

Public Document Pack

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 4 February 2019 at 6.30 pm

Present: Councillor Barry Wood (Chairman), Leader of the Council
Councillor G A Reynolds (Vice-Chairman), Deputy Leader and Lead Member for Leisure and Sport

Councillor Colin Clarke, Lead Member for Planning
Councillor Ian Corkin, Lead Member for Customers and Transformation
Councillor John Donaldson, Lead Member for Housing
Councillor Tony Ilott, Lead Member for Financial Management and Governance
Councillor Andrew McHugh, Lead Member for Health and Wellbeing
Councillor Richard Mould, Lead Member for Performance
Councillor D M Pickford, Lead Member for Clean and Green
Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property

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

Officers: Yvonne Rees, Chief Executive
Adele Taylor, Executive Director: Finance and Governance (Interim) & Section 151 Officer
Claire Taylor, Director: Customers and Service Development
Hedd Vaughan Evans, Assistant Director Performance and Transformation
Paul Feehily, Executive Director: Place and Growth (Interim)
Robert Jolley, Assistant Director: Planning & Economy
Alan Munn, Principal Planning Policy Officer
Kelly Watson, Deputy Section 151 Officer
Nick Graham, Director of Law and Governance / Monitoring Officer
Aaron Hetherington, Democratic and Elections Officer

89 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

91 **Minutes**

The minutes of the meeting held on 7 January 2019 were agreed as a correct record and signed by the Chairman.

92 **Chairman's Announcements**

There were no Chairman's announcements.

93 **Oxfordshire Joint Statutory Spatial Plan, Local Development Scheme, Statement of Community Involvement Regulation 18 Issues Consultation Document**

The Executive Director for Place and Growth (Interim) submitted a report which sought approvals to progress the production of the Oxfordshire Plan 2050 through adopting the Statement of Community Involvement, approving an amendment to the Local Development Scheme and approving the Regulation 18 (Part 1) document for consultation.

Resolved

- (1) That the Statement of Community Involvement ("SCI") as amended following the close of consultation (annex to the Minutes as set out in the Minute Book) be adopted.
- (2) That the amendment to the Local Development Scheme ("LDS") – revised key milestones for production of the Oxfordshire Plan – be approved.
- (3) That the Regulation 18 (Part 1) Issues Consultation Document for public consultation (annex to the Minutes as set out in the Minute Book) be approved.
- (4) That the Executive Director for Place and Growth (Interim), in agreement with the partner councils equivalent, be authorised to make any necessary minor and presentational changes to the draft Regulation 18 Consultation Document before formal consultation commences.

Reasons

The Council and its partners are producing a JSSP for Oxfordshire. Once adopted the JSSP will form part of the Council's Development Plan against which formal planning decisions will be made and other local planning documents prepared. The Council has a statutory duty to prepare and maintain an LDS under S15 of the PCPA 2004. The preparation of the plan will require community and stakeholder involvement and the production of a SCI is a legal requirement under S18 of the PCPA 2004 to ensure compliance with statutory requirements and Government policy for plan making and consultation on planning matters.

These documents will not replace the Councils existing LDSs and SCIs, they will remain relevant to all other planning matters.

Alternative options

Option 1: To not adopt the SCI or the LDS nor agree to consultation on the Regulation 18 consultation paper.

The Council has a legal duty to produce an LDS and an SCI under sections 15 and 18 respectively of the Planning and Compulsory Purchase Act 2004 (as amended) and to carry out early engagement in the content of the Plan under Regulation 18 of The Town and County Planning (Local Planning) (England) Regulations (2012).

Option 2: To reconsider the content of the SCI, LDS and Regulation 18 Consultation Paper.

The SCI has been produced having regard to statutory and policy requirements for plan-making. It is considered by officers to be an appropriate document.

The LDS has been produced having regarded to the statutory responsibilities for plan making, the requirements of the Oxfordshire Housing and Growth Deal and the resources available to the JSSP Project Team. It is considered by officers to be appropriate for the present and foreseeable circumstances.

The Council has a legal duty to produce an LDS and an SCI under sections 15 and 18 respectively of the Planning and Compulsory Purchase Act 2004 (as amended) and to carry out early engagement in the content of the Plan under Regulation 18 of The Town and County Planning (Local Planning) (England) Regulations (2012).

94 **Business Plan 2019/20 and Medium Term Financial Strategy 2019/20 - 2023/24**

The Executive Director Finance and Governance (interim) submitted a report which detailed the Business Plan 2019/20 and the Council's Medium Term Financial Strategy (MTFS) for 2019/20 to 2023/24 prior to final approval by full Council in February 2019.

The Business Plan and Summary Medium Term Financial Strategy were presented as an integrated report which demonstrated the Councils strategic approach to aligning its resource to the delivery of Council's priorities.

Resolved

- (1) That, having given due consideration, Full Council be recommended to approve the Business Plan (annex to the Minutes as set out in the Minute Book).
- (2) That the Risk Register (annex to the Minutes as set out in the Minute Book) be noted.

- (3) That, having given due consideration, Full Council be recommended to agree an increase in the level of Council Tax for Cherwell District Council of £5 for 2019/20.
- (4) That, having given due consideration, Full Council be recommended to approved the Medium Term Financial Strategy (MTFS), Revenue Budget 2019/20 and Capital Programme including recommending the growth and savings proposals (annex to the Minutes as set out in the Minute Book).
- (5) That, having given due consideration, Full Council be recommended to approve a minimum level of General Fund reserves of £2m.
- (6) That, having given due consideration, Full Council be recommended to delegate authority to the Chief Finance Officer, in consultation with the Lead Member for Financial Management & Governance, and where appropriate the relevant Director and Lead Member to:
 - Transfer monies to/from earmarked reserves should that become necessary during the financial year.
 - Update prudential indicators in both the Prudential Indicators Report and Treasury Management Strategy Report to Council, for any budget changes that impact on these.
- (7) That, having given due consideration, Full Council be recommended to approve the Fees & Charges (annex to the Minutes as set out in the Minute Book).
- (8) That, having given due consideration, Full Council be recommended to approve the Treasury Management Strategy be approved, including the Prudential Indicators, Minimum Revenue Provision (MRP) Policy and Affordable Borrowing Limit for 2019/20.
- (9) That, having given due consideration, Full Council be recommended to delegate authority to the Chief Finance Officer to make any technical changes necessary to the papers for the Council meeting of 25 February 2019, including changes related to the finalisation of the national Finance Settlement and any associated changes to Parish Precepts and Council resulting from those changes.
- (10) That the contents of the Section 25 report from the Chief Finance Officer in relation to the robustness of estimates and adequacy of reserves be noted.

Reasons

This report, alongside the appendices, sets out the Business Plan and MTFS for Council to consider alongside the setting of the 2019/20 Council Tax. It is a legal requirement to set a balanced budget and the recommendations as outlined set out a way to achieve this.

Alternative options

Option 1: To reject the current proposals and make alternative recommendations. Members will not be aware of the medium term financial forecast or implications of alternatives if they choose to take this option.

95 **Monthly Performance, Finance and Risk Monitoring Report - December 2018**

The Executive Director: Finance and Governance (Interim) and Assistant Director: Performance and Transformation submitted a report which summarised the Council's Performance, Risk and Finance monitoring position as at the end of each month.

Resolved

- (1) That the monthly Performance, Risk and Finance Monitoring Report be noted.

Reasons

The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.

This report provides an update on progress made so far in 2018-19 to deliver the Council's priorities through reporting on Performance, the Leadership Risk Register and providing an update on the financial position.

Alternative options

Option 1: This report illustrates the Council's performance against the 2018-19 business plan. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

96 **Urgent Business**

There were no items of urgent business.

The meeting ended at 6.50 pm

Chairman:

Date:



Oxfordshire Joint Statutory Spatial Plan

Statement of Community Involvement

February 2019

Produced by:



Supported by:



Statement of Community Involvement

How the Oxfordshire Joint Statutory Spatial Plan will be prepared with Community and Stakeholder Engagement

February 2019

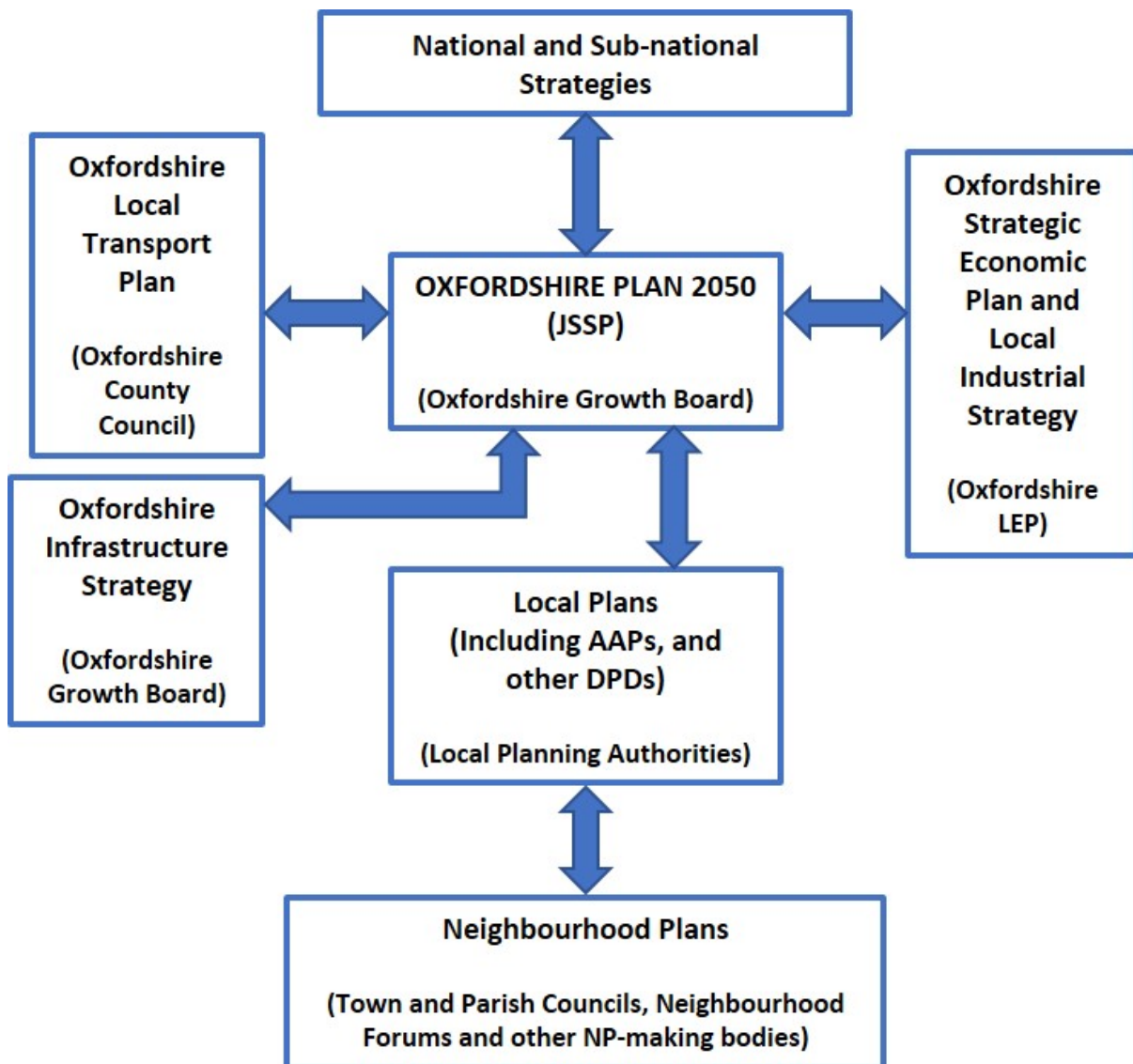
Introduction

1. This is the Statement of Community Involvement (SCI) for the Oxfordshire Joint Statutory Spatial Plan (JSSP). It has been endorsed by the Oxfordshire Growth Board and formally adopted by the Oxfordshire District Planning Authorities in January/February 2019.
2. The six Oxfordshire Councils and the Oxfordshire Local Enterprise Partnership (OXLEP) have agreed the Oxfordshire Housing and Growth Deal with Government. Under the terms of the Deal the local authorities have committed to producing an Oxfordshire JSSP for submission to the Planning Inspectorate for independent examination by 31 March 2020 and adoption by 31 March 2021, subject to examination process.
3. The JSSP will provide an Oxfordshire-wide, integrated strategic planning framework and supporting evidence base to support sustainable growth across the county to 2050, including the planned delivery of the new homes and economic development, and the anticipated supporting infrastructure needed.
4. The JSSP will be a formal Development Plan Document (DPD), prepared under Section 28 of the Planning and Compulsory Purchase Act 2004 (as amended) which enables two or more local planning authorities to agree to prepare a joint Plan. Oxfordshire County Council will support the plan preparation process. [More details on the plan can be found in the Scoping Document¹](#).
5. A JSSP Project Board was established in July 2018 to guide the preparation of the JSSP. The Oxfordshire Growth Board which includes the Oxfordshire Local Enterprise Partnership (LEP) will monitor progress on the JSSP, and approve its budget, reviewing the achievement of milestones as part of an annual review.
6. The JSSP will be prepared with community and stakeholder involvement.
7. This SCI sets out how the Oxfordshire authorities intend to inform, involve and consult [stakeholders interested parties](#) on the preparation of the JSSP and when they will be engaged in the process. This SCI is specific to the production of the JSSP. The Local Planning Authorities (LPAs) will also have their own individual SCIs concerned with the production of their Local Plans.
8. This SCI will ensure that the JSSP will be shaped by early, proportionate and meaningful engagement between plan makers and communities, local organisations, businesses, infrastructure providers and statutory consultees.
9. The outcomes of the consultation processes set out in this SCI will be an important element of the considerations of the LPAs in developing the JSSP. However, they are one element of the considerations alongside other material matters such as the evidence base and the Sustainability Appraisal etc. Consultees and those engaged should recognise the multi-faceted considerations that will go towards the conclusions in the JSSP that are sent forward for Examination.

¹ <https://oxfordshireplan.org/wp-content/uploads/2019/01/JSSP-Scoping-document-October-2018.pdf>

10. The JSSP will build on the current suite of adopted and emerging Local Plans that plan to between 2031 and 2036, the Oxfordshire Infrastructure Strategy (OxIS) and the Oxfordshire Local Transport Plan and will link both to a new 2050 Transport Vision and Local Industrial Strategy. The Plan will also integrate with the higher-level framework to be developed for the Oxford – Milton Keynes – Cambridge Growth Corridor.
11. The JSSP will identify the overall quantum of housing and economic growth within Oxfordshire to be planned for to 2050 and its distribution across the county, strategic priorities, and the strategic infrastructure necessary to deliver the spatial strategy. Its preparation will include the calculation of new housing need figures based upon the methodology in the National Planning Policy Framework, and the implications of the Oxford – Milton Keynes - Cambridge Growth Corridor.
12. The JSSP will be formally adopted by the individual LPAs and will provide a high-level framework for the review and roll-forward of the Local Plans and related Neighbourhood Plans. Fig.1 shows the relationship between the JSSP and other relevant plans.

Relationship between JSSP and Other Plans



Duty to Cooperate

13. LPAs, County Councils and other public organisations have a Duty to Co-operate with one another, particularly in the context of strategic cross boundary matters. The way the Oxfordshire local authorities are working together under the Duty to Cooperate to complete the JSSP is set out in an Oxfordshire-wide Statement of Common Ground.

When and how we will involve Stakeholders

14. A public-sector Equality Duty came into force on 5 April 2011. It means that public bodies must consider all individuals when carrying out their day-to-day work in shaping policy, in delivering services and in relation to their own employees. It also requires that public bodies have due regard to the need to:
 - eliminate discrimination
 - advance equality of opportunity
 - foster good relations between different people when carrying out their activities.
15. The Town and Country Planning (Local Development) (England) Regulations 2012 identify specific and general consultation bodies that must be consulted when preparing Local Plans and Supplementary Planning Documents ([list provided at Appendix 1](#)). Specific consultation bodies must be consulted where the proposed subject matter will be of interest to them. There is also a requirement to invite representations from such residents and persons carrying on business as considered appropriate. [There will be many additional parties and individuals interested in the development of the plan and their involvement will be encouraged and facilitated.](#)
16. The Oxfordshire Councils intend that all people should have the opportunity to have their say in how the county is spatially planned irrespective of their differences; including by way of age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex and sexual orientation. Research may be commissioned to understand public attitudes on relevant topics. Documents will be written in plain English. To achieve value for money and to ensure that consultation is proportionate to the issues being considered, the translation of documents into other languages will be balanced against the cost, time constraints and the available resources.
17. Relevant regulations set out the formal stages in the preparation process of the JSSP, i.e. when we must formally publish the documents for comment and for how long. This SCI reflects how these requirements will be met. Additional days will only be added where statutory Public Holidays (England) fall within the formal consultation period.
18. ~~The early stage of p~~Plan preparation will involve engagement with specific stakeholders, prescribed bodies, partners and consultees to inform the identification of issues and options. Notwithstanding the above, engagement with specific stakeholders will be undertaken on a continuous basis to ensure options are thoroughly tested and policy preparation is robust. [We will select fromAt each stage of the project consultation plans will be designed selecting from a wide range of engagement tools and methods including for example use of social media, the press, local and parish newsletters, advertising, and questionnairesquestionnaires and events.](#) We may use panels or reference groups as part of this engagement as well as undertake additional research such as an opinion poll. [Events will be carefully planned and located to maximise accessibility.](#)
19. A JSSP consultation database containing specific and general consultees and others that have expressed an interest to be consulted will be developed and maintained in accordance with the General Data Protection Regulation. Where consultation is

required, all those on the consultation database will be consulted. When an individual or organisation makes a representation on the JSSP or its supporting documentation they will be added to the consultation database.

20. There will be opportunities to comment on the draft JSSP when it is formally published and to be involved during its examination by an independent Inspector.

21. A Sustainability Appraisal is an integral part of the plan preparation process and is required for DPDs. It looks at the environmental, social and economic effects of a plan to make sure that the plan promotes sustainable development and takes the most appropriate approach given reasonable alternatives. At each stage of the JSSP preparation there will be a corresponding stage of the Sustainability Appraisal which will be made available for comment during public consultation.

22. There are a wide range of groups we will engage with during the JSSP preparation process this will include:

- statutory consultees as set out in the relevant regulations, including neighbouring councils ([see Appendix 1](#));
- local service providers and other key general consultation bodies who may have an interest in the JSSP ([see Appendix 1](#)); ~~and~~
- other interested groups, businesses, developers, landowners, agents, Town Councils and Parishes, [voluntary groups](#); ~~and~~
- residents (residents will be encouraged to ~~the~~ register on our consultation database).

23. Different levels and methods of community involvement will be appropriate as the JSSP progresses through the plan-making process. Table 1 sets out the key consultation stages and milestone dates in the preparation of the JSSP, together with the different groups we will involve in the plan-making process and how we propose to involve them. We will provide feedback on responses received at each stage.

Consultation stages in JSSP preparation process

Who will be involved	What are we consulting on?	How are we consulting? <u>(methods are likely to include)</u>
Early Stakeholder Engagement – focused consultation		
Informal dialogue with targeted stakeholders <u>and other interested bodies as appropriate</u> - focusing on the challenges/opportunities for developing strategy options	Initial scoping of key issues and options with stakeholders	<ul style="list-style-type: none"> • JSSP website • Contact consultees/ organisations by email • Stakeholder meeting/workshop • Events/exhibitions • Press release
Sustainability Appraisal Scoping Report		
Consult people/organisations listed in the Regulations and others as appropriate	Consulting on SA implications of various options identified	<ul style="list-style-type: none"> • Email contact • JSSP website • LPA Websites
Call for Strategic Development Options <u>(to be considered through the plan)</u>		
Landowners, developers, agents, general public	To identify <u>options for</u> the availability,	<ul style="list-style-type: none"> • Targeted e-mail contact • JSSP website

	suitability and deliverability of land for strategic growth <u>that should be considered through the plan process.</u>	<ul style="list-style-type: none"> LPA websites
Preferred strategy options Consultation (Reg.18)		
Consult people/organisations listed in the Regulations, general public and other interested bodies as appropriate. Consult people/organisations listed in the Regulations and others as appropriate	Publish document - six weeks	<ul style="list-style-type: none"> JSSP website Contact consultees/ organisations by email Events/ exhibitions Press release Documents made available to view in council buildings
Pre-Submission Consultation (Reg. 19)		
Consult people/organisations listed in the Regulations, general public and other interested bodies as appropriate. Consult people/organisations listed in the Regulations and others as appropriate	Publish document - six weeks	<ul style="list-style-type: none"> JSSP website Contact consultees/ organisations by email Press release Documents made available to view in council buildings
Examination		
Notify people/organisations listed in the Regulations and others as appropriate via Programme Officer	Publish dates and programmes associated with Examination	<ul style="list-style-type: none"> JSSP website Contact consultees/ organisations by email Press release
Consultation on Inspectors main modifications to the draft plan (if any)		
Notify people/organisations listed in the Regulations and others as appropriate via Programme Officer	Potential main modifications to JSSP	<ul style="list-style-type: none"> JSSP website Contact consultees/ organisations by email Press release
Publication of Inspector's Report		
Notify people/organisations listed in the Regulations and others as appropriate via Programme Officer	Only distributed for information	<ul style="list-style-type: none"> JSSP website Contact consultees/ organisations by email Press release
Adoption (subject to examination)		
March 2021 - No further consultation		

Review of the SCI

24. The SCI will be updated if a review is required due to changes to:

- Legislation/national policy
- Local decisions
- Consultation methods
- Technology

How to Comment on the JSSP

25. The SCI sets out the methods we will use to engage with stakeholders and residents on the development of the JSSP. We will encourage electronic engagement as the

primary portal for consultation and will encourage people to make use of the JSSP consultation portal, accessed through the JSSP website as this will set out the information we are seeking at each consultation stage, together with clear instructions on how to register comments. This will offer an easy method for response and in turn will help speed up our analysis of the comments received. ~~[-We will provide a report on the results of the consultation at each stage of the project. We will report the comments received to each of the individual authorities as the SCI is finalised.](#)~~

26. We will receive comments online or by post. A comments form will be produced at each stage of involvement. The form will be able to be used through the portal, alternatively the form or letters can be emailed or posted to us. [Receiving comments through both electronic and handwritten formats will ensure those without internet access will not be disadvantaged in terms of engagement.](#)
27. The Councils will comply with the obligations under the General Data Protection Regulations, and the principles of the Data Protection Act, in how they manage any personal data collected through consultation processes.
28. Upon publication of a draft plan for consultation we will also deposit one paper copy of the JSSP at each district council head office in Oxfordshire and at libraries throughout Oxfordshire.

Appendix 1: Consultation Bodies ~~which may have an interest in the proposed Oxfordshire JSSP~~

Specific Consultation Bodies²

- ~~(a) the Coal Authority~~
- ~~(b) the Environment Agency~~
- ~~(c) the Historic Buildings and Monuments Commission for England (known as Historic England)~~
- ~~(d) the Marine Management Organisation~~
- ~~(e) Natural England~~
- ~~(f) Network Rail Infrastructure Limited (company number 2904587),~~
- ~~(g) Highways England (formerly the Highways Agency)~~
- ~~(h) a relevant authority any part of whose area is in or adjoins the local planning authority's area³~~
- ~~(i) any person—~~
 - ~~(i) to whom the electronic communications code applies by virtue of a direction given under section 106(3)(a) of the Communications Act 2003 and~~
 - ~~(ii) who owns or controls electronic communications apparatus situated in any part of the local planning authority's area~~
- ~~(j) if it exercises functions in any part of the local planning authority's area—~~
 - ~~(i) The NHS Oxfordshire Clinical Commissioning Group (formerly the Primary Care Trust established under section 18 of the National Health Service Act 2006(g) or continued in existence by virtue of that section)~~
 - ~~(ii) a person to whom a licence has been granted under section 6(1)(b) or (c) of the Electricity Act 1989~~
 - ~~(iii) a person to whom a licence has been granted under section 7(2) of the Gas Act 1986(~~
 - ~~(iv) a sewerage undertaker; and~~
 - ~~(v) a water undertaker~~
- ~~(k) the Homes and Communities Agency~~

~~Homes England (formerly the Homes and Communities Agency)~~
~~Environment Agency~~
~~Historic Buildings and Monuments Commission for England (known as Historic England)~~
~~Natural England~~
~~Network Rail~~
~~Highways England (formerly the Highways Agency)~~
~~Electronic communications providers~~
~~NHS Oxfordshire Trusts and Clinical Commissioning Group~~
~~Utilities—Electricity, Gas, Sewerage, Water~~

Neighbouring authorities:

- ~~• Aylesbury Vale District Council~~
- ~~• Buckinghamshire County Council~~
- ~~• Cotswold District Council~~

² As set out in the [Town and Country Planning \(Local Planning\) \(England\) Regulations 2012](#)

³ Neighbouring authorities: [Aylesbury Vale District Council](#); [Buckinghamshire County Council](#); [Cotswold District Council](#); [Gloucestershire County Council](#); [Northamptonshire County Council](#); [Reading Borough Council](#); [South Northamptonshire Council](#); [Stratford-on-Avon District Council](#); [Swindon Borough Council](#); [Warwickshire County Council](#); [West Berkshire Council](#); [Wiltshire Council](#); [Wokingham Borough Council](#); [Wycombe District Council](#)

- ~~Gloucestershire County Council~~
- ~~Northamptonshire County Council~~
- ~~Reading Borough Council~~
- ~~South Northamptonshire Council~~
- ~~Stratford-on-Avon District Council~~
- ~~Swindon Borough Council~~
- ~~Warwickshire County Council~~
- ~~West Berkshire Council~~
- ~~Wiltshire Council~~
- ~~Wokingham Borough Council~~
- ~~Wycombe District Council~~

Other Consultees

General Consultation Bodies⁴

(a) voluntary bodies some or all of whose activities benefit any part of the local planning authority's area

(b) bodies which represent the interests of different racial, ethnic or national groups in the local planning authority's area

(c) bodies which represent the interests of different religious groups in the local planning authority's area

(d) bodies which represent the interests of disabled persons in the local planning authority's area

(e) bodies which represent the interests of persons carrying on business in the local planning authority's area

~~Ministry of Defence~~

~~Civil Aviation Authority~~

~~CPRE~~

~~Thames Valley Police~~

~~Chiltern Railways~~

~~Great Western Railway~~

⁴ As set out in the [Town and Country Planning \(Local Planning\) \(England\) Regulations 2012](#)

FOREWORD

This Plan will be a step change in our approach to securing the best Oxfordshire for 2050. It will set the framework for future decision making on big issues like development, infrastructure and placemaking. The Plan will be aspirational and use the opportunity of growth as a positive to improve the quality of life for everyone.

We will engage with stakeholders and communities across Oxfordshire, and work through the plan making process collaboratively establishing a common purpose and vision for the county.

We recognise the many assets and strengths of Oxfordshire, it is a very desirable place in which to live, work, study, visit and invest. There are real opportunities for continuing our economic success, enhancing the quality of the built and natural environment, improving quality of life and reducing inequalities. With a long-term focus we hope to capture these opportunities and plan collectively for a sustainable future to the benefit of all in the county.

There are many steps in the process of developing this plan and we are looking to engage with all those interested in the future of Oxfordshire to help shape it. This consultation document is intended to start a conversation which we hope will develop and continue throughout the process and lead to a plan for Oxfordshire that we can be proud of. Please get involved in and sign up to be kept informed throughout.

The local authorities of Oxfordshire are working together to produce the Oxfordshire Plan. This project offers the chance to plan co-operatively, tackle complex issues that cross our individual boundaries, and draw up a strategic vision.

INTRODUCTION

1. The Oxfordshire Plan will cover the administrative county area of Oxfordshire. This will comprise the local planning authorities of:
 - Cherwell District Council
 - Oxford City Council
 - South Oxfordshire District Council
 - Vale of White Horse District Council
 - West Oxfordshire District Council
2. In 2018 the Oxfordshire authorities signed the Oxfordshire Housing and Growth Deal¹ with the government. In return for guaranteed funding for affordable housing, infrastructure and economic growth, the Oxfordshire authorities have committed to submit a Local Plan for each district, to plan for the delivery of 100,000 new homes to 2031 (through those Local Plans) and to produce the Oxfordshire Plan. The scope of the Oxfordshire Plan was developed in the Scoping Document² which was agreed by the partner authorities in October 2018.
3. The Growth Deal commits to an Oxfordshire Plan that covers the period to 2050. This is a significantly longer period than is typical with a Local Plan and is important in this strategic context. A significant amount of joint work across the Oxfordshire authorities has already taken place which has fed into the current and emerging round of Local Plans. These Local Plans cover the period from 2011 to 2031, 2034 or 2036. There is therefore a good deal of detail and certainty around that period as plans are well advanced. The latter period of the Oxfordshire Plan to 2050 will be based on a new evidence base produced specifically for the project. Future Local Plans will sit within the framework defined by the Oxfordshire Plan.

VISION FOR THE OXFORDSHIRE PLAN

4. In 2050 the people of Oxfordshire are living in sustainable communities with a high quality of life and strong sense of belonging. The integrity and richness of the county's historic character and natural environment are valued and conserved. A wide range of secure and good quality housing options are within reach for all. Existing and new communities are well integrated, attractive and desirable places to live; their design and layouts facilitate healthy lifestyles and sustainable travel options. Productivity has increased and residents are well-skilled and able to access a wide range of high-value job opportunities and share in wealth creation. The private and public sector continue to have the confidence to invest in the county. Oxfordshire has embraced the technological, demographic and lifestyle changes of recent decades and new developments are fit for the future and resilient to climate change. The wellbeing of residents and workers is enhanced through being part of this special place.

Discussion point 1 – Does the above draft vision meet your aspirations for the future of Oxfordshire? Are there any changes you would like to see to the vision?

¹ [Oxfordshire Housing and Growth Deal](#) (Nov 2017) MHCLG

² [Oxfordshire Joint Statutory Spatial Plan Scoping Document \(Oct 2018\)](#)

OXFORDSHIRE CONTEXT

5. There are many complex and interlinked factors that make Oxfordshire a desirable place to live, work, study, visit and invest. The following section provides an outline of the main factors. In some cases these factors are real strengths and provide opportunities for the future, in others they are more challenging and in the most part they provide both opportunities and constraints.

Quality of life context

6. Oxfordshire is generally regarded as a high quality place to live. The attractive environment, accessible countryside, good employment prospects, high educational attainment, long life expectancy, safety and security, cultural richness and access to services and facilities are all factors which contribute to the quality of life in Oxfordshire.
7. Oxfordshire or individual Oxfordshire authorities frequently perform very highly in rankings that aim to measure quality of life. The Office of National Statistics collects data on people's self-assessed levels of life satisfaction, worth, happiness and anxiety³. In 2017/18 the average ranking of Oxfordshire's residents is 7.87 out of 10 for life satisfaction, compared to a South East average of 7.76 and an England average of 7.68.
8. There are areas of deprivation however, with notable differences in life opportunities and quality of life even within relatively small geographic areas. In those more deprived areas (which can be found in each of the districts of Oxfordshire) residents often have lower wages and skills, educational attainment is lower and health is poorer. There are usually combinations of factors causing such inequalities to exist between areas.

Economic context

9. Oxfordshire has a fast-growing economy focussed on innovation, technology and education. Science Vale UK has the highest concentration of science research facilities in Western Europe and Harwell Campus is home to the largest space cluster in Europe. Oxford University is the number one-ranked University in the World⁴ and it generates more technology spin-outs than any other UK university.
10. Oxfordshire has one of the strongest economies in the UK, it is one of only three net contributors to the treasury, delivering £21 billion per year to national output⁵. The ambition of the Local Industrial Strategy (currently being prepared by the Oxfordshire Local Enterprise Partnership)⁶ is to position Oxfordshire as one of the top-three global innovation ecosystems by building on the region's world-leading science and technology clusters, by ensuring there is the business and research space needed to continue to be at the forefront of innovation.

³ [Quality of Life in the UK](#), 2018, Office of National Statistics

⁴ [Times Higher Education World University Rankings 2018](#)

⁵ [Oxfordshire Housing and Growth Deal - Outline Agreement](#) (Nov 2017) MHCLG

⁶ [Oxfordshire Local Industrial Strategy](#), OxLEP

11. Oxfordshire's Labour Market Profile⁷ shows that it has high levels of employment with 81.6% of economically active people in employment and the largest employment sectors in Oxfordshire are wholesale and retail; professional scientific and technical; education; human health and social work; manufacturing; accommodation and food services. The level of educational attainment is higher in Oxfordshire than the national average with 50.7% of people having a level 4 or higher qualification (e.g. degree) with only 3.8% having no qualification. 63% of primary school pupils in Oxfordshire are meeting expected standards, with average scores in reading and below average in writing and maths. 46.3% of secondary school pupils in Oxfordshire achieved Grade 5 (high grade C/low B) or above in GCSE English and maths, above the England average⁸. Educational qualifications alone are only one indicator, more broadly skills levels and availability of people with the right skills to match the needs of local employers is as important.

Natural and built environment context

12. Oxfordshire has an attractive and diverse urban and rural landscape. The underlying geology criss-crossed by eight river systems including the Thames and its tributaries combined with a long history of agricultural use gives the County a gentle, yet complex, landscape character. In addition to extensive areas of farmland the county supports important wildlife habitats including woodlands, wetlands and riverside meadows and the means for active travel and recreation using the public rights of way and accessible countryside and greenspace network.
13. Many parts of the county are protected at national and international level for their nature conservation value. Oxfordshire has 7 Special Areas of Conservation (SAC) that fall partly or entirely within the county. These are Oxford Meadows, Cothill Fen, Little Wittenham, Aston Rowant, Chilterns Beechwoods, Hackpen Hill and Hartslock Wood. There are 111 Sites of Special Scientific Interest in Oxfordshire, covering 4,495 hectares, which are protected at national level representative of the country's best habitats. There are many other sites identified for their ecological and geological interest including 362 Local Wildlife Sites and 46 Local Geological Sites.
14. Oxfordshire has many protected and highly valued landscapes, including the Chilterns Area of Outstanding Natural Beauty (AONB), the Cotswolds AONB and the North Wessex Downs AONB. The county also has a wealth of built environment assets. The county's historic market towns, picturesque villages and Oxford's dreaming spires draw in visitors from around the world. There are around 13,000 listed buildings and structures in Oxfordshire and over 200 conservation areas. There is a world heritage site at Blenheim Palace and many designated and non-designated heritage assets throughout the county.
15. Oxfordshire's natural environment provides the setting for the city of Oxford and the county's towns and villages and provides places for leisure and recreation. The natural environment also provides a wide range of ecosystems services that benefit people including clean air, fresh water, surface water management and flood alleviation, food and forestry products, carbon capture and storage and the potential for renewable energy generation. There is a strong link between the natural environment and the health and well-being of people in Oxfordshire. The

⁷ [NOMIS Official Labour Market Statistics 2017/18](#)

⁸ [Compare Schools Performance](#), DfE

extent and condition of many of our environmental assets has been declining over the course of decades, with major challenges including climate change, air and water pollution, land contamination, fragmentation of habitats and a decline in biodiversity.

16. The Oxford Green Belt covers a significant area of the county. Green Belt is not a designation that recognises inherent biodiversity or landscape value in the same way as SSSI's or AONB's, but is designed to prevent urban sprawl by keeping land permanently open. The essential characteristics of Green Belts are their openness and their permanence.
17. The future requirement for water in the Thames Water⁹ catchment area is likely to be very much greater than they are today due to an increasing population and to support economic growth. The impact of climate change means that there is a need to protect the environment and strengthen our resilience to more severe drought.

Housing context

18. Housing costs in Oxfordshire are high, with both purchasing and renting costs above average. Although incomes and disposable incomes are above average, the wage to house price ratio is still very poor, making Oxfordshire one of the least affordable parts of the Country in which to live. Affordability ratios are 12.3 in Oxford, 11.86 in South Oxfordshire, 11.24 in West Oxfordshire, 9.75 in Cherwell and 8.93 in the Vale of White Horse. This compares to a ratio of 7.9 in England as a whole and 10.3 in the South East¹⁰. The Centre for Cities Outlook¹¹ states Oxford as the least affordable city in the UK.
19. High house prices threaten quality of life and wellbeing in Oxfordshire with issues such as overcrowding and homelessness on the rise. There are also implications for local businesses and the economy with large employers in health and education and social care sectors having problems with staff recruitment and retention due to the high cost of living.
20. There are variations in house prices across the county with district market towns and villages providing relatively affordable housing compared to the city. Many people choose to commute from areas where housing is relatively affordable to higher paid jobs elsewhere causing congestion on Oxfordshire's constrained transport network with knock on implications for the environment, air pollution and quality of life.

Health and wellbeing context

21. The health of people in Oxfordshire and life expectancy¹² is generally better than the England average although there are significant issues. The population is ageing and the number of people living with chronic and complex diseases is increasing.¹³ There are also inequalities of health and

⁹ Thames Water's Water Resources Management Plan 2019

¹⁰ [House Price to Workplace Earnings Ratio](#) (April 2018) ONS

¹¹ [Centre for Cities Outlook 2017](#)

¹² In 2012-14 the at-birth life expectancy for men in Oxfordshire was 81 (compared to England average of 79.55); the female life expectancy in Oxfordshire was 84.1 (compared to England average of 83.2) [ONS](#)

¹³ [Oxfordshire's Joint Health and Wellbeing Strategy \(2017\) Oxfordshire Health and Wellbeing Board](#)

wellbeing across the county. Those in the most deprived areas of the county have poorer health and lower levels of life satisfaction and lower life expectancy.

22. In terms of living healthy lifestyles, statistics show that Oxfordshire's residents have higher levels of physical activity and lower levels of adult obesity and smoking than the England averages although there are clearly still issues to be addressed. Ease of access to healthcare provision varies across the county, in rural areas this can be difficult for less mobile residents.
23. The cluster of hospitals in Oxford link clinical practice strongly with university research, which means cutting-edge clinical practice is available to residents. Primary healthcare is under pressure across the whole country, including Oxfordshire. A growing and ageing population means that access to primary healthcare will be increasingly important. The Oxfordshire Clinical Commissioning Group published the Oxfordshire Primary Care Framework in 2017 sets out a model of primary and community care, to ensure it remains effective. It is focused on the roles general practice should play in the community, including supporting public health initiatives and promoting schemes which reduce variation in health inequalities.

Transport and connectivity context

24. Oxfordshire sits on the busy road and rail transport corridor between the south coast ports, the Midlands and the North. It benefits from transport connections to London and the West Midlands via the M40 and close proximity to the M4 providing connections to the West and London. The M40 carries the most traffic, particularly on the stretch between junctions 9 and 10, which links the A34 via the A43 to the M1 carrying over 100,000 vehicles per day. The A34 carries up to 70,000 vehicles per day, including a large proportion of lorries. The county relies heavily on the A34 for local journeys and the route forms part of the Oxford ring road. The A34 is particularly vulnerable to disruption, as there is a lack of alternative North-South routes for journeys both within and through the county. The A40 is a major through route linking Gloucester and London and intersects with three key radial routes to the North of Oxford, where it forms part of Oxford's ring road. The route suffers from serious delays between Witney and Oxford due to the volume of through traffic and commuter traffic which uses the route.
25. The Oxford-Cambridge Expressway linking Oxfordshire to Milton Keynes and onto Cambridgeshire is likely to further increase demand for through travel, so a long-term solution to congestion on the A34 is important. The route of the OxCam Expressway¹⁴ will have implications for local highway conditions as well as shaping the spatial strategy for the Oxfordshire Plan.
26. Within Oxford there is a very comprehensive bus network and this represents the mode of choice for 48%¹⁵ of people travelling to the city centre. There is a network of frequent bus services linking the county's towns with Oxford although bus provision linking smaller rural settlements to urban areas is very limited. With limited bus priority measures into Oxford, the reliability of inter-urban bus routes are affected by traffic congestion and so often the simpler choice for residents of the towns and rural areas and therefore the preference, is to travel by car. This is partially mitigated by the very popular Park & Ride schemes on the edge of Oxford,

¹⁴ [Oxford to Cambridge Expressway](#), Highways England

¹⁵ [Oxford City Centre Movement and Public Realm Study](#) (2018) Phil Jones Associates

which have been developed since the 1970s in conjunction with restrictions on access to the city centre.

27. The rail network is very well used and provides frequent connections between several of Oxfordshire's main towns and beyond to London, Birmingham and Bristol. Recently the new link from Oxford Parkway to Marylebone opened up an alternative mainline link with London. A significant level of freight also passes through the county on route to the South coast ports. The network is operating close to capacity, so significant work to signals and dualling of lines is required to increase it. London Oxford Airport located at Kidlington offers primary regional and business aviation services.
28. Oxford is well known for its high levels of cycling and there are some cycle connections between other towns and areas of employment but this is far from comprehensive. Outside the city walking and cycling are not always seen as feasible or desirable modes of travel especially for commuting despite the health and environmental benefits they offer.
29. Localised effects are felt from emissions of oxides of nitrogen (NOx), which cause respiratory illness and can cause early deaths. Air quality is regularly monitored at many locations across Oxfordshire. At some locations air quality is at levels where legal intervention is required by Local Authorities. There are currently 13 AQMAs in Oxfordshire, where the annual mean objective for nitrogen dioxide is being exceeded (four in Cherwell, one covering the whole of Oxford city, three in South Oxfordshire, three in Vale of White Horse and two in West Oxfordshire). There are also Special Areas of Conservation (SACs) in Oxfordshire which are particularly vulnerable to air pollution. Rail electrification should improve air quality adjacent to rail lines and around stations.
30. Oxfordshire County Council's Local Transport Plan 4¹⁶ aimed to ensure that the county's transport systems were fit to support population and economic growth. It is anticipated that the LTP will be reviewed and updated in line with the Oxfordshire Plan.
31. The Oxfordshire County Council led programme for improving broadband infrastructure has already achieved its December 2017 target of achieving 95% of premises having access to superfast broadband, and is set to out-turn 97% coverage by 2019.¹⁷ A barometer of how important this is to Oxfordshire is evidenced by very high adoption of fibre broadband in the county, where 50% of premises enabled by the Better Broadband programme have already taken up new fibre services. Early planning is now underway to find solutions for the remaining very rural premises, focussing on enhancing the fibre footprint to reach agricultural businesses, as well as enhancing the availability of cost effective very high speed fibre services for businesses and public sector across the county. Strategic convergence of mobile and fixed data networks is expected to develop commercially over the next five to ten years, as 5G mobile data standards are confirmed.

¹⁶ [Oxfordshire Local Transport Plan 4](#) (2015) Oxfordshire County Council

¹⁷ [Oxfordshire Infrastructure Strategy Stage 2](#) (Nov 2017)

ASPIRATIONS

32. When considering the future of Oxfordshire over such a long timeframe it is important to first make some important choices in terms of the aspirations of the plan based on an understanding of where we are today and what is proposed in current and emerging Local Plans. At this stage of the process in producing the Oxfordshire Plan we are keen to explore those aspirations to ensure that the underlying assumptions for the policies are sound and reflect the needs and desires of the communities of the people of the county.
33. Each of these aspirations would offer real benefits to future generations if embraced in the plan. Some of them however if taken to the extreme, or taken in isolation, would also likely result in real issues or have knock-on impacts for other elements of the plan.
34. These are not simple either /or choices. They interlink and in some cases, are interdependent on each other. As with all complex planning issues there are choices to be made and balances that need to be struck. It is likely that different degrees of these aspirations, in combination, will be required and difficult decisions need to be made between them.
35. We are keen to explore these issues with you so that together we can decide where the appropriate balances may lie. The discussion on aspirations will lead to some objectives for the plan; below draft objectives are suggested and we welcome views on those.

Aspiration 1: Support economic growth

36. Oxfordshire's economy is vibrant and dynamic, even through difficult economic times, local businesses have continued to emerge and grow and our employment rates are good. We have strengths in a range of sciences and research and development sectors which provide large numbers of high value jobs. The government has recognised these strengths and sees Oxfordshire as a key contributor to their industrial strategy for the future. The Local Industrial Strategy¹⁸ is a response to this and establishes a plan for building on our current strengths and taking opportunities that are presenting themselves to Oxfordshire businesses.
37. It is clearly desirable that future generations of Oxfordshire residents will be able to access high value, quality jobs in the future. Decisions taken in the Oxfordshire Plan will have an important impact on the opportunities for economic growth and investor confidence in the county. Maximising the creation of wealth in the county will help address infrastructure challenges and tackle inequalities. The Oxfordshire Plan needs to recognise the strengths and ambitions of the government and of local businesses and will have a role in helping to achieve some of those.
38. The implication of this aspiration is that the Oxfordshire Plan makes provision for growth in order to help support the local economy and maintain Oxfordshire's role in the national economy. Even without the Oxfordshire Plan, additional economic capacity will need to be provided in the period to 2050 as national policy states that plans need to "set out a clear

¹⁸ [Oxfordshire Local Industrial Strategy](#), OxLEP

economic vision and strategy which positively and proactively encourages sustainable economic growth, having regard to Local Industrial Strategies”¹⁹.

39. The vitality of town centres have been negatively affected by the development in the 1990s-2000s of out-of-town shopping centres with free parking, the diverse range of goods available at supermarkets and online retailing. Some of our market towns have seen new town centre shopping developments come forward in the last 10 years and the Oxfordshire Plan should build on this to continue to bring activity and spend back to town centres to support local businesses and foster vibrant communities.
40. As with housing numbers, it is for Oxfordshire to determine (in the light of the evidence available) the appropriate level of economic growth over the plan period.

Draft Objective 1 – To establish the right conditions to sustain and strengthen the role of Oxfordshire in the UK economy by building on our key strengths and assets

Draft Objective 2 – To create a prosperous, successful and enterprising economy with benefits felt by all

Aspiration 2: Improve housing availability and affordability

41. Oxfordshire has very real issues of housing availability and affordability with local people who grew up in the county finding it increasingly difficult to establish themselves in their local area. Key service providers (such as the NHS and schools) and a wide range of employers report difficulty in recruiting and retaining staff due to living costs, and affordability issues mean that for some parts the community both home ownership and renting has become out of reach.
42. A clear aspiration for the Oxfordshire Plan is to try and address these issues, to try and ensure that a wide range of housing options are available and accessible to those who want to live and work here; whether that be due to local family ties, because they are employed in key roles in the county or because they recognise what a special place Oxfordshire is.
43. The implication of this aspiration is that the Plan makes provision for the delivery of additional housing beyond the 100,000 provided in current and emerging Local Plans. Even without the Oxfordshire Plan, additional housing will need to be provided in the period up to 2050 and national policy is that plans need to make provision for the housing needs of their area.²⁰

Draft Objective 3 – To meet the county’s identified housing needs, particularly affordable housing and support our selected economic aspirations

Draft Objective 4 – To ensure that a range of housing options are available that will cater for a variety of needs and are built for adaptability, energy efficiency and to a high quality

¹⁹ Paragraph 81, [National Planning Policy Framework](#) (2018) MHCLG

²⁰ Signpost to supporting evidence on housing needs

Aspiration 3: Strong and healthy communities

44. Oxfordshire is a very diverse county with areas of deprivation in amongst areas where residents have a higher quality of life. There are many aspects that effect inequalities including skills, employment, security of housing and health. These factors link and combine to result in people facing different life opportunities. Disparities are also emerging between the generations (in particular linked to housing) and to some extent between urban and rural communities (in particular linked to digital and public transport connectivity).
45. There is a clear benefit to ensure that all residents of Oxfordshire have a good quality of life and that they are able to access jobs and secure housing. This will enable everyone to fully play part and make their contribution in making the county a sustainable community with the services it needs. The Plan could provide an opportunity to ensure a long-term and co-ordinated approach to healthy place-making across Oxfordshire. Lessons can be taken from the good practice of the Healthy New Towns projects in Barton and Bicester.
46. The implications of this aspiration for the Oxfordshire Plan are less direct than several of the others but it would affect the way in which a range of policies are framed. For example, it could mean that greater emphasis is placed on providing a range of different housing options to suit different parts of the community rather than on total numbers themselves. It could mean that economic policies are framed to try and ensure that the benefits of economic growth are shared widely throughout the community rather than focused on particular sectors. It could mean including policies that seek to address inequality of access to local services or public transport. More broadly it could mean making sure that choices taken in the plan are based on considerations of health and wellbeing for example.

Draft Objective 5 – To improve health and wellbeing by enabling independence, encouraging healthy lifestyles, facilitating social interaction and creating inclusive and safe communities

Draft Objective 6 – to create sustainable communities by providing good access to employment, housing, open space, transport, education, services and facilities to meet identified needs

Aspiration 4: Protect environmental quality

47. Oxfordshire has an attractive and diverse landscape with high quality built and natural assets. The heritage of places such as Oxford city centre and Blenheim Palace and the character of historic market towns and villages are real assets to the county. The county has substantial areas of internationally and nationally valued habitats and landscapes set within a mosaic of other areas of important wildlife habitat, high quality landscape, productive agricultural land, significant rivers and wetlands. Oxfordshire's farmed, rural and settled landscapes are valued for being accessible through the extensive public rights of way network.
48. These aspects are in large part what makes Oxfordshire so special and make it a desirable place to live and work. It is a key aspect of the tourism economy in the county, attracting visitors and supporting jobs. It is likely that the quality of the environment in Oxfordshire sets it apart from

other “competitor” economies in the UK and further afield. This plays a large part in attracting investment and employees to help grow local businesses.

49. There is a long-term responsibility on us to ensure that these environmental assets are maintained and enhanced for the benefit of future generations of Oxfordshire residents. There is also a clear short to medium term benefit in terms of preserving our quality of life and the county’s distinctive character.
50. The implication of this aspiration is that consideration (based on a clear understanding) of the environmental assets of the county should be fundamental to the choices made in the plan. Choices such as the locations of new developments should be led and guided by information on the value and quality of the environment. This may mean that development options that provide opportunities for improvement to and enhancement of the natural and built environment (and access for them to be enjoyed where appropriate) would be favoured. Future development will have to be designed to anticipate and mitigate climate change.

Draft Objective 7 – To maintain and enhance the historic built and natural environment of the county through strategic investment and high quality design and to capitalise on the benefits these assets contribute to quality of life and economic success

Draft Objective 8 – To protect and enhance the County’s distinctive landscape character, recreational and biodiversity value by considering the benefits these assets bring when selecting areas for growth, by optimising densities, by improving connectivity between environmental assets and securing a net gain for biodiversity.

Aspiration 5: Improve connectivity and movement

51. Much of Oxfordshire benefits from good connections to other parts of the county, into neighbouring areas and to important centres for employment. Other parts of the county are much less well connected both physically and virtually (i.e. broadband facilities). There are also pressures on the current networks that will need to be considered when planning for the next round of growth. Investment in new networks and connections is often very expensive and much of that is funded by the development that it unlocks; in essence this means that providing significant new pieces of infrastructure is only usually realistic where new development is delivered.
52. As the Oxfordshire Plan will look towards 2050, it is important that we don’t simply assess proposals against an understanding of current lifestyles, technologies or practice. Whilst we will need to make sure that choices are evidenced and deliverable, we will need to provide some flexibility for adaptations to be made as technological advances occur and habits change. For example, in the earlier part of the plan it is reasonable to assume that a piece of highway infrastructure will serve bus and private car travel; in the later part of the plan it is likely that technologies will have changed offering different mass and personal travel choices and that lifestyles will also have adapted making a rush-hour commute, for example, a thing of the past. This will mean the same piece of highways infrastructure will need to adapt its function and

opportunities are likely to arise out of that. Digital infrastructure is already vital to the way businesses and homes operate and this is likely to intensify in the future. It is possible that digital infrastructure will become as or more important than highways infrastructure in the future.

53. The implication of this aspiration is that choices such as the location of new development should be informed by the ability for them to connect into existing networks or be planned at a scale that would support new effective connections or networks. For example, this might mean that development that can either connect into existing transport networks, or which is of a scale that can support its own new public transport connections should be favoured over those which are poorly located or of a scale that wouldn't support the required investment. The plan will need to factor in changing technologies and lifestyles and where possible make provision for more digital connectivity.

Draft Objective 9 – To reduce the need to travel and provide better travel choices, ensuring that walking and cycling are convenient and attractive, and that public transport is preferred by residents to private car ownership and use

Draft Objective 10 – To promote development in the most sustainable locations and co-locating homes and jobs; then connecting those less sustainable locations through improved public transport and digital networks

Discussion point 2 – Do you feel that we've identified the right aspirations for Oxfordshire? Where do you think the balance should lie in prioritising these aspirations?




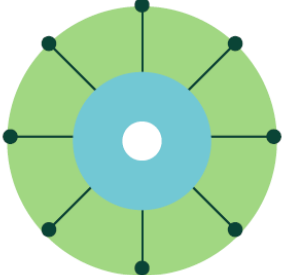
Discussion point 3 – Do you feel the draft objectives are appropriate for the plan? Are there any changes or other objectives that you would like to see? Should they be bolder? Or more specific?

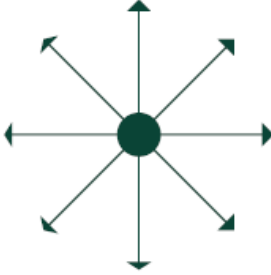
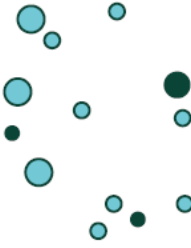
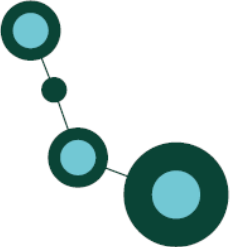
POTENTIAL SPATIAL SCENARIOS

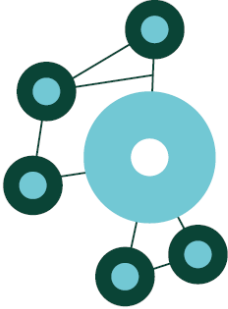
54. The Oxfordshire Plan will identify broad locations for housing and economic growth but it is unlikely²¹ to identify or allocate specific sites. This will follow through separate plans produced at the local level. It will be a challenge to settle on the best locations for growth. Decisions around where housing will be located for example will be difficult and are likely to be emotive; specific local concerns will need to be considered alongside the strategic need for homes and employment opportunities.
55. The following section presents a range of options that may be available in Oxfordshire for accommodating new development. The broad scenarios that follow are, at this stage, deliberately conceptual, and are presented here to offer an opportunity to explore their merits and drawbacks. At later stages of Plan production, these will be explored in more depth, in particular, how they might apply within Oxfordshire's geography and context.

²¹ Signpost to JSSP Process Background Paper

56. The spatial form of development that emerges in the Plan is likely to follow a combination of the broad scenarios outlined here. These overarching scenarios are not necessarily mutually exclusive and the preferred scenario is likely to involve a combination of these options:

<p>Intensification of city, town and district centres</p>		<ul style="list-style-type: none"> • Commonly encouraged in Local Plans in line with the NPPF but unlikely to be enough to meet needs • Focus on housing and economy may conflict with other important functions of these centres • Townscape character may be affected • There are usually good existing transport links, although they may already be at capacity
<p>Intensification of development within existing suburbs</p>		<ul style="list-style-type: none"> • Land assembly is challenging with multiple landowners • Highly disruptive for existing residents • Focuses development close to, and supports, existing services and connections
<p>Intensification around the edges of larger settlements and strategic extensions</p>		<ul style="list-style-type: none"> • Can link into existing public transport networks • Focuses development close to, and supports, existing services and connections • These locations may be in the Green Belt and development may affect the purposes of the Green Belt
<p>Spoke and hub (Continue to focus on Oxford and key corridors in to Oxford)</p>		<ul style="list-style-type: none"> • Concentrates transport along routes that are already at high capacity • May offer opportunities for funding to enhance strategic corridors • This would not help 'spread the load' of new development, but would mean improving existing infrastructure, which might be efficient, but much will depend on the potential of existing infrastructure to be improved to take new development

<p>New settlement/s</p>		<ul style="list-style-type: none"> • Depending on location, it may or may not be close to existing high quality transport corridors • Would need to be of a sufficient scale to support provision of sufficient new infrastructure. • May have a negative environmental impacts and but could be designed to deliver environmental gains • Designing a settlement from scratch provides opportunities for urban design principles to be followed throughout, such as Garden Town principles • A new settlement would take a long time to be delivered
<p>Dispersal (This would involve spreading new development evenly across the county, including in smaller settlements)</p>		<ul style="list-style-type: none"> • Small sites are unlikely to generate infrastructure needs alone, so are unlikely to significantly contribute to improvements to infrastructure • The character of a smaller settlements might be adversely affected by new development • Expanding some smaller settlements can support local shops, pubs and bus services • Smaller sites may improve deliverability rates due to competing developers • Dispersal is unlikely to meet the employment land needs of the county - larger businesses often need large sites and there are advantages to clustering
<p>'String' settlement / settlement cluster (Development focused on a number of linked settlements. It could involve new and/or existing/expanded settlements)</p>		<ul style="list-style-type: none"> • May or may not be close to existing high quality transport corridors • Relies on there being suitable broad locations available for this type of development • This may involve promoting development at some existing, currently small, settlements, which may significantly change their character • A number of smaller settlements could collectively, be of sufficient scale to be served by shared infrastructure

<p>'Wheel' settlement cluster</p> <p>(Focus on Oxford and the existing larger towns and the key corridors in to Oxford and between the towns)</p>		<ul style="list-style-type: none"> • This could be a variation on the spoke and hub approach but with the added benefits of stronger links between the towns • Could take some of the pressure off the corridors into Oxford
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Discussion Point 4: Do you agree with the commentary relating to the spatial scenarios illustrated, or do you think there are important considerations we have missed? Do you consider there are any other potential spatial scenarios we should consider? Are there any spatial scenarios you think we should avoid (please provide reasons if you can)?

57. This Plan aims to make the process understandable and transparent to all potential interested parties. It will explore all reasonable options for locating new development, exploring to what degree the options meet the objectives of the Oxfordshire Plan so that whatever decisions are taken, they are clearly justified. How locations perform in sustainability terms and potential capacities will be assessed at the next stage of the plan-making process. The views of communities and stakeholders arising from this consultation will also be taken into consideration when refining options.

INFRASTRUCTURE CONSIDERATIONS

58. It is vital that when planning for a sustainable future, full account is taken of the infrastructure needs associated with new development and infrastructure required to improve existing networks to accommodate growth.

59. The successful delivery of the housing and economic growth within the Oxfordshire Plan will require a strategic approach with infrastructure delivery, particularly transport and environmental planning. Many towns and roads in Oxfordshire struggle during peak times with average annual traffic flows increasing year on year. The Oxfordshire Infrastructure Strategy²² (OXIS) was prepared on behalf of the Oxfordshire Growth Board to provide a view of emerging development and infrastructure requirements to support growth from 2016 to 2031 and beyond. This work will be reviewed alongside the production of the Plan.

60. Improving connectivity, public transport networks, high quality walking and cycling access to transport hubs and reducing congestion are critical to delivering a highly functioning transport network in Oxfordshire which will in turn support economic growth by improving the movement of people and commercial goods.

²² [Oxfordshire Infrastructure Strategy Stage 2](#) (Nov 2017) AECOM

Key regional projects

61. During the period of the plan there are several large-scale infrastructure projects that are likely to come forward including the Oxford to Cambridge Expressway, East-West rail and the projects emerging from Thames Water's strategy for improving water supply, particularly the South East Strategic Reservoir Option for Oxfordshire.
62. Decisions on each of these will have an impact upon how and in what way Oxfordshire should grow. The big challenge for the Oxfordshire Plan is the different timescales of these projects and how the Plan should respond to them or how the Plan can influence them. We are working with decision makers to identify the ways in which projects can relate and interlink with the Oxfordshire Plan.

Transport connectivity

63. Planned transport infrastructure in Oxfordshire (for the earlier part of the Oxfordshire Plan) is set out in the Oxfordshire Local Transport Plan and reflected in the Oxfordshire Infrastructure Strategy. This facilitates movements of different modes of transport around the county's road and rail network and is aimed at increasing the capacity of the network and mitigating the impact of vehicular traffic on the local environment. These planned interventions will contribute to addressing existing issues of congestion and poor air quality and mitigate the impact of 100,000 new homes already planned for in existing and emerging Local Plans.
64. However, there is still a funding gap and deliverability issues for many strategic projects and so their delivery is not guaranteed. A bold, forward thinking Oxfordshire Plan that sets a clear vision for growth is more likely to release opportunities for Government funding and will help direct local authority funding and Community Infrastructure Levy income to the projects that are priorities for supporting growth. The Oxfordshire Housing and Growth Deal also states that the Oxfordshire authorities will explore the potential for a countywide Strategic Infrastructure Tariff, to increase the flexibility of the developer contribution system, and encourage cross boundary planning to support the delivery of strategic infrastructure.
65. The Plan should recognise that technology will differ dramatically later in the plan period than it does now and this is likely to have a significant bearing on lifestyle choices and opportunities to travel in different ways. Electric vehicle use is already expanding and is likely to be common place by the 2030's. Innovations are already taking place in the development of autonomous vehicles which are likely to become a feature on the highway network in the coming years.
66. However, the Plan and the decisions on supporting infrastructure also needs to get the basics right as well as planning for future technologies. Public transport (in whatever form might be available in the future) must be able to function efficiently and reliably with priority at junctions and on shared road spaces and utilising smart technology. The design of developments should encourage the use of public transport and provide connections to encourage people to walk and cycle to jobs, services and transport hubs and improve connectivity to the county's accessible greenspaces.

Digital connectivity

67. Digital connectivity of people, things and places through broadband and mobile telecommunications has increased and improved dramatically in recent years. The ability for people to access services and perform tasks from anywhere at any time via connected devices has meant a dramatic change in human behaviour. Further growth in these technologies will require improved capacity.
68. With planned rollout of fibre networks to rural areas around Oxfordshire, communities will be better connected than ever before. By 2050, digital connectivity improvements in tandem with other technological advances are likely to have transformational effects on lifestyles, employment, access to services and the way in which people interact with one another.
69. The Oxfordshire Plan should be mindful of such transformational technology as it is likely to affect the way in which people physically move around the county, with potential implications for land use patterns and the design of homes and offices in both urban and rural areas.

Energy

70. With technological advancements in transport and digital connectivity, more houses, businesses and an increasing population, the supply and demand of energy across the county is a key issue to be addressed. In addition to this, tighter environmental regulations mean that the energy generated must be greener to reduce carbon emissions.
71. The existing grid for distributing energy around the county is constrained and the Oxfordshire Energy Strategy is considering ways in which the network can be strengthened. In the future decentralised and community energy provision. The Oxfordshire Plan must therefore facilitate a shift towards lower energy demand and low carbon forms of energy development.
72. Much of the development in Oxfordshire to 2050 will be comprised of residential development so opportunities must be sought to improve the energy efficiency of homes and reduce energy demands of households. It will be important for new developments to maximise energy efficiency whilst integrating renewable and smart energy technologies in order to minimise energy demand.

Social infrastructure

73. Planning for school places and GP services are critical elements of delivering successful places. Population growth if not planned carefully, can add pressure on services for new and existing residents. There is a strong level of provision of school places throughout Oxfordshire with existing schools being extended and new schools being planned to support growth. Cherwell in particular has the largest available capacity of the five local authorities. The highest concentrations of primary schools are within Oxford, and the main towns including Didcot, Banbury and Bicester. In certain settlements (e.g. Witney, Bicester, and Oxford City) there are clusters of schools which either have a current deficit of provision, or have fewer than 10 places available and new schools are being planned.

74. There are some areas of the County which geographically show a lack of secondary education providers (e.g. North West Oxfordshire), however given wider catchments for secondary schools, and that secondary age pupils can be expected to travel further to access schools; there is good access to secondary education provision across the County. Notably, there is very little evidence of deficiency in provision, with only one area (Oxford City) which has a school with a deficit in secondary places, and three others (one in South Oxfordshire and two in Cherwell) which have less than ten places available.
75. The Oxfordshire Clinical Commissioning Group oversees GP and other primary and acute healthcare. There is a desire to deliver primary care services 'at scale' rather than through a number of small practice sites. This offers more opportunities to deliver more services, although it should be noted that there will be strategic sites where a smaller GP practice will be essential. It will also be necessary for the traditional GP to change to adapt to the demands of modern healthcare.
76. One of the biggest impacts on social care services is likely to be from an ageing population. Oxfordshire's Joint Health & Wellbeing Board have an aspiration to shift the focus of care from nursing homes to the assisted living (extra care) approach. There are already 13 schemes opened or under construction between 2011 and 2016 delivering an additional 656 extra care flats and a further 18 schemes proposed between 2016 and 2020 at a feasibility stage with the potential to deliver a further 1,238 extra care flats. This Board have an aspiration to deliver a considerable number of additional extra care housing places to meet the needs of Oxfordshire residents and to help to shift the focus of care from nursing homes to the assisted living approach.

Discussion point 5 – Do you agree with the commentary relating to the main infrastructure issues? Are there any changes or other issues that you would like to see referred to?

Next steps and how to comment

We are really keen to hear your views on this consultation document. Comments can be made from X to Y. Your views are important as they will help shape the next stage of the plan.

You can make comments in a number of different ways, the easiest way is likely to be online. On our project website www.oxfordshireplan.org there is a copy of this document, some supporting information and a page for you to leave your comments. Much more information on the Oxfordshire Plan can be found on our website and you can register your interest to be kept informed of the progress on the project.

Alternatively if you would prefer to send us your written comments you can download a comment form from the website or pick up a hard copy from any of the Council Offices or selected libraries as listed below and returned to the following address:

All comments/completed response forms should be received by 5pm on X.

All the comments received before the consultation closes will be analysed and a summary report produced and published on our website. The responses will be carefully considered and used to help prepare the next stage of the Oxfordshire Plan. Further details of the next steps will be published on our website.

DRAFT Cherwell District Council Business Plan 2019-20



DISTRICT COUNCIL
NORTH OXFORDSHIRE



Organisational Plan		
<p><u>Operational Excellence</u></p> <ul style="list-style-type: none"> Rigorous Financial Management Efficient and Effective Governance Commercial and Procurement excellence Continuous Improvement 	<p><u>Customer Focus</u></p> <ul style="list-style-type: none"> Excellent Customer Services Efficient and Effective Services Accessible services – Enabled through digitisation Consultation and Customer Insight 	<p><u>Best Council to work for</u></p> <ul style="list-style-type: none"> Employer of choice Employee Engagement and Wellbeing Culture of Learning and Development Sustainable relationships with key partners

Appendix 2 – Cherwell District and South Northants Councils – Latest Leadership Risk Register as at 12/12/2018

Level of risk	How the risk should be managed
High Risk (16-25)	Requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.
Medium Risk (10 -15)	Contingency Plans - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
Low Risk (1 – 9)	Good Housekeeping - may require some risk mitigation to reduce the likelihood if this can be done cost effectively, but good housekeeping to ensure that the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same.

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic					
	4 - Major		L04, L10, L12			
	3 - Moderate			L01, L02, L05, L14	L03, L06, L07, L08, L11	L09, L13a, L13b
	2 - Minor					
	1 - Insignificant					

Risk Definition	
Leadership	Strategic risks that are significant in size and duration, and will impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities
Operational	Risks to systems or processes that underpin the organisation’s governance, operation and ability to deliver services

Ref	Name and Description of risk	Potential Impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L01	Financial resilience – Failure to react to external financial shocks, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability Reduction in services to customers Continued reliance on central govt (RSG) and therefore reduced opportunity for independent decision making Reduced financial returns (or losses) on investments/assets Inability to deliver financial efficiencies Inability to deliver commercial objectives (increased income) Poor customer service and satisfaction Increased complexity in governance arrangements Lack of officer capacity to meet service demand	4	4	16	Medium Term Revenue Plan reported regularly to members. Efficiency plan in place and balanced medium term Highly professional, competent, qualified staff Good networks established locally, regionally and nationally National guidance interpreting legislation available and used regularly Members aware and are briefed regularly Participate in Northamptonshire Finance Officers and Oxfordshire Treasurers' Association's work streams Treasury management policies in place Investment strategies in place Regular financial and performance monitoring in place Independent third party advisers in place Regular bulletins and advice received from advisers Property portfolio income monitored through financial management arrangements on a regular basis Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Fully Fully Partially Fully Partially Fully Partially Fully Partially Fully Partially Fully Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	3	3	9	↔	AD Finance and Performance recruited. Overall Finance and Procurement resource being reviewed. Additional resilience and resource for financial accounting and reporting engaged through external partners and agencies. Investment strategy approach agreed for 18/19 and all potential investments to now be taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes. Timeliness and quality of budget monitoring particularly property income and capital to be improved. Project with Civica is ongoing. Financial Systems project reviewed to meet business needs. Asset Management Strategy to be reviewed and refreshed in the new year. Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme. Finance support and engagement with programme management processes being implemented. Integration and development of Performance, Finance and Risk reporting during 18/19. Regular involvement and engagement with senior management across Counties as well as involvement in Regional and National finance forums. Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members. Financial support and capacity being developed during 18/19 through development programme. Regular utilisation of advisors. Internal Audits being undertaken for core financial activity and capital.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Ensuring support is utilised from and provided by external partners and stakeholders. Financial System Solution Project started to ensure future finance provision is fit for future. Integrated reporting being embedded and working well.	Risk reviewed - 10/12/18 - No Changes
L02	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy / legislation Financial penalties Reduced service to customers	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors Clear accountability for responding to consultations with defined process to ensure Member engagement National guidance interpreting legislation available and used regularly Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Internal Audit Plan risk based to provide necessary assurances Strong networks established locally, regionally and nationally to ensure influence on policy issues Senior Members aware and briefed regularly in 1:1s by Directors	Partially Fully Fully Partially Partially Partially Fully Partially	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees Richard Ellis	Claire Taylor	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes Review Directorate/Service risk registers Ensure Committee forward plans are reviewed regularly by senior officers Ensure Internal Audit plan focusses on key leadership risks Develop stakeholder map, with Director responsibility allocated for managing key relationships Standardise agendas for Director / PFH 1:1s New NPPF published 05/03/18 will guide revised approach to planning policy and development management. Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR	Service planning process for 2019-20 to started. Separate service plans for CDC and SNC. Separate leadership risk registers to be put in place for CDC and SNC from 1 January 2019. Risk Management training session for Assistant Directors / Service Managers delivered in November.	Risk reviewed 12/12/18 - Commentary Updated.
L03	Lack of Management Capacity - Increased workload relating to local government reorganisation and changes to joint working between SNC and CDC impact on the capacity of management.	Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are not managed. Inability to deliver council's plans Inability to realise commercial opportunities or efficiencies Reduced resilience and business continuity Reduced staff morale and uncertainty may lead to loss of good people	4	4	16	Use of interims / fixed term and project roles to support senior capacity as required. Arrangements in place to source appropriate interim resource if needed Delegations to Chief Exec agreed to ensure timely decisions HR / Specialist resource in place to support recruitment process and manage implications Ongoing programme of internal communication Separate CDC and SNC Senior Leadership Teams in place to provide capacity required at each site.	Fully Fully Fully Fully Fully Partially	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees Richard Ellis	Claire Taylor	4	3	12	↔	Separate CDC and SNC Senior Leadership teams to work closely together during separation to mitigate the impact of any capacity issues resulting from separation. AD HR / OD briefed and leading the process Communications to be delivered by CEO External support provided. Resilience training programme for Assistant Directors in place.	Separate CDC and SNC Senior Leadership Teams in place from 1st January 2019 with Executive support arrangements in place. Additional resource in place to support the Northants Local Govt Re-organisation project (LGR). Additional communications resource in place to support LGR work. Volume of work related to separation and LGR means risk score remains at 12. Joint CEDR meetings to take place fortnightly from January 2019. Regular comms being provided by the Chief Executives	Joint CEDR meetings to take place fortnightly from January 2019.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L04	CDC & SNC Local Plans - Failure to ensure sound local plans are submitted on time for each District.	Inappropriate growth in inappropriate places Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on each council's ability to deliver its strategic objectives Increased costs in planning appeals Possible financial penalties through not delivering forecasted New Homes Bonus	3	5	15	Local Development Schemes are in place at each Council which detail the timeframes and deliverables to underpin the work Resources are in place to support delivery including Barrister support for each Local Plan. For issues which are solely within the control of SNC or CDC policies, plans and resources are in place CDC - Preparation of the Cherwell Partial Review as committed to by the adopted Local Plan. A Canalside Supplementary Planning Document to help implement Policy Banbury 1 of the Local Plan. Keeping the CDC Local Development Scheme up-to-date. SNC - Reg 19 Plan out for consultation (October 2018). Aim to be submitted to PINS by January 24 2019. Statements of Community Involvement are in place. SNC revised LDS approved September 2018	Fully Partially Partially Fully Fully Fully Fully	Councillor Colin Clarke Councillor Roger Clarke	Paul Feehily	Andy Darcy (SNC) David Peckford (CDC)	2	4	8	↔	Regular review meetings on progress and critical path review at each Council Regular Portfolio briefings and political review LDS updated as required Additional evidence commissioned as required CDC: Consideration of Local Plan programme by Executive - a revised CDC Local Development Scheme is due to be presented to the Executive on 3 Dec. This will determine whether to switch to a full Local Plan review starting in 2019 (instead of a Local Plan Part 2). Submission of the CDC partial review took place on 05/03/18.	CDC - A preliminary hearing for the Examination of the Partial Review of the Local Plan was held on 28 September 2018. On 29 October, the Inspector advised that the Council could proceed to main hearings. The Council is to be advised of Matters and Issues in December 2018. Work continues on a Supplementary Planning Document for Banbury Canalside. There is a need to achieve a deliverable, masterplan framework for the site which would meet Local Plan requirements, expected design standards and which satisfactorily responds to stakeholder issues. An Annual Monitoring Report and updated Local Development Scheme for CDC are scheduled to be presented to the Executive in Dec 2018. The Oxfordshire authorities have collectively commenced work on a Joint Statutory Spatial Plan (JSSP) and has been recruiting staff. In October, the Executive approved the JSSP's Local Development Scheme, its Scoping Document and its Statement of Community Involvement for consultation. SNC - Joint Core Strategy Review has commenced with preparation of proposed timetable, resources and scope underway. Work has commenced with Milton Keynes and Aylesbury for new Joint Spatial Framework to address impact of proposed growth of Milton Keynes on its neighbours. Local Plan part 2 has been published for representations, with employment allocations and Local Green Space designations. Aim is to submit in January 2019.	SNC Risk reviewed 10/12/18 - No changes CDC - Risk reviewed, Controls and comments updated 29/11/18
L05	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents Financial loss Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation	4	4	16	Business continuity strategy in place Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place Incident management team identified in Business Continuity Strategy All services undertake annual business impact assessments and update plans Business Continuity Plans tested	Partially Partially Partially Partially Partially	Councillor Dermot Bambridge Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	3	9	↓	All individual service Impact Assessments and BC Plans being updated BC Improvement plan, including testing, being developed by Steering Group ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss Corporate ownership and governance to sit at senior officer level Draft Business Continuity Strategy and Policy being updated for sign-off by Leadership Team. Progress report to be provided to CEDR in December	The plan to update all the service business continuity plans is progressing. Managers have had refresher training to support them in completing the plans. The first drafts have also been subject to a peer to peer review to check they are robust. An officer Steering Group is in place to provide professional advice on critical aspects of the plans. An internal audit is scheduled for Dec/ Jan to quality assure our plans.	Risk reviewed 11/12/18 - Mitigating actions and Comments updated.
L06	Partnering - Financial failure of a public sector partner organisation Failure to build the necessary partnership relationships to deliver our strategic plan. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers)	Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties. Poor service delivery Inability to deliver council's plans and outcomes for communities Legal challenge Financial loss Inability to partner in the future Reduced opportunity for inward investment in the future	4	4	16	Robust governance/contract management framework in place for key third party relationships Robust governance/contract management framework in place for key third party relationships Training and development of senior officers/members to fulfil their responsibilities with partner organisations Leader and CEO engaging at National and county level to mitigate impacts of potential service reductions for residents Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially Partially Partially Partially Partially	Councillor Barry Wood Councillor Ian McCord	Jane Carr	Nicola Riley	4	3	12	↔	Review existing arrangements/ contracts to ensure appropriate governance Standard agenda item at senior officer meetings Continue Institute of Directors training for Officers and Members Ongoing meetings with Chief Execs from across Northamptonshire to agree next steps for Unitary approach Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services	Third party governance review underway. Cllr and Officer appointments to Council owned companies to be reviewed. Impact of potential NCC cuts on this risk to be reviewed. Ongoing meetings with Chief Execs from across Northamptonshire to agree next steps for Unitary approach Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services	Risk reviewed 10/12/18 - No changes

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			Probability	Impact	Rating						Probability	Impact	Rating				
L07	Emergency Planning (EP) Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships	4	4	16	Key contact lists updated monthly. Dedicated Emergency Planning Officer in post to review, test and exercise plan and to establish, monitor and ensure all elements are covered Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill Senior management attend Civil Emergency training Multi agency emergency exercises conducted to ensure readiness On-call rota established for Duty Emergency Response Co- coordinators Full participation in Local Resilience Forum (LRF) activities	Fully Partially Fully Fully Fully Fully	Councillor Dermot Bambridge Councillor Andrew McHughy	Graeme Kane	Graeme Kane	3	4	12	↔	Director for Environment is reviewing the Emergency Planning arrangements and developed relationships with key partners. New call out arrangements for Snr Officers have been established. Training for senior officers was completed in June and November; further exercises were completed in September and November at a regional and national event with partners. Senior managers have attended multi-agency exercises. The Inter Agency Group met in November to reflect on this year's F1 Grand Prix and Moto GP and to start preparations for 2019. Both authorities are represented at the Local Resilience Forum	Both authorities have active plans in place to ensure they are prepared for a variety of emergencies. Further improvements are being made as a result of a review of these plans. Senior Officers have had the opportunity to attend multi agency training exercises during November to increase their knowledge and experience. Plans are developing to create two systems for SNC and CDC separately from January 2019.	Risk reviewed 10/12/18 - Mitigating actions & comments updated.
L08	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public Criminal prosecution for failings Financial loss due to compensation claims Enforcement action – cost of regulator (HSE) time Increased sickness absence Increased agency costs Reduction in capacity impacts service delivery	5	4	20	New Health & Safety Corporate H&S arrangements & guidance in place as part of the newly adopted HSG65 Management System Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation Corporate Interim H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees. Awaiting new Health & Safety Manager Proactive monitoring of Health & Safety performance management internally Proactive monitoring of Health & Safety performance management externally Effective induction and training regime in place for all staff Positive Health & Safety risk aware culture Corporate Health & Safety meeting structure in place for co-ordination and consultation Corporate body & Member overview of Health & Safety performance via appropriate committee Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially Fully Partially Partially Fully Partially Partially Fully Partially	Councillor Lynn Pratt Councillor Peter Rawlinson	Adele Taylor	Martin Green	4	3	12	↔	Corporate H&S Policy now finalised and communicated to all levels of managers and staff. The launch of this policy has helped to ensure that roles & responsibilities are discharged effectively. The next stage is underway, this is to update Corporate H&S arrangements and guidance documents which support the policy underneath. All Assistant Directors to complete a H&S Checklist to provide a status on the management of H&S in their service areas (checklist devised by H&S team to ensure H&S Management System framework is covered). AD's to submit checklist to their Director by 3/9/18. Corporate H&S Manager has sent a follow up note to Directors to suggest chasing outstanding AD checklists. Recommended that ED's and AD's consider the gaps within the checklists and liaise with their management teams on the agreed actions that they will be taking to address them. Actions to be formalised into service plans & monitored at DMT Meetings. Further support, advice & assistance provided by H&S Team (contacts established for each directorate area). Recently approved Internal Audit plan for 18/19 included an audit of our overall H&S management system framework which commenced in Q1 with a follow up planned prior to the end of 18/19. Four main recommendations have been made which are being considered and will be included in future updates of the Leadership Risk Register. The H&S team also conduct reviews internally across all services and teams, the current scope will be expanded from topic-based themes to cover all elements of our overall H&S management system to ensure compliance with our standards. Management of H&S training will now be included within the new eLearning programme which is in the process of being procured. Risk Assessment Workshop training is being developed. Robust training already in place in Environmental Services. Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process Reviews of leases and performance monitoring to be reviewed to satisfy the Councils providers/ contractors are managing significant risks.	Senior Officer Meeting receives regular updates from Corporate H&S Manager. Relevant updates taken to appropriate committee. Joint Council and Employee Engagement Committee (JCEEC) to be formed by HR in Oct/Nov time. To be in place to ensure robust communication methods are in place for consultation between HR/H&S and TU. HR AD in the process of co-ordinating JCEEC meetings. Internal Audit Schedule rolling 3 year programme has now been developed and is underway.	Risk reviewed 06/12/18 - No changes.

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			Probability	Impact	Rating						Probability	Impact	Rating				
L09	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber-ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes	Fully Fully Fully Partially Fully Partially Partially Fully Partially Partially	Councillor Ian Corkin Councillor Phil Bignell	Claire Taylor	David Spilsbury	3	5	15	↔	The cyber-essentials plus certification has now been passed. Cyber-security was reviewed by Internal Audit in May 2017 and a review meeting was held on 30th August 2018. The output has been received and signed off with good progress summary noted. The IT service are in discussions with the Regional Police Cyber Security Advisor. Initial training session held with the IT Management team in October 2018. Further table top session held in November with IT Management Team. Sessions for all staff are being arranged for January 2019 at CDC and SNC. Complete the implementation of the intrusion prevention and detection system by the end of 2018. Agree Terms of Reference and re-implement the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis. 1st meeting should be January 2019. Develop a comprehensive information security training programme with annual mandated completion which is assessed by June 2019. Cyber Security highlighted during the recent all staff briefing in relation to cyber essentials plus	Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review.	Risk reviewed 10/12/18 - Control Assessment, Risk Owner, Mitigating Actions and Comments Updated
L10	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	3	4	12	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Staff training - new whole staff shared approach being launched last year and mandatory training introduced Safer recruitment practices and DBS checks for staff with direct contact Action plan developed by CSE Prevention group as part of the Community Safety Partnership Local Safeguarding Children's Board Northamptonshire (LSCBN) pathways and thresholds Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return complied for each council Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group Engagement at an operational and tactical level with relevant external agencies and networks	Fully Fully Partially Partially Partially Fully Partially Fully Fully Fully Fully Partially	Councillor Barry Wood Councillor Ian McCord	Jane Carr	Nicola Riley	2	4	8	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Training monitoring to be developed through new HR/Payroll system Continue to attend Child exploitation groups in both Counties	Continued focus in this area with ongoing programme of training and awareness raising.	Risk reviewed 10/12/18 - No change.
L11	Income Generation through council owned companies	Through failure of governance or robust financial / business planning the councils fail to generate expected income.	3	4	12	Annual business planning Financial planning Corporate governance mechanisms Due diligence Business casing	Partially Partially Partially Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	3	4	12	↑	Recruiting to support shareholder and client side capacity. Relevant training being provided. Resilience and support being developed across business to monitor and deliver projects. Skills and experience being enhanced to deliver and support development, challenge and oversight.	Staff turnover in this area leading to increase in risk. Mitigations as resource identified. Knowledge and experience building take place with training and support as required.	Risk reviewed 10/12/18 - Residual risk score increased and comments updated.

Ref	Name and Description of risk	Potential Impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
L12	Financial sustainability of third party suppliers	The financial failure of a third party supplier results in the inability or reduced ability to deliver a service to customers.	3	4	12	Contracts in place to cover default. Business continuity planning	Partially Partially	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas. Financial company insight being gained through use of monitoring tools and financial advice.	Risk previously escalated due to suppliers financial difficulties which could result in loss of service. The Council continues to monitor suppliers financial stability and meets with suppliers when required. Financial company insight being gained through use of monitoring tools and financial advice.	Risk reviewed 10/12/18 - No changes.
L13a	Local Government Reorganisation CDC - Proposals for local government reorganisation impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Potential impact of CDC/SNC separation on quality of services delivered to residents and communities.	5	4	20	Leader and CEO engaging at national and county level to define steps and mitigate impacts of potential service reductions for residents. Planning for the impact of separation of joint working arrangements between CDC and SNC is underway. Strategic partnership opportunities with Oxfordshire County Council being explored with Joint Chief Executive in place by 1st October. Regular review and sharing of partnership activity / engagement at senior officer meetings	Partially Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	5	3	15	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Separation tracker and risk register to be circulated at all senior management meetings. New governance arrangement to underpin joint working with SNC following the end of the s113 required. OCC - CDC section 113 agreement completed.	Separate CDC Senior Leadership Team in place from 1st January 2019. Structure includes clear responsibility for separation from SNC. Plan for service separation between CDC/SNC agreed. First proposals for separation endorsed by JASG in December 2018. Collaboration Agreement to underpin on-going joint working between CDC and SNC to be agreed by Executive in January 2019.	Risk reviewed 12/12/18 - Commentary updated.
L13b	Local Government Reorganisation SNC - Proposals for local government reorganisation impacts on the provision of services to residents and communities.	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities. Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties. Threat to existing joint working partnership initiatives if alternative delivery modes are imposed. Potential impact of CDC/SNC separation on quality of services delivered to residents and communities.	5	4	20	Leader and CEO engaging at national and county level to mitigate impacts of potential service reductions for residents. Planning for the impact of separation of joint working arrangements between CDC and SNC is underway. Additional senior leadership resources are planned for SNC. Interim Head of Paid Service appointed for SNC to start on 1st October. Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially Partially Partially Partially	Councillor Ian McCord	Richard Ellis	Claire Taylor	5	3	15	↔	Standing item at senior officer meetings - regular review of risk and control measures. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Additional communications resources have been put into place to support the agenda. Separation tracker and risk register to be circulated at all senior management meetings. New governance arrangement to underpin joint working with CDC following the end of the s113 required.	Separate SNC Senior Leadership Team in place from 1st January 2019. Structure includes clear responsibility for both LGR and separation from CDC. Plan for service separation between CDC/SNC agreed. First proposals for separation endorsed by JASG in December 2018. Collaboration Agreement to underpin on-going joint working between SNC and CDC to be agreed by Cabinet in January 2019.	Risk reviewed 12/12/18 - Commentary updated.
L14	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal compliance Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statements	Partially Partially Partially Partially Partially Partially Partially	Councillor Barry Wood Councillor Ian McCord	Nick Graham Andrew Hunkin	Nick Graham Andrew Hunkin	3 3	3 3	9	↔	Standing item at senior officer meetings - regular review of risk and control measures Review of constitution to take place 2018/19 Implementation of corporate programme office - May 2018 Full review of HR policy to be undertaken during 2018/19 Monitoring Officer to attend management team meetings	S113 Agreement terminates on 16 January 2019. Collaboration Agreement being developed. Executive and Cabinet will consider its adoption on 7 and 14 January 2019 respectively. Service schedules are being developed for all services that require ongoing joint working - and these are programmed to be in place by 16 January 2019.	05/12/18 - Risk reviewed, Risk Owner & Manager & Comments updated

Cherwell District Council

Capital Strategy 2019/20

1 Introduction

- 1.1 This capital strategy is a new report for 2019/20, giving a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It has been written in an accessible style to enhance members' understanding of these sometimes technical areas.

2 Capital Expenditure and Financing

- 2.1 Capital expenditure is where the Council spends money on assets, such as property or vehicles, which will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are not capitalised and are charged to revenue in year.

For details of the Council's policy on capitalisation, see Financial Regulations

In 2019/20, the Council is planning capital expenditure of £49.2m as summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
Services	19.4	7.7	5.7	0.5	0.2
Capital investments	84.6	33.6	43.5	24.7	0
TOTAL	104.0	41.3	49.2	25.2	0.2

- 2.2 The main capital projects include the Build Programme, Castle Quay 2, Tramway Industrial Estate and replacement IT systems.

Governance

- 2.3 Service managers bid as part of the annual budget setting process, and throughout the year, to include projects in the Council's capital programme. Bids are collated by the Finance and a calculation of the financing cost is undertaken (which can be nil if the project is fully externally financed). The Budget Planning Committee appraises all bids based on a comparison of service priorities against financing costs and makes recommendations to the Executive. The final capital programme is then presented to Council in February each year.

- 2.4 All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

Table 2: Capital financing in £ millions

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
External sources	3.5	0.4	0.4	0	0
Own resources	7.2	1.6	2.0	2.0	3.0
Debt	93.3	39.3	46.8	23.2	-2.8
TOTAL	104.0	41.3	49.2	25.2	0.2

- 2.5 Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP and use of capital receipts are as follows:

Table 3: Replacement of debt finance in £ millions

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
Own resources	7.2	1.6	2.0	2.0	3.0

The Council's full minimum revenue provision statement is available via the Council's website.

- 2.6 The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase by £46.8 during 2019/20. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions

	31.3.2018 actual	31.3.2019 forecast	31.3.2020 budget	31.3.2021 budget	31.3.2022 budget
TOTAL CFR	137.5	176.8	223.6	246.4	243.2

Asset management

- 2.7 To ensure that capital assets continue to be of long-term use, the Council has an asset management strategy in place. This is a multi-level approach structured as follows:

- At a tenancy level the Comprehensive Asset Register (a database of key lease events) is being updated and used to identify forthcoming lease events such as expiries, rent reviews and breaks. These are allocated to specific asset managers to progress whose work schedules are reviewed monthly.
- At a property level this comprises the preparation of asset management plans for each asset which is then subject to periodic review and updating. This process is ongoing and intended to allow a critical examination of the performance of each asset and inform medium / long term decision making, such as the asset's suitability for simple retention, future capital investment or sale.
- At a portfolio level the make-up of the portfolio will be considered bi-annually in terms of its sector weighting and suitability to meet the Council's longer term objectives of providing a secure risk weighted income stream

Asset disposals

- 2.8 When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation projects until 2021/22. Repayments of capital grants, loans and investments also generate capital receipts. The council does not expect to receive any capital receipts in the coming financial year.

3 Treasury Management

- 3.1 Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

The Council currently has £89.5m borrowing at an average interest rate of 1.49% and £15.7m treasury investments at an average rate of 0.61%.

Borrowing strategy

- 3.2 The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.75%) and long-term fixed rate loans where the future cost is known but higher (currently 2.0 to 3.0%).

Projected levels of the Council's total outstanding debt (which comprises borrowing, PFI liabilities, leases are shown below, compared with the capital financing requirement (see above).

Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions

	31.3.2018 actual	31.3.2019 forecast	31.3.2020 budget	31.3.2021 budget	31.3.2022 budget
Debt (incl. PFI & leases)	111.5	131.7	178.5	201.3	198.1
Capital Financing Requirement	137.5	176.8	223.6	246.4	243.2

- 3.3 Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Council expects to comply with this in the medium term.

Affordable borrowing limit

- 3.4 The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Table 7: Prudential Indicators: Operational boundary and Authorised limit for external debt in £m

	2018/19 limit	2019/20 limit	2020/21 limit	2021/22 limit
Operational boundary total external debt	205	205	205	205
Authorised limit total external debt	225	225	225	225

Further details on borrowing can be found in the treasury management strategy.

Investment strategy

- 3.5 Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.
- 3.6 The Council’s policy on treasury investments is to prioritise security and liquidity over yield. Focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Table 8: Treasury management investments in £millions

	31.3.2018 actual	31.3.2019 forecast	31.3.2020 budget	31.3.2021 budget	31.3.2022 budget
Near-term investments	19.1	15	15	15	15
Longer-term investments	0	0	0	0	0
TOTAL	19.1	15	15	15	15

Further details on treasury investments can be found in the treasury management strategy.

Governance

- 3.7 Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Finance and staff, who must act in line with the treasury management strategy approved by Council. Reports on treasury management activity are presented to the Accounts, Audit & Risk Committee. The Accounts, Audit & Risk Committee is responsible for scrutinising treasury management decisions.

4 Investments for Service Purposes

- 4.1 The Council makes investments to assist local public services, including making loans to and buying shares in the Council's subsidiaries, providing loans to local charities and businesses where there is demonstrable public benefit. In light of the public service objective, the Council is willing to take more risk than with treasury investments; however, it still plans for such investments to at least break even.

Governance

- 4.2 Decisions on service investments are made by the relevant service manager in consultation with the Section 151 Officer and must meet the criteria and limits laid down in the Investment Strategy. Most loans and shares are capital expenditure and purchases will therefore also be approved as part of the capital programme.

Further details on service investments are in the Investment Strategy]:

5 Commercial Activities

- 5.1 With central government financial support for local public services declining, the Council invests in commercial property mainly for financial gain but also for strategic economic regeneration. Total commercial investments are currently valued at £89m with the largest being Castle Quay.
- 5.2 With financial return being an objective, the Council accepts higher risk on commercial investment than with treasury investments. The principal risk exposures are listed below together with an outline of how those risks are managed:

Illiquidity:	<p>The council acknowledges illiquidity as a risk in property and whilst it cannot be avoided the risk is mitigated by the following strategies:</p> <ol style="list-style-type: none"> a) The council invests across a range of sectors. Illiquidity is to an extent fluid and at any given time varies across sectors. This allows the Council the opportunity to effect sales, if required, in the more liquid sectors. b) The Council's assets are likewise diversified in terms of lot size. This affords the Council the ability to access a range of purchaser types e.g. small local investors, listed property companies or institutions. c) The Council does not invest in high risk assets which can be the most illiquid of all. d) The Council's investments are not what is termed 'Investment Grade', but they are fundable – i.e. if sold they could be suitable for debt backed investors. e) The Council does not invest in specialist properties, where the market tends to be most illiquid. f) The Council's assets are uncharged. It is often lenders who require assets to be sold and whilst gearing does not increase illiquidity per se, it can expose an owner to greater risk of selling an illiquid asset at an inopportune time.
Tenant default:	<p>The Council's portfolio is not populated by large national concerns and tenant default risk is managed in two ways:</p> <ol style="list-style-type: none"> 1. Tenants are vetted when entering the portfolio either as new tenants when property is let or as replacement tenants when existing tenants assign their leases. It has to be acknowledged that there is less control when a tenant applies for consent to assign, though guarantees may be sought. 2. Risk is managed by diversification as only a small proportion of tenants will fail in any given year. At present the Council has over 150 tenants paying in excess of £5,000 per annum and the largest of them accounts for only 5.6% of the portfolio's aggregate rent roll.
Obsolescence:	<p>A significant proportion of the Council's portfolio comprises industrial / warehouse buildings and simple retail assets which have relatively low obsolescence compared to offices where there are substantial amounts of plant and machinery. Where we have offices we try to introduce sinking / replacement funds where we are able to collect from tenants an annual sum to put towards high cost items such as the replacement of lifts or air conditioning. An example of this is the Banbury Health Centre which has a renewals fund set at £10,000 per annum. In other leases we will try to negotiate terms which allow for the replacement of obsolete plant when it is beyond economic repair.</p> <p>Where matters of public policy override commercial concerns our portfolio is more vulnerable. For example, at Banbury Museum, the Council may be responsible for significant capital outlay on plant and machinery as it nears the end of its useful economic life.</p>

Capital expenditure	Please see above but also note that the Council aims to let space on Full Repairing terms which either makes the tenant either explicitly responsible for maintaining the asset or allows CDC to recover the cost of repairs through the service charge provisions of the relevant lease.
Market risk:	<p>Two key market risks are falling rents in response to declining economic conditions and extended marketing voids when leases end or tenants fail. These risks are mitigated in three main ways:</p> <ol style="list-style-type: none"> 1. Lease lengths should be 3 – 5 yrs + which obviates most market risks during the period of the tenancy. 2. Rents are reviewed in an upwards only direction. This means that they cannot fall during the term of a lease. 3. Tenant failure – see above under Tenant Default, re: vetting and diversification policies. <p>An additional risk is over-exposure to town centre retailing as the portfolio's largest assets are Castle Quay Shopping Centre in Banbury and Pioneer Square in Bicester. These are both strategic investments and in respect of Castle Quay we rely heavily on external advisors, particularly Montague Evans, to identify and manage both upside and downside risks.</p>
Returns eroded by inflation:	All investment assets incorporate periodic rent reviews which provide a hedge against inflation. Property is generally accepted as performing better than fixed income assets in times of inflation.
Rising interest rates:	The portfolio is ungeared and therefore un-mortgaged

Governance

- 5.3 Decisions on commercial investments are made by Members and Statutory Officers in line with the criteria and limits approved by Council in the Investment Strategy. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the capital programme.

Further details on commercial investments and limits on their use are in pages Investment Strategy

- 5.4 The Council also has commercial activities in trading companies, exposing it to normal commercial risks. These risks are managed by the governance structure in place. The Shareholder Committee is regularly informed of the progress of each

company. The Shareholder meets with the directors both formally and informally to ensure there is a consistent dialog between the companies and the council.

6 Liabilities

- 6.1 In addition to debt of £89.5m detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £86m).

It has also set aside £4m predominantly to cover the risk of business rates appeals provisions. The Council is also at risk of having to refund the NHS for business rates if the on-going legal case is found in their favour.

Governance

- 6.2 Decisions on incurring new discretionary liabilities are taken by [service managers] in consultation with Statutory Officers. The risk of liabilities crystallising and requiring payment is monitored by Finance and reported monthly to the Budget Planning and Executive committees. New liabilities are reported to full council for approval/notification as appropriate.

Further details on liabilities and guarantees are on page 72 of the 2017/18 statement of accounts

7 Revenue Budget Implications

- 7.1 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 9: Prudential Indicator: Proportion of financing costs to net revenue stream

	2017/18 actual	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
Financing costs (£m)	0.7	2.1	2.8	2.8	2.8
Proportion of net revenue stream	4%	11%	12%	12%	11%

Further details on the revenue implications of capital expenditure are in the 2019/20 revenue budget

Sustainability

- 7.2 Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Section 151 Officer is satisfied that the proposed capital programme is prudent, affordable and sustainable.

8 Knowledge and Skills

- 8.1 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Section 151 Officer is a qualified accountant with many years' experience, the Assistant Director of Property and Investments is a chartered surveyor with over twenty years' experience of asset management and commercial property investment. The Council pays for junior staff to study towards relevant professional qualifications including CIPFA, ACT (treasury), and the RICS.
- 8.2 Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers, and a range of the current property advisors is as follows:
- Banbury based surveyors White Commercial and Bankier Sloane provide advice on the local property market, and assistance with new lettings, lease renewals and rent reviews.
 - Montague Evans supply asset management and facilities management in respect of Castle Quay.
 - GVA Grimley also supply specialist accounting services in respect of Castle Quay.
 - Montague Evans and Colliers both provide property valuation services
 - BWD and Jackson Criss assist with Castle Quay lettings
 - Gardiner Theobald provide project management, QS, CDM and Design services on Castle Quay
 - Broomfield Property Ltd and Prime Project Management Ltd provide service relating to Castle Quay

This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

CDC Capital Bids Summary 2019/20 - 2023/24

Appendix 4

Bid Ref	Project Name	New Directorate	Service	Service Head	Project Name	Total Project Cost (£K)	Spend Profile (£000)								Revenue Impact (£000)					Future Years	Future Years
							2019/20 Q1 (£K)	2019/20 Q2 (£K)	2019/20 Q3 (£K)	2019/20 Q4 (£K)	2020/21 (£K)	2021/22 (£K)	2022/23 (£K)	2023/24 (£K)	2019/20 (£K)	2020/21 (£K)	2021/22 (£K)	2022/23 (£K)	2023/24 (£K)		
015	Commercial waste containers	Wellbeing & Environment	Environment - Environment	Ed Potter	The Council operates a commercial waste service. This is rapidly expanding and generates a good income. After all operating costs the overall return is about 25%. This capital funding will purchase containers of around 40-50 new customers. The net income will be at least £8k so the costs of the containers will be covered in at least 18 months.	12	3	3	3	3	-	-	-	-	-8	-8	-8	-8	-8	-	-
016	On street recycling bins	Wellbeing & Environment	Environment - Environment	Ed Potter	The Council has a number of on street recycling bins in the urban centres. They have been successful in diverting plastic bottles & cans away from residual waste litter bins. All recycling brings in a gate fee of just over £50/tonne. Although this is offset by processing costs the net benefit from the increased recycling tonnage should bring in around £2k/year	25	25	-	-	-	-	-	-	-	-2	-2	-2	-2	-2	-	-
017	Thorpe Lane depot capacity enhancement	Wellbeing & Environment	Environment - Environment	Ed Potter	The district is rapidly expanding with each 4500 new properties requiring an additional waste collection crew and vehicle. As developments get adopted there will be an increased demand for Street Cleansing services which will mean more staff & more vehicles.	225	50	-	-	-	175	-	-	-	-	-	-	-	-	175	-
018	Thorpe Lane workshop lifting equipment	Wellbeing & Environment	Environment - Environment	Ed Potter	From September 2018 the Council has commenced work on servicing & repairing Oxfordshire County Council minibuses. This work will require the use of the fifth workshop bay. This bay currently has no vehicle lifting equipment. The project is to acquire additional lifting equipment so this work can be done for the long term.	20	20	-	-	-	-	-	-	-	-	-	-	-	-	-	-
019	HR/Payroll Replacement System	Customers & Services Development	Customers & Service Development	Claire Taylor	The current HR/Payroll system needs to be replaced during 2019/20.	195	33	33	30	30	18	18	18	18	-	-	-	-	-	140	-
020	Finance Replacement System	Finance & Property	Property, Investment & Contract Management	Adele Taylor	The current Finance system needs to be replaced during 2019/20.	250	54	54	54	49	20	20	-	-	-	-	-	-	-	80	-
021	Feasibility of utilisation of property space	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	Feasibility study for our operational assets to support options appraisal on future use of space	100	-	50	50	-	-	-	-	-	-	-	-	-	-	-	-
022	Academy Electronic Document Management System	Finance & Property	Property, Investment & Contract Management	Adele Taylor	The CSN Revs and Bens service uses iClipse (CDC) and Rkyv (SNC) to deliver document management functionality to support business function. Both these systems are near end of life and require replacement by March 2020.	87	39	21	27	-	-	-	-	-	7	7	7	-	-	-	14
023	New E-Tendering Portal for Procurement and Contract Management	Finance & Property	Property, Investment & Contract Management	Adele Taylor	Digitalisation of Procurement Processes. Ease of access for suppliers. A web-based e-tendering system known as "Intend".	30	30	-	-	-	-	-	-	-	10	10	10	10	10	-	40
024	Fencing works/associated storage	Wellbeing & Environment	Wellbeing - Leisure & Sports	Nicola Riley	Due to the ageing condition of the Fencing surrounding the Artificial Turf Pitch at the Cooper Sports Facility there is a need to improve security of the Pitch and ancillary facilities.	50	-	-	50	-	-	-	-	-	-	-	-	-	-	-	-
025	The Mill - remedial works	Wellbeing & Environment	Wellbeing - Communities	Nicola Riley	A recent condition survey of the property outlined necessary remedial works and approach that would need to be undertaken to bring the building back into good repair.	250	250														
Total						3,376	638	535	762	412	508	188	168	168	57	57	57	50	50	1,140	254

**Cherwell District Council
Proposed Capital Programme - 2019/20**

Project Description	Year Approved	Project Owner	2018/19			2019/20				2020/21	2021/22	2022/23	2023/24	Grand Total
			Slippage B/Fwd	New Projects	Total	Existing Capital Projects	New Bids	Adjustments	Total					
			£000	£000	£000	£000	£000	£000	£000					
Biomass Heating for Bicester Leisure Centre	2012/13	Nicola Riley	14		14				0					14
Corporate Bookings System	2017/18	Nicola Riley	60		60				0					60
Whitelands Farm Sports Ground	2016/17	Nicola Riley	25		25				0					25
Solar Photovoltaics at Sports Centre	2013/14	Nicola Riley	80		80				0					80
Football Development Plan in Banbury	2013/14	Nicola Riley	20		20				0					20
North Oxfordshire Academy Astro turf	2014/15	Nicola Riley	207		207				0					207
Stratfield Brake Repair Works	2014/15	Nicola Riley	12		12				0					12
Cherwell Community Fund	2018/19	Nicola Riley	100		100	100			100					300
Sports Centre Modernisation Programme	2007/08	Nicola Riley	36		36				0					36
Bicester Leisure Centre Extension	2016/17	Nicola Riley	122		122				0					122
Spiceball Leisure Centre Bridge Re-surfacing	2016/17	Nicola Riley	30		30				0					30
Woodgreen - Condition Survey Works	2015/16	Nicola Riley	2		2				0					2
Bicester Leisure Centre - Access Road Improvements	2017/18	Nicola Riley	33		33				0					33
Cooper School Performance Hall - Roof, Floor & Seating	2017/18	Nicola Riley	38		38				0					38
North Oxfordshire Academy - Replacement Floodlights	2017/18	Nicola Riley	20		20				0					20
North Oxfordshire Academy - Sports Pavilion Improvements	2017/17	Nicola Riley	6		6				0					6
Coopers Sports Facility Floodlights	2018/19	Nicola Riley		65	65				0					65
Sunshire Centre	2018/19	Nicola Riley		440	440				0					440
The Mill	2019/20	Nicola Riley			0		250		250					250
Fencing works/associated storage	2019/20	Nicola Riley			0		50		50					50
Wellbeing - Community Services Total			805	505	1,310	100	300	0	400	100	0	0	0	1,810
Empty Homes Work-in-Default Recoverable	2018/19	Gillian Douglas	100		100				0					100
Woodpiece Road Parking Options	2018/19	Gillian Douglas	70		70				0					70
Disabled Facilities Grants	Annual	Gillian Douglas	1,995		1,995	375	0	(375)	0	375	375			2,745
Upgrade & Enhancements to Abris Housing System	2018/19	Gillian Douglas	33		33	33			33					66
Discretionary Grants for Domestic Properties	Annual	Gillian Douglas	339		339	275	150	(275)	150	150	150	150	150	1,089
Wellbeing - Housing Services Total			2,537	0	2,537	683	150	(650)	183	525	525	150	150	4,070
Car Parks Improvement Project	2017/18	Graeme Kane	467		467				0					467
Energy Efficiency Projects	2014/15	Graeme Kane	28		28				0					28
Glass Bank Recycling Scheme	2012/13	Graeme Kane	8		8				0					8
Public Conveniences	2015/16	Graeme Kane	50		50				0					50
Off Road Parking Facilities	2015/16	Graeme Kane	18		18				0					18
Vehicle Replacement Programme	Annual	Graeme Kane	879		879	620			620	700	750			2,949
Wheeled Bin Replacement Scheme	2016/17	Graeme Kane	125		125				0					125
Urban Centre Electricity Installations	2016/17	Graeme Kane	15		15				0					15
Bicester Cattle Market Car Park Phase 2	2011/12	Graeme Kane	90		90				0					90
Customer Self-Service Portal	2014/15	Graeme Kane	80		80				0					80
Public Conveniences	2018/19	Graeme Kane		50	50	200			200					250
Container Bin Replacement	2018/19	Graeme Kane		20	20				0					20
Banbury Market Improvements	2018/19	Graeme Kane		20	20				0					20
Vehicle Lifting Equipment (Workshop)	2018/19	Graeme Kane		30	30				0					30
Vehicle Replacement Programme	2018/19	Graeme Kane		35	35	240			240					275
Commercial waste containers	2018/19	Graeme Kane			0		12		12					12
On street recycling bins	2018/19	Graeme Kane			0		25		25					25
Thorpe Lane depot capacity enhancement	2018/19	Graeme Kane			0		50		50	175				225

Project Description	Year Approved	Project Owner	2018/19			2019/20				2020/21	2021/22	2022/23	2023/24	Grand Total
			Slippage B/Fwd	New Projects	Total	Existing Capital Projects	New Bids	Adjustments	Total					
			£000	£000	£000	£000	£000	£000	£000					
Thorpe Lane workshop lifting equipment	2018/19	Graeme Kane			0		20		20					20
Environmental Services Total			1,293	155	1,915	1,060	107	0	1,167	875	750	0	0	4,707
Wellbeing and Environmental Services Total			4,635	660	5,762	1,843	557	(650)	1,750	1,500	1,275	150	150	10,587
Community Centre Refurbishments	2013/14	Robert Jolley	84		84				0					84
The Hill Youth & Community Centre	2015/16	Robert Jolley	989		989				0					989
East West Railways	2015/16	Robert Jolley	1,160		1,160	290			290	290	290			2,030
Build Programme Phase 1a	2012/13	Robert Jolley	1,182		1,182				0					1,182
Build Programme Phase 1b	2018/19	Robert Jolley	1,875		1,875	1,845			1,845	(2,500)				1,220
Build Programme Phase 2	2018/19	Robert Jolley	6,500		6,500	4,500			4,500	(7,200)				3,800
NW Bicester Eco Business Centre	2016/17	Robert Jolley	2,236		2,236				0					2,236
Graven Hill	2016/17	Robert Jolley	600		600	13,000			13,000					13,600
Place & Growth - Economy & Regeneration Total			14,626	0	14,626	19,635	0	0	19,635	(9,410)	290	0	0	25,141
Place and Growth Total			14,676	0	14,626	19,635	0	0	19,635	(9,410)	290	0	0	25,141
HR/Payroll Replacement System	2019/20	Karen Edwards			0		125		125	18	18	18	18	197
HR, OD and Payroll			0	0	0	0	125	0	125	18	18	18	18	197
Land & Property Harmonisation	2014/15	Claire Taylor	83		83				0					83
5 Year Rolling HW / SW Replacement Prog	Annual	Claire Taylor	50		50	50			50	50	50			200
Business Systems Harmonisation Programme	Annual	Claire Taylor	69		69	40			40	40	40			189
Upgrade to Uninterrupted Power Supply & Back up	2014/15	Claire Taylor	115		115				0					115
Microsoft Licensing Agreement	2015/16	Claire Taylor	110		110				0					110
Land & Property Harmonisation	2018/19	Claire Taylor		167	167	33			33					200
Customer Excellence & Digital Transfer	2018/19	Claire Taylor		85	85				0					85
Unified Comms System	2018/19	Claire Taylor		125	125				0					125
Information Technology Total			427	377	804	123	0	0	123	90	90	0	0	1,107
Customers and Service Development Total			427	377	804	123	125	0	248	108	108	18	18	1,304
Castle Quay 1	2017/18	Adele Taylor	7,636		7,636				0					7,636
Castle Quay 2	2017/18	Adele Taylor	72,000		72,000				0					72,000
Academy Harmonisation	2017/18	Adele Taylor	119		119		87		87					206
Finance Replacement System	2019/20	Adele Taylor			0		210		210	20	20			250
New E-Tendering Portal for Procurement and Contract Management	2019/20	Adele Taylor			0		30		30					30
Condition Survey Works	2013/14	Robert Fuzesi	77		77				0					77
Bradley Arcade Roof Repairs	2014/15	Robert Fuzesi	55		55				0					55
Orchard Way Shopping Arcade - front service area	2015/16	Robert Fuzesi	20		20				0					20
Community Buildings - Remedial Works	2016/17	Robert Fuzesi	150		150				0					150
Spiceball Riverbank Reinstatement	2016/17	Robert Fuzesi	50		50				0					50
Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	2017/18	Robert Fuzesi	270		270				0					270
Thorpe Way Industrial estate - Roof & Roof Lights	2017/18	Robert Fuzesi	64		64				0					64
Franklins House - travel Lodge	2017/18	Robert Fuzesi	783		783				0					783
Bicester - Pioneer Square	2017/18	Robert Fuzesi	135		135				0					135
Housing & IT Asset System joint CDC/SNC	2017/18	Robert Fuzesi	50		50				0					50
Orchard Way - external decorations plus associated works and roof coverings to stairwells	2018/19	Robert Fuzesi		95	95				0					95
Retained Land - tarmac/adum/walling works	2018/19	Robert Fuzesi		180	180				0					180

Project Description	Year Approved	Project Owner	2018/19			2019/20				2020/21	2021/22	2022/23	2023/24	Grand Total
			Slippage B/Fwd	New Projects	Total	Existing Capital Projects	New Bids	Adjustments	Total					
			£000	£000	£000	£000	£000	£000	£000					
Thorpe Place Industrial Units - external painting, tarmacadam and door replacement	2018/19	Robert Fuzesi		175	175									175
Thorpe Way Industrial Units - external painting, tarmacadam and door replacement	2018/19	Robert Fuzesi		145	145									145
Horswefair Banbury - renewal of paving/trees to footpath areas between Highway and Car Park also around public toilets	2018/19	Robert Fuzesi		100	100									100
Thorpe Lane Depot - tarmacding and drainage works to main yard	2018/19	Robert Fuzesi		110	110									110
All properties - EPC certification plus Compliance Works	2018/19	Robert Fuzesi		40	40									40
Tramway Industrial Estate, Banbury	2018/19	Robert Fuzesi		9,500	9,500									9,500
Banbury Museum Upgrade of AHU	2019/20	Robert Fuzesi			0		110		110					110
Bodicote House Fire Compliance Works	2019/20	Robert Fuzesi			0		154		154					154
The Fairway Garage Demolition	2019/20	Robert Fuzesi			0		52		52					52
BYHP Separation of Building to two Units	2019/20	Robert Fuzesi			0		17		17					17
Compliance Works with Energy Performance Regulations EPC's	2019/20	Robert Fuzesi			0		169		169					169
Ferriston Roof Covering	2019/20	Robert Fuzesi			0		142		142					142
Pioneer Square Fire Panel	2019/20	Robert Fuzesi			0		20		20					20
Corporate Asbestos Surveys	2019/20	Robert Fuzesi			0		150		150	60				210
Corporate Fire Risk Assessments	2019/20	Robert Fuzesi			0		60		60	20				80
Corporate Water Hygiene Legionella Assessments	2019/20	Robert Fuzesi			0		35		35					35
Corporate Reinstatement Cost Assessments	2019/20	Robert Fuzesi			0		59		59					59
Works From Compliance Surveys	2019/20	Robert Fuzesi			0		195		195	65				260
Thorpe Place 18_19	2019/20	Robert Fuzesi			0		75		75					75
Cherwell District Council – feasibility of utilisation of property space	2019/20	Robert Fuzesi			0		100		100					100
Finance and Property			81,409	10,345	91,754	0	1,665	0	1,665	165	20	0	0	93,604
Finance and Property Total			81,409	10,345	91,754	0	1,665	0	1,665	165	20	0	0	93,604
Capital Total			101,147	11,382	112,946	21,601	2,347	(550)	23,298	(7,637)	1,693	168	168	130,636

Car Parking

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Banbury Short Stay <i>(Charges apply 8am-7pm. Free Parking after 7pm)</i>						
Market Place Monday To Saturday						
0 -30 minutes	£0.80	£0.80		£0.00	0.0%	
0 - 1 hour	£1.20	£1.20		£0.00	0.0%	
Market Place Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Horsefair West Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
Horsefair West Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Calthorpe Street West (part) Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
Calthorpe Street West (part) Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Calthorpe Street East Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
Calthorpe Street East Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
South Bar East (part) up to Calthorpe Street Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
South Bar East (part) up to Calthorpe Street Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
North Bar East Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
North Bar East Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
The Mill Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
The Mill Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Chamberlaine Court Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
Chamberlaine Court Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Bridge Street (Blue Badge Holders Only) Monday To Saturday	£0.00	£0.00		£0.00	0.0%	
Bridge Street (Blue Badge Holders Only) Sunday and Bank Holidays	£0.00	£0.00		£0.00	0.0%	
Free of charge up to maximum stay permitted						

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<u>Banbury Long Stay</u> <i>(charges apply 8am-7pm. Free Parking after</i>						
Riverside Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
Riverside Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
South Bar East and West Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
South Bar East and West Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
North Bar West Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
North Bar West Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Calthorpe Street West Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
Calthorpe Street West Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Windsor Street Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
Windsor Street Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Spiceball North Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
Spice Ball North Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Bolton Road Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
Bolton Road Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Compton Road Monday To Saturday						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
1 - 2 Hours	£1.60	£1.60		£0.00	0.0%	
2 - 3 Hours	£2.20	£2.20		£0.00	0.0%	
3 - 4 Hours	£2.80	£2.80		£0.00	0.0%	
Day rate up to 7pm	£3.50	£3.50		£0.00	0.0%	
Compton Road Sunday and Bank Holidays						
0 - 1 hour	£0.80	£0.80		£0.00	0.0%	
Compton Road (Coaches only) - no charge	£0.00	£0.00		£0.00	0.0%	
<u>Drop Off - Pick Up Points</u>					0.0%	(Charges apply 8am-7pm. Free Parking after 7pm)
Bridge Street (all week)						
0 - 15 minutes	£0.30	£0.30		£0.00	0.0%	
Horsefair East - Coaches Drop Off/Pick Up - no charge	£0.00	£0.00		£0.00	0.0%	
Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<u>Bicester Short Stay</u> <i>(Charges apply 8am-7pm. Free Parking after 7pm)</i>						
Market Square Monday To Saturday						

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
0 - 30 Minutes	£0.60	£0.60		£0.00	0.0%	
0 - 1 Hour	£1.10	£1.10		£0.00	0.0%	
Market Square Sunday and Bank Holidays						
0 - 1 Hour	£0.60	£0.60		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Claremont Monday To Saturday						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
1 - 2 Hours	£1.20	£1.20		£0.00	0.0%	
2 - 3 Hours	£1.70	£1.70		£0.00	0.0%	
Claremont Sunday and Bank Holidays						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Chapel Brook Monday To Saturday						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
1 - 2 Hours	£1.20	£1.20		£0.00	0.0%	
2 - 3 Hours	£1.70	£1.70		£0.00	0.0%	
Chapel Brook Sunday and Bank Holidays						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Victoria Road Monday To Saturday						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
1 - 2 Hours	£1.20	£1.20		£0.00	0.0%	
2 - 3 Hours	£1.70	£1.70		£0.00	0.0%	
Victoria Road Sunday and Bank Holidays					0.0%	
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
<u>Bicester Long Stay</u>					0.0%	
Cattle Market Monday To Saturday						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
1 - 2 Hours	£1.20	£1.20		£0.00	0.0%	
2 - 3 Hours	£1.70	£1.70		£0.00	0.0%	
3 - 4 Hours	£2.20	£2.20		£0.00	0.0%	
Day rate up to 7pm	£2.50	£2.50		£0.00	0.0%	
Cattle Market Sunday and Bank Holidays						
0 - 1 hour	£0.60	£0.60		£0.00	0.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.00		£0.00	0.0%	
Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<u>Kidlington Short Stay</u> Curtis Place (all week) - no charge	£0.00	£0.00		£0.00	0.0%	
<u>Kidlington Long Stay</u> Curtis Place (all week) - no charge	£0.00	£0.00		£0.00	0.0%	

Environmental Services

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Bundles of 25 Trade Waste Sacks	£55.00	£60.00		£5.00	8.3%	
Bundles of 25 Trade Recycling Sacks	£35.00	£40.00		£5.00	12.5%	
COMMERCIAL REFUSE COLLECTION - PER LIFT						
240 litre bin	£6.75	£7.25		£0.50	6.9%	
360 litre bin	£9.00	£9.50		£0.50	5.3%	
660 litre bin	£13.00	£13.50		£0.50	3.7%	
COMMERCIAL RECYCLING COLLECTION - PER LIFT						
240 litre bin	£3.75	£4.00		£0.25	6.3%	
360 litre bin	£5.25	£5.50		£0.25	4.5%	
660 litre bin	£7.25	£7.75		£0.50	6.5%	
1100 litre bin	£9.50	£10.00		£0.50	5.0%	
<i>* Discount of 10% for >5 bins, 20% for >10 bins</i>						
Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
COMMERCIAL FOOD RECYCLING - PER LIFT						
120 litre bin	£3.00	£3.50		£0.50	14.3%	240l bin not available
Schedule II Collections - Schools						
240L Wheeled Bin Package	£120.00	£130.00		£10.00	7.7%	
360L Wheeled Bin Package	£170.00	£180.00		£10.00	5.6%	
660L Wheeled Bin Package	£270.00	£285.00		£15.00	5.3%	
1100L Wheeled Bin Package	£375.00	£390.00		£15.00	3.8%	
Trade Glass Collection (set of 3 bells)	£60.00	£60.00		£0.00	0.0%	
Bundles of 25 Biodegradable Garden Waste Sacks	£12.00	£12.00		£0.00	0.0%	
Roll of 52 Compostable Liners	£3.00	£3.00		£0.00	0.0%	

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Environmental Protection						

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Rats & Mice, Per consultation - 3 visits (free of charge to residents who are 60 years of age and over)	£40.00	£43.33		£3.33	7.7%	
Fleas, , cockroaches ants, carpet beetles, and other household insects	£45.00	£48.33		£3.33	6.9%	
Bedbugs	£75.00	£75.00		£0.00	0.0%	
Wasps Nests	£40.00	£43.33		£3.33	7.7%	
Fine for stray dogs during office hours	£66.50	£70.00		£3.50	5.0%	
Fine for stray dogs outside office hours	£138.50	£145.00		£6.50	4.5%	
Kennel Costs (per day/part of)	£16.50	£17.50		£1.00	5.7%	
Dog bin emptying charge	£1.40	£1.50		£0.10	6.7%	For parishes with more than 20 bins
	£1.40	£1.60		£0.20	12.5%	For parishes with more than 5 bins
	£1.40	£1.75		£0.35	20.0%	For parishes with less than 5 bins
<u>MOT's</u>						
Class IV for Trade, Staff and Account Customers	£45.00	£45.00		£0.00	0.0%	
Class IV for General Public	£50.00	£50.00		£0.00	0.0%	
Class V for Trade, Staff and Account Customers	£50.00	£50.00		£0.00	0.0%	
Class V for General Public	£55.00	£55.00		£0.00	0.0%	
Class VII for Trade, Staff and Account Customers	£50.00	£50.00		£0.00	0.0%	
Class VII for General Public	£55.00	£55.00		£0.00	0.0%	
Use of Washdown facility						

Statutory Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<u>Environmental Protection</u>						
Process Registration and annual subscription (various)	various					

Public Protection, Environmental Health, Licensing and Building Control

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Public Protection and Environmental Health						
(v) Skin Piercing (a) Registration Fee	£96.00	£102.00		£6.00	5.9%	Adjusted to align with SNC charge
(v) Skin Piercing (b) Registration of Premises	£151.00	£153.00		£2.00	1.3%	Adjusted to align with SNC charge
Variation of scrap metal dealers license type Collector - Dealer	£200.00	£204.00		£4.00	2.0%	
Variation of scrap metal dealers license - Admin, change of name or replacement	£100.00	£102.00		£2.00	2.0%	
Scrap metal dealers site	£455.00	£465.00		£10.00	2.2%	
Scrap metal collectors license	£270.00	£275.00		£5.00	1.8%	
Investigation of high hedges complaint	£360.00	£370.00		£10.00	2.7%	
					0.0%	
Food Export/Hygiene Certificates (without inspection)	£43.00	£44.00		£1.00	2.3%	
Food Export/Hygiene Certificates (with inspection)	£105.00	£107.00		£2.00	1.9%	
Food Hygiene Rating Scheme Rescore Visit	£265.00	£270.00		£5.00	1.9%	
Food Surrender Certificates	£118.50	£121.00		£2.50	2.1%	
Copies of Food Premises Register (a) Single Entry	£3.57	£3.64		£0.07	1.9%	
Copies of Food Premises Register (b) Full Register	£306.00	£312.00		£6.00	1.9%	
Factual Statements for Civil Proceedings	£148.00	£151.00		£3.00	2.0%	
Reports provided under the Environmental Information Regulations	£148.00	£151.00		£3.00	2.0%	
Contaminated land enquiry	£62.00	£66.00		£4.00	6.1%	Fee charged per hour or part thereof. 19-20 fee based on average hourly rate for the EP team for cost recovery.
					0.0%	
					0.0%	
					0.0%	
HEALTH PROTECTION						
Water Sampling						
Large/Commercial use supplies (each assessment at £68/hour capped at £500)	£500.00	£500.00		£0.00	0.0%	Capped by statute
Risk assessment (each assessment at £68/hour capped at £500)	£500.00	£500.00		£0.00	0.0%	Capped by statute
Sampling (each visit)	£100.00	£100.00		£0.00	0.0%	Capped by statute
Investigation	£100.00	£100.00		£0.00	0.0%	Capped by statute
Granting an authorisation	£100.00	£100.00		£0.00	0.0%	Capped by statute
Analysing a sample:						
Taken under regulation 10	£25.00	£25.00		£0.00	0.0%	Capped by statute
Taken during Check monitoring	£100.00	£100.00		£0.00	0.0%	Capped by statute
Taken during Audit monitoring	£500.00	£500.00		£0.00	0.0%	Capped by statute
					0.0%	
Water Sampling Fees:					0.0%	
Lab Fees (Depending on criteria)	£82.00	£83.50		£1.50	1.8%	
Pools (basic swimming pool test)	£31.00	£31.50		£0.50	1.6%	Anticipated supplier increases to courier/lab costs
Sampling and admin cost recovery hourly rate	£42.00	£43.00		£1.00	2.3%	
Courier charge	£31.00	£31.50		£0.50	1.6%	
Health Protection - Food Safety						
Level 2 Food Safety in Catering Course						

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Taught Course	£71.00	£72.50		£1.50	2.1%	
Taught - Voluntary Groups	£41.00	£42.00		£1.00	2.4%	
Taught - Unemployed	£41.00	£42.00		£1.00	2.4%	
E-learning (all level 2 courses)	£25.00	£25.00		£0.00	0.0%	No increase as 12 month contract agreed with supplier prices fixed
Level 2 Personal license Holder elearning and invigilated exam	£80.00	£80.00		£0.00	0.0%	12 month contract agreed with supplier prices fixed.
Invigilated exam resit	£25.00	£25.00		£0.00	0.0%	12 month contract agreed with supplier prices fixed.
Level 3 Food Hygiene Course						
Taught Course	£283.00	£288.00		£5.00	1.7%	
E-learning (all level 3 courses)	£150.00	£150.00		£0.00	0.0%	No increase as 12 month contract already agreed with supplier and prices fixed
Cost recovery - Commercial & Business Support						
Basic cost recovery (qualified officer)	£68.00	£68.00		£0.00	0.0%	No increase following review of cost recovery rates and to reflect intention to grow service
Full cost recovery (qualified officer)	£75.00	£75.00		£0.00	0.0%	No increase following review of cost recovery rates and to reflect intention to grow service
Mileage cost per mile	£0.52	£0.45		£-0.07	-15.6%	New mileage rate following harmonisation
Strive for 5	£240.00	£245.00		£5.00	2.0%	
SFBB Packs	£14.50	£14.80		£0.30	2.0%	
SFBB 48 week diary refills	£11.00	£11.20		£0.20	1.8%	
SFBB Pack with 48 week diary refill	£20.00	£20.40		£0.40	2.0%	
<u>Licensing</u>						
Street Trading consent charges are as follows:-						
12 month period	£1,120.00	£1,142.00		£22.00	1.9%	
6 month period	£560.00	£570.00		£10.00	1.8%	
3 month period	£280.00	£285.00		£5.00	1.8%	
1 month period	£940.00	£960.00		£20.00	2.1%	
Table and Chairs consent charges are as follows:-						
12 month period	£15.20	£15.50		£0.30	1.9%	
Gambling Act 2005 – Maximum Charges are set by legislation.	Various	Various	Various			Statutory Fees - Set Nationally
<u>Private Hire and Hackney Carriage DRIVER Fees and Charges</u>						
Grant of Licence 1 Year		£114.00			100.0%	New charge
Grant of licence 3 Years	£193.00	£193.00		£0.00	0.0%	
Renewal of existing licence 1 year		£96.00				

Cost recovery calculations support holding

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Renewal of existing licence 3 years	£170.00	£170.00		£0.00	0.0%	Cost recovery calculations support holding charges at current level. Hackney Carriage vehicles split from PHV. Age threshold for vehicle lifted. Operator Licence now split with 1 and 5 year options. All other fees based on external unchanged material costs
DBS (was CRB) check and DVLA check	£49.00	£49.00		£0.00	0.0%	
Medical approval	£20.00			REMOVE	REMOVE	
Knowledge Test	£25.00	£25.00		£0.00	0.0%	
Re take of Knowledge test	£25.00	£25.00		£0.00	0.0%	
Cost of badge/ replacement badge	£25.00	£25.00		£0.00	0.0%	
Cost of replacement paper licence	£10.50	£10.50		£0.00	0.0%	
Disability Awareness Training	£65.00	£65.00		£0.00	0.0%	
Safeguarding Awareness Training	£15.00	£15.00		£0.00	0.0%	
English Testing	£40.00	£40.00		£0.00	0.0%	
<u>Hackney Carriage VEHICLE Fees and Charges</u>						
Grant of licence	£350.00	£350.00		£0.00	0.0%	Cost recovery calculations reviewed. Hackney Carriage vehicles split from PHV. Vehicle age threshold removed. Operator Licence now split with 1 and 5 year options. All other fees based on external unchanged material costs
Renewal of existing licence	£225.00	£245.00		£20.00	8.2%	
Replacement licence plate	£65.00	£65.00		£0.00	0.0%	
Replacement bracket	£15.00	£15.00		£0.00	0.0%	
Re inspection/missed appointment fee	£40.00	£40.00		REMOVE	REMOVE	
Change of vehicle only	£65.00	£66.00		£1.00	1.5%	
Transfer of licensee only	£15.00	£15.50		£0.50	3.2%	
Change of vehicle and licensee	£40.00	£41.00		£1.00	2.4%	
<u>Private Hire VEHICLE Fees and Charges</u>						
Grant of new licence	£240.00	£260.00		£20.00	7.7%	Costly recovery calculations reviewed. Hackney Carriage vehicles split from PHV. Vehicle age restriction lifted. Operator Licence now split with 1 and 5 year options. All other fees based on external unchanged material costs
Renewal of licence	£210.00	£230.00		£20.00	8.7%	
Renewal of licence for vehicle 7 years old or over	£245.00			REMOVE	REMOVE	
Internal Plate Replacement	£10.00	£10.00		£0.00	0.0%	
Plate or bracket replacement	£20.00	£20.00		£0.00	0.0%	
Cost of replacement paper licence	£10.50	£10.50		£0.00	0.0%	
Change of vehicle only	£100.00	£102.00		£2.00	2.0%	
Transfer of licensee only	£55.00	£56.00		£1.00	1.8%	
Change of vehicle and licensee	£125.00	£127.00		£2.00	1.6%	
<u>Private Hire OPERATOR Fees and Charges</u>						
Operator's Licence (one vehicle only) - 1 year		£140.00		£140.00	100.0%	New licence
Operator's Licence (one vehicle only) – 5 year	£85.00	£130.00		£45.00	34.6%	Increased due extended validity period (from 3 years) and to reflect review of cost recovery rates. Plus £20 per additional vehicle (above 1)

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
For each additional vehicle	£20.00	£20.00		£0.00	0.0%	
Missed appointment fee	£25.00			REMOVE	REMOVE	
Mobile Home Sites Fees						
New Application						
1 to 10 pitches	£290.00	£295.00		£5.00	1.7%	
11 to 30 pitches	£420.00	£430.00		£10.00	2.3%	
31 to 99 pitches	£550.00	£560.00		£10.00	1.8%	
100 or more pitches	£680.00	£695.00		£15.00	2.2%	
Annual Fee						
1 to 10 pitches	£225.00	£230.00		£5.00	2.2%	
11 to 30 pitches	£290.00	£295.00		£5.00	1.7%	
31 to 99 pitches	£350.00	£360.00		£10.00	2.8%	
100 or more pitches	£420.00	£430.00		£10.00	2.3%	
Transfer/amendment	£160.00	£163.00		£3.00	1.8%	
Replacement paper licence	£10.50	£10.50		£0.00	0.0%	
Lodging rules	£55.00	£56.00		£1.00	1.8%	

Land Charges

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Full Search Fee (LLC1 & CON29R)	£128.00	£140.00		£12.00	9.38%	Fees reviewed to reflect current activity levels and costs of service. Benchmarking indicates that this would also be in line with other local authorities in the area
Additional parcel CON29	£18.00	£18.00		£0.00	0	
Additional parcel LLC1	£2.00	£2.00		£0.00	0	
Additional parcel Q22	£1.00	£1.00		£0.00	0	
LLC1 Only (Register search)	£30.00	£40.00		£10.00	33.33%	Fees reviewed to reflect current activity levels and costs of service. Benchmarking indicates that this would also be in line with other local authorities in the area
CON 29R only (no LLC1)	£98.00	£100.00		£2.00	2.04%	Fees reviewed to reflect current activity levels and costs of service. Benchmarking indicates that this would also be in line with other local authorities in the area
CON29O (Optional enquiries Question 4-21)	£10.00	£10.00		£0.00	0	
CON29O Question 22	£31.50	£31.50		£0.00	0	
PART 3 Own worded enquiries	£20.00	£20.00		£0.00	0	

CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
MEMBERSHIP DIRECT DEBITS					
Single DD - FIXED	£39.00	£39.00	£39.00	0.00%	£0.00
Single DD - FLEXI	£44.00	£44.00	£44.00	0.00%	£0.00
Expressions Family	£83.00	£83.00	No Longer Applicable		
Family DD (2 adults + 2 children) - FIXED	0.00%	£80.00	£80.00	0.00%	£0.00
Family DD (2 adults + 2 children) - FLEXI	£0.00	£85.00	£85.00	0.00%	£0.00
Family with up 5 children	£93.00	£93.00	No Longer Applicable		
Family DD (2 adults + 5 children) - FIXED	£0.00	£90.00	£90.00	0.00%	£0.00
Family DD (2 adults + 5 children) - FLEXI	£0.00	£95.00	£95.00	0.00%	£0.00
One Parent (1 adult + 2 children)	£0.00	£54.00	No Longer Applicable		
Single Parent (1 adult + 2 children) - FIXED	£0.00	£50.00	£50.00	0.00%	£0.00
Single Parent (1 adult + 2 children) - FLEXI	£0.00	£55.00	£55.00	0.00%	£0.00
One Parent (5 children)	£10.00	£64.00	No Longer Applicable		
Single Parent (1 adult + 5 children) - FIXED	£0.00	£60.00	£60.00	0.00%	£0.00
Single Parent (1 adult + 5 children) - FLEXI	£0.00	£65.00	£65.00	0.00%	£0.00
Corporate (single) FIXED	£37.00	£37.00	£37.00	0.00%	£0.00
Corporate (single) FLEXI	£39.00	£39.00	£39.00	0.00%	£0.00
Swim 23	£23.00	£23.00	£23.00	0.00%	£0.00
Swim 15	£0.00	£15.00	£15.00	0.00%	£0.00
Expressions Concession	£37.00	£37.00	£37.00	0.00%	£0.00
Junior	£22.00	£22.00	£22.00	0.00%	£0.00
Student	£0.00	£25.00	£25.00	0.00%	£0.00
Aqua Swim, Sauna, Steam	£34.00	£34.00	£34.00	0.00%	£0.00
1 - month offer	£54.00	£54.00	£55.00	1.85%	£1.00
Annuals	£475.00	£421.00	£421.20	0.05%	£0.20
FITNESS SUITE					
Casual Peak	£9.30	£9.40	£9.60	2.13%	£0.20
Senior Peak	£3.75	£3.85	£3.95	2.60%	£0.10
Casual Off-Peak	£7.80	£7.90	£7.95	0.63%	£0.05

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	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Senior Off-Peak	£3.35	£3.45	£3.60	4.35%	£0.15
Induction (for PAYG)	£18.00	£18.50	£19.00	2.70%	£0.50
Refresher Induction	£9.00	£9.25	£9.50	2.70%	£0.25
Junior Peak	£3.75	£3.85	£3.95	2.60%	£0.10
Junior Induction	£4.00	£4.20	£4.50	7.14%	£0.30
Adult Link Card Peak	£4.65	£4.70	£4.80	2.13%	£0.10
Senior Link Card Peak	£1.90	£1.95	£1.98	1.28%	£0.03
Adult Link Card Off-Peak	£3.90	£3.95	£4.00	1.27%	£0.05
Senior Link Card Off-Peak	£1.65	£1.70	£1.80	5.88%	£0.10
Link Card Induction	£9.00	£9.25	£9.50	2.70%	£0.25
GP Referral Session	£3.85	£3.95	£4.05	2.53%	£0.10
MotorMed Session	£2.50	£2.50	£2.50	0.00%	£0.00
Fitness Test - non members	£15.00	£15.00	£15.00	0.00%	£0.00
Replacement Membership Card	£3.00	£3.10	£3.20	3.23%	£0.10
HEALTH SUITE					
Sauna / Steam / Spa* (* = Swim at KGLC)	£7.50	£7.70	£7.90	2.60%	£0.20
Sauna / Steam / Spa / Swim	£11.30	£11.50	£11.75	2.17%	£0.25
Senior Health Suite	£4.05	£4.00	£4.05	1.25%	£0.05
Link Card Sauna / Steam	£3.75	£3.85	£3.95	2.60%	£0.10
FITNESS CLASSES					
All Classes (incl AquaFit)	£6.20	£6.30	£6.50	3.17%	£0.20
Body conditioning (1.5 hours)	£8.20	£8.30	£8.40	1.20%	£0.10
Studio Cycling (Peak)	£9.40	£9.50	£9.60	1.05%	£0.10
Studio Cycling (Off-Peak)	£8.00	£8.10	£8.20	1.23%	£0.10
Yoga	£6.30	£6.40	£6.50	1.56%	£0.10
Yoga (1.5 hours)	£8.20	£8.30	£8.40	1.20%	£0.10
Junior and Senior - specific classes	£3.75	£3.85	£3.95	2.60%	£0.10
Senior Classes - Bicester	£3.30	£3.40	£3.50	2.83%	£0.10
Yoga (1.5 hours)	£8.00	£8.20	£8.40	2.44%	£0.20

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	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Link Card Classes	£3.10	£3.15	£3.25	3.17%	£0.10
Link Card Classes - Senior / Junior	£1.90	£1.95	£1.98	1.28%	£0.03
SWIMMING SESSIONS					
Adult	£4.00	£4.10	£4.20	2.44%	£0.10
Junior	£2.60	£2.70	£2.75	1.85%	£0.05
Seniors	£2.60	£2.70	£2.75	1.85%	£0.05
Under 3's	£0.00	£0.00	£0.00	0.00%	£0.00
Block of 10 swims - Adult	£36.00	£36.90	£37.80	2.44%	£0.90
Block of 10 swims - Juniors	£23.40	£24.30	£24.75	1.85%	£0.45
Block of 10 swims - Seniors	£23.40	£24.30	£24.75	1.85%	£0.45
Family Swim ticket	£12.70	£13.00	£13.40	3.08%	£0.40
Adult Link Card Swim	£2.00	£2.05	£2.10	2.44%	£0.05
Junior Link Card Swim	£1.30	£1.35	£1.40	3.70%	£0.05
Senior Link Card Swim	£1.30	£1.35	£1.40	3.70%	£0.05
Teachers	£3.00	£3.05	No Longer Applicable		
GP Referral Swim (see GP Ref section)	£3.85	£3.95	£4.05	2.53%	£0.10
Wet & Wacky - junior	£3.10	£3.15	£3.25	3.17%	£0.10
Wet & Wacky - adult	£4.10	£4.20	£4.30	2.38%	£0.10
Wet & Wacky - senior	£2.85	£2.95	£3.00	1.69%	£0.05
Aquatic Youth	£2.50	£2.55	No Longer Applicable		
AquaFit	£6.20	£6.30	£6.50	3.17%	£0.20
Scouts and Brownies	£1.75	£1.80	£1.85	2.50%	£0.05
AquaFit - senior	£3.75	£3.85	£4.00	3.90%	£0.15
Swim Fit - Adult	£5.10	£5.20	£5.35	2.88%	£0.15
Swim Fit - Senior	£3.20	£3.30	£3.45	4.55%	£0.15

CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
SWIMMING LESSONS					
Stage 1 - 7, parent & toddler 50 weeks as 3x17 weeks	£5.80	£5.90	£6.00	1.69%	£0.10
Stage 1 - 7, parent & toddler - Direct Debit	£23.20	£23.60	£24.00	1.69%	£0.40
1 hour classes (rookie, survival, adults)	£8.15	£8.40	£8.50	1.19%	£0.10
1 hour classes (rookie, survival, adults) - Direct Debit	£32.50	£33.60	£34.00	1.19%	£0.40
40 minute intensive lesson	£8.75	£9.00	£9.10	1.11%	£0.10
Ducklings 10 wk course / 30 min lesson	£5.40	£5.55	£5.75	3.60%	£0.20
Stage 1 - 3 (with assistants) 10 week course / 30 min lesson	£5.70	£5.85	£6.05	3.42%	£0.20
Stage 1 - 3 (with assistants) - Direct Debit - 30 min lesson	£22.80	£23.40	£24.20	3.42%	£0.80
Stage 4 - 7 10 wk course / 30 min lesson	£5.45	£5.60	£5.75	2.68%	£0.15
Stage 4 - 7 10 wk course - Direct Debit	£21.80	£22.40	£23.00	2.68%	£0.60
Stage 8 - 10 & Adult 10 wk course - 55mins / 1 hr	£8.60	£8.65	£8.70	0.58%	£0.05
Stage 8 - 10 & Adult - Direct Debit	£34.40	£34.60	£34.80	0.58%	£0.20
CHILDREN's lessons 10 weeks course / 30 min lesson	£5.25	£5.45	£5.60	2.75%	£0.15
CHILDREN's lessons Direct Debit - 30 min lesson - no assistant	£21.00	£21.80	£22.40	2.75%	£0.60
CHILDREN's lessons Direct Debit - 30 min lesson - with assistant	£23.00	£23.40	£24.30	3.85%	£0.90
ADULT lessons 10 wk course / 60 min	£8.15	£8.40	£8.50	1.19%	£0.10
ADULT lessons Direct Debit - 60 min	£32.60	£33.60	£34.00	1.19%	£0.40
BIRTHDAY PARTIES					
Sports Hall Party	£105.00	£110.00	£110.00	0.00%	£0.00
Sports Hall / MegaBounce Party	£100.00	£105.00	£110.00	4.76%	£5.00
Super Striker / Football (Indoors)	£75.00	£77.00	£80.00	3.90%	£3.00
Super Striker / Football (Outdoors)	£55.00	£56.00	£57.50	2.68%	£1.50
Swimming Pool Party (Main Pool) - rafts and inflatables	£115.00	£117.50	£120.00	2.13%	£2.50
Swimming Pool Party (PnT Pool) - Paddle & Play	£105.00	£107.50	£110.00	2.33%	£2.50
Swimming Pool - wet & wacky	£135.00	£135.00	£140.00	3.70%	£5.00

CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Swimming Pool Party - rafts and inflatables	£115.00	£117.50	£120.00	2.13%	£2.50
Jump & Jiggle Soft Play Party	£80.00	£82.50	£85.00	3.03%	£2.50
Sports Party (indoors or outdoors)	£80.00	£82.50	£85.00	3.03%	£2.50
Mega Bounce & Tots Bounce Party	£120.00	£122.50	£125.00	2.04%	£2.50
POOL HIRE - also see Birthday Parties					
Main Pool	£90.00	£92.00	£95.00	3.26%	£3.00
Main Pool Gala	£120.00	£122.50	£126.50	3.27%	£4.00
Trainer Pool	£65.00	£67.00	£69.00	2.99%	£2.00
Trainer Pool Gala	£90.00	£92.50	£95.00	2.70%	£2.50
Play & Teach Pool	£76.50	£78.00	£80.00	2.56%	£2.00
School Hire (per lesson / teacher)	£16.70	£17.20	£17.50	1.74%	£0.30
Swim Club - Weekday mornings per 55mins	£37.50	£38.70	£40.00	3.36%	£1.30
Swim Club - evenings per 55mins	£60.00	£61.90	£63.90	3.23%	£2.00
SPORTS HALL HIRE (per hour)					
Badminton Court Peak	£11.30	£11.35	£11.60	2.20%	£0.25
Badminton Court Peak - Block Booking	£12.45	£12.50	£12.75	2.00%	£0.25
Badminton Court Off-Peak	£9.05	£9.10	£9.30	2.20%	£0.20
Badminton Court Off Peak - Block Booking	£10.00	£10.00	£10.25	2.50%	£0.25
Junior Peak	£5.65	£5.70	£5.80	1.75%	£0.10
Junior Off-Peak	£4.55	£4.55	£4.65	2.20%	£0.10
Adult vs Junior Peak	£8.65	£8.65	£8.70	0.58%	£0.05
Adult vs Junior Off-Peak	£6.80	£6.85	£7.00	2.19%	£0.15
Hall Hire Peak (5-a-side)	£50.00	£51.50	£53.25	3.40%	£1.75
Hall Hire Peak (5-a-side) - Block Booking	£55.00	£56.65	£58.60	3.44%	£1.95
Hall Hire Off-Peak (5-a-side)	£40.00	£41.20	£42.60	3.40%	£1.40
Hall Hire Off-Peak (5-a-side) - Block Booking	£44.00	£45.30	£46.85	3.42%	£1.55
SQUASH COURTS HIRE (per 40 mins)					
Squash Court Hire Peak	£8.50	£8.60	£8.60	0.00%	£0.00
Squash Court Hire Peak - Block Booking	£9.35	£9.45	£9.46	0.11%	£0.01

CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Squash Court Hire Off-Peak	£7.30	£7.30	£7.30	0.00%	£0.00
Squash Court Hire Off Peak - Block Booking	£8.05	£8.05	£8.05	0.00%	£0.00
Junior Peak	£4.25	£4.30	£4.30	0.00%	£0.00
Junior Off-Peak	£3.65	£3.65	£3.65	0.00%	£0.00
Adult vs Junior Peak	£6.40	£6.45	£6.45	0.00%	£0.00
Adult vs Junior Off-Peak	£5.50	£5.50	£5.50	0.00%	£0.00
TABLE TENNIS HIRE (per hour)					
Adult Hire	£6.50	£6.60	£6.80	3.03%	£0.20
Junior Hire	£3.25	£3.30	£3.40	3.03%	£0.10
Adult vs Junior	£4.90	£4.95	£5.10	3.03%	£0.15
ALL WEATHER PITCHES - BLC and KGLC					
Adult Football	£40.00	£41.00	£42.00	2.44%	£1.00
Adult Football - Block Booking	£42.00	£43.30	£45.00	3.93%	£1.70
Junior Football (up to 7.15pm)	£30.00	£30.90	£32.00	3.56%	£1.10
Junior Football (up to 7.15pm) - Block booking	£33.00	£34.00	£35.20	3.53%	£1.20
Junior individual PAYG	£2.70	£2.80	£3.00	7.14%	£0.20
Whole Pitch	£73.50	£75.80	£78.50	3.56%	£2.70
2/3rds Pitch	£53.50	£55.15	£57.10	3.54%	£1.95
1/3rd Pitch	£33.50	£34.55	£35.75	3.47%	£1.20
Tennis	£6.50	£6.50	£6.50	0.00%	£0.00
EQUIPMENT HIRE					
Racquets - badminton, tennis, & table tennis bats	£2.00	£2.00	£2.00	0.00%	£0.00
Bibs	£2.00	£2.00	£2.00	0.00%	£0.00
Deposit (refundable)	£5.00	£5.00	£5.00	0.00%	£0.00
Breakages (take from deposit)	£5.00	£5.00	£5.00	0.00%	£0.00
Football hire	£2.00	£2.00	£2.00	0.00%	£0.00
Football deposit	£10.00	£10.00	£10.00	0.00%	£0.00
CRECHE					
Creche - 1 hour	£3.00	£3.00	£3.10	3.33%	£0.10

CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
15 minutes	£1.00	£1.00	£1.00	0.00%	£0.00
Creche - 1 hour, 15 mins	£3.85	£3.90	£4.00	2.56%	£0.10
Creche - 1 hour, 30 mins	£4.65	£4.70	£4.85	3.19%	£0.15
Creche Drop & Shop 2 hours	£7.40	£7.50	£7.50	0.00%	£0.00
Creche Drop & Shop 3 hours	£10.65	£10.75	£10.75	0.00%	£0.00
JUNIOR ACTIVITIES					
Sway Dance	£3.75	£4.00	£4.15	3.75%	£0.15
Parent & Toddler Sessions	£5.90	£6.10	£6.00	-1.64%	-£0.10
Adults & Juniors (1 hour)	£8.20	£8.45	£8.70	2.96%	£0.25
Spice Up Saturday	£5.00	£5.15	£5.30	2.91%	£0.15
Baby Bounce	£3.30	£3.40	£3.50	2.83%	£0.10
Baby Bounce - additional sibling	£2.30	£2.40	£2.50	4.17%	£0.10
Strikers / Dribblers	£4.85	£5.00	£5.10	1.95%	£0.10
Mini Dribblers	£3.90	£4.00	£4.10	2.50%	£0.10
Soft Play	£1.50	£1.55	£1.60	3.42%	£0.05
Gymnastics and Trampolining (terms 12-14 weeks)	£6.40	£6.60	£6.80	3.02%	£0.20
Trampolining (30 minute class)	£3.50	£3.60	£3.70	2.78%	£0.10
Tots Bounce	£2.50	£2.55	£2.60	1.96%	£0.05
Tots Bounce - Family Member 50% off	£1.25	£1.30	£1.30	0.00%	£0.00
Mega Bounce	£3.00	£3.05	£3.15	3.28%	£0.10
Jump & Jiggle Area	£1.50	£1.50	£1.55	3.33%	£0.05
ROOM HIRE					
Activity Hall - Peak	£45.00	£46.00	£47.00	2.17%	£1.00
Exercise Studio	£20.00	£20.50	£21.00	2.44%	£0.50
Treatment Room	£20.00	£0.00	No Longer Applicable	0.00%	£0.00
Activity Hall - Peak	£46.00	£46.00	£47.00	2.17%	£1.00
Functional Training Room - whole room	£75.00	£75.00	No Longer Applicable	0.00%	£0.00
Studio 1	£60.00	£61.50	£63.00	2.44%	£1.50
Studio 2	£40.00	£41.25	£42.50	3.03%	£1.25

CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Meeting Room - 1 hour	£18.00	£18.00	£18.00	0.00%	£0.00
Meeting Room - half day	£60.00	£60.00	£60.00	0.00%	£0.00
Meeting Room - full day	£100.00	£100.00	£100.00	0.00%	£0.00
Body Therapy Clinic	£38.00	£39.00	£41.00	5.13%	£2.00
BOWLING					
Adult 1 game	£4.50	£4.65	£4.80	3.16%	£0.15
Adult 2 game	£7.65	£7.90	£8.15	3.13%	£0.25
Adult 3 game	£10.80	£11.15	£11.50	3.18%	£0.35
child/ concessions 1 games	£3.75	£3.90	£4.00	2.56%	£0.10
child/ concessions 2 games	£6.40	£6.60	£6.80	3.02%	£0.20
child/ concessions 3 games	£9.00	£9.35	£9.60	2.66%	£0.25
Members 1 Game	£3.15	£3.25	£3.30	1.57%	£0.05
Members 2 Game	£5.35	£5.50	£5.60	1.83%	£0.10
Members 3 Game	£7.55	£7.80	£7.90	1.29%	£0.10
Family Ticket	£10.75	£12.00	£12.30	2.50%	£0.30
Family Ticket 2 Games	£19.50	£20.00	£20.75	3.76%	£0.75
Family Ticket 3 Games	£26.00	£27.00	£28.50	5.56%	£1.50
Link Card (any time)	£2.25	£2.25	£2.40	6.52%	£0.15
Birthday Parties	£8.00	£8.25	£8.30	0.59%	£0.05
Additional Child	£2.35	£2.50	£2.75	10.00%	£0.25
Group 1 Booking	£9.00	£9.28	No Longer Applicable	0.00%	£0.00
Group 2 Booking	£10.00	£10.31	No Longer Applicable	0.00%	£0.00
Option 1A Booking (Sun - Thurs)	£0.00	£0.00	£7.00		£7.00
Option 1B Booking (Fri - Sat)	£0.00	£0.00	£9.00		£9.00
Option 2A Booking (Sun - Thurs)	£0.00	£0.00	£10.00		£10.00
Option 2B Booking (Fri - Sat)	£0.00	£0.00	£12.00		£12.00
Late night Special	£6.00	£6.50	£6.75	3.78%	£0.25
Late night special 2 games	£8.00	£8.50	£9.00	5.88%	£0.50
Late night special 3 games	£11.00	£11.00	£12.00	9.09%	£1.00

CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
CAMP ADVENTURE					
Half Day (am) 8.30-12.30 Half Day (pm) 2.00-6.00	£11.80	£12.10	£12.40	2.48%	£0.30
Half Day Family membership price @ 50% off	£5.90	£6.05	£6.20	2.48%	£0.15
Lunch 12.30-2.30	£6.00	£6.20	£6.30	1.61%	£0.10
Lunch 12.30-2.30 Family membership price @ 50% off	£3.00	£3.10	£3.15	1.61%	£0.05
Full Day 8.30-6.00	£25.50	£26.30	£27.00	2.66%	£0.70
Full Day 8.30-6.00 Family membership price @ 50% off	£12.75	£13.15	£13.50	2.66%	£0.35
<i>Full Week Half Day (am) 8.30-12.30</i> <i>Full Week Half Day (pm) 2.30-6.00</i>	£49.00	£50.50	£52.00	2.97%	£1.50
Full Week Half Day Family membership price @ 50% off	£24.50	£25.25	£25.60	1.39%	£0.35
<i>Full Week Lunch 12.30-2.30</i>	£20.00	£21.00	£21.50	2.38%	£0.50
Full Week Lunch 12.30-2.30 Family membership price @ 50% off	£10.00	£10.50	£10.60	0.95%	£0.10
<i>Full Week Full Day 8.30-6.00</i>	£117.50	£121.50	£125.00	2.88%	£3.50
Full Week Full Day 8.30-6.00 Family membership price @ 50% off	£58.75	£60.75	£62.50	2.88%	£1.75
Half Day (am) 10-4 or 9-3	£17.00	£17.53	£18.00	2.66%	£0.47
Family - 50% off	£8.50	£8.77	£9.00	2.66%	£0.23
Half day 8.45-3.15	£17.50	£18.05	£18.50	2.50%	£0.45
Family - 50% off	£8.75	£9.02	£9.25	2.50%	£0.23
Full Day 8.30-6.00	£26.00	£26.50	£27.00	1.89%	£0.50
Full Day 8.30-6.00 Family membership price @ 50% off	£13.00	£13.25	£13.50	1.89%	£0.25
<i>Full Week Half Day (am) 10-4 or 9-3</i>	£75.00	£77.67	£80.00	3.00%	£2.33
Family - 50% off	£37.50	£38.83	£40.00	3.00%	£1.17
<i>Half day 8.45-3.15</i>	£77.50	£80.25	£82.50	2.81%	£2.25
Family - 50% off	£38.75	£40.12	£41.25	2.81%	£1.13
<i>Full Week Full Day 8.30-6.00</i>	£120.00	£122.50	£125.00	2.04%	£2.50
Full Week Full Day 8.30-6.00 Family membership price @ 50% off	£60.00	£61.25	£62.50	2.04%	£1.25
Half Day 10-4 or 9-3	£17.25	£17.80	£18.00	1.12%	£0.20
Half Day - Family members - 50% off	£8.65	£8.90	£9.00	1.12%	£0.10
<i>Half Day - Full Week</i>	£76.25	£78.60	£80.00	1.78%	£1.40
<i>Half Day - Full Week - Family - 50% off</i>	£38.15	£39.30	£40.00	1.78%	£0.70

CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Full Day 8.30-6.00	£27.00	£27.85	£28.00	0.55%	£0.15
Full Day - Family membership price @ 50% off	£13.50	£13.90	£14.00	0.72%	£0.10
<i>Full Week - Full Day</i>	£125.00	£128.95	£130.00	0.81%	£1.05
Full Week - Full Day Family membership price @ 50% off	£62.50	£64.45	£65.00	0.85%	£0.55
OVER 50's					
Evergreens (Monday)	£2.80	£2.90	£3.00	3.45%	£0.10
Evergreens (Tuesday)	£3.00	£3.10	£3.20	3.23%	£0.10
Evergreens (Wednesday)	£3.60	£3.70	£3.80	2.70%	£0.10
YAH - single activity	£3.40	£3.50	No Longer Applicable		
OTHER					
Parish Card (12 months)	£48.00	£49.50	£51.25	3.54%	£1.75
Shower	£4.00	£4.10	£4.20	2.44%	£0.10
Spectator - Adult	£1.00	£1.00	£1.00	0.00%	£0.00
Spectator - Junior / Senior	£1.00	£1.00	£1.00	0.00%	£0.00
Mixed Leisure	£4.10	£4.20	£4.30	2.38%	£0.10
Adult Badminton Course	£40.00	£41.20	£42.50	3.16%	£1.30
No Strings	£3.50	£3.60	£3.70	2.78%	£0.10
CHANGE GEAR BIKEABILITY L1	£10.00	£10.25	£10.25	0.00%	£0.00
CHANGE GEAR BIKEABILITY L2	£30.00	£30.50	£30.50	0.00%	£0.00
CHANGE GEAR BIKEABILITY L1+L2	£35.00	£36.00	£36.00	0.00%	£0.00
CHANGE GEAR BALANCEABILITY	£4.50	£4.60	£4.50	-2.17%	-£0.10

STRATFIELD BRAKE & WHITELANDS FARM

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
STRATFIELD BRAKE					
Cricket Pitch Hire (per match)	£92.00	£92.00	£95.00	3.26%	£3.00
Cricket Nets Hire (per hour)	£15.00	£15.00	£15.00	0.00%	£0.00
Rugby Pitch Hire - Adult Matches (per match)	£67.00	£67.00	£68.00	1.49%	£1.00
Rugby Pitch Hire - Adult Training (per hour)	£45.00	£45.00	£45.00	0.00%	£0.00
Rugby Pitch Hire - Junior Matches (per match)	£36.00	£36.00	£37.00	2.78%	£1.00
Rugby Pitch Hire - Junior Training (per hour)	£24.00	£24.00	£24.00	0.00%	£0.00
Rugby Pitch Hire - Mini Matches (per match)	£15.50	£15.50	£16.00	3.23%	£0.50
Rugby Pitch Hire - Mini Training (per hour)	£9.85	£9.85	£10.00	1.52%	£0.15
Football Pitch Hire - Adult Matches (per match)	£67.00	£67.00	£68.00	1.49%	£1.00
Football Pitch Hire - Adult Training (per hour)	£45.00	£45.00	£45.00	0.00%	£0.00
Football Pitch Hire - Junior Matches (per match)	£36.00	£36.00	£37.00	2.78%	£1.00
Football Pitch Hire - Junior Training (per hour)	£24.00	£24.00	£24.00	0.00%	£0.00
Football Pitch Hire - Mini Matches (per match)	£15.50	£15.50	£16.00	3.23%	£0.50
Football Pitch Hire - Mini Training (per hour)	£9.85	£9.85	£10.00	1.52%	£0.15
Function Room Hire - per hour	£25.00	£25.00	£30.00	20.00%	£5.00
Running Club Showers	£1.20	£1.20	£1.50	25.00%	£0.30
Changing Room Hire (per hour)	£9.00	£9.00	£9.50	5.56%	£0.50
Projector & Screen	£0.00	£0.00	£20.00		£20.00
Refreshments	£0.00	£0.00	£20.00		£20.00
Kitchen Hire - hour	£0.00	£0.00	£20.00		£20.00
WHITELANDS FARM					
3G Pitch - Adult - Full Pitch - per hour	£81.00	£81.00	£83.50	3.09%	£2.50
3G Pitch - Junior - Full Pitch - per hour	£45.00	£45.00	£46.50	3.33%	£1.50
3G Pitch - Adult - Half Pitch - per hour	£50.00	£50.00	£51.75	3.50%	£1.75
3G Pitch - Junior - Half Pitch - per hour	£30.00	£30.00	£31.00	3.33%	£1.00
3G Pitch - Adult - Quarter Pitch - per hour	£30.00	£30.00	£31.00	3.33%	£1.00
3G Pitch - Junior - Quarter Pitch - per hour	£20.00	£20.00	£20.60	3.00%	£0.60
Grass Pitch - Adult - Rugby - per hour	£45.00	£45.00	£46.00	2.22%	£1.00
Grass Pitch - Junior - Rugby - per hour	£25.00	£25.00	£25.50	2.00%	£0.50

STRATFIELD BRAKE & WHITELANDS FARM

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Grass Pitch - Adult - Football - per hour	£45.00	£45.00	£46.00	2.22%	£1.00
Grass Pitch - Junior - Football - per hour	£25.00	£25.00	£25.50	2.00%	£0.50
3G Pitch - Adult - Full Pitch - per match	£120.00	£120.00	£124.25	3.54%	£4.25
3G Pitch - 9 v 9 - per match	£0.00	new	£90.00	0.00%	£0.00
3G Pitch - Junior - Full Pitch - per match	£67.00	£67.00	£69.25	3.36%	£2.25
Grass Pitch - Adult - Rugby - per match	£65.00	£65.00	£67.00	3.08%	£2.00
Grass Pitch - Junior - Rugby - per match	£35.00	£35.00	£36.00	2.86%	£1.00
Grass Pitch - Mini - Rugby - per match	£15.00	£15.00	£15.50	3.33%	£0.50
Grass Pitch - Adult - Football - per match	£45.00	£45.00	£46.00	2.22%	£1.00
Grass Pitch - Junior - Football - per match	£35.00	£35.00	£36.00	2.86%	£1.00
Grass Pitch - Mini - Football - per match	£15.00	£15.00	£15.50	3.33%	£0.50
Cricket Pitch - per match	£90.00	£90.00	£95.00	5.56%	£5.00
Function Room - per meeting / per hour - one off	£25.00	£25.00	£30.00	20.00%	£5.00
Function Room - regular bookings	£0.00	new:	£25.00	0.00%	£0.00
Function Room - per event / per hour	£0.00	STN	STN	0.00%	£0.00
Showers	£1.50	£1.50	£1.50	0.00%	£0.00
Tennis - Adult - per hour	£7.00	£7.00	£7.00	0.00%	£0.00
Tennis - Junior- per hour	£4.00	£4.00	£4.00	0.00%	£0.00

WOODGREEN

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Bowling*					
Member Rink peak (2 hours)	£3.25	£3.30	£3.35	1.52%	£0.05
Public Play	£2.80	£2.85	£2.90	1.75%	£0.05
Link Play (per hour)	£1.50	£1.55	£1.60	3.23%	£0.05
Learners (2 hours)	£3.60	£3.70	£3.75	1.35%	£0.05
Disabled (per hour)	£1.50	£1.55	£1.60	3.23%	£0.05
Membership Adult	£46.40	£47.45	£48.50	2.21%	£1.05
Membership Junior	£27.40	£28.00	£28.50	1.79%	£0.50
Junior Member peak (2 hours)	£1.70	£1.75	£1.80	2.86%	£0.05
Junior Non Member peak (2 hours)	£3.50	£3.60	£3.65	1.39%	£0.05
Bowls area wedding	£1,665.00	£1,700.00	£1,750.00	2.94%	£50.00
Classes					
Fit 'N'Fifty block of 10	£22.80	£23.20	£24.00	3.45%	£0.80
Fit 'N' Fifty	£2.85	£2.90	£3.00	3.45%	£0.10
Fit 'N' Fifty LINK	£1.45	£1.45	£1.50	3.45%	£0.05
LBT	N/A			0.00%	£0.00
LBT block of 10	N/A			0.00%	£0.00
Room Hire					
Hall Hire – With Bar	N/A			0.00%	£0.00
Hall Hire – Without Bar*	N/A			0.00%	£0.00
Meeting Room*	N/A			0.00%	£0.00
Meeting room 1 hour	£15.00	£15.25	£15.60	2.30%	£0.35
Meeting room half day (4 hours)	£45.00	£45.75	£46.80	2.30%	£1.05
Meeting room full day (8 hours)	£90.00	£91.50	£93.60	2.30%	£2.10
Badminton/Table Tennis					
Badminton	N/A			0.00%	£0.00
Table Tennis	N/A			0.00%	£0.00
Spectator – Dryside only					
Adult	£1.15	£1.15	£1.15	0.00%	£0.00

WOODGREEN

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Junior	£0.85	£0.85	£0.85	0.00%	£0.00
Senior Citizen	£0.85	£0.85	£0.85	0.00%	£0.00
Swimming					
Adult session	£4.05	£4.10	£4.20	2.44%	£0.10
Adult All Day	£7.90	£8.00	£8.20	2.50%	£0.20
Junior session	£2.70	£2.75	£2.75	0.00%	£0.00
Junior All Day	£4.85	£5.00	£5.10	2.00%	£0.10
Senior Citizen	£2.70	£2.75	£2.75	0.00%	£0.00
Senior All Day	£4.85	£5.00	£5.10	2.00%	£0.10
Early Bird/Lane swimming	£4.05	£4.10	£4.20	2.44%	£0.10
Adult Lunchtime	£4.05	£4.10	£4.20	2.44%	£0.10
Junior/Senior Lunchtime	£2.70	£2.75	£2.75	0.00%	£0.00
Family Ticket (2 adults, up to 3 children)	£12.75	£12.95	£13.15	1.54%	£0.20
Block of 10 adult	£36.45	£36.90	£37.80	2.44%	£0.90
Block of 10 adult all day	£71.10	£72.00	£73.80	2.50%	£1.80
Block of 10 Junior/senior	£24.30	£24.75	£24.75	0.00%	£0.00
Block of 10 junior/senior all day	£43.65	£45.00	£45.90	2.00%	£0.90
Pool Hire (per hour)					
Main Pool	£126.00	£128.50	£132.00	2.72%	£3.50
	To be agreed on application based on club numbers and lifeguarding costs				
Club Hire	£43.50	£44.45	£45.60	2.59%	£1.15
Aquazone	N/A	N/A	N/A		
Gala	£158.00	£161.00	£165.00	2.48%	£4.00
Party hire	£160.00	£162.00	£165.00	1.85%	£3.00
	To be agreed on application based on party numbers and lifeguarding costs				
FITNESS / GYM					
Expressions DD	£30.00	£30.50			
Single DD - FIXED		£25.00	£25.50	2.00%	£0.50
Single DD - FLEXI		£30.00	£30.50	1.67%	£0.50

WOODGREEN

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Expressions Corporate DD	£27.00	£27.45			
Corporate (single) FIXED		£23.00	£23.00	0.00%	£0.00
Corporate (single) FLEXI		£27.00	£27.50	1.85%	£0.50
Gym casual admission	£6.25	£6.40	£6.50	1.56%	£0.10
Shower (winter)	£2.00	£2.00	£2.00	0.00%	£0.00
Gym Induction	£11.25	£11.50	£12.00	4.34%	£0.50
Junior Gym Session		£3.65	£3.70	1.37%	£0.05
Studio 1 hire per hour	£30.00	£30.65	£31.40	2.45%	£0.75
Studio 2 hire per hour	£48.00	£49.05	£50.25	2.45%	£1.20
Seniors Classes	£3.00	£3.05	£3.10	1.64%	£0.05
Group Cycling	£6.75	£6.90	£7.00	1.44%	£0.10
Fitness Classes (incl Zumba)	£5.70	£5.85	£6.00	2.56%	£0.15
Sway Dance - Street Class	£3.95	£4.00	£4.00	0.00%	£0.00
Sway Dance - Ballet	£3.10	£3.20	£3.20	0.00%	£0.00

CDC GROWTH AND SAVINGS SCHEDULE 2019/20

Detail of proposal	Implications and risks of not accepting proposal	Budget growth required	Savings or increased income identified
WELLBEING AND ENVIRONMENTAL			
Community Services			
Ongoing revenue implications of purchase of The Mill Arts Centre - Full year financial implications of the purchase of The Mill including the need to increase the grant to MACT to cover off some transition costs as well as utilities, maintenance and revenue costs associated with remedial capital works in 2019/20	Implications were set out in the purchase report in December 2018. Transitional funding not being provided would mean the closure of The Mill Arts Centre trust leaving CDC with an asset and no operator. Given restrictive covenants placed on the sale of the asset to us from OCC there could be further financial implication in excess of this amount of growth.	75,000	
Full year budget requirements from posts within the service - this reflects the full cost implications of previously agreed posts. Includes grants officer, CCTV posts and project officers. There is also a small amount to reflect our subscription to the Lotteries council	This ensures that the full budget requirements are reflected within the service for 2019/20 otherwise an overspend would be created. If this was not fully reflected then existing postholders could face redundancy and the costs would be greater to the Council	80,500	
Management fee contractual increase in leisure services - contractual increases relating to our operator for leisure provision	This is a contractual increase so the financial implications have to be fully reflected in the budget	66,000	
Increased income across housing services - includes additional contributions from OCC for the running of the housing improvement agency, impact of new HMO legislation and other additional income that we have received	This is an increased income budget to reflect the activity within the service.		(10,000)
Reduction in cost of the museum grant - this reflects a reduction in the core grant to Banbury museum which has already been agreed	This is a previously agreed reduction in grant and reflects the actual requirements within the service		(26,500)
Healthy New Towns Growth Bid - this would fund an extension to the current work that has been taking place in regards to Healthy New Towns within Bicester and would mainstream the work to other parts of the District. This is permanent and ongoing funding for the future and includes staffing costs on a permanent basis.	This option would be to extend all work across Bicester, Banbury and Kidlington from the learning that has already taken place in Bicester. The funding would be required for additional staffing resources and is included on a continuous basis. There are other options that can be considered for a lower cost - bronze option is a limited review of what we have already achieved with costs of (£40k), Silver option (cost of £258k) would extend to 1 more town only.	360,000	
Subtotal		581,500	(36,500)

Detail of proposal	Implications and risks of not accepting proposal	Budget growth required	Savings or increased income identified
Environment Services			
Increased costs of waste and recycling - includes costs arising from additional services in bulky waste, clinical waste and bin deliveries as well as costs arising from increasing fuel prices	These reflect the increasing levels of activity in the service as well as the inflation that we are experiencing from fuel prices. Some additional income is derived from increasing levels of activity and is reflected in increased income budgets below	50,412	
Increased costs of gate fees for waste and recycling - Uncontrollable increase in the price charge per tonne (Gate Fees) for dry goods recycling and recycling credits income reduction	These are uncontrollable costs and a growth in budget is therefore required	279,881	
Increased levels of income from increasing activity from business waste collections and recycling banks - increased activity generates additional income	This reflects increased levels of activities in the service		(107,400)
Reductions in contract costs and increased contractor income - following a review of contract expenditure and income across all areas within environmental services including car park maintenance, street cleansing and parks and open spaces	Review of all contractor costs and income to now reflect actual activity within the service		(106,985)
Subtotal		330,293	(214,385)

Detail of proposal	Implications and risks of not accepting proposal	Budget growth required	Savings or increased income identified
WELLBEING AND ENVIRONMENTAL SERVICES - TOTAL		911,793	(250,885)
PLACE AND GROWTH			
Review of all income and activity levels - Includes increased volume of building regulation applications, plus reduction in contribution levels for some services	Reflects current service activity and levels		(33,959)
Place and Growth Total		-	(33,959)
CUSTOMERS AND SERVICE DEVELOPMENT			
Line by line review of all service areas - detailed review of all service budgets and savings identified from budgets no longer required across all areas including IT, Performance and Transformation and Strategic Marketing and Comms.	Reflects current service activity and levels		(71,500)
Customers and service development - Total		-	(71,500)

Detail of proposal	Implications and risks of not accepting proposal	Budget growth required	Savings or increased income identified
FINANCE, GOVERNANCE AND PROPERTY			
Governance			
Reduced land charges income and reduction of other budgets no longer required - activity levels for 2018/19 were not as high in relation to land charges and so the income targets for 2019/20 have been reviewed. Line by line review of other budgets within the service have reduced the overall pressure	Reflects current service activity and levels	9,980	
Subtotal		9,980	0
Finance			
Increased contractual costs and external consultancy costs - Reflects full financial implications of fraud contract, additional interim support in relation of closedown of accounts and other financial support	Reflects current service activity and levels	110,192	
Contractual price reductions for insurance and external audit - reductions in corporate contracts for insurance and external audit	Reflects current service activity and levels		(78,228)
Subtotal		110,192	(78,228)
Property			
Detailed review of all property costs - This reflects all changes that have been highlighted in 2018/19 following a thorough review of our activity. Includes additional support to manage expanding portfolio.	This reflects our current activity and income levels. Corrects a number of issues that have been highlighted throughout 2018/19 including income from council owned companies now included correctly within the services budget.	925,607	
Detailed review of all property income expected from property acquisitions - this is the net change across all of our property activity. This reflects all changes that have been highlighted in 2018/19 following a thorough review of our activity.	This reflects our current activity and income levels. Corrects a number of issues that have been highlighted throughout 2018/19 including income from council owned companies now included correctly within the services budget.		(289,249)
Subtotal		925,607	(289,249)
FINANCE, GOVERNANCE AND PROPERTY - total		1,045,779	(367,477)
COUNCIL TOTAL		1,957,572	(723,621)