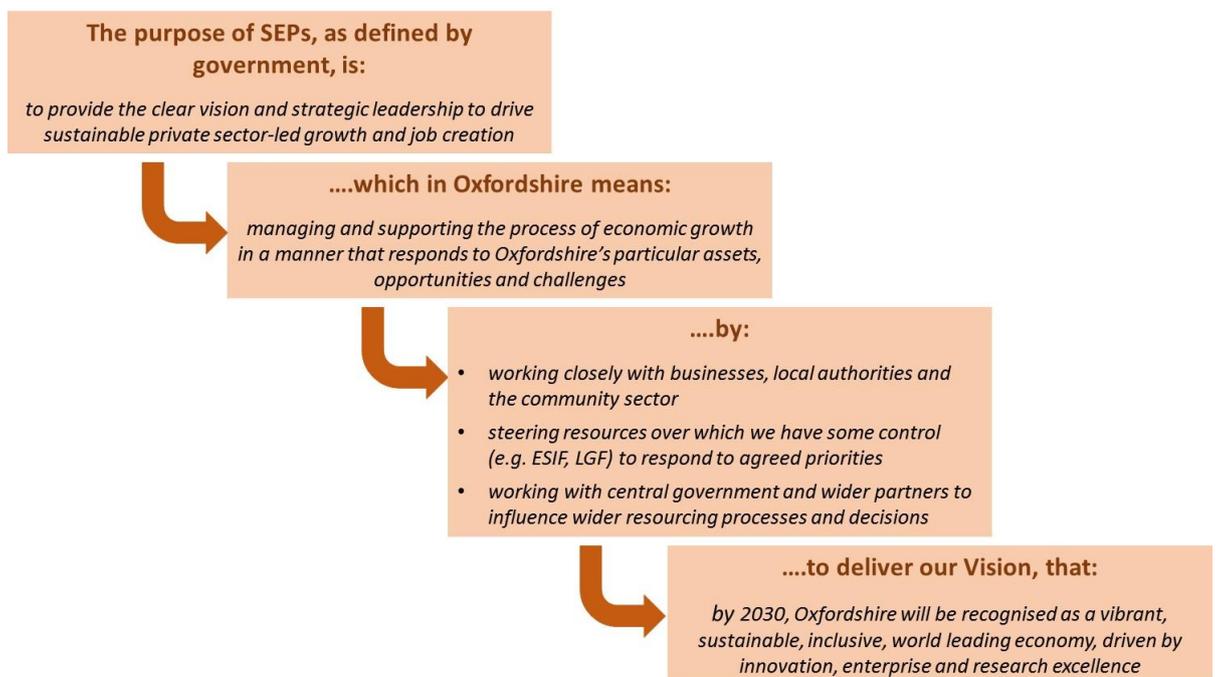
Oxfordshire LEP was established by the Government to support economic growth in Oxfordshire. Its focus, therefore, is on supporting economic growth which delivers sustainable and inclusive outcomes and creates a vibrant and world leading business environment. This type of growth will:

- enhance and develop community coherence and connectivity, building-in community well-being and resilience for the future
- ensure today's and tomorrow's residents can find good jobs and homes they can afford in the county
- use the incredible scientific and technological expertise in Oxfordshire's institutions to stimulate economic growth which is more sustainable, more inclusive and genuinely world leading in its characteristics

- enable infrastructure improvements which we all want, but know we cannot afford without the public and private sector funding that only comes with planned growth
- enable us to insist on, and afford, new development which is high quality and enhances the built environment
- enable investment in developing the skills of our young people
- make better use of limited and precious resources such as water, energy and land
- ensure that Oxfordshire continues to make a strong, positive contribution to the national Exchequer.

Growth therefore needs to be both supported and managed, to produce positive, sustainable outcomes. This is what the LEP is seeking to do: to achieve the vision in the Strategic Economic Plan

Figure 1: The purpose of Oxfordshire's Strategic Economic Plan (SEP)



A profile of Oxfordshire's economy today – and its assets, opportunities and challenges

The economic headlines

Overall, Oxfordshire generates output to the value of about £20.5bn (data for 2014, in current prices, from ONS) from about 400,000 jobs (including both employees and self-employment jobs) in a total of 30,000 enterprises.

Oxfordshire performs well on key metrics of productivity and it is consistently in the upper echelons of league tables relating to the economic performance of LEP areas:

- in 2014, GVA per hour worked in Oxfordshire was an estimated £32.70 – compared to a UK average of £31.00
- in 2013, GVA per filled job was estimated to be £51.2k; the UK average was £48.8k.

In the year to March 2016, some 358,000 residents aged 16-64 were in employment (whether employed or self-employed). Both activity and employment rates are higher than the regional average – and substantially higher than the national average. The rate of unemployment is very low. Hence Oxfordshire is currently approaching full employment.

The largest employment sectors in Oxfordshire are education (51,000 employees, 14.9% of all employees in employment), professional, scientific and technical (41,000, 12.1%), health (40,000, 11.8%) and retail (32,000, 9.4%). Employment in tourism – which is cross sectoral – also accounts for around 32,000 jobs (9.5%)¹.

Over the last few years, Oxfordshire's economy has performed strongly, and the scale of recent investment bodes well for future growth. Between 2011 and 2014, the number of jobs in Oxfordshire – including employee and the self-employment jobs – grew by 7.8%, compared to growth of 6.2% nationally. Within this total, employee job numbers grew by 6.3% to 341,500 (compared to 5.3% nationally), while the number of self-employment jobs grew slightly faster. The rate of GVA growth from 2011-14 was also above the national average (15.6%, compared to 12.1% for the UK).

Since 2011, employment growth in Oxfordshire has been much faster than was expected through the forecasts used as the basis for the Strategic Housing Market Assessment². The sectors with the biggest increase in employees 2011-14 were professional, scientific and technical (an increase of nearly 7,000 employees), construction (5,500 increase), business administration and support services (3,300 increase) and transport and storage (2,200 increase). The number of employees in manufacturing and public administration and defence declined by just over 1,000 in each sector over the 2011-14 period.

Science and technology based clusters in Oxfordshire are particularly strong and distinctive, nationally and internationally. By 2014, there were 46,100 employees in high tech sectors in Oxfordshire, 13.5% of total employee jobs in Oxfordshire. GVA growth in key high tech sectors was well above the national average (e.g. GVA in 'information and communication'

¹ Sectoral employment is taken from the Business Register and Employment Survey (BRES) – latest data is for 2014, published in the autumn 2015. Employment in tourism is based on figures in the Oxfordshire Creative, Cultural, Heritage and Tourism Investment Plan.

² The Planned Economic growth employment forecasts envisaged growth between 2011 and 2021 of just under 50,000 jobs, which is equivalent to just under 15,000 over the period 2011-14. This compared with actual growth of just over 30,000 jobs – twice the rate forecast.

grew by 29.3% in Oxfordshire between 2011 and 2014, compared with 8.4% in UK). In the 12 months to July 2015, Oxford's technology firms received a reported £1.4bn in investments - more than five times the previous year's total of £250m. Over 20 new Oxford technologies and ventures received a record £2.6m in proof-of-concept funding in 2014 alone. This bodes well for future growth.

Some 85% of Oxfordshire residents in employment live and work in the county. However, both inbound and outbound commuting increased between 2001 and 2011 for all Oxfordshire districts with the exception of South Oxfordshire, where there was a slight fall in out-commuting. In 2011, 57,000 people commuted into Oxfordshire, 10,000 more than in 2001, and there was a daily net inflow to Oxford of nearly 30,000 workers, up 16% since 2001.

One reason for increased commuting into Oxfordshire is the high housing costs and associated issues of affordability³. It is therefore encouraging that housing completions have increased over the five years to 2015, compared with a national average of 15%⁴. However, completions remain well below the objectively assessed need: a total of 3,124 new homes were completed in the county in 2014/15, compared with a need averaging approximately 5,000 per year⁵.

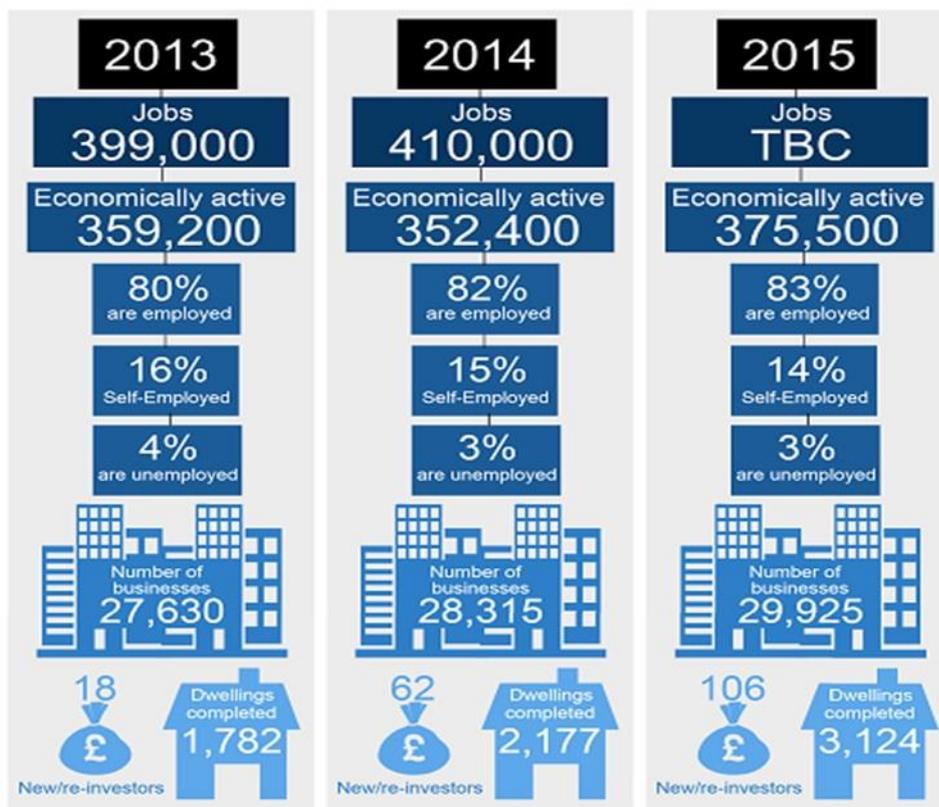
As at June 2016, some 2,635 people in Oxfordshire were claiming Job Seekers Allowance (JSA), or Universal Credit (UC). This equates to an unemployment rate of just 0.6%, compared to 1.8% for Great Britain. Since March 2014, when the first SEP was published, the number of Oxfordshire residents on JSA/UC has declined by nearly 40%. This is to be welcomed. However it does point to the challenges for growing and new businesses seeking to recruit staff from a small pool of potential labour. Furthermore, the people claiming in work benefits are likely to be those who face particular challenges in accessing training and work, meaning that they will need additional and targeted support to help them move closer to the labour market.

³ It is notable also that several of the businesses that were consulted in the course of refreshing the SEP commented specifically on the growing incidence of long distance commuting, particularly from the Midlands, as result of housing pressures and prices. The businesses considered that this was not sustainable long term, not least because employees typically "got fed up" after about a year and then moved onto other jobs

⁴ Sources: local authority annual monitoring reports for the Oxfordshire figure, DCLG for the national figure.

⁵ The 'objectively assessed need' for the period up to 2031 was identified in the 2014 Strategic Housing Market Assessment for Oxfordshire, commissioned by the Oxfordshire local authorities.

Figure 2: Understanding how the economy of Oxfordshire is changing



Oxfordshire's wider assets for economic prosperity

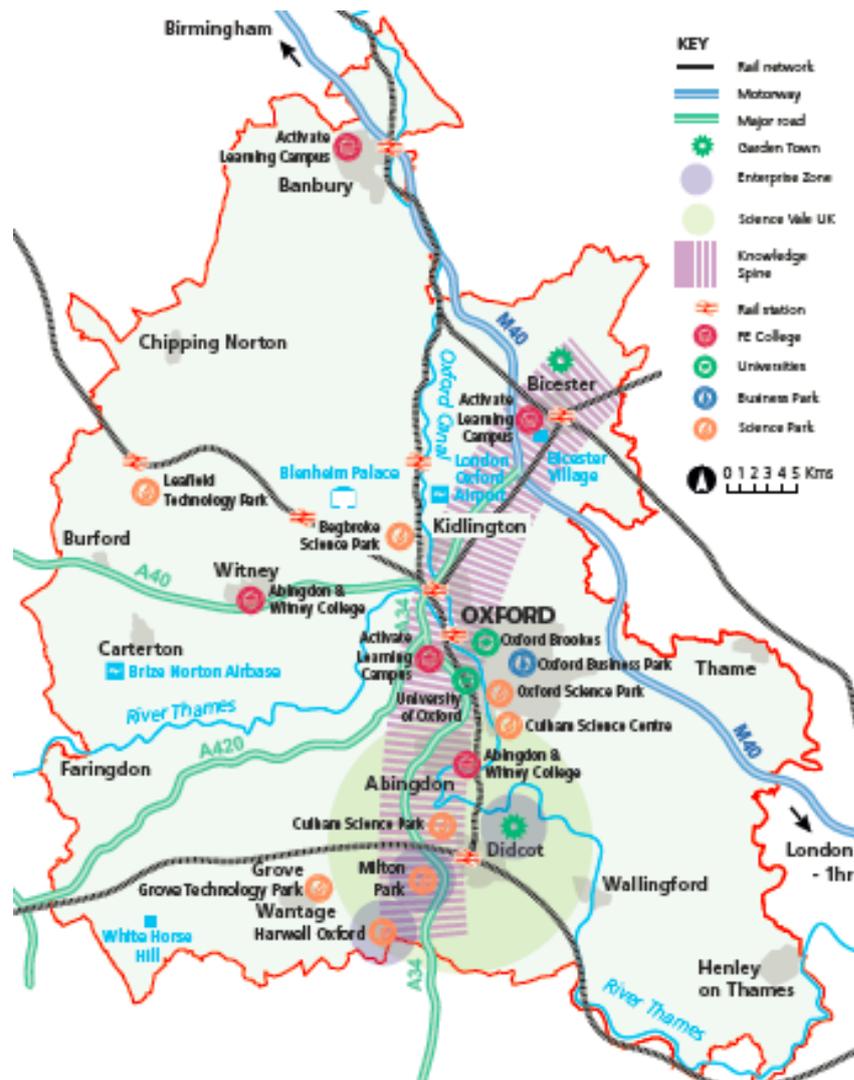
Oxfordshire is home to some of the UK's principal resources for high quality, knowledge-based, economic growth:

- The recent official UK-wide assessment of all university research, the Research Excellence Framework, found that the **University of Oxford** has the country's largest volume of world-leading research. This research sets academic agendas and the University of Oxford is among the top 5 in the world on every key indicator for both teaching and research. The University of Oxford has had over 50 Nobel Prize winners, more than most countries, and total external research has increased every year for the last 10 years, reaching £523m in 2014/15.
- **Oxford Brookes University** is among the best of the newer universities nationally and consistently ranks within the top 10 universities in the UK for income from intellectual property, reflecting the strong impact of its research.
- There is a unique grouping of 'big science' and other research facilities, primarily in **Science Vale** in the south of Oxfordshire, including the Culham Centre for Fusion Energy and – at Harwell – the Science and Technology Facilities Council (STFC) Rutherford Appleton Laboratory; Diamond Light Source, the national synchrotron facility; the ISIS Pulsed Neutron Source; the Central Laser facility; the UK Space Gateway, including the Satellite Applications Catapult Centre; the European Space Agency; and the Medical Research Council's facilities.
- Oxfordshire has some **outstanding and fast-growing businesses with names that are widely recognised around the world**, ranging from newer companies like Adaptimmune and Immunocore to more established ones like Sophos, Williams F1, Oxford Instruments

and Blackwell, and global brands such as BMW, Siemens, Unipart and Oxford University Press.

- There is momentum linked to **Science Vale Oxford**, **three Enterprise Zones** (at Harwell, Didcot and Milton Park), **two Garden Towns** (Bicester and Didcot) and an **increasing supply of specialist science and business parks and incubator space** (for example, at Begbroke, Bicester Business Park, Harwell Science and Innovation Campus, Milton Park, and Oxford Science Park).
- There is improving access to **long term risk capital**, particularly through the establishment of two major new funds in 2015:
 - University of Oxford and Oxford University Innovation (the University's technology commercialisation subsidiary) launched a partnership with newly created Oxford Sciences Innovation plc (OSI) to invest £320m in science and technology-based spin-outs from Oxfordshire's research facilities
 - the Woodford Patient Capital fund, based in Oxfordshire, raised £890m at launch.
- Oxfordshire has a **strategic location** – which is close to both a booming world city (London) and a global hub airport (Heathrow); and is an integral part of the UK's **Golden Triangle** (defined between Cambridge, London and Oxford).

Figure 3: Oxfordshire's Strategic Economic Assets



The economic importance of our built and natural environmental assets

Oxfordshire's built heritage and natural environment have played a substantial part in the county's economic and social development and they will continue to be a vital part of its future. Many of Oxfordshire's towns and villages are attractive and vibrant places in which to live, work and relax. The county's natural capital – including its land, soils, air, water, animals and plants – is distinctively rich and diverse. Oxfordshire's urban and rural heritage is outstanding. The county's residents, businesses and other organisations – wherever they are located – all benefit economically, socially and culturally from these assets.

However, some of these assets are in decline or under threat, and investment is needed to reverse this damage. As the economy and the population grow, and the effects of current and future climate change are felt⁶, the county needs to be prepared in order to minimise damage to the natural environment, build resilience and reduce risk.

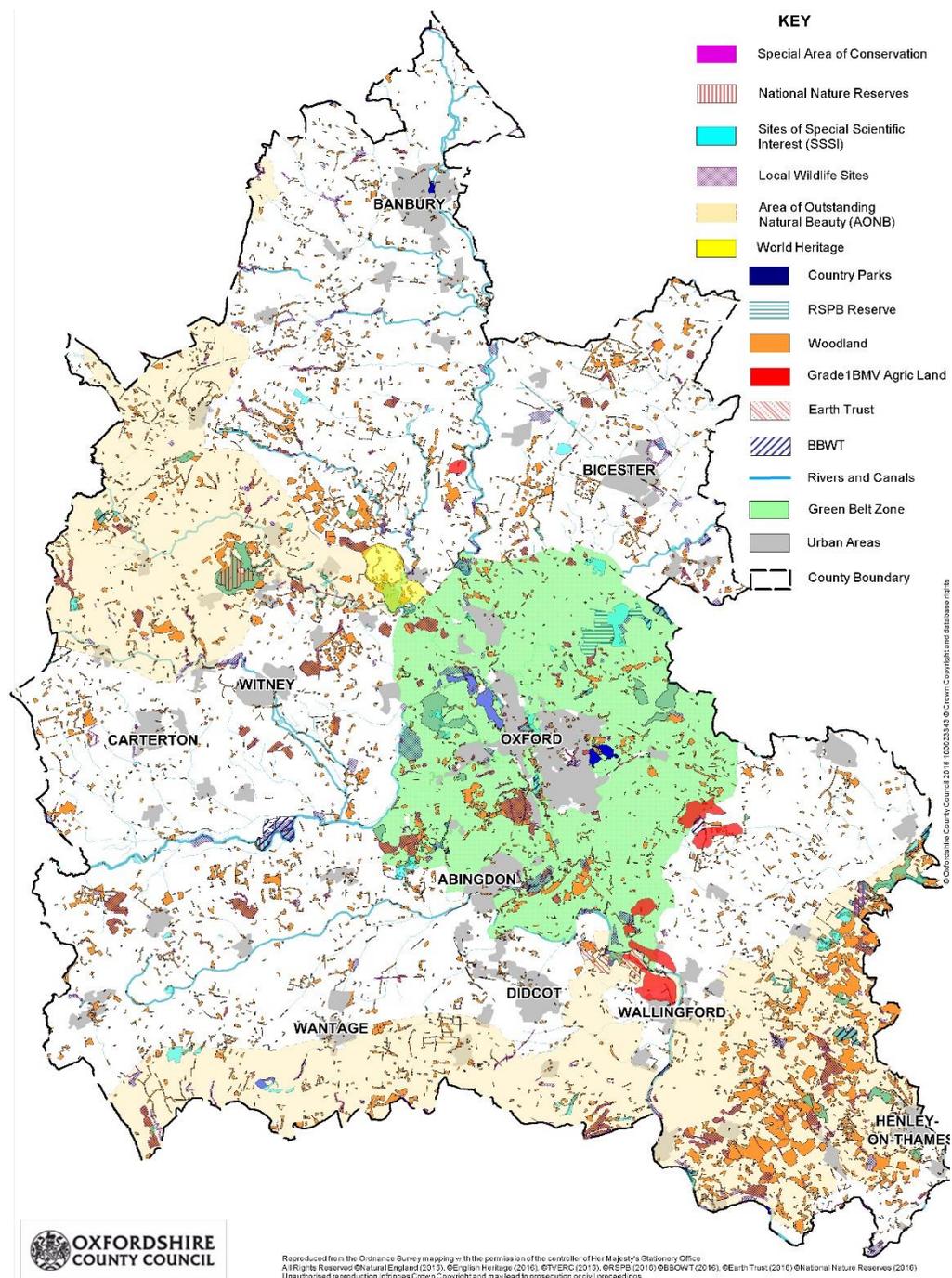
It would be misleading to suggest that economic growth does not give rise to environmental pressures. However, Oxfordshire has some real opportunities to apply local research and innovation to repair and enhance its natural capital as well as the built environment. For example, Oxfordshire has world leading research and commercialisation in areas such as solar and fusion energy and electric vehicles, and low carbon sectors already account for about 7% of the economy. Well targeted investments can bring about multiple benefits including added economic value, more efficient use and greater protection of natural resources and more pleasant surroundings, all of which make the county a more desirable place to live and work.

The outstanding quality of its natural and built environment – and the importance of both in relation to its economic well-being – is described in two plans we have produced with partners since the 2014 SEP: the **Strategic Environmental and Economic Investment Plan (SEEIP)** and the **Creative, Cultural Heritage and Tourism Investment Plan (CCHTIP)**. These two documents provide a great deal of evidence and insight with regard to the economic importance of our natural and built environment, and also the way in which sustainable economic development can support the successful management of our environmental assets (see Annex B for a summary of the plans).

Oxfordshire's economic assets are second to none – particularly in combination with its environmental, heritage-related and cultural resources. With them come real opportunities and challenges in relation to economic growth – and, for the people of Oxfordshire and for OxLEP, some responsibilities.

⁶ See Oxfordshire's Low Carbon Economy – Report by the Environmental Change Institute and Low Carbon Oxford, October 2014

Figure 4: Oxfordshire's Strategic Environmental Assets



Economic geography

Against this backdrop, Oxfordshire has a very distinctive economic geography. Most of the county is within an Oxford Travel to Work Area (as defined at the time of the 2011 Census). Banbury – in the north – has a TTWA of its own (which extends into Northamptonshire) and parts of southern Oxfordshire are contained within the Reading TTWA, but Oxford is – demonstrably – the county’s functional centre. The urban area of Oxford (including Botley which is in Vale of White Horse district) has a population of around 160,000 – slightly larger than that of the area administered by Oxford City Council. But on either definition, the city accounts for just under a quarter of the county’s population, and around 30% of all the jobs in Oxfordshire.

Outside Oxford, the major settlements are stand-alone towns with a distinctive character – Bicester and Banbury in Cherwell (to the north and east); Witney in West Oxfordshire; Didcot, and Henley-on-Thames in South Oxfordshire; and Abingdon and Grove & Wantage in Vale of White Horse. These towns differ substantially from each other and some of them – notably Bicester, Didcot and Grove & Wantage – are set to see significant planned growth.

Much of Oxfordshire is rural. Parts of the county are of an extremely high environmental quality. Indeed, Oxfordshire overlaps with three different Areas of Outstanding Natural Beauty (Cotswolds, North Wessex Downs and Chilterns). Blenheim Palace and its Estate, and the University quarter in Oxford, are World Heritage Sites, reflecting their cultural and historical significance.

The area surrounding Oxford is Green Belt – a planning designation which was established to control urban sprawl and, in the case of historic cities like Oxford, to preserve its setting and special character.

These are the particular spatial characteristics of a county which is both distinctive and beautiful. In a fast growing county such as Oxfordshire it is inevitable that at times there may be conflicts between economic development, environment assets and the Green Belt. However, if development is planned and delivered well, with adequate resources – and if natural resources are appropriately valued – the outcome should be net environmental gains.

Progress in delivering our Strategic Economic Plan

Our original SEP included a series of Objectives, structured under each of four Programmes. For the most part, the timescale for the delivery of these Objectives was through to 2030/31, so two years in, we still have some way to go. However, we are making good progress⁷. This section provides an overview of the progress made so far. This has been made possible by the LEP securing, in collaboration with partners, substantial funds through the Oxfordshire City Deal, Local Growth Fund and the European Structural and Investment Funds (ESF, ERDF, EAFRD). The table below summarises the funding secured and the leverage and outputs it will provide.

Table 1: Funding secured by the LEP with support from partners in the last two years

Source	Amount secured	Leverage	Total investment	Expected outputs
City Deal (January 2014)	£55.5m	£1,216m	£1,271.5m	18,000 jobs, 7,500 homes, by 2021
Growth Deal 1 (January 2015)	£108.5m	£100m	£208.5m	6,000 jobs, 4,000 homes, by 2021
Growth Deal 2 (January 2015)	£9.9m	£593.54m	£603.44m	
Total	£173.9	£1,909.54	£2,083.44	

Table 2: European Structural Investment Funds⁸

Source	Amount allocated	Expected outputs
European Regional Development Fund	€9.9m	754 business supported
European Social Fund	€9.4	1,000 people helped into training and work
European Agricultural Fund for Rural Development	€2.8	TBC – discussions with Defra on-going
Total	€22.1m	

One element of progress is the production of four cross cutting plans intended to support implementation of the SEP. These include the **Strategic Environmental and Economic Investment Plan (SEEIP)**, the **Creative, Cultural Heritage and Tourism Investment Plan (CCHTIP)**, the draft **Innovation Strategy** and the **Oxfordshire Skills Strategy**. The main

⁷ More detail is available in OxLEP's Progress Report, 2011-2015

⁸ The Chancellor Phillip Hammond has announced that the Treasury will guarantee government funding for projects backed by ESIF which are signed before the Autumn Statement. The Treasury will assess whether other projects that are signed after the Autumn Statement should also get a guarantee. Some of Oxfordshire's ERDF bids are at assessment stage and we are confident that we will reach contract stage by the Autumn Statement. Other ERDF funding project calls have yet to be issued and we await further guidance on these.

provisions of all four are summarised below; more detailed synopses are available in Annex B.

Figure 5: Oxfordshire’s Strategic Economic Plan – and four cross-cutting strategies which underpin it

	People	Place	Enterprise	Connectivity
Strategic Environmental Economic Investment Plan	Engaging people in the environment and enabling more sustainable lifestyles	Enhancing the quality and resilience of urban areas Improving the management of land to reduce flood risk, enhance water resources, and promote biodiversity	Growing the green economy in Oxfordshire	Promoting and enabling access to the countryside
Creative, Cultural, Heritage and Tourism Investment Plan	Productive and engaging experiences Skills, talent development and business growth	Creative place-making	Skills, talent development and business growth	Collaboration
Oxfordshire Innovation Strategy	Innovation for all Innovation for social good Nurturing talent and developing skills	Building innovation spaces	Reinforcing the science and research base for innovation Attracting significant business Attracting capital Embedding innovation in the ecosystem	Understanding the Ecosystem: Strengthening our Networks
Oxfordshire Skills Strategy	Creating a skills continuum to support young people through their learning journey Upskilling and improving the chances of young people and adults marginalised or disadvantaged from work To increase the number of apprenticeship opportunities		To meet the needs of local employers through a more integrated and responsive approach to education and training To explore how we can better retain graduates within Oxfordshire to meet the demand for higher level skills our businesses need.	

Alongside projects funded through City Deal and Local Growth Fund (see Tables 3 and 4 below), the following paragraphs summarise other aspects of progress, structured around the four SEP programmes (people, place, enterprise and connectivity). The LEP’s role in delivery varies; in some areas it takes a leadership role and seeks to influence decision-making by others, locally and in government nationally; in other areas, it acts as the main

delivery organisation; in others, it acts as a broker – for example, linking partners to each other and to sources of funding – or a facilitator (working with partners, with them in the lead delivery role).

Annex A provides a more detailed analysis of progress in relation to specific commitments in the original SEP.

In relation to People...

We have seen **employment and activity rates** rise in Oxfordshire, ensuring that more people are contributing to – and benefitting from – our growing economy. Over the last two years, we have also seen a **greater uptake in apprenticeships** through our Oxfordshire Apprenticeships Programme.

Our O2i programme (Opportunities to Inspire) is promoting greater collaboration between schools and local businesses, and helping to inspire our young people and make them aware of the employment and career opportunities within Oxfordshire.

Our European Social Fund programme is starting to deliver. Activate Learning has recently won a contract to run Building Better Opportunities, a £1.2 m project that will help more than 300 Oxfordshire residents who are long term unemployed access the labour market. The three-year project will run to 2019.

In relation to Place...

We have made substantial headway in relation to some major new schemes. These include some with outstanding credentials for sustainability (e.g. **North West Bicester and the newly designated Didcot Garden Town**) and innovation (e.g. **Graven Hill**), and which are also providing a focus for both housing and jobs growth.

The District Local Plans are all moving through the plan making process. The Cherwell Local Plan has already been adopted and Oxford City Council has just embarked on a review of its Local Plan. Other District Plans are all in advanced stages of development. This has helped accelerate **housing delivery**, which has increased by 74% over the last five years. However, the scale of housebuilding is still well below the objectively assessed need (as evidenced in the Strategic Housing Market Assessment for Oxfordshire, produced by all the local authorities working together), and **housing costs** have continued to increase relative to incomes, with the result that Oxfordshire is among the least affordable places in the country to live: data from CLG (for 2013) suggest that the ratio of median house prices to earnings is 8.66 across Oxfordshire (compared to 6.72 across England as a whole)⁹.

In relation to Enterprise...

More jobs have been created within Oxfordshire than were anticipated through the forecasts that informed the Strategic Housing Market Assessment. This process has been bolstered by macro-economic conditions, but there has also been an impact from some of our early local initiatives and from the City Deal – notably the creation of the **Enterprise Zones**. The focus on jobs growth through implementing key projects is even more important following the Brexit decision and consequent economic uncertainty.

We have seen some major investments in our science and knowledge-based infrastructure and these should lead to further economic growth downstream. For example, we have seen

⁹⁹ Data sourced from CLG Live Table 577

investment in the **Satellite Applications Catapult** at Harwell, the **Begbroke Accelerator** and the **Oxford Bioescalator**.

In addition, we have been delivering some major projects such as **Oxfordshire Business Support (OBS)**. This promotes, co-ordinates and delivers support to local business to help them develop and grow. It also provides a mechanism for integrating national and local business support. It is targeted at start-ups, high growth SMEs, social enterprises and innovative entrepreneurs via a range of free or subsidised products and services. During 2015/16, nearly 12,000 businesses and individuals engaged with the OBS helpline and website, and almost 700 of these were supported via the Triage system and also through our Network Navigators.

Our **Invest in Oxfordshire** service continues to foster greater Foreign Direct Investment in Oxfordshire by helping overseas and domestic businesses locate in the county. In 2015/16, Invest in Oxfordshire handled 169 enquiries, of which 33% were from UK companies and 67% from foreign firms. 43 of these inquiries were from companies in the life sciences sector, 34 from the creative sector and 21 from automotive and advanced engineering.

In relation to Connectivity...

We have seen significant investments and improvements – notably the opening of **Oxford Parkway** railway station, with a fast direct link to London Marylebone; and also enhancements to the **coverage of superfast broadband** county-wide. Around 80,000 premises across Oxfordshire now have access to faster fibre broadband as a result of the Better Broadband for Oxfordshire roll-out, including many in some of the more difficult to reach parts of the county. Of those 80,000, more than 64,500 households and businesses have access to ‘superfast’ broadband speeds of 24 megabits and above¹⁰.

We have advanced a number of **innovative collaborations, focused on connectivity**; this includes (for example) working on major data analytics projects. We have sought to advance innovative solutions linked, for example, to the interface between energy and mobility.

However, the evidence suggests that **congestion on our roads is continuing to increase**. Whilst there have been some important incremental improvements (including to junctions on the A34), the scale of the challenge remains substantial.

Table 3: Oxfordshire’s City Deal – including projects started by 2016

Projects	City Deal funding	Total investment
Harwell Innovation Hub - a new facility focussed on promoting open innovation based at the Harwell Campus. Delivered by The Science and Technology Facilities Council.	£7m	£14.1m
Culham Advanced Manufacturing Hub - a new facility focussed on remote handling, with applications across a number of different industries where there are extreme environments (nuclear, space, underwater, underground. Delivered by the United Kingdom Atomic Energy Authority.	£7.8m	£21.2m
Oxford BioEscalator - a new-breed of incubator space to nurture small spin-off companies in the life science sector with the capacity to grow into mid-sized companies. Situated in the Old Road Campus in Oxford, it will allow co-location with hospital and research facilities and staff	£11m	£21m

¹⁰ <http://www.betterbroadbandoxfordshire.org.uk/cms/content/track-budget-and-time>

Projects	City Deal funding	Total investment
and sharing equipment that allow “adjacent innovation” to develop at scale. It will also support single teams to manage multiple biotech companies which will significantly reduce management costs. Delivered by The University of Oxford.		
Begbroke Innovation Accelerator - a new facility located at Begbroke Science Park, focused on the advanced engineering sectors of automotive, nuclear materials, advanced materials, robotics, as well as in nano-medicine, pharmaceuticals, motorsport and supercomputing. Delivered by The University of Oxford.	£4.2m	£11.2m
Oxfordshire Innovation Support for Business - a tailored business support programme which will bring together a network of existing provision, amplify and enhance existing services to businesses and plug gaps with bespoke programmes in order to promote innovation based growth. Delivered by the Oxfordshire LEP.	£2m	£7m
A package of measures that will improve access to the Science Vale Oxford Enterprise Zone from the national and local road network. This will increase reliability – and in turn provide the confidence necessary to attract business investment and high skilled employees. Delivered by Oxfordshire County Council.	£6.1m	£28.2m
Schemes to support the regeneration of Oxford’s Northern Gateway and the A40 approaches to Oxford . The package of measures will relieve congestion and deliver growth at the Northern Gateway development site, including 800 houses, of which 300 are additional to current plans, and up to 8,000 new jobs. Delivered by Oxfordshire County Council.	£7.3m	£17.8m
A programme to increase the number of young people taking up Apprenticeships , with a particular focus on courses that will support Oxfordshire’s growth sectors: advanced engineering and manufacturing; space technology and biosciences. Delivered by Oxfordshire County Council.	£1.5m	£1.5m

Table 4: Growth Deal funding secured for projects started by 2016

Project	Growth Deal funding	Total investment
Centre for Applied Superconductivity - a new centre of innovation to coordinate the interaction between key industry players, Oxford University, cryogenics companies, and end users (including SMEs). Delivered by The University of Oxford.	£4.5m	£6.5m
Oxfordshire Centre for Technology and Innovation - development of a Technology and Innovation Training Centre in Oxford to address skills shortages across engineering, electrical, design, and emerging technologies. Delivered by Activate Learning.	£4.5m	£7.8m
Didcot Station Car Park Expansion - packages of measures for car park expansion. Part of the expansion and improvement of Didcot station as a key gateway to Science Vale high tech cluster and the Enterprise Zone. Delivered by Great Western Railway.	£9.5m	£23m

Project	Growth Deal funding	Total investment
<p>Advanced Engineering and Technology Skills Centre – a collaboration with Abingdon and Witney college, the centre will address skills shortages in Science Technology Engineering and Maths subject areas by supplying skilled technicians at Harwell Oxford and elsewhere in Oxfordshire; and deploying the unique expertise and facilities available at and around Harwell Oxford as a learning resource for the rest of the UK and globally. Delivered by Abingdon and Witney College.</p>	£4m	£5.9m
<p>Northern Gateway – a package to improve transport in North Oxford and enable the Northern Gateway development, which will provide business and research space, and new homes. Delivered by Oxford City Council.</p>	£5.9m	£452.5m
<p>Oxpens – transport and site improvements to support the Oxpens development, which will provide office and research space and new homes in the heart of Oxford. Delivered by Oxford City Council.</p>	£3.5m	£150m
<p>Activate Care Suite – to improve adult social care and health. Delivered by Activate Learning.</p>	£0.4m	£0.6m

Our Vision

By 2030, Oxfordshire will be recognised as a vibrant, sustainable, inclusive, world leading economy, driven by innovation, enterprise and research excellence.

Oxfordshire is set apart by the excellence and scale of **innovation, enterprise and research** within the county:

- **Innovation** is the application of new ideas in any context and permeates Oxfordshire's economic life. It includes innovation driven by science and technology, particularly in the life sciences, space technologies, digital sectors, and the automotive and motorsport industries. It includes innovation in heritage, tourism and culture; and in the use of environmental assets and sustainable technologies. It also includes social innovation. It abounds in, for example, service delivery, whether by the public sector, private sector or through voluntary sector organisations. Throughout, the *process of innovation* is one of Oxfordshire's strengths: a survey by ERC found that firms in Oxfordshire reported the most innovation activity compared to other regions in the UK. We will seek to harness this fully to deliver our Vision
- **Enterprise** is another defining feature of Oxfordshire. Within the county, there are around 30,000 enterprises (or 35,000 local units). These range from major companies – like BMW and British Gas at Cowley, Siemens and Polartec at Eynsham/Woodstock, RM and Oxford Instruments, and major publishing houses (like Oxford University Press (OUP) and Blackwell UK) – through to micro businesses. Nearly 90% of Oxfordshire enterprises employ fewer than 10 people, but these smaller businesses are a dynamic element in the enterprise mix. Oxfordshire's enterprises span fast-emerging global players in knowledge-based sectors (e.g. Sophos, Adaptimmune and Immunocore) and firms that are focused on service delivery in local markets. Within Oxfordshire, there is also a vibrant social enterprise sector.
- **Research** undertaken in Oxfordshire is outstanding. It includes world-leading research under the auspices of the University of Oxford and Oxford Brookes University. Harwell and Culham are major foci for "big science", and there are significant numbers of businesses that undertake leading-edge research and development. Oxfordshire's research excellence is underpinned by world class science. At the same time, the county can genuinely claim global specialisms in social science and the humanities, with widespread potential applications.

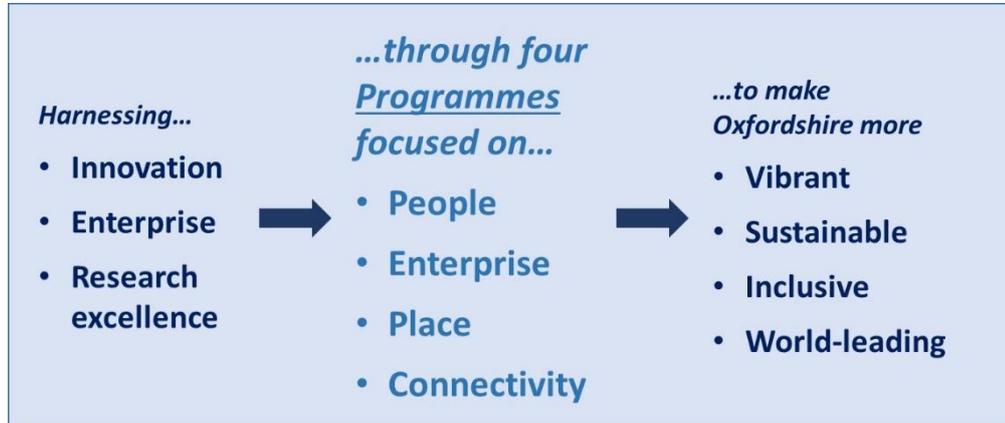
By linking these three overarching themes, we will ensure that by 2030, Oxfordshire's economy is widely recognised to be:

- **Vibrant:** Oxfordshire will be a place where ambitious businesses and people thrive; and where young people choose to build their careers and their lives, contributing to the vibrancy of Oxfordshire's communities
- **Sustainable:** Oxfordshire will be on a trajectory for growth that is sustainable environmentally (taking into account climate change, carbon emissions, heritage, the natural environment and patterns of resource use), socially (reflecting the needs and character of communities) and economically (with businesses and others choosing to re-invest)

- **Inclusive:** Oxfordshire will be a place in which all residents – irrespective of age, gender, or ethnicity – have a real stake in determining the county’s future economic narrative and contributing fully to it
- **World-leading:** Oxfordshire will be a place that is recognised globally for its dynamic innovation ecosystem, founded on world class research and fuelled by enterprise, all within an environment of the highest quality.

Our Programmes

In order to realise our Vision, our Plan is structured around priorities which define **four Programmes**.



These four Programmes are:

- **People** – delivering and attracting specialist and flexible skills at all levels, across all sectors, as required by our businesses, with full, inclusive, employment and fulfilling jobs
- **Place** – ensuring Oxfordshire’s places provide a sustainable mix of jobs, homes, social, community and recreational facilities, and a high quality built and rural environment
- **Enterprise** – placing an emphasis on innovation-led growth, underpinned by the strength of university and other world leading research, business collaboration and supply chain potential; and recognising the importance of supporting enterprises in many sectors of Oxfordshire’s economy
- **Connectivity** – enabling people, goods, services and information to move more freely, by improving physical and digital connectivity supporting a fast-moving, growing and dispersed economy.

These four programmes are closely inter-related and inter-dependent. To support economic growth, firms need access to an appropriate range of supporting infrastructure and services, to manage the significant uncertainties of the global economic environment (see Box 2), and to be able to recruit and retain appropriately skilled people. These people need housing which is affordable, located in attractive places which provide an appropriate mix of services and facilities, and which are well connected to other places within and beyond Oxfordshire by physical and digital links.

The scale of growth envisaged

The SEP is based on the scale of growth set out in each of the District’s adopted and emerging Local Plans, which for Oxfordshire involves an additional 88,000 jobs between 2011 and 2031 and approximately 100,000 new homes.

To put this in context, between 1991 and 2011, total jobs in the county increased by 94,000, or 42%, compared to the forecast jobs growth of 23% between 2011 and 2031.

The SEP supports delivery of the scale of growth envisaged in the District Local Plans, but it does not itself add to those plans (see Annex C for a full explanation of the relationship between the SEP and Local Plans). Each Local Plan is subject to full Strategic Environmental

Impact Assessment to provide reassurance that the consequences of the planned growth have been properly considered and mitigated.

Should the scale of planned growth be adjusted in future revisions to Local Plans – either upwards or downwards – then the SEP will be reviewed accordingly.

Spatial dimensions

There are important inter-relationships between the programme areas and the economic geography of Oxfordshire. The main locations for housing and employment growth will be within the Oxfordshire Knowledge Spine (see Figure 3) – stretching from Bicester in the north through Oxford to Science Vale in the south (including the major research centres at Harwell, Culham, the growing towns of Didcot, Grove and Wantage, and major employment areas such as at Milton Park and Harwell). This spatial focus is reflected in the adopted and emerging Local Plans within Oxfordshire, and in the scale and location of investment in the infrastructure for research, enterprise and connectivity in the county.

However, this spatial focus is not exclusive. There are many important firms and economic assets elsewhere in the county, and we will continue to encourage and support projects in the market towns and rural areas which help implement the SEP. We will also ensure other areas are well connected into the Knowledge Spine, so that the benefits of economic growth are accessible to all. Improved connectivity with adjoining areas is also important for Oxfordshire's economy, including the market towns which in many cases have strong cross boundary functional links (for example, the high performance engineering cluster extends across much of Oxfordshire, Northamptonshire and Bedfordshire; whilst the Cotswold tourism offer extends across west Oxfordshire and Gloucestershire; and the Thames Valley IT cluster extends across southern Oxfordshire and Berkshire).

People

Headline SWOT assessment - People

Strengths and opportunities

Highly qualified workforce

Very attractive place to live and work

Globally leading research and firms working at the leading edge of technology attract the best talent to Oxfordshire

Large student population, providing recruitment opportunities for local firms

Buoyant labour market – less than 2,700 JSA claimants (0.6%) across the county – the lowest nationally

Weaknesses and threats

Housing in Oxfordshire is among the least affordable in the country

Rapidly ageing population with a declining working age labour force

Pockets of social and economic exclusion, especially in Oxford

Very tight labour market – difficult for employers to recruit

Future recruitment and retention of specialist expertise may be threatened by Brexit-related uncertainty concerning foreign nationals working in Oxfordshire

Current characteristics

Oxfordshire's **people are the county's principal resource** in supporting the next phase of economic growth: they are versatile, adaptable, highly skilled and in great demand.

Employers, however, are **struggling to recruit** the people they need¹¹ with the skills that they require against a backdrop of (close to) full employment. Moreover, particularly for younger working age residents, Oxfordshire is a very expensive area to live and work, and retention problems are widespread in the early adult age groups.

The **affordability of housing** across the county is a major concern for local people who are not already home-owners, and those wanting to move to jobs in the county. The challenges are acute for younger people and those in less well-paid jobs. For example, there is clear evidence that high housing costs are affecting Oxfordshire's ability to recruit and retain nurses and teachers – key professions in terms of the county's overall quality of life.

ONS's sub-national population projections suggest that within Oxfordshire, the population aged 20-64 is set to decline through to 2037 (whilst the overall population will increase by over 13%). However, this will depend on the scale of housing growth actually achieved.

In addition, there are very challenging issues with regard to **social inclusion**. Their scale is not great overall – but in many respects, that makes the challenges harder as the issues of exclusion can easily be overlooked against a background of general prosperity. There is a

¹¹ According to the UKCES Employer Skills Survey, in Oxfordshire 2013, 8% of employers (c 1800 businesses) were reporting hard to fill vacancies where impacting on their business (compared to 5% nationally).

need for excellent and creative responses to help more disadvantaged Oxfordshire residents to move into the labour market.

Currently, the landscape for the **delivery of post-16 training and education** is being restructured. Oxfordshire is part of an Area Review process, the aim of which is to ensure a better alignment between providers, firms and learners, with the needs of the economy firmly in view. Moreover, appropriate skills provision needs to feature in any devolution deal that Oxfordshire partners agree with government.

Self-employment is increasingly important, particularly in Oxfordshire's rural areas, and there is a need to support the distinctive needs of the self-employed, for example through the provision of on-line advice and guidance for remoter businesses and sole traders, and encouragement to build homes which are designed to enable home working.

Priorities to 2020

In delivering the SEP, particular priority will be attached to:

Education and skills

- ensuring that skills provision is aligned more effectively with the needs of employers
- understanding – and responding to – the aspirations and frustrations of young people as they seek to build their lives and their careers in Oxfordshire, by creating a 'skills continuum' to support them through their learning journey
- increasing STEM skills among Oxfordshire's young people
- increasing the number of apprenticeship opportunities

Reducing exclusion

- addressing exclusion from the labour market, by up-skilling and other measures to help young people and adults marginalised or disadvantaged from work

Recruitment and retention

- emphasising the importance of people as well as firms in terms of inward investment – Oxford has plenty of firms that will grow fast if they can recruit and retain the right people, including through international recruitment. Government controls on immigration must not hamper the ability of Oxfordshire firms to grow
- ensuring that the specialist skills of those military personnel in Oxfordshire who choose to remain in the county when they leave service life are used as far as possible in the local economy

Attitudes to growth

- demonstrating the genuine potential benefits of "good economic growth", defined as growth which is sustainable in economic, social and environmental terms (to be determined through Local Plans).

Actions to deliver our Programme

The **Oxfordshire Skills Board** was established in 2011. It works closely with the LEP in order to achieve improvements in the skills infrastructure available to Oxfordshire's employers and the learning opportunities available to students, residents and workforce. The Oxfordshire Skills Strategy to 2020 was developed by the Skills Board. It sets out the strategic priorities necessary to support economic growth to 2020 and is currently being refreshed.

Through our European Social Fund programme, we have developed with the Big Lottery Fund, a £1.2m programme that will focus on helping those residents that are long term unemployed to move closer to the labour market. Activate Learning is running this activity, called Building Better Opportunities, from 1 August 2016 for three years¹². The project will help 300 Oxfordshire residents to seek training and work opportunities.

With the Big Lottery Fund, OxLEP has issued a project call for an engagement programme to help those young people in Oxfordshire who are not in employment, education or training (NEET), and a transition programme to help young people at risk of becoming NEET – using match funding from the Big Lottery Fund to make a project total of just under £1m. The project will help 445 young people who are NEET, or at risk of becoming NEET over a three-year period. At the time of writing, the bids are being assessed and we are confident the project will start in January 2017.

In addition, OxLEP and the Skills Funding Agency (SFA) have jointly issued a project call for an Oxfordshire Community Grants scheme with a value of just under £0.5m that will be focused on helping around 250 people within their communities to move closer to the labour market. This will start delivering in January 2017. Grants will be available throughout the county and community groups and other eligible organisations will be able to bid for grants of between £5,000 and £50,000.

Taken together, these projects to help our longer term unemployed residents represent an opportunity for Oxfordshire to tackle social exclusion and enable local people to access some of the local jobs being generated through business start-up and growth, and through employment-generating new development.

Community Employment Plans (CEPs) will also support people to access job opportunities arising from new development. They include employer-led initiatives relating to both the construction phase for all large developments, and the end user phase of large commercial development, and include measures such as apprenticeships and training schemes, local procurement and links with schools and colleges. A number of CEPs are already in place across Oxfordshire (see Box 2 for an example), and more are in the pipeline. The LEP will support local authorities to include such proposals as part of their local plan policies and supporting text.

The LEP will continue to support the Oxfordshire Apprenticeships programme which aims to increase the number of apprentices in Oxfordshire through wide-ranging engagement with Oxfordshire schools, advertising campaigns, workshops, and by increasing the number of Apprenticeship Ambassadors. The programme has already benefitted from £1.5m of City Deal funding, focusing particularly on sectors that support Oxfordshire's growth including: advanced engineering and manufacturing; space and satellite, creative and digital; and life sciences.

The LEP will support implementation of the recommendations of the Post-16 Review. This will see potential realignment within our Further Education infrastructure to better reflect the skills needs of our economy.

In the short term, OxLEP will seek clarity from the Government regarding the status of EU and other non-UK citizens working in the UK and the current and potential future barriers to attracting EU and other non-UK staff to the UK. Access to the best talent internationally is crucial to the success of the universities and big science facilities as well as to many of the firms in the county.

¹² <http://www.cityofoxford.ac.uk/news/project-support-long-term-unemployed-back-work>

Box 2: Westgate Community Employment Plan

In 2013, we successfully agreed with Land Securities the development of a Community Employment Plan for the Westgate shopping centre redevelopment. The key objectives of the Westgate CEP are:

- to procure supply chain locally
- to provide Oxfordshire residents with sustainable jobs
- to equip people with the skills to be successful, with a particular focus on youth and longer term unemployed groups
- to give communities the opportunity to grow for good

Two plans have been agreed for the Westgate development, covering the Construction and End User phase. 750 outcomes have been agreed across the two CEPs, taking account of the length of the build plus a sensible period of time post opening of Westgate Oxford to ensure optimum outcomes for the local community.

There have been a number of successes within the current Construction CEP:

- 50 people attended pre-employment training, 11 people attended site work experience, and 3 people have been employed on the site
- 2 individuals employed as a result of the CEP and Laing O'Rourke's involvement with City of Oxford College.
- 18% of those employed on the site have Oxfordshire postcodes
- 39.50% of procurement to date awarded from within the local supply chain
- significant attendance at local career events such as Career Fest, etc.
- Land Securities and Laing O'Rourke have become lead partners supporting the future School of Construction and Science Technology Engineering and Maths (STEM) Centre on the City of Oxford Campus at Blackbird Leys
- Laing O'Rourke is currently supporting University Technical College Oxfordshire with its Project Base Learning programme.

Each CEP is measured and monitored as part of ongoing dialogue through monthly meetings with a variety of key external and internal stakeholders. All progress is shared regularly with Oxford City Council.

Box 3: Apprenticeship Programme

Oxfordshire Apprenticeship is a brand currently funded out of Oxfordshire's City Deal with an aim to promote and increase Apprenticeship opportunities within Oxfordshire. The three-year project started in April 2014 with targets to increase Apprenticeship starts for young people by 525 and to raise awareness of Apprenticeships amongst 1,850 employers.

Activities delivered include:

- Developing a website (www.oxfordshireapprenticeships.co.uk) with information aimed at young people, parents and employers on Apprenticeships, case studies of local Apprentices and employers, and a local vacancy search function. The website gets around 2,500 hits per month.
- Developing and training a network of 30 Apprenticeship Ambassadors who support events to share their experiences, including appearing on local radio, and attending schools and employer events.
- Delivery of various PR campaigns including social media (over 2,900 Twitter followers and over 1,000 likes on Facebook), bus advertising, digital marketing and radio.
- Supporting school events including careers events, talks to parents and young people, and delivery of workshops.
- Delivering of 'making sense of Apprenticeship' events, drop in surgeries aimed at SMEs, attendance at employer networks to promote Apprenticeships and one to one support for employers thinking about taking on an Apprentice for the first time.
- Procurement of 8 projects with partners.
- Sponsorship of the Apprenticeship of the year award category at the Cherwell Business Awards and Oxfordshire Business awards.

Place

Headline SWOT assessment - Place

Strengths and opportunities

Oxfordshire is one of the most attractive places in the country to live and work

It has a high quality built environment – particularly in central Oxford and some of the market towns and villages

Within the county, there are extensive areas of high environmental quality and sensitivity as described by the SSSI, SAC and AONB series: Oxfordshire has a high level of natural capital found mainly in rural areas

Oxfordshire has internationally significant cultural and heritage assets, and an important tourism and cultural sector as a consequence

Weaknesses and threats

There is a need to balance the opportunities for economic development with the possible compromise to the natural environment

Housing in Oxfordshire is among the most expensive and least affordable in the country

New housing delivery has improved significantly, and at a faster rate than nationally, but it remains well below the objectively assessed requirement as set out in the SHMA, meaning that it is unlikely to have any impact on housing becoming more affordable

Oxfordshire is facing significant resource constraints – water, power supply and grid capacity (e.g. to upload solar energy) – which are challenging the extent and quality of its natural assets

Although countywide emissions of carbon dioxide fell by just over 8% from 2008 to 2013, if this trend continued, we would see emissions fall by 32% by 2030 (as compared to the public commitment to 50% reduction in the sustainable community strategy)

Current characteristics

Oxfordshire benefits from a **high quality built and natural environment**, which has evolved and changed over centuries. Significant parts of the built environment in Oxford, the market towns and villages are precious and should be conserved, but by no means all of the built environment is either attractive or fit for future purpose.

Within the county, there are extensive areas of high environmental quality and sensitivity – the designated AONBs in particular – plus important cultural and heritage assets.

As set out already, Oxfordshire's **housing is among the most expensive in the country**, making it difficult for young people in particular to afford to live locally. A recent study of house prices to earnings ratios (by Oxford University's Professor Dorling (February 2016)) showed that in January 2015, the ratio of average house prices to incomes in Oxford was over 15, compared to 14 in London. According to Professor Dorling, the average cost of a house in Oxford is £426,720, well out-stripping the average income of £26,500 of Oxford employees. This is reinforced by similar findings from the London-based Centre for Cities think tank which has found Oxford's housing is now the least affordable in the country. The problem of affordability is not confined to Oxford: the house price the earnings ratio in

South Oxfordshire is even higher than in Oxford, and house prices across the county are 50% above the national average and 13% above average for the South East region. According to Rightmove, the average price of a home in Oxfordshire as a whole is £377,533.

The result is hard to fill vacancies in low income jobs; long distance commuting from lower cost areas, and therefore more congestion on key transport routes; and less disposable income for the resident population.

Oxfordshire is facing **significant resource constraints** including in relation to water, power supply and grid capacity which need to be addressed to achieve sustainable economic growth.

Priorities to 2020

The overall priority for Oxfordshire's places is to plan simultaneously for both jobs and housing growth, putting in place the infrastructure required for both, whilst also protecting and where possible enhancing environmental quality and social inclusion.

The detailed priorities in relation to place can be summarised under four main headings: place-making, including housing delivery and affordability; supporting the implementation of the SEEIP; support for the development plan system; and dealing with infrastructure constraints.

Place-making

- working with Oxfordshire's local authorities (through the local plan preparation process and by responding to individual planning applications for strategic development sites), to ensure high quality housing meeting the full range of demand and needs is delivered close to jobs and with supporting retail, community, social, transport and green infrastructure and recreational facilities and services. This includes support for master-planning which is being used for bringing forward a range of major allocated development sites across the county. An analysis of the natural resources required to support these plans is also required
- supporting innovative approaches to the supply of a sufficient quantity of genuinely affordable housing, for example through community land trusts, Neighbourhood Plans, self-build schemes and employer initiatives to provide housing for their key workers, recognising that we and our partners are significantly restrained unless there are (radical) changes in housing policy at a national level
- supporting the design and delivery of innovation districts in suitable locations across the county (comprising mixed use, high density developments providing space for innovative businesses of different sizes, an appropriate mix of housing for the local workforce, supporting facilities and services and a high quality built environment)
- ensuring the high quality of our built and rural environments is maintained, and managing change in ways which produce better outcomes for local residents and businesses, and the natural environment. New development can, and should, enhance the existing built environment, through excellent design and the use of high quality building materials, and provide appropriate green infrastructure. At the same time, the sustainability of the existing built environment must be improved.

Supporting implementation of the SEEIP

We will support the implementation of the **Strategic Environmental and Economic Investment Plan** (SEEIP – see Annex B for a fuller summary), which will mean:

1. Growing the green economy in Oxfordshire
2. Enhancing the quality and resilience of urban areas
3. Improving management of land to reduce flood risk, enhance water resources, and promote biodiversity
4. Promoting and enabling access to the countryside
5. Engaging people in the environment and enabling more sustainable lifestyles.

Support for the development plan system

- supporting the development of growth plans which fully consider the available and potential capacity of infrastructure in the broadest sense
- supporting the delivery of new housing and employment space which has been allocated for development in approved Local Plans, for example through securing funding for access or infrastructure improvements. This includes support for strategic allocations which may result from Oxford City's unmet housing need, which may also result in significant economic development opportunities
- communicating the priorities of the SEP to local planning authorities in their preparation of local plans and to local organisations in the preparation of neighbourhood plans.

Dealing with infrastructure constraints

- supporting the preparation of an Oxfordshire Infrastructure Strategy by the Oxfordshire authorities by spring 2017. This will identify, map and prioritise infrastructure requirements to 2040 under the themes of: transport; education; health services; other strategic community and environmental infrastructure (e.g. waste management); energy and utilities; flooding and water management; broadband and connectivity; and green infrastructure
- ensuring that all homes and businesses have access to resilient broadband with at least 24MG download capacity, and to a good mobile phone signal.
- supporting the utilities study, commissioned by the Growth Board to map utilities capacity against Local Plan ambitions countywide
- supporting the preparation of a locally-informed energy strategy for Oxfordshire to act as a business case for investment and grant support from Ofgem, etc.
- providing continued support for the implementation of flood alleviation schemes.

Actions to deliver our Programme

In most cases under the Place programme, OxLEP will play an influencing and brokerage role, persuading and supporting partners to take action, and helping to secure funding where appropriate.

OxLEP acknowledges the challenge faced by the local planning authorities in providing for the scale of housing and employment growth expected over the next 20 years, and will provide support wherever possible to ensure delivery of new homes and jobs.

The Oxfordshire authorities are committed to allocating land for development through their Local Plans with housing delivery across the County up by 75% in the last two years. However, sustaining this level of increase will not be possible without greater investment in infrastructure and flexibilities to support delivery of the programme of infrastructure investment, unlock land and ensure that local authorities have the levers and capacity to

bring forward sites for development. These priorities are forming the basis for our ongoing devolution discussions. These will potentially bring forward a series of interventions which, alongside continued Local Growth Fund (LGF) investment, should support our place shaping priorities and increase housing delivery. These include:

- an integrated approach to strategic planning for infrastructure, housing and employment that builds on Local Plans and existing joint working through the proposed Combined Authority Growth Board
- a partnership with the HCA to develop and support a housing investment strategy and consolidated funding allocation address the county's housing priorities and enable delivery of the mix of housing needed to support economic growth, including a substantial proportion of starter homes
- development of a Land and Property Partnership Board to support the use, deployment and regeneration of public land and other major landholdings
- development of housing development companies with access to a revolving investment fund and supported by strengthened local authority CPO powers to unlock housing delivery
- locally-set planning fees to increase and align resources needed to support the significant growth in strategic site delivery.

OxLEP is also committed to supporting attractive, sustainable and resilient places (including Garden Towns at Bicester and Didcot). Major actions agreed within the SEEIP include the development of a Sustainability and Environment Sub-Group to the LEP and the setting up of a £13 m Oxfordshire Environmental Investment Fund.

Partners in Oxfordshire are committed to the delivery of "Smart Oxford"¹³. Smart Oxford, involving private, public and voluntary sector partners, aims to build a stronger, safer, economically and environmentally sustainable city and surroundings taking advantage of the latest data-enabled solutions. Smart Oxford will provide new solutions in areas such as housing, health, transport to address issues of congestion, air pollution as well as promoting innovation, and generating jobs and growth. The LEP will promote increased access to data to facilitate this, for example, through data sharing agreements as part of the approval process for major commercial planning applications.

OxLEP is focusing £1.6m of its European Structural and Investment Fund (ESIF) monies (principally European Regional Development Fund - ERDF) on low carbon agendas in order to mitigate climate change. With match funding, this will equate to a £3.2m low carbon programme for Oxfordshire which will help 180 businesses reduce their carbon footprint. Delivery should commence later in 2016.

Oxford City Council has led on the delivery of '**Low Carbon Oxford: A Route Map to 2020**'. The Route Map is an action plan that sets out how the city of Oxford expects to meet its commitment to reduce carbon emissions by 40% by 2020. This target was established in the Council's sustainability strategy in 2011 and subsequently adopted by the Low Carbon Oxford Partnerships' Pathfinder members as a common goal.

By setting out the actions that partners around the city have taken and intend to take to reduce carbon, the Route Map provides a rigorous underpinning of Low Carbon Oxford's efforts to facilitate members' actions and projects that deliver change. It provides an

¹³ <http://oxfordsmartcity.uk/cgi-bin/index.pl>

understanding of which actions have the greatest impact and the exercise was an opportunity to explore and plug any gaps in the plan.

From both a City Council and Low Carbon Oxford perspective, the Route Map is a key step in progressing the transition to a low carbon economy. As the project moves forward there will be a need to look beyond the now standard solutions of energy efficiency and renewable generation. There will be a focus on operational transformation and the impacts of the supply chain. The Route Map provides the baseline from which leaders in sustainability can begin to shift from delivery roles into an increasing function as a facilitator of change, such as working with business operations to reduce the impact of on-site deliveries.

In relation to the resilience of Oxfordshire's places, OxLEP has secured £25.85m through Local Growth Fund to part fund the Oxfordshire Flood Risk Management Scheme (total investment £88.35m), which is a comprehensive package of measures to mitigate the risks of damage to homes, businesses and transport connections caused by excessive flooding. This project will be delivered by the Environment Agency and will be implemented in the period 2018-21.

In addition, OxLEP has also secured £0.6m through the Local Growth Fund toward funding Upstream Flood Storage at Northway (total investment £1.9m). This is a comprehensive package of measures to mitigate the risks of damage to homes, businesses and transport connections caused by excessive flooding. This project will be delivered by Oxford City Council in the period 2016-17.

OxLEP's support for flood alleviation also includes promoting the application of new technologies that improve flood protection. For example, the Oxford Flood Network consists of water-level sensors placed in a range of locations and connected through innovative wireless technology to provide information and early warnings to citizens in flood-prone areas.

Box 4: An example of high quality place-making and innovative approaches to housing delivery: Graven Hill

The Graven Hill site lies just to the south of Bicester and extends to about 188 hectares in size. It is the first project of its type in the UK, allowing people to build their own homes.

1,900 new self-build homes can be accommodated on the site and the first plots are already available for sale.

There is the potential to provide a wide variety of sizes of dwelling, including large individual plots for grand designers, or smaller plots for those on more modest budgets. There are also opportunities for groups of people to work collaboratively to build their homes, including building terraces of eco homes or low cost apartments.

<http://gravenhill.co.uk/>

Box 5: Culham Smart City: people, place, enterprise and connectivity

"Culham Smart City" recognises that people will use digital tools in new and exciting ways for mobility, health, education and entertainment.

The world-class R&D at the University of Oxford's Robotics Institute, the new RACE (Remote Applications in Challenging Environments) facility at the UKAEA's Culham site, and Oxford Brookes Cognitive Robotics Laboratory are examples of excellence that place Oxfordshire at the heart of an emerging disruptive technology. Global companies involved include: Amey, Arriva,

Bosch, JLR, Nissan, Siemens and many more. This work links with the big data catapults: Transport Systems, Future Cities, Digital and Satellite Applications. Strong local council support means access to planning and transport and housing data and agreement around strategic use of emerging technology to maximise impact, locally and internationally.

As a specific example, plans for Culham Smart City represent a nationally significant opportunity to draw together all the key elements, building a significant quantity of next generation housing close to employment, enabling upgrades to key infrastructure and signposting how we will live in the future. This also links with plans for testing and deploying emerging autonomous vehicle technologies along the Knowledge Spine that links Bicester, Oxford, Culham and Didcot. Smart Oxford creates a pipeline to use our world class research to address real world challenges and increase Oxfordshire's contribution to the national economy. OxLEP has a key role working with the councils, universities, national labs, industry and investors in coordinating the delivery of a coherent plan. OxLEP will promote increased access to data, for example, through data sharing agreements as part of the approval process for regeneration and infrastructure projects.

Enterprise

Headline SWOT assessment - Enterprise

Strengths and opportunities

Outstanding strengths and opportunities in research and its commercialisation

Large and diverse high tech economy, including many firms with exceptional growth potential

Globally significant sector strengths in automotive & motorsport, creative & digital, electronics & sensors, life sciences and space technologies

Wide range of social enterprises dealing with an equally broad spread of social issues

Excellent access to patient risk capital for innovative businesses and spin outs from the research base

Good provision of business incubation facilities, particularly within the Knowledge Spine.

Weaknesses and threats

Relatively low levels of new starts, and a small proportion of high growth businesses

High growth businesses are concentrated mainly in Oxford and southern Oxfordshire, where constraints on growth (linked, for example, to traffic congestion) are most acute

Declining working age population means labour shortages are likely to get worse

Concerns about congestion, housing costs and access to skills threaten firms' ability and willingness to grow in Oxfordshire

Oxfordshire's firms are very international – in relation to their markets, workforce and networks. They are therefore vulnerable to global economic shocks or significant policy changes, such as in relation to international migration

Current characteristics

Oxfordshire is remarkable for the **range of business sectors and scientific disciplines** in which there is real strength and depth.

The county has some outstanding success stories in business formation and growth – particularly in science and technology-based sectors. It has globally significant strengths in five areas, all of which have huge growth potential: automotive & motorsport, creative & digital, electronics & sensors, life sciences and space technologies (see below); and these have been a particular focus for inward investment. Oxfordshire also has an internationally renowned grouping of universities and research institutions which are increasingly focused on local commercialisation of their R&D, and on building links with Oxfordshire businesses.

Figure 6: Inward investment enquiries by sector, 2015/16

Automotive and Advanced Engineering	21
Life Sciences	43
Space and Space-related Technologies	12
Creative (IT Publishing and Media)	34
Energy and Environment	7
Professional and Business Services	10
Retail	2
Food and Drink	6
Tourism and Leisure	6
Other	28

(Source: Invest in Oxfordshire)

Invest in Oxfordshire has developed a series of Sector Profiles that explore the strengths, capabilities, opportunities and prospects of the key sectors in the county. These are summarised below in Figure 7. The sector profiles are primarily a promotional and marketing tool that provides prospective national and international investors with accurate and detailed information.

Figure 7: Oxfordshire's key sector profiles

Automotive and motorsport	Creative and digital	Electronics – sensors and instruments	Life sciences	Space technologies
<ul style="list-style-type: none"> 24,000 people employed in manufacturing across the county; 3,700 of these directly in motor vehicles Part of a wider cluster which extends across Oxfordshire, Northamptonshire, Buckinghamshire and Milton Keynes R&D expertise: Oxford University, Oxford Brookes University, F1 companies, Mobile Robotics Group (autonomous vehicles) Some global brands including BMW Mini and three F1 teams (Williams, Renault and Manor Marussia) Expertise in technologies for autonomous, electric and hybrid vehicles, batteries and energy storage, and lightweight materials 	<ul style="list-style-type: none"> One of the UK top 10 creativity and innovation hotspots (NESTA) Sector strengths in: publishing, computer games, software development, cybersecurity, big data, TV and film, broadcast and production and sound Over 22,000 people employed in digital employment across the county The largest centre of publishing in the UK outside London Part of the SuperConnected Cities programme, rolling out superfast broadband to everyone throughout Oxford 	<ul style="list-style-type: none"> Well-established electronics industry: over twice the national proportion of optoelectronics employees Track record of attracting global electronics companies: Toshiba, CN Innovations, Sharp's European research centre, all based locally World-class R&D facilities, e.g. at Harwell Campus and at Culham Diverse commercial base: R&D, design and manufacturing 	<ul style="list-style-type: none"> University of Oxford is ranked first in the world for both life sciences and clinical, pre-clinical and health (Times HE World University Rankings 2015-16) Investment magnet: Oxfordshire life science companies have raised over \$1.5bn in investment since 2014 Fast-growing university spin-outs Clinical trials: University of Oxford Medical Sciences Division and the Oxford University Hospitals NHS Foundation Trust run one of the biggest clinical trial portfolios in the UK 	<ul style="list-style-type: none"> Already attracted leading international space technology companies such as Lockheed Martin, Thales Alenia Space and Elecnor Deimos Internationally state-of-the-art robotics and autonomous systems Space Studio Banbury is a unique new school for pupils with an interest in maths, technology and space, and works closely with the space industry to develop and deliver the curriculum BIS estimates the space industry could generate 100,000 new jobs in the UK by 2031: and the UK Space Gateway at Harwell Campus puts Oxfordshire at the centre of the UK and European space industry: ESA, ECSAT, RAL Space, the Satellite Applications Catapult

There has been strong employment growth in Oxfordshire in the last few years, but sustaining that growth over the long-term is a significant challenge, particularly given the uncertainties caused by the EU referendum result. The SEP has an important role in supporting the building of resilient local economies.

Amongst a proportion of high growth businesses, there is a need for stronger management and marketing capabilities to complement technical excellence (i.e. building management teams to enable growth). The establishment of several specialist funds has improved access

to finance for businesses with high growth potential, and the provision of business incubator facilities in the county is relatively good. However, many new and small firms still experience problems of access to finance and to flexible property, particularly those which are not linked to research based institutions.

Oxfordshire is the UK's first official 'Social Enterprise County'. The award recognised the wide range of social enterprises dealing with an equally broad spread of social issues. The county also has many strong enterprises in its rural areas and market towns, as well as within the main Knowledge Spine

Priorities to 2020

The SEP identifies priorities for enterprise relating to all employment sectors, and more specifically to both the five globally significant, wealth creating sectors, and the large employment sectors which provide the majority of jobs for Oxfordshire's people.

Support for all businesses and all parts of the county

- improving productivity across all sectors, to 'create more from less': for example, by encouraging businesses to adopt energy efficiency approaches, to use resources more efficiently throughout their supply chains, and by supporting training
- focusing on export promotion among businesses with the potential to operate in international markets, and working in collaboration with UKTI to ensure its full support for exporting by Oxfordshire firms
- supporting start up and scale up of businesses in Oxfordshire through, for example, improved provision of incubator and grow-on facilities, business advice and access to finance, and an enhanced on-line presence for small firms. It is important that Oxfordshire both supports more start-ups and also retains and supports established firms, particularly those with high growth potential
- celebrating Oxfordshire's business successes across all sectors, to raise the profile of Oxfordshire's businesses both internally (within the county) and externally, and to establish role models for the next generation of entrepreneurs
- improving national and international marketing of Oxfordshire and its firms, and consistent messaging about quality growth – to benefit local businesses and attract public and private sector investment into the county
- encouraging all employers to provide flexible jobs that can work for those on the margins of the labour market
- encouraging businesses to fully understand and mitigate their impact on the natural environment, exploiting opportunities available within the knowledge economy and new approaches such as the circular economy and natural capital accounting.

Support for globally significant, wealth creating sectors

- linking firms to networks and support, both within and across sectors, for example by strengthening the Network Navigators initiative and by helping firms navigate the research community in Oxfordshire
- supporting the local commercialisation and application of technologies developed by Oxfordshire's research and business communities in areas which improve environmental sustainability and health outcomes, such as low carbon, low energy systems, autonomous vehicles and digital health, in order to benefit Oxfordshire's people, places and connectivity and to complement activities under each of the four programmes

Support for large employment sectors

- delivering the Creative, Cultural Heritage and Tourism (CCHT) Investment Plan, which identified four main thematic areas:
 - productive and engaging experiences;
 - skills, talent development and business growth;
 - creative place-making; and
 - collaboration.
- supporting interrelationships between the tourism economies of Oxfordshire and surrounding areas, such as the Cotswolds
- supporting other important employment sectors which include retail, logistics and distribution, health and social care, and education (e.g. through access to finance and business support, access to training, and in making provision through the planning system for an appropriate range of premises in the right locations).

Actions to deliver our Programme

In relation to Enterprise, OxLEP will be directly involved in delivering a range of business support, as well as working with partners to ensure priorities are addressed in all areas of the economy and of the county.

We intend to continue to advance the delivery of business support through **Oxfordshire Business Support (OBS)**. This requires appropriate funding for the long term sustainability of the service. It includes the Network Navigators programme, which is a support and signposting service focused specifically on the globally significant sectors and also, most recently, on tourism. OxLEP will also establish a business ambassadors service to celebrate and communicate Oxfordshire's business excellence and distinctive successes.

Our €9.9m European Regional Development Fund has been allocated to deliver against the ambitions of our Enterprise Programme. These include priorities linked to 'SME Competitiveness' (€3.9m), which will help 469 Oxfordshire businesses to start up and grow, and 'Research and Innovation' (€3.7m) which will help 285 businesses grow and innovate through collaborative work with research institutions and with each other.

We will continue to sponsor Venturefest (£10,000 a year), the West Oxfordshire Business Awards (£1,950), the Cherwell Business Awards (£1,000), the Oxfordshire Business Awards (£6,000), and business networks such as B4.

We will also prioritise the activities of **Invest in Oxfordshire** to promote inward investment into Oxfordshire, and build further on our already strong links with UKTI to support increased exporting by Oxfordshire firms.

OxLEP, in collaboration with the University of Oxford, has led on the production of an Innovation Strategy for the county (see Annex B for a summary of the draft strategy), and once finalised, we will support its implementation.

Specific measures to support commercialisation and scale up include RACE at Culham, the Bioescalator and the Centre for Applied Superconductivity (the last a public/private partnership).

Business site assembly and deliverability is a concern in parts of Oxfordshire due to viability issues, and pressures to convert business premises into homes is creating a shortage of business premises, especially small scale business premises. We will help overcome

constraints to the development of land allocated for employment uses where there are shortages of market led supply by contributing to emerging Local Plan consultations and by responding to individual planning applications and Master-plans for strategic development sites.

We will also help to shape and respond to the Government's proposed industrial strategy: this is a significant opportunity for Oxfordshire, as it is likely that most of all of the globally significant sectors in Oxfordshire will be priorities for the Government.

Connectivity

Headline SWOT assessment - Connectivity

Strengths and opportunities

There has been significant improvement in rail, with the first new connection to London in 100 years and station in Oxfordshire for 80 years, but with more investment needed to enhance capacity and reliability

Bus travel is amongst the country's most modern and innovative (e.g. in terms of payment)

Recent road investment has addressed some important pinch-points

Oxford Transport Strategy Rapid Transit and Park & Ride network will support growth and economic development in Oxford and along the Knowledge Spine

Active & Healthy Travel is a growing area of importance. While it requires investment, there is a commitment to prioritise this area to meet transport and health objectives and address limited past progress

There is an opportunity to apply some outstanding research undertaken in Oxfordshire's research institutions to solve or reduce local connectivity problems

Oxfordshire has a very large number of business networks, some of which have a regional or national profile (e.g. OBN)

Weaknesses and threats

Congestion on Oxfordshire's roads remains a significant issue, despite targeted investment in the strategic network

Oxford City suffers from serious traffic congestion, which is forecast to get worse. This affects the speed and reliability of bus travel, undermining its image and ability to attract more users

Broadband has seen some significant upgrades but there are still areas in rural areas that do not have superfast broadband, and access to resilient broadband is a frequent concern for businesses

Similarly, mobile phone coverage remains patchy across the county

Oxfordshire's business networks are mainly sector specific and opportunities for cross over benefits between sectors, technologies and businesses may be missed

The capacity of the electricity grid in Oxfordshire is constrained – particularly for renewables connections, but also for supply connections

Current characteristics

Oxfordshire is a **very well connected** county. Strategically, it has excellent links to London, Heathrow, the Midlands and the south coast ports. The rail network has been improved by the new Oxford Parkway station and the direct link to Marylebone, and there are further significant improvements in the pipeline (e.g. electrification of the Great Western Mainline). Business use of London Oxford Airport has increased.

However, roads within Oxfordshire and the major routes beyond the county such as the M40, A34 and A40, all suffer from **congestion**. Oxfordshire County Council's Congestion

Report (2014/15) shows a steady increase in average journey times across Oxford city and an increase in congestion across the county. This is partly the result of high housing costs in the county forcing people to commute long distances to work.

Figure 8: Highway Network in the morning peak – volume of traffic in relation to road capacity (85% to 95% = at capacity, 95% plus = over capacity)

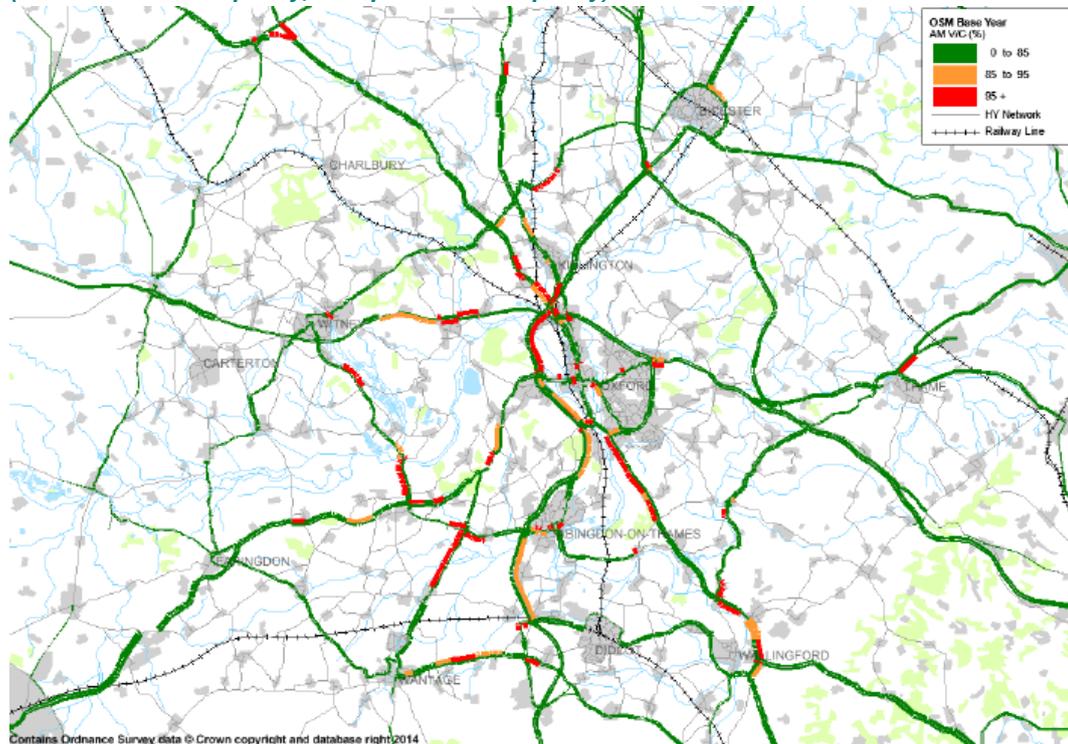
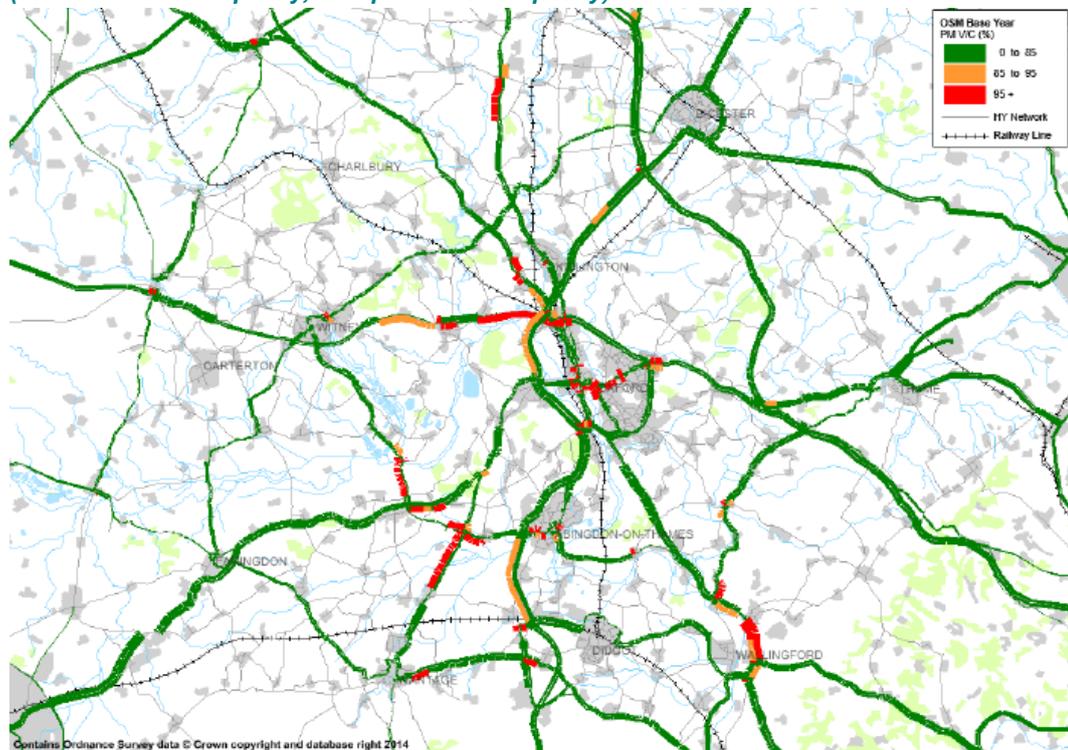


Figure 9: Highway Network in the evening peak – volume of traffic in relation to road capacity (85% to 95% = at capacity, 95% plus = over capacity)



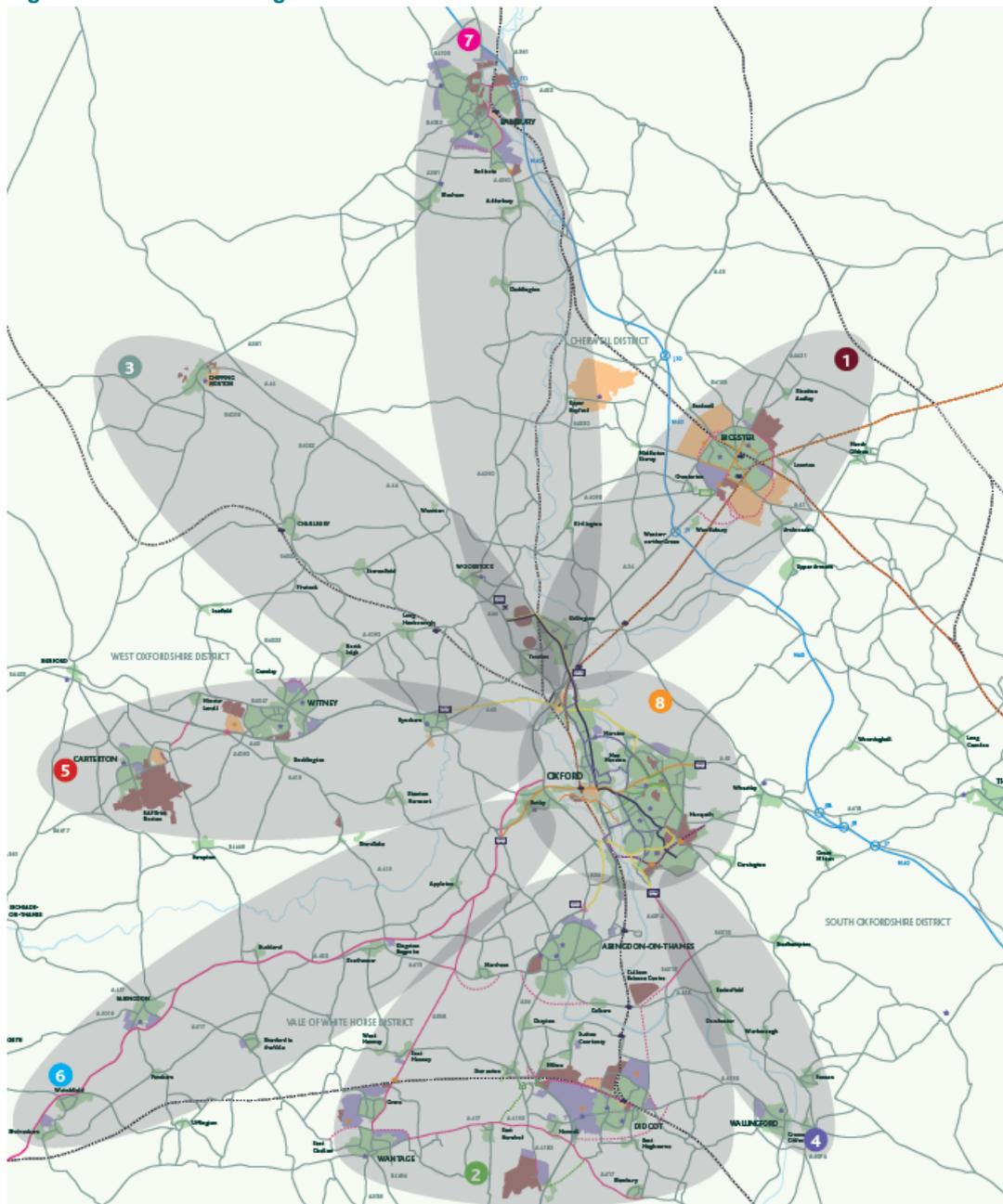
Digital connectivity within Oxfordshire is generally good, although there are still some gaps. Access to broadband across the county has improved but further improvements are needed

both to broadband and to mobile phone networks to ensure all homes and businesses can benefit from high capacity telecommunications.

The **business community is well networked**, including some strong sector focused networks such as OBN (for the life sciences), long established business angel networks, and a growing network for entrepreneurs. However, the existing networks are quite fragmented and are mainly sector focused.

Oxfordshire is also developing some **outstanding technologies which could improve connectivity** both locally and more generally. For example, Oxbotica, which originated from Oxford University's Mobile Robotics Group, was identified by the Wall Street Journal as one of the 'Top 10 Tech Companies to watch in 2015' and claimed it *"may be one of the few companies in the world to rival Google in driverless cars"*.

Figure 10: Oxfordshire's growth corridors



Priorities to 2020

In delivering the SEP, particular priority will be attached to:

Improvements to physical connectivity in Oxfordshire

- overcoming current capacity bottlenecks on road and rail networks within the county, both by network improvements and by getting better use out of existing road capacity through use of innovation technology and by encouraging change to more sustainable travel modes
- ensuring, through the planning process, that connectivity improvements are linked to the scale and location of planned housing and employment growth
- supporting the implementation of an Oxfordshire Infrastructure Strategy and the Local Transport Plan for Oxfordshire, including the Oxford Transport Strategy and the Science Transit Strategy, which includes various measures to improve the frequency, reliability and speed of public transport links between different locations in the Knowledge Spine
- supporting partners in implementing the Oxfordshire Active & Healthy Travel Strategy

Improvements to virtual connectivity with Oxfordshire

- completing countywide broadband and mobile network coverage, to ensure all workplaces and homes have good internet and telecoms connectivity; and, subsequently, ensure there is continual improvement to give sufficient broadband speed and network capacity for modern businesses
- continuing the Network Navigators initiative and strengthening network coordination across sectors

Improvements to connectivity in a regional context

- supporting the work of the National Infrastructure Commission in relation to east-west connectivity through the Cambridge – Milton Keynes – Oxford corridor
- working with partners in ‘England’s Economic Heartland’¹⁴ to develop strategies to improve the capacity of transport corridors across Oxfordshire and into surrounding areas, including towards Cambridge and to London and Heathrow.

Actions to deliver our Programme

OxLEP – and its partners – is committed to the delivery of the Connectivity Programme, including transport improvements to address constraints to growth and improve the quality of life. Specific strategies which OxLEP will work with partners to implement include:

- The **Oxfordshire Local Transport Plan 2015-31**, which both addresses existing congestion where it is damaging the economy or hindering economic growth, and identifies ways to avoid exacerbating transport problems due housing and economic growth. The Plan includes strategies for all transport modes and area and route strategies. Capital funding for transport schemes is largely dependent on Local Growth Fund, which is secured through the LEP, but delivery is primarily the responsibility of the local authorities and transport companies. The LTP will also draw on other funding sources where possible such as the Local Sustainable Transport Fund (LSTF)

¹⁴ <http://www.englandseconomicheartland.com/Pages/home.aspx>

- The **Science Transit Strategy** – This is a long-term ambition to transform public transport along the Knowledge Spine. The Oxford Science Transit will be a fully integrated public transport system that connects the area’s centres of innovation and economic growth with the two universities. It will mean that people using Oxford Science Transit will be able to hop on, and off, high-frequency bus and rail services using “smart” tickets (akin to Oyster cards), planning their journeys using real-time information and updates. The City Deal will enable the first phase of the Science Transit by focusing on the major pinch points in the network: the A34 between Abingdon and south Oxford and the access into Oxford from the A34 along the Oxford Southern Bypass. This project will be delivered by Oxfordshire County Council. Its total cost will be £23.5m, of which £8.7m will be funded through the Oxfordshire City Deal. The Science Transit Shuttle is currently in its pilot phase.
- The **Smart Oxford Strategy**, which aims to exploit the opportunities arising from data-sharing and smart city technologies to: make city services more efficient; make homes and businesses more sustainable, in terms of resource consumption; improve resilience to emergencies such as flooding; improve safety; and lead to better health outcomes
- The **Oxfordshire Strategic Infrastructure Strategy**, commissioned by the Growth Board in May 2016 (and due to be completed by spring 2017) to bring together infrastructure priorities into a single overarching Oxfordshire Infrastructure Strategy which incorporates green infrastructure.

The implementation of these plans and strategies will involve substantial resources and some difficult decisions. For example, measures requiring implementation include a workplace parking levy, zero emission zones and more car restraint in Oxford, and the Science Transit Strategy requires significant improvements to the frequency and journey times to public transport between key locations within the Knowledge Spine. The LEP will support the County Council and Oxford City Council in the sensitive implementation of contentious proposals, for example through its business networks, and in bidding to central government for resources. It will press partners to ensure that all new developments of housing and for employment use are well connected by bus as well as car, and have links to rail services.

Specific examples of projects already underway and funded through City Deal and Local Growth Fund, are provided in the section on “Progress in delivering our Strategic Economic Plan”. An example of a project to be implemented from 2017 onwards is the Science Vale Cycle Network improvements (total investment £4.9m, including £4.5m from Local Growth Fund). This is providing greater connectivity between Science Vale and the newly improved Didcot station by bike, and will be delivered by Oxfordshire County Council.

An example of partners’ actions to deliver the Connectivity Programme is the experimental iMaaS programme, a two-year project to provide real-time, predictive and personalised information across all local transport networks in Oxfordshire. The project involves collaboration between Oxfordshire County Council, Chiltern Railways, Oxford Bus Company, Great Western Railway, Milton Park, Harwell and Culham Science Centre, the Met Office and Transport Focus. It records and maps every transport input – every user journey, every disruption – in order to develop a suite of tools for different users (travellers, transport operators, major employers and employment areas, etc), such as a fully personalised, automated travel advisor, transport on demand smart ticketing, dynamic routing and optimisation of congestion and traffic flows in real time.

The LEP also endorses Cherwell District Council’s support in its Local Plan (Part 1) for the growth of air related business activities at Oxford Airport.

We will continue to support the Better Broadband for Oxfordshire initiative to make sure that as many premises as possible have access to high speed broadband provision.

In relation to business networks, OxLEP will continue to deliver directly the Network Navigators initiative, which provides business support and signposting specialists for each of the five globally significant sectors (described earlier) plus (most recently) tourism. OxLEP will also play a lead role in supporting a cross-sectoral business group to raise the profile of Oxfordshire and to attract public and private sector investment into the county.

OxLEP will also continue to work with regional partners to develop initiatives to improve strategic transport links extending beyond Oxfordshire but which are very important to the efficient functioning of the Oxfordshire economy. These include: inputs to the National Infrastructure Commission's review of links between Oxford, Milton Keynes and Cambridge; working with the Highways Agency on its national route based strategies; working with rail companies on planning for increased capacity and improved journey times and reliability; working with coach companies on long distance routes such as to Heathrow and London; and supporting Thames Valley Berkshire Local Enterprise Partnership in relation to a Third Thames Crossing.

Figure 11: Map showing inter-regional transport projects

Map has been commissioned

Moving forward in delivery

Monitoring and review

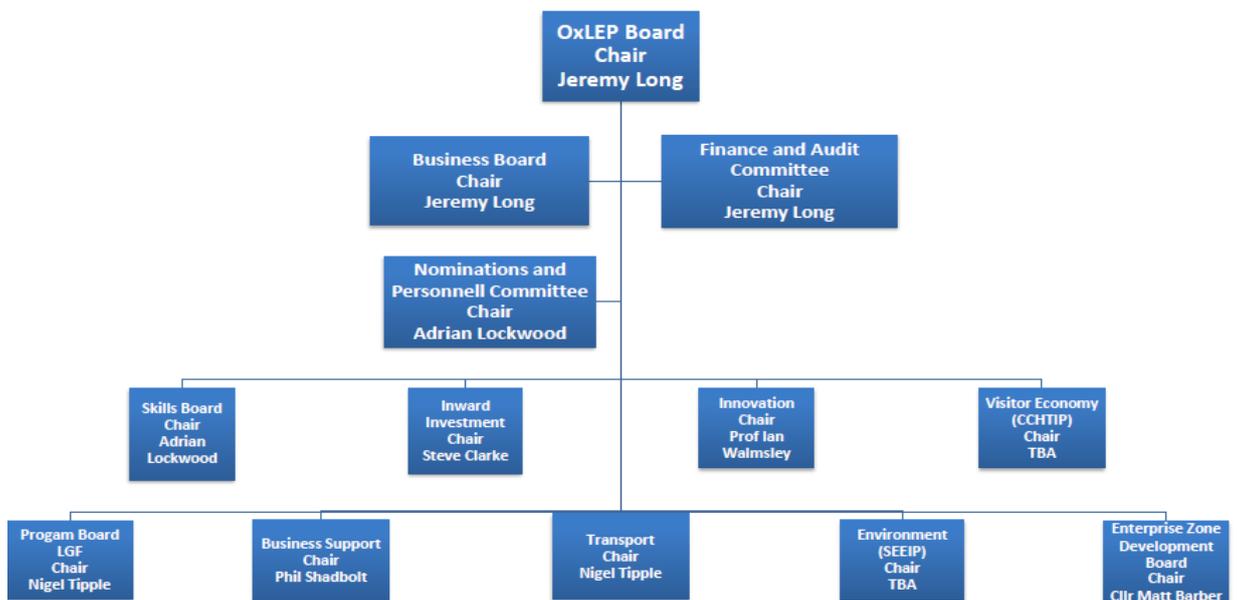
We are committed to an on-going process of monitoring and review. We will monitor progress in relation to our Programmes and the projects we, and partners, are supporting. We will also monitor changes in the economic and policy context for the SEP, and the extent to which our programmes are delivering sustainable and inclusive economic growth.

The SEP will be reviewed regularly to reflect changing circumstances and progress made. For example, if significant changes are made in Local Plans to the housing or job targets for Oxfordshire (upwards or downwards), or to Government funding for local economic development, we will respond by updating the SEP.

The OxLEP Board

The OxLEP Board is continuing to develop in order to deliver the SEP. New sub groups will be set up to drive forward the work on the SEEIP, CCHTIP, Skills Strategy and the Innovation Strategy.

Figure 12: The OxLEP Board and sub-group structure



Wider governance arrangements

OxLEP will work closely with its key partners and stakeholders to deliver the SEP. Key relationships – and their links to wider strategic processes – are summarised in the graphic below.

This shows that:

- Oxfordshire’s **five district councils** – as the local planning authorities – will continue to have responsibility for preparing and delivering Local Plans

- **Oxfordshire County Council**, as the strategic transport and education authority, will continue to have particular responsibility for key elements of the transport and education infrastructure
- All six local authorities (as voting members) – together with OxLEP and various other non-voting members – will continue to comprise the **Oxfordshire Growth Board** with a focus on the collaborative delivery of City Deal (and other) commitments.

Figure 13: Oxfordshire LEP, Growth Board and Local Authority Relationships and Responsibilities



Devolution proposals

The Oxfordshire local authorities are committed to securing significant devolution of responsibilities for service delivery and associated funding. Currently, there is on-going discussion about the governance arrangements related to devolution, both between Oxfordshire’s local authorities and with central government. Further progress will also depend on the extent to which organisations such as Highways England, Network Rail the Homes and Communities Agency and the NHS are prepared to commit funding as well as devolved responsibilities to deliver infrastructure and service improvements.

Whatever the detailed future governance arrangements, we are committed to securing an outcome which benefits Oxfordshire by increasing our collective ability to direct resources to our priorities and manage local service delivery and investment more efficiently.

OxLEP’s wider responsibilities

Within this overall context, OxLEP – with its Board drawn from the business sector, the universities, further education colleges, local authority leaders and the voluntary sector – has overall responsibility for the delivery of the SEP.

We have developed a series of strategies which are “daughter documents” to the SEP. These include strategies for skills; environment and the economy; culture, heritage and

tourism; and innovation. In addition, we have led on the development of a series of sector propositions which are being used, particularly, for inward investment marketing purposes.

We also have responsibility for the delivery of a series of programmes, including successive Growth Deals and ESIF funding (to the extent it continues in future). As explained elsewhere in this strategy, OxLEP’s roles in relation to delivery vary, and much of it is managed through partner organisations.

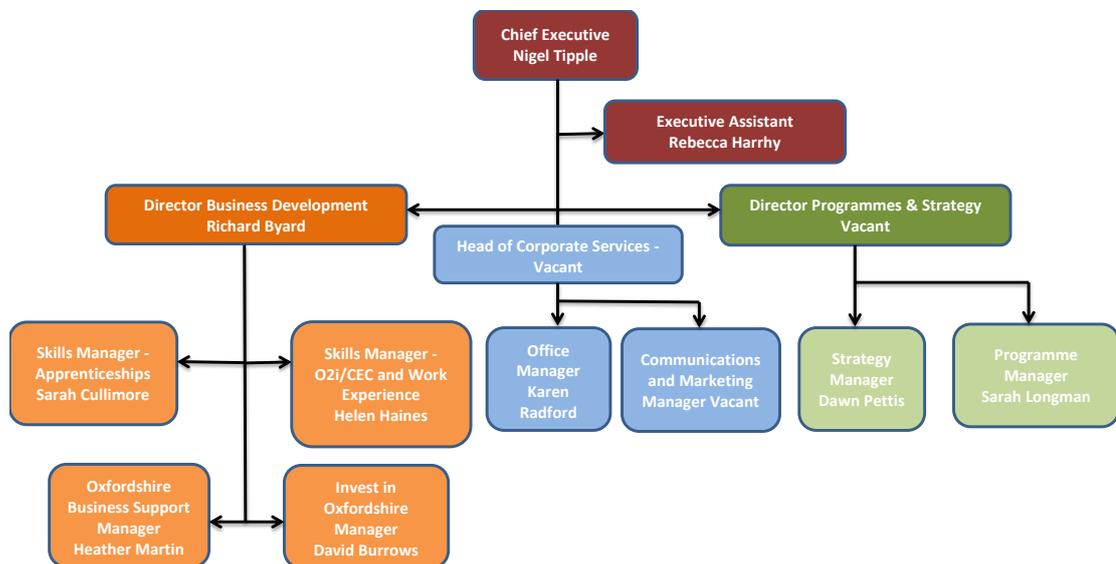
Delivery team within the LEP

Within the LEP, the key officers within the wider delivery team are introduced within Figure 15. The capacity of the team has, recently, been increased with the secondment of Oxfordshire County Council’s Economy and Skills Team (from 1st April 2016).

The LEP will continue to operate through its constituent parts/brands in the delivery of key SEP programmes. These include:

- Oxfordshire Apprenticeships
- O2i (Opportunities to Inspire)
- Oxfordshire Business Support
- Invest in Oxfordshire
- Oxfordshire Work Experience

Figure 14: LEP Executive Team



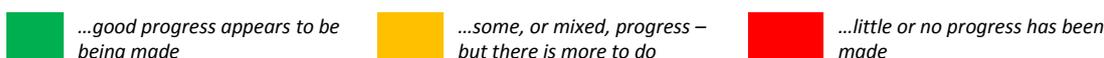
Annex A: Progress in delivering our Strategic Economic Plan

This annex provides detailed information on progress against specific objectives in the original SEP.

Snapshot of progress in delivering the objectives set out in our original SEP

KEY:

In relation to the original objectives set out in the SEP:



Objective from the Strategic Economic Plan, March 2014	Evidence of progress by April 2016	
People		
Increase the working age population qualified to level 2 and above to 90%		<ul style="list-style-type: none"> The proportion of the population aged 16-64 qualified to level 2 and above has increased from 79% in 2012 to 82% in 2014 (source: APS) – so it is moving in the right direction. It is well above regional and national benchmarks. However there is some way to go before the target set out in the SEP is achieved.
Ensure our further education capital stock meets the needs of 21 st century learners and employers		<ul style="list-style-type: none"> In response to identified need, both City of Oxford and Abingdon & Witney Colleges have secured funding via OxLEP to develop state of the art facilities to support increased science, technology, engineering and mathematics (STEM) provision. City of Oxford College has also secured funding to develop the 'Activate Care Suite' to support increased social care provision
Improve school attainment above the national average of 60.4% of GCSE students achieving at least five A* to C grades including English and Maths		<ul style="list-style-type: none"> The way in which school attainment is measured has changed. For state-funded schools nationally, some 56.85% of GCSE pupils achieved at least five A* to C grades including English and Maths; in Oxfordshire the corresponding figure was 59.4%. These data relate to 2014 However, despite the overall performance being very close to target, there are big disparities between different schools, and there are high teacher attrition rates due to the high cost of housing. However, although these are significant issues to be addressed, neither relate specifically to the objective
Increase the amount of Skills Funding Agency funding that supports our STEM sectors by 15% to better reflect our economic profile		<ul style="list-style-type: none"> SFA financial data no longer allows the ability to scrutinise funding to subject areas; only to providers. However given both City of Oxford and Abingdon & Witney Colleges have each secured in excess of £4m Local Growth Funding to develop STEM centres leading to over 650 additional STEM based learning outcomes annually from Sept 2018 (AY) it's reasonable to assume an increase in the percentage of funding that supports STEM will follow.
Deliver 1,150 more apprenticeships for young people with a focus on our priority growth sectors		<ul style="list-style-type: none"> Latest full academic year figures are for 2014/15 and are rounded to the nearest 10. There were 2,510 16-24 year old Apprenticeship starts from August 2014 to July 2015, with 2,450 starts during the same period the previous year. This is an increase of 2.4%, and compares favourably with a decrease of 2.5% across the South East region
Retain our graduate talent		<ul style="list-style-type: none"> 26% of Oxfordshire's graduates remain in the county to work after completing their courses, including 18% of Oxford University graduates and 26% of Oxford Brookes University graduates - See Infographic below Retaining graduate talent continues to be challenging.

Objective from the Strategic Economic Plan, March 2014	Evidence of progress by April 2016	
		<p>Evidence suggests that around 45% of graduates of the University of Oxford and almost 20% from Oxford Brookes have opted to work in London (source: <i>Future of Cities: Graduate mobility and productivity</i> Foresight report published by Government Office for Science, March 2016)</p> <ul style="list-style-type: none"> In general, a high proportion of graduates employed in the south east are either those returning to the region (following study elsewhere) or those who studied locally (source: <i>ibid</i>)
Maximise our environment to encourage sustainable living, enhancing quality of life and a range of opportunities for people to learn, improve their skills, and improve health and well-being		<ul style="list-style-type: none"> Some evidence of progress, particularly in major new developments like NW Bicester and Graven Hill
Place		
Provide between 93,560 and 106,560 new homes by 2031		<ul style="list-style-type: none"> The number of dwellings completed in Oxfordshire has risen year on year, but it is still well adrift of the rate implied by the headline target that has been agreed by the local authorities (informed by the SHMA)
Accelerate the delivery of new homes		<ul style="list-style-type: none"> As above
Provide accessible housing that is affordable for the people who work in Oxfordshire		<ul style="list-style-type: none"> Recent evidence suggests that Oxfordshire continues to experience real challenges The latest available data from CLG are for 2013. These suggest that the ratio of median house prices to median earnings is 6.72 across England. It 8.66 across Oxfordshire, and in South Oxfordshire, the figure is 10.52
Deliver flagship gateway developments and projects that stimulate growth		<ul style="list-style-type: none"> Progress is being made with regard to the delivery of some flagship projects such as Oxford Northern Gateway, North West Bicester and Harwell Campus
Deliver the Oxford Flood Risk Management Strategy		<ul style="list-style-type: none"> Preferred option to be published in June 2016, Outline Business Case to be submitted to the Treasury August 2016
Ensure new housing makes innovative use of blue and green infrastructure		<ul style="list-style-type: none"> Delivery is on-going
Enterprise		
Grow Oxfordshire's world-class technology clusters, leading to a GVA uplift of £6.6bn to 2030		<ul style="list-style-type: none"> There is a lag in the production of GVA data are the latest available estimates from ONS are for 2014. These suggest that between 2012 and 2014, Oxfordshire grew at 5.0% per annum. This was faster than all other LEP areas except London (which grew at 5.8% per annum) In its commentary, ONS comments on the period from 2008-2014. It states that "<i>In Oxfordshire, strong growth in the information and communication sector and the real estate sector contributed to the overall strong GVA growth</i>"
Achieve a more balanced economy through fostering a dynamic private sector and new business start-ups, creating at least 85,600 new jobs by 2031		<ul style="list-style-type: none"> Over recent years, Oxfordshire has seen the pace of jobs growth (i.e. on a workplace-based measure) exceed the indicative target that was quoted in the original SEP and has informed emerging local plans Again though, there is a lag in the production of data. ONS' Jobs Density dataset suggests that the total number of jobs in Oxfordshire increased from 378,000 to 399,000 between 2011 and 2013
Capitalise on the global reputation of Oxfordshire's knowledge base translating academic and research excellences into wealth generation for all our residents		<ul style="list-style-type: none"> We have secured government funding for four new innovation centres to support the commercialisation of research: an Innovation Accelerator for advanced engineering businesses at Begbroke; a Bioescalator to support the commercialisation of bioscience and medical related research, in Oxford; the Harwell Innovation Hub, focused on open innovation; and the UKAEA Culham Advanced Manufacturing Hub, focused on remote handling technologies

<i>Objective from the Strategic Economic Plan, March 2014</i>	<i>Evidence of progress by April 2016</i>
	<ul style="list-style-type: none"> Oxford University and Oxford University Innovation have established a £320m fund, Oxford Sciences Innovation, to invest in spin outs from the University of Oxford, Culham and Harwell
<p>Fulfil our potential as an internationally renowned business, academic and research centre to attract a minimum of 30 new high value foreign direct investments per year</p>	<ul style="list-style-type: none"> 28 foreign direct investments were supported in Oxfordshire during 2015/16 - 14 of which were high value. 8 of the investments were within the Life Sciences sector. The county has also benefitted from substantial additional investment by major foreign owned firms already in Oxfordshire, such as BMW, and new investment by international agencies such as the European Centre for Space Applications and Telecommunications (ECSAT) Following deeper analysis of key sectors, detailed proposition documents were published in January 2016 to develop a greater understanding of the Oxfordshire offer with UKTI overseas posts and local partners and support the increased marketing, promotion and targeting of high value investment opportunities.
Connectivity	
<p>Improve accessibility of international connections through direct rail connections from The Knowledge Spine to national hubs and airports and reduced congestion on strategic highway links, particularly the A34</p>	<ul style="list-style-type: none"> Chiltern Railways has invested in a direct fast link to London Marylebone from the new Oxford Parkway station via Marylebone Significant improvements to the strategic road network, such as to A34 junctions with the M40, the Peartree interchange north Oxford, and at Milton/Didcot and Chilton The National Infrastructure Commission has been asked by the Government to investigate options for improving transport links between Oxford and Cambridge
<p>Reduce the distance and barriers between our core economic areas across the Knowledge Spine through providing a minimum level of public transport services of four per hour and maximum journey time of 30 minutes</p>	<ul style="list-style-type: none"> Implementation of the first phase of the Oxford Science Transit strategy, providing a direct link between Oxford and Harwell Improved access to Milton Park; and improvements at Botley
<p>Increase the capacity and improve the efficiency and resilience of our local transport network by reducing congestion on key highway links</p>	<ul style="list-style-type: none"> Despite some improvements to the strategic road network in Oxfordshire, particularly at key junctions, the evidence gathered by Oxfordshire County Council shows that levels of congestion on Oxfordshire's roads has increased over recent years
<p>Spread the benefit of transport investment across Oxfordshire</p>	<ul style="list-style-type: none"> Increasingly, the focus of transport planning is on a series of corridors across Oxfordshire in addition to the Knowledge Spine. The purpose of this broader emphasis is to encourage a strong link between transport investment and the main locations of housing and employment growth However there have been recent cuts to rural bus services
<p>Explore the potential of 5G technologies underpinned by the development of the 5G Innovation Centre for Future Mobile Communications and Internet Technology</p>	<ul style="list-style-type: none"> TBC
<p>Increase connectivity between people and the quality natural environment to develop integrated sustainable transport routes</p>	<ul style="list-style-type: none"> Preparation and the beginnings of implementation of the Oxford Science Transit strategy

Annex B: Summaries of Oxfordshire's three cross-cutting strategies

Box B1: Oxfordshire's Creative, Cultural, Heritage and Tourism Investment Plan (CCHTIP)

The creative industries and tourism play a key role in economic growth: 9.5% of employment in the county is already in tourism (32,000 jobs). Indeed, there is a 'virtuous circle of growth, quality and sustainability' at play, where each sector depends on the other for its success (creative industries to sell the tourism offer, for example), but each is independently driving economic growth, innovation and competitiveness across the county. The CCHTIP therefore provides a framework for growth which '*shapes a new agenda for joined-up working and cross sector commitment,*' with CCHT sectors at the core.

Four thematic areas were developed for the CCHTIP and inform the proposals:

- Productive and engaging experiences
- Skills, talent development and business growth
- Creative place-making
- Collaboration (a cross-cutting theme)

Experience Oxfordshire is the Destination Management Organisation for Oxfordshire, with a brief to encourage cross-sector collaboration and drive economic growth. The county already receives sizeable inward investment, due to the strength of its cultural offer: galleries, museums, music services, stately homes, festivals and events; as well as Oxford city, market towns and villages, and a beautiful rural landscape. The aim is to use the creative industries to enhance the experience for visitors and residents.

Oxfordshire is home to several thousand creative SMEs and bigger businesses. The county's strengths lie in publishing, software, games and design/crafts. Many of these are based outside Oxford, in rural towns and villages, heightening the need for excellent digital connectivity in rural areas. They are innovative and resilient: flexible responses to change have enabled businesses and the local economy to adapt and avoid economic stagnation, by developing new innovative business models.

Many in-county organisations – including Oxford University, Oxford Brookes University and schools and colleges – are already working with the Oxfordshire Skills Board, to ensure the county's skills need is met at all levels. The county's strong library network helps with this.

The CCHTIP matters because Oxfordshire is 'set for significant growth' and needs to prioritise the sectors that will help to achieve this. The county will retain its competitive edge only by 'connecting [its] strengths and coordinating [its] offer,' and innovating in order to win investment which is becoming ever-harder to secure

Box B2: Oxfordshire's Strategic Environmental and Economic Investment Plan (SEEIP)

Oxfordshire's natural environment has played a major part in the county's economic and social development and it will continue to be a vital part of its future. Its natural capital - including its land, soils, air, water, animals and plants – is distinctively rich and diverse. These assets provide a huge range of financial and societal benefits, from food and energy, through flood protection and pollution clean-up, to outdoor recreation, health and inspiring landscapes and surroundings.

The county's residents, businesses and other organisations - whether they are based in the City of Oxford, the market towns or numerous villages - all benefit economically and culturally from these assets.

These assets are in decline and investment is needed to reverse this damage. As the economy and the population grow, and the effects of current and future climate change are felt, the county needs to be prepared in order to minimise damage to the natural environment, reduce risk and protect the vital services provided to the people of Oxfordshire.

Recent advances in our understanding of the services provided by our natural capital offer major opportunities to repair and enhance the latter. Improvements nearly always bring about multiple "co-benefits" with added economic value, efficient use of natural resources and more pleasant surroundings, all of which make the county such a desirable place to live and work.

There is also the scope to develop new innovative environmental management strategies, products and services for export, attracting inward investment and creating jobs. A specific opportunity lies in the new field of "green infrastructure" with nationally pioneering work taking place in the county.

Environmental expertise within Oxfordshire is extensive: both the University of Oxford and Oxford Brookes University, together with external research centres, manufacturers, businesses, charities and community groups, are working together (and separately) to protect and maintain the natural environment. The SEEIP emphasises that *'the expertise and activity across the county will be even more effective when harnessed, coordinated and targeted towards common goals.'* Collaboration on working towards a number of environmental priorities is the aim of the SEEIP.

The vision of the SEEIP is: *"for Oxfordshire to benefit from a high quality, resilient environment which supports economic growth, development, health, wellbeing and prosperity for all"*. This will be achieved by an innovative, efficient environmental sector working together with other public and private sectors to:

- Attract and deliver investment in the county
- Ensure sustainable, long-term stewardship of natural capital
- Develop new and improved environmental knowledge, goods and services

This leads to five strategic priorities for investment:

1. Growing the green economy in Oxfordshire
2. Enhancing the quality and resilience of urban areas
3. Improving management of land to reduce flood risk, enhance water resources, and promote biodiversity
4. Promoting and enabling access to the countryside
5. Engaging people in the environment and enabling more sustainable lifestyles

Box B3: Oxfordshire's Innovation Strategy (draft)

The draft sets out a strategy to better understand, increase, and make use of innovation in Oxfordshire. The strategy is structured around ten key themes, each of which underpins innovation across all sectors. For each theme, the needs, drivers and existing work are explored (illustrated by case studies of current initiatives) as well as the challenges that remain for an innovation-driven economy and a 'wish list' of projects that would deliver this vision. The ten themes are:

1. *Understanding the Ecosystem* – a deeper understanding of innovation activities in Oxfordshire will allow for better support of underdeveloped areas and identify opportunities for interactions across disciplines.
2. *Strengthening our Networks* – the networking community is thriving in Oxfordshire, but the challenge is to develop and maintain connections between sectors.
3. *Building Innovation Spaces* – despite the growth of innovation spaces across the county, increasing demand means that Oxfordshire needs both a strategic and tactical approach to better understand where to develop new innovation spaces.
4. *Reinforcing the Science and Research Base for Innovation* –the science and research base must be reinforced through translation to the wider community and increased accessibility to entrepreneurs and businesses.
5. *Innovation for All* –innovation needs to be accessible and adopted by all sectors. The research and knowledge base in Oxfordshire must impact all aspects of the economy, with innovation incorporated into environmental, cultural and heritage programmes to drive growth in the region.
6. *Innovation for Social Good* –building strength in social enterprise by linking social innovators, encouraging sustainable businesses for social good, and better funding, facilities and networks.
7. *Nurturing Talent and Developing Skills* – Oxfordshire has one of the most highly skilled workforces in the UK, but the growing challenge is attracting, developing and retaining skilled workforces in the region.
8. *Attracting Significant Business* – making Oxfordshire attractive to innovative companies and institutions. Investment to provide business space and build networks at a regional, national and global scale will be required to attract companies into the region.
9. *Attracting Capital* – ensuring that capital is available for innovative businesses. A variety of funding sources are available in Oxfordshire but resources are more limited in some sectors and there is a need for a more closely networked and mutually reinforcing culture.
10. *Embedding Innovation in the Ecosystem* – developing Oxfordshire as a testbed for innovation to accelerate the adoption and accessibility of innovations across the ecosystem. Disciplines such as Healthcare, Smart City and Low Carbon have led the way in using Oxfordshire as a living laboratory

Box B4: Oxfordshire Skills Strategy to 2020

Oxfordshire has one of the most innovative and highly-skilled populations in England. However, a small but important proportion of its population are unable to fully participate in the labour market because they lack the skills and opportunities to do so. One of the key aims of the Skills Strategy is to help these residents – through specialist and on-going support - into paid employment. Another key aim is to retain highly-skilled graduates from its two universities.

A highly-skilled workforce is crucial for economic growth and skills development is a core priority for OxLEP. In collaboration with the Oxfordshire Skills Board, it has been working to transform the skills landscape. Starting with schools and colleges, OxLEP has worked to improve careers advice and apprenticeship opportunities from the bottom up. However, this requires ‘a step change in approach, attitudes, focus and aspiration from partners,’ as well as young people. In order to achieve sustainable economic growth which maximises local employment opportunities for all, there is a need to align:

- Young people: given appropriate skills training and opportunities in county skill shortage areas
- Providers: who must meet employer demand for worker training in (current and future) growth sectors, and
- Employers: who must become more engaged with the county’s skills agenda.

In so doing, Oxfordshire hopes to develop and nurture: a workforce which is aligned with employers’ needs; a flexible training and education sector which responds to employers’ needs and which ‘produces employment-ready young people’; and a coordinated services approach which enables young people to transition easily from education to employment.

In order to achieve these goals, the Skills Strategy sets out five Strategic Priorities to 2020:

- *SP1) To meet the needs of local employers through a more integrated and responsive approach to education and training*
- *SP2) Creating the ‘skills continuum’ to support young people through their learning journey*
- *SP3) Up-skilling and improving the chances of young people and adults marginalised or disadvantaged from work*
- *SP4) To increase the number of apprenticeship opportunities*
- *SP5) To explore how we can better retain graduates within Oxfordshire to meet the demand for the higher level skills our businesses need.*

Annex C: Explanation of the relationship between OxLEP, the SEP and development planning

The purpose of Local Enterprise Partnerships is to “*provide the clear vision and strategic leadership to drive sustainable private sector-led growth and job creation in their area*” (Local Growth: Realising Every Place’s Potential; BIS, 2010).

To do this, LEPs are expected to produce and maintain an up to date Strategic Economic Plan (SEP). This has various purposes, including steering bids for funding for economic development, skills and infrastructure projects. Oxfordshire benefits from strong economic growth, therefore the SEP focuses on supporting and managing the economic growth to ensure sustainable and inclusive outcomes.

In producing Local plans, Oxfordshire’s local authorities are required to give due consideration to the SEP. They are not bound by what it says if other factors (e.g. environmental constraints) are considered to be more important, but there must be a robust case for overriding the SEP which will withstand scrutiny by the Government.

Local Planning Authorities have a statutory duty to prepare and maintain an up-to-date Local Plan, which sets out the proposed scale and location of development in the area over the next 15 to 20 years and in doing so seeks to balance economic, social and environmental considerations. This is different from the role of the LEP, which is expected to focus on supporting economic growth, albeit growth which is both sustainable and socially inclusive.

Part of the essential evidence base for a Local Plan is an assessment of the likely future growth of employment, and of the requirement for new homes. The expected scale and characteristics of employment growth are usually assessed using econometric forecasts which take into account past trends and policy changes. The housing requirement is assessed through a Strategic Housing Market Assessment (SHMA), which should be produced for the functional housing market area, usually adjusted to coincide with local authority boundaries, and which is required by the National Planning Policy Framework (NPPF) to be kept up to date.

In Oxfordshire, the five District Councils, supported by the County Council, decided jointly to commission a SHMA for the whole County, within which the requirements for individual districts were identified. The work was led by GL Hearn. Separately, the local authority client group commissioned employment growth forecasts from Cambridge Econometrics, in association with SQW, in order to inform the SHMA and Local Plans. The methodology used to produce the Oxfordshire SHMA was consistent with Government guidance and the housing requirements identified took account of forecast employment growth as one factor influencing future housing needs. There was a consultation on the SHMA methodology and all local authorities subsequently accepted the final report of the SHMA.

The original Oxfordshire SEP was prepared at the same time as the SHMA, in 2013. It incorporated the figures for employment growth produced for the SHMA, and the housing requirement figures produced by the SHMA. *The employment and housing growth figures in the Oxfordshire SEP are therefore a product of the local planning process (i.e. the SHMA), not an input to it.*

The SEP Refresh is using the same figures for growth as the original SEP and the SHMA. There are three main reasons for this:

- Employment growth since 2011 has been stronger than indicated by the employment forecasts used by the SHMA and the SEP. This is during a period of economic recovery, so the actual figures may be expected to be positive. However, it suggests that the employment forecasts are soundly based and are a good basis for planning
- The SHMA has been tested at the Cherwell Local Plan Examination in Public in 2014 and the Inspector's report of June 2015 concluded that it formed an appropriate basis for the proposed level of housing growth in Cherwell. This effectively endorsed the SHMA as a sound evidence document which underpins the development of Local Plans in Oxfordshire
- It is important that there is consistency between Local Plans and the SEP.

Note that during the workshop discussions that informed the development of this consultation draft of the refreshed SEP, some attendees expressed support for a county-wide approach to the environmental, social and economic assessment of the impact of the figures contained within the SHMA.

Annex D: List of acronyms

CCHTIP	Creative, Cultural Heritage and Tourism Investment Plan
EAFRD	European Agricultural Fund for Rural Development
ERDF	European Regional Development Fund
ESF	European Social Fund
ESIF	European Structural and Investment Funds
NEET	Not in Employment, Education or Training
OxLEP	Oxfordshire Local Enterprise Partnership
SEEIP	Strategic Environmental and Economic Investment Plan
SEP	Strategic Economic Plan
SFA	Skills Funding Agency
STEM	Science, Technology, Engineering and Mathematics

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Cherwell District Council

Executive

3 October 2016

<p style="text-align: center;">Heritage Partnership Agreement (HPA) - RAF Bicester</p>

Report of Head of Development Management

This report is public

Purpose of report

To seek the agreement of Executive to adopt the Heritage Partnership Agreement.

1.0 Recommendations

The meeting is recommended:

- 1.1 To adopt the Heritage Partnership Agreement (Appendix 1).

2.0 Introduction

- 2.1 The Enterprise and Regulatory Reform Act 2013 sets out the option for a local planning authority to make an agreement (Heritage Partnership Agreement (“HPA”)) with any owner of a listed building under Section 26A of the amended Planning (Listed Buildings and Conservation Areas) Act 1990.
- 2.2 It was envisaged that this type of agreement would make provision for the granting of listed building consent (“LBC”) as well as specifying any conditions to which the consent is subject.
- 2.3 The idea behind the introduction of HPAs was to streamline the often time consuming and sometime expensive process of obtaining LBCs, especially when the listed buildings are part of a group of similar structures where it might reasonably be anticipated that similar works of repair, for example, would be required.

3.0 Report Details

- 3.1 The military airbase at RAF Bicester is the quintessential airfield of its age; almost better than any other site it typifies the public perception of the World War II airfield.

- 3.2 The site began life as a Flying Corps aerodrome towards the end of the First World War. Construction of the RAF station we see today began in earnest in 1925. Construction continued through the inter-war years and was still underway at the outbreak of hostilities in 1939.
- 3.3 RAF Bicester was decommissioned in 1994 when the offices and military hospital in use by the United States Air Force in Europe closed its operations.
- 3.4 In 2002 Cherwell District Council (“CDC”) designated the airbase as a conservation area. This area was extended in 2008 to include: the domestic site (west of Buckingham Road); the pre-war married airmen’s housing (adjacent to the domestic site); the former officers’ mess (Cherwood House on the Buckingham Road); the technical site (east of Buckingham Road); the flying field; defence structures (east of the airfield).
- 3.5 In March 2013 the technical site, the flying field and the defence structures were acquired by Bicester Heritage with a view to their conversion into a national centre for historic motoring and aviation excellence.
- 3.6 The aim of the HPA is to facilitate the work of restoring the original RAF buildings.
- 3.7 This HPA has been prepared in order to provide a blanket vision for the technical site and flying field. Given that there are more than 60 existing buildings and structures on the technical site alone (of which more than 30 are listed, or designated SAMs) it will provide an agreed baseline among all stakeholders as to the nature of the repair works and interventions that are possible without the need for a series of LBC applications, which would prove time-consuming for all parties concerned and which, without the HPA, would otherwise be required for each proposal.
- 3.8 Once approved the details within this HPA will be used as the guide to all future building and structure repairs thus alleviating the need for a series of applications thereby freeing up manpower within both CDC and providing Bicester Heritage with an unhindered opportunity to restore the buildings and structures on the site.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Heritage Partnership Agreements to streamline the often time consuming and sometime expensive process of obtaining Listed Building Consent, especially when the listed buildings are part of a group of similar structures where it might reasonably be anticipated that similar works of repair, for example, would be required.
- 4.2 The aim of this HPA is to facilitate the work of restoring the original RAF buildings and it has been prepared in order to provide a blanket vision for the technical site and flying field. It will be used as the guide to all future building and structure repairs.

5.0 Consultation

Planning Committee
(1 September 2016)

Supported and endorsed the HPA and recommended to Executive that it be approved

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Not to agree to adopt the HPA.

Lack of heritage guidance undermines the reputation of the Council as the Planning Authority for Cherwell District seeking high design and conservation standards. Without the HPA in place there is a risk of future unsympathetic alteration to the heritage asset.

7.0 Implications

Financial and Resource Implications

7.1 None arising directly from this report.

Comments checked by:

George Hill, Corporate Finance Manager, 01295 221731
george.hill@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 There are no additional legal implications arising for the Council from accepting this recommendation. The document has been prepared and completed in conjunction with Bicester Heritage.

Comments checked by:

Chris Mace, Solicitor, 01327 322125, email:
Christopher.mace@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

Launton and Otmoor

Links to Corporate Plan and Policy Framework

Cherwell; A thriving community

Lead Councillor

Councillor Colin Clarke, Lead Member for Planning

Document Information

Appendix No	Title
1	Heritage Partnership Agreement
Background Papers	
None	
Report Author	Rose Todd, Senior Conservation Officer
Contact Information	01295 221846 rose.todd@cherwell-dc.gov.uk

Bicester Heritage

Heritage Partnership Agreement
Final Draft Revision B
6 October 2014

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Introduction

1.0 Introduction & Objectives

- 1.1. The airbase at RAF Bicester essentially dates from 1925 (when the original Great War Flying Corps aerodrome was cleared) until 1994, when the offices and military hospital in use by the United States Air Force in Europe closed its operations (commensurate with the closing of RAF Upper Heyford). The airbase had grown from its 1916 airfield site of c. 180 acres to a major base of some 793 acres, through a strategic military expansion programme formulated by General Sir Hugh Trenchard, the Chief of Defence staff in the 1920's and 1930's, and which had subsumed surrounding farmland and houses. Although military operations had ceased by 1994, the MOD continued to own and maintain the land and buildings after that time, until a strategy of land disposal took effect.
- 1.2. In 2002 Cherwell District Council designated a major part of the airbase site as a Conservation Area ('CA'), and extended that area in 2008. The areas covered by the designation included ;
 - The domestic site (west of Buckingham Road, now converted to open residential use)
 - The pre-war married airmen's housing (adjacent to the domestic site)
 - The former officer's mess (Cherwood House on Buckingham Road)
 - The technical site (east of Buckingham Road)
 - The airfield
 - The defence structures (east of the airfield)
- 1.3. In March 2013, the Technical site, airfield and defence structures were acquired by Bicester Heritage (348 acres) with a view to conversion into a national centre for historic motoring and aviation excellence. The entire site acquired by Bicester Heritage falls within the CA boundary, though that CA is bisected by the Buckingham Road, which separates the flying field and Technical site, from the Domestic site and other housing to the west.
- 1.4. The character of the Conservation Area is described in detail in the Cherwell District Council 'RAF Bicester Conservation Area Appraisal' of October 2008. This Heritage Partnership Agreement ('HPA') does not repeat the detail or conclusions set out in that appraisal, but does refer to it, and draw from it, throughout.
- 1.5. The technical site and airfield suits Bicester Heritage's ambitions perfectly. The business has been set up as a specialist business park, providing international class facilities and service to the historic motoring and aviation sectors. The site's proximity to London, Birmingham and the Silverstone motorsport corridor, provides easy access for all clients, whether they are preparing for a race day, or simply looking to use their treasured vehicle for a Sunday afternoon outing. The grass-only airfield provides the perfect facilities for gliding and the perimeter track an excellent testing circuit for classic cars. The hangars provide ideal temperatures and humidity levels for storage, whilst the distribution of smaller buildings around the technical site generally offers the right size unit for workshop or office use. The combination of a historic site and historic vehicles use are a natural fit.
- 1.6. However, the appropriateness of a historic vehicle business at the site doesn't overcome the fact that this will be a new use. It will no longer be a military airfield, and although the expectation is that Bicester Heritage will be the most appropriate user possible, there is no doubt that change will occur, and will need to occur, to ensure that the new use is sustainable. And whilst to a large degree, the new owner's ambitions are entirely centred on the simple, sensitive repair and re-use of the existing properties, some new interventions are inevitable.
- 1.7. This HPA has been prepared to provide a blanket vision for the site. Given that there are more than 60 existing buildings (inc. structures) at the technical site alone (of which more than 30 are listed, or designated SAMs) it will provide an agreed baseline amongst all stakeholders as to the nature of the repair works and interventions that are possible without the time-consuming and costly independent planning /Listed Building applications which would otherwise be needed for each proposal.
- 1.8. For the purposes of this HPA, 'the site' refers to the land acquired by Bicester Heritage.



Fig 1: View towards Building 90 from the site entrance

2.0 The HPA-General Principles

- 2.1. This HPA describes how the new owner and its business will operate ; what uses are proposed and how those uses will work, and goes on to set out, building by building, the intended uses which it proposes be allowed by this HPA without the need for any further planning applications.
- 2.2. Against the backdrop of the CA character appraisal, it then describes all necessary repair and upgrading works, and sets out, building by building, the construction works which it proposes be allowed by this HPA without the need for any further planning or Listed Building applications.
- 2.3. Similarly, it also describes, again with reference to the special character of the CA, new landscape initiatives, and sets out, area by area, the new or adjusted landscaping which it proposes be allowed by this HPA without the need for any further planning and/or Listed Building applications.
- 2.4. This HPA acknowledges that where Bicester Heritage propose alterations or new works beyond the scope of this Agreement, such works will need to be covered by separate planning and/or Listed Building applications in their own right and are consequently not referred to here.
- 2.5. This HPA has been prepared to meet three particular needs ;
 - Although the site was under the management and maintenance of the MOD until March 2013, it is fair to say that many of its buildings, structures and landscaping, although of simple and robust construction, are in urgent need of repair. Several buildings are in an advanced state of decay, some have been fire-damaged and rot and degradation are prevalent. Prior to Bicester Heritage's acquisition of the site, 19 buildings on the technical site alone, were in such a state of disrepair that they were identified as being 'at risk'. Bicester Heritage need to optimise their assets to underpin their business plan. Any delay as a result of a protracted planning strategy based on individual applications will only hinder that ambition. The HPA is seen as an appropriate way of capturing an early and holistic agreement to allow for urgent repair and upgrading works to commence on site and early preservation to be secured.
 - The HPA is seen as a simplification of what might otherwise be extensive and complicated planning and/or Listed Building procedures (e.g. not only coping with 60 individual structures, but also landscaping proposals that in many cases are common to more than one structure) and it is expected that such simplification will bring about a saving in time and resources, which will help maximise investment into the asset, rather than procedural paperwork.
 - The HPA is seen as a more flexible way of planning for the long term, as it includes in many cases, options for alternative uses and construction which would be difficult to incorporate in a standard planning and/or Listed Building Application.
- 2.6. **USING THE HPA**
 - 2.6.1. After the initial chapters which describe the background and vision for the site, this HPA goes on schedule out the various uses and construction works which can be delivered on site without the need for separate Planning and Listed Building Consents.
 - 2.6.2. The particular clauses which confirm the detailed requirements to be met so as to avoid the need for such consents are **listed in red** at the end of each chapter, and are headed '**The Proposal**'.



Fig 2: Looking south towards the site entrance with Building 90 on the left and Building 86 on the right

3.0 The Vision

'To create a world class, thriving business park by combining the assets of a unique heritage setting with exceptional stewardship of historic motoring and aviation.'

3.1. Site assets

- 3.1.1. RAF Bicester was purposely designed to aid wartime camouflage, through a strategy of dispersed buildings in a wooded landscape. It is now a mature and beautiful site. It harbours a combination of building sizes and types in a verdant setting, and displays a consistent character which underpins its heritage value
- 3.1.2. Many of the buildings on the site are simple forms using a very limited palette of materials, but the combination of proportion and scale means they make a major contribution to the CA and are splendid assets in their own right
- 3.1.3. No other suitably sized site in the UK has the combination of proximity to both London and Birmingham, whilst being on the doorstep of the Silverstone motor industry and Formula 1. The M40 link is key to the long term goals of Bicester Heritage, providing fast and easy vehicular access. Kidlington airport is less than 15 minutes away, and both Birmingham and Heathrow airports less than 1 hour. Rail connections are very good - there are two stations within a 10 minute taxi drive.
- 3.1.4. Bicester has a thriving local retail asset – Bicester Village – which with proper coordination, management and connections, could provide mutually beneficial opportunities for both operations.
- 3.1.5. The link between the technical site and airfield allows for the combination of classic car testing, aeroplane use and storage which are central to the business plan. The unique setting and the new community which will evolve within it will help the development of associated clubs and leisure operations, and be a useful springboard for a series of educational initiatives.
- 3.1.6. The technical site has a good range of medium and large sized buildings, which appear to closely match tenant requirements
- 3.1.7. The technical site's buildings were largely designed for storage, workshop, office or similar national defence activities, most of which are very similar to those proposed now by Bicester Heritage. They are generally simple and robust buildings easily capable of dealing with both light and heavy industrial use, but at the same time also offering characterful places for business and leisure activities.
- 3.1.8. Bicester Heritage promote themselves as guardians of valuable client assets. The site's original need for security remains in the new use, and it seems easily capable of providing it.
- 3.1.9. The existing Gliding Club ensures the new business commences with at least one important tenant already in place.
- 3.1.10. Many of the larger buildings, by virtue of their original use, offer extensive column free spaces with tall ceilings, which are ideal not only for storage and workshop use, but also provide the inherent stable humidity and temperature levels needed for storage of historic motor cars, aeroplanes and motor cycles.
- 3.1.11. Much of the infrastructure needed for Bicester Heritage is already in place. Stormwater and foul drainage, electrical supplies etc and although upgrading will be necessary, the basic structure already exists.
- 3.1.12. Although MOD maintenance appears to have been limited, at least no significantly inappropriate repairs or additions were carried out prior to Bicester Heritage's acquisition.



Fig 3: Building 90 from the north-west



Wingdish Ln

Manzel Rd

Turnpike Rd

A4421

A4421

A4421

A4095

A4421

Skimmingdish Ln

ingham Rd

3.2. Site Constraints

- 3.2.1. Some of the existing buildings on the site are either un-useable because of their small size, or in such poor repair that upgrading and refurbishment is economically unfeasible.
- 3.2.2. The Conservation Area, Scheduled Ancient Monument and Listed Building classifications, whilst entirely appropriate, must be also seen as constraints. On the one hand they protect the site asset, but on the other could restrict change and/or new development .
- 3.2.3. Given the site's size, it has few vehicular access points. That is an asset in security terms but a constraint in public access.
- 3.2.4. The existing trees pose major constraints in terms of maintenance and the potential invasion of their Root Protection Areas by new development or landscape interventions.
- 3.2.5. The Gliding Club is a wholly appropriate use and long standing tenant, but they have effectively been state subsidised and are likely to find it difficult to operate in a market environment.
- 3.2.6. Airfield operations, car testing and even vehicle workshop use will demand high levels of safety and public separation which may conflict with the character of the CA.

3.3. Opportunities

- 3.3.1. The openness of the site, its landscaped setting and character, when combined with classic car and aeroplane focused activities, seems capable of creating a business park with a difference – one that provides a fully serviced working environment in a historic and beautiful setting.
- 3.3.2. Bicester Heritage will provide a modern sympathetic use to what is considered to be the UK's most important Bomber Command site and a national Heritage asset.
- 3.3.3. The historic buildings on the site appear robust enough to accept adaptation and upgrading whilst preserving and often enhancing their character, so that tenants will gain the dual benefits of a heritage asset with 21st century facilities. Many buildings have the opportunity to become an exemplar of repair and restoration.
- 3.3.4. The dispersal of the site's buildings, which was so central to the Trenchard plan, offers the ability to phase construction and income generation, allowing some uses to commence whilst other phases of the site are still under construction or perhaps not even yet started.
- 3.3.5. Some of the large buildings, and probably at least one of the hangars, could provide a unique, public, leisure-focused motoring experience, combining retail, café, showroom and potentially indoor race-track uses.
- 3.3.6. The site has the potential to offer the most exciting mixed use public and private classic car and aviation experience in the UK, whilst preserving and enhancing a national asset.



Fig 5: View of The Fire Party House (Building 87) from the South

Fig 4: Aerial photograph of the Technical Site

3.4 The business plan

- 3.4.1. Bicester Heritage is a private company with extensive experience in all aspects of the classic car and aviation sector, coupled with UK wide experience in property investment and development.
- 3.4.2. Bicester Heritage will act as custodians for the site, and will raise the necessary funds for its conversion and upgrading. Bicester Heritage may choose to manage the site themselves but will otherwise initiate and direct the management company charged with ongoing maintenance and management of all external works and external building fabric. Flexible leases will be offered to tenants for the various uses on the site. They will incorporate service charges to cover the periodic external maintenance required. Some shorter term occupancies and tenancies at will may be secured through licences.
- 3.4.3. All long term leases will include fully repairing and insuring clauses placing responsibility on tenants to maintain their properties. Those tenants taking leases on listed buildings will be given detailed information on the nature of the asset and to what degree internal fitting-out is possible without the need for new Listed Building consent. All tenant fitting-out works will require Landlord approval prior to work commencing. The landlord will rely on his specialist consultant team to advise and recommend on the appropriateness of the tenant's installations and as to whether LBC will be required. Tenants falling under a licence will not be allowed any material internal alterations to their buildings (unless they are unlisted) and the maintenance and management of those buildings will remain with the landlord.
- 3.4.4. Conversion, repair and upgrading of the site will commence in phases to suit tenant demand and funding availability. Phase 1 will include the westernmost buildings (89, 87, 88 and 82, and also key administrative buildings e.g. 100 – the technical site latrines) and the conversions will include office, workshop and overnight accommodation use, alongside conversion of 89 into the site's temporary administrative centre. Phase 2 will include the remaining buildings in the northern half of the site, other than the hangars. The remainder of the site will be developed in future phases with completion of the first phases of basic repair and re-use of the technical site targeted for early 2015.
- 3.4.5. The site will be marketed as a unique national centre for historic motoring and aviation excellence, and the early tenants are likely to help develop the current cottage industry of specialist motoring expertise into a professional centre. Other interest in the site includes film companies who appreciate the site's unique character for film sets.



Fig 6: The Station Offices (Building 147)

3.5 Economic statement

- 3.5.1 The conversion of the former RAF Bicester premises into the new home for Bicester Heritage will bring significant benefits to the locality beyond the immediate improvements gained by the removal of many buildings from the 'at risk' register, and the upgrading and refurbishment of the entire complex of structures.
- 3.5.2. There will be economic benefits too, in the form of new jobs throughout the site of varying types and skill levels and not necessarily all motor related. Supporting trades will include catering, hotel and office administration, transport, property, arts and crafts.
- 3.5.3. Bicester Heritage is significantly involved with the creation of apprenticeships throughout the site in conjunction with tenants. We underwrote the creation of the framework for the new Ofqual- approved Historic Vehicle Restoration Apprenticeship in conjunction with the Federation of British Historic Vehicle Clubs (www.fbhvc.co.uk/trade-and-skills/apprenticeship) and have energetically helped the local Banbury and Bicester College to start offering the course in 2014. The first two apprentices started work at Bicester Heritage in September 2014.
- 3.5.4. Local marketing for Bicester will be improved by key public events organised and published by Bicester Heritage, which will attract nationwide press coverage. Such events will include the Alvis International weekend (<http://alvisevents.wordpress.com/ride-and-drive-at-bicester-heritage/>) and the Central London Advanced Motorists Club (<https://www.surveymonkey.com/s/CLAM>)

4.0 Administrative Information

4. ADMINISTRATIVE INFORMATION

4.1. The parties

4.1.1. APPLICANT

Bicester Heritage Ltd
Buckingham Road
Bicester
OX27 8AL
Tel: 01869 327928
hq@bicesterheritage.co.uk

4.1.2. LOCAL PLANNING AUTHORITY ('LPA')

Cherwell District Council ('CDC')
Bodicote House
Banbury
OX15 4AA
01295 227001
Planning officer ; Clare Mitchell
Clare.mitchell@cherwell-dc.gov.uk
Conservation officer ; Rose Todd rose.todd

4.1.3. STATUTORY CONSULTEE

English Heritage
The Engine House
Fire Fly Avenue
Swindon
SN2 2EH
01793 414700
customers@english-heritage.org.uk

4.2. This HPA covers the time period 1 January 2014 – 31 December 2018, after which the Agreement will be reviewed and redrafted if necessary. Any works proposed at the site during this time but not covered by this HPA, will need to be the subject of separate planning and/or Listed Building applications.

4.3. Appeals by the applicant against non-determination by the LPA, or following refusal by the LPA (to agree the terms of this HPA) are to be made to:

The Planning Inspectorate
Customer Support Team
Room 2/13
Temple Quay House
2 The Square
Bristol BS1 6PN
enquiries@planning-inspectorate.gsi.gov.uk



Fig 7: The Lubricant Store (Building 96)

5.0 Site Plans

- 5.1. Figure 8 shows the site location and Bicester Heritage ownership.
- 5.2. Figure 9 identifies the technical site, schedule ancient monuments and defence structures.
- 5.3. Figure 10 shows listed buildings within technical site.
- 5.4. Figure 11 shows building reference numbers.
- 5.5. Figure 12 shows the conservation area boundary.
- 5.6. Figure 13 shows the ecology plan for the site.

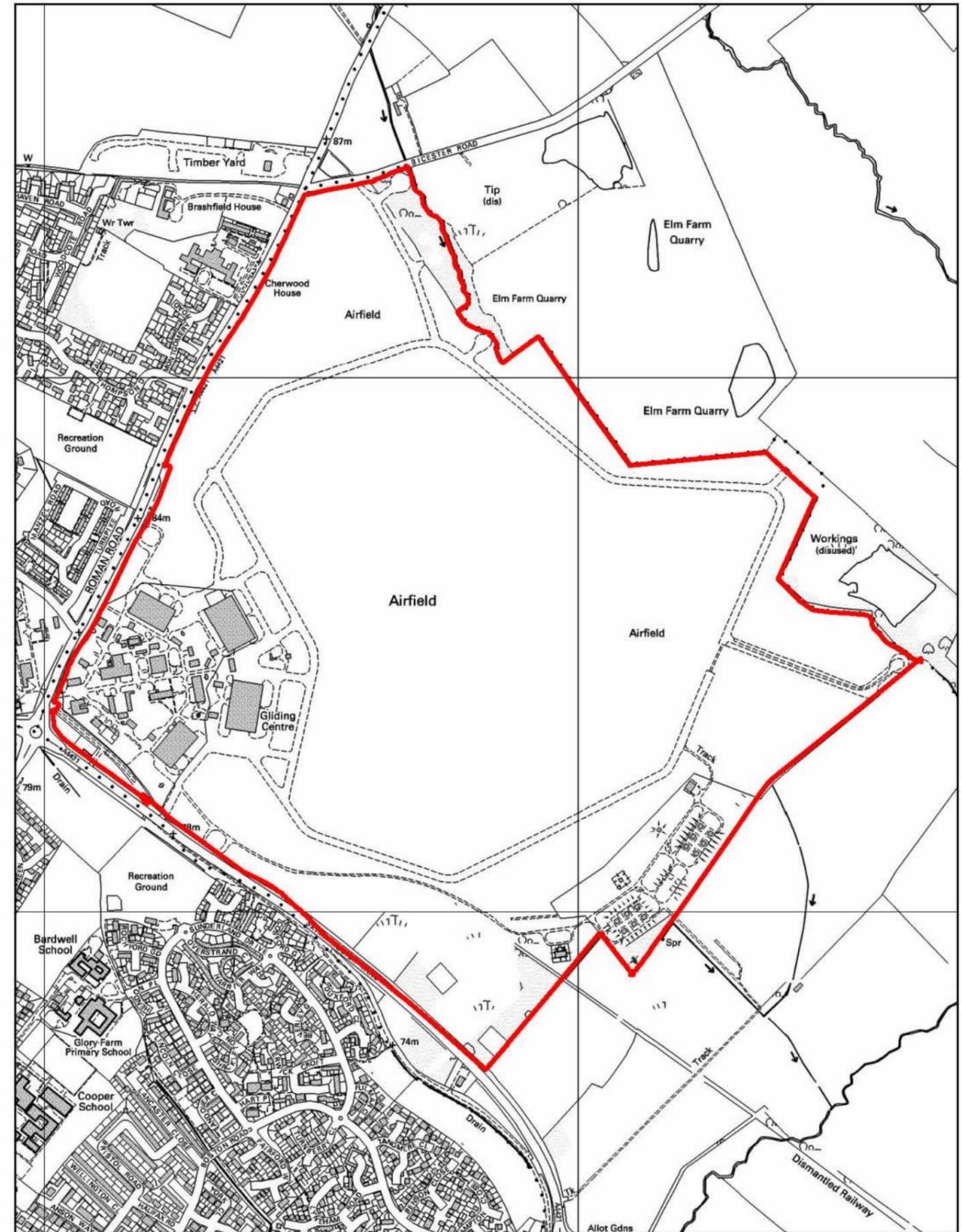


Fig 8: Location Plan showing Bicester Heritage ownership

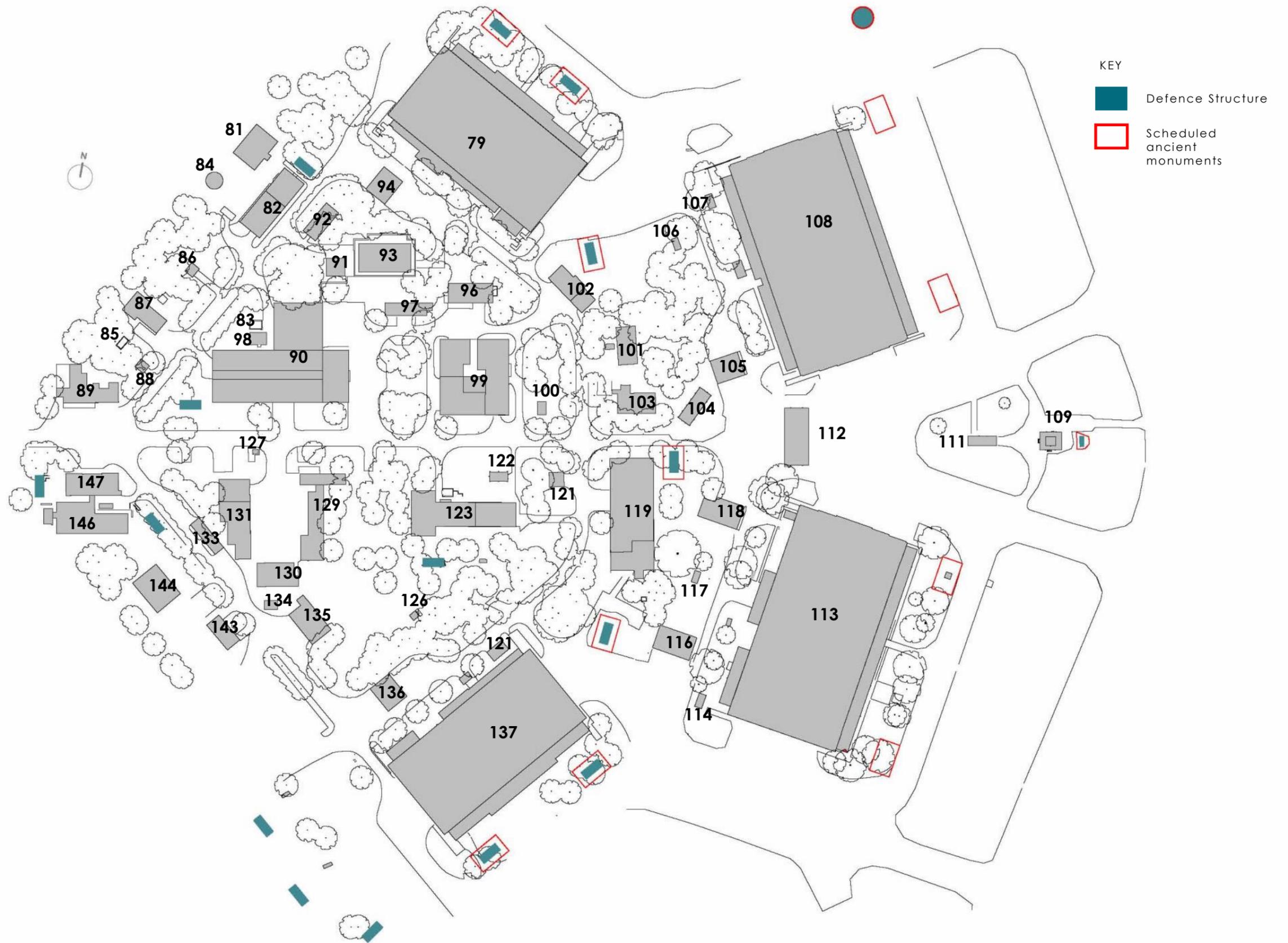


Fig 9: Site plan showing existing buildings, schedule ancient monuments and defence structures

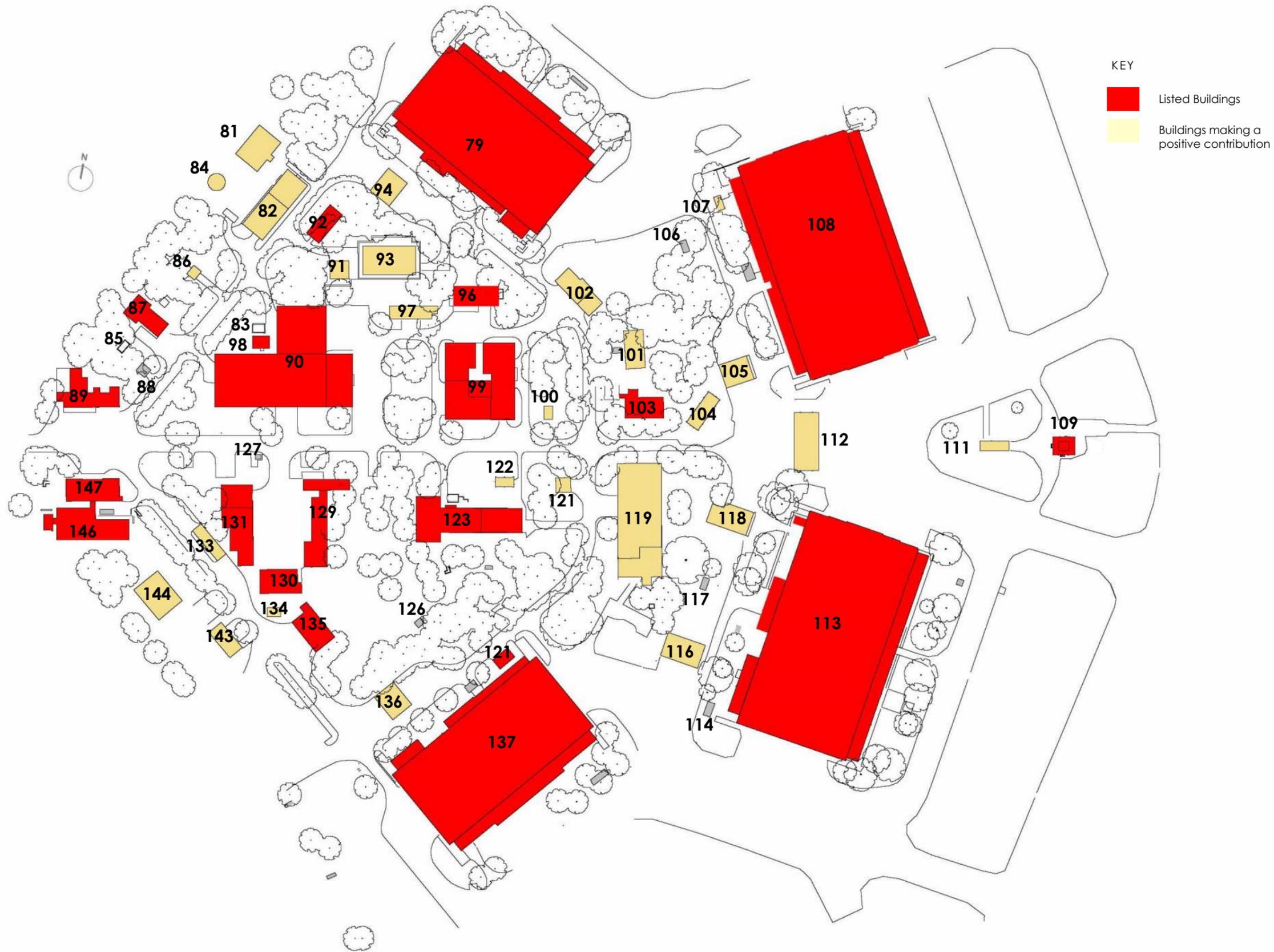


Fig 10: Listed buildings, within the technical site

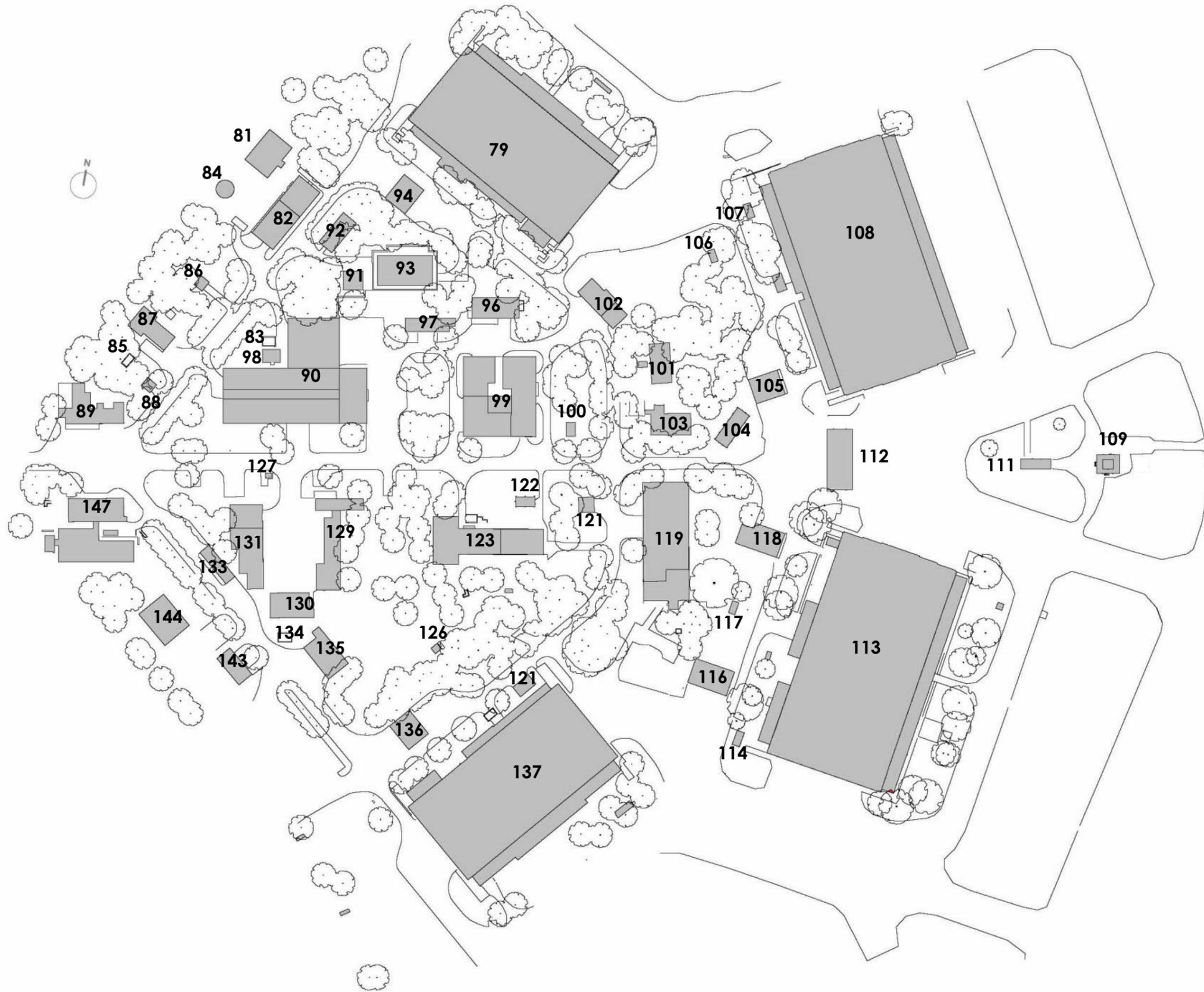


Fig 11: Building Reference Numbers



Fig 12: The Conservation Area Boundary

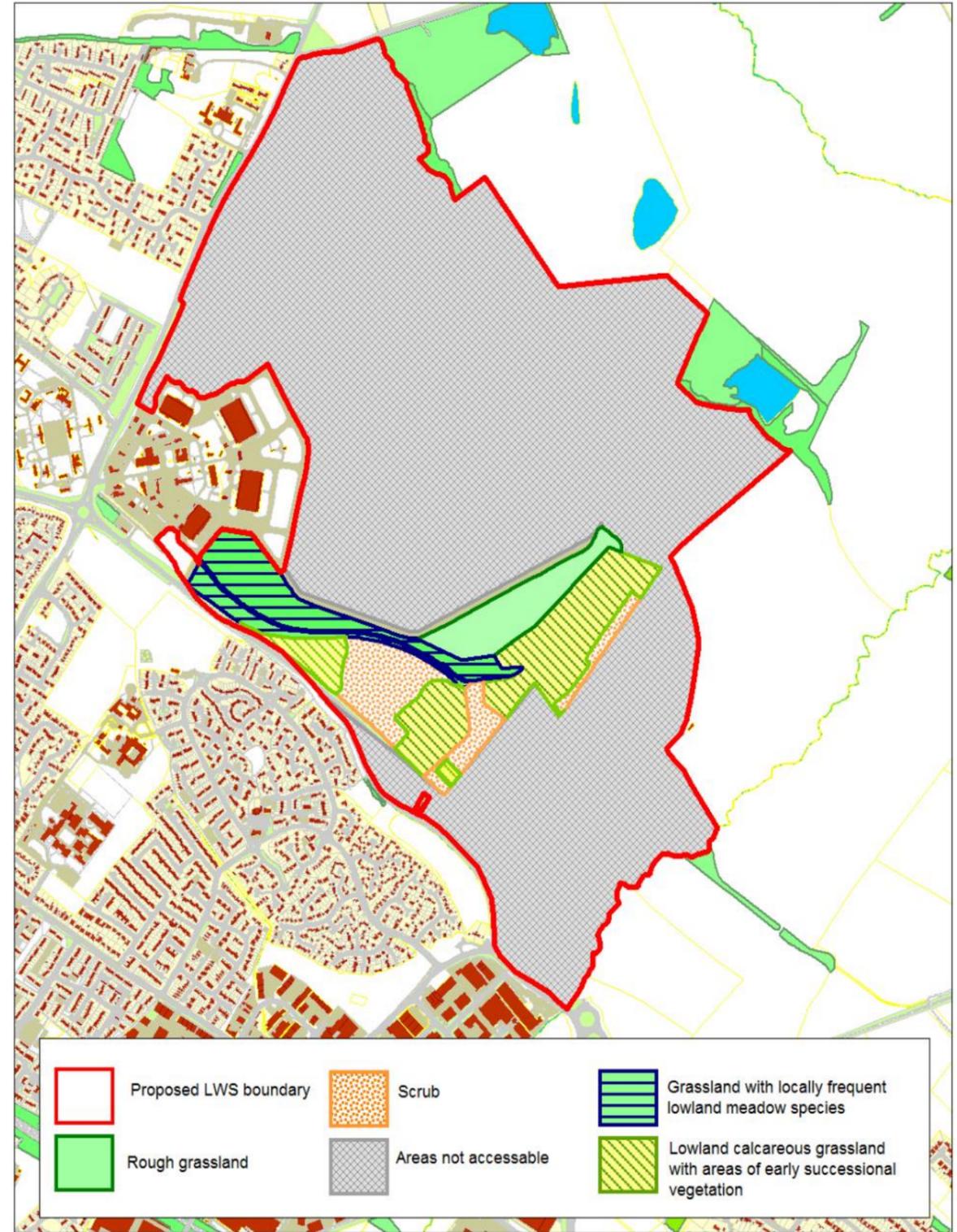


Fig 13: The ecology plan for the site



6.0 Conservation Framework

6.1 The 2008 CA character appraisal prepared by CDC extensively covers ;

- The justification for Conservation Area designation
- The history of the site and its various development periods
- The existing established character
- The predominant building types and styles
- The building materials
- The landscape features

6.2 The unique heritage quality of the site is demonstrated by the fact that it is still possible to trace how it contributed towards the development of airfield design, from Sir Hugh Trenchard's Air Defence of Great Britain in the 1920s, through the RAF expansion period in 1930s, to the readiness for war in 1939. A number of the buildings and structures are the only remaining examples, or the best-preserved examples, of their type and viewed together in their context, provide a unique experience.

6.3 The character of the CA today is still based on those underlying original concepts, and the 'significance' of the site is demonstrated by 10 principles ;

- The spatial relationships within the site, and between the technical site and other parts of the airfield. The dispersal of accommodation in relatively small buildings, in order to minimise damage from airborne attack. The insular nature of the site, hidden behind extensive boundary planting and fencing, to protect security.
- The 'trident' road design symmetry, focused on the Guardhouse and Station Offices, which separated the site into aeroplane and motor transport buildings (central road), day-to-day-operational buildings (left branch), and maintenance buildings (right branch).
- The symmetrical layout of the early A type hangars (two were built out of six originally planned) and how this was superseded by, but continued in, the arrangement of the two later C type hangars.
- The tree planting and extensive grassed areas which contributed to aerial camouflage, and some of which (the avenue planting) underlined the formality and symmetry of the layout.
- The low scale of all buildings outside the hangars, aimed at restricting obstructions to aircraft
- The use of brickwork in Flemish bond for most buildings, together with concrete and slate, providing the first use of permanent materials for airfield design.
- The campus style layout of the buildings and their lack of any enclosing curtilage.
- The use of a simple neo-Georgian 'British military' architecture for most of the earliest phases, and its development through to the first touches of 'art-deco' work in the 1930s.
- The use of a small palette of paint colours, some of which helped provide camouflage.
- The openness and grass finish to the airfield, and its functional planning next to the watch tower and hangars.

6.4. Bicester Heritage acknowledge that the owners of the site have a duty to respect the established character of the CA and that any changes to it will need to preserve or enhance that character. Their philosophy for the site's development is underpinned by the over-arching need for conservation of the existing important heritage fabric.

6.5. However, notwithstanding the significance of the CA, the original use and need for the airfield has now disappeared. Its conversion into a classic car and aeroplane centre is probably one of the few uses which

6.6. Notwithstanding the 10 principles of significance, there is clearly capacity for change ;

- of use, as many of the important buildings are domestic in scale and architectural style, and appear to lend themselves to a variety of new tenants
- in those parts of the layout and setting which have been altered since 1939, including barriers and boundary treatments
- in those buildings whose form and detailing have been altered since 1939
- to those existing areas of unimproved grasslands, where there is an opportunity to ensure both ecological and historic conservation
- to those services or buildings which do not meet current health and safety requirements, building and/or fire regulations, or where upgrading cannot be avoided by law
- to all existing buildings and landscaping, provided any new works pass the tests set out in PPG15 and preserve or enhance the character of the CA



Fig 14: View from north of the site, Old Power House (Building 82)

7.0 The Scheme Proposals

Bicester Heritage proposals for the site include ;

- 7.1. The development of the site as a single holistic entity, and with retention of the airfield and technical site as two individual component parts.
- 7.2. The conversion of the site into a national centre for motoring and aviation excellence, supported by ancillary administration, catering and overnight accommodation.
- 7.3. The repair, upgrading and conversion of the four hangars to classic car and aviation related uses, including storage and workshops (with ancillary office accommodation) and, in the longer term, a wider spread of uses including leisure events and conferencing.
- 7.4. The repair, upgrading and conversion of all other buildings to a mixture of workshop, showroom, office, catering or overnight accommodation use, with very limited external change other than new signage.
- 7.5. The retention of the existing main vehicular entrance only for tenants, their customers, engineers, related clubs and associated specialists , and the conversion of the gliding club access off Skimmingdish Lane into a new public vehicular entrance to the site. The re-opening of an earlier access to the site (now closed) off Buckingham Road, and a similar access point off Bicester Road to the north (though the Buckingham and Bicester Road entrances will be subject to separate planning applications).
- 7.6. The retention of most existing external hardstandings and grassed areas, but the creation of small areas of new car parking within the site for both tenant, customer and public use.
- 7.7. The upgrading of all existing mechanical, electrical and public health facilities to modern standards, including new facilities for the visually and physically impaired.
- 7.8. The careful retention of all existing important trees, but a selective management plan for the removal and replacement of all over-mature, defective or self-seeded trees or soft landscaping.
- 7.9. The creation of new signage within the site, and at the site access points, to maintain safety and security between public and private tenants.
- 7.9. The re-use, wherever possible, of existing external lighting standards, and the use of new external lighting only where it cannot be avoided.



Fig 15: Side view of Type A hangar

8.0 The Site Masterplan

- 8.1. Fig 16 shows the proposed outline masterplan for the Technical Site. This sets out Bicester Heritage's vision for:
 - Access
 - Zoning
 - General uses (though subject to 11.2 of this HPA)
 - Potential new development (subject to separate planning applications)
 - Car parking
- 8.2. It is recognised that planning will be required for all changes of use and also Planning/Listed Building Consent for any extension, demolitions, and new works not covered by the HPA.

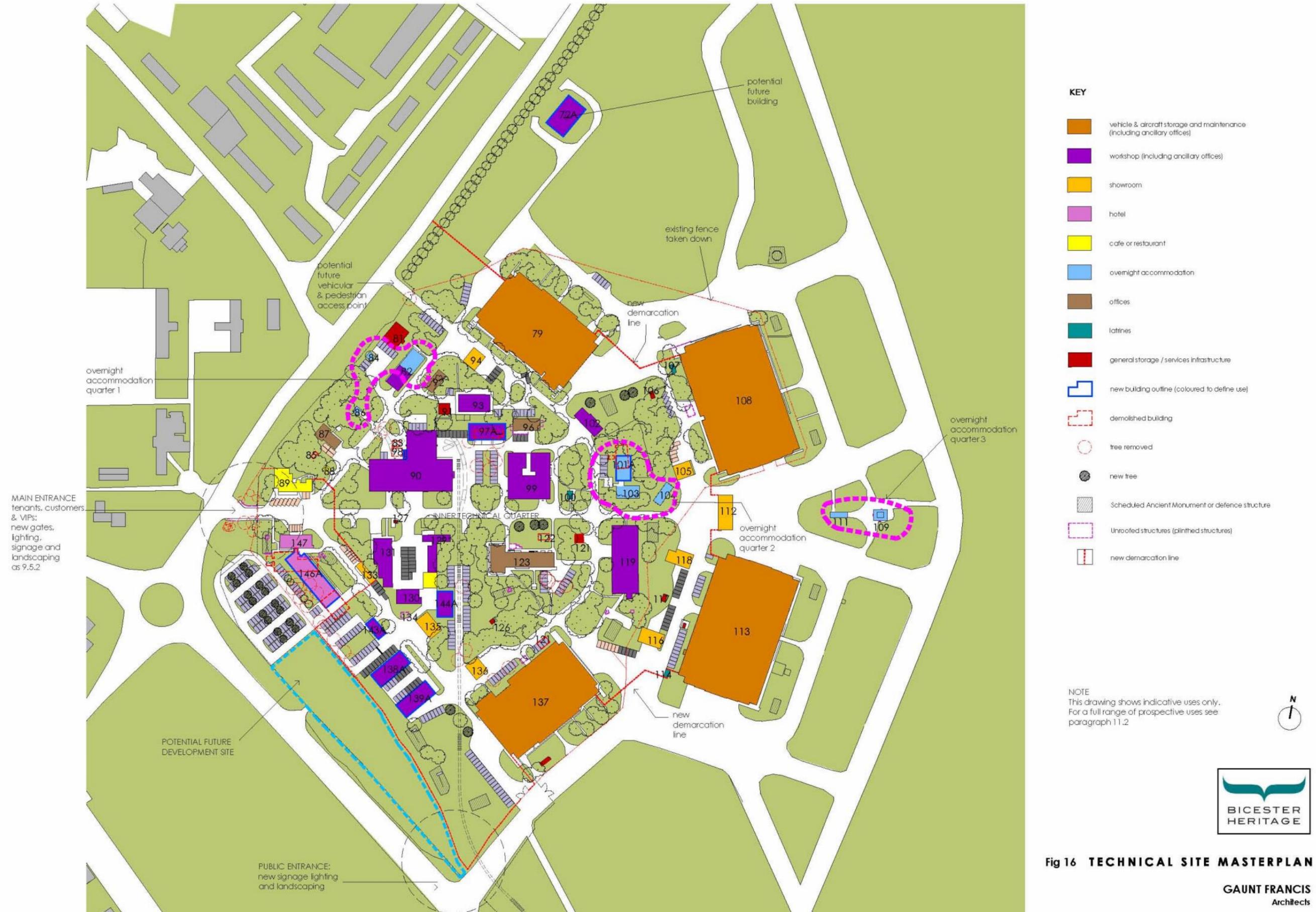


Fig 16 TECHNICAL SITE MASTERPLAN



GAUNT FRANCIS
Architects



Specifically Agreed Refurbishment Works

9.0 Specifically Agreed Refurbishment Works

- 9.1. Refurbishment of many of the buildings on the site is urgently required, but in doing so, there seems an opportunity to upgrade many, so as to go some way towards, or in some cases meet, prevailing Building Regulations or good building practice.
- 9.2. There are often reasons why the refurbishment works cannot meet or exceed current regulations, and generally because such improvement would materially degrade the character of the listed building, but some physical improvements are possible without such degradation. These include ;
- a. Replacement of asbestos or similar deleterious roofing slates with modern artificial slates.
 - b. The incorporation of modern thermal roof insulation, provided its incorporation does not require raising of the roof finish or an inferior finish internally.
 - c. The incorporation of modern wall insulation (dry lining) provided its incorporation does not conceal original finishes which are part of the special character of the interior.
 - d. The incorporation of modern M+E services, provided these do not detract from the character of any listed building interior, including, where appropriate, renewable energy provision (p.v. or solar thermal) to flat roofed buildings only.
 - e. The incorporation of new internal doors, partitions or other works so as to meet prevailing fire regulations, and providing the new work does not detract from the special character of any listed building interior.
 - f. Works to provide improved access for the physically impaired or disabled, provided such works do not impair the special character of the site or building.
 - g. General upgrading of rainwater systems and sanitary facilities.
- 9.3. The Proposal**
- Those works not requiring planning, listed building or conservation area consent will be limited to ;
1. Any external or internal repair/replacement works (including the roof) provided all detailing and materials match existing.
 2. The upgrading of any existing natural Welsh slate finished pitched roofs to provide thermal insulation, all in accordance with the 'Specifically Agreed Construction'
 3. The upgrading of any internal partitions, ceilings, doors and door frames to meet current fire regulations provided the new internal finishes match the original work.
 4. The replacement of any asbestos roofing slates with artificial slates provided they are of the same size and fixed to match the existing pattern.
 5. The replacement of any plastic external rainwater goods with painted cast iron.
 6. The replacement of any roller shutter doors with new roller shutters in the same opening, provided any original external winding mechanisms are retained (even if not operational) and that shutter boxes are not installed externally.
 7. The upgrading of all external door thresholds to meet current DDA requirements (where necessary) by raising external ground levels to provide a flush threshold .
 8. The removal of all redundant 'built-in' services (flues, vents, cables, electric meters etc) and their replacement with brickwork, pointing, roofing or the like to match the existing surrounding work.
 9. The upgrading of any roof rainwater systems, provided the upgraded versions cannot be seen from ground level outside the building or from within it.
 10. The replacement of window and door gaskets (if they originally existed) with modern versions provided there is no material visual detriment.
 11. Internal redecoration (masonry and joinery) using the agreed colour schemes and paint specifications set out in this HPA
 12. External redecoration of previously painted masonry or joinery, using the agreed colour schemes and paint specifications set out in this HPA
 13. Removal of internal asbestos and other deleterious materials and replacement in the best quality matching modern materials
 14. The provision of new sanitary accommodation as the 'Specifically Agreed Construction'
 15. Replacement of foul and stormwater above and below ground drainage in new painted cast iron
 16. Replacement of all water supply pipework in new copper
 17. Removal of internal non-original non-loadbearing partitions and doors
 18. New internal lighting as the 'Specifically Agreed Construction'
 19. New internal heating as the 'Specifically Agreed Construction'
 20. New door and window ironmongery as the 'Specifically Agreed Construction'
 21. External signage as the 'Specifically Agreed Construction'
 22. External lighting as the 'Specifically Agreed Construction'
 23. The application of floor sealer/paint to all existing concrete or screeded floors
 24. New p.v. or solar thermal panels to flat roofed buildings, including the hangars.
 25. Replacement of natural welsh slate roofs to hangars, with new proprietary metal sheet roofing, provided the new finish cannot be seen from ground level.



Specifically Agreed External Works (Technical Site only)

10.0 Specifically Agreed External Works



Fig 17 shows existing lighting standards. No additional roadside lighting standards are proposed



Fig 18 shows the type and finish of all new external light fittings to be used on all buildings

10.1 Services infrastructure:

- 10.1.1. *Electrical supply* – Buildings 82 and 93 (amongst others) helped provide full mains and back-up supply to Bicester airfield, which was then distributed below ground to all buildings. The system was almost entirely intact when Bicester Heritage acquired it, but with almost nothing in the way of modern upgrades or maintenance. Modern provision for Bicester Heritage will clearly take a different form, with a direct new incoming supply from the grid, and no need for major back-up provision (tenants can make their own arrangements for temporary provision if necessary) Furthermore, it would be a wasted opportunity to re-utilise the splendid fabric of both 82 and 93 for new incoming services provision when modern electrical services require far less space. Instead what is required, as part of an entirely new distribution network across the site following the distribution lines of the original, is a series of far smaller connection boxes – feeder cabinets – from which supplies can be transferred to surrounding properties. The feeder cabinets are of robust simple design, commensurate with the predominant character of the CA. It is considered that they do not detract from the character of the CA, and do not need any further cladding/ enclosure which would only serve to increase their bulk. They would be of steel construction, fitted with access doors for maintenance and coloured in Bicester Heritage Mid Brunswick Green.
- 10.1.2. *Water* – when Bicester Airfield was in wartime use, its water supply used building 84 for pressure and building 81 for capacity. Neither is now needed, and like the electrical supply facilities, both structures are excellent examples which could provide greater benefit in alternative use. A new mains water supply will be provided for the entire site, to replace the lead/iron network originally installed and never upgraded, and will follow the original distribution network across the site. It no longer requires any external features.
- 10.1.3. *Drainage* – all the existing buildings are linked, using a combined system, to a sewer connection at the western end of Skimmingdish Lane. The system is generally intact, though again has never been fully maintained or upgraded. New underground drainage will be installed to generally follow the lines of the original work. The only external impact will be the replacement of existing inspection chamber covers of insertion of new ones. Where such replacement is undertaken within hard landscaped areas, the inspection chambers will be fitted with recessed covers finished to match the surrounding work.
- 10.1.4. *Gas* – no gas supply is provided to the site.
- 10.1.5. *Telecommunications and data* – any new installations would be entirely fitted below ground, following the original electrical distribution network. No above ground structures would be necessary, beyond the feeder cabinets already described.

10.2 Soft landscaping:

- 10.2.1. The essence of the Trenchard layout and design was the dispersal of all buildings and their camouflage using abundant grass areas, tree planting, hedges and shrubbery. That concept underpins the character of the CA today, but unlike its wartime environment, the landscaping has now fully matured and, in many parts has exceeded maturity.
- 10.2.2. No major changes are required, but there is the need to properly maintain the existing soft landscaping and in so doing, to help create new landscaped areas (e.g. car parking and servicing) for the benefit of the site, by targeting trees that have passed their life or are self-seeders and/or of low quality | (e.g. birch, sycamore etc) A Landscape Management Plan (LMP) will be prepared, which will cover ;
- The importance, or otherwise of all trees on the site, and their likely life
 - Trees which need replacement
 - Potential locations for, and type of, replacement trees, responding to the CA
 - Ongoing pruning and general maintenance
 - Ditto for shrubs and hedges.
- 10.2.3. Some areas need greater intervention e.g. the land in the south-west corner of the site, south of the former line of Skimmingdish Lane. This area has become completely overgrown and unmaintained, and yet provides a potential development area and new site frontage. It needs extensive clearing as part of the LMP.

10.3 Hard landscaping:

- 10.3.1. The site has a very simplistic pattern of hard landscaping ;
- Blacktop tarmac (and occasionally in-situ concrete) roads, parking and servicing areas
 - PC concrete kerbstones
 - Tarmac, PC concrete paving slabs, or in-situ concrete, for footpaths
- 10.3.2. Some local features have been lost, including the distribution rail tracks within the site leading to Building 90, though they may still exist below current finishes.
- 10.3.3. The intention is to repair all existing landscaping using matching materials, and to use the same materials in any new areas of landscaping created.

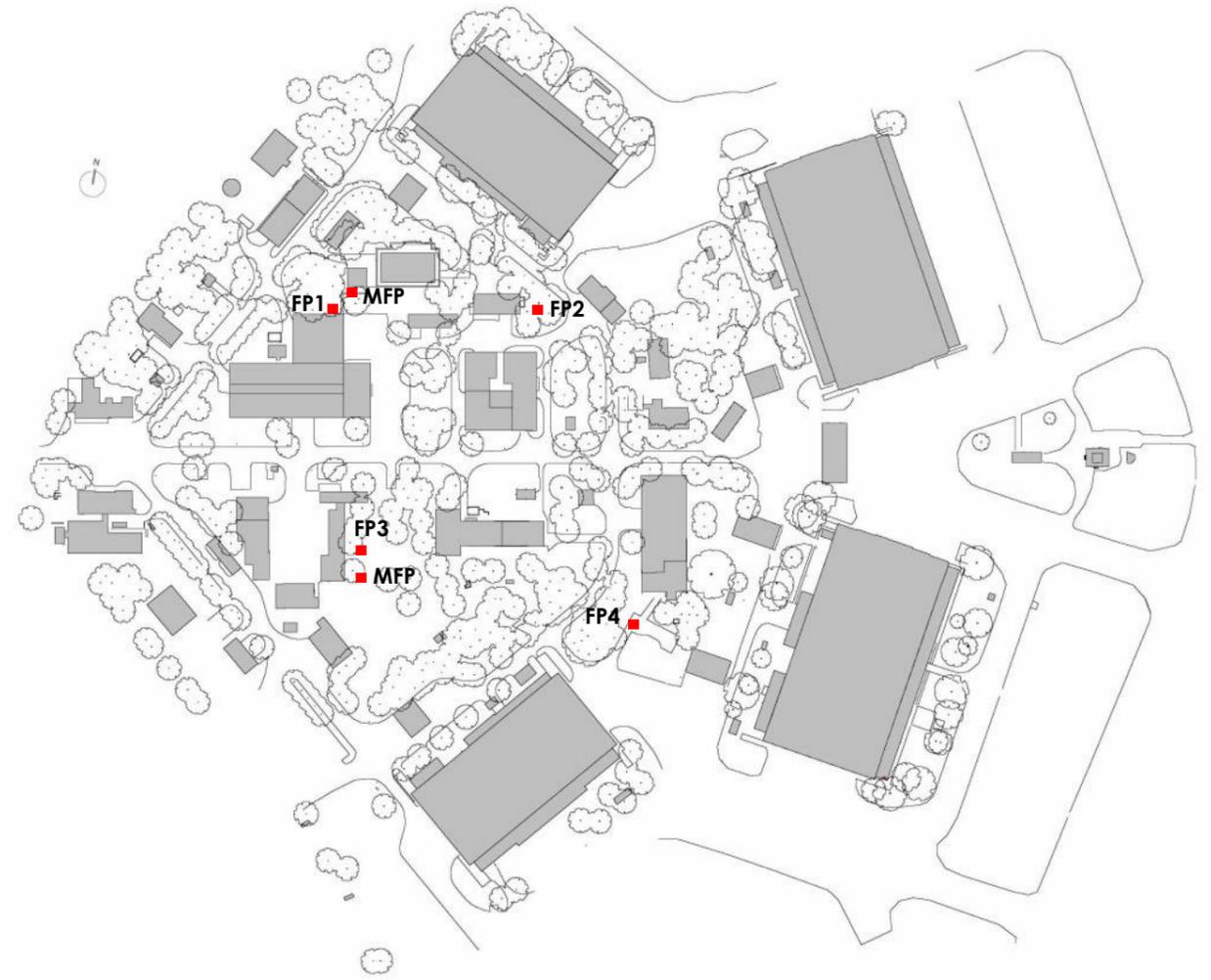


Fig 19 shows the typical dimensions and elevations for a feeder cabinet.

Fig 20 shows the locations of the new cabinets highlighted

10.4 Signage:

- 10.4.1. There are generally two types externally ;
- Building signage
 - Freestanding wayfinding and safety signage
- 10.4.2. All the buildings on the site have unique numbers, and most have existing external signage displaying those numbers, which form part of the character of the CA.
- 10.4.3. Bicester Heritage have no need to remove or downgrade the existing numbering system, but it is inevitable that as changes of use occur, new tenants will want greater profile and presence within the site, through the use of more prominent signage. And if new building signage is required, there seems the opportunity for it to help create an interesting narrative – greater understanding of the original use of the building, as well as its new future, through a dual coding. What then becomes important is ;
- The scale of the sign in relation to the building it serves
 - Whether it is lit
 - Its colours
 - A reversible fixing strategy
- 10.4.4. Fig 21 shows a typical new building sign. It has been designed to utilise colours sympathetic to the original use and the new Bicester Heritage brand. The scale of the sign suits the building it serves and it has no need for external lighting beyond the proposed external fitting identified in fig 18. It will be plug and screw fixed through mortar joints and not through brickwork or concrete facings.
- 10.4.5. Wayfinding signage will inevitably be larger, but the new signage follows a similar design style and is no larger than is necessary for clarity. It will be fixed by galvanised MS posts set within the grassed areas.
- 10.4.6 Fig 22 shows details of a typical external landscape sign.

10.5. The Proposal

Those Specifically Agreed External Landscaping Works not requiring planning or LB consent will be limited to ;

- 10.5.1. Roads and footpaths
- The repair of all existing roads, footpaths, kerbs and the like, using surface finishes and construction detailing to match existing
 - New roads and footpaths, provided the detailing of all construction (surface treatment, kerbs etc) matches existing similar works
- 10.5.2. Car parking
- The repair of all existing car parking areas, using surface finishes and construction detailing to match existing, and provided there is no new surface parking delineation (white lines) other than occasional studs as set out in this HPA.
 - The provision of new car parking areas, provided surface materials and kerb detailing all match the surrounding existing work.

10.5.3. Existing and new soft landscaping

- The selective pruning, cutting back and maintenance of all existing soft landscaping in accordance with an agreed LMP
- The selective removal of low value and/or defective trees and soft landscaping, and replacement with new species in agreed locations, all in accordance with an agreed LMP
- The provision of new soft landscaping around the existing main entrance

10.5.4. External landscape signage

- The provision of new signage to all buildings in accordance with fig 21 provided it is fixed in a reversible manner through pointing and not through the face of any bricks or concrete
- The provision of new wayfinding and safety signage throughout the site as fig 21 provided it is always installed in soft landscaping or, if on buildings, as the building signage

10.5.5. External lighting

- The provision of new external lighting adjacent to building main entrance doors, or on other parts of buildings if essential to aid in safety and wayfinding, and as fig 22.

10.5.6. Services Infrastructure

- The provision of new services supplies and distribution throughout the site, generally following the lines of the original networks
- The provision of new external electrical feeder cabinets in accordance with fig 19 and fig 20
- The provision of new inspection chambers provided their covers are recessed in areas of hardstanding and inlaid with new finishes to match the surrounding work



Fig 21 shows a typical new building sign. It has been designed to utilise colours sympathetic to the original use and the new Bicester Heritage brand. The scale of the sign suits the building it serves and it has no need for external lighting beyond the proposed external works. It will be plug and screw fixed through mortar joints and not through brickwork or concrete facings.



Fig 22 shows details of a typical external landscape sign.

11.0 Colour Schemes and Paint Types

11.1. In depth research into the original paint colours used at the site has been carried out by Patrick Baty, the acknowledged expert in military paint and colours of the past four centuries, and who has personal experience in the decoration and maintenance of RAF sites. Patrick carried out site paint scrapes at the site and through laboratory analysis has been able to determine that four main colours were used on external timber and metalwork during the Second World War:

- Mid. Brunswick Green;
- White;
- Pale Cream;
- dark grey/Black.

11.2. It was also apparent that a number of the buildings had camouflage paint applied to them. The four main colours were not the only colours used, and indeed several buildings changed their colours many times through their wartime life.

11.3. A copy of Patrick's report for Bicester Heritage is now lodged with the archives unit in the Imperial War Museum

11.4. The Proposal

The only external or internal (in the case of listed buildings) redecoration work/repair not requiring planning and LB consent will be limited to:

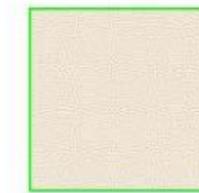
- 11.4.1. External roofing fascias and soffits – trade eggshell oil paint ; colour ivory (BS - 10B15)
- 11.4.2. External window frames, opening lights and putty – trade eggshell oil paint ; colour ivory (BS – 10B15)
- 11.4.3. External rainwater goods – trade eggshell or flat oil paint ; colour dark grey / slate (BS 635)
- 11.4.4. External front entrance doors – trade eggshell oil paint ; colour mid Brunswick green (BS 381C) or Post Office Red. (LG 190)
- 11.4.5. Concrete or stone window cills, lintels or other facing work – lightly sand blast back to bare original finish, without removing the original facing
- 11.4.6. Internal walls and ceilings – trade emulsion paint ; colour ivory (BS 10B15)
- 11.4.7. Internal joinery – trade eggshell oil paint ; colour ivory (BS 10B15) or mid Brunswick Green (BS 381C) or Post Office Red (LG 190) or slate (BS 18B29)
- 11.4.8. Internal brickwork - trade emulsion paint: colour ivory (BS 10B15)



MID BRUNSWICK GREEN - BS381C



POST OFFICE RED - LG 190???



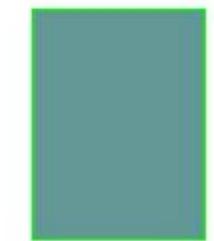
IVORY - BS 10B15



DARK GREY SLATE - BS 635



DEEP BRUNSWICK GREEN-227-BS381C

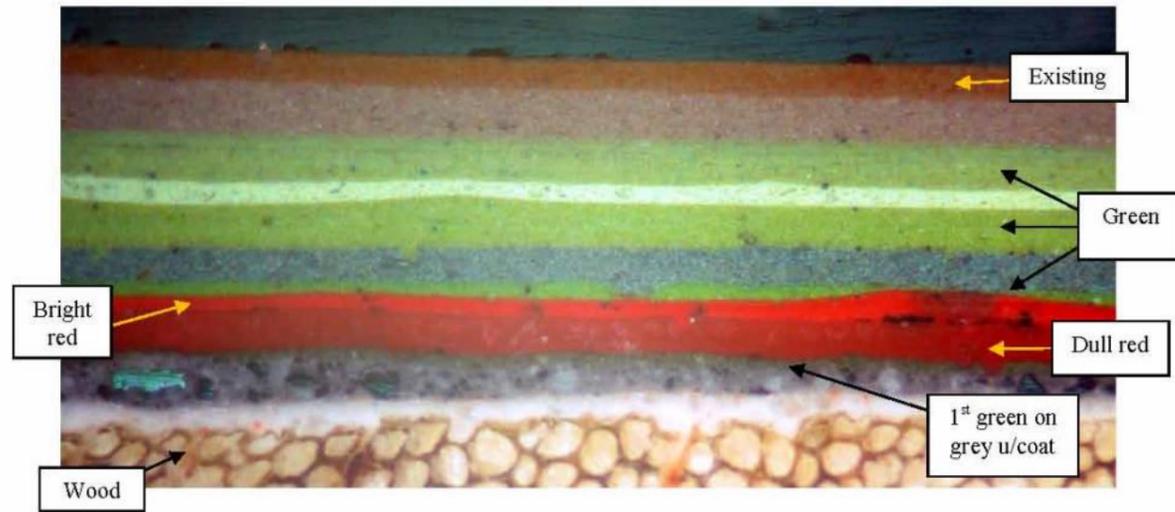


ORIENTAL BLUE - BS381C???

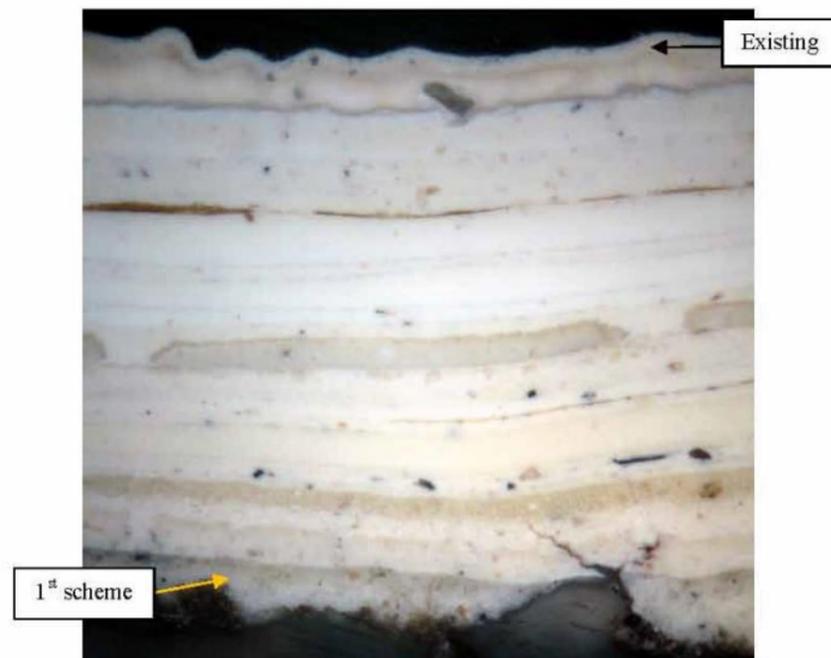
Fig 23 shows proposed external paint

APPENDIX ONE

PHOTOMICROGRAPHS



Photomicrograph of BIC/19 (x 200 digitally enlarged)
Building 88: West side. R/H window. R/H frame



Photomicrograph of BIC/13 (x 200 digitally reduced)
Building 89: South front. R/H lower window cill



Construction detailing

12.0 Specifically agreed works-Construction Detailing & Specification

- 12.1. Bicester Heritage and their architectural and planning consultants have worked closely with CDC conservation officers to agree appropriate detailing on each of the key first phase buildings on the site, and with the intention that such detailing would be agreed for all later phases.
- 12.2. The new construction detailing and specifications have all been considered in the context of PPG15, to ensure the character of the site and of the listed buildings or structures within it, are preserved or enhanced by the proposed new works.
- 12.3. No planning or LB consents will be required for**
- 12.4. Roofing (see Fig 29-34, 36-38);**
- 12.4.1. The replacement of existing Welsh slate roofs with new or second-hand Welsh slate on new battens and counter-battens (with new thermal insulation and vapour barriers between) provided no material increase in the size of any fascia, bargeboard or soffit boarding results.
- 12.4.2. Where necessary to match the original work, the replacement of existing Welsh slate roofs with new or second-hand Welsh slate directly onto sarking felt (Kingspan or sim) fixed directly onto tantalised sw sarking boards
- 12.4.3. Localised repair, where the replacement natural Welsh slates match existing sizes or are cut to match. (Where entire roof slopes are to be replaced, the replacement Welsh slate must be similar in size to existing, and must form consistent coursing with adjacent slopes.
- 12.4.4. The replacement of rotten or otherwise defective sarking boards and/or felt with new to match
- 12.4.5. The installation of new timber soffit boarding (to match the appearance of the existing internally exposed sarking boards) under the rafters of the existing building, with new thermal insulation and vapour barriers between the new boarding and the existing sarking boards.
- 12.4.6. The replacement of existing diamond laid asbestos roofing slates with new Eternit, Redland or similar artificial slates laid to match the existing sizes and pattern
- 12.4.7. The redecoration of all fascias, soffits and bargeboards with new external eggshell oil paint
- 12.4.8. The replacement of all valley gutters in code 4 lead
- 12.4.9. The replacement of all ridge tiles with new blue/black clay ridge tiles
- 12.4.10. The repair or replacement of all existing flat asphalt roofs with new asphalt or single ply membrane roofing, provided all fascias, upstands and copings visible from ground level match the original work
- 12.5. Rooflights, Patent Glazing and roof vents (see Figure 36,37 & 38);**
- 12.5.1. The removal of all defective existing patent glazed rooflights and their replacement with new aluminium patent glazing. The new work is to incorporate either replacement 6mm Georgian wired cast safety glass or 6mm toughened cast glass, provided only one type of such glass is used in each building, and allowing for the re-use of existing glass where possible and safe to do so.
- 12.5.2. The removal of all asbestos rope beading within the existing rooflights and its replacement with new neoprene or sim beading.
- 12.5.3. The incorporation of new electrically or mechanically operated top-hung opening lights within the new patent glazed rooflight systems provided that such systems are only installed if required by tenants.
- 12.5.4. The complete removal of the existing patent glazed rooflights from ;
- Building 96
 - The southfacing slopes of the northern wing of building 90
 - and their replacement with a Welsh slate roofing finish to match the surrounding work
- 12.5.5. The retention and repair of any existing roof ridge ventilators, as part of a passive permanent building ventilation system, when combined with low level external wall vents.
- 12.6. Rainwater goods;**
- 12.6.1. The replacement of all plastic rainwater goods with new painted cast iron to match the profile of the original work
- 12.6.2. The replacement of all existing defective rainwater goods with new painted cast iron to match the original work
- 12.6.3. The replacement of any defective valley gutters or main flat roof gutters not visible from ground level with new lead, zinc or single ply membrane gutters
- 12.7. External walls;**
- 12.7.1. The repair of any existing defective brick walling (i.e. structurally unsound, prone to frost attack, prone to water or damp penetration, or unsympathetic modern replacement) with either existing bricks reclaimed from site, or new imperial bricks, to match the original work in terms of colour, bonding and overall general appearance
- 12.7.2. The repair of all existing defective pointing or jointing (i.e. unsound or unsympathetic poor quality modern repair) with new to match the profile, colour and mix of the original work
- 12.7.3. The replacement of any defective lintels, cills, cornices and concrete or stone facings (i.e. unsound or unsympathetic poor quality modern replacements) with new to match the type, colour and overall general appearance of the original work
- 12.7.4. The replacement of any defective wall vents, quoins, plinths or other element of original wall construction with new to match the original work
- 12.7.5. The repair or replacement of all existing original external render with new cementitious render, provided the colour and finish matches the original work
- 12.8. External Windows and doors**
- 12.8.1. The replacement of all defective existing windows (i.e. rotten beyond salvage, warped beyond repair or unsympathetic modern replacements) with new metal or timber windows (as required to match the original work) including all ironmongery and provided only that tilt and turn opening lights can be replaced by top hung or bottom hung replacements if they match the size and location of the original work, and that original glazing can be replaced by modern clear float glass provided it matches the thickness and size of the original work
- 12.8.2. The replacement of all existing window ironmongery with new ironmongery to match, as far as is possible, the original work
- 12.8.3. The provision of new opening light black neoprene gaskets (if required for wind and weather-tightness) provided the general appearance of the opening light and surrounding window framework does not materially change from the original work as a result
- 12.8.4. The repair or replacement of all existing external doors and frames with new doors and frames to match the material, size, colour and construction pattern of the original work
- 12.8.5. The replacement of all existing door ironmongery with new ironmongery to match, as far as is possible, the original work

12.9. Internal windows and doors (Listed buildings only):

- 12.9.1. The repair and/or replacement of all defective internal doors and windows (i.e. unsound or non-compliant in building regulations terms) with new to match the size, location, and appearance of the original work.
- 12.9.2. The replacement of all defective ironmongery (i.e. inoperable or lacking in security) with new to match as far as is possible the original work

12.10. Internal walls, ceilings and floors (Listed buildings only):

- 12.10.1. The repair or replacement of existing painted plaster walls and ceilings with new emulsion painted plaster or plasterboard, provided any original internal cornices, skirtings, dado rails, ceiling roses, moulds or the like are repaired or faithfully reproduced in the new work.
- 12.10.2. The repair or replacement of all original skirtings, frames, linings and the like in new eggshell oil painted sw timber, provided they match the size and pattern of the original work
- 12.10.3. New access hatches as necessary for the proper maintenance of the building, provided their size and framing is the minimum possible; that there is no visible ironmongery and that the finish matches the surrounding work
- 12.10.4. The repair of all original concrete or screeded floors and the installation of new carpet, linoleum, rubber, vinyl or timber floorings to all office, overnight accommodation and craft workshop areas
- 12.10.5. The repair of all existing timber parquet, brick pavior or block floors with new to match existing
- 12.10.6. The replacement of any non-compliant internal walls and ceilings (i.e. non-compliant in building regulations or fire regulations terms) with new plasterboard faced, compliant alternatives, provided the finished appearance matches the original work
- 12.10.7. The provision of new thermally insulated, painted plaster faced internal 'dry-lining' to external walls, where such thermal upgrading is required by Building Regulations and cannot be avoided by any justification based on Listed Building impact, and only where the provision of such dry-lining can be incorporated in a reversible fashion without its fixings causing irrevocable damage to the heritage fabric and only where the work required is the minimum to meet compliance.

12.11. Heating, electrical distribution and lighting (Listed buildings only):

- 12.11.1. The provision of new internal wire-suspended fluorescent task lighting to all hangers, workshops, offices, cafes and overnight accommodation units as Fig 25
- 12.11.2. The provision of new ceiling mounted downlighter or fluorescent task lighting to all offices, cafes and overnight accommodation as Fig 26
- 12.11.3. The provision of new wall or ceiling hung, radiant electrical or fan assisted gas powered heater units in hangers, workshops and offices as Fig 28
- 12.11.4. The provision of gas or electrically powered wall hung boilers and associated LPHW radiator heating circuits in offices, cafes and overnight accommodation, using painted copper distribution pipework and painted cast iron or steel radiators
- 12.11.5. The provision of new Belfast sinks, taps, drainage and all associated sanitary installations in workshops
- 12.11.6. The provision of new DDA compliant WC facilities, provided they are compartmentalised, and capable of later removal without affecting the listed fabric
- 12.11.7. The provision of new electrical power and data distribution trunking systems provided they are capable of later removal without affecting the listed fabric

- 12.11.8. The provision of all necessary smoke and fire detection systems, and all associated call points, alarms and wiring, provided the work is the minimum required to meet compliance
- 12.11.9. The provision of new external lighting over all unit front entrance doors as Fig 18, provided all supply wiring is hidden from view
- 12.11.10. The provision of new internal workshop lifting gear and carriage

12.12. Signage

- 12.12.1. The provision of new internal fire exit and any other necessary H&S signage to meet current fire and Building Regulations, provided only the minimum necessary is installed and the installation does not adversely impact any heritage asset



Fig 25: The provision of new internal wire-suspended fluorescent task lighting to all hangers, workshops, offices, cafes and overnight accommodation units



Fig 26: The provision of new ceiling mounted downlighter or fluorescent task lighting to all offices, cafes and overnight accommodation



Fig 27: Existing radiators such as this one in Building 90, will be re-used if possible



Fig 28: The provision of new wall or ceiling hung, radiant electrical or fan assisted gas powered heater units in hangers, workshops and offices



[Other information](#)

13.0 Exclusions

- 13.1 The following works are not covered by this HPA and would need independent planning, listed building and/or conservation area consents;
 - 13.1.1 Demolition (external or internal within LBs)
 - 13.1.2 New uses (or different use allocations) beyond those outlined in the 'Specifically agreed uses'
 - 13.1.3 Repair and refurbishment beyond the 'Specifically Agreed Refurbishment works'
 - 13.1.4 Construction changes beyond the 'Specifically Agreed Construction'
 - 13.1.5 Any extensions to existing buildings
 - 13.1.6 Any major internal changes to listed buildings
 - 13.1.7 Any additional security fencing or physical demarcation, beyond the 'Specifically Agreed New Access Arrangements'
 - 13.1.8 Any new paintwork colours beyond the 'Specifically Agreed Paint Colours' set out in this HPA
 - 13.1.9 Any new development
 - 13.1.10 Any landscape changes beyond those outlined 'Specifically Agreed External Works'



Appendix

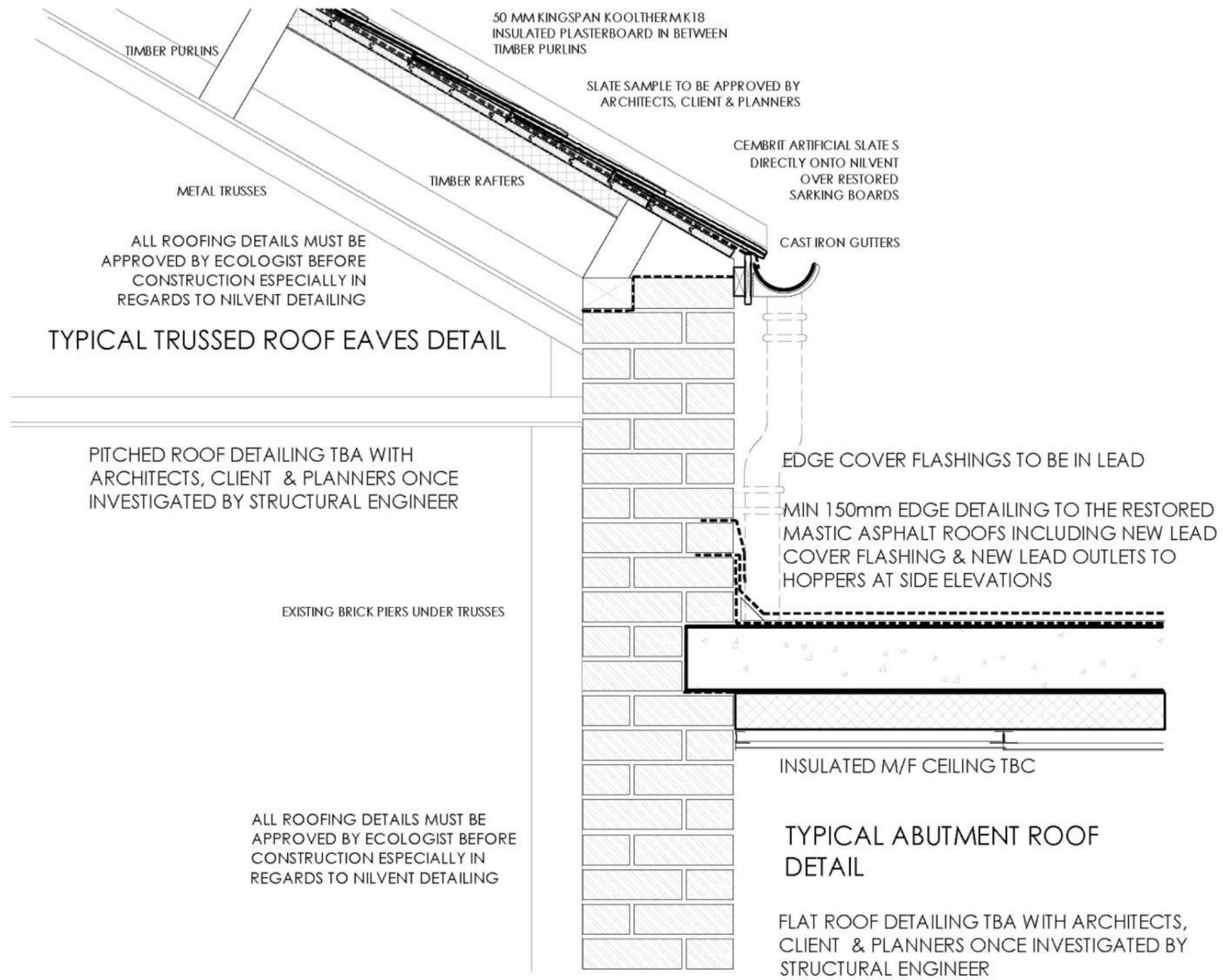
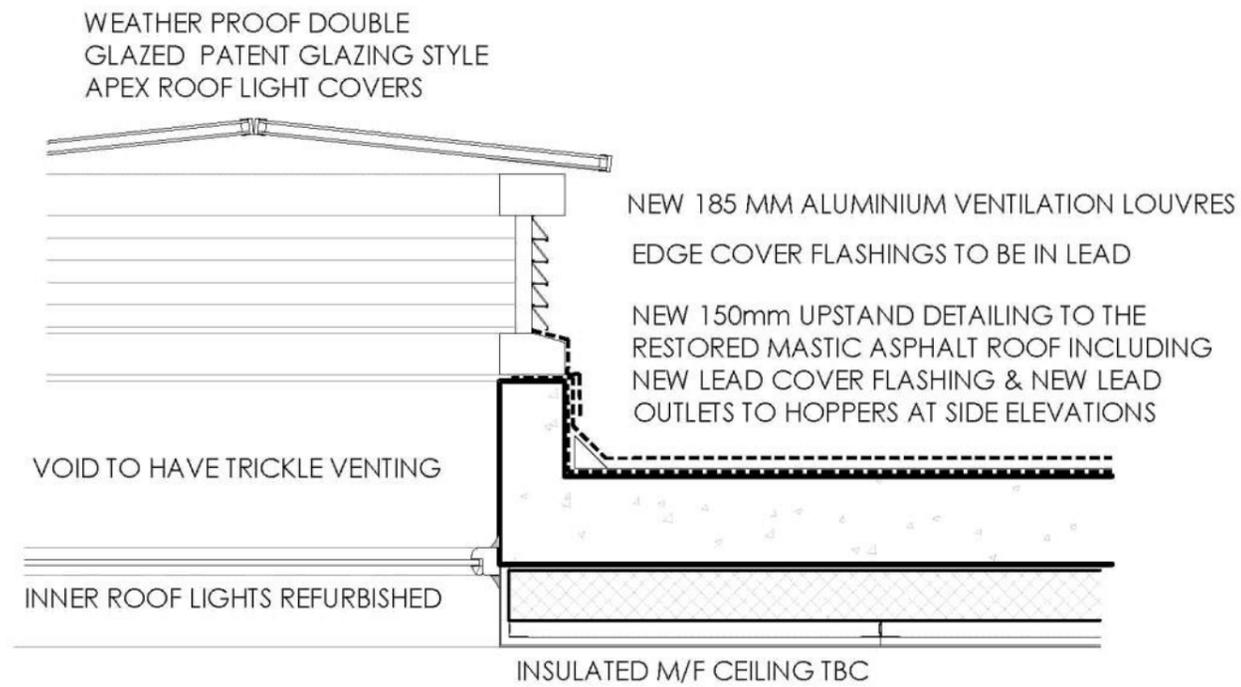


Fig 29 : Proposed detail for junction of pitched roof with flat roofs



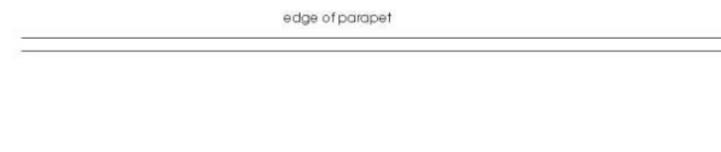
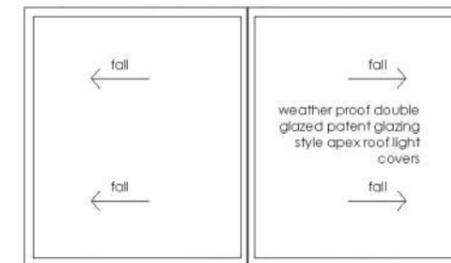
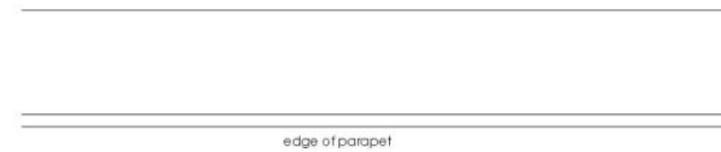
REFER TO STRUCTURAL ENGINEER FOR FLAT ROOF REMEDIATION DETAILS

ALL ROOFING DETAILS MUST BE APPROVED BY ECOLOGIST BEFORE CONSTRUCTION ESPECIALLY IN REGARDS TO NILVENT DETAILING

ROOF DETAIL SCALE 1:10

TYPICAL ROOF LIGHT DETAIL

ROOF LIGHT DETAILING TBA WITH ARCHITECTS, CLIENT & PLANNERS ONCE INVESTIGATED BY STRUCTURAL ENGINEER



ROOF PLAN SCALE 1:20

Fig 30: Proposed detail of new rooflights in flat roofs

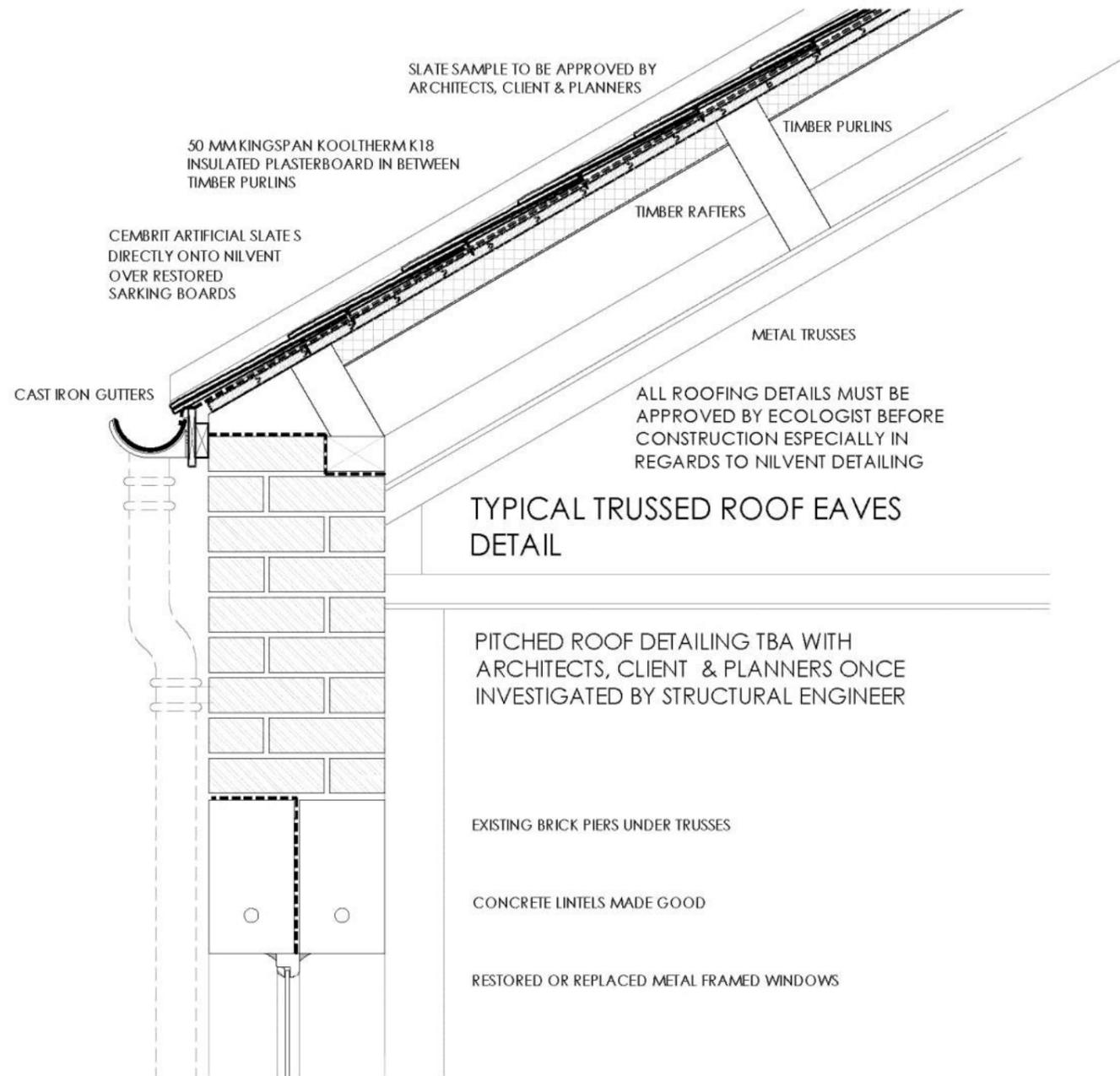


Fig 31: Typical trussed roof eaves detail

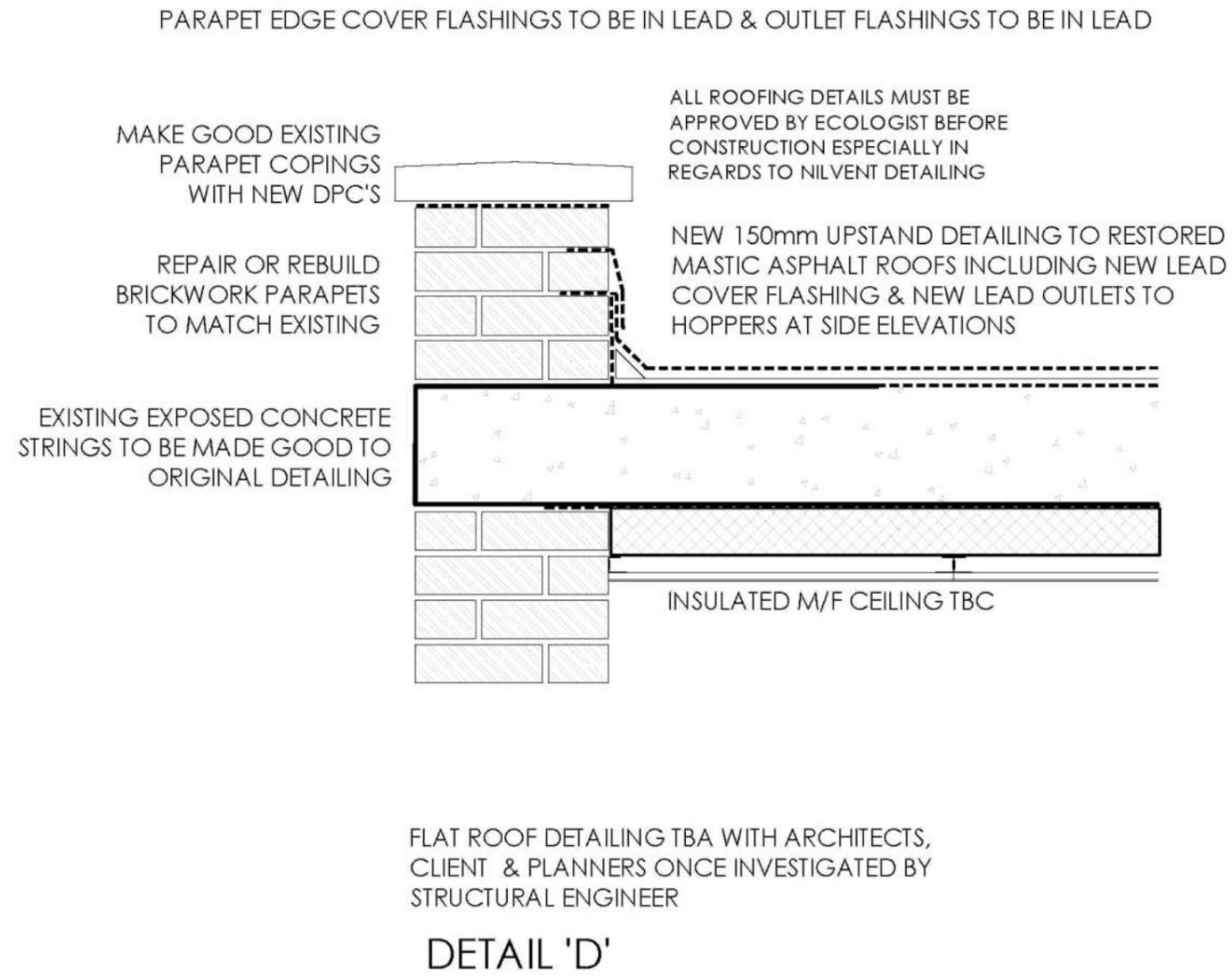


Fig 32: Proposed flat roof recovering

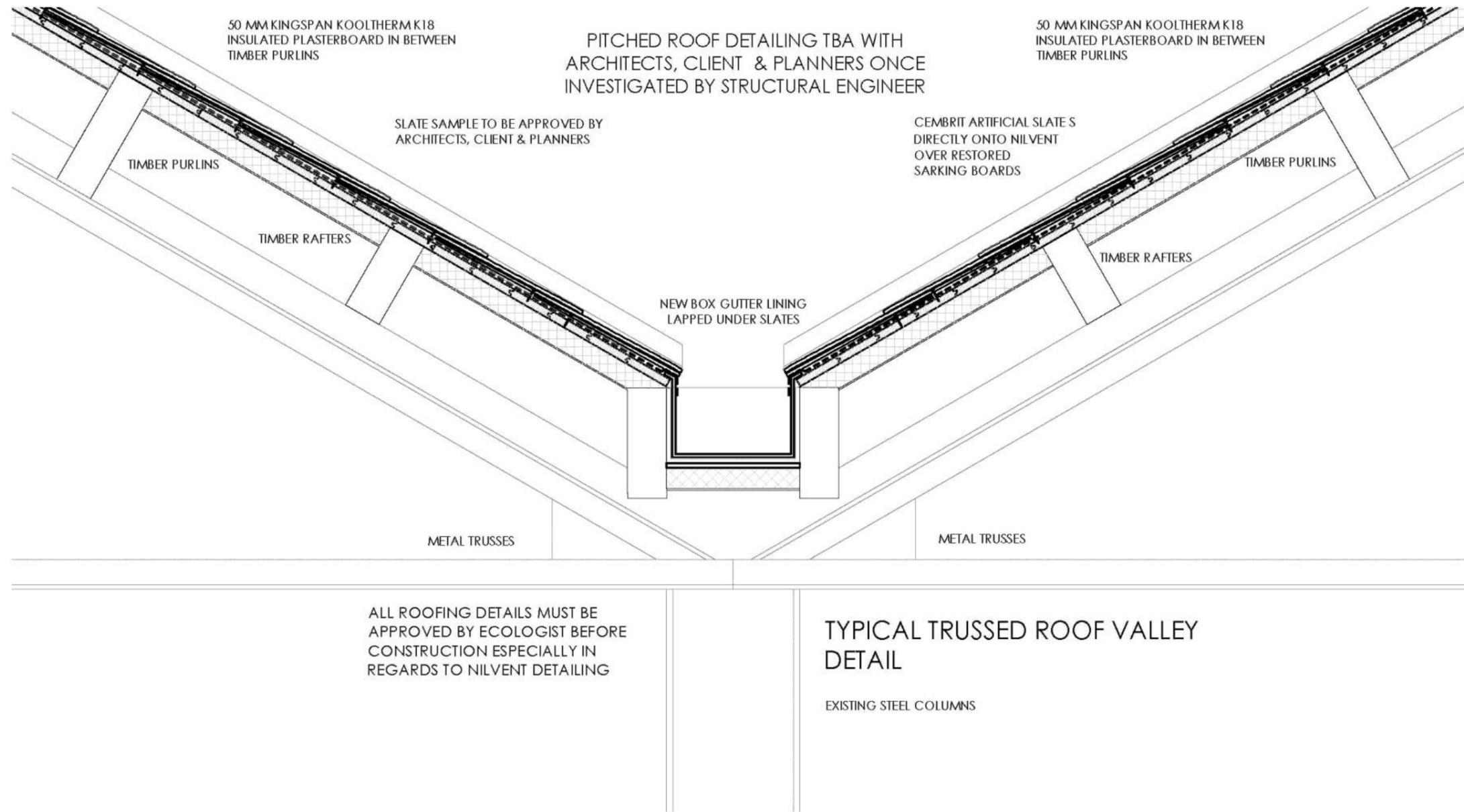


Fig 33: Proposed replacement valley gutter details

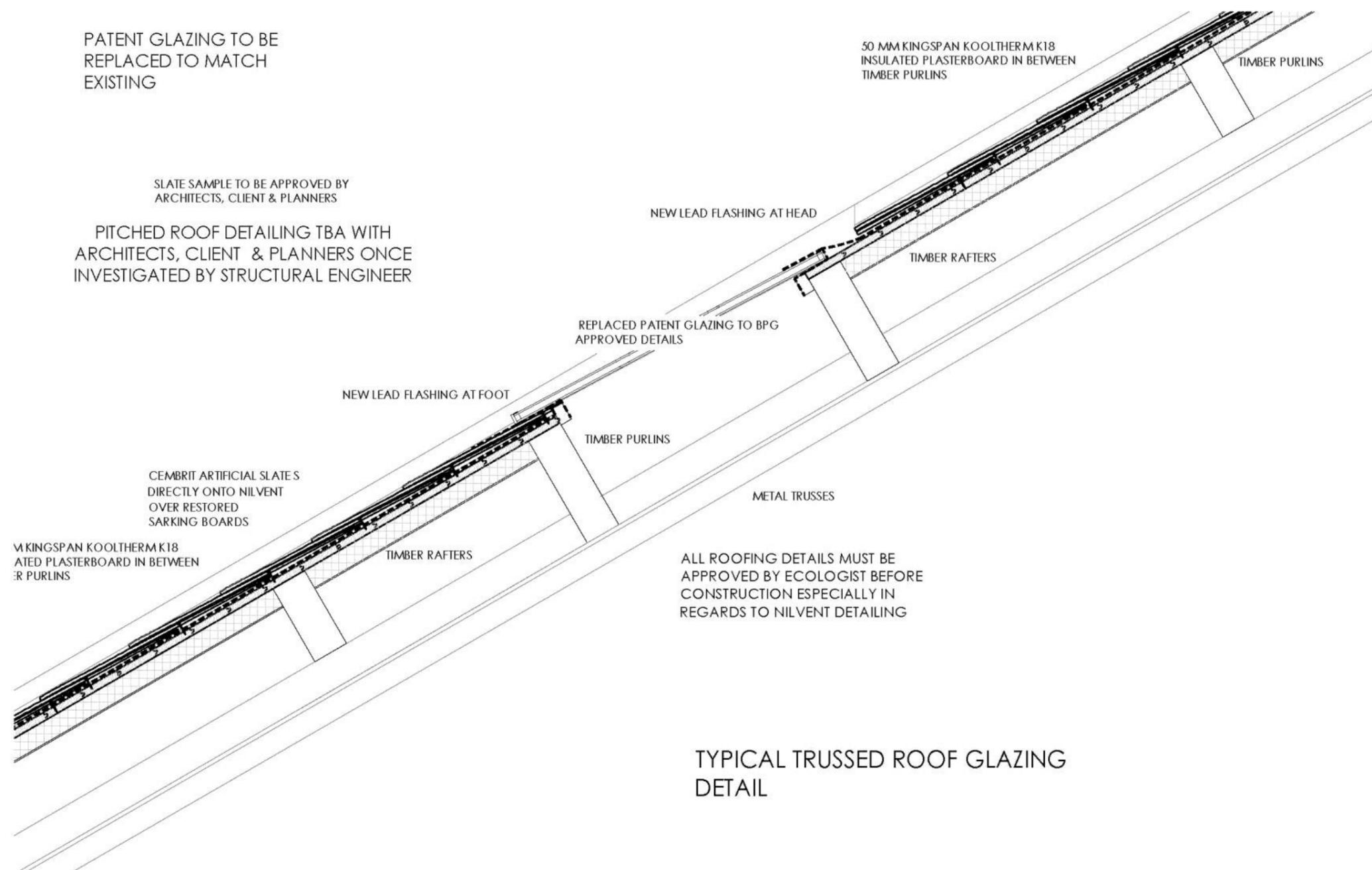
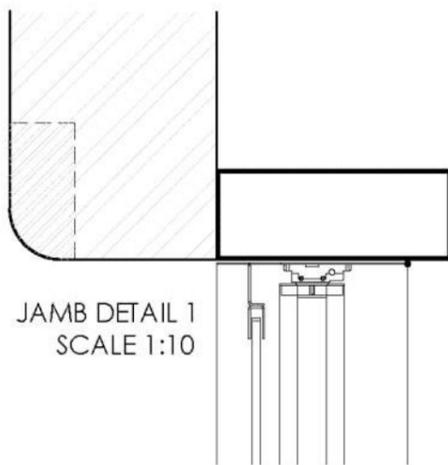
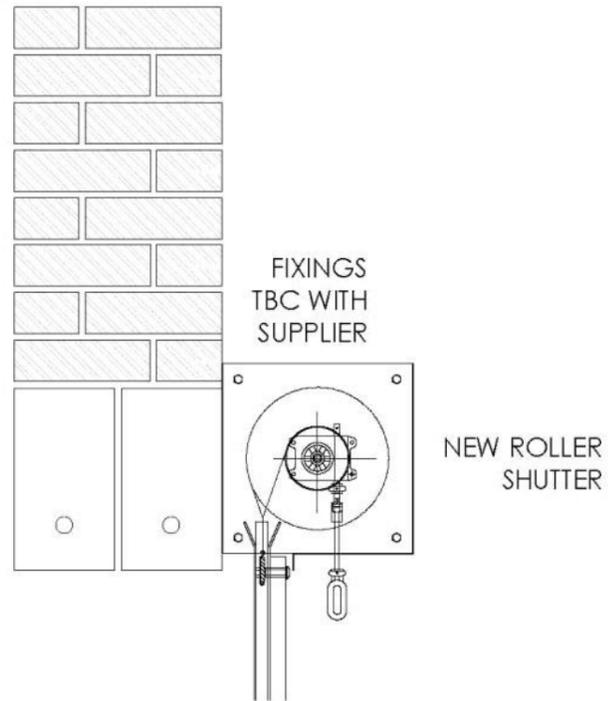


Fig 34: Proposed trussed roof glazing details

HEAD DETAIL 1-INBOARD SHUTTER
SCALE 1:10



ELEVATION SCALE 1:20

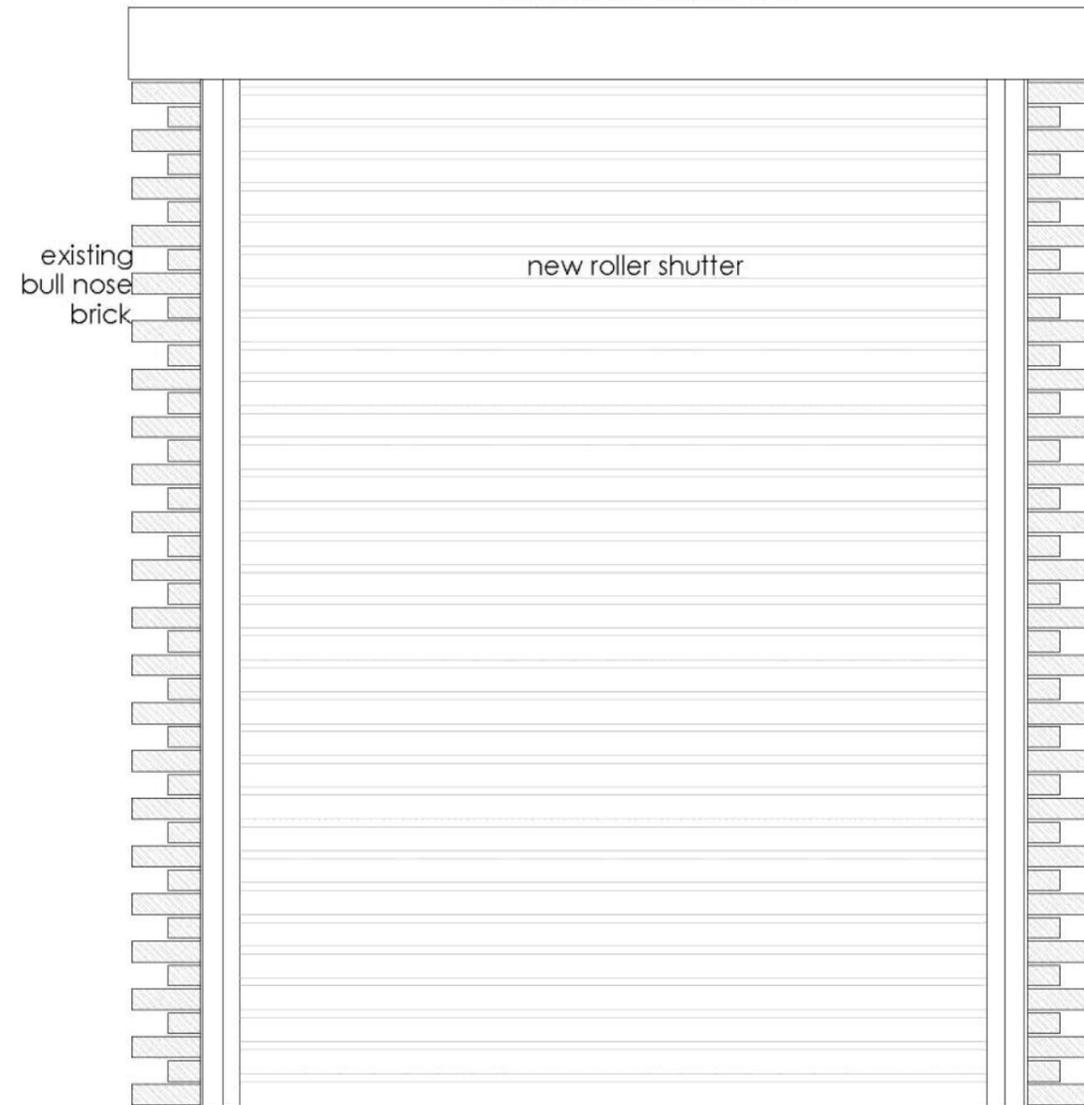


Fig 35: Proposed new service door details

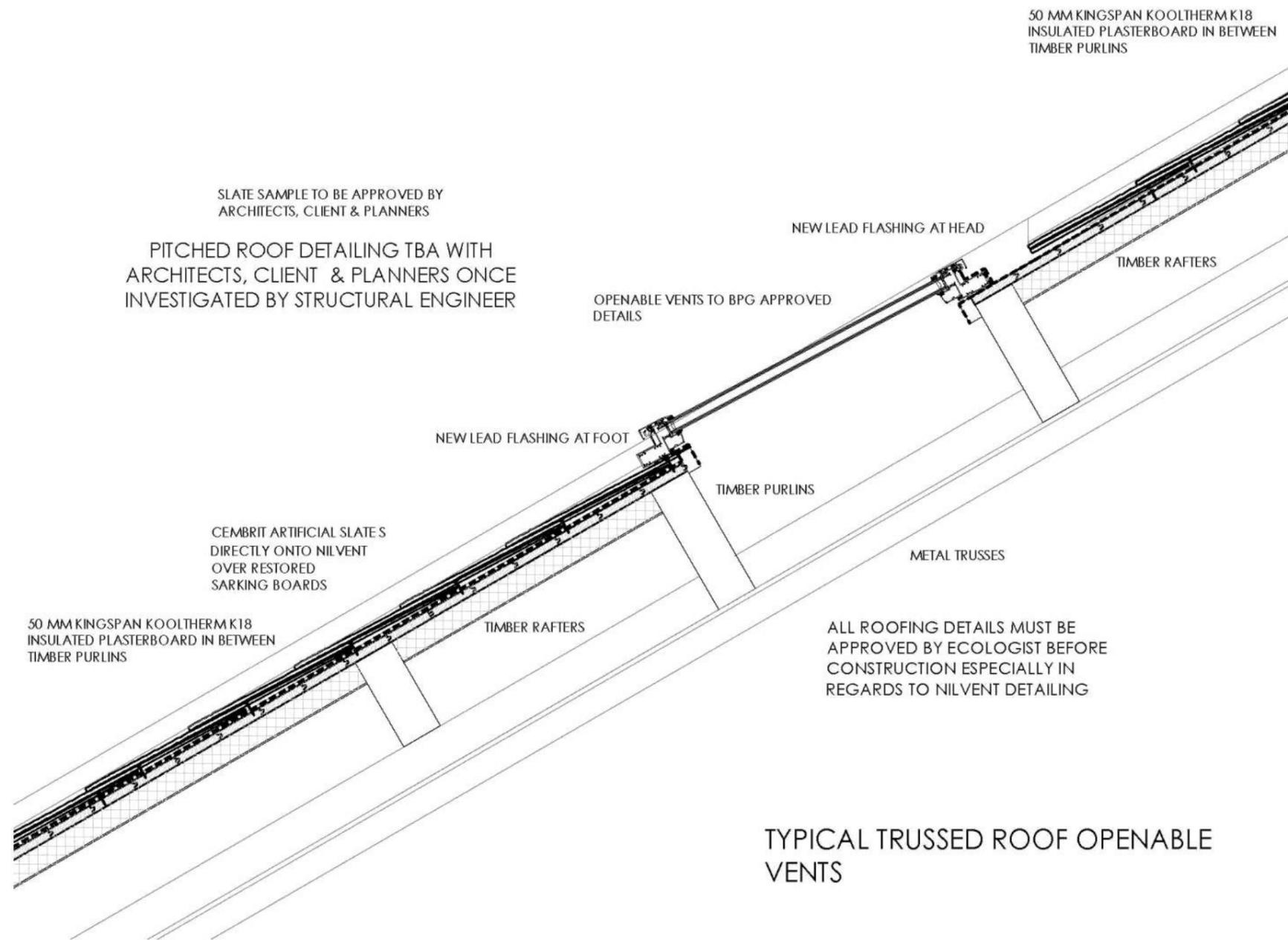


Fig 36: Proposed replacement patent glazing to roofs; new openable vents

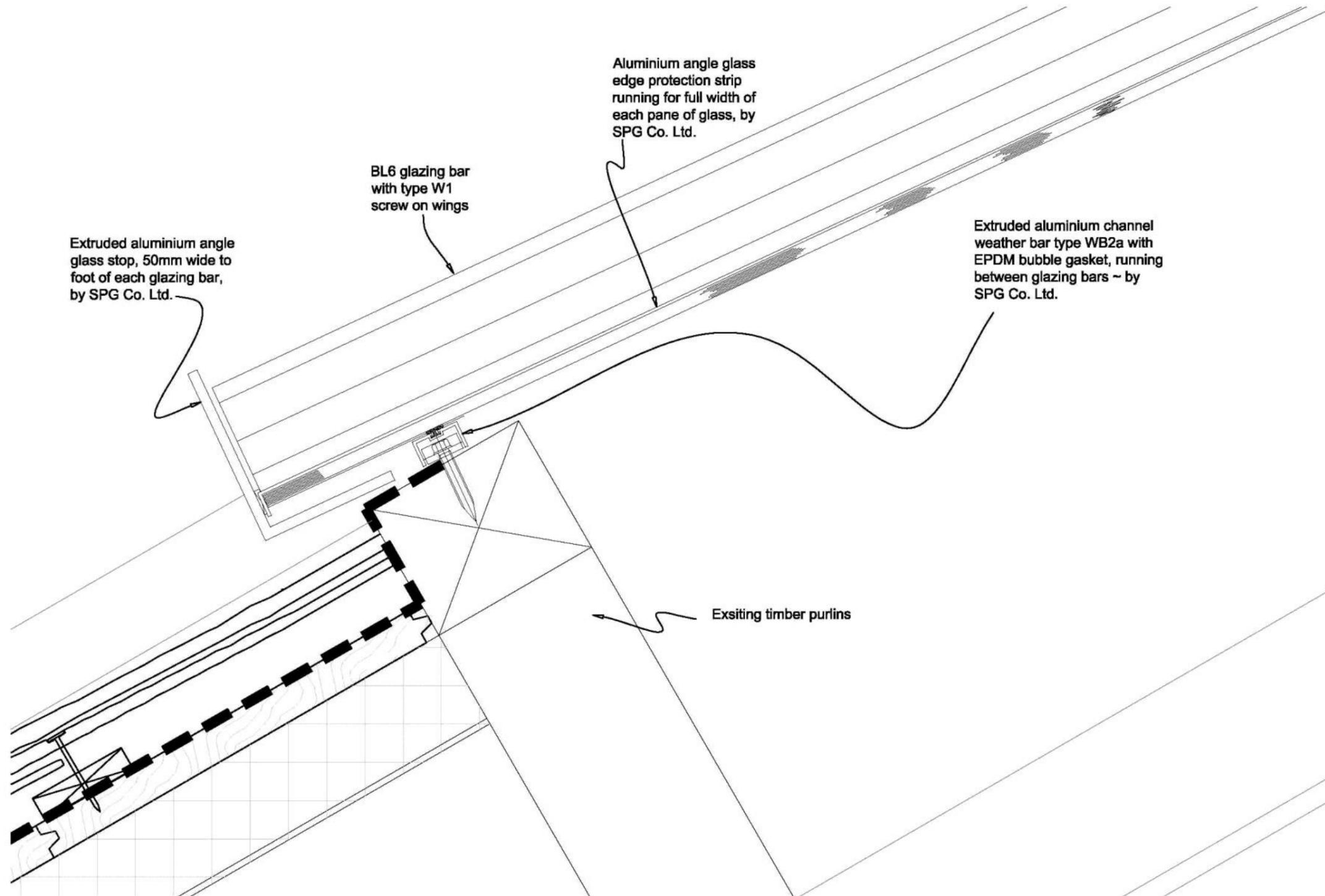


Fig 37: Proposed detail at cill of replacement patent glazing to roofs

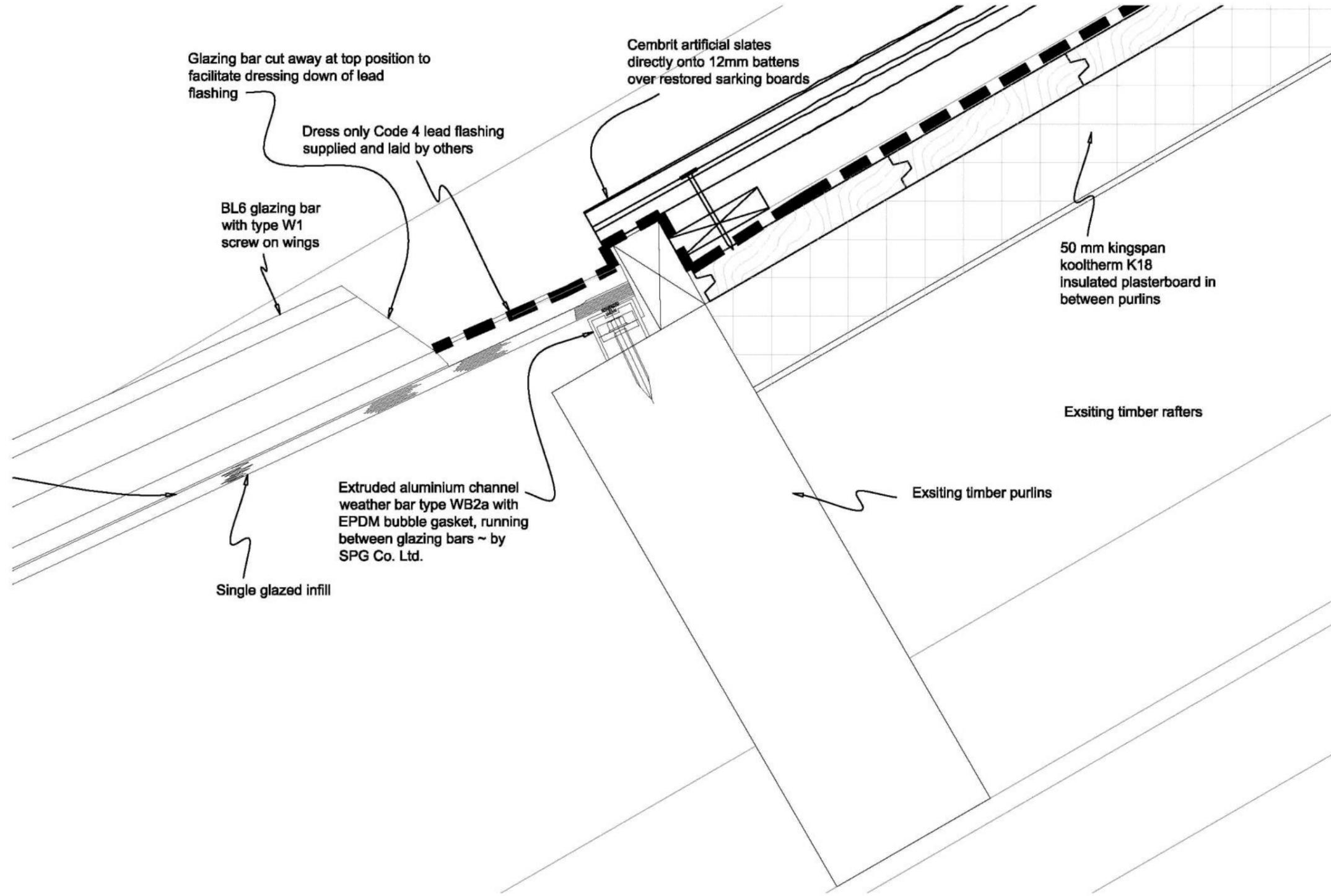


Fig 38: Proposed detail at head of replacement patent glazing to roofs

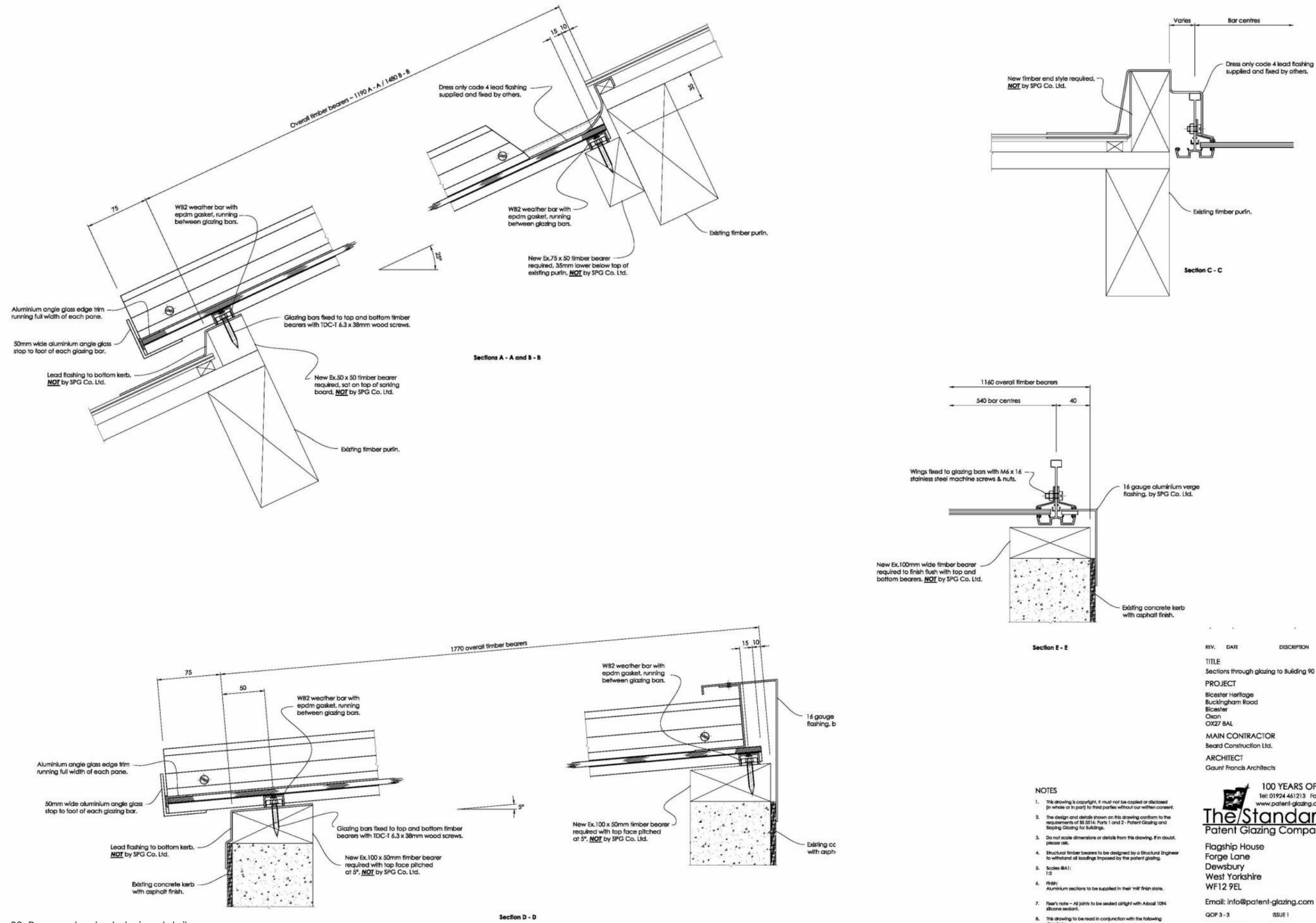


Fig 39: Proposed patent glazing details

REV.	DATE	DESCRIPTION	INITIALS
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TITLE
Sections through glazing to Building 90

PROJECT
Bicester Heritage
Buckingham Road
Bicester
Oxon
OX27 8AL

MAIN CONTRACTOR
Beard Construction Ltd.

ARCHITECT
Gaunt Francis Architects

100 YEARS OF SERVICE
Tel: 01924 461213 Fax: 01924 458063
www.patent-glazing.com

The Standard
Patent Glazing Company

Flagship House
Forge Lane
Dewsbury
West Yorkshire
WF12 9EL

Email: info@patent-glazing.com

GQP 3-3 ISSUE 1 AMENDMENT 1

DRAWN BY: S Dean DATE: 11.09.14

DRAWING No. 40814 / 02 REV. .

NOTES

- This drawing is copyright. It must not be copied or disclosed (in whole or in part) to third parties without our written consent.
- The design and details shown on this drawing conform to the requirements of BS 8014: Parts 1 and 2 - Patent Glazing and Sliding Glazing for Buildings.
- Do not scale dimensions or details from this drawing. If in doubt, please ask.
- Structural timber bearers to be designed by a Structural Engineer to withstand all loadings imposed by the patent glazing.
- Scales @A1: 1:2
- Finish: Aluminium sections to be supplied in their 'mill' finish state.
- Finish note - All joints to be sealed airtight with Autocal 1095 silicone sealant.
- This drawing to be read in conjunction with the following drawings:
40814 / 01 - Plan on glazing to Building 90

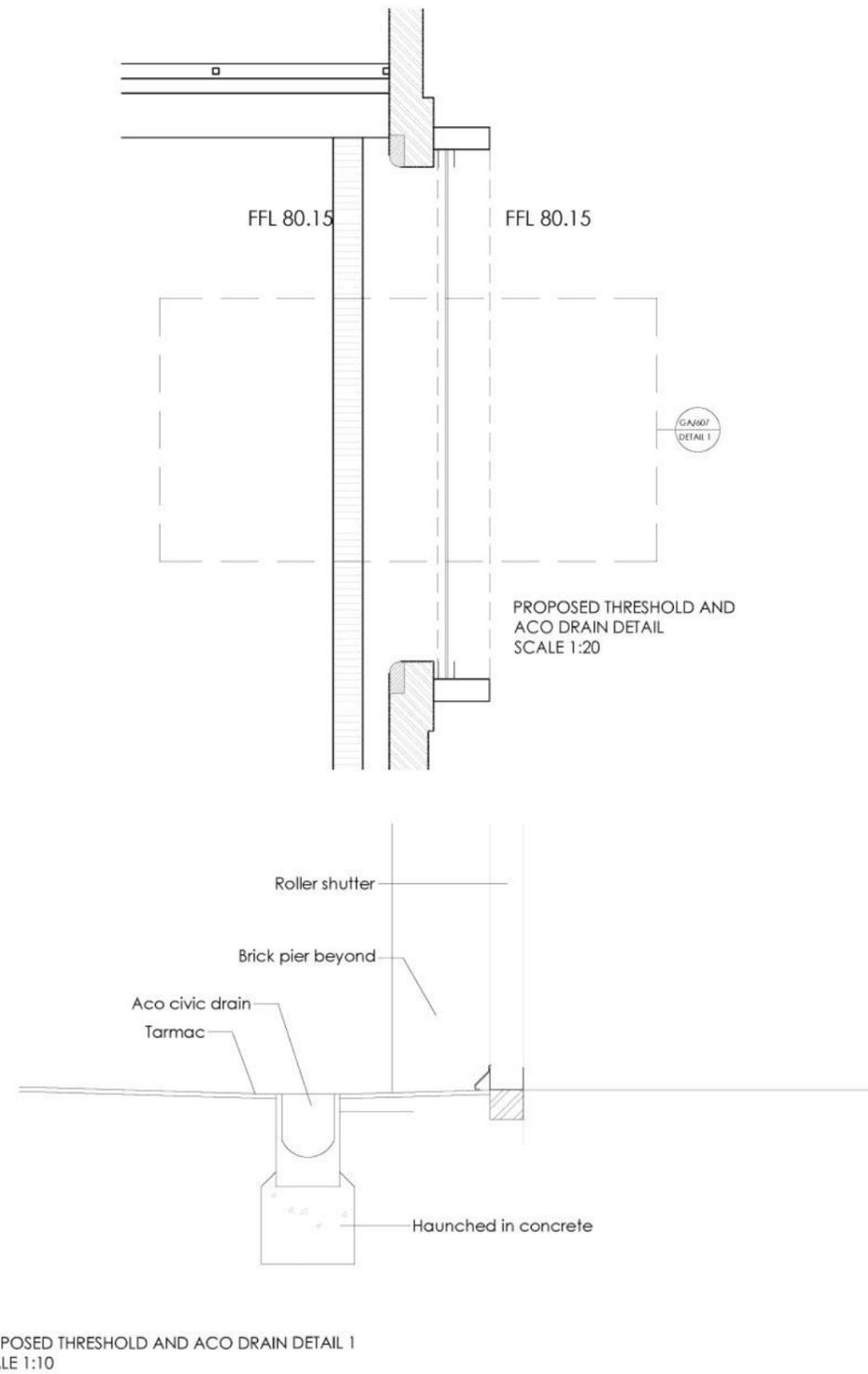
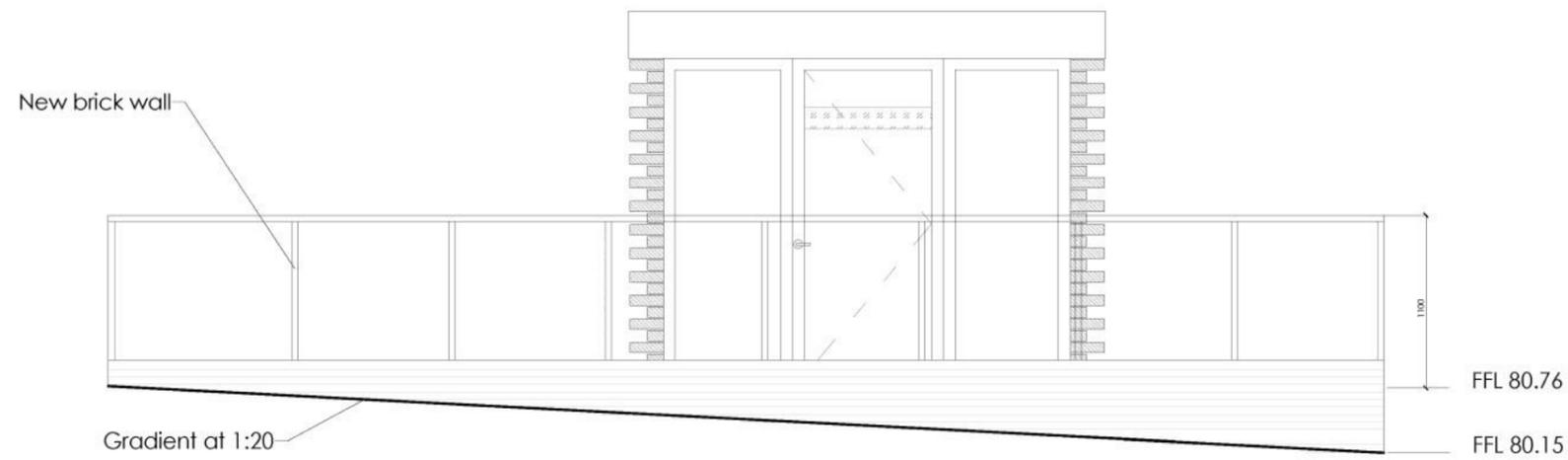
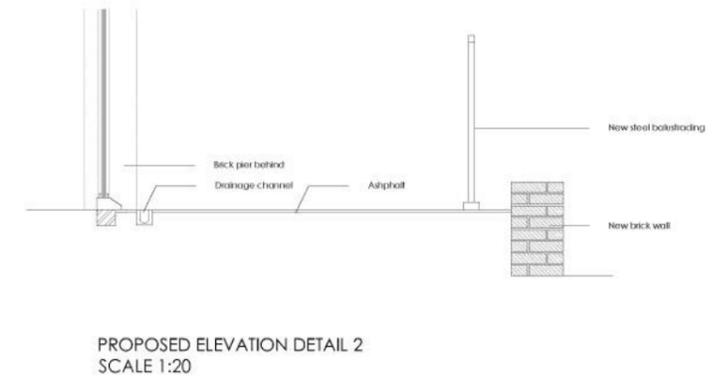
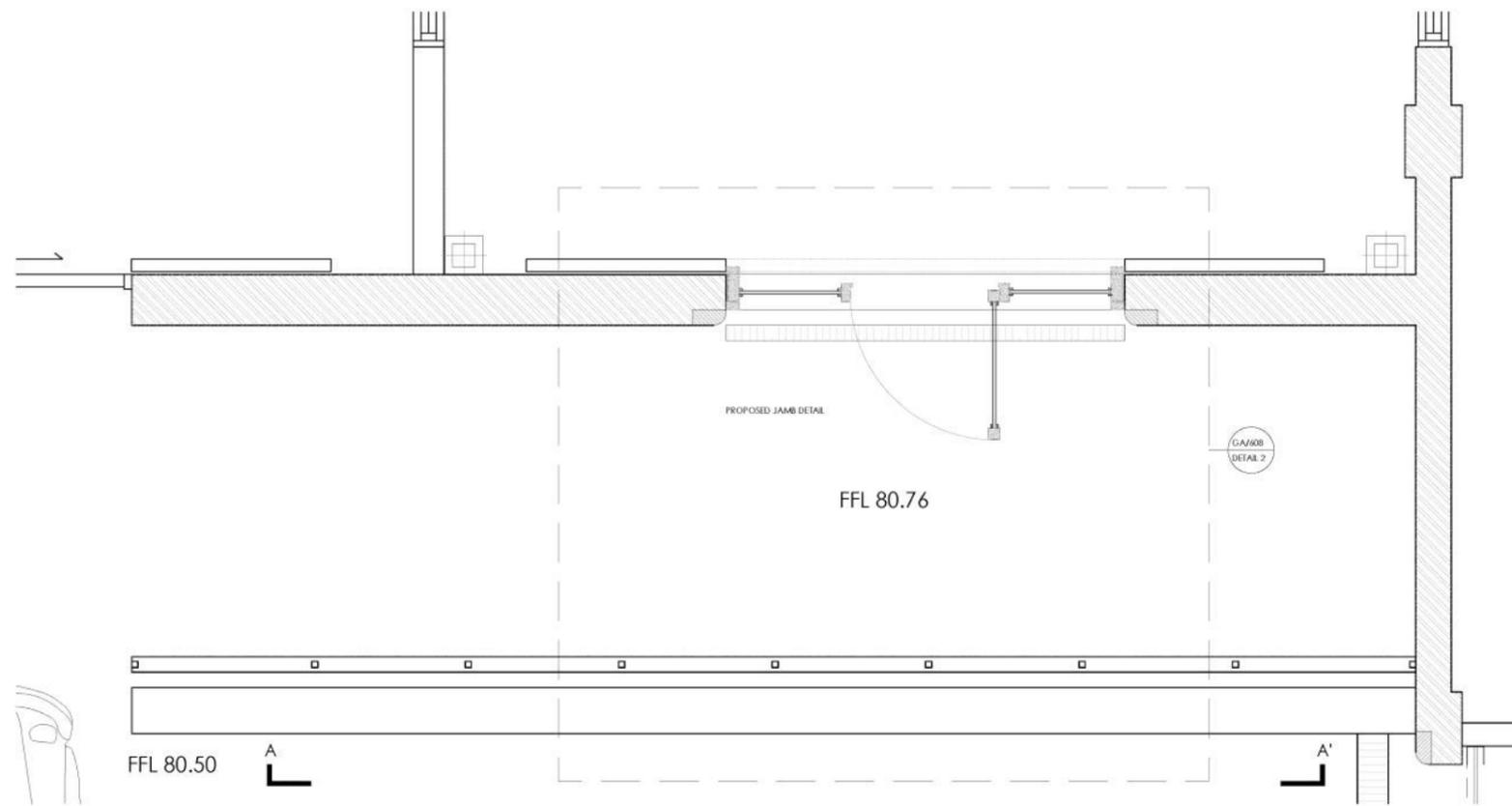
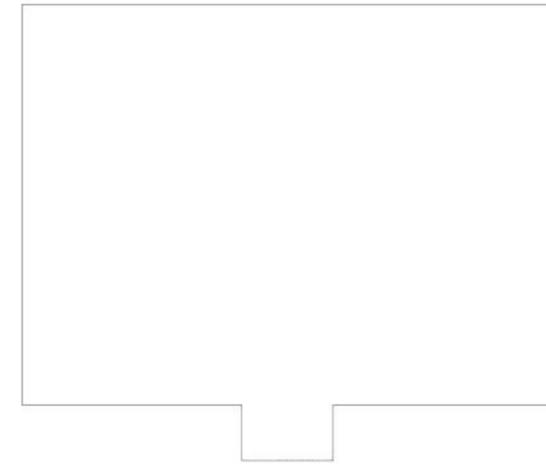
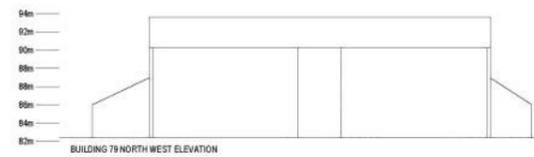
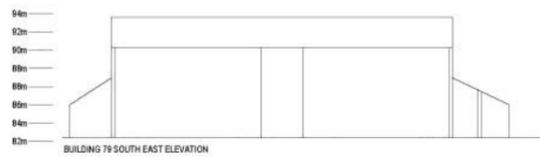
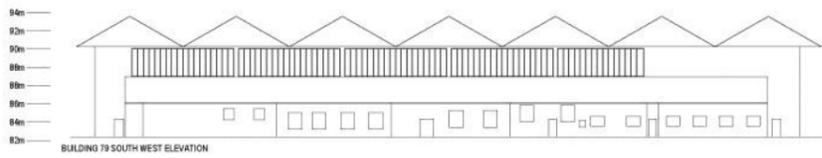
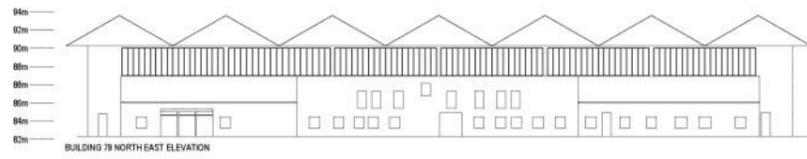
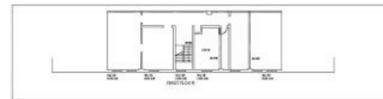
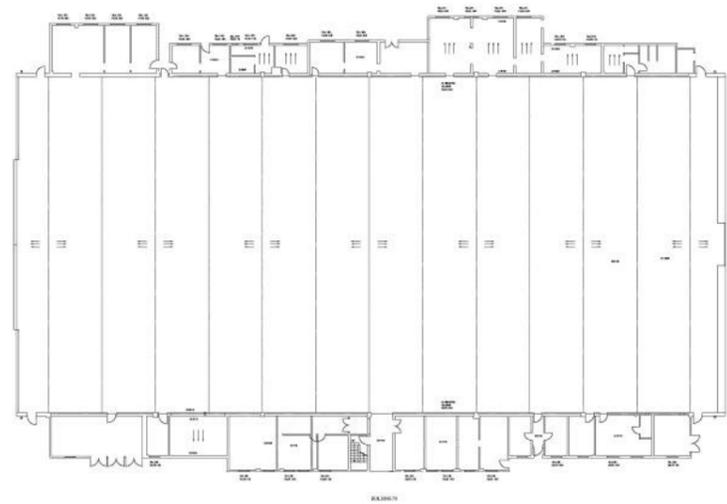


Fig 40: Proposed external works (Building 90 threshold detail)

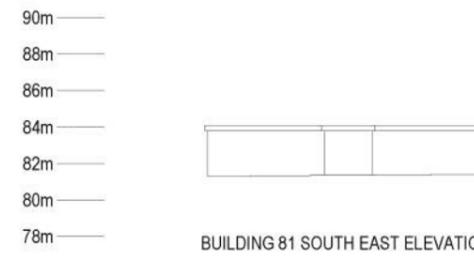


PROPOSED ELEVATION A
SCALE 1:20

Fig 41: Proposed external works (Building 90 ramp detail)



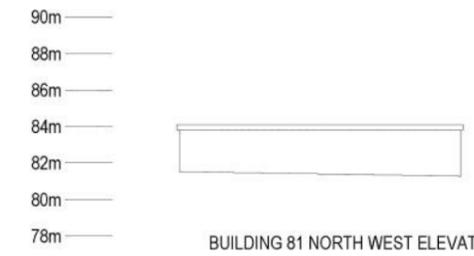
BUILDING 81
'RESERVOIR' TANK



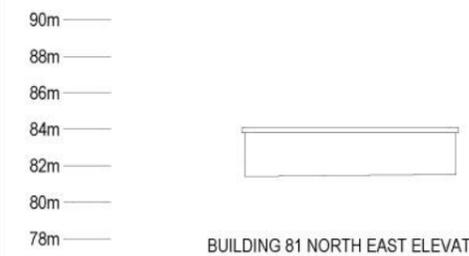
BUILDING 81 SOUTH EAST ELEVATION



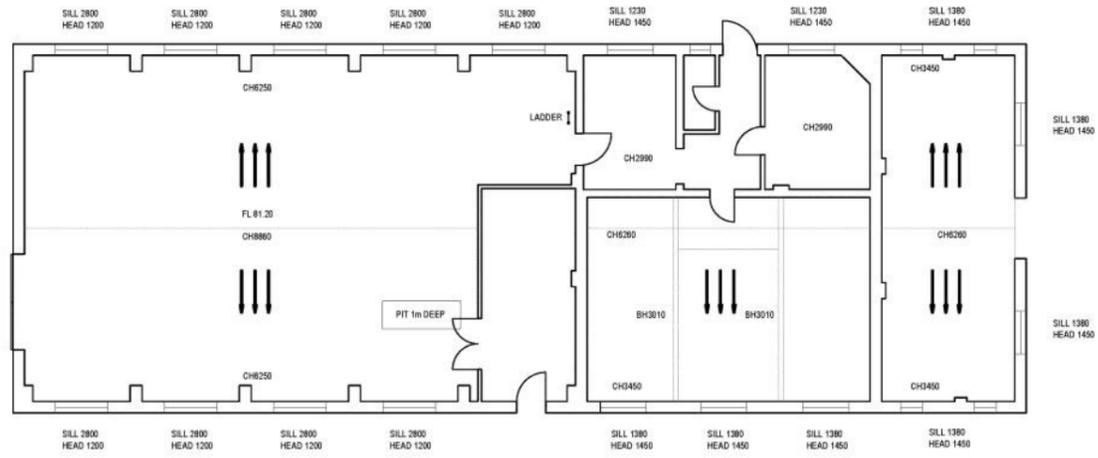
BUILDING 81 SOUTH WEST ELEVATION



BUILDING 81 NORTH WEST ELEVATION



BUILDING 81 NORTH EAST ELEVATION



BUILDING 82



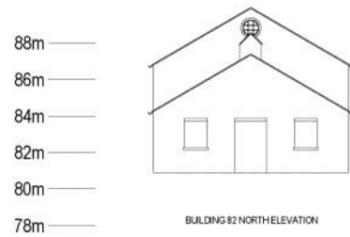
BUILDING 82 EAST ELEVATION



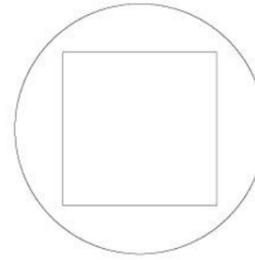
BUILDING 82 WEST ELEVATION



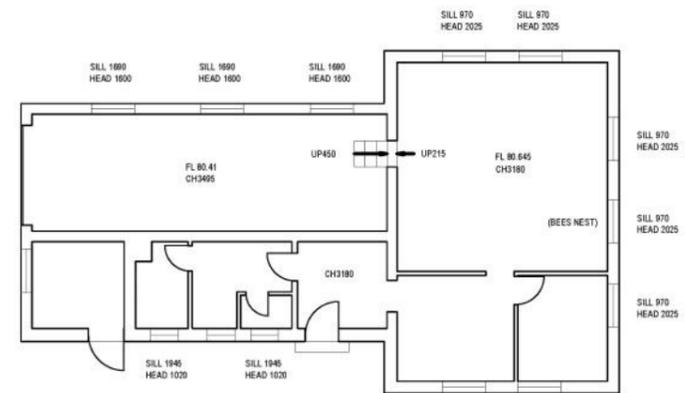
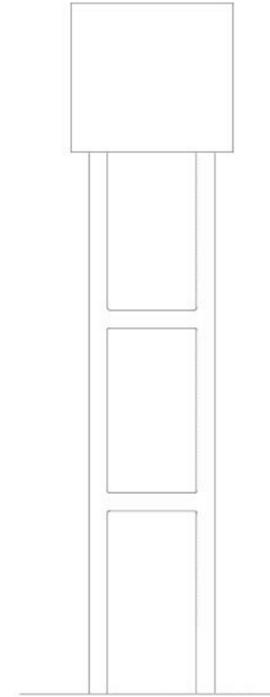
BUILDING 82 SOUTH ELEVATION



BUILDING 82 NORTH ELEVATION



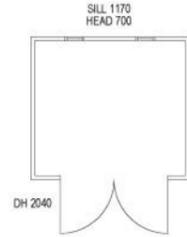
BUILDING 84
HIGH LEVEL WATER
TANK



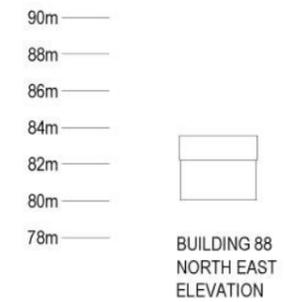
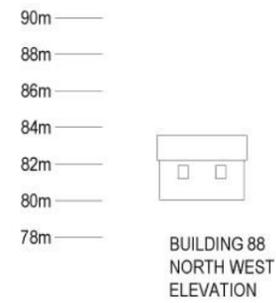
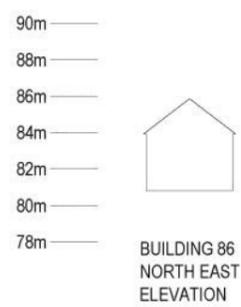
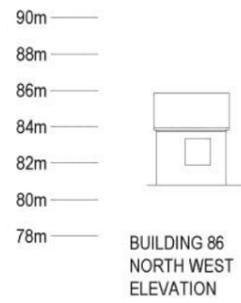
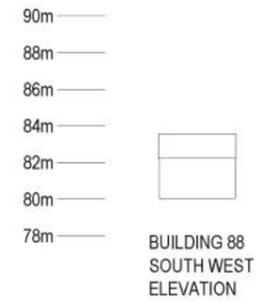
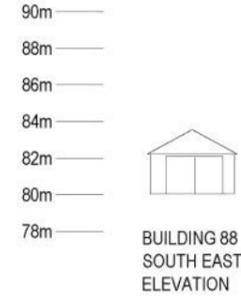
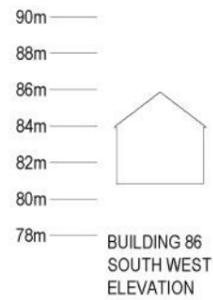
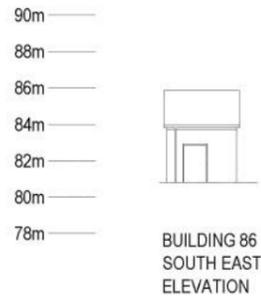
BUILDING 87



BUILDING 86
BORE HOLE PUMP
HOUSE
(SURVEYED FROM
OUTSIDE)

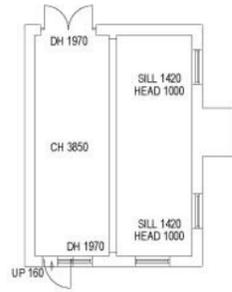


BUILDING 88
FIRE PARTY HUT
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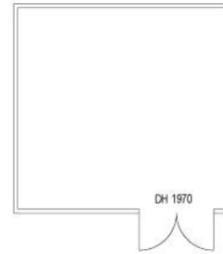




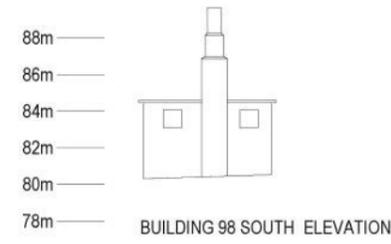
BUILDING 83



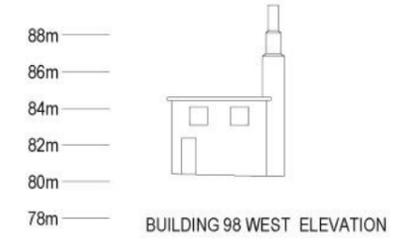
BUILDING 98
PLANT ROOM



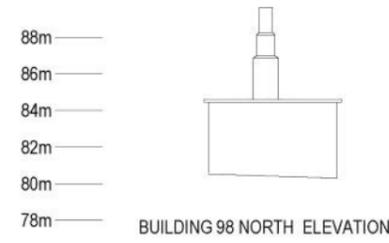
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(NO ACCESS-BUILDING UNSAFE)



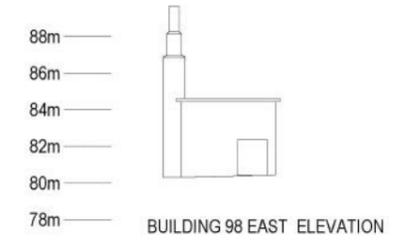
BUILDING 98 SOUTH ELEVATION



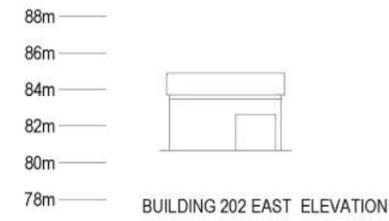
BUILDING 98 WEST ELEVATION



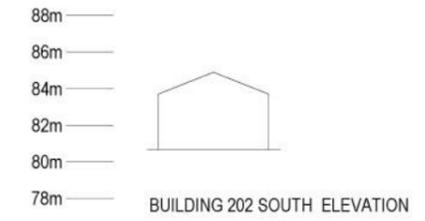
BUILDING 98 NORTH ELEVATION



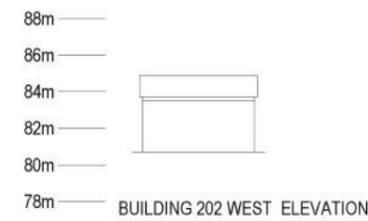
BUILDING 98 EAST ELEVATION



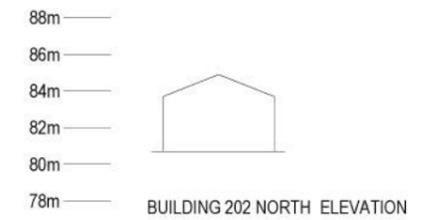
BUILDING 202 EAST ELEVATION



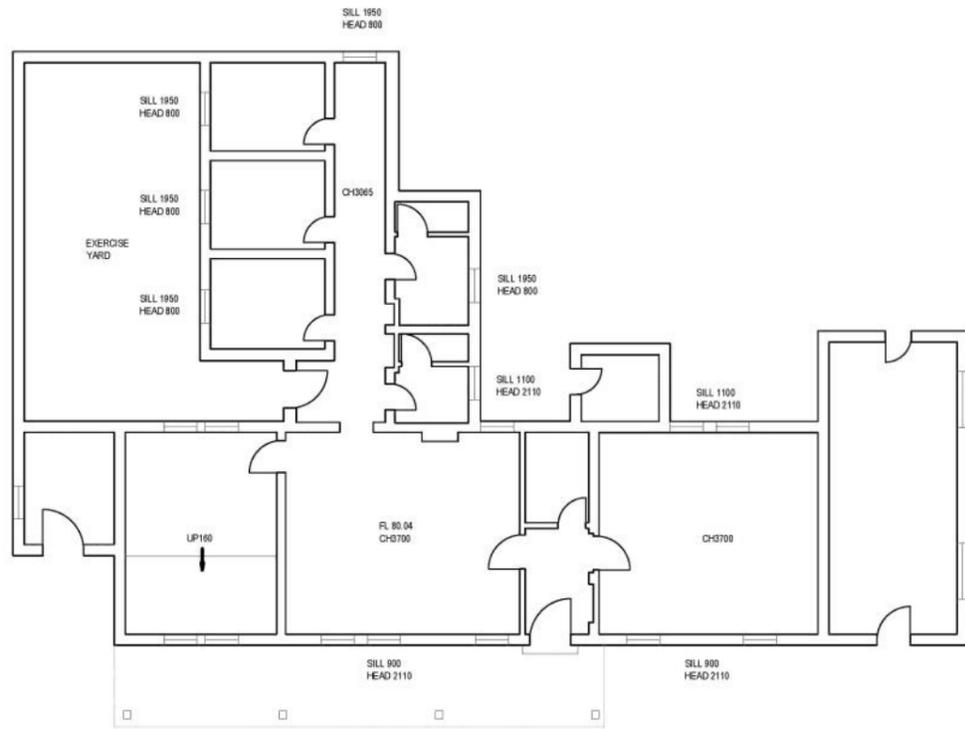
BUILDING 202 SOUTH ELEVATION



BUILDING 202 WEST ELEVATION



BUILDING 202 NORTH ELEVATION



BUILDING 89



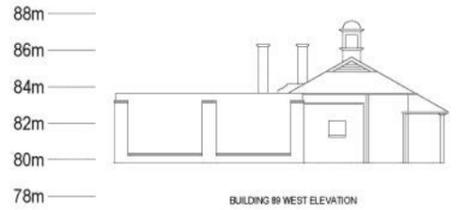
BUILDING 89 SOUTH ELEVATION



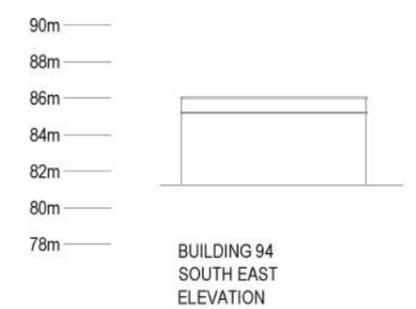
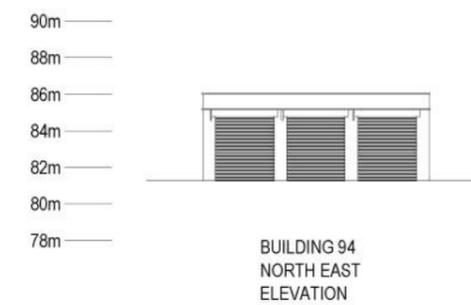
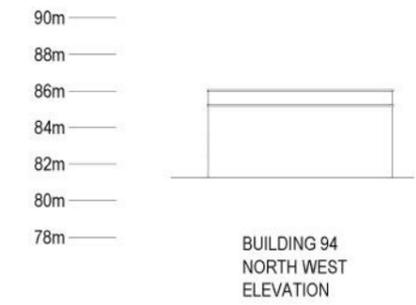
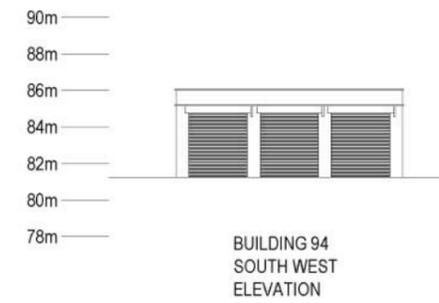
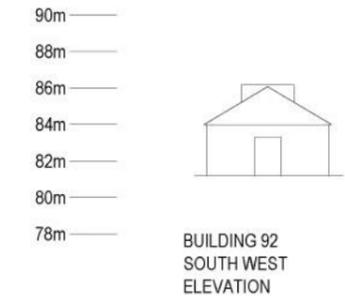
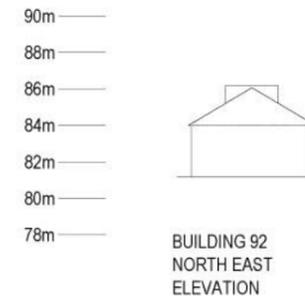
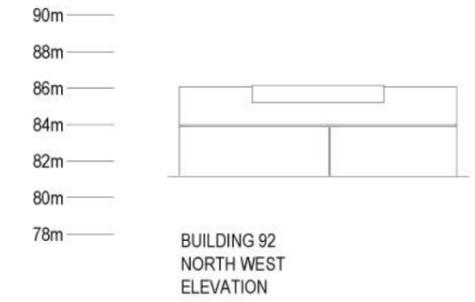
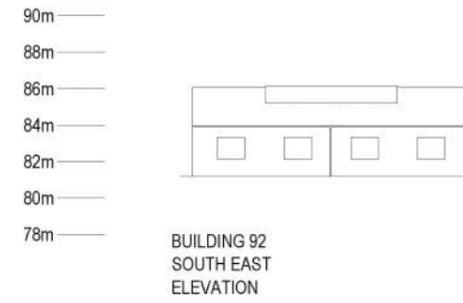
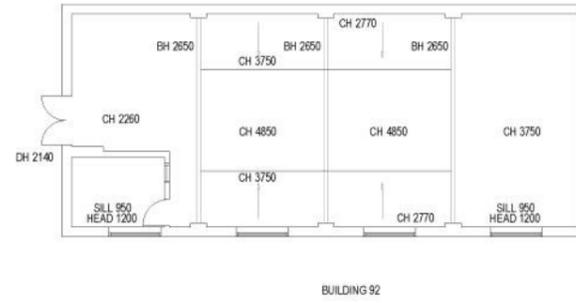
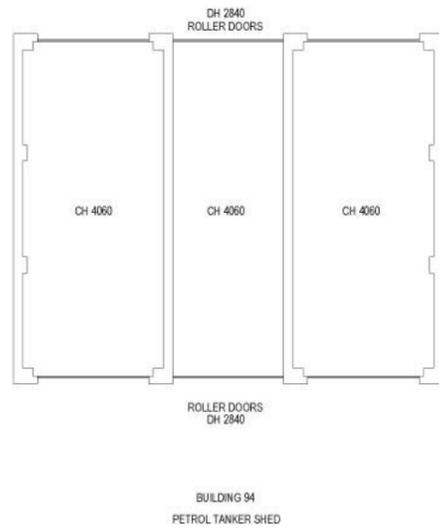
BUILDING 89 EAST ELEVATION

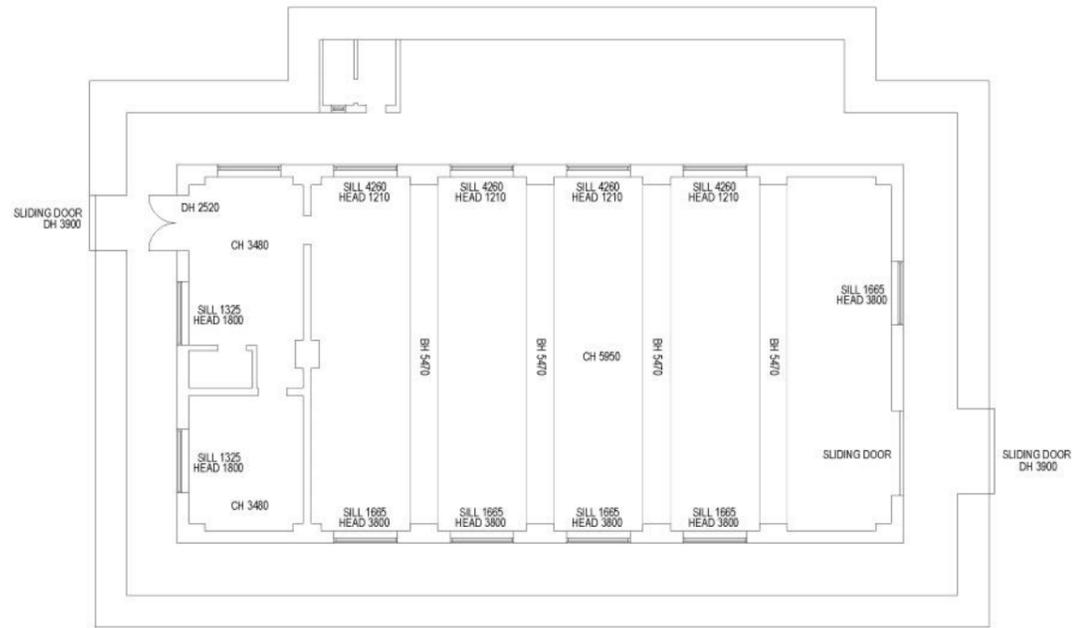


BUILDING 89 NORTH ELEVATION

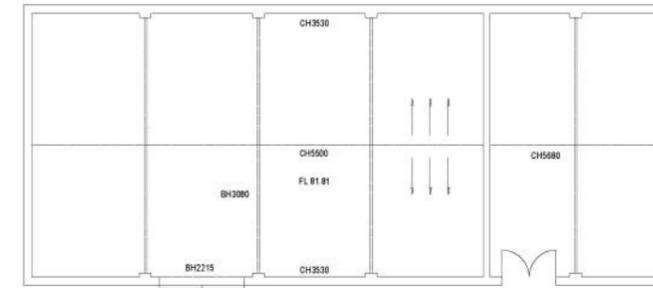


BUILDING 89 WEST ELEVATION

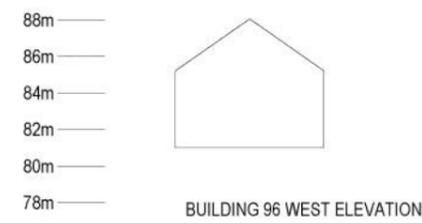
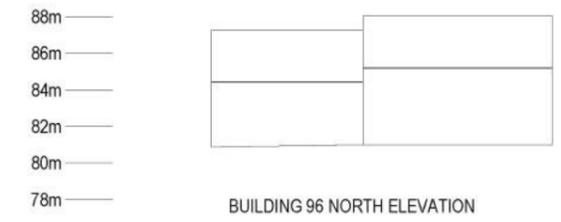
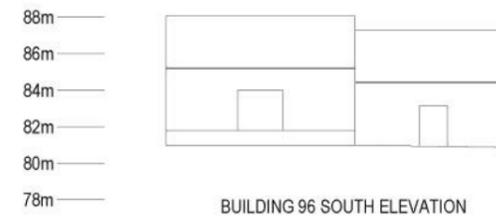


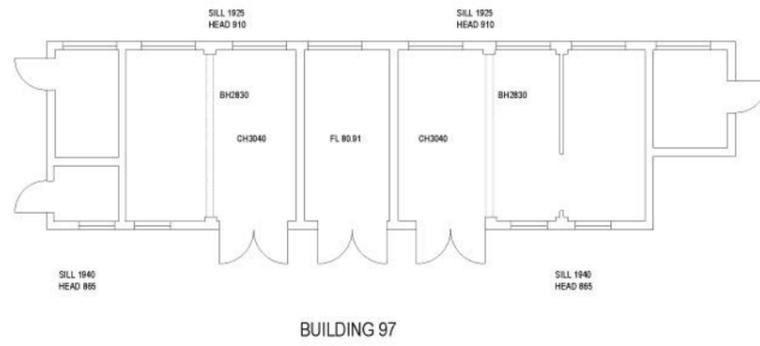


BUILDING 93
POWER HOUSE

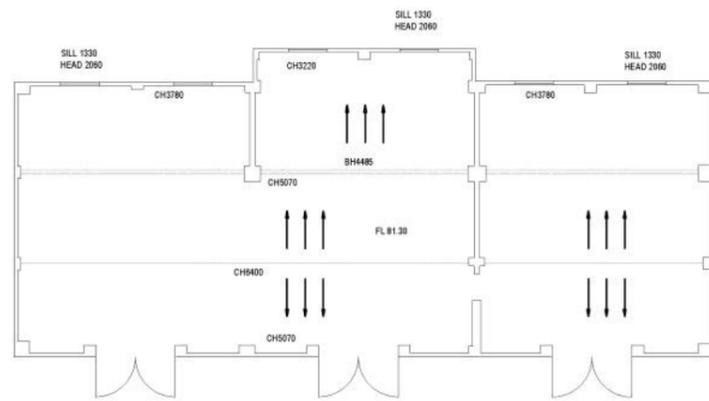


BUILDING 96





BUILDING 97



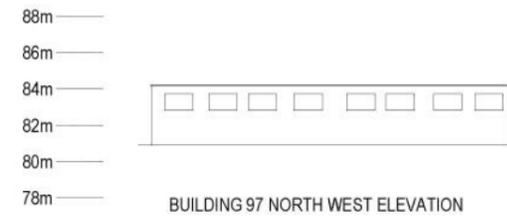
BUILDING 102



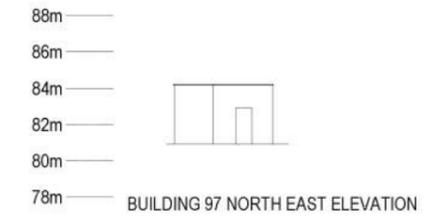
BUILDING 97 SOUTH EAST ELEVATION



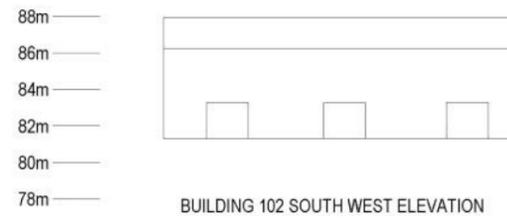
BUILDING 97 SOUTH WEST ELEVATION



BUILDING 97 NORTH WEST ELEVATION



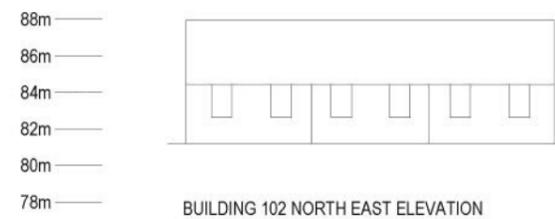
BUILDING 97 NORTH EAST ELEVATION



BUILDING 102 SOUTH WEST ELEVATION



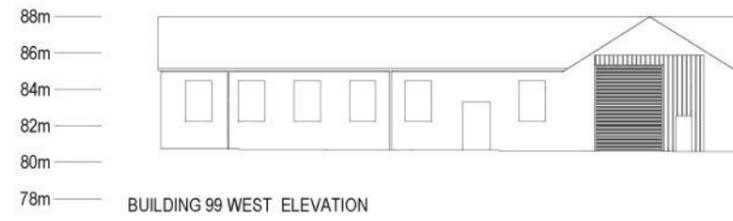
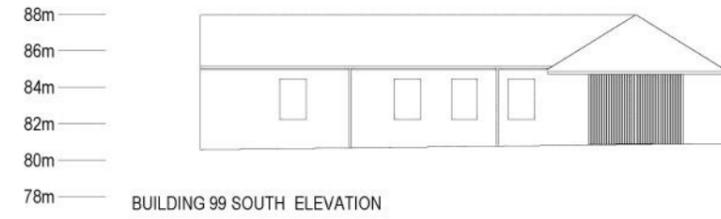
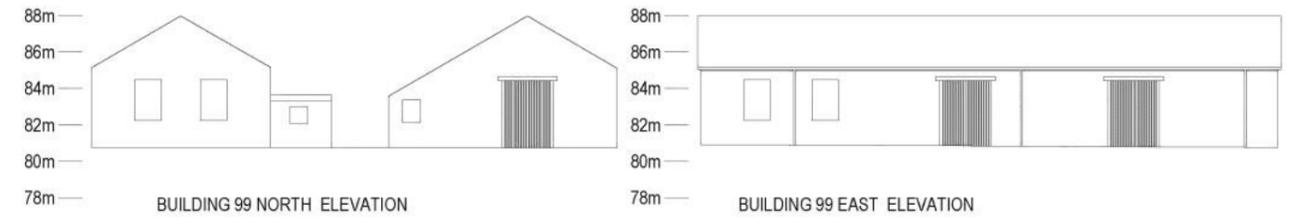
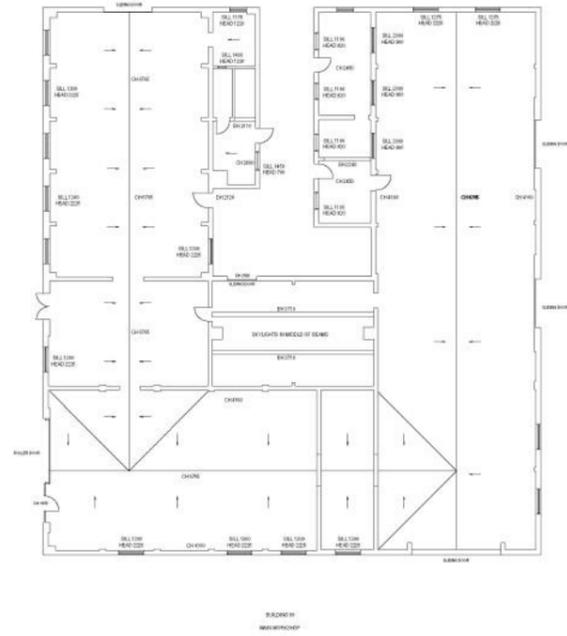
BUILDING 102 SOUTH EAST ELEVATION



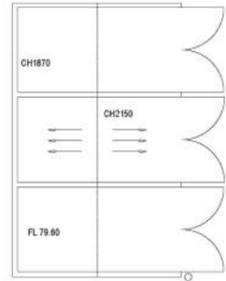
BUILDING 102 NORTH EAST ELEVATION



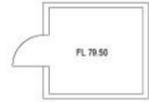
BUILDING 102 NORTH WEST ELEVATION



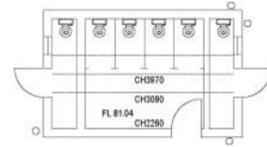
100, 121 & 126



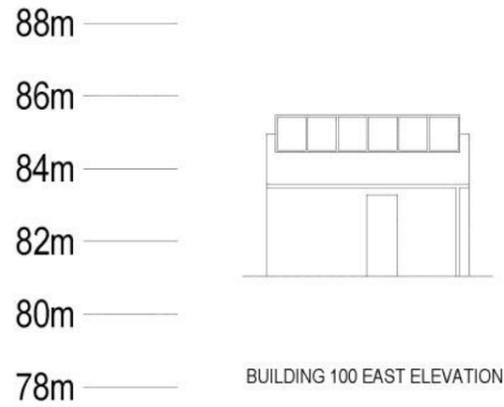
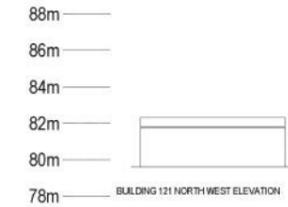
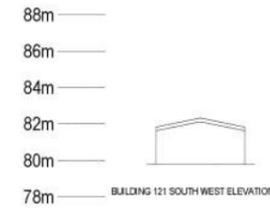
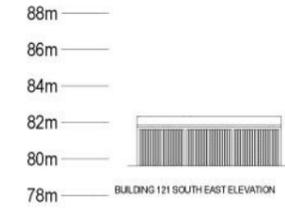
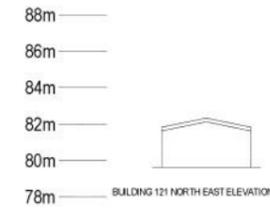
BUILDING 121



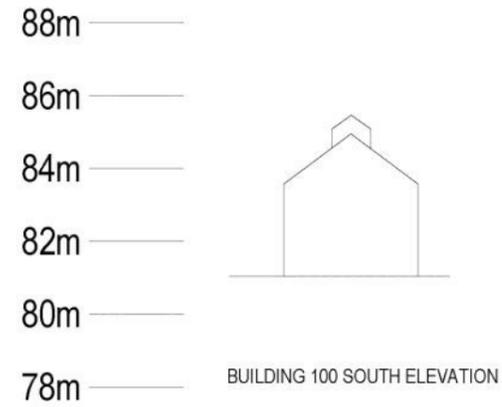
BUILDING 126



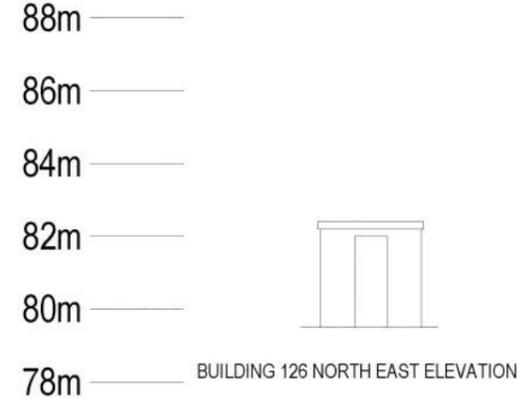
BUILDING 100



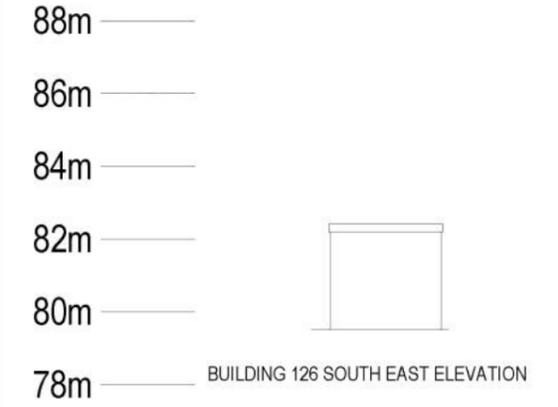
BUILDING 100 EAST ELEVATION



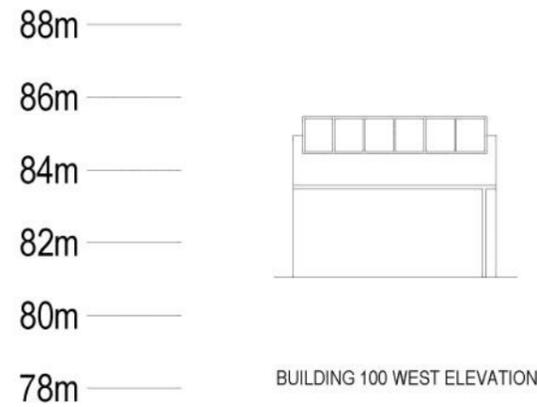
BUILDING 100 SOUTH ELEVATION



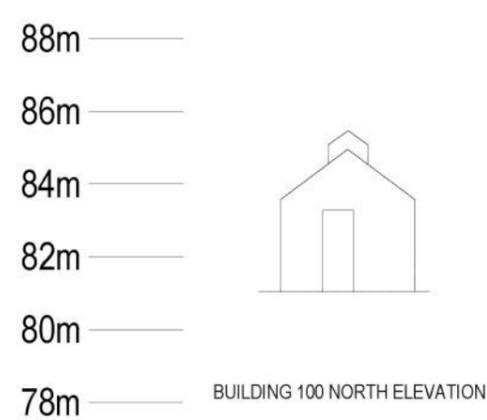
BUILDING 126 NORTH EAST ELEVATION



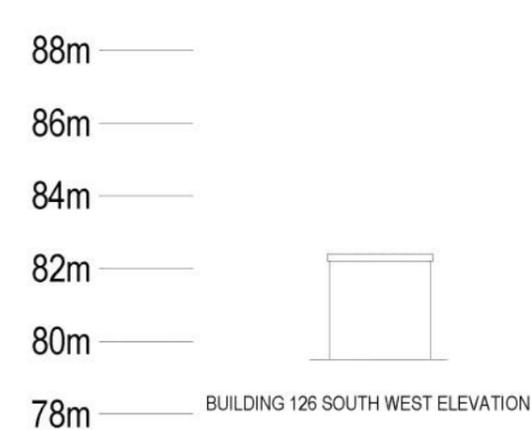
BUILDING 126 SOUTH EAST ELEVATION



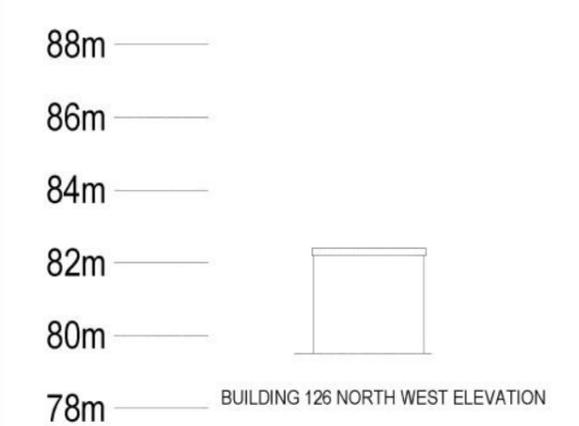
BUILDING 100 WEST ELEVATION



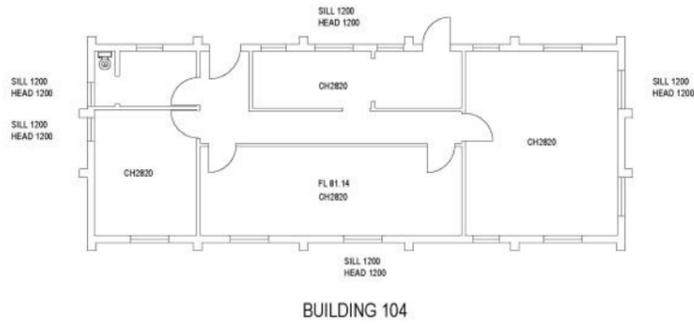
BUILDING 100 NORTH ELEVATION



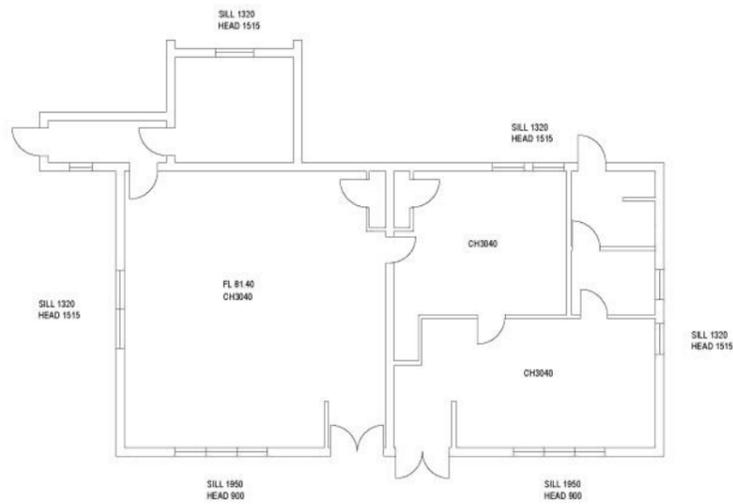
BUILDING 126 SOUTH WEST ELEVATION



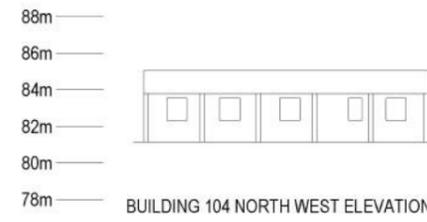
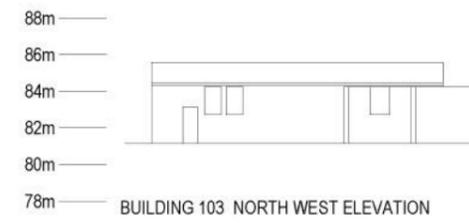
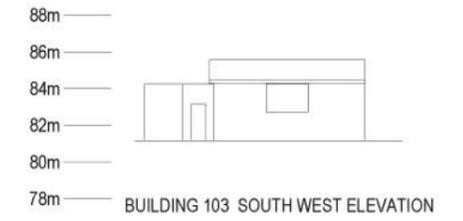
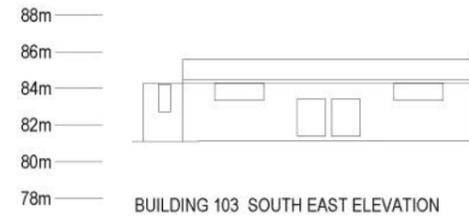
BUILDING 126 NORTH WEST ELEVATION



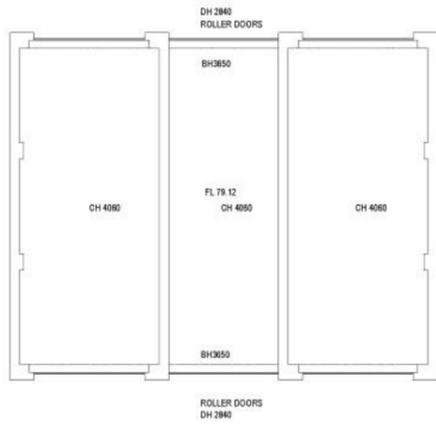
BUILDING 104



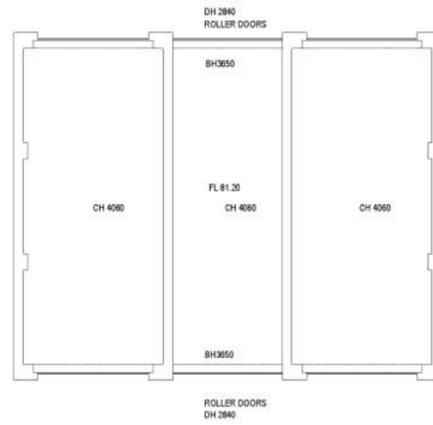
BUILDING 103



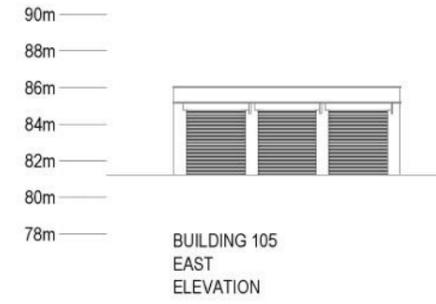
105 & 136



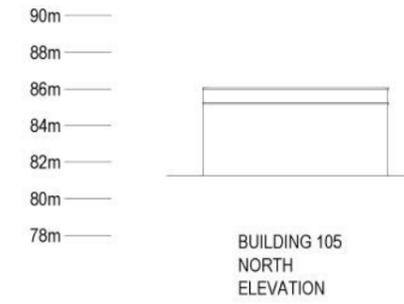
BUILDING 136



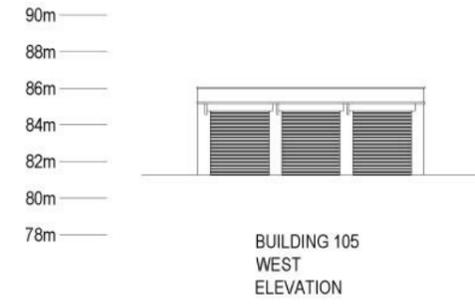
BUILDING 105



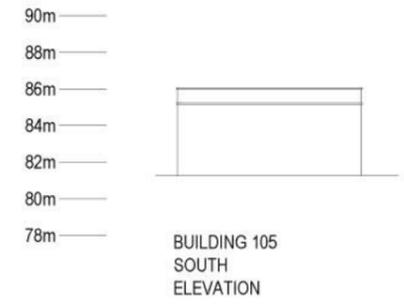
BUILDING 105
EAST
ELEVATION



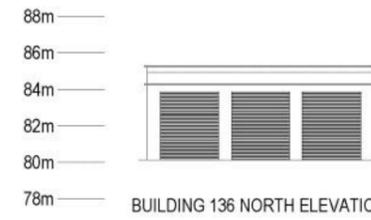
BUILDING 105
NORTH
ELEVATION



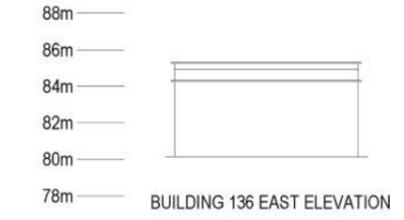
BUILDING 105
WEST
ELEVATION



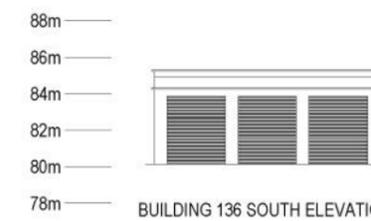
BUILDING 105
SOUTH
ELEVATION



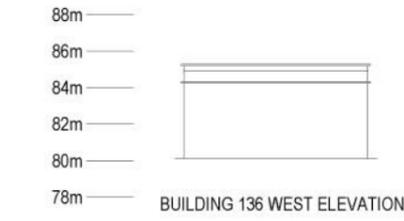
BUILDING 136 NORTH ELEVATION



BUILDING 136 EAST ELEVATION

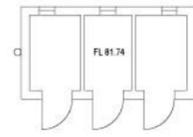


BUILDING 136 SOUTH ELEVATION

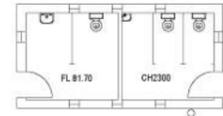


BUILDING 136 WEST ELEVATION

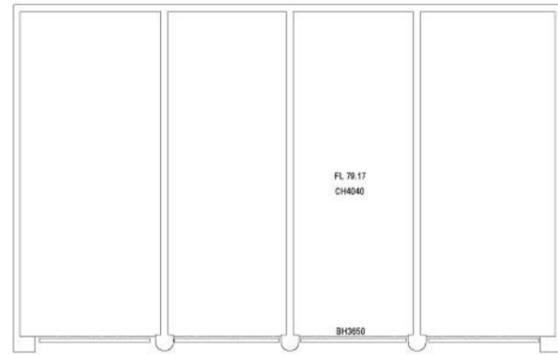
106, 107 & 135



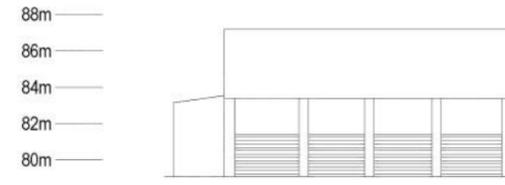
BUILDING 106



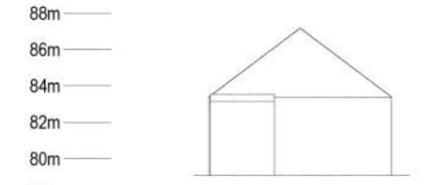
BUILDING 107



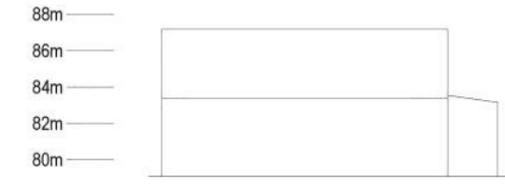
BUILDING 135



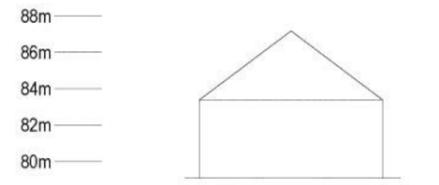
BUILDING 135 SOUTH WEST ELEVATION



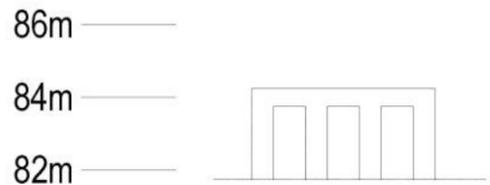
BUILDING 135 NORTH WEST ELEVATION



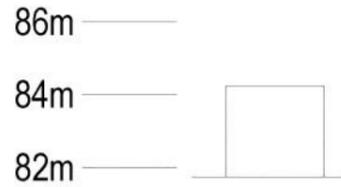
BUILDING 135 NORTH EAST ELEVATION



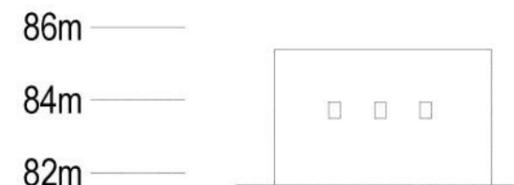
BUILDING 135 SOUTH EAST ELEVATION



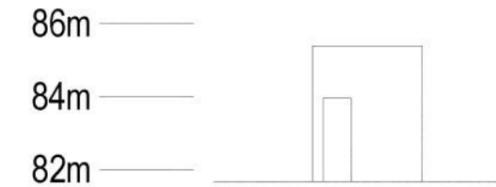
BUILDING 106 SOUTH WEST ELEVATION



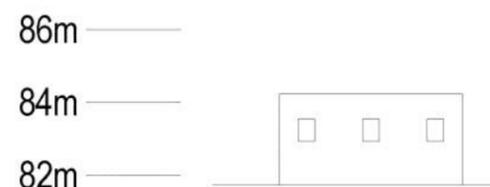
BUILDING 106 SOUTH EAST ELEVATION



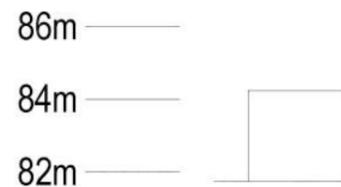
BUILDING 107 SOUTH WEST ELEVATION



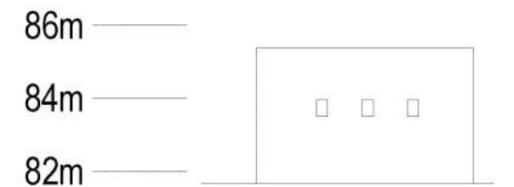
BUILDING 107 SOUTH EAST ELEVATION



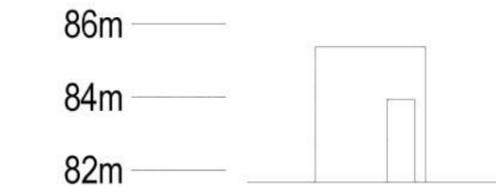
BUILDING 106 NORTH EAST ELEVATION



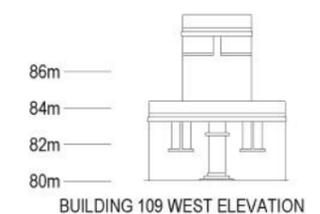
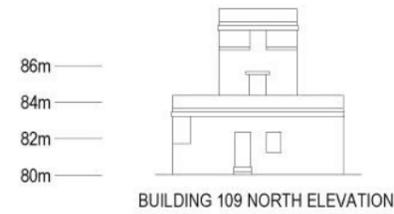
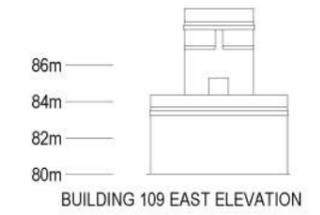
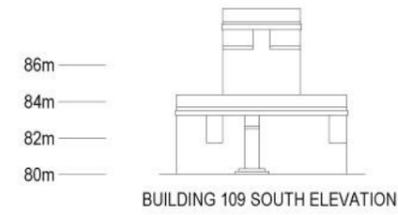
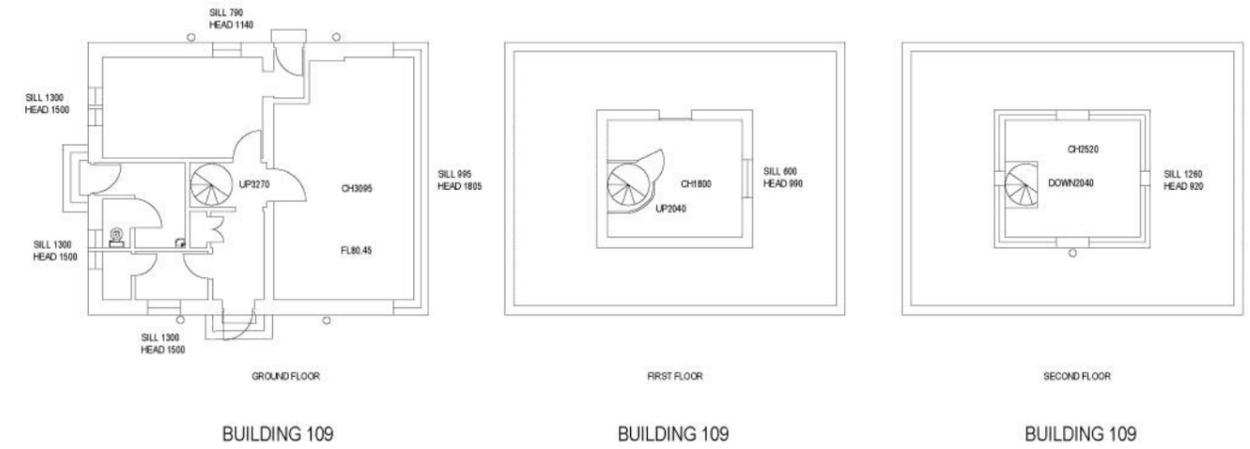
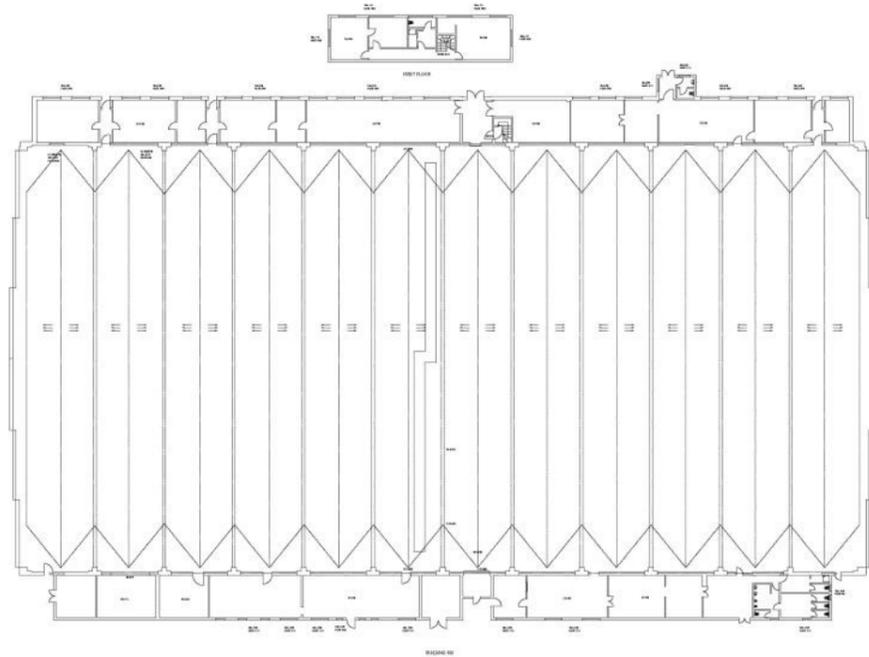
BUILDING 106 NORTH WEST ELEVATION



BUILDING 107 SOUTH EAST ELEVATION

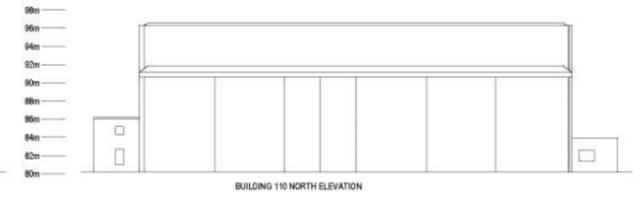
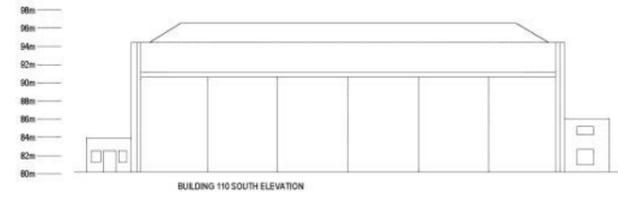
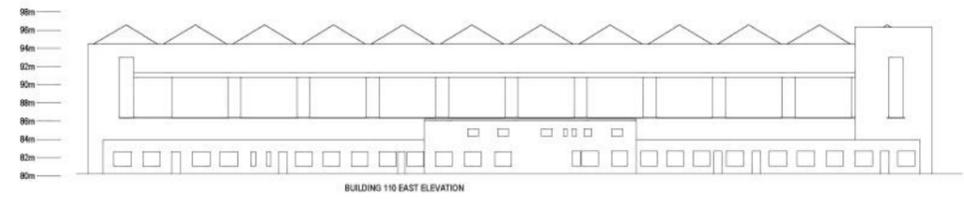
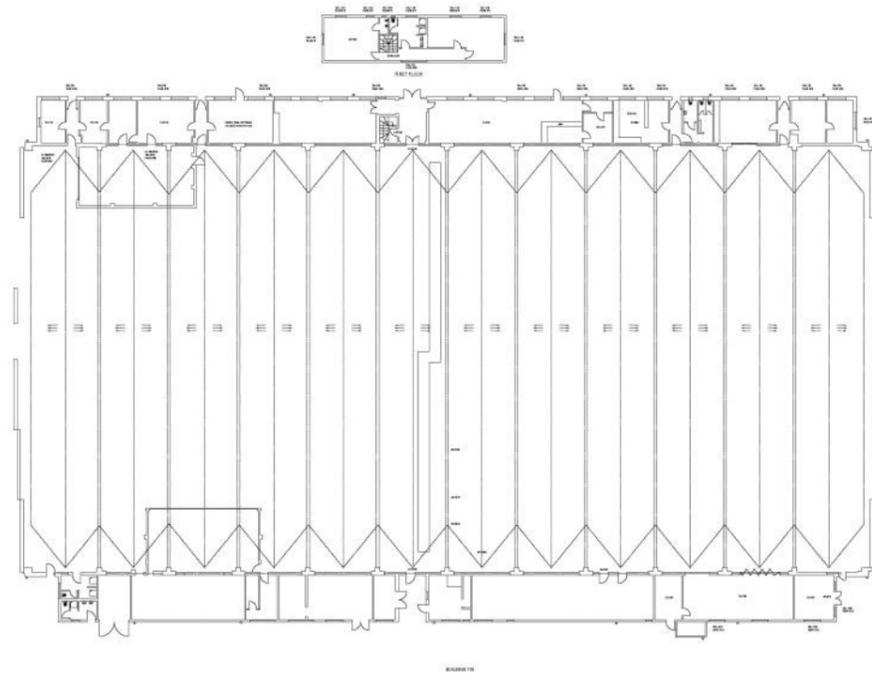


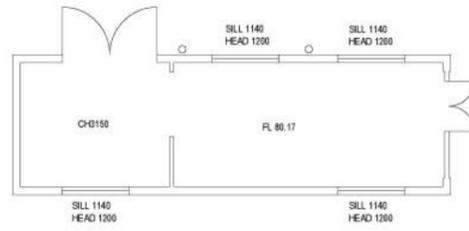
BUILDING 107 SOUTH EAST ELEVATION



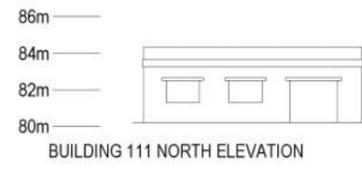
110 PLAN

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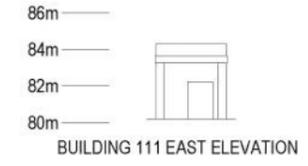




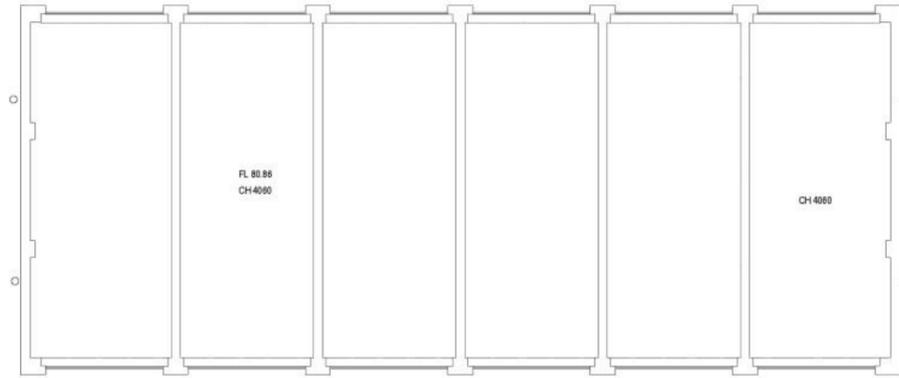
BUILDING 111



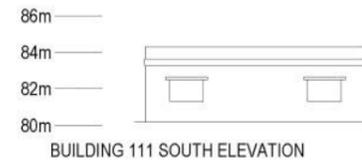
BUILDING 111 NORTH ELEVATION



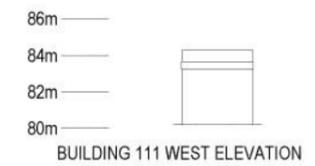
BUILDING 111 EAST ELEVATION



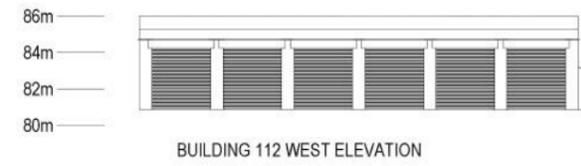
BUILDING 112



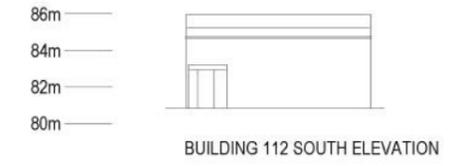
BUILDING 111 SOUTH ELEVATION



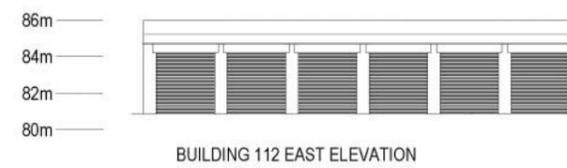
BUILDING 111 WEST ELEVATION



BUILDING 112 WEST ELEVATION



BUILDING 112 SOUTH ELEVATION

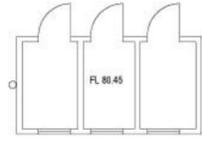


BUILDING 112 EAST ELEVATION

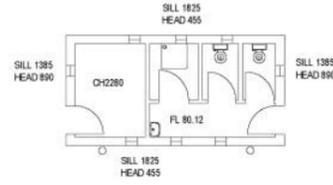


BUILDING 112 NORTH ELEVATION

114 & 117

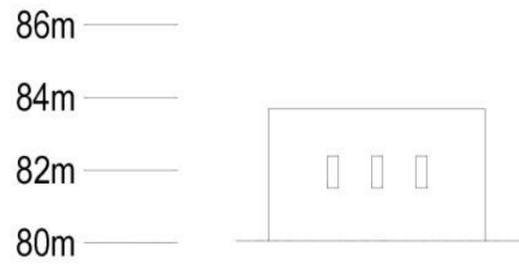


BUILDING 117

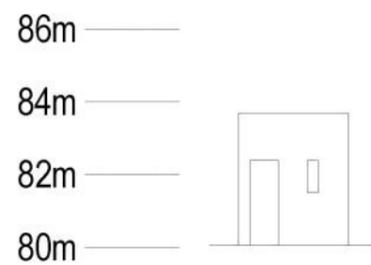


BUILDING 114

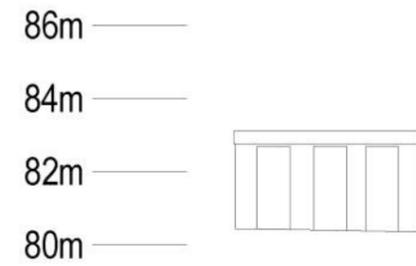
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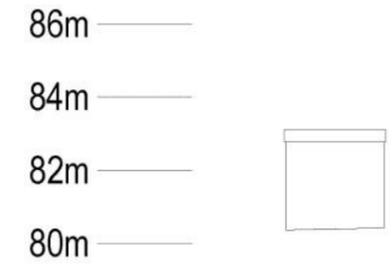
BUILDING 114
WEST ELEVATION



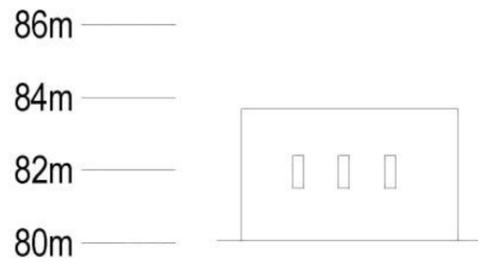
BUILDING 114
SOUTH ELEVATION



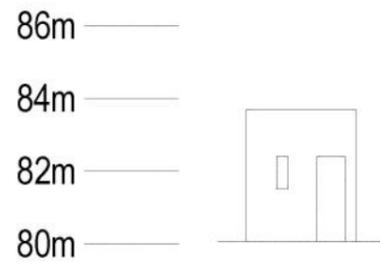
BUILDING 117
WEST ELEVATION



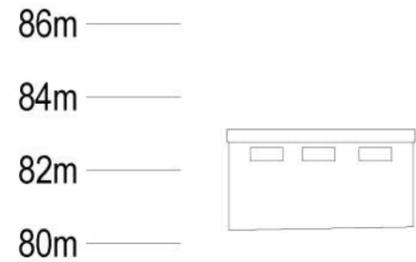
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SOUTH ELEVATION



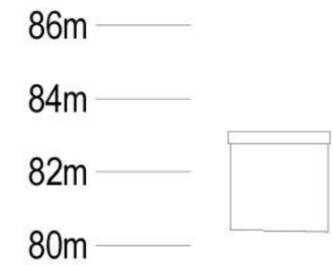
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EAST ELEVATION



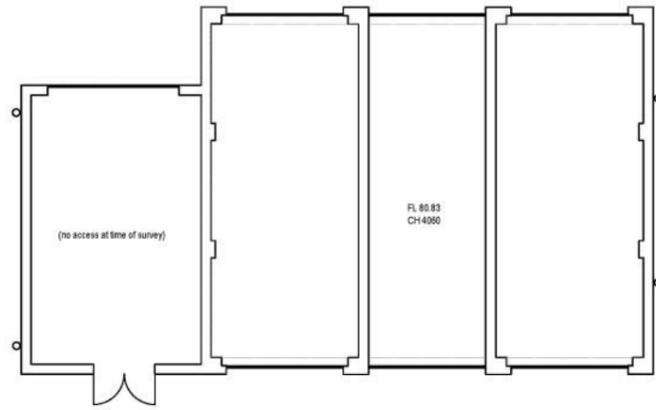
BUILDING 114
NORTH ELEVATION



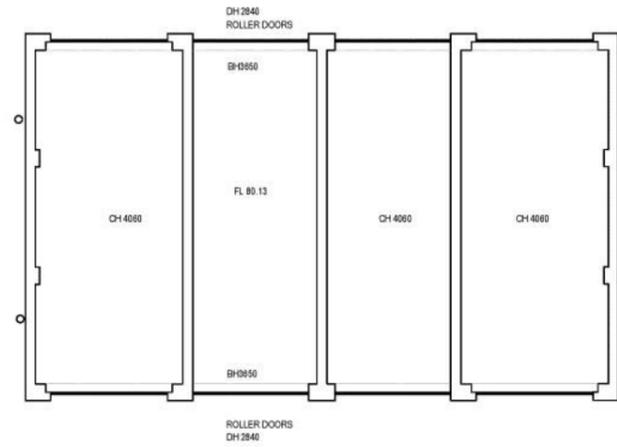
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EAST ELEVATION



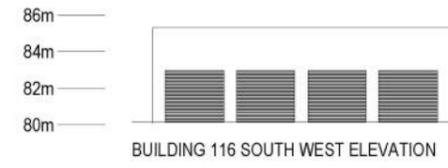
BUILDING 117
NORTH ELEVATION



BUILDING 118



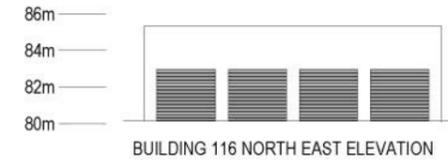
BUILDING 116



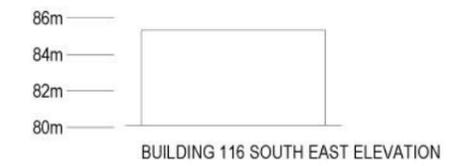
BUILDING 116 SOUTH WEST ELEVATION



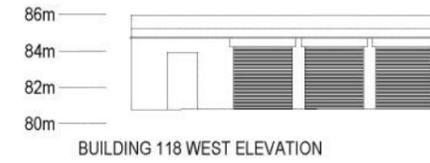
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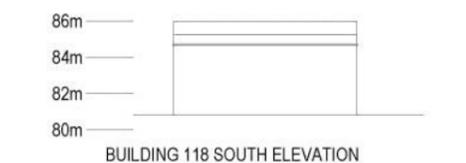
BUILDING 116 NORTH EAST ELEVATION



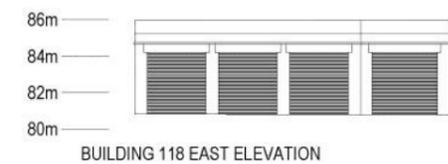
BUILDING 116 SOUTH EAST ELEVATION



BUILDING 118 WEST ELEVATION



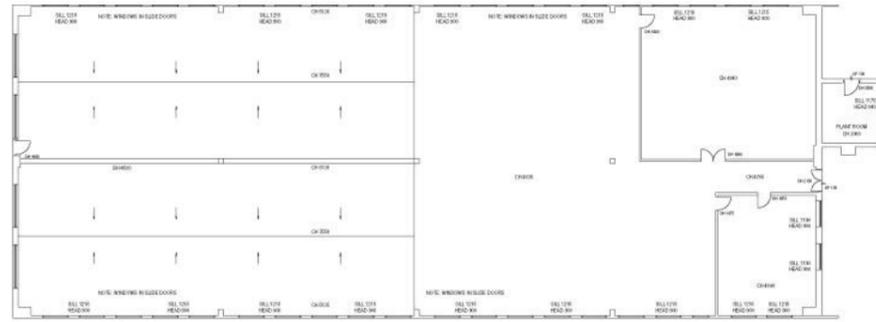
BUILDING 118 SOUTH ELEVATION



BUILDING 118 EAST ELEVATION



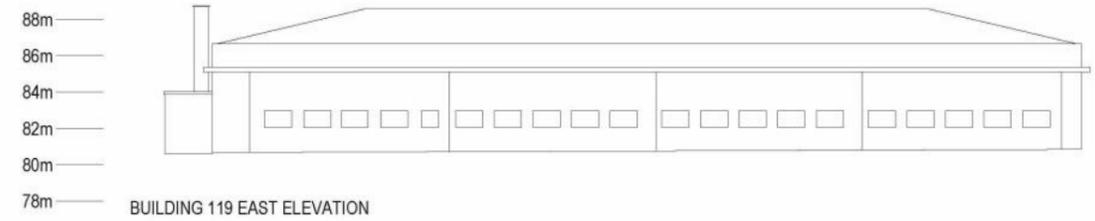
BUILDING 118 NORTH ELEVATION



BUILDING 119
FFMT SHED



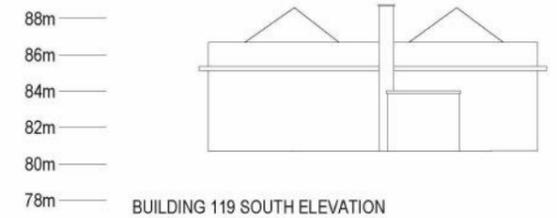
BUILDING 119 WEST ELEVATION



BUILDING 119 EAST ELEVATION



BUILDING 119 NORTH ELEVATION

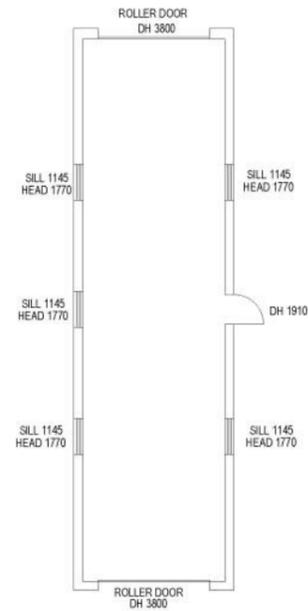


BUILDING 119 SOUTH ELEVATION

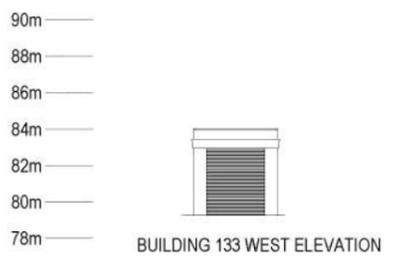
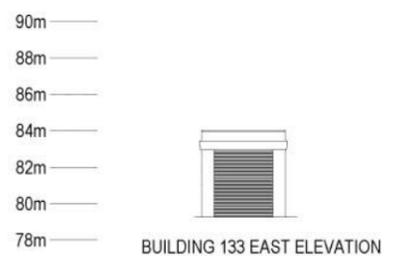
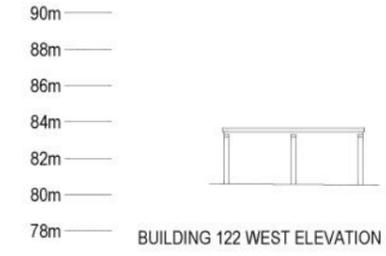
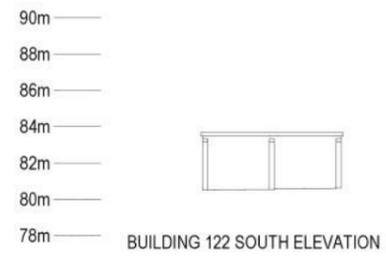
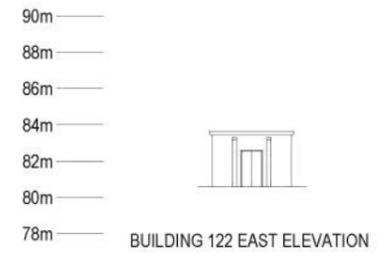
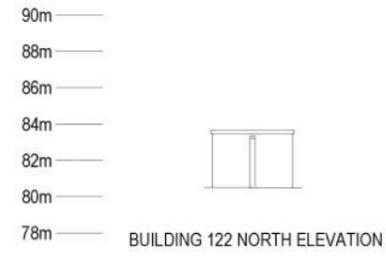
122 & 133

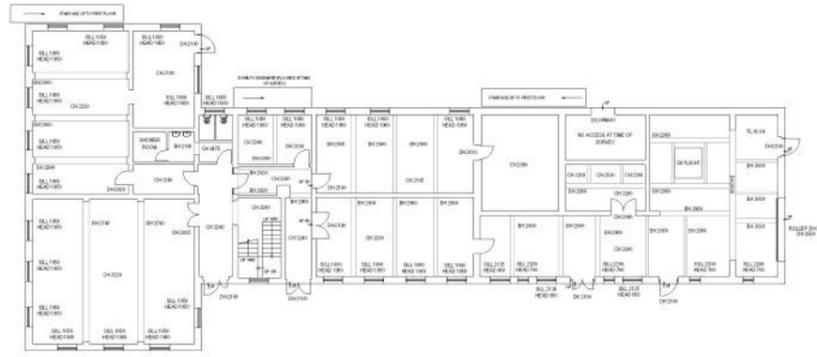


BUILDING 122
SMALL ARMS
AMMUNITION STORE

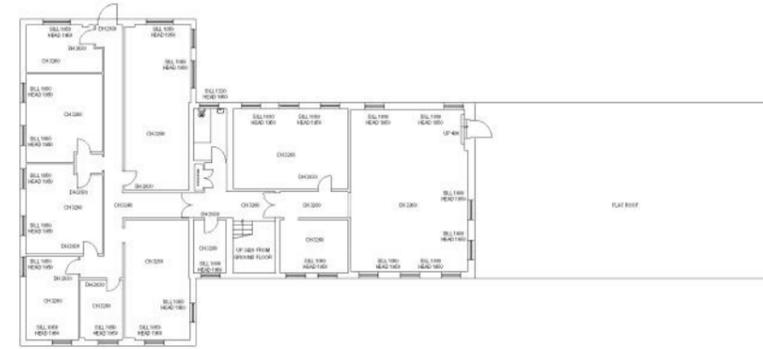


BUILDING 133
(SURVEYED FROM
OUTSIDE)
ARTICULATED TRAILER
SHED





GROUND FLOOR
BUILDING 123
STATION ARMOURY/LECTURE
ROOMS



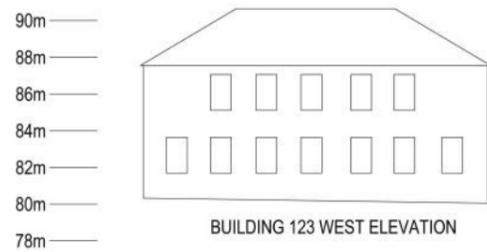
FIRST FLOOR
BUILDING 123
STATION ARMOURY/LECTURE
ROOMS



BUILDING 123 NORTH ELEVATION



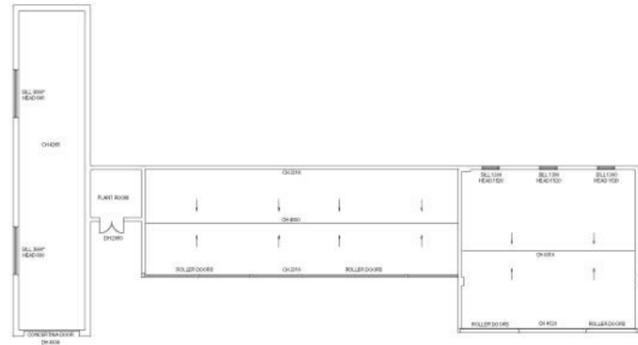
BUILDING 123 SOUTH ELEVATION



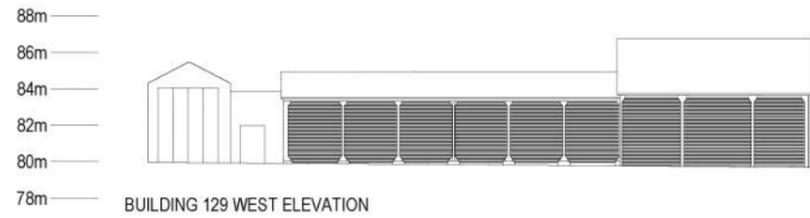
BUILDING 123 WEST ELEVATION



BUILDING 123 EAST ELEVATION



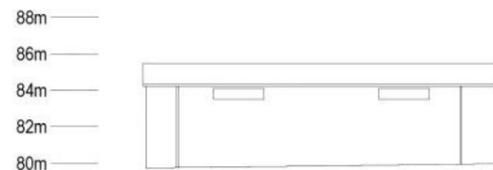
SHEDDING ON
FROM BUILDING BAY



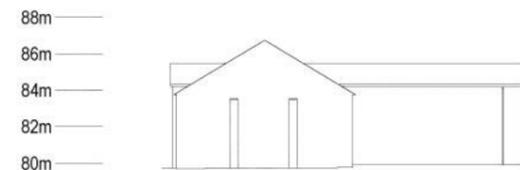
BUILDING 129 WEST ELEVATION



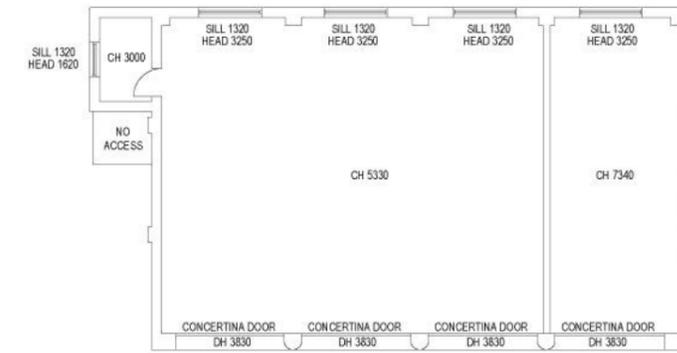
BUILDING 129 EAST ELEVATION



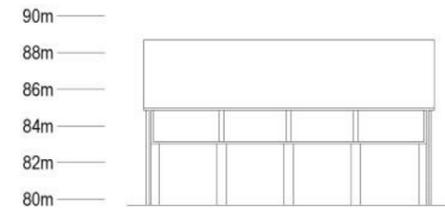
BUILDING 129 NORTH ELEVATION



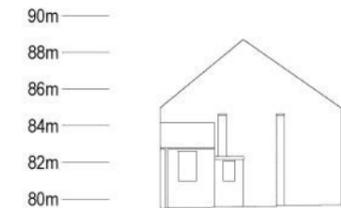
BUILDING 129 SOUTH ELEVATION



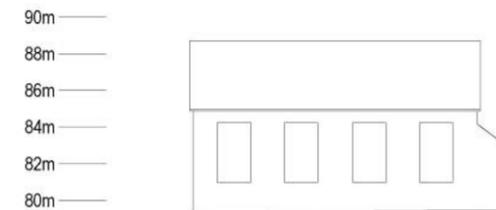
BUILDING 130



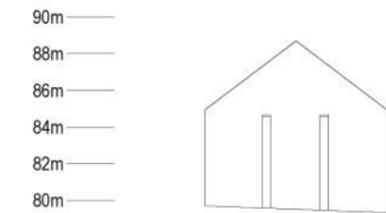
BUILDING 130
NORTH ELEVATION



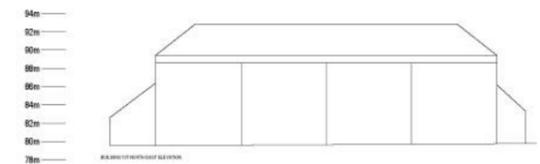
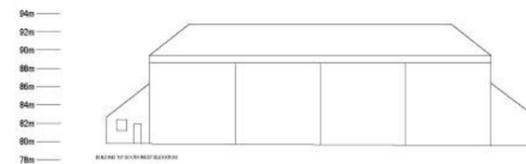
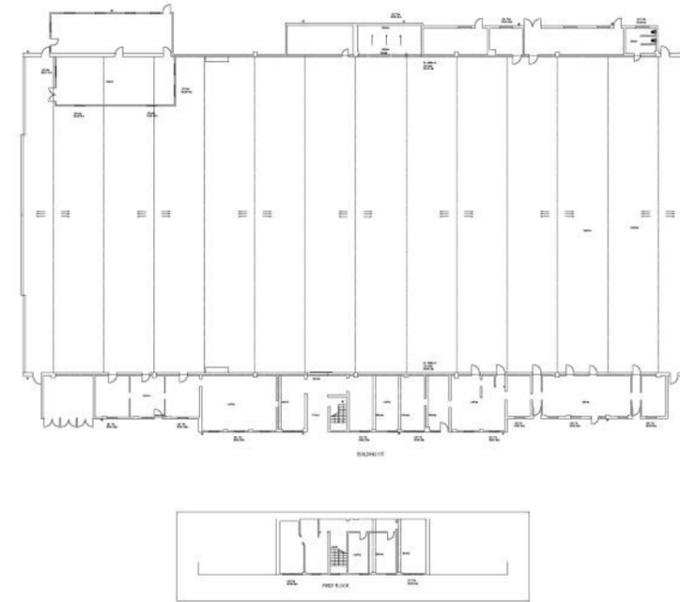
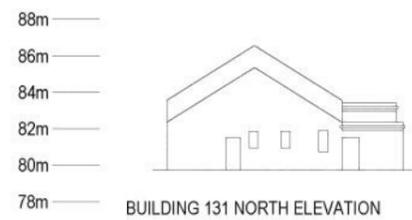
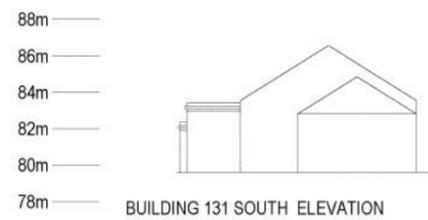
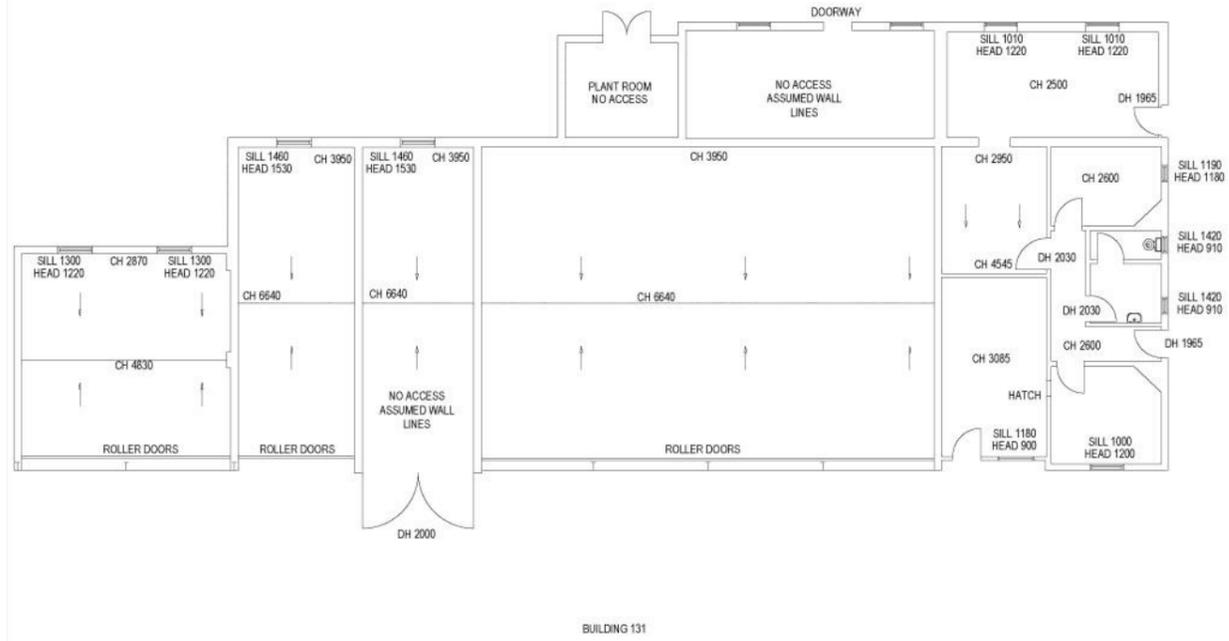
BUILDING 130 EAST
ELEVATION

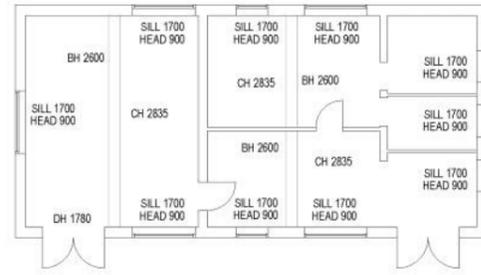


BUILDING 130
SOUTH ELEVATION

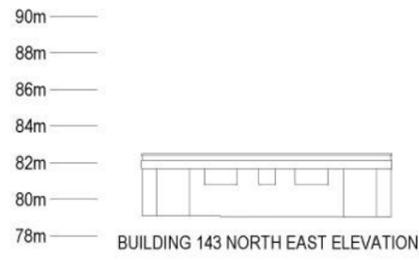


BUILDING 130
NORTH ELEVATION

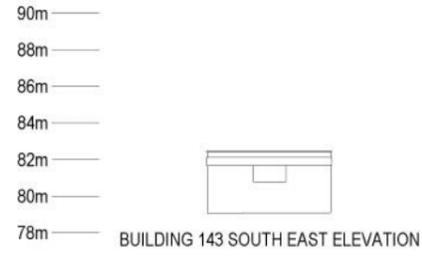




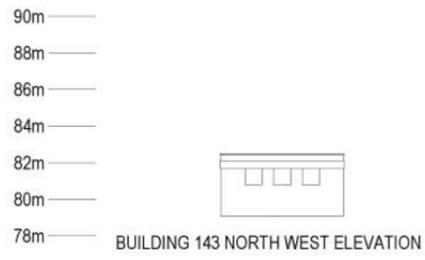
BUILDING 143
GAS DEFENCE CENTRE



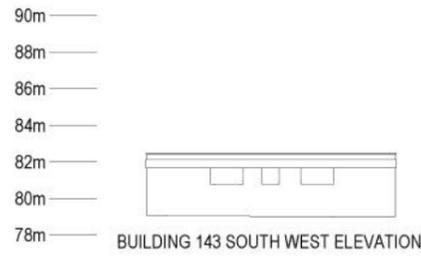
BUILDING 143 NORTH EAST ELEVATION



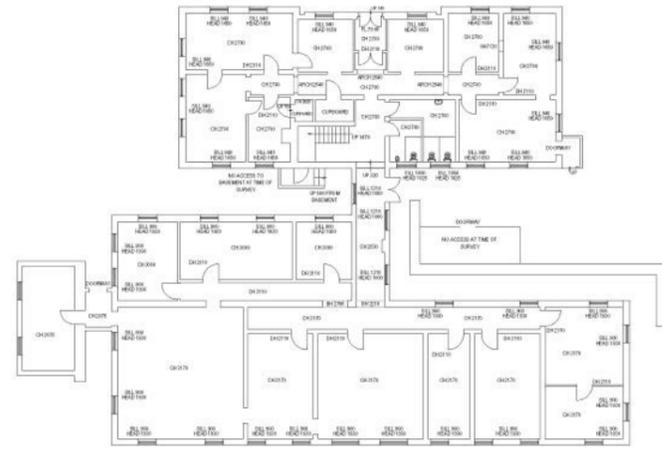
BUILDING 143 SOUTH EAST ELEVATION



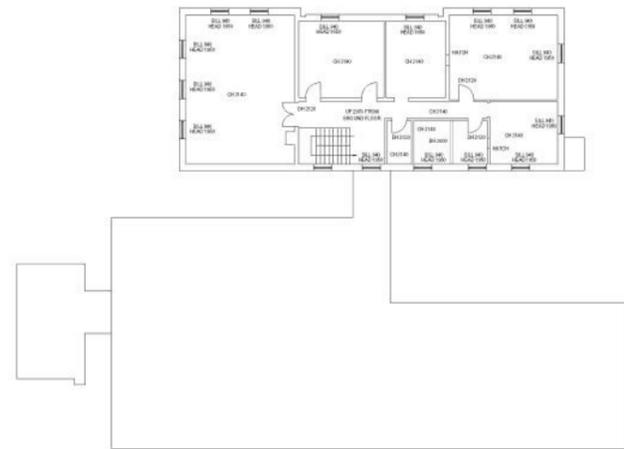
BUILDING 143 NORTH WEST ELEVATION



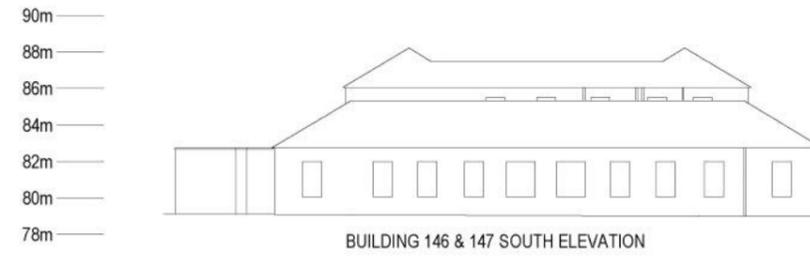
BUILDING 143 SOUTH WEST ELEVATION



GROUND FLOOR
BUILDING 146 & 147
OPERATIONS
BLOCK/STATION OFFICES



FIRST FLOOR
BUILDING 146 & 147
OPERATIONS
BLOCK/STATION OFFICES



BUILDING 146 & 147 SOUTH ELEVATION



BUILDING 146 & 147 NORTH ELEVATION



BUILDING 146 & 147 WEST ELEVATION



BUILDING 146 & 147 EAST ELEVATION

31 Southampton Row
London
WC1B 5HJ
t. 020 7629 3993
f. 020 7629 2953

Capital Tower
Greyfriars Road
Cardiff
CF10 3AG
t. 029 2023 3993
f. 029 2023 3994

www.gaunfrancis.co.uk

Info@gaunfrancis.co.uk

GAUNT FRANCIS
Architects

Cherwell District Council

Executive

3 October 2016

Fly tipping & Environmental Enforcement

Report of Head of Environmental Services

This report is public

Purpose of report

To update the Executive on fly tipping and make the Executive aware of the planned actions to reduce the number of fly tip instances.

1.0 Recommendations

The Executive is recommended:

- 1.1 To note the rise in fly tipping recorded in 2015/16 following several years of small fluctuations.
- 1.2 To note the successes of the Environmental Enforcement Team in bringing action against fly tippers.
- 1.3 To support the proposed actions including the introduction of fixed penalty notices for small fly tips.

2.0 Introduction

- 2.1 Fly tipping can be a significant problem when businesses or households dispose of their waste thoughtlessly.
- 2.2 Over recent years there has been between 390 – 470 fly tips per year. The number of fly tips in the period 2009/10 – 2014/15 averages 430 per year.
- 2.3 The number of fly tips over this same period has shown a small fluctuation ranging from 390 to 469. However, in 2015/16 there was a more significant rise with the number of fly tips increasing to 558. For the first three months of 2016/17, there has been a further small rise with the number of fly tips increasing to 145 in 2016/17 from 137 in 2015/16.
- 2.4 Most of the fly tips are household waste, small in size and can be quickly removed. However, a small number are more difficult and involve asbestos or tyres. These are more challenging to remove and more costly to dispose.

- 2.5 Nationally there also has been a rise in fly tipping in 2014/15 with a near 6% rise. National data for 2015/16 will not be available until autumn 2017.
- 2.6 To stem the rise in fly tipping a number of actions are proposed. These include communication measures to raise awareness of how to dispose of waste properly and the introduction of fixed penalty notices for fly tipping.
- 2.7 Over the last few years the amount of enforcement against fly tipping has increased. The enforcement team have built up experience and worked closely with the legal team on bringing forward possible prosecutions
- 2.8 All fly tipping incidents are investigated. Some incidents have no evidence. Other incidents have some evidence and/or witness statements. A formal caution maybe used where there has been limited involvement by the offender, have been quick to admit their part in the offence and have shown some level of remorse.
- 2.9 Unfortunately the average fine for fly tipping is relatively low with the average fine over the last four years being a little over £385.
- 2.10 From May 2016, the government has allowed the introduction of fixed penalty notices for fly tipping. The maximum charge for a fixed penalty notice for fly tipping is £400. However with the average fine having only been £385 and the likely fine for a small fly tip is likely to be lower. Hence it is proposed that fixed penalty notices for small fly tips (car boot size or smaller) be introduced with a charge of £250. If this paid within 14 days it would be reduced to £150. This is likely to mean that costly court action is not usually used for the smallest fly tips. However, if the perpetrator is not prepared to accept the fixed penalty notice then court action will follow. For fly tips greater in size than a car boot or for material such as asbestos or tyres, court action alone will be used.

3.0 Report Details

Fly tipping

- 3.1 Over recent times, fly tipping levels have been fairly stable with an average of 430 fly tips per year. There have been small fluctuations but no large changes. Last year the number of fly tips rose more significantly to 558, almost a 30% rise on the average between April 2009 & April 2015. The number of fly tips in each year is set out in the table below

Year	Number of fly tips
2015/16	558
2014/15	447
2013/14	469
2012/13	390
2011/12	429
2010/11	420
2009/10	448
2008/09	670

- 3.2 Most of the fly tips are household waste and either single items or a small car boot load. Such fly tips are not only an eyesore but are also detrimental to the environment.
- 3.3 All fly tips are investigated and then quickly removed. Some fly tips have no evidence as to where the waste has come from and no witnesses. However, other fly tips have names & addresses in the waste and/or witnesses to the fly tip.
- 3.4 Where evidence exists a case file is built up and if sufficient evidence exists, formal action will take place. In most cases this involves going to court. In some cases where the circumstances and the level of co-operation of the alleged offender have been very good then the route of a formal caution may be used. The number of formal cautions and prosecutions are set out in the table below.

	2012/13	2013/14	2014/15	2015/16	Total
Formal cautions	6	9	8	7	30
Prosecutions	1	2	11	9	23

- 3.5 All fly tips are captured on an Environment Agency system called Waste Dataflow. This system captures data on not only fly tipping but also on the wider waste agenda including recycling. To ensure an overall national picture can be built up from local data a number of issues have to be recorded for each fly tip. This includes the land type the fly tip was on, the type of primary waste in the fly tip and the size of the fly tip. On size, the categories are

- Single black bag
- Other single item
- Car boot load or less
- Small van load
- Transit van load
- Tipper lorry load
- Significant/multiple loads

Each of the sizes has a standard clearance & disposal cost attached so the overall cost of fly tipping can be calculated.

- 3.6 Of the fly tips in Cherwell, the majority are household waste items. This percentage varies each quarter but is never below 50% and often in nearer 65%. In addition more than 50% of the fly tips are either single items or a car boot load or less.
- 3.7 From May 2016, local authorities are able to issue fixed penalty notices for fly tipping. With the average court fine being only £385, using a fixed penalty notice maybe a better option for some fly tips. The issuing of fixed penalty notices for fly tips of a car boot load or less and for single items may be a more cost effective and practical approach . The intention is to issue a fixed penalty notice of £250 reduced to £150 if paid within 14 days. In the event of individuals not accepting a fixed penalty notice or refusing to pay, then the court route would be followed.

- 3.8 The Enforcement team regularly meets with their counterparts in neighbouring authorities. These meetings give the opportunity to look at trends, share intelligence and look at any fly tips which may have cross boundary issues.

Surveillance and fly tip hotspots

- 3.9 Where locations are regularly subjected to fly tipping then an action plan can be developed to deal with this. This action plan may include signage or may include leaving the fly tip in place with signs asking for witnesses. Social media and press releases are also used. Additional patrols and inspections may also occur
- 3.10 The use of covert cameras is strictly regulated by the Data Protection Act 1998 and the Regulation of Investigatory Powers Act 2000 (RIPA). This legislation only allows covert cameras where the offence is punishable by a prison sentence. This does apply to fly tipping, which can result in a maximum of six months in prison. However permission has to be granted by a magistrate and then only when strict criteria are met
- 3.11 As a result of these requirements and then difficulty in positioning cameras, the covert cameras are not used often. When the requirements were a little less onerous they were used more frequently but they only resulted in one successful prosecution.

Disposing of household waste

- 3.12 There should be no reason for residents to fly tip waste. The Council offers a comprehensive set of services to the householder. Each property receives a collection of household residual waste every two weeks. Each property also receives a collection of dry recycling materials and garden waste/food waste collections also on a two weekly basis. In addition batteries and small electrical items are collected at the kerbside if residents put the batteries in a clear plastic bag and small electrical items in a carrier bag and then place the bag on top of any of the bins.
- 3.13 The Council also has some competitively charged services for residents. This includes the bulky waste service. This service will take up to three bulky items (a three piece suite for instance) for a one off charge of £16.
- 3.14 In addition if residents wish to have a major clear out, for a one off charge of £48 residents can have the use of a 1100 litre bin (either for residual waste or for garden waste) for two weeks. In comparison, a skip can cost considerably more than £200.
- 3.15 For residents who wish to dispose of waste at the two Household Waste Recycling Centres in Alkerton or at Ardley, the sites are open seven days a week.
- 3.16 In addition to disposal, a number of options exist for items which can be reused. Charities shops will take surplus clothes and small household items. A number of options exist for reusing furniture including a variety of third sector organisations.
- 3.17 To encourage residents to use the services available during Neighbourhood blitz events, a free bulky waste collection service is offered to residents within the Neighbourhood blitz area.

- 3.18 To make residents aware of how to dispose of their waste responsibly, a campaign to raise awareness will be developed. This will use articles in Cherwell Link, the website, leaflets during Neighbourhood blitz events and roadshows.
- 3.19 Residents who pay unauthorised individuals or organisations to dispose of their waste can be prosecuted for breaching duty of care regulations. Residents must check that the person taking away their waste holds a registered waste carriers licence. If they do not check this and the waste is traced back to them, they can be prosecuted under Duty of Care.
- 3.20 By raising awareness to residents and businesses that there are easily accessible services available to dispose of waste and the consequences of not using these services, the number of fly tips should be brought back under control

4.0 Conclusion and Reasons for Recommendations

- 4.1 Fly tipping is not a major problem in the Cherwell area but it is irritating and unnecessary. Residents and businesses have a duty of care to dispose of their waste in a responsible manner.
- 4.2 Fly tipping rose in 2015/16 and actions are being put in place to reduce fly tipping. By raising awareness of the need to be responsible with waste and by introducing fixed penalty notices for fly tipping, the number of fly tips will be brought back under control.

5.0 Consultation

Neighbouring authorities through the Oxfordshire Environment Partnership

Overview & Scrutiny Committee

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified

Option 1: To support the proposed changes

Option 2: To reject the proposed changes

Option 3: To ask officers to consider alternative improvements

7.0 Implications

Financial and Resource Implications

- 7.1 There are no significant additional costs associated with this report. Moving to issuing fixed penalties for small fly tips will bring in very small amounts of additional income to offset a small proportion of costs

Comments to be checked by:

Kelly Wheeler, Principal Accountant, 01327 332230,
kelly.wheeler@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 The Council now has the power to issue fixed penalty notices for fly tipping, as an alternative to prosecution in the Magistrates Court.

Comments checked by:

Nigel Bell, Team Leader Planning & Litigation
Nigel.bell@cherwellandsouthnorthants.gov.uk 01295 221687

Risk

- 7.3 The number of fly tips is monitored through the performance management system. The number of fly tips will be managed through the operational risk register and escalated through to the corporate risk register as and when necessary

Comments checked by:

Louise Tustian, Senior Performance Officer, 01295 221786,
louise.tustian2@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

Cherwell: Safe, Clean and Green

Lead Councillor

Councillor Debbie Pickford, Lead Member for Clean and Green

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Ed Potter Head of Environmental Services
Contact Information	0300 003 0105 ed.potter@cherwellandsouthnorthants.gov.uk

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Cherwell District Council

Executive

3 October 2016

<p style="text-align: center;">Establishment of Joint Local Authority Owned Companies</p>
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Report of Assistant Director - Transformational Governance

This report is public

Purpose of report

To begin the process of establishing joint local authority owned companies to deliver the savings identified in business cases for joint working and/or business transformation.

1.0 Recommendations

The meeting is recommended to agree the following recommendations from the Joint Commissioning Committee:

- 1.1 To note the legal, financial and human resources work that is taking place with regard to the establishment of the companies.
- 1.2 To note the decision of the Joint Commissioning Committee to appoint a Joint Shareholder committee as a sub-committee of the Joint Commissioning Committee consisting of four councillors (2 CDC and 2 SNC) with the terms of reference as set out in section 3 of this report.
- 1.3 To agree that the Joint Commissioning Committee be given delegated powers to take all executive decisions with regard to any established and future shared service and all executive decisions relating to any joint local authority owned company established pursuant to a shared service business case, subject to a similar decision being taken by the SNC Cabinet.
- 1.4 To agree that delegated authority be given to the Joint Commissioning Committee to approve the nomination of elected Members and officers to be appointed as Directors by joint local authority owned companies, subject to a similar decision being taken by the SNC Cabinet.
- 1.5 To agree that officers be requested to establish and register joint local authority owned companies limited by shares comprising a principal Company to be wholly owned by the Councils in equal shares and a subsidiary trading company to be

majority owned by the principal company with a minority interest owned by the Councils to enable the Revenues and Benefits Business Case and other future commercial opportunities to be achieved, , subject to a similar decision being taken by the SNC Cabinet.

- 1.6 To agree that delegated authority be given to the Chief Finance Officer in consultation with members of the Joint Shareholder Committee to take all measures necessary to enable the establishment of jointly owned companies, where business cases have been agreed, subject to a similar decision being taken by the SNC Cabinet.
- 1.7 To note that the Joint Commissioning Committee have requested officers to prepare a detailed implementation plan including a draft business case, financial model, articles of association, shareholder agreement and communications plan for the creation of the companies to be considered by the Joint Commissioning Committee.

2.0 Introduction

- 2.1 The Revenues and Benefits Business Case was considered and approved by the Joint Commissioning Committee in May 2016 and Cabinet and Executive in June 2016. The business case set out the proposal to establish a Joint Revenues and Benefits Service across Cherwell District Council (CDC) and South Northamptonshire Council (SNC). The new joint team would be established and fully resourced in time for the insourcing of the current CDC capita contract in May 2017.
- 2.2 On implementation the new joint service would deliver the current revenues and benefits functions for CDC and SNC (including managing the Capita contract at CDC). The capacity of the service would then need to be increased in preparation for the insourcing of the current CDC Capita contract.
- 2.3 The proposal represents an opportunity for both Councils to deliver significant revenue savings of approximately £260,000 from 2017/18 onwards.
- 2.4 In addition to the financial savings, the business case provides an opportunity to maintain and improve performance, harmonise ICT and processes and integrate first point of contact delivery with the proposed Joint Customer Service team. The business case provides an opportunity for the Councils to create a service that is aligned to the Councils 'Confederation approach' and is capable of being delivered through an alternative delivery vehicle.
- 2.5 It was agreed in the business case that the additional staff that would need to be recruited to enable the joint service to deliver the CDC insourced service would be appointed by a wholly council owned company as part of the confederation model ahead of the implementation of this business case.
- 2.6 Following the insourcing of the Capita contract in May 2017, the remainder of the Revenues and Benefits service would transfer into this company structure (subject to separate decision and appropriate consultation with staff and trade unions).

- 2.7 This report represents the first steps in the formation of the jointly owned companies. There will also need to be a retained commissioning function within the Councils and this will be the subject of a future report.

3.0 Report Details

Powers

- 3.1 The Localism Act 2011 introduced a new General Power of Competence. Under the provision, a local authority has the power to do anything that individuals generally of full legal capacity may do. However, if a local authority is undertaking commercial trading activity it must do this through a company. In using these powers a local authority must also take heed of Section 96 of the Local Government Act 2003, which provides that in exercising the power to trade, a local authority shall have regard to Guidance issued by the Secretary of State.

Legal, Financial and Human Resources Work

- 3.2 Since the agreement of the Revenues and Benefits business case officers have begun to consider the legal, tax, pensions and human resources considerations with regard to establishing a wholly owned company to deliver revenues and benefits working with Trowers and Hamlins and KPMG. Early discussions have focused on the need to ensure that the entities are able to provide a suitable vehicle for any other services the council wishes to deliver in this way and also to allow the entity to trade in the future. Early advice has indicated that in order to trade and ring fence risk a principal Teckal company should be created which would employ the staff and deliver services back to the council and a subsidiary company should be created which would ring fence the risk of any trading also allow the Councils to provide consultancy/advisory services to public sector customers through the principal company and the councils seconding staff to the trading subsidiary.

Council Interface with Company

- 3.3 It is important that the Councils have an effective interface with Council owned/influenced companies. Companies operate in real time as opposed to being based on local government decision making cycles and if they are to be agile and to maximise return need to be able to have swift resolution on matters which they require a shareholder decision.
- 3.4 Best practice is to establish a shareholder committee (an executive function under Local Government Act 2000, which can be operated by a Joint Committee), which is effectively a sub-committee of the Joint Commissioning Committee, therefore precluding only those members who are on the sub-committee from being nominated to Director Posts. It is suggested that the sub-committee should consist of four councillors, with the following terms of reference to be reconsidered at the first meeting:

The role of the Joint Shareholder Committee shall not be operational and shall be the means by which the Councils shall:

- be the body for approving council nominated non-executive directors, and approving best practice policies in relation to such appointments, considering any reserved shareholder matters within the company articles;

- be responsible for agreeing and approving the framework within which the councils interfaces with Council owned/influenced companies;
- exercise strategic functions flowing from the Councils' ownership of shares.

3.5 Day to day functions and liaison flowing from the Councils ownership of shares shall be delegated to the Chief Finance Officer (or in his absence the Monitoring Officer), where necessary consulting members of the Joint Shareholder Committee.

3.6 The Council responsibilities with regard to Council owned/influenced companies are wider than simply that of shareholder. The following roles have been identified in respect of each Council:

Role	Description	Responsibility allocation
Shareholder and Investor	To safeguard the Council's investments and maximise the return to the Council and community and any other shareholder function.	Chief Finance Officer with Monitoring Officer as their Deputy
Service Commissioning	To commission services provision from the companies on behalf of the council and to ensure the effective management of these arrangements.	Director of Strategy and Commissioning
Supplier of Goods and Services	To be responsible for the provision of goods and services that Council owned/influenced companies purchase from the council.	Officer to be nominated by Chief Executive
Nominator of non-executive directors	To ensure that those nominated by the council have the requisite skills and knowledge required by the company and to ensure that nominees are supported and protected in their role.	Head of Paid Service (or appointed Deputy if they are a non-executive director), with nominations approved by Shareholder Committee
Broker	To intervene and assist where necessary in ensuring a positive relationship between the Council and Council owned/influenced companies	Chief Executive (or appointed Deputy if they are a non-executive director), with nominations approved by Shareholder Committee

Establishing the Companies

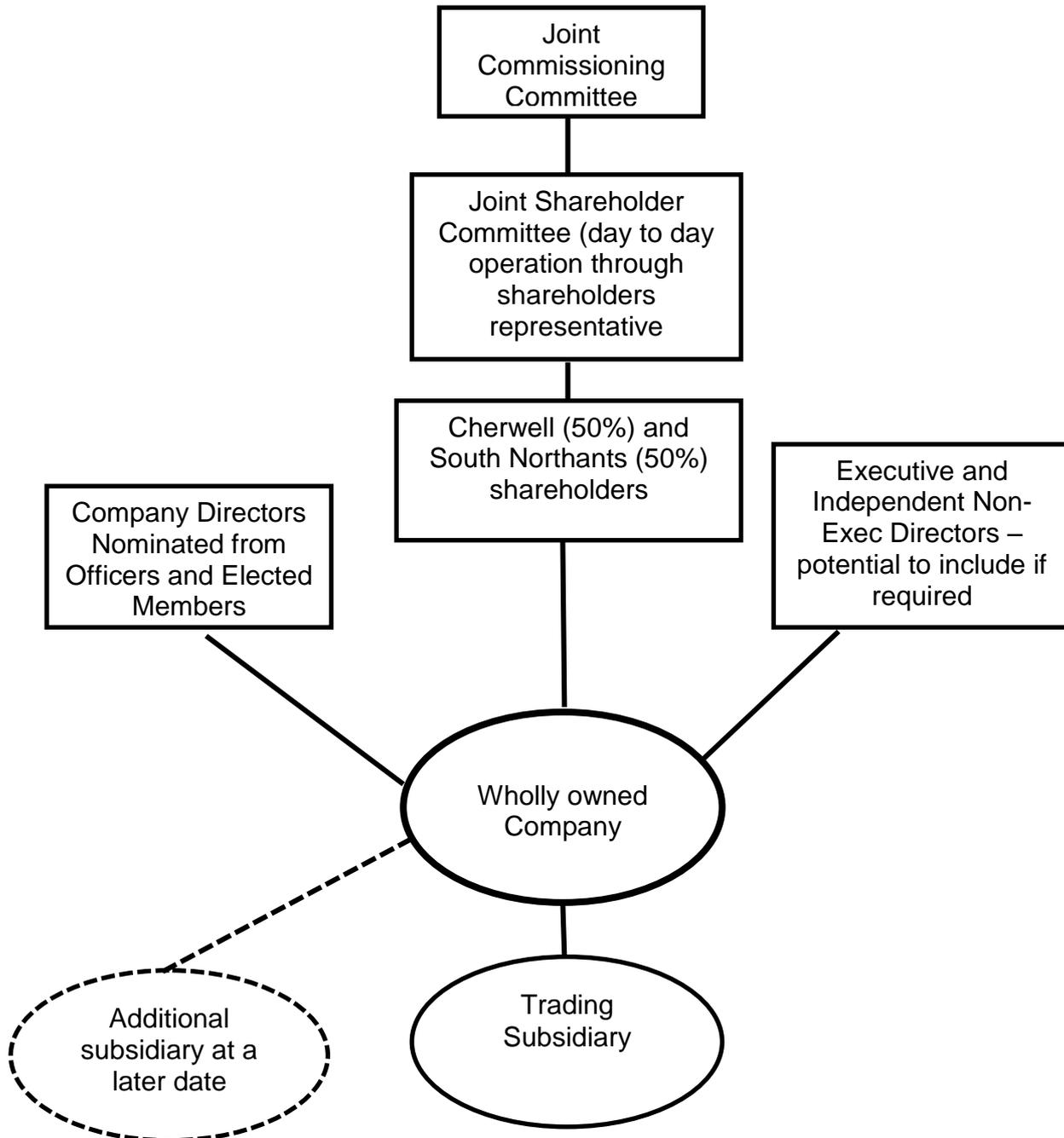
3.7 In order to meet the required 'go live' date for the new companies, triggered by the end of the CDC Capita contract in May 2017 it is necessary to ensure that the company structures are established, it is preferable that this is done early in the process whilst detailed work continues. The company structures will effectively sit dormant whilst this takes place.

3.8 It is proposed that the company structure will be delivered through a Company Limited by Shares (CLS). Under the 2011 Localism Act Councils have greater

freedom, but trading/commercial activity must be undertaken through a company structure.

- 3.9 A CLS is a recognised legal entity under the 2011 Localism Act (unlike, say a LLP). The CLS will be in the form of a group structure, initially with a principal company and a trading subsidiary with flexibility to add additional subsidiaries at a later date. As 100% joint owner of the principal company the Councils will have ultimate control over the companies.
- 3.10 The Joint Commissioning Committee, through the Joint Shareholder Committee will be the strategic supervisory body with ultimate responsibility for ensuring governance of the Company and compliance with the Business Plan. This role will be without prejudice to the Committee's normal decision making powers and the role of the Overview and Scrutiny Committee (CDC) and Scrutiny Committee (SNC) as set out in the Councils' constitutions.
- 3.11 The Directors of the Companies will be a mix of Officers and Elected Members and will be nominated based on their suitability and assessment against a person specification including their knowledge of the role, previous experience and knowledge of revenues and benefits. It is recommended that the Lead Members/ portfolio holders for finance and the Chief Finance Officer are not nominated as they will both have a responsibility to the Councils in relation to lending to the principal Company.
- 3.12 The Companies and the councils will provide appropriate indemnity insurance and training for each of the Directors and the cost of this is included within the Companies' running costs.
- 3.13 When a company is registered with Companies House it must have articles of association. These are the rules about running the company that shareholders and 'officers' (directors or company secretary) have to agree to. For example, rules about how decisions that affect the company must be made and the role of shareholders in those decisions.
- 3.14 Most companies use standard ('model') articles. If the recommendations in this report are approved then our legal advisors Trowers and Hamlin will assist in preparing these for each company. Once confirmed the Chief Finance Officer will approve these on the Councils' behalf under delegated authority and put the necessary appointments in place.
- 3.15 The Companies will engage the services of specialists to provide legal, accountancy, audit and tax advice to assist the Directors. It is envisaged that these services will be procured directly by the Companies and whilst there may be some contracts awarded to suppliers who already deal with the Council there will be recognition of working with local suppliers.
- 3.16 The role of Company Secretary can be undertaken by one of the nominated Directors or carried out by either a legal or accountancy representative.
- 3.17 Below is a proposed structure, which will be reflected in the constitutional documents (Memorandum and Articles of Association) illustrating:

- The Councils' shared 100% ownership of the company
- Accountability firstly to the Joint Commissioning Committee
- Company Directors for both companies (Elected Members and Officers)
- Principal Company
- Trading Subsidiary Company
- Other Subsidiaries which can be established as needed at a later date



Commissioning of plans

- 3.18 Ahead of setting up a company the Councils must prepare a business case in support of the proposed exercise of that power; and approve that business case. The business case means a comprehensive statement as to:
- the objectives of the business
 - the investment and other resources required to achieve those objectives
 - any risks the business might face and how significant those risks are, and
 - the expected financial results of the business, together with any other relevant outcomes that the business is expected to achieve.
- 3.19 Similarly detailed financial modeling for the companies is also required to enable a decision to be taken on the financial plan and for this to be built into the 2017-18 budget process. It is recommended that these plans are commissioned.
- 3.20 In order to manage the relationship between the Council and the joint local authority owned companies, it is best practice to have a shareholder agreement in place both between the Council and the principal company and also between the principal company and the Council with the subsidiary trading company. The agreements will cover the framework within which the Council interfaces with the companies, including elements such as the frequency of meetings, an open book approach to accounts etc. It is recommended that a shareholder agreement is commissioned.
- 3.21 To enable the company to employ staff it is necessary for the companies to have their own remuneration and pension policies and staff handbook. Work has commenced on developing these.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The recommendations set out in this report are recommended by the Joint Commissioning Committee, in line with the agreed recommendations of the Revenues and Benefits Business case and are necessary to ensure that the business case can be delivered and the associated savings achieved.

5.0 Consultation

This report has been considered and endorsed by the Joint Commissioning Committee.

Consultation has taken place on the original Revenues and Benefits Business case with staff, trade unions and elected members. The transfer of staff into the company structure will be subject to separate decision and appropriate consultation with staff and trade unions.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To agree the recommendations as set out in the report

Option 2: To amend the recommendations as set out in the report, this may require reconsideration by the Joint Commissioning Committee.

Option 3: To reject the recommendations as set out in the report. The councils' will reduce the potential to deliver the revenues and benefits business case savings unless a suitable employment vehicle is established.

7.0 Implications

Financial and Resource Implications

- 7.1 On-going work on with Trowers and Hamlin and KPMG is funded through transformation budgets. The cost of registering the required companies and domain names is around £60, which can be met through existing budgets. The detailed financial modelling for the company and draft business case will be subject to separate member approval when these are available and the creation of budgets for these companies will form part of the 2017-18 budget setting exercise.

Comments checked by: Paul Sutton, Chief Finance Officer - 0300 003 0106
paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 The proposals set out in this report are in accordance with the legal framework and will be subject to external legal advice from Trowers and Hamlins.

Comments checked by: Kevin Lane, Head of Law and Governance – 0300 0030107
kevin.lane@cherwellandsouthnorthants.gov.uk

Risk Implications

- 7.3 Risk will be considered fully as part of the legal and financial work being undertaken.

Comments checked by: Ed Bailey Corporate Performance Manager - 01295 221605 edward.bailey@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

None directly

Lead Councillor

Councillor Nicholas Turner, Lead member for Joint Working, Change Management and IT

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	James Doble, Assistant Director - Transformational Governance
Contact Information	01295 221587 james.doble@cherwellandsouthnorthants.gov.uk

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Cherwell District Council

Executive

3 October 2016

Council Tax Reduction Scheme 2017-2018

Report of Chief Finance Officer

This report is public

Purpose of report

To provide members with an update on the current Council Tax Reduction Scheme (CTRS) and the changes to discounts, including the impact on collection rates, and to provide members with options to consider for a Council Tax Reduction Scheme for 2017-2018 and to seek approval to consult on the approved option.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report and any financial implications for the Council.
- 1.2 To approve the recommendation made by Budget Planning Committee to consult on Option 1 – no change to the current Council Tax Reduction Scheme or Council Tax discounts for 2017-2018 and to change only the detail of the scheme to update the Pensioner Regulations as prescribed by DCLG and to update the Working Age Regulations amounts in line with Housing Benefit.

2.0 Introduction

- 2.1 Council Tax Benefit was abolished in April 2013 and replaced by a locally approved Council Tax Reduction Scheme. In December 2015 members approved a Council Tax Reduction Scheme (CTRS) for Cherwell District Council for the financial year 2016-2017. The scheme remained the same as in 2015-2016 and mirrored the previous Council Tax Benefit scheme.
- 2.2 The scheme for pensioners is set nationally and pensioners have not seen any change to the support they receive. However Cherwell District Council can design its own scheme for working age customers.

- 2.3 The Council Tax Reduction scheme is based on a fixed cash grant based on approximately 90% of the previous Council Tax Benefit subsidy giving a funding shortfall for Cherwell of £742,430
- 2.4 The funding shortfall is mostly offset by the changes to locally set Council Tax Discounts.

3.0 Report Details

Position so far

Council Tax Reduction Scheme

- 3.1 As the funding for CTRS is a fixed cash grant the cost of any increase in the level of demand will be borne by the Council. The Council Tax Reduction caseload has been monitored and there has been a small decrease in the number of live cases from 7,513 in April 2015 to 7193 in July 2016

Impact on Parish Councils

- 3.2 Members may recall that the regulations for calculating the Council Tax Base were amended to reflect the Council Tax Reduction Scheme and had the affect of reducing the tax base for the billing authority, major preceptors and the Police and Crime Commissioner for Thames Valley and local preceptors. This is because Council Tax Reduction is a discount rather than a benefit and therefore we do not collect the full amount of Council Tax from tax payers who qualify for Council Tax Reduction. The impact of the reduced tax base was mitigated in part by changes made to discounts and exemptions. The Council passports a grant to parish councils to mitigate the impact on them.

Impact of the changes to discounts and exemptions

- 3.4 Members will also recall that the Local Government Finance Act 2012 abolished certain exemptions with effect from 1st April 2013 and replaced them with discounts which can be determined locally.
- 3.5 Council determined that furnished chargeable dwellings that are not the sole or main residence of an individual (i.e. second homes) should no longer receive a discount. They had previously received a discount of 10%. If we continue to set the discount at zero it is estimated that this will result in additional income of £76,755 for the 2017-2018 financial year.
- 3.6 Council also determined that the discount in respect of unoccupied and substantially unfurnished properties should be reduced to 25% for a period of six months and thereafter to zero. This will result in additional income of £308,018.
- 3.7 Council further exercised its discretion to determine that chargeable dwellings which are vacant and undergoing major repair work to render them habitable should be given a discount of 25% for a period of 12 months. This is expected to result in additional income of £22,162.
- 3.8 Prior to 1 April 2013 billing authorities could charge up to a maximum of 100% council tax on dwellings that have been empty for more than 2 years. From April 2013 powers were given to local authorities to charge a premium of up to 50% of

the council tax payable. The projected additional income from charging an Empty Homes Premium is £120,843. If this causes more long term empty properties to be brought back into use it will have a beneficial impact on New Homes Bonus.

Impact of Council Tax Reduction Scheme on collection rates

A council tax collection rate of 98.65% was achieved for 2015-2016 which was above the target of 98.25%. Collection rates for the first three months of the 2016-2017 are on target. In considering the Council Tax Reduction Scheme for 2017-2018 members should be mindful that any changes to the scheme that reduce entitlement to CTRS could have an adverse impact on collection rates and cost of collection.

Budget implications

The budget of 2015 announced a change to Tax Credits in that from April 2017 households with two or more children will not be eligible for further support for any subsequent children born after April 2017. In addition to this for those starting a family after April 2017 will no longer be eligible for the Family Element in tax credits. This means that Tax Credit may reduce from April 2017. As this change has the impact of reducing household income it follows that those families affected will receive more Council Tax Reduction. It is impossible to estimate the impact of this change on CTR expenditure this will be carefully monitored from April 2017.

Council Tax Reduction Scheme 2016-2017

- 3.9 Members will be aware that the national 10% reduction in government funding for Council Tax Reduction Schemes over the last four has been offset by the additional income generated by changes to discounts.

The Government has not yet released indicative figures for 2017-2018. For the purposes of calculating the new Council Tax Reduction scheme for 2017-2018 an assumption has been made that funding will reduce again by 10%

- 3.10 Financial modelling on the options for a new scheme for 2017-2018 has been undertaken as shown below:

Options

Option 1 – No change to current local Council Tax Reduction scheme or Council Tax discounts and amending the Regulations for changes announced in the Budget

The 'change nothing' approach would mean retaining the current Council Tax Reduction Scheme. The only changes required would be to the detail of the scheme and updating the Regulations. The shortfall in funding would be offset, in part, by the changes made to discounts in Council Tax.

Option 2 – Revised Council Tax Reduction scheme with current council tax Discounts

This option could include reducing support for working age people and would mean that all working age claimants would have to pay a percentage of their council tax liability regardless of their circumstances. Percentage reductions of 8.5%, 10%, 15% and 20% have been modelled.

Financial Summary of options

	100%	91.5%	90%	85%	80%
	£	£	£	£	£
Overall funding loss	742,430	742,430	742,430	742,430	742,430
Second homes income	-76,755	-76,755	-76,755	-76,755	-76,755
Empty homes discount of 25% for up to 6 months; no change in policy since 2013 so no additional income	-308,018	-308,018	-308,018	-308,018	-308,018
Uninhabitable homes discount of 25% for 12 months	-22,162	-22,162	-22,162	-22,162	-22,162
Long term empty premium	-120,843	-120,843	-120,843	-120,843	-120,843
Reduction in expenditure based on % liability	0	-333,745	-392,641	-588,962	-785,283
Total funding gap (+)/additional income (-)	214,652	-119,093	-177,989	-374,310	-570,631
Funding gap (+)/additional income (-) for CDC	17,172	-9,527	-14,239	-29,945	-45,650

4.0 Conclusion and Reasons for Recommendations

- 4.1 From April 2013 Council Tax Benefit was abolished and replaced with a local Council Tax Reduction Scheme.
- 4.2 Members are now required to agree for consultation purposes a Council Tax Reduction Scheme for the 2017-2018 financial year.

5.0 Consultation

There is a requirement to consult with the public, major preceptors and other parties who may have an interest in the Council Tax Reduction Scheme. In October 2014 a Supreme Court judgement ruled that consultation must be not only on the preferred option but also on all other potential options such as reducing council services and raising council tax.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To not recommend any of the options for a scheme for -2017-2018 This would have financial implications for the Council and those residents affected by Welfare Reform.

7.0 Implications

Financial and Resource Implications

7.1 See table contained in this report.

Comments checked by: Paul Sutton Chief Finance Officer,
Paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 The Council is required to approve a Council Tax Reduction Scheme on an annual basis. Failure to do so will adversely affect the reputation of the Council and will have a financial implication for residents.

Comments checked by: Kevin Lane, Head of Law and Governance
kevin.lane@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: **Not applicable**

Community Impact Threshold Met: **Not applicable**

Wards Affected

All

Links to Corporate Plan and Policy Framework

This links to the Council's priorities of a district of opportunity and sound budgets and a customer focused council

Lead Councillor

Councillor Ken Atack Lead Member for Financial Management

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Belinda Green (Joint Revenues and Benefits Manager)
Contact Information	Belinda Green: 01327 322182 Belinda.green@cherwellandsouthnorthants.gov.uk

Cherwell District Council

Executive

3 October 2016

Efficiency Plan – 2017/18 to 2021/22

Report of Chief Finance Officer

This report is public

Purpose of report

To provide Executive with details of the Council's Efficiency Plan 2017/18 to 2021/22 for approval.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the Efficiency Plan 2017/18 to 2021/22 (Appendix 1).

2.0 Introduction

- 2.1 The Government grant settlement in December 2016 was for four years, rather than the usual one. With this certainty over a significant variable element of funding, came a requirement to produce an efficiency plan. The efficiency plan must be provided by 14 October 2016 in order to accept the offer of the four year settlement.

3.0 Efficiency Plan

- 3.1 For the first time in a number of years, the Government grant settlement announced in December 2016 was a multi-year settlement. Previously, the settlement had been for one year only.
- 3.2 In order to accept the four year settlement offer, the Council is required to publish a link to an Efficiency Plan by 14 October 2016.
- 3.3 Following the approval of the Efficiency Plan by Executive the plan will be published.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Members are requested to note the content of this report and approve the Efficiency Plan at Appendix 1.

5.0 Consultation

There is a requirement to consult on the draft budget and this consultation will take place as part of the budget setting process.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To not approve the report but this would mean that the Council is unable to accept the four year grant settlement.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no direct financial implications stemming from this report as it is setting out the scale of the medium term financial deficit that needs to be addressed through the budget process setting process.

Comments checked by:
George Hill, Corporate Finance Manager
george.hill@cherwellandsouthnorthants.gov.uk

Legal Implications

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

Comments checked by:
Kevin Lane, Head of Law and Governance
kevin.lane@cherwellandsouthnorthants.gov.uk

Risk Management

- 7.3 Financial Resilience and Capital Investment are managed as strategic risks via the corporate risk register. The register is monitored on a regular basis by the Accounts, Audit and Risk Committee, Executive and Joint Management Team

Comments checked by:
Ed Bailey, Corporate Performance Manager, 01295 221605
edward.bailey@cherwellandsouthnorthants.gov.uk

Equality and Diversity

7.4 There are no equality and diversity implications arising directly from this report.

Comments checked by:

Caroline French, Corporate Policy Officer, 01295 221586

caroline.french@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

This links to the Council's priority of Sound Budgets and a Customer Focussed Council.

Lead Councillor

Councillor Ken Atack, Lead Member for Financial Management.

Document Information

Appendix No	Title
Appendix 1	Efficiency Plan
Background Papers	
None	
Report Author	Paul Sutton, Chief Finance Officer
Contact Information	0300 003 0106 paul.sutton@cherwellandsouthnorthants.gov.uk

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Cherwell District Council**Efficiency Plan – 2017/18 to 2021/22****1.0 Introduction**

- 1.1 This Efficiency Plan has been prepared to support the Councils request for a Multi-Year Settlement as set out in the Final Settlement 2016/17 proposals.
- 1.2 The Council welcomes the opportunity of a 4 year settlement. The certainty of funding will improve the quality of the Medium Term Revenue Planning and enable a greater confidence when taking decision on proposals, which through investment deliver improved financial sustainability.
- 1.3 The Council has recognised for some time that it will need to be self-sustainable in the future and that it would not be able to achieve this on its own. The Council has therefore been managed, since 2012, by a Joint Chief Executive and Joint Management Team with South Northamptonshire Council.
- 1.4 This Council recognises the funding challenges that are presented in the sector but has clear plans for achieving self-sustainability. The plans are set out below under four key themes:
- Efficiencies and Pressures
 - Partnership and Joint Working
 - Maximising income through Growth
 - Commercialisation

2.0 Background and Local Context

- 2.1 The Council is a District that has already embraced the concept of self-sustainability and recognises that working alone will not deliver this in the medium-term. The Council's Business Plan is attached at the hyperlink below and sets out our vision and aspirations for the district and the communities that we serve.

[CDC Business Plan 2015/16.pdf](#)

- 2.2 A key component of the Business Plan is the relationship the Council has developed with South Northamptonshire. The partnership has delivered in excess of £3m pa of efficiency savings. The initial top-down process resulted in a Joint Chief Executive and Management Team and has been followed by the delivery of a number of joint "back office" services such as Finance, Legal, HR and ICT. The process continues and all front and back office services are "in-scope" for joining

provided that there is a business case for doing so. The business cases followed the strategy set out by the Council in December 2014 the report is attached below:

[Approach to Joint Working Appendix - Confederation Business Case](#)

2.3 Whilst the relationship is delivering short-term sustainability it is recognised that this will not be enough in the medium to longer term. The Council has recognised the need for transformational change, which is more fundamental than just sharing services but is considered jointly with South Northamptonshire to ensure it has a greater impact. The Council’s transformation prospectus is attached below and sets out our plans for overhauling the business and becoming more commercially focussed.



Transformation Prospectus 2016-2020

2.4 The Councils Medium Term Revenue Plan sets out the high level funding gaps, which incorporates the joint working already being undertaken, it also incorporates the 4 year settlement proposals. This sees a large step up in gap due to the proposed changes in New Homes Bonus. The funding gaps are summarised below along with an attachment of the full plan:

	2016-17	2017-18	2018-19	2019-20	2020-21	2021/22
	£000	£000	£000	£000	£000	£000
Initial Gap	0	638	2,038	2,978	3,871	4,498

[Medium Term Revenue Plan](#)

2.3 The lack of a medium term settlement has inevitably meant that much of the Councils focus has been on balancing the following year’s budget by identifying and delivering efficiencies instead of calculating and presenting accurate forward forecasts, which can be used to inform business planning. The medium term settlement will mean we can plan proactively and not reactively.

2.4 The MTRP assumptions and forecasts have been reviewed under the four key themes set out above and these form the main part of the Efficiency Plan. They identify the potential for closing the funding gaps, any additional costs and highlight how practical it is for them to be delivered.

3.0 Efficiency Plan

Efficiencies and Pressures

3.1 The driving of efficiencies has been a fundamental part of the Council retaining front facing service levels whilst reducing the cost of the service. The Council has pledged and delivered £500k pa in savings as part of its budget for the last 5 years. These are already incorporated in the MTRP forecasts.

3.2 The Council has jointly with South Northamptonshire developed its approach to commissioning and procurement. This has helped in delivering significant additional savings (£276k pa) through a recently awarded a leisure service contract.

- 3.3 As important as identifying and delivering savings are a robust MTRP relies on identifying and managing pressures. The Council has identified particular pressures within its Waste and Recycling service from both the growth in residential development, which will result in the need for additional rounds (vehicle and crew costs and the ending of recycle disposal contracts, which currently generate income but could result in an additional burden of up to £500k.
- 3.4 The efficiencies and pressures that are not included in the MTRP are set out in the table below.

	2016-17	2017-18	2018-19	2019-20	2020-21	2021/22
	£000	£000	£000	£000	£000	£000
Initial Gap	0	638	2,038	2,978	3,871	4,498
Efficiencies & Pressures	0	0	300	300	450	450
Amended Gap	0	638	2,338	3,278	4,321	4,948

Partnership and Joint Working

- 3.5 The Council has long understood the need to work in partnership with others to deliver more efficient, effective and economic services. It has a mature joint working arrangement with South Northamptonshire, which it continues to develop.
- 3.6 Since setting the MTRP three new business cases for joint services have been approved. They include Revenues and Benefits where an external contract will be insourced and the service managed through a Joint Teckal Company designed to attract new partners.
- 3.7 The Council has also approved the setting up of a Joint Asset Management service as well as Joint Community and Leisure services. There are three remaining service areas, which currently have business cases under preparation Housing, Planning Policy and Development Management.
- 3.8 The additional savings that could be delivered are set out below:

	2016-17	2017-18	2018-19	2019-20	2020-21	2021/22
	£000	£000	£000	£000	£000	£000
Initial Gap	0	638	2,038	2,978	3,871	4,498
Efficiencies & Pressures	0	0	300	300	450	450
Partnership & Joint Working	0	(178)	(352)	(419)	(419)	(419)
Amended Gap	0	460	1,986	2,859	3,902	4,529

Maximising Income through Growth

- 3.9 The Council recognised very early that a key to self-sustainability would be to maximise the returns from growth funding streams such as Business Rates and New Homes Bonus along with the positive impact on taxbase and income through Council Tax.
- 3.10 The Council set up a separate Joint Business Support Unit with South Northamptonshire with the main objectives to maximise the returns through these income streams. Through closer working with the Valuation Office Agency and Businesses and Developers the Council has seen significant increases in funding.

- 3.11 The relationships have also resulted in more confidence in forecasting growth identifying future residential and commercial sites in planning and the points at which they are likely to result in delivery.
- 3.12 There are a number of risks to these funding streams: the consultations on New Homes Bonus and 100% Business Rates Retention, the decision to leave the European Union and the level of volatility of Business Rates all impact on the confidence in which we can forecast growth.
- 3.13 There has though been a significant increase in both actual and planning pipeline Business Rates and New Homes Bonus this has been factored into the table below:

	2016-17	2017-18	2018-19	2019-20	2020-21	2021/22
	£000	£000	£000	£000	£000	£000
Initial Gap	0	638	2,038	2,978	3,871	4,498
Efficiencies & Pressures	0	0	300	300	450	450
Partnership & Joint Working	0	(178)	(352)	(419)	(419)	(419)
Growth Income	0	(425)	(1,510)	(1,988)	(2,569)	(3,231)
Amended Gap	0	35	476	871	1,333	1,298

Commercialisation

- 3.13 The table shows that the Council cannot achieve self-sustainability through just its traditional operations. The reliance on generating growth presents significant risks as set out above and it is important that the Council finds new funding streams and ways of generating income to retain the appropriate level of service for our customers.
- 3.14 The Council has already started to deliver commercially, by setting up companies to deliver self-build housing in Bicester to generate investment returns for the Council, which at the same time give local people an opportunity to purchase plots to build their own homes.
- 3.15 The Council is exploring a number of other ventures, which involve both local government and commercial partnerships. The progress isn't to the point that they can be included in the MTRP but they are of a scale that will, if delivered, close the remaining gaps set out above.

Other Factors

- 3.16 There are a number of other factors, which have a high level impact on the MTRP. The Council continues to set aside 50% of its New Homes Bonus for Parishes and Communities. This has been used to support a number of local projects and the rollout of rural superfast broadband.
- 3.17 The Council's reserves are proportionate to its risks and could be used to support short-term gaps in funding. Its earmarked reserves are balanced to both deliver investment as well as smoothing funding in volatile areas.
- 3.18 The Flexible Use of Capital Receipts is a welcome addition for the Council. There are a number of schemes that the Council is proposing to deliver, which would

qualify particularly those joint service business cases that are outlined above. There are no specific plans to use the flexibilities at this time though.

4.0 Conclusions

- 4.1 The Council is operating in an extremely volatile financial environment and will have to continue to be flexible and adaptable in its approach to business and financial planning. The Councils current plans do deliver financial sustainability for the period of the current spending review and beyond.
- 4.2 The offer of the 4 year settlement is very welcome and will be critical to establishing self-sustainability.

Signed on behalf of Cherwell District Council:

Sue Smith
Chief Executive

Councillor Barry Wood
Leader of the Council

Paul Sutton
Chief Finance Officer

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Cherwell District Council

Executive

3 October 2016

Budget Strategy 2017/18

Report of Chief Finance Officer

This report is public
Appendix 3 is exempt from publication by virtue of paragraph 3 of Schedule 12A of
Local Government Act 1972

Purpose of report

To set out the Budget Process for 2017/18, approve the 2017/18 Budget Strategy and agree the budget guidelines for issue to service managers.

To present the most recent Medium Term Revenue Plan (MTRP).

1.0 Recommendations

The Executive is recommended to:

- 1.1 Note the updated MTRP for the Council's revenue budget for 2017/18 to 2021/22 (exempt Appendix 3)
- 1.2 Endorse the overall 2017/18 budget strategy and service and financial planning process set out in the report.
- 1.3 Consider and agree the proposed budget guidelines and timetable for 2017/18 (Appendices 1 and 2).

2.0 Introduction

- 2.1 The budget process is underpinned by a robust evidence base that is used to inform decision making. This evidence base includes a social and demographic profile of the district based on the 2011 Census, local ward profiles and a corporate consultation programme.
- 2.2 The consultation programme is comprised of an annual customer satisfaction survey and budget survey to understand priorities for service expenditure. The survey is statistically representative and produces robust information regarding residents' budget priorities and satisfaction with the different Council services. The information, refreshed annually, provides a sense of trend and captures new issues that need to be taken into account when service and financial planning.

- 2.3 The results of the public consultation are used to develop a prioritisation framework which, alongside the corporate strategy, medium term revenue plan and the corporate plan, provides the context for budget setting and service planning.
- 2.4 The Council needs to set guidelines and a timetable for the preparation of draft estimates for 2017/18. These guidelines should support the objectives contained in the Council's Business Plan, Service Plans and enable an update to the Medium Term Financial Strategy.
- 2.5 In the context of the current challenging economic climate, the council (alongside local residents and businesses) is experiencing extreme pressure on both its expenditure and income streams. We have made a public promise to reduce expenditure by £0.5m in 2017/18 and as such it is important we continue to plan for a period of prudent budgeting.
- 2.6 The focus of the budget process has always been the forthcoming financial year. This has been because the Government grant settlement has been for one year, and it is such a significant proportion of funding, that it is difficult to forecast beyond the following year with any accuracy.
- 2.7 The grant settlement, announced in December 2016, was for four years. This means that, with the greater certainty over funding, more accurate projections can be made for the period 2017/18 to 2020/21. More attention has been paid to the growth factors in appendix 1 as a result.
- 2.8 The attached guidelines in Appendix 1 proposed for the coming year provide a framework to deliver a balanced budget for 2017/18. The budget timetable is attached at Appendix 2.
- 2.9 The Councils Budget Planning Committee meets regularly and considers the budget in detail and will make Budget and Business Planning recommendations to the Executive in February 2017.

3.0 Report Details

2017/18 Budget Strategy, Budget Guidelines and Timetable

- 3.1 The Council needs to set guidelines and a timetable for the preparation of draft estimates for 2017/18. These guidelines should support the objectives contained in the Business Plan, Service Plans and the Medium Term Financial Strategy.
- 3.2 The attached guidelines in Appendix 1, proposed for the coming year, provide a framework to identify areas of potential cost reductions across the organisation informed by public consultation, previous investment and strategic priorities.
- 3.3 The associated budget timetable is detailed in Appendix 2.

Medium Term Financial Strategy

- 3.4 The medium term financial strategy and revenue plan are updated and presented to the Budget Planning Committee at each meeting during the budget process. The Committee considered different scenarios and test our planning process rigorously. Known cost pressures are built into the model and assumptions are made for unknown pressures. The model results in a target for cost reduction around 18 months ahead of the savings being required.
- 3.5 The latest medium term revenue plan projections were reported to Budget Planning Committee on 27 September are set out in Appendix 3.
- 3.6 The financial forecasting process is dynamic and changes on a regular basis given emerging priorities, changes in demand for services, changes in external factors and therefore these figures are subject to further change prior to finalisation of the budget for 2017/18 but give an indication of the challenges currently being faced by the Council, as outlined below:

Government grant and Efficiency Plan

The Government grant settlement in December 2016 was for four years, rather than the usual one. With this certainty over a significant variable element of funding, came a requirement to produce an efficiency plan. The efficiency plan must be provided by 14 October 2016 in order to accept the offer of the four year settlement.

Inflationary increases

CPI remains low, at less than 1%, so inflationary pressure on the budget should be less than originally forecast. The biggest inflation factor however is pay, which is dependent upon the Council's pay negotiation. The current assumption is for a 2% increase and this remains unchanged ahead of the negotiation.

Unavoidable and Demand led pressures

Pressures are identified at the start of the budget process and will be reported this Committee in October and November.

Budget reductions

Similar to pressures, budget reductions will be identified at the start of the process and will be reported this Committee in October and November.

Budget strategy changes

The Cabinet will consider its Business Planning process at the same time as the budget. Any strategy changes will be identified at the start of the process so that they can be costed and incorporated into Budget Reductions or Pressures.

New Homes Bonus updates

There is still some concern as to how long the New Homes Bonus Scheme will continue. There is still uncertainty over the final proposals to limit the payments. The final position for 2017/18 will be known when CTB.1 forms are completed in October 2017. The MTRP figures assume that the payments will be limited to four years in future, rather than the current six.

When the Government announces the changed system, the MTRP figures will be updated.

- 3.7 The key message is that future budgets will remain under significant pressure, with a growing emphasis on, collaboration, commissioning and commercialisation to deliver services more efficiently. The Council has recognised the need to think differently about how it delivers its services and has plans through the transformation workstreams to deliver these. As business cases are developed and approved they will be incorporated into the MTRP.

4.0 Conclusion and Reasons for Recommendations

- 4.1 It is recommended that:
- the contents of this report are noted
 - the Council Tax Reduction scheme remains the same as the current scheme

5.0 Consultation

Cllr Ken Atack – Lead member
for Financial Management

Cllr Atack is content with the report and
supportive of the recommendations contained
within it.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To disagree with the recommendations set out above. This is rejected as it will unnecessarily delay the formulation of the detailed budget for 2016/17.

7.0 Implications

Financial and Resource Implications

- 7.1 These are contained in the body of the report. There are no direct costs or other direct financial implications arising from this report.

Comments checked by:

George Hill, Corporate Finance Manager, 01295 221731
george.hill@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 A local authority must budget so as to give a reasonable degree of certainty as to the maintenance of its services. In particular, local authorities are required by section 31A of the Local Government Finance Act 1992 to calculate as part of their overall budget what amounts are appropriate for contingencies and reserves. The Council must ensure sufficient flexibility to avoid going into deficit at any point during the financial year. The Chief Financial Officer is required to report on the robustness of the proposed financial reserves.

The Council Tax Reduction Scheme was the subject of legal advice before it was introduced for 2013-14.

Comments checked by:

Kevin Lane, Head of Law and Governance

0300 0030107 kevin.lane@cherwellsouthnorthants.gov.uk

Risk management

- 7.3 The Council is required to set both revenue and capital budgets. Failure to adopt a budget strategy and MTFs increases the risks of the Council being unable to balance its budget, deliver service priorities and its savings targets over the medium term. Failure to integrate the preparation of these budgets with service priorities and planning will compromise the Council's ability to deliver on its strategic objectives.

Comments checked by:

Ed Bailey, Corporate Performance Manager, 01295 221605

edward.bailey@cherwellandsouthnorthants.gov.uk

Equality and Diversity

- 7.4 Impact assessments will be carried out in advance of formulation of budget proposals.

Comments checked by:

Caroline French, Corporate Policy Officer, 01295 221586

caroline.french@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Councillor Ken Atack – Lead Member for Financial Management

Document Information

Appendix No	Title
Appendix 1	Proposed Budget Guidelines 2016/17
Appendix 2	Budget Timetable 2016/17
Appendix 3	Medium Term Revenue Plan - exempt
Background Papers	
None	
Report Author	Paul Sutton, Head of Finance and Procurement
Contact Information	03000 030106 paul.sutton@cherwellandsouthnorthants.gov.

GUIDELINES FOR THE PREPARATION OF THE 2016/17 BUDGET

Principles

- Protect Frontline Services
- Focus attention on corporate and service priorities and improving performance
- Maximise joint working potential and commercialisation income
- Maximise procurement opportunities and contract negotiations

These budget guidelines have been developed within a consistent corporate framework to ensure:

- implementation of agreed savings and efficiency proposals
- resources are allocated to Council priorities
- inappropriate competition between services for resource allocations is minimised
- a transparent method for charging a fair cost between internal Council services.

The guidelines are designed to positively encourage managers and elected members to do the following:

- bring forward ideas and options to make more effective use of existing resources, clearly identifying how the ideas may develop over a 3-year period, including any requirements for pump priming money.
- link the budget setting process to Service Plans and the requirement for the identification of options, which will produce efficiency savings.
- focus attention on corporate and service priorities and improving performance.

Budget Deliverables

1. Prepare and submit draft revenue estimates for 2017/18 and the next 4 years (5 year forecast) which fully reflect the service priority and consultation event findings and match the current duration of the MTRP.
2. Prepare and submit a draft 5 year capital programme. All schemes to carry a full project appraisal including strategic objective, priority, value for money assessment, and details of any revenue impacts. In particular the phasing of expenditure over the life of the project, so as to minimize slippage. All capital project appraisals will be validated by the Budget Planning Committee. All schemes previously approved to start in 2017/18 and onwards will be carried through for consideration.
3. The 2016/17 projected outturn at September 2016, adjusted to take account of the full year effect of savings identified in setting the 2017/18 budget, and one off items will be assumed to be the **“base budget”**.

Budget Timetable

The revenue and capital budget is agreed by full Council before 11 March each year. The 2017/18 budget will be considered at Council in February 2017.

Revenue Budget Guidelines

Income

In building income budgets it is essential that a realistic assessment of income achievement is undertaken. Budget holders should use their knowledge of past trends and current market conditions in assessing income levels for the future and the scope for increases in fees and charges.

It is important to look at not only financial information but also non-financial information such as activity data on customer usage and trends to help build realistic income estimates.

Variations to the existing approved budget for income must be clearly identified and explained.

Variations in fees and charges need to be considered taking into account the Council's priorities and objective to ensure that proposals are consistent with these priorities and objectives.

Growth

- It is the aspiration that the net impact of all growth items should be **ZERO**.
- Growth arising from changes in legislation / regulation or service planning will **ONLY** be allowed if it is fully funded by transferring resources within the same service or from within the same Directorate. Any such transfer either within the same service or the same Directorate can only come from demonstrably lower priority services. A growth proforma should be completed detailing full requirements.

Financial assumptions - should be used in estimating changes in expenditure and income over the medium term.

- Provide for general inflation in 2017/18 on all expenditure (excl payroll) and fees and charges as per forecasts in our MTRP model and will be used in the budget module as below:

Year	CPI %	Budget %
2017/18	1.0%	1.5%
2018/19	2.0%	2.5%
2019/20	2.4%	2.9%
2020/21	2.4%	2.9%
2021/22	2.4%	2.9%

Current CPI at July 2016 is 0.6%

- Payroll – payroll inflation is included at the following levels:

Year	%
2017/18	2.0%
2018/19	2.0%
2019/20	2.0%
2020/21	2.0%
2021/22	2.0%

- Interest rates should be forecasted as below:

Year	Bank of England forecast	Arlingcl ose forecast
2017/18	0.25%	0.25%
2018/19	0.10%	0.25%
2019/20	0.10%	0.25%
2020/21	0.25%	0.50%
2021/22	0.50%	0.75%

All financial indices above are subject to further review in the budget process and may be subject to change.

Budget Process: Base Budget Review and Savings

The budget for 2017/18 will be based on the same methodology as for 2016/17. Directorates will not be asked to take their base budget and prepare a range of savings options of up to 20%, this year the process will be based on a Base Budget Review (BBR).

The BBR will still use historical data, but will not have the presumption that the service **NEEDS** the same resources and budgets.

The following factors will be used to produce a 3-year Directorate budget:

- Trend Analysis – variance review of the last three years expenditure / income to identify any that should be captured in the budget.
- In Year Monitoring – what does the current budget monitoring identify in terms of variances that should be captured in the budget;
- Challenge – Finance staff will work with budget holders using the the above tools to provide support and challenge to ensure budgets are based upon need.

Efficiencies from Joint Working

In the last 10 years the Council has successfully generated efficiency savings from across the organisation to limit the impact on front line services and set a year on year balanced budget.

Government cuts and service pressures are expected to continue well into the medium term and in millions not thousands. This cannot be sustained through a continuation of driving traditional efficiency savings. The Council must adopt new ways of delivering more collaborative and commercial services if it to

continue to be sustainable in the medium term and delivering high quality services.

The Council has signed up to a Confederation Model, which gives the maximum flexibility and the best organisational structures for delivering services as a group of Councils. We can trade within rules that mean we can contract with companies without procurement costs (Teckal) and decide together which companies to put into these arrangements.

We plan to do this incrementally but we must ensure that there are sufficient solutions and savings being generated to balance the budget in the short and medium term. Matching these elements will be crucial to future financial sustainability.

Commercialisation

The Confederation Approach will drive a more commercial perspective to existing services where appropriate but there must also be a drive to new and innovative ways of generating income. The Transformation Workstreams are already in place and a number of workstream savings have been included in the budget for 2016/17.

With interest rates at historically low levels, with possible cuts to come, the Council needs to explore options for better use of cash held. Options currently being considered include a commercial local housing company. Such commercial opportunities will produce a return significantly higher than market interest rates.

Capital programme Guidelines

- Capital resources are reducing over the life of the MTRP. The development of 5-year rolling capital programme and resources should be drawn up within the context of the following objectives:
 1. The generation of additional reserves and balances, with appropriate contingencies.
 2. Opportunities to invest to save.
 3. Maintaining Council assets and the Council's infrastructure to agreed standards.
- A capital project appraisal is required for each bid and this will be validated by the Budget Planning Committee who will make recommendations for schemes to be included in the 2017/18 capital programme. All schemes previously approved to start in 2017/18 and onwards will be carried through for consideration.

Procurement

When setting both the 2017/18 budget and future years, regard should be given to the Corporate Procurement Strategy and the Council's Contract Procedure rules. In particular, budgets and projections should be based on Corporate and agreed framework contracts. Further advice and guidance can be obtained from the Council's Procurement Team.

Risk

The budget process is fundamental to the Council's financial management regime and Members need to be assured that all pertinent issues are properly considered when making key decisions on the Council's future finances.

In drawing up revenue budget proposals, risk assessments should be undertaken to test the robustness of proposals and to identify key factors which may impact on the proposals put forward. Where appropriate action plans should be put in place to manage/mitigate the risks identified – this may include a risk provision within the budget which can be calculated by your service accountant.

With a £11m Revenue Budget covering all the Council's services and activities, the potential for an issue to be missed or not considered properly will always be there. The budget process is designed to minimise this risk and throughout the process there are frequent meetings with Joint Management Team and Cabinet to progress and any changes and developments.

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CHERWELL DISTRICT COUNCIL: 2017/18 BUSINESS PLAN: TIMEFRAME

Meeting Date	Activity
Up to September 2016	
19/09/16	Circulation of papers for Business Planning session 1
27/09/16	Executive/JMT Business Planning session – half day session 1 (9-12am)
October 2016	
03/10/16	Executive - Budget Strategy and Guidelines Annual Customer Satisfaction Survey
November 2016	
01/11/16	Executive/JMT Business Planning session 2 – half day session (9-12am)
01/11/16	Budget Planning Committee – Capital Report
07/11/16	Executive
Nov	Design of business plan layout - Comms input
29/11/16	Budget Planning Committee – Capital Bids
December 2016	
01/12/16	Budget Planning Committee
04/12/16	Executive – draft business plan
07/12/16	JMT review final plans
January 2017	
08/01/16	Executive - Council Tax Base
10/01/16	Overview & Scrutiny – Draft Business Plan
11/01/16	Performance meet Leader post Scrutiny re any amendments /questions
17/01/17	Budget Planning Committee – Revenue & capital Budget
Late Jan 17	Online Budget Consultation goes live (2 weeks)
February 2017	
Mid Feb 17	Online Budget Consultation closes
05/02/17	Joint report on Business Planning & Finance to Executive Budget, Council Tax, Business Plan
20/02/17	Council – Final Budget, Business Plan and Council Tax incl budget consultation results

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