

**Committee:** Executive  
**Date:** Monday 4 February 2019  
**Time:** 6.30 pm  
**Venue:** Bodicote House, Bodicote, Banbury, OX15 4AA

## Membership

<b>Councillor Barry Wood (Chairman)</b>	<b>Councillor G A Reynolds (Vice-Chairman)</b>
<b>Councillor Colin Clarke</b>	<b>Councillor Ian Corkin</b>
<b>Councillor John Donaldson</b>	<b>Councillor Tony Ilott</b>
<b>Councillor Andrew McHugh</b>	<b>Councillor Richard Mould</b>
<b>Councillor D M Pickford</b>	<b>Councillor Lynn Pratt</b>

## AGENDA

1. **Apologies for Absence**

2. **Declarations of Interest**

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

3. **Petitions and Requests to Address the Meeting**

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

4. **Minutes** (Pages 1 - 6)

To confirm as a correct record the Minutes of the meeting held on 7 January 2019.

5. **Chairman's Announcements**

To receive communications from the Chairman.

**6. Oxfordshire Joint Statutory Spatial Plan, Local Development Scheme, Statement of Community Involvement Regulation 18 Issues Consultation Document (Pages 7 - 44)**

Report of Executive Director for Place and Growth (Interim)

**Purpose of report**

To seek 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.

**Recommendations**

The meeting is recommended:

- 1.1 To adopt the Statement of Community Involvement (“SCI”) as amended following the close of consultation as attached at Appendix 1.
- 1.2 To approve the amendment to the Local Development Scheme (“LDS”) as set out at paragraph 3.12 of this report.
- 1.3 To approve the Regulation 18 (Part 1) Issues Consultation Document for public consultation as attached at Appendix 2.
- 1.4 To authorise the Executive Director for Place and Growth (Interim), in agreement with the partner councils equivalent, to make any necessary minor and presentational changes to the draft Regulation 18 Consultation Document before formal consultation commences.

**7. Business Plan 2019/20 and Medium Term Financial Strategy 2019/20 - 2023/24 (Pages 45 - 144)**

Report of Executive Director Finance and Governance (interim)

**Purpose of report**

The Business Plan and Summary Medium Term Financial Strategy are presented as an integrated report. This demonstrates the Councils strategic approach to aligning its resource to the delivery of Council’s priorities.

This report details 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.

**Recommendations**

The meeting is recommended:

- 1.1. To consider and recommend to Council approval of the Business Plan set out in Appendix 1
- 1.2. To note the Risk Register contained at Appendix 2

- 1.3. To consider and recommend to Council an increase in the level of Council Tax for Cherwell District Council of £5 for 2019/20
- 1.4. To consider and recommend to Council approval of the Medium Term Financial Strategy (MTFS), Revenue Budget 2019/20 and Capital Programme including recommending the growth and savings proposals included at Appendix 9
- 1.5. To consider and recommend to Council a minimum level of General Fund reserves of £2m
- 1.6. To consider and recommend to Council that authority be delegated to the Chief Finance Officer in consultation with the Lead Member for Finance & 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.
- 1.7. To consider and recommend to Council that the Fees & Charges set out in Appendix 7 be approved.
- 1.8. To consider and recommend to Council that the Treasury Management Strategy be approved, including the Prudential Indicators, Minimum Revenue Provision (MRP) Policy and Affordable Borrowing Limit for 2019/20.
- 1.9. To consider and recommend to Council that authority be delegated 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.
- 1.10. To note the contents of the Section 25 report from the Chief Finance Officer in relation to the robustness of estimates and adequacy of reserves.

**8. Monthly Performance, Finance and Risk Monitoring Report - December 2018**  
(Pages 145 - 192)

Report of Executive Director: Finance and Governance (Interim) and Assistant Director: Performance and Transformation

**Purpose of report**

This report summarises the Council's Performance, Risk and Finance monitoring position as at the end of each month.

**Recommendations**

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report.

## **9. Urgent Business**

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

## **Information about this Agenda**

### **Apologies for Absence**

Apologies for absence should be notified to

[democracy@cherwellandsouthnorthants.gov.uk](mailto:democracy@cherwellandsouthnorthants.gov.uk) or 01295 221589 prior to the start of the meeting.

### **Declarations of Interest**

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

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

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

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

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

### **Evacuation Procedure**

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the car park as directed by Democratic Services staff and await further instructions.

### **Access to Meetings**

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

### **Mobile Phones**

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### **Queries Regarding this Agenda**

Please contact Natasha Clark, Democratic and Elections  
[natasha.clark@cherwellandsouthnorthants.gov.uk](mailto:natasha.clark@cherwellandsouthnorthants.gov.uk), 01295 221589

**Yvonne Rees**  
**Chief Executive**

Published on Friday 25 January 2019

## Cherwell District Council

### Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 7 January 2019 at 5.00 pm

Present: Councillor Barry Wood (Chairman), Leader of the Council  
Councillor G A Reynolds (Vice-Chairman), Deputy Leader of the Council and Lead Member for 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  
Paul Feehily, Executive Director: Place and Growth (Interim)  
Nick Graham, Director of Law and Governance / Monitoring Officer  
Robert Jolley, Assistant Director: Planning & Economy  
Hedd Vaughan Evans, Assistant Director Performance and Transformation  
Natasha Clark, Governance and Elections Manager

#### 78 **Declarations of Interest**

There were no declarations of interest.

#### 79 **Petitions and Requests to Address the Meeting**

There were no petitions or requests to address the meeting.

80 **Minutes**

The minutes of the meeting held on 17 December 2018 were agreed as a correct record and signed by the Chairman.

81 **Chairman's Announcements**

There were no Chairman's announcements.

82 **Collaboration Agreement**

The Director Law and Governance / Monitoring Officer submitted a report for Executive to recommend to Full Council that it agrees to enter into a Collaboration Agreement between Cherwell District and South Northamptonshire councils.

**Resolved**

- (1) That Full Council be recommended to agree to enter into a Collaboration Agreement between Cherwell District and South Northamptonshire councils, and to delegate to the Monitoring Officer, in consultation with the Leader of the Council, authority to finalise and enter into the Agreement based on the provisions provided by the Local Government Act 1972, the Local Government Act 2000, the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 and the Localism Act 2011.

**Reasons**

It is important that both councils can continue to deliver services after 16 January 2019 which for most services will either be prior to separation taking place or permanent delivery arrangements being put in place for those services that cannot be separated. It is clear that in the interim there needs to be a legal arrangement that allows this and a Collaboration Agreement is seen as the most appropriate vehicle to enable this.

**Alternative options**

**Option 1:** not to enter into an agreement between the councils. This is rejected as many council services would not be able to function.

**Option 2:** a Collaboration Agreement based on the provisions provided through the Local Authority (Goods and Services) Act 1970.

Section 1 of the Local Authority (Goods and Services) Act 1970 enables a local authority to provide another public body with goods or materials, administrative, professional, or technical services. The Act does not in itself exempt local authorities from complying with the Public Contracts Regulations 2015, however an exemption is provided by "the Hamburg exemption" (Hamburg (Commission v Germany) Case C-480/06). A Collaboration Agreement containing these provisions would allow two-way co-operation

between the two councils with the aim of ensuring that the public services they have to perform: are provided with a view to achieving objectives they have in common; is governed solely by considerations relating to the public interest; and less than 20% of the activities concerned by the co-operation are performed on the open market.

Whilst it is considered that the Hamburg exemption could provide appropriate authority to enter into such an agreement, there is a potential argument that the Hamburg exemption applies only to services that Councils “have to perform” rather than any discretionary services. Therefore, any discretionary services over the financial threshold in the Public Contract Regulations 2015 would be subject to the procurement rules. Given that discretionary services are included in those which would be shared it is not considered that the Local Authority (Goods and Services) Act 1970 would be the best option for the Councils due to it carrying a risk of challenge.

### 83 **Business Rates Retail Relief Policy**

The Executive Director Finance and Governance (Interim) submitted a report to provide members with an update on the retail relief scheme announced in the Budget and to seek approval to recommend a Business Rates Retail Relief Policy for 2019-2020 to Council.

#### **Resolved**

- (1) That the contents of the report be noted.
- (2) That Full Council be recommended to approve the proposed Business Rates Retail Relief Policy.

#### **Reasons**

Members of Budget Planning Committee have considered this report and have recommended to Executive the introduction of the Business Rates Retail Relief Scheme and the related Policy effective from 1 April 2019.

#### **Alternative options**

Option 1: Members could agree not to determine a Business Rates Retail Relief Policy, but this would mean the Council is not complying with Central Government guidance and would be to the detriment of ratepayers in the district.

### 84 **Local Discretionary Business Rate Relief Scheme for 2019-20**

The Executive Director Finance and Governance (Interim) submitted a report for members to consider the proposed Local Discretionary Relief Policy and to seek approval of the Discretionary Business Rate Relief Scheme for 2019-2020.

## Resolved

- (1) That the contents of the report be noted.
- (2) That the adoption of the local Discretionary Business Rate Relief Scheme for 2019-20 (annex to the Minutes as set out in the Minute Book) be approved.

## Reasons

Members of Budget Planning Committee have considered this report and have recommended to Executive to approve the adoption of the Local Discretionary Business Rates Relief Scheme 2019-2020.

## Alternative options

Option 1: Members could choose not to recommend the proposed schemes to Executive, but in view of the fact that expenditure will be reimbursed the Government expects billing authorities to grant relief to all qualifying ratepayers

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## Council Tax Base 2019-2020

The Executive Director: Finance and Governance (Interim) submitted a report to provide Executive with an estimate of the Council Tax Base for 2019-2020 and seek approval for the final determination of the Council Tax Base to be delegated to the Section 151 Officer in consultation with the Lead Member for Financial Management.

## Resolved

- (1) That having given due consideration to the report of the Executive Director of Finance and Governance (Interim) for the calculation of the Council's Tax Base for 2019-2020, it be resolved:
  - (a) That pursuant to the Executive Director of Finance and Governance's report and in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, the amount calculated by Cherwell District Council as its Council Tax Base for the year 2019-2020 shall be **53,876.9** This shall be subject to final confirmation by the Section 151 Officer in consultation with the Lead Member for Financial Management and Governance.
  - (b) As for the parishes which form part of its area shown in the annex to the Minutes (as set out in the Minute Book), the amount calculated as the Council Tax Base for the year 2019-2020 in respect of special items shall be as indicated in the column titled Tax Base 2019-2020.
  - (c) As for the Flood Defence Areas which form part of its area, the amount calculated as the Council Tax Base for the year 2019-



2020 for the purposes of levies on Oxfordshire County Council by River Authorities, shall be:

Thames Flood Defence Area	51,560.8
Anglian (Great Ouse) Flood Defence Area	1,871.9
Severn Region Flood Defence Area	444.2
	<hr/>
	53,876.9

- (2) That final approval of the Council Tax Base for 2019-2020 be delegated to the Section 151 Officer in consultation with the Lead Member for Financial Management and Governance.

### Reasons

For the purposes of Section 31B of the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, the Council is required to calculate the tax base (which will be used for tax setting purposes in February 2019) in respect of:

- (a) the whole of its area and;
- (b) for any parts of its area for the purposes of:
  - (i) Apportioning precepts and levies and;
  - (ii) Calculating the tax base for each area subject to a special item

### Alternative options

Option 1: None. The Council has to set a tax base in order to set its council tax for 2019-2020.

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### **Draft Business Plan 2019/20 and Summary Medium Term Financial Strategy 2019/20 - 2023/24**

The Executive Director Finance and Governance (Interim) submitted a report which provided members with an update on the Business Plan 2019/20 and the Council's Summary Medium Term Financial Strategy (MTFS) for 2019/20 to 2023/24 prior to the final MTFS being presented during February 2019. The Business Plan and summary MTFS were presented as an integrated report which demonstrated the Council's strategic approach to aligning its resource to the delivery of Council's Priorities.

### Resolved

- (1) That the contents of the report be noted.

### Reasons

This report provides members with an update on the Business Plan 2019/20 and the Council's Summary Medium Term Financial Strategy (MTFS) for 2019/20 to 2023/24 prior to the final MTFS being presented during February 2019.

### **Alternative options**

Option 1: To not note the report but members will not be aware of the medium term financial forecast if they choose to take this option.

## **87 Monthly Performance, Risk and Finance Monitoring Report - November 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.

## **88 Urgent Business**

There were no items of urgent business.

The meeting ended at 5.25 pm

Chairman:

Date:

## Cherwell District Council

### Executive

4 February 2019

<p style="text-align: center;"><b>Oxfordshire Joint Statutory Spatial Plan Local Development Scheme Statement of Community Involvement Regulation 18 Issues Consultation Document</b></p>
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### Report of Executive Director for Place and Growth (Interim)

This report is public

#### Purpose of report

To seek 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.

#### 1.0 Recommendations

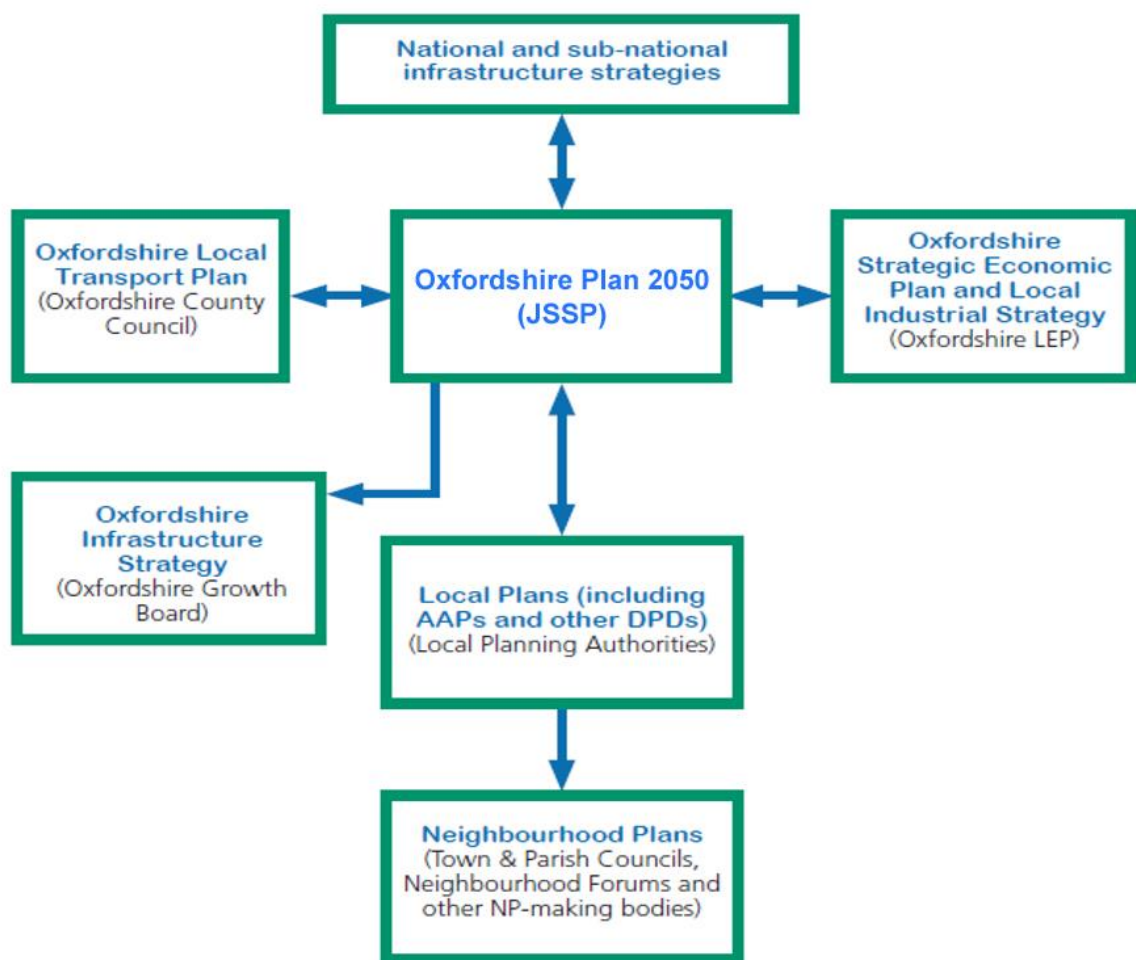
The meeting is recommended:

- 1.1 To adopt the Statement of Community Involvement (“SCI”) as amended following the close of consultation as attached at Appendix 1.
- 1.2 To approve the amendment to the Local Development Scheme (“LDS”) as set out at paragraph 3.12 of this report.
- 1.3 To approve the Regulation 18 (Part 1) Issues Consultation Document for public consultation as attached at Appendix 2.
- 1.4 To authorise the Executive Director for Place and Growth (Interim), in agreement with the partner councils equivalent, to make any necessary minor and presentational changes to the draft Regulation 18 Consultation Document before formal consultation commences.

#### 2.0 Introduction

- 2.1 The six Oxfordshire Councils and the Oxfordshire Local Enterprise Partnership (OXLEP) have agreed the Oxfordshire Housing and Growth Deal (“the Growth Deal”) with Government. Under the terms of the Growth Deal the LPAs have committed to producing an Oxfordshire Joint Statutory Spatial Plan (JSSP) for submission to the Planning Inspectorate for independent examination by 31 March 2020 and adoption by 31 March 2021, subject to examination process.

- 2.2 When the councils agreed the Growth Deal through Council meetings in February 2018, one of the resolutions was to participate in the preparation of a Joint Statutory Spatial Plan in the timescales set out in the Growth Deal Delivery Plan and in accordance with S28 of the Planning and Compulsory Purchase Act 2004 (“PCPA 2004”).
- 2.3 The Plan 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.
- 2.4 The Plan will be a formal Development Plan Document (DPD), prepared under S28 of the PCPA 2004 which enables two or more local planning authorities to agree to prepare a joint Plan. Oxfordshire County Council will support the plan preparation process. The diagram below shows the Plan’s relationship with other documents and strategies.



- 2.5 The scope of the Plan was agreed by all six Council’s in Sept/Oct 2018. Further detail on the scope, policy context, structure, evidence base, links to other work programmes and governance arrangements of the Plan can be found in the Oxfordshire JSSP Scoping Document (Background Paper 1) which was approved by all District Councils and the County Council during Sep/Oct 2018.

- 2.6 This report recommends adoption of the JSSP SCI with any amendments made as a result of the consultation which took place between 30 Nov 2018 and 11 Jan 2019 (see Appendix 1).
- 2.7 The SCI is a requirement of Section 18 of the PCPA 2004. It needs to comply with statutory requirements and Government policy for plan making and consultation on planning matters.
- 2.8 This report recommends an amendment to the LDS timetable for the JSSP, namely an additional consultation at Regulation 18 stage. It does not however affect the overall timetable.
- 2.9 This report recommends approval of the Issues consultation document for the Oxfordshire Plan (see Appendix 2). Following approval of the document, it would be published for public consultation as part of the Regulation 18 requirements. This will be the first formal public consultation on the Oxfordshire Plan.
- 2.10 The consultation document explores the context for the Plan (setting out the quality of life, economic, natural and built environment, housing, health and wellbeing and transport and movement contexts). It proposes a draft vision for the Plan and objectives, and invites comments and improvements to those.

### **3.0 Report Details**

#### **The Statement of Community Involvement (SCI)**

- 3.1 This report recommends adoption of the amended SCI. Any amendments made are a result of the consultation which, took place between 30 Nov 2018 and 11 Jan 2019 (see Appendix 1). 38 responses were received to the SCI during this period, including from town and parish councils, the public, developers and other stakeholders. Appendix 1 presents the SCI and shows the changes which have been made to improve clarity and signposting to other relevant documents. Additional text acknowledges that consultation will be of wide interest and that engagement will be encouraged across the board. In response to comments on consultation methods, flexibility is offered, recognising that a variety of methods will be employed focussed on accessibility.
- 3.2 The SCI is a requirement of Section 18 of the PCPA 2004. It needs to comply with statutory requirements and Government policy for plan making and consultation on planning matters.
- 3.3 The SCI sets out the key stages for preparing the Oxfordshire Plan and how the Oxfordshire LPAs intend to inform, involve and consult stakeholders on the preparation of the plan. It will set out what is required from the partner authorities, how and when. This SCI only relates to, and is specific to, the production of the Oxfordshire Plan. The partner LPAs will also have their own individual SCIs concerned with the production of their individual Local Plans and other planning matters.
- 3.4 The SCI for the JSSP will ensure that the plan is shaped by early, proportionate and meaningful engagement between plan makers and communities, local organisations, businesses, infrastructure providers and statutory consultees.

## Local Development Scheme (LDS)

- 3.5 This report recommends an amendment to the LDS timetable for the Oxfordshire Plan, namely an additional consultation at Regulation 18 stage. It does not however affect the overall timetable.
- 3.6 Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended) requires Local Planning Authorities to prepare and maintain a LDS setting out a timetable for the production of DPDs. The LDS must specify the timetable for the preparation and revision of the development plan documents.
- 3.7 The LDS will be used by officers, consultees, developers, agents and the public in determining when important milestones in the production of the Oxfordshire Plan and key stages of consultation can be expected. Implementation of the LDS will be monitored and periodically reviewed if there are significant changes in circumstances.
- 3.8 The LDS was approved by all Oxfordshire district councils during Sept/Oct 2018. However, since then, considerable thought has gone into the approach towards the consultation stages. The aim is for the Plan making process to maximise engagement, interest and hopefully 'buy-in' for the Plan. The Plan should also be seek to be enriched by the consultation process from the wealth of interest and suggestions that will emerge.
- 3.9 The key to effective consultation on this Plan will be to explain the narrative of the Plan clearly so that interested groups can think about the reasons for the vision, aspirations and objectives of the Plan. There is a danger that launching into broad locations for growth would distract from the critical overarching discussions around housing need and growth aspirations of Oxfordshire.
- 3.10 The proposal is therefore to have two Regulation 18 consultations where the first is an accessible discussion document concerning vision, aspirations and objectives. The second consultation would look at broad locations for growth. To support the identification of broad locations which is to be the subject of the Reg.18 Part 2 consultation document, a 'call for sites' will need to be undertaken to demonstrate that any broad locations for growth are 'deliverable'. There is no timetable for this at present.
- 3.11 The timetable below demonstrates how two Regulation 18 consultations can be accommodated without affecting the overall timetable of the Plan's production.
- 3.12 The revised key milestones for production of the Oxfordshire Plan are proposed as follows (new text in bold). This would replace the table at paragraph 16 of the LDS.

Early stakeholder engagement	Oct 2018
<b>Consultation on Issues (Vision, objectives and level of growth) (Reg 18 Part 1)</b>	<b>Feb/Mar 2019</b>
<b>Consultation on Issues (Broad locations for growth) (Reg 18 Part 2)</b>	<b>Jun/Jul/Aug 2019</b>
Consultation on Proposed Submission Draft Plan (Reg.19)	Oct/Nov/Dec 2019

Submission (Reg.22)	Mar 2020
Examination (Reg.24)	Sep 2020 tbc
Receipt and Publication of Inspector's Report	Dec 2020 tbc
Adoption (Reg.26) by each partner local planning authority	Mar 2021 (subject to examination)

### **Regulation 18 (Part 1) Issues consultation**

- 3.13 This report recommends approval of the Issues consultation document for the Oxfordshire Plan (see Appendix 2). Following approval of the document, it would be published for public consultation as part of the Regulation 18 requirements. This will be the first formal public consultation on the Oxfordshire Plan.
- 3.14 The consultation document explores the context for the Plan (setting out the quality of life, economic, natural and built environment, housing, health and wellbeing and transport and movement contexts). It proposes a draft vision for the Plan and objectives, and invites comments and improvements to those.
- 3.15 The document also sets out 5 aspirations for the Plan:
- Improve housing availability/affordability
  - Support economic growth
  - Reduce inequalities
  - Protect environmental quality
  - Improve connectivity and movement

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. 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. We are keen to explore these issues with the public so that together we can decide where the appropriate balances may lie.

- 3.16 The consultation document also explores the potential spatial scenarios for accommodating growth in the Plan. For example, the Plan could take any of a range of options, for example intensification of existing settlements, providing new settlements or dispersing growth or it could take a combination of these options.
- 3.17 The intention is to prompt discussion (among stakeholders and the public) on these aspirations and scenarios and to invite input and feedback to improve and refine the approach when taking it into the next stage of the Plan. Future stages of Plan preparation will go on to consider broad locations for growth. By focussing the conversation at this this stage on the context, need and growth aspirations of Oxfordshire, this will be a vital step towards that further discussion.

- 3.18 The formal public consultation is programmed to be held for a period of 6 weeks in February and March concluding ahead of the purdah period for the local elections (being held in Cherwell, South Oxfordshire, Vale of White Horse and West Oxfordshire). To support the consultation document, a series of topic papers will be produced and published. These topic papers are intended to provide additional clarity and signpost readers to other sources of evidence and information. They will not contain policy.

### **Approval Processes**

- 3.19 The JSSP is a formal Development Plan Document (DPD) prepared under S28 of the PCPA 2004 which enables two or more LPAs to agree to prepare a joint Plan. It also necessitates that approval of that plan and relevant stages of its production are to be formally agreed by the individual partner authorities.
- 3.20 The February 2018 Council resolutions included the principle of preparing a JSSP in accordance with S28 of the PCPA 2004.
- 3.21 Cherwell District Council's Executive is one of five meetings at which the LDS, SCI and Regulation 18 Consultation paper will be considered during January 2019 and February 2019. These documents will be considered in parallel meetings at Oxford City Council, South Oxfordshire District Council, Vale of the White Horse District Council and West Oxfordshire District Council. All meetings will be presented with the same documents and asked to agree the recommendations as detailed above.
- 3.22 The documents will also be discussed at Oxfordshire County Council's Cabinet where they are invited to note and support these documents in their capacity as a key Growth Board partner and statutory consultee for the JSSP.
- 3.23 Following that agreement, the JSSP Project Team will commence consultation on the Regulation 18 Consultation Paper for a six week period in February 2019.
- 3.24 The development of the JSSP under the S28 process (as set out above) will be overseen and informed by a sub-group of the Growth Board made up of member representatives of each of the LPAs.

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 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.
- 4.2 These documents will not replace the Councils existing LDSs and SCIs, they will remain relevant to all other planning matters.



## 5.0 Consultation

Cllr Colin Clarke - Lead Member for Planning

## 6.0 Alternative Options and Reasons for Rejection

- 6.1 To not adopt the SCI or the LDS nor agree to consultation on the Regulation 18 consultation paper.
- 6.2 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).
- 6.3 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).

## 7.0 Implications

### Financial and Resource Implications

- 7.1 As part of the Housing and Growth Deal, the government has agreed £2.5million capacity funding over three years to support the development of the Plan. The intention is to deliver the project within this funding envelope. Any costs over and above this would be subject to further agreement by the Oxfordshire Authorities.
- 7.2 Any work directly commissioned by Cherwell District Council will be claimed back from the capacity fund held by the County Council as the Accountable Body for the deal, or from other Local Plan Authorities over and above the capacity funding.

Comments checked by:

Kelly Watson, Deputy Section 151 Officer,  
kelly.watson@cherwellandsouthnorthants.gov.uk

### Legal Implications

- 7.3 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).

Comments checked by:  
 Matthew Barrett  
 Planning Solicitor, [Matthew.barrett@cherwellandsouthnorthants.gov.uk](mailto:Matthew.barrett@cherwellandsouthnorthants.gov.uk)

## 8.0 Decision Information

### Key Decision

**Financial Threshold Met:** No

**Community Impact Threshold Met:** Yes

### Wards Affected

All

This report directly links to all three themes from the Joint Corporate Strategy 2018-19:

- District of Opportunity & Growth
- Protected, Green & Clean
- Thriving Communities & Wellbeing

### Lead Councillor

Councillor Clarke – Lead Member for Planning

### Document Information

Appendix No	Title
Appendix 1	JSSP Statement of Community Involvement 2018
Appendix 2	JSSP Regulation 18 Consultation Document 2019
Reference Documents	
JSSP Scoping Report – Approved at CDC Executive 01 October 2018 Draft JSSP Scoping Documents	
Background Papers	
None	
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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

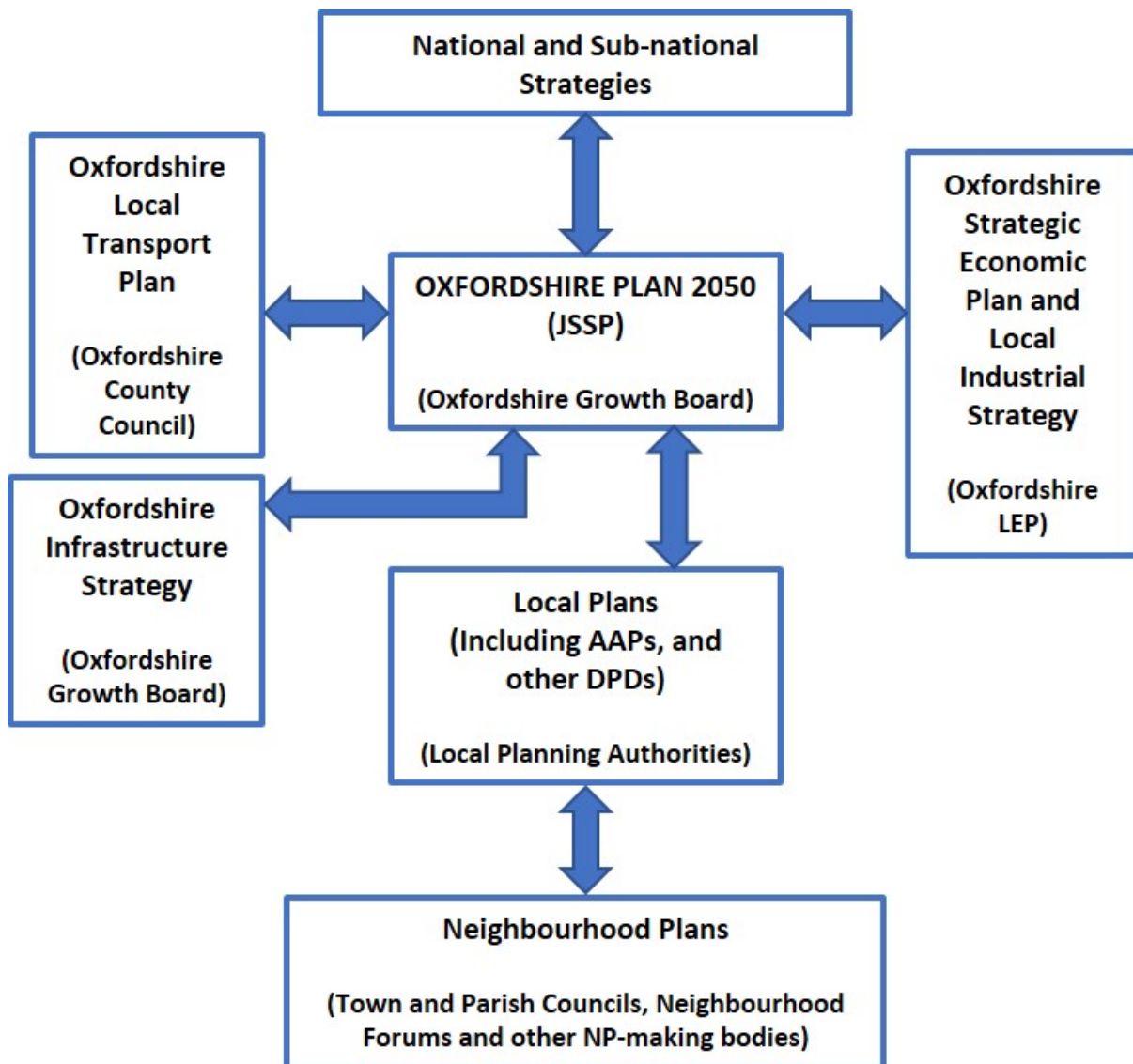
1. This is the Statement of Community Involvement (SCI) for the Oxfordshire Joint Statutory Spatial Plan (JSSP). It has been endorsed by the Oxfordshire Growth Board and formally adopted by the Oxfordshire District Planning Authorities in January/February 2019.
2. The six Oxfordshire Councils and the 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 Document<sup>1</sup>](#).
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.

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<sup>1</sup> <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~~we~~ 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>
<b>Early Stakeholder Engagement – focused consultation</b>		
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"> <li>• JSSP website</li> <li>• Contact consultees/ organisations by email</li> <li>• Stakeholder meeting/workshop</li> <li>• Events/exhibitions</li> <li>• Press release</li> </ul>
<b>Sustainability Appraisal Scoping Report</b>		
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"> <li>• Email contact</li> <li>• JSSP website</li> <li>• LPA Websites</li> </ul>
<b>Call for Strategic Development Options <u>(to be considered through the plan)</u></b>		
Landowners, developers, agents, general public	To identify <u>options for</u> the availability,	<ul style="list-style-type: none"> <li>• Targeted e-mail contact</li> <li>• JSSP website</li> </ul>



	suitability and deliverability of land for strategic growth <u>that should be considered through the plan process.</u>	<ul style="list-style-type: none"> <li>LPA websites</li> </ul>
<b>Preferred strategy options Consultation (Reg.18)</b>		
<a href="#">Consult people/organisations listed in the Regulations, general public and other interested bodies as appropriate.</a> Consult people/organisations listed in the Regulations and others as appropriate	Publish document - six weeks	<ul style="list-style-type: none"> <li>JSSP website</li> <li>Contact consultees/ organisations by email</li> <li>Events/ exhibitions</li> <li>Press release</li> <li><a href="#">Documents made available to view in council buildings</a></li> </ul>
<b>Pre-Submission Consultation (Reg. 19)</b>		
<a href="#">Consult people/organisations listed in the Regulations, general public and other interested bodies as appropriate.</a> Consult people/organisations listed in the Regulations and others as appropriate	Publish document - six weeks	<ul style="list-style-type: none"> <li>JSSP website</li> <li>Contact consultees/ organisations by email</li> <li>Press release</li> <li><a href="#">Documents made available to view in council buildings</a></li> </ul>
<b>Examination</b>		
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"> <li>JSSP website</li> <li>Contact consultees/ organisations by email</li> <li>Press release</li> </ul>
<b>Consultation on Inspectors main modifications to the draft plan (if any)</b>		
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"> <li>JSSP website</li> <li>Contact consultees/ organisations by email</li> <li>Press release</li> </ul>
<b>Publication of Inspector's Report</b>		
Notify people/organisations listed in the Regulations and others as appropriate via Programme Officer	Only distributed for information	<ul style="list-style-type: none"> <li>JSSP website</li> <li>Contact consultees/ organisations by email</li> <li>Press release</li> </ul>
<b>Adoption (subject to examination)</b>		
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 Bodies<sup>2</sup>

- ~~(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 area<sup>3</sup>~~
- ~~(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~~

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

<sup>3</sup> 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 Bodies<sup>4</sup>

(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~~

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

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## **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 Deal<sup>1</sup> 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 Document<sup>2</sup> 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?

<sup>1</sup> [Oxfordshire Housing and Growth Deal](#) (Nov 2017) MHCLG

<sup>2</sup> [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 anxiety<sup>3</sup>. 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 World<sup>4</sup> 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 output<sup>5</sup>. The ambition of the Local Industrial Strategy (currently being prepared by the Oxfordshire Local Enterprise Partnership)<sup>6</sup> 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.

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

<sup>4</sup> [Times Higher Education World University Rankings 2018](#)

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

<sup>6</sup> [Oxfordshire Local Industrial Strategy](#), OxLEP

11. Oxfordshire's Labour Market Profile<sup>7</sup> 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 average<sup>8</sup>. 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

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

<sup>8</sup> [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 Water<sup>9</sup> 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 East<sup>10</sup>. The Centre for Cities Outlook<sup>11</sup> 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 expectancy<sup>12</sup> 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.<sup>13</sup> There are also inequalities of health and

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<sup>9</sup> Thames Water's Water Resources Management Plan 2019

<sup>10</sup> [House Price to Workplace Earnings Ratio](#) (April 2018) ONS

<sup>11</sup> [Centre for Cities Outlook 2017](#)

<sup>12</sup> 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](#)

<sup>13</sup> [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 Expressway<sup>14</sup> 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%<sup>15</sup> 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,

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<sup>14</sup> [Oxford to Cambridge Expressway](#), Highways England

<sup>15</sup> [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 4<sup>16</sup> 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.<sup>17</sup> 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.

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<sup>16</sup> [Oxfordshire Local Transport Plan 4](#) (2015) Oxfordshire County Council

<sup>17</sup> [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 Strategy<sup>18</sup> 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

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<sup>18</sup> [Oxfordshire Local Industrial Strategy](#), OxLEP

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

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.<sup>20</sup>

**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

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<sup>19</sup> Paragraph 81, [National Planning Policy Framework](#) (2018) MHCLG

<sup>20</sup> 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




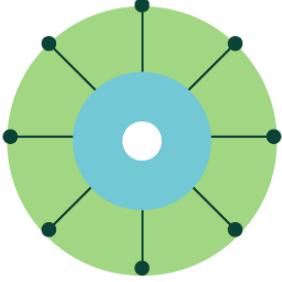
54. The Oxfordshire Plan will identify broad locations for housing and economic growth but it is unlikely<sup>21</sup> to identify or allocate specific sites. This will follow through separate plans produced at the local level. It will be a challenge to settle on the best locations for growth. Decisions 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.

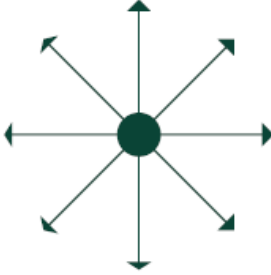
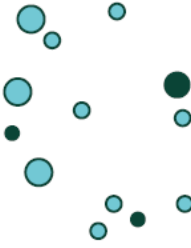
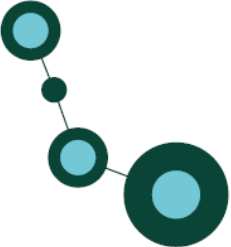
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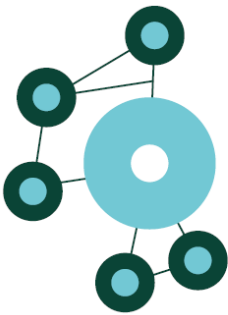
<sup>21</sup> Signpost to JSSP Process Background Paper



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"> <li>• Commonly encouraged in Local Plans in line with the NPPF but unlikely to be enough to meet needs</li> <li>• Focus on housing and economy may conflict with other important functions of these centres</li> <li>• Townscape character may be affected</li> <li>• There are usually good existing transport links, although they may already be at capacity</li> </ul>
<p>Intensification of development within existing suburbs</p>		<ul style="list-style-type: none"> <li>• Land assembly is challenging with multiple landowners</li> <li>• Highly disruptive for existing residents</li> <li>• Focuses development close to, and supports, existing services and connections</li> </ul>
<p>Intensification around the edges of larger settlements and strategic extensions</p>		<ul style="list-style-type: none"> <li>• Can link into existing public transport networks</li> <li>• Focuses development close to, and supports, existing services and connections</li> <li>• These locations may be in the Green Belt and development may affect the purposes of the Green Belt</li> </ul>
<p>Spoke and hub (Continue to focus on Oxford and key corridors in to Oxford)</p>		<ul style="list-style-type: none"> <li>• Concentrates transport along routes that are already at high capacity</li> <li>• May offer opportunities for funding to enhance strategic corridors</li> <li>• 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</li> </ul>

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

<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"> <li>• This could be a variation on the spoke and hub approach but with the added benefits of stronger links between the towns</li> <li>• Could take some of the pressure off the corridors into Oxford</li> </ul>
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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 Strategy<sup>22</sup> (OXIS) was been 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.

<sup>22</sup> [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](http://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.

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## Cherwell District Council

### Executive

4 February 2019

<p><b>Business Plan 2019/20 and Medium Term Financial Strategy 2019/20 – 2023/24</b></p>
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### Report of Executive Director Finance and Governance (interim)

This report is public

#### Purpose of report

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

This report details 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.

#### 1. Recommendations

The meeting is recommended:

- 1.1. To consider and recommend to Council approval of the Business Plan set out in Appendix 1
- 1.2. To note the Risk Register contained at Appendix 2
- 1.3. To consider and recommend to Council an increase in the level of Council Tax for Cherwell District Council of £5 for 2019/20
- 1.4. To consider and recommend to Council approval of the Medium Term Financial Strategy (MTFS), Revenue Budget 2019/20 and Capital Programme including recommending the growth and savings proposals included at Appendix 9
- 1.5. To consider and recommend to Council a minimum level of General Fund reserves of £2m
- 1.6. To consider and recommend to Council that authority be delegated to the Chief Finance Officer in consultation with the Lead Member for Finance & 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.

- 1.7. To consider and recommend to Council that the Fees & Charges set out in Appendix 7 be approved.
- 1.8. To consider and recommend to Council that the Treasury Management Strategy be approved, including the Prudential Indicators, Minimum Revenue Provision (MRP) Policy and Affordable Borrowing Limit for 2019/20.
- 1.9. To consider and recommend to Council that authority be delegated 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.
- 1.10. To note the contents of the Section 25 report from the Chief Finance Officer in relation to the robustness of estimates and adequacy of reserves.

## **2. Introduction**

- 2.1. The Executive has the responsibility of considering and recommending a budget and all associated strategies for consideration to Council on 25 February 2019.
- 2.2. The purpose of this report is to present the Business Plan and Medium Term Financial Strategy for review including the context within which Local Government is operating currently.

## **3. Overview**

### **National**

- 3.1. Local Government is continuing to commission and deliver services to its residents and businesses during a period of prolonged financial uncertainty and significant change. This uncertainty relates to both the overall UK economy as well as the impact of national policy changes to the way in which local government is funded in the medium term. Local Government has seen substantial reductions in direct central government funding including the continued reduction and ultimately ceasing of the Revenue Support Grant (RSG) in 2019/20 and a shift towards more specific funding that often is targeted and has to be bid for. Cherwell District Council has been successful in bidding for such funding, as well as in partnership across Oxfordshire for Growth Deal funding.
- 3.2. It is important that we continue to manage our resources in a prudent and sustainable way, ensuring that we understand and can plan and manage our risks effectively over the medium term which is why a strong link between our service outcomes and financial measures is imperative.
- 3.3. The way in which local government is financed is changing and there is also a shift in focus in how we monitor and manage our resources. In the future we will be much more reliant on income from individuals and businesses and management of our cash flow will be much more akin to that of commercial businesses than it ever has been before.

## **Local**

- 3.4. The district is experiencing significant economic growth. Increasing numbers of housing developments have brought new skills to the area and the boost in business is providing new opportunities to shape the area. The Council has been working in partnership with others as part of the Growth Deal in Oxfordshire to bring forward significant investment in infrastructure to support this growth.
- 3.5. The Council is committed to investing and developing its local economy and this investment can be seen clearly through key decisions taken at a local level including direct property investment for regenerative purposes.
- 3.6. As an ambitious Council, Cherwell District Council has developed a number of strategies to support growth in the area including the setting up of council owned companies for development in Bicester and Banbury, direct investment in town centre sites and housing, establishing a Teckel company to run its revenues and benefits service as well as supporting community activities and the arts. By making best use of a number of delivery vehicles that are available to deliver and commission services, the council continues to offer a broad range of services to support our residents and businesses. Ensuring that these are financially sustainable in the medium to long term is a key plank of our medium term financial strategy.
- 3.7. The Council delivers a wide range of services to support our residents, communities and businesses. Some of these services are provided by all Councils as a requirement of national legislation whilst Cherwell District Council chooses to provide others as a result of the specific needs of our communities and the priorities of the Council. Through the Healthy New Towns initiative, the Council has placed a specific emphasis on ensuring the growth in Bicester supports the health and well-being of our communities in that town. Following the success of this work, the Council is now looking to roll out this approach to other communities across Cherwell. This ensures that the growth agenda that we are delivering is sustainable both in positive outcomes for our residents and businesses but also financially in the longer term for us and our partners.

## **4. Business Planning**

- 4.1. The business plan for 2019/20 is attached as Appendix 1. The business plan informs the development of the annual budget and the operational Service Plans for the delivery of all Council services. The Service Plans will set out the activities that each service will undertake to deliver against the priorities set out in the Business Plan. Ultimately, these activities will be reflected in the individual objectives of employees providing a clear 'golden thread' through the organisation for the delivery of the Council's priorities.
- 4.2. The 2018/19 Business Plan was a joint business plan covering Cherwell and South Northamptonshire Council. The 2019/20 Business Plan will cover Cherwell District Council only as the joint working arrangements between the two Councils come to an end.
- 4.3. The content of the 2019/20 Business Plan represents a "light touch" review, broadly retaining the themes and priorities of the Council from the previous year updated where appropriate to align with emerging issues and challenges across the district.

New areas of focus for the plan this year include the Healthy Place Shaping agenda, the Industrial Strategy and the Oxfordshire Growth Deal. An overview of these areas are provided below in section 4.4.

- 4.4. Healthy place shaping involves us working in partnership to create sustainable, well-designed communities where healthy behaviours are the norm and which provide a sense of belonging and safety, a sense of identity and a sense of community. District councils can help to shape healthy and thriving places where the right policies, environment and partnership working are adopted to empower individuals, communities and organisations to make healthier choices. The Industrial Strategy is a new 10 year strategy replacing the previous Economic Development Strategy. The strategy will be aligned to both the National Industrial Strategy and the Local Industrial Strategy being developed by OxLEP. The Oxfordshire Housing and Growth Deal is a contract between HM Government and the Oxfordshire Partnership (6 Councils and OxLEP) which provides funding and planning flexibilities over a 5 year term linked to a commitment to accelerate the pace of housing development across the county.
- 4.5. The vision for the district remains 'A great place to live, work, visit and invest'. The three strategic priorities are:
  - Clean, Green and Safe;
  - Thriving Communities and Wellbeing;
  - District of Opportunity and Growth.
- 4.6. The Business Plan is underpinned and enabled through an Organisational Plan, illustrated as three pillars, representing the basis upon which we continue to develop our organisation:
  - Operational Excellence;
  - Customer Focus;
  - Best Council to work for.
- 4.7. The service plans currently in development will help shape the performance management framework for 2019/20, of which progress against will be reported to Executive through the monthly Performance, Risk and Finance report.
- 4.8. The business plan has been discussed with Executive Members and will be considered by the Overview and Scrutiny Committee on 22 January. A full review of the business plan and corporate priorities will take place during 2019/20 to inform the 2020/21 Business Plan.

## **5. Medium Term Financial Strategy**

- 5.1. Our medium term financial strategy outlines our expected resourcing requirements over the next 4 years as well as assumptions around funding to support those requirements. The way in which local government is resourced will be fundamentally changing from 2020/21 onwards. There are currently two important Government consultations regarding the future financing of local government that we will respond to by the deadline of 26 February 2019. Further details on these consultations are provided later in this report.

- 5.2. Through the four year funding settlement from central government we were given certainty about the level of revenue support grant (RSG) that we would receive as well as an indication of the expected level of business rates that we should collect and redistribute over that time. However, 2019/20 is the final year of this four year settlement and therefore we do not currently have the same level of certainty about future levels of central grant funding. Other funding that we receive such as the New Homes Bonus and Disabled Facilities Grant are subject to annual announcements and each year we have to make judgements about the level of funding we could expect. Finally, we have had to estimate the amount of council tax we would collect and consider the level at which we set council tax for this and future years.
- 5.3. On 13 December 2018, the provisional local government finance settlement was announced. This settlement information supported the Draft MTFS and confirmed our assumptions regarding the levels of anticipated funding for 2019/20. We are expecting the final settlement to be announced in early February 2019. We do not anticipate any significant changes for our MTFS arising from the final settlement; any changes will be incorporated into our budget and reported to Members.
- 5.4. From 2020/21 we know that this system will change as detailed throughout this report. We have estimated the impact of this throughout the life of the MTFS using the best estimates that we can.

### **Summary MTFS**

- 5.5. The table below sets out the summary MTFS. It is important to note that 2019/20 reflects a balanced budget although this does include the planned use of one off funds from some earmarked reserves. For future years of the MTFS a funding gap has been identified and the Council has already established a process that will shape how we look to review opportunities to reduce this gap for future years and balance the budget.

**CHERWELL DISTRICT COUNCIL  
MTFS Summary (Draft)**

	2019-20	2020-21	2021-22	2022-23	2023-24
	£000	£000	£000	£000	£000
<b>Approved base budget</b>	15,788	20,287	20,006	20,877	21,748
<i>Salary Reviews &amp; Inflation</i>	849	800	800	800	800
<i>Growth Pressures</i>	1,958	0	0	0	0
<i>Budget Realignment</i>	2,345	0	0	0	0
<i>Contract Inflation</i>	71	71	71	71	71
<b>Budget pressures</b>	<b>5,223</b>	<b>871</b>	<b>871</b>	<b>871</b>	<b>871</b>
Efficiency/Savings/Additional Income	(724)	(1,152)	0	0	0
<b>Additional Income</b>	<b>(724)</b>	<b>(1,152)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET COST OF SERVICES</b>	<b>20,287</b>	<b>20,006</b>	<b>20,877</b>	<b>21,748</b>	<b>22,619</b>
Transfers to reserves / Pension Adj / Interest	2,424	5,489	4,427	4,480	3,956
<b>NET BUDGET REQUIREMENT</b>	<b>22,711</b>	<b>25,495</b>	<b>25,304</b>	<b>26,228</b>	<b>26,575</b>
<b>FUNDING</b>					
<i>Revenue Support Grant</i>	(114)	0	0	0	0
<i>Transfer to Parish Councils - CTRS</i>	349	175	0	0	0
<i>New Homes Bonus</i>	(5,087)	(5,137)	(5,019)	(5,211)	(4,288)
<i>Business Rates</i>	(10,760)	(10,111)	(9,543)	(9,003)	(8,777)
<i>Council Tax income</i>	(7,099)	(7,365)	(7,749)	(8,143)	(8,547)
<b>TOTAL INCOME</b>	<b>(22,711)</b>	<b>(22,438)</b>	<b>(22,311)</b>	<b>(22,357)</b>	<b>(21,612)</b>
<b>FUNDING GAP / (Surplus)</b>	<b>0</b>	<b>3,057</b>	<b>2,993</b>	<b>3,871</b>	<b>4,963</b>
<i>Council tax base</i>	53,472	54,274	55,088	55,914	56,753
<i>Council tax amount</i>	£128.50	£133.50	£138.50	£143.50	£148.50

5.6. To ensure that the budget for 2019/20 reflects our current service and activity levels there are a number of budget growth and savings proposals that are included as appendix 9. These proposals reflect either:

- where a service has grown and our resources to support that need to reflect this,
- where a new service is proposed and the financial implications of these need to be considered,
- where our income budgets need to take account of current activity levels either to increase or reduce the amount expected
- where our transformation process has identified cost reductions or additional income opportunities for the council.
- Where we have made a capital investment, the revenue implications have to be reflected in our budgets

5.7. The full financial implications of all of these growth and savings proposals are included within the budget and medium term financial plan as presented. Any changes to those proposals would have a financial impact on the overall budget.

5.8. The medium term will present further challenges and opportunities for the Council and these will result from a couple of key areas, both specific to Cherwell as well as arising from the changes to national funding.

- 5.9. Cherwell District Council is ceasing its strategic partnership with South Northants Council due to the changes that are happening in Northamptonshire and their move to establishing two unitaries. However, Cherwell District Council will continue to consider partnering arrangements in the future including: alignment with Oxfordshire County Council services where this will benefit our residents and businesses; joint contracting and commissioning arrangements; and continuing our journey to transform the way in which we deliver with other partners.
- 5.10. The future of local government funding is set to change as detailed in para 7.2. The impact on our assumptions in the MTF5 is included at 7.3.

### Key Assumptions

- 5.11. A number of key assumptions underpin the MTF5. The assumptions are reviewed through the financial year and the latest estimates are built into the budget. The key assumptions are set out in the table below

Type	Annual increase	Future direction
General Inflation	2%	Same
Payroll	2.4%	Same
Council Tax Base Increase	2%	Same
Council Tax Level Increase	£5 (approx. 4%) MAX	Future increases
Interest Receivable	1.0%	Upward
Interest Payable	1.1%	Upward
Utilities	20%	Same
Contracts	Average 5%	Same
Rents (Build!)	2%	Same

### 5.12. Service and Corporate Budgets

#### Wellbeing and Environmental Services

- 5.13. Our suite of environmental services delivers statutory services for environmental health and licencing and aims to reduce environmental crime through education and enforcement. The service also delivers an efficient waste and recycling service, street cleansing and grounds maintenance to residents across Cherwell. To date this year (April to December 2018) our recycling rate is 55.98% and is reflected in our high position in the recycling league table. Our most recent customer satisfaction survey indicated that 86% were very satisfied with our waste and recycling service.
- 5.14. The Wellbeing service delivers enhanced leisure provision, arts and cultural experiences, supports housing registry and advice, homelessness prevention, housing strategy and new affordable housing provision alongside the safeguarding of children, young people and vulnerable adults within the district. In the last year

we have delivered 359 affordable homes across Cherwell, and are on track to exceed the target of 400. There have been 1,132,972 visits to our leisure centres and 4,250 children took part in our summer holiday activities.

Service Areas	Draft Expenditure Budget 2019-20 £000	Draft Income Budget 2019-20 £000	Draft Net Budget 2019-20 £000
Wellbeing	5,901	(1,559)	4,342
Environmental	11,268	(5,640)	5,628
<b>Wellbeing and Environmental Services Total</b>	<b>17,169</b>	<b>(7,199)</b>	<b>9,970</b>

## Place and Growth

- 5.15. The Place and Growth service provides a broad range of support for and facilitation of development across the District that meets our environmental, social and economic objectives. Driven by a commitment to make Cherwell a great place to live, work, visit and invest we provide regulatory, direct delivery, design and support services that ensure we secure appropriate development that contributes positively and meets the needs of our residents and businesses. The statutory planning and Building Control functions ensure development is appropriate in terms of its scale, location, appearance, safety, and impact on services and infrastructure. Protection of our built heritage is guided through the work of the Design and Conservation team while the Build! team deliver high quality affordable housing provision for sectors of our community traditionally excluded from home ownership or social rent while at the same time contributing to regeneration of local areas. In Bicester new ways of working between the Council and communities have been pioneered to deliver exciting new approaches to development and place shaping, including through such programmes as Healthy New Towns and Eco-Towns. The work of the Economic Growth team attracts new business investment and visitors so that more residents and local businesses get to share in the benefits of prosperity and growth.
- 5.16. During 2018/19 92 new homes will be delivered by our Build! team. We have supported two careers workshops attended by over 250 students at jobs fairs in Banbury to present a wide variety of local jobs and skills options and worked with other organisations on creating opportunities across the District for work experience for our young people as part of our economic development activity.
- 5.17. We have great performance in terms of our planning application processing times with over 87% of our major planning applications processed within 13 weeks and over 91% of other applications processed within 8 weeks. As a District where growth is significant this is a way to recognise that we are able to ensure that alongside our ambitions to ensure developments are appropriate, that when decisions need to be made we are ensuring that process is not held up.

Service Areas	Draft Expenditure Budget 2019-20 £000	Draft Income Budget 2019-20 £000	Draft Net Budget 2019-20 £000
Place and Growth	6,809	(3,793)	3,016



## Customers and Service Development

- 5.18. This service area delivers vital support services including the delivery of the organisation's Communications Strategy, customer services, IT and digital service. Business insight and information supports the business in its management and decision making. This includes complaints, performance and transformation support alongside an effective HR, organisational development, learning and development, occupational health and payroll service.

Service Areas	Draft Expenditure Budget 2019-20 £000	Draft Income Budget 2019-20 £000	Draft Net Budget 2019-20 £000
Customers and Service Development	4,829	(42)	4,787

## Law and Governance

- 5.19. Our law and government teams deliver professional, high quality legal services for our organisation and manage the effective running of the Council's democratic decision-making processes through servicing and supporting the elected Members and the Committees on which they sit. The team also maintains an accurate electoral register and delivers legally robust elections and referenda in line with legislation and statutory deadlines.

Service Areas	Draft Expenditure Budget 2019-20 £000	Draft Income Budget 2019-20 £000	Draft Net Budget 2019-20 £000
Law and Governance	1,662	(346)	1,316

## Finance and Property

- 5.20. These teams provide effective financial and procurement advice, oversight and management to the Council, as well as to the Council-owned companies in addition to managing, maintaining and creating value to Council-owned properties and ensuring the organisation is fulfilling its obligations towards the health and safety of residents and its employees. Facilities Management Team (including Health & Safety) key successes this year include delivering a new Health & Safety Policy promoting safety and wellbeing, created a new audit framework to ensure the Council is delivering safety, quality and value for money across all directorates and improved Manual Handling training within our high risk areas such as Environmental Services.

Service Areas	Draft Expenditure Budget 2019-20 £000	Draft Income Budget 2019-20 £000	Draft Net Budget 2019-20 £000
Finance & Property	39,905	(38,710)	1,195

## Capital Strategy

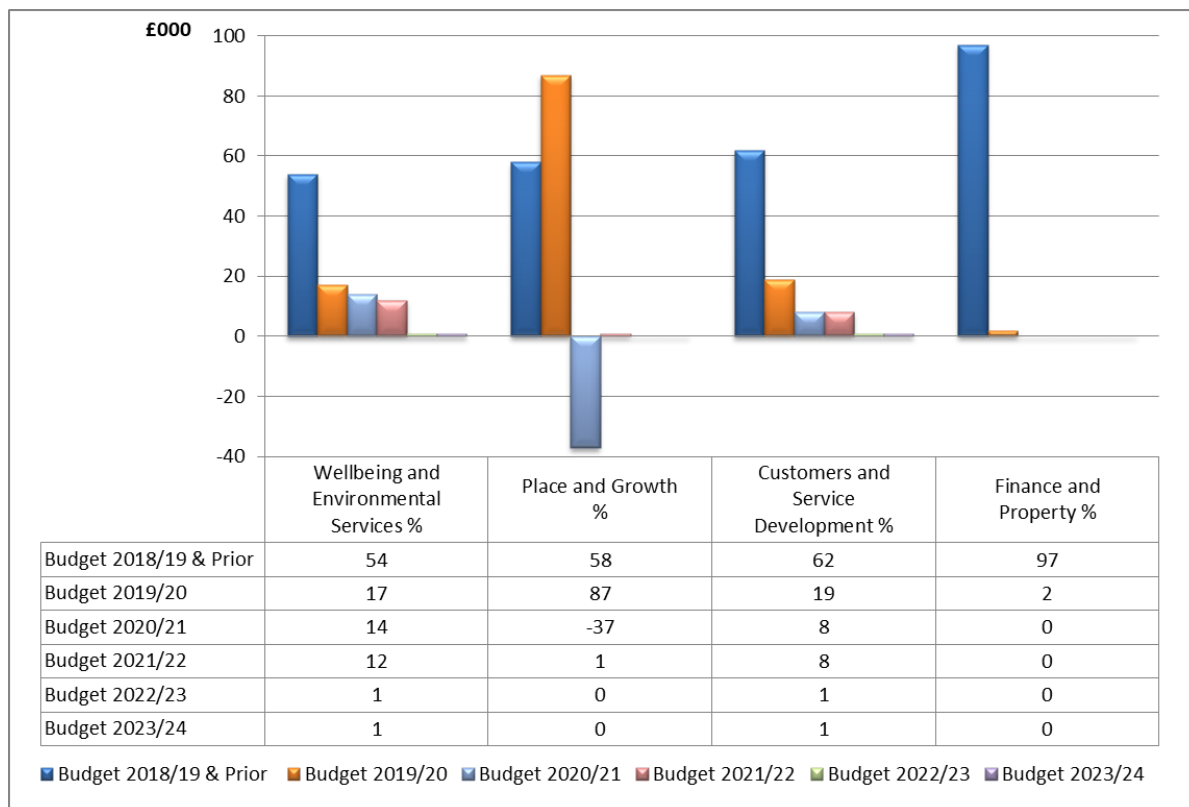
- 5.21. The draft Capital Strategy is at Appendix 3 and reflects the latest updates to the Prudential Code and the requirement for the Chief Finance Officer to report explicitly on the deliverability, affordability and risks associated with the Capital Strategy.
- 5.22. The Capital Strategy aims to set a clear framework for capital decision making alongside the Council's Business Plan, vision and priorities. The Capital Strategy is closely aligned with the Council's service plans, asset review and plans.
- 5.23. The recent requirement within the enhanced Capital Guidance and Prudential Code from Chartered Institute of Public Finance and Accountancy (CIPFA) further ensures that the Council's Capital Strategy is given further importance in decision making.

## Capital Programme

- 5.24. The capital programme sets out a significant plan for investment in the organisation and the district. It forms an integral part of the Council's core activity and is an important part of the MTFS.
- 5.25. The capital programme is funded through a mix of capital grants, S106, capital receipts, revenue and borrowing. This remains the case over the medium term and the Council will continue to ensure that the right mix of funding is utilised to minimise the risks and costs associated with financing the capital programme.
- 5.26. A list of capital projects put forward is set out in Appendix 4. The financial implications of these are incorporated into the MTFS.
- 5.27. The table below shows the summary Capital Programme. The total proposed programme is £130.6m.

Service Areas	Budget 2018/19 and Prior £000	Budget 2019/20 £000	Budget 2020/21 £000	Budget 2021/22 £000	Budget 2022/23 £000	Budget 2023/24 £000	Budget Total £000
Wellbeing and Environmental Services	5,762	1,750	1,500	1,275	150	150	10,587
Place and Growth	14,626	19,635	(9,410)	290	0	0	25,141
Customers and Service Development	804	248	108	108	18	18	1,304
Finance and Property	91,754	1,665	165	20	0	0	93,604
<b>Capital Total</b>	<b>112,946</b>	<b>23,298</b>	<b>(7,637)</b>	<b>1,693</b>	<b>168</b>	<b>168</b>	<b>130,636</b>

5.28. The capital programme investment is split across services as set out below.



5.29. During 2018/19 the Council implemented a number of enhanced governance initiatives to support and further develop the awareness, monitoring and insight surrounding the capital programme. An officer based Capital Programme Working Group provides guidance, scrutiny and oversight of all projects on a regular basis. Three programme boards have been established to manage and monitor significant projects and maintain links with the Council’s strategic priorities.

5.30. Each capital project is supported by capital appraisals and business cases. The robust use of capital appraisal tools is being further developed moving into 2019/20.

5.31. There are revenue implications that arise from our capital investment including: treasury management costs; ongoing maintenance and revenue costs (and in some cases cost reductions); and, increasing income. These have all been built into the overall financial model and MTFS.

### Corporate Investment Strategy

5.32. The corporate investment strategy provides a vehicle and decision making process for non-operational investments. The strategy outlines the principles for investment that will deliver long term, sustainable income and/or capital growth to support the Council’s objectives as well as driving economic growth and generation within the district.

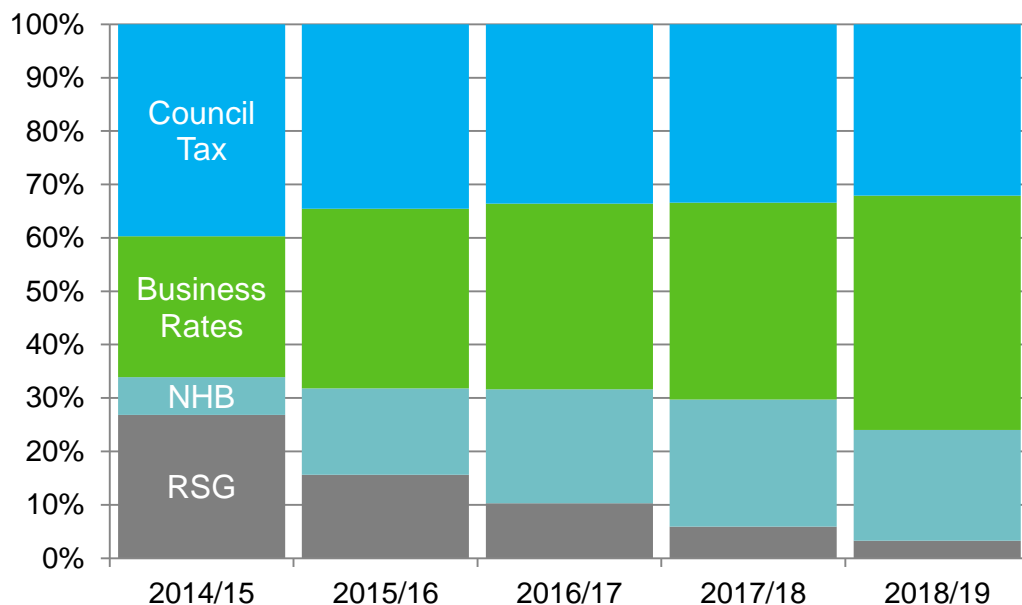
5.33. The corporate investment strategy has been utilised during 2018/19 and provided an efficient and effective governance and decision making framework. The Council will continue to develop the strategy over the medium term.

## 6. Fees & Charges

- 6.1. Fees and charges are reviewed on a regular basis and the Council has undertaken a review as part of the budget setting process for 2019/20.
- 6.2. The draft Fees and Charges schedule is at Appendix 7. The fees and charges have been reflected in the MTFs where feasible.

## 7. Funding

- 7.1. The MTFs is developed against a backdrop of changing and reducing funding. Local Government has experienced a reduction of around 35% in overall funding and a shift from Governmental to more locally derived funding provides local government with further incentives to drive growth and innovation.
- 7.2. In future it can be seen that we need to place greater emphasis on cash flow and income management given our income sources relate to individuals, businesses and other fees and charges. The graph below shows the change in funding from central government derived funding such as Revenue Support Grant (RSG) and New Homes Bonus (NHB) to more local and volatile income sources such as Council Tax and Business Rates.



- 7.3. The table below sets out the Council's future funding estimates. There remains a lot of uncertainty regarding this position over the medium term with the upcoming consultations surrounding Fair Funding Review and Business Rates.

Service Areas	Draft Budget 2019-20 £000	Draft Budget 2020-21 £000	Draft Budget 2021-22 £000	Draft Budget 2022-23 £000	Draft Budget 2023-24 £000
Revenue Support Grant	(114)	0	0	0	0
Transfer to Parish Councils - CTRS	349	175	0	0	0
New Homes Bonus	(5,087)	(5,137)	(5,019)	(5,211)	(4,288)
Business Rates	(10,760)	(10,111)	(9,543)	(9,003)	(8,777)
Council Tax income	(7,099)	(7,365)	(7,749)	(8,143)	(8,547)
<b>TOTAL INCOME</b>	<b>(22,711)</b>	<b>(22,438)</b>	<b>(22,311)</b>	<b>(22,357)</b>	<b>(21,612)</b>

### Revenue Support Grant

- 7.4. 2019/20 is the final year of the four year settlement. Revenue Support Grant (RSG) has reduced over the settlement period and 2019/20 will be the final year for receiving RSG at Cherwell. £114,000 has been built into the 2019/20 budget.

### New Homes Bonus

- 7.5. The Provisional Local Government Finance settlement for 2019/20 was announced on 13 December 2018. As part of the settlement the New Homes Bonus scheme did not change for 2019/20. It is unclear what impact the Fair Funding Review will have on the future of New Homes Bonus as a funding stream from 2020/21 onwards but for 2019/20 for Cherwell, £5.1m will be received in New Homes Bonus.
- 7.6. Similar to previous years the Council is utilising a proportion of New Homes Bonus to support district economic development and growth as well as supporting communities. This is incorporated into the MTFS. The proportions of how this is included have not changed from previous years.
- 7.7. It should be noted that if there were any changes to national policy about awarding New Homes Bonus or the overall way in which this is calculated in future this could have a significant impact on CDC.

### Business Rates

- 7.8. Business rates now make up the largest proportion of funding of our budget. Cherwell has seen significant growth in businesses over the last two years and in 2019/20, the budget for business rates income is £10.8m, an increase of £2.2m on last year's budget.
- 7.9. The Government has recently published its consultation paper on the proposed 2020/21 Redesign and Reset of the Business Rates Retention (BRR) scheme. The results of the consultation will not be known until after the budget for 2019/20 has been set but we do not expect these changes to be implemented until 2020/21. Further information is set out below.

## **Council Tax**

- 7.10. For 2019/20, the Government have continued to set differential limits that will trigger the need for a council tax referendum. For district councils, increases of less than 3% or up to and including £5 (whichever is higher) above the authority's relevant basic amount of council tax for 2018/19 can be made without triggering a referendum.
- 7.11. The budget for 2019/20 includes an increase in Council Tax of £5, from £123.50 to £128.50 per Band D property. This rise, and an equivalent rise across each of the years in the MTFS have been included in our modelling.

## **Collection Fund**

- 7.12. The Collection Fund surplus for Council Tax is estimated at £1m, of which Cherwell's share is £120,000. This has been incorporated into the 2019/20 budget.

## **Fair Funding Review Consultation**

- 7.13. The Government is intending to simplify the way local government funding works. A paper has recently been published which consults on the assessment of needs, resources and transitional arrangements.  
<https://www.gov.uk/government/consultations/review-of-local-authorities-relative-needs-and-resources>
- 7.14. The Council will be reviewing the consultation and assessing the impact it may have. This will be reviewed and reported to Members in due course.

## **Business Rates Retention Consultation**

- 7.15. The Government has also recently published a consultation paper "Sharing risk and reward, managing volatility and setting up the reformed system". This is a technical consultation which seeks views on proposals for setting up a reformed business rates retention system.  
<https://www.gov.uk/government/consultations/business-rates-retention-reform>
- 7.16. The consultation outlines proposals to update the balance of risk and reward to better reflect the wider context for local authorities in 2020, mitigate volatility in income and simplify the system.
- 7.17. The potential impact of the Council will be assessed and reported to Members in due course.

## **8. Treasury Management**

- 8.1. The CIPFA Code of Practice on Treasury Management requires the preparation of an annual Treasury Management Strategy Statement (TMSS) and associated documents. The 2003 Prudential Code for Capital Finance in Local Authorities introduced requirements on how capital spending plans should be considered when determining the Council's Treasury Management Strategy.
- 8.2. The Treasury Management Code provides a framework for effective management of Investments and Borrowing requirements in public sector organisations.

- 8.3. The Treasury Management Strategy considers a number of key matters
- The institutions the Council will invest surplus cash with
  - The types of investment instruments that may be used
  - Limits in place to manage risk
  - Borrowing limits and levels
  - The economic environment
  - Minimum Revenue Provision (MRP)
  - Annual Investment Strategy for the coming year
- 8.4. The strategy also sets out the treasury management practices which are undertaken by the Council. These practices are designed to effectively manage risk within treasury management activities.
- 8.5. A key part of the strategy is setting out the Council's authorised limit and operational boundary. These are detailed within the appendices to the strategy.
- 8.6. The Council regularly reviews investment limits for types of, and individual, institutions. The limits are set based upon advice from Treasury Management advisors alongside the Council's own insight. These are also detailed within the appendices to the strategy.

## **9. Reserves**

- 9.1. Reserves are held to ensure the Council can manage and mitigate current and future risk. The Council regularly reviews its level of reserves to ensure they are adequate. They are more specifically reviewed as part of the budget setting process and as part of the year-end closure of accounts.
- 9.2. Earmarked reserves are held for specific purposes and to manage specific risks or to smooth transactions that may happen at irregular periods or where peak activity happens over a longer period than a year. Examples of the type of activity that may require a reserve can include funding elections (where these would disproportionately impact just one year in a financial planning period), the impact of some volatile income streams (such as demand led services such as planning fees) or where funding may be awarded or received in one year but expenditure happens over more than one year (such as S106 developer contribution related activity).
- 9.3. A breakdown of the forecast reserves position is shown at Appendix 8.
- 9.4. As part of the budget setting process the Council determines a minimum level of general reserves to be held for general risks. The minimum level is designed to cope with unpredictable circumstances which cannot be addressed by management or policy with the year. The minimum level is informed through risk assessment and it is suggested that the minimum level be set at £20.9m.

## **10. Risks**

- 10.1. The Council has a well-developed risk management approach which regularly updates the key Leadership Risks and identified actions which can reduce the

likelihood and impact of those risks. The Leadership risk register feed into the business planning and budgeting process as appropriate. The latest risk register is shown at Appendix 2.

### **Strategic Budget considerations**

- 10.2. The approved budget recommends the inclusion of 2% inflation within expenditure budgets, other than payroll estimated at 2.4%. It is important that the trend and impact of inflation is closely monitored to ensure this risk can be managed as part of the budget monitoring process.
- 10.3. The Council needs to remain alert to budgets which can be subject to pressure arising from volatility due to 'demand led' activity which can to some degree be outside of the Council's control. These budgets, including spending on housing benefits, income from planning applications, land charges, car parking and interest on cash balances can contribute to variations against budget. Some of these budgets could be affected by the economic climate.
- 10.4. The Council has a record of maintaining good financial and budgetary control. Managers with budgetary responsibility receive financial training and support and this is being enhanced during 2019/20. The shift from quarterly to monthly monitoring is improving the level of control and ability for the organisation to react and deal with any variances to budget in a timely manner.
- 10.5. The Local Government Act 2003 places a duty on the Chief Finance Officer to comment on 'the robustness of the estimates' included in the budget and the adequacy of the reserves for which the budget provides. This is subject to a separate report to this meeting.

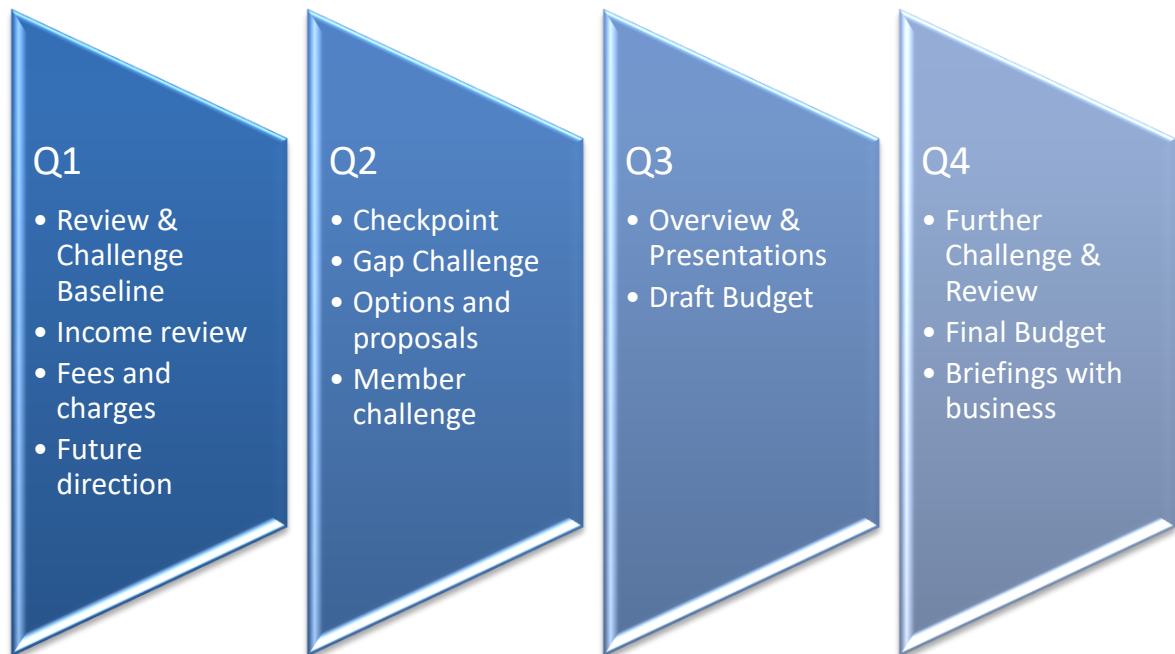
### **Further Considerations**

- 10.6. 2019/20 is the final year of the current spending review period. This means that there is less certainty regarding funding in future years. The Council is working closely with advisors to ensure that it is able to plan effectively for future years.
- 10.7. The current period of change and uncertainty is posing a number of challenges which the Council needs to consider further during the budget setting process.
- 10.8. In July 2018 the Council formally agreed to end the current joint working arrangements with South Northamptonshire District Council. The implications of this will be kept under close review during 2019/20.

### **Next Steps**

- 10.9. The process for setting the budget for 2020/21 and beyond will begin early during 2019/20.





## 11. Conclusion and Reasons for Recommendations

11.1. 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. The Council must set a budget for 2019/20.

## 12. Consultation

12.1. The Overview and Scrutiny Committee considered the report on 22 January 2019.

12.2. The Accounts Audit and Risk Committee considered and recommended to full Council, the Treasury Management Strategies and the associated appendices on 23 January 2019.

12.3. The Budget Planning Committee will consider the report on 29 January 2019.

12.4. The draft budget will be on the Councils consultation portal.

## 13. Alternative Options and Reasons for Rejection

13.1. This report presents the final Business Plan and MTFS for 2019/20.

13.2. It is a legal requirement to set a balanced budget and the recommendations as outlined set out a way to achieve this. The following alternative option has been identified and rejected for the reasons as set out below.

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.

## 14. Implications

### Financial and Resource Implications

- 14.1. The financial implications are set out in this report. The Council has a statutory duty to set a balanced budget and could be subject to intervention of the Secretary of State if it failed to do so.

Comments checked by:  
Kelly Watson, Deputy Section 151 Officer, 0300 003 0206,  
[kelly.watson@cherwellandsouthnorthants.gov.uk](mailto:kelly.watson@cherwellandsouthnorthants.gov.uk)

### Legal Implications

- 14.2. The Council is legally required to set a balanced budget each year. Officers consider the recommendations will achieve this if ultimately approved by Full Council.

Comments checked by:  
Richard Hawtin, Team Leader Non-contentious  
01295 221695, [richard.hawtin@cherwellandsouthnorthants.gov.uk](mailto:richard.hawtin@cherwellandsouthnorthants.gov.uk)

### Risk Management

- 14.3. The business plan and MTFs are reflected in the risk register. The report also highlights the relevance of maintaining a minimum level of reserves and budget contingency to absorb the financial impact of changes and unforeseen events during the year. Any increase in risk will be escalated through to the Leadership risk register.

Comments checked by:  
Louise Tustian, Team Leader Insight Team  
01295 221786, [louise.tustian@cherwellandsouthnorthants.gov.uk](mailto:louise.tustian@cherwellandsouthnorthants.gov.uk)

### Equality and Diversity

- 14.4. Impact assessments are carried out where relevant.

Comments checked by:  
Louise Tustian, Team Leader Insight Team  
01295 221786, [louise.tustian@cherwellandsouthnorthants.gov.uk](mailto:louise.tustian@cherwellandsouthnorthants.gov.uk)

## 15. Decision Information

### Key Decision

**Financial Threshold Met: Yes**

**Community Impact Threshold Met: Yes**

## Wards Affected

All

## Links to Corporate Plan and Policy Framework

All

## Lead Councillors

Councillor Barry Wood, Leader of the Council

Councillor Tony Illott, Lead Member for Financial Management & Governance

## Document Information

Appendix No	Title
Appendix 1	Business Plan
Appendix 2	Risk Register
Appendix 3	Capital Strategy
Appendix 4	Capital Bids
Appendix 5	Capital Programme
Appendix 6	Treasury Management Strategy, Capital & Investment Strategy
Appendix 7	Fees & Charges
Appendix 8	Reserves
Appendix 9	Growth and Savings Schedule
Background Papers	
None	
Report Author	Adele Taylor, Executive Director Finance & Governance (Interim) Hedd Vaughan-Evans, Assistant Director Performance & Transformation
Contact Information	0300 003 0103 / 0300 003 0111 <a href="mailto:adele.taylor@cherwellandsouthnorthants.gov.uk">adele.taylor@cherwellandsouthnorthants.gov.uk</a> <a href="mailto:hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk">hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk</a>

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# DRAFT Cherwell District Council Business Plan 2019-20



DISTRICT COUNCIL  
NORTH OXFORDSHIRE



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

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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
<b>High Risk</b> (16-25)	<b>Requires active management</b> to manage down and maintain the exposure at an acceptable level. Escalate upwards.
<b>Medium Risk</b> (10 -15)	<b>Contingency Plans</b> - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
<b>Low Risk</b> (1 – 9)	<b>Good Housekeeping</b> - 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
Priority 67	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	<b>Financial resilience</b> – Failure to react to external financial shocks, new policy and increased service demand. Poor investment and asset management decisions.	<p>Reduced medium and long term financial viability</p> <p>Reduction in services to customers</p> <p>Continued reliance on central govt (RSG) and therefore reduced opportunity for independent decision making</p> <p>Reduced financial returns (or losses) on investments/assets</p> <p>Inability to deliver financial efficiencies</p> <p>Inability to deliver commercial objectives (increased income)</p> <p>Poor customer service and satisfaction</p> <p>Increased complexity in governance arrangements</p> <p>Lack of officer capacity to meet service demand</p>	4	4	16	<p>Medium Term Revenue Plan reported regularly to members.</p> <p>Efficiency plan in place and balanced medium term</p> <p>Highly professional, competent, qualified staff</p> <p>Good networks established locally, regionally and nationally</p> <p>National guidance interpreting legislation available and used regularly</p> <p>Members aware and are briefed regularly</p> <p>Participate in Northamptonshire Finance Officers and Oxfordshire Treasurers' Association's work streams</p> <p>Treasury management policies in place</p> <p>Investment strategies in place</p> <p>Regular financial and performance monitoring in place</p> <p>Independent third party advisers in place</p> <p>Regular bulletins and advice received from advisers</p> <p>Property portfolio income monitored through financial management arrangements on a regular basis</p> <p>Asset Management Strategy in place and embedded.</p> <p>Transformation Programme in place to deliver efficiencies and increased income in the future</p>	<p>Fully effective</p> <p>Partially effective</p> <p>Not effective</p> <p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Partially</p>	Councillor Tony Illot Councillor Peter Rawlinson	Adele Taylor	Kelly Watson	3	3	9	↔	<p>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.</p> <p>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.</p> <p>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.</p> <p>Asset Management Strategy to be reviewed and refreshed in the new year.</p> <p>Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme.</p> <p>Finance support and engagement with programme management processes being implemented.</p> <p>Integration and development of Performance, Finance and Risk reporting during 18/19.</p> <p>Regular involvement and engagement with senior management across Counties as well as involvement in Regional and National finance forums.</p> <p>Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members.</p> <p>Financial support and capacity being developed during 18/19 through development programme.</p> <p>Regular utilisation of advisors.</p> <p>Internal Audits being undertaken for core financial activity and capital.</p>	<p>Maintaining focus in this area with ongoing review, staff and member training and awareness raising.</p> <p>Ensuring support is utilised from and provided by external partners and stakeholders.</p> <p>Financial System Solution Project started to ensure future finance provision is fit for future.</p> <p>Integrated reporting being embedded and working well.</p>	Risk reviewed - 10/12/18 - No Changes
L02	<b>Statutory functions</b> – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	<p>Legal challenge</p> <p>Loss of opportunity to influence national policy / legislation</p> <p>Financial penalties</p> <p>Reduced service to customers</p>	3	4	12	<p>Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors</p> <p>Clear accountability for responding to consultations with defined process to ensure Member engagement</p> <p>National guidance interpreting legislation available and used regularly</p> <p>Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed</p> <p>Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place</p> <p>Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit</p> <p>Internal Audit Plan risk based to provide necessary assurances</p> <p>Strong networks established locally, regionally and nationally to ensure influence on policy issues</p> <p>Senior Members aware and briefed regularly in 1:1s by Directors</p>	<p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Partially</p> <p>Partially</p> <p>Partially</p> <p>Fully</p> <p>Partially</p>	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees Richard Ellis	Claire Taylor	3	3	9	↔	<p>Establish corporate repository and accountability for policy/legislative changes</p> <p>Review Directorate/Service risk registers</p> <p>Ensure Committee forward plans are reviewed regularly by senior officers</p> <p>Ensure Internal Audit plan focusses on key leadership risks</p> <p>Develop stakeholder map, with Director responsibility allocated for managing key relationships</p> <p>Standardise agendas for Director / PFH 1:1s</p> <p>New NPPF published 05/03/18 will guide revised approach to planning policy and development management.</p> <p>Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR</p>	<p>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.</p> <p>Risk Management training session for Assistant Directors / Service Managers delivered in November.</p>	Risk reviewed 12/12/18 - Commentary Updated.
L03	<b>Lack of Management Capacity</b> - Increased workload relating to local government reorganisation and changes to joint working between SNC and CDC impact on the capacity of management.	<p>Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are not managed.</p> <p>Inability to deliver council's plans</p> <p>Inability to realise commercial opportunities or efficiencies</p> <p>Reduced resilience and business continuity</p> <p>Reduced staff morale and uncertainty may lead to loss of good people</p>	4	4	16	<p>Use of interims / fixed term and project roles to support senior capacity as required.</p> <p>Arrangements in place to source appropriate interim resource if needed</p> <p>Delegations to Chief Exec agreed to ensure timely decisions</p> <p>HR / Specialist resource in place to support recruitment process and manage implications</p> <p>Ongoing programme of internal communication</p> <p>Separate CDC and SNC Senior Leadership Teams in place to provide capacity required at each site.</p>	<p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Partially</p>	Councillor Barry Wood Councillor Ian McCord	Yvonne Rees Richard Ellis	Claire Taylor	4	3	12	↔	<p>Separate CDC and SNC Senior Leadership teams to work closely together during separation to mitigate the impact of any capacity issues resulting from separation.</p> <p>AD HR / OD briefed and leading the process</p> <p>Communications to be delivered by CEO</p> <p>External support provided.</p> <p>Resilience training programme for Assistant Directors in place.</p>	<p>Separate CDC and SNC Senior Leadership Teams in place from 1st January 2019 with Executive support arrangements in place.</p> <p>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.</p> <p>Joint CEDR meetings to take place fortnightly from January 2019.</p> <p>Regular comms being provided by the Chief Executives</p>	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	<b>CDC &amp; SNC Local Plans</b> - 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 Risk reviewed 10/12/18 - No changes CDC - Risk reviewed, Controls and comments updated 29/11/18
L05	<b>Business Continuity</b> - 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	<b>Partnering</b> - 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.	Risk reviewed 10/12/18 - No changes

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				
L07	<b>Emergency Planning (EP)</b> 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	<b>Health and safety</b> - 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.

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				
L09	<b>Cyber Security</b> - 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	<b>Safeguarding the vulnerable (adults and children)</b> - 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 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	<b>Income Generation through council owned companies</b>	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				
							Fully effective Partially effective Not effective										
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. 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	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*

	<b>2017/18 actual</b>	<b>2018/19 forecast</b>	<b>2019/20 budget</b>	<b>2020/21 budget</b>	<b>2021/22 budget</b>
Services	19.4	7.7	5.7	0.5	0.2
Capital investments	84.6	33.6	43.5	24.7	0
<b>TOTAL</b>	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*

	<b>2017/18 actual</b>	<b>2018/19 forecast</b>	<b>2019/20 budget</b>	<b>2020/21 budget</b>	<b>2021/22 budget</b>
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
<b>TOTAL</b>	<b>104.0</b>	<b>41.3</b>	<b>49.2</b>	<b>25.2</b>	<b>0.2</b>

- 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*

	<b>2017/18 actual</b>	<b>2018/19 forecast</b>	<b>2019/20 budget</b>	<b>2020/21 budget</b>	<b>2021/22 budget</b>
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*

	<b>31.3.2018 actual</b>	<b>31.3.2019 forecast</b>	<b>31.3.2020 budget</b>	<b>31.3.2021 budget</b>	<b>31.3.2022 budget</b>
<b>TOTAL CFR</b>	<b>137.5</b>	<b>176.8</b>	<b>223.6</b>	<b>246.4</b>	<b>243.2</b>

### **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*

	<b>31.3.2018 actual</b>	<b>31.3.2019 forecast</b>	<b>31.3.2020 budget</b>	<b>31.3.2021 budget</b>	<b>31.3.2022 budget</b>
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*

	<b>2018/19 limit</b>	<b>2019/20 limit</b>	<b>2020/21 limit</b>	<b>2021/22 limit</b>
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

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

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"> <li>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.</li> <li>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.</li> <li>c) The Council does not invest in high risk assets which can be the most illiquid of all.</li> <li>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.</li> <li>e) The Council does not invest in specialist properties, where the market tends to be most illiquid.</li> <li>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.</li> </ol>
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"> <li>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.</li> <li>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.</li> </ol>
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"> <li>1. Lease lengths should be 3 – 5 yrs + which obviates most market risks during the period of the tenancy.</li> <li>2. Rents are reviewed in an upwards only direction. This means that they cannot fall during the term of a lease.</li> <li>3. Tenant failure – see above under Tenant Default, re: vetting and diversification policies.</li> </ol> <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.

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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)			
001	Banbury Museum Upgrade of Air Handling Unit	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	The air conditioning plant is no longer fit for purpose and unless it is replaced Banbury Museum will not be able to offer space to travelling exhibits and its offer will be significantly curtailed.	110	-	-	55	55	-	-	-	-	-	-	-	-	-	-	-	-
002	Bodicote House Fire Compliance Works	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	Work required to ensure ongoing compliance following recent assessment by Turner & Townsend	154	5	51	51	47	-	-	-	-	-	-	-	-	-	-	-	-
003	The Fairway Garage	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	Review currently underway to identify the options for the council. These options include: 1. Demolition, this would remove the immediate Health & Safety risk 2. Re-roofing The proposed costs would be sufficient to deliver either of options.	52	26	26	-	-	-	-	-	-	-	-	-	-	-	-	-	-
004	Banbury Young Homelessness Project Separation of Building to two Units	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	The works envisaged are the separation of services to enable independent occupation of the changing rooms which have been unoccupied for several years.	17	17	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
005	Compliance Works (Energy Performance Regulations EPC's)	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	Energy Performance Certificates ("EPC"s) are statutorily required on all commercial premises and since April 2018 only those with a rating of A, B, C, D or E can be let. This will fund necessary works	169	-	56	56	56	-	-	-	-	-	-	-	-	-	-	-	-
006	Ferriston Roof Covering	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	To prevent further water ingress and damage to tenant's equipment the proposal is to renew the roof covering. The roof covering is from the original construction c.1980's and is end of its life.	142	-	-	142	-	-	-	-	-	-	-	-	-	-	-	-	-
007	Pioneer Square Fire Panel	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	The proposal is to install a 'mirror panel' within the Centre Managers office within Franklin House.	20	20	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008	Corporate Asbestos Surveys	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	The cost of these works have been split over 2 years with priority 1 sites being carried out in the first year. To maintain ongoing compliance and in accordance with the Control of Asbestos Regulations 2012 the asbestos identified to be inspected for condition on an annual basis.	210	-	50	50	50	60	-	-	-	50	50	50	50	50	60	200	-
009	Corporate Fire Risk Assessments	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	Work require to ensure statutory compliance across investment and operational portfolio.	80	-	20	20	20	20	-	-	-	-	-	-	-	-	-	20	-
010	Corporate Water Hygiene Legionella Assessments	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	Work require to ensure statutory compliance across investment and operational portfolio.	35	11	11	13	-	-	-	-	-	-	-	-	-	-	-	-	-
011	Corporate Reinstatement Cost Assessments	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	Best practice requires regular insurance revaluations.	59	19	20	20	-	-	-	-	-	-	-	-	-	-	-	-	-
012	Works From Compliance Surveys	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	Statutory Compliance Surveys which include Asbestos / Fire Compliance / Water Hygiene compliance surveys and investigations.	260	-	65	65	65	65	-	-	-	-	-	-	-	-	-	65	-
013	Thorpe Place	Finance & Property	Property, Investment & Contract Management	Robert Fuzesi	The units both need to be refurbished prior to re-letting	75	-	38	38	-	-	-	-	-	-	-	-	-	-	-	-	-
014	Discretionary Grants Budget	Wellbeing & Environment	Wellbeing - Housing	Nicola Riley	This budget is used to deliver a range of grants to help address unsatisfactory housing conditions for vulnerable households and also to part-fund improvements to private rented sector homes.	750	38	38	38	38	150	150	150	150	-	-	-	-	-	-	600	-

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														
<b>Total</b>						<b>3,376</b>	<b>638</b>	<b>535</b>	<b>762</b>	<b>412</b>	<b>508</b>	<b>188</b>	<b>168</b>	<b>168</b>	<b>57</b>	<b>57</b>	<b>57</b>	<b>50</b>	<b>50</b>	<b>1,140</b>	<b>254</b>



**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 Flooflights	2018/19	Nicola Riley		65	65				0					65
Sunshine 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
<b>Wellbeing - Community Services Total</b>			<b>805</b>	<b>505</b>	<b>1,310</b>	<b>100</b>	<b>300</b>	<b>0</b>	<b>400</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,810</b>
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
<b>Wellbeing - Housing Services Total</b>			<b>2,537</b>	<b>0</b>	<b>2,537</b>	<b>683</b>	<b>150</b>	<b>(650)</b>	<b>183</b>	<b>525</b>	<b>525</b>	<b>150</b>	<b>150</b>	<b>4,070</b>
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
<b>Environmental Services Total</b>			<b>1,293</b>	<b>155</b>	<b>1,915</b>	<b>1,060</b>	<b>107</b>	<b>0</b>	<b>1,167</b>	<b>875</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>4,707</b>
<b>Wellbeing and Environmental Services Total</b>			<b>4,635</b>	<b>660</b>	<b>5,762</b>	<b>1,843</b>	<b>557</b>	<b>(650)</b>	<b>1,750</b>	<b>1,500</b>	<b>1,275</b>	<b>150</b>	<b>150</b>	<b>10,587</b>
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
<b>Place &amp; Growth - Economy &amp; Regeneration Total</b>			<b>14,626</b>	<b>0</b>	<b>14,626</b>	<b>19,635</b>	<b>0</b>	<b>0</b>	<b>19,635</b>	<b>(9,410)</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>25,141</b>
<b>Place and Growth Total</b>			<b>14,676</b>	<b>0</b>	<b>14,626</b>	<b>19,635</b>	<b>0</b>	<b>0</b>	<b>19,635</b>	<b>(9,410)</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>25,141</b>
HR/Payroll Replacement System	2019/20	Karen Edwards			0		125		125	18	18	18	18	197
<b>HR, OD and Payroll</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125</b>	<b>0</b>	<b>125</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>197</b>
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
<b>Information Technology Total</b>			<b>427</b>	<b>377</b>	<b>804</b>	<b>123</b>	<b>0</b>	<b>0</b>	<b>123</b>	<b>90</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>1,107</b>
<b>Customers and Service Development Total</b>			<b>427</b>	<b>377</b>	<b>804</b>	<b>123</b>	<b>125</b>	<b>0</b>	<b>248</b>	<b>108</b>	<b>108</b>	<b>18</b>	<b>18</b>	<b>1,304</b>
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 - tarmac 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
<b>Finance and Property</b>			<b>81,409</b>	<b>10,345</b>	<b>91,754</b>	<b>0</b>	<b>1,665</b>	<b>0</b>	<b>1,665</b>	<b>165</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>93,604</b>
<b>Finance and Property Total</b>			<b>81,409</b>	<b>10,345</b>	<b>91,754</b>	<b>0</b>	<b>1,665</b>	<b>0</b>	<b>1,665</b>	<b>165</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>93,604</b>
<b>Capital Total</b>			<b>101,147</b>	<b>11,382</b>	<b>112,946</b>	<b>21,601</b>	<b>2,347</b>	<b>(550)</b>	<b>23,298</b>	<b>(7,637)</b>	<b>1,693</b>	<b>168</b>	<b>168</b>	<b>130,636</b>

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## Cherwell District Council

### Treasury Management Strategy Statement 2019/20

#### 1 Introduction

- 1.1 Treasury management is the management of the council's cash flows, borrowing and investments, and the associated risks. The council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the council's prudent financial management.
- 1.2 Treasury risk management at the council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the council to approve a treasury management strategy before the start of each financial year. This report fulfils the council's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.
- 1.3 Investments held for service purposes or for commercial profit are considered in a different report, the Investment Strategy.

#### 2 External Context (provided by Arlingclose - December 2018)

##### Economic background

- 2.1 The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Council's treasury management strategy for 2019/20.
- 2.2 UK Consumer Price Inflation (CPI) for October was up 2.4% year/year, slightly below the consensus forecast and broadly in line with the Bank of England's November Inflation Report. The most recent labour market data for October 2018 showed the unemployment rate edged up slightly to 4.1% while the employment rate of 75.7% was the joint highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.3% as wages continue to rise steadily and provide some pull on general inflation. Adjusted for inflation, real wages grew by 1.0%, a level still likely to have little effect on consumer spending.
- 2.3 The rise in quarterly GDP growth to 0.6% in Q3 from 0.4% in the previous quarter was due to weather-related factors boosting overall household consumption and construction activity over the summer following the weather-related weakness in Q1. At 1.5%, annual GDP growth continues to remain below trend. Looking ahead, the BoE, in its November Inflation Report, expects GDP growth to average around 1.75% over the forecast horizon, providing the UK's exit from the EU is relatively smooth.
- 2.4 Following the Bank of England's decision to increase Bank Rate to 0.75% in August, no changes to monetary policy have been made since. However, the Bank expects that should the economy continue to evolve in line with its November forecast, further increases in Bank Rate will be required to return inflation to the 2% target. The Monetary Policy Committee continues to reiterate that any further increases will be at a gradual pace and limited in extent.
- 2.5 While US growth has slowed over 2018, the economy continues to perform robustly. The US Federal Reserve continued its tightening bias throughout 2018, pushing rates to the current 2%-2.25% in September. Markets continue to expect one more rate rise in December, but expectations are fading that the further hikes previously expected in 2019 will materialise as concerns over trade wars drag on economic activity.

### Credit outlook

- 2.6 The big four UK banking groups have now divided their retail and investment banking divisions into separate legal entities under ring-fencing legislation. Bank of Scotland, Barclays Bank UK, HSBC UK Bank, Lloyds Bank, National Westminster Bank, Royal Bank of Scotland and Ulster Bank are the ring-fenced banks that now only conduct lower risk retail banking activities. Barclays Bank, HSBC Bank, Lloyds Bank Corporate Markets and NatWest Markets are the investment banks. Credit rating agencies have adjusted the ratings of some of these banks with the ring-fenced banks generally being better rated than their non-ring-fenced counterparts.
- 2.7 The Bank of England released its latest report on bank stress testing, illustrating that all entities included in the analysis were deemed to have passed the test once the levels of capital and potential mitigating actions presumed to be taken by management were factored in. The BoE did not require any bank to raise additional capital.
- 2.8 European banks are considering their approach to Brexit, with some looking to create new UK subsidiaries to ensure they can continue trading here. The credit strength of these new banks remains unknown, although the chance of parental support is assumed to be very high if ever needed. The uncertainty caused by protracted negotiations between the UK and EU is weighing on the creditworthiness of both UK and European banks with substantial operations in both jurisdictions.

### Interest rate forecast

- 2.9 Following the increase in Bank Rate to 0.75% in August 2018, Arlingclose is forecasting two more 0.25% hikes during 2019 to take official UK interest rates to 1.25%. The Bank of England's MPC has maintained expectations for slow and steady rate rises over the forecast horizon. The MPC continues to have a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. Arlingclose believes that MPC members consider both that ultra-low interest rates result in other economic problems, and that higher Bank Rate will be a more effective policy weapon should downside Brexit risks crystallise when rate cuts will be required.
- 2.10 The UK economic environment remains relatively soft, despite seemingly strong labour market data. Arlingclose's view is that the economy still faces a challenging outlook as it exits the European Union and Eurozone growth softens. While assumptions are that a Brexit deal is struck and some agreement reached on transition and future trading arrangements before the UK leaves the EU, the possibility of a "no deal" Brexit still hangs over economic activity (*at the time of writing this commentary in mid-December*). As such, the risks to the interest rate forecast are considered firmly to the downside.
- 2.11 Gilt yields and hence long-term borrowing rates have remained at low levels but some upward movement from current levels is expected based on Arlingclose's interest rate projections, due to the strength of the US economy and the ECB's forward guidance on higher rates. 10-year and 20-year gilt yields are forecast to remain around 1.7% and 2.2% respectively over the interest rate forecast horizon, however volatility arising from both economic and political events are likely to continue to offer borrowing opportunities.
- 2.12 The economic and interest rate forecast provided by Arlingclose is attached at Appendix A.

For the purpose of setting the budget, it has been assumed that investments will be made at an average rate of 1.03%, and that loans will be borrowed at an average rate of 1.78%.

### 3 Local Context

- 3.1 On 31<sup>st</sup> December 2018, the council held £89.5m of borrowing and £15.7m of investments. This is set out in further detail below:

	<b>31.12.18 Actual Portfolio £m</b>	<b>31.12.18 Average Rate %</b>
<b>External borrowing:</b>		
Public Works Loan Board	41.0	2.05%
Local authorities	48.5	1.02%
<b>Total gross external debt</b>	<b>89.5</b>	<b>1.49%</b>
<b>Treasury investments:</b>		
Banks & building societies (unsecured)	2.0	0.65%
UK Government	7.6	0.50%
Money Market Funds	6.1	0.72%
<b>Total treasury investments</b>	<b>15.7</b>	<b>0.61%</b>
<b>Net debt</b>	<b>73.8</b>	<b>1.68%</b>

Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

	<b>31.3.18 Actual £m</b>	<b>31.3.19 Estimate £m</b>	<b>31.3.20 Forecast £m</b>	<b>31.3.21 Forecast £m</b>	<b>31.3.22 Forecast £m</b>
General Fund CFR	137.5	176.8	223.6	246.4	243.2
Less: External borrowing **	(111.5)	(96.0)	(68.0)	(41.0)	(41.0)
<b>Internal/(over) borrowing</b>	<b>26.0</b>	<b>80.8</b>	<b>155.6</b>	<b>205.4</b>	<b>202.2</b>
Less: Usable reserves	(17.1)	(17.1)	(17.1)	(17.1)	(17.1)
Less: Working capital	(28.0)	(28.0)	(28.0)	(28.0)	(28.0)
<b>Investments/(New borrowing required)</b>	<b>19.1</b>	<b>(35.7)</b>	<b>(110.5)</b>	<b>(160.3)</b>	<b>(157.1)</b>

\*\* shows only loans to which the council is currently committed

- 3.2 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.
- 3.3 The council has an increasing CFR due to the capital programme, but minimal investments and will therefore be required to borrow up to a total of £201m over the forecast period.

CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the council's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the council expects to comply with this recommendation during 2019/20.

#### 4 Borrowing Strategy

- 4.1 The council currently (31/12/2018) holds £89.5 million of loans, a decrease of £22 million on the previous year end, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 1 shows that the council expects to borrow up to a total of £178

million in 2019/20. The council may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £225 million.

### **Objectives**

- 4.2 The council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the council's long-term plans change is a secondary objective.

### **Strategy**

- 4.3 Given the significant cuts to public expenditure and in particular to local government funding, the council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.
- 4.4 By doing so, the council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal / short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the council with this 'cost of carry' and breakeven analysis. Its output may determine whether the council borrows additional sums at long-term fixed rates in 2019/20 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.
- 4.5 Alternatively, the council may arrange forward starting loans during 2019/20, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the council may borrow further short-term loans to cover unplanned cash flow shortages.

### **Sources of borrowing**

- 4.6 The approved sources of long-term and short-term borrowing are:
- Public Works Loan Board (PWLB) and any successor body
  - any institution approved for investments (see below)
  - any other bank or building society authorised to operate in the UK
  - any other UK public sector body
  - UK public and private sector pension funds (except Oxfordshire County Council Pension Fund)
  - capital market bond investors
  - UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

### **Other sources of debt finance**

- 4.7 In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:
- leasing
  - hire purchase
  - Private Finance Initiative
  - sale and leaseback



- 4.8 The council has previously raised around 40% of its long-term borrowing from the PWLB but it continues to investigate other sources of finance, such as local authority loans and bank loans, which may be available at more favourable rates.

### **Municipal Bonds Agency**

- 4.9 UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a joint and several guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to full council.

### **LOBOs**

- 4.10 The council does not hold any LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the council has the option to either accept the new rate or to repay the loan at no additional cost.

### **Short-term and variable rate loans**

- 4.11 These loans leave the council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below.

### **Debt rescheduling**

- 4.12 The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

## **5 Investment Strategy**

- 5.1 The council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months (January - December 2018), the council's investment balance has ranged between £5 million and £70 million. Levels in the forthcoming year are expected to be general lower, ranging from £10m and £25m, but may vary for short periods to due to cashflow needs and borrowing opportunities.

### **Objectives**

- 5.2 The CIPFA Code requires the council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

### Negative interest rates

- 5.3 If the UK enters into a recession in 2019/20, there is a small chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

### Strategy

- 5.4 Given the increasing risk and low returns from short-term unsecured bank investments, the council would aspire to diversify into more secure and/or higher yielding asset classes. However, given the low level of funds available for longer-term investment and the high liquidity requirements, the council's surplus cash is likely to remain invested in short-term bank deposits and call accounts, money market funds, and deposits with the UK Government and other local authorities.

### Business models

- 5.5 Under the new IFRS 9 standard, the accounting for certain investments depends on the council's "business model" for managing them. The council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

### Approved counterparties

- 5.6 The council may invest its surplus funds with any of the counterparty types in table 3 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 3: Approved investment counterparties and limits

Credit rating	Banks unsecured	Banks secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	£ Unlimited 50 years	n/a	n/a
AAA	£3m 5 years	£3m 20 years	£5m 50 years	£3m 20 years	£3m 20 years
AA+	£3m 5 years	£3m 10 years	£5m 25 years	£3m 10 years	£3m 10 years
AA	£3 m 4 years	£3m 5 years	£5m 15 years	£3m 5 years	£3m 10 years
AA-	£3m 3 years	£3m 4 years	£5m 10 years	£3m 4 years	£3m 10 years
A+	£3m 2 years	£3m 3 years	£5m 5 years	£3m 3 years	£3m 5 years
A	£3m 13 months	£3m 2 years	£5m 5 years	£3m 2 years	£3m 5 years
A-	£3m 6 months	£3m 13 months	£5m 5 years	£3m 13 months	£3m 5 years
None	None	None	£5m 2 years	None	None
<b>Pooled funds and real estate investment trusts</b>		£5m per fund or trust			

*This table must be read in conjunction with the notes below*

**Credit rating**

- 5.7 Investment limits are set by reference to the lowest published long-term credit rating from a selection of external rating agencies. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

**Banks unsecured**

- 5.8 Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

**Banks secured**

- 5.9 Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

**Government**

- 5.10 Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

**Corporates**

- 5.11 Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made following an external credit assessment.

**Registered providers**

- 5.12 Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing and registered social landlords, formerly known as housing associations. These bodies are tightly regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

**Pooled funds**

- 5.13 Shares or units in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.
- 5.14 Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the council to diversify into asset classes other than cash without the

need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the council's investment objectives will be monitored regularly.

#### **Real estate investment trusts**

- 5.15 Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

#### **Operational bank accounts**

- 5.16 The council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £50,000 per bank wherever possible e.g. except for overnight balances where funds are received during the day and it is too late to transfer to another counterparty. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the council maintaining operational continuity.

#### **Risk assessment and credit ratings**

- 5.17 Credit ratings are obtained and monitored by the council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,
  - any existing investments that can be recalled or sold at no cost will be, and
  - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
- 5.18 Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

#### **Other information on the security of investments**

- 5.19 The council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria. In addition to Arlingclose ratings and advice, the council maintains an internal counterparty 'Watch List' based on intelligence from a variety of other sources available to officers.
- 5.20 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial

market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the council's cash balances, then the surplus will be deposited with the UK Government via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

### Investment limits

- 5.21 In order that the council's revenue reserves available to cover investment losses are not put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £5 million. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 4: Investment limits

	<b>Cash limit</b>
Any single organisation, except the UK Central Government	£5m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£5m per group
Any group of pooled funds under the same management	£5m per manager
Negotiable instruments held in a broker's nominee account	£3m per broker
Foreign countries	£5m per country
Registered providers and registered social landlords	£10m in total
Unsecured investments with building societies	£10m in total
Loans to unrated corporates	£5m in total
Money market funds	£15m in total
Real estate investment trusts	£5m in total

### Liquidity management

- 5.22 The council uses in-house cash flow forecasting software to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the council's medium-term financial plan and cash flow forecast.

## 6 Treasury Management Indicators

- 6.1 The council measures and manages its exposures to treasury management risks using the following indicators.

### Interest rate exposures

- 6.2 This indicator is set to control the council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£160,000
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£160,000

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.

### Maturity structure of borrowing

- 6.3 This indicator is set to control the council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	80%	10%
12 months and within 24 months	80%	0%
24 months and within 5 years	80%	0%
5 years and within 10 years	80%	0%
10 years and above	80%	0%

- 6.4 Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment. The upper and lower limits as shown above provide the scope to accommodate new loan(s) in the most appropriate maturity band at the time of borrowing

### Principal sums invested for periods longer than a year

- 6.5 The purpose of this indicator is to control the council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2019/20	2020/21	2021/22
Limit on principal invested beyond year end	£10m	£5m	£5m

## 7 Related Matters

The CIPFA Code requires the council to include the following in its treasury management strategy.

### Financial Derivatives

- 7.1 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).
- 7.2 The council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be

subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

- 7.3 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

### Markets in Financial Instruments Directive (MiFID II)

- 7.4 The council has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the council's treasury management activities, the Executive Director of Finance and Governance believes this to be the most appropriate status.

## 8 Financial Implications

- 8.1 The budget for investment income in 2019/20 is £0.15 million, based on an average investment portfolio of £15 million at an average interest rate of 1.03%.

The budget for debt interest paid in 2019/20 is £2.764 million, based on an average debt portfolio of £155 million at an average interest rate of 1.78%.

If actual levels of investments and borrowing, or actual interest rates, differ from those forecast, performance against budget will be correspondingly different.

## 9 Other Options Considered

- 9.1 The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Executive Director of Finance and Governance, having consulted the Lead Member for Financial Management & Governance, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

## Appendix A – Arlingclose Economic & Interest Rate Forecast - December 2018

### Underlying assumptions:

- Our central interest rate forecasts are predicated on there being a transitional period following the UK's official exit from the EU.
- The MPC has a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. We believe that MPC members consider that: 1) tight labour markets will prompt inflationary pressure in the future, 2) ultra-low interest rates result in other economic problems, and 3) higher Bank Rate will be a more effective policy weapon if downside risks to growth crystallise.
- Both our projected outlook and the increase in the magnitude of political and economic risks facing the UK economy means we maintain the significant downside risks to our forecasts, despite the potential for slightly stronger growth next year as business investment rebounds should the EU Withdrawal Agreement be approved. The potential for severe economic outcomes has increased following the poor reception of the Withdrawal Agreement by MPs. We expect the Bank of England to hold at or reduce interest rates from current levels if Brexit risks materialise.
- The UK economic environment is relatively soft, despite seemingly strong labour market data. GDP growth recovered somewhat in the middle quarters of 2018, but more recent data suggests the economy slowed markedly in Q4. Our view is that the UK economy still faces a challenging outlook as the country exits the European Union and Eurozone economic growth softens.
- Cost pressures are easing but inflation is forecast to remain above the Bank's 2% target through most of the forecast period. Lower oil prices have reduced inflationary pressure, but the tight labour market and decline in the value of sterling means inflation may remain above target for longer than expected.
- Global economic growth is slowing. Despite slower growth, the European Central Bank is conditioning markets for the end of QE, the timing of the first rate hike (2019) and their path thereafter. More recent US data has placed pressure on the Federal Reserve to reduce the pace of monetary tightening – previous hikes and heightened expectations will, however, slow economic growth.
- Central bank actions and geopolitical risks have and will continue to produce significant volatility in financial markets, including bond markets.

### Forecast:

- The MPC has maintained expectations of a slow rise in interest rates over the forecast horizon, but recent events around Brexit have dampened interest rate expectations. Our central case is for Bank Rate to rise twice in 2019, after the UK exits the EU. The risks are weighted to the downside.
- Gilt yields have remained at low levels. We expect some upward movement from current levels based on our central case that the UK will enter a transitional period following its EU exit in March 2019. However, our projected weak economic outlook and volatility arising from both economic and political events will continue to offer borrowing opportunities.



	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Average
<b>Official Bank Rate</b>														
Upside risk	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.17
Arlingclose Central Case	0.75	0.75	1.00	1.00	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.13
Downside risk	0.00	-0.50	-0.75	-0.75	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-0.85
<b>3-mth money market rate</b>														
Upside risk	0.10	0.10	0.10	0.10	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.17
Arlingclose Central Case	0.90	0.95	1.10	1.30	1.40	1.40	1.40	1.35	1.35	1.35	1.35	1.35	1.35	1.27
Downside risk	-0.20	-0.45	-0.60	-0.80	-0.90	-0.90	-0.90	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.76
<b>1-yr money market rate</b>														
Upside risk	0.20	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.33
Arlingclose Central Case	1.15	1.25	1.35	1.50	1.70	1.60	1.50	1.40	1.35	1.35	1.35	1.35	1.35	1.40
Downside risk	-0.35	-0.50	-0.60	-0.80	-0.90	-0.90	-0.90	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.77
<b>5-yr gilt yield</b>														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	1.15	1.25	1.35	1.50	1.50	1.40	1.35	1.35	1.30	1.30	1.30	1.30	1.30	1.33
Downside risk	-0.50	-0.60	-0.65	-0.80	-0.80	-0.70	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.66
<b>10-yr gilt yield</b>														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	1.50	1.65	1.70	1.80	1.80	1.75	1.75	1.70	1.70	1.70	1.70	1.70	1.70	1.70
Downside risk	-0.55	-0.70	-0.70	-0.80	-0.80	-0.75	-0.75	-0.70	-0.70	-0.70	-0.70	-0.70	-0.70	-0.71
<b>20-yr gilt yield</b>														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	2.00	2.10	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.18
Downside risk	-0.60	-0.70	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
<b>50-yr gilt yield</b>														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	1.90	1.95	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.99
Downside risk	-0.60	-0.70	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73

**PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%**

**PWLB Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%**

# Cherwell District Council

## Investment Strategy 2019/20

### 1 Introduction

1.1 The council invests its money for three broad purposes:

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
- to support local public services by lending to or buying shares in other organisations (**service investments**), and
- to earn investment income (known as **commercial investments** where this is the main purpose).

1.2 This investment strategy is a new report for 2019/20, meeting the requirements of statutory guidance issued by the government in January 2018, and focuses on the second and third of these categories.

### 2 Treasury Management Investments

2.1 The council typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to be an average of £15m during the 2019/20 financial year.

#### Contribution

2.2 The contribution that these investments make to the objectives of the council is to support effective treasury management activities.

#### Further details

2.3 Full details of the council's policies and its plan for 2019/20 for treasury management investments are covered in a separate document, the treasury management strategy.

### 3 Service Investments: Loans

#### Contribution

3.1 The council lends money to its subsidiaries, local parishes, the local Business Improvement District, and local charities to support local public services and stimulate local economic growth. The main loans issued are to the council's subsidiaries – Graven Hill Village Holding Company Ltd and Crown House Banbury Ltd. Graven Hill is an ambitious self-build housing development providing significant housing in Bicester. Crown House is redeveloping a derelict building in the centre of Banbury which will provide significant rental opportunities in the town centre while removing an eye-sore.

#### Security

3.2 The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the council, upper limits on the outstanding loans to each category of borrower have been set as follows:

Table 1: Loans for service purposes in £ millions

Category of borrower	31.3.2018 actual			2019/20
	Balance	Loss allowance	Net figure in accounts	Approved Limit
Subsidiaries	37.827	0	37.827	51.0
Local Council	0.725	0	0.725	1.0
Local charities	0.05	0	0.05	0.2
Local Business	0.02	0	0.02	1.5
Parishes	0.111	0	0.111	1.0
<b>TOTAL</b>	<b>38.733</b>	<b>0</b>	<b>38.733</b>	<b>54.7</b>

3.3 Accounting standards require the council to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the council's statement of accounts from 2018/19 onwards will be shown net of this loss allowance. However, the council makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

#### Risk assessment

3.4 The council assesses the risk of loss before entering into and whilst holding service loans by approaching each loan request individually. The bulk of the council's loans are to its subsidiaries. When the council considers whether or not to create or acquire a subsidiary a full business case is prepared which sets out the optimal financing of the company. This will include an assessment of the market in which it will be competing, the nature and level of competition, how that market may evolve over time, exit strategy and any ongoing investment requirements. External advisors are used where appropriate to complement officer expertise and second opinions from alternate advisors is sought in order to monitor and maintain the quality of advice provided by external advisors.

3.5 Other service loans are evaluated against a set of criteria designed to demonstrate:

- Evidence of project objectives and needs analysis is provided
- The loan must have a demonstrable community impact
- The loan would provide up to 50% of the whole project cost
- Such a loan can only be applied for by constituted voluntary organisations with their own bank account; Town or Parish councils; charitable organisations
- The loan cannot be applied retrospectively
- The applicant has provided evidence of its financial stability and of its ability to manage the proposed scheme
- The applicant has demonstrated that the proposed scheme has been developed following good practice in terms of planning, procurement and financial appraisal
- The applicant has provided evidence the affordability of their proposed scheme and the loan repayments
- That the project furthers the council's priorities as reflected in its Business Plan

#### 4 Service Investments: Shares

##### Contribution

- 4.1 The council invests in the shares of its subsidiaries to support local public services and stimulate local economic and housing growth. The council currently holds shares in Graven Hill Holding Company Ltd and Crown House Banbury Ltd. .

##### Security

- 4.2 One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. In order to limit this risk, upper limits on the sum invested in each category of shares have been set as follows:

Table 2: Shares held for service purposes in £ millions

Category of company	31.3.2018 actual			2019/20
	Amounts invested	Gains or losses	Value in accounts	Approved Limit
Subsidiaries	22.538	0	22.538	35.0
<b>TOTAL</b>	<b>22.538</b>	<b>0</b>	<b>22.538</b>	<b>35.0</b>

##### Risk assessment

- 4.3 The council assesses the risk of loss before entering into and whilst holding shares by maintaining close links with the boards of directors of the companies through an established Shareholder Committee. Risk is assessed as above in Service Loans.

##### Liquidity

- 4.4 The maximum periods for which funds may prudently be committed are assessed on a project by project basis. The decision will balance both the long term viability of the subsidiary and the revenue and capital requirements of the council.

##### Non-specified Investments

- 4.5 Shares are the only investment type that the council has identified that meets the definition of a non-specified investment in the government guidance. The limits above on share investments are therefore also the council's upper limits on non-specified investments. The council has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

#### 5 Commercial Investments: Property

##### Contribution

- 5.1 The council invests in local commercial and residential property with the intention of making a profit that will be spent on local public services. The portfolio comprises a cross section of retail, office and industrial assets together with a health centre. The four largest investments are as follows:

- Castle Quay, Banbury; a covered shopping centre and development site
- Pioneer Square, Bicester; a modern retail parade of shops
- Franklins House, Bicester; a mixed use complex comprising offices, hotel, business centre and public library

- Tramway Industrial Estate

5.2 These assets contribute an aggregate £6m gross income to the council's revenue budget. They are all town centre properties and afford the council an opportunity to influence the amenity and environment of its two principal strategic centres. Castle Quay will, in particular, allow the development of a new leisure orientated focal point to help revitalise Banbury town centre.

The component parts of the entire investment portfolio are described below:

Table 3: Property held for investment purposes in £ millions<sup>0</sup>

Property	Actual	Actual	31.3.2018 actual		31.3.2019 expected	
	Closing Balance 2016/17	Purchase / Build Costs 2017/18	Gains or (losses)	Value at 31.3.18	Gains or (losses)	Value in accounts
Castle Quay		60.364	0.756	61.120	0	61.120
Pioneer Square	9.238		-1.212	8.026	0	8.026
Tramway Industrial Estate					0	9.500
Other properties valued under £5m	9.255	2.793	-0.324	11.725	0	11.725
<b>TOTAL</b>	<b>18.493</b>	<b>63.157</b>	<b>-0.779</b>	<b>80.871</b>	<b>0</b>	<b>90.371</b>

### Security

- 5.3 In accordance with government guidance, the council considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.
- 5.4 A fair value assessment of the council's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Should the 2018/19 year end accounts preparation and audit process value these properties below their purchase cost, then an updated investment strategy will be presented to full council detailing the impact of the loss on the security of investments and any revenue consequences arising therefrom.

### Risk assessment

- 5.5 The council assesses the risk of loss before entering into and whilst holding property investments by cash flow modelling the income and expenditure profile of each investment and interrogating that model across a range of scenarios to test the robustness of the investment. The modelling exercise is informed by the likelihood of tenant default and the chances that individual units will become empty during the hold period.
- 5.6 The property investment market is dynamic and we are kept abreast of developments by frequent communication and established relationships with local and national agents, supplemented by in-house investigations and reading of published research. The market is at present competitive in most asset sectors and our focus is on assets that are local, strategic and meet our investment return criteria. We are mindful of the council's need for a reliable future income streams and occupational demand is fundamental to our appraisals as longer let assets tend not to generate sufficiently attractive returns.
- 5.7 In all acquisitions we take external advice from acknowledged experts in the field and sense-check their input against our in-house knowledge, experience and expertise. The advice sourced covers

market value but also, given the purpose of the investment, letting risk, marketability and occupational demand, and likely expenditure over the hold period.

5.8 The council uses a number of local and national advisors and cross reference their views periodically. There is no single party who expects to be instructed by the council without competition.

5.9 Credit ratings are used on acquisitions, new lettings and when tenants request consent to assign their leases. The council uses D&B ratings and also study published accounts.

Credit ratings have not historically been used to monitor existing tenants but this will be introduced for our largest tenants this year.

5.10 A number of other strategies are used to mitigate risk:

- Tenant rent payment histories are analysed on any acquisition.
- Tenant rent payment patterns and arrears are examined in the existing portfolio.
- Introducing agents advise the council throughout the acquisition process and their advice includes market commentary at a national and a local level and commentary on perceived risks to the investment.
- In tandem with the above every acquisition is subject to a third party valuation by national surveyors who are independent i.e. not acting for the council or the vendor on the acquisition.

### **Liquidity**

5.11 Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice, and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed. The council acknowledges illiquidity as a risk in property and whilst it cannot be avoided the risk is mitigated by the following strategies:

- 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 affect sales, if required, in the more liquid sectors.
- 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.
- The council does not invest in high risk assets which can be the most illiquid of all.
- 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.
- The council does not invest in specialist properties, where the market tends to be most illiquid.
- 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.

## **6 Loan Commitments and Financial Guarantees**

6.1 Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the council and are included here for completeness.

The council has contractually committed to the following loan amounts which have yet to be drawn upon:

Table 4: Loan Commitments and Guarantees

<b>Borrower</b>	<b>Purpose</b>	<b>£m Contractually Available</b>
Silverstone Heritage Ltd	Development of tourist attraction at Silverstone race track	1.0
Crown House Banbury Ltd	Redevelopment of town centre building into housing	1.8
Graven Hill Village Development Company Ltd	Revolving Credit Facility available to the council's subsidiary until 2026	17.0
Graven Hill Holding Company Ltd	Facility Agreement that has been in place since 2014 to deliver the project.	6.6
Graven Hill Development Company Ltd	Loan Note instrument to enable the company to deliver its objectives	10.0
<b>TOTAL</b>		<b>36.4</b>

## 7 Capacity, Skills and Culture

### Elected members and statutory officers

- 7.1 The majority of senior statutory officers are qualified to degree level and have appropriate professional qualifications. Their shared business experience encompasses both the public and private sectors and the three most senior Property & Investment team members have on average 20+ years commercial experience.

Training and guidance are provided to support members in delivering their roles and support effective decision making.

### Commercial Investments

- 7.2 Negotiations are either undertaken directly by Assistant Directors or at a senior level with Assistant Director direct involvement and oversight, alongside input from Directors and Lead Members where required. Assistant Directors are aware of the regulatory regime and convey that to all junior staff.

### Corporate governance

- 7.3 There are appropriate corporate governance measures in place which comprise end to end decision making procedures. These include risk assessments within the organisation; presentation to relevant committees including Members, statutory officers approvals and relevant project boards. The annual Corporate Investment Strategy provides the reference point against which investment decisions are undertaken.

## 8 Investment Indicators

- 8.1 The council has set the following quantitative indicators to allow elected members and the public to assess the council's total risk exposure as a result of its investment decisions.

### Total risk exposure

- 8.2 The first indicator shows the council's total exposure to potential investment losses. This includes amounts the council is contractually committed to lend but have yet to be drawn down and guarantees the council has issued over third party loans.

Table 5: Total investment exposure in £millions

<b>Total investment exposure</b>	<b>31.03.2018 Actual</b>	<b>31.03.2019 Forecast</b>	<b>31.03.2020 Forecast</b>
Treasury management investments	19.1	15.0	15.0
Service investments: Loans	38.7	50.0	55.0
Service investments: Shares	22.5	23.0	33.0
Commercial investments: Property	80.9	91.0	100.0
<b>TOTAL INVESTMENTS</b>	<b>161.2</b>	<b>179.0</b>	<b>203.0</b>
Commitments to lend	1.8	36.4	34.0
<b>TOTAL EXPOSURE</b>	<b>163.0</b>	<b>215.4</b>	<b>237.0</b>

### How investments are funded

- 8.3 Government guidance is that these indicators should include how investments are funded. The council's investments are funded by usable reserves, income received in advance of expenditure and borrowing.

### Rate of return received

- 8.4 This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Table 6: Investment rate of return (net of all costs)

<b>Investments net rate of return</b>	<b>2017/18 Actual</b>	<b>2018/19 Forecast</b>	<b>2019/20 Forecast</b>
Treasury management investments	0.31%	0.58%	1.03%
Service investments: Loans	1% - 12%	1% - 12%	1% - 12%
Commercial investments: Property	Variable	Variable	Variable



# Car Parking

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<b>Banbury Short Stay</b> <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
<b><u>Banbury Long Stay</u></b> (charges apply 8am-7pm. Free Parking after)						
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%	
3 Hours	£2.20	£2.20		£0.00	0.0%	
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%	
<b>Drop Off - Pick Up Points</b>					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
<b>Bicester Short Stay</b> <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 - 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%	
<b><u>Bicester Long Stay</u></b>						
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%	
<b>Discretionary Fees and Charges</b>	<b>Fees 18-19 (excl. VAT)</b>	<b>Proposed Fee 19-20 (excl. VAT)</b>	<b>Risk</b>	<b>Actual Increase</b>	<b>% Increase</b>	<b>Notes</b>

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<u><b>Kidlington Short Stay</b></u> Curtis Place (all week) - no charge	£0.00	£0.00		£0.00	0.0%	
<u><b>Kidlington Long Stay</b></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%	
<b>COMMERCIAL REFUSE COLLECTION - PER LIFT</b>						
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%	
<b>COMMERCIAL RECYCLING COLLECTION - PER LIFT</b>						
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 &gt;5 bins, 20% for &gt;10 bins</i>						
Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
<b>COMMERCIAL FOOD RECYCLING - PER LIFT</b>						
120 litre bin	£3.00	£3.50		£0.50	14.3%	240l bin not available
<b>Schedule II Collections - Schools</b>						
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%	
<b>Trade Glass Collection (set of 3 bells)</b>	£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
<b>Environmental Protection</b>						

Discretionary Fees and Charges	Fees 18-19 (excl. VAT)	Proposed Fee 19-20 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Rats & Mice, <b>Per consultation - 3 visits</b> (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
<b><u>MOT's</u></b>						
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
<b><u>Environmental Protection</u></b>						
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
<b>Public Protection and Environmental Health</b>						
(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%	
Actual 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%	
<b>HEALTH PROTECTION</b>						
<b>Water Sampling</b>						
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
<b>Analysing a sample:</b>						
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%	
<b>Water Sampling Fees:</b>						
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%	
<b>Health Protection - Food Safety</b>						
<b>Level 2 Food Safety in Catering Course</b>						

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.
<b>Level 3 Food Hygiene Course</b>						
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
<b>Cost recovery - Commercial &amp; Business Support</b>						
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%	
<b>Licensing</b>						
<b>Street Trading consent charges are as follows:-</b>						
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%	
<b>Table and Chairs consent charges are as follows:-</b>						
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
<b>Private Hire and Hackney Carriage DRIVER Fees and Charges</b>						
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%	
<b><u>Hackney Carriage VEHICLE Fees and Charges</u></b>						
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%	
<b><u>Private Hire VEHICLE Fees and Charges</u></b>						
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%	
<b><u>Private Hire OPERATOR Fees and Charges</u></b>						
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	
<b>Mobile Home Sites Fees</b>						
<b>New Application</b>						
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%	
<b>Annual Fee</b>						
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 £
<b>MEMBERSHIP DIRECT DEBITS</b>					
Single DD - FIXED	£39.00	£39.00	<b>£39.00</b>	0.00%	£0.00
Single DD - FLEXI	£44.00	£44.00	<b>£44.00</b>	0.00%	£0.00
Expressions Family	£83.00	£83.00	<b>No Longer Applicable</b>		
Family DD (2 adults + 2 children) - FIXED	0.00%	£80.00	<b>£80.00</b>	0.00%	£0.00
Family DD (2 adults + 2 children) - FLEXI	£0.00	£85.00	<b>£85.00</b>	0.00%	£0.00
Family with up 5 children	£93.00	£93.00	<b>No Longer Applicable</b>		
Family DD (2 adults + 5 children) - FIXED	£0.00	£90.00	<b>£90.00</b>	0.00%	£0.00
Family DD (2 adults + 5 children) - FLEXI	£0.00	£95.00	<b>£95.00</b>	0.00%	£0.00
One Parent (1 adult + 2 children)	£0.00	£54.00	<b>No Longer Applicable</b>		
Single Parent (1 adult + 2 children) - FIXED	£0.00	£50.00	<b>£50.00</b>	0.00%	£0.00
Single Parent (1 adult + 2 children) - FLEXI	£0.00	£55.00	<b>£55.00</b>	0.00%	£0.00
One Parent (5 children)	£10.00	£64.00	<b>No Longer Applicable</b>		
Single Parent (1 adult + 5 children) - FIXED	£0.00	£60.00	<b>£60.00</b>	0.00%	£0.00
Single Parent (1 adult + 5 children) - FLEXI	£0.00	£65.00	<b>£65.00</b>	0.00%	£0.00
Corporate (single) FIXED	£37.00	£37.00	<b>£37.00</b>	0.00%	£0.00
Corporate (single) FLEXI	£39.00	£39.00	<b>£39.00</b>	0.00%	£0.00
Swim 23	£23.00	£23.00	<b>£23.00</b>	0.00%	£0.00
Swim 15	£0.00	£15.00	<b>£15.00</b>	0.00%	£0.00
Expressions Concession	£37.00	£37.00	<b>£37.00</b>	0.00%	£0.00
Junior	£22.00	£22.00	<b>£22.00</b>	0.00%	£0.00
Student	£0.00	£25.00	<b>£25.00</b>	0.00%	£0.00
Aqua Swim, Sauna, Steam	£34.00	£34.00	<b>£34.00</b>	0.00%	£0.00
1 - month offer	£54.00	£54.00	<b>£55.00</b>	1.85%	£1.00
Annuals	£475.00	£421.00	<b>£421.20</b>	0.05%	£0.20
<b>FITNESS SUITE</b>					
Casual Peak	£9.30	£9.40	<b>£9.60</b>	2.13%	£0.20
Senior Peak	£3.75	£3.85	<b>£3.95</b>	2.60%	£0.10
Casual Off-Peak	£7.80	£7.90	<b>£7.95</b>	0.63%	£0.05

# CHERWELL

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

# CHERWELL

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



# CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
<b>SWIMMING LESSONS</b>					
Stage 1 - 7, parent & toddler 50 weeks as 3x17 weeks	£5.80	£5.90	<b>£6.00</b>	1.69%	£0.10
Stage 1 - 7, parent & toddler - Direct Debit	£23.20	£23.60	<b>£24.00</b>	1.69%	£0.40
1 hour classes (rookie, survival, adults)	£8.15	£8.40	<b>£8.50</b>	1.19%	£0.10
1 hour classes (rookie, survival, adults) - Direct Debit	£32.50	£33.60	<b>£34.00</b>	1.19%	£0.40
40 minute intensive lesson	£8.75	£9.00	<b>£9.10</b>	1.11%	£0.10
Ducklings 10 wk course / 30 min lesson	£5.40	£5.55	<b>£5.75</b>	3.60%	£0.20
Stage 1 - 3 (with assistants) 10 week course / 30 min lesson	£5.70	£5.85	<b>£6.05</b>	3.42%	£0.20
Stage 1 - 3 (with assistants) - Direct Debit - 30 min lesson	£22.80	£23.40	<b>£24.20</b>	3.42%	£0.80
Stage 4 - 7 10 wk course / 30 min lesson	£5.45	£5.60	<b>£5.75</b>	2.68%	£0.15
Stage 4 - 7 10 wk course - Direct Debit	£21.80	£22.40	<b>£23.00</b>	2.68%	£0.60
Stage 8 - 10 & Adult 10 wk course - 55mins / 1 hr	£8.60	£8.65	<b>£8.70</b>	0.58%	£0.05
Stage 8 - 10 & Adult - Direct Debit	£34.40	£34.60	<b>£34.80</b>	0.58%	£0.20
CHILDREN's lessons 10 weeks course / 30 min lesson	£5.25	£5.45	<b>£5.60</b>	2.75%	£0.15
CHILDREN's lessons Direct Debit - 30 min lesson - no assistant	£21.00	£21.80	<b>£22.40</b>	2.75%	£0.60
CHILDREN's lessons Direct Debit - 30 min lesson - with assistant	£23.00	£23.40	<b>£24.30</b>	3.85%	£0.90
ADULT lessons 10 wk course / 60 min	£8.15	£8.40	<b>£8.50</b>	1.19%	£0.10
ADULT lessons Direct Debit - 60 min	£32.60	£33.60	<b>£34.00</b>	1.19%	£0.40
<b>BIRTHDAY PARTIES</b>					
Sports Hall Party	£105.00	£110.00	<b>£110.00</b>	0.00%	£0.00
Sports Hall / MegaBounce Party	£100.00	£105.00	<b>£110.00</b>	4.76%	£5.00
Super Striker / Football (Indoors)	£75.00	£77.00	<b>£80.00</b>	3.90%	£3.00
Super Striker / Football (Outdoors)	£55.00	£56.00	<b>£57.50</b>	2.68%	£1.50
Swimming Pool Party (Main Pool) - rafts and inflatables	£115.00	£117.50	<b>£120.00</b>	2.13%	£2.50
Swimming Pool Party (PnT Pool) - Paddle & Play	£105.00	£107.50	<b>£110.00</b>	2.33%	£2.50
Swimming Pool - wet & wacky	£135.00	£135.00	<b>£140.00</b>	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	<b>£120.00</b>	2.13%	£2.50
Jump & Jiggle Soft Play Party	£80.00	£82.50	<b>£85.00</b>	3.03%	£2.50
Sports Party (indoors or outdoors)	£80.00	£82.50	<b>£85.00</b>	3.03%	£2.50
Mega Bounce & Tots Bounce Party	£120.00	£122.50	<b>£125.00</b>	2.04%	£2.50
<b>POOL HIRE - also see Birthday Parties</b>					
Main Pool	£90.00	£92.00	<b>£95.00</b>	3.26%	£3.00
Main Pool Gala	£120.00	£122.50	<b>£126.50</b>	3.27%	£4.00
Trainer Pool	£65.00	£67.00	<b>£69.00</b>	2.99%	£2.00
Trainer Pool Gala	£90.00	£92.50	<b>£95.00</b>	2.70%	£2.50
Play & Teach Pool	£76.50	£78.00	<b>£80.00</b>	2.56%	£2.00
School Hire (per lesson / teacher)	£16.70	£17.20	<b>£17.50</b>	1.74%	£0.30
Swim Club - Weekday mornings per 55mins	£37.50	£38.70	<b>£40.00</b>	3.36%	£1.30
Swim Club - evenings per 55mins	£60.00	£61.90	<b>£63.90</b>	3.23%	£2.00
<b>SPORTS HALL HIRE (per hour)</b>					
Badminton Court Peak	£11.30	£11.35	<b>£11.60</b>	2.20%	£0.25
Badminton Court Peak - Block Booking	£12.45	£12.50	<b>£12.75</b>	2.00%	£0.25
Badminton Court Off-Peak	£9.05	£9.10	<b>£9.30</b>	2.20%	£0.20
Badminton Court Off Peak - Block Booking	£10.00	£10.00	<b>£10.25</b>	2.50%	£0.25
Junior Peak	£5.65	£5.70	<b>£5.80</b>	1.75%	£0.10
Junior Off-Peak	£4.55	£4.55	<b>£4.65</b>	2.20%	£0.10
Adult vs Junior Peak	£8.65	£8.65	<b>£8.70</b>	0.58%	£0.05
Adult vs Junior Off-Peak	£6.80	£6.85	<b>£7.00</b>	2.19%	£0.15
Hall Hire Peak (5-a-side)	£50.00	£51.50	<b>£53.25</b>	3.40%	£1.75
Hall Hire Peak (5-a-side) - Block Booking	£55.00	£56.65	<b>£58.60</b>	3.44%	£1.95
Hall Hire Off-Peak (5-a-side)	£40.00	£41.20	<b>£42.60</b>	3.40%	£1.40
Hall Hire Off-Peak (5-a-side) - Block Booking	£44.00	£45.30	<b>£46.85</b>	3.42%	£1.55
<b>SQUASH COURTS HIRE (per 40 mins)</b>					
Squash Court Hire Peak	£8.50	£8.60	<b>£8.60</b>	0.00%	£0.00
Squash Court Hire Peak - Block Booking	£9.35	£9.45	<b>£9.46</b>	0.11%	£0.01

# CHERWELL

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

# CHERWELL

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

# CHERWELL

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

# CHERWELL

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
<b>CAMP ADVENTURE</b>					
Half Day (am) 8.30-12.30 Half Day (pm) 2.00-6.00	£11.80	£12.10	<b>£12.40</b>	2.48%	£0.30
Half Day Family membership price @ 50% off	£5.90	£6.05	<b>£6.20</b>	2.48%	£0.15
Lunch 12.30-2.30	£6.00	£6.20	<b>£6.30</b>	1.61%	£0.10
Lunch 12.30-2.30 Family membership price @ 50% off	£3.00	£3.10	<b>£3.15</b>	1.61%	£0.05
Full Day 8.30-6.00	£25.50	£26.30	<b>£27.00</b>	2.66%	£0.70
Full Day 8.30-6.00 Family membership price @ 50% off	£12.75	£13.15	<b>£13.50</b>	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	<b>£52.00</b>	2.97%	£1.50
Full Week Half Day Family membership price @ 50% off	£24.50	£25.25	<b>£25.60</b>	1.39%	£0.35
<i>Full Week Lunch 12.30-2.30</i>	£20.00	£21.00	<b>£21.50</b>	2.38%	£0.50
Full Week Lunch 12.30-2.30 Family membership price @ 50% off	£10.00	£10.50	<b>£10.60</b>	0.95%	£0.10
<i>Full Week Full Day 8.30-6.00</i>	£117.50	£121.50	<b>£125.00</b>	2.88%	£3.50
Full Week Full Day 8.30-6.00 Family membership price @ 50% off	£58.75	£60.75	<b>£62.50</b>	2.88%	£1.75
Half Day (am) 10-4 or 9-3	£17.00	£17.53	<b>£18.00</b>	2.66%	£0.47
Family - 50% off	£8.50	£8.77	<b>£9.00</b>	2.66%	£0.23
Half day 8.45-3.15	£17.50	£18.05	<b>£18.50</b>	2.50%	£0.45
Family - 50% off	£8.75	£9.02	<b>£9.25</b>	2.50%	£0.23
Full Day 8.30-6.00	£26.00	£26.50	<b>£27.00</b>	1.89%	£0.50
Full Day 8.30-6.00 Family membership price @ 50% off	£13.00	£13.25	<b>£13.50</b>	1.89%	£0.25
<i>Full Week Half Day (am) 10-4 or 9-3</i>	£75.00	£77.67	<b>£80.00</b>	3.00%	£2.33
Family - 50% off	£37.50	£38.83	<b>£40.00</b>	3.00%	£1.17
<i>Half day 8.45-3.15</i>	£77.50	£80.25	<b>£82.50</b>	2.81%	£2.25
Family - 50% off	£38.75	£40.12	<b>£41.25</b>	2.81%	£1.13
<i>Full Week Full Day 8.30-6.00</i>	£120.00	£122.50	<b>£125.00</b>	2.04%	£2.50
Full Week Full Day 8.30-6.00 Family membership price @ 50% off	£60.00	£61.25	<b>£62.50</b>	2.04%	£1.25
Half Day 10-4 or 9-3	£17.25	£17.80	<b>£18.00</b>	1.12%	£0.20
Half Day - Family members - 50% off	£8.65	£8.90	<b>£9.00</b>	1.12%	£0.10
<i>Half Day - Full Week</i>	£76.25	£78.60	<b>£80.00</b>	1.78%	£1.40
<i>Half Day - Full Week - Family - 50% off</i>	£38.15	£39.30	<b>£40.00</b>	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	<b>£28.00</b>	0.55%	£0.15
Full Day - Family membership price @ 50% off	£13.50	£13.90	<b>£14.00</b>	0.72%	£0.10
<i>Full Week - Full Day</i>	£125.00	£128.95	<b>£130.00</b>	0.81%	£1.05
Full Week - Full Day Family membership price @ 50% off	£62.50	£64.45	<b>£65.00</b>	0.85%	£0.55
<b>OVER 50's</b>					
Evergreens (Monday)	£2.80	£2.90	<b>£3.00</b>	3.45%	£0.10
Evergreens (Tuesday)	£3.00	£3.10	<b>£3.20</b>	3.23%	£0.10
Evergreens (Wednesday)	£3.60	£3.70	<b>£3.80</b>	2.70%	£0.10
YAH - single activity	£3.40	£3.50	<b>No Longer Applicable</b>		
<b>OTHER</b>					
Parish Card (12 months)	£48.00	£49.50	<b>£51.25</b>	3.54%	£1.75
Shower	£4.00	£4.10	<b>£4.20</b>	2.44%	£0.10
Spectator - Adult	£1.00	£1.00	<b>£1.00</b>	0.00%	£0.00
Spectator - Junior / Senior	£1.00	£1.00	<b>£1.00</b>	0.00%	£0.00
Mixed Leisure	£4.10	£4.20	<b>£4.30</b>	2.38%	£0.10
Adult Badminton Course	£40.00	£41.20	<b>£42.50</b>	3.16%	£1.30
No Strings	£3.50	£3.60	<b>£3.70</b>	2.78%	£0.10
CHANGE GEAR BIKEABILITY L1	£10.00	£10.25	<b>£10.25</b>	0.00%	£0.00
CHANGE GEAR BIKEABILITY L2	£30.00	£30.50	<b>£30.50</b>	0.00%	£0.00
CHANGE GEAR BIKEABILITY L1+L2	£35.00	£36.00	<b>£36.00</b>	0.00%	£0.00
CHANGE GEAR BALANCEABILITY	£4.50	£4.60	<b>£4.50</b>	-2.17%	-£0.10

# STRATFIELD BRAKE & WHITELANDS FARM

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
<b>STRATFIELD BRAKE</b>					
Cricket Pitch Hire (per match)	£92.00	£92.00	<b>£95.00</b>	3.26%	£3.00
Cricket Nets Hire (per hour)	£15.00	£15.00	<b>£15.00</b>	0.00%	£0.00
Rugby Pitch Hire - Adult Matches (per match)	£67.00	£67.00	<b>£68.00</b>	1.49%	£1.00
Rugby Pitch Hire - Adult Training (per hour)	£45.00	£45.00	<b>£45.00</b>	0.00%	£0.00
Rugby Pitch Hire - Junior Matches (per match)	£36.00	£36.00	<b>£37.00</b>	2.78%	£1.00
Rugby Pitch Hire - Junior Training (per hour)	£24.00	£24.00	<b>£24.00</b>	0.00%	£0.00
Rugby Pitch Hire - Mini Matches (per match)	£15.50	£15.50	<b>£16.00</b>	3.23%	£0.50
Rugby Pitch Hire - Mini Training (per hour)	£9.85	£9.85	<b>£10.00</b>	1.52%	£0.15
Football Pitch Hire - Adult Matches (per match)	£67.00	£67.00	<b>£68.00</b>	1.49%	£1.00
Football Pitch Hire - Adult Training (per hour)	£45.00	£45.00	<b>£45.00</b>	0.00%	£0.00
Football Pitch Hire - Junior Matches (per match)	£36.00	£36.00	<b>£37.00</b>	2.78%	£1.00
Football Pitch Hire - Junior Training (per hour)	£24.00	£24.00	<b>£24.00</b>	0.00%	£0.00
Football Pitch Hire - Mini Matches (per match)	£15.50	£15.50	<b>£16.00</b>	3.23%	£0.50
Football Pitch Hire - Mini Training (per hour)	£9.85	£9.85	<b>£10.00</b>	1.52%	£0.15
Function Room Hire - per hour	£25.00	£25.00	<b>£30.00</b>	20.00%	£5.00
Running Club Showers	£1.20	£1.20	<b>£1.50</b>	25.00%	£0.30
Changing Room Hire (per hour)	£9.00	£9.00	<b>£9.50</b>	5.56%	£0.50
Projector & Screen	£0.00	£0.00	<b>£20.00</b>		£20.00
Refreshments	£0.00	£0.00	<b>£20.00</b>		£20.00
Kitchen Hire - hour	£0.00	£0.00	<b>£20.00</b>		£20.00
<b>WHITELANDS FARM</b>					
3G Pitch - Adult - Full Pitch - per hour	£81.00	£81.00	<b>£83.50</b>	3.09%	£2.50
3G Pitch - Junior - Full Pitch - per hour	£45.00	£45.00	<b>£46.50</b>	3.33%	£1.50
3G Pitch - Adult - Half Pitch - per hour	£50.00	£50.00	<b>£51.75</b>	3.50%	£1.75
3G Pitch - Junior - Half Pitch - per hour	£30.00	£30.00	<b>£31.00</b>	3.33%	£1.00
3G Pitch - Adult - Quarter Pitch - per hour	£30.00	£30.00	<b>£31.00</b>	3.33%	£1.00
3G Pitch - Junior - Quarter Pitch - per hour	£20.00	£20.00	<b>£20.60</b>	3.00%	£0.60
Grass Pitch - Adult - Rugby - per hour	£45.00	£45.00	<b>£46.00</b>	2.22%	£1.00
Grass Pitch - Junior - Rugby - per hour	£25.00	£25.00	<b>£25.50</b>	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	<b>£46.00</b>	2.22%	£1.00
Grass Pitch - Junior - Football - per hour	£25.00	£25.00	<b>£25.50</b>	2.00%	£0.50
3G Pitch - Adult - Full Pitch - per match	£120.00	£120.00	<b>£124.25</b>	3.54%	£4.25
3G Pitch - 9 v 9 - per match	£0.00	new	<b>£90.00</b>	0.00%	£0.00
3G Pitch - Junior - Full Pitch - per match	£67.00	£67.00	<b>£69.25</b>	3.36%	£2.25
Grass Pitch - Adult - Rugby - per match	£65.00	£65.00	<b>£67.00</b>	3.08%	£2.00
Grass Pitch - Junior - Rugby - per match	£35.00	£35.00	<b>£36.00</b>	2.86%	£1.00
Grass Pitch - Mini - Rugby - per match	£15.00	£15.00	<b>£15.50</b>	3.33%	£0.50
Grass Pitch - Adult - Football - per match	£45.00	£45.00	<b>£46.00</b>	2.22%	£1.00
Grass Pitch - Junior - Football - per match	£35.00	£35.00	<b>£36.00</b>	2.86%	£1.00
Grass Pitch - Mini - Football - per match	£15.00	£15.00	<b>£15.50</b>	3.33%	£0.50
Cricket Pitch - per match	£90.00	£90.00	<b>£95.00</b>	5.56%	£5.00
Function Room - per meeting / per hour - one off	£25.00	£25.00	<b>£30.00</b>	20.00%	£5.00
Function Room - regular bookings	£0.00	new:	<b>£25.00</b>	0.00%	£0.00
Function Room - per event / per hour	£0.00	STN	<b>STN</b>	0.00%	£0.00
Showers	£1.50	£1.50	<b>£1.50</b>	0.00%	£0.00
Tennis - Adult - per hour	£7.00	£7.00	<b>£7.00</b>	0.00%	£0.00
Tennis - Junior- per hour	£4.00	£4.00	<b>£4.00</b>	0.00%	£0.00

# WOODGREEN

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
<b>Bowling*</b>					
Member Rink peak (2 hours)	£3.25	£3.30	<b>£3.35</b>	1.52%	£0.05
Public Play	£2.80	£2.85	<b>£2.90</b>	1.75%	£0.05
Link Play (per hour)	£1.50	£1.55	<b>£1.60</b>	3.23%	£0.05
Learners (2 hours)	£3.60	£3.70	<b>£3.75</b>	1.35%	£0.05
Disabled (per hour)	£1.50	£1.55	<b>£1.60</b>	3.23%	£0.05
Membership Adult	£46.40	£47.45	<b>£48.50</b>	2.21%	£1.05
Membership Junior	£27.40	£28.00	<b>£28.50</b>	1.79%	£0.50
Junior Member peak (2 hours)	£1.70	£1.75	<b>£1.80</b>	2.86%	£0.05
Junior Non Member peak (2 hours)	£3.50	£3.60	<b>£3.65</b>	1.39%	£0.05
Bowls area wedding	£1,665.00	£1,700.00	<b>£1,750.00</b>	2.94%	£50.00
<b>Classes</b>					
Fit 'N'Fifty block of 10	£22.80	£23.20	<b>£24.00</b>	3.45%	£0.80
Fit 'N' Fifty	£2.85	£2.90	<b>£3.00</b>	3.45%	£0.10
Fit 'N' Fifty LINK	£1.45	£1.45	<b>£1.50</b>	3.45%	£0.05
LBT	N/A			0.00%	£0.00
LBT block of 10	N/A			0.00%	£0.00
<b>Room Hire</b>					
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	<b>£15.60</b>	2.30%	£0.35
Meeting room half day (4 hours)	£45.00	£45.75	<b>£46.80</b>	2.30%	£1.05
Meeting room full day (8 hours)	£90.00	£91.50	<b>£93.60</b>	2.30%	£2.10
<b>Badminton/Table Tennis</b>					
Badminton	N/A			0.00%	£0.00
Table Tennis	N/A			0.00%	£0.00
<b>Spectator – Dryside only</b>					
Adult	£1.15	£1.15	<b>£1.15</b>	0.00%	£0.00

# WOODGREEN

	2017/2018	2018/2019	2019/2020	increase in %	increase in £
Junior	£0.85	£0.85	<b>£0.85</b>	0.00%	£0.00
Senior Citizen	£0.85	£0.85	<b>£0.85</b>	0.00%	£0.00
<b>Swimming</b>					
Adult session	£4.05	£4.10	<b>£4.20</b>	2.44%	£0.10
Adult All Day	£7.90	£8.00	<b>£8.20</b>	2.50%	£0.20
Junior session	£2.70	£2.75	<b>£2.75</b>	0.00%	£0.00
Junior All Day	£4.85	£5.00	<b>£5.10</b>	2.00%	£0.10
Senior Citizen	£2.70	£2.75	<b>£2.75</b>	0.00%	£0.00
Senior All Day	£4.85	£5.00	<b>£5.10</b>	2.00%	£0.10
Early Bird/Lane swimming	£4.05	£4.10	<b>£4.20</b>	2.44%	£0.10
Adult Lunchtime	£4.05	£4.10	<b>£4.20</b>	2.44%	£0.10
Junior/Senior Lunchtime	£2.70	£2.75	<b>£2.75</b>	0.00%	£0.00
Family Ticket (2 adults, up to 3 children)	£12.75	£12.95	<b>£13.15</b>	1.54%	£0.20
Block of 10 adult	£36.45	£36.90	<b>£37.80</b>	2.44%	£0.90
Block of 10 adult all day	£71.10	£72.00	<b>£73.80</b>	2.50%	£1.80
Block of 10 Junior/senior	£24.30	£24.75	<b>£24.75</b>	0.00%	£0.00
Block of 10 junior/senior all day	£43.65	£45.00	<b>£45.90</b>	2.00%	£0.90
<b>Pool Hire (per hour)</b>					
Main Pool	£126.00	£128.50	<b>£132.00</b>	2.72%	£3.50
	To be agreed on application based on club numbers and lifeguarding costs				
Club Hire	£43.50	£44.45	<b>£45.60</b>	2.59%	£1.15
Aquazone	N/A	N/A	<b>N/A</b>		
Gala	£158.00	£161.00	<b>£165.00</b>	2.48%	£4.00
Party hire	£160.00	£162.00	<b>£165.00</b>	1.85%	£3.00
	To be agreed on application based on party numbers and lifeguarding costs				
<b>FITNESS / GYM</b>					
Expressions DD	£30.00	£30.50			
Single DD - FIXED		£25.00	<b>£25.50</b>	2.00%	£0.50
Single DD - FLEXI		£30.00	<b>£30.50</b>	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	<b>£23.00</b>	0.00%	£0.00
Corporate (single) FLEXI		£27.00	<b>£27.50</b>	1.85%	£0.50
Gym casual admission	£6.25	£6.40	<b>£6.50</b>	1.56%	£0.10
Shower (winter)	£2.00	£2.00	<b>£2.00</b>	0.00%	£0.00
Gym Induction	£11.25	£11.50	<b>£12.00</b>	4.34%	£0.50
Junior Gym Session		£3.65	<b>£3.70</b>	1.37%	£0.05
Studio 1 hire per hour	£30.00	£30.65	<b>£31.40</b>	2.45%	£0.75
Studio 2 hire per hour	£48.00	£49.05	<b>£50.25</b>	2.45%	£1.20
Seniors Classes	£3.00	£3.05	<b>£3.10</b>	1.64%	£0.05
Group Cycling	£6.75	£6.90	<b>£7.00</b>	1.44%	£0.10
Fitness Classes (incl Zumba)	£5.70	£5.85	<b>£6.00</b>	2.56%	£0.15
Sway Dance - Street Class	£3.95	£4.00	<b>£4.00</b>	0.00%	£0.00
Sway Dance - Ballet	£3.10	£3.20	<b>£3.20</b>	0.00%	£0.00

**CDC Earmarked Reserves**
**Appendix 8**

Reserves	Service Owner	Purpose	Estimated Balance 31-Mar-19	Transfers In 2019/20	Transfers Out 2019/20	Estimated Balance 31-Mar-20
<b>General Fund Reserves:</b>			£000	£000	£000	£000
Building Control	Paul Feehilly	To manage the trading account for Building Control	(24)			(24)
Capacity Funding	Paul Feehilly		0			0
Country Park Reserve	Graeme Kane	This reserve is used to fund major improvement works at the County Parks	(100)			(100)
Elections	Nick Graham	The reserve has been set up to recognise that standalone district elections are now annual in all wards.	(253)			(253)
Environmental Warranties	Adele Taylor	The reserve is in place to protect the council against potential asbestos claims in Sanctuary Homes	(1,000)			(1,000)
Hanwell Fields Open Space	Paul Feehilly	This reserve has been created from S106 monies and will be used towards the cost of the maintenance on Hanwell Fields open space as required	(79)			(79)
Housing Reserve	Graeme Kane	The reserve is to be used to support the delivery of a Single Person's Housing Strategy including the development and management of single person's housing units in Cherwell.	(114)			(114)
Work in Default reserve	Graeme Kane	This reserve has been set up to cover the cost of emergency enforcement as required	(100)			(100)
Local Plan Charges	Paul Feehilly	The reserve has been created to fund the one-off costs associated with the provision of the Local Plan	(124)			(124)
NHB - Affordable Housing	Graeme Kane	The reserve has been created from New Homes Bonus grant income and will be used on the strategic housing projects	(1,062)	(347)		(1,409)
NHB - Economic Development	Paul Feehilly	The reserve has been created from New Homes Bonus grant income and will be used to fund the costs of Economic Growth projects across the district	(2,547)	0		(2,547)
NHB - Superfast Broadband	Paul Feehilly	The reserve has been created from New Homes Bonus grant income and will be used to fund the costs associated with the Better Broadband for Oxfordshire programme	(727)			(727)
Planning Control	Paul Feehilly	This reserve will be used to fund the costs associated with major planning applications where the costs fall over more than one financial year	(259)			(259)
Business Rates and Risk reserve	Adele Taylor	This reserve is to mitigate risks arising from business rates volatility and general risks facing the organisation	(1,752)		147	(1,605)
Sainsbury's Primary Authority	Graeme Kane	This reserve is to fund the commercial projects within public protection	(55)			(55)
Self Insurance	Adele Taylor	This reserve holds self-insurance for small items that are otherwise not insured.	(137)			(137)
VAT Deminimus	Adele Taylor	This reserve has been set up to protect the council against the risk of breaching the VAT deminimus level of 5%	(500)			(500)
Sportivate Initiatives	Graeme Kane	The reserve has been created for Sportivate activities to research and pilot projects to engage inactive residents.	(55)			(55)
Horton General Towns	Graeme Kane	The reserve will be used to fund the cost of the Horton Hospital review	(84)			(84)
Pensions Deficit	Adele Taylor	To mitigate the cost of the pension deficit at the next triennial review	(2,018)			(2,018)
Graven Hill	Adele Taylor	Equalisation reserve for Graven Hill	(1,529)			(1,529)
Art Development	Graeme Kane	Art development reserve.	(80)			(80)
CCTV	Greame Kane	The reserve will be used to fund the potential cost of CCTV	(27)			(27)
Broadfield Road Yarnton Sports	Greame Kane		(4)			(4)
Bicester reserve	Paul Feehilly	To assist the Council with funding Bicester projects	(56)			(56)

**CDC Earmarked Reserves**

**Appendix 8**

Reserves	Service Owner	Purpose	Estimated Balance 31-Mar-19	Transfers In 2019/20	Transfers Out 2019/20	Estimated Balance 31-Mar-20
<b>General Fund Reserves:</b>			£000	£000	£000	£000
Corporate and Commercial Reserve	Adele Taylor	To assist the council with funding the costs associated with corporate transformation and commercial investment projects	(4,171)	(1,370)	1,400	(4,141)
<b>Sub-total</b>			<b>(16,857)</b>	<b>(1,717)</b>	<b>1,547</b>	<b>(17,027)</b>

**CDC Earmarked Reserves**
**Appendix 8**

Reserves	Service Owner	Purpose	Estimated Balance 31-Mar-19	Transfers In 2019/20	Transfers Out 2019/20	Estimated Balance 31-Mar-20
<b>General Fund Reserves:</b>			£000	£000	£000	£000
<b>Earmarked Reserves from Grants &amp; Contributions:</b>						
Area Based Grant	Graeme Kane	This reserve supports the work in community consultation and engagement	(83)			(83)
Bicester Fields Main Park	Graeme Kane	The reserve has been generated from S106 monies and will be used as maintenance funds to be used on an ongoing basis	(97)			(97)
Brighter Futures - Skills Reward Grant	Graeme Kane	Projects for early years, employment support and skills, family support & young people, financial inclusion & housing, health & well-being, safer & stronger communities	(57)			(57)
Bicester Garden Town	Paul Feehilly	The reserve is for initiatives and studies pertaining to the development of Bicester as a Garden Town	(965)	(1,060)	2,006	(19)
Bicester Youth Bus	Graeme Kane	Grants provided by the Police and Crime Commissioners to fund Community Safety Projects - Not to be spent without the permission of the Community Safety Partnership.	(65)			(65)
Courtyard Youth Arts	Graeme Kane	The reserve is used to fund projects at the Courtyard	(39)			(39)
Dovecote Milcombe	Paul Feehilly	The reserve has been generated from S106 monies and will be used as maintenance funds to be used on an ongoing basis	(56)			(56)
Eco Town Revenue	Paul Feehilly	The reserve is used to fund Eco Town project as monitored by Place Programme and Project Board	(30)		30	0
Flood Recovery Grant	Nick Graham	The reserve has been created to cover the cost of emergency planning contingencies	(40)			(40)
Green Deal Pioneer Places	Paul Feehilly	The reserve has been created from a ring fenced grant which is used on projects relating to the Government's Green Deal initiative	(67)			(67)
Home Improvement Agency	Graeme Kane	This reserve is for covering the costs of Home Improvement Agency Projects as required	(221)			(221)
Homelessness Prevention	Graeme Kane	The reserve has been created from ring fenced grant to be spent in conjunction with Service Level Agreements with partnerships in conjunction with Cherwell's Homeless Action Plan	(454)			(454)
New Burdens Grant	Adele Taylor	The reserve has been created from various government grants awarded to fund any additional costs associated with administering new government initiatives	(248)			(248)
Performance Reward Grant ABG	Graeme Kane	This is CSP money that is not to be spent without the permission of the CSP.	(21)			(21)
Police & Crime Commissioner	Graeme Kane	The reserve is created from ring-fenced grant to be spent on specific projects to be approved by the Community Safety Partnership	(64)			(64)
Thames Valley Police	Graeme Kane	This reserve is being used to fund the cost of CCTV replacement.	(28)			(28)
Housing and Planning Initiatives	Paul Feehilly	This reserve supports work within Housing and Planning to support one-off costs associated with growth within the District	(322)			(322)
Laburnham Cres Ambrosden	Paul Feehilly	The reserve has been generated from S106 monies and will be used as maintenance funds to be used on an ongoing basis	(38)			(38)
<b>Sub-total</b>			<b>(2,895)</b>	<b>(1,060)</b>	<b>2,036</b>	<b>(1,919)</b>
<b>Total Earmarked Reserves</b>			<b>(19,752)</b>	<b>(2,777)</b>	<b>3,583</b>	<b>(18,946)</b>
<b>General Fund Balance</b>			<b>(1,001)</b>	<b>(1,000)</b>		<b>(2,001)</b>
<b>Useable Reserves</b>			<b>(20,753)</b>	<b>(3,777)</b>	<b>3,583</b>	<b>(20,947)</b>

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Detail of proposal	Implications and risks of not accepting proposal	Budget growth required	Savings or increased income identified
<b>WELLBEING AND ENVIRONMENTAL</b>			
<b>Community Services</b>			
<b>Ongoing revenue implications of purchase of The Mill Arts Centre -</b> 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	
<b>Full year budget requirements from posts within the service -</b> 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	
<b>Management fee contractual increase in leisure services -</b> 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	
<b>Increased income across housing services -</b> 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)
<b>Reduction in cost of the museum grant -</b> 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)
<b>Healthy New Towns Growth Bid -</b> 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	
<b>Subtotal</b>		<b>581,500</b>	<b>(36,500)</b>

Detail of proposal	Implications and risks of not accepting proposal	Budget growth required	Savings or increased income identified
<b>Environment Services</b>			
<b>Increased costs of waste and recycling</b> - 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	
<b>Increased costs of gate fees for waste and recycling</b> - 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	
<b>Increased levels of income from increasing activity from business waste collections and recycling banks</b> - increased activity generates additional income	This reflects increased levels of activities in the service		(107,400)
<b>Reductions in contract costs and increased contractor income</b> - 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
<b>WELLBEING AND ENVIRONMENTAL SERVICES - TOTAL</b>		<b>911,793</b>	<b>(250,885)</b>
<b>PLACE AND GROWTH</b>			
<b>Review of all income and activity levels</b> - Includes increased volume of building regulation applications, plus reduction in contribution levels for some services	Reflects current service activity and levels		<b>(33,959)</b>
<b>Place and Growth Total</b>		<b>-</b>	<b>(33,959)</b>
<b>CUSTOMERS AND SERVICE DEVELOPMENT</b>			
<b>Line by line review of all service areas</b> - 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		<b>(71,500)</b>
<b>Customers and service development - Total</b>		<b>-</b>	<b>(71,500)</b>

Detail of proposal	Implications and risks of not accepting proposal	Budget growth required	Savings or increased income identified
<b>FINANCE, GOVERNANCE AND PROPERTY</b>			
<b>Governance</b>			
<b>Reduced land charges income and reduction of other budgets no longer required</b> - 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
<b>Finance</b>			
<b>Increased contractual costs and external consultancy costs</b> - 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	
<b>Contractual price reductions for insurance and external audit</b> - reductions in corporate contracts for insurance and external audit	Reflects current service activity and levels		(78,228)
Subtotal		110,192	(78,228)
<b>Property</b>			
<b>Detailed review of all property costs</b> - 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	
<b>Detailed review of all property income expected from property acquisitions</b> - 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)
<b>FINANCE, GOVERNANCE AND PROPERTY - total</b>		1,045,779	(367,477)
<b>COUNCIL TOTAL</b>		1,957,572	(723,621)

## Cherwell District Council

### Executive

4 February 2019

<p><b>Monthly Performance, Risk and Finance Monitoring Report – December 2018</b></p>
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### **Report of Executive Director: Finance and Governance (Interim) and Assistant Director: Performance and Transformation**

This report is public

#### **Purpose of report**

This report summarises the Council's Performance, Risk and Finance monitoring position as at the end of each month.

#### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report.

#### **2.0 Introduction**

- 2.1 The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.
- 2.2 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.
- 2.3 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2018-19 business plan and the priorities of the Council. These measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delays.
- 2.4 The Council maintains a Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published is included in this report.
- 2.5 The Report details section is split into three parts:
  - Performance Update
  - Leadership Risk Register Update

- Finance Update




2.6 There are four appendices to this report:

- Appendix 1 - 2018/19 Business Plan
- Appendix 2 – Monthly Performance Report
- Appendix 3 – Leadership Risk Register
- Appendix 4 – Capital Programme

### 3.0 Report Details

#### Performance Update

- 3.1 The Council’s performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2018-19 business plan (see Appendix 1) and the priorities of the Council.
- 3.2 The 2018-19 business plan set out three strategic priorities:
- Protected, Green and Clean;
  - Thriving Communities and Wellbeing;
  - District of Opportunity and Growth.
- 3.3 This report provides a summary of the Council’s performance in delivering against each strategic priority. To measure performance a ‘traffic light’ system is used. Where performance is on or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicated performance is off target.

Colour	Symbol	Meaning for Joint Business Plan Measures	Meaning for Joint Key Performance Measures (KPIs)
Red		Significantly behind schedule	Worse than target by more than 10%.
Amber		Slightly behind schedule	Worse than target by up to 10%.
Green		Delivering to plan	Delivering to target or ahead of it.

#### Priority: Protected, Green and Clean

- 3.4 The Council is committed to protecting the natural environment and ensuring the character of the district is preserved and enhanced. Our commitment included working to ensure the district has high standards of environmental cleanliness and greater waste and recycling services. Maintaining the district as a low crime area is another key part of this priority and the Council is committed to working in partnership to deliver against this objective.

3.5 Overview of our performance against this strategic priority:

- Council Fleet turns a greener leaf** The Thorpe Lane waste and recycling depot in Banbury is welcoming the latest generation of electric vehicles. Cutting both carbon and costs, the zero-emission vans are largely charged by solar panels at the depot, meaning their use involves only minimal carbon dioxide (Co2) emissions. With lower maintenance and tax costs, the vehicles are expected to pay for themselves in less than five years.

The three electric vans will save around 6.5 tonnes of Co2 per year and emit no particulates or nitrogen dioxides. Unlike previous generations of electric vehicles, the new vans have a range of up to 187 miles. Simultaneously, the council is seeking improvements to its traditional vehicles by using telematics which feedback on how efficiently their operator is driving to cut fuel usage.



It is expected that the three electric vehicles added to the fleet this week will be successfully trialled over the coming months, allowing for the acquisition of more battery-powered vehicles in the near future.

- Air Quality monitoring locations have moved.** The location of the diffusion tubes is reviewed in December each year. Across CDC two diffusion tubes have been relocated; one in Bicester from the Causeway to the A41 Oxford Road at the junction with Haydock Road, and the second in Bloxham from the High Street to the A361/Barford Road junction. The tubes have been moved from locations where the nitrogen dioxide levels have been consistently low and below the objective level to areas of potential concern.

- Cabbies spot checked for compliance** People travelling by taxi in the run-up to Christmas were advised that we would be spot-checking drivers for compliance. Cherwell District Council licensing officers and Thames Valley Police traffic officers stopped 38 cars in Banbury and Bicester on the nights of Friday, 7 and Saturday, 8 December. They were pleased to find that 85 per cent of drivers were properly following the conditions of their licences. However, three drivers had their licences suspended. The suspensions were for: a non-roadworthy tyre, incorrect display of a licence plate and a missing roof light.

The operation was run as part of the Departure Zone campaign, which focusses on keeping members of the public safe on festive nights out, and in support of the National Police Chiefs' Council Christmas and New Year Drink Drive Campaign.

- Protecting the Built Heritage** is slightly behind schedule due to the Ardley conservation review being delayed until the end of Quarter four. Research and reporting is complete for Stratton Audley and Somerton.

Key	
— Conservation Area boundary	— Woodland beyond Conservation Area boundary making a valuable contribution
▶ Positive vista	○ Gateway
▶ Positive view	◆ Pinch point
▶ Negative view	★ Positive landmark
▶ Deflected view	◊ Neutral area
▶ Visual stop	— Strong building line
■ Important green space	— Characteristic boundary wall
● Trees	■ Degraded edge

## Priority: Thriving Communities and Wellbeing

3.6 The Council is committed to supporting our communities to thrive and to promoting the wellbeing of our residents. This priority includes supporting health and wellbeing, improving leisure facilities and delivering leisure activities and working in partnership with voluntary organisations to deliver services in a manner that safeguards children, young people and vulnerable adults. Another key aspect of this priority is preventing homelessness, the delivery of affordable housing and improving the condition of residential properties.

3.7 Overview of our performance against this strategic priority:



- **Way to wellbeing mapped out on website** - Discovering new activities in north Oxfordshire just got easier, thanks to the council's new Wellbeing Activity Map.



Gardening, yoga and youth theatre are among the affordable activities featured on the online map, which has been developed by Cherwell District Council's community services team. People can search for activities near where they live by entering their postcode on the website. Lots of the activities are free of charge and none cost more than £5 per session.

They include opportunities for sports, arts, learning and socialising. The diverse range of groups on the map includes: Banbury Star Cyclists' Club, Bicester Green Gym, Cropredy Judo Club, Kidlington Community Singers and Langford Community Orchard.

Tristan, who helps run Cherwell Community Theatre, said: "Cherwell District Council's wellbeing map is a fantastic resource for families. At Cherwell Theatre Company in Banbury we always accept new members aged 11-plus and no experience is necessary, with no need to audition. "Our activities encourage creativity and teamwork and are accessible to all. Drama is such a wonderful activity for feeling good and CDC's wellbeing map helps us highlight this vital service for young people in our locality."



- **Safeguarding Section 11 self-assessment** has been completed and submitted. A training session aimed at Councillors has been coordinated in February 2019 to provide general safeguarding awareness.

- **Community Safety partnerships** have been working closely together reviewing actions and priorities. During this period of year Burglary increases partly due to the earlier dark nights. In line with the national trend Cherwell has seen an increase in this crime at the end of the calendar year. We are working with partners including the police to explore how we can work more closely to address and raise awareness of this, both at the current time and in future years.





Cherwell has seen an increase in general reported crime in line with the national trend. We will be doing some work to look at the reasons for this at a local level. Particular increases of note in both Council areas are public disorder offences, violent crime and burglary of residential and commercial. However it is important to note that the local increases in these areas reflect similar national trends. At a local level both Community Safety Partnerships are reviewing their priorities and action plans to reflect reported crime issues and concerns.

Priority: District of Opportunity and Growth

3.8 The Council is committed to developing the local economy, promoting inward investment and delivering sustainable growth. This priority also contributes towards making great places to live, work, visit and invest through economic development and working in partnership to deliver strategic transport infrastructure projects.

3.9 Overview of our performance against this strategic priority:

- **Gardner’s Close** - During December the first 3 new owners moved into Gardeners Close in Bicester with another 12 due to complete in January. As anticipated sales have slowed down during this month but we do expect them to pick up after New Year.
- **The Hill Youth and Community Centre** Hill Edgar Taylor started the excavation work on the foundations ready to start filling with concrete during the first week in January 2019. We expect the steel frame to be delivered in January with completion early February. Our work with the community in December included attending the Winter Wishes event to talk about the plans and also, through our weekly Project Management Group meetings, working together with our colleagues from the communications and communities teams to link key stages of the construction process with publicity events and community involvement. The weekly updates to members, CEDR and The Hill Stakeholders Reference Group have continued and are well received.

Summary of Performance

3.10 The Council reports on performance against 20 joint business plan measures and 13 key performance indicators on a monthly basis. Performance for this month is summarised in the table below. The full details, including commentary against each measure and key performance indicator can be found in Appendix 2.

<b>Business Plan Measures and Key Performance Indicators (33)</b>					
<b>Status</b>	<b>Description</b>	<b>December</b>	<b>%</b>	<b>YTD</b>	<b>%</b>
Green	On target	29	88%	28	85%
Amber	Slightly off target	2	6%	5	15%
Red	Off target	2	6%	0	0%

### 3.11 Spotlight On: Property, Investment and Contract Management

#### Facilities Management Team - Success Stories 2018/19

The Facilities Management (FM) Team manages a significant proportion of the properties which Cherwell District Council own. The primary focus for the team in 2018 has been to ensure that our 'Statutory' and 'Good Practice' compliance obligations, which we have as a 'Responsible' landlord and/or Building Operator, were fully met in both a timely and a cost effective manner. This was achieved through good management of our contactors and associated budgets, combined with a robust and appropriate repairs & maintenance regime, which, in turn, produced tangible savings against the annual budget provision for these works and services.

Facilities Managers across both Councils have been implementing measures to improve the security of our key buildings and associated assets, examples of this include, at CDC, tighter access and controls in and around the Reception Area of Bodicote House.



The FM team were asked to take on the interim management of CDC's ECO Business Centre, a vibrant new co-working structure in North West Bicester built to achieve the Passivhaus Plus energy efficiency standard, following its completion in September 2018 until the building is formally occupied by an Operator early in 2019. This we have done, giving us the chance to test its operational capabilities, address any apparent snags/defects and prepare it for handover to the Operator in January/February 2019.

Given that Facilities Management is a fundamental function for the safe and effective running of a building, the Team has played a crucial role in both Council's preparations for 'Business Continuity' it has representation on the Business Continuity Steering Group which has been set up to take an overview of all the departmental Business Continuity Plans across both Councils giving appropriate guidance where required, ensuring that there is cohesion and consistency.

The Team is keen, in conjunction with other teams within the wider PICM department, to procure a suitable property management system which will enable property data, maintenance records, works orders and financial data to be held in one, easily accessible location.

#### Health and Safety Update 2018 - The Myth, Key Successes and OUR Future Journey!

What a remarkable year, full of our great accomplishments over the last 12 months, not only for CDC but also for SNC through our shared relationship and joint Councils ambition, strong determination in looking after the Safety and Wellbeing of our employees, contractors and members of the public whom we serve on a daily basis. It's been a remarkable and rewarding year for us all in the Health and Safety team and our community.



## **What Myth?**

Health and Safety is sometimes blamed for preventing or being used as an excuse for preventing activities or works that are vital for the services that we deliver or for supporting the Health, Safety and Wellbeing of employees and residents within our community. OUR moto is, KEEP IT SIMPLE, BALANCED, AND PROPORTIONATE!

Health and Safety should be seen as a supporting mechanism and not a hindrance. Next time someone blames Health and Safety for stopping work or an activity, when delivering our key services or creates an hindrance, come and ask the specialists who will find the solution and work with you in delivering all our goals.

## **Key Successes**

- ✓ Launched a brand new intranet page that promotes safety across the Councils
- ✓ Implemented Safety and Workplace hazard identification inspections across key sites
- ✓ Worked with stakeholders in delivering a new H&S Policy and framework that promotes safety and wellbeing with key deliverables and accountably at all levels
- ✓ Full review of Health and Safety training requirements that will support future training needs
- ✓ Improved reporting culture and improved accident and near miss investigation process
- ✓ Dedicated points of contacts for each department supporting each team
- ✓ Implementation of a brand new and exciting management system (HSG65) Stripping out the burdensome previous system and saved the Councils money.
- ✓ Creation of a new audit framework for ensuring the Council is delivering safety, quality, and value for money across all directorates.
- ✓ Improved Manual Handling training within our high risk areas, such as Environmental Services, using a model created by an Olympian Athlete!

**And so, much more we could go on!**

## **Special Projects Management – Good News**

The overview of the Special Projects Manager is to deliver capital projects so that the Councils properties are maintained, so that returns i.e. rent is maximised. Often this means working closely and in cooperation with the departments Senior Valuer and Estates Officer's ensuring that capital works are directed to those properties with the greatest potential for investment.

## **Pioneer Square Bicester – Separation of Retail Business Unit into Two**

Unit 4 Pioneer Square Bicester is a large retail unit located in Bicester Town Centre. Due to the large size of the unit has not attracted any local retailers to occupy the unit which has remained empty for a number of years.

For the retail unit to become more attractive to smaller retail businesses the Property Team have secured capital funding to divide the unit into two retail spaces.

The Property Team has worked with a number of retailers and has now successfully let both retail units, securing income for the council for a number of years.

The works will significantly enhance the capital value of the council's assets, its let ability and improving the facilities for the local community.



## **Property, Investment and Contract Management 2018 overview**

2018 got off to a terrific start with completion of CDC's acquisition of the Castle Quay Shopping Centre which with over 80 stores dominates retailing in Banbury and affords the Council a unique opportunity to shape the future vitality of the town centre. The acquisition came with planning consent for 80,000 sq.ft leisure and retail led development adjoining the centre which the Council have progressed through the course of the year in the capacity of landlord developer. In the last few months construction has started on site and we are in active discussions with several tenants for the remaining units who will join those who have already signed on the dotted line.

Since buying Castle Quay the Council have made two additional acquisitions both of which will generate income for CDC and in the longer term prove strategically important in delivering the Council's long-term objective of regenerating Banbury town centre. They are the Antelope Garage which is opposite the Morrison superstore and the Tramway Industrial Estate. The first of these was bought as a vacant petrol filling station which the Council has refurbished and subsequently let to three tenants. The second, which exchanged in the last days of 2018, is a ten-unit industrial estate of 81,000 sq.ft which is fully let and prominently positioned in the Canalside regeneration area, close to the railway station.

These initiatives have not distracted the team from looking after the Council's operational portfolio and its pre-Castle Quay investment assets. At one point in early / mid 2018 the historic investment portfolio was 100% let which is an unusual and enviable situation for any substantial investor to find themselves. Achieving this and maintaining close to full occupancy is a relentless task and during the year the team have welcomed ten new tenants to the estate from sectors as diverse as Hotels, Health and Wellbeing, Serviced Offices, Vehicle Maintenance and Organic Food. We have also agreed terms with a similar number of existing tenants to renew their leases and have numerous live discussions ongoing with other occupiers keen to remain in Council owned property.

In tandem with this Property Investment and Contract Management also conducts rent reviews, lease restructuring and during 2018 our management portfolio expanded to include a redundant library, disused swimming pool and a dovecote. Whilst maintaining this level of activity we have also been fortunate in being able to assist other departments within the Council in taking on newly developed assets such as the Kingsmere Community

Centre and the market leading Eco Business Centre in Bicester, the first commercial building in the UK to achieve the internationally recognised Passivhaus Plus accreditation.

And looking to next year? Well, there will doubtless be more of the same, and we're already aware that CDC will be acquiring a new arts venue, extending a community centre and investing substantially in maintaining and enhancing properties across the Council's portfolio.

## Risk Update

3.12 The Council maintains a Joint Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published is included in this report.

3.13 The heat map below shows the overall position of all risks contained within the Leadership Risk Register.

		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, L13
	2 - Minor					
	1 - Insignificant					

3.14 The table below provides an overview of changes made to the Leadership Risk Register during the past month. Any significant changes since the publication of the report will be reported verbally at the meeting.

Leadership Risk	Score	Direction	Latest Update
<b>L01</b> Financial Resilience	9 Low risk	↔	Reviewed, Mitigating actions and comments updated.
<b>L02</b> Statutory functions	9 Low risk	↔	Reviewed, comments updated.
<b>L03</b> Lack of management Capacity	12 Medium risk	↔	Reviewed, comments updated.
<b>L04</b> Local Plan	8 Low risk	↔	Full review, all areas updated.
<b>L05</b> Business Continuity	9 Low risk	↔	Reviewed, control assessment and mitigating actions updated.
<b>L06</b> Partnering	12 Medium risk	↔	Reviewed, questions raised.
<b>L07</b> Emergency Planning	12 Medium risk	↔	Reviewed, mitigating actions & comments updated.
<b>L08</b> Health & Safety	12 Medium risk	↔	Reviewed, no changes.
<b>L09</b> Cyber Security	15 Medium risk	↔	Reviewed, control Assessment and Mitigating Actions updated.
<b>L10</b> Safeguarding the Vulnerable	8 Low risk	↔	Reviewed, questions raised.
<b>L11</b> Income generation through council owned companies	12 Medium risk	↔	Reviewed, mitigating actions and comments updated.
<b>L12</b> Financial sustainability of third	8 Low risk	↔	Reviewed, no changes.

party third party suppliers			
<b>L13</b> Local Government Reorganisation	15 Medium risk	↔	Full review, all areas updated.
<b>L14</b> Corporate Governance	9 Low risk	↔	Reviewed, no change.

The full Leadership Risk Register update can be found in Appendix 3. There are no score changes within December, all risks reviewed with updates in mitigating actions and or comments etc.

## Finance Update

- 3.15 We are continuing to develop the way we report and the ease of access and understanding of information we provide to ensure Members, and the public, are fully aware of the financial position of the Council.

In previous years financial reporting has been on a quarterly basis. This frequency of information is being improved during 2018/19. We have introduced monthly monitoring and reporting across the organisation. This improvement in reporting is providing budget managers, senior leadership and members with more up to date information regarding the financial position and outlook for the Council.

The finance team has aligned itself with the business areas to provide better support and consistency and continuity of advice moving forward across both revenue and capital budget areas in addition to monitoring any over funding levels.

The risk based monitoring undertaken to date has highlighted areas of risk at this stage. The variances to date are set out below. All services are reviewing their forecasts to identify savings and efficiencies which may mitigate some of the risks being identified. Further risks to this position will be highlighted and detailed in future reports.

### 3.16 Revenue Position

The Council's forecast financial position is set out in the table below.

Revenue Monitoring (Brackets denotes an Underspend)	Budget £000	Forecast £000	Current Month Variances £000	Prior Month Variances £000
Corporate Services	258	272	14	14
<b>CORPORATE SERVICES TOTAL</b>	<b>258</b>	<b>272</b>	<b>14</b>	<b>14</b>
<i>Corporate Services £14k Additional Supplies and Service Cost.</i>				
Communities	2,647	2,679	32	46
Leisure & Sport	2,674	2,760	86	84
Housing	1,676	1,580	(96)	(92)
<b>WELLBEING TOTAL</b>	<b>6,997</b>	<b>7,019</b>	<b>22</b>	<b>38</b>
<i>Communities £32k consist of additional £21k for Executive Director post; and £11k additional Employee cost.</i>				



**Leisure & Sport £86k** consist of additional **£30k** for Assistant Director post; and budget realignment cost of **£56k** for the Parkwood contract fees.

**Housing (£96k)**, income of (**£4k**) due to new legislation on Houses with Multiple Occupancy “HMO”, underspends on supplies and services has resulted in additional savings of (**£92K**).

Planning Policy & Development	1,414	1,738	324	324
Economy & Regeneration	555	555	-	-
<b>PLACE &amp; GROWTH TOTAL</b>	<b>1,969</b>	<b>2,293</b>	<b>324</b>	<b>324</b>

**Planning Policy & Development £324k** comprises **£170k** under recovery of planning income due to the volatility in the number of expected planning applications; however, there is an earmarked reserve to assist with managing this risk, additional **£79k** cost for the Executive Director post of Place and Growth, and **£75k** on Building Control due to continued reliance on agency staff caused by shortage of skilled personnel to fill the vacant roles. Currently under review for potential savings.

Environmental Services	5,163	5,219	56	48
Environmental Health & Licensing	(49)	(49)	-	-
<b>ENVIRONMENT TOTAL</b>	<b>5,114</b>	<b>5,170</b>	<b>56</b>	<b>48</b>

**Environmental Services £56k** made up of **£147k** due to increase in the price charge per tonne (Gate Fees) for dry goods recycling. Officers are keeping the market under close review. There has also been an additional income (mainly from the car parks) of (**£125k**) and additional staffing cost of **£34k**.

Law & Governance	1,424	1,445	21	71
Finance & Procurement	1,715	1,935	220	220
Property Investment & Contract Management	(3,041)	(2,738)	303	303
<b>FINANCE &amp; GOVERNANCE TOTAL</b>	<b>98</b>	<b>642</b>	<b>544</b>	<b>594</b>

**Law and Governance £21k** to allow for the additional cost further to outsourcing the Corporate Fraud Team to OCC. Local Land Charges £50k now reduced to £25k and reported in Customer & IT Services: Performance & Transformation.

**Finance & Procurement £220k** forecast overspend arising from interim staff costs required to support the Council in meeting financial reporting deadlines and implementing financial management improvements.

**Property Investment Contract Management £303k** mainly due to the delay in the project completion date of Crown House, hence the expected income from Crown House Property Investment Contract Management will be lower by **£289k** in 2018/19 and **£14k** NDR Budget realignment cost.

Customers & IT services	2,713	2,713	-	-
Strategic Marketing & Communications	334	370	36	36

HR, OD & Payroll	756	786	30	30
Performance & Transformation	387	344	(43)	(68)
<b>CUSTOMERS &amp; IT SERVICES TOTAL</b>	<b>4,190</b>	<b>4,213</b>	<b>23</b>	<b>(2)</b>

**Strategic Marketing and Communications £36k** overspend due to use of interim resources, pending opportunities for increased joint working with OCC in this area.

**HR, OD and Payroll £30k** Additional HR related legal cost.

**Performance and Transformation (£43K)** made up of **(£68k)** savings due to budget realignment and a **£25k** under recovery in Land Charges income.

<b>TOTAL DIRECTORATES</b>	<b>18,626</b>	<b>19,609</b>	<b>983</b>	<b>1,016</b>
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Revenue Monitoring	Budget £000	Forecast £000	Current Month Variances £000	Prior Month Variances £000
Use of Reserves	5,345	5,345	-	-
Investment Costs	2,074	2,074	-	-
Investment Interest & Income	(2,937)	(3,337)	(400)	(400)
Pension Costs	257	240	(17)	(17)
Capital Charges	(4,002)	(4,002)	-	-
<b>EXECUTIVE MATTERS TOTAL</b>	<b>737</b>	<b>320</b>	<b>(417)</b>	<b>(417)</b>

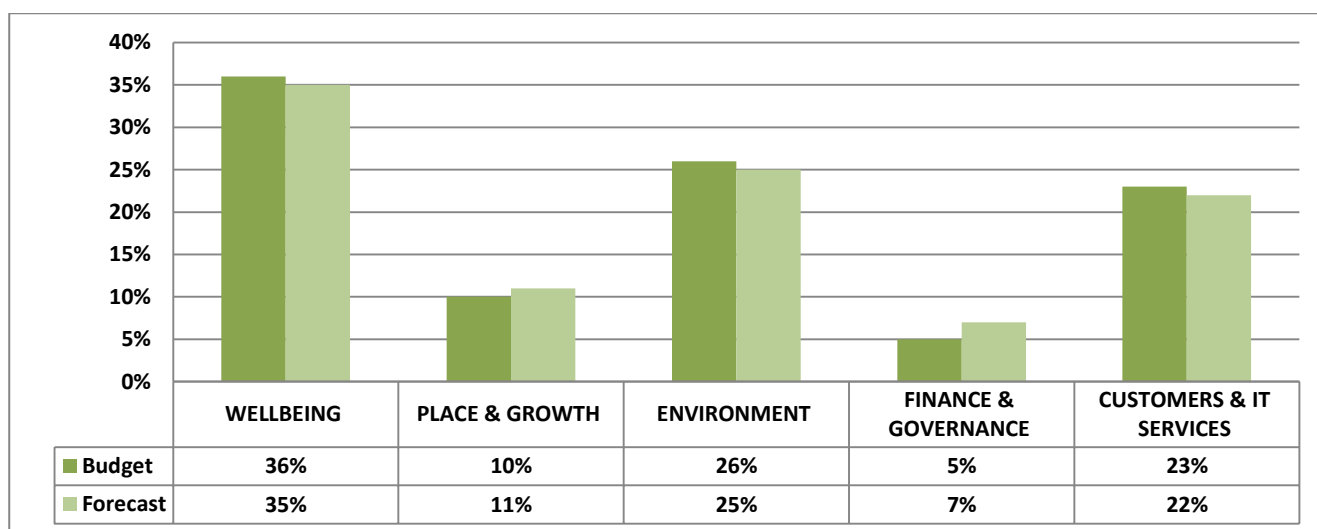
**Interest on Investment (£400k)** increase in interest income and reduction in interest payable for Treasury Management.

**Pension Costs (£17k)** reduction in pension cost.

<b>COST OF SERVICES</b>	<b>19,363</b>	<b>19,929</b>	<b>566</b>	<b>599</b>
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Funding	Budget £000	Forecast £000	Current Period Variances £000	Prior Period Variances £000
<i>(Brackets denotes an Increase in Funding)</i>				
Business Rates Baseline	(3,673)	(3,673)	-	-
Revenue Support Grant	(637)	(637)	-	-
<b>FORMULA GRANT EQUIVALENT</b>	<b>(4,310)</b>	<b>(4,310)</b>	<b>-</b>	<b>-</b>
Transfer to Parish Councils for CTRS	349	349	-	-
New Homes Bonus	(4,009)	(4,009)	-	-
<b>GRANTS AWARDED TOTAL</b>	<b>(3,660)</b>	<b>(3,660)</b>	<b>-</b>	<b>-</b>
<b>BUSINESS RATES GROWTH TOTAL</b>	<b>(4,829)</b>	<b>(5,629)</b>	<b>(800)</b>	<b>(800)</b>
<b>BUSINESS RATES GROWTH (£800k)</b> Increase is due to growth in new businesses in the Cherwell District and an increase in pooling income from growth in new businesses in the Oxfordshire Districts.				
Council Tax	(6,506)	(6,506)	-	-
Collection Fund	(58)	(58)	-	-
<b>COUNCIL TAX INCOME TOTAL</b>	<b>(6,564)</b>	<b>(6,564)</b>	<b>-</b>	<b>-</b>
<b>TOTAL INCOME</b>	<b>(19,363)</b>	<b>(20,163)</b>	<b>(800)</b>	<b>(800)</b>
Reserve management			(170)	(170)
<b>(Surplus)/Deficit</b>			<b>(404)</b>	<b>(371)</b>





The Council is forecasting some variance with its overall expectations. The graph above shows that the forecast overspends do not significantly impact upon the overall profile of spend for the Council.

### 3.17 Capital Programme

A summary of the capital programme forecast is set out in the table below. The detailed Capital programme is shown in the appendices to this report.

Directorate	Budget £000	Forecast £000	Re-profiled into 2019/20 £000	Re-profiled beyond 2019/20 £000	Current Period Variances £000	Prior Period Variances £000
Wellbeing	3,747	1,998	1,763	0	14	-
Place & Growth	14,626	13,382	1,244	0	-	-
Environment	1,830	1,121	619	0	(90)	(90)
Finance & Governance	91,854	23,817	43,318	24,667	(52)	(45)
Customers & IT Services	943	943	0	0	-	-
<b>Total</b>	<b>113,000</b>	<b>41,261</b>	<b>46,944</b>	<b>24,667</b>	<b>(128)</b>	<b>(135)</b>

#### **Budget Update:**

The Budget change from **£103,500k (Reported Nov-18)** to **£113,000k (Reporting Dec-18)**, an increase of **£9,500k** funding approved for the purchase of Tramway Industrial Estate, Banbury.

#### **Re-Profiled into 2019/20 and Beyond 2019/20:**

**Wellbeing £1,763k** Comprises **£375k** budget for the Sunshine Centre project which is not expected in 2018/19, **£14k** budget to cover Biomass Heating Bicester Leisure centre which is currently under investigation to ascertain the validity of this work the investigation is not expected to complete in 2018/19, **£80k** budget to cover solar PV component replacement at the sports centre which is not expected in 2018/19; and **£30k** Spiceball Leisure centre bridge resurfacing works to be determined post completion of the CQ2 new bridge connection in 2018. Re-profiled into 2019/20. And a **£65k** work on the Cooper sports Facility Floodlight, will not be completed in 2018/19 due to access issue, hence re-profiled to 2019/20 and **£265k** project cost for Football Development Plan in Banbury; North Oxfordshire Academy Astroturf; Corporate Booking System and Woodgreen - Condition Survey Works; project not required for this year due to the outcome of further investigation / completion date in 2019/20, hence reprofiled to 2019/20. **£934k** Discretionary Grants Domestic Properties & Disabled Facilities Grant not required in 2018/19 but envisaged to be utilised in 2019/20.

**Place & Growth £1,244k** comprises of **£1,160k** for East West Railways where 5 years of scheduled capital contributions to 2019/20 have not yet been requested. Re-profiled to 2019/20; and **£84k** spending linked to the

delivery of "The Hill youth and community centre".

**Environment £619k** made up of **£200k** budget for the replacement of parking equipment, Off road parking facilities and depot electric charging point, **£50k** planned changes to the "Public Conveniences", **£322k** deferred due to the useful life of some vehicles longer than estimated, **£32k** Work on the "Charging point for Depot electric vehicles & proposed Bay Marking" projects; will not be required in 2018/19, but next budget year, hence reprofiled to 2019/20 and **£15k** Work on the "Urban Centre Electricity Installations"; will not be required in 2018/19, but next budget year, hence re-profiled to 2019/20.

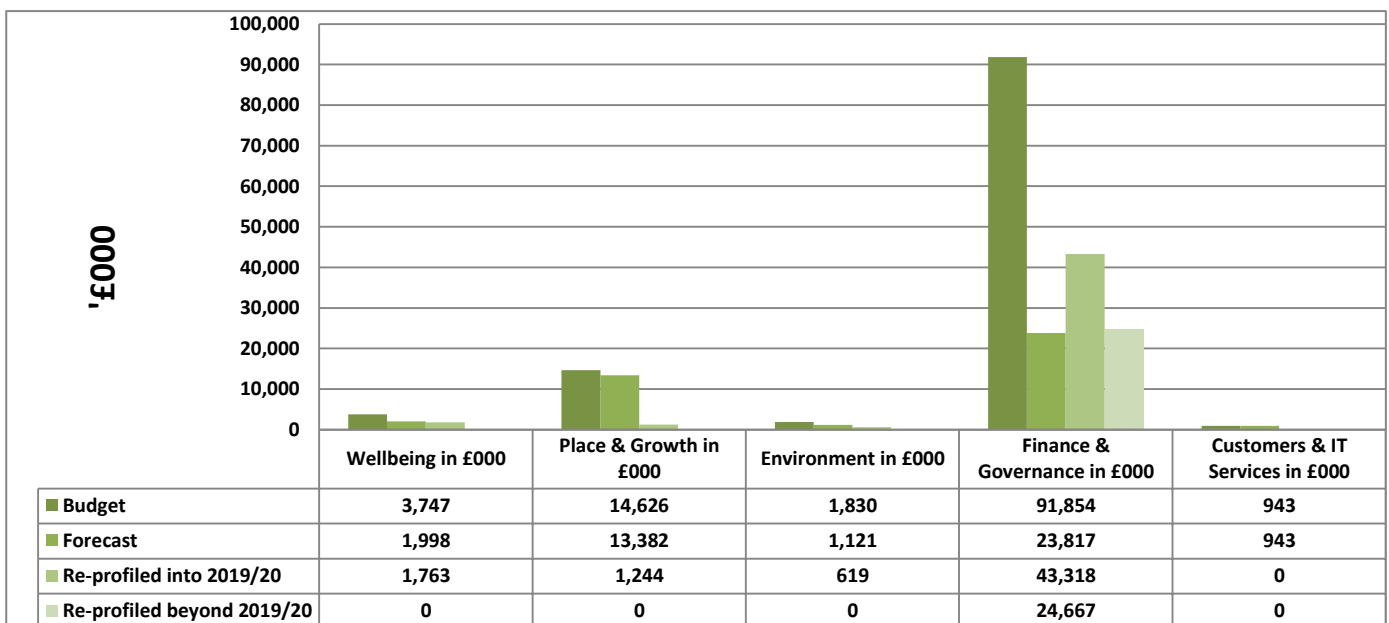
**Finance & Governance £67,985k** comprises **£674k** for work on; Academy Harmonisation; Spiceball Riverbank Reinstatement; Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems; Retained Land; Thorpe Place Industrial Units; Thorpe Way Industrial Units; Thorpe Lane Depot - Tarmac / drainage; EPC certification & compliance works are all planned for completion in 2019/20, **£42,644k** work on CQ2 planned for next year. Re-profiled into 2019/20. And an additional cost of **£24,667k** work on CQ2 planned for completion beyond 2019/20.

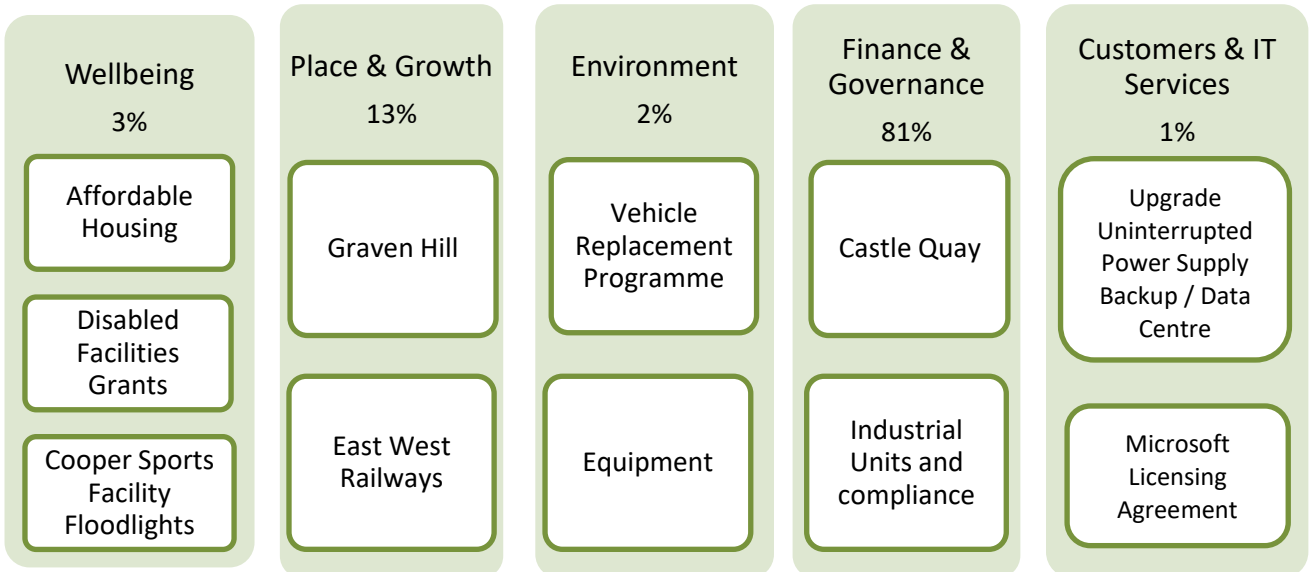
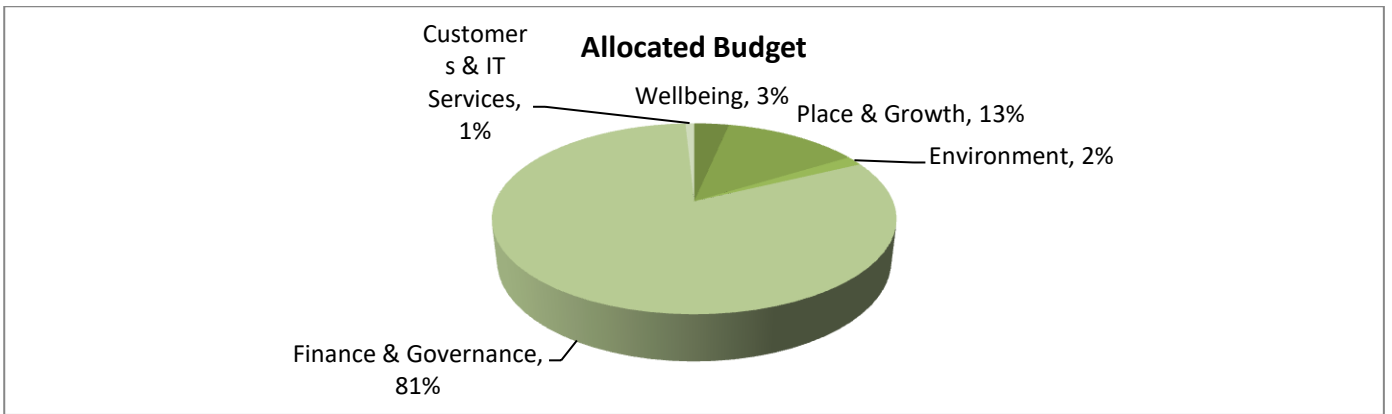
**Current Period Variances:**

**Wellbeing £14k** additional spend on the "Sports Centre Modernisation Programme", this cost is currently under review.

**Environment (£90k)** Budget no longer required.

**Finance & Governance (£52k)** is made up of, (**£7k**) savings on completed projects, (**£74k**) savings for work completed on the Community Buildings, Bradley Arcade Roof Repairs and the Orchard Way Shopping Arcade Front Service, for less than the original bid value achieving the same goals and an additional **£29k** cost for a second fire exit route to the "Antelope Garage" in Banbury.





Where a capital project spans more than one financial year or there are delays to the project, re-phasing or re-profiling of expenditure may be needed. Re-profiling and phasing updates to capital projects will be identified in future reports.

The overall capital programme is currently expecting to spend to target. This position will be thoroughly reviewed by the Capital Programme Working Group. The next meeting of this group will undertake a line by line review of the capital programme and the output of this meeting will be provided in the next monitoring report.

## 4.0 Conclusion and Reasons for Recommendations

4.1 It is recommended that the contents of this report are noted.

## 5.0 Consultation

5.1 This report sets out performance, risk and budgetary information from the previous month and as such no formal consultation on the content or recommendations is required.

## 6.0 Alternative Options and Reasons for Rejection

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

Option 1: 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.

## 7.0 Implications

### Financial and Resource Implications

- 7.1 The financial implications are detailed within section 3.15 of this report.

Comments checked by:

Adele Taylor, Executive Director: Finance and Governance (Interim)

[Adele.taylor@cherwellandsouthnorthants.gov.uk](mailto:Adele.taylor@cherwellandsouthnorthants.gov.uk), 0300 003 0103

### Legal Implications

- 7.2 There are no legal implications from this report.

Comments checked by:

Nick Graham, Monitoring Officer: Law and Governance,

[Nick.Graham@cherwell-dc.gov.uk](mailto:Nick.Graham@cherwell-dc.gov.uk)

### Risk Implications

- 7.3 This report contains a full update with regards to the Council's risk position at the end of the previous month. A risk management strategy is in place and the risk register has been fully reviewed.

Comments checked by:

Louise Tustian, Team Leader: Insight Team, 01295 221786

[Louise.tustian@cherwellandsouthnorthants.gov.uk](mailto:Louise.tustian@cherwellandsouthnorthants.gov.uk)

## 8.0 Decision Information

### Key Decision

**Financial Threshold Met: No**

**Community Impact Threshold Met: No**

### Wards Affected

All

## Links to Corporate Plan and Policy Framework

All

### Lead Councillors –

Councillor Richard Mould – Lead member for Performance Management

Councillor Tony Illott – Lead member for Finance and Governance

## Document Information

Appendix No	Title
Appendix 1	2018/19 Business Plan
Appendix 2	Monthly Performance Report
Appendix 3	Leadership Risk Register
Appendix 4	Capital Programme
Background Papers	
None	
Report Author	Hedd Vaughan-Evans – Assistant Director: Performance and Transformation
Contact Information	Tel: 0300 003 0111 <a href="mailto:hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk">hedd.vaughanEvans@cherwellandsouthnorthants.gov.uk</a>

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# Appendix 1 - Joint Business Plan 2018-19 : "Two Councils, one organisation"



**"Protected, Green & Clean"**

High quality Waste & Recycling services

High quality street cleansing

Reduce our carbon footprint & protect the natural environment

Protect the built heritage

Maintain district as a low crime area

Tackle environmental crime

Mitigate impact of HS2

**"Great places to live, work, visit & invest"**

Provide and support health and wellbeing

Promote inward investment & business growth

Deliver welfare reform agenda

Safeguard the vulnerable

Deliver the Local Plans for CDC & SNC

Enhance community resilience as part of emergency planning

Deliver affordable housing

Enhance leisure facilities

Deliver innovative & effective housing schemes

Increase tourism

Increase employment at strategic employment sites

Prevent homelessness

Provide support to voluntary sector

Deliver the Masterplans for key economic centres:  
Bicester/Banbury/Kidlington/Brackley/Towcester/Silverstone

**"District of Opportunity & Growth"**

Page 11  
**Thriving Communities & Wellbeing**

## Shared Organisational Plan

### Operational Excellence

Rigorous Financial Management  
Income optimisation  
Commercial & Procurement excellence  
Effective Governance  
Alternative Delivery Vehicles

### Public Value

24/7 access to services  
Right first time, every time  
Service at point of need  
Efficient & effective services  
Customer Service Excellence

### Best Council to work for

Sustainable relationships with key partners  
Culture of Innovation & Creativity  
Effective People service  
Employer of choice  
Enabled through digitisation  
Corporate Social responsibility

**"Here to Serve"**

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# Appendix 2 – Monthly Performance Report

## December 2018

Includes:

- Joint Programme Measures
- Joint Key Performance Measures (KPIs)

Key to symbols

Colour	Symbol	Meaning for Joint Business Plan Measures	Meaning for Joint Key Performance Measures (KPIs)
Red		Significantly behind schedule	Worse than target by more than 10%.
Amber		Slightly behind schedule	Worse than target by up to 10%.
Green		Delivering to plan / Ahead of target	Delivering to target or ahead of it.

**Joint Programme Measures -Protected, Green and Clean**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP1.1.1 Maintain High Quality Waste &amp; Recycling Services</b>	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Potter, Ed	Christmas collections for both Councils went well with few problems	Develop new plans to deal with improving recycling quality and volumes	★	Service on track after Christmas disruption- catch up collections on Mondays & Saturdays went well.	★
<b>JBP1.1.2 Provide High Quality Street Cleansing Services</b>	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Potter, Ed	Urban centres kept clean over the festive season, some catch up needed between Christmas and New Year	Developing Neighbourhood blitz programme in CDC and extra resources for both Councils allocated during January & February committed to verge clearances now the vegetation has died back	★	Urban centres cleanliness over the Christmas period kept to a good standard. Some verges especially in rural areas looking less than satisfactory as litter is uncovered with the die back of vegetation	★
<b>JBP1.1.3 Tackle Environmental Crime</b>	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Potter, Ed	Development of future campaigns taken place, almost ready to progress	New campaigns being developed with the Comms team, first drafts ready.	★	Generally on track - fly tipping slightly lower in SNC and slightly higher in CDC compared to the corresponding period last year	★
<b>JBP1.1.4 Reduce Our Carbon Footprint and Protect the Natural Environment</b>	Cllr D Bambridge Cllr D Pickford	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	<p>CDC - A review of data collected via Bicester Air Quality Demonstration Project showed levels from fixed sensors located within the AQMA were in line with monitoring undertaken by Environmental Protection. The data collected from mobile sensors located within and outside a vehicle showed pollution levels inside the vehicle on short urban journeys were twice as high, on hourly average, as outdoor pollution levels. Confirming that pollution levels are often higher inside a vehicle.</p> <p>SNC - Air quality data for the monitoring locations within the Towcester Air quality Management Area is being reviewed to compare the measured levels of nitrogen dioxide before and during the road closure through Towcester.</p>	<p>CDC - Discussions have taken place with the Bicester Delivery Team regarding an anti-idling campaign at the London Road crossing in Bicester.</p> <p>SNC - A briefing note on air quality in the Towcester Air Quality Management Area will be taken to February Scrutiny Committee; a comparison of the data before and during the road closure through Towcester has been requested.</p>	★	<p>Air quality monitoring continued across both districts with the monitoring of nitrogen dioxide levels at 47 locations in CDC and 32 locations in SNC.</p> <p>Nitrogen dioxide levels are measured using diffusion tubes; these are small plastic tubes containing a gel that absorbs nitrox oxide. The tubes are changed monthly and returned to a laboratory for analysis. The monthly results are used to calculate the annual mean for the site. The annual mean air quality objective level for nitrogen dioxide against which the data is assessed is 40 µg/m.</p> <p>The location of the diffusion tubes is reviewed in December each year. At SNC there is no change. At CDC two diffusion tubes have been relocated; one in Bicester from the Causeway to the A41 Oxford Road at the junction with Haydock Road, and the second in Bloxham from the High Street to the A361/Barford Road junction. The tubes have been moved from locations where the nitrogen dioxide levels have been consistently low and below the objective level to areas of potential concern.</p>	★

**Joint Programme Measures -Protected, Green and Clean**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP1.1.5 Mitigate the Effects of HS2</b>	Cllr C Clarke Cllr S Clarke	Carr, Jane Feehily, Paul Newton, Jim	Project update meeting on 15th January.	Hs2 / SNC Project update meeting - 15th January. Route wide Planning Forum meeting 24 January.	★	Design proposals for hs2 viaduct structures at Edgcote and Lower Thorpe are anticipated to emerge for consultation in first quarter 2019	★
<b>JBP1.1.6 Maintain the District as a Low Crime Area</b>	Cllr A McHugh Cllr K Cooper	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	<p>Meetings held with a variety of partners to improve partnership links and focus on Community Safety Partnership priorities across both District areas.</p> <p>An improved tasking format adopted by the community safety team in CDC has gone live, reviewed monthly.</p> <p>Training Audit completed by Service and Team providing an understanding of staff who have not completed relevant training.</p> <p>Section 11 safeguarding self-assessment completed for Oxfordshire. No requirement for Northamptonshire although annual review based on recommendations from section 11 last year conducted and presented to SNC Scrutiny. Improved partnership interaction across both District areas, this will enhance the work of the Community Safety Partnership and its network to deliver a safe and low crime District area.</p> <p>The Community Safety team in Cherwell DC has adopted a different tasking approach looking at enhancing the role it has in the community and responding to community safety issues robustly, this includes outcome focused approach and monitoring.</p>	<p>Community Safety Partnership Action Plans are to be revised in Q4 for both District areas.</p> <p>Safeguarding training and awareness will be delivered to Councillors.</p> <p>Improvement work, following the audit of training across Team/Service areas, will continue.</p>	★	<p>Community Safety: During this period of year Burglary increases partly due to the earlier dark nights. Cherwell and South Northants have seen an increase in this crime in both areas at the end of the calendar year. We are working with partners including the police to explore how we can work more closely to address and raise awareness of this both at the current time and in future years.</p> <p>Both Cherwell and South Northants have seen an increase in general reported crime in line with the national trend. We will be doing some work to look at the reasons for this at a local level. South Northants remains below its average most similar group areas.</p> <p>Particular increases of note in both Council areas are public disorder offences, violent crime and burglary of residential and commercial. However, it is important to note that the local increases in these areas reflect similar national trends.</p> <p>At a local level both Community Safety Partnerships are reviewing their priorities and action plans to reflect reported crime issues and concerns.</p> <p>Safeguarding: SIRI (The Councils' system for recording safeguarding concerns) for both District areas has seen an increase in 2019, this is likely due to the awareness and training that has occurred in Q1/2 to staff. The Majority of these referrals are passed to other partners such as adult or children services for further assessment.</p> <p>A training session aimed at Councilors has been coordinated in February 2019 to provide general safeguarding awareness in both Cherwell and South Northants.</p>	★

**Joint Programme Measures -Protected, Green and Clean**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP1.1.7 Protect the Built Heritage</b>	Cllr C Clarke Cllr R Clarke	Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim	SNC- Committee agreed not to designate Hackleton as a conservation area in December 2018.  CDC - Research and report on Stratton Audley and Somerton completed and passed to graphic design team.	SNC - Research on the suitability (or not) for the possible designation of Shutlanger and Helmdon as conservation areas is underway and is scheduled for March Committee.  CDC - Research to continue on Ardley and to commence on Duns Tew and Balscote. Arrangements to be made for Somerton and Stratton Audley to go out to consultation.	●	SNC - Delivering to Plan. All conservation area appraisals well received by Committee. Other villages to be considered are: Helmdon, Shutlanger, Whittlebury, Syresham, Horton, and Wappenham  CDC - Research and report on Stratton Audley and Somerton completed and passed to graphic design team. Ardley was also due to be completed but this activity has now moved to March hence the Amber rating.	●

**Joint Programme Measures - Thriving Communities & Wellbeing**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP2.1.1 Provide &amp; Support Health &amp; Wellbeing</b>	Cllr A McHugh Cllr C Clarke Cllr K Cooper Cllr T Ilott	Carr, Jane Feehily, Paul Riley, Nicola Rowe, Rosie	CDC & SNC - Wellbeing Activity Maps launched and promoted to parishes. Visual marketing material developed.	CDC & SNC - Wellbeing Activity Maps: consolidation and further development of mapped activities. Development of business continuity plans to ensure information is kept accurate and up to date.  CDC and SNC - 'Good Neighbour' scheme development agreements with Northants ACRE and Oxfordshire Volunteer link-up.	★	<p><b>Wellbeing Activity Maps</b></p> <p>The Activity maps are now a district wide tool to visually support communities within interactive maps that plot activities / groups and opportunities to improve health and wellbeing and will support the aim of tackling social isolation across both districts.</p> <p><b>CDC and SNC Good Neighbour Schemes</b></p> <p>Meeting with both partners in CDC &amp; SNC to agree service level agreements and the structure of the schemes offer in February.</p>	★
<b>JBP2.1.2 Provide enhanced leisure facilities</b>	Cllr G Reynolds Cllr K Cooper	Carr, Jane Didcock, Liam Kane, Graeme Riley, Nicola	Completion of Brackley Swimming Pool redevelopment	Works to commence on the replacement of the Metal Halide Floodlights at Cooper Sports Facility with more efficient LED lights. This will also increase the current lighting levels improving facilities for users. Planned for March/April 2019	★	<p>The works relating to the re-development of the gyms within Cherwell have now been completed.</p> <p>All 3 Gyms re-opened at the end of December 2018 in preparation for business in the New Year.</p>	★

**Joint Programme Measures - Thriving Communities & Wellbeing**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p><b>JBP2.1.3 Provide support to the voluntary sector</b></p> <p align="center"><b>Page 170</b></p>	<p>Cllr A McHugh Cllr K Cooper</p>	<p>Carr, Jane Kane, Graeme Riley, Nicola</p>	<p>Winter Wishes - Brighter Futures consultation event delivered on 20 December Play: Full - Holiday Hunger initiative delivered over the Christmas school holiday period Support to the Banbury Community Church, developing a business plan for the new Hill centre and funding applications to deliver services once built.</p>	<p>Development of the Hill Implementation group Preparation for Age Friendly Pop up consultation event in Castle Quay in Jan.</p> <p>Preparation of New Year Wishes Brighter Futures consultation event for Grimsbury in Feb. To follow a similar format to winter wishes and produce a multi-agency action plan for the community to work towards in 2019.</p> <p>Jan Community Link publication to be completed and distributed to voluntary sector partners.</p>	★	<p>The Winter Wishes consultation event saw CDC, The Sunshine Centre, The Hill &amp; St Pauls Church work in partnership to deliver a fun event and activities to engage the local community and find out what their aspirations are for 2019. The consultation results will form an action plan for the community to work together in the New Year. The event had 130 people attend.</p> <p>SNC Older Peoples Stake Holder Group – Following the successful SNC Seniors forum in October a stake holder group has been formed to work together on joint initiatives under the theme of services for the elderly and share good practice with partners across the district. Stake holders include AgeUK Northants, South Northants Volunteer Bureau, Police, Grand Union and A C R E .</p>	★
			<p>Consultation for M40 Public Art installation - CDC Officer support to Grimsbury Youth club to relaunch the open access youth evening and prevent its closure</p>	<p>Developing a community development plan for Graven Hill Bicester Cherwell Young People, Play &amp; Wellbeing partnership meeting 17 Jan Preparation / planning for Bicester Volunteer fair for schools - 8 Feb</p>		<p>The Hill Implementation group will be formed to help develop the programme and service that will be delivered in the new Hill centre in autumn 2019. This group will also advise on internal interiors of the new centre and any technical changes made by the contractor during the build.</p>	
			<p>The first SNC Older Peoples stakeholders meeting held in December.</p>	<p>SNC- Seniors stakeholders group - 26 Feb Proposals in preparation for SNC cabinet to broaden availability of New Homes bonus grant funding from April 2019.</p>		<p>CDC: Community Lottery - Remote Operator licence issued by Gambling Commission on 12/12/18. Good cause' partners will be the main beneficiaries of the CDC lottery, taking a share of the ticket revenue generated by their supporters.</p>	
				<p>CDC - Community Lottery - Develop rollout plan for lead up to July Launch, and recruitment of 3rd sector 'Good Cause' partners.</p>		<p>SNC: 35 community grant applications assessed, and recommendations prepared for 07/01/19 Community Funding Panel.</p>	
						<p>Results of the SNC Parish New Homes Bonus (NHB) consultation showed strong majority in favour of ending the parish-based ring fencing of NHB funding.</p>	

**Joint Programme Measures - Thriving Communities & Wellbeing**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Status	Commentary	YTD
<p><b>JBP2.1.4 Enhance community resilience as part of emergency planning</b></p> <p align="center">Page 171</p>	Cllr A McHugh Cllr D Bambridge	Carr, Jane Kane, Graeme Riley, Nicola Webb, Richard	<p>The Thames Valley Local Resilience Forum annual conference was attended by a several senior managers from the councils. Learning from major recent incidents, including the chemical contamination in Salisbury, was shared at this event which will help our local preparations and planning.</p> <p>The Senior Management Team received a report on the status of our business continuity arrangements in December. This report identified that service level business continuity plans have been updated to reflect current council arrangements. A draft business continuity strategy and updated policy were also considered and both these documents should be finalized early in 2019.</p>	<p>Officers will be working with partners through the local resilience forums to prepare for any disruption which could arise through the different Brexit scenarios.</p> <p>Senior managers will be attending emergency planning training facilitated by Oxfordshire County Council in December and February to support our senior manager duty rota.</p> <p>An audit of progress on improving our business continuity arrangements following a 2017 review will report in January.</p>	<p>In order to ensure we have robust emergency plans and relationships with key partners, we have a number of arrangements in place, including-</p> <p>Facilitating the Inter Agency Group which plans for events at Silverstone in 2019; Engaging with Parish Councils on their local emergency plans together with Oxfordshire County Council; Attending and supporting regional and national exercises, conferences and training with key partners. This has included learning from those agencies involved in major terrorist and weather-related incidents in recent years including Manchester, Salisbury, Lancaster and London. Working with the local resilience forums to assess risks and plan for foreseeable events and circumstances which could adversely impact on our communities.</p> <p>The revised business continuity strategy was due for approval by CEDR in December 2018, however this is likely to be finalised during Quarter 4 and as such the RAG is Amber.</p>	●
<p><b>JBP2.1.5 Prevent homelessness</b></p>	Cllr J Donaldson Cllr K Cooper	Carr, Jane Douglas, Gillian Kane, Graeme	<p>CDC - A Triage Officer has been appointed to help the team deal with people approaching the service for assistance as they are homeless or threatened with homelessness.</p> <p>Mystery shopping work to help us improve the access to and quality of homelessness services has been commissioned and will happen within the next 6 months.</p>	<p>CDC-A Homelessness Prevention Fund will be established by the end of January and a report on the Council's review of single homelessness will be completed. We have been successful in attracting Government funding to provide 5 additional winter beds for rough sleepers January-March 2019. The provision is in Oxford and will provide high level support to help people recover and access accommodation in Cherwell. SNC - the team will complete a review of the customer journey for people approaching the council seeking housing advice and help regarding homelessness to ensure the process is efficient and effective.</p>	<p>Both councils will host meetings with key partners regarding homelessness work (Homelessness Prevention Network meetings) in January. Also a review of the impact of the Homelessness Reduction Act will be completed at both councils by the end of January .</p> <p>The number of households who are receiving advice and assistance from housing options staff to prevent or relieve homelessness has increased.</p> <p>Also, the SNC team are meeting with colleagues in the health sector to establish the potential for an outreach housing options service within local acute and community hospitals.</p>	★

**Joint Programme Measures - Thriving Communities & Wellbeing**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP2.1.6 Safeguard the vulnerable</b>	Cllr A McHugh Cllr K Cooper	Carr, Jane Kane, Graeme Riley, Nicola	Universal Credit full service has become live in the SNC area. The benefits team continue to work closely with external partners such as DWP and Credit Union to support residents through this change.	A new workplan will be implemented in January 19 to support improvements to the average time taken to assess new claims for Housing Benefit and Council Tax reduction.	★	<p>Support for the most vulnerable residents continues to be offered particularly with the introduction of Universal Credit. The Benefits team are also monitoring the time taken to assess new claims and will be introducing a new work plan to seek improvements.</p> <p>We continue to monitor the performance on the time taken to assess new claims for Housing Benefit and Council Tax Reduction. Discretionary Housing Payments are available to those who have a short fall in their rent and each case is considered on its own merits.</p> <p>The Debt and Money advice team continue to support some of the most vulnerable residents with financial gains totaling over £21,000 in December 18 and cumulative gains of over £3m since the service started.</p>	★
<b>JBP2.1.7 Deliver affordable housing and work with private sector landlords</b>	Cllr C Clarke Cllr J Donaldson Cllr K Cooper Cllr R Clarke	Carr, Jane Douglas, Gillian Kane, Graeme	<p>SNC - Although a small number of new affordable homes were expected to be completed in December, the homes have not been completed and handed over. This is not unusual as developers tend to prioritise open market sale homes to get buyers moved in before Christmas.</p> <p>CDC - In December 57 new affordable homes were completed comprising 38 affordable rent and 19 shared ownership homes.</p>	<p>SNC - Despite the completion of some new affordable homes being delayed this month, we are still on track to meet the target of delivering 173 new affordable homes in 2018/19.</p> <p>CDC - The total of new affordable homes completed so far in 2018/19 is 359, so we are on track to exceed the target of delivering 400 new affordable homes in 2018/19.</p>	★	<p>Private Sector Housing work at CDC: No further Landlords Home Improvement Grants were completed in December, so the total remains at 6 so far this year. However, a further 3 grants have been approved, with another being worked up and discussion underway in relation to 5 further premises.</p> <p>CHEEP: The total for completed grants remains at 8 for the year so far but a further 3 have been approved. Uptake remains surprisingly modest given the further restrictions on letting rented property with low energy-efficiency that will apply from April 2019.</p>	★



**Joint Programme Measures - Thriving Communities & Wellbeing**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP2.1.8 Deliver the welfare reform agenda</b>	Cllr J Donaldson Cllr K Cooper Cllr P Rawlinson Cllr T Hott	Douglas, Gillian Green, Belinda Hunkin, Andrew Taylor, Adele	Universal Credit full service became live in the South Northants area in November 18. A member briefing was held at South Northants in December 18.	The Benefits team will continue to monitor the impact of Universal credit on residents, landlords and the Councils. The project team made up of colleagues from benefits, housing and customer services will remain in place and we will continue to work with external partners such as DWP.	★	Housing Options is working with Citizens Advice North Oxfordshire and South Northamptonshire to fast track homelessness clients with debt and money advice issues including those affected by welfare reform (e.g. the Benefit Cap or delays in Universal Credit). Welfare Reform agenda is delivering as planned.	★

**Joint Programme Measures - District of Opportunity & Growth**

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>JBP3.1.1 Deliver innovative and effective housing schemes</b>	Cllr J Donaldson Cllr K Cooper	Carr, Jane Douglas, Gillian Kane, Graeme	We are still negotiating with landlords to secure 2 private rented properties for the next wave of Syrian refugee families arriving.	Complete work to quantify the social value of the proposed community led development and complete development appraisal work to inform the valuation of the council owned land in Hook Norton.	★	Work is ongoing with Hook Norton Low Carbon (HNLC) to develop proposals for a community led housing development in Hook Norton village.  HNLC submitted a report to the OxFutures Board regarding progress to date on the proposals for a community led housing development in Hook Norton. The work to date and progress report were endorsed by the OxFutures Board and HNLC have been given additional financial support which will help continue to progress the project.	★
<b>JBP3.1.2 Increase Tourism</b>	Cllr L Pratt Cllr S Clarke	Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim	CDC – Prepared new Service Level Agreements with Tourist Information Centres. Prepared promotions for Monte Carlo Rally coming to Banbury in Jan 2019.  SNC- Country pursuits guide update meeting held.	CDC - Finalise new Service Level Agreements with Visitor Information Centres Oxfordshire. Promote Monte Carlo Rally coming to Banbury 31 Jan 2019.  SNC- Completion of the Rural Development Programme for England funding bid for the Watermeadows Project.	★	CDC- Membership and day-to-day liaison with Experience Oxfordshire to promote Cherwell as a visitor destination. Contract management of Banbury and Bicester Visitor Information Centres.  SNC: Rural Development Programme for England - Watermeadows bid is progressing to full application. Distribution of tourism guides to local sites continues. Work is progressing in the preparation of the new SNC Country Pursuits Guide. Working with Stoke Bruerne Canal Partnership to support the preparation of a Business Plan.	★
<b>JBP3.1.3 Deliver the masterplans for the key economic centres</b>	Cllr C Clarke Cllr R Clarke	Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim	CDC- Young Enterprise Trade Fair; Banbury Market Place December 8. 11 teams, representing 9 schools held a market stall. Job Fairs; 2019 dates published, to cover Banbury, Bicester and Kidlington.  SNC- Business Support given to 3 Business Start Ups and 10 contacts made/follow ups with established businesses.	CDC - Job Fairs; promote dates to employers and residents.  SNC- Provide support and facilitate the delivery of discrete projects that come from the Masterplans, to ensure they are delivered on time and to maximise the economic benefit to the Districts.	★	CDC- Banbury Business Improvement District (BID); continued support to the manager and Board. Dates and venues confirmed for 2019 Job Fair programme; Banbury – Friday 1st March 2019, Banbury Town Hall, Bicester – Friday 26th April 2019, John-Paul II Centre, Bicester, Kidlington – Friday 7th June 2019, Exeter Hall, Kidlington.  SNC- Continued support to pre-start and existing business with a variety services and visits/meetings.	★

**Joint Programme Measures - District of Opportunity & Growth**

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p align="center"><b>JBP3.1.4 Increase employment at strategic employment sites, promote investments &amp; business growth</b></p>	<p>Cllr L Pratt Cllr S Clarke</p>	<p>Carr, Jane Feehily, Paul Jolley, Robert Newton, Jim</p>	<p>CDC- Cherwell Business Awards; encouraged nominations. Applications close 31 January 2019. Cherwell Industrial Strategy; preparing consultation workshops for 2019. Responded promptly to all Business Enquiries.</p>	<p>Engage consultees from business and other organisations. Cherwell Business Awards; Encourage final nominations (by 6 January) and applications (by 31 January). Business Enquiries; respond promptly to all.</p>	★	<p>CDC- Websites; updating to assist investors. Growth Deal; engaging with County partners to draw benefits for Cherwell through the Local Industrial Strategy, Spatial Plan, Infrastructure and Housing. Property exhibition (MIPIM UK) ;follow up enquiries from 27 businesses .</p> <p>SNC- 4 SNC Job Club members supported back into work. Working with Job Club Partner to promote "Learn My Way" workshop to support Job Club Members on Universal Credit and using the internet. Preparation of the annual Job Club Partners Review meeting.</p>	★
			<p>SNC- 4 SNC Job Club members supported back into work. Local businesses continue to use the job as a way of promoting their vacancies.</p>	<p>SNC- Attending an Employing Apprentices workshop being held at Silverstone Innovation Centre, offering the opportunity to learn about employing apprentices and some of the issues that employers face in employing apprentices.</p>			
<p align="center"><b>JBP3.1.5 Delivery against Local Plans for CDC &amp; SNC</b></p>	<p>Cllr C Clarke Cllr R Clarke</p>	<p>Bowe, Andrew Carr, Jane Darcy, Andy Feehily, Paul Newton, Jim Peckford, David</p>	<p>CDC - The dates and matters for the main hearings for the examination of the Partial Review of the Local Plan have now been released by the Planning Inspector.</p> <p>SNC- Consultation on the Regulation 19 Plan ended in November 2018.</p>	<p>CDC- Public Hearings for the Partial Review of the Local Plan will take place in February 2019.</p> <p>SNC - The Plan is to be considered by Full Council on January 14<sup>th</sup>, 2019 with a recommendation to submit to the Planning Inspectorate for examination.</p>	★	<p>CDC- The dates and matters for the public hearings for the examination of the Partial Review of the Local Plan were released by the Planning Inspector on 18 December and have been made publicly available. Preparation for the hearings is on-going.</p> <p>SNC - It is intended to submit the Plan for examination before January 24<sup>th</sup>, 2019. The Council will then work with the Planning Inspectorate to secure a timely examination of the Plan</p>	★

CDC KPIs - Clean, Green and Safe

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP1.2.1C % Waste Recycled & Composted	CDC	Cllr D Pickford	Kane, Graeme Potter, Ed	48.12%	47.92%	★	Due to the mild weather in December 18 there has been more garden waste collected than December 17, this has helped with the recycling rate for December. But the current recycling rate for the first 9 months of 2018/19 is down 1.8% on the previous year due to the hot summer and the reduced amount of garden waste collected.	55.98%	57.06%	●

CDC KPIs - Thriving Communities & Wellbeing

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
JBP2.2.1C Number of households living in Temporary Accommodation (TA)	CDC	Cllr J Donaldson	Douglas, Gillian Kane, Graeme	28.00	43.00	★	Numbers in temporary accommodation are remaining low at the end of this month and through the quarter. The continued focus on preventing housing issues becoming a crisis has continued to show positive results. We are working to ensure that our Allocations Scheme is used to rehouse homeless households before they become roofless but also to balance this with helping other households who have significant housing needs.	28.00	43.00	★
⊕ JBP2.2.2C Average time taken to process Housing Benefit new claims  Page 177	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	18.45	15.00	▲	The average time taken to process New Claims for the month of December 2018 is 18.45 days. Our target for processing New Claims is 15 days against a national average of 22 days. Plans are being put into place for a new way of working from 21 January 2019 where a team will be dedicated to dealing with New Claims with a daily monitoring of the work to ensure New Claims are being dealt with as proactively as possible. We are reliant upon the claimants to provide evidence to support their claim on occasions where we are unable to obtain information from other sources which can cause unavoidable delays in making a decision on a new claim. However, with the close daily monitoring all options available to obtain evidence to speed up the processing times of New Claims will be monitored. Our year to date average time to process new claims remains within our target of 15 days.	14.83	15.00	★
⊕ JBP2.2.3C Average time taken to process Housing Benefit change events	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	11.94	8.00	▲	The average time taken to process change in details for the month of December 2018 is 11.94 days. Our target for processing change in details is 8 days. It is proving difficult to remain within target for processing changes with the increasing change in details received on a daily basis from Department for Work and Pensions regarding changes to Universal Credit awards. We continue to look into our working practices to help us manage with the increased work with the resources available. A plan is being put in place on 21 January 2019 where we will have a dedicated team to deal with change in details. The work will be monitored on a daily basis to ensure the work is being dealt with as proactively as possible. We are also continuing with the Automation project to help us manage the work.	8.16	8.00	●

**CDC KPIs - Thriving Communities & Wellbeing**

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>JBP2.2.5C Number of visits/usage of District Leisure Centres</b>	CDC	Cllr G Reynolds	Didcock, Liam Kane, Graeme	113,541	88,156	★	The throughputs at the Cherwell Leisure Facilities are showing an improved performance YTD. As a total throughput across the Leisure Centres, Joint Use Sites and Pavilions there has been an increase of more than 18,000 against December last year. In a more detailed view Spiceball Leisure Centre had increased by circa 3,000 users, Bicester Leisure Centre by 2,500 and Kidlington Leisure Centre by 1,800 users. Woodgreen Leisure Centre usage had increased by 800 users and the Joint Use at NOA and Cooper showing an increase of 2,300 users and a decrease of 400 users respectively. Both Pavilions and Sports Grounds at Whiteland's and Stratfield Brake performed well with increases 7,500 and 1,500 respectively. Whilst this is a positive position across nearly all Centres it is noted that for the same period last year we did sustain a prolonged period of inclement weather meaning usage figures would have been adversely affected	1,251,756	1,132,972	★
<b>JBP2.2.6C % of Council Tax collected, increasing Council Tax base</b>	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	9.02%	9.50%	●	The amount of Council Tax that Cherwell is due to collect has increased by just over £75k during December. We are continuing to issue recovery and the team are concentrating on tasks which will aid collection rates.	83.81%	86.50%	●
<b>JBP2.2.7C % of Business Rates collected, increasing NNDR base</b>	CDC	Cllr T Ilott	Green, Belinda Taylor, Adele	9.85%	9.00%	★	The amount we have collected within the month is nearly £260k more in December than in November. We have also continued to improve our work position and are working on correspondence dated within just less than 2 weeks.	84.92%	86.00%	●

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**CDC KPIs - District of Opportunity & Growth**

Measure	Council	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>JBP3.2.1C % Major planning applications processed within 13 weeks</b>	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	86%	60%	★	7 Major Planning Applications were determined during December. 6 were determined within the target period or agreed time frame. As such, our target of determining more than 60% of Major Applications within time has been met.	87%	60%	★
<b>JBP3.2.2C % Non-Major planning appeal decisions allowed</b>	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	0%	10%	★	No Non-Major Planning Appeals were determined during December.	1%	10%	★
<b>JBP3.2.3C % Planning enforcement appeal decisions allowed</b>	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	0%	10%	★	No Planning Enforcement Appeals were determined during December.	0%	10%	★
<b>JBP3.2.4C % of non-major applications processed within 8 weeks</b>	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	90%	70%	★	81 Non-Major planning applications were determined during December 73 were determined within the target period or agreed timeframe. Therefore, the target of determining more than 70% of Non-Major Applications within the period has been met.	90%	70%	★
<b>JBP3.2.5C Maintaining 5-year land supply</b>	CDC	Cllr C Clarke	Feehily, Paul Peckford, David	5	5	★	Q3 Provisional housing completions recorded as 387 reflecting that house building is on-going on a large number of sites across the district.  The 2018 Annual Monitoring Report was endorsed by the Executive on 3 Dec. It demonstrates that the district has a 5.0 land supply for 2018-2023 and 5.2 for the period 2019-2024. The housing projections include an estimated total of 1238 new homes (net) for 2018/19. The total at the end of Q3 is 975.	5	5	★
<b>JBP3.2.6C Major planning appeal decisions allowed</b>	CDC	Cllr C Clarke	Feehily, Paul Seckington, Paul	0.00	10.00	★	No Major Planning Appeals were determined during December.	2.78	10.00	★

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Appendix 3 – Cherwell District Council – Latest Leadership Risk Register as at 23/01/2019

Level of risk	How the risk should be managed
<b>High Risk</b> (16-25)	<b>Requires active management</b> to manage down and maintain the exposure at an acceptable level. Escalate upwards.
<b>Medium Risk</b> (10 -15)	<b>Contingency Plans</b> - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
<b>Low Risk</b> (1 – 9)	<b>Good Housekeeping</b> - 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
Priority 1	5 - Catastrophic					
	4 - Major		L04, L10, L12			
	3 - Moderate			L01, L02, L05, L14	L03, L06, L07, L08, L11	L09, L13
	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	<b>Financial resilience</b> – 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 This has bee	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 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 Fully Partially Fully Partially Partially Fully Fully Fully Partially Partially Fully Fully Partially Partially	Councillor Tony Illot	Adele Taylor	Adele Taylor	3	3	9	↔	Key staff recruited to and review of workload and capacity across the team. 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 now 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 BUILD1 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 with particular focus on key skills for specific committees such as audit committee. Financial support and capacity 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. Regular reporting of progress on internal audits considered by the committee	Risk reviewed - 08/01/19 - updated a number of mitigating actions to reflect current position
L02	<b>Statutory functions</b> – Failure to meet statutory obligations and policy 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	Yvonne Rees	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 Cherwell. Separate leadership risk registers to be put in place for Cherwell.	Risk reviewed 09/01/18 - Commentary Updated.
L03	<b>Lack of Management Capacity</b> - 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	Yvonne Rees	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 now live with Executive support arrangements in place. Risk to be kept under review as management team transition to new working arrangements. Joint CEDR meetings to take place fortnightly. Regular comms being provided by the Chief Executives	Risk reviewed 09/01/18 - Commentary 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				
L04	Not maintaining an up-to-date Local Plan - Failure to ensure sound local plans are submitted on time.	Inappropriate development in inappropriate places	3	5	15	The Council's Local Development Scheme (LDS) provides a programme for the preparation and submission of Local Plans. The LDS is periodically reviewed and presented to the Executive for consideration. The effectiveness of adopted Local Plan policies is reviewed through an Annual Monitoring Report which is also presented to the Executive. Local Plans and accompanying guidance are prepared in accordance with the LDS.	Fully	Councillor Colin Clarke	Paul Feehily	David Peckford	2	4	8	↔	Regular review meetings on progress and critical path review.	A district wide Local Plan was completed and adopted in 2015. A Partial Review of the Local Plan, to assist Oxford with its unmet housing need, was submitted to Government for Examination on 5 March 2018. A preliminary public hearing was held on 28 September 2018. On 29 October, the Inspector advised that the Council could proceed to main hearings. Main hearings are to be held during the weeks commencing 4 and 11 February 2019. 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 were presented to the Executive in Dec 2018. The LDS incorporates the timetable for the new countywide Joint Statutory Spatial Plan - the Oxfordshire Plan 2050. It also provides for a district wide Local Plan review. The Oxfordshire authorities have collectively commenced work on the Oxfordshire Plan 2050.	Risk reviewed, Controls and comments updated 04/01/19
		Negative (or failure to optimise) economic, social, community and environmental gain				Resources are in place to support delivery including Barrister support when required for Local Plans.	Partially							Regular Lead Member briefings and political review			
		Negative impact on each council's ability to deliver its strategic objectives Without a local plan, a lack of community engagement on development locations				For issues which are solely within the control of CDC policies, plans and resources are in place Local Development Scheme provides Executive oversight of plan-making programme to ensure local plans are made	Partially							Local Development Scheme updated as required Regular Lead Member briefings and political review			
		Without a local plan, negative impact in terms of ensuring coordination on cross boundary strategic issues				Maintenance of an up to date Statement of Community Involvement (SCI) to support policy making. The Local Development Scheme provides for Executive oversight of plan-making programme to ensure local plans are made in good time. The Oxfordshire councils have agreed to produce a Joint Statutory Spatial Plan (JSSP) - the Oxfordshire Plan 2015	Fully							SCI updated as required (last updated 2016) Local Development Scheme updated as required. Regular review meetings on progress and critical path review to ensure timely CDC contributions to the Oxfordshire Plan.			
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	4	4	16	Business continuity strategy in place	Partially	Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	3	9	↔	All individual service Impact Assessments and BC Plans have been 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 sits at senior officer level	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 began in December to quality assure our plans.	Risk reviewed 08/01/19 - Control assessments and Comments updated.
		Financial loss				Services prioritised and recovery plans reflect the requirements of critical services	Partially										
		Loss of important data				ICT disaster recovery arrangements in place	Fully										
		Inability to recover sufficiently to restore non-critical services before they become critical				Incident management team identified in Business Continuity Strategy	Partially										
		Loss of reputation				All services undertake annual business impact assessments and update plans	Fully								Draft Business Continuity Strategy and Policy being updated for sign-off by Leadership Team. Progress report was provided to CEDR in December		
						Business Continuity Plans tested	Partially										
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	Partially	Councillor Barry Wood	Graeme Kane	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 wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services	04/01/19 -Risk reviewed and questions raised. Answers not given?

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L07	<b>Emergency Planning (EP)</b> - 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- ordinators  Active participation in Local Resilience Forum (LRF) activities	Fully Partially Fully Fully Fully Fully	Councillor Andrew McHughy	Graeme Kane	Richard Webb	3	4	12	↔	Chief Operating Officer meets with ACO Oxfordshire Fire and Rescue quarterly to oversee shared EP arrangements.  Active involvement in Brexit contingency planning being led by TV LRF  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 and duty manager training with OCC senior managers.  Both authorities are represented at the Local Resilience Forum	Active plans are in place to ensure the authority is prepared for a variety of emergencies. Continual improvements are being made as a result of a review of these plans and in partnership with the Local Resilience Forum. Plans are developing to create two systems for SNC and CDC separately from January 2019.	Risk reviewed 08/01/19 - Mitigating actions updated.
L08	<b>Health and safety</b> - 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	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 03/01/19 - No changes.

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L09	<b>Cyber Security</b> - 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 Fully Fully Fully Partially Fully	Councillor Ian Corkin	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.  Complete the implementation of the intrusion prevention and detection system by the end of January 2019.  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, chaired by the Information Governance Manager 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 04/01/19 - Control Assessment, Mitigating Actions Updated.
L10	<b>Safeguarding the vulnerable (adults and children)</b> - 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 Mandatory training and awareness raising sessions are now in place for all staff. 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 Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation. 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 Fully Fully Partially Partially Fully Fully Fully Partially	Councillor Barry Wood	Graeme Kane	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	Continued focus in this area with ongoing programme of training and awareness raising.	4/01/19 - Risk reviewed and questions raised. Answers not given?
L11	<b>Income Generation through council owned companies</b>	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	Adele Taylor	Adele Taylor	3	4	12	↔	Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers 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 turn over has lead to increase in risk last month. Mitigations in place in terms of additional senior management oversight. Knowledge and experience building take place with training and support as required.  The increased score last month remains the same this month although some additional actions in place.	Risk reviewed 08/01/19 - comments updated to reflect this.

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			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	Adele Taylor	Adele Taylor	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas.	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 08/01/19- No changes.
L13	Local Government Reorganisation CDC - Separation from SNC 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	Separate CDC and SNC Senior Leadership Teams in place from January 2019. Agreed programme of separation in place Joint CEDR Meetings to take place fortnightly with clear focus on separation. Programme Board and Project Team established to deliver separation. Strategic partnership opportunities with Oxfordshire County Council being explored with s113 agreement in place. Regular review and sharing of partnership activity / engagement at senior officer meetings	Fully Partially Fully Fully 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. Collaboration Agreement to underpin joint working with SNC following the end of the s113 to be agreed. OCC - CDC section 113 agreement completed. Regular communications plan with cascade briefings from Assistant Directors planned quarterly. New monthly newsletter focussing on change to be issued.	Separate CDC Senior Leadership Team in place from 1st January 2019. Structure includes clear responsibility for separation from SNC. Separation proposals agreed for Economic Growth, Planning Policy and Design and Conservation teams. Collaboration Agreement to underpin on-going joint working between CDC and SNC agreed by Executive and Council in January 2019.	Risk reviewed and updated 09/01/19
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	Yvonne Rees	Nick Graham	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



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PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	PROJECT APPROVAL DATE	DESCRIPTION	£000's						OUTTURN NARRATIVE
				BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	
Stuart Parkhurst	Nicola Riley		Sunshine Centre	440	65	375		-	-	Works tendered ready to proceed, held pending transfer of lease from OCC to CDC, hence works likely start in Mar-19 with completion scheduled for Oct-19.  Forecasted spend of £65k in 18/19 is for professional fees and reprofiling £375k into 19/20 when the work will be carried out and completed.
			<b>Wellbeing - Communities</b>	<b>440</b>	<b>65</b>	<b>375</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Liam Didcock	Jane Carr	2012/13	Biomass Heating Bicester Leisure Centre	14		14		-	-	Further work is currently being undertaken to ascertain if the budget will be required.
Liam Didcock	Jane Carr	2016/17	Whitelands Farm Sports ground	25	25			-	-	Final account still under review. (NB. Any overspend will be covered by funds from Section 106.)
Liam Didcock	Jane Carr	2013/14	Solar Photovoltaics at Sports Centres	80		80		-	-	To cover solar PV component replacement which may not be called upon in 2018/19, hence re-profiled to 2019/20
Liam Didcock	Jane Carr	2013/14	Football Development Plan in Banbury	20		20		-	-	No expenditure requirement for 2018/19. Schedule for completion in 2019/20, to include football facility with a wider context, and address the inactivity in Banbury.
Liam Didcock	Jane Carr	2014/15	North Oxfordshire Academy Astroturf	207	24	183		-	-	Due to potential works needed to be undertaken outside of school term, hence expansion to spectator area to be re-profiled to 19/20.  Remainder of budget is for Capital to support 3G Pitch - currently being pursued by planners as Academy in breach of planning condition.
Liam Didcock	Jane Carr	2014/15	Stratfield Brake Repair Works	12	12			-	-	Full budget spent - no further works planned
Liam Didcock	Jane Carr	2007/08	Sports Centre Modernisation Programme	36	52			16	-	Further work is currently being undertaken to review the accuracy of the payments made to date.
Liam Didcock	Jane Carr	2016/17	Bicester Leisure Centre Extension	122	122			-	-	Comment to Follow.
Liam Didcock	Jane Carr	2016/17	Spiceball Leis Centre Bridge Resurfacing	30		30		-	-	Works to be determined post completion of the new bridge connection in 2018. as part of the CQ2 project. Re-profiled to 2019/20
Liam Didcock	Jane Carr	2017/18	Corporate Booking System	60		60		-	-	No expenditure planned for 2018/19. Further work being undertaken to determine the provision of booking system for sport and leisure through JADU and likely expenditure required for 2019/20.
Liam Didcock	Jane Carr	2015/16	Woodgreen - Condition Survey Works	2		2		-	-	Further work is currently being undertaken to ascertain if the budget will be required.
Liam Didcock	Jane Carr	2017/18	Bicester Leisure Centre - Access Road Improvements.	33	23			(10)	-	Works completed - overall project cost was £23k against a £33k budget (No further spend required) hence a savings of £10k.

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Liam Didcock	Jane Carr	2017/18	Cooper School Performance Hall - Roof, Floor & Seating	38	38			-	-	Works completed - although may be an opportunity to upgrade some of the 'inner workings' of the seating to help with lifespan
Liam Didcock	Jane Carr	2017/18	North Oxfordshire Academy - Replacement Floodlights	20	14			(6)	-	Works completed - not expected any more spend from this budget
Liam Didcock	Jane Carr	2017/18	North Oxfordshire Academy - Sports Pavilion Improvements	6	20			14	-	Works completed and budget spent - should be showing full spent of budget £20k
Liam Didcock	Jane Carr	2018/19	Cooper sports Facility Floodlights	65		65		-	-	Due to access issue, work is scheduled for completion in the summer of 2019/20. Full budget will be spent
			<b>Wellbeing - Leisure and Sport</b>	<b>770</b>	<b>330</b>	<b>454</b>	<b>-</b>	<b>14</b>	<b>-</b>	
Tim Mills	Gillian Douglas	Various as per budget	Empty Homes Work-in-Default Recoverable	100	100			-	-	Moving £100k to Capital Reserves (NB. This needs to remain at £100k per annum. Any unspent budget is to be reprofiled and topped up to £100k)
Tim Mills	Gillian Douglas	Various as per budget	Disabled Facilities Grants	1,995	1,200	795		-	-	The DFG budget for 2018-19 is £1,995k made up of £1,200k slippage and £795k external funding from Better Care Fund. (The Council took a 'holiday' from its £375k annual top-up. Expected expenditure is £1,200k. A further CDC 'top-up holiday' is proposed for 2019-20 provided uncommitted funds from 2018-19 are slipped to 2019-20. Spend to-date £739k with a further £19k committed but not yet paid. (NB. Spend for this budget invariably accelerates towards the end of the year.)
Tim Mills	Gillian Douglas	Various as per budget	Discretionary Grants Domestic Properties	339	200	139		-	-	Only £200k of the budget will be required this financial year and £139k re-profiled to 2019/20.
Stuart Parkhurst	Gillian Douglas	2017/18	Woodpiece Road Parking Options	70	70			-	-	Work programmed for Q4. On target for completion in 2018/19 and on budget.
Joanne Barrett	Gillian Douglas	2018/19	Abritas Upgrade	33	33			-	-	
			<b>Wellbeing - Housing</b>	<b>2,537</b>	<b>1,603</b>	<b>934</b>	<b>-</b>	<b>-</b>	<b>-</b>	
			<b>Wellbeing Total</b>	<b>3,747</b>	<b>1,998</b>	<b>1,763</b>	<b>-</b>	<b>14</b>	<b>-</b>	
Jane Norman	Robert Jolley	2013/14	Community Centre Refurbishments	84		84		-	-	Spending is directly linked to the delivery of "The Hill youth and community centre". It is likely that the new facility won't be completed this financial year, hence the fund which is earmarked in the main for fixtures and fittings won't be needed until 2019/20.  Currently under mobilisation, construction due to start end of Nov-18 with completion due in autumn 2019.



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Jane Norman	Robert Jolley	2015/16	The Hill Youth Community Centre	989	989			-	-	Currently under mobilisation, construction due to start end of Nov-18 with completion due in autumn 2019.
Andrew Bowe	Robert Jolley	2015/16	East West Railways	1,160		1,160		-	-	There is a 5 years schedule of capital contributions to 2019 / 20 have not yet been requested. Re-profiled to 2019/20
Jane Norman	Robert Jolley		Build Programme Phase 1a	1,182	1,182			-	-	Agreed capital budget re-profiled from 2017/18 now coded to the applicable service area.
Jane Norman	Robert Jolley	2018/19	Build Programme Phase 1b	1,875	1,875			-	-	
Jane Norman	Robert Jolley	2018/19	Build Programme Phase 2	6,500	6,500			-	-	
Jenny Barker	Robert Jolley	2016/17	NW Bicester Eco Business Centre	2,236	2,236			-	-	Completed
Robert Jolley	Paul Feehily	2014/15	Graven Hill - Loans and Equity	600	600			-	-	
			<b>Place &amp; Growth - Economy &amp; Regeneration</b>	<b>14,626</b>	<b>13,382</b>	<b>1,244</b>	<b>-</b>	<b>-</b>	<b>-</b>	
			<b>Place &amp; Growth Total</b>	<b>14,626</b>	<b>13,382</b>	<b>1,244</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Ed Potter	Graeme Kane	2017/18	Car Park Refurbishments	467	267	200		-	-	Budget for the replacement of parking equipment which is not expected in 2018/19. Re-profiled to 2019/20.
Ed Potter	Graeme Kane	2014/15	Energy Efficiency Projects	28	14	14		-	-	Charging points for Depot electric vehicles will require more time to add additional charging points hence defer to 2019/20.
Ed Potter	Graeme Kane	2012/13	Glass Bank Recycling Scheme	8	8			-	-	Now completed on Budget
Ed Potter	Graeme Kane	2015/16	Public Conveniences	50		50		-	-	Budget for the uplift of the Public Conveniences, work not expected to start in 2018/19. Re-profiled to 2019/20.
Ed Potter	Graeme Kane	2015/16	Off Road Parking Facilities	18		18		-	-	Proposals for Bay Marking being put forward however we do not expect this spend to take place this year. Re-profiled to 2019/20.
Ed Potter	Graeme Kane	Annual	Vehicle Replacement Programme	879	557	322		-	-	£322k deferred due to the useful life of some vehicles longer than estimated.
Ed Potter	Graeme Kane	2016/17	Wheeled Bin Replacement Scheme	125	125			-	-	On Target for completion this year.
Ed Potter	Graeme Kane	2016/17	Urban Centre Electricity Installations	15		15		-	-	Work on the Urban Centre Electricity Installations not expected to commence until next financial year, hence re-profiled to 2019/20.
Ed Potter	Graeme Kane	2011/12	Bicester Cattle Market Car Park Phase 2	90	0			(90)	(90)	Budget no longer required
Ed Potter	Graeme Kane	2018/19	Vehicle Lifting Equipment	30	30			-	-	On Target for completion this year.
Ed Potter	Graeme Kane	2018/19	Container Bin Replacement	20	20			-	-	On Target for completion this year.
Ed Potter	Graeme Kane	2018/19	Banbury Market Improvements	20	20			-	-	On Target for completion this year.
			<b>Environment - Environment</b>	<b>1,750</b>	<b>1,041</b>	<b>619</b>	<b>-</b>	<b>(90)</b>	<b>(90)</b>	
Natasha Barnes	Claire Taylor	2014/15	Customer Self-Service Portal CRM Solutn	80	80			-	-	
			<b>Environment - Environment</b>	<b>80</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
			<b>Environment Total</b>	<b>1,830</b>	<b>1,121</b>	<b>619</b>	<b>-</b>	<b>(90)</b>	<b>(90)</b>	

CHERWELL CAPITAL EXPENDITURE 2018-19

Appendix 4

PROJECT MANAGER / SERVICE OWNER	ED / ASSISTANT DIRECTOR	PROJECT APPROVAL DATE	DESCRIPTION	£000's						OUTTURN NARRATIVE
				BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	
Belinda Green	Adele Taylor	2017/18	Academy Harmonisation	119	40	79		-	-	Spend of £40K in 2018/19, re-profile the remaining budget into 2019/20
			<b>Finance &amp; Governance - Finance &amp; Procurement</b>	<b>119</b>	<b>40</b>	<b>79</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Stuart Parkhurst	Robert Fuzesi	2013/14	Condition Survey Works	77	77			-	-	Works completed, review taking place, final account to follow. On target for full spend and completion in 18/19.
Stuart Parkhurst	Robert Fuzesi	2014/15	Bradley Arcade Roof Repairs	55	30			(25)	(20)	Works completed, review taking place, final account to follow. On target to spend £30K and completion in 18/19, leaving a surplus funds of £25K.
Stuart Parkhurst	Robert Fuzesi	2018/19	Orchard Way Shopping Arcade Front Serv	20	18			(2)	(4)	Project completed, however due to usage of site equipment an additional spend of £2K is needed. Completed in 18/19. Surplus funds of £2K.
Stuart Parkhurst	Robert Fuzesi	2016/17	Community Buildings - Remedial Works	150	76			(74)	(50)	Works completed, review taking place, final account to follow. On target for spend of £75K and completion in 18/19. Surplus funds of £74K.  Savings for work completed for less than the original bid value achieving the same goals.
Robert Fuzesi	Adele Taylor	2016/17	Spiceball Riverbank Reinstatement	50		50		-	-	On hold pending the completion of a new bridge as part of the CQ2 development. Reprofiled to 2019/20
Stuart Parkhurst	Robert Fuzesi	2017/18	Banbury - Antelope Garage	0	29			29	29	Works completed, awaiting final account. Looking at spend in 18/19 of £31k. Look at using surplus funds to cover expenditure instead of reserve.  Additional cost for a second fire exit route to the "Antelope Garage" in Banbury.
Stuart Parkhurst	Robert Fuzesi	2017/18	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	270	50	220		-	-	In design stage, works progressing, project will be partly re-profiled into 2019/20. Budget reprofile of £220K. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2017/18	Thorpe Way Industrial estate - Roof & Roof Lights	64	64			-	-	On site mid November, on target for completion in Dec-18. On target for full spend.
Chris Hipkiss	Adele Taylor	2017/18	Castle Quay 2	72,000	4,689	42,644	24,667	-	-	
Chris Hipkiss	Adele Taylor	2017/18	Castle Quay 1	7,636	7,636			-	-	
Shelagh Larard	Robert Fuzesi	2017/18	Franklins House - Travelodge	783	783			-	-	Practical completion issued, working on final account. Looking to be on target.
Stuart Parkhurst	Robert Fuzesi		Bicester - Pioneer Square	135	135			-	-	Work Completed
Liam Didcock	Nicola Riley	2018/19	Cherwell Community Fund	100	100			-	-	
Stuart Parkhurst	Robert Fuzesi		Housing & IT Asset System joint CDC/SNC	50	50			-	-	Possible harmonisation project will overtake and therefore this budget/project will move over. Project on hold until decision made.

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				BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	
Stuart Parkhurst	Robert Fuzesi		Orchard Way - external decorations	95	95			-	-	Works in design stage, awaiting actual costs. Project anticipated to be on target, final account will be known end of Q4.
Stuart Parkhurst	Robert Fuzesi	2018/19	Retained Land	180	90	90		-	-	In design stage, project will be partly re-profiled into 2019/20. Budget reprofile of £90K. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Place Industrial Units	175	88	88		-	-	Awaiting award by PSG, expected start date Feb 19. Project anticipated to be on target, works to be completed end of July 19, therefore reprofiling to take place of £87.5K. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Way Industrial Units	145	73	73		-	-	Awaiting award by PSG, expected start date Feb 19. Project anticipated to be on target, works to be completed end of July 19, therefore reprofiling to take place of £72.5K. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2018/19	Horsefair Banbury	100	100			-	-	Potential issues with tender returns, causing delay on award. Currently on target, more information will be known in Q4.
Stuart Parkhurst	Robert Fuzesi	2018/19	Thorpe Lane Depot - Tarmac / drainage	110	55	55		-	-	Awaiting award by PSG, expected start date Feb 19. Project anticipated to be on target, works to be completed end of July 19, therefore reprofiling to take place of £55K. On target for full spend.
Stuart Parkhurst	Robert Fuzesi	2018/19	EPC certification & compliance works	40	20	20		-	-	Awaiting award by PSG, expected start date Feb 19. Project anticipated to be on target, works to be completed end of July 19, therefore reprofiling to take place of £20K. On target for full spend.
Chris Hipkiss	Adele Taylor	2018/19	Tramway Industrial Estate, Banbury	9,500	9,500			-	-	Tramway Industrial Estate (total area of 80,915 sq ft) comprises of 10 units situated on Haslemere Way, Banbury which is situated on the proposed Canalside Redevelopment area. The majority of units incorporate a two storey office with warehouse accommodation and loading from the front of the premises. All units are fully let, with a total passing rent of £493,119 pa (average £6.09 per sq ft).
			Crown House							
			<b>Finance &amp; Governance - Property, Investment &amp; Contract Management</b>	<b>91,735</b>	<b>23,777</b>	<b>43,239</b>	<b>24,667</b>	<b>(52)</b>	<b>(45)</b>	
			<b>Finance &amp; Governance Total</b>	<b>91,854</b>	<b>23,817</b>	<b>43,318</b>	<b>24,667</b>	<b>(52)</b>	<b>(45)</b>	
Tim Spiers	Claire Taylor		Microsoft Licensing Agreement	110	110			-	-	Previously reported that a (£110k) for Microsoft licensing agreement budget was no longer required, following further investigation it has been established that the total budget is required and will be spend in 2018/19.
Rakesh Kumar	Claire Taylor	2014/15	Land & Property Harmonisation	83	83			-	-	
Tim Spiers	Claire Taylor	Annual	5 Year Rolling HW / SW Replacement Prog	50	50			-	-	

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				BUDGET	FORECAST	RE-PROFILED INTO 2019/20	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	
Tim Spiers	Claire Taylor	Annual	Business Systems Harmonisation Programme	69	69			-	-	
Tim Spiers	Claire Taylor	2014/15	Upgrade Uninterrupted Pwr Supp Back up / Datacentre	115	115			-	-	
Tim Spiers	Claire Taylor	2017/18	IT Strategy Review	139	139			-	-	Agreed capital budget re-profiled from 2017/18 now coded to the applicable service area.
Tim Spiers	Claire Taylor	2014/15	Land and Property Harmonisation	167	167			-	-	
Tim Spiers	Claire Taylor		Customer Excellence & Digital Transfer	85	85			-	-	All online forms are been replaced by a new CRM system by the end of the year.
Hedd Vaughan-Evans	Claire Taylor		Unified Communications	125	125			-	-	
			<b>Customers Service Devt - Customers &amp; IT Services</b>	<b>943</b>	<b>943</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
			<b>Customers &amp; Service Devt - HR, OD &amp; Payroll</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
			<b>Customers &amp; IT Services Total</b>	<b>943</b>	<b>943</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
			<b>Capital Total</b>	<b>113,000</b>	<b>41,261</b>	<b>46,944</b>	<b>24,667</b>	<b>(128)</b>	<b>(135)</b>	<b>128 - Under Spend</b>