

Public Document Pack



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive
Date: Monday 3 February 2020
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Barry Wood (Chairman)	Councillor George Reynolds (Vice-Chairman)
Councillor Colin Clarke	Councillor Ian Corkin
Councillor John Donaldson	Councillor Tony Ilott
Councillor Andrew McHugh	Councillor Richard Mould
Councillor Lynn Pratt	Councillor Dan Sames

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 - 8)

To confirm as a correct record the Minutes of the meeting held on 6 January 2020.

5. Chairman's Announcements

To receive communications from the Chairman.

6. **Budget Setting for 2020/21 and the Medium Term Financial Strategy 2020/24** (Pages 9 - 74)

** Please note that appendices 5 and 7 will follow as they are currently being reviewed and finalised **

Report of Executive Director – Finance (Interim)

Purpose of report

This report provides information on the Council's Medium-Term Financial Strategy (MTFS) for 2020/24 along with more detailed information on setting the Council's budget for 2020/21, which will be considered at full Council on 24 February 2020.

Recommendations

- 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 2020/21 on a Band D property.
- 1.4 To consider and recommend to Council approval of the MTFS, Revenue Budget 2020/21 and Capital Programme including recommending the growth and savings proposals included at Appendix 8.
- 1.5 To consider and recommend to Council a minimum level of General Fund reserves of £2m as recommended by the Section 25 report from the Chief Finance Officer in relation to the robustness of estimates and adequacy of reserves.
- 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 the proposed Fees & Charges schedule as set out in Appendix 7.
- 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 2020/21 (Appendix 6).
- 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 full Council meeting of 24 February 2020, including changes related to the finalisation of the national Finance Settlement and any associated changes to Parish Precepts and Council Tax resulting from those changes.

7. Monthly Performance, Finance and Risk Monitoring Report - December 2019
(Pages 75 - 124)

Report of Executive Director: Finance (Interim) and Acting 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.

8. Local Discretionary Business Rate Relief Scheme (Pages 125 - 132)

Report of the Executive Director Finance (Interim)

Purpose of report

For members to consider the proposed Local Discretionary Relief Policy and to seek approval of the local Discretionary Business Rate Relief Scheme for 2020-2021.

Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report and any financial implications for the Council.
- 1.2 To recommend that Full Council approve the adoption of the Local Discretionary Business Rate Relief Scheme for 2020-2021.

9. Broadband and Digital Infrastructure (Pages 133 - 184)

Report of Executive Director of Place and Growth (Interim)

Purpose of report

This report reviews the Better Broadband for Oxfordshire Programme for Cherwell District Council to now consider extending its involvement in enabling further development locally through active involvement in the emerging Digital Infrastructure Delivery Partnership for Oxfordshire.

Recommendations

The meeting is recommended:

- 1.1 To note the success of the Better Broadband for Oxfordshire programme in exceeding the Government's delivery target for 'Superfast' broadband availability in Cherwell and the continuing progress to extend full fibre and mobile coverage through existing resources.
- 1.2 To support the incorporation of the Oxfordshire Digital Infrastructure Strategy and Delivery Plan alongside the Memorandum of Understanding, recognising its important contribution to the delivery of the Housing and Growth Deal, the Cherwell Industrial Strategy and the Council's other plans and policies.
- 1.3 To actively participate in the Oxfordshire Digital Infrastructure Partnership, through its proposed Board, by identifying a Councillor (supported by a senior officer) to represent the interests of the Council.

10. Urgent Business

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

11. Exclusion of the Press and Public

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

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

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

No representations have been received from the public requesting that this item be considered in public.

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

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

12. Ministry of Housing, Communities, and Local Government (MHCLG) Garden Town Capital Funding (Pages 185 - 194)

Exempt report of Assistant Director Growth and Economy

Information about this Agenda

Apologies for Absence

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

Declarations of Interest

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

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

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

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

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

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

Queries Regarding this Agenda

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

Yvonne Rees
Chief Executive

Published on Friday 24 January 2020

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Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 6 January 2020 at 5.00 pm

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

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 Dan Sames, Lead Member for Clean and Green

Also Present: Councillor Sean Woodcock, Leader of the Labour Group
Councillor Andrew Beere
Councillor John Broad

Apologies for absence: Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property

Officers: Yvonne Rees, Chief Executive
Nick Graham, Director of Law and Governance / Monitoring Officer
Adele Taylor, Corporate Director: Finance (Interim) & Section 151 Officer
Graeme Kane, Chief Operating Officer
Claire Taylor, Corporate Director Customers and Organisational Development
Simon Furlong, Corporate Director - Communities
David Peckford, Assistant Director: Planning and Development
Ed Potter, Assistant Director: Environmental Services
Louise Tustian, Acting Assistant Director Performance and Transformation
Natasha Clark, Governance and Elections Manager

Declarations of Interest

There were no declarations of interest.

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

There were no petitions or requests to address the meeting from the public, however the Chairman advised Executive that he had agreed to a request from Councillor Broad to address the meeting on agenda item 6, Climate Emergency Update Report.

71 **Minutes**

The minutes of the meeting held on 2 December 2019 were agreed as a correct record and signed by the Chairman.

72 **Chairman's Announcements**

There were no Chairman's announcements.

73 **Climate Emergency Update Report**

The Assistant Director Environmental Services submitted a report to update Executive of progress taken in responding to the Climate Emergency Declaration.

At the discretion of the Chairman, Councillor Broad, Councillor Beere and Councillor Woodcock addressed Executive.

In response to the Councillor addresses, the Chairman explained that whilst the Local Plan was the planning policy until 2031, it was reviewed every five years so there were opportunities to incorporate policies related to the Climate Emergency Declaration. The Chairman commented that there was a role for local government to use its lobbying powers collectively through the Local Government Association, District Councils Network and also local lobbying via MPs.

Resolved

- (1) That the progress being made be noted and officers be advised to continue with their approach to tackling the Climate Emergency.

Reasons

This paper updates Members on the initial steps the authority has taken to respond to the Climate Emergency. This initial work creates the framework and foundation from which further work can be undertaken to create an action plan for the district and the Council's operations.

It is recommended that Members note the report so that further work can continue as quickly as possible within the existing resources.

Alternative options

Option 1: Members advise officers to take a different approach to that outlined in the report.

Option 2: Members advise officers to undertake no further work on this agenda.

74 **Resumption of Land Drainage and Flood Risk Management Services**

The Corporate Director Communities submitted a report which highlighted a significant gap that had emerged in the abilities of Cherwell and its Partner Authorities to respond effectively to flooding events. It provided reasons why flood risk in the District had increased over the past few years and recommended how Cherwell can reverse this trend.

Resolved

- (1) That it be agreed to develop a policy to provide land drainage and flood risk management services.
- (2) That it be agreed to allocate a revenue budget of £50,000 per annum to provide a land drainage and flood risk management service for 2020/21 and ensuing years.
- (3) That it be agreed that Cherwell District Council work in partnership with the Lead Local Flood Authority (OCC) and partners to minimise the risk of flooding to the residents and businesses in Cherwell.

Reasons

In 2011 the Flood and Water Management Act 2010 created Oxfordshire County Council as the “Lead Local Flood Authority” (LLFA) for the whole of the County. There was an expectation at that time that the LLFA would take on all the services being undertaken by Cherwell. However, the Act only intended the LLFA to undertake a more strategic role, leaving the day to day management of watercourses and other elements of the service to district authorities but working within the wider strategic partnership. This left a gap in the local community leadership space across the District.

District Council powers in this service area have not diminished as a result of the Flood and Water Management Act. The powers to manage, maintain and where necessary undertake enforcement are still intact and remain largely contained in the Public Health Act 1936, the Land Drainage Act 1976 and the Land Drainage Act 1991.

It is now proposed that Cherwell reviews its land drainage and flood risk management policy in order to mitigate the risk to the local communities.

Alternative options

The proposal is not to replicate the work or role of the Lead Local Flood Authority (LLFA) but instead to ensure that the local services are provided in addition to the largely strategic role provided by the LLFA

The status quo position would expose the residents of Cherwell to increased impact of flooding and with the current forecasting changing weather patterns and increasing likelihood of occurrence. When (not if) the next flood event occurs, the community would first look to Cherwell for local leadership.

75

Annual Monitoring Report 2019

The Assistant Director – Planning and Development submitted a report which sought approval of the Annual Monitoring Report (AMR) 2019 and presented the District's current housing land supply position. The report also sought approval of accompanying updates to the Local Plan's Infrastructure Delivery Plan and the Brownfield Land Register.

The Chairman, on behalf of Executive, commended the Planning Policy team for their hard work producing the AMR. It was a huge mandatory piece of work to be undertaken each but was of great value for Members.

Resolved

- (1) That the 2019 Annual Monitoring Report (AMR) (annex to the Minutes as set out in the Minute Book) be approved.
- (2) That the district's housing delivery and five year housing land supply positions (for conventional housing and for Gypsies and Travellers) at Section 5 of the Annual Monitoring Report and the need for updating of the land supply positions should these materially change be noted.
- (3) That the 2019 Infrastructure Delivery Plan (IDP) update (annex to the Minutes as set out in the Minute Book) be approved.
- (4) That the 2019 Brownfield Land Register (BLR) (annex to the Minutes as set out in the Minute Book) be approved.
- (5) That the Assistant Director for Planning and Development be authorised to make any necessary minor and presentational changes to the Annual Monitoring Report, Infrastructure Delivery and Brownfield Land Register if required prior to publication.

Reasons

The Annual Monitoring Report (AMR) provides important information to measure the effectiveness of planning policies and to assist policy making and development management decision making. It is the statutory mechanism for monitoring housing delivery. Its most significant conclusion is that although the district is presently unable to demonstrate a five year housing land supply, the identified supply of 4.6 years is still well in excess of the 3 year ministerial flexibility.

The AMR is accompanied by an updated 2019 Infrastructure Delivery Plan and a 2019 Brownfield Land Register which must be reviewed annually. It is recommended that all three documents be approved, and that Development

Management officers and Planning Committee are advised of the latest monitoring information as required.

Alternative options

Option 1: Amendment of the 2019 Annual Monitoring Report, Infrastructure Delivery Plan and Brownfield Land Register in consultation with the Lead Member for Planning Officers consider the documents to be robust, supported by data and research. Delay could lead to uncertainty within the development industry and risks for decision making.

Option 2: Not to approve the documents
Production of an authorities monitoring report is a statutory requirement and necessary to monitor implementation of the Local Plan. Updating the Brownfield Land Register is also a statutory requirement. The Infrastructure Delivery Plan is required to monitor and support delivery of the adopted Cherwell Local Plan 2011-2031.

76

Review of Council Tax Base Setting

The Executive Director of Finance (Interim) submitted a report to provide Executive with an estimate of the Council Tax Base for 2020-2021 and which sought 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 & Governance.

Resolved

- (1) That having given due consideration to the report of the Executive Director of Finance for the calculation of the Council's Tax Base for 2020-2021, it be resolved:
 - (a) That pursuant to the Executive Director of Finance'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 2020-2021 shall be **55,559.9** This shall be subject to final confirmation by the Section 151 Officer in consultation with the Lead Member for Financial Management & 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 2020-2021 in respect of special items shall be as indicated in the column titled Tax Base 2020-2021.
 - (c) As for the Flood Defence Areas which form part of its area, the amount calculated as the Council Tax Base for the year 2020-2021 for the purposes of levies on Oxfordshire County Council by River Authorities, shall be:

Thames Flood Defence Area

53,234.4

Anglian (Great Ouse) Flood Defence Area	1,873.2
Severn Region Flood Defence Area	452.3
TOTAL	55,559.9

- (2) That final approval of the Council Tax Base for 2020-2021 be delegated to the Section 151 Officer in consultation with the Lead Member for Financial Management & 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 2020) 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 2020-2021.

77 Monthly Performance, Risk and Finance Monitoring Report - November 2019

The Executive Director: Finance (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.

At the discretion of the Chairman, Councillor Woodcock, Leader of the Labour Group, asked a question regarding the performance of measure CDC2.2.03 Homes improved through enforcement action. In response to Councillor Woodcock's question, the Lead Member for Housing, Councillor Donaldson, explained that he was confident the annual target would be met as resource had been reallocated within the service and would provide additional information to Councillor Woodcock.

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 2019-20 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 2019-20 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.

78 **Urgent Business**

There were no items of urgent business.

The meeting ended at 6.15 pm

Chairman:

Date:

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Cherwell District Council

Executive Committee

3 February 2020

<p>Budget Setting for 2020/21 and the Medium Term Financial Strategy 2020/24</p>

Report of the Executive Director – Finance (Interim)

This report is public

Purpose of report

This report provides information on the Council's Medium-Term Financial Strategy (MTFS) for 2020/24 along with more detailed information on setting the Council's budget for 2020/21, which will be considered at full Council on 24 February 2020.

1.0 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 2020/21 on a Band D property.
- 1.4 To consider and recommend to Council approval of the MTFS, Revenue Budget 2020/21 and Capital Programme including recommending the growth and savings proposals included at Appendix 8.
- 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 the proposed Fees & Charges schedule as set out in Appendix 7.
- 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 2020/21 (Appendix 6).
- 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 24 February 2020, including changes related to the finalisation of the national Finance Settlement and any associated changes to Parish Precepts and Council Tax resulting from those changes.

2.0 Introduction

- 2.1 The Executive has the responsibility of considering the feedback from those committees who scrutinise elements of the budget and recommending a budget and all associated strategies for consideration to Council on 24 February 2020. Drafts of the budget have been considered by Budget Planning Committee on 6 Jan; Treasury and Investment Strategies have been considered by the Accounts, Audit and Risk Committee on 20 Nov 2019 and 22 Jan 2020; the council tax base was considered by Executive 5 Jan 2020. Therefore, the purpose of this report is to present the Business Plan and MTFS for review, including the context within which Local Government is currently operating.
- 2.2 Councils have for a number of years, in line with good practice, sought to set a budget for the forthcoming year as well as prepare a MTFS, typically over the forthcoming four-year period. This also forms part of the value for money judgement from our External Auditors, assessing whether as a Council we consider longer term financial sustainability when we make decisions about how we conduct our business.
- 2.3 Recent announcements from Government have indicated that there are likely to be significant changes to the way they fund local authorities over the medium term. The latest indications are that those changes will begin to take effect from 2021/22. All the information and intelligence received indicates that this will present Cherwell District Council (CDC) with a number of substantial financial challenges over the medium term, which the Council needs to prepare for as it sets the budget for 2020/21.
- 2.4 On Friday 20 December, the government published a one-year provisional settlement for Local Government which can be found here:

<https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2020-to-2021>
- 2.5 The impact for CDC of this one-year settlement can be summarised as follows:
 - Essentially a “roll-forward” of funding
 - Confirmation that Council Tax can be raised by 2% or £5, whichever is greater (For CDC this is £5)

- That New Homes Bonus legacy payments from previous years allocations will be fully funded
- That a one-year only New Homes Bonus award for 2020/21 has been allocated to CDC

2.6 The settlement was as expected following announcements prior to the General Election in the Chancellor's budget in September 2019. We had built our financial models on the indicative information provided at that point. Nothing has changed from when the provisional settlement was announced.

2.7 In order to support the Executive with its task of considering the budget setting process for 2020/21 this report explains and explores the impacts of the various building blocks that make up the final budget of the Council including:

- estimated impact of the financial outturn for the Council for 2019/20
- cost of the services that we provide
- commercial activity and income
- financing the Council (borrowing and investments)
- inflationary and other price change impacts
- budget proposals (growth, savings and invest to save)
- capital investment proposals
- reserves and the use of reserves to support the budget
- national funding assumptions for future years and the medium-term funding gap

2.8 This report will explain set out the Business Plan for 2020/21 and show how each of the above elements support the development of the delivery of the plan by setting a budget for 2020/21, the longer term MTFs and then will summarise the next steps that will allow the Council to consider, approve and set a balanced budget on 24 February 2020.

3.0 Business Planning

3.1 Each year the Council reviews and updates its annual business plan, setting out the priorities and high-level objectives for the year ahead as found in Appendix 1.

3.2 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.

3.3 This year has seen a thorough review of the business plan, resulting in four new priorities

- **Housing that meets your needs;**
- **Leading on environmental sustainability;**
- **An enterprising economy with strong and vibrant local centres;**

- **Healthy, resilient and engaged communities.**

- 3.4 These new priorities build upon the Council's strong track record for delivering in these areas and reflect the view of our residents captured through the Annual Satisfaction Survey.
- 3.5 Housing that meets your needs re-emphasises this Council's commitment to making sure our residents all have the opportunity to access housing that is suitable for them, whether this is through the delivery of affordable housing, improving standards in the private rented sector, preventing homelessness, supporting the most vulnerable in our communities or through innovative housing schemes delivered by our Build! team or at Graven Hill.
- 3.6 Leading on environmental sustainability builds on the Council's commitment to be carbon neutral by 2030 in addition to focusing on the priorities of our residents including maintaining and improving our waste and recycling services which are already highly regarded by residents.
- 3.7 A strong and thriving economy has long been a priority of the Council, with a strong track record of supporting businesses and investing in our town centres which is a key priority for our residents. An enterprising economy with strong and vibrant local centres, reinforces this commitment for Cherwell to be a district where business can thrive and grow.
- 3.8 The wellbeing of our residents and communities has always been a priority for this Council. Our new healthy, resilient and engaged communities priority retains our focus on ensuring our residents and communities are as active and healthy as possible, that we continue to promote community development with existing and new communities, that our communities remain safe places to live and that we work with partners to address the causes of health inequality and deprivation.
- 3.9 The four priorities are supported by four new themes that shape and influence the work of every service across the Council:
 - **Customers** - To deliver high quality, accessible and convenient services that are right first time.
 - **Healthy Places** - Working collaboratively to create sustainable, thriving communities that support good lifestyle choices.
 - **Partnerships** - Working with partners to improve the services we provide for our residents and communities.
 - **Continuous Improvement** - Making the best use of our resources and focusing on improvement, innovation and staff development to maintain and enhance services.
- 3.10 The service plans currently in development will shape the performance management framework for 2020-21 and will inform a review of the Council's Leadership Risk Register. The Council will report on progress against the business plan to Executive on a monthly basis through the Performance, Risk and Finance report.
- 3.11 The business plan has been discussed with Executive Members and was reviewed by the Overview and Scrutiny Committee on 30 January 2020, prior to Full Council.

4.0 Financial Planning to Deliver Business Plan

Financial Outturn 2019/2020

- 4.1 The Budget Planning Committee and the Executive regularly review the forecast outturn as part of the Performance, Risk and Finance report. This has shown a broadly balanced position apart from the impact of favourable financing, which has allowed an underspend in excess of £1m to be anticipated in overall terms. The impact of this underspend is shown below in the section considering reserves.
- 4.2 The overall forecast underspend derives mainly from treasury and financing returns and from commercial property and it is proposed to transfer these balances to the Business Rates Risk Reserve and the Commercial Property Risk Reserve. These reserves have been set up to help manage the risk of these two income streams by putting away surpluses in growth years to help mitigate the impact in forthcoming anticipated lean years.
- 4.3 There are a small number of service pressures that continue to be managed by service managers who continue to try to achieve a balanced budget by the year end. Managers have taken into account their current operational and financial performance when considering their future year budget requirements and where necessary included growth pressures or proposed budget reductions as part of the budget setting process. These are described later in this report. The budget requirements and the changes requested by managers have been scrutinised by senior managers over a number of individual sessions allowing for challenge and consideration across the range of Council budgets. This helps to ensure the proposals align with the Council's objectives.

Net Cost of Services for 2021/22

- 4.4 Having reviewed the impact of prior years' financial information, the next step in setting a budget is to consider the "Net Cost of Services" which includes the costs and income streams directly attributable to service delivery and commercial activities. Table 1 summarises the draft budget for 2020/21 by directorate.

Table 1: Net Cost of Services

	Net Budget
	2020/21
	£000
Customers and Service Development	4,025
Finance	775
Law and Governance	1,283
Place and Growth	3,457
Wellbeing, Environment & Regulatory Services	12,333
Service Sub-total	21,873
Corporate Costs	3,731
Net Cost of Services	25,604

The largest proportion of the expenditure budget is spent on staffing (46%).

Income streams in this section include fees and charges (eg. planning fee income, income from car parks, licences etc.), service specific grants for which officers have applied or have been allocated from government, and rental income from all council-owned properties (including Castle Quay and Tramway Industrial Estate).

The cost of financing the purchase of commercial properties is included in the Corporate Costs section as borrowing is not attributable to individual projects, but rather is financed corporately in line with our treasury management procedures.

4.5 The budget from 2019/20 has been rolled forward and scrutinised on a line by line basis by budget holders, their Finance Business Partners and senior managers to ensure the budget aligns to future requirements; both by reducing where there are underspends and increasing where there are current year pressures. Inflation has been applied where appropriate, rather than across the board, to contracts and fees and charges (a schedule of which is found in Appendix 7). The rate of payroll inflation is subject to ongoing local negotiation but has been included in the budget at a rate of 2.5%. This reflects both a potential cost of living increase but also recognises progression in pay scales for employees. An employers' pension contribution increases of 1% has also been included pending the outcome of the 31 March 2019 tri-annual valuation of the Oxfordshire Pension Fund which is expected in March 2020.

4.6 Table 2 Below shows the movement from the approved 2019/20 budget to the draft budget for 2020/21.

Table 2: Movement from 2019/20

	Net Budget 2019/20	Inflation £000	Movements £000	Net Budget 2020/21
Customers and Service Development	4,770	88	(833)	4,025
Finance	1,208	47	(480)	775
Law and Governance	1,299	19	(35)	1,283
Place and Growth	3,038	127	292	3,457
Wellbeing, Environment & Regulatory Services	10,130	230	1,972	12,333
Service Sub-total	20,444	512	917	21,873
Corporate Costs	2,267	-	1,464	3,731
Net Cost of Services	22,711	512	2,381	25,604

4.7 Movements include both savings and pressures, such as £700,000 of contractual salary commitments, £1.3m of additional fees and charges, and £2.6m planned spend from reserves. Corporate Costs pressures, include an increase to the Minimum Revenue Provision and 50% of New Homes Bonus growth put to reserves. Also included within the 'Movements' column are the Growth Bids, Savings Proposals, Spend to Save Proposals and the revenue effect of Capital bids – all of which are detailed in Appendix 8 and summarised for 2020/21 in Table 5 below.

Commercial Property

4.8 Whilst commercial property sits within the net costs of services it is worth reflecting on the part this plays in terms of the overall budget of the Council. The Council owns 177 properties that it uses for a number of functions including:

- Operational assets - services delivered or operated out of these properties as well as assets leased out for community activities
- Landholdings
- Commercial properties – income producing.

4.9 The Council in recent years has expanded its commercial property portfolio and this has been both to regenerate our District as well as creating new revenue streams to support the work of the rest of the Council as other funding sources reduce.

4.10 The Investment portfolio comprises some 24 properties in the following primary groupings:

- Retail properties (i.e Castle Quay, High Street units, etc)
- Mixed use commercial properties (i.e Franklins House, Bridge Street)
- Industrial estate (i.e Tramway Industrial Estate, Antelope Garage, Thorpe Estate)
- Local Centres (i.e Bradley Arcade, Ferriston, Orchard Way, etc)
- Leisure Centres (run by Parkwood Leisure, i.e Spice Ball, Woodgreen, Bicester Ploughly Sports Centre, Kidlington Gosford)
- Car Parks (run by APCOA)

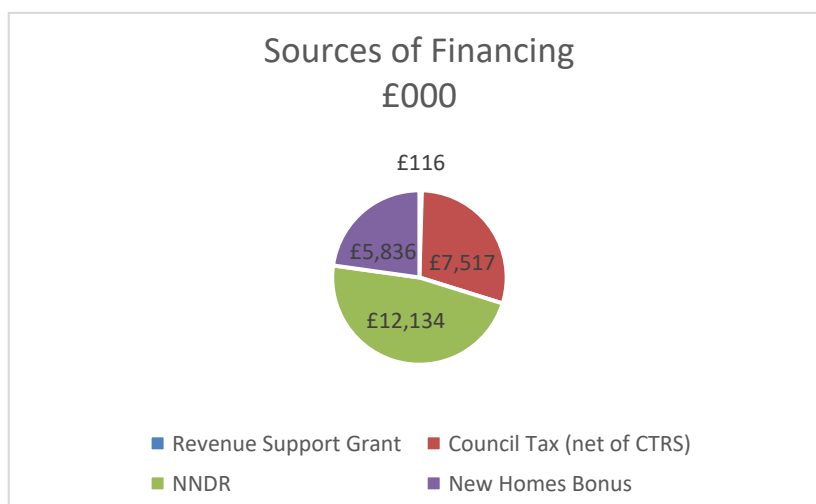
In setting the budget for 2020/21 we have considered any changes in tenancy arrangements and the budget has been set at circa £4.5m. The current value of these assets is £72m which gives a rate of return of 6.25%.

Council Financing

4.11 In addition to the income streams recorded in the Net Cost of Services, the council funds the balance of its activities from the following sources:

- Council tax: the tax base has been set at 55,559.9 and have assumed that the Council set a £5 increase on Council Tax from £128.50 to £133.50. This will be offset in 2020/21 by £175,000 payable to parishes under the CTRS scheme agreed last year. This is the final year that any payment will be made to parishes.
- National Non-Domestic Rates (NNDR): the budget is based on the value of the ratings list as at November and assumes 1% growth during the year.
- New Homes Bonus: as in previous years, 50% of the amount receivable has been used to finance the Council's activities and the remainder put to reserves for use on specific projects.
- Revenue Support Grant: following the provisional settlement on 20th December 2019 this remains the same as last year.

Table 3: Sources of Financing



4.12 The budget for 2020/21 therefore is balanced by these sources of funding as demonstrated below.

Table 4: Full Budget 2020/21

	Net Budget 2020/21 £000
Net Cost of Services	25,604
Financed by	
Council Tax	(7,692)
CTRS Scheme	175
Non-Domestic Rates	(12,134)
New Homes Bonus	(5,836)
Revenue Support Grant	(116)
Balance	0

Budget Proposals (Growth, Savings and Spend to Save and Capital Impact)

4.13 The table below details the proposals which have been put forward as part of the budget process and which have been included in the Net Cost of Services.

All of these proposals have been included in the overall budget model for 2020/21 which would allow a balanced and legal budget to be set. Please note that amendments to any of them will have either a positive or negative impact on the Council's ability to set a balanced budget for 2020/21. Any alternative proposals will need to consider the impact on the overall Council budget position and how this will be funded as necessary. The following Table 5 summarises the inclusions by the Council's previous strategic priorities; details of the proposals can be found in Appendix 8.

Table 5 : Growth, Savings, Spend to Save and Capital Impact 2020/21

	Growth	Savings	Spend to Save	Capital Impact	Total
	£000	£000	£000	£000	£000
Clean, Green and Safe	248	(30)	0	(9)	209
District of Opportunity & Growth	875	(622)	0	(1)	252
Thriving Communities & Wellbeing	1,310	(145)		7	1,172
Response to Climate Emergency	50	0	69	0	119
Operational Excellence	12	(597)	0	14	(571)
Best Council to Work for	24	0	0	0	24
Total	2,519	(1,394)	69	11	1,205

Capital Strategy

- 4.14 The draft Capital Strategy is included 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.
- 4.15 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.
- 4.16 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

- 4.17 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.
- 4.18 Capital expenditure is funded either from Revenue, Capital Receipts, Capital Grants or Internal Borrowing. External Borrowing is used to manage the cashflow requirements of the Council and is not linked to individual projects. Details of the Council's expected borrowing for 2020/21 is included in the Treasury Management suite of strategies which are scrutinised by the Accounts, Audit and Risk Committee and included in Appendix 6. These were reviewed in draft form on 20 November 2019, and were recommended to Executive at the meeting on 22 January 2020.
- 4.19 Table 6 below details the capital investments proposed for 2020/21 (more details on the proposals can be found in Appendix 4). Where these result in a revenue cost or savings, these have been adjusted for in the Net Cost of Services; therefore, as above, amending them may impact on the Council's ability to set a balanced budget.

Table 6 – Capital Bids 2020/21 through to 2024/25

	Capital Bids					Total £000
	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	
Clean, Green and Safe	1,051	1,021	689	1,127	1,316	5,204
District of Opportunity & Growth	137	62	12	12	12	235
Thriving Communities & Wellbeing	885	285	55			1,225
Operational Excellence	325					325
Total	2,398	1,368	756	1,139	1,328	6,989

- 4.20 A list of all the projects in the full capital programme is set out in Appendix 5. The financial implications of these are incorporated into the MTFs.

Reserves

- 4.21 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.
- 4.22 Earmarked reserves are held for specific purposes; to manage specific risks; or to smooth transactions that may happen at irregular periods or where peak activity happens over a period longer 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 volatile income streams (such as demand led services, for example planning fees), or where funding may be awarded or received in year but expenditure happens over more than one year (such as government grants for specific pieces of work).
- 4.23 Table 7 below shows a summary of the forecast reserves position. Starting with the forecast opening balance at 1 April 2019, the movements anticipated from 2019/20, including the underspend projected from the Council's overall budget, proposed movements to and from reserves during 2020/21 results in an estimated closing balance as at 31 March 2021. The final outturn position will be reported to the Accounts, Audit and Risk Committee in July 2020, as part of the Council's Outturn.

Table 7 – Reserves

	£000
Opening balance – April 2019	22,059
Projected underspend 2019/20	1,299
Anticipated use of Reserves during 2019/20	(500)
Commercial income to reserves during 2019/20	2,193
Use of Reserves to support activities 2020/21	(2,600)
Projected Closing Balance March 2021	22,451

- 4.24 It is the duty of the Section 151 Officer to ensure that the Council retains reserves at a level which provides the Council with financial resilience both in setting the budget

for 2020/21 but also looking into the medium term and the MTFS. Reserves can be used for one-off expenditure but should not be used to finance ongoing Council activities.

5.0 Medium Term Financial Strategy

Proposed Changes to Local Government Funding 2021/22 and beyond

5.1 The Council has previously been advised that local government funding will be changing in 2021/22. Whilst there isn't clarity of the precise impact of these changes, there have been a number of national consultations and working groups that have been reviewing the options. The Council has been able to model the most likely scenario and therefore consider what impact this is likely to have for Cherwell from 2021/22 onwards. This also takes into account announcements and indications in the recent Queen's Speech following the General Election, which have confirmed earlier modelling around the areas of likely change in terms of the Council funding. Fundamentally it can be broken down as follows:

Fair Funding Review Consultation

5.2 The Government is intending to simplify the way local government funding works to make it more objective and transparent. The Council provided feedback to the government consultation on the assessment of needs, resources and transitional arrangements. The consistent intelligence from various local government finance experts that the Council has consulted, is that the Fair Funding Review when applied, will reduce government funding available to CDC.

Business Rates Retention Consultation

5.3 The Government has also recently consulted on proposals for setting up a reformed business rates retention system to which we are awaiting the outcome. The consultation outlines proposals to update the balance of risk and reward to better reflect the wider context for local authorities, now likely in 2021/22, mitigate volatility in income and simplify the system. It is proposed that:

- the baseline be reset – this would impact CDC significantly as we have been consistently collecting above the baseline and retaining 50% of that growth under the current retention scheme. The baseline is likely to be reset at 2018/19 levels.
- Councils (as a whole sector) would retain 75% of business rates growth above the baseline which would eventually move to 100% retention – however, with the baseline reset, this will be 75%/100% of far less until our growth above the baseline increases again.
- Resets are likely to be more frequent in future than they have previously been

MTFS Funding Gap

5.4 The MTFS as presented in the table below represents the likely scenario without the benefit of any national transition funding. Planning on this basis is both prudent and sensible and ensures that the Council can respond to any changes coming forward and remain financially sustainable. It is important to note that 2020/21 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 established a strategy that will shape how we look to review opportunities to reduce this gap for future years and balance the budget in future years.

- 5.5 The table below also does not take account of any future spending reviews for local government as a whole where, along with our peers across all tiers of local government, we need to provide evidence and arguments about the totality of funding for our services. This year's settlement provided one year only and along with all government departments we need to be able to respond to information requests about how we spend our money and the impact this may have on users of our services. CDC have always taken an active role in these reviews and will continue to do so both on an individual Council basis but also through our professional bodies and professional peer groups including the District Council Network (DCN), the Local Government Association (LGA) and SDCT (Society of District Council Treasurers).
- 5.6 The table 8 below sets out the Council's future funding estimates. There remains much uncertainty regarding this position over the medium term with the upcoming changes proposed relating to the Fair Funding Review, Business Rates and the New Homes Bonus. However, we have based our estimates on advice from leading local government financial experts which forecasts the effects of the above changes to be in the region of a 30% reduction to our funding. This is a result of:
- the cessation of New Homes Bonus beyond legacy payments and the one-off payment in relation to growth in 2019/20 payable in 2020/21
 - the business rates baseline reset at the 2018/19 level and growth at 1% thereafter (the Council has grown business rates significantly in recent years and this baseline reset results in the Council losing the benefit of this growth)
 - the cessation of Revenue Support Grant, with the exception of the one-off payment in 2020/21
 - Council Tax increases of £5 per annum with 1% annual growth of the Council tax base from 2020/21
 - No assumptions have been made that we will receive any transitional finance support. We are aware that if this is available it is likely to be based on "Core Spending Power" which is a measure used by central government that does not include the impact from the loss of retained business rates. Given Cherwell's significant growth over and above expectations in terms of business rates, we may not receive any financial protection from this drop in income.
- 5.7 As in previous years the Council is utilising a proportion of New Homes Bonus to support district economic development and growth as well as supporting communities in 2020/21. However, to smooth the impact of the total drop in funding over the MTFs period, for 2021/22 and its final payment in 2022/23, the MTFs incorporates 100% of this funding stream and does not set aside this 50% of funding into reserves.
- 5.8 The MTFs therefore indicates that with all of the assumptions around national funding changes that Cherwell will have a gap between its net budget requirement and its funding as shown in table 8 below.

Table 8: MTFS 2020/21 – 2024/25

MTFS Position at 17/12/19	20/21	21/22	22/23	23/24	24/25
	£m	£m	£m	£m	£m
Net Budget Requirement	25.6	24.0	24.6	23.7	24.4
Funding Total	- 25.6	- 16.3	- 16.6	- 16.0	- 17.2
Gap	0.0	7.7	8.0	7.7	7.2

How we Plan to Address the MTFS Gap

5.9 The Council has developed a strategy to meet the challenges highlighted in the MTFS which will include:

- Continue its partnering arrangements in the future including:
 - a alignment with Oxfordshire County Council services where this will benefit our residents and businesses and make financial sense to do so
 - b joint contracting and commissioning arrangements
 - c continuing our journey to transform the way in which we deliver with other partners
- Considering further commercialisation – e.g. Building Control, trade waste, the commercial offer around Build!
- “Growing our way” out of trouble by identifying opportunities with the right business cases
- Continuing to lobby policy makers, highlighting where we have been delivering growth and driving benefits to others

6.0 Conclusions and Reasons for Recommendations

6.1 This report provides information around the various building blocks that make up the proposed budget for 2020/21 and beyond, allowing members to consider and scrutinise the elements of the budget and provide advice and guidance to the Executive to help them further shape both budget setting for 2020/21 and the MTFS for 2020/24.

7.0 Consultation

7.1 The Budget Planning Committee considered the budget and MTFS in a report on 6 January 2020.

7.2 The Accounts, Audit and Risk Committee considered and recommended to full Council the Treasury Management Strategies and the associated Appendices on 22 January 2020.

7.3 The Overview and Scrutiny Committee considered the Business Plan on 30 January 2020.

7.4 The draft budget is on the Council's consultation portal; therefore, a verbal update of any comments from consultation may be given at the meeting 3 Feb.

8.0 Alternative Options and Reasons for Rejection

8.1 This report presents the final Business Plan and MTFs as at 2020/21.

8.2 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 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.

9.0 Implications

Financial and Resource Implications

9.1 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:

Dominic Oakeshott, Assistant Director of Finance (Interim), 01295 227943

Dominic.Oakeshott@cherwell-dc.gov.uk

Legal Implications

9.2 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

Risk Management

9.3 The Business Plan and MTFs are reflected in the Leadership Risk Register which is found in Appendix 2. 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, Acting Assistant Director, Performance and Transformation

01295 221786, Louise.tustian@cherwellandsouthnorthants.gov.uk

Equality and Diversity

9.4 Impact assessments are carried out where relevant.

Comments checked by:
Caroline French, Business Improvement Officer, 01295 221586
Caroline.French@cherwell-dc.gov.uk

10.0 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 Councillor

Councillor Tony Ilott, Portfolio Holder for Finance and 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
Appendix 7	Fees & Charges
Appendix 8	Growth and Savings Schedule
Report Author	Adele Taylor, Executive Director Finance & Governance (Interim) Louise Tustian - Acting Assistant Director: Performance & Transformation
Contact Information	0300 003 0103 / 01295 221786 Adele.taylor@cherwell-dc.gov.uk Louise.tustian@cherwell-dc.gov.uk

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Cherwell District Council Business Plan 2020-2021

Where communities thrive, and businesses grow



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

Strategic Priorities:



Housing that meets your needs

Page 25

- Deliver affordable housing
- Raise standards in rented housing;
- Find new and innovative ways to prevent homelessness;
- Promote innovative housing schemes;
- Deliver the Local Plan;
- Support the most vulnerable people.



Leading on environmental sustainability

- Deliver on our commitment to be carbon neutral by 2030;
- Promote the Green Economy;
- Increase recycling across the district;
- Protect our natural environment and our built heritage;
- Work with partners to improve air quality in the district;
- Reduce environmental crime.



An enterprising economy with strong and vibrant local centres

- Support business retention and growth;
- Develop skills and generate enterprise;
- Secure infrastructure to support growth in the district;
- Secure investment in our town centres;
- Promote the district as a visitor destination;
- Work with businesses to ensure compliance and promote best practice.



Healthy, resilient and engaged communities

- Enable all residents to lead an active life;
- Improve and develop the quality of local sport and leisure facilities
- Promote health and wellbeing in our communities
- Support community and cultural development;
- Working with partners to address the cause of health inequality and deprivation;
- Working with partners to reduce crime and anti-social behaviour.

Themes:

• Customers

To deliver high quality, accessible and convenient services that are right first time.

• Healthy Places

Working collaboratively to create sustainable, thriving communities that support good lifestyle choices.

• Partnerships

Working with partners to improve the services we provide for our residents and communities.

• Continuous Improvement

Making the best use of our resources and focusing on improvement, innovation and staff development to maintain and enhance services.

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Appendix 2 – Leadership Risk Register as at 20/12/2019

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Appendix 27	5 - Catastrophic			L09		
	4 - Major		L12	L01, L04, L07, L10 & L11		
	3 - Moderate		L16 & L18	L02, L05, & L14	L08 & L15	
	2 - Minor		L17			
	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						Probability	Impact	Rating				
2019/20								Fully effective Partially effective Not effective											
L01 -	Financial resilience – Failure to react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability			4	4	16	Medium Term Revenue Plan reported regularly to members.	Fully	Councillor Tony Illot	Adele Taylor	Dominic Oakeshott	4	3	12	↑	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. Assessment of national picture undertaken and being reported through senior managers and members highlighting the medium term challenges.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising.	Risk reviewed - 09/12/19 - No changes.
		Reduction in services to customers						Balanced medium term and dynamic ability to prioritise resources	Fully								Investment strategy approach agreed and operating 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.	Investment options considered as and when they arise, MTFS and budget setting being developed to enhance the scrutiny and quality of investments.	
		Increased volatility and inability to manage and respond to changes in funding levels						Highly professional, competent, qualified staff	Fully								Timeliness and quality of budget monitoring particularly property income and capital improving. Financial Systems replacement project underway. LEAN review of budget monitoring undertaken with significant engagement from within the wider business.	Financial System Solution Project continuing to consider future finance system options, incorporating budget management via Lean, extension of Civica and new procurement.	
		Reduced financial returns (or losses) on investments/assets						Good networks established locally, regionally and nationally	Partially								Asset Management Strategy being reviewed and refreshed.	Review underway	
		Inability to deliver financial efficiencies						National guidance interpreting legislation available and used regularly	Fully								Review of BUILD1 to ensure procurement and capital monitoring arrangements are in place and development of forward programme - work still underway.	Review in hand.	
		Inability to deliver commercial objectives (increased income)						Members aware and are briefed regularly	Fully								Finance support and engagement with programme management processes continuing.	Finance business partners involved with reflection locally on outcomes.	
		Poor customer service and satisfaction						Participate in Oxfordshire Treasurers' Association's work streams	Fully								Further integration and development of Performance, Finance and Risk reporting	Integrated reporting has been embedded	
		Increased complexity in governance arrangements						Review of best practice guidance from bodies such as CIPFA, LGA and NAO	Fully								Regular involvement and engagement with senior management across County as well as involvement in Regional and National finance forums.	Engagement with a number of national and regional networks to ensure we are as up-to-date as we can be in relation to potential funding changes from 2020/21 and impact on our MTFS.	
		Lack of officer capacity to meet service demand						Treasury management and capital strategies in place	Fully								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.	Regular training will be undertaken.	
		Lack of financial awareness and understanding throughout the council						Investment strategies in place	Fully								New approach to budget setting introduced linked to service planning. Additional challenge added into the process to ensure robustness of estimates	Budget setting for 2020/21 underway, first checkpoint in 13/09/19 for the return of submissions by managers.	
								Regular financial and performance monitoring in place	Fully								Regular utilisation of advisors as appropriate.	Review of borrowing approach being considered alongside our financial advisors	
								Independent third party advisers in place	Fully								Internal Audits being undertaken for core financial activity and capital as well as service activity	Regular reporting of progress on internal audits considered by the committee	
								Regular bulletins and advice received from advisers	Fully								Assessment of national picture via Pixel and LG Futures has identified that the funding available in later years is likely to be significantly reduced, adding longer term resilience challenges.	Medium/long term position assessed as significantly worse, increasing risk alongside the capacity needed to work on activity to reduce spending levels. Budget setting being developed in conjunction with members to alleviate the challenges with budget proposals.	
								Property portfolio income monitored through financial management arrangements on a regular basis	Partially										
								Asset Management Strategy in place and embedded.	Partially										
								Transformation Programme in place to deliver efficiencies and increased income in the future	Fully										
L02 -	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge			3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors	Partially	Councillor Barry Wood	Yvonne Rees	Nick Graham	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes	Service plans for 2019-20 received and currently being reviewed. Performance framework for 2019-20 to be agreed.	Risk reviewed 09/12/19 - Risk reviewed, no changes.
		Loss of opportunity to influence national policy / legislation						Clear accountability for responding to consultations with defined process to ensure Member engagement	Fully								Review Directorate/Service risk registers		
		Financial penalties						National guidance interpreting legislation available and used regularly	Fully								Ensure Committee forward plans are reviewed regularly by senior officers	Review of Leadership Risk Register and Risk Strategy for 2019-20 in progress.	
		Reduced service to customers						Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed	Partially								Ensure Internal Audit plan focusses on key leadership risks		
								Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place	Partially								Develop stakeholder map, with Director responsibility allocated for managing key relationships		
								Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit	Partially								Standardise agendas for Director / PFH 1:1s		
								Internal Audit Plan risk based to provide necessary assurances	Partially								New NPPF published 05/03/18 will guide revised approach to planning policy and development management.		
								Strong networks established locally, regionally and nationally to ensure influence on policy issues	Fully								Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR		
			Senior Members aware and briefed regularly in 1:1s by Directors	Partially															

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				
2019/20																	
L04 -	CDC Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place. Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal increased costs in planning appeals Possible financial penalties through not delivering forecasted New Homes Bonus (NHB) Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity	4	4	16	Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity. Arrangements in place to source appropriate additional, time-bound resource if needed Delegations to Chief Exec agreed to ensure timely decisions Ongoing programme of internal communication, including Members updates and training programme On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies Updates on annual NHB payments	Partially Partially Partially Fully Fully Not	Councillor Colin Clarke	Simon Furlong	David Peckford	3	4	12	↑	Regular review meetings on progress and critical path review Regular Portfolio briefings and political review LDS updated as required with programme management approach adopted to ensure progress against plan LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals Additional evidence commissioned as required. Need to keep under review staff and financial resources to ensure delivery to timetable (LDS) for Local Plan Review. Authority Monitoring Reports continue to be prepared on a regular annual basis (AMR delayed until January due to General Election)	The latest Local Development Scheme is that approved by the Executive in December 2018. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL). The residual risk score of '9' reflects delay with the Oxfordshire Plan and the review of the Local Plan. Development of a timetable and high level project plan for the review of the Local Plan is currently being developed to present to CEDR and Executive	Risk reviewed 10/12/19 - Risk reviewed, scores adjusted, mitigating actions and commentary updated.
L05 -	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents Financial loss Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation	4	4	16	Business continuity strategy in place Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place Incident management team identified in Business Continuity Strategy All services undertake annual business impact assessments and update plans Business Continuity Plans tested	Fully Fully Fully Partially Fully Partially	Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	3	9	↔	Business Continuity Statement of Intent and Framework agreed by CEDR BC Improvement Plan agreed with CEDR 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 BC Impact assessments and BCPs in place for all teams and peer reviewed by OCC's Emergency Planning team Progress report was provided to CEDR in March BC assurance framework under development	A cross-council programme to update all business continuity plans commenced in September to ensure all plans are up to date following separation of the councils. This update process is due for completion by the end of December. The Business Continuity Steering Group are developing an incident response plan and an assurance framework. The Business Continuity pages on the Intranet have been updated to provide more resources and information to assist in the development of robust BC plans.	Risk Reviewed 06/12/19 - Mitigating actions and comments updated
L07 -	Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships	4	4	16	Key contact lists updated monthly. Emergency Planning Lead Officer defined with responsibility 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 McHugh	Graeme Kane	Richard Webb	3	4	12	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers. OCC Emergency Planning providing expert advice and support under a partnership arrangement. Chief Operating Officer meets with ACO Oxfordshire Fire and Rescue quarterly to oversee shared EP arrangements. Supporting officers for incident response identified in the emergency plan and wallet guide Drop in training session now taking place monthly (from June) covering a range of topics. Senior managers have attended multi-agency exercises and duty manager training with OCC senior managers. On-call rota being maintained Authority 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. An 'on-call' system ensures there is a senior manager available to lead a response to an incident 24/7. Cherwell now has a stand-alone plan following separation from SNC. The council also has a pool of trained loggists to assist in recording actions and decisions. OCC are providing expert advice and support. Active involvement in the LRF Brexit planning arrangements is on-going.	Risk Reviewed 06/12/19 - Risk reviewed, 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					
2019/20																		
L08 -	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public	5	4	20	New Health & Safety Corporate H&S arrangements & guidance in place as part of the newly adopted HSG65 Management System	Partially	Councillor Lynn Pratt	Adele Taylor	Ceri Harris	4	3	12	↔	A new Corporate Health, Safety and Wellbeing Policy was ratified BPM meeting on 17th June. The Corporate arrangements are in the process of being updated. These will be finalised by end of October 2019.	The Executive Leadership Team (ELT) receives a quarterly report from the 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. First JCEEC meeting took place January 2019	Risk reviewed 11/12/19 - Risk reviewed - no changes.	
		Criminal prosecution for failings				Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation	Partially								Following the ratification of the new Corporate Health, Safety and Wellbeing Policy all Assistant Directors have been asked to complete a Departmental Risk Assessment Checklist. The Checklist identified the areas of risk within the department and whether there is a risk assessment in place to cover the risks. So far 9 departments have responded.			Corporate Health and Safety Team to ensure all departments to respond to the Departmental Risk Assessment Checklist and to follow up with departments on areas of concern. Responses are being collated on a central spreadsheet which will become the database of all risk assessments across the Council.
		Financial loss due to compensation claims				Corporate H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees.	Partially								The Internal Audit programme underwent a review in May 2019 due to change in the resources available following separation to carry out the existing 3 year program. A new 2 year schedule has been developed to replace the existing schedule. The health and safety internal inspection cover all elements of our overall H&S management system to ensure compliance with our standards.			The H&S team are conducting health and safety inspections internally across all services and teams. To date a total of 12 audits have been carried out across the Council.
		Enforcement action – cost of regulator (HSE) time				Proactive monitoring of Health & Safety performance management internally	Partially											
		Increased sickness absence				Proactive monitoring of Health & Safety performance management externally	Partially											
		Increased agency costs				Effective induction and training regime in place for all staff	Fully											
		Reduction in capacity impacts service delivery				Positive Health & Safety risk aware culture	Partially											
						Corporate Health & Safety meeting structure in place for co-ordination and consultation	Partially											
						Corporate body & Member overview of Health & Safety performance via appropriate committee	Fully											
						Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially											

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				
2019/20																	
L09 -	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes	Fully Fully Fully Fully Fully Fully Fully Fully Fully Fully	Councillor Ian Corkin	Claire Taylor	David Spilsbury	3	5	15	↔	The cyber-essentials plus certification has now been passed. Replace with Accounts, Audit & Risk Committee Members updated and given a presentation on Cyber Security November 2019 The Regional Police Cyber Security Advisor gave the IT management team two training sessions (full cyber awareness Oct18 and table top DR exercise Nov18) followed by a series of all-Council staff awareness sessions in January 2019. Mop-up on e-learning options now being explored by IT and HR. Implemented an intrusion prevention and detection system. Agreed Terms of Reference and re-implementation of the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis chaired by the Information Governance Manager. Information Governance support is now provided to Cherwell as part of a joint working relationship with Oxfordshire County Council. An action for the next month will be to ensure there are effective partnership working arrangements in place under this new service. Cyber Awareness e-learning available and will be part of new starters induction training. Cyber Security issues regularly highlighted to all staff. External Health Check undertaken April 2019, executive summary gives us a high security posture and no critical security issues.	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 05/12/19 - Mitigating actions updated.
L10 -	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	4	4	16	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	Partially Fully Fully Fully Partially Fully Fully Fully Fully	Councillor Barry Wood	Graeme Kane	Nicola Riley	3	4	12	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Continue to attend groups focused on tackling child exploitation	Recruitment of a new safeguarding Officer will begin in November. This post will be included in the adult safeguarding team at OCC to ensure robust policy and procedures are in place for Cherwell and to improve the link into social care. Cherwell teams will continue to escalate their own referrals and sending notification to Safeguarding inbox to maintain a corporate record. the new HR payroll system will in time hold training records. There will be a push to ensure sufficient staff are trained to the correct standard in the New Year	Risk Reviewed 03/12/19 - 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				
2019/20																	
L11 -	Sustainability of Council owned companies and delivery of planned financial and other objectives - failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes Non achievement of business and finance outcomes directly or indirectly impacting on other council services Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies	3	4	12	Annual business planning in place for all companies to include understanding of the link between our objectives being delivered and financial impact for the council Financial planning for the companies undertaken that will then be included within our own Medium term financial plan Ensure strong corporate governance mechanisms are in place Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance Training in place for those undertaking roles relating to the companies	Fully Fully Partially Fully Partially	Councillor Tony Illot	Adele Taylor	Dominic Oakeshott	3	4	12	↔	Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers including performance dashboards at CEDR Resilience and support being developed across business to support and enhance knowledge around council companies Skills and experience being enhanced to deliver and support development, challenge and oversight. Work with one company to ensure long term support arrangements are put in place.	Knowledge and experience building take place with training and support as required. Company dashboard now being reviewed by CEDR to understand the impact of what is happening at company level on the council. Review of company governance being undertaken to ensure that we are adhering to best practice Will support future year governance and financial management	Risk reviewed - 09/12/19 - No changes.
L12 -	Financial sustainability of third party suppliers including contractors and other partners - the failure of a key partner of supplier impacting on the business of the council	The financial failure of a third party supplier or partner results in the inability or reduced ability to deliver a service to customers. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers) are in place to have sufficient oversight of our suppliers	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners Business continuity planning arrangements in place in regards to key suppliers Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially Partially Partially	Councillor Tony Illot	Adele Taylor	Wayne Welsby	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas. Some review of appropriate information in regards to key supplier performance through trade press, information from networks in place.	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. Work is currently underway to incorporate CDC supplier financial risk reporting together with the tools in place for OCC.	Risk reviewed - 09/12/19 - Risk reviewed no changes.
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	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.	Risk reviewed - 09/12/19 - Risk reviewed, 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				
2019/20																	
L15 -	Oxfordshire Growth Deal (contract with HMG) As a result of a lack of experience of this scale and nature of partnership delivery there is a risk that inadequate levels of control will be applied by the Partnership to Oxfordshire Housing and Growth Deal governance, resourcing and delivery and that CDC (and its partners) will fail to meet its publicly stated Contractual commitments to its Partners and Government over the 5-year term.	Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023. Infrastructure milestone delivery late (for infrastructure linked to accelerated housing) Accelerated housing numbers delivered to plan late Cost of infrastructure to accelerate circa 6500 homes within 5-year term significantly beyond 2018 budget cost estimate DC GVA: no defined metrics in HGDDP but linked to homes accelerated/infrastructure/affordable homes delivered/JSSP progress and delivery JSSP Affordable Houses Productivity	5	5	25	Appointment of an interim advisor to guide and support delivery of the GD programme and risk management controls Recognition of issues in CDC GD arrangements and delivery of a 6-week review to identify and propose an action plan to manage and bring the issues within control (see 6-week plan) Establish CDC organisational fit of GDC GD as a programme capability reporting to CEDR through the Place Board Secured approval for CDC GD next stage plan at CEDR 17/12/18 which targets setting up CDC GD programme board, work stream capability and leadership supported by CDC Transformation PMO by end March 19 (see Board paper and Next stage Plan Proposal) Built on CDC PMO RAID principles and developed initial RAID logs for each work stream (capture risks, issues, dependencies and assumptions) to help define "gives and gets" as a basis for holding all to account for defined and transparent baseline delivery.	Fully Partially Fully Fully	Councillor Barry Wood	Robert Jolley	Jonathan MacWilliam	4	3	12	↔	A CDC GD programme and programme board capability Work stream plans of work (work stream brief, schedule, RAID log) Appropriate engagement with members in support of their advisory/scrutiny at GD Board level Governance and performance management Improved collaboration working with partners to hold them to account for their part of delivery Securing approval of a resourced GD Y2 plan to be delivered in a collaborative partnership environment Extending support from interim advisor to end March 19	Progress is being made across all workstreams evidenced by more detailed monthly reports to the CDC Programme Board. The improving maturity of the Programme is resulting in more sophisticated engagement at all levels including through specific member roles. The current focus of work is on what additional schemes can be included in the infrastructure programme.	Risk reviewed 06/12/19 - Commentary updated
L16 -	Joint Working That the challenges and risks associated with joint working outweigh the benefits and impacts on the provision of services to residents and communities.	Opportunities for joint working take longer to develop than planned delaying potential service improvements for residents and communities. Resources are allocated to the development of proposals, reducing the capacity of the Council to deliver on its priorities and plans, impacting on quality of services delivered to residents and communities. Uncertainty around joint working could lead to reduced staff morale and potentially increase staff turnover. Benefits to be realised from joint working business cases do not materialise or take longer to deliver than planned.	3	3	9	S113 agreement in place with Oxfordshire County Council Partnership Working Group established with OCC to oversee the development of joint working proposals. Robust programme and project management methodologies in place.	Fully Fully Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	2	3	6	↔	Regular reporting on joint working proposals to the senior management team.	Consultation with staff on a new joint Strategy, Communications and Insight service with OCC has now finished. The new service is expected to be in place by March 2020.	Risk reviewed - 11/12/19 - commentary updated.
L17 -	Separation That the separation of joint working arrangements with South Northamptonshire Council impacts on the provision of services to residents and communities.	Separation of joint working arrangements result in reduced capacity and resilience to deliver services. Services being delivered to SNC are impacted by re-organisation in Northamptonshire, impacting on the quality of services delivered to residents and communities	3	3	9	On-going service delivery arrangements to SNC set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues. Robust programme and project management frameworks in place.	Fully Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	2	2	4	↔	Regular reporting on joint working proposals to the senior management team.	All services apart from Customer Services have now separated or been moved into a service delivery arrangement.	Risk reviewed - 11/12/19 - No changes.
L18 -	Workforce Strategy The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.	Limit our ability to recruit, retain and develop staff Impact on our ability to deliver high quality services Overreliance on temporary staff Additional training and development costs	3	4	12	Analysis of workforce data and on-going monitoring of issues Key staff in post to address risks (e.g. strategic HR business partners) Weekly Vacancy Management process in place	Partially effective Fully Fully	Councillor Ian Corkin	Claire Taylor	Karen Edwards	2	3	6	↔	Development of relevant workforce plans . Development of new L&D strategy, including apprenticeships. Development of specific recruitment and retention strategies. New IT system is being implemented to improve our workforce data.	Training on workforce planning for the HR team planned to start in Jan/Feb 2020.	Risk reviewed 11/12/19 - Commentary updated.

L04 - Local Plan Risk

The latest Local Development Scheme is that approved by the Executive in December 2018. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL).

Partial Review

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 and main hearings in February 2019. On 13 July 2019, the Council received the Inspector's Post-Hearing Advice Note setting out his preliminary conclusions. In principle, the Inspector is satisfied that the Plan's housing requirement and strategy are appropriate and that there are exceptional circumstances for alterations to the Green Belt. However, he has concerns about proposed development next to Woodstock and suggested that the Council prepare Main Modifications to address this. On 30 September 2019, officers informally submitted proposed modifications to the Inspector supported by evidence. On 29 October the Inspector advised

Oxfordshire Plan 2050

A Growth Deal commitment. The Plan is being prepared by a central Plan team appointed through the Oxfordshire Growth Board. It must be submitted to Government for Examination by March 2020 to meet the existing terms of the Deal. The Council contributes to the plan-making process as a partner with a view to it being adopted as part of the Development Plan upon completion.

Public consultation on an Issues Paper ended on 25 March 2019. A public 'call for location ideas' ended on 12 April. The central Plan team is evidence gathering and scoping 'spatial options' for Plan development. On 24 September 2019 the Oxfordshire Growth Board agreed a new timetable for completion of the Plan. This allows for further stakeholder engagement in Autumn/Winter 2019/20; public consultation on a formal Options Paper in June/July 2020; and, consultation on a proposed Plan at the end of 2020. The intention is to submit the Plan for Examination in March 2021.

Local Plan Review

Work programming and initial preparatory work commenced in Spring 2019 but has had to be put on hold while further work on the Partial Review is pursued. There is a statutory requirement to review Local Plans within five years from adoption (the adopted Local Plan having been adopted in July 2015). The Plan will need to take account of the Oxfordshire Plan 2050 and consequently there are dependencies between the two work programmes. Work on the new Local Plan will

Banbury Canalside SPD

Work has been stalled due to the need to review the work undertaken to date, particularly in the context of wider business plan objectives, and due to capacity issues within the Planning Policy team. However, in October 2019 the Planning Policy

Community Infrastructure Levy

Not a Local Development Document but a potential means of securing funding for infrastructure to assist overall delivery (should the Council decide to implement CIL). Work on a potential charging levy was paused due to a Government review of

Cherwell District Council

Capital Strategy 2020/21

Including Minimum Revenue Provision (MRP) Statement

1 Introduction

- 1.1 The capital strategy was a new report introduced in 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.
- 1.2 Decisions made this year on capital and treasury management will have financial consequences for the Council for many years into the future. They are therefore subject to both a national regulatory framework and to local policy framework, summarised in this report.

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 2020/21, the Council is planning capital expenditure of £47.1m as summarised below:

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

	2018/19 actual	2019/20 forecast	2020/21 budget	2021/22 budget	2022/23 budget
Services	9.7	15.0	0	0	0
Capital investments	20.1	35.5	47.1	1.7	1.0
TOTAL	29.8	50.5	47.1	1.7	1.0

- 2.2 The main capital projects include the Build! Programme, Castle Quay 1 and 2 and the Sunshine Centre.

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

	2018/19 actual	2019/20 forecast	2020/21 budget	2021/22 budget	2022/23 budget
External sources	3.2	1.3	1.0	1.0	1.0
Own resources	5.4	5.5	5.0	4.0	4.0
Debt	21.2	43.7	41.1	(3.3)	(4.0)
TOTAL	29.8	50.5	47.1	1.7	1.0

- 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

	2018/19 actual	2019/20 forecast	2020/21 budget	2021/22 budget	2022/23 budget
Own resources	5.4	5.5	5.0	4.0	4.0

The Council's full minimum revenue provision (MRP) statement is included at Appendix A below.

- 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 £38.8m during 2020/21. 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

	2018/19 actual	2019/20 forecast	2020/21 budget	2021/22 budget	2022/23 budget
TOTAL CFR	146.2	187.8	226.6	219.7	211.9

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 periodically.
- At a property level this can comprise the preparation of asset specific management plans which are then subject to periodic review and updating. This process is ongoing and informs the portfolio strategy as a whole.
- At a portfolio level the make-up of the portfolio is considered 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. One such review is ongoing.

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.

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.

At 31 December 2019 the Council had borrowing of £123m at an average interest rate of 1.58%, and treasury investments of £41.1m at an average interest rate of 0.66%.

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%-1.0%) and long-term fixed rate loans where the future cost is known, but higher (currently 2.5 to 3.0%).

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

Table 5: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions

	2018/19 actual	2019/20 forecast	2020/21 budget	2021/22 budget	2022/23 budget
Debt (incl. leases)	111.0	154.7	195.8	192.5	188.5
Capital Financing Requirement	146.2	187.8	226.8	219.7	211.9

- 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 5, 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 6: Prudential Indicators: Operational boundary and Authorised limit for external debt in £m

	2019/20 limit	2020/21 limit	2021/22 limit	2022/23 limit
Operational boundary total external debt	205	215	215	215
Authorised limit total external debt	225	240	240	240

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

Treasury 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 7: Treasury management investments in £millions

	2018/19 actual	2019/20 forecast	2020/21 budget	2021/22 budget	2022/23 budget
Near-term investments	15.3	15	15	15	15
Longer-term investments	0	0	0	0	0
TOTAL	15.3	15	15	15	15

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

Risk management

- 3.6 The effective management and control of risk are prime objectives of the Council's treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.

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 (31 March 2019) valued at £72m 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> <ul style="list-style-type: none"> a) The council invests across a range of sectors. Illiquidity is to an extent fluid and at any given time varies across sectors. This allows the Council the opportunity to effect sales, if required, in the more liquid sectors. b) The Council's assets are likewise diversified in terms of lot size. This affords the Council the ability to access a range of purchaser types e.g. small local investors, listed property companies or institutions. c) The Council does not invest in high risk assets which can be the most illiquid of all. d) The Council's investments are not what is termed 'Investment Grade', but they are fundable – i.e. if sold they could be suitable for debt backed investors. e) The Council does not invest in specialist properties, where the market tends to be most illiquid. f) The Council's assets are uncharged. It is often lenders who require assets to be sold and whilst gearing does not increase illiquidity per se, it can expose an owner to greater risk of selling an illiquid asset at an inopportune time.
Tenant default:	<p>The Council's portfolio is not populated by large national concerns and tenant default risk is managed in two ways:</p> <ul style="list-style-type: none"> 1. Tenants are vetted when entering the portfolio either as new tenants when property is let or as replacement tenants when existing tenants assign their leases. It has to be acknowledged that there is less control when a tenant applies for consent to assign, though guarantees may be sought. 2. Risk is managed by diversification as only a small proportion of tenants will fail in any given year.

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	<p>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.</p>
Market risk:	<p>Two key market risks are falling rents in response to declining economic conditions and extended marketing voids when leases end or tenants fail. These risks are mitigated in three main ways:</p> <ol style="list-style-type: none"> 1. Lease lengths should be 3 – 5 yrs + which obviates most market risks during the period of the tenancy. 2. Rents are reviewed in an upwards only direction. This means that they cannot fall during the term of a lease. 3. Tenant failure – see above under Tenant Default, re: vetting and diversification policies. <p>An additional risk is over-exposure to town centre retailing as the portfolio's largest assets are Castle Quay Shopping Centre in Banbury and Pioneer Square in Bicester. These are both strategic investments and in respect of Castle Quay we rely heavily on external advisors, particularly Montague Evans, to identify and manage both upside and downside risks.</p>
Returns eroded by inflation:	<p>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.</p>

Rising interest rates:	The portfolio is ungeared and therefore un-mortgaged
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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 can be found in the 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 £123m detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £98m – as at 31 March 2019). The pension liability is the underlying commitments that the authority has in the long run to pay retirement benefits, less the fair value of the assets held within the scheme.

However, statutory arrangements for funding the deficit mean that the financial position of the authority remains healthy, because:

- the deficit on the local government scheme will be made good by increased contributions over the remaining working life of employees (i.e. before payments fall due), as assessed by the scheme actuary,
- finance is only required to be raised to cover discretionary benefits when the pensions are actually paid

The Council has also set aside £4.9m in its 2018/19 accounts 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 and 76 of the 2018/19 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 8: Prudential Indicator: Proportion of financing costs to net revenue stream

	2018/19 actual	2019/20 forecast	2020/21 budget	2021/22 budget	2022/23 budget
Financing costs (£m)	£3.1m	(£0.4m)	£0.1m	£2.6m	£3.9m
Proportion of net revenue stream	(14%)	(2%)	0%	16%	24%

Further details on the revenue implications of capital expenditure are in the 2020/21 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, which aligns with the attached MRP Statement. 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 and 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, smaller valuations and rent reviews.
- Where specialist advice is required we ask for competitive quotes. For example we have asked three surveyors (one local, two national) to quote for rent review work in connection with a number of supermarkets within our portfolio.
- The day to day management of three asset is currently being tendered as we feel their management can be better achieved using external suppliers.
- 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.

Appendix A – Minimum Revenue Provision (MRP) Statement

Where the Council finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Council to have regard to the Ministry of Housing, Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG Guidance) most recently issued in 2018.

The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

The MHCLG Guidance requires the Council to approve an Annual MRP Statement each year and recommends a number of options for calculating a prudent amount of MRP. The following statement incorporates options recommended in the Guidance as well as locally determined prudent methods.

- For unsupported capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant asset in equal instalments, starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years. MRP on

expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over 20 years.

- For capital expenditure loans to third parties that are repaid in instalments of principal, the Council will make nil MRP, but will instead apply the capital receipts arising from principal repayments to reduce the capital financing requirement instead.

Capital expenditure incurred during 2020/21 will not be subject to a MRP charge until 2021/22.

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Capital Bids					Spend Profile				
Reference	Strategic Priority	Project	Brief Description	Total Scheme Cost	2020/21	2021/22	2022/23	2023/24	2024/25
CAP017	Clean, Green and Safe	Vehicle Replacement Programme	Each year the Council has a replacement programme for its vehicles. As soon as a vehicle is purchased it is put on a replacement programme, often 7-10 years hence. The programme is regularly reviewed and changes are made due to a number of reasons such as condition of asset, change of activities, change in technology. The plan for 2020/21 is certain but the programme for future years are the best estimates based on known life of vehicles etc. We run the fleet on lowest whole life cost basis.	4,880,000	952,000	846,000	664,000	1,102,000	1,316,000
CAP018	Clean, Green and Safe	Commercial Waste Containers	The proposal is to supply commercial containers through existing framework agreements	100,000	25,000	25,000	25,000	25,000	
CAP028	Clean, Green and Safe	On Street Recycling container provision	The aim is to purchase around 60 more on street recycling bins. This will collect litter on one side of the bin and recycling (largely plastic bottles & cans). They will be located in places such as bus tops and to replace some freestanding litter bins	24,000	24,000				
CAP029	Clean, Green and Safe	Depot fuel system renewal	There are two fuel tanks – one at Highfield depot and one at Thorpe Lane. The fuel is dispensed via pumps which are becoming increasingly unreliable. The pumps at Thorpe Lane are very heavily used and the pumps are ten years old and need of replacement. Spare parts are becoming more difficult to source as the pumps are obsolete. The main pump at Highfield also needs replacement. The fuel system itself is also old, over ten years and better systems are on the market. The system needs replacing during 2020/21	50,000	50,000				
CAP030	Clean, Green and Safe	Horsefair Public Conveniences	Horsefair public conveniences is located in a main visitor area. Adjacent to Banbury Cross and the Fine Lady statue. The coach drop off point is nearby. The public conveniences are twenty years old, tired and there are no facilities near by. The public conveniences will be refurbished to unisex cubicles and a disabled facility	150,000		150,000			
Clean, Green and Safe Total				5,204,000	1,051,000	1,021,000	689,000	1,127,000	1,316,000
CAP031	District of Opportunity & Growth	Car Parking Action Plan Delivery	A new car parking strategy with an action plan is being developed. It is expected that the strategy & action plan will be approved by the Executive in early 2020. The action plan will aim to improve signage to and from the car parks. It will enhance facilities including signage and direction boards. More car parks will move over to pay on exit. In addition issues such as changing lighting over to LED lights to make the car even more safe but also energy efficient The action plan will commence in 2020 and should be largely completed in early 2021/22	175,000	125,000	50,000			
CAP032	District of Opportunity & Growth	Street scene fencing, street furniture and railings	This project aims to ensure play areas, open spaces and areas on CDC land and areas where CDC is responsible so areas are safe for children and other people. Work will include replacing fences, railings and other street furniture which is either in poor condition or no longer safe	60,000	12,000	12,000	12,000	12,000	12,000
District of Opportunity & Growth Total				235,000	137,000	62,000	12,000	12,000	12,000
CAP002	Operational Excellence	Project Manager for HR/Payroll System	The implementation of the system is already underway with the first payroll due to be paid from MHR in March 2020. As a fully integrated system it is critical to retain a full system overview to ensure that further implementation is managed and supported appropriately. This is the role of the Project Manager.	50,000	50,000				
CAP004	Operational Excellence	Procurement of joint performance system with OCC	Implementation of this proposal will ultimately deliver a much improved data capture and reporting system for the services inputting and for the audiences CEDR/members and our residents. This proposal will also enable shared working across CDC & OCC, expanding resilience across the areas, one version of the truth through reporting and an improved end to end process.	65,000	65,000				
CAP024	Operational Excellence	Bodicote House Meeting Room Audio Visual Systems	There is a growing demand within the council to make use of audio & visual (AV) facilities within meeting rooms at Bodicote House. Historically, to provide additional capacity, a temporary projector has been used. In order to eliminate the inefficient temporary approach, the proposal is to install an AV system in a further 3 meeting rooms within Bodicote House.	10,000	10,000				
CAP025	Operational Excellence	Legacy Iworld System Migration	The proposal is for the councils IT service to work with CSN resources and a third party specialist provider to migrate the data from the I World system into a supported, sustainable environment and develop an appropriate interface to enable access to the data.	100,000	100,000				
CAP026	Operational Excellence	CDC & OCC Technology Alignment	As the CDC and OCC partnership develops and as OCC progress their IT Transformation programme, opportunities may arise whereby CDC and OCC can align technology and processes to maximise efficiencies and improve services for staff. This project will drive forward the identification of potential opportunities, prioritise and implement those that will bring maximum benefit to the partnership.	100,000	100,000				
Operational Excellence Total				325,000	325,000	0	0	0	0

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Capital Bids					Spend Profile				
Reference	Strategic Priority	Project	Brief Description	Total Scheme Cost	2020/21	2021/22	2022/23	2023/24	2024/25
CAP006	Thriving Communities & Wellbeing	Community Centre - Works	Many of the community centres have not received any major replacement works and after the property having had condition reviews undertaken by Gleeds it has been identified that many of the roofs are in a poor condition which is leading to significant damage to the internal elements of the building. Rustcote Arcade and Chasewell Grange have experienced persistent roof problems that need to be resolved. Generally the tenants liability does not extend to the structural parts of the buildings.	385,000	195,000	190,000			
CAP019	Thriving Communities & Wellbeing	Build Team Essential Repairs and Improvements Capital Budget	This sum is to cover essential repairs and improvements to existing properties in the Build portfolio	160,000	160,000				
CAP020	Thriving Communities & Wellbeing	Creampot Crescent, Cropredy-repurchase contingency budget	1A Creampot Crescent, Cropredy is a three-bedroom shared ownership property developed on a Rural Exception Site. This attracts a lease condition that the purchaser can only staircase up to 80% of the overall value to ensure that the house stays as an affordable unit in perpetuity. Mortgage lenders require a guarantee that in the unlikely event they have to repossess the property the Council will purchase the property at full market value. This will require CDC to have a rolling capital budget to meet this requirement.	350,000	350,000				
CAP021	Thriving Communities & Wellbeing	Cooper School - Re-development/Refurbishment works of Male/Female Changing Rooms	The Capital Bid outlined below identifies the need for investment in the Male, Female and Disabled Changing Rooms and Toilet Facilities at The Cooper School Bicester to improve/upgrade these facilities. In terms of the proposed works the following are required (these are indicative costs only at this stage until more detailed proposals are provided).	40,000	40,000				
CAP022	Thriving Communities & Wellbeing	North Oxfordshire Academy – Upgrade of existing Facilities to meet 'Trackmark' accreditation	The Capital Bid outlined relates to the North Oxfordshire Academy Athletics Track, Banbury.	60,000	60,000				
CAP033	Thriving Communities & Wellbeing	Burnehyll Community Woodland	Funding required to develop a community woodland, including archaeological surveys, public access footpath works, signage, gates, park furniture, and tree planting.	230,000	80,000	95,000	55,000		
	Thriving Communities & Wellbeing Total			1,225,000	885,000	285,000	55,000	0	0
	Grand Total			6,989,000	2,398,000	1,368,000	756,000	1,139,000	1,328,000

Cherwell District Council

Treasury Management Strategy Statement 2020-21

Introduction

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.

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.

Investments held for service purposes or for commercial profit are considered in a different report, the Investment Strategy.

The latest economic background, credit outlook and interest rate forecast provided by Arlingclose (as at 23 December 2019) is attached at **Appendix A**.

For the purpose of setting the budget, it has been assumed that new treasury investments will be made at an average rate of 0.68%, and that new loans will be borrowed at an average rate of 1.51%.

Local Context

On 31 December 2019, the council held £123m of borrowing and £41.1m of investments. This is set out in further detail below:

	31.12.19 Actual Portfolio £m	31.12.19 Average Rate %
External borrowing:		
Public Works Loan Board	75.0	1.76%
Local authorities	48.0	1.29%
Total gross external debt	123.0	1.58%
Treasury Investments:		
Banks & building societies (unsecured)	2.2	0.65%
UK Government	18.9	0.50%
Local Authorities	13.0	0.88%
Money Market Funds	7.0	0.70%
Total treasury investments	41.1	0.66%
Net debt	81.9	

Appendix 6

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

Table 1: Balance sheet summary and forecast

	31.3.19 Actual £m	31.3.20 Estimate £m	31.3.21 Forecast £m	31.3.22 Forecast £m	31.3.23 Forecast £m
General Fund CFR	146.2	187.8	226.8	219.7	211.9
Less: External borrowing **	(111.0)	(116.0)	(75.0)	(75.0)	(75.0)
Internal/(over) borrowing	35.2	71.8	151.8	144.7	136.9
Less: Usable reserves	(21.8)	(21.8)	(21.8)	(21.8)	(21.8)
Less: Working capital	(28.0)	(28.0)	(28.0)	(28.0)	(28.0)
Investments/(New borrowing required)	14.6	(22.0)	(102.0)	(94.9)	(87.1)

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

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.

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 £177m over the forecast period (£75m plus £102m in 2020/21 from the table above).

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 2020/21.

Borrowing Strategy

The council currently (31/12/2019) holds £123 million of loans, an increase of £12 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 £177 million in 2020/21. The council may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £240million, which has been assessed and stated in the Capital Strategy.

Objectives: 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: 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.

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

Appendix 6

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 2020/21 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

The council has raised the majority of its *long*-term borrowing from the PWLB but the government increased PWLB rates by 1% in October 2019 making it now a relatively expensive option. The council will now look to borrow any long-term loans from other sources including banks, pension funds and local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code.

Alternatively, the council may arrange forward starting loans during 2020/21, 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: 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: 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

The council has currently around 61% of its borrowing long-term from the PWLB but it continues to investigate other sources of finance, such as local authority loans and bank loans, that may be available at more favourable rates.

Municipal Bonds Agency: 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 may be required to provide bond investors with a proportional 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: 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.

Appendix 6

Short-term and variable rate loans: 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. Financial derivatives may be used to manage this interest rate risk (see section below).

Debt rescheduling: 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.

Investment Strategy

The council currently (31/12/19) holds invested funds of £41.1m representing income received in advance of expenditure plus balances and reserves held. In the past 9 months (April – December 2019), the council's investment balance has ranged between £11 million and £62 million. Levels in the forthcoming year are expected to be generally lower, ranging between £10m and £25m, but may vary for short periods due to cashflow needs and borrowing opportunities.

Objectives: 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: If the UK enters into a recession in 2020/21, 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: 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: 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: The council may invest its surplus funds with any of the counterparty types in table 2 below, subject to the cash limits (per counterparty) and the time limits shown.

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Table 2: 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
Pooled funds and real estate investment trusts		£5m per fund or trust			

This table must be read in conjunction with the notes below

Credit rating: 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: 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: 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: 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.

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Corporates: 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: 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: 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.

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: 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. Investments in REIT shares cannot be withdrawn but can be sold on the stock market to another investor

Operational bank accounts: 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: 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.

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.

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Other information on the security of investments: 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.

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: 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 3: Investment limits

	Cash limit
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: 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.

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Treasury Management Indicators

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

Interest rate exposures: 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 a 0.75%^{^^} 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	£600,000
Upper limit on one-year revenue impact of a 0.75% <u>fall</u> in interest rates	£450,000

^{^^} As interest rates are at 0.75%, the impact of a potential fall has been capped at 0%

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: 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%

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: 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	2020/21	2021/22	2022/23
Limit on principal invested beyond year end	£5m	£5m	£5m

Related Matters

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

Financial Derivatives: 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).

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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.

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.

In line with the CIPFA Code, the Authority will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.

Markets in Financial Instruments Directive (MiFID II): 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 believes this to be the most appropriate status.

Financial Implications

The budget for treasury investment income in 2020/21 is £101k, based on an average investment portfolio of £15 million at an average interest rate of 0.68%.

The budget for debt interest payable in 2020/21 is £2.220 million, based on an average debt portfolio of £147 million at an average interest rate of 1.51%.

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

Other Options Considered

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

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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 background, credit outlook and interest rate forecast – 23 December 2019

Economic background: 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 Authority's treasury management strategy for 2020/21. The General Election has removed some uncertainty within the market, however following the expected Withdrawal Bill, uncertainties around the future trading relationship with the EU remain.

GDP growth rose by 0.4% in the third quarter of 2019 from -0.2% in the previous three months with the annual rate falling further below its trend rate to 1.1% from 1.2%. Services, construction and production added positively to growth, by 0.5%, 1.2% and 0.1% respectively, while agriculture recorded a fall of 0.1%. Looking ahead, the Bank of England's Monetary Policy Report (formerly the Quarterly Inflation Report) forecasts economic growth to pick up during 2020 as Brexit-related uncertainties dissipate and provide a boost to business investment helping GDP reach 1.6% in Q4 2020, 1.8% in Q4 2021 and 2.1% in Q4 2022.

The headline rate of UK Consumer Price Inflation remained the same in November 2019 at 1.5% year-on-year, the same as October 2019, however continuing to fall from highs of 2.1% in July and April 2019 as accommodation services and transport continued to contribute to a level of inflation below the BOE target of 2%. Labour market data continues to be positive. The ILO unemployment rate continues to hold at historic lows at 3.8%, its lowest level since 1975. The 3-month average annual growth rate for pay excluding bonuses rose to 3.5% in November 2019 providing some evidence that a shortage of labour is supporting wages. However, adjusting for inflation this means real wages were only up by 0.9% in October 2019 and only likely to have a moderate impact on household spending.

Domestic inflationary pressures have abated, as domestic gas and electricity price freezes have taken effect until 2020. The price of oil has fallen through the year, despite a rise in prices in December 2019. The limited inflationary pressure from real wages will likely keep inflation below the Bank of England target of 2%. The Bank of England maintained Bank Rate to 0.75% in November following a 7-2 vote by the Monetary Policy Committee. Despite keeping rates on hold, MPC members did confirm that if Brexit uncertainty drags on or global growth fails to recover, they are prepared to cut interest rates as required. Moreover, the downward revisions to some of the growth projections in the Monetary Policy Report suggest the Committee may now be less convinced of the need to increase rates even if there is a Brexit deal.

The US economy has continued to perform relatively well compared to other developed nations; however, the Federal Reserve has started to unwind its monetary tightening through 2019. The Federal Reserve has cut rates three times to 1.5% - 1.75%, to stimulate growth as GDP growth has started to fall (to 2.1%).

The fallout from the US-China trade war continues which, risks contributing to a slowdown in global economic activity in 2019. Recent suggestions have been an initial compromise and potential unwinding of tariffs; however, this can change quickly. Slow growth in Europe, combined with changes in leadership at

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the ECB and IMF has led to a change of stance in 2019. Quantitative easing has continued and been extended.

Credit outlook: The recent Bank of England stress tests assessed all seven UK banking groups. The tests scenarios include deep simultaneous recessions in the UK and global economies that are more severe overall than the global financial crisis, combined with large falls in asset prices and a separate stress of misconduct costs. All seven banks passed the test on both a CET1 ratio and a leverage ratio basis. Major banks have steadily increased their capital for many years now. However, there are a number of shortcomings in the Bank's approach; timeliness as the results are over 11 months of out date when they are published, being based on end-2018 balance sheets; ringfencing, as the tests ignore the restrictions on transferring capital between ringfenced "retail" banks and non-ringfenced "investment" banks within the larger groups and; coverage – the tests should be expanded to cover a wider range of UK banks and building societies.

The Bank of England will seek to address some of these issues in 2020, when Virgin Money/Clydesdale will be added to the testing group and separate tests will be included of ringfenced banks.

Challenger banks hit the news headlines in 2019 with Metro Bank and TSB Bank both suffering adverse publicity and falling customer numbers.

Looking forward, the potential for a "no-deal" Brexit and/or a global recession remain the major risks facing banks and building societies in 2020/21 and a cautious approach to bank deposits remains advisable.

Interest rate forecast: The Authority's treasury management adviser Arlingclose is forecasting that Bank Rate will remain at 0.75% until the end of 2022. The risks to this forecast are deemed to be significantly weighted to the downside, particularly given the upcoming general election, the need for greater clarity on Brexit and the continuing global economic slowdown. The Bank of England, having previously indicated interest rates may need to rise if a Brexit agreement was reached, stated in its November Monetary Policy Report and its Bank Rate decision (7-2 vote to hold rates) that the MPC now believe this is less likely even in the event of a deal.

Gilt yields have risen but remain at low levels and only some very modest upward movement from current levels are expected based on Arlingclose's interest rate projections. The central case is for 10-year and 20-year gilt yields to rise to around 1.00% and 1.40% respectively over the time horizon, with broadly balanced risks to both the upside and downside. However, short-term volatility arising from both economic and political events over the period is a near certainty.

Underlying assumptions:

- The global economy is entering a period of slower growth in response to political issues, primarily the trade policy stance of the US. The UK economy has displayed a marked slowdown in growth due to both Brexit uncertainty and the downturn in global activity. In response, global and UK interest rate expectations have eased.
- Some positivity on the trade negotiations between China and the US has prompted worst case economic scenarios to be pared back. However, information is limited, and upbeat expectations have been wrong before.
- Brexit has been delayed until 31 January 2020. While the General Election has maintained economic and political uncertainty, the opinion polls suggest the Conservative position in parliament may be strengthened, which reduces the chance of Brexit being further frustrated. A key concern is the limited transitional period following a January 2020 exit date, which will maintain and create additional uncertainty over the next few years.

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- UK economic growth has stalled despite Q3 2019 GDP of 0.3%. Monthly figures indicate growth waned as the quarter progressed and survey data suggest falling household and business confidence. Both main political parties have promised substantial fiscal easing, which should help support growth.
- While the potential for divergent paths for UK monetary policy remain in the event of the General Election result, the weaker external environment severely limits potential upside movement in Bank Rate, while the slowing UK economy will place pressure on the MPC to loosen monetary policy. Indeed, two MPC members voted for an immediate cut in November 2019.
- Inflation is running below target at 1.7%. While the tight labour market risks medium-term domestically-driven inflationary pressure, slower global growth should reduce the prospect of externally driven pressure, although political turmoil could push up oil prices.
- Central bank actions and geopolitical risks will continue to produce significant volatility in financial markets, including bond markets.

Forecast:

- Although we have maintained our Bank Rate forecast at 0.75% for the foreseeable future, there are substantial risks to this forecast, dependant on General Election outcomes and the evolution of the global economy.
- Arlingclose judges that the risks are weighted to the downside.
- Gilt yields have risen but remain low due to the soft UK and global economic outlooks. US monetary policy and UK government spending will be key influences alongside UK monetary policy.
- We expect gilt yields to remain at relatively low levels for the foreseeable future and judge the risks to be broadly balanced.

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	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Average
Official Bank Rate														
Upside risk	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.21
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	-0.50	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
3-month money market rate														
Upside risk	0.10	0.10	0.25	0.25	0.25	0.25	0.25	0.25	0.30	0.30	0.30	0.30	0.30	0.25
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	-0.50	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
1yr money market rate														
Upside risk	0.10	0.20	0.20	0.20	0.20	0.20	0.20	0.25	0.30	0.30	0.30	0.30	0.30	0.23
Arlingclose Central Case	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Downside risk	-0.30	-0.50	-0.55	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.60
5yr gilt yield														
Upside risk	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.45	0.45	0.45	0.37
Arlingclose Central Case	0.50	0.50	0.50	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.57
Downside risk	-0.35	-0.50	-0.50	-0.55	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.56
10yr gilt yield														
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45	0.37
Arlingclose Central Case	0.75	0.75	0.80	0.80	0.85	0.85	0.90	0.90	0.95	0.95	1.00	1.00	1.00	0.88
Downside risk	-0.40	-0.40	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50	-0.45
20yr gilt yield														
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45	0.37
Arlingclose Central Case	1.20	1.20	1.25	1.25	1.25	1.30	1.30	1.30	1.35	1.35	1.35	1.40	1.40	1.30
Downside risk	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.50	-0.50	-0.45
50yr gilt yield														
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45	0.37
Arlingclose Central Case	1.20	1.20	1.25	1.25	1.25	1.30	1.30	1.30	1.35	1.35	1.35	1.40	1.40	1.30
Downside risk	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.50	-0.50	-0.45

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 1.80%

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

Investment Strategy 2020/21

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 The investment strategy was a new report introduced 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 2020/21 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 2020/21 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 – the Graven Hill Village companies and Crown House Banbury Ltd. Graven Hill is an ambitious self-build housing development providing significant housing in

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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	31.3.2019 actual			2020/21
	Balance*	Loss allowance	Net figure in accounts	Approved Limit
Subsidiaries	46.800	0.593	46.207	83.287
Local charities	1.152	0.049	1.103	1.150
Local Business	0.020	0	0.020	0.050
Parishes	0.094	0	0.094	0.100
TOTAL	48.066	0.642	47.424	84.587

* including accrued interest

- 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 are 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

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- 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 can 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	31.3.2019 actual			2020/21
	Amounts invested	Gains or losses	Value in accounts	Approved Limit
Subsidiaries	22.828	0	22.828	26.971
TOTAL	22.828	0	22.828	26.971

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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 £5.1m 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 £ millions0

Property	Actual	31.3.2019 actual		31.3.2020 expected	31.3.2021 expected
	Purchase Cost	Gains or (losses)	Value in accounts	Value in accounts	Value in accounts
Castle Quay Shopping Centre	61.120	(18.695)	42.425	42.425	110.225
Pioneer Square	8.161	(0.108)	8.053	8.053	8.053
Tramway Industrial Estate	9.603	(0.383)	9.220	9.220	9.220
Other properties valued under £5m	11.967	0.575	12.542	12.542	12.542
TOTAL	90.851	(18.611)	72.240	72.240	140.04

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 2019/20 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

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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 effect 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

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- 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 (as at 31/12/19):

Table 4: Loan Commitments and Guarantees

Borrower	Purpose	£m Contractually Available
Crown House Banbury Ltd	Redevelopment of town centre building into housing	0.4
Graven Hill Village Development Company Ltd	Revolving Credit Facility available to the council's subsidiary until 2026	13.5
Graven Hill Village Development Company Ltd	Facility Agreement that has been in place since 2014 to deliver the project.	19.8
Graven Hill Village Development Company Ltd	Loan Note instrument to enable the company to deliver its objectives	7.9
TOTAL		41.6

The council has also issued a performance bond of £22million to Oxfordshire County Council (OCC) on behalf of Graven Hill Village Development Company Ltd in respect of Graven Hill's obligations to OCC under s106 agreements.

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

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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 [insert link when available] 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

Total investment exposure	31.03.2019 Actual	31.03.2020 Forecast	31.03.2021 Forecast
Treasury management investments	15.3	15.0	15.0
Service investments: Loans	47.4	62.4	62.4
Service investments: Shares	22.8	27.8	27.8
Commercial investments: Property	72.2	72.2	140.0
TOTAL INVESTMENTS	157.7	177.4	245.2
Commitments to lend	1.8	36.4	34.0
TOTAL EXPOSURE	159.5	213.8	279.2

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)

Investments net rate of return	2018/19 Actual	2019/20 Forecast	2020/21 Forecast
Treasury management investments	0.50%	0.70%	0.68%
Service investments: Loans	1.5% - 12%	1.5% - 12%	1.5% - 12%
Commercial investments: Property	Variable	Variable	Variable

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Growth, Savings and Spend to Save Bids and Revenue Impact of Capital					Spend / Savings Profile				
Reference	Strategic Priority	Project	Brief Description	Net Impact	2020/21	2021/22	2022/23	2023/24	2024/25
GRW011	Best Council to work for	Finance "Growing Our Own"	The Finance Team are seeking to develop a business plan around developing and growing the team from within, building a strategy that is underpinned by bringing graduates and apprentices into the team at the beginning of their career aiming to see them develop through the team at the Council and on occasions into the wider local government community.	24,000	12,000	12,000			
GRW045	Best Council to work for	HR Apprentice	£11,875 (inclusive of on-costs) is requested to employ an HR apprentice.	23,750	11,875	11,875			
	Best Council to work for Total			47,750	23,875	23,875	0	0	0
CAP028	Clean, Green and Safe	On Street Recycling container provision	The aim is to purchase around 60 more on street recycling bins. This will collect litter on one side of the bin and recycling (largely plastic bottles & cans). They will be located in places such as bus tops and to replace some freestanding litter bins	-10,000	-2,000	-2,000	-2,000	-2,000	-2,000
CAP029	Clean, Green and Safe	Depot fuel system renewal	There are two fuel tanks – one at Highfield depot and one at Thorpe Lane. The fuel is dispensed via pumps which are becoming increasingly unreliable. The pumps at Thorpe Lane are very heavily used and the pumps are ten years old and need of replacement. Spare parts are becoming more difficult to source as the pumps are obsolete. The main pump at Highfield also needs replacement. The fuel system itself is also old, over ten years and better systems are on the market. The system needs replacing during 2020/21	-10,000	-2,000	-2,000	-2,000	-2,000	-2,000
CAP030	Clean, Green and Safe	Horsefair Public Conveniences	Horsefair public conveniences is located in a main visitor area. Adjacent to Banbury Cross and the Fine Lady statue. The coach drop off point is nearby. The public conveniences are twenty years old, tired and there are no facilities near by. The public conveniences will be refurbished to unisex cubicles and a disabled facility	-25,000	-5,000	-5,000	-5,000	-5,000	-5,000
GRW013	Clean, Green and Safe	Waste Collection	The growth of the district means more properties being occupied. Each 4000 properties requires a new crew. Each crew covers around 6000 properties with one & half crews needed for each property. This has been in the business plan for several years. A new crew will commence in 2020/21 with a further crew likely to be required in 2023/24	1,090,000	70,000	170,000	170,000	340,000	340,000
GRW040	Clean, Green and Safe	Waste Collection – Recycling gate fee	The value of recyclables can be highly volatile. Three years ago recyclables were bringing in £300k/year income. The gate fees have change to having to pay due to price changes on the individual materials. The gate is fee is over £40/tonne which means a change of £700k/year over the last three years. The deal the Council is still favourable compared to most Councils	417,776	177,776	60,000	60,000	60,000	60,000
SAV027	Clean, Green and Safe	Commercial Waste	This proposal is to grow the Commercial Waste Service. The Commercial Waste Service has grown over recent years from a very small service bringing in around £50k of income per year to a service bring in around £300k/year. The service is planning to continue to expand at around £100k/year additional income for each of the following three years, resulting in a net £30k pa surplus	-150,000	-30,000	-30,000	-30,000	-30,000	-30,000
	Clean, Green and Safe Total			1,312,776	208,776	191,000	191,000	361,000	361,000
CAP031	District of Opportunity & Growth	Car Parking Action Plan Delivery	A new car parking strategy with an action plan is being developed. It is expected that the strategy & action plan will be approved by the Executive in early 2020. The action plan will aim to improve signage to and from the car parks. It will enhance facilities including signage and direction boards. More car parks will move over to pay on exit. In addition issues such as changing lighting over to LED lights to make the car even more safe but also energy efficient. The action plan will commence in 2020 and should be largely completed in early 2021/22	-75,000		-30,000	-45,000		
CAP032	District of Opportunity & Growth	Street scene fencing, street furniture and railings	This project aims to ensure play areas, open spaces and areas on CDC land and areas where CDC is responsible so areas are safe for children and other people. Work will include replacing fences, railings and other street furniture which is either in poor condition or no longer safe	-5,000	-1,000	-1,000	-1,000	-1,000	-1,000
GRW002	District of Opportunity & Growth	Growth Deal – Year 3 CDC Plan Resourcing	Following the establishment of the CDC Growth Deal programme board a resourced Year 2 delivery plan was created and approved by CEDR. This growth proposal identifies the required resources to continue the programme through Year 3. The Programme is made up of four workstreams: Affordable Housing; Homes from Infrastructure; Productivity and the Oxfordshire Plan 2050. These are supported by a Programme Management function within the Transformation team.	972,047	336,978	313,944	321,125		
GRW017	District of Opportunity & Growth	Canalside Regeneration Feasibility	The budget proposal would allow the appointment of external consultants to work with staff to unlock, design and engage stakeholders to ensure a delivery plan to achieve the Councils aspirations in delivering the Canalside Redevelopment.	230,000	230,000				

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Growth, Savings and Spend to Save Bids and Revenue Impact of Capital				Spend / Savings Profile					
Reference	Strategic Priority	Project	Brief Description	Net Impact	2020/21	2021/22	2022/23	2023/24	2024/25
GRW021	District of Opportunity & Growth	Planning Policy Conservation Design	Net cost for 20/21 for staff changes : Required for Planning Policy, Conservation & Design Business Case to achieve: -Introduction of team leaders and provide capacity for the service manager -To build capacity in Planning Policy to fulfil project requirements of the Local Development Scheme -To re-introduce Urban Design resource to support healthy place shaping and raise design standards	266,307	61,095	51,303	51,303	51,303	51,303
GRW033	District of Opportunity & Growth	Kidlington masterplan delivery project	This project will deliver the projects identified in the action plan and next steps for Kidlington masterplan. The priority projects include the village centre, Exeter Close, sport and recreation improvement. The Growth Proposal will support a Project Delivery Officer/Manager (£50,000) and funding (£75,000) for specific projects and strategy development for an employment cluster, Oxford Road corridor transformation and canal improvement.	175,000	125,000	50,000			
GRW036	District of Opportunity & Growth	Landscape architects	The growth of the district means more and more planning applications are being received. The Landscape architects (1.5 FTE) comment of planning applications and inspect after developments are complete. The level of planning applications particularly on major developments mean most of the resource is tied up on planning applications and other projects such as the design and development of Banbury Country Park and Bicester Country Park are adversely affected due to lack of resource. The intention is to fill another post to deal with the growth in planning applications.	100,000	20,000	20,000	20,000	20,000	20,000
GRW038	District of Opportunity & Growth	Planning Fee income reduction	Negative growth bid to compensate for expected net reduction in planning fee income. Some saving from the introduction of DEF software (£22,500.00) taken into account.	512,500	102,500	102,500	102,500	102,500	102,500
SAV003	District of Opportunity & Growth	Rental Income - Tramway and Antelope Garage, Banbury	CDC acquired Tramway industrial Estate on the 29th March 2019. The income from that property was not reflected in our 2019/20 revenue budgets due to the timing of the acquisition. Rent free periods in some of our other commercial properties have also come to an end during 2019/20 and this means that we are anticipating additional income due to the council that needs to be reflected in our budgets.	-2,508,750	-501,750	-501,750	-501,750	-501,750	-501,750
SAV011	District of Opportunity & Growth	Miscellaneous	Small adjustments based on correction from previous years; including CQ1 consultancy	-457,595	-91,519	-91,519	-91,519	-91,519	-91,519
SAV028	District of Opportunity & Growth	Christmas Lights	Following discussions prompted by the capital bid of the same name, the town centres will be asked to accept capital and/or revenue responsibility for the provision of Christmas Lights, resulting in a corresponding revenue saving for the council.	-146,000	-29,200	-29,200	-29,200	-29,200	-29,200
District of Opportunity & Growth Total				-936,491	252,104	-115,722	-173,541	-449,666	-449,666
CAP004	Operational Excellence	Procurement of joint performance system with OCC	Implementation of this proposal will ultimately deliver a much improved data capture and reporting system for the services inputting and for the audiences CEDR/members and our residents. This proposal will also enable shared working across CDC & OCC, expanding resilience across the areas, one version of the truth through reporting and an improved end to end process.	40,000		10,000	10,000	10,000	10,000
CAP024	Operational Excellence	Bodicote House Meeting Room Audio Visual Systems	There is a growing demand within the council to make use of audio & visual (AV) facilities within meeting rooms at Bodicote House. Historically, to provide additional capacity, a temporary projector has been used. In order to eliminate the inefficient temporary approach, the proposal is to install an AV system in a further 3 meeting rooms within Bodicote House.	4,000	2,000	2,000			
CAP025	Operational Excellence	Legacy Iworld System Migration	The proposal is for the councils IT service to work with CSN resources and a third party specialist provider to migrate the data from the I World system into a supported, sustainable environment and develop an appropriate interface to enable access to the data.	12,000	12,000				
GRW014	Operational Excellence	Land Charges – Income Reduction	The current level of expected income was reduced to £262,000 in 19-20. The forecast income for the 2019-20 year is £235,000. This uncertainty is expected to continue and therefore it is prudent to reduce the level of expected income to £250,000 for 2020-21. This is considered realistic given current forecasts and the proposed increase in fees and charges.	60,000	12,000	12,000	12,000	12,000	12,000
SAV001	Operational Excellence	Increasing licensing income	Increase in income from licensing activities	-100,000	-20,000	-20,000	-20,000	-20,000	-20,000
SAV002	Operational Excellence	Rationalised FM Operations	Cleaning and security service contracts for our properties have been renegotiated which have resulted in favourable rates but without a reduction in service or quality as part of the tendered specification. We continue to monitor the contracts using KPIs agreed as part of that specification, to assure quality and cost-efficiencies are maintained.	-841,435	-142,751	-174,671	-174,671	-174,671	-174,671
SAV004	Operational Excellence	Finance – Consultancy	The Finance team has previously had a budgetary requirement of £72k to fund the costs of consultancy across a number of projects, including the establishment of new companies, major capital schemes, closure of the accounts and system and process improvements. However a change in approach and the completion of some of the projects reduces this requirement considerably to £10k, releasing £62k per annum. The remaining £10k would be held as a small contingency for the occasional exploratory opportunity where a specific project proposal as detailed below has not yet progressed to the stage required to submit a proposal.	-310,000	-62,000	-62,000	-62,000	-62,000	-62,000

Growth, Savings and Spend to Save Bids and Revenue Impact of Capital					Spend / Savings Profile				
Reference	Strategic Priority	Project	Brief Description	Net Impact	2020/21	2021/22	2022/23	2023/24	2024/25
SAV006	Operational Excellence	Finance – Recruitment	The Finance team has previously had a budgetary requirement of £30k to fund the costs of recruitment. However now that the majority of posts have been filled the assumption is that normal levels of turnover will resume, and lower level of budgetary allocations will be needed reducing the requirement. It is suggested this be reduced to zero, with a focus on developing and growing the team locally. Should there be a requirement for recruitment costs this would be managed from the process of vacancy management, holding posts vacant for a sufficient period to cover the required recruitment costs. This releases £40k.	-150,000	-30,000	-30,000	-30,000	-30,000	-30,000
SAV012	Operational Excellence	EDM Software	New Electronic Document Management system has resulted in savings	-60,000	-12,000	-12,000	-12,000	-12,000	-12,000
SAV016	Operational Excellence	Spiceball Management contract	Reduction in management costs to reflect year on year movements in the unitary fee.	-140,000	-28,000	-28,000	-28,000	-28,000	-28,000
SAV017	Operational Excellence	Democratic Services – Review of Parish Charges	A full review of parish charges should see an increase in income generation to the Elections team to ensure that we can continue with the proper administrations of elections for Parish and Town Councils.	-25,000	-5,000	-5,000	-5,000	-5,000	-5,000
SAV018	Operational Excellence	Democratic Services - Canvass reform	With the reform of the annual canvass arrangements it is anticipated this will reduce the administrative burden on Councils generally and CDC should see a reduction in the administrative burden on electoral registration.	-25,000	-5,000	-5,000	-5,000	-5,000	-5,000
SAV019	Operational Excellence	Legal Charges	The proposal is simply to (a) review legal spend, (b) establish a procedure through the Director of Law & Governance for authorisation of external legal spend, (c) consider in the first instance whether internal support can be utilised through the joint legal service and (d) review the legal charges as part of the framework contract.	-150,000	-30,000	-30,000	-30,000	-30,000	-30,000
SAV020	Operational Excellence	Increased income	It is anticipated that with the full implementation of the Growth Deal there will be an increase in development proposals within CDC's area and developers pay a premium rate for the legal support provided to facilitate those developments. (Hence the importance of savings proposal 1 to ensure where possible this work is kept in-house.) This should result in increased income.	-400,000	-80,000	-80,000	-80,000	-80,000	-80,000
SAV024	Operational Excellence	Delete vacant Senior Estate and Valuation Officer	Following separation, the post is no longer required.	-310,115	-62,023	-62,023	-62,023	-62,023	-62,023
SAV025	Operational Excellence	Increasing car parking charges	This proposal is to increase car parking charges for the first time since 2011.	-1,560,000	-120,000	-295,000	-300,000	-400,000	-445,000
Operational Excellence Total				-3,955,550	-570,774	-779,694	-786,694	-886,694	-931,694
GRW006	Response to Climate Emergency	Responding to Climate Emergency	Additional resource to ensure CDC responds to the Climate Emergency with pace and a structured programme management approach. This resource will enable CDC to recruit additional expertise and capacity to lead on this project. The intention is to create a shared team with Oxfordshire County Council to make the most of expertise, knowledge, efficiencies of scale and resilience of a larger team working across Cherwell and Oxfordshire. Working in this way will enable us to get the most value from the resource.	250,000	50,000	50,000	50,000	50,000	50,000
S2S002	Response to climate Emergency	LED Lighting across corporate properties	Cherwell District Council has a wide and diverse property portfolio, these properties are generally of an age where traditional light fittings are used. To reduce energy consumption which will lead to a reduction in energy billing it is proposed to replace existing traditional fluorescent / filament lamps across the council's corporate portfolio to LED lamps with proximity sensors.	105,000	69,000	69,000	69,000	-51,000	-51,000
Response to Climate Emergency Total				355,000	119,000	119,000	119,000	-1,000	-1,000
CAP006	Thriving Communities & Wellbeing	Community Centre - Works	Many of the community centres have not received any major replacement works and after the property having had condition reviews undertaken by Gleeds it has been identified that many of the roofs are in a poor condition which is leading to significant damage to the internal elements of the building. Rustcote Arcade and Chasewell Grange have experienced persistent roof problems that need to be resolved. Generally the tenants liability does not extend to the structural parts of the buildings.	13,860	6,930	6,930			
GRW004	Thriving Communities & Wellbeing	Growth Deal – Affordable Housing “Top Up Funding”	To provide sufficient funding to deliver the Affordable Housing (AH) numbers specified in the Growth Deal (GD).	880,000	880,000				
GRW019	Thriving Communities & Wellbeing	Contribution to the Young People's Supported Housing Pathway (YPSHP)	This is CDC's proposed contribution to the Young People's Supported Housing Pathway being recommissioned by Oxfordshire County Council in partnership with the 5 district/city councils. New contracts will start on 1/10/20 and run for 5 years.	538,303	59,811	119,623	119,623	119,623	119,623
GRW026	Thriving Communities & Wellbeing	FAST programme – Wellbeing Service	Grant income that will have a corresponding expenditure not accounted for in 2019/2020. Part of a much larger grant from Sport England that will not yield an income to Cherwell District Council	79,560	26,520	26,520	26,520		
GRW028	Thriving Communities & Wellbeing	Social Prescribing	This additional contribution is essential to continue our commitment to prevention and improving residents' wellbeing through a supported system of care navigators. This is a contracted out service supported by Cherwell, West Oxfordshire DC and OCCG underwritten by the Department of Health.	1,500	13,500	13,500	-8,500	-8,500	-8,500
GRW029	Thriving Communities & Wellbeing	Spiceball Leisure Centre Contract Compensation	The Leisure Centre contract has provision for compensation payments due to the operator of Spiceball Leisure Centre should Cherwell change the context of the operation. The closure of the pedestrian footbridge to Spiceball Leisure Centre is essential during the completion of extension works to Castle Quay. It is anticipated that this will conclude at the end of the 2020/2021 financial year and compensation will need to be paid against the agreed benchmark throughput.	330,000	330,000				

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Growth, Savings and Spend to Save Bids and Revenue Impact of Capital					Spend / Savings Profile				
Reference	Strategic Priority	Project	Brief Description	Net Impact	2020/21	2021/22	2022/23	2023/24	2024/25
SAV007	Thriving Communities & Wellbeing	Cherwell Bond Scheme Revenue Budget	This a long standing revenue budget that funds the setting up of new private rented sector tenancies for homeless households. The budget is used to set up deposit bonds which underwrite a tenancy i.e. no money is passed across to the landlord or tenant but the bond acts as a security for the landlord. The Bond is only paid out once the tenancy ends and only if there has been damage to the property beyond reasonable wear and tear. The £30,600 recurring budget has been underspent year on year and underspend carried in to a Bond Scheme reserve that now stands at £100k. This is enough to cover any costs incurred by the Scheme in to the medium to long term. As and when it is dissipated a growth bid will be submitted in the future.	-153,000	-30,600	-30,600	-30,600	-30,600	-30,600
SAV008	Thriving Communities & Wellbeing	Potential saving from joint commissioning of debt and money advice	The proposal is to reduce the spend available for debt and money advice commissioning but without sacrificing the level of service and possibly enhancing it through the joint commissioning process. This could be done by taking out 10% from 1/11/20 or tapering the saving e.g. -5% in year 1, -10% in year 2 and -15% in year 3. This could be done on the basis of seeking funding bids from providers that demonstrate complementary funding will be attracted from other sources in order to maintain and invest in services i.e. that demonstrate the provider will lever in other funding.	-111,339	-10,503	-25,209	-25,209	-25,209	-25,209
SAV015	Thriving Communities & Wellbeing	Homelessness Support Grants	Owing to continued grant funding from central Government it is now possible to reduce Cherwell's contribution whilst maintaining the same services for those facing homelessness.	-40,000	-8,000	-8,000	-8,000	-8,000	-8,000
SAV022	Thriving Communities & Wellbeing	Reduce Banbury Museum Funding	Reduce the support to the Museum to reflect their ability to begin charging for events	-12,500	0	0	0	0	-12,500
SAV023	Thriving Communities & Wellbeing	Health Buses	Reduce the spend on the health buses by consolidating provision	-55,000	-11,000	-11,000	-11,000	-11,000	-11,000
SAV026	Thriving Communities & Wellbeing	Build Rental Income Increase	Increase rental income by 2%, remove vacant FTE from salary budget	-425,000	-85,000	-85,000	-85,000	-85,000	-85,000
	Thriving Communities & Wellbeing Total			1,046,384	1,171,658	6,764	-22,166	-48,686	-61,186
	Grand Total			-2,130,131	1,204,639	-554,777	-672,401	-1,025,046	-1,082,546

Cherwell District Council

Executive

3 February 2020

<p>Monthly Performance, Risk and Finance Monitoring Report – December 2019</p>

**Report of Executive Director: Finance (Interim) and
Acting 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 2019-20 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 2019-20 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 - 2019/20 Business Plan
 - Appendix 2 - Monthly Performance Report
 - Appendix 3 - Leadership Risk Register
 - Appendix 4 - Capital

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 2019-20 business plan (see Appendix 1) and the priorities of the Council.
- 3.2 The 2019-20 business plan set out three strategic priorities:
- Clean, Green and Safe.
 - 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 Business Plan Measures	Meaning for 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.

Priority: Clean, Green and Safe.

- 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:

Supporting Community Safety during the party season.

The community safety team continued to work with partners to prevent crime and reduce antisocial behavior; during December the team prioritised attending seasonal events to promote safe nights out in advance of Christmas. They also undertook late night town centre patrols with the Police and engaged with town centre visitors at our Departure Zone events. The Cherwell



Community Safety Partnership met in December with a focus on the review of the partnership priorities and plans.

Protect the Built Heritage is reporting Amber for December and Year to date. The Conservation team continue to work closely with Development Management on cases of heritage interest. The Conservation Area Appraisal programme is ongoing. Nine Conservation Area Appraisals are in progress, six have been subjected to public consultation and one is presently being consulted on (Ardley); a further two are being drafted. A number of heritage guidance notes are also being prepared. The Team intend to complete as many as possible by the end of March while maintaining its service to Development Management.

% Waste Recycled & Composted is reporting Amber for December and Green for Year to Date, delivering 51% against a target of 56%. The monthly target for this measure is a static 56%, due to the growth across the district we were unable to provide accurate forecasted targets. Recycling rate up by 1.28% compared to this time last year. If this continues it will give a recycling rate at the end of the year of 55.6%.

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.

Overview of our performance against this strategic priority:

Delivering affordable homes - A total of 41 new affordable homes were completed in December 2019, against a target of 10. Comprised by 25 affordable homes for rent (1 x one bed maisonette, three one bedroom flats, 12 two-bed flats, two two-beds houses, five three-bed houses and two four-bed houses), and 16 shared ownership homes (six two-bed houses and 10 three-bed houses). Delivering ahead of the 337 Year to Date target with 339 homes delivered so far, this financial year.



Age Friendly Banbury - Two Age Friendly Banbury pop up engagement and consultation events were held at Banbury and Woodgreen libraries to get the opinions and thoughts of Banbury residents around the proposed Age Friendly pledge that will be adopted by the initiative, to get groups, businesses and organisations to sign to in Banbury moving forward, making Banbury a great place to grow old.



up

Homes improved through enforcement action - Following a review of properties improved as a result of our new targeted work on Minimum Energy Efficiency Standards, the housing team was able to record 11 homes improved this month, making a total of 80 for the year to date against a year to date target of 81.

Enforcement action remains a priority and the team continues working hard to achieve their target for the Financial Year.

Average time taken to process Housing Benefit New Claims – The revenues and benefits team continues to develop and build on the changes in procedures and work flow management introduced in November 2019. Performance on new claims has stabilised well and is performing ahead of the 15 days target at 9 days, compared to the national average of 20 days.

Average time taken to process Housing Benefit change events – The team has recorded a performance of 2.33 days against a target of 8 days in average to process change events. Ensuring that changes are processed quickly and accurately is vital to the team in order to ensure that overpayments are minimised, and additional benefit is awarded as soon as possible to avoid any financial hardship for customers.



% of Business Rates collected, increasing NNDR Base - Is reporting Amber for December and Year to Date. Whilst in month collection slightly dropped in December this was mainly due to the payments team closing for the Christmas period thus making chasing outstanding balances more difficult. However, there are plans in place to commence proactive debt chasing at the beginning of January to boost collection rates.

% of Council Tax collected, increase Council Tax Base - Is reporting Amber for December and Green for Year to Date. The amount of Council Tax collected has increased by more than £2.3m since April 2019 bringing the total amount, the team needs to collect to nearly £105m, this is mainly down to new builds as well as a review on exemptions and student discounts to ensure customers are still entitled to the reduction they are claiming. The amount collected in December decreased slightly due to the enforcement agents not proactively chasing debts over the Christmas period, however this arrangement has now stopped, and full recovery has commenced again. The team is reviewing all debts at liability order to reduce outstanding Council Tax debt as well as starting a Council Tax Reduction uptake campaign to proactively contact customers on universal credit who are entitled to a reduction on their Council Tax bill that they haven't yet claimed.

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:

Young Enterprise Trade Fair - On Saturday 7 December, the stalls at the Young Enterprise trade Fair at Banbury market were run by companies made up of pupils from local schools including Cooper School, Bicester Technology Studio, Bloxham, and Tudor Hall. They were judged on the day by a team of dignitaries and mystery shoppers. The pupils



had the opportunity to build their sales and marketing skills at the annual event, before they make the move into further or higher education, or the world of work.

Maintain 5 Year Land Supply - Is reporting Amber for December and Year to Date. The new 2019 Annual Monitoring Report (AMR) reports a dip below 5 years (to 4.6 years). However, housing delivery in 2018/19 was high (1489 homes) and the Government has provided the Oxfordshire authorities with a 3 year flexibility while the Oxfordshire Plan is produced.

Net Additional Housing Completions - Is reporting Red for December and Green for Year to Date, delivering 204 homes against a target of 286. Quarterly housing completions are provisional and verified at the end of the year. Although 204 homes is not as high as the Quarter 1 or Quarter 2 returns (373 & 293), a reasonably good level of housing delivery has continued across the district in quarter 3. The 'red' performance status indicates that provisional delivery is below the indicative quarterly target of 286. However, a quarter 4 return of 272 would enable the local plan annual requirement (1142) to be met; this number is achievable given the results from previous quarters, always taking into consideration market conditions.

Supporting Banbury BID – The Council continues to support Banbury BID (Business Improvement District) in the delivery of its Year Two business plan. During December, a new business centre - Guardian House - was opened in central Banbury, not only bringing a new business to an empty building but providing a new space for small businesses to have the opportunity to establish themselves and thrive in the Town Centre.



Deliver the Local Plan - Is reporting Amber for December and Year to Date. On 10 July 2019, the appointed Planning Inspector gave his preliminary views. While he is content with the Plan's overall strategy, he recommended the deletion of a proposed strategic housing allocation (land south east of Woodstock) and requested additional work for the redistribution of the affected 410 homes. On 30 September 2019, officers informally submitted proposed modifications to the Inspector supported by associated evidence. On 29 October the Inspector advised that he was happy for the Council to formally publish the information and progress the modifications to consultation. Consultation ended on 20 December. Officers are processing the representations received and will report to members on the modifications and the outcome of the consultation in the first quarter of 2020.

Summary of Performance

- 3.10 The Council reports on performance against 21 business plan measures monthly and 17 key performance indicators on a quarterly basis. The full details, including commentary against each measure and key performance indicator can be found in Appendix 2.

Business Plan Measures and Key Performance Indicators (38)					
Status	Description	December	%	YTD	%
Green	On target	31	81.5%	33	87%
Amber	Slightly off target	6	16%	5	13%
Red	Off target	1	2.5%	0	-

3.11 **Spotlight on: CSN Resources, delivering Revenues and Benefits**

CSN Resources, a company established in April 2017, is jointly owned by Cherwell District and South Northamptonshire Councils. The company was established to support delivery of the councils' services and to provide an operating environment for commercial opportunities for the Council.

Which services do Revenues and Benefits provide for the two councils?

Revenues and Recovery.

The team are responsible for the collection of monies owed to the Councils including recovery and use of enforcement agents and court. The collection of Council Tax and Business Rates are essential to the councils' finances and the running of the services that are offered. Services include:

- Billing, collection and recovery of Council Tax for 66,700 properties across CDC and 40,457 across SNC.
- Billing collection and recovery of Business Rates for 4,934 businesses in the CDC area and 2,799 in SNC area.
- Collection of the Banbury Business Improvement Levy (CDC only).
- Collection of sundry debts for 3790 accounts within Cherwell and 4462 in South Northants.
- Collection of overpaid Housing Benefit overpayments.
- Inspection function to maximise the income from Council Tax and Business Rates including new homes bonus.



Entitlements and Debt and Money advice

The team are responsible for the delivery of Housing Benefit (intended to help to meet housing costs) and Council Tax Reduction (help with Council Tax payments) to some of our most vulnerable residents. The service includes:

- The timely and accurate assessment of new claims and changes for Housing Benefit and Council Tax Reduction including Discretionary Housing Payments for 7,500 household in Cherwell and 2,900 in South Northants.
- Debt and Money Advice service (South Northants only).



Systems, performance and Subsidy

The work of the Revenues and Benefits team is underpinned by the Systems, Performance and Subsidy team who are responsible for the provision of performance information to keep us all on track, working with ICT on provision of the Revenues and Benefits software and the upgrading of the systems and the completion and audit of the two Housing Benefit subsidy claims.

How do we perform?

Cherwell Performance Indicators 2018-2019

Benefits

Performance Indicator	Description	Target	Performance for 18-19	Performance 17-18	National picture
New claims	Average time taken to assess new claims	15 days	13.63 days	24.87 days	20 days
Change in circumstances	Average time taken to assess changes	8 Days	7.82 days	9.3 days	8 days

Revenues

Performance Indicator	Description	Target	Performance for 18-19	Performance 17-18	National picture
Council Tax	% of Council tax collected in year	98.25%	98.27%	97.87%	97%
Business Rates*	% collected in year	98.5%	98.45%	92.31%	98.3%

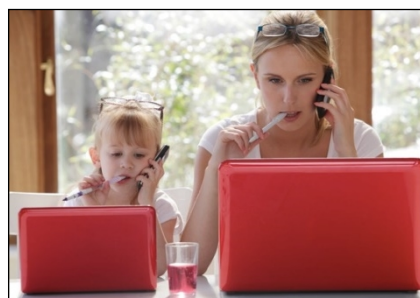
Looking ahead to 2020-2021

Revenues and Benefits have come on quite a journey over the last three years with many milestones achieved including establishing the company, training new team members, insourcing the external Revenues and Benefits service provision at Cherwell and migrating all the data from a legacy system to the Academy system. The team have also worked hard to stabilise and improve performance at both Councils.

Cherwell has seen huge growth over recent years with the number of Council Tax dwellings increasing from 62,500 in December 18 to 66,730 in December 2019 and the number of businesses billed for business rates increasing from 4,693 to 4,934.

We are always looking to work with our colleagues across Cherwell Council including Customer Services, ICT, Economic Growth and Housing to improve the service to our residents including:

- The introduction of a customer portal to give residents the opportunity to manage their accounts online and to reduce contact via phones and email.
- Automation of some Benefit services including data files received from Department for Work and Pensions.
- Future service improvements for 2020-2021 include automation opportunities of new claims for Benefit and Council Tax Reduction, automation of some change events and automation of some discounts for Council
- 2020-2021 will see the introduction of a new document management systems for both Councils and the team are working with colleagues in ICT to ensure the safe migration of all the data.



Risk Update

3.12 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.

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			L09		
	4 - Major		L12	L01, L04, L07, L10, L11 & L18		
	3 - Moderate		L16	L02, L05, & L14	L08 & L15	
	2 - Minor		L17			
	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
L01 Financial Resilience	12 Medium risk	↔	Risk reviewed 07/01 – No changes.
L02 Statutory functions	9 Low risk	↔	Risk Reviewed 10/01 – No changes.
L04 CDC Local Plan	12 Medium risk	↔	Risk Reviewed 07/01 – Risk reviewed, controls, control assessment, mitigating actions and comments updated.
L05 Business Continuity	9 Low risk	↔	Risk Reviewed 07/01 – Comments updated.
L07 Emergency Planning	12 Medium risk	↔	Risk Reviewed 07/01 – Comments updated.
L08 Health & Safety	12 Medium risk	↔	Risk Reviewed 07/01 – Mitigating actions and commentary updated.
L09 Cyber Security	15 Medium risk	↔	Risk Reviewed 31/12 – Mitigating actions updated.
L10 Safeguarding the Vulnerable	12 Medium risk	↔	Risk Reviewed 09/01 – Comments updated.
L11 Sustainability of Council owned companies and delivery of planned financial and other objectives.	12 Medium risk	↔	Risk Reviewed 07/01 – Comments updated
L12 Financial sustainability of third-party suppliers including contractors and other partners	8 Low risk	↔	Risk Reviewed 02/01 – No changes
L14 Corporate Governance	9 Low risk	↔	Risk Reviewed 10/01 – No changes
L15 Oxfordshire Growth Deal	12 Medium risk	↔	Risk Reviewed 03/01 – No changes.
L16 Joint Working – New Risk	6 Low risk	↔	Risk Reviewed 30/12 – Comments updated.
L17 Separation – New Risk	4 low risk	↔	Risk Reviewed 30/12 – Comments updated.
L18 Workforce Strategy	12 Medium risk	↔	Risk Reviewed 02/01 – No changes.

During December the leadership risk didn't have any score changes. Closed risks have been removed from the above table.

3.15 Finance Update (Revenue and Capital)

3.16 Revenue Position

The Council's forecast financial position up to the end of December, is set out in the table below following a review across the Council's service areas. Overall, for the financial year 2019/20 Cherwell District Council is projecting a overspend of £536k across the directorates, which has increased from (£269k) at the end of November. The directorates continue to manage their under and overspends looking to produce a balanced position by the year end. The Council continues to benefit from beneficial interest rates earlier in the year which is generated a one-off underspend of £1.85m, which has increased from last month, resulting in an overall underspend of £1.3m for the Council.

For more detail on the movements across all budgets please see the table below showing the main reasons for the variances in 2019/20.

Revenue Monitoring <i>(Brackets denotes an Underspend)</i>	Budget £000	Forecast £000	Current Month Variances £000	Prior Month Variances £000
Communities	1,689	1,664	(25)	(20)
Leisure & Sport	791	841	50	30
Housing	2,047	1,927	(120)	(140)
Environmental Services	4,648	5,214	566	553
Environmental Health & Licensing	1,364	1,204	(160)	(160)
WELLBEING TOTAL	10,539	10,850	311	263

Communities: (£25k) underspend. The underspend is made up of small savings across the department, of which £10k relates to the Health bus, which is being provided in a more cost-effective way in the future.

Sport & Leisure: £50k overspend. The overspend is attributable to the FAST programme where insufficient expenditure budget was built in for this financial year. This has been corrected for 20/21. There has been savings across the department to mitigate this however due to an unexpected fault with the biomass heater, we are expecting to incur repair costs and receive less RHI income (renewable heat incentive) as a consequence.

Housing: (£120k) underspend. The underspend is a combination of salary savings due to long term vacancies and savings against the Cherwell Bond Scheme due to a low level of claims made. Also contributing to the overall underspend is higher than anticipated fee income as a subsequent result of administering Disabled Facilities grants and Discretionary grants.

Environmental Services: £566k overspend. £352k Agency Staff, Overtime & SNC Recharge costs (Admin & Waste & Recycling), £37k reduction in recycling credit and materials income, £25k Bulking & Haulage charge tonnage increase, £75k Gate Fees Increase, £44k increase in business waste tonnage but reduction in anticipated income, (£90k) Additional income for street scene repairs, S106 & Grants for Country Park, £25k Increase in Management Fees & Reduction in Car Park Income, £37k Increase in National Domestic Rates & Business Improvement District charges, £56k increase in contractor costs - Oxfordshire Waste & Recycling Partnership Contribution, Waste Analysis by Oxfordshire County Council, Montagu Evans & other small overspends and £5k reduction in income

Environmental Health & Licensing: (£160k) underspend. The underspend relates to salary savings due to changes in service delivery and vacancies. Plus, higher than anticipated discretionary income has been generated.

Planning & Development	1,313	1,648	335	210
Economy & Regeneration	1,892	1,862	(30)	(20)
Build! Programme	(345)	(285)	60	50
PLACE & GROWTH TOTAL	2,860	3,225	365	240

Planning & Development: £335k - Overspend in Building Control staffing relating to agency costs plus a slight deficit in income than budgeted. Development Management overspend of £430k due to under recovery of Planning fee income and higher than anticipated legal fees due to 2 planning appeals. Some may be potentially offset by Local Plan savings if secured at year end.

Economy & Regeneration: (£30k) underspend mainly as a result of long-term vacancies within the Economic Growth team

Build! Programme: £60k overspend. The overspend mainly lies within the Affordable Rents sector due to expenditure not budgeted. The budget has been corrected for 20/21. Also, within Shared Ownership there is an under recovery of income due to a delay in the opening of Hope Close and lower than anticipated service charge income as Gardeners Close has only been occupied part of the year.

Finance	3,143	3,184	41	(61)
Property	(950)	(1,125)	(175)	(175)
Finance Total	2,193	2,059	(134)	(236)

Finance (£41k): £141k overspend due to external audit fee, recruitment costs and contractor fees, (£100k) underspend in Revs & Bens due to Universal Credit Introduction
Property: (£175k) underspend on a variety of functions, such as security, maintenance and vacancies. Variance to previous month due to unforeseen repairs (diesel kits & emergency lighting)

Note: additional income for Tramway and Castle Quay ringfenced directly to reserves due to uncertainty at this stage.

Law & Governance	1,387	1,387	-	-
Law & Governance Total	1,387	1,387	0	0

Law & Governance: - Overspend in District Elections but reserve can be drawn upon to cover this.

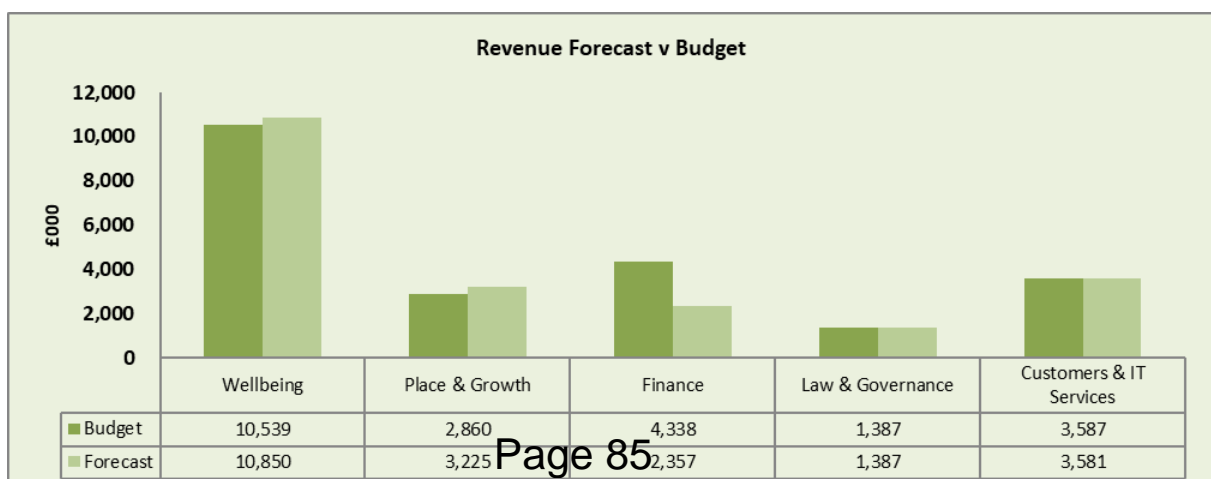
Customers & IT services	1,903	1,903	-	0
Strategic Marketing & Communications	391	367	(24)	0
HR, OD & Payroll	730	730	-	0
Performance & Transformation	457	475	18	0
Corporate Services	106	106	-	0
CUSTOMERS & IT SERVICES TOTAL	3,587	3,581	(6)	0

TOTAL DIRECTORATES	20,566	21,102	536	267
Interest Costs	2,705	2,013	(692)	(686)
Interest Receivable	(563)	(728)	(165)	(153)

Interest from Graven Hill	(2,593)	(3,583)	(990)	(714)
Pension Costs	237	237	-	-
Appropriations For Transfer To Reserves	4,402	4,402	-	-
Appropriations For Transfer From Reserve	(3,543)	(3,543)	-	-
Capital Charges	1,500	1,500	-	-
EXECUTIVE MATTERS TOTAL	2,145	298	(1,847)	(1,553)
<i>Interest Costs - (£692k) Lower than expected balance b/f, slippage on capital programme, and lower rates than budgeted.</i>				
<i>Interest Receivable: (£165k) due to new loan given to Crown House.</i>				
<i>Treasury Management - active management resulted in beneficial interest rates and slower levels of borrowing significantly improving forecasted position.</i>				
<i>Interest from Graven Hill -(£990k) Higher than expected balances b/f, small increase in interest rate +Additional £220k Bond Fee income</i>				
COST OF SERVICES	22,711	21,400	(1,311)	(1,286)

Funding (Brackets denotes an Underspend)	Budget £000	Forecast £000	Current Month Variances £000	Prior Month Variances £000
Business Rates Retention	(10,760)	(10,760)	-	-
Revenue Support Grant	(114)	(114)	-	-
Transfer to parish Councils for CTRS	349	349	-	-
Transition Grant	0	0	-	-
FORMULA GRANT EQUIVALENT	(10,525)	(10,525)	-	-
New Homes Bonus	(5,087)	(5,087)	-	-
GRANTS AWARDED TOTAL	(5,087)	(5,087)	-	-
Council Tax	(6,923)	(6,923)	-	-
Collection Fund	(176)	(176)	-	-
COUNCIL TAX INCOME TOTAL	(7,099)	(7,099)	-	-
TOTAL INCOME				
	(22,711)	(22,711)	-	-
Reserve management			0	
(Surplus)/Deficit			(1,311)	(1,286)

The graph below shows the overall variance by Directorate and compares the budget to the forecast end of year position.



3.17 Capital Programme

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

The budget for 2019/20 is £93m. Overall, we are projecting an underspend in year of (£144k), further detail can be found within the capital programme schedule.

Directorate	Budget £000	Forecast £000	Re- profiled beyond 2019/20 £000	Current Period Variances £000	Prior Period Variances £000
Wellbeing, Environmental & Regulatory	5,233	3,771	1,291	(171)	(141)
Place & Growth	30,155	17,043	13,477	365	4
Customers & Service Development	869	871	0	2	34
Finance Services	56,673	26,796	29,825	(52)	(54)
Total	92,929	48,480	44,593	144	(157)

Current Period Variances:

Wellbeing, Environmental & Regulatory Services: (£171k) Budgets no longer required for Sunshine Centre (£22k) and Biomass Heating Bicester Leisure Centre (£14k). Forecast saving of (£135k) Discretionary Grants Domestic Properties.

Finance Services: (£52k) relating to: New E-tendering Portal for procurement no longer required (£30k), Tramway site small additional works required amounting to £15k, (£27k) Retained Land budget no longer required, (£2k) Condition works Survey works project complete. Franklins House Travelodge (£25k). £3k over on BYHP Separation. £16k over on The fairway Garage Demolition and (£2k) on Thorpe Way Industrial Units.

Customers & Service Development: £34k relating to: HR/Payroll System. This is £57K over but is being offset by (£27K) u/s in IT. However, the IT u/s will be needed for Phase 2 next year.

Re-profile beyond 2019/20:

Wellbeing, Environmental & Regulatory Services:

£30k Spiceball Leisure Centre Bridge Resurfacing is part of the CQ2 project and will roll into 20/21.

£122k Bicester Leisure Centre extension, due to prioritisation this will roll into 20/21.

£183k North Oxfordshire Academy Astroturf due to ongoing discussion with ULT and their contribution around the project, the scheme will be rolled into 20/21

£12k Physical Activities and Inequalities Insight feasibility study to commence in Q4

£542k disables facilities Grants - will roll forward what is not used as is better care fund money and can't be used for anything else.

£50k of unspent Discretionary Grant budget to be rolled into 20/21 to retain the level of budget at the agreed £200k.

£43k Solar Photovoltaic scheme to be rolled into 20/21 to set up a Climate emergency fund.

£42k Car park refurbishment to roll into 20/21.

£60k works to the Corporate Booking system to be slipped into 20/21

Place & Growth:

£1,250k Phase 1b Bicester Library plans are currently on hold.

£10,775k Phase 2 majority of works to commence in 20/21.

£1,450k East Western Railway work balance of capital to be rolled into 20/21

Finance Services:

£25,798k for CQ2

£153k Banbury Health Centre, project currently paused as lease discussions with tenants.

£3,300k for CQ1 ongoing.

£100k for CDC feasibility, nothing forecast in current year.

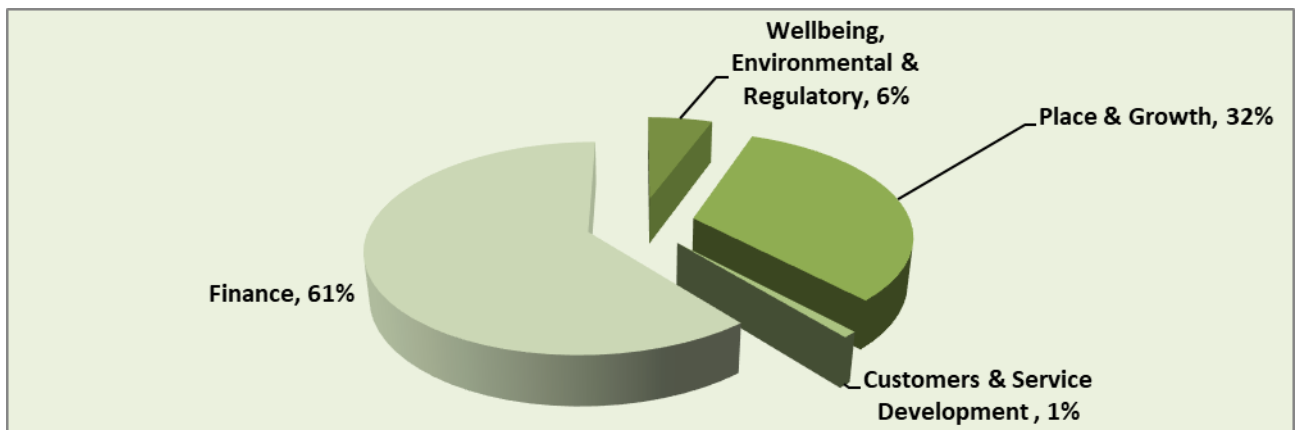
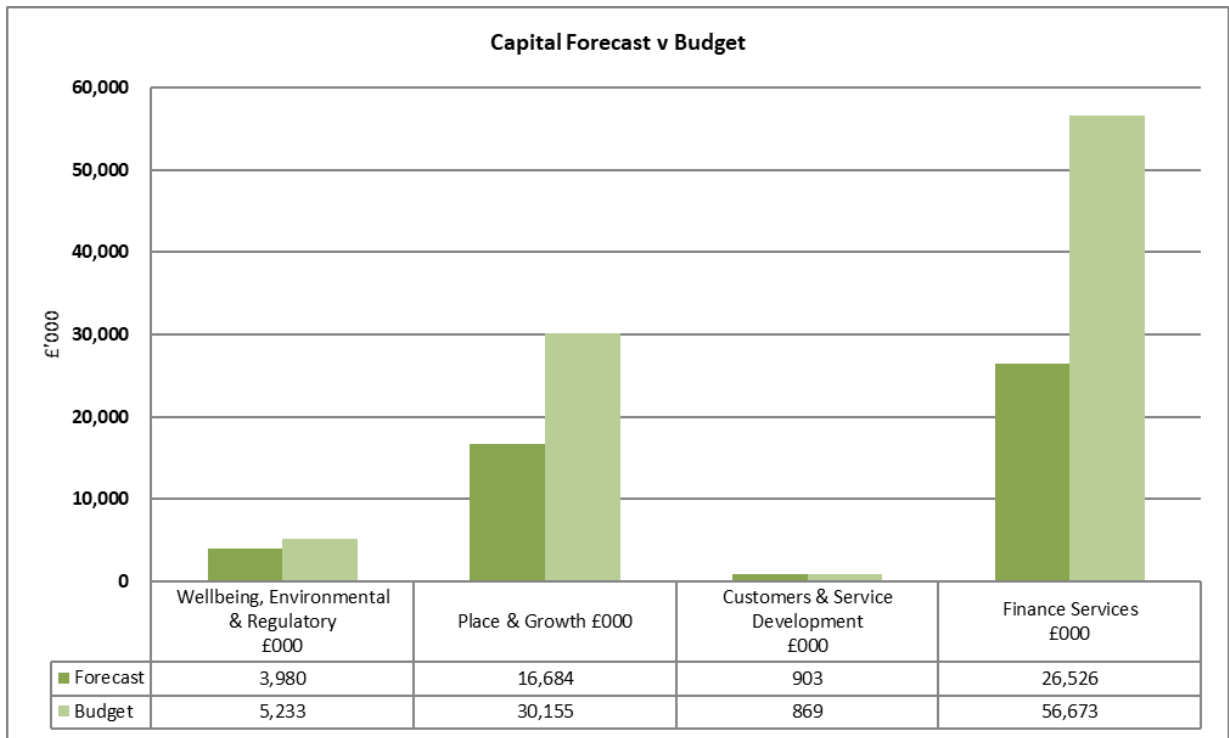
£250k for The Mill

£79k for Bodicote House Fire Compliance Works

£105k Works on compliance surveys.

£30k reprofiling for asbestos surveys

£10k Corporate Fire risk Assessment



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 2019-20 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 Financial implications are detailed within section 3.15 to 3.18 of this report.

Comments checked by:

Adele Taylor, Executive Director Finance (Interim), 0300 003 0103

Adele.taylor@cherwell-dc.gov.uk

Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:

Nick Graham, Director Law and Governance

Nick.Graham@cherwell-dc.gov.uk

Risk management

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:

Celia Prado-Teeling, Acting Insight Team Leader, 01295 221556

celia.prado-teeling@cherwell-dc.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	2019/20 Business Plan
Appendix 2	Monthly Performance Report
Appendix 3	Leadership Risk Register
Appendix 4	Capital
Background Papers	
None	
Report Author	Louise Tustian – Acting Assistant Director: Performance and Transformation
Contact Information	Tel: 01295 221786 Louise.tustian@cherwell-dc.gov.uk

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Cherwell District Council Business Plan 2019-20



DISTRICT COUNCIL
NORTH OXFORDSHIRE



Organisational Plan

Operational Excellence

- Rigorous Financial Management
- Efficient and Effective Governance
- Commercial and Procurement excellence
- Continuous Improvement

Customer Focus

- Excellent Customer Services
- Efficient and Effective Services
- Accessible services – Enabled through digitisation
- Consultation and Customer Insight

Best Council to work for

- Employer of choice
- Employee Engagement and Wellbeing
- Culture of Learning and Development
- Sustainable relationships with key partners

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Appendix 2 – Monthly Performance Report

December 2019

Includes:

- Programme Measures
- 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.

CDC Programme Measures - Clean, Green and Safe

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC1.1.1 High Quality Waste & Recycling	Cllr D Sames	Ed Potter Graeme Kane	Changed collections over the Christmas period successfully completed. The four-day week again allowed collections to quickly return to normal.	Ensuring all the bring banks are cleared and tidy following increased usage over Christmas and the New Year.	★	Collections over the Christmas period successfully and seamlessly completed.	★
CDC1.1.2 Ensure Clean & Tidy Streets	Cllr D Sames	Ed Potter Graeme Kane	Focus to clearing roadside verges of litter as vegetation died back successfully completed	Additional resource committed to enhancing roadside verges, ensuring they are litter free as the grass, hedges and shrubs die back and uncover litter caught up in vegetation.	★	District looking litter free - three urban centres and residential areas are clean, and work being carried out to improve the miles of roadside verges	★
CDC1.1.3 Reduce Environmental Crime	Cllr D Sames	Graeme Kane Richard Webb	Investigations and clear-ups of fly tips continued through the month along with actions to ensure the removal of abandoned vehicles.	Investigations and clear-ups of fly tips will continue through the month along with actions to ensure the removal of abandoned vehicles. A DVLA audit of our system to ensure compliance with legislation relating to the removal of abandoned vehicles will take place in early January. Targeted work to reduce fly tipping at known hot spot areas will be undertaken.	★	The team continues to respond to reports of fly-tipping and abandoned vehicles as core functions. A review of investigation processes is continuing with a focus on achieving stronger outcomes (how to improve the effectiveness of prevention activities and the outcomes of investigations). We will also be considering how to raise awareness of the good work that is done by the team.	★
CDC1.1.4 Protect Our Natural Environment and Promote Environmental Sustainability	Cllr A McHugh	Graeme Kane Richard Webb	Continuing to assess the air quality impacts of new developments through the planning process. The outcome of the recent air quality grant application should be received around mid February. Staff workshop on the climate change emergency successfully delivered mid-December	Following discussions with planning we are currently reviewing the location of the diffusion tubes used to monitor air quality across the district to see if any need to be relocated to assess the impacts of future developments. Elected member workshop on the climate change emergency due to happen in the 2nd half of January.	★	Air quality monitoring continues at 42 locations across the district with the annual data being available in early summer. Our air quality action plans are reviewed with partners at the start of each year to track progress and identify further actions required. Development of the Council's Climate Change emergency action plan rapidly progresses and will be fully developed after an Elected Members workshop and a workshop for wider stakeholders in February.	★

CDC Programme Measures - Clean, Green and Safe

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>CDC1.1.5 Support Community Safety and Reduce Anti-Social Behaviour</p>	Cllr A McHugh	Graeme Kane Richard Webb	<p>Community Forums across Banbury were attended by the Community Safety team and a 'Winter Wishes' community safety event was undertaken at Bretch Hill. Joint patrols were undertaken with the Police offering reassurance to Bloxham residents following spate of burglaries. District wide patrols for Illegal Scrap Metal Collectors and Rogue Traders were undertaken with partners Departure Zone engagement events were undertaken Banbury and Bicester providing #PartySafeHomeService advice to festive party goers.</p>	<p>Forthcoming work in early 2020 includes: Attending Reception Centre Awareness Training to support our emergency plans. Assisting in a Joint TVP/BTP Operation to safeguard exploited children and to target criminals that use the rail network. Community Safety Engagement Days are planned at Warriner School. Assisting at the Monte Carlo Rallye Event in Banbury Town Centre.</p>	★	<p>The community safety team continues to work with partners to prevent crime and reduce anti-social behavior. During December the team prioritised attending seasonal events to promote safe nights out in advance of Christmas. They also undertook late night town centre patrols with the Police and engaged with town centre visitors at our Departure Zone events. The Cherwell Community Safety Partnership met in December with a focus on the review of the partnership priorities and plans.</p>	★
<p>CDC1.1.6 Protect the Built Heritage</p>	Cllr C Clarke	David Peckford Simon Furlong	<p>Work on Conservation Area Appraisals has continued. Consultation on the review of the Ardley Conservation Area Appraisal is taking place until 21 January 2020</p>	<p>Completion of consultation on the Ardley Conservation Area Appraisal and finalisation of Conservation Area Appraisals that have already been subject to consultation.</p>	●	<p>The Conservation team continue to work closely with Development Management on cases of heritage interest. The Conservation Area Appraisal programme is on-going. Nine Conservation Area Appraisals are in progress. Six have been subject to public consultation and one is presently being consulted on (Ardley). A further two are being drafted. A number of heritage guidance notes are also being prepared. The Team intend to complete as many as possible by the end of March while maintaining its service to Development Management.</p>	●

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.1 Promote Health & Wellbeing	Cllr A McHugh Cllr C Clarke	Graeme Kane Nicola Riley	Objections submitted to four of the thirteen proposed phone box removals. Action plan developed to attain Defence Employer Recognition Scheme Silver award for Cherwell DC.	Develop action plan to attain 'Thrive at Work' Bronze award for Cherwell DC Review Local Strategic Partnership (LSP) terms of reference.	★	British Telecom phone box removal consultation required formal, evidence-based response, copied to Department of Culture, Media and Sport. LSP terms of reference changes will include more specific focus on health & wellbeing.	★
CDC2.1.2 Improve Leisure & Community Facilities	Cllr G Reynolds	Graeme Kane Nicola Riley	For December 2019 it was intended that the new height restriction barrier at Whitelands Farm Sports Ground may be installed prior to Christmas this was then pushed back to early January 2020 (work commenced Thursday 2nd January)	For January 2020, it is expected that the Height Restriction Barrier works at Whitelands Farm Sports Ground will be completed. In addition, it is expected work will commence on some internal re-modelling at both Spiceball Leisure Centre and Bicester Leisure Centre to increase participation. This will include improvements to the Gym, relocation of Creche and Spin Studio at Bicester. Spiceball will see a dedicated Spin Studio and relocation of Creche provision, which will in turn open up more studio space	★	December 2019 was a relatively quiet month in terms of improvements to Leisure Facilities. The planned replacement of the Height Restriction Barriers at Whitelands Farm Sports Ground was moved to early January. Discussions between the Council and the Leisure Operator have been ongoing in regard to internal remodeling of both Spiceball Leisure Centre and Bicester Leisure Centre to improve the mix of facilities on offer. Spiceball Leisure Centre is likely to benefit from a dedicated spin studio and relocation of the creche service, which will in turn open up more opportunities for use in the upstairs dance studio. Bicester Leisure Centre will benefit from extending the ground floor gym into the current spin studio, with the spin studio being relocated. The current creche service is also likely to be relocated to elsewhere within the Centre. It is expected that these works will commence in January/February The Leisure Operator has recently employed a painter/decorator to work across all of the Leisure Facilities within Cherwell to ensure that the internal building fabric is maintained to a high standard	★

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>CDC2.1.3 Support the Voluntary Sector</p> <p align="center" style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 97</p>	Cllr A McHugh	Graeme Kane Nicola Riley	<p>Age Friendly Banbury pop up consultation events delivered (Banbury / Woodgreen library) 12th December</p> <p>Winter Wishes Brighter Future (Neithrop) consultation event delivered 18th December</p> <p>Improved system in place to track leisure related developer contributions and cross-check with planning records.</p>	<p>Cherwell Young People, Play & Wellbeing Partnership - 9th Jan.</p> <p>Warriner School 6-week forest school training sessions for Brighter Future schools start in January term 2020.</p> <p>Grimsbury Network - 15th Jan.</p> <p>Sunshine Centre extension opening. - 17th Jan.</p> <p>Graven Hill Community House open day - 25th Jan.</p> <p>The Hill Sport & Community facility official opening - 27th Jan.</p> <p>Age Friendly afternoon tea consultation event The Hill-30th Jan.</p> <p>Review performance of grant aided volunteer support services in preparation for 2020/21 grant agreement.</p> <p>Increase Cherwell Lottery 'Good Cause' Partners to 80 and annualised income to £31,000.</p>	★	<p>The Winter Wishes consultation event attracted over 450 families and residents from Neithrop and Ruscote wards to engage and consult with them to prioritize their wishes and aspirations for 2020. The wishes will be used as an action plan for key stakeholders and statutory groups to work with the community to deliver in the new year.</p> <p>Two Age Friendly Banbury pop up consultation events were held in Banbury library and Wood green library to engage Banbury residents with the proposed Age Friendly pledge that will be adopted by the initiative to get groups, businesses and organisations to sign up to in Banbury moving forward, making Banbury a great place to grow old.</p> <p>Forest schools training sessions for Brighter Future ward schools will support teaching staff to deliver unique and engaging sessions in a school setting supporting young people in deprived areas of Banbury to engage with the national curriculum in alternative ways.</p> <p>Citizens Advice 'Volunteer Connect' and volunteer transport services are supported with an annually renewed CDC grant.</p>	★
<p>CDC2.1.4 Enhanced Community Resilience</p>	Cllr A McHugh	Graeme Kane Richard Webb	<p>Joint training for Cherwell's Duty Directors was held with Oxfordshire County Council Directors.</p> <p>Two Cherwell Duty Directors attended the Local Resilience Forum Strategic Coordinating Group training day.</p> <p>Work commenced on bringing Cherwell emergency response volunteer arrangements together with the county council volunteer support structures.</p> <p>Our reception centre equipment was audited and is ready for any response required.</p> <p>Multi-agency flood alert and weather response arrangements were supported through the month.</p>	<p>Survivor reception centre training is scheduled for Cherwell staff in January.</p>	★	<p>Work commenced on aligning the Cherwell and County Council emergency response volunteer support arrangements so that all volunteers receive the same information and training and can support any incident that arises. Emergency Planning team members attended the Society of Local Council Clerks meeting in December and spoke with a number of Cherwell council clerks about community emergency plans.</p> <p>Close monitoring of the river levels took place in December due to the high rainfall, but no flooding occurred in Cherwell.</p>	★

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p align="center">CDC2.1.5 Homelessness Prevention</p> <p align="center" style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 98</p>	Cllr J Donaldson	Gillian Douglas Graeme Kane	<p>The 5 beds funded Via the Government's Cold Weather Fund to provide additional rooms from December to end of March in Cherwell were fully occupied from 10thDec. We also have access to severe weather accommodation in Oxford so that no one should have to sleep out in the district in freezing or severe weather conditions. Three units of accommodation are now in place under our Housing First initiative. A tender has been put out to secure complex needs beds in Cherwell to make sure we can meet the needs of more single people locally. We are also re-commissioning the Outreach Services to rough sleepers in Cherwell to ensure effective interventions and support are in place going forward.</p>	<p>CDC has put in a joint bid with the other Oxfordshire District and City Councils to secure funding for additional resources to deliver Single Homeless Services in Cherwell and support partnership working across the county. We are hoping this funding will secure a specialist role in the Housing Options Team in order to dedicate more resource to single clients.</p>	★	<p>The focus of the Housing Team continues to be to work proactively with clients to prevent crisis. The backlog in Housing Register applicants has now been resolved and efficient processing ensures anyone who states they may be at risk of homelessness can be allocated a dedicated case officer as quickly as possible.</p> <p>Improvement measures have included an upgrade to the Homechoice software making it easier for people to submit their housing application. Further work will be done in 2020 to improve the application process and this will ensure the resources we have in Cherwell to resolve housing issues through allocation of social housing are deployed as quickly and efficiently as possible.</p>	★
			<p>In December 2019 the time taken to assess new claims for Housing Benefit was excellent at 9 days against a national target of 20 days. We are also ensuring residents are receiving the correct help with their rent and Council Tax by assessing change events in under 3 days. The Universal Credit project also sees the team working with partners and stakeholders to support residents' Universal credit.</p>	<p>The next meeting of the Universal Credit Team is in January 2020.</p> <p>A new income banded scheme for Council Tax Reduction will also be introduced from April 20. This will be a simpler scheme for our residents with fewer changes actions resulting in fewer bills and CTR and will also be easier to administer.</p>	★	<p>We continue to work with stakeholders and colleagues to support our most vulnerable residents.</p>	★

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>CDC2.1.7 Respond to the Welfare Reform Agenda</p> <p align="center">Page 99</p>	<p>Cllr P Rawlinson Cllr T Ilott</p>	<p>Adele Taylor Belinda Green Gillian Douglas</p>	<p>We continue to support those residents affected by the welfare reform agenda. Performance on the average time taken to assess new claims for Housing Benefit and Council Tax Reduction is excellent for the month of December and we continue to consider applications for Discretionary Housing Payments.</p> <p>The Universal Credit project is also progressing well. The Universal Credit team at DWP received a training and awareness session on Council Tax Reduction so that they can encourage UC claimants to also claim Council Tax Reduction (as claims from UC customers have been reducing).</p>	<p>The next meeting of the Universal Credit project team will be held in January 2020 and the agenda will include a review of the data gathered at a recent meeting with stakeholders to identify the risks presented by Universal Credit.</p> <p>From this meeting an action plan will be agreed.</p>	<p align="center">★</p>	<p>We continue to work with colleagues and stakeholders to support those affected by welfare reform</p>	<p align="center">★</p>

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>CDC2.1.8 Promote Healthy Place Making</p> <p>Page 100</p>	Cllr A McHugh	Graeme Kane Rosie Rowe	<p>Plan for healthy place shaping in Kidlington and surrounding villages approved and distributed to local stakeholders. Submission developed for Active Environment funding from Sport England. Procurement documentation finalised to secure consultant support for evaluation of healthy place shaping Inception meeting planned for start of Health Impact Assessment of Oxfordshire Plan 2050.</p>	<p>Convene county wide workshop for Active Environment funding from Sport England on 14 January 2020 Submit final proposal for Active Environment funding Hold inception meeting for start of Health Impact Assessment of Oxfordshire Plan 2050 Report on progress with Healthy Bicester programme at Bicester's Strategic Delivery Board meeting Invite local stakeholders to Annual Healthy Bicester Partnership Workshop on 12 March 2020</p>	★	<p>Procurement of consultant support to evaluate the impact of healthy place shaping will go live on 7 January with bids requested by 31 January</p>	★

CDC Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC3.1.1 Deliver Innovative and Effective Housing Schemes	Cllr J Donaldson	Gillian Douglas Graeme Kane	We now have 3 sales at Hope Close progressing and one due to be reserved in January.	Completion of the 3 sales and reservation at Hope Close.	★	One of the potential sales at Hope Close didn't progress but we're still on target to complete on 3 of the units at the end of February and confirm a reservation on one other. The three-bedroom units will be 'relaunched' in January.	★
CDC3.1.2 Promote the district as a tourist destination	Cllr L Pratt	Robert Jolley Simon Furlong	Began promotional work for the "Rallye Monte-Carlo Historique".	Continue promotion of the "Rallye Monte- Carlo Historique" which comes to Banbury on 30th January 2020.	★	Membership and day-to-day liaison with Experience Oxfordshire (EO) which promotes Cherwell as a visitor destination. The Visitor economy provides over 8,000 jobs in the district creating £454m of value in 2018 through hosting 8.1m visitors (source: EO/CDC Economic Impact Assessment 2018).	★
CDC3.1.3 Develop a Cherwell Industrial Strategy	Cllr L Pratt	Robert Jolley Simon Furlong	Place workshop was held on November 12th; collated feedback and outputs from the event will inform future workshops and the content of the Cherwell Industrial Strategy.	Large Business workshop to be held in Banbury on 23rd January 2020.	★	The Cherwell Industrial Strategy (CIS) is important as a process of meaningful engagement with a range of internal and external partners as well as for its end- product. On 23 January 2020, 36 senior business leaders will join senior public sector colleagues to help shape the ten-year plan for Cherwell's economy. A draft strategy will be available for consultation in summer 2020. CIS links to the OxLEP Local Industrial Strategy which is a key and underpinning component of the Oxfordshire Housing and Growth Deal. It will provide the local interpretation of the higher-level document as well as demonstrate how Cherwell commits to the Productivity workstream within the Growth Deal.	★
CDC3.1.4 Promote Inward Investment and Business Growth	Cllr L Pratt	Robert Jolley Simon Furlong	Promoted the Cherwell Business Awards 2020 to encourage nominations to be made from amongst local businesses by Dec 2019. Business support provided to inward investors and indigenous enterprises (daily core service).	Continue to provide timely 'Welcome support' for new business investors whilst enhancing services to provide information, advice and guidance to enable growth. Provide advice to businesses on continuity matters through specialist workshops in January 2020. Develop advice services for residents seeking to start a business.	★	In December a specialist advice service to assist businesses with their continuity plans was created with the support of CDC and partners. Advice and information were provided 'in-house' to aid the consideration of key employment related planning applications and externally to support enterprises seeking sites. District has 97% superfast broadband coverage of premises (greater than 24mbps). CDC works with Oxfordshire County Council and partners to deliver 100% coverage and to raise the standard to 'full fibre' (1gbps) to enable 5G mobile technology.	★

CDC Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC3.1.5 Develop Our Town Centres and Increase Employment at Strategic Sites	Cllr L Pratt	Robert Jolley Simon Furlong	Young Enterprise Trade Fair at Banbury Market held on 7 Dec 2019	Grimsey task and finish group to meet in January 2020 to progress the business plan.	★	<p>The stalls at the Young Enterprise trade Fair at Banbury market on Saturday 7th December were run by student companies made up of pupils from local schools including Cooper School, Bicester Technology Studio, Bloxham, and Tudor Hall. They were judged on the day by a team of dignitaries and mystery shoppers. The pupils had the opportunity to build their sales and marketing skills at the annual event, before they make the move into further or higher education, or the world of work.</p> <p>We continue to support Banbury BID (Business Improvement District) in the delivery of its Year Two business plan. During December, a new business centre (Guardian House) was opened in central Banbury.</p> <p>Following the Bicester Town Centre workshop, a task group of volunteers has been working on a plan for the town centre which is due to feedback shortly.</p> <p>Progress with increasing employment at strategic sites is recorded under 'Inward investment and business growth' measure (CDC 3.1.4).</p>	★
Page 102							
CDC3.1.6 Deliver the Local Plan	Cllr C Clarke	David Peckford Simon Furlong	<p>Partial Review of the Local Plan: consultation on proposed 'Main Modifications' to the Partial Review ended on 20 December.</p> <p>Oxfordshire Plan 2050: the central Plan team has continued with evidence gathering and the consideration of spatial options for a future options consultation paper.</p>	<p>Partial Review of the Local Plan: The Planning Policy Team will report to members on the modifications and the outcome of the public consultation in the first quarter of 2020.</p> <p>Oxfordshire Plan 2050: CDC Officers will continue to support the work of the Oxfordshire Plan team in the interest of progressing work on an options consultation paper.</p> <p>Local Plan Review: a revised Local Development Scheme (LDS) containing the timetable for the preparation of the district wide Local Plan is scheduled to be presented to the Executive in March 2020.</p>	●	<p>The Partial Review of the Local Plan (which seeks to help Oxford with its unmet housing need) is being independently examined. On 10 July 2019, the appointed Planning Inspector gave his preliminary views. While he is content with the Plan's overall strategy, he recommended the deletion of a proposed strategic housing allocation (land south east of Woodstock) and requested additional work for the re- distribution of the affected 410 homes. On 30 September 2019, officers informally submitted proposed modifications to the Inspector supported by associated evidence. On 29 October the Inspector advised that he was happy for the Council to formally publish the information and progress the modifications to consultation. Consultation ended on 20 December. Officers are processing the representations received and will report to members on the modifications and the outcome of the consultation in the first quarter of 2020.</p> <p>Council officers continue to assist the central Oxfordshire Plan team with its evidence gathering and consideration of Issues and Options as required.</p> <p>Work on the district wide Local Plan review will progress following the Partial Review.</p>	●

CDC Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC3.1.7 Deliver the Growth Deal	Cllr B Wood	Robert Jolley Simon Furlong	Potential schemes submitted to Infrastructure Work Stream: response pending. Confirmation of affordable housing numbers due early 2020.	Drafting of Year 3 plan of delivery due to commence January 2020. This will cover all work streams from Cherwell District Council perspective.	★	Programme continues to be delivered according to plan and regular meetings of the CDC Board and centre are proceeding in a satisfactory manner. Growth Board Review report is currently being drafted.	★

CDC KPIs - Clean, Green and Safe

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC1.2.01 % Waste Recycled & Composted	Cllr D Sames	Ed Potter Graeme Kane	51%	56%	●	<p>Recycling rate up by 1.28% compared to this time last year. If this continues it will give a recycling rate at the end of the year of 55.6%.</p> <p>Measure is amber for December due to the profiling of the Garden waste which is less in December.</p>	57%	56%	★

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.01 Number of Homeless Households living in Temporary Accommodation	Cllr J Donaldson	Gillian Douglas Graeme Kane	28.00	35.00	★	The number of households in temporary accommodation remains steady and manageable within current resources. Working with clients 'upstream' of any statutory duties is key for the Housing Options Team to avoid crisis and work with clients to prevent and relieve homelessness so reducing the need for households to be placed in any form of temporary housing.	28.00	35.00	★
CDC2.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr J Donaldson	Gillian Douglas Graeme Kane	48.00	45.00	★	We provided assistance to a total of 48 households in December; 21 by means of disabled adaptations grants (larger jobs) and 27 through smaller works.	456.00	405.00	★
CDC2.2.03 Homes improved through enforcement action	Cllr J Donaldson	Gillian Douglas Graeme Kane	11.00	9.00	★	Following a review of properties improved as a result of our new targeted work on Minimum Energy Efficiency Standards, we are able to record 11 homes improved this month, making a total of 80 in the year to date against our pro-rata target of 81. Enforcement action remains a priority and the target of 9 per month continues to be appropriate.	80.00	81.00	●
CDC2.2.04 Delivery of affordable housing in line with CDC and Growth Deal targets	Cllr J Donaldson	Gillian Douglas Graeme Kane	41.00	10.00	★	A total of 41 new affordable homes were completed in December 2019. Comprising: 25 x Affordable Rent (1 x 1 bed maisonette; 3 x 1 bed flat; 12 x 2 bed flat; 2 x 2 bed house; 5 x 3 bed house; 2 x 4 bed house) and 16 x Shared Ownership (6 x 2 bed house; 10 x 3 bed house) There were no affordable homes completed on Growth Deal sites.	339.00	337.00	★
CDC2.2.05 Average time taken to process Housing Benefit New Claims	Cllr T Ilott	Belinda Green Claire Taylor	9.07	15.00	★	The team have continued to develop and build on the changes in procedures and work flow management introduced in November 2019. Performance on new claims has stabilised well and is excellent at 9 days compared to the national average of 20 days.	12.02	15.00	★
CDC2.2.06 Average time taken to process Housing Benefit change events	Cllr T Ilott	Belinda Green Claire Taylor	2.33	8.00	★	Changes in procedures and work flow management have continued to have a positive effect on the average processing times for change events, with excellent results for December 2019. Ensuring that changes are processed quickly and accurately is vital to the team in order to ensure that overpayments are minimised and additional benefit is awarded as soon as possible to avoid any financial hardship for customers.	5.93	8.00	★

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.07 Number of visits/usage of District Leisure Centre	Cllr G Reynolds	Graeme Kane Nicola Riley	113,836	100,849	★	<p>In comparison to the same period last year the utilisation at the Leisure Centres/Facilities was fairly consistent with 113,836 visits in December 2019 against 113,541 visits in 2018.</p> <p>In terms of individual Facilities/Venues there was a fairly mixed performance in terms of usage. Spiceball showed a significant decrease of circa 5,000 users however this is not unexpected given the current difficulties with Car Parking/Loss of Pedestrian Access Bridge. Whitelands Farm Sports Ground also showed a sharp decrease in usage by circa 6,000 users however this may be due to the nature as to how these have been captured previously.</p> <p>Both Bicester Leisure Centre and Kidlington Gosford Leisure Centre recorded significant increases in usage against the previous year by circa 2,000 and 7,000 users respectively. Woodgreen Leisure Centre also showed an increase of nearly 1,000 users on December 2018.</p>	1,219,275	1,192,365	★
CDC2.2.08 % of Council Tax collected, increase Council Tax Base	Cllr T Ilott	Belinda Green Claire Taylor	9%	10%	●	<p>The amount of Council Tax we collect has increased by more than £2.3m since April 2019 bringing the total amount, we need to collect to nearly £105m, this is mainly down to new builds as well as a review on exemptions and student discounts to ensure customers are still entitled to the reduction they are claiming. The amount of money we are due to collect in February and March 2020 has also increased by a further £176k from last month so whilst we are still proactively chasing debt by issuing all reminders, finals and following up with outbound calls during the day and evening for overdue arrangements we are unable to chase amounts that aren't yet due. The amount we collected in December decreased slightly due to the enforcement agents not proactively chasing debts over the Christmas period however this arrangement has now stopped, and full recovery has commenced again. We are also still reviewing all debts currently at liability order to reduce outstanding Council Tax debt as well as starting a Council Tax Reduction uptake campaign to proactively contact customers on universal credit who are entitled to a reduction on their Council Tax bill that they haven't yet claimed. Collection rates are now at the same point as last year and with work being processed quicker and more efficiently this will also have a positive impact on collection rates. The number of 12 monthly payers is still increasing and we will continue to monitor this with a view to setting revised targets for 2020/21.</p>	84%	78%	★

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.09 % of Business Rates collected, increasing NNDR Base	Cllr T Ilott	Belinda Green Claire Taylor	8.5%	9.0%	●	Whilst in month collection slightly dropped in December this was mainly due to the payments team closing for the Christmas period thus making chasing outstanding balances more difficult. However, there are plans in place to commence proactive debt chasing next week to boost collection rates. The amount of Business Rates we collect has also increased by £175k since October 2019. We have seen new growth within the district which has created balances with instalments from 1 January 2020 through to 1 March 2019. We have reviewed all cases with a court order to ensure payments are being received. Cherwell has experienced an increase in the number of 12 monthly payers therefore the targets for 2020/21 will also be reviewed.	83.9%	86.0%	●

CDC KPIs - District of Opportunity & Growth

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
+ CDC3.2.1 % Major Planning applications processed within 13 weeks	Cllr C Clarke	David Peckford Simon Furlong	100%	60%	★	3 Major Planning Applications were determined during December 2019, and all 3 were determined within their target timeframe.	87%	60%	★
+ CDC3.2.2 % Non Major planning appeal decisions allowed	Cllr C Clarke	David Peckford Simon Furlong	0%	10%	★	No Non-Major Planning Appeals were allowed by the Planning Inspectorate during December 2019	1%	10%	★
CDC3.2.3 % Planning enforcement appeal decisions allowed	Cllr C Clarke	David Peckford Simon Furlong	0%	10%	★	No Planning Enforcement Appeals were allowed by the Planning Inspectorate during December 2019	0%	10%	★
+ CDC3.2.4 % of Non Major applications processed within 8 weeks	Cllr C Clarke	David Peckford Simon Furlong	80%	70%	★	55 Non-Major Planning Applications were determined during December 2019 and 44 were determined within their target timeframe.	84%	70%	★
CDC3.2.5 Maintain 5 Year Land Supply	Cllr C Clarke	David Peckford Simon Furlong	4.60	5.00	●	The new 2019 Annual Monitoring Report (AMR) reports a dip below 5 years (to 4.6 years). However, housing delivery in 2018/19 was high (1489 homes) and the Government has provided the Oxfordshire authorities with a 3 year flexibility while the Oxfordshire Plan is produced.	5.00	5.00	●
CDC3.2.6 Major planning appeal decisions allowed	Cllr C Clarke	David Peckford Simon Furlong	0%	10%	★	No Major Planning Appeals were allowed by the Planning Inspectorate during December 2019	6%	10%	★
+ CDC3.2.7 Net Additional Housing Completions (Quarterly)	Cllr C Clarke	David Peckford Simon Furlong	204	286	▲	Quarterly housing completions are provisional and verified at the end of the year. Although 204 homes is not as high as the Quarter 1 or Quarter 2 returns (373 & 293), a reasonably good level of housing delivery has continued across the district in quarter 3. The 'red' performance status indicates that provisional delivery is below the indicative quarterly target of 286. However, a quarter 4 return of 272 would enable the local plan annual requirement (1142) to be met; this number is achievable given the results from previous quarters, always taking into consideration market conditions.	290	286	★

Appendix 3 – Leadership Risk Register as at 20/01/2020

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
601 Impact	5 - Catastrophic			L09		
	4 - Major		L12	L01, L04, L07, L10, L11 & L18		
	3 - Moderate		L16	L02, L05, & L14	L08 & L15	
	2 - Minor		L17			
	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					
2019/20																		
L01 -	Financial resilience – Failure to react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability	4	4	16	Medium Term Revenue Plan reported regularly to members.	Fully	Councillor Tony Illot	Adele Taylor	Dominic Oakeshott	4	3	12	↑	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. Assessment of national picture undertaken and being reported through senior managers and members highlighting the medium term challenges.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising.	Risk reviewed - 07/01/2020 - No changes.	
		Reduction in services to customers				Balanced medium term and dynamic ability to prioritise resources	Fully								Investment strategy approach agreed and operating 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.			Investment options considered as and when they arise, MTFS and budget setting being developed to enhance the scrutiny and quality of investments.
		Increased volatility and inability to manage and respond to changes in funding levels				Highly professional, competent, qualified staff	Fully								Timeliness and quality of budget monitoring particularly property income and capital improving. Financial Systems replacement project underway. LEAN review of budget monitoring undertaken with significant engagement from within the wider business.			Financial System Solution Project continuing to consider future finance system options, incorporating budget management via Lean, extension of Civica and new procurement.
		Reduced financial returns (or losses) on investments/assets				Good networks established locally, regionally and nationally	Partially								Asset Management Strategy being reviewed and refreshed.			Review underway
		Inability to deliver financial efficiencies				National guidance interpreting legislation available and used regularly	Fully								Review of BUILD! to ensure procurement and capital monitoring arrangements are in place and development of forward programme - work still underway.			Review in hand.
		Inability to deliver commercial objectives (increased income)				Members aware and are briefed regularly	Fully								Finance support and engagement with programme management processes continuing.			Finance business partners involved with reflection locally on outcomes.
		Poor customer service and satisfaction				Participate in Oxfordshire Treasurers' Association's work streams	Fully								Further integration and development of Performance, Finance and Risk reporting			Integrated reporting has been embedded
		Increased complexity in governance arrangements				Review of best practice guidance from bodies such as CIPFA, LGA and NAO	Fully								Regular involvement and engagement with senior management across County as well as involvement in Regional and National finance forums.			Engagement with a number of national and regional networks to ensure we are as up-to-date as we can be in relation to potential funding changes from 2020/21 and impact on our MTFS.
		Lack of officer capacity to meet service demand				Treasury management and capital strategies in place	Fully								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.			Regular training will be undertaken.
		Lack of financial awareness and understanding throughout the council				Investment strategies in place	Fully								New approach to budget setting introduced linked to service planning. Additional challenge added into the process to ensure robustness of estimates			Budget setting for 2020/21 underway, first checkpoint in 13/09/19 for the return of submissions by managers.
						Regular financial and performance monitoring in place	Fully								Regular utilisation of advisors as appropriate.			Review of borrowing approach being considered alongside our financial advisors
						Independent third party advisers in place	Fully								Internal Audits being undertaken for core financial activity and capital as well as service activity			Regular reporting of progress on internal audits considered by the committee
						Regular bulletins and advice received from advisers	Fully								Assessment of national picture via Pixel and LG Futures has identified that the funding available in later years is likely to be significantly reduced, adding longer term resilience challenges.			Medium/long term position assessed as significantly worse, increasing risk alongside the capacity needed to work on activity to reduce spending levels. Budget setting being developed in conjunction with members to alleviate the challenges with budget proposals.
						Property portfolio income monitored through financial management arrangements on a regular basis	Partially											
	Asset Management Strategy in place and embedded.	Partially																
	Transformation Programme in place to deliver efficiencies and increased income in the future	Fully																
L02 -	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors	Partially	Councillor Barry Wood	Yvonne Rees	Nick Graham	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes	Service plans for 2019-20 received and currently being reviewed. Performance framework for 2019-20 to be agreed.	Risk reviewed 10/01/20 - Risk reviewed, no changes.	
		Loss of opportunity to influence national policy / legislation				Clear accountability for responding to consultations with defined process to ensure Member engagement	Fully								Review Directorate/Service risk registers			
		Financial penalties				National guidance interpreting legislation available and used regularly	Fully								Ensure Committee forward plans are reviewed regularly by senior officers			Review of Leadership Risk Register and Risk Strategy for 2019-20 in progress.
		Reduced service to customers				Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed	Partially								Ensure Internal Audit plan focusses on key leadership risks			
						Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place	Partially								Develop stakeholder map, with Director responsibility allocated for managing key relationships			
						Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit	Partially								Standardise agendas for Director / PFH 1:1s			
						Internal Audit Plan risk based to provide necessary assurances	Partially								New NPPF published 05/03/18 will guide revised approach to planning policy and development management.			
						Strong networks established locally, regionally and nationally to ensure influence on policy issues	Fully								Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR			
	Senior Members aware and briefed regularly in 1:1s by Directors	Partially																

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				
2019/20																	
L04 -	CDC Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place. Negative (or failure to optimise) economic, social, community and environmental gain Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal increased costs in planning appeals Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity	4	4	16	Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity. Arrangements in place to source appropriate additional, time-bound resource if needed Delegations to Chief Exec agreed to ensure timely decisions On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies	Partially Partially Partially Fully Partially	Councillor Colin Clarke	Simon Furlong	David Peckford	3	4	12	↔	Regular review meetings on progress and critical path review Regular Portfolio briefings and political review LDS updated as required with programme management approach adopted to ensure progress against plan LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals Authority Monitoring Reports continue to be prepared on a regular annual basis.	The latest Local Development Scheme is that approved by the Executive in December 2018. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL). The residual risk score of '12' reflects delay with the Oxfordshire Plan and the review of the Local Plan. A review of the Local Development Scheme, containing revised timetabling for the preparation of planning policy documents, is scheduled to be presented to the Executive in March 2020. The 2019 Annual Monitoring Report was approved by the Executive on 7/1/2020	Risk reviewed 07/01/2020 - Risk reviewed, controls, control assessment, mitigating actions and comments updated.
L05 -	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents Financial loss Loss of important data Inability to recover sufficiently to restore non-critical services before they become critical Loss of reputation	4	4	16	Business continuity strategy in place Services prioritised and recovery plans reflect the requirements of critical services ICT disaster recovery arrangements in place Incident management team identified in Business Continuity Strategy All services undertake annual business impact assessments and update plans Business Continuity Plans tested	Fully Fully Fully Partially Fully Partially	Councillor Andrew McHugh	Graeme Kane	Richard Webb	3	3	9	↔	Business Continuity Statement of Intent and Framework agreed by CEDR BC Improvement Plan agreed with CEDR 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 BC Impact assessments and BCPs in place for all teams and peer reviewed by OCC's Emergency Planning team Progress report was provided to CEDR in March BC assurance framework under development	A cross-council programme to update all business continuity plans commenced in September to ensure all plans are up to date following separation of the councils. This update process was due for completion by the end of December and progress will be reviewed in January 2020 by the Business Continuity Steering Group. The Business Continuity Steering Group are developing an incident response plan and an assurance framework. The Business Continuity pages on the Intranet have been updated to provide more resources and information to assist in the development of robust BC plans.	Risk Reviewed 07/01/2020 - Comments updated
L07 -	Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency Unnecessary hardship to residents and/or communities Risk to human welfare and the environment Legal challenge Potential financial loss through compensation claims Ineffective Cat 1 partnership relationships	4	4	16	Key contact lists updated monthly. Emergency Planning Lead Officer defined with responsibility 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 McHugh	Graeme Kane	Richard Webb	3	4	12	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers. OCC Emergency Planning providing expert advice and support under a partnership arrangement. Chief Operating Officer meets with ACO Oxfordshire Fire and Rescue quarterly to oversee shared EP arrangements. Supporting officers for incident response identified in the emergency plan and wallet guide Drop in training session now taking place monthly (from June) covering a range of topics. Senior managers have attended multi-agency exercises and duty manager training with OCC senior managers. On-call rota being maintained Authority 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. An 'on-call' system ensures there is a senior manager available to lead a response to an incident 24/7. Cherwell now has a stand-alone plan following separation from SNC. The council also has a pool of trained loggists to assist in recording actions and decisions. OCC are providing expert advice and support. The LRF Brexit planning arrangements are now on hold but a local decision will be made in January whether some Brexit readiness work is still required.	Risk Reviewed 07/01/2020 - 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					
2019/20																		
L08 -	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public	5	4	20	New Health & Safety Corporate H&S arrangements & guidance in place as part of the newly adopted HSG65 Management System	Partially	Councillor Lynn Pratt	Adele Taylor	Ceri Harris	4	3	12	↔	A new Corporate Health, Safety and Wellbeing Policy was ratified BPM meeting on 17th June. The Corporate arrangements are in the process of being updated. These are now being uploaded onto the intranet.	The Executive Leadership Team (ELT) receives a quarterly report from the 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 the Corporate Health and Safety Team to ensure all departments to respond to the Departmental Risk Assessment Checklist and to follow up with departments on areas of concern. Responses are being collated on a central spreadsheet which will become the database of all risk assessments across the Council.	Risk reviewed 07/01/2020 - Mitigating actions and commentary updated.	
		Criminal prosecution for failings				Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation	Partially								Following the ratification of the new Corporate Health, Safety and Wellbeing Policy all Assistant Directors have been asked to complete a Departmental Risk Assessment Checklist. The Checklist identified the areas of risk within the department and whether there is a risk assessment in place to cover the risks. So far 9 departments have responded.			
		Financial loss due to compensation claims				Corporate H&S Manager & H&S Officer in post to formalise the H&S Management System & provide competent H&S advice & assistance to managers & employees.	Partially								A new 2 year schedule has been developed to replaced the existing schedule. The health and safety internal inspection cover all elements of our overall H&S management system to ensure compliance with our standards.			The H&S team are conducting health and safety inspections internally across all services and teams. To date a total of 15 audits have been carried out across the Council.
		Enforcement action – cost of regulator (HSE) time				Proactive monitoring of Health & Safety performance management internally	Partially								Management of H&S training will now be included within the new eLearning programme which is in the process of being procured. A central list of risk assessments is to be created to enable more proactive monitoring of risk assessment across the council. Risk Assessment Workshop training is being developed. Robust training already in place in Environmental Services. Corporate Arrangements are being updated.			Final sign off from the HR/Training Manager for training procurement and implementation due. Final tweaks being made prior to launch of eLearning package
		Increased sickness absence				Proactive monitoring of Health & Safety performance management externally	Fully								Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process.			
		Increased agency costs				Effective induction and training regime in place for all staff	Partially								Reviews of leases and performance monitoring to be reviewed to satisfy the Councils providers/ contractors are managing significant risks.			A review has been undertaken of all CDC owned properties to ensure that fire risk assessments, water hygiene surveys and asbestos surveys have been completed where required. A compliance review of tenanted properties leased by CDC is also under way to ensure that the tenants are managing the property in accordance with legislative requirements.
		Reduction in capacity impacts service delivery				Positive Health & Safety risk aware culture	Partially											
						Corporate Health & Safety meeting structure in place for co-ordination and consultation	Partially											
						Corporate body & Member overview of Health & Safety performance via appropriate committee	Fully											A proposal for the formation of a Health and Safety Committee to report to the ELT will be submitted to ELT in February 2019. The purposed of this committee, if ratified, will monitor the activities of the Corporate Health and Safety Team and to act as a scrutiny committee for the Corporate Arrangements.
						Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially											Currently the Council has no formal committee structure in place for the consultation of health safety with staff.

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				
2019/20																	
L109 -	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber- ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes	Fully Fully Fully Fully Fully Fully Fully Fully Fully	Councillor Ian Corkin	Claire Taylor	David Spilsbury	3	5	15	↔	The cyber-essentials plus certification has now been passed. Accounts, Audit & Risk Committee Members updated and given a presentation on Cyber Security November 2019 The Regional Police Cyber Security Advisor gave the IT management team two training sessions (full cyber awareness Oct18 and table top DR exercise Nov18) followed by a series of all-Council staff awareness sessions in January 2019. Mop-up on e-learning options now being explored by IT and HR. Implemented an intrusion prevention and detection system. Agreed Terms of Reference and re-implementation of the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis chaired by the Information Governance Manager. Information Governance support is now provided to Cherwell as part of a joint working relationship with Oxfordshire County Council. An action for the next month will be to ensure there are effective partnership working arrangements in place under this new service. Cyber Awareness e-learning available and will be part of new starters induction training. Cyber Security issues regularly highlighted to all staff. External Health Check undertaken April 2019, executive summary gives us a high security posture and no critical security issues.	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 31/12/19 - Mitigating actions updated.
L110 -	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	4	4	16	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	Partially Fully Fully Fully Partially Fully Fully Fully	Councillor Barry Wood	Graeme Kane	Nicola Riley	3	4	12	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Continue to attend groups focused on tackling child exploitation	A new Safeguarding Officer has been appointed to fill a vacancy and is anticipated to start in February. This post will work closely with the adult safeguarding team at OCC to ensure robust policy and procedures are in place for Cherwell and to improve the link into social care. Cherwell teams will continue to escalate their own referrals and send notifications to the Safeguarding inbox to maintain a corporate record. The new HR payroll system (expected in April 2020) will hold training records. The new officer will ensure there is appropriate take-up of training across the organisation.	Risk Reviewed 09/01/2020 - 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				
2019/20																	
L11 -	Sustainability of Council owned companies and delivery of planned financial and other objectives - failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes Non achievement of business and finance outcomes directly or indirectly impacting on other council services Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies	3	4	12	Annual business planning in place for all companies to include understanding of the link between our objectives being delivered and financial impact for the council Financial planning for the companies undertaken that will then be included within our own Medium term financial plan Ensure strong corporate governance mechanisms are in place Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance Training in place for those undertaking roles relating to the companies	Fully Fully Partially Fully Partially	Councillor Tony Illot	Adele Taylor	Dominic Oakeshott	3	4	12	↔	Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers including performance dashboards at CEDR Resilience and support being developed across business to support and enhance knowledge around council companies Skills and experience being enhanced to deliver and support development, challenge and oversight. Work with one company to ensure long term support arrangements are put in place.	Knowledge and experience building take place with training and support as required. Company dashboard now being reviewed by CEDR to understand the impact of what is happening at company level on the council. Review of company governance being undertaken to ensure that we are adhering to best practice Will support future year governance and financial management Company closure processes discussed and timetables agreed which is helping to build the relationship between the Council and the Council owned companies.	Risk reviewed - 07/01/2020 - Comments updated.
L12 -	Financial sustainability of third party suppliers including contractors and other partners - the failure of a key partner of supplier impacting on the business of the council	The financial failure of a third party supplier or partner results in the inability or reduced ability to deliver a service to customers. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers) are in place to have sufficient oversight of our suppliers	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners Business continuity planning arrangements in place in regards to key suppliers Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially Partially Partially	Councillor Tony Illot	Adele Taylor	Wayne Welsby	2	4	8	↔	Meetings take place when required with suppliers to review higher risk areas. Some review of appropriate information in regards to key supplier performance through trade press, information from networks in place.	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. Work is currently underway to incorporate CDC supplier financial risk reporting together with the tools in place for OCC.	Risk reviewed - 02/01/2020 - Risk reviewed no changes.
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	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.	Risk reviewed 10/01/20 - Risk reviewed, 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				
2019/20																	
L15 -	Oxfordshire Growth Deal (contract with HMG) As a result of a lack of experience of this scale and nature of partnership delivery there is a risk that inadequate levels of control will be applied by the Partnership to Oxfordshire Housing and Growth Deal governance, resourcing and delivery and that CDC (and its partners) will fail to meet its publicly stated Contractual commitments to its Partners and Government over the 5-year term.	Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023. Infrastructure milestone delivery late (for infrastructure linked to accelerated housing) Accelerated housing numbers delivered to plan late Cost of infrastructure to accelerate circa 6500 homes within 5-year term significantly beyond 2018 budget cost estimate DC GVA: no defined metrics in HGDDP but linked to homes accelerated/infrastructure/affordable homes delivered/JSSP progress and delivery JSSP Affordable Houses Productivity	5	5	25	Appointment of an interim advisor to guide and support delivery of the GD programme and risk management controls Recognition of issues in CDC GD arrangements and delivery of a 6-week review to identify and propose an action plan to manage and bring the issues within control (see 6-week plan) Establish CDC organisational fit of GDC GD as a programme capability reporting to CEDR through the Place Board Secured approval for CDC GD next stage plan at CEDR 17/12/18 which targets setting up CDC GD programme board, work stream capability and leadership supported by CDC Transformation PMO by end March 19 (see Board paper and Next stage Plan Proposal) Built on CDC PMO RAID principles and developed initial RAID logs for each work stream (capture risks, issues, dependencies and assumptions) to help define "gives and gets" as a basis for holding all to account for defined and transparent baseline delivery.	Fully Partially Fully Fully	Councillor Barry Wood	Robert Jolley	Jonathan MacWilliam	4	3	12	↔	A CDC GD programme and programme board capability Work stream plans of work (work stream brief, schedule, RAID log) Appropriate engagement with members in support of their advisory/scrutiny at GD Board level Governance and performance management Improved collaboration working with partners to hold them to account for their part of delivery Securing approval of a resourced GD Y2 plan to be delivered in a collaborative partnership environment Extending support from interim advisor to end March 19	Progress is being made across all workstreams evidenced by more detailed monthly reports to the CDC Programme Board. The improving maturity of the Programme is resulting in more sophisticated engagement at all levels including through specific member roles. The current focus of work is on what additional schemes can be included in the infrastructure programme.	Risk reviewed - 03/01/2020 - No changes.
L16 -	Joint Working That the challenges and risks associated with joint working outweigh the benefits and impacts on the provision of services to residents and communities.	Opportunities for joint working take longer to develop than planned delaying potential service improvements for residents and communities. Resources are allocated to the development of proposals, reducing the capacity of the Council to deliver on its priorities and plans, impacting on quality of services delivered to residents and communities. Uncertainty around joint working could lead to reduced staff morale and potentially increase staff turnover. Benefits to be realised from joint working business cases do not materialise or take longer to deliver than planned.	3	3	9	S113 agreement in place with Oxfordshire County Council Partnership Working Group established with OCC to oversee the development of joint working proposals. Robust programme and project management methodologies in place.	Fully Fully Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	2	3	6	↔	Regular reporting on joint working proposals to the senior management team. The partnership working group will review a schedule of projects for the next phase of development at their next meeting. The Audit plan for 2020/21 will ensure joint working arrangements are included.	Joint senior appointments in the customers and organisational development directorate have been completed. The business case for a joint strategy and communications service is in its implementation phase.	Risk reviewed - 30/12/19 - commentary updated.
L17 -	Separation That the separation of joint working arrangements with South Northamptonshire Council impacts on the provision of services to residents and communities.	Separation of joint working arrangements result in reduced capacity and resilience to deliver services. Services being delivered to SNC are impacted by re-organisation in Northamptonshire, impacting on the quality of services delivered to residents and communities	3	3	9	On-going service delivery arrangements to SNC set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues. Robust programme and project management frameworks in place.	Fully Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	2	2	4	↔	Regular reporting on joint working proposals to the senior management team.	All services apart from Customer Services have now separated or been moved into a service delivery arrangement. Customer service is on track for an April separation after council tax billing has been completed, This will ensure customer service capacity is not impacted during the busy period.	Risk reviewed - 30/12/19 - Commentary updated.
L18 -	Workforce Strategy On lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.	Limit our ability to recruit, retain and develop staff Impact on our ability to deliver high quality services Overreliance on temporary staff Additional training and development costs	3	4	12	Analysis of workforce data and on-going monitoring of issues Key staff in post to address risks (e.g. strategic HR business partners) Weekly Vacancy Management process in place	Partially effective Fully Fully	Councillor Ian Corkin	Claire Taylor	Karen Edwards	2	3	6	↔	Development of relevant workforce plans . Development of new L&D strategy, including apprenticeships. Development of specific recruitment and retention strategies. New IT system is being implemented to improve our workforce data.	Training on workforce planning for the HR team planned to start in Jan/Feb 2020.	Risk reviewed 02/01/2020 - no changes.

L04 - Local Plan Risk

The latest Local Development Scheme is that approved by the Executive in December 2018. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Level (CIL). A revised LDS is scheduled to be presented to Executive in March 2020.

Partial Review

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 and main hearings in February 2019. On 13 July 2019, the Council received the Inspector's Post-Hearing Advice Note setting out his preliminary conclusions. In principle, the Inspector is satisfied that the Plan's housing requirement and strategy are appropriate and that there are exceptional circumstances for alterations to the Green Belt. However, he has concerns about proposed development next to Woodstock and suggested that the Council prepare Main Modifications to address this. On 30 September 2019, officers informally submitted proposed modifications to the Inspector supported by evidence. On 29 October the Inspector advised that the Council could progress to consultation on the modifications. Consultation commenced in November and will end on 20 December. Consultation commenced in November and ended on 20 December. Officers will next report to Councillors on the outcome and seek approval for the submission of modifications to the Inspector.

Oxfordshire Plan 2050

A Growth Deal commitment. The Plan is being prepared by a central Plan team appointed through the Oxfordshire Growth Board.. The Council contributes to the plan-making process as a partner with a view to it being adopted as part of the Development Plan upon completion.

Public consultation on an Issues Paper ended on 25 March 2019. A public 'call for location ideas' ended on 12 April. The central Plan team is evidence gathering and scoping 'spatial options' for Plan development. On 24 September 2019 the Oxfordshire Growth Board agreed a new timetable for completion of the Plan. This allows for further stakeholder engagement in Autumn/Winter 2019/20; public consultation on a formal Options Paper in June/July 2020; and, consultation on a proposed Plan at the end of 2020. The intention is to submit the Plan for Examination in March 2021.

Local Plan Review

Work programming and initial preparatory work commenced in Spring 2019 but had to be put on hold while further work on the Partial Review was pursued. There is a statutory requirement to review Local Plans within five years from adoption (the adopted Local Plan having been adopted in July 2015). The Plan will need to take account of the Oxfordshire Plan 2050 and consequently there are dependencies between the two work programmes. Work on the new Local Plan will need to progress in the new year, particularly as work on the Partial Review draws to a conclusion.

Banbury Canalside SPD

Work has been stalled due to the need the review the work undertaken to date, particularly in the context of wider business plan objectives, and due to capacity issues within the Planning Policy team. However, in October 2019 the Planning Policy and Regeneration and Estates teams commenced internal scoping work focusing on issues of site delivery.

Community Infrastructure Levy

Not a Local Development Document but a potential means of securing funding for infrastructure to assist overall delivery (should the Council decide to implement CIL). Work on a potential charging levy was paused due to a Government review of how CIL operates but could be recommenced subject to resourcing.

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		BUDGET	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
Stuart Parkhurst	Sunshine Centre	440		440	419		(21)	(21)	Scheme was approved 02/07/18 for £372k (made up of £252k S106 and £120k CDC funding) However when the potential o/spend was discussed with Nicola it was discovered that S106 funds were actually £360k plus an additional £72k giving a total of S106 £432k. Plus £8k CDC funding gives a total budget of £440k. Works instructed and contracts signed. Transfer of lease from OCC to CDC in progress. On site from 20/4/19. 25 week programme with completion expected by Nov 19. funding (See KC email 17/12/18)
Community Total		440	-	440	419	-	(21)	(21)	
Liam Didcock	Biomass Heating Bicester Leisure Centre	14		14	0		(14)	(14)	Budget no longer required
Tom Darlington	Whitelands Farm Sports ground	0		0	0		-	-	Final account agreed @ £181,873 with main contractor. Additional works (height barriers, culvert bank works, channel kerbs, footpath repairs estimated @ £33,100). Overspend to be funded from S106. Total £215k
Liam Didcock	Solar Photovoltaics at Sports Centres	43		43	0	43	0	0	This budget may be recycled for 'Climate Emergency Fund' and will need to be reprofiled to 20/21
Tom Gubbins	Physical Activity and Inequalities Insight	20		20	8	12	-	-	We forecast to spend £20k on Leisure strategy and feasibility work as allocated to commence in Q4 and roll into 20/21
Liam Didcock	North Oxfordshire Academy Astro turf	183		183	0	183	-	-	Due to the ongoing discussions with the ULT and their contribution around the project this is likely be early 2021 at best but more likely be rolled into 2021/2022.
Liam Didcock	Bicester Leisure Centre Extension	122		122	0	122	-	-	Following strategy presented to members and prioritisation. Work due to commence in 2020 slipped a year
Liam Didcock	Spiceball Leis Centre Bridge Resurfacing	30		30	0	30	-	-	Works to be determined post completion of the new bridge connection, as part of the CQ2 project. Will roll into 20/21
Rebecca Dyson	Corporate Booking System	60		60	0	60	-	-	Work being undertaken to determine the provision of booking system for sport and leisure through JADU.. Delay partly due to CDC/SNC split. Not expecting full budget to be spent as being developed 'in house' but final costs not yet determined.
Liam Didcock	Cooper School Performance Hall - Roof, Floor & Seating	0		0	0		-	-	capital scheme completed in 18-19

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Kevin Lerner	Community Capital Grants	167		167	166	1	-	-	This is the Cherwell Community Capital Grant. The £49 commitment will be spent during 19/20. £1k to be rolled forward in to 20/21
Liam Didcock	Cooper sports Facility Floodlights	65		65	64		(1)	(1)	Project complete
Liam Didcock	Fencing Works/Associated Storage	50		50	48		(2)	(2)	Project complete
	S106 Capital Costs	0		0	0		-	-	
	Leisure & Sport Total	754	-	754	286	451	(17)	(17)	
	Empty Homes Work-in-Default Recoverable	0		0				-	
Tim Mills	Disabled Facilities Grants	749	1,093	1,842	1,300	542	-	-	expect to spend £1.3m but will need to roll forward whatever is not spent because this is Better Care Fund money and cannot be used for other purposes. . On that basis we shall not need DFG capital from the Council for 2020-21
Tim Mills	Discretionary Grants Domestic Properties	304		304	120	50	(134)	(104)	spend this year is rather uncertain and depends heavily on the number of Landlords Home Improvement Grants we can deliver. We shall not spend more than £120k but it may prove to be nearer £100k. The £134k difference is not required this year and does not need to be rolled forward. The 5-year funding agreement for Discretionary Grants is £150k pa until 2023-24.
	Abritas Upgrade	52		52	52		-	-	Upgrade of Abritas taking place so full spend is expected.
	Housing Total	1,105	1,093	2,198	1,472	592	(134)	(104)	
Ed Potter	Car Park Refurbishments	192		192	150	42	-	-	£42k to be slipped in to 20/21
Ed Potter	Energy Efficiency Projects	15		15	15		-	-	Anticipated full spend in 19/20
Ed Potter	Glass Bank Recycling Scheme	0		0	0		-	0	
Ed Potter	Public Conveniences	250		250	250	0	-	-	£50k to be passed to castle quay 1 - confirmation expected in period 10 once refurbishment at claremont completed
Ed Potter	Off Road Parking	18		18	0	18	-	-	£18k to be slipped in to 20/21
Ed Potter	Vehicle Replacement Programme	1,179		1,179	1,000	179	-	0	best estimate - £179k to be slipped in to 20/21 - confirmation expected in period 10
Ed Potter	Wheeled Bin Replacement Scheme	45		45	45		-	-	Fully committed 19/20
Ed Potter	Urban City Electricity Installations	15		15	15		-	-	Anticipated full spend in 19/20

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Ed Potter	Vehicle Lifting Equipment	20		20	19	0	(1)	(1)	Fully committed 19/20
Ed Potter	Container Bin Replacement	20		20	20		-	-	Anticipated full spend in 19/20
Ed Potter	Commercial Waste Containers	12		12	8	4	-	-	£4k to be slipped in to 19/20
Ed Potter	On Street Recycling Bins	25		25	20	5	-	-	£5k to be slipped in to 19/20
Ed Potter	Thorpe Lane Depot Capacity Enhancement	50		50	52		2	2	Slight Overspend in 19/20
	Environment - Environment	1,841	-	1,841	1,594	248	1	1	
	Wellbeing, Environmental & Regulatory Total	4,140	1,093	5,233	3,771	1,291	(171)	(141)	
Jane Norman	Community Centre Refurbishments	84		84	84	0	-	-	Anticipated full spend in 19/20
Jane Norman	The Hill Youth Community Centre	989	(989)	0	0		-	-	duplicate code, see 40107 for The Hill project
Andrew Bowe	East West Railways	1,450		1,450	0	1,450	-	-	Ongoing investigation - see AB email 5/12/19
Robert Jolley	Graven Hill - Loans and Equity	13,000		13,000	13,000	0	-	-	This drawn based on the funding requirements of Graven Hill but should be drawn in full by the year end.
Jenny Barker	NW Bicester Eco Business Centre	68		68	68		-	-	Anticipated full spend in 19/20 - emailed JB
Jane Norman	The Hill Community Centre	110	989	1,099	1,099		-	-	Project is on target for completion in 2019/20 and is on budget.
Jane Norman	Orchard Lodge (Phase 1)	0		0	(2)		(2)	(2)	Remaining schemes in this phase are or will complete in this financial year.
Jane Norman	Old Place Yard (Phase 1)	0		0	17		17	17	
Jane Norman	Coach House Mews (Phase 1)	0		0	8		8	(355)	
Jane Norman	Banbury Ambulance Station (Phase 1)	0		0	14		14	14	
Jane Norman	Fairway Methodist Church (Phase 1)	0		0	323		323	326	
Jane Norman	Juniper Court/Drapers (Phase 1)	0		0	0		0	0	
Jane Norman	Spring Gardens (Phase 1)	0		0	0		-	(1)	
Jane Norman	Newton Close (Phase 1)	0		0	0		0	0	
Jane Norman	Admiral Holland Redevelopment Project (phase 1b)	2,380		2,380	2,087	293	-	0	
Jane Norman	Creampot Crescent Cropredy (phase 1b)	201		201	207		6	6	Total budget for Phase 1b £3,554m (held in cc40154). Admiral Holland construction will continue in to 20/21 . Creampot Crescent will be completed in 19/20. Bicester Library no longer on hold but the majority of work will take place in 20/21.
Jane Norman	Bicester Library (phase 1b)	973		973	17	956	-	0	
Jane Norman	Build Programme (Phase 2)	672		672	0	672	(0)	-	The programme is being reviewed, more will be
Jane Norman	Bretch Hill Reservoir (Thames Water Site) (P	6964		6,964	20	6,944	0	-	
Jane Norman	Trades & Labour Club (Phase 2)	1542		1,542	0	1,542	(0)	-	
Jane Norman	Angus Close (Phase 2)	344		344	0	344	(0)	-	

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Jane Norman	Nizewell Head (Phase 2)	198		198	10	188	(0)	-	The programme is being reviewed, more will be known by Q4
Jane Norman	Leys Close (Phase 2)	276		276	21	255	(0)	-	
Jane Norman	Bullmarsh Close (Phase 2)	354		354	64	290	(0)	-	
Jane Norman	Buchanan Road/Woodpiece Road (Phase 2)	163		163	0	163	0	-	
Jane Norman	Park Road (Phase 2)	196		196	0	196	(0)	-	
Jane Norman	Wykham Lane (Phase 2)	189		189	5	184	0	-	
	Place & Growth - Economy & Regeneration	30,155	0	30,155	17,043	13,477	365	5	
	Place & Growth Total	30,155	-	30,155	17,043	13,477	365	5	
Natasha Barnes	Customer Self-Service Portal CRM Solution	0		0	0		-	-	
Tim Spiers	EXKI PROD copy fwd planning IT hardware	0		0	0		-	0	Move to 40071 (included in forecast)
Rakesh Kumar	Land & Property Harmonisation	249		249	288		39	39	Entec, extra resourcs (PM) and 2 new systems needed
Tim Spiers	5 Year Rolling HW / SW Replacement Prog	69		69	57		(12)	(12)	Planned to complete by end of FY - Windows 10/Office 365 roll out and computer replacement.
Tim Spiers	Business Systems Harmonisation Programme	40		40	0		(40)	(40)	Rolling budget supporting joint teams. Forecasted 25K under budget to offset other overspends
	Website Redevelopment	0			1				
Tim Spiers	Upgrade Uninterrupted Pwr Supp Back up / Datacentre	19		19	13		(6)	(6)	Migrate remaining services to data centre (19K includes 5K journal for IDOX)
Tim Spiers	IT Strategy Review	105		105	92		(13)	(13)	117 in actuals = 108 for Q1 plus 12K for extra July Entec invoice less a 3K credit from SNC for Q2. Plus 9,800 for Q2. Have removed commitment figure on this spreadsheet as all ENTEC invoices up to end of Dec accounted for elsewhere (in forecasts) to avoid double accounting. For October works the charges are 1200-408(SNC) = 1K. Estimated charges for Nov and Dec works = 1K x 2. From Oct onwards this should be in revenue so 13K will be moved over. Credit of 35K is for SNC income for Entec Q1. Adjustment is removing 14K actuals for Nov as all these costs accounted for elsewhere
Tim Spiers	Digital Portal	0		0	0		-	0	4K is old PO (now cancelled).39K to be journalled to 40170
Tim Spiers	Land & Property Harmonisation	0		0	0		-	-	Planned to complete by end of FY, replacement land and property systems

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Tim Spiers	Customer Excellence & Digital Transfer	112		112	85		(27)	(27)	Replace CRM system by end of year. Actuals includes Q2 recharge in from SNC for Entec, 14K for Entec for Q2 and 38K journalled over from 40149. ENTEC October works the charges are £5,425-£2,170 = £3,255. Estimated charges for Nov and Dec costs = 3K x 2. 25K extra costs are per PN and slip 14. Credit of 16K is for charge to SNC for 40% of the 39K journalled over from 40149. Extra 25K now needed and built in accordingly
Hedd Vaughan-Evans	Unified Communications	112		112	131		19	19	50% invoice to SNC to be included in Q3 recharges
Hedd Vaughan-Evans	WIFI Replacement	38		38	53		16	16	ENTEC: For Q2 the charges to this cost centre are £7000-£2800 (SNC) in actuals. For October works the charges are £2,800 less £1,120 = £1,680. Estimated charges for Nov and Dec works = 2K x 2 = 4K. Remaining 39K in commitments added by RA as can see cost for WIFI network solution in Civica (after report was run) and 25K for professional services. Have assumed these will be charged to SNC at 40%
	Information Technology Total	744	-	744	720	-	(25)	(24)	underspend need for Phase 2 next year as per f
Karen Edwards	HR / Payroll System replacement	125		125	150		25	57	Expected to overspend by apx 25, intention is pick this up within HR revenue. Some of the commitment will roll into next year
	Elections Polling Booth and Count Tables	0		0			-	-	
	HR, OD and Payroll Total	125	-	125	150	-	25	57	
	Customers & Service Development Total	869	0	869	870	0	1	33	
Dominic Oakeshot	Financial System Upgrade	0		0	0	0	-	-	
	Antelope garage	0							

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Belinda Green	Academy Harmonisation	144		144	144	0	-	-	Costs from ENTEC = 4K. The capital pot was established to support the project to transfer the CDC Revs and Bens data from the legacy software system, Northgate, to the Academy system. Although the data migration took place in 2017 there are a number of modules (which came as part of the original system contract) that are still to be implemented including OD customer portal, automation of new claims for benefits and CT discounts/exemptions, templating. These are all in the work plan for 19/20. £57k reprofiled from 18/19
Dominic Oakeshott	New E-Tenderings Portal for Procurement	30		30	0	0	(30)	(30)	Budget for project is no longer required, an additional module to the existing e-tendering portal was purchased.
Dominic Oakeshott	Finance Replacement System	210		210	210	0	-	-	Q2 costs = £10,363. Oct costs = £3,800. Assume £3,800 for Nov, Dec, Jan. 26K to come into actuals for ENTEC
	Finance Total	384	-	384	354	-	(30)	(30)	
Stuart Parkhurst	Condition Survey Works	2		2	0	0	(2)	(2)	Works completed
Stuart Parkhurst	Bradley Arcade Roof Repairs	30		30	30	0	-	-	Works partially completed, further investigation required to complete works scope to be created. On target for spend of £30K - waiting for permission from Sanctuary
	Bicester Town Centre Redevelopment	0		0		0	-	-	
Stuart Parkhurst	Community Buildings - Remedial Works	0		0	0	0	-	-	Works completed, PO to be closed
Chris Hipkiss	Spiceball Riverbank Reinstatement	50		50	50	0	-	-	Full spend anticipated in 19/20
Stuart Parkhurst	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	253		253	100	153	-	-	In design stage, works progressing. Discussions between CDC and tenant regarding extension of the lease. The result of which may affect scope of the project. Project currently paused until resolved.
Stuart Parkhurst	Thorpe Way Industrial estate - Roof & Roof Lights	0		0	0	0	-	(2)	Works complete and project signed off.
Chris Hipkiss	Castle Quay 2	46,134		46,134	20,336	25,798	0	-	Programme ongoing, reprofile £45,798K into 19/20 and reprofile £24,667K beyond
Chris Hipkiss	Castle Quay 1	7,300		7,300	4,000	3,300	-	-	Programme ongoing, forecast spend in 19/20 of £4m. Reprofile remaining budget beyond 19/20

CHERWELL CAPITAL EXPENDITURE 2019-20

Appendix 4

PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	£000's							Re-profiling and variances to be updated
		BUDGET	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
Shelagh Larard	Franklins House - Travelodge	75		75	50	0	(25)	(25)	Retention payment c£25k payable to the contractor in Aug 19. There will also be some professional fees payable. Expect £50k spend in 19/20 (see SL email 13/5/19 & 06/8/19))
Robert Fuzesi	Housing & IT Asset System joint CDC/SNC	50		50	50	0	-	-	Possible harmonisation project will overtake and therefore this budget/project will move over. Project on hold until decision made.
Stuart Parkhurst	Orchard Way - external decorations	95		95	95	0	-	-	Tender received, to be ordered August 19. On target for full spend in 19/20
Stuart Parkhurst	Retained Land	165		165	138	0	(27)	(27)	Works complete pending final account
Stuart Parkhurst	Thorpe Place Industrial Units	162		162	162	0	-	-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects.
Stuart Parkhurst	Thorpe Way Industrial Units	135		135	133	0	(2)	(2)	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects.
Stuart Parkhurst	Horsefair, Banbury	100		100	100	0	-	-	Project under review. Previously tendered over budget. Review at Q4. Most likely re-profiled
Stuart Parkhurst	Thorpe Lane Depot - Tarmac / drainage	110		110	110	0	-	-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19. Defects identified. Risk identified (time) Withholding £100k which the council may be required to use to repair the defects.
Stuart Parkhurst	EPC certification & compliance works	40		40	40	0	-	-	On site, 30 week programme. Project anticipated to be delivered within budget, works to be completed end of Aug 19.
Chris Hipkiss	Tramway Industrial Estate, Banbury	0		0	15	0	15	15	Site survey works not budgeted for in 19/20
Stuart Parkhurst	The Mill	250		250	0	250	-	-	Robert to provide forecast spend for 19/20 and reprofile for 20/21. 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.
Stuart Parkhurst	Banbury Museum Upgrade of AHU	110		110	110	0	-	-	Order being raised for investigation stage which will lead to full design. Full spend anticipated in 19/20

CHERWELL CAPITAL EXPENDITURE 2019-20

Appendix 4

PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	£000's							Re-profiling and variances to be updated
		BUDGET	ADJUSTMENTS	BUDGET TOTAL	FORECAST	RE-PROFILED BEYOND 2019/20	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
Stuart Parkhurst	Bodicote House Fire Compliance Works	154		154	75	79	-	-	Order raised for design. Waiting on FRA then works will begin
Stuart Parkhurst	The Fairway Garage Demolition	52		52	68	0	16	16	Full spend anticipated in 19/20. Review Q3 Forecasting potential overspend of £10k - balances out with savings elsewhere in property - budget review once tenders returned
Stuart Parkhurst	BYHP Separation of Building to two units	17		17	20	0	3	3	Order raised for design. Full spend anticipated in 19/20 (slightly over)
Stuart Parkhurst	Compliance Works with Energy Performanc	169		169	169	0	-	-	Phase one on site, 15 week programme. Project anticipated to be on target, £130k spend for works to be completed end of Aug 19. Design works for Phase two works to commence in September. On target for full spend.
Stuart Parkhurst	Ferriston Roof Covering	142		142	142	0	-	-	Works being tendered anticipated start date of September. Full spend anticipated in 19/20
Stuart Parkhurst	Pioneer Square Fire Panel	20		20	20	0	-	-	Order raised for design. Full spend anticipated in 19/20
Stuart Parkhurst	Corporate Asbestos Surveys	150		150	120	30	-	0	Works are being assessed with the consultant. Once full scope identified, works will proceed. Potential to reprofile part works in to 20/21
Stuart Parkhurst	Corporate Fire Risk Assessments	60		60	50	10	-	-	
Stuart Parkhurst	Corporate Water Hygiene Legionella Asses	35		35	35	0	-	-	
Stuart Parkhurst	Corporate Reinstatement Cost Assessments	59		59	59	0	-	-	
Stuart Parkhurst	Works From Compliance Surveys	195		195	90	105	-	-	
Stuart Parkhurst	Thorpe Place 18_19	75		75	75	0	-	-	works tendered July. Costs, more than anticipated - altering specification to make efficiencies and then retendered. Forecast start date of December for a 4 week project. Full spend anticipated in 19/20
Robert Fuzesi	CDC Feasibility of utilisation of proper	100		100	0	100	-	-	Reprofiled.
Stuart Parkhurst	Orchard Way Fire Safety Works	0		0	0		-	-	Need to Amend Line
	Property Total	56,289	-	56,289	26,442	29,825	(22)	(24)	
	Finance Services Total	56,673	-	56,673	26,796	29,825	(52)	(54)	
	Capital Total	91,836	1,093	92,929	48,480	44,593	142	(157)	142.295320000001 - Over Spend

Cherwell District Council

Executive

3 February 2020

<p>Local Discretionary Business Rate Relief Scheme for 2020-2021</p>

Report of the Executive Director Finance (Interim)

Purpose of report

For members to consider the proposed Local Discretionary Relief Policy and to seek approval of the local Discretionary Business Rate Relief Scheme for 2020-2021.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report and any financial implications for the Council.
- 1.2 To recommend that Full Council approve the adoption of the Local Discretionary Business Rate Relief Scheme for 2020-2021.

2.0 Introduction

- 2.1 In the Spring Budget 2017 Chancellor announced £300m funding for local councils to help businesses facing an increase in their business rates following the 2017 Revaluation. Any unspent funding will be returned to central government. The total funding for Cherwell District Council for the financial year 2020-2021 is £21,000 a reduction from £147,000 in 2019-20, £358,000 in 2018-19 and £736,000 in 2017-2018.
- 2.2 The Government expects billing authorities to use their discretionary powers under section 47 of the Local Government Finance Act to deliver the scheme. Billing authorities will be compensated through a Section 31 grant for the cost to the authority of granting the relief, up to a maximum amount based on the authority's allocation of the £300m fund.
- 2.3 Each authority is required to devise its own Discretionary Relief Scheme.

3.0 Report Details

- 3.1 The assistance Cherwell District Council can offer under the scheme is limited to the £21,000 funding provided. Based on a minimum award of £50.00 relief will be awarded to 171 businesses.
- 3.2 A copy of the proposed Local Discretionary Business Rate Relief Policy for 2020-2021 is shown at Appendix A of this report. The draft policy for 2020-2021 remains unchanged to again maximise the use of funding and to support to local businesses.
- 3.3 The attached policy outlines the proposed qualifying criteria and exclusions.
- 3.4 European "State Aid" rules apply to any business rates relief granted.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Members are asked to note the contents of the report and recommend Full Council approve the adoption of the Local Discretionary Business Rates Relief Scheme for 2020-2021 attached in Appendix A.

5.0 Consultation

- 5.1 This has been presented to members of Budget Planning Committee.

6.0 Alternative Option and Reasons for Rejection

- 6.1 The following alternative option has been identified and rejected for the reasons given below.

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

7.0 Implications

Financial and Resource Implications

- 7.1 The report sets out the proposed Local Discretionary Relief scheme to provide relief to business ratepayers in properties facing business rates rises as a result of the Revaluation. The local scheme aims to distribute no more than Government funding allocation provided. The Government has announced that it will reimburse councils for the actual cost of relief granted, in accordance with its guidance, through Section 31 grant.

Comments checked by:

Dominic Oakeshott, Assistant Director – Finance (Interim),
0300 003 0110, Dominic.oakeshott@cherwell-DC.gov.uk

Legal Implications

- 7.2 Section 47 of the Local Government Finance Act 1988 and subsequent amending legislation provides the criteria for awarding discretionary rate relief to certain categories of non-domestic ratepayer.
- 7.3 Relief from taxes, including non-domestic rates, can constitute state aid under European Union legislation. There are block exemptions from the state aid rules where the aid is below a de minimis level. The de minimis level applies to all de minimis aid received, including other Government subsidies or grants, in addition to any rate relief given as a de minimis aid. It will be for the Council to ensure that any relief granted does not transgress state aid rules. The de minimis threshold is €200,000 from all sources to the recipient as a whole over a rolling period of three years.

Comments checked by:

Chris Mace, Solicitor, 01295 221808, Christopher.mace@cherwell-dc.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

Corporate Priorities: Sound budgets and customer focused council.

Lead Councillor

Councillor Tony Illott, Lead Member for Financial Management and Governance

Document Information

Appendix No	Title
1	Local Discretionary Rate Relief Policy 2020-2021
Background Papers	
None	
Report Author	Belinda Green Operations Director CSN Resources
Contact Information	01327 322182, belinda.green@csnresources.co.uk

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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Local Discretionary Business Rate Relief Scheme for 2020-2021

1. Introduction

The Local Discretionary Business Rate Relief Scheme applies for the period 1 April 2020 to 31 March 2021. Under the scheme relief will only be provided where a qualifying ratepayer's bill has increased due to the 2017 Revaluation.

The assistance Cherwell District Council is able to offer under the scheme is limited by the funding provided. The funding allocation for Cherwell District Council is as follows:

2020-21	
£21,000	

2. Qualifying Criteria

- 2.1 The property must have had an increase in rateable value as a result of the 2017 Revaluation.
- 2.2 All other mandatory reliefs must have been applied for prior to an award for Local Discretionary Business Rate Relief being considered.
- 2.3 The 2017 Rateable Value must be £200,000 or less.
- 2.4 Where a property is formed following a split, merger or reorganisation a new calculation will be carried out.
- 2.5 Where a qualifying ratepayer's business rates bill is reduced for any of the following reasons the amount of relief will be reduced or removed accordingly:
 - A reduction in rateable value in the 2017 Rating List.
 - The application of any additional relief or exemption
 - Vacation and reoccupation of the property
 - Any other relevant reason

- 2.6 A minimum award has been introduced so that the relief awarded is for eligible properties where the amount of relief is £50.00 or more.

3. Exclusions

- 3.1 Relief will not be awarded to the following types of ratepayers and properties:

- Precepting bodies (County, District and Parish Councils)
- Banks, building societies and other major financial institutions
- Multi-national businesses or large chains
- Businesses which occupy 3 or more properties
- National Health Service
- Charities
- Central Government bodies

- 3.2 Unoccupied properties

- 3.3 Where the award of relief would not comply with EU law on State Aid.

4. State Aid

Ratepayers will be required to confirm that they have received any other State Aid that exceeds €200,000 in total including any other rates relief being granted for premises other than the one to which the declaration relates, under the De Minimis Regulations EC 1417/2013.

Further information on State Aid law can be found at <https://www.gov.uk/state-aid>

5. How will the Local Discretionary Business Rate Relief be calculated?

Local Discretionary Business Rate Relief will be calculated after any or all of the following have been applied:

- Exemptions and other reliefs
- Transitional arrangements

6. Application Process

The Council will automatically award business rates relief to qualifying businesses.

The amount of relief awarded each year will be subject to review such that the total relief doesn't exceed the funding allocation from government.

This policy will be published on the Council's website www.cherwell.gov.uk.

7. Appeals

All appeals must clearly state the ground(s) and be made in writing to: Revenues and Recovery Team, Cherwell District Council, Bodicote House, Bodicote, Banbury OX15 4AA.

Any appeal will be judged in line with this policy and the decision is to be taken at the sole discretion of the Executive Director Finance in consultation with the Operations Director, CSN Resources All appeals will be reviewed within 4 weeks of submission of all necessary information. All decisions taken on appeals are final and the outcome will be recorded and advised to the ratepayer in writing. If an appeal is successful, rate relief will be backdated for the full eligible period within the relevant financial year.

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Cherwell District Council

Executive

3 February 2020

Broadband and Digital Infrastructure

Report of Executive Director of Place and Growth (Interim)

This report is public

Purpose of report

This report reviews the Better Broadband for Oxfordshire Programme for Cherwell District Council to now consider extending its involvement in enabling further development locally through active involvement in the emerging Digital Infrastructure Delivery Partnership for Oxfordshire.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the success of the Better Broadband for Oxfordshire programme in exceeding the Government's delivery target for 'Superfast' broadband availability in Cherwell and the continuing progress to extend full fibre and mobile coverage through existing resources.
- 1.2 To support the incorporation of the Oxfordshire Digital Infrastructure Strategy and Delivery Plan alongside the Memorandum of Understanding, recognising its important contribution to the delivery of the Housing and Growth Deal, the Cherwell Industrial Strategy and the Council's other plans and policies.
- 1.3 To actively participate in the Oxfordshire Digital Infrastructure Partnership, through its proposed Board, by identifying a Councillor (supported by a senior officer) to represent the interests of the Council.

2.0 Introduction

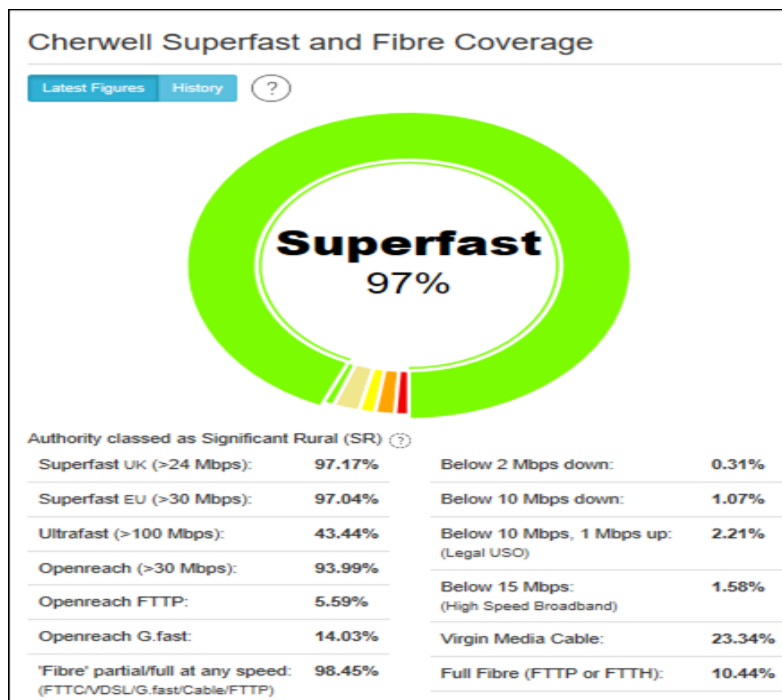
- 2.1 This report considers the impact of the Better Broadband for Oxfordshire Programme in Cherwell and explains the opportunities arising through the emerging Digital Infrastructure Delivery Partnership.

3.0 Better Broadband for Oxfordshire Programme in Cherwell

- 3.1 In recognising the importance of improving broadband connectivity, in 2013, Oxfordshire County Council (OCC) entered into a contract with BT for upgrading

broadband infrastructure across the county. The initial contract was to deliver access to superfast broadband (at least 24mbps) to 64,000 premises where there was market failure.

- 3.2 In 2014, Cherwell District Council (CDC), along with South Oxfordshire DC, Vale of White Horse, Oxford City, and OxLEP and SEMLEP added further funding to the programme for which OCC achieved BDUK match funding. This additional phase added a further 11,000 premises to the programme delivery. The CDC contracted contribution was £545,000 of CDC’s New Homes Bonus. The aim was to exceed the national target of 95% of premises able to receive access to superfast broadband by the end of 2017. This target was achieved and details of the national scheme are provided at <https://www.gov.uk/broadband-delivery-uk> and explained locally at: www.betterbroadbandoxfordshire.org.uk
- 3.3 In Jan 2018, an additional phase of delivery was added to extend the roll-out by using savings the programme achieved in delivery and the ‘gain-share’ (reward) reinvestment resulting from a relatively high level of take-up once Superfast Broadband became available. This has since been used to enable further investment – largely in rural areas.
- 3.4 In May 2018, an information report to Executive BPM established that an additional ambitious local target to connect a further 3,069 premises had connected 2,377 (77% of local target).
- 3.5 By December 2019, that number had increased to 3,040 (99% of local target) through the installation of 73 additional structures (dark green roadside cabinets). This means that the availability of Superfast Broadband has extended to 97% of all premises (business and residential) across the district – as illustrated in the diagram below:



- 3.6 The latest structure delivered covers premises in Heathfield. Upcoming structures over the next month will cover Godington, Finmere, London Oxford Airport, Shenington, Williamscot, Hampton Poyle and Fringford.

- 3.7 Over the coming months, by focussing additional resources to install fibre to new cabinets in Cherwell, the programme is expected to enable connection to additional premises in order to exceed the local target (by 103%).
- 3.8 However, the Government, householders and businesses seek 'universal coverage' and the remaining 3% of premises require additional intervention to provide what has become an expected 'basic' service for today's economic, social and educational needs. Additional Government funding sources have already been identified through the Programme and, in future, are expected to be available to bid for alongside enhanced technological capabilities (full fibre) framed within a wider digital context.

4.0 Digital Infrastructure Delivery Partnership

- 4.1 Whilst the Better Broadband Programme for Oxfordshire has been transformational in extending Superfast coverage from 69% to 97% of premises, it is crucial to now step-up to meet the huge challenges and opportunities ahead. The volume of global internet traffic in 2020 is expected to be 100-times that of 2005 and is doubling every two years. In the mobile data domain, traffic is expected to increase by 42% each year. The focus, therefore, of the Department for Digital, Culture, Media, & Sport (DCMS) has increasingly moved from superfast broadband to Full Fibre connectivity (offering speeds of 1Gb/s) and 5G mobile data. Due to the General Election and lack of clarity regarding Brexit, there have not been clear updated policy statements from DCMS but the Prime Minister has stated an objective of achieving full fibre roll out across the UK by 2025. With significant expenditure expected on digital infrastructure over the new parliament, it is proposed to create a Digital Infrastructure Delivery Partnership to ensure that Oxfordshire is well positioned to respond to opportunities.

Oxfordshire Growth Deal

- 4.2 Digital infrastructure is integral to all four elements of the delivery of Oxfordshire's Housing and Growth Deal across the county and throughout our district: housing, 2050 development plan, infrastructure and industrial strategy. The latter, for example, requires a 2% growth in productivity per annum and digital infrastructure will help to enable this – providing it is in place and continuously enhanced. Oxfordshire's and Cherwell's Local Industrial Strategies will provide a suitable ten-year framework in support of this requirement.
- 4.3 There are few areas in the UK where the importance of world class digital infrastructure is as pronounced as in Oxfordshire. The county itself, and the Oxford to Cambridge Arc is home to an economic growth engine for the UK, and this growth is predominantly founded on high value, high Gross Value-Added businesses in advanced motor engineering, biosciences, space technologies, electronics & sensors, and Life Sciences. The towns of Bicester and Banbury also have the land available to accommodate growing businesses and residents throughout the district have the skills to support prosperity. World class digital infrastructure will help to maximise the productivity of all enterprises and residents, extending social benefits to rural and urban communities.

Oxfordshire Digital Infrastructure Strategy and Delivery Plan

- 4.4 In Oxfordshire approximately 10.5% of premises currently have access to full fibre broadband infrastructure, meaning that to achieve 100% access to this future-proof digital infrastructure will require deployment at a scale not seen before if we are to realise our growth ambitions. Equally, the next generation of mobile connectivity, 5G, depends on extensive availability of fibre to deliver the low latency and very high capacity demanded by this wireless technology. This creates a requirement for the OCC programme to change emphasis too, with the forming of a Digital Infrastructure Programme underpinned by a Digital Infrastructure Partnership comprising the county council, OxLEP, city, and district councils. This document provides the terms of reference for this programme – see Appendices.

Enabling Delivery

- 4.5 The public sector does not provide digital infrastructure but it can play a key enabling role. The Strategy and Delivery Plan, however, sets out specific work-streams aimed at contracting digital infrastructure improvements by tapping into central government funding. The key responsibility of the Digital Infrastructure Partnership is to provide strategic leadership and a coordinated facilitation role in ensuring private sector investment in digital infrastructure is maximised in Oxfordshire.
- 4.6 A basis for the Partnership is provided in the Memorandum of Understanding (MoU -Appendix One) and examples of potential action are listed in the Executive Summary of the Strategy and Delivery Plan (Appendix Two).
- 4.7 A partnership approach is critical in achieving the goal of significant private sector investment in our county and district, as well as being the agent applying for central government funding, and managing delivery of any resultant intervention programmes aimed at improving availability of full fibre and 5G mobile. We must provide a path of least resistance to fixed and mobile network operators, supplying them with all appropriate information equally and consistently (for example the locations of planned housing development), and remove barriers to digital infrastructure delivery wherever this is practically possible.
- 4.8 The chart in the Executive Summary of Appendix Two indicates how mapping of new housing and all public assets provides a foundation to achieve Full-Fibre and 5G over the years to come.

Near-term Timetable

- 4.9 The Digital Infrastructure Strategy & Delivery Plan is to be endorsed by the Oxfordshire Growth Board in January 2020 and by Oxfordshire County Council's Cabinet in February 2020. Similarly, CDC – alongside other district councils in Oxfordshire – is asked to approve the MoU (Appendix One) before April 2020.
- 4.10 In order to guide the Oxfordshire Digital Partnership and oversee the delivery of the Oxfordshire Digital Infrastructure and Delivery Plan, a Digital Strategy Board is likely to be formed from May 2020. The Board would meet quarterly to oversee the Partnership and CDC is invited to now consider nominating a Councillor representative.

5.0 Conclusion and Reasons for Recommendations

- 5.1 CDC is invited to join the Oxfordshire Digital Infrastructure Delivery Partnership to facilitate actions to achieve the goals to be created through the emerging Oxfordshire Digital Infrastructure Strategy and Delivery Plan, as outlined above in paragraph 4.6.
- 5.2 The Partnership will meet and liaise regularly, involving a designated representative from each partner body. This is set-out in a non-legally binding MoU; hereby attached as Appendix One. CDC is invited to identify an elected representative and officer support for the ambitions agreed through the Strategy and Delivery Plan to be achieved.
- 5.3 The Council's representative(s) will need to call upon key CDC services – such as estates, development management and planning policy - to be able to perform their role on the Partnership.
- 5.4 The Housing and Growth Deal, with its ambition to enhance key infrastructure to support housing delivery, productivity and growth generally means that Digital Infrastructure should be a 'golden thread' throughout CDC's Business Plan, industrial strategy and all other strategies.
- 5.5 Progress will not happen automatically or quickly enough without intervention. The approach therefore is two-fold: to incentivise private sector investment by reducing barriers to deployment whilst accessing and managing HMG funding to create the new infrastructure.
- 5.6 Ultimately, the 'multiplier' benefits of creating advanced digital connectivity will enable investment, job creation, service provision, competitiveness and efficiencies for all.
- 5.7 The adoption of the Oxfordshire Digital Infrastructure and Delivery Plan by the end of this financial year would ensure that the Council is prepared – alongside its partners - for the Government to announce significant further funding opportunities.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To cease involvement in the partnership provision of digital infrastructure and accept that investment will be delayed (or not delivered at all) in Cherwell, especially in rural areas;

Option 2: As proposed in this paper, to continue to work jointly with Oxfordshire County Council and partners, combining resources and bringing new resources to maximise the investment in digital infrastructure locally.

7.0 Implications

Financial and Resource Implications

- 7.1 The funding arrangements in place by OCC mean that we are an effective partner in a profit-share arrangement. CDC has previously invested a total of £545,000 into this arrangement through New Homes Bonus as agreed by Executive on 23 June 2014. A further £500,000 was identified to remain available for future provision locally and is held in reserves for this purpose. Whilst no additional investment is required at this stage, there are likely to be opportunities arising through the development of the Digital Strategy and Delivery Plan which may be appropriate for the Council to consider.
- 7.2 At this stage, there is no commitment of specific resources or assets but there is recognition of the benefits of joint working, as contained in the recommendations. This forms the basis for detailed proposals to be developed in future, to be considered in relation to the council's property and asset management strategy.

Comments checked by:

Robert Fuzesi, Assistant Director Property, Investment and Contract Management, 1295227015, robert.fuzesi@cherwell-dc.gov.uk and Adele Taylor, Executive Director of Finance (Interim), 01295 221634, adele.taylor@cherwell-dc.gov.uk

Legal Implications

- 7.3 The draft MoU for the Digital Delivery Infrastructure Partnership contains a disclaimer (Para 8) that confirms that the partners "are not committing to legally binding obligations".

Comments checked by:

Nick Graham, Director of Law and Governance, 0300 0030106, nick.graham@cherwell-dc.gov.uk

Equalities Implications

- 7.4 The potential impact of enhancing digital infrastructure throughout the district is a positive way of ensuring all residents and businesses are provided with the opportunity to access enhanced services – exceeding operators' standard provision led by restrictive business cases.

Comments checked by:

Caroline French, Business Improvement Officer, 01292 221586, caroline.french@cherwell-dc.gov.uk

Risk Implications

- 7.5 The approvals being sought carry no overt risk. By working in a collaborative manner with public and private sector partners, it is expected to mitigate the key risk of Cherwell residents and businesses falling behind in the standard of digital infrastructure necessary in a world increasingly dependent upon digital communications. These risks will be managed by the service and escalated to the leadership risk register as and when necessary.

Comments checked by:
 Louise Tustian, Acting Assistant Director Performance and Transformation, 01295
 221786, Louise.tustian@cherwell-dc.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

The provision of advanced digital infrastructure is central to the Council's Corporate and Business Plans as it contributes to all four pillars of the Oxfordshire Growth Deal. It provides the essential infrastructure to support economic growth and access to services for residents and visitors throughout the district.

Lead Councillor

Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property

Document Information

Appendix No	Title
One	Oxfordshire Digital Infrastructure Delivery Partnership – draft Memorandum of Understanding.
Two	Oxfordshire Digital Infrastructure Strategy and Delivery Plan – Draft (August 2019).
Background Papers	
None	
Report Authors	Steven Newman, Senior Economic Growth Officer
Contact Information	(01295) 221860 steven.newman@cherwell-dc.gov.uk

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Digital Infrastructure Delivery Partnership

Memorandum of understanding

DRAFT: July 2019

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7	Financial contributions	6
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	Signed on behalf of <i>West Oxfordshire District Council</i>	7
	Signed on behalf of <i>Oxford City Council</i>	7
	Signed on behalf of <i>Cherwell District Council</i>	7
	Signed on behalf of <i>South Oxfordshire and Vale of White Horse District Councils</i>	8

1 Background

- 1.1 Oxfordshire County Council, Oxford City Council, and all Oxfordshire district councils have collaborated for the last five years in ensuring Oxfordshire reaches a high level of superfast broadband coverage in Oxfordshire. This has enabled 97% of premises to date, to be able to access this increasingly vital service.
- 1.2 This achievement cannot stand still. As internet applications expand in scale and volume, internet traffic is doubling every two years, meaning that the current limitations of Fibre to the Cabinet based digital connectivity will cease to be fit for purpose within the next ten to fifteen years. Equally, mobile broadband is increasingly vital for businesses, residents, and the public sector itself, for efficient delivery of services. The impending arrival of 5G mobile will also be key to enabling ambitions for a smart Oxfordshire where autonomous vehicles, dynamic traffic information, IoT sensors, and as yet unknown applications will be key to a successful and thriving county. The solution is to plan now on how to deliver full fibre and mobile infrastructure to all of Oxfordshire within that timeframe.
- 1.3 Although the exact mix of commercial delivery and publicly subsidised coverage is yet to be defined, a common requirement will be facilitating wherever possible and practical, the means of operational delivery. This pertains to managing planning permission, use of public sector assets, access to our highways for civils works, and wayleave approvals. The partnership under this MoU will enable a collaborative approach to facilitating this, with each entity having an important operational role to play, as well as the partnership approach enabling a collective and strategic view of the issues and opportunities raised.

2 Partnership aims and objectives

- 2.1 Ensure that all Partners have input to and awareness of the Digital Infrastructure strategy, as well as being aware of the individual operational responsibilities required to facilitate delivery of Digital Infrastructure in Oxfordshire;
- 2.2 Specific objectives are:
 - 2.2.1 **Access to Public Sector Assets;** Build a combined list of assets (county council and district councils) such as buildings (possibly for rooftop mounting of mobile transmission), street furniture, any council owned ducting, or any other asset which could be used by Operators to install fixed or mobile transmission equipment. OCC and district councils to collectively understand commercial models and preferred approach – for example;

- a) Open Model; Allowing multiple Operators to contract directly with the local authority using the Code Agreement.
- b) Cooperative Model; Asset Sharing Agreement via for example a Joint Venture. Local Authority retains control of assets, simple to share with private sector, no complex revenue share – the Cooperative just pays a fee to the asset owner. Non-discriminatory and non-exclusive. This promotes competition, innovation, and public sector collaboration.
- c) Concession Model; If used, this must ensure it unlocks investment in hard to reach areas. Must mandate open access to Providers. Must have a 'use it or lose it' clause. This model has issues with the nature of Exclusivity baked in. This is less of a problem when the Concession holder is in the business of providing infrastructure to network providers rather than being a provider itself.

2.2.2 **Highways**; OCC to formally issue the DCMS street works guidance to OCC Highways for the purpose of being able to set out clear guidance to Operators on what Highways can do to facilitate Operators having access to our roads for the purpose of digital infrastructure provision. This approach needs to be transparent and available to all utility companies. OCC to consider funding a role within Highways to be solely responsible for digital infrastructure highways requests.

2.2.3 **Planning Policy**;

- a) New Build Housing; Ensure all Local Plans specify that all planning for new housing in Oxfordshire is subject to the Developer installing full fibre connectivity, i.e. adhering to the February 2019 NPPF updates. This to flow up through the JSSP.
- b) Each Planning Authority agrees to proving all Operators with any information which may be relevant – for example any data held on where major new housing developments have passed planning. This can be useful to fixed and mobile Operators in planning capacity.
- c) Planning Applications for mobile masts; Whilst it is noted that Operators will need to show awareness of local concerns, all reasonable measures should be taken to work with Operators to allow permission for erecting infrastructure which improves digital access. Encouragement should be to allow sharing of assets between all relevant Operators to avoid duplication.
- d) Planning should be strategic such that opportunities are considered early and shared with Operators. For example if a new road is planned , or significant works scheduled, if this knowledge was proactively shared with Operators, they might choose to simultaneously install new fibre ducting.

2.2.4 **Wayleaves;**

- a) Each Authority to aim to have a standardised wayleave agreement template in place such that Operators requiring access to land owned by that Authority, can be familiar with the wayleave terms and conditions
- b) The representative of each Authority (named below) to agree to facilitate and try and reach consensus to progress a wayleave if it is proving difficult to progress – even if the wayleave is not for public land access

2.2.5 **Digital Infrastructure Champion;** each partnership member organisation should nominate a Digital Infrastructure Champion to advocate, promote, and share knowledge of the Oxfordshire Digital Infrastructure programme

3 Partnership activities

3.1 Activities to be delivered by the partnership are:

3.1.1 Monthly Digital Infrastructure Project Board with agenda, actions, and minutes.

3.1.2 All funding applications to DCMS (LFFN, 5G etc) to be collaborative efforts. This especially applies to getting senior officer and political signatories.

3.1.3 Each representative of this partnership to own issues within their respective organisations, where the issue in any way impedes digital infrastructure delivery.

3.2 The initial timeframe for partnership activities will be three years, commencing in April 2019.

3.3 Activities will be reviewed annually to ensure that they are being delivered as agreed, and that they are having the intended impact.

4 Monitoring

4.1 All partners commit to ongoing monitoring, with the aim of ensuring accountability and performance against targets/milestones.

4.2 The Digital Infrastructure Project Board will co-ordinate the monitoring and report back to senior teams and governing boards as appropriate.

5 Designated partnership leads

- 5.1 Each partner will appoint a senior member of staff to lead on the work of the partnership.
- 5.2 The designated lead member of staff for each partner will be:
 - 5.2.1 Oxfordshire County Council; Craig Bower
 - 5.2.2 West Oxfordshire District Council; Will Barton
 - 5.2.3 Oxford City Council; Tony Hart
 - 5.2.4 Cherwell District Council; Steve Newman
 - 5.2.5 South Oxfordshire and Vale of White Horse District Councils; Melanie Smans

6 Partnership governance and oversight

- 6.1 Digital Infrastructure Project Boards are scheduled monthly. This may reduce to quarterly by the end of 2019. OCC to issue agenda items, minutes of previous meetings, and actions, a week before the scheduled board date.
 - 6.1.1 Each partnership organisation should have a nominated SRO and elected member which specifies Digital Infrastructure as their responsibility/portfolio.
 - 6.2.1 This Digital Infrastructure MoU is to be referred to in all related strategy documents; Oxfordshire Digital Infrastructure Strategy and Delivery, Oxfordshire JSSP, Oxfordshire Local Transport and Connectivity Plan, Oxfordshire Local Industrial Strategy, Oxfordshire Growth Deal.

7 Financial contributions

- 7.1 Oxfordshire County Council will fund the operational needs of the Digital Infrastructure partnership out of the existing Better Broadband for Oxfordshire programme. Each partnership representative will fund their own costs in terms of time and travel related to partnership activities.

8 Disclaimer

- 8.1 It should be noted that by signing this document or by participating in the Digital Infrastructure partnership, the partners are not committing to legally binding obligations. It is intended that the partners remain independent of each other and that their collaboration and use of the term 'partner' does not constitute the creation of a legal entity, nor authorise the entry into a commitment for or on behalf of each other.

Signed on behalf of *Oxfordshire County Council*

..... Date

[NAME, POSITION]

Signed on behalf of *West Oxfordshire District Council*

..... Date

[NAME, POSITION]

Signed on behalf of *Oxford City Council*

..... Date

[NAME, POSITION]

Signed on behalf of *Cherwell District Council*

..... Date

Signed on behalf of *South Oxfordshire and Vale of White Horse District Councils*

..... Date

Oxfordshire Digital Infrastructure Strategy and Delivery Plan

AUGUST 2019

Bower, Craig – COMMUNITIES |
CRAIG.BOWER@OXFORDSHIRE.GOV.UK

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Confidentiality of this document: Public

Statutory Bodies, Departments, Private Sector, and Stakeholders: Cross-Cutting;

Oxfordshire County Council, specifically Communities Directorate/Highways

Oxfordshire Planning Authorities

Oxfordshire Growth Board

Department for Digital, Culture, Media, and Sport

Ministry of Housing, Communities, and Local Government

Local Government Association

Association of Directors of Environment, Economy, Planning, and Transport

OxLEP

England's Economic Heartland

Fixed Network Operators

Mobile Network Operators

Oxfordshire Members of Parliament

Oxfordshire Councillors (County and Districts)

Oxfordshire Businesses

Oxfordshire Residents

Executive Summary

This document is formed from the Oxfordshire Local Broadband Plan which was put in place at the start of the Better Broadband for Oxfordshire programme in 2014.

This programme has delivered a step-change in digital connectivity for the citizens and business in Oxfordshire, taking availability of superfast broadband to 97% from 69%. However, the volume of global internet traffic is expected to increase to 95 times that of 2005, by 2020, and is doubling every two years. In the mobile data domain traffic increases by 42% each year.

There are many drivers increasing demand for ever faster connectivity are orientated around two key areas – the move to cloud storage and applications, along with huge growth in video content. In tandem though, the convergence of IoT (Internet of Things) and AI (Artificial Intelligence) is transforming service delivery and business models, creating what is increasingly understood as the 4th Industrial Revolution. With this in mind, the focus of the Department for Digital, Culture, Media, & Sport (DCMS) has increasingly moved from superfast broadband to Full Fibre connectivity and 5G mobile data. The only way this rapid growth in bandwidth requirements can be accommodated is with full fibre broadband which offers speeds of 1Gb/s today and capable of much higher speeds in the future. This same fibre is also the backbone for backhauling 5G mobile.

There are few areas in the UK where the importance of world class digital infrastructure is as pronounced as in Oxfordshire. The county itself, and the Oxford to Cambridge Arc is the home to an economic growth engine for the UK, and this

growth is predominantly founded on high Gross Value Added businesses in aerospace, advanced motor engineering, biosciences, space technologies, electronics & sensors, and Life Sciences. We also have a work force with above average skills, and of course excellence in academia. It is reasonable to compare this environment with the likes of Silicon Valley, Beijing, Los Angeles, Tel Aviv, and other world centres introducing revolutionary technical change. These are the locations Oxfordshire businesses compete with, and every one of these top tech hubs depend on world class digital connectivity.

Vision

Our vision is for Oxfordshire to be enabled with smart infrastructure, extending the smart city concept forward into our heartland. This means not only ensuring all residential premises and businesses are connected with full fibre, but the infrastructure fabric of our highways, signage, street furniture, public buildings, public transport, cycle paths, green spaces, medical facilities etc are connected, integrated, and enabled with IoT applications. This becomes particularly powerful when the data collected can be interrogated and combined with Artificial Intelligence to provide predictive assessments associated with health, travel, environment, and economic factors. This is an important contribution to our mission of creating thriving communities and a thriving economy in a sustainable and environmentally friendly manner. Examples include;

- **Intelligent Streetlighting – central management can allow detailed control of lighting, saving money whilst providing flexibility**
- **Strategic planning for Connected Autonomous Vehicles by way of 5G connectivity to accurately control the highways network**
- **A raft of sensors to measure air quality, spot fly-tipping, manage efficient refuse collections, measure noise pollution etc**
- **The means to provide real-time integrated public transport information**
- **ANPR data collected to show traffic patterns and predictability of what happens when there are problems on the road network leading to safer and more efficient journeys**
- **Sensors in homes of vulnerable people to enable access to services and permitted monitoring of live health data**
- **Facilitation of a Living Labs environment to trial new technology**
- **Predictability and management of public safety risks**

The deliverability of this vision requires long-term preparation and planning. Oxfordshire has an ideal opportunity to develop this as we facilitate delivery of a significant amount of new housing. Where new garden villages are planned, the means of delivering the necessary integrated infrastructure is relatively easy to design-in, rather than retro-fit, and these locations then become ideal digital infrastructure bridgeheads to launch into neighboring communities.

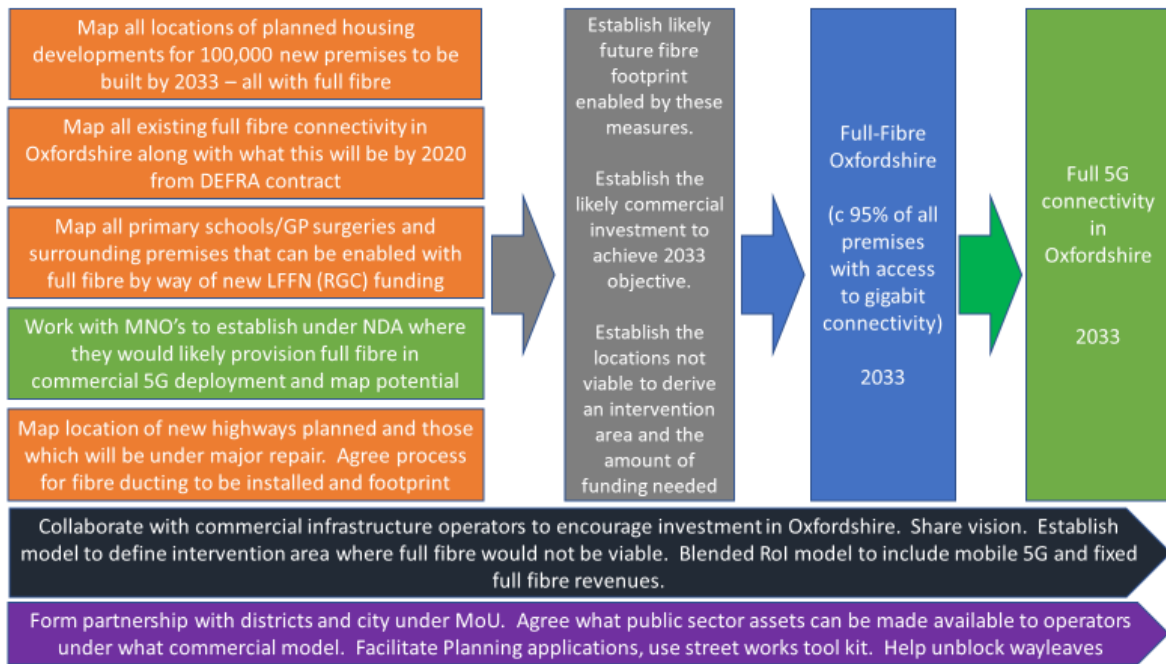
In Oxfordshire approximately 9% of premises currently have access to full fibre broadband infrastructure, meaning that to achieve ubiquitous access to this future-proof digital infrastructure will require deployment at a scale not seen before if we are to realise our growth ambitions. Equally, the next generation of mobile connectivity, 5G, depends on extensive availability of fibre to deliver the low latency

and very high capacity demanded by this wireless technology. This creates a requirement for the OCC led programme to change emphasis too, with the forming of a Digital Infrastructure Programme underpinned by a Digital Infrastructure Partnership comprising the county council, OxLep, city, and district councils. This document provides the terms of reference for this programme.

By definition the public sector is not a digital infrastructure provider, and although this document sets out specific workstreams aimed at contracting digital infrastructure improvements, the key responsibility of the Digital Infrastructure Partnership is to provide strategic leadership, providing a coordinated facilitation role in ensuring private sector investment in digital infrastructure is maximised in Oxfordshire, for example by;

- **Enabling network operator access to public sector assets such as ducts, street furniture, & rooftops**
- **Taking a strategic approach to use of public sector assets to achieve maximum benefit rather than short term financial benefits**
- **Mapping potential public sector assets and make available to fixed/mobile network operators**
- **Ensuring Local Plans (as a multi-tier authority) are aligned with the latest (Feb 2019) NPPF guidance in respect of full fibre provision in all new housing developments**
- **Ensuring that a summary of this Digital Infrastructure Strategy and Delivery Plan is contained in all other relevant strategic documents such as the Local Industrial Strategy, Local Transport and Connectivity Plan, & Oxfordshire 2050**
- **Align OCC Highways with the DCMS Streetworks Toolkit where possible**
- **Appointment a Digital Infrastructure Champion by each partnership member to coordinate and lead on cross-public sector alignment and market engagement**
- **Creating a Digital Infrastructure Partnership with Oxford city council and all Oxfordshire district councils**
- **Setting targets for availability or superfast broadband, full fibre, and 5G**

This approach is critical in achieving the goal of significant **private sector investment** in our county, as well as being the agent applying for central government funding, and managing delivery of any resultant intervention programmes aimed at improving availability of full fibre and 5G mobile. We must provide a path of least resistance to fixed and mobile network operators, supplying them with all appropriate information equally and consistently (for example the locations of planned housing development as part of the Oxfordshire Housing & Growth Deal), and remove barriers to digital infrastructure delivery wherever this is practically possible. The structure chart below sets out at a high-level approach;



The diagram below sets out the structure of the Digital Infrastructure programme and its component project areas;



Superfast Broadband

Commercial Providers in Oxfordshire

'Commercial' superfast broadband simply means coverage provided by a supplier on a standard commercial basis where the investment required is considered by the supplier to return a profit over a standard return-on-investment period. This contrasts with 'intervention' coverage where public funds have been needed to support the business case for investment in the build of new network infrastructure. As of the end of 2018, most broadband infrastructure Providers, including Openreach, are only building full fibre (FTTP) infrastructure.

British Telecom plc: Most commercial superfast broadband coverage in Oxfordshire is provided by BT (Openreach). This is an 'Open Access' network whereby over 100

Service Providers can productise and sell fibre-based broadband services. This is mandated by OFCOM due to the relative market dominance of the Openreach infrastructure.

Openreach also delivers Fibre to the Premise which currently has a

Technical Information: The predominant VDSL solution deployed by Openreach is Fibre to the Cabinet (FTTC). As this depends on using the existing copper access network to distribute service to premises, it is constrained by distance between the fibre cabinet and the served property. This is currently a maximum of 80Mb/s download and 20Mb/s upload. Increasingly BT are enhancing this capability in Oxfordshire with a technology called G-Fast which enables up to 300Mb/s download for premises within 200m of the fibre cabinet. There is a growing Fibre-to-the Premise (FTTP) footprint offering 1Gb/s.

reduced number of Service Providers but is expected to grow. BT has made a public commitment to connecting 15m UK premises with full-fibre connectivity by 2025. It is important to not that Openreach is also required by OFCOM to grant other licensed Operators access to their duct and poles estate under an agreement known as PIA (Passive Infrastructure Access). From an engineering perspective, BT is also reconfiguring their network such that the hitherto separate leased line (private circuit) networks and fibre broadband networks are effectively combined into a single architecture whilst they prepare for switching off the PSTN (copper telephone line) network, currently set for 2025. This will be important for the UK in a number of areas as we move to Voice over IP (VoIP), including the strategic benefit of freeing up much needed space in their duct network.

Virgin Media plc

Virgin Media also have significant coverage in metropolitan areas in Oxfordshire, notably, Oxford, Banbury, Abingdon, Didcot, & Bicester. It can be noted that collecting accurate planned coverage extension of the Virgin Media network has proven very difficult as this is demand-driven under Project Lightning.

<http://www.virginmedia.com/corporate/about-us/our-key-projects.html>

This project is promising some £3bn investment to extend their footprint by a further 4m homes. (As at 2016 VM are estimated to have coverage serving 14.5m premises). The VM network is not 'open access' and all services are contracted directly with Virgin Media (as at 2017). The demand led investment process is informed by an application process known as 'Cable my Street'. Further information on Project

Technical Information: The Virgin Media network is a hybrid of fibre and 'cable' which is understood to be co-axial cable. Maximum speeds available in 2017 are 200Mb/s

Lightning, and registration of interest is available at:

<http://www.virginmedia.com/cablemystreet/>

Virgin Media along with Openreach are the two main national infrastructure Providers in the UK. Both have industrialised processes for building fibre infrastructure to new housing developments.

Gigaclear Plc

Gigaclear is a relatively new entrant to Fibre Broadband infrastructure delivery, having been formed in 2010. The business is based in Oxfordshire and delivered its first live network in Rutland. The Gigaclear network is

Technical Information: Gigaclear is relatively unique in providing all broadband as FTTP, offering packages up to 1Gb/s

predominantly contracted directly as a service from Gigaclear, but it is an open access network and they do have additional service providers. Further information is available at <https://www.gigaclear.com/>

Within Oxfordshire, Gigaclear have provided superfast broadband to some 11,000 premises entirely within the rural and very rural topology. Although they started with a single supplier model, they have now onboarded additional service providers in a Wholesale model. They have yet to have sufficient scale to onboard larger service providers such as Sky or Talk Talk, but as the volume of their connected premises increases, this is more likely to happen. They have also recently won the second phase of BDUK broadband delivery in West Oxfordshire, among several other BDUK projects which they have successfully bid for, though they are currently not taking on any more intervention projects.

Hyperoptic

Hyperoptic broadband is a relatively new entrant to Fibre Broadband infrastructure, having been founded in 2011. They specialise in full fibre broadband to existing and new Multiple Dwelling Units – flats and apartments. The company is estimated to have around 75,000 full fibre connections in UK cities. They currently only provide retail services, but it is understood they are considering moving to an open access model. Hyperoptic is currently (May 2019) talking to Oxford city council about being able to provide their full fibre services to social housing in Oxford city centre.

Open Fibre Networks Ltd (OFNL)

OFNL provides full fibre broadband (as well as TV infrastructure) to new build residential and commercial MDU premises across cities in the UK. They have an open access network with six resellers currently providing service contracts. As with all full fibre infrastructure operators, the network offers speeds of up to 1Gb/s. They currently have live installations or planned installations numbering nearly 7,000 premises in Oxfordshire.

Zzoomm

The ex-CEO and founder of Gigaclear, Matthew Hare, set up a new gigabit broadband operation called ZZoomm in March 2019. The company has decided its first target coverage area is for some 6,500 premises in Henley-On-Thames to be delivered between September 2019 and December 2020. This coverage is delivered as full-fibre in a ducted network and is effectively for the entirety of Henley-on-Thames. ZZoomm's target locations are market towns and suburban areas of cities. The company aspires to extend full-fibre coverage to 1m premises over the next five years and is based in Oxford.

Fixed Wireless Broadband

There are several fixed wireless broadband providers actively involved in Oxfordshire. The Better Broadband programme has engaged with a range of these, including Wurzl, Suganet, Countryside Broadband, Voneus, & Village Networks. Further information including contact details is available at the Better Broadband for Oxfordshire website: <http://www.betterbroadbandoxfordshire.org.uk/cms/> Although the broadband services provided by these operators are not proven as technically Next Generation Access (NGA) compliant, in many cases they offer faster broadband access than is otherwise available.

Better Broadband for Oxfordshire (BBfO)

<http://www.betterbroadbandoxfordshire.org.uk/cms/>

The county council initiated the Better Broadband for Oxfordshire programme in 2013 to address broadband coverage in Oxfordshire which at the time had 69% of premises able to access broadband at speeds above 24Mb/s. The foundation of this initiative is a multi-million-pound contract with BT for superfast broadband to be deployed in areas defined as under market failure conditions, and targeted;

- 64,500 Premises to have access to superfast broadband by December 2015
- 75,600 Premises to have access to superfast broadband by December 2017
- 77,800 Premises to have access to superfast broadband by December 2018

Following Open Market Reviews (OMR's) in 2012, 2014, and most recently in December 2017, a premise qualified to be included within this targeted coverage only when no provider has superfast broadband available or planned on a commercial basis within three years from the date of the OMR. From the baseline commercial coverage data received in the OMR process we have been able to estimate percentage coverage of Oxfordshire in line with the dates/volumes above. The latest OMR data was extracted from September 2017 EPOCH 52 version of OS AddressBase Premium.

- 90% superfast coverage by December 2015 ✓
- 95% superfast coverage by December 2017 ✓
- 96.5% superfast coverage by December 2018 ✓

This is the broadband intervention programme managed by Oxfordshire County Council, in partnership with BT and supported by Broadband Delivery UK (BDUK). Funding Partners (Capital) for the programme are;

- Oxfordshire County Council (£10.4m)
- BDUK (£8m)
- South Oxfordshire District Council (£1m)
- Vale of White Horse District Council (£250k)
- Cherwell District Council (£500k)
- OxLEP (£2m)
- SEMLEP (£240k)
- BT (£9m)
- Total £31.4m

Better Broadband for Oxfordshire (BBfO) was set up as a delivery programme in December 2013. This followed the selection of BT Telecommunications plc as the successful bidder for the intervention programme under the DCMS initiative for improving the availability of superfast broadband (defined as a minimum of 24Mb/s download speed). This is administered, governed, and part-funded by BDUK.

As described in the Introduction, coverage is contracted in three phases, currently concluding in June 2019.

BBfO Background & Strategy

Oxfordshire County Council (OCC) set out a simple vision for the programme in 2014. This was for the county to have the highest possible availability of superfast broadband (SFBB) with the funding available (£14m public funds + £6m BT investment). Coverage was modelled based on best value for money, i.e. no specific target sectors or types. The principle worked to was that this approach would build out the fibre footprint from urban locations (covered commercially), into the rural heartland of the county. The contract with BT was a non-framework contract and drafted to facilitate a call-off further coverage without the need for another procurement.

During 2014 BDUK confirmed a second round of DCMS funding under the Superfast Extension Programme (SEP), and OCC engaged with potential funding sources to be able to secure access to the SEP funding. This resulted in OCC contracting phase 2 during 2014, for delivery to start in 2016. This time, coverage was modelled to consider the funding source, as well as value for money. As three of the district councils had put up differing amounts and with different populations, the coverage was required to be modelled proportionately. Importantly, the funding provided by OxLEP was focussed on delivering to the Science Vale Enterprise Zone, and business parks across Oxfordshire.

Another driver for the BBfO programme was to make available better broadband based infrastructure to be able to migrate Oxfordshire schools and corporate sites from very expensive leased line services under the OCC legacy corporate WAN network, to superfast broadband. This has been substantively achieved under the programme with all but one school already migrated, and along with the savings achieved by migrating small and medium corporate sites, nearly £1m per annum cost avoidance has been achieved.

Intervention Area Delivery Statistics – June 2019

Speeds

- Below 2Mb/s = 1,421 Premises
- 2 – 24 Mb/s = 4,638 Premises
- 24 – 30Mb/s = 2,698 Premises
- 30 – 50Mb/s = 16,840 Premises
- 50 – 100Mb/s = 73,124 Premises
- 100Mb/s+ = 593 Premises

Take Up

66% (Cumulative to date across all three delivery phases). This is a very important aspect. Not only does it clearly demonstrate demand for good digital connectivity, but the contract with BT Openreach has a clawback mechanism whereby take up above 20% accrues a payment back to OCC. This has enabled the Digital Infrastructure programme to move forward on a self-funding basis.

Overall coverage in Oxfordshire (Think Broadband data)

- Superfast (>24Mb/s) = 97%
- Superfast (>30Mb/s) = 96.7%
- Ultrafast (>100Mb/s) = 56.3%
- Full Fibre = 8.9%
- Below USC (<2Mb/s) = 0.3%
- Below USO (<10Mb/s) = 1.9%
- Below 15Mb/s = 1.9%

West Oxfordshire

In 2014, West Oxfordshire DC (WODC) decided to not apply funding to the BBfO programme and to run a separate procurement targeting full superfast broadband coverage in the district. The initial progress was slow with the misfortune of the

selected Supplier terminating the contract in late 2016, without any delivery achieved.

This resulted in WODC needing to run a further procurement which was initiated in early 2017, and resulted in the award of a contract to Gigaclear plc. Delivery is now well underway and adding to the composite coverage for the county. The contract will enable some 4,600 premises in the district to have access to full fibre broadband and Gigaclear is also installing full fibre access to a further 5,700 west Oxfordshire premises using its own investment.

DEFRA Funded Superfast/Ultrafast project

OCC has been awarded £6.3m by DEFRA to provide superfast broadband coverage to businesses in rural Oxfordshire that remain without any planned coverage under the existing BT contract. This was subject to an OJEU procurement and is due to be contracted at the end of August with two Operators and rollout will complete by June 2021.

Following receipt of bids, evaluation, and selection of preferred bidders, the project will deliver full fibre broadband to 968 rural business premises and 907 residential premises. The proposed contracts will each deliver two Lots (different geographies within the county). This represents approximately 0.6% additional superfast (and full fibre) connections in Oxfordshire. The project will be delivered by the existing Oxfordshire Digital Infrastructure team with the project cost drawn down from the BT Better Broadband contract underspend and gainshare (from take-up) income.

New Focus on Full Fibre and 5G

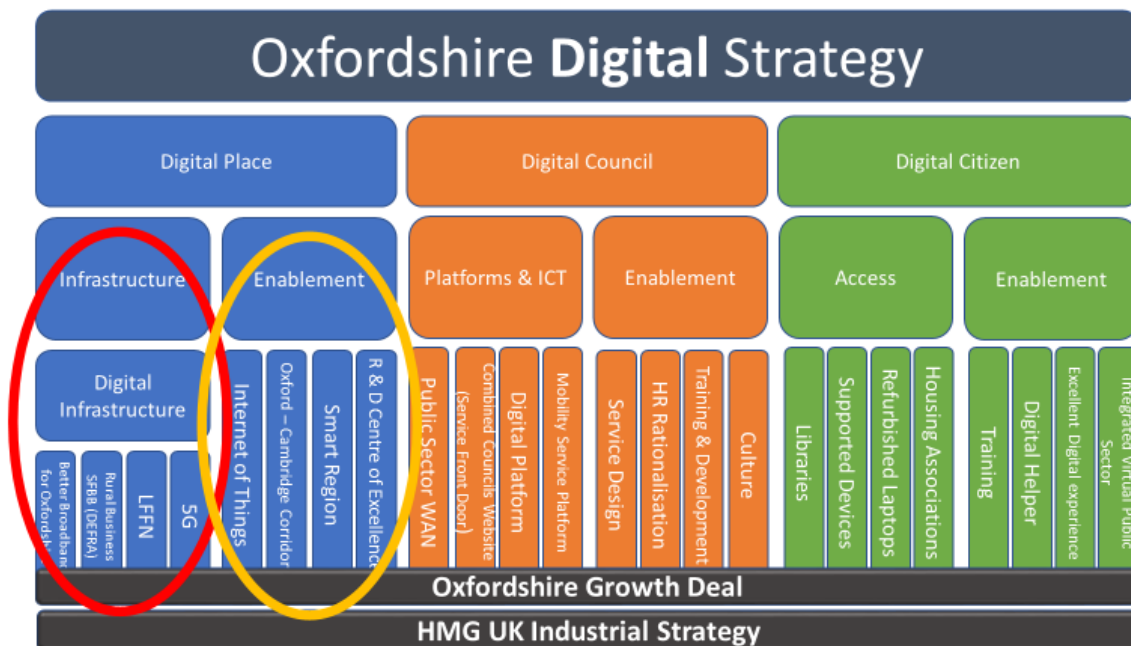
Whilst it was identified nearly ten years ago, that access to fast reliable broadband was to an important infrastructure consideration for Oxfordshire, the relevance and criticality of this has become more pronounced since the inception of the programme.

During 2018, DCMS significantly ramped up activity and focus on planning for the UK to have Full Fibre access to all premises by 2033, and for the UK to be a world leader in rollout of 5G mobile services. This is evidenced in the [Future Telecoms Infrastructure Review](#). Correspondingly, Better Broadband for Oxfordshire is now one pillar of a Digital Infrastructure programme, increasingly focussed on the Full Fibre and 5G agenda and is incorporated in the draft Oxfordshire 2050 Plan, the Oxfordshire Transport & Connectivity Plan, and the evolving Oxfordshire Local Industrial Strategy being led by OxLEP:

Digital Infrastructure is increasingly understood to be a key enabler for transforming many facets of Oxfordshire life;

- Digital Council/Digital Citizen. As Oxfordshire councils and Oxfordshire Health bodies transform how public services are delivered, it is increasingly important to ensure all citizens can transact with the council online, and some of these applications, such as advanced remote healthcare, will require very high digital capacity
- Economic Growth – identified sectors/types
 - Enterprise Zones
 - Business Parks
 - Oxford, Milton Keynes, Cambridge Arc
 - Rural businesses/start-ups
 - Agriculture
- Attract inward investment and compete commercially both within UK markets and internationally
- Digital Inclusion to enable all to learn, work, and access economically advantageous goods and services online
- Environment – reducing the need to travel by working online from home
- Improving delivery of health and social care services
- Enabling the means of Connected Autonomous Vehicles (CAV's) to become reality
- Enabling Oxfordshire to operate as a Living Lab, for example by ‘baking-in’ Internet of Things (IoT) capability to all infrastructure projects, Oxfordshire can greatly improve the data capture (measuring/monitoring/tracking) to help improve analytics and ultimately improve service delivery

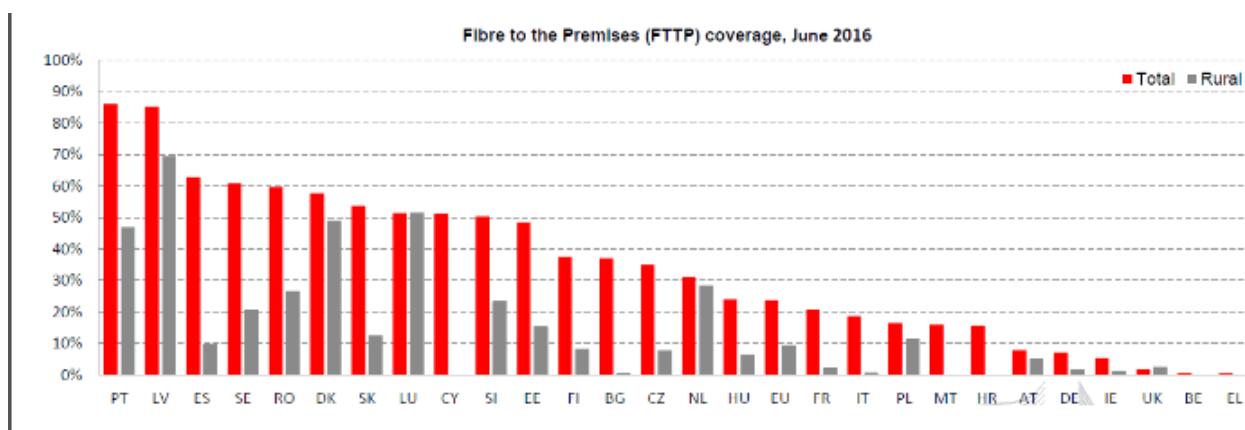
The Oxfordshire Digital Infrastructure Strategy can also be considered as a component of a broader Digital Strategy which encompasses how the public sector is increasingly shifting services online, which is described in the schematic below;



Full Fibre

The appointment in 2016 of Matt Hancock as Minister of State for Digital, saw a refocussing in DCMS from availability of superfast broadband to the availability of 'full fibre'. This has continued with Margot James in charge. The previous Minister, Ed Vaizey, had achieved a vast improvement in the availability of superfast broadband, defined as above 24Mb/s, but the current exponential growth in digital services has policy now directed to full fibre connectivity. An example of this is with the digital content most used across the world – video. Standard Definition on-demand content made way for High Definition, then 4K Ultra High Definition. Now TV sets capable of 8K definition are being sold. Each of these steps requires a quadrupling of bandwidth in order to stream content. The other major growth area in consumption of huge amounts of data is the shift to cloud computing and storage.

The UK landscape is poor in respect of full fibre connectivity at just 3% of premises having access. The table below shows the UK as third from bottom across Europe



Theoretically, full fibre networks have almost unlimited speed capability, with the constraint being the equipment at either end of the fibre path. A single fibre can transmit at terabit speeds using existing technology, and although expensive to install, it is then by definition effectively 'there for life' and has very low failure rates meaning maintenance costs are modest.

With this in mind, HMG is adopting a range of initiatives, including significant funding, aimed at expediting the roll out of full fibre. This currently mostly aimed at a model to stimulate commercial investment and exemplified by the Autumn Statement of 2016 in which HMG set out details of £700m of funding initiatives for Full Fibre & 5G rollout under the overarching National Productivity Improvement Fund. During 2017, DCMS has provided details of the Local Full Fibre Networks (LFFN) aspect which has been released with provisions for an initial £190m challenge fund (from the [NPIF](#)) https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/661364/Challenge_Fund.pdf for Government Bodies to apply for following four suggested themes*;

Public Sector Anchor Tenancy	DCMS support for the strategic procurement of fibre connectivity for multiple locations (where the public sector body is the long-term 'anchor' tenant) which creates additional fibre infrastructure in the region. This may include multiple public sector agencies. This approach may involve the separation of infrastructure provision from the delivery of services
Gigabit Voucher Scheme (GbVS)	The operation of a business voucher scheme which helps businesses (or clusters of businesses) buy gigabit capable connectivity, and anticipates the operator may subsequently extend the fibre 'footprint' to surrounding premises
Public Sector Building Upgrade	Direct tactical funding of connectivity using full fibre to specific public sector locations, where the costs of doing so cannot be met using existing business cases, and where the deployment of fibre extends the fibre 'footprint' to surrounding premises
Public Sector Asset Reuse	Support for capital costs associated with the re-use or development of public sector infrastructure assets (for example CCTV duct networks) to increase the commercial availability of fibre networks and extend the reach of backhaul or other services

Gigabit Voucher Scheme

[This scheme](#) is Supplier led and provides business and residential premises (as part of a scheme including businesses), £2,500 and £500 vouchers respectively to help fund installation of full fibre infrastructure. There are several relatively small-scale schemes underway in Oxfordshire. One possible large-scale scheme being worked on is to provide all premises in Watlington with full fibre. This is being led by the [Watlington Business Association](#) and supported by the parish council as well as a campaign group headed by Peter Richardson of [Connect Eight](#). This could be an exemplar approach and is also being supported by OCC and SODC. Gigaclear and Openreach have both been invited to consider building proposals, and are approaching the project in different ways;

- 1) Build a full fibre solution for all premises in Watlington.
 - a. Establish the total cost
 - b. Establish the investment willing to be made by the Supplier
 - c. This derives the amount required to be found locally
 - d. Establish how many vouchers would be required to make up this amount
 - e. Supplier campaigns to get businesses and residents to agree to contracting the minimum required service (100Mb/s for one year) and applying for their vouchers
 - f. If this is insufficient the campaign would request financial contributions from businesses and the community
- 2) Supplier campaigns first to establish local areas of demand, rather than scope the whole town
 - a. Supplier builds individual proposals pertaining to clusters of businesses and residents
 - b. Each cluster would be a separate scheme and would follow the same process as above

Consideration is being given to see if this can be replicated and if DCMS would financially support this demand-side. It is already being mooted that under the

funding arrangements for the RGC programme there will be a new type of voucher which will support this strategy. (Update below)

Rural Gigabit Connectivity Programme (RGCP)

The next round of funding is aimed at an 'outside-in' approach and is known as the [Rural Gigabit Connectivity programme](#). This £200m programme was officially launched on 19th May 2019.

The basis of this programme is to consider commercial provision of full fibre will be left to the market to deliver in urban and semi-urban areas and evidences a shift in government policy towards dealing with the hardest to reach areas first. The key with this programme is the definition of 'rural'. This is initially pegged against the DEFRA classification where premises must be in locations classified as D1 to F2. DCMS will also have a postcode checker which will further corroborate eligibility. The programme has two elements;

Rural Public Sector Hubs

Focussing initially on schools and GP practices, public sector building defined as being in the 'final 10%', i.e. rural as above, can be targeted to be provisioned with full fibre broadband. This would be contracted via a public procurement, likely to be under a new [Crown Commercial Service \(CCS\)](#) framework for 'Broadband Connectivity Services'. This will be broken down into three categories;

- Broadband Connectivity Services
- Infrastructure Build
- Point to Point Dark Fibre

The anticipated scenario would be that Oxfordshire CC select a range of public sector buildings (in locations defined as rural) in collaboration with the government agency occupying those buildings. These buildings would form the scope of a procurement for installing full fibre broadband infrastructure. In delivering that infrastructure however, it is expected the winning Supplier would also build out to other premises (business or residential) that would be passed by the infrastructure, at their own cost. This would then be augmented by;

Rural Gigabit Voucher Scheme

The [Rural Gigabit Voucher Scheme](#) will run in parallel with the Gigabit Voucher scheme (described above). This scheme is only available for premises in areas defined as 'rural' and differs in the following respects;

- Higher Values; The vouchers are worth £3,500 for a business premise and £1,500 for a residential premise
- The restriction for any joint scheme to include businesses is removed. Several residential premises may make a combined application without there being a business premise in the scope of the project

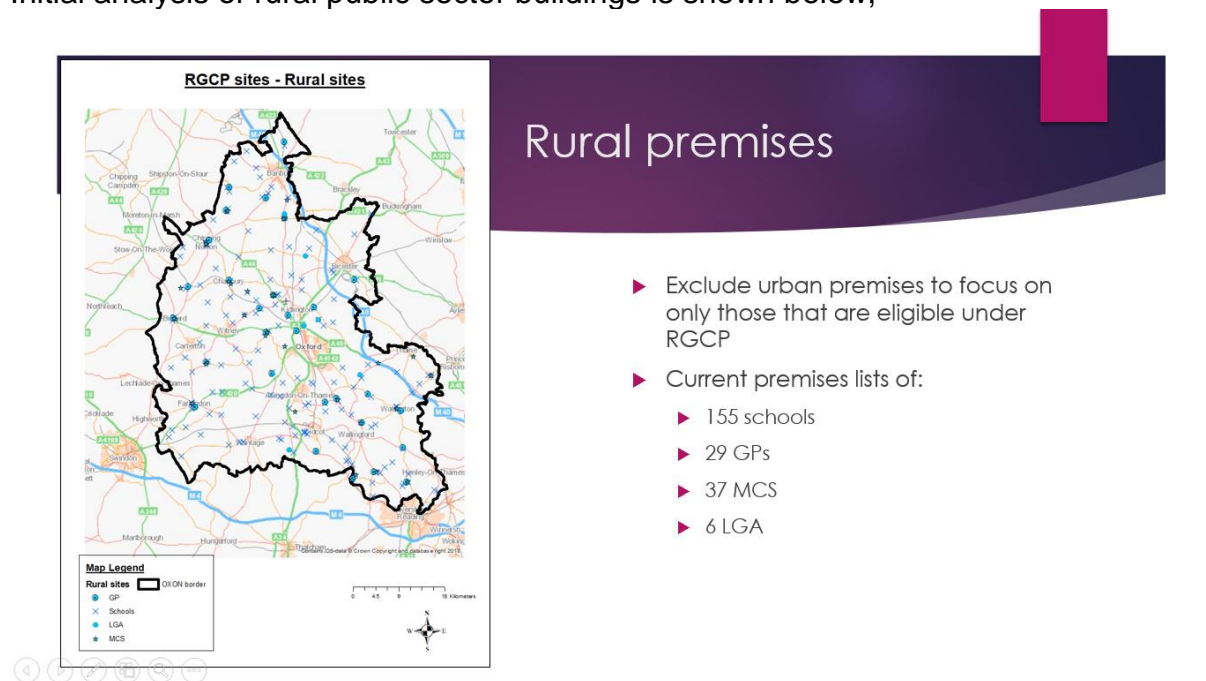
- There is however a new restriction whereby to qualify for a voucher, premises must not be able to receive superfast broadband (30Mb/s) currently or planned.

The plan is that premises within range of full fibre broadband, for example delivered under the [Rural Public Sector Hubs initiative](#), can use the vouchers to connect to the fibre network by using the Rural Gigabit Vouchers

This renewed focus is raising the bar both in terms of the percentage superfast coverage aimed for, and the availability of full fibre (gigabit capable) infrastructure.

OCC is planning to bid for funding aimed primarily at connecting rural schools and GP surgeries to full fibre broadband infrastructure. Alternatively, or additionally, we have an option to procure full fibre broadband infrastructure to serve OCC buildings which would have the additional benefit of reducing connectivity costs from existing leased lines. By bring fibre broadband connectivity to these buildings, it also means the presence of this fibre makes it more commercially viable for adjacent business and residential premises to benefit in the short-medium term.

Initial analysis of rural public sector buildings is shown below;



The rules for the scheme and application process are not known and will be updated in June 2019, but Oxfordshire is considering making an unsolicited proposal to DCMS which would be for a subset of these premises in a selected geography, possibly aligned with the [Ox Cambs Arc](#) .

Longer term Strategy for Full Fibre

Current DCMS funding is limited to testing approaches and assumptions and is therefore constrained by the amount of funding available and the requirement to have any resulting projects completed by March 2021.

A long-term strategy is required to facilitate a full fibre Oxfordshire by 2031 which is the target date described in the Future Telecoms Infrastructure Review. This strategy is formed from several key elements;

City and Major towns

In line with HMG strategy, commercial investment by infrastructure operators will need to form the basis of full fibre provision. It is important to differentiate between infrastructure operators/suppliers as a category, from service providers which use that infrastructure to deliver internet services to the end user. The **infrastructure operators** currently active in Oxfordshire are;

- 1) Openreach plc
- 2) Gigaclear plc
- 3) Virgin Media plc
- 4) Hyperoptic
- 5) Open Fibre Networks Ltd (OFNL)
- 6) Zzoomm

Rural Premises

The final 10-20% or so of premises of rural premises will require public investment to support commercial delivery. The FTIR sets out that 10% of premises in the UK will need to be funded from the public purse, and using the figures in that document, that equates to some £3bn - £4bn investment. We expect the means of dispersing this funding will be described in the next funding round, but the current delays with Brexit and uncertainty on a possible general election could mean we won't know for some time.

New-Build Housing & the Growth Deal

The Oxfordshire 2050 (JSSP) plan is for 100,000 new houses to be built by 2033. This represents an increase of nearly one third to the housing stock in Oxfordshire. OCC will work alongside Planning authorities to ensure appropriate steps are taken to have full fibre infrastructure installed at these sites.

This also presents an opportunity to work proactively with fibre infrastructure operators to establish viability of connecting premises passed with fibre from their points of presence en route to the new housing developments. Equally, proactive working with Mobile Network Operators which will have new revenue opportunities from the new housing can encourage fibre to be installed for their mobile mast infrastructure. The Digital infrastructure programme is also developing a blueprint for embedding smart infrastructure in the new villages planned for build over the next twenty years. This will aim to reduce travel, improve well-being, and create a sustainable approach for a larger population

Small Towns and Semi-rural

This is the mid-ground between rural areas which will have targeted intervention funding, the more densely populated areas which will be commercially covered, and the areas in which new housing is built.

The Oxfordshire Digital Infrastructure Partnership (See Enabling and Planning for Digital Infrastructure, p19), will have a collective role to play in promoting commercial investment by infrastructure operators in these areas. The OCC Better Broadband programme and the West Oxfordshire superfast programme have enabled some 600km of fibre to be installed across the county, with much of it laid in semi-rural environs. This means that the incremental cost of extending that fibre backhaul network into individual premises is significantly lower than it would have been without these intervention programmes. When combined with increased demand over time for ultrafast broadband, as online content and applications evolve, the business case for commercial upgrading of digital infrastructure will become stronger. Demand driven (for example vouchers) intervention may be required to supplement commercial investment to complete delivery

In summary, there are several aspects which will work together to collectively build a full fibre Oxfordshire;

- 1) Map all planned housing build in the county. Most of the locations for the 100,000 premises are known with some accuracy. With close management of developments going through planning we can ensure these are all built with full fibre access
- 2) Map all existing FTTP deployment in the county by all suppliers
- 3) Map the city and large towns in Oxfordshire as planned for full fibre being built on a commercial basis by 2031
- 4) That will leave the area and scale of uncertainty which can also be mapped at a premise level. These locations can then be plotted as approximate distances from existing fibre bridgeheads serving new housing developments and city/towns and existing FTTP.
- 5) This becomes the intervention area requiring intervention funding

5G Mobile

Developments with very high-speed mobile broadband (under the banner of 5G), is the enabler for a range of evolving technologies which are no longer 'sometime in the future'. This is the technology required for a connected world where device-to-device connectivity is to become a standard. This is known as the Internet of Things (IoT), and there are already estimated to be over 7bn such connected devices in the world, and again the growth is exponential. The efficient management of key infrastructure will be driven by access to 5G, allowing better use of highways, safer (probably driverless) cars, more environmentally sustainable street lighting, traffic monitoring, air quality measurements, integrated public transport, remote health and social care capabilities etc will all benefit from 5G access. A strategic aim of the Oxfordshire Digital Infrastructure programme is to develop 5G IoT applications in Oxfordshire which will have provide practical improvements to the lives of our

residents and enhance economic growth whilst using this new technology to assist with sustainability and a reduction in travel and congestion wherever possible. Please see the section on the Oxfordshire Innovation Hub further on in this document for more details.

This technology cannot be separated from the Full Fibre subject either. 5G depends on traditional mast mounted equipment and also small cell deployment. Small cell technology is dependent on mobile transmitters every 100m or so, and most transmitters requires a fibre connection. Even 3G and 4G mobile networks currently use wireless backhaul (mast to mast) in some 40% of the UK installations, and this is not going to be sufficient in the medium term.

Alongside the Full Fibre initiative being managed within the Department for Digital, Culture, Media, and Sport (DCMS), there is a 5G Testbeds and Trials Programme. This is aimed at ensuring the UK is at the forefront of 5G development and implementation. During the summer of 2018 DCMS launched a funding application process for Urban Connected Cities (UCC) with a grant of £100m being awarded to the West Midlands Combined Authority as selected partner to work alongside DCMS in delivering a large-scale testbed.

OCC understands that there will be a Rural Connected Communities fund (estimated to award £4m - £5m to five or six bidders) available for application by local bodies during Autumn 2019, to which the Digital Infrastructure Programme team would expect to bid for. Current options include;

- an extension to the Connected Autonomous Vehicle (CAV) testing route around Culham. This is a collaboration between [Oxbotica](#) , [UKAEA](#) , and [RACE](#)
- Blenheim Palace – enhanced, immersive applications for audience participation at events such as [Countyfile Live](#)

DCMS has also announced an [Industrial 5G Testbeds and Trials](#) funding programme aimed at piloting 5G applications in the Manufacturing and Logistics sectors. This funding round requires industry to lead, and early consideration is being given to the potential to collaborate with BMW at their Cowley plant in Oxford. There are potential synergies here with Electric Vehicle (EV) Charging initiatives such as that planned by [Pivot Power](#) . This company plans to build a 50-megawatt battery on the southern Oxford ring-road, with a 9km private wire network along the ring-road with EV charging points along the way – this may extend to Cowley.

This is an early and evolving complex plan, but demonstrates the kind of model Oxfordshire is keen to pursue, combining;

- Significant private sector investment
- Leading edge technology in an application area resonant with sustainable development
- Combining infrastructure (civils) build where for example Pivot will also install fibre ducting along the proposed 9km power cable route
- Possibly combining with the county council street-lighting column replacement whereby columns along the route could be connected with fibre to enable 5G small cell coverage, which in turn would facilitate such initiatives as CAV development

- Tapping into multiple public funding streams such as the DCMS 5G testbeds and trials programme and Innovate UK which is an investor in the Pivot Power scheme

This type of project will involve significant stakeholders and the Oxfordshire Digital Infrastructure programme plans to develop a framework aimed at a working methodology whereby even if all aspects cannot be delivered simultaneously, decisions are reached that would accommodate integration at a future stage without substantial re-designs or retrospective infrastructure re-builds.

Mobile Coverage

Whilst the future of mobile connectivity is focussed on designing and delivering 5G platforms, there remains a real challenge in parts of Oxfordshire where there is no ability to make or receive simple voice calls, as well as areas devoid of 3/4G mobile data coverage.

Despite intervention attempts such as the Mobile Infrastructure Project (MIP), and promises from industry, a recent report (December 2017) identifies that only 20% of people living or working in rural areas (national) have access to 4G mobile connectivity. Ofcom has published coverage data for mobile connectivity, but it is difficult to use this to distil an informed view to real-world experience.

ThinkBroadband estimates that the average download speed of mobile data (average of both 3G and 4G networks) in Oxfordshire is 28.6Mb/s. This is up from around 14Mb/s in 2016

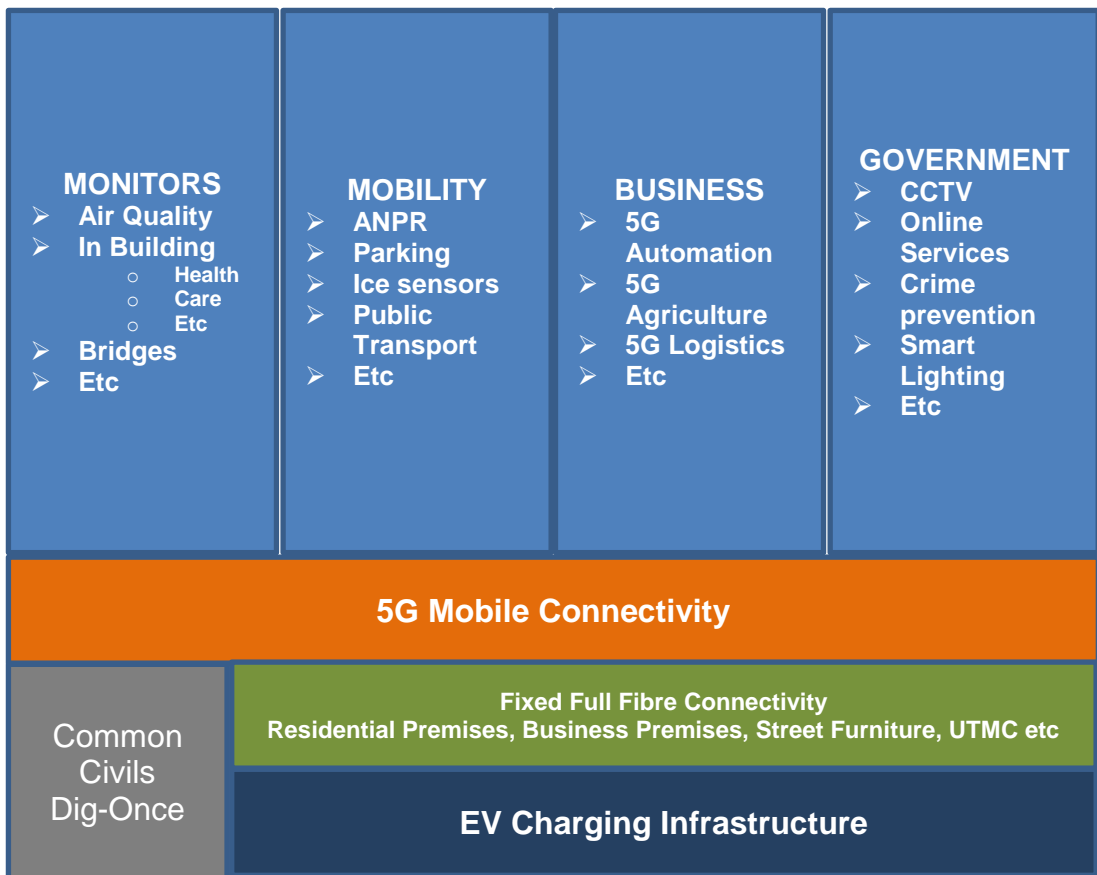
Following the same trend as occurred with landline technology, data transmission has overtaken voice with mobile communications. Increasingly absence of fast data capability for mobile based workers, has become a real constraint to business efficiency and effectiveness. In a world where knowledge is the sought-after commodity, having no, or slow access to these virtual resources becomes a significant barrier to local economic growth.

There is currently no public funding set aside by DCMS for improving this position. Some local authorities have historically drawn upon Local Growth funding to procure additional mast infrastructure in mobile not-spot areas, but this has not been the case in Oxfordshire. Nonetheless, the public sector has a role to perform in facilitating an improvement in coverage by way of;

- **Planning Permission;** The Mobile Network Operators (MNOs) frequently cite they are prevented from installing mast infrastructure in the locations necessary to improve coverage, because of not being granted the necessary planning consent by the Planning Authorities. OCC must ensure that encouragement is given to find ways to avoid this by bringing the MNOs together with the planning Authorities to seek alternatives
- **Public Sector Assets;** OCC is about to invest in a significant street lighting replacement, including several thousand new columns. Consideration is being given in this procurement to specifying street furniture which is suitable for mounting not just IoT sensors such as traffic monitoring, air quality sensors

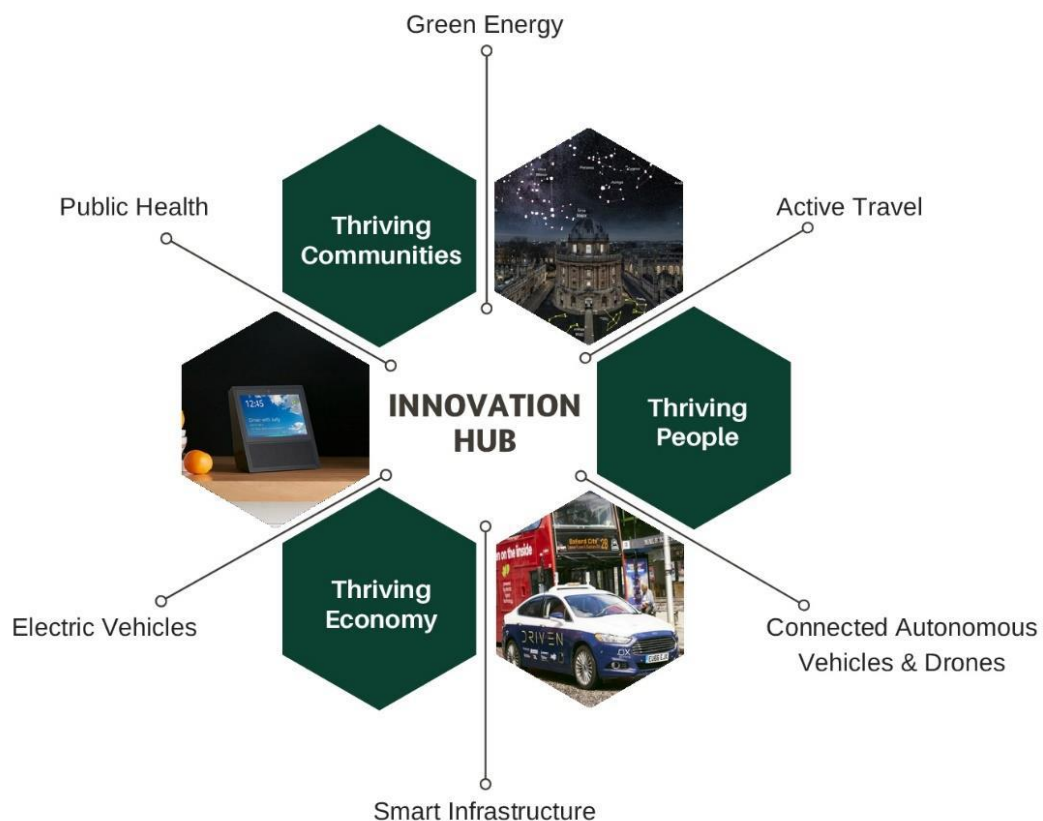
- **Retrofit Blueprint:** The critical underlying full fibre and 4G and 5G infrastructure dependency is the biggest barrier to enabling smart services. In approaching this challenge OCC will form a range of proactive policy changes to facilitate cost-effective commercial delivery of smart infrastructure into a built environment, design rules will be put in place to avoid dead-end architectures, and intelligence-led integration with any adjacent greenfield deployment. This latter point is vital given the amount of new-build housing planned in Oxfordshire. The blueprint needs to include a schedule of known locations for new-build housing, mapping opportunities for the greenfield infrastructure being built can extend into adjacent areas by way of a 'fibre bridgehead' strategy. A memorandum of understanding will be put in place with planning authorities to agree a common approach to encouraging commercial investment, and the OCC digital infrastructure team will continue to engage with central government to secure intervention funding for the areas remaining as commercially unviable. See the [Future Telecoms Infrastructure Review](#)

Smart Infrastructure Components:



Oxfordshire Innovation Hub

Fixed & Mobile Broadband – Applications and IoT

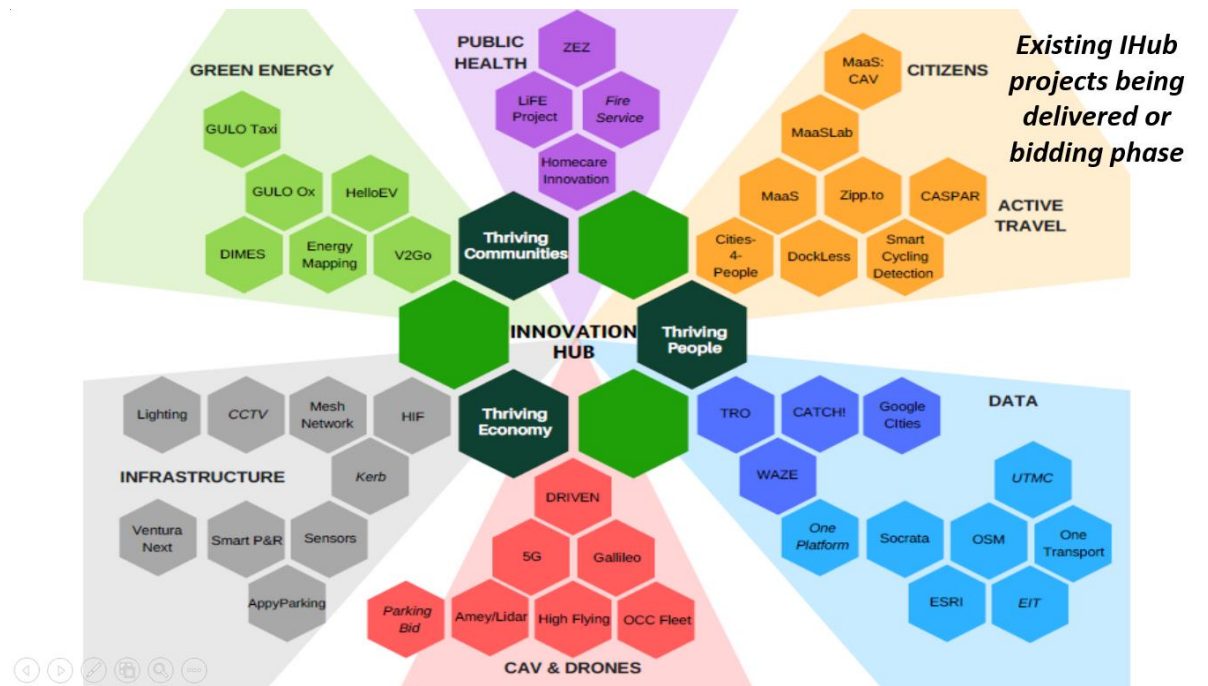


OCC has a Research and Innovation team responsible for developing capacity and capability in Smart City/Smart County, IoT applications including street furniture connectivity, Autonomous Vehicles, Integrated Mobility, Healthcare, and other related developments which will enrich the lives of Oxfordshire residents.

Much of the work undertaken by this team is dependent on enhanced digital infrastructure. This team also access funding opportunities through organisations such as Innovate UK and has a Community Interest Company [MoBOx CIC](#)

There are specific OCC projects which can encourage early deployment of next generation mobile broadband. A current example is the current procurement of a street lighting contract which will see over 20,000 streetlights replaced with new columns. Here the opportunity is to specify the columns to be able to have smart capabilities such that they can communicate with each other and a central control unit. This will likely be connected with LoRa WAN (Low Power, Wide Area) networking technology. The opportunity is to consider commercial models for Mobile Network Operators (MNO's) to have access to this as an asset for improving small

cell mobile coverage on a non-exclusive basis. In return OCC might have access to the MNO fibre ducting for building a high capacity mobile network available to the public sector and small/medium enterprises looking to trial new technologies – this is known as a Living Lab approach. The diagram below describes the range of projects being evaluated or delivered.



Oxfordshire Local Industrial Strategy

OxLEP is currently building a Local Industrial Strategy submission to central government. This will be a critical placeholder for the development of Oxfordshire and the region from a local economic prosperity perspective. It is also sets the scene as Oxfordshire being part of one of three regions with a very significant positive contribution in GVA to the Exchequer.

The Fourth Industrial Revolution in many respects holds a mirror to the development of Oxfordshire's Local Industrial Strategy. This confluence of digital, physical, and Bioscience aspects of industrial development typifies the opportunity for Oxfordshire to increase the pace of economic productivity. These are the areas of the most important technical and social change that the world will witness this century, building on the Personal Computing and www digital revolution of the late 20th century. The opportunity is enormous for those economies with the right mix of skills, infrastructure, and investment. The identifiable domains include artificial intelligence, robotics, nanotechnology, blockchain, quantum computing, IoT, 3D printing, autonomous vehicles, and biotechnology. These are all highly disruptive and likely to have a similar impact on society as the second industrial revolution of the late 19th century which saw mass automation displace jobs and huge population movements. For Oxfordshire this represents a significant opportunity for growth and wealth creation building on already well-established employment sectors.

The county has the expertise, skills, businesses, culture, and means of further skills development to create a highly developed, highly skilled, high value-add and well-balanced economy to capitalise on this technological led change. We must however focus on ensuring the infrastructure is fit for purpose and '4IR Ready'. In this context no infrastructure is more important nor more relevant than digital infrastructure. Ubiquitous very high-speed affordable connectivity both fixed and mobile will be the lifeblood for ensuring opportunity is optimised. The building of this infrastructure will require significant investment both in cash terms and policy/planning/political terms.

Enabling & Planning Digital Infrastructure

The Future Telecoms Infrastructure review targets near 100% coverage of full fibre broadband by 2033, and near full access to 5G mobile services. About 26,000 of Oxfordshire's 335,000 premises currently have full fibre infrastructure. Therefore some 22,000 premises will need to be connected every year for the next fourteen years to achieve the full fibre target. As this is by definition new infrastructure delivered to the curtilage of premises, it represents a huge civils undertaking over a protracted period. Planning and collaboration among multiple public and private sector entities will be a key element in bringing this goal to reality, along with the need to consider significant new structure deployment for mobile 5G infrastructure. Planning consent, access to public sector assets such as street furniture, access to install ducting in Oxfordshire's roads, paving, and verges will all require careful planning and noticing. This aspect will be a key output of the Digital Infrastructure Partnership and the role of Digital Infrastructure champions will be needed to help ensure there is a strong element of collaboration.

A focussed, collective, collaborative engagement with private sector Operators will be required to ensure Oxfordshire receives appropriate attention in bringing digital infrastructure investment into the county. We have to make it as easy as possible for Operators to see a return on investment, ease access to our highways, create non-restrictive access to our assets for deploying infrastructure, and be innovative in working with all utility companies to avoid multiple instances of civils. Above all we must engage to show the unique opportunity Oxfordshire presents through the planned growth strategies we have underway, and the means of using the county as a Living Lab to trial technical innovation here.

The Digital Infrastructure Programme is set up to encourage this collaboration;

- ✓ Formal partnership with Oxford City, Cherwell DC, West Oxfordshire DC, South Oxfordshire DC, Vale of White Horse DC, and OxLEP
- ✓ Partnership operational board meetings monthly
- ✓ Quarterly strategic boards
- ✓ Draft MoU in place to formalise;
 - Consistent approach to Planning Guidance in respect of Digital infrastructure

- Library (and map) of public assets which could be of use to Suppliers in improving infrastructure
- Formal conduit to engage and manage all stakeholders
- Collaborative funding approach

Businesses

Whilst large enterprises are likely to continue to use leased line fibre connectivity due to the resilience and class of service incumbent with private high-speed connections, small and even medium sized businesses will benefit from access to full fibre broadband. The Oxfordshire Better Broadband programme has targeted the enterprise zones and business parks in rolling out superfast broadband and we have ample [case studies](#) describing the huge benefit this has brought to businesses. As described in the Executive Summary, Oxfordshire has a much higher proliferation of digital, research, science, and technology companies. This profile of business has a particularly high dependency on world class digital connectivity for communicating with customers and their respective supply chains.

In general, the move to cloud-based applications and storage creates a demand for ever-faster broadband anyway, so when combined with the profile of businesses which have invested in Oxfordshire, the requirement for connectivity is amplified. Additionally, as the strategy for enshrining the so called 'brains' arc between Oxford and Cambridge gathers pace, it is important to use this investment opportunity to plan now for how digital infrastructure can be deployed. Examples include ensuring all new highways and rail links have fibre ducting and mobile infrastructure backhaul designed-in rather than needing to be retro-fitted. Consideration should be given to the fact that 1m new homes are planned to be built in the Arc and although this is understandably unpopular for environmental reasons, ensuring 21st digital infrastructure is installed at the build phase will significantly mitigate environmental impacts; More people will be able to work from home, reducing the amount of traffic on the roads; Full 5G infrastructure and electric vehicle charging points installed at the point of new-build will enable a future of electrically powered autonomous vehicles to be used on-demand; Intelligent buildings will optimise environmental controls reducing power consumption are just a few examples.

The [Oxfordshire Housing and Growth Deal](#) affords Oxfordshire an opportunity to strategically plan digital infrastructure provision alongside 'traditional infrastructure' creating a place where businesses want to invest and grow. We have the skills, resources, academic institutions, planned housing, and potential world class digital connectivity that will enable this part of the UK to compete with anywhere in the world.

Targets

The Digital Infrastructure Programme has interim targets of achieving **99% superfast** coverage by 2021 and **16% Full Fibre** coverage in the same timeframe.

Digital Infrastructure for Oxfordshire Stakeholders:

Members of Parliament;

Victoria Prentis	Banbury
John Howell	Henley
Anneliese Dodds	Oxford East
Layla Moran	Oxford West & Abingdon
Ed Vaizey	Wantage
Robert Courts	Witney

Oxfordshire County Council;

Leader	Cllr Ian Hudspeth
Cabinet Member	Cllr David Bartholomew

District Councils;

Oxford City	Cllr Susan Brown
Cherwell	Cllr Barry Wood
West Oxfordshire	Cllr James Mills
South Oxfordshire	Cllr Sue Cooper
Vale of White Horse	Cllr Emily Smith

Parish Councils;

Parish council	Name	Role
Abingdon-on-Thames Town Council	Mr Nigel Warner	(Town Clerk)
Adderbury Parish Council	Mrs Theresa Goss	(Clerk)
Adwell Parish Meeting	Mr W.R.A. Birch-Reynardson	(Chairman)
Alvescot Parish Council	Mrs C Hoad	(Clerk)
Ambrosden Parish Council	Lynne Bustin	(Clerk)
Appleford Parish Council	Lucy Guinn	(Clerk)
Appleton-with-Eaton Parish Council	Ms Susan Blomerus	(Clerk)
Ardington and Lockinge Parish Council	Dr C.F. Knights	(Clerk)
Ardley with Fewcott Parish Council	Mr Huw Jenkins	(Clerk)
Arncott Parish Council	Mrs A.J. Davies	(Clerk)
Ascott-under-Wychwood Parish Council	Mrs Angela Barnes	(Clerk)
Ashbury Parish Council	Clarie Arnold	(Clerk)
Asthall Parish Council	Mrs Rita Gunn	(Clerk)

Aston Cote Shifford and Chimney Parish Council	Mrs Helen Sandhu	(Clerk)
Aston Rowant Parish Council	Tracy Lambourne	(Clerk)
Aston Tirrold Parish Council	Ms Claire Picken	(Clerk)
Aston Upthorpe Parish Council	Claire Picken	(Clerk)
Baldons Parish Council	Lisa Fermer	(Clerk)
Bampton Parish Council	Mrs C Street	(Clerk)
Banbury Town Council	Mr Mark Recchia	(Clerk)
Barford St. John and St. Michael Parish Council	Mr David Best	(Clerk)
Baulking Parish Meeting	Mrs Chris Butler	(Clerk)
Beckley and Stowood Parish Council	Mrs Sue Cox	(Clerk)
Begbroke Parish Council	Mr Jeffrey Wright	(Clerk)
Benson Parish Council	Mrs Dianne Brooks	(Clerk)
Berinsfield Parish Council	Mrs A. Loveland	(Clerk)
Berrick Salome Parish Council	Chris Cussens	(Clerk)
Besselsleigh Parish Meeting	Mrs Carol Dodimead	(Clerk)
Bicester Town Council	Mrs Samantha Shippen FCIS, Fellow ILCM, CMC	
Binfield Heath	Mrs Marilyn Sermon	(Clerk)
Bix and Assendon Parish Council	Ms Jane Pryce	(Clerk)
Black Bourton Parish Council	Ms L Thorn	(Clerk)
Blackbird Leys Parish Council	Mr Nicky Clargo	(Clerk)
Blackthorn Parish Council	Mrs Charlesworth	(Clerk)
Bladon Parish Council	Ms P Aldridge	(Clerk)
Blenheim Parish Meeting	Mr D Hare	(Clerk)
	Mrs Rebecca McNaught	(Clerk)
Bletchington Parish Council	Miss Michelle Taylor	(Clerk)
Blewbury Parish Council	Theresa Goss	(Clerk)
Bloxham Parish Council	Mrs V. Russell	(Clerk)
Bodicote Parish Council	Mrs Maggie Brown	(Clerk)
Bourton (Faringdon) Parish Council	Mr Stephen Bowen	(Clerk)
Bourtons (Banbury) Parish Council	Dr Stephen Rousseau	(Clerk)
Brightwell Baldwin Parish Meeting	Lucy Dalby	(Clerk)
Brightwell-cum-Sotwell Parish Council	Mrs Denise Ballard	(Clerk)
Britwell Salome Parish Meeting	Mrs A Riseley	(Clerk)
Brize Norton Parish Council	Mr M Hough	(Chairman)
Broadwell Parish Meeting	Mrs Christine Coles	(Clerk)
Broughton Parish Council	Mr D.W. Astor	(Chairman)
Bruern Parish Meeting	David Page	(Clerk)
Buckland Parish Council	Sue Mackrell	(Clerk)
Bucknell Parish Council	Mrs M. Andrews	(Town Clerk)
Burford Town Council	Mr J.D. Lindsey	(Clerk)
Buscot Parish Council	Mrs Tan Marchant	(Town Clerk)
Carterton Town Council	Ms T Cameron	(Clerk)
Cassington Parish Council	Mrs Jane Olds	(Clerk)
Caversfield Parish Council	Ms Gill Hill	(Clerk)
Chadlington Parish Council		

Chalgrove Parish Council	Jo Murphy	(Clerk)
Charlbury Town Council	Mr S.R. Clarke	(Clerk)
Charlton-on-Otmoor Parish Council	Mrs S Hatwell	(Clerk)
Charney Bassett Parish Council	Mr Trevor Brown	(Clerk)
Chastleton Parish Meeting	Mr P. Eve	(Clerk)
Chesterton Parish Council	Mr Vic Keeble	(Clerk)
	Mrs Deborah Lewis-Pryde	(Clerk)
Childrey Parish Council	Pryde	(Clerk)
Chilson Parish Meeting	Mrs D Walker-Arcott	(Clerk)
Chilton Parish Council	Mrs M.E. Morris	(Clerk)
Chinnor Parish Council	Mrs Liz Folley	(Clerk)
Chipping Norton Town Council	Mrs V Oliveri	(Clerk)
Cholsey Parish Council	Lucy Dalby	(Clerk)
Churchill and Sarsden Parish Council	Ms Helen Tomalin	(Clerk)
Clanfield Parish Council	Mrs L Scott	(Clerk)
		(Clerk & Responsible Financial Officer)
Claydon with Clattercote Parish Council	Kirsty Buttle	(Clerk)
Clifton Hampden Parish Council	Mrs A. Davies	(Clerk)
Coleshill Parish Council	Mrs Susan Homersham	(Chairman)
Combe Parish Council	Ms Julia Sharpe	(Clerk)
Compton Beauchamp Parish Meeting	Hamish McIntosh	(Chairman)
Cornbury and Wychwood Parish Meeting	The Lord Rotherwick	(Chairman)
Cornwell Parish Meeting	Ms L. Blackwell	(Secretary)
Cottisford Parish Meeting	Mr I.S. Torrance	(Chairman)
Crawley Parish Council	Ms J Butler Parker	(Clerk)
Cropredy Parish Council	Mr K I Porter	(Clerk)
Crowell Parish Meeting	Mr Daniel Squirrel	(Chairman)
Crowmarsh Parish Council	Mrs S. Rance	(Clerk)
Cuddesdon and Denton Parish Council	Dr Michael J. Mount	(Clerk)
Culham Parish Council	Mrs L. Dalby	(Clerk)
Cumnor Parish Council	Mrs Tina Brock	(Clerk)
Curbridge & Lew Parish Council	Mr Nigel Parker	(Clerk)
Cuxham with Easington Parish Meeting	Mr Ian Goldsmith	(Clerk)
Deddington Parish Council	Ms Lorraine Watling	(Clerk)
Denchworth Parish Meeting	Mrs Glenys Coldwell	(Clerk)
Didcot Town Council	Julie Perrin	(Town Clerk)
Dorchester Parish Council	Mr G.D. Russell	(Clerk)
Drayton (Abingdon) Parish Council	Mr David Perrow	(Clerk)
Drayton (Banbury) Parish Council	Mr G. Reynolds	(Clerk)
Drayton St Leonard Parish Council	Mrs Cassie Pinnells	(Clerk)
Ducklington Parish Council	Mr Richard Brown	(Clerk)
Duns Tew Parish Council	Mrs Hilary Skaar	(Clerk)
East Challow Parish Council	Ms Sheryl Sanders	(Clerk)
East Hagbourne Parish Council	Allison Leigh	(Clerk)
East Hanney Parish Council	Mr Guy Langton	(Clerk)
East Hendred Parish Council	Mrs Julia Evans	(Clerk)

Eaton Hastings Parish Meeting	Mr A.J. Cole	(Chairman)
Elsfield Parish Meeting	Mr James Plunket	(Chairman)
Enstone Parish Council	Mrs B. Sinclair	(Clerk)
Epwell Parish Council	Jacqui Harris	(Clerk)
Ewelme Parish Council	Mrs Penny Cooper	(Clerk)
Eye & Dunsden Parish Council	Mrs Marilyn Sermon	(Clerk)
Eynsham Parish Council	Mrs Katherine Doughty	(Clerk)
Faringdon Town Council	Mrs Sally Thurston	(Town Clerk)
Fawler Parish Meeting	Mrs Debbie lewis-Pryde	(Clerk)
Fencott and Murcott Parish Council	Vacancy	(Clerk)
Fernham Parish Meeting	Mr Mike Winter	(Clerk)
Fifield Parish Meeting	Mrs Catherine Hitchens	(Chairman)
Filkins and Broughton Poggs Parish Council	Mrs A Tyldesley	(Clerk)
Finmere Parish Council	Mrs Sharron Chalcraft	(Clerk)
Finstock Parish Council	Mrs J. Pratley	(Clerk) (Clerk & Responsible Financial Officer)
Forest Hill with Shotover Parish Council	Helen Cross	(Clerk)
Freeland Parish Council	Mrs L Smith	(Chairman)
Frilford Parish Meeting	Mr Shaun Forrestal	(Clerk)
Fringford Parish Council	Jane Olds	(Clerk)
Fritwell Parish Council	Mrs G Simmonds	(Clerk)
Fulbrook Parish Council	Mrs J Glyde	(Clerk)
Fyfield and Tubney Parish Council	Dr S. Fraser	(Clerk)
Garford Parish Meeting	Mr Neil Wright	(Clerk)
Garsington Parish Council	Mrs Lorna Stevenson	(Clerk)
Glympton Parish Meeting	Mr P Browne	(Chairman)
Godington Parish Meeting	Ms Lucy Broome	(Co-Chairman)
Goosey Parish Meeting	Mr Nicholas Kane	(Chairman)
Goring Heath Parish Council	Amanda Holland	(Clerk)
Goring-on-Thames Parish Council	Mr Colin Ratcliff	(Clerk)
Gosford and Water Eaton Parish Council	Ms Fern Spengler	(Clerk)
Grafton and Radcot Parish Meeting	Ms P Hichens	(Clerk)
Great Coxwell Parish Council	Miss Joanna King	(Clerk)
Great Haseley Parish Council	Mrs J. Simcox	(Clerk)
Great Milton Parish Council	Mr Tim Darch	(Clerk)
Great Tew Parish Meeting	Ms Sarah Holland	(Clerk)
Grove Parish Council	Mr G.M. Mundy	(Clerk)
Hailey Parish Council	Ms L Wilkinson	(Clerk)
Hampton Gay and Poyle Parish Meeting	Mr Andrew Smith	(Clerk)
Hanborough Parish Council	Mr Jon Gammage	(Clerk)
Hanwell Parish Council	Mrs Jayne Gordon	(Clerk)
Hardwick with Tusmore Parish Meeting	Mr David Barnes	(Chairman)
Hardwick-with-Yelford Parish Meeting	Dr D Rogers	(Chairman)
Harpsden Parish Council	Mrs Sarah Tipple	(Clerk)
Harwell Parish Council	Mrs Stephanie Taylor	(Clerk)

Hatford Parish Meeting	Mr Tony Thompson	(Chairman)
Henley-on-Thames Town Council	Janet Wheeler	(Clerk)
Hethe Parish Council	Mr David Jakeman	(Clerk)
Heythrop Parish Meeting	Mr E Rigg	(Clerk)
Highmoor Parish Council	Jane Pryce	(Clerk)
Hinton Waldrist Parish Council	Mrs Allison Leigh	(Clerk)
Holton Parish Council	Mrs S. Barter	(Clerk)
Holwell Parish Meeting	Mr Gordon Baker	(Chairman)
Hook Norton Parish Council	Mrs Rosemary Watts	(Clerk)
Horley Parish Council	Mr David Marriott	(Clerk)
Hornton Parish Council	Mrs Katherine Mills	(Clerk & Responsible Financial Officer)
Horspath Parish Council	Mrs Hayley Kogel	(Clerk)
Horton-cum-Studley Parish Council	Mrs Alexia Lewis	(Clerk)
Idbury Parish Meeting	Mrs Karen Pare	(Chairman)
Ipsden Parish Council	Mrs Amanda McCrea	(Clerk)
Islip Parish Council	Mr Michael Wilkinson	(Clerk)
Kelmscott Parish Meeting	Mr J. Nelson	(Chairman)
Kencot Parish Meeting	Mrs Gill Cox	(Clerk)
Kennington Parish Council	Ms Rachel Brown	(Clerk)
Kiddington with Asterleigh Parish Meeting	Mr J E Goffe	(Clerk)
Kidlington Parish Council	Rachel Faulkner	(Clerk)
Kidmore End Parish Council	Mr R.F. Penfold	(Clerk)
Kingham Parish Council	Ms A Ogilvie	(Clerk)
Kingston Bagpuize with Southmoor Parish Council	Janet Eustace	(Clerk)
Kingston Lisle Parish Council	Mrs Debbie Lewis- Pryde	(Clerk)
Kirtlington Parish Council	Mrs Ruth M. Powles	(Clerk)
Langford Parish Council	Ms A Tyldesley	(Clerk)
Launton Parish Council	Ms Caroline Dunn	(Clerk)
Leafield Parish Council	Mrs L Grant	(Clerk)
Letcombe Bassett Parish Meeting	Ms Julie Davenport	(Clerk)
Letcombe Regis Parish Council	Mrs Elizabeth Jenkins	(Clerk)
Lewknor Parish Council	Ms Barbara Drysdale	(Clerk)
Little Coxwell Parish Council	Mrs Caroline Weston	(Clerk)
Little Faringdon Parish Meeting	Mr J. Abdy Collins	(Acting Clerk)
Little Milton Parish Council	Mr R. Fergusson	(Clerk)
Little Tew Parish Meeting	Mr C. Hollander	(Clerk)
Little Wittenham Parish Meeting	Mr Graham Warrington	(Chairman)
Littlemore Parish Council	Mr Richard Wilkins	(Clerk)
Littleworth Parish Meeting	Mr D J Mackay	(Clerk)
Long Wittenham Parish Council	Rhonda Hinson	(Clerk)
Longcot Parish Council	Mrs T. Brock	(Clerk)
Longworth Parish Council	Mrs Gill Carlisle	(Clerk)
Lower Heyford Parish Council	Ms Cathy Fleet	(Clerk)

Lyford Parish Meeting	Julie Halford	(Clerk)
Lyneham Parish Meeting	Mrs J. Lewis	(Chairman)
Mapledurham Parish Council	Mr R.F. Penfold	(Clerk)
Marcham Parish Council	Mrs L.A. Martin	(Clerk)
Merton Parish Council	Mrs Charlesworth	(Clerk)
Middle Aston Parish Meeting	Edward Dowler	(Chairman)
Middleton Stoney Parish Council	Mr A.F. Hickman	(Clerk)
Milcombe Parish Council	Mrs Thesesa Goss	(Clerk)
Milton (Abingdon) Parish Council	Mrs Joanne Myers	(Clerk)
Milton (Banbury) Parish Meeting	Mr Alan Plumb	(Chairman)
Milton-under-Wychwood Parish Council	Mrs Jenny Miller	(Clerk)
Minster Lovell Parish Council	Ms A Molton	(Clerk)
Mixbury Parish Meeting	Mrs Adrienne Brunton	(Clerk)
Mollington Parish Council	Mr Geoff Hall	(Clerk)
Moulsford Parish Council	Mr Geoff Twibell	(Clerk)
Nettlebed Parish Council	Jo Pugh	(Clerk)
Newington Parish Council	Claire Grant	(Clerk)
Newton Purcell with Shelswell Parish Meeting	Mr Patrick Clarke	(Chairman)
Noke Parish Meeting	Erica Rifat	(Clerk)
North Aston Parish Meeting	Mr James Taylor	(Secretary)
North Hinksey Parish Council	Mr A.J. Stone	(Clerk)
North Leigh Parish Council	Mrs Allison Leigh	(Clerk)
North Moreton Parish Council	Mr Andrew Wise	(Clerk)
North Newington Parish Council	Ms Sharon Davis	(Clerk)
Northmoor Parish Council	Mr M. Ryan	(Clerk)
Nuneham Courtenay Parish Council	Mr Geoffrey Ferres	(Clerk)
Oddington Parish Meeting	Dr Adrian Young	(Chairman) (Clerk & Responsible Financial Officer)
Old Marston Parish Council	Mr Timothy Cann	(Clerk)
Over Norton Parish Council	Miss K Linnington	(Clerk)
Piddington Parish Council	Mrs A Davies	(Clerk)
Pishill with Stonor Parish Council	Mrs P. Pearce	(Clerk)
Prescote Parish Meeting	Vacancy	
Pusey Parish Meeting	Mr Andrew Douglas	(Clerk)
Pyrton Parish Council	Genevieve Young	(Clerk)
Radley Parish Council	Mrs Jane Dymock	(Clerk)
Ramsden Parish Council	Mr J Gammage	(Clerk)
Risinghurst & Sandhills Parish Council	Miss Sonya Hill	(Clerk)
Rollright Parish Council	Ms Sue Glasson	(Clerk)
Rotherfield Greys Parish Council	Mrs Jane Pryce	(Clerk)
Rotherfield Peppard Parish Council	Mrs Joanne Askin	(Clerk)
Rousham Parish Meeting	Mr C. Cottrell-Dormer	(Chairman)
Saint Helen Without Parish Council	Ms Anna Clarke	(Clerk)
Salford Parish Council	Mrs Carol Ross	(Clerk)
Sandford St Martin Parish Council	Ms R Johnson	(Clerk)

Sandford-on-Thames Parish Council	Mrs E Shatford	(Clerk)
Shellingford Parish Meeting	Mr Roy Samways	(Clerk)
Shenington with Alkerton Parish Council	Ms C. Hill	(Clerk)
Shilton Parish Council	Ms A Tyldesley	(Clerk)
Shiplake Parish Council	Mr Roger Hudson	(Clerk)
Shipton-on-Cherwell and Thrupp Parish Council	Cherie Carruthers	(Clerk)
Shipton-under-Wychwood Parish Council	Ms L Wilkinson	(Clerk)
Shirburn Parish Meeting	Mr R. Beattie	(Correspondent)
Shrivenham Parish Council	Julia Evans	(Clerk)
Shutford Parish Council	Mrs B E Reynolds	(Clerk)
Sibford Ferris Parish Council	Mr Graham Beacham	(Clerk)
Sibford Gower Parish Council	Mr P Hardman	(Clerk)
Somerton Parish Council	Cathy Fleet	(Clerk)
Sonning Common Parish Council	Mr Philip Collings	(Clerk)
Souldern Parish Council	Cathy Fleet	(Clerk)
South Hinksey Parish Council	Mr G Ferres	(Clerk)
South Leigh Parish Council	Mr J. Ashwell	(Clerk)
South Moreton Parish Council	Cllr Lyn Deeley	(Chair)
South Newington Parish Council	Mrs C Coles	(Clerk)
South Stoke Parish Council	Mr Colin Ratcliff	(Clerk)
	Mrs Deborah Lewis-Pryde	(Clerk)
Sparsholt Parish Council		(Clerk)
Spelsbury Parish Council	Ms Anne Ogilvie	(Clerk)
Stadhampton Parish Council	Vacancy	
Standlake Parish Council	Mr D.C. Bevan	(Clerk)
Stanford-in-the-Vale Parish Council	Mr M. Dew	(Clerk)
Stanton Harcourt Parish Council	Ms T. Gasser	(Clerk)
		(Clerk & Responsible Financial Officer)
Stanton St. John Parish Council	Dr Clare Massey	
Steeple Aston Parish Council	Cathy Fleet	(Clerk)
Steeple Barton Parish Council	Mrs Annette Fowler	(Clerk)
Steventon Parish Council	Mrs Angela Einon	(Clerk)
Stoke Lyne Parish Council	Mrs Anne Davies	(Clerk)
Stoke Talmage Parish Meeting	Dr J. Stoneham	(Clerk)
Stonesfield Parish Council	Ms G Hill	(Clerk)
Stratton Audley Parish Council	Mrs Anne Davies	(Clerk)
Sunningwell Parish Council	Mr Brian Rixon	(Clerk)
Sutton Courtenay Parish Council	Mrs L. Martin	(Clerk)
Swalcliffe Parish Council	Christine Coles	(Clerk)
Swerford Parish Council	Mr J Drinkwater	(Acting Clerk)
Swinbrook and Widford Parish Council	Mrs L Harrop	(Clerk)
Swyncombe Parish Council	Ms Kristina Tynan	(Clerk)
Sydenham Parish Council	Stephanie Johns	(Clerk)
Tackley Parish Council	Ms J Read	(Clerk)
Tadmarton Parish Council	Mrs Christine Coles	(Clerk)

Taynton Parish Meeting	Mr Barry Jenner	(Chairman) (Clerk & Responsible
Tetsworth Parish Council	Clare Devey	Financial Officer)
Thame Town Council	Mr Graham Hunt	(Town Clerk)
	Mr Ken Poyser FCA	
Tiddington-with-Albury Parish Council	FRSA	(Clerk)
Towersey Parish Council	Mrs Joanne Wills	(Clerk)
Uffington Parish Council	Mrs Julie Evans	(Clerk)
Upper Heyford Parish Council	Mr Jack L. Goodman Jr	(Clerk)
Upton Parish Council	Ms Liz Cooper	(Clerk)
Wallingford Town Council	Mrs Paula Lopez	(Town Clerk)
Wantage Town Council	Mr W.P. Falkenau	(Town Clerk)
Warborough Parish Council	Mrs Lynda Raynor	(Clerk)
Wardington Parish Council	Mr G Page	(Chairman)
Watchfield Parish Council	Claire Arnold	(Clerk)
Waterperry with Thomley Parish Council	Mr Adrian Cave	(Clerk & Responsible Financial Officer)
Waterstock Parish Meeting	Mr M. Tyce	(Chairman)
Watlington Parish Council	Ms K Tynan	(Clerk)
Wendlebury Parish Council	Jane Olds	(Clerk)
	Mrs Deborah Lewis- Pryde	(Clerk)
West Challow Parish Council	Mr Andrew Wise	(Clerk)
West Hagbourne Parish Council	Mrs Kay Sayers	(Clerk)
West Hanney Parish Council	Mrs J. Evans	(Clerk)
West Hendred Parish Council	Mr Rupert Massey	(Clerk)
Westcote Barton Parish Meeting	Mr Bob Hessian	(Clerk)
Weston-on-the-Green Parish Council	Mrs Sarah Robertson	(Chairman)
Westwell Parish Meeting	Mr I.R. Mann	(Correspondent)
Wheatfield Parish Meeting	Michelle Legg	(Clerk)
Wheatley Parish Council	Mrs Felipa House	(Clerk)
Whitchurch-on-Thames Parish Council	Dr Coleen Weedon	(Clerk)
Wigginton Parish Council	Mrs Sharon Groth	(Clerk)
Witney Town Council	Ms Jenny Welham	(Clerk)
Woodcote Parish Council	P.J. Hore	(Clerk)
Woodeaton Parish Meeting	Mrs Janine Saxton	(Clerk)
Woodstock Town Council	Mr Julian Golec, PHD	(Clerk)
Woolstone Parish Meeting	Mr George Edmonds- Brown	(Clerk)
Wootton (Abingdon) Parish Council	Mrs J Carlin	(Clerk)
Wootton (Woodstock) Parish Council	Mr R.D. Bowerman	(Clerk)
Worton Parish Meeting	Jacqui Harris	(Clerk)
Wroxton & Balscote Parish Council	Ms Stella O'Gara	(Clerk)
Wytham Parish Meeting	Mrs L Whitley	(Clerk)
Yarnton Parish Council		

Local Enterprise Partnerships;

	Chief Executive	Chair
OxLEP	Nigel Tipple	Adrian Lockwood
SEMLEP	Hilary Chipping	Dr Anne Limb

Trade Bodies;

Thames Valley Chamber of Commerce, Banbury
Witney Chamber of Trade and Commerce, Witney
NFU Berkshire, Buckinghamshire, & Oxfordshire,

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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