

# Public Document Pack



**Cherwell**

DISTRICT COUNCIL  
NORTH OXFORDSHIRE

**Committee:** Executive  
**Date:** Monday 7 December 2020  
**Time:** 6.30 pm  
**Venue:** Virtual meeting

## 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 5 - 12)

To confirm as a correct record the Minutes of the meeting held on 2 November 2020.

### 5. Chairman's Announcements

To receive communications from the Chairman.

## **6. Monthly Performance, Risk and Finance Monitoring Report (Pages 13 - 68)**

Report of Director of Finance, and Head of Insight and Corporate Programmes

### **Purpose of report**

This report summarises the Council's Performance, Risk and Finance monitoring position as at the end of October 2020.

### **Recommendations**

The meeting is recommended:

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

## **7. Council Tax Reduction Scheme 2021-2022 (Pages 69 - 98)**

Report of Executive Director Finance

### **Purpose of report**

To provide members with a review of Council Tax discounts and to seek approval to recommend to Council the proposed levels of Council Tax discounts for the financial year 2021-2022.

To provide an update on the Council Tax Reduction Scheme for 2020-2021 and to seek approval to recommend to Council a Council Tax Reduction Scheme for the financial year 2021-2022.

### **Recommendations**

The meeting is recommended:

- 1.1 To note the contents of this report and any financial implications for the Council.
- 1.2 To recommend to Council the option of a no-change Council Tax Reduction income banded scheme for working age customers for 2021-2022, to amend the Working Age Regulations in line with annual uprating and to amend the Council Tax Regulations for pensioners in line with uprating announced by Minister for Housing Communities and Local Government (MHCLG).
- 1.3 To review the levels of Tax discounts and premiums for 2021-2022 and make recommendations to Council as follows:
  - Retain the discount for second homes at zero.
  - Retain the discount for empty homes (unoccupied and substantially unfurnished) at 25% for 6 months and thereafter at zero.
  - Retain the discount for empty homes undergoing major repair at 25% for 12 months and thereafter at zero.
  - Retain the empty homes premium of an additional 100% for properties that have remained empty for more than 2 years.

## 8. **Civil Parking Enforcement** (Pages 99 - 106)

Report of Assistant Director Environmental Services

### **Purpose of report**

To support a proposed application to the Department for Transport (DfT) for the introduction of a Special Enforcement Area (SEA) and bus lane enforcement powers across this district, South Oxfordshire and Vale of White Horse to provide Civil Parking Enforcement (CPE) managed by Oxfordshire County Council.

### **Recommendations**

The meeting is recommended:

- 1.1 To support the application to the Department for Transport (DfT) for civil parking enforcement.
- 1.2 To note the approval by the Oxfordshire County Council Cabinet to go forward with an application.

## 9. **(Draft) Strategic Vision for Oxfordshire** (Pages 107 - 130)

Report of Assistant Director – Growth and Economy

### **Purpose of report**

This report introduces a first draft of a Strategic Vision for Oxfordshire (attached as Appendix One). It explains the purpose of this unique approach, the scope and content of the Vision and the timeline for the current engagement and finalising the Vision which the Oxfordshire Growth Board is undertaking.

### **Recommendations**

The meeting is recommended to:

- 1.1 Provide views on the (Draft) Strategic Vision for Oxfordshire.
- 1.2 Take account of the views expressed at Overview and Scrutiny Committee.
- 1.3 Delegate responsibility to the Assistant Director – Growth and Economy to develop a response to the Strategic Vision engagement exercise, in consultation with the Leader, reflecting the views expressed at the meeting and at Scrutiny.

## 10. **Infrastructure Funding Statement**

\*\* Please note this report will follow as it is currently being reviewed and finalised \*\*

Report of Assistant Director Planning and Development

## 11. Urgent Business

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

## Information about this Agenda

### Apologies for Absence

Apologies for absence should be notified to [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk) or 01295 221589 prior to the start of the meeting.

### Declarations of Interest

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

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

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

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

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

### Access to Meetings

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

### Mobile Phones

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@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk), 01295 221589

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

Published on Friday 27 November 2020

## **Cherwell District Council**

### **Executive**

Minutes of a meeting of the Executive held as a virtual meeting, on 2 November 2020 at 6.30 pm

#### Present:

Councillor Barry Wood (Chairman), Leader of the Council  
Councillor George Reynolds (Vice-Chairman), Deputy Leader of the Council and Lead Member for Leisure Sport  
Councillor Colin Clarke, Lead Member for Planning  
Councillor Ian Corkin, Lead Member for Customers and Transformation  
Councillor John Donaldson, Lead Member for Housing  
Councillor Tony Ilott, Lead Member for Financial Management and Governance  
Councillor Andrew McHugh, Lead Member for Health and Wellbeing  
Councillor Richard Mould, Lead Member for Transformation  
Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Property  
Councillor Dan Sames, Lead Member for Clean and Green

#### Also Present:

Councillor Sean Woodcock, Leader of the Labour Group

#### Officers:

Yvonne Rees, Chief Executive  
Paul Feehily, Executive Director: Place and Growth (Interim)  
Steve Jordan, Corporate Director Commercial Development, Assets & Investment & (Interim) Monitoring Officer  
Jason Russell, Director Community Operations  
Claire Taylor, Corporate Director Customers and Organisational Development  
Lorna Baxter, Director of Finance & Section 151 Officer  
David Peckford, Assistant Director: Planning and Development  
Ed Potter, Assistant Director: Environmental Services  
Sukdave Ghuman, Head of Legal Services  
Robin Rogers, Head of Strategy  
Sam Shepher, Policy Team Leader  
Rebekah Morgan, Principal Planning Officer  
Sam Thomas, Sustainability Project Officer  
Natasha Clark, Governance and Elections Manager

57 **Declarations of Interest**

**9. Amendments to the Graven Hill Phase 1 Local Development Order (Second Revision) 2017.**

Councillor Dan Sames, Non Statutory Interest, as a CDC appointed non-Executive Director on Graven Hill Management Company and Graven Hill Development Company and would leave the meeting for the duration of the item.

Councillor Ian Corkin, Non Statutory Interest, as a CDC appointed non-Executive Director on Graven Hill Management Company and Graven Hill Development Company and would leave the meeting for the duration of the item.

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

There were no petitions or requests to address the meeting.

59 **Minutes**

The minutes of the meeting held on 5 October 2020 were agreed as a correct record and would be signed by the Chairman in due course.

60 **Chairman's Announcements**

The Chairman referred to the changing national position, which was a big challenge to all with detailed guidance still awaited. The Chairman offered assurance to the public that he was confident the Chief Executive, leadership team and all staff would continue to work hard supporting the district and extended his thanks to all staff for their ongoing hard work during a challenging time.

At the invitation of the Chairman, the Chief Executive addressed Executive and provided assurance that the council had a dedicated workforce and was as prepared as could be. Councillors and residents would be updated when more information was available.

61 **Including Everyone. Equalities, Diversity and Inclusion Framework**

The Corporate Director for Customers and Organisational Development submitted a report which outlined the joint approach to equalities, diversity and inclusion being taken by Cherwell District Council in partnership with Oxfordshire County Council.

On behalf of Executive, the Chairman commended the work to date and noted that this would be an ongoing piece of work.

**Resolved**

- (1) That the Including Everyone, Equalities, Diversity and Inclusion Framework (Annex to the Minutes as set out in the Minutes Book) be agreed.
- (2) That the initial Including Everyone, Action Plan (Annex to the Minutes as set out in the Minutes Book) be agreed.

### **Reasons**

The updating of the council's equality policy is a statutory requirement and this update has been undertaken in partnership with Oxfordshire County Council to align approaches. This is in-line with the agreed principles of joint working. It also reflects upon the serious inequalities within our communities. The updated draft policy is named 'Including Everyone. Equalities, Diversity and Inclusion Framework'.

This policy highlights the need for change and describes what we are seeking to tackle to create a more inclusive community, services and workplace in Cherwell.

### **Alternative options**

Option 1: Not updating the policy.

This would not ensure that we fulfil our statutory obligations to have an up-to-date equalities framework.

Option 2: Updating the policy for Cherwell District Council only.

This would not be in line with the strategic partnership arrangement with Oxfordshire County Council. A shared approach with then separate action plans appropriate for both councils maximises the use of resources and aligns direction.

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### **Car Parking Strategy**

The Assistant Director Environmental Services submitted a report to present the revised car parking strategy with an action plan following Public Consultation and the impact of Coronavirus

### **Resolved**

- (1) That the results of the Public Consultation be noted.
- (2) That, having given due consideration, the revised Car Parking Strategy and Car Parking Action Plan (Annexes to the Minutes as set out in the Minute Book) following feedback from public consultation and the impact of coronavirus be approved.

### **Reasons**

The Car Parking Strategy and the associated action plan has been developed with the input of elected members and other key stakeholders.

The proposed strategy has now been brought back to Executive following public consultation. An equalities impact assessment has also been carried out which has not identified any areas of concern. In addition, the impact of coronavirus has been considered. The Action Plan will be reviewed on a regular basis and as a minimum updated on an annual basis as part of the business planning process

### **Alternative options**

Option 1: To adopt the Car Parking Strategy & Action Plan as the strategy & action plan provides a framework for the development of car parking.

Option 2: To reject the Strategy and ask officers to reconsider

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### **Civil Parking Enforcement**

The Assistant Director Environmental Services submitted a report which sought support of a proposed application to the Department for Transport (DfT) for the introduction of a Special Enforcement Area (SEA) and bus lane enforcement powers across this district, South Oxfordshire and Vale of White Horse to provide Civil Parking Enforcement (CPE) managed by Oxfordshire County Council.

In introducing the report, the Lead Member for Clean and Green, Councillor Sames, proposed that consideration of the item be deferred to the next meeting of Executive to allow for further discussions with partners to obtain clarity on finance matters, the location of spaces and assurance that local consultation will take place before any spaces are allocated. Councillor Reynolds seconded the proposal.

### **Resolved**

- (1) That consideration of Civil Parking Enforcement be deferred to the next meeting of Executive to allow for further discussions with partners to obtain clarity on finance matters, the location of spaces and assurance that local consultation will take place before any spaces are allocated.

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### **Amendments to the Graven Hill Phase 1 Local Development Order (Second Revision) 2017**

The Assistant Director Planning and Development submitted a report to inform Executive of the proposed revisions to the adopted Graven Hill Phase 1 Local Development Order (Second Revision) 2017 and to seek authorisation for the adoption of the draft Graven Hill Phase 1 Local Development Order (Third Revision) 2020 subject to consideration of consultation responses with the Lead Member for Planning.

### **Resolved**



- (1) That the proposed revisions to the Graven Hill Phase 1 Local Development Order (Second Revision) 2017 be noted.
- (2) That the draft Graven Hill Phase 1 Local Development Order (Third Revision) 2020 (Annex to the Minutes as set out in the Minute Book) be noted.
- (3) That the consultation process undertaken in respect of the draft LDO (Third Revision) 2020 and comments raised to date be noted.
- (4) That the requirement to notify the Secretary of State of a decision to adopt a Local Development Order as soon as practicable, and no later than 28 days after the Local Planning Authority has adopted the Order be noted.
- (5) That the Council's adoption of the draft Graven Hill Phase 1 Local Development Order (Third Revision) 2020 be authorised, subject to the Assistant Director –Planning and Development being satisfied that no substantive objections have been received in consultation with the Lead Member for Planning.

### **Reasons**

The draft Graven Hill Phase 1 Local Development Order (Third Revision) 2020, would continue to facilitate and encourage self-build and custom build housing at Graven Hill by simplifying the planning process whilst providing certainty that individuality and variety in design would be supported within the parameters set by the Masterplan and Design Code already approved under the outline planning permission. The draft LDO 2020 is considered to remain effective in facilitating the delivery of custom build and self- build development at Graven Hill.

The consultation period is yet to expire, it is therefore recommended that providing that no substantive objections are received to the revision set out in this report and within the draft LDO 2020, that the proposed revision is adopted. The Secretary of State would be notified of the Executive's decision to adopt the LDO revision in accordance with Article 38(11) of the Town and Country Planning (Development Management Procedure) Order 2015.

### **Alternative options**

Option 1: Not to adopt the revised LDO

This option would mean that the existing LDO remains in place until 15 December 2020 when it expires. After this date the development would no longer benefit from an LDO and all future plots in Phase 1 would require a reserved matters application or individual planning permissions. This could impact on the rate of delivery of custom build and self-build units at Graven Hill.

Option 2: Further revisions to the LDO

Officers consider that the proposed revisions address the changes required (subject to consideration of any substantive objections received by 12 November 2020).

65 **Monthly Performance, Risk and Finance Monitoring Report**

The Director of Finance, and Head of Insight and Corporate Programmes submitted a report which summarised the council's performance, risk and finance monitoring position as at the end of september 2020.

**Resolved**

- (1) That the monthly performance, finance and risk monitoring report be noted.

**Reasons**

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

**Alternative options**

Option 1: This report illustrates the Council's performance against the 2020-21 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.

66 **Urgent Business**

There were no items of urgent business.

67 **Exclusion of the Press and Public**

**Resolved**

That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following 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.

68 **Park and Charge Update Report**

The Assistant Director Environmental Services submitted an exempt report, which, following the recommendations approved by the Chief Executive using urgent action on 6 April 2020, and subsequently endorsed by Executive, updated executive of progress with the park and charge project and sought approval for changes to the original approved Heads of Terms (hot's)

approved following progression of commercial negotiations with project partners.

### **Resolved**

- (1) That the progress made be noted.
- (2) That authority be delegated to the Assistant Director Environmental Services in consultation with Assistant Director: Property, Investment and Contract Management, Director: Law and Governance and the Lead Member for Clean and Green, to conclude legal agreements with the proposed Charge Point Operator and utility companies providing electricity to charge points based in principle on the revised Heads of Terms (HoTs) set out in the exempt annex to the Minutes (as set out in the Minute Book).
- (3) As set out in the exempt minutes.

### **Reasons**

The Park and Charge project offers the council an investment via private capital to develop needed EV charging infrastructure within our car parks for predominantly residents who have no off road parking, but also for visitors and commuters. Additionally the council is receiving a revenue contribution to fund these commercial negotiations, and involvement in a countywide EV communication and education package for residents.

### **Alternative options**

#### Option 1: Do Nothing

The Council could seek to close negotiations and not pursue this opportunity. If the Council was to install EV charging in the car parks, alternative conditions are unlikely to be as favourable in terms of the length or terms of the contracts.

#### Option 2: Reject the proposals and seek to renegotiate conditions

The Covid-19 impact upon the timescales of the project have resulted in a challenged schedule in order to meet the required progress from the funder Innovate UK. As a result if the recommendations are not approved there is a risk that the pilot car park installation and project progression will not happen to the funders satisfaction and subsequently the project could collapse.

The meeting ended at 7.52 pm

Chairman:

Date:

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## **Cherwell District Council**

### **Executive**

**7 December 2020**

### **Monthly Performance, Risk and Finance Monitoring Report**

### **Report of Director of Finance, and Head of Insight and Corporate Programmes**

This report is public

### **Purpose of report**

This report summarises the Council's Performance, Risk and Finance monitoring position as at the end of October 2020.

### **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 during October 2020 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 2020-21 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 As part of monthly reporting the Insight Team provides the Senior Management Team with a corporate complaints report, complaints received during the month are monitored and analysed. The mandatory lessons learned data have been implemented for more than a year now and we are starting to see a decrease in the number of upheld complaints. Lessons learned are reported to CEDR (Chief Executive Direct Reports) and progress is monitored to ensure actions are implemented to avoid the same complaint being reported.

2.5 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.

2.6 The report details section is split into three parts:

- Performance Update
- Leadership Risk Register Update
- Finance Update

2.7 There are four appendices to this report:

- Appendix 1 - 2020/21 Business Plan
- Appendix 2 - Monthly Performance Report
- Appendix 3 - Leadership Risk Register
- Appendix 4 - Capital Budget Monitoring

### 3.0 Report Details

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 2020-21 business plan (see Appendix 1) and the priorities of the Council.

3.2 The 2020-21 business plan sets out four strategic priorities:

- Housing that meets your needs.
- Leading in environmental sustainability.
- An enterprising economy with strong and vibrant local centres.
- Healthy, resilient and engaged communities.

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

## **Priority: Housing that meets your needs**

3.4 The Council is committed to deliver affordable housing, raising the standard of rented housing and find new and innovative ways to prevent homelessness. Also, to promote innovative housing schemes, deliver the local plan and supporting the most vulnerable people in the District.

### **3.5 Overview of our performance against this strategic priority:**

**Homes improved through enforcement action** is reporting Amber for October and Year to Date (8 against a target of 9). The team's interventions have resulted in eight homes being improved through completed works this month against a target of nine, three of which involved energy efficiency standards.



**New innovative housing delivered in Banbury** - Seven families have recently been given the keys to their new homes at our Build! team's Admiral Holland site in Banbury. They had been selected from over 50 applicants for each of the homes advertised on our choice-based lettings system. The response from the new residents has been very positive. "It's lovely" and "it's

much bigger than I thought it would be", were just some of the comments received. Build! is also getting feedback on the energy efficiency of the homes, each of which has photovoltaic panels to help reduce the energy costs, with one resident quoting a 23p daily running cost and the homes feeling warm and well insulated. Six one-bedroom flats and one three-bedroom house are also available at the site for those interested in the shared ownership scheme. Build! has already taken some reservations through the Help to Buy agent platform.

**% of Major applications overturned at appeal** is reporting Red for October and Green for Year to Date. Two Major Planning Applications, both previously refused at Planning Committee, were overturned by the Planning Inspectorate, during October. Therefore, the % of Major Planning Applications overturned at Appeal, this month, was set against the number of Major applications determined of 40%.

**Number of people helped to live independently through use of DFG & other grants/loans** – The team provided help to 52 households in the District during October against a target of 45; 16 of them required major adaptations and 36 were smaller works.

### **Priority: Leading in environmental sustainability**

3.6 The Council is committed to deliver on our commitment to be carbon neutral by 2030, to promote the Green Economy and increase recycling across the district. This priority includes the protection of our natural environment and our built heritage, working in partnership to improve air quality in the district and the reduction of environmental crime.

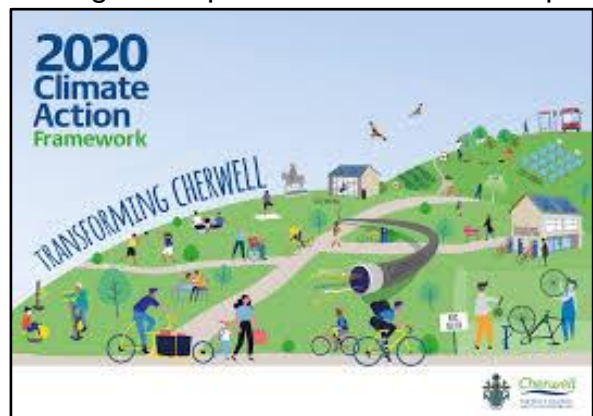
3.7 **Overview of our performance against this strategic priority:**



**Reduction of fuel consumption used by fleet** is reporting Green for October (37,712 against a target of 39,227) and Amber for Year to Date. There has been a slight decrease in fuel usage in comparison with the same time last year, even with the increased in the tonnage of waste collected, 1% more than the same time last year.

**Protect the Built Heritage** is reporting Amber for October and Year to Date. The Team continues to work on Conservation Area Appraisals (Bloxham and Grimsbury). A number of officer reports, on completed Conservation Area Appraisals, require finalisation. Heritage advice continues to be provided to inform Development Management decision making.

**Cherwell launches zero carbon action plan** - Reaching zero carbon by 2030 is a key aim of Cherwell District Council's coronavirus recovery, says a new climate action plan. A meeting of the council's executive on Monday 5 October approved the 2020 Climate Action Framework, which describes how the authority will transform the way it works in order to "systematically drive lower-carbon outcomes". Among the council's immediate goals are, ensuring green power for its offices and other buildings; continuing to replace fossil fuelled vehicles with electric ones where possible; and introducing rigorous energy management processes. To cut transport emissions, staff will be encouraged to continue to work remotely and supported in switching to electric vehicles. Longer-term aspirations, which Cherwell aims to deliver by 2030, include low carbon replacements for the waste collection trucks. These currently only exist as prototypes and are not yet suitable for UK roads. If they develop as hoped, it will allow the council to address the source of around a quarter of its emissions.



### **Priority: An enterprising economy with strong and vibrant local centres**

3.8 The Council is committed to support business retention and growth, developing skills and generating enterprise; also, securing infrastructure to support growth in the district and securing investment in our town centres. This priority also contributes towards making communities thrive and businesses grow promoting the



district as a visitor destination, committing to work with businesses to ensure compliance and promote best practice.

### 3.9 Overview of our performance against this strategic priority:

**% of Council Tax collected, increase Council Tax Base** is reporting Amber for October and Year to Date. The team has achieved a cumulative collection rate of 64.37%, against a target of 67.75%. The shortfall equates to approx. £2.6m. We are issuing smaller batches of reminders in accordance with guidance from the Magistrates Court and whilst the numbers issued are vastly reduced, the reminders have a positive impact on payments received. We will continue to issue reminder notices to customers in arrears and will signpost customers to relevant organisations, should they have been adversely affected by the pandemic.



**Average time taken to process Housing Benefit change events** - The average time taken to assess change events, during October, was 4.65 days against a target of 8 days. The Team's performance continues to be strong, ensuring our most vulnerable residents are receiving the correct level of support with their rent and Council Tax.

**Promote the district as a visitor destination-** Hospitality venues and visitor attractions are both facing significant difficulties. These sectors were among the last to benefit from lockdown arrangements being lifted in the summer and the national restrictions as of 5th November, which will have a further severe impact and additional knock-on effects for the supply chains serving the visitor economy. Officers are working closely with Experience Oxfordshire (EO) who are, in turn, working with VisitEngland and VisitBritain to help the local visitor economy sectors meet the challenges involved.

### Priority: Healthy, resilient and engaged communities

3.10 The Council is committed to enable all residents to lead an active life, improving and developing the quality of local sports and leisure facilities, promoting health and wellbeing in our communities. Also, supporting community and cultural development; working with our partners to address the causes of health inequalities and deprivation, and to reduce crime and anti-social behaviour.

### 3.11 Overview of our performance against this strategic priority:

**Enhanced Community Resilience** - During October, the focus for emergency planning works continued to relate to COVID-19, providing support to our communities and working with partners on the response and recovery from the pandemic. In addition, the team have responded to the recent flooding in Kidlington, delivering on an action plan to reduce the potential for further similar flooding and making changes to improve our response arrangements.

The **Play-Full initiative** was delivered once again in the Brighter Future Wards in Banbury during October's half



term (from 26<sup>th</sup> to 30<sup>th</sup> October), providing food and adequate nutrition for children who receive free meals at school during term times. Also, the Online Holiday Hubs were available to families, providing ideas and activities for children of all ages to keep during the half term, including a competition sharing photos using our virtual holiday hub to win a health and wellbeing prize courtesy of the FAST programme.

**The 'COVID-19 Councillors Priority Grant' and the 'Community Hubs Emergency Relief Grant'** schemes keep support voluntary and community



organisations during October, delivering grassroots responses to the COVID-19 pandemic. The Community Hub telephone service takes referrals from people required to self-isolate (either through Track & Trace notification or registration as Clinically Extremely Vulnerable) who need extra assistance to meet their basic needs during these challenging times.

**Quick and easy booking of Sports facilities in Cherwell** - Our on-line booking platform for sports pitches and facilities at the Cooper Sports Facility (Bicester) and North Oxfordshire Academy has now gone live, with the majority of all users/organisations signed up to manage their bookings this way.

**Supporting walking and cycling with the StreetTag app** – Street Tag is a family-friendly game app that rewards primary school pupils, communities and schools for physical activity such as walking, running, cycling, among a number of other fitness activities. Following the successful launch of the community competition in the summer, a competition for schools started in October with 29 primary schools signing up in Cherwell. Engagement has been excellent with 1,784 individuals in the District walking, cycling and running over 61,000 miles during October.



**Summary of Performance**

3.12 The Council reports monthly on performance against 39 Business Plan Measures (41 reported quarterly), with 22 Programme Measures and 17 Key Performance Indicators. The full details, including commentary against each measure and key performance indicator can be found in Appendix 2.

**Programme Measures and Key Performance Indicators (39)**

Status	Description	October	%	DoT	YTD
Green	On target	33	85%	↓	27
Amber	Slightly off target	4	9%	↑	9
Red	Off target	1	3%	↓	2
	No data	1	3%	NA	1

Please note that the KPI measure “High risk food businesses inspected” will no longer be relevant this year due to the Food Standards Agency changing the

national food law enforcement programme as a consequence of COVID-19. Food safety will be assured through alternative, targeted measures.

### Risk Update

- 3.13 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.
- 3.14 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			L04, L07, L11, L12 & L21	L01, L17, L19 & L20	
	3 - Moderate		L16	L02, L05, L14, L15 & L18	L08	
	2 - Minor				L10	
	1 - Insignificant					

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

Leadership Risk	Score	Direction	Latest Update
<b>L01</b> Financial Resilience	16 High risk	↔	Risk reviewed 09/11 – Comments updated
<b>L02</b> Statutory functions	9 Low risk	↔	Risk Reviewed 12/11 – No changes
<b>L04</b> CDC Local Plan	12 Medium risk	↔	Risk Reviewed 11/11 – Comments updated
<b>L05</b> Business Continuity	9 Low risk	↔	Risk Reviewed 10/11 – Comments updated
<b>L07</b> Emergency Planning	12 Medium risk	↔	Risk Reviewed 10/11 – Comments updated
<b>L08</b> Health & Safety	12 Medium risk	↔	Risk Reviewed 09/11 – No changes
<b>L09</b> Cyber Security	15 Medium risk	↔	Risk Reviewed 12/11 – Mitigating actions updated

<b>L10</b> Safeguarding the Vulnerable	8 Low risk	↔	Risk Reviewed 10/11 – No changes
<b>L11</b> Sustainability of Council owned companies and delivery of planned financial and other objectives.	12 Medium risk	↔	Risk Reviewed 09/11 – No changes
<b>L12</b> Financial sustainability of third-party suppliers including contractors and other partners	12 Medium risk	↔	Risk Reviewed 10/11 – Risk Owner updated, and Mitigating Actions added.
<b>L14</b> Corporate Governance	9 Low risk	↔	Risk reviewed 12/11/20 - Controls, Mitigating Actions and Comments updated
<b>L15</b> Oxfordshire Growth Deal	9 Low risk	↔	Risk Reviewed 09/11 – No changes
<b>L16</b> Joint Working	6 Low risk	↔	Risk Reviewed 09/11 – No changes
<b>L17</b> Separation	16 High risk	↔	Risk Reviewed 09/11 – No changes
<b>L18</b> Workforce Strategy	9 Low risk	↔	Risk reviewed 09/11/2020 - Mitigating actions updated.
<b>L19</b> Covid19 Community and Customers	16 High risk	↔	Risk reviewed 11/11/20 - Amendments to Mitigating Actions and Comments.
<b>L20</b> Covid19 Business Continuity	16 High risk	↑	Risk reviewed 09/11/20 – Rating increased
<b>L21</b> Post Covid19 Recovery	12 Medium Risk	↑	Risk reviewed 09/11/20 - Commentary updated and rating increased

During October the leadership risk had two score changes L20 Covid19 Business Continuity (12 to 16) and L21 Post Covid19 Recovery (9 to 12), both have increased their scores. Please note that L17 Separation increased its residual risk from 12 to 16 during September, amendments have been made to the gross risk score (before controls) from 12 to 16. (see Appendix 3 for details).

### Finance Update

3.16 The Council's forecast financial position up to the end of October shows a forecast overspend of £0.015m. This is made up of a £3.337m overspend related to Covid-19 costs (para 3.19), offset by a (£3.322m) underspend on business as usual costs (para 3.17).

3.17 Before taking into account funding held for Covid costs, the directorate revised budgets have forecast a net overspend of £1.276m. This is mainly driven by a £1.464m forecast overspend in Wellbeing. There is £1.164m budget available within the Executive Matters Budget to offset costs when they are incurred. Taking this into account, there is an overall overspend of £0.112m across the services.

3.18 The following assumptions have been made in assessing the costs of Covid-19 to the Council:

- Phased reopening of businesses from June to August
- All businesses able to reopen from September
- Full economic recovery does not happen before the end of financial year
- Contract support to some service providers will continue until the end of October in line with Government guidance.

It should be noted that the forecast has not taken into account all potential impacts of the latest national lockdown that began on 5 November and some forecasts had been estimated before this. An updated assessment of the implications of the latest lockdown will be included within the November forecast.

3.19 Applying these assumptions gives a forecast cost of Covid-19 of £6.610m for 2020/21. This is a combination of additional costs and loss of income arising from the impact of the Covid-19 pandemic on Council services. This is partially met by Covid-19 support grant funding of £2.073m and an estimated grant of £1.200m to partially meet income losses. This reduces the in-year Covid-19 pressure to £3.337m.

3.20 For more detail on the movements across all budgets please see Table 1 showing the forecast variances by Directorate in 2020/21.

3.21 On 7 September 2020, Council approved a revised 2020/21 budget to ensure it will meet an expected funding shortfall for this financial year after government funding is taken into consideration.

### 3.22 Report Details

**Table 1: Forecast Revenue Outturn**

<b>Revenue Monitoring</b>	<b>Revised Budget £m</b>	<b>BAU £m</b>	<b>Covid £m</b>	<b>Total Forecast Outturn £m</b>	<b>Variance to Budget £m</b>	<b>Prior Month Forecast £m</b>	<b>Change in Forecast £m</b>
<b>Communities</b>	<b>7.937</b>	<b>6.768</b>	<b>1.319</b>	<b>8.087</b>	<b>0.150</b>	<b>7.985</b>	<b>0.102</b>
<b>Place and Growth</b>	<b>3.906</b>	<b>3.294</b>	<b>0.652</b>	<b>3.946</b>	<b>0.040</b>	<b>3.918</b>	<b>0.028</b>
<b>Customers and Org. Dev.</b>	<b>3.808</b>	<b>3.605</b>	<b>0.126</b>	<b>3.731</b>	<b>-0.077</b>	<b>3.736</b>	<b>-0.005</b>
<b>Adults and Housing Services</b>	<b>3.025</b>	<b>2.606</b>	<b>0.354</b>	<b>2.960</b>	<b>-0.065</b>	<b>2.883</b>	<b>0.077</b>
<b>Public Health and Wellbeing</b>	<b>2.911</b>	<b>2.654</b>	<b>1.721</b>	<b>4.375</b>	<b>1.464</b>	<b>4.143</b>	<b>0.233</b>
<b>Comm. Dev. Assets and Inv.</b>	<b>4.131</b>	<b>1.457</b>	<b>2.438</b>	<b>3.895</b>	<b>-0.236</b>	<b>3.836</b>	<b>0.059</b>

<b>Total Directorates</b>	<b>25.718</b>	<b>20.384</b>	<b>6.610</b>	<b>26.994</b>	<b>1.276</b>	<b>26.501</b>	<b>0.494</b>
<b>Executive Matters</b>	<b>3.062</b>	<b>1.898</b>	<b>0.000</b>	<b>1.898</b>	<b>-1.164</b>	<b>1.885</b>	<b>0.013</b>

<b>Total Cost of Services</b>	<b>28.780</b>	<b>22.282</b>	<b>6.610</b>	<b>28.892</b>	<b>0.112</b>	<b>28.386</b>	<b>0.507</b>
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<b>Total Income</b>	<b>-28.780</b>	<b>-25.604</b>	<b>-3.273</b>	<b>-28.877</b>	<b>-0.097</b>	<b>-28.658</b>	<b>-0.219</b>
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<b>(Surplus)/Deficit</b>	<b>0.000</b>	<b>-3.322</b>	<b>3.337</b>	<b>0.015</b>	<b>0.015</b>	<b>-0.273</b>	<b>0.288</b>
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**Please note:**

1. This assumes the Government will compensate partially for losses of sales, fees and charges income for the full year.
2. Some numbers may not agree to paragraphs 3.16 and 3.19 due to rounding.

**Communities**

Communities predicts an overspend of £0.150m against a revised budget of £7.937m (1.9%).

Environmental Services	The £0.134m overspend is mainly due to pressures in employment costs due to sickness and the requirement of agency staff cover and salary review £0.302m. Offsetting this (£0.149m) reduction in transport/contractor costs for gate & transfer fees and a reduction in tonnage of waste recycling/disposal costs. Car park, vehicle repairs and street scene income are also expected to be (£0.074m) higher. Premises costs, supplies and services are expected to be higher by £0.055m.
Variation £0.134m overspend	
Variance to last month's forecast £0.095m	
Regulatory Services	The overspend of £0.016m is a result of salary pressures due to grade changes and an unbudgeted post - however these are partially offset by a post vacated in year which will not be recruited to.
Variation £0.016m overspend	
Variance to last	

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month's forecast  
£0.007m

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## Place and Growth

Place and Growth predict an overspend of £0.040m against a revised budget of £3.906m (1.0%).

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Planning & Development	Building Control have forecast an increased £0.021m loss of Building Regs income due to Covid and lockdown 2. This and an increase in agency fees have been mostly offset by salary savings due to delays in recruiting to vacant posts and have had the effect of reducing the forecast underspend by £0.008m from last month.
Variation -£0.010m underspend	
Variance to last month's forecast £0.008m	

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Growth & Economy	As of October, Build are forecasting £0.050m overspend on consultancy fees relating to the Build review taking place. All other departments within this service area are on budget.
Variation £0.050m overspend	
Variance to last month's forecast £0.020m	

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## Customers and Organisational Development

Customers & Organisational Development predict an underspend of £0.077m against a revised budget of £3.808m (-2.0%).

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Customers & Organisational Dev.	On target with the exception of Land Charges which is showing a £0.077m underspend as income appears to be recovering faster than expected.
Variation -£0.077m underspend	

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Variance to last

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month's  
forecast  
-£0.005m

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### Adults and Housing Services

Adults and Housing Services predict an underspend of £-0.065m against a revised budget of £3.025m, (-2.1%).

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Housing & Social Care	September's underspend of £0.065m is due £0.030m saving on consultancy budget relating to the Growth Deal, £0.010m saving on a new Debt & Money advice service contract, £0.010m saving on for the Arbritas (Storage) contract, £0.007m Transport costs and the remainder due to remote working.
Variation -£0.065m underspend	
Variance to last month's forecast £0.077m	

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### Public Health & Wellbeing

Public Health & Wellbeing predict an overspend of £1.464m against a budget of £2.911m (50.3%).

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Wellbeing	The forecast overspend of £1.464m is a direct result of Covid-19. The main cost is the contractual relief payments made to support the survival of the leisure operator during the pandemic and a loss of income from holiday hubs and hiring of sports facilities. Budget to cover £1.163m of this cost is held in Executive matters and will be transferred when costs are realised.
Variation £1.464m overspend	
Variance to last month's forecast £0.235m	

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Healthy Place Shaping	Healthy Place Shaping are on budget
Variation £0.000m overspend	
Variance to last month's forecast -£0.002m	

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### Commercial Development, Assets and Investments



Commercial Development, Assets and Investments predicts an underspend of £0.236m against a revised budget of £4.131m (-5.7%).

Property	£0.441m underspend against the revised budget relates to Castle Quay Shopping Centre and the new Waterside Development (£0.111m). Since the revised budget was looked at in June the year end forecast position for CQ has improved. Also included are the apparent savings on the running costs of the Council Offices (including the Stables) as a result of lower occupancy as well as savings of approximately (£0.178m) relating to a reduction in utilities, security and repairs & maintenance. Pioneer square is showing savings mostly due to rental income of (£0.137m). Finally, other minor savings totalling (£0.015m).
Variation -£0.441m underspend	
Variance to last month's forecast -£0.002m	
	£0.261m of budget for 'cost of dilapidations work if cannot recharge to outgoing tenants' is proposed to be transferred to reserves at year end to offset anticipated pressures in 2021/22
Finance and Procurement	The October forecast for Finance predicts an overspend of £0.118m. Finance staffing and agency costs of £0.115m linked to developing capacity for the closure of accounts and anticipated additional work linked to the November national lockdown and other minor variations of £0.003m.
Variation £0.185m overspend	
Variance to last month's forecast £0.081m	Procurement: £0.067m overspend relates to consultant costs.
Law and Governance	£0.020m overspend is due to use of agency staff covering vacant posts
Variation £0.020m overspend	
Variance to last month's forecast -£0.020m	

Executive Matters predicts an underspend of £1.164m against the budget of £3.062m (-38.0%).

Corporate

£1.163m budget is being held to cover Leisure Management and will be drawn upon when required to meet the costs surrounding Covid-19

### 3.23 Capital

There is a forecast in-year underspend of £25.664m, of which £22.145m is anticipated to be reprofiled in future years. There is an overall forecast reduction in the total cost of schemes of £3.519m. A review of the capital programme will be undertaken as part of the budget process to consider what schemes the Council will progress in the future.

**Table 2: Forecast Capital Outturn**

Directorate	Budget £000	Outturn £000	Re- profiled beyond 2020/21 £000	Variance to Budget £000	Prior Month Variance £000
Housing Total	2,252	1,383	490	(379)	(429)
Comm Dev Assets total	62,745	49,865	12,211	(669)	(592)
Communities Total	1,864	1,201	662	(1)	(1)
Customers, Org Dev total	696	593	0	(103)	7
Finance Total	3,559	3,559	-	-	-
Place and Growth Total	34,344	23,551	8,442	(2,351)	(2,247)
Public Health Wellbeing Total	717	361	340	(16)	(16)
<b>Total</b>	<b>106,177</b>	<b>80,513</b>	<b>22,145</b>	<b>(3,519)</b>	<b>(3,278)</b>

### **Adult Housing:**

Housing: are forecasting (£0.379m) underspend due to reduced activity in delivering Disabled Facilities Grant works during the pandemic (£0.375m), plus a small projected underspend (£0.004m) against the Civica Arbritas upgrade project.

### **Commercial Development and Assets:**

Property are forecasting (£0.669m) underspend. The largest savings are against the refurbishment of Banbury Health Centre (£0.153m) due to ongoing discussions with the tenant regarding the extension of the lease which may affect the scope of the project. Also, the refurbishment of the Mill (£0.250m) as similarly there are ongoing discussion with Oxfordshire County Council on the continuation of the purchase of this property. General savings of (£0.266m) across the remaining capital schemes.

### **Communities:**

Environmental Services: are forecasting (£0.001m) underspend

### **Customers & Organisational Development:**

Human Resources: are forecasting £0.008m overspend for the HR/Payroll system  
ICT: are forecasting £0.111m underspend £0.100m no longer required for Legacy iworld system migration, £0.010 no longer required for Bodicote House meeting room Audio Visual. The remaining £0.001m underspend is for Land & Property harmonisation.

### **Place and Growth:**

Build Phase 1 is reporting unbudgeted spend of £0.188m. Build Phase 1b is forecasting to spend £1.307m in this financial year and reprofiling the remaining budget into 2021/22 to complete the programme. Build Phase 2 programme is forecasting to spend £0.674m in this financial year. However, as a result of certain schemes no longer progressing (Trades & Labour Club, Nizewell Head, Park Road and Wykham lane) a saving of (£2.126m) is now being forecast. The majority of the spend against the remaining programme will be reprofiled in to 2021/22. The agreed capital programme does overlap financial years. The Hill Community centre project is now complete with only retention payments owing to Edgar Taylor of £0.045m. This is an underspend of (£0.184m)

### **Public Health & Wellbeing:**

Wellbeing are forecasting a small saving of £0.016m, (£0.008m) against Physical Activities programme and (£0.008m) against the Sunshine Centre programme for extension to the front of the site as the projects have reached completion.

## **3.25 Re-profile beyond 2020/21**

### **Adult Housing**

£0.490m Disabled Facilities Grant capital - Covid significantly reduced activity in the first 6 months of the year but activity has begun to increase. As a result, not all of the Better Care Fund will be spent in this financial year and will be reprofiled into 2021/22

### **Commercial Development and Assets**

Castle Quay Shopping Centre (£2.771m) and Castle Quay Waterside (£9.240m). These are ongoing schemes that straddle several financial years

### **Communities**

£0.100m Thorpe Lane Depot Capacity Enhancement - anticipating slippage in to 2021/22 as a result of awaiting approval of other capital schemes.

£0.055m Bicester Country Park - Covid delayed the purchasing and progression of the country park, remaining spend to reprofiled into 2021/22.

£0.275m Vehicle replacement Programme - currently under review, further investigation needed into larger electric vehicles before committing to diesel equivalents. Remaining spend to be reprofiled into 2021/22.

£0.045m Car Park Refurbishments - Covid significantly delayed progression on the installation of pay on exit barriers. Remaining spend will take place in 2021/22.

£0.012m On Street Recycling Bins - purchases are expected in 20/21 but delivery and installation is anticipated in early 2021/22.

£0.125m Car Park Action Plan - there are no costs anticipated in this financial year but spend is anticipated in 2021/22.

£0.050m Depot Fuel System Renewal - commitments are expected in 2020/21 but installation is anticipated in early 2021/22.

### **Place & Growth:**

£0.607m Phase 1b Bicester Library is in the early stages of development. Planning permission is being considered at Planning Committee on 5th November. Actual site work is due to commence in January 2021 with likely completion by the end of 2021. Admiral Holland works formally completed end of September 2020 but CDC will have to budget for retention payments due in September 2021 of £0.065m.

£7.768m Phase 2. We are still working on the land assembly for Bretch Hill and are about to submit a pre-application to planning. Leys Close is also under discussion with the planners as they have issues relating to parking.

### **Public Health & Wellbeing:**

£0.183m North Oxfordshire Academy Astroturf capital scheme - currently under discussion with United learning Trust regarding the outstanding planning application and their contribution.

£0.043m Energy Efficiency schemes at leisure centres - there are no costs anticipated in this financial year but spend is anticipated in 2021/22 on Energy Efficiency schemes.

£0.084m Bicester Leisure Centre extension capital scheme - spend to date on a feasibility study but no other spend anticipated this year. Remaining spend will take place in 2021/22.

£0.030m Spiceball Leisure Centre bridge resurfacing capital scheme - No spend is expected this financial year but will take place in 2021/22 on completion of Castle Quay Waterside and reinstatement of the bridge.

**Annex  
COVID Funding  
Specific Funding**

Date	Dept.	Grant Name	Schemes	Funding £
March	MHCLG	Business Grants	Main scheme & discretionary scheme - Forecast	27,655,250
March	MHCLG	Hardship Fund	To provide £150 reduction to Council Tax bills for those in receipt of Council Tax Support.	818,000
March		Emergency Response for Rough Sleeper		8,250
May	MHCLG	Reopening High Streets Safely Fund	MHCLG allocation of ERDF funding. Awaiting funding agreement to be put in place.	133,843
July	DEFRA	Emergency Assistance Grant for Food and Essential Supplies	Allocation from OCC	116,326
September		Next Steps Accommodation Programme		120,400
September	DHSC	Test & Trace Isolation Payments	Main scheme	54,000
			Discretionary Scheme	32,647
October	MHCLG	Compliance & Enforcement Fund	£60m national fund of which £30m allocated to district & unitary authorities to spend on C-19 compliance & enforcement activity	65,251
November	MHCLG	Business Support (Additional Restrictions Grant)	£20 per head of population for discretionary business grant scheme – funding for 2020/21 and 2021/22-	3,010,060

November	MHCLG	Local Restrictions Support Grant (Closed)	Mandatory business grants scheme distributed to business premises forced to close due to lockdown restrictions <ul style="list-style-type: none"> <li>• rateable value £15k or under, grants to be £1,334 per four weeks;</li> <li>• rateable value between £15k-£51k grants to be £2,000 per four weeks;</li> <li>• rateable value £51k or over grants to be £3,000 per four weeks.</li> </ul>	2,664,504
<b>TOTAL</b>				<b>34,678,531</b>

### General Funding

Decription	£
Tranche 1	67,257
Tranche 2	1,459,014
Tranche 3	229,391
Tranche 4	316,992
	2,072,654
Forecast Sales, Fees & Charges compensation	1,200,000
<b>Total Grant Funding</b>	<b>3,272,654</b>

## 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 for the first quarter of this financial year 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 2020-21 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 Implications

- 7.1 Financial implications are detailed within section 3.16 to 3.25 of this report.

Comments checked by:

Lorna Baxter, Executive Director Finance, 07393 001218, [Lorna.Baxter@cherwell-dc.gov.uk](mailto:Lorna.Baxter@cherwell-dc.gov.uk)

### Legal Implications

- 7.2 There are no legal implications from this report.

Comments checked by:

Sukdave Ghuman, Head of Legal, [Sukdave.Ghuman@cherwell-dc.gov.uk](mailto:Sukdave.Ghuman@cherwell-dc.gov.uk)

### Risk Implications

- 7.3 This report contains a full update with regards to the Council's risk position at the end of September 2020. A risk management strategy is in place and the risk register has been fully reviewed.

Comments checked by:

Celia Prado-Teeling, Performance Team Leader, 01295 221556, [Celia.prado-teeling@cherwell-dc.gov.uk](mailto: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 Councillor**

Councillor Richard Mould – Lead ember for Performance Management  
Councillor Tony Ilott – Lead Member for Finance and Governance

**Document Information****Appendix number and title**

- Appendix 1 2020/21 Business Plan
- Appendix 2 Monthly Performance Report
- Appendix 3 Leadership Risk Register
- Appendix 4 Capital Budget Monitoring

**Background papers**

None

**Report Author and contact details**

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# Cherwell District Council Business Plan 2020-2021

*Where communities thrive, and businesses grow*



**Cherwell**  
DISTRICT COUNCIL  
NORTH OXFORDSHIRE

## Strategic Priorities:



## 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 – Performance Report

## October 2020

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.

## Housing that meets your needs - KPIs

Housing that meets your needs - KPIs									
Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>BP1.2.01 Number of Homeless Households living in Temporary Accommodation</b>	Cllr J Donaldson	Gillian Douglas Stephen Chandler	26.00	35.00	★	The number of people placed in temporary accommodation remains below target, at 26 households. The number has reduced, due to work done to move on single clients placed, as a result of the COVID-19 emergency. As of 30/10/20, only 2 people were placed as a response to COVID-19. With a 2nd lockdown, the number of single people approaching could rise again, which is a concern. Plans are in place to provide additional accommodation for rough sleepers, if the weather is severe.	42.00	35.00	▲
<b>BP1.2.02 Number of people helped to live independently through use of DFG &amp; other grants/loans</b>	Cllr J Donaldson	Gillian Douglas Stephen Chandler	52.00	45.00	★	We have provided help to 52 households this month; 16 by means of major adaptations and 36 by means of smaller works.	280.00	315.00	▲
<b>BP1.2.03 Homes improved through enforcement action</b>	Cllr J Donaldson	Gillian Douglas Stephen Chandler	8.00	9.00	●	Our interventions have resulted in eight homes being improved through completed works this month, three of which involved energy efficiency standards.	60.00	63.00	●
<b>BP1.2.04 Number of affordable homes delivered including CDC and Growth Deal targets</b>	Cllr J Donaldson	Gillian Douglas Stephen Chandler	37.00	25.00	★	A total of 37 affordable homes were completed in October 2020, of which, 17 were Affordable Rented and 20 Shared Ownership tenure. There were no Oxfordshire Growth Deal units completed this month.	170.00	175.00	●
<b>BP1.2.05 Number of Housing Standards interventions</b>	Cllr J Donaldson	Gillian Douglas Stephen Chandler	81.00	55.00	★	Our ability to carry out proactive and unannounced visits to rented properties continues to be restricted by COVID-19 and extended lock-down, which is limiting the number of enforcement interventions we can make. The total number of interventions, this month, included contact with 36 owner/occupiers whose homes have been identified as having particularly poor energy efficiency.	382.00	385.00	●
<b>BP1.2.06 Average time taken to process Housing Benefit New Claims</b>	Cllr T Ilott	Belinda Green Claire Taylor	10.26	15.00	★	The average time taken to assess new claims for benefits is good, at 10.26 days during October against a target of 15 days, and a national performance of 20 days. Whilst the number of new claims received has been stable, during October, we expect numbers may rise again during November.	13.26	15.00	★
<b>BP1.2.07 Average time taken to process Housing Benefit change events</b>	Cllr T Ilott	Belinda Green Claire Taylor	4.76	8.00	★	The average time taken to assess change events during October was 4.76 days against a target of 8 days. Performance continues to be strong so ensuring that residents are receiving the correct level of support with their rent and Council Tax.	4.39	8.00	★
<b>BP1.2.08 % of Major planning applications determined to National Indicator</b>	Cllr C Clarke	David Peckford Paul Feehily	60%	60%	★	5 Major Planning Applications were determined, during October, 3 of them within National Indicator target or agreed timeframe.	60%	60%	★

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**Housing that meets your needs - KPIs**

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>BP1.2.09% of Non major planning applications determined to National Indicator</b>	Cllr C Clarke	David Peckford Paul Feehily	77%	70%	★	91 Non major Planning Applications were determined during October; 70 of them within National Indicator target or agreed timeframe.	83%	70%	★
<b>BP1.2.10 % of Major applications overturned at appeal</b>	Cllr C Clarke	David Peckford Paul Feehily	40.00%	10.00%	▲	2 Major Planning Applications, both previously refused at Planning Committee, were overturned by the Planning Inspectorate, during October. Therefore, the % of Major Planning Applications overturned at Appeal, this month, was set against the number of Major applications determined of 40%. Our target is for no more than 10% to be overturned by the Planning Inspectorate at Appeal.	6%	10.00%	★
<b>BP1.2.11 % of Nonmajor applications overturned at appeal</b>	Cllr C Clarke	David Peckford Paul Feehily	0.00%	10.00%	★	No Nonmajor Planning Application Appeals were determined by the Planning Inspectorate, during October.	0.00%	10.00%	★

## Housing that meets your needs - Programme Measures

### Housing that meets your needs - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p><b>BP1.1.1 Homelessness Prevention</b></p> <p style="text-align: center; font-size: 24px; margin-top: 100px;">Page 38</p>	Cllr J Donaldson	Gillian Douglas Stephen Chandler	An Application for funding Next Steps Accommodation Programme has been submitted to MHCLG. Further delays in resuming court eviction proceedings allow time for the Housing Team to engage with those under notice in order to resolve issues with their housing.	A grant of £120k was secured through the government Next Steps Planning fund. This will be used in Cherwell to fund 8 further units of Housing First accommodation. Also, additional resources to work with Private Sector landlords and provide further tenancy support for vulnerable clients. A further grant of £140k to secure some longer term supported accommodation has been secured for 9 units of accommodation in Bicester. The COVID-19 emergency continues to impact on work to prevent homelessness.	★	<p>The outcome of the latest application for funding Next Step Accommodation will determine what additional options can be secured, as a response to COVID-19 emergency. Plans submitted include delivering more support to assist move-on from hotel and other emergency placements, to enable clients to secure settled housing, as well as, trying to provide additional units of affordable settled accommodation in our area for single clients who have experienced homelessness.</p> <p>Caseloads for the Housing Team are still dominated by approaches from single people in crisis and working arrangements, due the COVID-19 emergency, restricted face-to-face contact with clients. Our work is still focused on early intervention and prevention, at an early stage, with many cases being resolved before statutory duties apply.</p> <p>The further stay, on evictions, has reduced caseloads for those at risk of losing tenancies, but approaches from single people in crisis continue. Plans are in place to provide additional accommodation, if needed, in severe weather and to provide some longer term accommodation over the winter period, if further funding can be secured.</p>	★

**Housing that meets your needs - Programme Measures**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>BP1.1.2 Impact of Universal Credit on residents and Council</b>	Cllr T Ilott	Belinda Green Claire Taylor	Regular liaison and close working with Universal Credit team.	A meeting with the UC Partnership Manager will take Place, during November, to review our approach to working together to support residents.	★	This is progressing well. The number of claims made for Universal Credit has increased during the COVID-19 crisis and we continue to work with partners including DWP UC partnership Manager to support residents throughout this time.	★
<b>BP1.1.3 Deliver Innovative and Effective Housing Schemes</b>	Cllr J Donaldson	Gillian Douglas Stephen Chandler	Following the start of marketing for the shared ownership units at Admiral Holland in early October; there is one reservation for a flat in Hood Court.	During November, we expect a reservation to be completed for the three-bedroom shared ownership house at Admiral Holland.	★	Admiral Holland has 7 shared ownership properties- six, one bedroom, flats in Hood Court and one, three- bedroom, house in Admiral Holland Close. These will continue to be marketed via Help to Buy South, Zoopla, Prime Location and Rightmove.	●
<b>BP1.1.4 Deliver the Local Plan</b>	Cllr C Clarke	David Peckford Paul Feehily	Review of comments to the district-wide Local Plan Review Consultation. Continued preparation of district wide Local Plan Review (Options stage). Response to the Government's Planning reform consultation.	Continue preparatory work for the next stage of the district wide Local Plan Review (Options stage). Oxfordshire Plan consultation on spatial options (date to be confirmed by the central plan team). Preparation of the Annual Monitoring Report 2019/20 Submission of Council's case to the adopted Local Plan Partial Review legal challenge.	★	The issues consultation for a separate, district-wide, review of the Local Plan ended on 14 <sup>th</sup> September. Officers continue to provide input into the Oxfordshire Plan process. Officers responded to the Government's proposed changes to the planning system, on 23 <sup>rd</sup> October. An application for a statutory review of the adopted Local Plan Partial Review (a legal challenge) has been lodged in the Planning Court and served on the Council.	★

Strategic Priority - Leading on environmental sustainability - KPIs

Leading on environmental sustainability - KPI Report									
Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>BP2.2.1 % Waste Recycled &amp; Composted</b>	Cllr D Sames	Ed Potter Jason Russell	60.00%	56.00%	★	Recycling rate is currently 1% above last year.	58.79%	56.00%	★
<b>BP2.2.2 Reduction of fuel consumption used by fleet</b>	Cllr D Sames	Ed Potter Jason Russell	37,712	39,227	★	Slight decrease in fuel usage in comparison with the same time last year, even with the increased in the tonnage of waste collected.	37,688	36,124	●

Strategic Priority - Leading on environmental sustainability - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>BP2.1.1 Delivery of a High-Quality Waste &amp; Collection Service to all Properties</b>	Cllr D Sames	Ed Potter Jason Russell	All waste collection services being delivered on time. Expansion of the bulky waste service to meet sustained higher demand has been successful.	November will see garden waste tonnages start to fall but it is likely to lead to an overall rise in tonnages with more people working from home. Plans are in place to maintain services during this challenging period.	★	Customer satisfaction with Waste Collection is measured annually with the customer satisfaction survey. This may not be possible due to the current COVID-19 restrictions; however, other feedback routes are indicating good satisfaction.	★
<b>BP2.1.2 Ensure Clean &amp; Tidy Streets</b>	Cllr D Sames	Ed Potter Jason Russell	The verges and central reservation areas, on the A41, were successfully litter-picked utilising OCC Highways booked traffic management, at no extra cost to CDC.	Cleansing operatives are carrying verge litter clearances, on the A34, with booked traffic management in place. Work commenced 25/10/20 and ended on 1/11/20.	★	The service is coping well with the surge in demand caused by leaf fall at this time of year.	★
<b>BP2.1.3 Reduce Environmental Crime</b>	Cllr D Sames	Jason Russell Richard Webb	Local businesses have been contacted to give advice on how to dispose of their waste legally. This includes newly established businesses, but also, older businesses, where surprisingly many still do not know their responsibilities for waste disposal.	Work will continue on giving advice to businesses on how to dispose of their waste legally. However, with the current lockdown this will be by telephone, email or letter, rather than visiting. Also, with the current lockdown we will go back to conducting interviews, under caution, by letter and not in person at Bodicote House, which have a less successful outcome.	★	Having reached a position where operations had been fully restored, we are adjusting working practices, in light of the current lockdown. We are awaiting court dates, for a number of fly tipping cases and, also, for a breach of a Community Protection Notice.	★



## Leading on environmental sustainability - Programme Measures Report

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>BP2.1.4 Protect Our Natural Environment and Promote Environmental Sustainability</b>	Cllr A McHugh	Jason Russell Richard Webb	An application for an air quality grant was submitted to Defra. The application was for two portable-monitors to measure nitrogen dioxide, particulate matter and promotional material including anti-idling signs. This will be used, in partnership with Oxfordshire County Council, on projects to increase awareness and encourage behavioural change around air quality. We will find out, in February 2021, if the application was successful.	To continue to assess the air quality impacts of all new development proposals, through the planning process.	★	To coincide with Clean Air Day, on 8 <sup>th</sup> October, a number of posts about the actions that individuals can take to help improve air quality were put out through social media. Air quality monitoring continues, at 42 locations, across the district.	★
<b>BP2.1.5 Protect the Built Heritage</b>	Cllr C Clarke	David Peckford Paul Feehily	Work on Conservation Area Appraisals has Continued. Draft reports have been prepared for those completed. Conservation advice continues to be provided for Development Management decision making.	Finalisation and submission of lead member reports for completed Conservation Area Appraisals (pending).	●	Work continues on Conservation Area Appraisals (Bloxham and Grimsbury). A number of officer reports, on completed Conservation Area Appraisals, require finalisation. Heritage advice continues to be provided to inform Development Management decision making.	●
<b>BP2.1.6 Develop the Country Parks to support good lifestyle choices</b>	Cllr D Sames	Ed Potter Jason Russell	The issues with land transfer of the two sites (Banbury and Bicester) are now resolved, so plans to open the sites can be progressed.	Developing the plans & timescales for the opening to the public of these two facilities.	★	The opening of the new Country Parks; one in Banbury and located behind M&S at Gateway and one in Bicester, between Kingsmere in Bicester & the village of Chesterton, has taken longer than expected, due to a number of minor issues in the transfer of the land to the Council. These issues have been resolved, now plans can be developed and implemented with the aim of the initial opening of these two parks early in 21/22.	★

An enterprising economy with strong & vibrant local centres - KPIs

An enterprising economy with strong & vibrant local centres -KPI Report									
Measure	Portfolio Holder	Director/Lead	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>BP3.2.1 % of Council Tax collected, increase Council Tax Base</b>	Cllr T Ilott	Belinda Green Claire Taylor	9.23%	9.75%	●	We have achieved a cumulative collection rate of 64.37%, against a target of 67.75%. The shortfall equates to approx. £2.6m. We are issuing smaller batches of reminders in accordance with guidance from the Magistrates Court and whilst the numbers issued are vastly reduced, the reminders have a positive impact on payments received. We will continue to issue reminder notices to customers in arrears and will signpost customers to relevant organisations, should they have been adversely affected by the	64.37%	66.75%	●
<b>BP3.2.2 % of Business Rates collected, increasing NNDR Base</b>	Cllr T Ilott	Belinda Green Claire Taylor	10.71 %	9.50%	★	We have achieved a collection rate of 67.15%, at end of October, against a target of 68%. Whilst the collection rates are still slightly short of our cumulative target, the shortfall reduced from just under £1m to £400k, this month. Recovery through the courts is continuing and we are proactively chasing balances to reduce what is outstanding.	67.15%	68.00%	●

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An enterprising economy with strong & vibrant local centres – Programme Measures

An enterprising economy with strong & vibrant local centres - Programme Measures Report									
Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD		
<b>BP3.1.1 Promote the district as a visitor destination</b>	Cllr L Pratt	Paul Feehily Robert Jolley	Reviewed impact of COVID-19 pandemic on this sector.	Continue to monitor COVID-19 impact. Continue to work with partners to promote the district as a visitor destination, in light of current national restrictions.	★	Hospitality venues and visitor attractions are both facing significant difficulties. These sectors were among the last to benefit from lockdown arrangements being lifted in the summer and the national restrictions coming into effect, on 5th November, which will have a further severe impact and additional knock-on effects for the supply chains serving the visitor economy. Officers are working closely with Experience Oxfordshire (EO) who are, in turn, working with VisitEngland and VisitBritain to help the local visitor economy sectors meet the challenges involved.	★		
<b>BP3.1.2 Develop a Cherwell Industrial Strategy</b>	Cllr L Pratt	Paul Feehily Robert Jolley	Restarted the development of the Cherwell Industrial Strategy, ensuring that COVID-19 recovery was incorporated.	Draft the foundation modules of the refocused CIS document.	●	The drafted ten-year Cherwell Industrial Strategy (CIS) was planned to go to consultation, by Summer 2020. However, this was paused because of the need to re-deploy staff in response to supporting business communities, during the COVID-19 pandemic. This has triggered the most severe recession in nearly a century and there will be further significant consequences. The CIS focus and timeline has been reviewed. The CIS draft will take account of the impact on the Oxfordshire and Cherwell economies. CIS links to OxLEP Local Industrial Strategy (LIS) is a key component of the Oxfordshire Housing and Growth Deal (Productivity workstream).	●		

An enterprising economy with strong & vibrant local centres - Programme Measures Report

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>BP3.1.3 Support Business Enterprise, Retention, Growth and Promote Inward Investment</b>	Cllr L Pratt	Paul Feehily Robert Jolley	One-to-one advice and detailed support provided to Cherwell businesses, as well as guidance on grants. Provided information and support to potential inward investors and property developers.	Support CDC's implementation of the autumn round for COVID-19 Government business and discretionary grant schemes. Provide information and advice to local businesses during the COVID-19 pandemic and during the transition period from the UK leaving the EU. Continue to provide support to potential new business investors.	★	The Council's business webpages have been updated and support provided to businesses in the run up to the Brexit Transition Phase, ending on 31st December 2020. CDC continues to liaise, closely, with colleagues at local authorities in Oxfordshire, at OxLEP and at Government departments, to provide support to businesses during the COVID-19 pandemic. CDC continues to work closely with Oxfordshire County Council and partners, to enhance digital infrastructure throughout the district. 98% of premises in the district are now able to access Superfast Broadband services.	★
<b>Page 43</b> <b>BP3.1.4 Develop Our Town Centres</b>	Cllr L Pratt	Paul Feehily Robert Jolley	Reviewed the impact of COVID-19 on the district's urban centres.	"Re-imagining Bicester for the 21 <sup>st</sup> Century" report back event, on 19 November. Continue to review impact of COVID-19 on the district's urban centres. Await confirmation from Government as to which projects, submitted for the Reopening High Streets Safely funding scheme, are eligible for delivery.	★	Continued support provided to Banbury BID (Business Improvement District) in the delivery of projects to support businesses. Maintained closely working with officer groups and external partners to ensure continued safety on the high streets within the district. Work continues with the Bicester Town Centre Task Force to develop projects which will help mitigate the impact of the pandemic. Following the Bicester Town Centre workshop, in June 2019, a task group of volunteers has been working on an outlined plan for the town centre. This will be shared at the report back event planned for 19th November.	★
<b>BP3.1.5 Deliver the Growth Deal</b>	Cllr B Wood	Paul Feehily Robert Jolley	Additional Affordable Housing units confirmed, with the programme being updated to reflect revised numbers.	Year Four planning to commence to align Growth Deal Programme with appropriate service plans.	★	The autumn national COVID-19 restrictions are not expected to impact Growth Deal significantly, because the construction industry is still able to operate.	★

## Healthy, resilient and engaged communities - KPIs

Healthy, resilient and engaged communities - KPIs									
Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
<b>BP4.2.1 Number of visits/usage of District Leisure Centre</b>	Cllr G Reynolds	Ansaf Azhar Nicola Riley	75,610.00	33,333.00	★	As expected, due to Covid-19, visitor numbers across the Leisure Facilities are significantly down against the same period last year, however, there has been an upward trend of attendance compared to the previous month.	156,191.00	93,333.00	★
<b>BP4.2.2 High risk food businesses inspected</b>	Cllr A McHugh	Jason Russell Richard Webb	-	100.00%	-	The Food Inspection plan was suspended by the Food Standards Agency from April. Inspections will be recommencing, but we are waiting on the details of what we will be required to do in respect of those premises that we would have inspected in the first half of the year and what the expectation is with those that remain for the rest of the reporting period (now until end of March 2021).	-	100.00%	-

## Healthy, resilient and engaged communities - Programme Measures

Healthy, resilient and engaged communities - Programme Measures									
Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD		
<b>BP4.1.1 Support Community Safety and Reduce Anti-Social Behaviour</b>	Cllr A McHugh	Richard Webb Rob MacDougall	<p>Through October the Community Safety team continued to carry out a range of work to promote and support community safety in the area. This included supporting the Intensive Engagement project in Banbury. Assisting the Police in searches for a wanted person sighted in Banbury, in searching for a car following an alert raised about a potential attempted child abduction and a missing vulnerable elderly adult. A week-long joint operation with scrap metal operation with Thames Valley Police and Trading Standards. HI-visibility reassurance patrols near schools. Evening patrols of licensed premises to ensure compliance with COVID-19 regulations.</p>	<p>In November, our community safety focus will be on-Bonfire night / Fireworks and Hi-visibility reassurance and educational interaction. Supporting the national Knife Crime action week, over week of 9th - 13th. Assisting in a planned anti-fly tipping operation. Supporting work to ensure the national restrictions are complied with.</p>	★	<p>The community safety team organised a multi-agency scrap metal and waste carrier enforcement operation, in October. With support from Thames Valley Police and the County Council Trading Standards team, the aim was to identify any potential rogue traders operating in the area, check fly tipping hotspots and check for any unlicensed scrap metal collectors operating in the district. Two unlicensed scrap collectors were identified and are being investigated. The team were also first in attendance at a vehicle accident where a car had lost control and hit barriers. The driver had fled the scene, leaving a distressed passenger. The team called the Police and remained with the passenger until officers arrived. For Halloween, the team carried out an evening of reassurance patrols around Bicester, Caversfield and Kidlington, engaging with local residents and seized alcohol off an underage drinker. In November, following the announcement of new national restrictions, all teams will be refocusing their work to ensure that the legislation controlling business activities is understood and businesses are supported to meet the new requirements.</p>	★		

**Healthy, resilient and engaged communities - Programme Measures**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>BP4.1.2 Promote Health &amp; Wellbeing</b>	Cllr A McHugh Cllr C Clarke	Ansaf Azhar Nicola Riley	COVID-19 Winter Preparedness - The Community Hub telephone service has been linked into the local Track and Trace service. Preparations have been made to identify and proactively call Clinically Extremely Vulnerable individuals.	Operate and promote the 'COVID-19 Councilors Priority Grant' and 'Community Hubs Emergency Relief Grant' schemes, to support voluntary and community organisations, delivering grassroots responses to the COVID-19 pandemic.	★	The 'COVID-19 Councilors Priority Grant' and 'Community Hubs Emergency Relief Grant' schemes support voluntary and community organisations, delivering grassroots responses to the COVID-19 pandemic. The Community Hub telephone service takes referrals from people required to self-isolate (either through Track & Trace notification or registration as Clinically Extremely Vulnerable) who need extra assistance to meet their basic needs.	★
<b>BP4.1.3 Improve Leisure &amp; Community Facilities</b>	Cllr G Reynolds	Ansaf Azhar Nicola Riley	As part of the last milestone, reference was made to the commencement of officer workshop in regards to the Feasibility Studies. This work has continued with the 3rd workshop, on 19th October, outlining some of the draft proposals in relation to future leisure provision within the District. This work will now be taken on into future milestones.	As part of the next milestone, work will concentrate on the feasibility studies as to future leisure provision. A part of the next milestone works will continue in relation to the feasibility studies as to future leisure provision in the district.	★	In terms of completion against the milestones, this month has seen the continued work into the leisure center feasibility studies and the continued improvement to the changing rooms at the Cooper Sports Facility. As mentioned, previously, we were just about to launch our 'on-line' booking platform for sports pitches/sports facilities at the Cooper Sports Facility and North Oxfordshire Academy. This has now gone live, with the majority of all users/organisations signed up to manage their bookings this way. Work will also complete on the Cooper School changing rooms with some additional flooring works due to be done.	★

**Healthy, resilient and engaged communities - Programme Measures**

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p><b>BP4.1.4 Support the Voluntary Sector</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 46</p>	Cllr A McHugh	Ansaf Azhar Nicola Riley	<p>International older persons day celebration events delivered across the district to prepare older residents for winter. Electric blanket testing for Cherwell delivered in October.</p> <p>Connect pilot launched in October.</p> <p>Autumn Community Link publication circulated to support voluntary initiative organisations across the district.</p> <p>Play-Full initiative delivered in the Brighter Future Wards in Banbury during October half term, to address holiday hunger for most deprived families.</p>	<p>Cherwell annual senior's forum newsletter, to be circulated to support voluntary organisations working with older people.</p> <p>November, Wild Bicester Initiative to launch.</p>	★	<p>'Connect!' initiative launched in October - A new pilot initiative for Banbury to support older residents with technology and help connect them to opportunities, family and their community. Partnership initiative with AgeUK Oxfordshire, The Royal Voluntary Service and Citizens Advice.</p> <p>International Older Persons celebration pop up events took place in Banbury on the 1 of October and Bicester &amp; Kidlington on the 2 of October. Over 350 information packs were given out.</p> <p>Cherwell Seniors Forum - due to current circumstances, the annual senior's forum will take a different format this year as a newsletter, allowing all partners to get essential information to support older people in the district.</p> <p>The annual electric blanket testing took place in October over 200 blankets were tested, and information packs were sent out with the returned blankets to vulnerable residents.</p>	★
<p><b>BP4.1.5 Enhanced Community Resilience</b></p>	Cllr A McHugh	Richard Webb Rob MacDougall	<p>During October, the focus for emergency planning works continued to relate with support for communities concerning COVID-19 related matters and working with partners on the response and recovery from the pandemic. In addition, we have responded to the recent flooding in Kidlington, delivering on an action plan to reduce the potential for further similar flooding and making changes to improve our response arrangements.</p>	<p>During November, the council will be refocusing on COVID-19 responses, as a result of the new restrictions taking effect. This includes establishing new community support systems for individuals who will require support over the period with restrictions that apply and the administration of funding support for individuals and businesses.</p> <p>In addition, EU Exit preparations continue with partners.</p>	★	<p>The reinstatement of national restrictions has prompted the council to stand-up its COVID-19 response arrangements for November, to ensure that we assess and act on the impacts.</p> <p>In relation to EU Exit, the council continues to liaise with partners to identify potential impacts from the end of the transition period. However, the uncertainty restricts the amount of preparation that can be done. The focus is on ensuring business start preparing for the changes which will affect them.</p>	★

Healthy, resilient and engaged communities - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<b>BP4.1.6 Support and Safeguard Vulnerable People</b>	Cllr A McHugh	Ansaf Azhar Rosie Rowe	We continue to assess claims for Housing Benefit and Council Tax Reduction in a timely way, supporting residents. Discretionary Housing Payments have been made to support residents with a shortfall in their rent.	We will continue to assess and award Council Tax COVID-19 Hardship Payments to residents impacted by the crisis, as well as, ensuring these are done in a timely way.	★	This is on track, we have continued to assess and award Council Tax COVID-19 Hardship payments, of £150, to new claims for Council Tax Relief Scheme and made payments from the discretionary fund, to support those residents impacted by Covid-19.	★
<b>BP4.1.7 Promote Healthy Place Making</b>	Cllr A McHugh	Ansaf Azhar Rosie Rowe	Virtual Make Every Contact Count (MECC) training has been provided to voluntary groups to support them to signpost health and care services. School StreetTag competition was launched in October and 26 primary schools across Cherwell have signed up to take part to promote cycling and walking to school. Health Impact Assessment Toolkit was approved by the Executive Officer Group of the Growth Board.	Launch heritage trail leaflet in Kidlington and surrounding villages. Develop training resources for use of Health Impact Assessment Toolkit by development management colleagues. Disseminate workforce with wellbeing materials relating to staying COVID-19 safe. Work with Bicester Town Council to hold a virtual meeting of Bicester's Voluntary Organisation Network.	★	<p>The second national lockdown has delayed delivery of the following activities:</p> <ul style="list-style-type: none"> <li>- Three further Dr Bike sessions, in Banbury;</li> <li>- Face-to-face delivery of MECC training to community groups involved in Active Reach Programme, in Banbury;</li> </ul> <p>The Bicester 'Welcome Pack' is being disseminated via estate agents and encourages people to walk and cycle in the town and encourages them to get involved in local community groups.</p> <p>Two projects in Bicester and Kidlington have started to encourage people to enjoy the outdoor natural world Digital and print versions of a 'Welcome Pack' which have been produced for residents moving into a new home in Bicester.</p>	★

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Appendix 3 – Leadership Risk Register as at 13/11/2020

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

**Risk Scorecard – Residual Risks**

		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
<b>Impact</b>	5 - Catastrophic			L09		
	4 - Major			L04, L07, L11, L12& L21	L01,L17, L19 & L20	
	3 - Moderate		L16	L02, L05, L14,L15 & L18	L08	
	2 - Minor				L10	
	1 - Insignificant					

**Risk Definition**

<b>Leadership</b>	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
<b>Operational</b>	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				
2020/21						Fully effective Partially effective Not effective											
L01 -	<b>Financial resilience</b> – 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	Lorna Baxter	Michael Furness	4	4	16	Review of workload and capacity across the team. Beginning interim recruitment process of vacant capital post. 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. Moving to a risk based approach to budget monitoring in order to address workload issues and vacancies in the team, as well as exploring joint working opportunities with OCC New interim capital accountant started phased introduction in November and begins full time in December. New interim Accountant begins in November to bring capacity to assist with anticipated additional test and trace and business grants workload	Risk reviewed - 09/11/2020 - Comments updated	
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	Partially				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	Fully				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.-Budget and Business Planning Process Report considered by BPC on 29 September and Executive on 5 October.										
	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. The ongoing impact of Covid on business rates and council tax income will be carefully monitored. When the Spending Review is announced this will be analysed to assess what implications this may have for the Council.										
	Property portfolio income monitored through financial management arrangements on a regular basis	Partially															
	Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Partially Fully		The impact of Covid19 has changed the financial outlook for the Council, with regular updates helping to outline the impact on the Council both in the short, medium and longer term. The Council currently anticipates a significant, short, medium and long term funding shortfall in overall terms, requiring the use of/depletion of Council reserves. Set alongside the anticipated funding reductions due to start from 2021-22 the financial resilience of the Council could be severely impacted. The Council agreed a revised budget for 2020/21 to address the short term impacts of Covid-19 and provided its Budget and Business Planning Process 2021/22 - 2025/26 report to Executive on 5 October 2020. Awaiting further economic update from the Chancellor via Spending Review in the autumn.													

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2020/21																	
L02 -	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge Loss of opportunity to influence national policy / legislation Financial penalties Reduced service to customers	3	4	12	Embedded system of legislation and policy tracking In place, with clear accountabilities, reviewed regularly by Directors. Clear accountability for responding to consultations with defined process to ensure Member engagement National guidance interpreting legislation available and used regularly Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed. Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit Internal Audit Plan risk based to provide necessary assurances Strong networks established locally, regionally and nationally to ensure influence on policy issues. Senior Members aware and briefed regularly in 1:1s by Directors	Partially Fully Fully Partially Partially Partially Fully Partially	Councillor Barry Wood	Steve Jordan	Sukdave Ghuman	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes. Review Directorate/Service risk registers. Ensure Committee forward plans are reviewed regularly by senior officers. Ensure Internal Audit plan focusses on key leadership risks. Develop stakeholder map, with Director responsibility allocated for managing key relationships. Standardise agendas for Director / PFH 1:1s New legislation and Government guidance in response to COVID19 will assist service adjustment. Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR.	Service plans for 2019-20 received and currently being reviewed. Performance framework for 2020-21 to be agreed. Review of Leadership Risk Register and Risk Strategy for 2020-21 in progress.	Risk reviewed 12/11/20 - No changes
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. Some additional resource budgeted for 20/21. 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	Paul Feehily	David Peckford	3	4	12	↔	Regular review meetings on progress and critical path review. Regular Corporate Director and Lead Member briefings. 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. Regular Corporate Director and Lead Member briefings 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 Local Development Scheme (LDS) was updated in March 2020. 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 Levy (CIL). The Partial Review of the Local Plan was adopted by Council on 7 Sept. An issues consultation for the Local Plan Review was completed on 14 Sept in accordance with the LDS timetable. Re-starting work on the Canalside SPD has been delayed and the timetable for the Oxon Plan process is outside the Council's direct control. Work on the Local Plan Review is continuing but the precise timetable is under review. Potential national changes to the planning system may affect how plans are prepared. They may also influence a decision on whether or not to proceed with work on CIL.	Risk reviewed 11/11/2020 - Comments updated

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L05 -	<b>Business Continuity</b> - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents	4	4	16	Business continuity strategy in place	Fully	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	3	9	↔	Business Continuity Statement of Intent and Framework agreed by CEDR	Business continuity status reports being reinstated in view of increased infection rates and new national restrictions. Previous reporting demonstrated that the council could continue to provide critical services throughout the first lockdown period. Remote working enables most teams to work effectively from home and sustain services whilst also avoid unnecessary social contacts. A lessons learned process has commenced to ensure business continuity plans are updated to reflect recent learning and to prepare for any second wave of the virus of local lockdown. EU Exit planning is recommending in advance of the end of the transition period.	Risk Reviewed 10/11/2020 - Comments updated
Financial loss	Services prioritised and recovery plans reflect the requirements of critical services	Fully				Cross-council BC Steering Group meets regularly to identify BC improvements needed											
Loss of important data	ICT disaster recovery arrangements in place	Fully				ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss											
Inability to recover sufficiently to restore non-critical services before they become critical	Incident management team identified in Business Continuity Strategy	Partially				Corporate ownership and governance sits at senior officer level											
Loss of reputation	All services undertake annual business impact assessments and update plans	Fully				BC Impact assessments and BCPs in place for all teams and peer reviewed by OCC's Emergency Planning team											
	Business Continuity Plans tested	Partially				Progress report was provided to CEDR in March 2019 BC assurance framework under development											
L07 -	<b>Emergency Planning (EP)</b> - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency	4	4	16	Key contact lists updated monthly.	Fully	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	4	12	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers.	The Emergency Plans which were enacted and command structures established with partner organisations to support the response to the Covid-19 pandemic are still in place and operating now the new national restrictions are in place and we are in the 'second wave' of the pandemic. Recovery work continues. Partners are liaising with organisers of events to ensure they have robust infection management arrangements in place and that there is awareness of all the events being planned. The council is maintaining its duty director rota for any other emergency incidents that might arise. Contact arrangements of out of hours incidents are being reviewed following recent isolated flooding as a result of high levels of rainfall.	Risk Reviewed 10/11/2020 - Comments amended.
Unnecessary hardship to residents and/or communities	Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered	Partially				OCC Emergency Planning providing expert advice and support under a partnership arrangement. Accountability for both OCC and CDC's arrangements now sit with the Chief Fire Officer who reviews the arrangements with the Assistant Director.											
Risk to human welfare and the environment	Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill	Fully				Supporting officers for incident response identified in the emergency plan and wallet guide											
Legal challenge	Senior management attend Civil Emergency training	Fully				Drop in training session now taking place monthly (from June) covering a range of topics.											
Potential financial loss through compensation claims	Multi agency emergency exercises conducted to ensure readiness	Fully				Senior managers have attended multi-agency exercises and duty manager training with OCC senior managers.											
Ineffective Cat 1 partnership relationships	On-call rota established for Duty Emergency Response Co-ordinators	Fully				On-call rota being maintained											
	Active participation in Local Resilience Forum (LRF) activities	Fully				Authority represented at the Local Resilience Forum											

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L08 -	<b>Health and safety</b> - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public  Criminal prosecution for failings  Financial loss due to compensation claims  Enforcement action – cost of regulator (HSE) time  Increased agency costs  Reduction in capacity impacts service delivery  Reputational Impact	5	4	20	Health & Safety Corporate HS&W Policy and Corporate Arrangements & guidance in place as part of the HSE's recommended Management System HSG 65. Organisations have a legal duty to put in place suitable arrangements to manage health & safety.  Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation  Corporate H&S Manager and H&S Officer in post to formalise the H&S Management System & provide competent H&S advice and assistance to managers & employees.  Proactive monitoring of Health & Safety performance management internally  Effective induction and training regime in place for all staff  Positive Health & Safety risk aware culture  Corporate Health & Safety meeting structure in place for co-ordination and consultation  Corporate body & Member overview of Health & Safety performance  Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Partially  Fully  Fully  Partially  Partially  Fully  Fully	Councillor Lynn Pratt	Yvonne Rees	Ceri Harris	3	4	12	↔	A Corporate Health, Safety and Wellbeing Policy was ratified by BPM meeting on 17th June 2019, it is due for review no later than June 2021. The Corporate Arrangements are subject to a continuing programme of updates to ensure they remain up to date and relevant to council business.  Following the ratification of the 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.  As Health and Safety Officers are in place no further action is required and risk mitigated.  A 2-year internal Health and Safety Audit programme is in place covering the period until May 2021. The health and safety internal audit programme covers all elements of our overall H&S management system to ensure compliance with legislative standards. The full programme of audits is temporarily on hold due to the Coronavirus Lockdown, however health and safety checks on the front line operations of Environmental Services have recommenced as of July 2020.  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.  Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process. This needs to be achieved by a review of training needs across CDC and the mandatory training of managers on risk assessment. Property team have undertaken a review of CDC owned operational properties to ensure health and safety compliance is fully maintained in line with the legislative compliance requirements.  Currently the Council has no formal committee structure in place for the consultation of health safety with staff.  Quarterly reporting to ELT and to the Portfolio Holder by the Corporate Health and Safety Manager  Robust procurement process that requires health and safety documentation and commitment to be proven prior to engagement of contractors.	The Executive Leadership Team (ELT) receives a quarterly report from the Corporate H&S Manager.  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.  These two posts are established posts and budgeted accordingly to secure future funding for continuity.  The H&S team are conducting health and safety inspections internally across all services and teams. To date a total of 17 audits have been carried out across the Council however, the audits are currently on hold due to Corona Virus. The audit reports have been provided to the relevant service managers, including recommendations, advise and timescales for remediation.  Final sign off from the HR/Training Manager for training procurement and implementation due. Final tweaks being made prior to launch of eLearning package  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.  A proposal for the formation of a Health and Safety Committee to report to the ELT will be submitted to ELT once stability has been achieved following COVID 19. 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.  Reporting dates have been agreed and adhered to.  Corporate Health and Safety has scheduled to undertake a review of Procurement process to ensure compliance.	Risk reviewed 09/11/2020 - No changes



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L10 -	<b>Safeguarding the vulnerable (adults and children)</b> - Failure to follow our policies and procedures in relation to and service delivery that safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families	4	4	16	Safeguarding lead in place and clear lines of responsibility established	Fully	Councillor Barry Wood	Ansaf Azhar	Nicola Riley	2	4	8	↔	Ongoing internal awareness campaigns	The new Safeguarding Officer is working closely with HR colleagues to ensure that training and recording are up to date and generally processes are understood and being applied. Higher levels of exploitation concerns have been recorded through the pandemic to date and multi agency work continues in order to contain impacts.	Risk Reviewed 10/11/2020 - No changes
	Council could face criminal prosecution	Safeguarding Policy and procedures in place				Fully	Ongoing external awareness campaigns										
	Criminal investigations potentially compromised	Information on the intranet on how to escalate a concern				Fully	Annual refresher and new training programmes including training for new members										
	Potential financial liability if council deemed to be negligent	Mandatory training and awareness raising sessions are now in place for all staff.				Fully	Attendance at safeguarding boards and participation in learning events										
		Safer recruitment practices and DBS checks for staff with direct contact				Fully	Continue to attend groups focused on tackling child exploitation										
		Action plan developed by CSE Prevention group as part of the Community Safety Partnership				Partially	Continue to support work across the district regarding exploitation through slavery, county lines, domestic violence										
		Data sharing agreement with other partners				Fully											
		Attendance at Children and Young People Partnership Board (CYPPB)				Fully	regular internal cross departmental meetings to discuss safeguarding practice										
		Annual Section 11 return compiled and submitted as required by legislation.				Fully											
		Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group.				Fully											
		Engagement at an operational and tactical level with relevant external agencies and networks	Fully														
L11 -	<b>Sustainability of Council owned companies and delivery of planned financial and other objectives</b> - 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	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	Fully	Councillor Tony Illot	Steve Jordan	Jonathan MacWilliam	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.	COVID-19 impact and resulting operational environment impacting all three companies .	Risk reviewed - 09/11/2020 No changes
	Non achievement of business and finance outcomes directly or indirectly impacting on other council services	Financial planning for the companies undertaken that will then be included within our own Medium term financial plan				Fully	Resilience and support being developed across business to support and enhance knowledge around council companies.										
	Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies	Ensure strong corporate governance mechanisms are in place				Partially	Skills and experience being enhanced to deliver and support development, challenge and oversight.										
		Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance				Fully	Work with one company to ensure long term support arrangements are put in place.										
		Training in place for those undertaking roles relating to the companies				Partially	Regular liaison with the Shareholder Representative to ensure full understanding of ongoing operational issues. Review of governance arrangements, including roles and responsibilities on going and due to report back within the next month.										

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L12 -	<b>Financial sustainability of third-party suppliers including contractors and other partners</b> Supply chain management ensuring effective delivery through the supply chain	The financial failure of a third party supplier or partner results in the inability or reduced ability to deliver a service to customers. A reduced supply market could also result in increased costs due to the council's; loss of competitive advantage.	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners	Partially							Service areas to hold meetings as required with suppliers to review higher risk areas and ensure risks are being managed. Reminders to be sent to all who have Procurement/Contract Management responsibility to regularly meet with key suppliers and partners to gain early understanding of the effects a second wave of COVID-19, and lockdown, would have on supply.	Council departments monitor suppliers financial stability as part of their contract management responsibilities. In addition, through collaboration with Oxfordshire CC, a joint Provision Hub will be established in FY20/21 that will put in place greater commercial skills and controls across the two authorities. This will result in improved monitoring and management of commercial contract risk across the council's supply chain.	Risk reviewed 10/11/2020 Risk Owner updated and Mitigating Actions added.	
						Business continuity planning arrangements in place in regards to key suppliers	Partially	Councillor Tony Illot	Lorna Baxter	Jeremy Richards	3	4	12	↔	The Procurement Team is now providing ELT members and identified Contract Mangers a monthly update of all suppliers with spend above £25k c/w a credit risk rating score to enable contract managers to manage any identified risks, with support from the Procurement Team. Furthermore, as a result of Covid-19 the likelihood of this risk is deemed to have increased and thus the procurement and finance team now hold a weekly joint meeting to consider funding solutions to support At Risk Suppliers in accordance with the national guidance note PPN04/20.		
						Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures	Partially										
L14 -	<b>Corporate Governance</b> - 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.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc.	Partially							Standing item at senior officer meetings – regular review of risk and control measures.	In January 2019, Council agreed to enter into a Compromise Agreement with South Northants DC to ensure the continuation of key aspects of service delivery that required ongoing joint working (following the ending of the partnership S113 Agreement).	Risk reviewed 12/11/20 - Controls, Mitigating Actions and Comments updated	
		Risk of ultra vires activity or lack of legal compliance				Clear accountability and resource for corporate governance (including the shareholder role).	Partially								Monitoring Officer undertaking a focused Constitution review during Autumn, closely with members, scrutiny involvement with any recommendations for change presented to Full Council.		
		Risk of fraud or corruption				Integrated budget, performance and risk reporting framework.	Partially										
		Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control.				Corporate programme office and project management framework. Includes project and programme governance.	Partially							Monitoring Officer to attend management team meetings.	Review of Constitution underway through Scrutiny. Cross-party member working group meeting in November to make recommendations to Scrutiny. Final recommendations to be presented to Full Council in Dec 2020		
		Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils.				Internal audit programme aligned to leadership risk register.	Partially	Councillor Barry Wood	Yvonne Rees	Steve Jorden	3	3	9	↔	Annual Governance Statement process under review (reviewing previous actions and identifying new) and draft Corporate Lead Statements which identify potential actions for 2020/21 are being produced for review by the Corporate Governance Assurance Group - on schedule. Corporate Governance Assurance Group mapping governance processes to ensure visibility and refresh	Members Code of Conduct being reviewed in line with National proposed model	
		Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting).				Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc.	Partially										
		Elements of the COVID-19 response may be compromised, delayed or not taken forwards.				HR policy framework.	Partially										
						Annual governance statement process under way for 2020/21 under oversight of the Corporate Governance Assurance Group (CGAG) for Cherwell and Oxon. The Group is taking an aligned approach (with Oxon CC) to working up a revised and complementary Annual Governance Statement which also connects more fully and earlier with ELT and CEDR.	Partially										
						Joint Corporate Governance Assurance Group (CGAG) for Cherwell and Oxon is working up a revised and complementary Annual Governance Statement process for 2020/21, which also connects more fully and earlier with ELT and CEDR.	Partially										
						CGAG also mapping respective (CDC/Oxon CC) governance processes to achieve alignment and efficiency where appropriate.											



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2020/21							Fully effective Partially effective Not effective										
L15 -	L15 Oxfordshire Growth Deal - (contract with HMG)	<p>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.</p> <p>Infrastructure milestone delivery late (for infrastructure linked to accelerated housing)</p> <p>Accelerated housing numbers delivered late, outside of the programme time scale</p> <p>Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders</p> <p>Delivery of affordable houses below programme targets as GD contributions insufficient to attract sufficient builders/ registered providers</p> <p>Oxfordshire Plan delivered late</p>	4	5	20	<p>Established programme structure and partnership ethos to support effective programme delivery.</p> <p>Engagement with housing developers to understand their commercial constraints.</p> <p>Engage with developers to ascertain which sites would benefit most from infrastructure delivery.</p> <p>Identify potential "top up" schemes to supplement GD affordable housing scheme.</p> <p>Utilise effective Programme controls to facilitate prompt escalation of issues to enable appropriate decision making and delivery timescale review.</p> <p>Develop Year 3 Plans of Work to detail the expected delivery by CDC for Year 3 of the Growth Deal Programme; building on the experiences and knowledge gained during Year 2.</p>	Fully Partially Partially Fully Fully Partially	Councillor Barry Wood	Robert Jolley	Jonathan MacWilliam	3	3	9	↔	<p>A CDC GD programme and programme board capability.</p> <p>Work stream plans of work (work stream brief, schedule, RAID log) .</p> <p>Structured engagement with developers to better understand their needs.</p> <p>Appropriate escalation of issues to agree programme flexibilities where required.</p> <p>Improved collaboration working with partners.</p> <p>Ongoing work with partners to realistically reflect deliverable schemes within programme time frame.</p>	Overall and residual probability reduced to reflect both the Homes from Infrastructure and Affordable Housing workstreams actively addressing those sites with potential to slip either by identifying alternative sites as replacements or by re-prioritising the schemes to ensure those most likely are actioned earliest.	Risk reviewed - 09/11/20 - No changes
L16 -	Joint Working That the challenges and risks associated with joint working between Cherwell and OCC, outweigh the benefits and impacts on the provision of services to residents and communities.	<p>Opportunities for joint working take longer to develop than planned delaying potential service improvements for residents and communities.</p> <p>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.</p> <p>Uncertainty around joint working could lead to reduced staff morale and potentially increase staff turnover.</p> <p>Benefits to be realised from joint working business cases do not materialise or take longer to deliver than planned.</p>	3	3	9	<p>S113 agreement in place with Oxfordshire County Council Partnership working group meets quarterly programme management in place.</p> <p>Partnership Working Group established with OCC to oversee the development of joint working proposals.</p> <p>Robust programme and project management methodologies in place.</p>	Fully Fully Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	2	3	6	↔	<p>Regular reporting on joint working proposals to the senior management team.</p>	<p>Joint senior appointments in the customers and organisational development directorate have been completed. The business case for a joint strategy and communications service is now in place.</p> <p>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. Plans are in place to consider further opportunities for joint working and these are reported to the Partnership Working Group. The Joint MO and Director for Law and Governance has just been confirmed by both councils.</p>	Risk reviewed - 09/11/20 - No changes.
L17 -	Separation That the separation of joint working arrangements with South Northamptonshire Council impacts on the provision of services to residents and communities.	<p>Separation of joint working arrangements result in reduced capacity and resilience to deliver services.</p> <p>Specific impacts on Revenues &amp; Benefits and IT services which are the only remaining shared services.</p> <p>Services being delivered to SNC are impacted by re-organisation in Northamptonshire, impacting on the quality of services delivered to residents and communities.</p>	4	4	16	<p>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.</p> <p>Currently SNC are not able to confirm end date or transitional arrangements for these shared services going into West Northamptonshire Unitary. This created a level of uncertainty for Cherwell, plans are being prepared for separation on the assumption that West Northants will seek to deliver their own IT, Revs and benefits services. Legal advice is being sort with regards to governance and technical advice is being sort regarding technology.</p> <p>Robust programme and project management frameworks in place.</p>	Partially Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	4	4	16	↔	<p>Regular reporting on joint working proposals to the senior management team.</p>	<p>The majority of services have now separated or been moved into a service delivery arrangement. Although Customer Services has now been separated, there is a lack of clarity of CSN and IT in the transition into the unitary. Plans are being prepared to ensure both areas are ready to separate in line with unitary deadlines. Work has begun to explore the impact of local government reorganisation on the jointly owned arm's length company that delivers revenues and benefits services. This will require additional resource and oversight if a decision to separate is taken. A proposal to separate IT as SNC transitions into West Northants has been agreed by SNC but West Northants has not yet engaged. There is a risk that prolonged delay will prevent CDC working with OCC on future proposals. Work is ongoing to ensure the proposal is progressed.</p> <p>West Northants Council have still not yet set out any long term vision for the delivery of revenues and benefits and therefore their aspirations for CSN. Whilst we have governance arrangements and contracts in place to oversee the delivery of the service the uncertainty associated with the current situation can only be partially managed, hence the unmitigated score of 16.</p> <p>With regards to IT a fully worked up proposal has been developed to ensure SNC ICT can be migrated to the new unitary. This approach has been externally validated. CDC remains a positive partner to SNC with regards to ICT and is pressing for a clear timeframe to ensure separation is smooth and delivered during 2021. Without a clear agreement as to timeframes there remains a risk that CDC will be required to support SNC's ICT migration which could prevent closer joint working with OCC. However, there is not a greater risk posed to business continuity, security or operational delivery associated with this risk.</p>	Risk reviewed - 09/11/20 - Risk ratings (gross and residual) remains heightened. Following increase in September. Comments updated.

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			Probability	Impact	Rating						Probability	Impact	Rating				
2020/21							Fully effective Partially effective Not effective										
L18 -	<b>Workforce Strategy</b> 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 Ongoing service redesign will set out long term service requirements	Partially effective  Fully Fully Partially	Councillor Ian Corkin	Claire Taylor	Karen Edwards	3	3	9	↔	Development of relevant workforce plans . IT has build a new reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressuress when they happen due to COVID-19.  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. The ability to interrogate and access key data (ongoing) in order to inform workforce strategies.	Training on workforce planning for the HR team planned to start across both CDC and OCC during Quarter 4.	Risk reviewed 09/11/2020 - Mitigating actions updated.
L19 -	<b>Covid-19 Community and Customers</b> Significant spread of the Covid-19 19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.	Possible reductions in frontline service delivery, events, meetings and customer contact.  Economic hardship impacting local business and potentially the local workforce. Impact on vulnerable residents who may find it harder to access services.  Increased demand on both frontline and enabling services.  Prolonged risk of social isolation and the mental and physical consequence thereof.	5	4	20	Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services.  Remote (home based) working in place, to facilitate self isolation and limit impact on service delivery. Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Partnership communications. Partnership communications enhanced and regular conversations convened. Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). Mutual aid where appropriate with regional Thames Valley partners enable a tactical response to community resilience. Tactical response to community resilience. Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day. Provision of additional body storage as temporary place of rest to support the current mortuary provision. Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance. Engagement with suppliers to manage impacts across the supply chain.	Fully  Partially Fully Partially Fully Fully Fully Fully Partially	Councillor Barry Wood	Yvonne Rees	Rob MacDougall	4	4	16	↔	Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. COVID19 security on building in place to support the restart of services and this is being coordinated by the Organisational Recovery Steering Group and CEDR An urgent review of business continuity plans has taken place to adjust for COVID19 disruption and impacts of the 2nd wave of infection. Outbreak planning and Standard Operating Procedures completed and table top exercising has been completed and the learning has been incorporated into plans.	The nature of the risk is such that national public health guidelines will determine the councils' response. The councils will enact any support schemes as set out by national government as they emerge. Oxfordshire Health Protection Board is operating effectively and the Council has set up Command and Control structures to response to the 2nd wave of the pandemic. Probability increased from likely to highly likely due to increase staff absence from positive tests and self isolation requirements	Risk reviewed 11/11/20 - Amendments to Mitigating Actions and Comments.  There are concerns that increasing staff absence due to Covid and Self-isolation will increase the likelihood of the risk being realised and this will be monitored over the coming weeks.

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				
2020/21																	
L20 -	<b>Covid-19 Business Continuity</b> Significant staff absence due to the Covid-19 19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.	Possible reductions in frontline service delivery, events, meetings and customer contact.  Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual.  Requirement to reprioritise service delivery.  Requirement to offer mutual aid to partner organisations.  Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues.	5	4	20	Business Continuity Plans have been reviewed and tested.  Guidance has been prepared for managers to support agile working. A survey is taking place to ensure we are meeting remote working needs, facilities management are working to create covid compliant work spaces.  Remote working in place.  Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response.  Regular updates from Director of Public Health, shared internally and externally.  Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols).  Regular communication messages following Public Health advice.  Sanitisers in washrooms.  Agile working being tested further across services, ensuring equipment and access is in place.  Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces.	Fully  Partially  Fully  Fully  Fully  Partially  Fully  Fully	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	4	16	↑	Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements.	The nature of the risk is such that national public health guidelines will determine the councils' response.  Inherent (from 25 to 20) and residual risk reduced (20 to 16) due to Covid occurrence currently reduced. Risk will increase as further peaks or local outbreak are likely. Progress establishing the local outbreak plans and the Health Protection Board support mitigation of risk.  Requirements of national lockdown 2 are in place. Staffing absence is monitored weekly.	Risk reviewed 09/11/20 – Rating increased
L21-	<b>Post Covid-19 Recovery</b> - challenges associated with adverse impact on customers, our workforce and the budget.	Long term response to the current covid-19 pandemic  Requirement to review service delivery	4	4	16	Work underway, a governance programme is currently under development. Executive has agreed a recovery strategy working is underway to transition from an emergency planning environment to recovering environment.  Working through a new corporate programme underpinned by policy research.	Partially  Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↑	Governance programme to be shared and implemented.  CEDR and ELT working towards new corporate programme liaising with Insight and policy support.	Work is ongoing to support recovery from Covid, necessarily focused on support for voluntary groups and implementing the various grants and support arrangements available.  Moving into a second lockdown and increased incidence of Covid-19 locally means that post Covid recovery is concurrent with newly re-up-stood response arrangements	Risk reviewed 09/11/20 - Commentary updated and rating increased

#### L04 - Local Plan Risk

The latest Local Development Scheme is that approved by the Executive in March 2020. 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

The Partial Review of the Cherwell Local Plan was adopted by Council on 7 September 2020. It is now part of the statutory development plan.

##### 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 2019. The central Plan team is evidence gathering and scoping 'spatial options' for Plan development. On 2 June 2020, the Oxfordshire Growth Board agreed a further revision to the timetable for completion of the Plan. This allows for further stakeholder engagement in September 2020; public consultation on a formal Options Paper in January 2021; and, consultation on a proposed Plan in September 2021. The timetable is under review by the Oxfordshire Plan team. The Plan covers five Local Planning Authority areas, is not under the immediate control of Cherwell officers and can be affected by wider regional influences. There is therefore risk of some delay.

##### Local Plan Review

The timetable for the district-wide Local Plan review in the new Local Development Scheme requires:

- commencement in April 2020
- Consultation on Issues: July-August 2020
- Consultation on Options: February-March 2021
- Consultation on a draft Plan: October-November 2021
- Consultation of a Proposed Submission Plan: July-August 2022
- Submission for Examination: November 2022

An issues consultation was prepared and completed in accordance with the LDS. Work has continued in considering the representations received. However, in view of the delay to the Oxfordshire Plan process, and in light of a necessary internal review of resources and service demands, the precise timetable for the Local Plan is having to be reconsidered. Expected national changes to the planning system could also affect how the plan is completed.

##### Banbury Canalside Supplementary Planning Document

The timetable for the Banbury Canalside SPD as set out in the new Local Development Scheme requires:

- preparation: March-September 2020
- formal consultation: September-October 2020
- adoption: December 2020

Staff resources have been focused on Local Plan work which has led to delay in re-commencing work on the SPD. A corporate review of the work needed for Canalside is also taking place which could affect whether/how the SPD is taken forward.

##### Community Infrastructure Levy (CIL)

The timetable for CIL as set out in the new Local Development Scheme is aligned to Local Plan preparation. It requires:

- re-commencement: March 2021
- focused consultation on a draft charging schedule: October-November 2021
- formal consultation on a draft charging schedule: July-August 2022
- potential (if approved) submission of charging schedule: November 2022

Work on CIL has not yet recommenced due to other priorities. Expected changes to the planning system may affect the decision whether or not to proceed.

CHERWELL CAPITAL EXPENDITURE 2020-21

2235

£000's									
CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Forecast Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	OUTTURN NARRATIVE
40062	Andrew Bowe	East West Railways	1,731	0	0	1,731	0	-	EW railways programme
40107	Jane Norman	The Hill Community Centre	229	(55)	55	45	0	(184)	Project now complete. Retention payments still due to Edgar Taylor of £45k (JK email 04/11/20)
40093	Dean Fischer	Bicester Community Building	0	0	4	0		-	
40094	Joanne Kaye	Graven Hill - Loans and Equity	16,500	0	0	16,500	0	-	emailed JK 01/10/20
40206	Dean Fischer	Garden Town Capital Funding	2,946	0	0	2,946		-	This is for feasibility and design work for three major infrastructure schemes in Bicester (Ploughley Lane, Banbury Road and Pioneer roundabout). Costings still to be finalised however forecast that all will be expended this FY.
40100	Jane Norman	Orchard Lodge (Phase 1)	0	0	1	1	0	1	<p><b>Old Place Yard:</b> The external surveyor previously incorrectly noted the final balance to pay was £50k. The actual final bill is £70k which has been corrected in 'Forecast Outturn'. The invoice for this payment is currently being processed (02/11/2020).</p> <p><b>Spring Gardens:</b> The project lead has confirmed that there is a final balance outstanding to the main contractor Engie (Keepmoat), which is approximately £60k. They are not yet entitled but are likely to be this financial year (this has been accrued)</p>
40103	Jane Norman	Old Place Yard (Phase 1)	0	(77)	75	70	0	70	
40106	Jane Norman	Coach House Mews (Phase 1)	0	(82)	82	0	0	-	
40108	Jane Norman	Banbury Ambulance Station (Phase 1)	0	0	6	6	0	6	
40109	Jane Norman	Fairway Methodist Church (Phase 1) Hope House	0	(104)	0	52	0	52	
40114	Jane Norman	Cher Com Led Prog Banbury Supported Hsg	0	(1)	0	(1)		(1)	
40125	Jane Norman	Newton Close (Phase 1)	0	0	0	0	0	-	
40124	Jane Norman	Spring Gardens (Phase 1)	0	(60)	60	60	0	60	
40121	Jane Norman	Bicester Library (phase 1b)	757	32	42	150	607	-	Bicester Library is in the early stages of development, typically pre-construction activities including design and tender document compilation. The Planning application for the three new build dwellings is being considered at December 2020 planning committee. The Main Contract tender will be issued to shortlisted Contractors for competitive tender in mid November Actual site works is planned to commence January 2021 – with the construction likely to complete late 2021. The bulk of the budget expenditure will be between early and late 2021 hence the need to reprofile budget.
40111	Jane Norman	Admiral Holland Redevelopment Project (phase 1b)	1,103	753	21	807	61	(235)	With construction formally completed end of September 2020 there is the need to budget for retention which CDC will have to pay in September 2022 – the retention is £60.5k. 'Forecast Outturn' is a combination of 'YTD Actual' + 'YTD Commitments' + £33.2K (last pre retention payment currently being processed 02/11/2020).
40118	Jane Norman	Creampot Crescent Cropredy (phase 1b)	0	(17)	11	0	6	6	Creampot Crescent - Although the home is complete, sold under shared ownership basis CDC are still holding retention money. The amount is £5,750 which will not be due for payment until October 2021
40214	Jane Norman	Creampot Crescent Cropredy Repurchase	350	0	0	350	0	-	This budget will only be required if CDC buy back the property if the current owner can no longer afford the property
40172	Jane Norman	Bretch Hill Reservoir (Thames Water Site) (Phase 2)	6,958	0	3	18	6,940	(0)	<p>The Trades and Labour Club, Nizewell Head, Park Road and Wykham Lane are unlikely to be developed so will need to be removed from the capital budget. St Edith's Way needs approval to be included in the capital budget as it is part of a package of garage sites being purchased from Sanctuary HA(which includes Angus Close and Buchanan Road). We are still working on the land assembly for Bretch Hill and are about to submit a pre-application to planning Leys Close is also under discussion with the planners as they have issues relating to parking.</p>
40173	Jane Norman	Trades & Labour Club (Phase 2)	1,542	0	0	0	0	(1,542)	
40174	Jane Norman	Angus Close (Phase 2)	344	0	0	12	332	(0)	
40175	Jane Norman	Nizewell Head (Phase 2)	198	0	0	0	0	(198)	
40176	Jane Norman	Leys Close (Phase 2)	261	0	0	12	249	(0)	
40177	Jane Norman	Bullmarsh Close (Phase 2)	592	14	685	620	0	28	
40178	Jane Norman	Buchanan Road/Woodpiece Road (Phase 2)	163	0	0	12	151	0	
40179	Jane Norman	Park Road (Phase 2)	196	0	0	0	0	(196)	
40180	Jane Norman	Wykham Lane (Phase 2)	189	0	0	0	0	(189)	
40155	Jane Norman	Build Programme (Phase 2)	124	0	0	0	96	(28)	
40213	Jane Norman	Build Team Essential Repairs & Improve C	160	0	0	160	0	-	We should know the situation by the end of September- just waiting for a loss adjustor to assess our claim ( delayed due to covid) so please include the whole amount for the rest of the year.
<b>Growth &amp; Economy Total</b>			<b>34,344</b>	<b>402</b>	<b>1,046</b>	<b>23,551</b>	<b>8,442</b>	<b>(2,351)</b>	
<b>Place and Growth total</b>			<b>34,344</b>	<b>402</b>	<b>1,046</b>	<b>23,551</b>	<b>8,442</b>	<b>(2,351)</b>	

£000's									
CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Forecast Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	OUTTURN NARRATIVE
40142	Belinda Green	Academy Harmonisation	79	25	0	79	0	-	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
40204	Michael Furness	Finance Replacement System	980	239	52	980	0	-	
40223		Bespoke/Custom Build Bridge Loan Schem	2,500	0	0	2,500		-	
<b>Finance Total</b>			<b>3,559</b>	<b>264</b>	<b>52</b>	<b>3,559</b>	<b>-</b>	<b>-</b>	
<b>Finance total</b>			<b>3,559</b>	<b>264</b>	<b>52</b>	<b>3,559</b>	<b>0</b>	<b>0</b>	
40067	Stuart Parkhurst	Bradley Arcade Roof Repairs	8	0	0	8	0	-	Works partially completed in prior years, further site investigation to be carried out in order to spend the full £8k
40081	Robert Fuzesi	Bicester Town Centre Redevelopment	0	27	2	29	0	29	This amount is continuously growing. This is not a direct rechargeable cost but it forms part of the financial claim against Sainsbury's. So we expect recovery of these costs in principle dependent on the outcome of the court case. This will definitely not happen in 2020/21 and have a good potential to extend until 2021/22 or even beyond.
40092	Chris Hipkiss	Spiceball Riverbank Reinstatement	50	0	0	50	0	-	The budget was prepared some time ago and got delayed due to the commencement of CQ2. The works are now part of the CQ2 and also includes the bridge too. It will than likely be absorbed into the main CQ2 budget cost and will be spent during
40139	Stuart Parkhurst	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	253	(10)	10	100	0	(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. The £100k outturn is for works on the roof. The remaining £153k has been offered up as a saving
40141	Chris Hipkiss	Castle Quay 2	55,513	20,510	335	46,273	9,240	-	Forecast figures taken from latest AY varaince analysis (see WK email 01/10/20)
40144	Chris Hipkiss	Castle Quay 1	5,041	1,471	348	2,270	2,771	(0)	Forecast figures taken from latest AY varaince analysis (see WK email 01/10/20)
40159	Chris Hipkiss	Wildmere Industrial Estate	0	31	5	36	0	36	This relates to an investment purchase we backed out. We spent this money on DD work leading up to Mid March 2020. When Covid 19 hit, Yvonne / Steve together with Members decided to pull the purchase. See CH email 01/10/20
40162	Stuart Parkhurst	Housing & IT Asset System joint CDC/SNC	100	0	0	0	0	(100)	Possible harmonisation project will overtake and therefore this budget/project will move over. Project on hold until decision made. See RF email 01/10/20)
40163	Stuart Parkhurst	Orchard Way - external decorations	0	(9)	9	0	0	-	Project completed
40183	Stuart Parkhurst	The Mill	250	0	0	0	0	(250)	Decision still ongoing as to whether we purchase the Mill from OCC - this budget has been offered up as an in year saving (see RF email 01/10/20)
40167	Stuart Parkhurst	Horsefair, Banbury	55	0	0	55	0	-	Currently scoping ready for tender
40190	Stuart Parkhurst	Banbury Museum Upgrade of AHU	106	(3)	19	36	0	(70)	Works have been ordered and outturn of £36k expected. £70k is a saving against this particular scheme
40191	Stuart Parkhurst	Bodicote House Fire Compliance Works	141	(6)	13	141	0	-	Order raised for design. Waiting on FRA then works will begin
40192	Stuart Parkhurst	The Fairway Garage Demolition	49	67	13	70	0	21	Forecasting overspend of £21k - balances out with savings elsewhere in property. Scheme now complete awaiting retention
40194	Stuart Parkhurst	Compliance Works with Energy Performance	39	10	2	39	0	-	In the final phase of compliance works that have been instructed over the past 2 years. Full spend anticipated
40195	Stuart Parkhurst	Ferriston Roof Covering	93	3	0	45	0	(48)	Works approaching completion. £48k saving anticipated
40196	Stuart Parkhurst	Pioneer Square Fire Panel	17	(3)	3	3	0	(14)	Project on hold. The £3k commitment is for design work. £14k savings anticipated
40197	Stuart Parkhurst	Corporate Asbestos Surveys	210	17	49	160	0	(50)	Works are progressing and outturn of £160k anticipated leaving £50k as saving
40198	Stuart Parkhurst	Corporate Fire Risk Assessments	80	20	25	80	0	-	Full spend anticipated in this financial year
40199	Stuart Parkhurst	Corporate Water Hygiene Legionella Asses	35	0	0	0	0	(35)	Works have been charged to revenue therefore this is a saving of £35k
40200	Stuart Parkhurst	Corporate Reinstatement Cost Assessments	12	(18)	15	12	0	-	Full spend anticipated in this financial year
40201	Stuart Parkhurst	Works From Compliance Surveys	260	111	12	160	100	-	Full spend anticipated in this financial year
40202	Stuart Parkhurst	Thorpe Place 18_19	68	37	1	38	0	(30)	Works completed no further costs expected
40203	Robert Fuzesi	CDC Feasibility of utilisation of proper	100	0	0	0	100	-	project slipped until 21/22 (see RF email 01/10/20)
40205	Stuart Parkhurst	Orchard Way Fire Safety Works	25	12	0	25	0	-	Full spend anticipated in this financial year
40207	Stuart Parkhurst	Bridge Street Toilets Demolition	45	40	0	40	0	(5)	Works completed no further costs expected

£000's									
CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Forecast Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	OUTTURN NARRATIVE
40219	Stuart Parkhurst	Community Centre - Works	195	0	16	195	0	-	2 year scheme - £195k in yr1 and £190k in yr 2.
<b>Property Investment Total</b>			<b>62,745</b>	<b>22,307</b>	<b>877</b>	<b>49,865</b>	<b>12,211</b>	<b>(669)</b>	
<b>Comm Dev Assets total</b>			<b>62,745</b>	<b>22,307</b>	<b>877</b>	<b>49,865</b>	<b>12,211</b>	<b>(669)</b>	
40060	Karen Edwards	HR / Payroll System replacement	43	44	157	44	0	1	Commitment relates to old PO - need to cancel
40208	Karen Edwards	Project Manager for HR/Payroll system	50	41	0	57	0	7	Recharge to SNC for Q1 now in
<b>HR Total</b>			<b>93</b>	<b>85</b>	<b>157</b>	<b>101</b>	<b>0</b>	<b>8</b>	
40054	Tim Spiers	Land & Property Harmonisation	146	91	56	192	0	46	Potentially 20K coming in from OCC. 56K Commitment made up of Tascomi and 35K Entec costs dated 6/10
40056	Tim Spiers	5 Year Rolling HW / SW Replacement Prog	71	0	0	51	0	(20)	offsetting 46K above
40057	Tim Spiers	Business Systems Harmonisation Programme	52	0	0	25	0	(27)	offsetting 46K above
40059		Website Redevelopment	0	0	0	0	0	-	
40148	Tim Spiers	IT Strategy Review	0	19	28	0	0	-	19K actual is Entec dated 5/10. 28 commitments relate to Entec. This cc will be at zero as costs are journalled out
40170	Tim Spiers	Customer Excellence & Digital Transfer	59	18	4	59	0	-	Spacecraft and Jadu
40171	Hedd Vaughan-Evans	Unified Communications	0	0	0	0	0	-	Close cc
40209	Tim Spiers	Bodicote House Meeting Room Audio Visual	10	0	0	0	0	(10)	No longer required as per PN email dated 8/10/20
40210	Tim Spiers	CDC & OCC Technology Alignment	100	13	47	100	0	-	
40211	Tim Spiers	Legacy Iworld System Migration	100	0	0	0	0	(100)	No longer required as per PN email dated 8/10/20
40212	Tim Spiers	Procurement of Joint Performance system	65	0	5	65	0	-	
42010	Tim Spiers	WIFI Replacement	0	0	0	0	0	-	close cc - WIFI now to be coded to 21773
<b>ICT and Digital Total</b>			<b>603</b>	<b>141</b>	<b>140</b>	<b>492</b>	<b>0</b>	<b>(111)</b>	
<b>Customers, Org Dev total</b>			<b>696</b>	<b>226</b>	<b>297</b>	<b>593</b>	<b>0</b>	<b>(103)</b>	
40015	Ed Potter	Car Park Refurbishments	145	0	104	100	45	-	This project is concentrating on installing pay on exit barriers at the car park at Compton Road. Due to covid the works have been delayed and now require £45k to be slipped in to 21/22 to complete works.
40021	Ed Potter	Energy Efficiency Projects	4	0	3	3	0	(1)	
40025	Ed Potter	Public Conveniences	0	0	0	0	0	-	This project was completed in 19/20.
40026	Ed Potter	Off Road Parking	18	0	0	18	0	-	This project is in conjunction with Car Park Refurbishments project CC 40015 and is expecting to be fully spent in 20/21.
40028	Ed Potter	Vehicle Replacement Programme	1,175	34	649	900	275	-	2 x sweepers and 1 x electric vehicle still to be ordered, commitment expected by end of November 2020 and received by March 2021. Slippage required of £275k in to 21/22 as further investigation wanted on larger electric vehicles before committing to diesel equivalents.
40031	Ed Potter	Urban City Electricity Installations	15	0	0	15	0	-	This project is for the refurbishment of electric sockets in Bicester centre, awaiting quotes but expecting full spend in 20/21.
40156	Ed Potter	Container Bin Replacement	5	13	0	5	0	-	Fully committed in 20/21. Overspend to be journalled to revenue CC 25802.
40186	Ed Potter	Commercial Waste Containers	26	19	7	26	0	-	Fully committed in 20/21.

£000's									
CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Forecast Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	OUTTURN NARRATIVE
40187	Ed Potter	On Street Recycling Bins	34	12	0	22	12	-	£10k to be utilised/committed for urban centre recycling bins in 20/21, the remainder £12k to slip in to 21/22 to replenish on street recycling bins stock.
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	175	6	10	75	100	-	Anticipating commitments in quarter 3, £100k to be slipped in to 21/22 for preparation if separate food and garden waste implemented.
40216	Ed Potter	Street Scene Fencing Street Furniture &	12	0	0	12	0	-	This project is for metal steps at Kirtlington Quarry. The lease runs out in March 2021. Awaiting to hear if lease extended by Christmas 2020 to whether purchases are required. Confirmation in period 10.
40217	Ed Potter	Car Parking Action Plan Delivery	125	0	0	0	125	-	Member sign off on action plan is now not due until 2nd November, delays due to covid now require slippage in to 21/22.
40218	Ed Potter	Depot Fuel System Renewal	50	0	0	0	50	-	Awaiting specification and liasing with procurement requirement, installation unlikely before April 2021 but commitments expected in 20/21.
40222	Ed Potter	Bicester Country Park	80	0	0	25	55	-	£25k outturn is for bridges, signage, bins etc - this will be received by March 2021, delays due to covid now require slippage of £55k in to 21/22.
<b>Environment and Waste Total</b>			<b>1,864</b>	<b>84</b>	<b>773</b>	<b>1,201</b>	<b>662</b>	<b>(1)</b>	
<b>Communities Total</b>			<b>1,864</b>	<b>84</b>	<b>773</b>	<b>1,201</b>	<b>662</b>	<b>(1)</b>	
40083	Tim Mills	Disabled Facilities Grants	1,965	431	10	1,100	490	(375)	Total budget comprises: £375k base budget, £497k reprofiled budget from 19/20 and £1,093k BFC contribution from County. Anticipated full year spend is £1,100k. As previously acknowledged, the inclusion of the base budget was an error. The effective budget is therefore £1,590k. Covid significantly reduced activity in the first quarter and although delivery is now picking up, contractors are heavily book and delivery is still constrained. We are not expecting to be able to recover the lost ground.
40158	Frances Evans	Abritas Upgrade	12	8	0	8	0	(4)	Of the £12k budget, £4k has been spent to date, and a further £4k committed to be spent by September 2020 on a smal works order/amendments to Abritas. There are no plans in place currently to spend the remaining £4k by March 2021.
40160		Housing Services capital	75	0	68	75	0	-	
40084	Tim Mills	Discretionary Grants Domestic Properties	200	80	0	200	0	-	Total budget comprises: £150k base budget, £50k reprofiled budget from 19/20. Anticipated full year spend is £200k. Progress has been made with a number of reactive landlords' grants and as of 28/10/20 we are now able to forecast commitment and spend of the budget.
<b>Housing Services Total</b>			<b>2,252</b>	<b>519</b>	<b>78</b>	<b>1,383</b>	<b>490</b>	<b>(379)</b>	
<b>Housing Total</b>			<b>2,252</b>	<b>519</b>	<b>78</b>	<b>1,383</b>	<b>490</b>	<b>(379)</b>	
40005	Tom Darlington	Whitelands Farm Sports ground	0	2	0	0	0	-	funded from S106
40006	Nicola Riley	Community Centre Refurbishments	11	0	0	11	0	-	
40007	Liam Didcock	Solar Photovoltaics at Sports Centres	43	0	0	0	43	-	No spend anticipated in 20/21 but budget to be utilised on energy efficiency scheme in 21/22
40009	Tom Gubbins	Physical Activity and Inequalities Insight	20	4	0	12	0	(8)	£12k spend on Story Map insight work
40010	Liam Didcock	North Oxfordshire Academy Astro turf	183	0	0	0	183	-	Currently in discussions with United Learning Trust regarding outstanding planning application and their contribution. Spend likely to be delayed until 21/22
40019	Liam Didcock	Bicester Leisure Centre Extension	122	0	38	38	84	-	FMG Consulting fee of £37,750 for leisure centre feasibility works. Remaining spend likely to take place in 21/22
40020	Liam Didcock	Spiceball Leis Centre Bridge Resurfacing	30	0	0	0	30	-	Spend will not take place until 21/22 when Castle Quay Waterside is completed and bridge reinstated
40035	Rebecca Dyson	Corporate Booking System	60	2	0	60	0	-	Delay due to corporate pressure on IT service.
40131	Tom Darlington	S106 Capital Costs	0	144	121	0		-	Adderbury PC Milton Rd Project - Expecting to pay the remaining amount of the existing PO for the completion of drainage works (£28,465); Bloxham PC Jubilee Hall Project - Expecting to pay the remaining amount of the existing PO for the completion of the project. Awaiting news of possible request for further s106 funds to address the rectification of the roof (£44,126.33); Cooper School Project - Contribution towards the refurbishment of the changing rooms (£12,050)(Liam leading). Bloxham Ex-Servicemen's Hall Project - Expecting to pay the outstanding amount of the existing PO (£20,530.87). NOA Athletics Track Improvements - Awaiting invoices (£5,340); Bicester Festival - Website build (£1,232)(Tara leading).



CHERWELL CAPITAL EXPENDITURE 2020-21

2235

£000's									
CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Forecast Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	OUTTURN NARRATIVE
40152	Kevin Lerner	Community Capital Grants	128	42	61	128	0	-	£126,461.17 committed on Civica, £42,304 spent with balance of £85,157.37 and leaving a non-committed underspend of £806.03
40215	Liam Didcock	North Oxford Academy Upgrade existing Fa	60	0	0	60	0	-	Forward funded by S106 as TrackMark was required before this financial year.
40221	Liam Didcock	Cooper School Re-Development/Refurb work	40	37	5	40	0	-	Majority of works now completed, ongoing flooring works in October to finalise. Full spend is anticipated in this financial year.
<b>Leisure and Sport Total</b>			<b>697</b>	<b>232</b>	<b>225</b>	<b>349</b>	<b>340</b>	<b>(8)</b>	
40181	Stuart Parkhurst	Sunshine Centre (new extension to the front of the site)	20	(12)	12	12	0	(8)	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. 6/2 Stuart to chase final invoice
<b>Wellbeing Total</b>			<b>20</b>	<b>(12)</b>	<b>12</b>	<b>12</b>	<b>0</b>	<b>(8)</b>	
<b>Public Health Wellbeing Total</b>			<b>717</b>	<b>220</b>	<b>237</b>	<b>361</b>	<b>340</b>	<b>(16)</b>	
<b>Capital Total</b>			<b>106,177</b>	<b>24,022</b>	<b>3,360</b>	<b>80,513</b>	<b>22,145</b>	<b>(3,519)</b>	

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## **Cherwell District Council**

### **Executive**

**7 December 2020**

## **Council Tax Reduction Scheme 2021-2022**

### **Report of Executive Director Finance**

This report is public

### **Purpose of report**

To provide members with a review of Council Tax discounts and to seek approval to recommend to Council the proposed levels of Council Tax discounts for the financial year 2021-2022.

To provide an update on the Council Tax Reduction Scheme for 2020-2021 and to seek approval to recommend to Council a Council Tax Reduction Scheme for the financial year 2021-2022.

### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To note the contents of this report and any financial implications for the Council.
- 1.2 To recommend to Council the option of a no-change Council Tax Reduction income banded scheme for working age customers for 2021-2022, to amend the Working Age Regulations in line with annual uprating and to amend the Council Tax Regulations for pensioners in line with uprating announced by Minister for Housing Communities and Local Government (MHCLG).
- 1.3 To review the levels of Tax discounts and premiums for 2021-2022 and make recommendations to Council as follows:
  - Retain the discount for second homes at zero.
  - Retain the discount for empty homes (unoccupied and substantially unfurnished) at 25% for 6 months and thereafter at zero.
  - Retain the discount for empty homes undergoing major repair at 25% for 12 months and thereafter at zero.
  - Retain the empty homes premium of an additional 100% for properties that have remained empty for more than 2 years.

## **2.0 Introduction**

- 2.1 The Welfare Reform Act 2021 abolished Council Tax Benefit and local authorities are required to set up their own local Council Tax Reduction Scheme for those of working age on low income. In December 2019 members approved a Council Tax Reduction Scheme (CTRS) for Cherwell District Council for the financial year 2020-2021. The scheme is based on an income banded scheme.
- 2.2 The scheme for pensioners is set nationally and pensioners have not seen any change to the support they can receive.
- 2.3 The Government grant for Council Tax Reduction Scheme was less than 90% of the previous Council Tax Benefit subsidy. This was expected to leave a shortfall in funding for Cherwell of approximately £742,430. Since 2014-2015 the monies for the scheme have formed part of the overall total Revenues Support Grant.
- 2.4 The funding shortfall is mostly offset by the changes to locally set Council Tax Discounts and premiums.

## **3.0 Report Details**

### **Council Tax Reduction Scheme – position so far**

- 3.1 As the funding for CTRS is a fixed cash grant, the cost of any increase in the level of demand will be borne by the Council. The CTRS caseload has been monitored and there has been an increase in the number of live cases from 6,457 in June 2019 to 6,573 in June 2020. As at 27 October 2020 the caseload is 6,555. This increase in caseload is due to the impact from the recent Covid-19 crisis which has seen an increase in the number of new applications received for CTRS.

### **Impact on Parish Councils**

- 3.2 The regulations for calculating the Council Tax base were amended in April 2013 to reflect the Council Tax Reduction Regulations and had the effect of reducing the tax base for the billing authority, major preceptors, the Police and Crime Commissioner for Thames Valley and local preceptors. This is because Council Tax Reduction is a discount rather than a benefit and therefore, we do not collect the full amount of Council Tax from tax-payers who qualify for Council Tax Reduction. The impact of the reduced tax base was mitigated in part by changes made to discounts and exemptions. As this will be the eighth year of a Council Tax Reduction Scheme parish councils now have a clear understanding of the impact on their parish tax base.

### **Impact of the changes to discounts and exemptions**

- 3.3 The Local Government Finance Act 2012 also abolished certain exemptions with effect from 1st April 2013 and replaced them with discounts which can be determined locally.

- 3.4 Council determined that furnished chargeable dwellings that are not the sole or main residence of an individual (i.e. second homes) should no longer receive a discount. They had previously received a discount of 10%. If we continue to set the discount at zero it is estimated that this will result in income of £108,539 for the 2021-2022 financial year.
- 3.5 Council also determined that the discount in respect of unoccupied and substantially unfurnished properties should be reduced to 25% for a period of six months and thereafter to zero. As at June 20 it is estimated that the income from this will be £387,492.
- 3.6 Council further exercised its discretion to determine that chargeable dwellings which are vacant and undergoing major repair work to render them habitable should be given a discount of 25% for a period of 12 months. At the time of writing this report there were no dwellings in this category.
- 3.7 Prior to 1 April 2013 billing authorities could charge up to a maximum of 100% council tax on dwellings that have been empty for more than two years. From April 2013 local authorities were given the powers to charge a premium of up to 50% of the council tax payable. New legislation was introduced in April 2019 which allows for 100% Empty Homes Premium to be levied and this was agreed by members in December 2018. The projected income for 2021-2022 from charging an Empty Homes Premium is £180,813.

### **Impact of Council Tax Reduction on collection rates**

A Council Tax collection rate of 98.04% was achieved for 2019-2020. This was slightly lower than anticipated because of the onset of Covid-19 and the subsequent decision not to do any active recovery in March 2020. Collection rates for the first quarter of 2020-2021 are only slightly under target at 28.73% against a target of 29.5% which is a strong position considering that active recovery is still not taking place. Recovery has now commenced following the re-opening of Oxford Magistrates Court. As at the end of September 2020 the collection rates were 55.14% against a target of 57%. In considering the Council Tax Reduction Scheme for 2021-2022 members should be mindful that any changes to the scheme that reduce entitlement to CTRS could have an adverse impact on collection rates.

### **Council Tax Reduction Scheme 2021-2022**

- 3.8 Members will be aware that the national 10% reduction in government funding for Council Tax Reduction Schemes over the last seven years has been offset in part by the additional income generated by changes to discounts and exemptions. The Government has not yet released indicative funding figures for 2021-2022. For the purposes of calculating the new Council Tax Reduction scheme for 2021-2022 an assumption has been made that funding will remain at the reduced rate.

### **Update on banded scheme**

- 3.9 Since the introduction of CTRS the landscape has drastically changed. Universal Credit is based on real time information which means that any change in income generates a change in Council Tax Reduction through data files from DWP. Residents were receiving multiple bills and letters making budgeting very difficult.

3.10 In December 2019, the Council agreed a move to a new income banded scheme for those of working age. The presentation at Appendix A offers a reminder of the scheme details. The scheme assesses the maximum level of Council Tax Reduction based on the net income of the applicant and household members. The main principles of the scheme are as follows:

- If the applicant or partner is in receipt of one of the main passported benefits (Income Support, Job Seeker's Allowance Income Based and Income Related Employment and Support Allowance or receiving War Widows or War Disablement Pensions they will automatically be placed in the highest band of the scheme and will receive 100% support.
- Working age households will receive a discount, depending on their level of income and the band that they fall into.
- Under this scheme, as part of our ongoing commitment to support disabled people, we will continue to disregard Disability Living Allowance, Personal Independence Payments, War Disablement Benefits and will also continue to disregard Child Benefit and child maintenance.
- As highlighted earlier in this report the introduction of Universal Credit and Real Time Information files means that customers can experience frequent changes in their Council Tax Reduction which in turn impacts on the amount of Council Tax payable. This makes budgeting for households more of a challenge and is impacting on our ability to collect Council Tax.
- A banded scheme will be simpler for residents to understand and any future changes to the value of awards can be achieved by simply adjusting the banding thresholds. This will also mean that residents will experience less change in their Council Tax Reduction and will reduce the number of letters and Council Tax demands.
- The proposed model has a re-distribution effect from households in higher Council Tax bands to those in lower Council Tax bands.
- Savings are not the main driver for this change. The scheme offers only a very small reduction in costs and it is likely to result in administrative savings.

3.11 The new scheme was introduced from April 2020 following a period of consultation and engagement. In general, it has been well received with limited contact from customers affected by the change. The Council also agreed a hardship fund to assist those people who are negatively impacted by the new scheme but, to date, no applications for assistance have been received. This may be because residents have received a payment under the Government's Council Tax Covid support fund. Although collection rates are down on the same time last year this is attributable to the impacts from Covid-19 crisis rather than the new banded scheme.

3.12 CTRS expenditure has increased from around £7.1m in May 2019 to £7.5m in May 2020, again this is due to the increase in caseload.

### **Options for 2021-2022**

**Option 1 – Retain the current banded scheme with only minor changes to government uprating figures**

This option would retain the 100% support for those people of working age who are on passported claims. It would also retain the current income bands and percentage of award.

**Option 2a and 2b – Current banded scheme with a 1% or 2% decrease in percentage awards in each band.**

This option would retain the 100% support for those people of working age who are on passported claims and would introduce a small decrease of 1% or 2% on maximum awards in each income band.

**Option 3 – Banded scheme with a 1% increase in percentage awards in each band**

This option would retain the 100% support for those people of working age who are on passported claims and would introduce a small increase of 1% in the maximum awards in each income band. This option would be more advantageous to residents.

## Financial summary of options

Group	Excess income bands	Option 1: Maximum CTR award (current scheme)	Option 2a: 1% decrease	Option 2b: 2% decrease	Option 3: 1% increase
Working age passported claims	n/a	Up to 100%	Up to 100%	Up to 100%	Up to 100%
Pension claims	n/a	Up to 100%	Up to 100%	Up to 100%	Up to 100%
Working age disabled	£0 - £4.99	Up to 100%	Up to 100%	Up to 100%	Up to 100%
	£5 - £14.99	95%	94%	93%	96%
	£15.00 - £29.99	87%	86%	85%	88%
	£30.00 - £49.99	80%	79%	78%	81%
	£50.00 - £74.99	65%	64%	63%	66%
	£75.00 - £99.99	42%	41%	40%	43%
	£100.00 - £124.99	25%	24%	23%	26%
	£125 upwards	0%	0%	0%	0%
Working age with children	£0 - £4.99	Up to 100%	Up to 100%	Up to 100%	Up to 100%
	£5 - £14.99	93%	92%	91%	94%
	£15.00 - £29.99	83%	82%	81%	84%
	£30.00 - £49.99	78%	77%	76%	79%
	£50.00 - £74.99	59%	58%	57%	60%
	£75.00 - £99.99	32%	31%	30%	33%
	£100.00 - £124.99	25%	24%	23%	26%
	£125 upwards	0%	0%	0%	0%



Working age - other	£0 - £4.99	96%	95%	94%	97%
	£5 - £14.99	85%	84%	83%	86%
	£15.00 - £29.99	73%	72%	71%	74%
	£30.00 - £49.99	66%	65%	64%	67%
	£50.00 - £74.99	42%	41%	40%	43%
	£75.00 - £99.99	28%	27%	26%	29%
	£100.00 - £124.99	18%	17%	16%	19%
	£125 upwards	0%	0%	0%	0%

Cost of scheme	Option 1	Option 2a	Option 2b	Option 3
Pension age	£2,882,238.52	£2,882,238.52	£2,882,238.52	£2,882,238.52
Working age	£4,695,257.03	£4,679,009.53	£4,661,814.12	£4,711,979.32
<b>Total</b>	<b>£7,577,495.55</b>	<b>£7,561,248.05</b>	<b>£7,544,052.64</b>	<b>£7,594,217.84</b>
<b>Income from second homes</b>	<b>£108,539</b>	<b>£108,539</b>	<b>£108,539</b>	<b>£108,539</b>
<b>Income from empty homes with 25% discount for 6 months</b>	<b>£387,492</b>	<b>£387,492</b>	<b>£387,492</b>	<b>£387,492</b>
<b>Uninhabitable homes with 25% discount for 12 months</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Long term empty premium at 100% after 2 years</b>	<b>£180,813</b>	<b>£180,813</b>	<b>£180,813</b>	<b>£180,813</b>

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

- 4.1 From April 2013 Council Tax Benefit was abolished and replaced with a local Council Tax Reduction Scheme. The Council is required to agree a scheme each year.
- 4.2 Members are requested to note the contents of this report and to recommend to Council a Council Tax Reduction Scheme for the financial year 2021-202.

## **5.0 Consultation**

- 5.1 There is a requirement to consult with the public, major preceptors and other parties who may have an interest in the Council Tax Reduction Scheme on any material changes to the scheme. This is not considered to include changes for annual uprating in accordance with Government Regulations
- 5.2 A report has been received by members of Budget Planning Committee who recommended no change to the current scheme and therefore no consultation 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: To not recommend any of the options for a scheme for 2021-2022. This would have financial implications for the Council and those residents affected by Welfare Reform.

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 The financial consequences are detailed above, within the report, with an overall summary that the revised scheme will have a net shortfall of approximately £66,000 related to the increased caseload volumes following the Covid-19 impacts. This shortfall could be increased or decreased depending on the options decided, with for example reducing the award by 2% reducing the shortfall to an estimated £33,000 with option 2b above or increasing the shortfall to an estimated £83,000 with a 1% increase in the award under option 3 above. To achieve a cost neutral scheme a reduction of 4% would be needed.

Comments checked by:  
Michael Furness, Assistant Director Finance  
01295 221845 michael.furness@cherwell-dc.gov.uk

## **Legal Implications**

- 7.2 The Council is required to review its Council Tax Reduction Scheme on an annual basis and if it determines to make changes then it must consult on the revised scheme. Failure to do so will adversely affect the reputation of the Council and will have a financial implication for residents as well as exposing the Council to potential challenge for failing to comply with the legislative requirements of the Local Government Finance Act 1992.

Comments checked by:  
Chris Mace, Solicitor, 01295 221808  
christopher.mace@cherwell-DC.gov.uk

## **Risk Implications**

- 7.3 Any risk has been highlighted in the report.

Comments checked by:  
Belinda Green, Operations Director, CSN Resources, 01327 322182  
belinda.green@csnresources.co.uk

## **Equality implications**

- 7.4 An Equality Impact Assessment has been carried out based on the recommendations made in this report.

Comments checked by:  
Belinda Green, Operations Director, CSN Resources, 01327 322182  
belinda.green@csnresources.co.uk

## **8.0 Decision Information**

### **Key Decision**

**Financial Threshold Met:** Not applicable

**Community Impact Threshold Met:** Not applicable

### **Wards Affected**

All

### **Links to Corporate Plan and Policy Framework**

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

## **Lead Councillor**

Councillor Tony Ilott Lead ember for Financial Management

## **Document Information**

### **Appendix number and title**

- Appendix A - Presentation on modelling for a banded scheme
- Appendix B - Examples of modelling impacts

### **Background papers**

None

### **Report Author and contact details**

Belinda Green, Operations Director CSN  
01327 322182, [belinda.green@csnresources.co.uk](mailto:belinda.green@csnresources.co.uk)

# Revising Council Tax Reduction Scheme (CTRS)

2020-2021



DISTRICT COUNCIL  
NORTH OXFORDSHIRE



# Current scheme

- Current scheme is based on the default scheme which is derived from the previous Council Tax Benefit scheme
- Based on a means tested assessment
- Maximum award for working age is 100%
- Scheme must be agreed each year.
- Those of pension age continue to be protected.



# Why review the scheme?

- Landscape has changed hugely since the introduction of CTRS in 2013
- Reduction in Administration grant – around 37% by 2019
- Welfare reform changes – Housing Benefit scheme increasingly different from our CTR scheme
- Universal Credit – rolled out in CDC from November 2017
- Universal Credit is creating many changes to CTR leading to multiple demands and confusion



## Any new scheme must:

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- Continue to protect those of pensionable age and also our more vulnerable residents
- Remain affordable within reducing resources
- Be practical to administer
- Not generate multiple Council Tax bills
- Provide opportunity for better collection levels by reducing the rebilling of Council Tax for UC customers.



# Income Banded Scheme

## Main principles

- Those of pensionable age will continue to receive maximum help based on their circumstances.
- Any applicant who receives a 'passport' benefit will automatically be placed in the most generous band. This will include those on War Widows/War Disablement Pensions.
- For other working age applicants an assessment will be carried out using income and capital of household compared to a needs allowance as now.
- Look at any excess income figure and CTR will be awarded based band that the excess figure falls into.
- If fall into more than one band the most beneficial will apply
- Ongoing commitment to support those who are disabled.

# Income Bands

## Working Age on passported benefits

Group	Excess Income	CTR award
Working age passported claims		Up to 100%
Pension claims		Up to 100%

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## Income Bands Working Age Disabled

Excess Income	CTR award based on CT liability
£0 - £4.99	100%
£5 - £14.99	95%
£15.00 - £29.99	87%
£30.00 - £49.99	80%
£50.00 - £74.99	65%
£75.00 - £99.00	42%
£100 - £124.99	25%
£125 upwards	0%

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## Income Bands Working Age with children

Excess Income	CTR award based on CT liability
£0 - £4.99	100%
£5 - £14.99	93%
£15.00 - £29.99	83%
£30.00 - £49.99	78%
£50.00 - £74.99	59%
£75.00 - £99.00	32%
£100 - £124.99	25%
£125 upwards	0%

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## Income Bands Working Age other

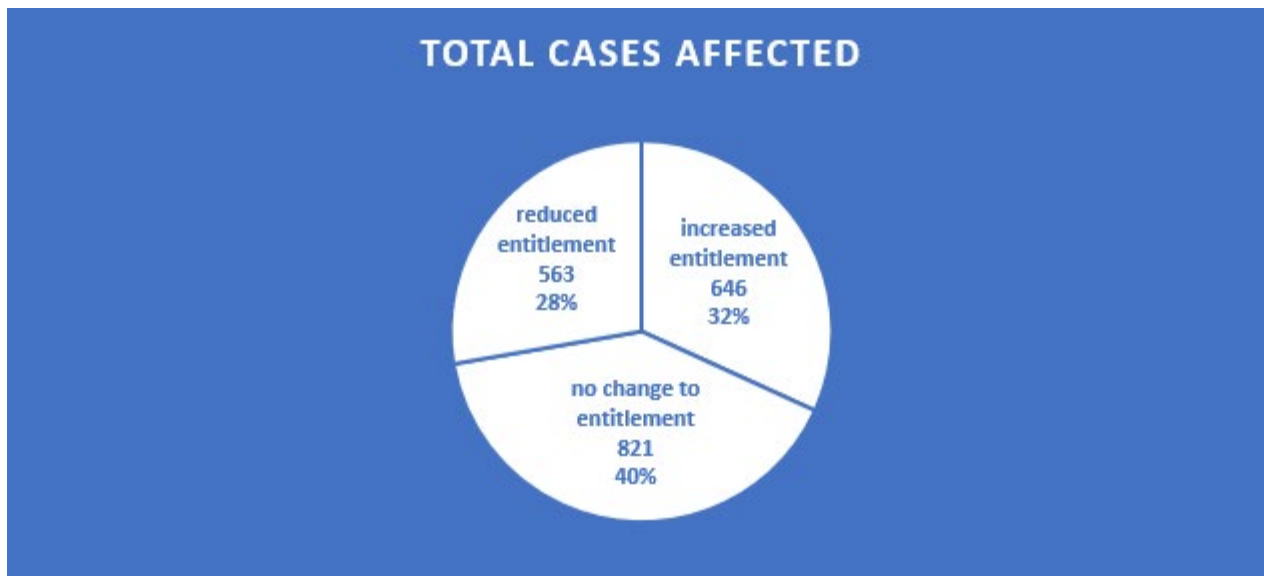
Excess Income	CTR award based on CT liability
£0 - £4.99	96%
£5 - £14.99	85%
£15.00 - £29.99	73%
£30.00 - £49.99	66%
£50.00 - £74.99	42%
£75.00 - £99.00	28%
£100 - £124.99	18%
£125 upwards	0%

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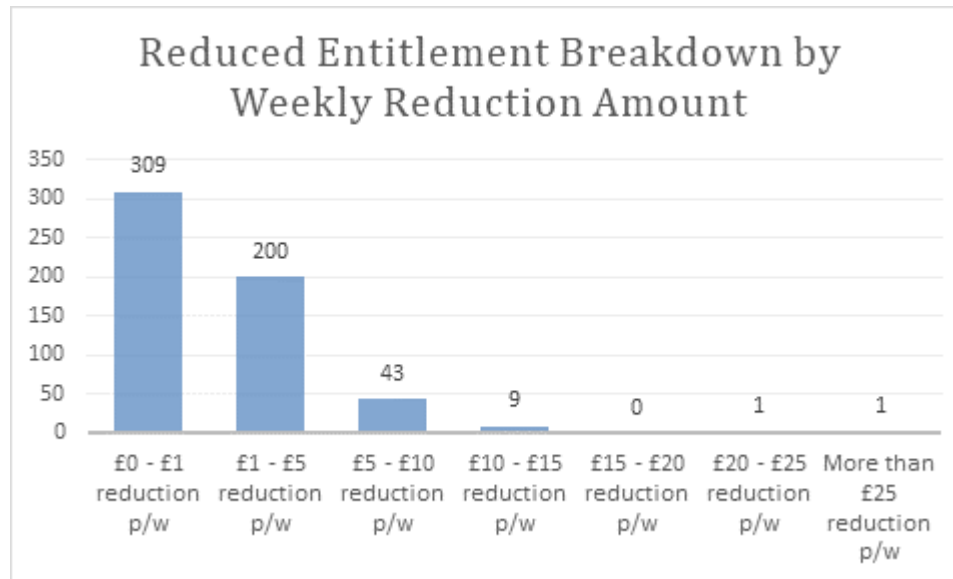
## Summary of impact

- There are currently 2,619 CTR from those of pension age at a total cost of £2.8m. This will remain unchanged by the banded scheme proposal (normal caseload changes will happen)
- There are currently 1,724 residents on CTR based on passported benefits at a total cost of £2.1m. This will remain unchanged by the banded scheme (allowing for normal caseload changes)
- There are currently 2,071 other working age residents on CTR at a cost of just over £2,068,423.
- Under the banded scheme this expenditure will reduce very slightly with a saving of 0.06%

# Summary of impact (Based on data as at June 2019)

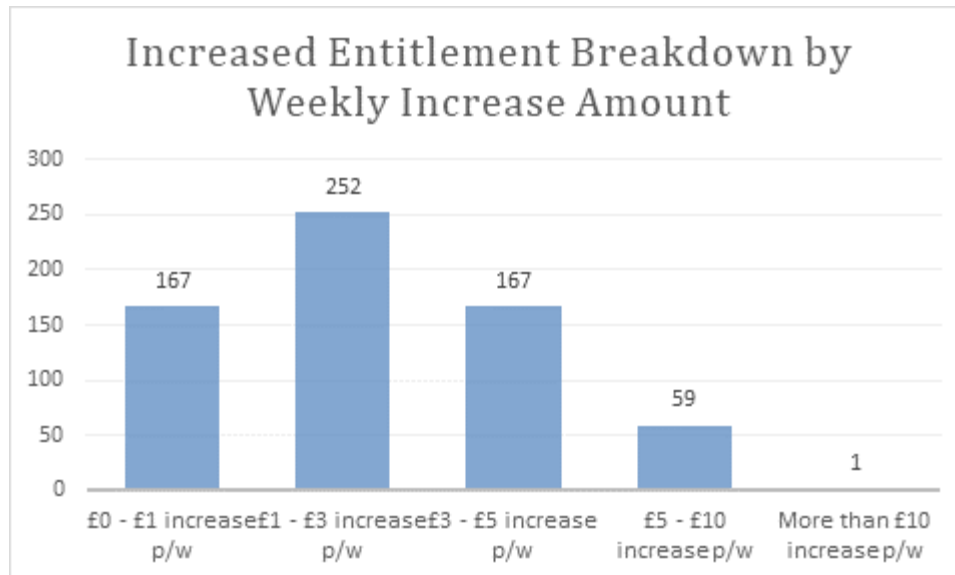


# Breakdown of reductions in entitlement





# Breakdown of increases in entitlement



# Summary of impact (weekly figures as at June 19)

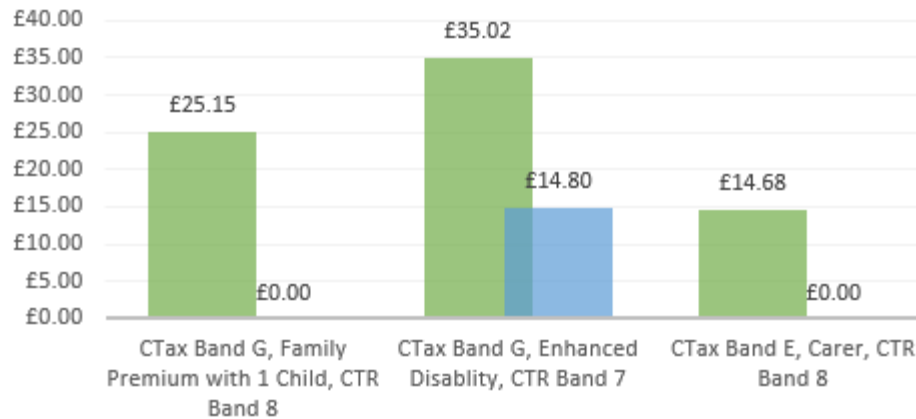


## MOST AFFECTED INCREASED ENTITLEMENT



# Summary of impact (weekly figures as at June 2019)

## MOST AFFECTED DECREASED ENTITLEMENT



## Other banded schemes

- Income banded schemes have been introduced in a number of Local Authorities across the country.
- Barnet Council introduced a banded scheme in 2019-2020 having had the default scheme since 2013. The main objectives for Barnet included creating savings, reducing work created by UC, creating a simpler scheme for residents. This is the first year of the scheme so no clear impacts as yet.
- South Gloucestershire Council also have a banded scheme. They have 5 income bands starting at £0.00 to £120.00. All working age applicants have to pay at least 20% even if they are on passported benefits. Collection rates for CT 98.2% for last two years.
- Luton have a banded scheme and the driver was financial savings and ensuing that support was provided to the most vulnerable residents. Collection rates were 97% in 17-18 and 97.2% in 18-19.

# Case Study 1

Miss A lives in Adderbury with her partner and 2 children. She lives in a Band B property and her Council Tax liability is £27.37 per week.

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- The household has income of earnings of £397.32, Child Benefit (fully disregarded) and Child Tax Credit of £27.56. Total £424.88.
- With a needs allowance of £333.00 she has excess income of £91.88.
- Based on the current Council Tax Reduction Scheme Miss A has Council Tax Reduction award of £8.99 per week.
- Under the banded scheme she will be in band **£75.00 - £99.00**  
**32% (of £27.37) and entitled to £8.75**

## Case Study 2

Mrs C lives in Banbury in a band A property with a Council Tax liability of £18.42 per week. She has income of Universal Credit of £160 per week including housing costs of £87.38. She also receives Disability Living Allowance and higher rate DLA Mobility both of which are fully disregarded.

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Under the current CTR scheme she receives 100% support at £18.42

Under the banded scheme she has no excess income and she would also receive 100% support at £18.42

## Council Tax Reduction 2021-2022

### Examples

#### Example 1

Mr P lives in Bicester with his partner and 2 children. They live in a band C property with a council tax liability of £32.97 per week.

- The household has income of self employed earnings of £105.86 (£27.10 is disregarded), Child Benefit (fully disregarded) and Child Tax Credit of £121.73 and working tax credit of £98.69. Total £299.18.
- With a needs allowance of £270.94 he has excess income of £28.24
- Based on the current Council Tax Reduction Scheme Mr P has Council Tax Reduction award of £27.37 per week. Band 3 **£15.00 - £29.99 83%**
- New awards if scheme is amended are shown below:
- Option 2 - minus 1% - 82% - £27.04
- Option 3 - minus 2% - 81% - £26.71
- Option 4 - plus 1% - 84% - £27.69

#### Example 2

Mr W lives in Kidlington in a band C property with a Council Tax liability of £25.87 per week. He has a weekly income of Employment and Support Allowance of £113.95, and an occupational pension of £50.76 per month. Universal Credit of £160 per week including housing costs of £87.38. He also receives Disability Living Allowance and higher rate DLA Mobility both of which are fully disregarded.

Under the current banded scheme he has no excess income and he receives 100% support at £25.87

Modelled Options 2, 3 and 4 have no change to the rate for claimants with an excess income of less than £5.00, so he would still get 100% support.

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## **Cherwell District Council**

### **Executive**

**7 December 2020**

### **Civil Parking Enforcement**

### **Report of Assistant Director Environmental Services**

This report is public

#### **Purpose of report**

To support a proposed application to the Department for Transport (DfT) for the introduction of a Special Enforcement Area (SEA) and bus lane enforcement powers across this district, South Oxfordshire and Vale of White Horse to provide Civil Parking Enforcement (CPE) managed by Oxfordshire County Council.

#### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To support the application to the DfT for civil parking enforcement.
- 1.2 To note the approval by the Oxfordshire County Council Cabinet to go forward with an application.

#### **2.0 Introduction**

- 2.1 This council has an action plan as part of the Car Parking Strategy which includes exploring the possibility of introducing Civil Parking Enforcement (CPE). Hence along with Oxfordshire County Council, South Oxfordshire and Vale of White Horse the four councils have worked jointly to investigate the feasibility of implementing CPE within their districts. CPE is already in place in Oxford City and West Oxfordshire.
- 2.2 The above councils are the only districts in the Thames Valley Police area where CPE is not in operation. Across the country there are only twelve districts which have not implemented CPE.
- 2.3 Oxfordshire County Council must apply to the DfT as the Highways Authority for each district area if the districts wish to proceed
- 2.4 An Officer working group led by OCC commissioned an independent feasibility study from a highly experienced consultant to determine the most suitable approach

to take in each District. Outline costs have been developed, including undertaking condition surveys of the lines and signs on the highway.

- 2.5 The study undertaken has confirmed that subject to on-street charging being implemented within market towns that CPE can operate on a cost neutral basis.
- 2.6 CPE can be managed by either via a CEA (Civil Enforcement Area) or a SEA (Special Enforcement Area). A SEA is considered the most appropriate option for Oxfordshire as it will provide flexibility to react to a wider range of parking offences. Oxford City and West Oxfordshire CPE is currently managed via SEAs. It is also recommended the County Council applies for bus lane enforcement powers across the county
- 2.7 An application to the DfT can be made by early 2021 with implementation expected to be possible in November 2021

### **3.0 Report Details**

- 3.1 When making an application for CPE, authorities can either apply to be a CEA or a SEA. A CEA covers civil parking enforcement of waiting and loading restrictions whilst a SEA includes additional powers to also enforce dropped kerb obstruction and double parking offences.
- 3.2 It is intended that Oxfordshire County Council applies to become a SEA as this will enable the Authority to enforce a wider range of parking offences and better meet the duties under the Traffic Management Act 2004 of keeping traffic moving on the road network. This would also ensure continuity across the County as Oxford City and West Oxfordshire are both currently managed via SEA's. By being able to enforce dropped kerb and double parking offences it will be possible to deal with issues directly without the need to pass residents to other agencies.
- 3.3 The powers to carry out Civil Bus Lane Enforcement under the Transport Act 2000, requires a separate designation order and it is recommended by the Department for Transport that applications for a new CEA/SEA specify whether powers for Bus Lane Enforcement are also required so they can be included. Hence, it is intended that the County Council apply for these powers to give scope for future enforcement activity if required
- 3.4 Ensuring parking restrictions are adhered to is important to help ensure that congestion and road safety are being managed, and that the economies of town centres and high streets are supported. This is not a high priority for the police, who will generally only enforce where there is a danger or obstruction being caused. As a consequence, this Council has paid £37k/annum for the time equivalent of a PCSO FTE to carry out enforcement activities. This ensures some enforcement is carried out at a cost to the Council. This arrangement is a short-term arrangement and is unlikely to be sustainable for the long term.
- 3.5 CPE for on-street parking is already in place for West Oxfordshire (managed by the District Council as agents to the County Council) and Oxford City (managed by the County Council). This has been in place for 10 and 23 years respectively.

- 3.6 This Council, the County Council, Vale, and South Oxfordshire District Councils have been working in partnership to explore options and potential business cases for implementing CPE, with support from a specialist consultant. This work has now been completed and demonstrates that there is business case for CPE that is financially viable.
- 3.7 Each District currently has their own external provider for off street parking enforcement. The County recently entered into 5-year contracts with Conduent to manage on-street restrictions in Oxford. In the short term, utilisation of these existing contracts to provide a service is preferable, with a possible longer-term ambition of a single parking contract across Oxfordshire. This is subject to legal and procurement review and with full agreement from all partners.
- 3.8 Each of the councils are now seeking approval to continue to progress and implement on street CPE through their own democratic processes. The County Council gave approval at Cabinet in October. Vale of White Horse & South Oxfordshire District Councils will look to gain approval on 3 & 4 December at their respective cabinets.
- 3.9 This project is considered to support later stages of the Covid-19 'recovery' efforts, both in helping to ensure cycling and bus corridors are free from obstructions, but also to manage a potential increase in car travel and the associated issues that can arise. The introduction of CPE also supports the promotion of active travel through the ability to proactively manage parking restrictions which will help ensure the highway is safer and clear of obstructions.
- 3.10 In the longer term it is believed that a single parking service across Oxfordshire covering both on and off-street parking could be an effective approach. However, there are a number of challenges involved in this, and it will not be feasible during the initial phases of this project. Discussions will continue with the other partners to explore potential options and timings.
- 3.11 There will be costs associated with undertaking of CPE for this Council, one off costs associated with implementation. There are no planned on-going costs for this Council. The one off cost is limited to no more than £60k per district council and this is less in value than two years paying Thames Valley Police for PCSO time. For the County Council the ongoing costs, if the existing enforcement contract can be utilised, in particular the 'back office' systems, and some on-street P&D bays can be introduced, then it is believed an on-street enforcement service could be provided at a cost neutral position. While the proposed plan is cost neutral for the County Council, any risks regarding the on-going revenue costs not being cost neutral, lie with the County Council.
- 3.12 The anticipated income and expenditure in running the CPE service are set out in the table below. This assumes Oxfordshire County Council manage CPE on street and District Councils continue to manage off street responsibilities.
- 3.13 A growing deficit is reported as the cost of a penalty charge notice (i.e. income) is fixed by the DfT whilst the model used builds in a 3% inflationary factor for operating costs which is predominantly made up of staffing costs. Year 1 shows a greater deficit due to the inclusion of start-up expenditure

<b>Estimated Annual Income</b>	£146,650	£168,045	£168,045	£168,045	£168,045	£818,830
<b>Estimated Annual Operating Costs</b>	£179,285	£166,275	£171,263	£176,401	£181,693	£874,917
<b>Surplus (+) Deficit (-)</b>	-£32,635	£1,770	-£3,218	-£8,356	-£13,648	-£56,087
<b>Surplus (+) Deficit (-) after P&amp;D income</b>	£43,065	£77,470	£72,482	£67,344	£62,052	<b>£322,413</b>

- 3.14 To mitigate the estimated deficit of £56,087 over the initial 5 years of the scheme, Officers have identified locations which are suitable for the introduction of on-street pay and display parking. It is estimated that after covering operational costs and expenditure, the net revenue from this proposal would recover an average of £75,700 per annum over the 3 districts, which equates to £378,500 over 5 years.
- 3.15 To achieve this a commitment of implementing a total of 168 on-street parking charges at locations in Banbury, Bicester, Abingdon & Wallingford is required. Around 79 spaces would fall between Banbury & Bicester. With 56 spaces proposed in Banbury & 23 spaces proposed in Bicester. Indicative spaces have been identified but not yet agreed. The final locations where pay & display will be installed will be decided following a consultation process involving the County Council, this Council & the relevant town council early in the new calendar year
- 3.16 CPE is expected to bring wider benefits to local businesses in managing the demand for parking. The combination of enforcement on time restricted parking and a small number of pay and display spaces should create a turnover and an increased footfall in the town centres. This in turn should benefit town centre businesses. An agreement aligning on and off street parking between the county council and this Council would maximise the benefit to the town centres.
- 3.17 This is a joint project between the District and County Councils for the benefit of our residents, and as such it is proposed setup costs would be distributed between the District and County Councils. It is proposed that all the costs and income of operating the scheme reside with the managing authority, which is proposed to be Oxfordshire County Council. Whilst there is a risk, such an approach is deemed appropriate to reward and incentivise the enforcing authority. The proposed distribution of set up costs between authorities is proposed as below:

Item	Cost	Cost owner
Rectifying defects to signs and lines	£250,000	OCC
Updating appeals software for new areas	£20,000	DC's
Publicity and advertising costs	£60,000	DC's
Start up costs for new pay and display bays	£100,000	DC's

TOTAL £430,000  
Allocation of setup costs:  
Oxfordshire County Council – £250k  
Cherwell District, Vale of White Horse and South Oxfordshire – £60k per district

- 3.18 It is anticipated this Council's £60,000 contribution will be a one-off contribution

funded from ceasing paying TVP £37k/year for the time of one FTE PCSO. The new arrangements will increase the amount of resources on enforcement changing from 1 FTE to 3 FTE. This amount of increased resource should ensure enforcement not only is carried out in Banbury & Bicester but also in Kidlington and some of the other large villages where illegal parking problems currently exist.

- 3.19 It should be noted that the allocations would be based on actual costs, therefore the final contribution may be less than the estimates within this report. A commitment has been made that the District Councils would not be requested to contribute further should costs go over the estimates provided
- 3.20 The existing operations by this Council in enforcement of the Council's owned off-street car parks will continue. The current Excess Charge Notices (ECNs) will change to Parking Charge Notices (PCNs) and non-payment will change from a criminal legal process (Magistrates court) to a civil debt recovery process. The agreement in principle with the County Council would be based on an initial 5 year period from the commencement of CPE. Options to align on and off-street enforcement can be reviewed as existing enforcement contracts end
- 3.21 The overall joint business case makes a number of assumptions, and whilst a conservative approach has been taken, there is a risk that the number of penalty charge notices issued is less than predicted. This risk is mitigated via the use of on street P&D bays to supplement the income anticipated from CPE. The financial risk although low sits with the County Council
- 3.22 Parking does cause issues for this Council and its residents, and if action is not undertaken when there is the ability to do so, may cause reputational challenges. The recent public consultation on parking showed 60% agreed there was insufficient enforcement. The proposed changes should change this perception.
- 3.23 Limited communication has taken place while this joint team has investigated CPE. However, it is important that widespread engagement is going to be necessary to successfully implement CPE.
- 3.24 Should the request to proceed with an application to the DfT to implement CPE by our partners be approved, a full consultation of key stakeholders will be completed. If a successful application is made a formal comms strategy will then be developed to support the implementation of the scheme
- 3.25 An indicative timetable for implementation is as follows

<b>MILESTONE</b>	<b>DATE</b>
Completion of feasibility study & development of financial model	June 20
Early consultation with DfT regarding potential implementation dates.	July 20
CEDR approval sought for an application to be made	Aug 20
Oxfordshire Cabinet approval sought for an application to be made	Oct 20
CDC Executive approval sort for an application to be made	Dec 20
Draft application developed for the introduction of a SEA in districts.	Oct 20-Dec 21
Comms strategy agreed with all partners	Oct 20
Commencement of review of signs, lines and TROs	Jan 21-Aug 21
Commencement of the Statutory Consultation process	Feb 21-April 21

Application submitted to the DfT	April 21
DfT review & parliamentary process	April 21-Nov 21
Establishment of formal 'back office'	July 21-Nov 21
Formal comms roll out to wider stakeholders & community groups	July 21-Nov 21
Designation Order created and CPE brought into effect	Nov 21

## 4.0 Conclusion and Reasons for Recommendations

- 4.1 The plan for an application to be made for the introduction of CPE has been done with our partners Vale of White Horse, South Oxfordshire & the County Council. Agreement with officers at all four councils have been made to proceed to our respective Executive/Cabinet to approve an application being made to DfT. The County Council have approved the approach with our other partners due to consider this matter on 3 & 4 December respectively.
- 4.2 If an application is successful CPE could be implemented from late 2021.
- 4.3 The new arrangements offer several benefits for this Council. More resources, up to 3 FTEs will be engaged in on street parking enforcement this is an increase from the current 1 FTE provided by PCSOs. Increase enforcement will address many of the issues related to car & other vehicles parking in prohibited locations in the three urban centres and should lead to a greater churn in those spaces which are time limited.

## 5.0 Consultation

Oxfordshire County Council  
 South Oxfordshire District Council  
 Vale of White Horse District Council

## 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 support the application to the DfT

Option 2: To reject the application to the DfT & continue with the current arrangements

## 7.0 Implications

### Financial and Resource Implications

- 7.1 The proposal involves making a contribution of £60k with on going costs & risks being with Oxfordshire County Council. Currently the Council pays more than £37k/year to Thames Valley Police to fund time from PCSOs to carry out parking enforcement. The one off contribution is less than two years funding PCSO time

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## **Legal Implications**

- 7.2 Civil parking enforcement is a legal process, and enforcement authorities are expected to ensure that their employees and contractors who operate civil parking enforcement regimes have a clear and full understanding of what the law requires.

In this respect, s87 of the Traffic Management Act 2004 demands that the council must have regard to statutory guidance, which explains how to approach, carry out and review civil parking enforcement, which is regulated by Part 6 of the Traffic Management Act 2004. Here is a link to such guidance:

<https://www.gov.uk/government/publications/civil-enforcement-of-parking-contraventions/guidance-for-local-authorities-on-enforcing-parking-restrictions>

That guidance states, amongst other things, that a special enforcement area must be within a CEA or cover the same area as one. Authorities considering whether to apply for special enforcement area designation as part of their CEA application must do so under Schedule 10 paragraph 3 (1) – (4), asking the Secretary of State to designate the relevant part of their area as a special enforcement area.

Officers will also need to ensure traffic regulation orders, traffic signs and road markings comply with legal requirements, and that the traffic signs and road markings are compatible with the orders. Close liaison with the county council, as well as other districts that have progressed CPE/SEA in their areas, will therefore be essential.

Liaison will also be required with the council's contracted off-street car parking managers, who currently administer parking restrictions pursuant to the Road Traffic Regulation Act 1984, enforcement of which comprises convictions for non-payment in the magistrates courts rather than civil penalties through a CPE regime.

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## **Risk Implications**

- 7.3 Car Parking can be an area of significant comment from users and businesses. In the recent public consultation 60% of residents were dissatisfied with the levels of enforcement. The risks will largely managed be managed by Oxfordshire but any risks for this Council will be monitored as part of the services operational risk register and escalated to the leadership risk register as and when necessary

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## 8.0 Decision Information

### Key Decision

**Financial Threshold Met:** No

**Community Impact Threshold Met:** Yes

### Wards Affected

All

### Links to Corporate Plan and Policy Framework

An enterprising economy with strong & vibrant local centres

### Lead Councillor

Councillor Dan Sames, Lead Member for Clean & Green

### Document Information

None

### Background papers

None

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## Cherwell District Council

### Executive

7 December 2020

### (Draft) Strategic Vision for Oxfordshire

### Report of Assistant Director – Growth and Economy

This report is public

### Purpose of report

This report introduces a first draft of a Strategic Vision for Oxfordshire (attached as Appendix One<sup>1</sup>). It explains the purpose of this unique approach, the scope and content of the Vision and the timeline for the current engagement and finalising the Vision which the Oxfordshire Growth Board is undertaking.

### 1.0 Recommendations

The meeting is recommended to:

- 1.1 Provide views on the (Draft) Strategic Vision for Oxfordshire.
- 1.2 Take account of the views expressed at Overview and Scrutiny Committee.
- 1.3 Delegate responsibility to the Assistant Director – Growth and Economy to develop a response to the Strategic Vision engagement exercise, in consultation with the Leader, reflecting the views expressed at the meeting and at Scrutiny.

### 2.0 Introduction

- 2.1 The Oxfordshire Growth Board ('the Board') was established in 2014 as a Joint Committee<sup>2</sup> of the six councils of Oxfordshire, together with key strategic partners. Following a recent review, the Board's aim is to help coordinate economic, housing and infrastructure development in a way that is inclusive and maximises local social and environmental benefits. The Board's establishment was premised on strengthening partnership arrangements across Oxfordshire for pragmatic working on key strategic issues. It has successfully done this by overseeing the delivery of cross-county projects that the councils of Oxfordshire were seeking to deliver in a

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<sup>1</sup> Referred to in the report, variously as, (Draft) Strategic Vision or Strategic Vision or Vision – for avoidance of doubt, the Vision remains in draft form until formally adopted by the Oxfordshire Growth Board at its meeting in March 2021.

<sup>2</sup> Under s101 (5), 102 Local Government Act 1972 (LGA 1972) and s9EB Local Government Act 2000 (LGA 2000) and pursuant to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.

collaborative way – between local authorities, the Local Enterprise Partnership and wider partners and stakeholders<sup>3</sup>.

### 3.0 Report Details

3.1 Oxfordshire has considerable and diverse strengths. It is also facing significant change, but with change comes the opportunity for progress based on new ways of thinking. Conversations between Growth Board partners and the public, and innovative work on economic inclusivity, have shown that there is a desire to see a different approach to place-shaping in Oxfordshire. For example, the public's responses to the consultation on the Oxfordshire Plan 2050 Regulation 18 document gave a clear steer that there is an appetite for an approach that:

- is ambitious, radical, innovative and creative
- is Oxfordshire-specific and reflects the views of local people
- prioritises climate change
- focusses on social, economic and environmental wellbeing, not solely on a narrow definition of growth.

3.2 Through the Growth Board, the councils have collectively expressed their desire for plans, strategies, programmes and investment priorities for Oxfordshire to be ambition-led and outcome-focussed. Achieving these ambitions will require all those who make future decisions about investment, and those planning for and delivering place-making across Oxfordshire, to maximise impact by working together based on shared strategic priorities and by embracing innovation to develop solutions. Developing a Strategic Vision for Oxfordshire is a unique opportunity to respond to this challenge, through the Growth Board, on behalf of local councils and partners.

3.3 Establishing a clear and coherent vision for Oxfordshire setting out what the partners are seeking to achieve and their strategic priorities, also plays an important role in helping manage some of the risks to the Oxfordshire Plan at Examination.

#### **What is the purpose and status of the Draft Strategic Vision?**

3.4 Building on the success of recent engagements and consultations, the Growth Board partnership wishes to consider in a positive, open and transparent way what the ambition for Oxfordshire should look like and how it can be achieved by drawing on new ways of thinking about sustainable development. The Draft Vision is intended to be the start of a conversation with our communities to build consensus around a common set of goals for Oxfordshire, strengthening and improving the Vision.

3.5 In doing so, the Strategic Vision is not intended to replace or set the specific vision for any of our individual communities or partner organisations. It is crucial to not lose sight of the rich variety of places that make up Oxfordshire and all that is valued about the character of our city, towns and villages and our natural and historic environments. It is recognised that delivering the Strategic Vision will require place-focussed responses to specific challenges and opportunities that

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<sup>3</sup> As a Joint Committee, the Board may discharge executive functions if delegated to it by each constituent local authority, but each constituent authority retains the ability to exercise all executive and non-executive functions generally and specifically in relation to economic development including where applicable provision of housing, strategic spatial planning and strategic transport planning.

reflect particular circumstances. That happens best through a detailed understanding of places and communities to arrive at solutions that work for them. Delivering the Vision will require long-term collective commitment and investment by the partners that make up the Growth Board but also, crucially, by a wider set of strategic stakeholders and partnerships.

- 3.6 The Strategic Vision is part of the existing portfolio approach to plan and strategy development in Oxfordshire. The Vision has a specific role and a clearly defined non-statutory status. While it is similarly looking to 2050 and is intended to support the development of the Oxfordshire Plan indirectly, it is not part of the Oxfordshire Plan 2050 itself. It explicitly does not deal with the quantum of housing or economic growth for Oxfordshire, nor direct where it should go. Those are matters more appropriately dealt with through other plans (Oxfordshire Plan 2050 and Local Plans). The Vision can however play an important role in seeking to drive improvements to environmental, social and economic well-being which may be reflected in emerging plans, strategies and programmes.
- 3.7 The Oxfordshire Plan will deliver parts of the Vision, but not all the ambitions and outcomes are within its sphere of influence. The Strategic Vision cuts across many sectors and is designed to inform a range of plans, strategies and programmes. Local plans, infrastructure plans, economic strategies and associated plans and programmes will all have important roles to play. For example, having a set of long-term, strategic, economic, infrastructure and environment investment priorities aligned to shared outcomes will help ensure Oxfordshire is investing in the right infrastructure and other assets in a timely way, maximising the benefits of that investment, avoiding unnecessary expenditure and helping ensure it is better placed to influence the priorities of other relevant organisations. Having a 'whole system' agreed vision of where we are heading, and our expected outcomes would go a very long way to help align our work and our infrastructure programmes.
- 3.8 The Vision should also be read by partners beyond Oxfordshire as a statement of intent by the partnership that has prepared it. Of particular significance is the Government's announcement in March 2020 of its backing for a spatial framework for the Oxford-Cambridge Arc. Oxfordshire can help achieve its collective ambition by looking to influence any framework for the Arc based on its Strategic Vision.

### **What is the scope of the Draft Strategic Vision?**

- 3.9 The (Draft) Strategic Vision is high-level, overarching and long-term. It is positive, optimistic and aims high in its ambition for Oxfordshire. The Vision sets out how the plans, strategies and programmes for Oxfordshire, including the Oxfordshire Plan 2050, can be ambition-led and outcome focussed, facilitating a step-change in the approach to delivering sustainable development in Oxfordshire. In much the same way that local councils adopt corporate plans to guide their work, the Vision will help guide the approach to joint working and joint programmes between those councils and their partners.
- 3.10 The Strategic Vision is centred on people's wellbeing, with Oxfordshire a place where current and future generations thrive. Wellbeing of individuals is important, but the Strategic Vision also addresses wellbeing in the round in ways that make important connections because there are well-recognised intrinsic links between the environmental, social and economic dimensions of wellbeing and how these need to be underpinned by improved resilience. The ambition is to utilise the unique

opportunities and assets in Oxfordshire to shape healthy, sustainable, resilient communities.

- 3.11 The Strategic Vision defines the ambition for Oxfordshire as a set of outcomes, which if we are successful, will have been achieved by 2050. To help achieve the ambition the Vision defines what is meant by 'good growth', with the approach based on improvements in quality and circumstances for individuals and society. The aim is that growth in Oxfordshire will be inclusive, focussing on progress in improving health and wellbeing, transitioning to a low carbon future, addressing inequalities and prioritising the natural environment, alongside greater resilience to climate and economic change. The Vision also includes a set of Guiding Principles (or interrelated ground rules) which together articulate how Oxfordshire will change as a place over the next 30 years.
- 3.12 Delivery against a 30-year vision will require pragmatism and realism as the tools of our innovation and ambition develop. However, the Strategic Vision recognises that decisions, actions and investments are required now to place Oxfordshire on the pathway to delivery by 2050.
- 3.13 It is very likely that achieving the final, agreed outcomes by 2050 will require some trends to be reversed, while for some other trends, where progress is already being made, there will need to be an increase in the pace of change, making the most of the vital role place-making plays in delivering positive outcomes. Measuring progress, so that we know what responses are needed, will be an important part of the approach to delivering the Strategic Vision. It also provides a robust basis on which Oxfordshire's communities and stakeholders may hold the Growth Board to account. At this stage we have not attempted to define or agree targets or the indicators for monitoring delivery. Development of a robust framework for monitoring progress and continual improvement will form a key part of the next phase of work on the Strategic Vision, drawing on public and stakeholder engagement.

#### **What are the timescales and next steps?**

- 3.14 Work on the Strategic Vision is time-critical. It is intended to indirectly support the development of the Oxfordshire Plan 2050, as well as the Government's planned spatial framework for the Oxford-Cambridge Arc. Work on a spatial framework is now gathering momentum and is expected to progress at pace; having an agreed Strategic Vision in place will provide Oxfordshire with a firm basis to influence any framework for the Arc.
- 3.15 Preparation of the Draft Strategic Vision is the beginning of a process. Because the Growth Board wants to be open about what it is trying to achieve, it is carrying out bespoke and wide public and stakeholder engagement, providing an early opportunity for people to share and shape its thinking through public discussion and debate. The programme of public and stakeholder engagement will run from 16 November 2020 to 3 January 2021.
- 3.16 Due to COVID-19, the Growth Board is using the Oxfordshire Open Thought digital engagement platform which has already proved very helpful in engaging on wide-ranging topics and long-term thinking. Engagement on the Strategic Vision will respond to that earlier conversation, and use Open Thought to seek support, build consensus and make improvements.

- 3.17 The Growth Board partners have important linkages with communities and grassroots networks in Oxfordshire. The views of the Growth Board partners will therefore be crucial in shaping the Strategic Vision as it evolves. The more consensus that can be built, the more it will be possible to develop and implement effective plans and programmes for Oxfordshire. The Growth Board is therefore asking that the Strategic Vision is considered by each local authority's Scrutiny Committee and Cabinet during the engagement period.
- 3.18 The Growth Board is aiming for all partners to endorse the Strategic Vision at its meeting in March 2020. The dates of the various meetings of the partners committees are listed in Table One below.

**Table One: Committee dates for Growth Board local authorities**

Scrutiny (Economic and Social): West	19/11/2020
Scrutiny: Vale	23/11/2020
Scrutiny: South	30/11/2020
Scrutiny: Cherwell	01/12/2020
Scrutiny: Oxford City	01/12/2020
Cabinet: South	03/12/2020
Cabinet: Vale	04/12/2020
Executive: Cherwell	07/12/2020
OxLEP Board meeting (provisional)	09/12/2020
Cabinet: Oxford City	09/12/2020
Scrutiny (performance committee): Oxfordshire County	10/12/2020
Cabinet: Oxfordshire County	15/12/2020
Cabinet: West	16/12/2020

- 3.19 The Vision will be refined by the Growth Board taking account of the engagement and further work (informal sustainability advice for example). Early, pre-engagement comments made through the Growth Board Scrutiny Panel and Growth Board process will be picked up as part of the post-engagement re-drafting.
- 3.20 Subject to the feedback received and support generated, the Growth Board will seek endorsement of a revised Strategic Vision at its meeting scheduled for 23<sup>rd</sup> March 2021.

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

- 4.1 The development of a Strategic Vision for Oxfordshire, which encompasses the shared ambitions of local councils and key organisations, provides a unique opportunity to bring together a clear and unambiguous statement about what it is we want to achieve in Oxfordshire. This bold and striving approach is being developed as part of a wider engagement process with Growth Board partners, councillors and residents. The recommendation is for the Executive to provide feedback on the draft Strategic Vision, and delegate responsibility to agree the final wording of a response to Assistant Director for Growth and Economy in consultation with the Leader before 3 January 2021.

## 5.0 Consultation

A programme of public and stakeholder engagement will run from 16<sup>th</sup> November 2020 to 3 January 2021

## 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: Do nothing

This was rejected as the Draft Strategic Vision is a unique opportunity to respond to the emerging strategic direction of the District and the Council is actively engaged in the Strategic Vision preparation. By not responding to the offer to comment on the Draft Strategic Vision, it could limit the impact of the partnership approach.

## 7.0 Implications

### Financial and Resource Implications

- 7.1 The preparation and development of the Strategic Vision will be covered within existing budget and resource allocations. No additional financial commitments are required as part of this report.

Comments checked by:

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### Legal Implications

- 7.2 The Strategic Vision for Oxfordshire has a clearly defined non-statutory status. Nevertheless, it may be prudent to seek legal advice following engagement but prior to agreement of the Vision, to ensure the agreed language of the Vision moving forward is helpful to, rather than in conflict with, the emerging next stage of the Oxfordshire Plan 2050.

Comments checked by:

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### Risk Implications

- 7.3 There is a risk that by not responding to the Draft Strategic Vision, the Council's views and comments would not be included in shaping the long-term ambitions for the district and wider county. This will be managed as part of the Board's risk register and escalated, as and when necessary, to the Leadership Risk Register.

Comments checked by:

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## **Equality and Diversity**

- 7.4 The proposed public engagement has the potential to reach out to include a wide and diverse audience in a positive way that involves communities in determining the future of their area. Gathering the views from a diverse range of stakeholders and the wider community will better inform the approach to inclusive growth.

Comments checked by:

Sam Shepherd, Policy Team Leader, [samantha.shepherd@oxfordshire.gov.uk](mailto:samantha.shepherd@oxfordshire.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 work contributes to all four strategic priorities within the Council's 2020-21 Business Plan.

### **Lead Councillor**

Councillor Barry Wood, Leader of the Council

## **Document Information**

### **Appendix number and title**

- Appendix 1 Draft Strategic Vision for Oxfordshire

### **Background papers**

None

### **Report Author and contact details**

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# Appendix 1: Oxfordshire's Strategic Vision for Long-Term Sustainable Development - Engagement Draft

## Our Vision Statement for Oxfordshire

*Enhanced well-being sits at the heart of our ambition.*

*We want Oxfordshire to thrive so that the lives of current and future generations are improved. To achieve this will require bold, innovative, collaborative and inclusive thinking with decisions and actions that deliver real and lasting change in ways that build resilience and enhance well-being.*

*To be well, we need the right environmental, social and economic conditions, underpinned by improved resilience, and built on a clear understanding that the different dimensions of well-being are intrinsically linked. By resilience we mean de-carbonisation, tackling climate change and mitigating its impacts, securing a biodiverse natural environment, building community connectedness, better health, and improved educational attainment and skills that will support the jobs of the future. Our ambition is to utilise the unique opportunities and assets in Oxfordshire to accommodate growth sustainably, and shape healthy, resilient communities in which it is possible for all residents to thrive.*

*If we are successful, these are the outcomes that will have been achieved in Oxfordshire by 2050:*

- We will be the first generation to leave Oxfordshire's natural environment in a better state than that in which we found it. The natural environment will be more biodiverse, supporting social, economic and ecological resilience and the capacity to adapt to change.*
- Oxfordshire will already be carbon neutral, and will be moving towards a carbon negative future, in which the County is removing more carbon than it emits each year.*
- The population will be healthier and happier, inequalities will have been reduced, young people will feel excited about their future and the overall well-being of the population will have improved.*
- The economy of Oxfordshire will be successful and sustainable, making the most of all our people and with quality places where people want to live and work.*
- We will have energy efficient, well-designed homes, sufficient in numbers, location, type, size, tenure and affordability to meet the needs of our residents.*
- Movement around Oxfordshire will be transformed, with greater connectivity and mobility in and between places in ways that enhance environmental, social and economic well-being.*
- Our communities will be rooted and flourishing, with enhanced and lasting connectedness driven by individual and community action.*

## 1. Introduction

- 1.1 Oxfordshire has considerable and diverse strengths. Its beautiful countryside, from the Chilterns to the Cotswolds, with high quality landscapes and areas important for nature conservation, its rich and diverse built and historic environment formed from the fabric of its market towns and villages and the vibrant, diverse cultural offer and urban environment in the City of Oxford, and its proximity and connections with other places, are key reasons why people choose to live, work, visit and invest here. These strengths have formed the foundation of Oxfordshire's economic success. But there are also challenges. Oxfordshire is one of the fastest growing economies in the country, but it is also among the least equal, with significant and stubborn economic and social inequalities. And there are problems linked to congestion, housing affordability and the well-being of the natural and built environments. All these impact on Oxfordshire's residents and businesses.
- 1.2 Oxfordshire is facing significant changes. Some of these – such as climate change and the unprecedented impacts of the COVID-19 pandemic – are the result of trends that are being experienced by the global community. Other changes reflect Oxfordshire's status as an international centre of pioneering research and innovation based on a hive of knowledge-intensive economic activity at the universities and science, technology and business parks. Changes are being influenced by Oxfordshire's links with neighbouring areas such as the Thames Valley and Swindon, and more widely with the Oxford-Cambridge Arc which is now a key national economic priority for the Government.
- 1.3 Change is inevitable, but change is not inevitably detrimental. With change comes the opportunity for progress based on new ways of thinking. We have seen an important increase in emphasis on climate change internationally, nationally and locally, with legislation in 2019 to eradicate the UK contribution to climate change by 2050, and with climate change emergencies declared by all the Oxfordshire Councils. We now have a better understanding that every decision made as a result of emerging plans and strategies for Oxfordshire has the potential to, and very probably will, impact (positively or negatively) on local, national and global emissions in the short, medium and long-term, to way beyond plan end dates.
- 1.4 Most recently, the COVID-19 crisis has generated considerable uncertainty and brought into sharp focus important, complex and sometimes uncomfortable questions about the impact of the pandemic. But we have also seen how, although physically apart, people have come together to give care, support and friendship within their communities. It has also given us a glimpse of a world less dependent on personal travel and more reliant on digital connectivity. How can we capture the positive aspects of these changes as we move forward? The pandemic has forced us to think about how we should frame our choices as the country moves towards recovery, what our priorities should be and how to deliver positive outcomes.
- 1.5 We need to be pragmatic in responding to current circumstances, whilst recognising the importance of taking this opportunity to think strategically about how best to tackle long-term problems as we re-build and secure the future of our local economies. Others have referred to this process as 'building back better', in which traditional models of growth are re-thought, re-set and replaced with a more balanced approach based on a broader range of objectives. We should not avoid tackling issues now, but it is also important to establish a pathway for long-term change.

- 1.6 We know that within Oxfordshire there is a desire to see a different approach to place-shaping. Early in 2019 the partnership preparing the Oxfordshire Plan 2050 started a formal conversation with the public and stakeholders about planning for Oxfordshire's long-term future. The public's response to that consultation gave us a very clear steer that there is an appetite for an approach that:
- is more ambitious, radical, innovative and creative
  - is more Oxfordshire-specific and reflective of local people's views
  - prioritises climate change, and
  - focusses on social, economic and environmental well-being, and not solely on a narrow definition of growth.
- 1.7 Similar thoughts were also reflected in the One Planet Living Oxfordshire Shared Vision<sup>1</sup>. Developed for a broadly-based Oxfordshire partnership, and drawing on input from some 100 stakeholders from across Oxfordshire, the One Planet approach sets out the sorts of big thinking and action that is required to achieve sustainable living based on a happier, healthier, greener future. And, the Oxfordshire Growth Board's Open Thought initiative<sup>2</sup> has added to the debate and pool of ideas by tapping into the wealth of knowledge to help find solutions to accommodate changes in how we will live and work, how we will connect with each other and how we will manage and respond to climate change.
- 1.8 Our bold economic ambitions<sup>3</sup> have been brought to life in an investment plan<sup>4</sup>. We can see from this how Oxfordshire is uniquely placed to embrace the dynamic potential of world-leading innovation and research and development to support economic recovery and growth for the benefit of local residents.
- 1.9 Innovative work on inclusive growth<sup>5</sup> has brought relevance and visibility to a need for us to actively recognise and address the inequalities in our success. It has highlighted a wide range of issues, including the need to tackle deprivation and disadvantage in Oxford and our other urban areas, improve educational attainment and to develop the skills required to access new employment opportunities and to improve physical and digital connectivity in our rural areas. If we are to deliver our vision and ambitions, these inequalities will need to be addressed so that growth is genuinely inclusive.
- 1.10 These conversations and thinking have shown that if we frame our ambition based on what is demonstrably achievable over the next thirty years, we could fall well short of what those who have contributed are looking to achieve. That would be a missed opportunity that fails to capitalise on Oxfordshire's scope for innovation over the longer-term. We therefore wish to determine in a positive, open and transparent way what our ambition for Oxfordshire should look like and how we can achieve it by drawing on new ways of thinking about sustainable development.
- 1.11 In doing so, we should not lose sight of the rich variety of places that make up Oxfordshire. We value the character of these different settings – our city, towns and villages and our natural and historic environments – and recognise that delivering our shared Strategic Vision will require place-focussed responses to specific challenges and opportunities that reflect particular circumstances. For example, activity to achieve ambitions for zero carbon and increased biodiversity will need different design solutions

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<sup>1</sup> One Planet Oxfordshire: Our Shared Vision, Bioregional, 2019

<sup>2</sup> See: <https://www.oxfordshireopenthought.org>

<sup>3</sup> Oxfordshire's Local Industrial Strategy, 2019

<sup>4</sup> Oxfordshire's Local Industrial Strategy Investment Plan, 2020

<sup>5</sup> Led by Oxfordshire's Local Enterprise Partnership under Oxfordshire's 'Social Contract' and by the City of Oxford

in the high-density environments of the city and urban areas than in rural settings. This happens best through inclusive processes and a detailed understanding of places and communities to arrive at solutions that work for them.

- 1.12 We also recognise that positive change will evolve and take time: it is not linear and not smooth. This Vision sets our ambition high: while we are realistic in understanding this will evolve over time and must be couched against dynamic economic, political and social forces beyond our direct control, we want to challenge the norm and the lowest common denominator to provide the best possible future for our residents.

## 2. Purpose & Status of the Strategic Vision

- 2.1 This Strategic Vision has been prepared by the collective leadership of the Oxfordshire Growth Board. The Growth Board comprises the six councils of Oxfordshire<sup>6</sup> and key strategic partners<sup>7</sup>. It facilitates collaborative working on economic development, strategic planning and growth, and oversees the projects agreed in the Oxfordshire Housing and Growth Deal, seeking agreement on local priorities.
- 2.2 The Strategic Vision cuts across many sectors and is designed to inform a range of strategies, plans and programmes. It represents our common and shared ambition but is not intended to replace or set the vision for any of our communities or partner organisations.
- 2.3 Not all the ambitions and outcomes will be within the sphere of influence of the Oxfordshire Plan 2050. That plan will deliver parts of the Vision, but as a statutory planning document, it cannot address all aspects involved in delivering this Vision. Local plans, infrastructure plans, economic strategies and associated plans and programmes will also have important roles to play. There is also a role for the individual to help deliver our ambitions, as our own actions can support or detract from delivering the Vision.
- 2.4 We want our plans, strategies and programmes, including the Oxfordshire Plan 2050, to be ambition-led and outcome focussed. Our Strategic Vision will be transformative, centred on people's well-being, addressing climate change, as well as on the health and quality of our natural environment. The Strategic Vision is intended to facilitate a step-change in our approach to planning for and delivering sustainable development for Oxfordshire.
- 2.5 The Strategic Vision is high-level, overarching and long-term. While the outcomes and priorities are unlikely to alter over the short to medium-term, our approach needs to be resilient to change over time. Our Strategic Vision is positive and optimistic. It recognises that although there is a high level of uncertainty over a 30-year period, particularly around external factors including climate and technological change, new opportunities to balance environmental, social and economic needs to deliver sustainable development in different and better ways will emerge. This will position Oxfordshire to challenge and capitalise on the scope for innovation over the longer-term.
- 2.6 Delivery against a 30-year vision will require pragmatism and realism as the tools of our innovation and ambition develop. However, this pragmatism should be seen to support delivery against our vision and not as an excuse to under-perform.

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<sup>6</sup> Cherwell District Council, Oxford City Council, South Oxfordshire District Council, Vale of White Horse District Council, West Oxfordshire District Council and Oxfordshire County Council

<sup>7</sup> Oxfordshire LEP, Oxfordshire Skills Board, Oxford Brookes University, University of Oxford, Homes England, DEFRA, Oxfordshire Clinical Commissioning Group, Environment Agency, Network Rail and Highways England

- 2.7 Our Vision should be read by partners within and beyond Oxfordshire as a statement of intent by the partnership that has prepared it. Of particular significance is the Government's announcement in March 2020 of its backing for a spatial framework for the Oxford-Cambridge Arc. Oxfordshire will look to influence any framework for the Arc based on this Strategic Vision to help achieve our collective ambition.
- 2.8 The Strategic Vision forms part of the informal interface between national and local policy, helping to deliver national objectives such as those for 'clean growth' which aim to make the most of low carbon opportunities locally while meeting national and international commitments to tackle climate change<sup>8</sup>. It also supports delivery of national health priorities<sup>9</sup>. These identify the importance of prevention and reducing health inequalities and recognise that embedding healthy place-shaping principles within plans ensures that future developments are designed to support prevention and physical and mental well-being.
- 2.9 This Strategic Vision is part of the existing portfolio approach to plan and strategy development in Oxfordshire. Its role is to establish an overarching ambition that informs the Oxfordshire Plan 2050 amongst other relevant plans, strategies and programmes that reflect wider considerations such as health and well-being and infrastructure that impact on place-making in Oxfordshire. By providing clear strategic leadership and direction, we aim to increase confidence in the delivery of long-term spatial priorities.
- 2.10 This is the beginning of a process. We want to be open about what we are trying to achieve so we are carrying out bespoke public and stakeholder engagement providing an early opportunity for people to share and shape our thinking through public discussion and debate.

### 3. Oxfordshire's Challenges & Opportunities

- 3.1 The starting point for developing ambition-led plans and strategies is agreement about what they are seeking to achieve or change and what strategic challenges will need to be addressed. We have identified six key strategic challenges facing Oxfordshire:
- Health & Social Inequalities
  - Our Natural & Built Environment
  - Climate Change & Energy
  - Housing Affordability & Access to Affordable Housing
  - Economic Growth
  - Transport & Digital Connectivity.
- 3.2 Many factors impact on our lives and well-being, and there are strong and complex relationships between these challenges: from the links between the well-being of the natural and built environments and the well-being of individuals, communities and the economy; to the relationships between social and economic inequalities and health; to the linkages between connectivity and climate change, the natural environment, economic productivity, physical and mental health, and community connectedness.

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<sup>8</sup> The Clean Growth Strategy – Leading the way to a low carbon future, HM Government, 2018

<sup>9</sup> NHS Long Term Plan, 2019

## 4. Strategic Influencers

- 4.1 A key role for this Strategic Vision will be to help align long-term spatial, economic and infrastructure investment priorities across Oxfordshire. There are already other plans, strategies, policies and investment programmes (in existence or emerging), as well as legislative requirements, that will influence place-shaping in Oxfordshire, including where development in Oxfordshire should take place and where investment should be focussed. Oxfordshire will be shaped by these 'strategic influencers' to varying degrees over the next 30 years. We have 'mapped' the main strategic influencers and summarised their key messages for Oxfordshire. This information is set out in [Annex 1](#).
- 4.2 The strategic influencers will continue to evolve – some will change, and other new influencers will emerge as plans and strategies for Oxfordshire are developed, national policy changes and sub-national frameworks take shape. Some parts of this evolving context of strategic influencers will be more within the control of the partnership organisations than others. But in most cases, the relationship is a two, rather than one-way, process and there is an opportunity to influence and shape the priorities, plans, strategies and investment decisions of others, particularly in the longer-term – a means of 'influencing the influencers'. Our Strategic Vision can help maximise the benefits of decisions made by others, as well as helping to mitigate the impact of decisions outside the partnership's control.

## 5. Defining Our Ambition

- 5.1 Enhanced well-being sits at the heart of our ambition. We want Oxfordshire to thrive so that the lives of current and future generations are improved. To achieve this will require bold, innovative, collaborative and inclusive thinking with decisions and actions that deliver real and lasting change in ways that build resilience and enhance well-being.
- 5.2 The well-being of individuals is important, and the actions we take to address our own well-being are key to cumulative and collective success. But we have also taken the opportunity to think about well-being in the round and in ways that make important connections, recognising that different dimensions of well-being are intrinsically linked. To be well physically and mentally, we need the right environmental, social and economic conditions underpinned by improved resilience. By resilience we mean de-carbonisation, tackling climate change and mitigating its impacts, securing a biodiverse natural environment, building community connectedness, better health, and improved educational attainment and skills that will support the jobs of the future. Our ambition is to **utilise the unique opportunities and assets in Oxfordshire** to shape healthy, sustainable, resilient communities in which it is possible for all residents to thrive.
- 5.3 If we are successful, these are the **outcomes** that will have been achieved in Oxfordshire by 2050 – this is what better will look like. Although the outcomes are long-term, decisions, actions and investment are required now to place Oxfordshire on the pathway to delivery by 2050.

## Outcomes for Oxfordshire

- We will be the first generation to leave Oxfordshire's natural environment in a better state than that in which we found it. The natural environment will be more biodiverse, supporting social, economic and ecological resilience and the capacity to adapt to change.
- Oxfordshire will already be carbon neutral, and will be moving towards a carbon negative future, in which the County is removing more carbon than it emits each year.
- The population will be healthier and happier, inequalities will have been reduced, young people will feel excited about their future and the overall well-being of the population will have improved.
- The economy of Oxfordshire will be successful and sustainable, making the most of all our people and with quality places where people want to live and work.
- We will have energy efficient, well-designed homes, sufficient in numbers, location, type, size, tenure and affordability to meet the needs of our residents.
- Movement around Oxfordshire will be transformed, with greater connectivity and mobility in and between places in ways that enhance environmental, social and economic well-being.
- Our communities will be rooted and flourishing, with enhanced and lasting connectedness driven by individual and community action.

## 6. Achieving our Ambition

6.1 Our Strategic Vision for Oxfordshire's future is driven by improvements to people's well-being. This is reflected in our definition of what 'good growth' will look like in Oxfordshire.

6.2 National planning policies require Oxfordshire to plan positively for growth in ways that achieve the three overarching objectives of sustainable development: economic, social and environmental. Growth can be defined narrowly in terms of expansion in numbers of homes and jobs and economic output. But growth can also encompass progress based on improvements in quality and circumstances for individuals and society.

6.3 We think this is a better approach to achieving transformative and long-term sustainable development. This is how Oxfordshire will approach growth. It will be inclusive, focussing on progress in improving health and well-being, transitioning to a low carbon future, addressing inequalities and prioritising our natural environment, alongside greater resilience to climate and economic change.

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**We want current and future generations in Oxfordshire to share in: improvements in health and well-being; better access to truly affordable and high-quality housing; cleaner air and water; better jobs and access to education and training; enhanced green space; and protection from extreme weather and other impacts of climate change.**

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**'Good growth' in Oxfordshire** will:

- Be **sustainable**, focusing development in ways that enhance quality of place and at locations which enable people to live and work nearby, avoiding unnecessary travel in the first instance, but using opportunities to increase movement by sustainable and active modes of travel when needed.
- Be **healthy and inclusive**, with all development addressing inequalities and contributing positively to the overall health and well-being of Oxfordshire's communities, environment and economy.
- Be **clean and green**, placing the County at the leading edge of UK and global de-carbonisation efforts by maximising all opportunities to significantly reduce Oxfordshire's carbon footprint, and increasing natural capital across the County.
- Embrace **innovation** based on our technology sectors and knowledge-intensive activity, and develop new innovative solutions for working, learning, mobility, health care, energy, sustainable design and improved public services.
- Facilitate **efficient** use of Oxfordshire's natural resources and land, with priority given to supporting a high-productivity economy.
- Build **resilience** to change, with growth planned in a way that can accommodate changes in technology, and in the way that people live and work, changing demographics, and global impacts, particularly climate and economic changes.
- Expect **high-quality** development which will have a positive impact on communities in terms of design, energy efficiency and public realm, utilises low impact building and construction methods and materials, and is properly supported by the necessary infrastructure. Everything we build or design in Oxfordshire will be fit for purpose in the world of 2050.

- 6.4 Our definition of 'good growth' forms the basis for a set of **Guiding Principles**. Taken together, our outcomes, the definition of 'good growth' and the guiding principles, form the foundation for our overarching approach to sustainable development for Oxfordshire, and for developing our plans, strategies and programmes.

**Guiding Principle 1: We will reduce the impacts of climate change**

We will reduce the impacts of climate change by making climate action a top priority in our decisions. We will maximise opportunities through our plans, strategies and programmes, to build long-lasting resilience to climate change, demonstrating leadership in carbon reduction and supporting emerging transformative technologies and sectors. Our aim is that Oxfordshire will be carbon neutral by 2040, or earlier if possible, and by 2050 will be moving towards a carbon negative future.



## **Guiding Principle 2: We will improve our overall health and well-being and reduce inequalities**

We will place overall health and physical and mental well-being at the forefront of our decision-making. We will seek to deliver a net increase in the health and well-being of our communities in all our place-shaping decisions and activities, reducing inequalities and helping to enhance the overall quality of life, health and happiness of existing and future residents. This will include providing homes to meet people's needs, jobs to support livelihoods, enhanced access to green spaces, better access to sustainable, inclusive and resilient active and low carbon transport and improvements in air quality. We have access to some of the greatest health care facilities and minds in the world in Oxfordshire and through working closely with the universities and health organisations, we will ensure we are leading on prevention and healthy place-shaping.

## **Guiding Principle 3: We will enhance our natural capital assets**

We will enhance our natural capital assets through our plans, strategies and programmes, recognising the significant contribution natural capital makes to our quality of place, the health and well-being of our communities, and their value in building resilience to climate change, reducing flood risk, increasing biodiversity and boosting economic productivity. We will value Oxfordshire's countryside, our parks and open spaces, the River Thames and our other rivers, canals, reservoirs, lakes, ponds and wetlands. We will protect where necessary, and seek new opportunities to add to and enhance our highly valued countryside, landscape and the greenspaces and environmental assets within the urban areas that provide valued recreation space and vital green lungs. Natural capital is a key reason why many people choose to live here, many businesses choose to locate here, and tourists choose to visit here.

## **Guiding Principle 4: We will reflect our distinctive and diverse qualities**

We will ensure that our plans, strategies and programmes reflect the unique and distinctive qualities of places within Oxfordshire, maximising opportunities to deliver the development needed, embracing innovation whilst enhancing our valuable assets and recognising the diversity of our city, towns and villages, the quality of the historic, natural and built environment and the importance of local identity. While we are the most rural county in the South East, the vast majority of our population lives in our city, towns and villages. The diversity of our settlements, the synergy between urban and rural and the benefits both bring are critical to our success.

## **Guiding Principle 5: We will deliver homes that meet the needs of current and future generations**

New homes will add to the vitality and vibrancy of our communities whilst positively contributing to our collective well-being. We will tackle the significant challenge of housing affordability in Oxfordshire by delivering more truly affordable homes. And we will deliver homes that allow people to live healthily, happily and independently in their old age. The emphasis will be on place-shaping: new homes will be high quality and low carbon, resilient to the impacts of climate change, meet people's needs, form part of connected communities and improve the local environment.

## **Guiding Principle 6: We will embrace technological changes**

We will ensure that our plans, strategies and programmes are sufficiently flexible to embrace the potential offered from new and evolving technology in creating better opportunities and outcomes for people, in addressing inequalities, and in its impact on mobility, communications, energy and water supply, models of construction and increasing economic productivity.

### **Guiding Principle 7: We will create the conditions to support an inclusive, successful and sustainable economy based on world-leading innovation**

We will work collaboratively with economic partners to ensure that our spatial priorities and economic priorities are aligned to deliver good, inclusive economic growth that supports people's health and well-being. We will ensure there is improved physical and digital connectivity, and that the right type of premises, land and infrastructure are provided to facilitate a high productivity economy and to meet the needs of our priority sectors. Inequalities in employment opportunities, and in access to education, skills and training will be addressed, building a skilled population with better opportunities for all.

### **Guiding Principle 8: We will expect high-quality development**

We will expect all new development to be of the highest quality and design standards, with particular support given to innovative building solutions and sustainable construction methods, and development that improves the overall built environment and promotes good physical and mental health.

### **Guiding Principle 9: We will maximise the benefits of strong collaboration**

We will build stronger collaboration with our partners to secure a plan-led approach to good growth, delivering strategic development opportunities that are aligned with our shared ambition and long-term investment priorities, particularly where these provide opportunities to enhance our strategic connectivity. And, we will create the conditions where people feel involved and empowered, embedding a culture of meaningful involvement and enabling communities to inform and shape local decisions.

### **Guiding Principle 10: We will help people to help each other by supporting communities and individuals to achieve positive change for themselves**

We will help communities to be more cohesive and better able to adapt to change, based on accessible and quality key services and infrastructure, good digital connectivity and strong community networks. Communities will be supported and empowered to do the things that matter to improve their health and well-being.

### **Guiding Principle 11: We will proactively and positively engage and collaborate beyond Oxfordshire**

We will foster links with neighbouring areas to facilitate the delivery of good growth through mutually beneficial relationships. Key to this will be ensuring that the Oxfordshire Plan's strategic priorities are fully aligned and integrated with regional and sub-regional priorities including the emerging Oxford-Cambridge Arc.

- 6.5 All the Guiding Principles articulate how Oxfordshire will change as a place over the next 30 years and all will shape our overarching approach. Individual Guiding Principles have not been weighted. Rather, because we are seeking to drive improvements to environmental, social and economic well-being in ways which build resilience, and because most of our Guiding Principles are relevant to more than one of our goals, the Guiding Principles form an inter-related set of equally important ground rules.

## 7. Next Steps – Delivering the Strategic Vision

- 7.1 This Strategic Vision has been prepared by the collective leadership of the Oxfordshire Growth Board which is ultimately responsible for it. Delivering the Vision will require long-term collective commitment and investment by the partners that make up the Growth Board but also, crucially, by a wider set of strategic stakeholders and partnerships.
- 7.2 As a first step in delivering the Strategic Vision, it is proposed several work streams are taken forward:
- Engaging with partners and communities
  - Measuring what matters
  - Developing plans & strategies and investment priorities.

### Engaging with Partners & Communities

- 7.3 Because we want to be open about what we are trying to achieve, one of the first actions will be to carry out bespoke public and stakeholder engagement late in 2020. This will provide partners and our communities with an early opportunity to challenge and shape the thinking we have done on our ambition, principles and shared outcomes. This engagement does not form part of any statutory process and is additional to consultations on other plans, strategies and programmes.

### Measuring What Matters

- 7.4 The ambition, outcomes and priorities set out in the Strategic Vision have been explicitly designed for the long-term. They are unlikely to change over the short to medium-term and it is not anticipated that there will be a need for frequent reviews. To achieve the outcomes we have identified by 2050 will require some trends to be reversed, while for some other trends, where progress is already being made, there will need to be an increase in the pace of change. And, we will need to make the most of the vital role place-making plays in delivering positive outcomes.
- 7.5 Measuring progress, so that we know what responses are needed, will be an important part of our approach to delivering the Strategic Vision. It also provides a robust basis on which Oxfordshire's communities and stakeholders may hold the Growth Board to account. We will measure what matters, based on the strategic outcomes and the definition of Good Growth set out in the Strategic Vision. At this stage we have not attempted to define or agree targets or the indicators for monitoring delivery. Development of a robust monitoring framework, with agreed targets and indicators, will form a key part of the next phase of work on the Strategic Vision, drawing on the public and stakeholder engagement we will be carrying out.

### Developing Plans, Strategies and Investment Priorities

- 7.6 Our well-being goals are ambitious. Achieving them will require all those who make future decisions about investment, and those planning for and delivering place-making across Oxfordshire, to maximise impact by working collaboratively based on shared strategic priorities and by embracing innovation to develop solutions.
- 7.7 The Strategic Vision for Oxfordshire will be delivered by a wide range of plans, strategies and programmes. The Oxfordshire Plan 2050 is one important example, but there are many others. At an Oxfordshire-wide level they include the Joint Health & Well-Being Strategy, the Infrastructure Strategy (OxIS), the Local Industrial Strategy, and the Local Transport and Connectivity Plan, while sub-nationally the spatial framework for the

Oxford-Cambridge Arc and England's Economic Heartland's Transport Strategy will have important roles to play.

- 7.8 It is vital that we have an agreed set of long-term, strategic economic, infrastructure and environment investment priorities aligned to the outcomes we are committed to. This will help us to ensure that we are investing in the right infrastructure and other assets in a timely way, maximising the benefits of that investment, and avoiding unnecessary expenditure. It will also better position Oxfordshire to influence the priorities of other relevant organisations.
- 7.9 Oxfordshire's Growth Board will seek that those preparing relevant strategic-level plans, strategies and programmes consider how their policies, proposals and investment decisions deliver against this Strategic Vision, and future responses to these plans, strategies and programmes from the Growth Board will take these into account.

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## Annex 1: Strategic Influencers

**A1.1** The following graphic 'maps' the main strategic influencers. Most have been, or are being, developed at an Oxfordshire-wide level, or relate to sub-national geographic areas, or are UK-wide. Many have a direct relationship with government policy or legislative requirements. We have not attempted to present an exhaustive set of influencers. Rather, we have captured those which we consider to be the most significant and most relevant at the strategic level, whilst acknowledging that some of these will have a greater impact than others.

**A1.2** The key messages from the strategic influencers are summarised in the following table.

Key Messages	Strategic Influencers
There is a commitment to maximise the potential of existing urban areas to 2031 to deliver 100,000 new homes.	<ul style="list-style-type: none"> <li>▪ Housing &amp; Growth Deal</li> <li>▪ Local Plans</li> <li>▪ National Planning Policy Framework (2019)</li> <li>▪ Oxfordshire Local Transport &amp; Connectivity Plan</li> </ul>
Development should enhance the natural environment, improve access to the countryside and increase its natural capital, recognising its valuable role in supporting clean growth and improvements to health and well-being.	<ul style="list-style-type: none"> <li>▪ Green Future: 25 Year Plan to Improve the Environment</li> <li>▪ Local Plans</li> <li>▪ Oxford-Cambridge Arc: Government Ambition</li> <li>▪ Oxfordshire's Draft Nature Recovery Network</li> <li>▪ Oxfordshire Local Industrial Strategy</li> <li>▪ Oxfordshire Joint Health &amp; Well-Being Strategy</li> </ul>
Strategic transport investment priorities should aim to enhance Oxfordshire's strategic connectivity value.	<ul style="list-style-type: none"> <li>▪ England's Economic Heartland Transport Strategy 2050</li> <li>▪ Oxford-Cambridge Arc: Government Ambition</li> <li>▪ Oxfordshire Local Industrial Strategy</li> <li>▪ Oxfordshire Local Transport &amp; Connectivity Plan</li> </ul>
Long-term strategic investment decisions should be responsive to climate, demographic and technological change, building resilience in the economy, transport infrastructure and the physical and natural environment.	<ul style="list-style-type: none"> <li>▪ Clean Growth Strategy</li> <li>▪ England's Economic Heartland Transport Strategy 2050</li> <li>▪ Oxfordshire Joint Health &amp; Well-Being Strategy</li> <li>▪ Oxfordshire Infrastructure Strategy</li> <li>▪ Oxfordshire Local Industrial Strategy</li> <li>▪ Oxfordshire Local Transport &amp; Connectivity Plan</li> <li>▪ UK Industrial Strategy</li> </ul>

Key Messages	Strategic Influencers
<p>The priority is to invest in strategic infrastructure that supports economic growth, particularly in the areas that have potential to support a transition to a low carbon economy, facilitate mobility changes away from the private car and where there is potential to support key sectors (especially in the science, technology and innovation sectors).</p>	<ul style="list-style-type: none"> <li>▪ Oxford-Cambridge Arc: Government Ambition</li> <li>▪ England's Economic Heartland Transport Strategy 2050</li> <li>▪ Oxfordshire Infrastructure Strategy</li> <li>▪ Oxfordshire Local Industrial Strategy</li> <li>▪ Oxfordshire Local Transport &amp; Connectivity Plan</li> <li>▪ UK Industrial Strategy</li> </ul>
<p>Economic growth should be driven by innovation and higher productivity, should be 'clean', should focus on supporting clusters and corridors of economic activity and should reflect Oxfordshire's national and international role and profile. Economic growth should be more inclusive, with the benefits shared more equitably so that they reach all communities, including socially disadvantaged groups.</p>	<ul style="list-style-type: none"> <li>▪ Oxford-Cambridge Arc: Government Ambition</li> <li>▪ England's Economic Heartland Transport Strategy 2050</li> <li>▪ Oxfordshire Infrastructure Strategy</li> <li>▪ Oxfordshire Local Industrial Strategy</li> <li>▪ Oxfordshire Local Transport &amp; Connectivity Plan</li> <li>▪ UK Industrial Strategy</li> </ul>
<p>Improvements to health and well-being should be at the heart of all decisions around place-making and infrastructure investment.</p>	<ul style="list-style-type: none"> <li>▪ Local Plans</li> <li>▪ Oxfordshire Joint Health &amp; Well-Being Strategy</li> <li>▪ Oxfordshire Local Transport &amp; Connectivity Plan</li> </ul>
<p>Delivering the right type of housing, which is built to a high quality and design and is affordable, is as important as increasing overall supply.</p>	<ul style="list-style-type: none"> <li>▪ Local Plans</li> <li>▪ Oxfordshire Joint Health &amp; Well-Being Strategy</li> </ul>



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