

# Public Document Pack



**Cherwell**

DISTRICT COUNCIL  
NORTH OXFORDSHIRE

**Committee:** Executive  
**Date:** Tuesday 6 April 2021  
**Time:** 6.30 pm  
**Venue:** Virtual meeting

## Membership

### **Councillor Barry Wood (Chairman)**

Councillor Colin Clarke  
Councillor John Donaldson  
Councillor Andrew McHugh  
Councillor Lynn Pratt

### **Councillor George Reynolds (Vice-Chairman)**

Councillor Ian Corkin  
Councillor Tony Ilott  
Councillor Richard Mould  
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 - 14)

To confirm as a correct record the Minutes of the meeting held on 1 March 2021 .

### 5. **Chairman's Announcements**

To receive communications from the Chairman.

**6. Oxfordshire Electric Vehicle Infrastructure Strategy (Pages 15 - 124)**

Report of Assistant Director Environment

**Purpose of report**

To seek approval for the Oxfordshire Electric Vehicle Infrastructure Strategy in line with the other Oxfordshire County, City and District Councils.

**Recommendations**

The meeting is recommended:

- 1.1 To approve the Oxfordshire Electric Vehicle Infrastructure Strategy and its enclosed policies and key actions

**7. Consideration of the Oxford to Cambridge ARC Principles (Pages 125 - 134)**

Report of Assistant Director Environment Services and SRO for Growth Deal in Cherwell

**Purpose of report**

The purpose of this report is to update the Executive on the proposal to develop an Environmental Advisory Group of the Oxfordshire Growth Board

**Recommendations**

The meeting is recommended:

- 1.1 To recognise the opportunity for partnership activity for climate action.
- 1.2 To support the establishment of an Environmental Advisory Group of the Oxfordshire Growth Board.
- 1.3 To endorse the shared principles for protecting, restoring and enhancing the environment in the Oxford to Cambridge Arc.
- 1.4 To note the progress concerning the development of a Local Nature Partnership for Oxfordshire.

**8. Strategic Vision for Oxfordshire (Pages 135 - 184)**

Report of Assistant Director – Growth and Economy

**Purpose of report**

This report introduces a final version of the Strategic Vision for Oxfordshire (hereafter referred to as “the Vision”). A copy of the final version of the Vision is attached as Appendix 1.

This report updates the Executive on the consultation process, the response to the consultation and briefly summarises the main changes to the Vision, with the detail

provided in Appendix 3. Appendix 2 is the report that was considered by Growth Board on 22 March 2021.

### **Recommendations**

The meeting is recommended to:

- 1.1 Agree the Strategic Vision for Oxfordshire.
- 1.2 Ask that officers delegate responsibility to the Assistant Director – Growth and Economy to consider how to embed the Vision's aspirations for Oxfordshire in future plans and strategies of the Council.

## **9. Monthly Performance, Finance and Risk Monitoring Report (Pages 185 - 250)**

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 positions as at the end of February 2021.

### **Recommendations**

The meeting is recommended:

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

## **10. 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 Thursday 25 March 2021

## **Cherwell District Council**

### **Executive**

Minutes of a meeting of the Executive held as a virtual meeting, on 1 March 2021 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 and Sport  
Councillor Colin Clarke, Lead Member for Planning  
Councillor Ian Corkin, Lead Member for Customers and Transformation  
Councillor John Donaldson, Lead Member for Housing  
Councillor Tony Ilott, Lead Member for Financial Management and Governance  
Councillor Andrew McHugh, Lead Member for Health and Wellbeing  
Councillor Richard Mould, Lead Member for Performance  
Councillor Lynn Pratt, Lead Member for Economy, Regeneration and Housing  
Councillor Dan Sames, Lead Member for Clean and Green

#### Also Present:

Councillor Sean Woodcock, Leader of the Labour Group  
Councillor Ian Middleton

#### Officers:

Yvonne Rees, Chief Executive  
Steve Jorden, Corporate Director Commercial Development, Assets & Investment  
Lorna Baxter, Director of Finance & Section 151 Officer  
Anita Bradley, Director Law and Governance & Monitoring Officer  
Gillian Douglas, Assistant Director: Social Care Commissioning and Housing  
Chris Hipkiss, Investment Consultant  
Louise Tustian, Head of Insight and Corporate Programmes  
Natasha Clark, Governance and Elections Manager

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### **Declarations of Interest**

#### 13. Notification of Urgent Action.

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.

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

There were no petitions.

The Chairman advised the meeting that he had agreed to Councillor Middleton addressing the meeting at exempt item 12, Lease for Waterside Development.

103 **Minutes**

The minutes of the meeting held on 1 February 2021 were agreed as a correct record, to be signed by the Chairman in due course.

104 **Chairman's Announcements**

There were no Chairman's announcements.

105 **Homelessness and Rough Sleeping Strategy 2021-2026**

The Assistant Director, Housing and Social Care Commissioning submitted a report to set out the key points from the consultation on the draft Homelessness and Rough Sleeping Strategy 2021-2026 and the main changes to the strategy and action plan made in response to the feedback received. In addition, the report requested Executive approval of the amended strategy and action plan.

In response to comments from the Leader of the Labour Group, Councillor Woodcock, regarding the need for additional social rent housing, the Lead Member for Housing confirmed that increasing social housing was a priority.

**Resolved**

- (1) That the changes to the draft Homelessness and Rough Sleeping Strategy 2021-2026 and Action Plan following public consultation be noted.
- (2) That the amended Homelessness and Rough Sleeping Strategy 2021-2026 and Action Plan (annexes to the Minutes as set out in the Minute Book) be approved in order to ensure that the Council meets statutory requirements and complies with good practice.

- (3) That authority be delegated to the Assistant Director, Housing and Social Care Commissioning in consultation with the Lead Member, to make any minor editorial amendments to the strategy as needed and to undertake a review and update of the Action Plan on an annual basis.

### **Reasons**

To ensure the Council can meet its statutory duties, it is recommended that the amended strategy and action plan be approved by the Executive at its meeting on 1 March 2021 with delegated authority to the Assistant Director, Housing and Social Care Commissioning in consultation with the Lead Member, to make any minor editorial amendments to the strategy as needed and to undertake a review and update of the Action Plan on an annual basis. The Strategy and Action Plan will subsequently be published as the final version on the Council's website with a hard copy being made available to anyone on request.

Implementation of the Strategy and Action Plan will be monitored by the Housing Strategy team, and the first review and update of the action plan will be undertaken in March 2022 to ensure that it remains effective and responsive to the changing circumstances and needs of customers and stakeholders. The Equality and Climate Impact Assessment will also be reviewed and updated in line with the aims of the Council's 'Including Everyone: Equalities, Diversity and Inclusion Framework' to ensure continued delivery of inclusive services.

### **Alternative options**

Option 1: Not having a strategy at all - This would result in the Council not meeting its statutory obligations under the Homelessness Act 2002, therefore this option is rejected.

Option 2: A single countywide strategy and no local strategy - A draft countywide Homelessness and Rough Sleeping Strategy has been published for consultation and provides an overarching vision for Oxfordshire, however there is no statutory requirement for it. CDC Homelessness and Rough Sleeping Strategy 2021-2026 already aligns with, and will contribute towards achieving, the overarching aim and objectives set out in the countywide strategy and vision. Each local authority area has different geographic, economic, social and political structures which require a more granular strategy aimed at meeting specific local needs. A countywide strategy alone will not provide this local detail and would also result in the Council not meeting its statutory obligations. On this basis, this option is rejected.

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### **Disabled Adaptations Policy**

The Assistant Director, Housing and Social Care Commissioning submitted a report to consider and approve the Disabled Adaptations Policy.

### **Resolved**

- (1) That the Disabled Adaptations Policy (annex to the Minutes as set out in the Minute Book) be approved as the replacement for the current Disabled Facilities Policy.

### **Reasons**

Although the current *Disabled Facilities Grant Policy* remains compliant, has served the Council well, and much of it has 'stood the test of time', a new policy is required to reflect the changes that have taken place since it was introduced, including changes in the Council's operating environment, budget growth, the increased use of discretionary grants and the need to simplify decision making processes to facilitate service delivery. The proposed *Disabled Adaptations Policy* will ensure that the Council's Grants Team can continue to deliver the current high level of services to disabled residents in a clear and consistent manner.

### **Alternative options**

Option 1: Not introduce a new policy and continue with the existing *Disabled Facilities Policy*. This option was rejected because of the need to reflect the extended use of discretionary grants to complement provision of adaptations and to update process and decision making.

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## **Nominations Agreement for Housing Allocations**

The Assistant Director Housing and Social Care Commissioning submitted a report to set out the purpose and content of a new Nominations Agreement that determines how Cherwell District Council ('CDC') works with registered providers ('RP') to nominate households from the housing register to social housing for rent.

### **Resolved**

- (1) That the revised Nominations Agreement 2021 (annex to the Minutes as set out in the Minute Book) be approved and it be noted that it will replace the 2017 Nominations Agreement.
- (2) That authority be delegated to the Assistant Director Housing and Social Care Commissioning, in consultation with the Lead Member for Housing, to agree and enter in to any future amendments to the Nominations Agreement that are deemed to be necessary and do not constitute a major policy change.

### **Reasons**

The Nominations Agreement is an important document which sets out the terms and procedures that both CDC and the Registered Providers owning or managing rented accommodation in the district will work to when making or



receiving nominations of eligible households to take up occupancy of a vacant home.

The revised Nominations Agreement brings the document up to date and enables charging to be introduced from 1 April 2021. The associated delegation ensures that officers are able to respond quickly to operational demands.

### **Alternative options**

Option 1: To not revise the Agreement. This is rejected on the grounds that we would not be able to introduce charging which is a necessary step in terms of the budget reductions that need to be made.

## 108 **Monthly Performance, Finance and Risk 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 January 2021.

### **Resolved**

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

### **Reasons**

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

### **Alternative options**

Option 1: This report illustrates the Council's performance against the 2020-2021 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.

## 109 **Urgent Business**

There were no items of urgent business.

## 110 **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, Paragraphs 1, 2, 3 and 4 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.

111 **Lease for Waterside Development**

The Corporate Director Commercial Development, Assets and Investment submitted an exempt report in relation to a lease for the Waterside Development.

At the discretion of the Chairman, Councillor Middleton addressed Executive. The Chairman undertook to provide a detailed response in writing to the points raised by Councillor Middleton.

**Resolved**

- (1) As set out in the exempt minutes.
- (2) As set out in the exempt minutes.
- (3) As set out in the exempt minutes.
- (4) As set out in the exempt minutes.

**Reasons**

As set out in the exempt minutes

**Alternative options**

As set out in the exempt minutes

112 **Notification of Urgent Action**

The Corporate Director – Commercial Development, Assets and Investment submitted an exempt report to inform Executive of an exempt decision taken under urgency powers by the Corporate Director – Commercial Development, Asset and Investment.

**Resolved**

- (1) That the decision taken under urgency powers by the Corporate Director – Commercial Development, Asset and Investment in consultation with the Leader of the Council, as set out in the exempt minutes be noted.

**Reasons**

In line with the Constitution this report is informing the Executive of a decision that was taken under urgency powers as detailed in the exempt minutes.

**Alternative options**

Option 1: Not to note the report. This is not recommended as the urgent action has been taken and it is a constitutional requirement for it to be reported to the Executive

The meeting ended at 7.37 pm

Chairman:

Date:

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

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## Cherwell District Council

### Executive

6 April 2021

## Oxfordshire Electric Vehicle Infrastructure Strategy

### Report of Assistant Director Environment

This report is public

### Purpose of report

To seek approval for the Oxfordshire Electric Vehicle Infrastructure Strategy in line with the other Oxfordshire County, City and District Councils.

### 1.0 Recommendations

The meeting is recommended:

- 1.1 Approve the Oxfordshire Electric Vehicle Infrastructure Strategy and its enclosed policies and key actions

### 2.0 Introduction

- 2.1 The OEVIS has been developed in response to a need identified by officers across the Oxfordshire Councils. All of Oxfordshire's councils have declared climate emergencies. Supporting a transition to zero emission road transport is a key component in Oxfordshire's councils achieving their net zero carbon targets. Comprehensive, accessible and efficient charging infrastructure is essential in enabling the rapid adoption of electric vehicles. This strategy sets out the policies and plans to realise this goal.
- 2.2 It is proposed that the OEVIS is adopted by all 6 collaborating Councils in Oxfordshire, and work is underway at each of the district and city councils to present the strategy to their own senior teams and cabinets for adoption.
- 2.3 To support the drive to reach net zero carbon emissions by 2050, the UK government has set out its ambitions for all new cars to be electric by 2030. Socio-economic factors mean Oxfordshire is likely to have faster growth in EV sales than the national average; University of Oxford predictions indicate that by 2025 there could be over 25,000 EVs on Oxfordshire's roads, and over 44,000 by 2027 (**see Appendix 1**). Local measures such as the upcoming Oxford Zero Emissions Zone pilot starting in August 2021 may also stimulate additional uptake of EVs, not just within the zone, but also across the county, from where journeys into the zone may originate.

- 2.4 The forecast increase in EV uptake makes the need for adequate EV charging infrastructure urgent – we need to plan now for action to be taken on EV charging within the coming 3-5 years. This is particularly acute for the 30 – 40% of households across the county with no off-road parking who are unable to install their own EV charger (**see Appendix 2**). Residents already contact the Local Authorities on a regular basis with requests for support with EV charging and on-street EV chargers.
- 2.5 Current public EV charging provision in the county is limited and most is focussed in Oxford City. As demand increases, the Councils are each looking into deploying their own infrastructure, and a lack of coordination could result in inconsistency across the county, and loss of opportunities to collaborate to reduce resource demand on the councils and share learning.
- 2.6 Oxfordshire has not previously had any detailed operational strategy or policy for the deployment and management of EV charging infrastructure. A shared strategic approach across all 6 of Oxfordshire’s local authorities will ensure we meet customer needs and expectations, and co-ordinate activity across Oxfordshire to ensure a complimentary offering, consistent strategy and policies, and take best advantage of external funding opportunities.

### **3.0 OEVIS**

- 3.1 The OEVIS provides an operational approach to enabling and deploying charging infrastructure in Oxfordshire in the short-term (2020-2025). The strategy covers the administrative area of Oxfordshire County Council and includes the administrative areas of each of the four District and City Councils. It focusses on EV charging for cars, car-based vans, and taxis (hackney carriage and private hire vehicles) for three user groups with differing needs for EV charging:
- a) Oxfordshire residents
  - b) Local businesses and their employees, taxis, logistics operations and car clubs
  - c) Visitors to Oxfordshire.
- 3.2 The OEVIS strategy has strong links with the emerging Connecting Oxfordshire Local Transport and Connectivity Plan (LTCP), and aims to compliment and support the LTCP vision, by:
- a) reducing emissions from shared transport through promoting EV infrastructure for shared transport
  - b) reducing emission from private road transport where active and public transport is not an option.
- 3.3 The OEVIS will act as a supporting strategy for the LTCP.
- 3.4 The strategy has strong ties with the Oxfordshire Energy Strategy, the Oxfordshire 2050 Plan, each of the collaborating Councils’ Climate Emergency declarations and net zero carbon targets, including Cherwell District Councils Climate Action Framework (CAF). The OEVIS will act as a supporting strategy to the CAF to facilitate delivery of recommended actions and support the drive to meet local and national emissions reductions targets.



- 3.5 Oxfordshire County Council and Oxford City Council are proposing to create a Zero Emission Zone (ZEV) pilot in Oxford city centre, starting in August 2021, and based on a road user charging scheme. This pilot, and any future implementation and expansion, may generate additional need and demand for EV charging for road user groups travelling through or located in the ZEV.
- 3.6 Proposed adoption dates at participating Councils are shown below. Adoption dates at Oxford City Council are yet to be confirmed due to Purdah affecting cabinet meeting dates.

Organisation	Cabinet/Executive Board
Oxfordshire County Council	16/03/2021
Cherwell District Council	06/04/2021
Oxford City Council	TBC
South Oxfordshire District Council	08/04/2021
Vale of White Horse District Council	09/04/2021
West Oxfordshire District Council	24/03/2021

Where adoption timelines must be extended at individual districts for local adoption processes, due to Purdah or other events, implementation will not be impacted for Councils where the strategy has been adopted.

## 4.0 Recommended Policies

- 4.1 The following policies are proposed for the OEVIS and will supported by 'Key Actions' which can be seen in the full OEVIS document (**Appendix 3**)

Policy Area	Policy
Targets for EV charging	<b>Policy EVI 1:</b> The Councils will seek to enable and encourage deployment of public EV chargepoints in Oxfordshire towards meeting predicted demand by 2025 in line with national and European directives
Funding public EV chargers	<b>Error! Reference source not found. Error! Reference source not found.</b>
Public Charging in local authority car parks	<b>Policy EVI 3:</b> The Councils will seek to achieve an aspirational target of converting 7.5% of local authority managed public car park spaces, to fast or rapid EV charging by 2025.
	<b>Error! Reference source not found. Error! Reference source not found. Error! Reference source not found.</b>

Charging at Council sites	Error! Reference source not found. Error! Reference source not found.
Charging without off-road parking	Error! Reference source not found. Error! Reference source not found.
Charging in New Developments	Error! Reference source not found. Error! Reference source not found.
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EV Charging in Historic Areas	Error! Reference source not found. Error! Reference source not found.
Commercial car parks	Error! Reference source not found. Error! Reference source not found.
Communal residential car parks	Error! Reference source not found. Error! Reference source not found.
Workplace Charging	Error! Reference source not found. Error! Reference source not found.
Rapid charging on strategic roads	Error! Reference source not found. Error! Reference source not found.

<b>Charging standards for Oxon</b>	<b>Error! Reference source not found. Error! Reference source not found.</b>
<b>Managing Energy Impacts</b>	Error! Reference source not found. Error! Reference source not found.
<b>Promoting EVs &amp; Infrastructure</b>	Error! Reference source not found. <b>Error! Reference source not found.</b>

## 5.0 Conclusion and Reasons for Recommendations

- 5.1 To support Oxfordshire residents to make the change from petrol and diesel to Electric Vehicles (EVs), Oxfordshire's Councils have worked together to develop this operational strategy for increasing and managing EV charging across the county. This strategy supports the reduction of transport emissions as part of a hierarchy of sustainable transport; encouraging uptake of EVs by enabling the development of a high quality, accessible and convenient EV charging network. This work will further progress towards the Council's Climate Emergency target, Healthy Place Shaping ambition, Air Pollution needs and our Car Parking Strategy

## 6.0 Consultation

- 6.1 This report has been developed in consultation with officers and lead members for the environment from Oxfordshire County Council, South Oxfordshire District Council, Vale of White Horse District Council, West Oxfordshire District Council and Oxford City District Council.
- 6.2 A member steering board made up of representatives from each of the Council's has been engaged in the development of the strategy:

<b>Organisation</b>	<b>Name</b>	<b>Council Role</b>
Oxfordshire County Council	Cllr Yvonne Constance	Cabinet Member for Environment (including Transport)
Cherwell District Council	Cllr Dan Sames	Lead Member for Clean and Green
Oxford City Council	Cllr Tom Hayes	Cabinet Member for Zero Carbon Oxford

South Oxfordshire District Council	Cllr Caroline Newton	Climate Emergency Advisory Committee Member
Vale of White Horse District Council	Cllr Catherine Webber	Cabinet Member for the Climate Emergency and the Environment
West Oxfordshire District Council	Cllr David Harvey	Cabinet Member for Climate Change

## 7.0 Alternative Options and Reasons for Rejection

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

Option 1: Reject OEVIS in its entirety

The emerging electric vehicle infrastructure needs will still be present with no clear strategy in place to address this. The Council is not currently resourced to undertake this piece of work in isolation and may lead to a disjoint in the policies in place across the rest of Oxfordshire. For these reasons this option has not been recommended

Option 2: Seek amendment to individual policies

All Oxfordshire Councils are currently progressing the strategy through their respective governance structures, amendments to these policies will require a lengthy restart of this process. For this reason this option has not been recommended.

## 8.0 Implications

### Financial and Resource Implications

8.1 Oxfordshire's Councils will use their best endeavours to deliver on the commitments made in the strategy, using existing project funding, future Government funding opportunities and partnerships with the private sector which deliver an EV charging network for Oxfordshire with minimal impact on existing Council budgets.

Policy EVI 2 sets out the Councils ambitions to seek external grant funding from government, along with private investment to deliver EV charging infrastructure projects and the ongoing management of EV charging. The policy also sets out our ambition to continue our current exploration of self-sustaining business models for EV infrastructure.

Comments checked by:

Karen Dickson, Strategic Business Partner 01295 221900

[karen.dickson@cherwell-dc.gov.uk](mailto:karen.dickson@cherwell-dc.gov.uk)

## Legal Implications

- 8.2 There are no legal implications inherent with this strategy. The legal service will work with project leads to help identify legal solutions intended to realise the ambitions described in this report.

Comments checked by:

Richard Hawtin, Team Leader: Non-contentious, Email: [richard.hawtin@cherwell-dc.gov.uk](mailto:richard.hawtin@cherwell-dc.gov.uk), Telephone: 01295 221695

## Risk Implications

- 8.3 Risks associated with the adoption and delivery of the strategy have been considered throughout its development. The following risks are being managed under the service operational risk and will be escalated to the Leadership Risk Register as and when necessary. Key risks are summarised as:

Risk	Mitigation
Financial or resourcing constraints mean actions are delayed or not delivered.	<ul style="list-style-type: none"> <li>Discussed under heading 'Financial and Staff Implications'</li> </ul>
Ongoing licensing, management and maintenance of EV charging infrastructure generates additional revenue burdens.	<ul style="list-style-type: none"> <li>Discussed under heading 'Financial and Staff Implications'</li> </ul>
Parking spaces for EV charging generate less income than ICE spaces in the short term	<ul style="list-style-type: none"> <li>Discussed under heading 'Financial and Staff Implications' para 30.</li> </ul>
Councils are liable for incidents involving EV infrastructure	<ul style="list-style-type: none"> <li>Oxfordshire EV Standards will require owners and operators of EV infrastructure to have appropriate public liability and other insurances</li> </ul>
Over supply of EV infrastructure, or installation in the wrong places means chargers are not well utilised	<ul style="list-style-type: none"> <li>Analysis of likely demand across Oxfordshire has demonstrated key hotspots where need for support with EV charging and likely early mass uptake intersect and where deployment should be targeted.</li> <li>Ongoing monitoring of demand is recommended during the delivery of EV strategy projects to reduce the risk of over supply</li> </ul>
EV chargers do not meet the right standards or are unreliable	<ul style="list-style-type: none"> <li>Oxfordshire EV Standards and the proposed on-street EV charging policy will require all EV infrastructure installed or licensed to;</li> <li>Meet relevant national and international standards, and the higher Oxfordshire Standards designed to ensure reliability and quality.</li> </ul>

	<ul style="list-style-type: none"> <li>• Be operated and maintained appropriately by a competent ChargePoint operator to best practice SLAs.</li> </ul>
EV chargers are not 'future-proofed' for advances in technology, assets become obsolete	<ul style="list-style-type: none"> <li>• Councils can avoid investing in technology which is likely to be rapidly replaced by and focussing on enabling market led provision of EV charging.</li> <li>• Strategy promotes concessions and licensing options which leave the charger asset the responsibility and property of the CPO and avoid adoption or ownership of EV charger assets by councils.</li> <li>• The Oxfordshire EV charging standards set out a requirement for CPOs to demonstrate a renewal plan for assets at the end of their useful life.</li> </ul>
The high technical and operational standards proposed in the strategy put the industry off investing.	<ul style="list-style-type: none"> <li>• Engagement with the EV charging industry during development has indicated no major challenges arising from the technical and operational standards proposed for EV charging infrastructure in Oxfordshire.</li> </ul>

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)

### Equalities Implications

- 8.4 While many areas of Oxfordshire are affluent, and likely to be among the first to see early mass adoption of EVs, there are significant areas of Oxfordshire where income is low. Lower income households are often disproportionately affected by poor air quality, and also the sector of society least able to adopt EVs early. There may be a perception of unfairness in access to EV charging if chargers are only installed in wealthy areas where people have been able to afford brand new technology.

While the Councils are limited in the action they can take to support low income households with the purchase of EVs, the second hand EV market is growing, providing more people with access to electric vehicles. The strategy enables the councils to take a strategic approach to delivering EV charging based on likely future need, rather than consumer demand from more affluent early adopters of EVs. This will allow steps to be taken to ensure equitable access to EV charging. Car club vehicles may also provide a more affordable alternative to private EV ownership, with the potential to give wider access to clean vehicles, and support reductions in private vehicle ownership in line with the aims of Connecting Oxfordshire. Electric car clubs and the chargers needed to power them are therefore included as a valuable measure to improve social inclusion in Oxfordshire's EV ready future.

The installation of EV chargers on the public highway, if not carefully managed, may create negative impacts for road users; in particular, pedestrians and those with disabilities, potentially compromising the Council's commitment to inclusive mobility.

The strategy sets out the Councils approach to supporting drivers without off-street parking, while prioritising those solutions which avoid installing infrastructure on the pedestrian footway, and where that is not possible selecting options which avoid or minimise obstructions for pedestrians and consider inclusive mobility.

Comments checked by:

Robin Rogers, Head of Strategy, [robin.rogers@cherwell-dc.gov.uk](mailto:robin.rogers@cherwell-dc.gov.uk)

## Climate Implications

- 8.5 The strategy also has strong ties with the Oxfordshire Energy Strategy, the Oxfordshire 2050 Plan, each of the collaborating Councils' Climate Emergency Responses, and the Council's Climate Action Framework. The OEVIS will act as a supporting strategy for the CAF to support the drive to meet emissions reductions targets.

Key areas of positive impact are:

- a) *Energy use in our buildings or highways*  
The OEVIS has a positive impact on Carbon and Air Quality emissions reduction of road traffic on roads by supporting transition to ultra-low and zero emissions vehicles on our highways.
- b) *Our fleet*  
EV charging equipment in local authority owned car parks will enable longer pool vehicle and grey fleet journeys, in Oxfordshire to be made in ultra-low and zero emission vehicles.
- c) *Staff travel*  
Improved access to EV charging will enable more staff to choose ultra-low or zero emission vehicles for their commute.
- d) *Purchased services and products (including construction)*  
Encouraging the use of renewable energy, on-site renewable generation, and battery storage options to power electric vehicles will reduce upstream emissions for powering electrified vehicles.
- e) *Enable carbon emissions reduction at district level?*  
Provision of EV charging infrastructure to drivers, in particular those who cannot charge an electric vehicle at home, will enable greater numbers of residents and businesses to switch to cleaner low and zero emission vehicles for private, shared and business use

Comments checked by:

Sandra Fisher-Martins, Climate Action Mobilisation Manager, [sandra.fisher-martins@oxfordshire.gov.uk](mailto:sandra.fisher-martins@oxfordshire.gov.uk)

## 9.0 Decision Information

### Key Decision

**Financial Threshold Met:** No

**Community Impact Threshold Met:** Yes

### Wards Affected

All

### Links to Corporate Plan and Policy Framework

Climate Action Framework

### Lead Councillor

Councillor Dan Sames, Lead member Clean and Green

## Document Information

### Appendix number and title

- Appendix 1 - Predicted Electric Vehicle (EV) Uptake in Oxfordshire
- Appendix 2 - Spatial Analysis of Residential Properties in Oxfordshire with Low Probability of a Driveway
- Appendix 3 – Oxfordshire Electric Vehicle Infrastructure Strategy

### Background papers

None

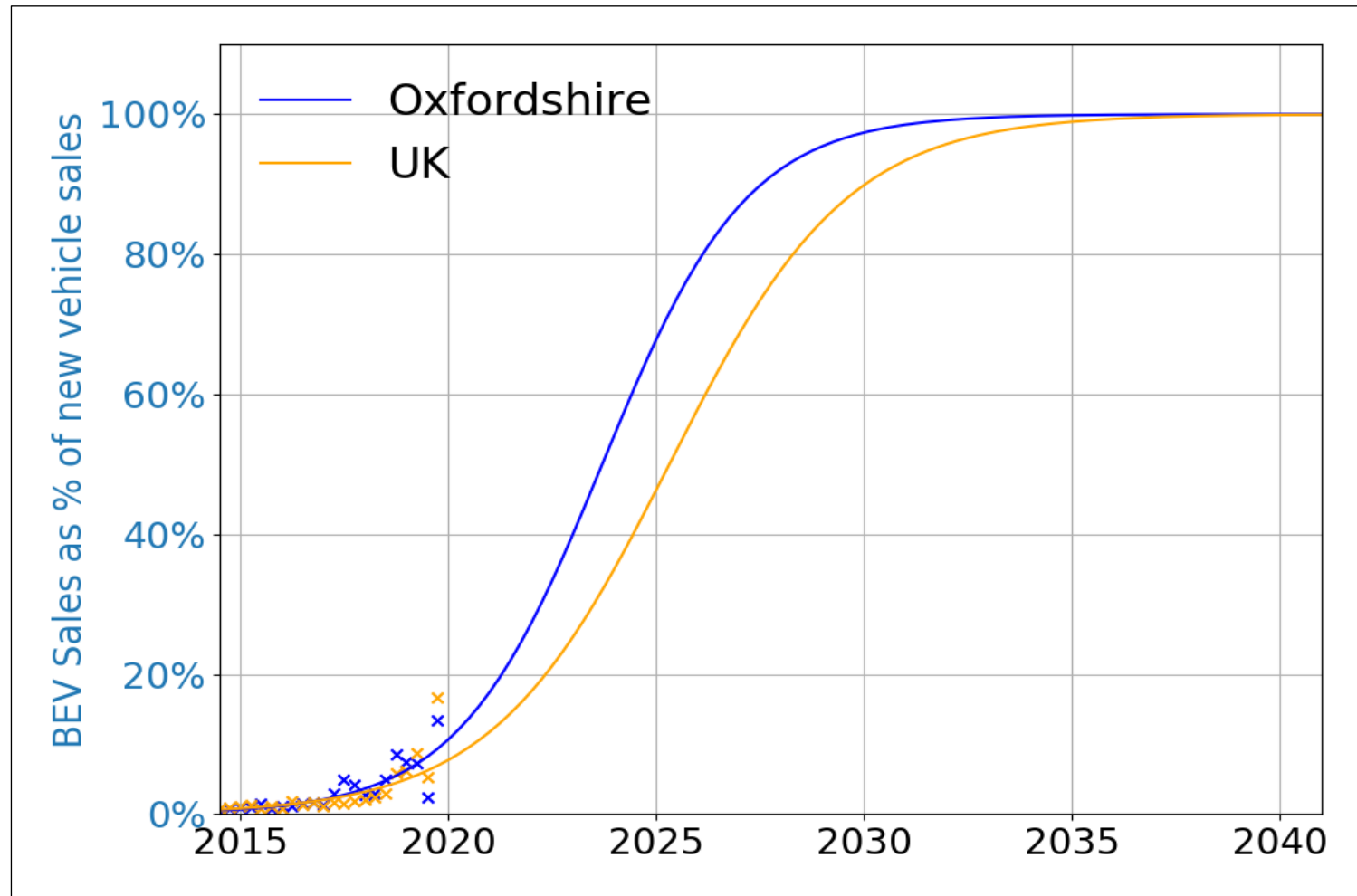
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01295 221964



## Appendix 1. Predicted Electric Vehicle (EV) Uptake in Oxfordshire

Figure 1 - Predicted Growth of EVs as a percentage of new vehicle sales in Oxfordshire. Based on DfT vehicle licensing data from Q4 2011- Q3 2020. The image is licensed under Creative Commons ShareAlike International license 4.0. It is attributed to Sivapriya M. Bhagavathy, Constance Crozier and Malcolm McCulloch, University of Oxford and was developed for an internal report of the Park and Charge project.



### Key:

- Oxfordshire
- UK Average

### Data Caveats:

*This forecast is based on historic data only and external influences (e.g. policy changes, covid) may affect the growth of EV*

*DfT has split the Ultra Low Emission Vehicle Data into Battery Electric Vehicles (BEV) and Plug-in hybrids (PHEV). As the regulation now promotes BEV over PHEV, it was felt appropriate to use BEV data to forecast EV growth*

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## Appendix 2. Spatial Analysis of Residential Properties in Oxfordshire with Low Probability of a Driveway

Figure 1 to Figure 6 illustrate hotspots for on-street parking in Oxfordshire indicated by the number of properties with low probability of a driveway on which a vehicle can be parked. Properties with low probability of a driveway were defined as those with less than or equal to 3 metres distance between the front elevation of the property and the nearest edge of the public highway, inclusive of the pedestrian footway where this is present.

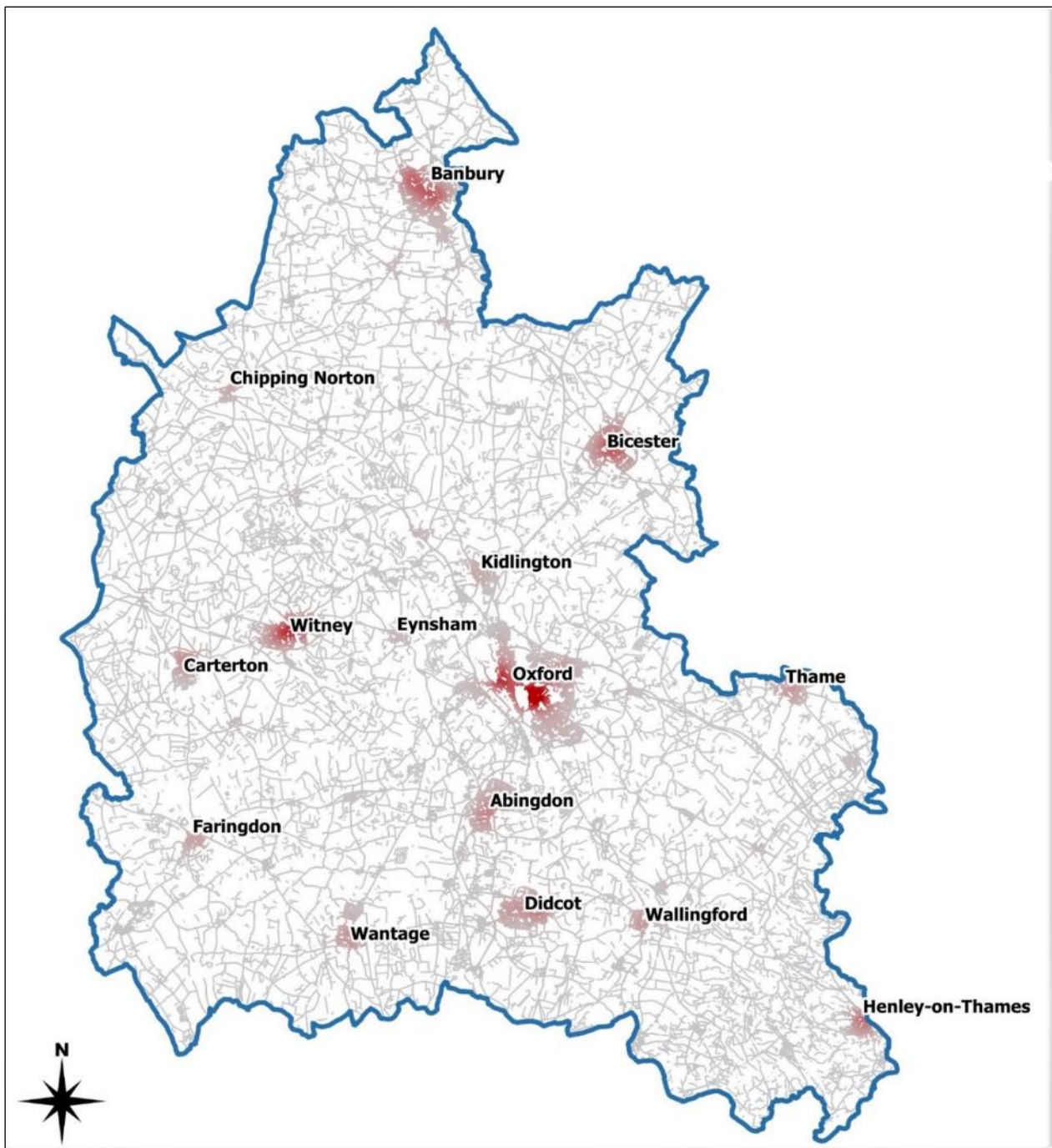


Figure 1 - Oxfordshire hotspots for properties with low probability of a driveway. Source: Energeo 2020 & EMU 2018. Higher colour intensity indicates higher density of occurrence

Figure 2 - Cherwell District hotspots for properties with low probability of a driveway. Higher colour intensity indicates higher density of occurrence.

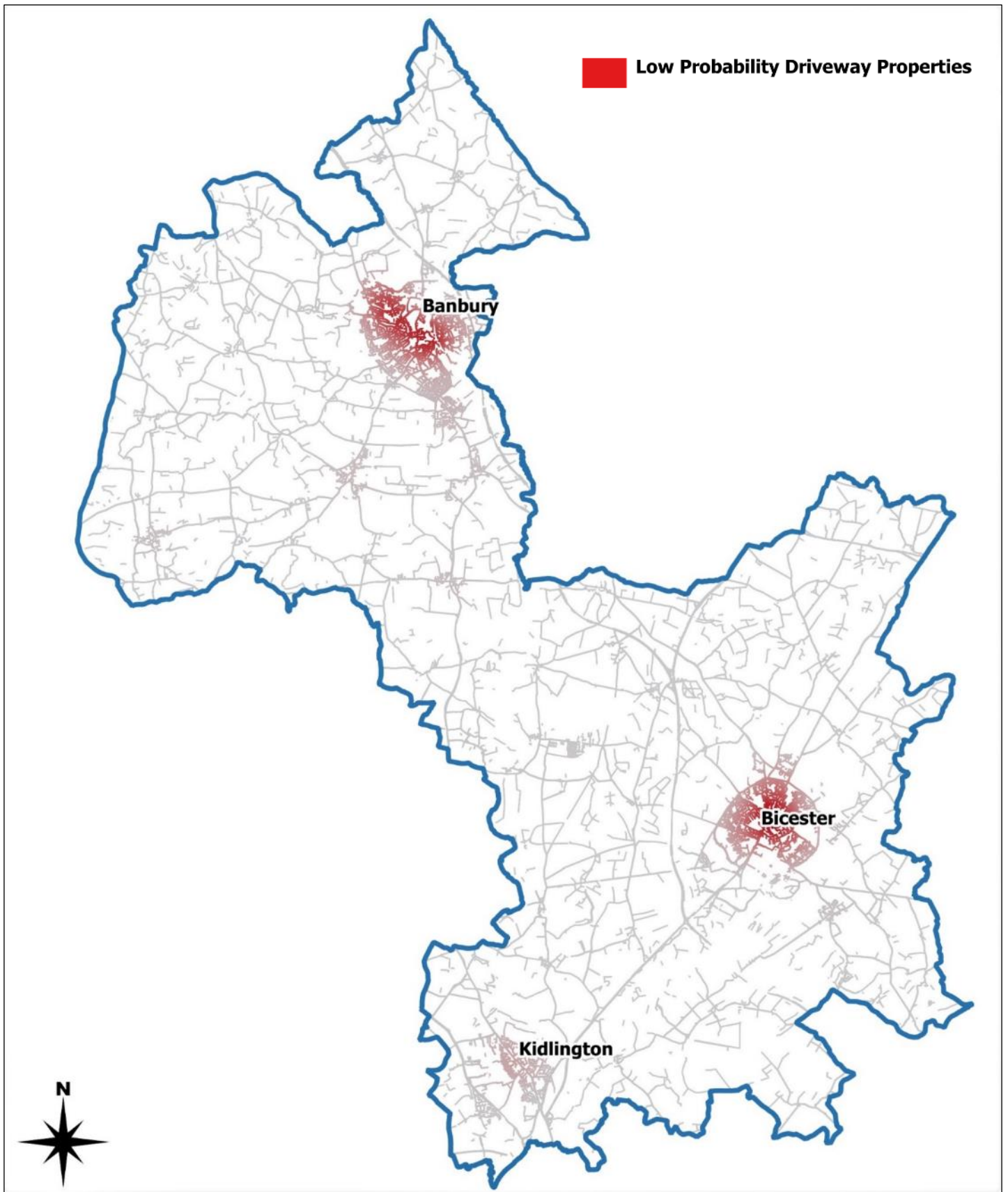


Figure 4 - South Oxfordshire hotspots for properties with low probability of a driveway. Higher colour, intensity indicates higher density of occurrence.



Figure 5 - Vale of White Horse hotspots for properties with low probability of a driveway. Higher colour intensity indicates higher density of occurrence

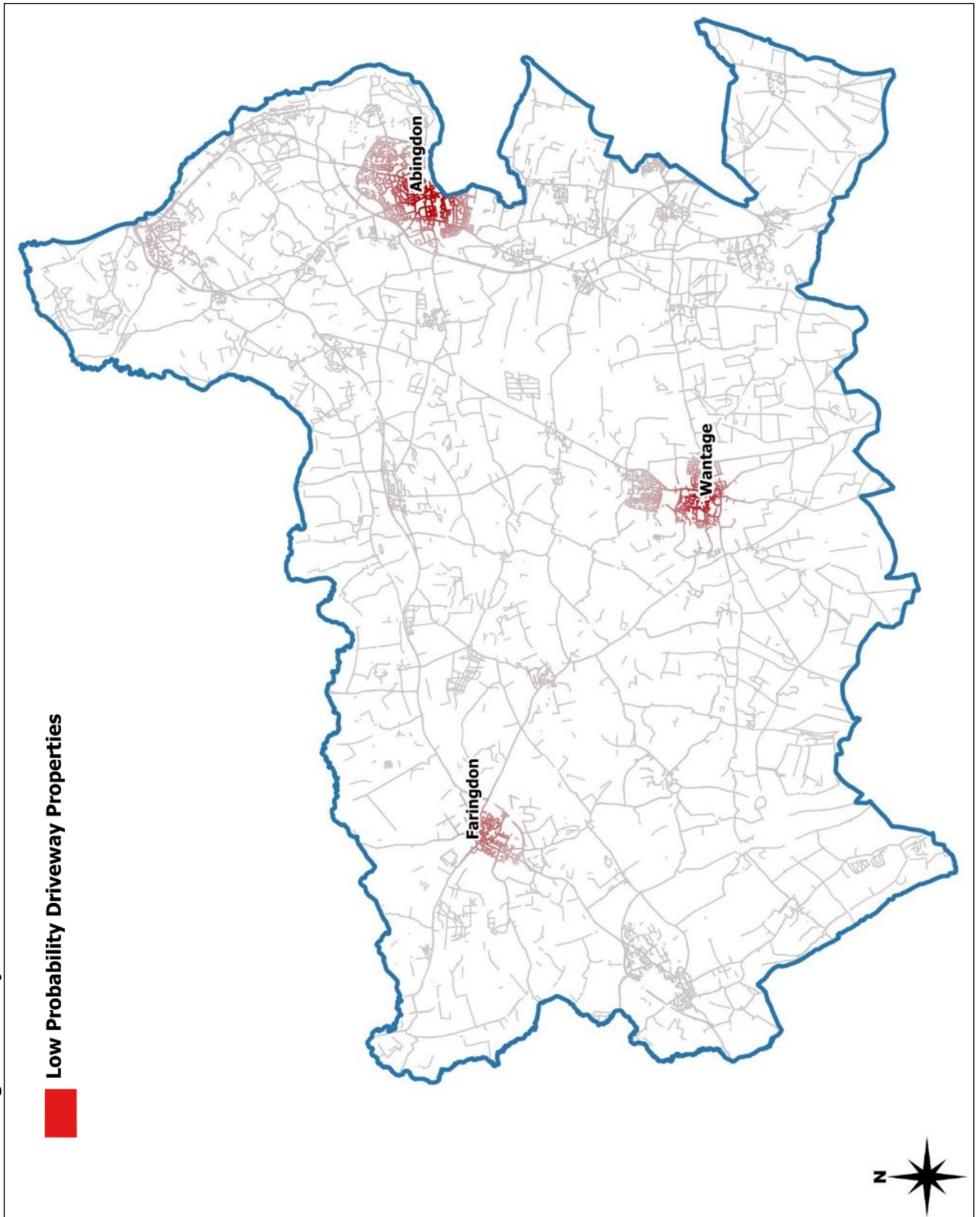
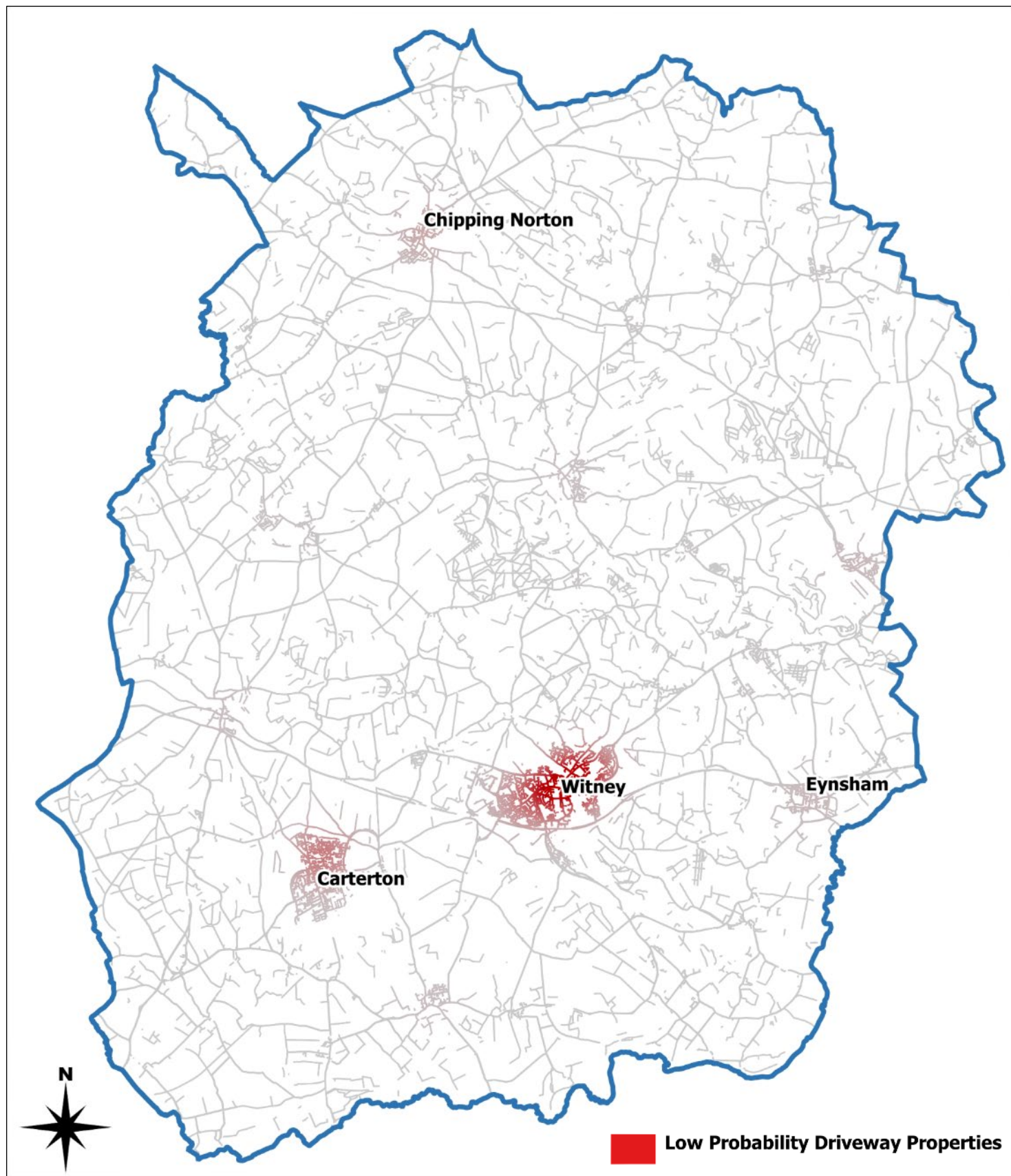


Figure 6 - West Oxfordshire hotspots for properties with low probability of a driveway. Higher colour intensity indicates higher density of occurrence



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# Oxfordshire Electric Vehicle Infrastructure Strategy

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## 1. Executive summary

All six of Oxfordshire's councils have declared climate emergencies. Supporting a transition to zero emission road transport is a key component in Oxfordshire's councils achieving their net zero carbon targets, and this has been reinforced by Oxfordshire County Council and Oxford City Councils' commitment to delivering the UK's first ZEZ in Oxford to reduce air pollution levels, tackle the climate emergency, and improve the health of residents, workers and visitors in Oxford and beyond.

Comprehensive, accessible and efficient charging infrastructure is essential in enabling the rapid adoption of electric vehicles, accelerated by the 2030 date for the end of petrol and diesel car sales in the UK.

In keeping with Oxfordshire's status as a centre of innovation, the Councils are at the forefront of delivering new solutions and sustainable models for EV charging across the county. Drawing on partnerships with Oxford's academic institutions and technology firms Oxfordshire is delivering projects at the cutting edge of zero emissions mobilities. The Energy Superhub Oxford project will see large scale battery storage technology supporting a super-rapid EV charging hub in Oxford, while Local Energy Oxfordshire is exploring how local renewable energy generation can support decentralisation of the grid, and how EVs can play a part in new energy systems. Oxfordshire's V2GO project has examined the potential for EV fleets to support the grid through acting as energy storage units, and the ongoing Go Ultra Low Oxford and Park and Charge projects are examining new technologies and models to support EV drivers without access to off-road parking and charging.

This pipeline of projects across the county already is delivering up to 432 charging points by June 2022 in partnership with Government and the private sector.

The Oxfordshire Electric Vehicle Infrastructure Strategy (OEVIS) sets out the policies and plans to realise our vision for EV charging in Oxfordshire, whereby:

- *Residents, businesses and visitors in Oxfordshire will be confident they can recharge EVs conveniently, and in a manner appropriate for their needs.*
- *Oxfordshire's EV charging provision will develop to meet the needs of users now and in the future, and in doing so support Oxfordshire's transition to decarbonising transport and improving air quality.*

It has been a true collaborative piece of work between the County, City and District Councils and has been informed through the lessons learnt from the innovative EV charging projects already being delivered.

The Oxfordshire Electric Vehicle Infrastructure strategy will put Oxfordshire's councils in a strong position to ensure that those wishing to purchase an EV can access convenient charging; providing an operational approach to enabling and deploying charging infrastructure in Oxfordshire, and laying the foundations for future projects.

## 1.1. Policies at a glance:

Policy Area	Policy
Targets for EV charging	<b>Policy EVI 1:</b> The Councils will collaborate to enable and encourage deployment of public EV chargepoints in Oxfordshire towards meeting predicted demand by 2025 in line with national targets and with reference to European directives
Funding public EV chargers	<b>Policy EVI 2:</b> The Councils will collaborate to seek funding for EV infrastructure and support the development of a self-sustaining EV charging network for Oxfordshire which relies less heavily on continuing public finance support in the future and minimises the impact on existing and future Council budgets
Public Charging in local authority car parks	<b>Policy EVI 3:</b> The Councils will aspire to reach or exceed a target of converting 7.5% of local authority managed public car park spaces, to fast or rapid EV charging by 2025.
	<b>Policy EVI 4:</b> The Councils will manage parking bays for EV charging in local authority car parks to encourage both destination and overnight EV charging and for all types of EV ownership, including private vehicles, shared or car club vehicles, and business vehicles where appropriate
Charging at Council sites	<b>Policy EVI 5:</b> The Councils will support staff and visitors to access electric vehicle charging at Council premises where appropriate
Charging without off-road parking	<b>Policy EVI 6:</b> Recognising that lack of off-road parking may be a significant barrier to EV take-up, Oxfordshire County Council will promote a hierarchy of solutions to EV charging for residents, businesses and shared vehicles without access to off-road parking, which prioritises off-street charging hubs, and other solutions which avoid generating additional street clutter or surrounding maintenance and management challenges
Charging in New Developments	<b>Policy EVI 7:</b> The Councils will seek to include statements and policies supportive of EV charging infrastructure and, where appropriate, references to the Oxfordshire Electric Vehicle Infrastructure Strategy in their planning standards and guidance
	<b>Policy EVI 8:</b> The Councils will benchmark nationally, and between themselves, each seeking to set minimum standards for the quantity of EV charging to be provided in developments in their planning requirements
	<b>Policy EVI 9:</b> The Councils will seek to provide support and guidance on EV charging provision to Town and Parish Councils, and other groups writing Neighbourhood Plans

<b>EV Charging in Historic Areas</b>	<b>Policy EVI 10:</b> In order to manage the impact of EV chargers without restricting access to EV charging, the Councils will define and communicate the design features of EV chargers which will have the most positive impact on the character of our cities towns and villages, and ensure that where there are specific heritage conservation needs, these are met by the charging equipment deployed
<b>Commercial car parks</b>	<b>Policy EVI 11:</b> The Councils will seek opportunities to encourage organisations, businesses and other owners of commercial public and customer car parks to deploy public EV charging infrastructure where it is appropriate
<b>Communal residential car parks</b>	<b>Policy EVI 12:</b> The Councils will explore opportunities to encourage owners and managers of housing stock of all types of tenure to deploy EV charging infrastructure for residents where it is appropriate
<b>Workplace Charging</b>	<b>Policy EVI 13:</b> The Councils will explore opportunities to encourage uptake of EV charging at workplaces and business premises where it is appropriate
<b>Rapid charging on strategic roads</b>	<b>Policy EVI 14:</b> The Councils will seek to improve the availability of rapid and ultra-rapid EV charging on and near the strategic road network and important link roads across Oxfordshire
<b>Charging standards for Oxon</b>	<b>Policy EVI 15:</b> The Councils will encourage the deployment of a high quality, reliable, open, value for money, future-proofed and truly instant access EV charging network for Oxfordshire by setting high standards which seek to reach 'above and beyond' minimum legal requirements
<b>Managing Energy Impacts</b>	<b>Policy EVI 16:</b> The Councils will seek to increase the emissions reduction benefits of electric vehicles, and mitigate the impact of EV charging infrastructure on the local and national grid by encouraging and promoting the use of renewable energy for EV charging, encourage 'off-peak' use of EV chargers, and exploring technical options to manage grid demand from EV charging infrastructure
<b>Promoting EVs &amp; Infrastructure</b>	<b>Policy EVI 17:</b> The Councils will promote information about public EV charging in Oxfordshire, and awareness of the benefits of EVs to the public through their online and other communications channels

## 2. Introduction and context

### 2.1. Introduction

- 2.1.1. Fossil fuels are the principal source of carbon emissions driving the anthropogenic climate change that will create devastating impacts for our living world. Recognising the critical importance of keeping global warming to 1.5 degrees C in line with the 2015 Paris Climate Agreement, all of Oxfordshire's Councils have recognised the climate emergency. Supporting a transition to zero emission road transport is a key component in Oxfordshire's Councils achieving their net zero carbon targets. Comprehensive, accessible and efficient charging infrastructure is essential in enabling the rapid adoption of electric vehicles. This strategy sets out the policies and plans to realise this goal.
- 2.1.2. Oxfordshire is a place of real innovation – the county is home to Europe's largest concentration of multi-million-pound science research facilities, underpinning our leading position in advanced engineering and manufacturing, energy systems, and vehicle and mobility technologies. Oxfordshire is also growing. The Oxfordshire Growth Board, through the emerging Joint Statutory Spatial Plan (JSSP), is planning for 100,000 new homes to be built in our county by 2031. An expected 86,500 new jobs are also being created. The Local Industrial Strategy for Oxfordshire sets out Oxfordshire's ambitions to be a pioneer for clean and sustainable growth driven by our science and innovation.<sup>1</sup>
- 2.1.3. Oxfordshire is home to the University of Oxford, the global number one ranked university and Oxford Brookes University, one of the UK's leading modern universities. Oxford University's School of Geography and the Environment and Department of Engineering Science host research centres with world-leading expertise in EV and battery production, energy and future mobilities systems. The Energy and Power Group are experts in the impact of EVs on the grid. The Transport Studies Unit (TSU) has expertise in understanding EV driving and charging patterns. Oxford Brookes' Sustainable Vehicle Engineering Centre is training next generation EV engineers, with strong links to the county's motorsports and vehicle industries.
- 2.1.4. Williams Advanced Engineering, based in Oxfordshire, create high-performance batteries in the Formula E programme, at the cutting edge of battery performance and management. Oxford is home to the BMW mini plant, where the all-electric MINI is built for the UK and European market. The Faraday Institution on the Harwell Campus is the independent institute for electrochemical energy storage science, research and technology. The institute and Oxford University are leading projects which could revolutionise the way EV batteries are manufactured.
- 2.1.5. Drawing on partnerships with Oxford's academic institutions and technology firms Oxfordshire is delivering projects at the cutting edge of zero emissions mobilities, hosting world-firsts for battery storage for EV charging, and EV infrastructure delivery. The Energy Superhub Oxford project will see large scale

battery storage technology supporting a super-rapid EV charging hub in Oxford, while Local Energy Oxfordshire is exploring how local renewable energy generation can support decentralisation of the grid, and how EVs can play a part in new energy systems. Oxfordshire's V2GO project examines the potential for EV fleets to support the grid through acting as energy storage units. The ongoing Go Ultra Low Oxford and Park and Charge projects are examining in depth the technologies available to support EV drivers without access to off-road parking and charging.

2.1.6. Oxfordshire is also leading the country in policy making to reduce urban transport emissions; in the pipeline is the UK's first Zero Emission Zone in Oxford from 2021, championed by Oxfordshire County Council and Oxford City Council.

2.1.7. The Oxfordshire Electric Vehicle Infrastructure strategy has been a true collaborative piece of work between the County, City and District Councils. It has taken the lessons learnt from all these, and other, innovative EV charging projects, to provide an operational approach to enabling and deploying charging infrastructure in Oxfordshire, and lay the foundations for future projects.

## 2.2. What is the Oxfordshire EV Infrastructure Strategy about?

2.2.1. Clean Growth is at the heart of the UK Industrial strategy, and the government sees growth in the EV industry as essential to the UK's clean industrial future and National Infrastructure Strategy<sup>ii</sup>. The Road to Zero strategy sets out the governments ambitions to end the sales of internal combustion engine (ICE) vehicles, which has recently been brought forward by 10 years to 2030, and its ambitions for a world-class EV charging network for the UK.

### Figure 1 - EV Charging in national policy

#### The Road to Zero Strategy (2018)

The Government's Road to Zero Strategy outlines how the government will support the transition to zero emission road transport and reduce emissions from conventional vehicles during the transition. The document includes a target to end the sale of new conventional petrol and diesel vehicles by 2040. The UK government has since brought this date forward to 2030.

A key part of the Road to Zero Strategy focusses on measures to support the development of world class EV charging infrastructure network through;

- The Automated and Electric Vehicles Act (2018) which provide a legislative basis for provision of, and standards in EV charging infrastructure.
- Ensuring that new developments are EV ready, and that all new homes, where appropriate, should have a charging point available, through changes to Buildings Regulations, and the now revised National Planning Policy Framework (NPPF) (revised February 2019) to support local authorities in writing local planning policies which incorporate facilities for charging EVs

2.2.2. In this document we use the term EV to refer to all ‘plug-in’ vehicles including pure Battery Electric Vehicles (BEVs), Plug-in Hybrid Electric Vehicles, and Extended Range Electric Vehicles (REEVs) as all require charging to travel using their zero emissions capabilities.

2.2.3. Car use in Oxfordshire is high; over 4 billion miles were travelled by car or taxi in Oxfordshire in 2019<sup>iii</sup>. Road transport emissions contribute around 33% of carbon emissions nationally<sup>iv</sup> and generate significant issues for air quality; in 2019, 68% of NO<sub>x</sub> emissions in Oxford were caused by road traffic<sup>v</sup> and 22 places in Oxfordshire found to be breaching air pollution limits.

2.2.4. The current Connecting Oxfordshire<sup>vi</sup> Local Transport Plan 4 shapes our transport policy and sets out Oxfordshire County Council’s policy and strategy for developing the transport system in Oxfordshire to 2031. It has been developed with these over-arching transport goals:

- *To support jobs and housing growth and economic vitality;*
- *To reduce transport emissions and meet our obligations to Government;*
- *To protect, and where possible enhance Oxfordshire’s environment and improve quality of life;*
- *To improve public health, air quality, safety and individual wellbeing.*

2.2.5. The Oxfordshire Electric Vehicle Infrastructure Strategy (OEVIS) has strong ties with the Oxfordshire Energy Strategy<sup>vii</sup> which seeks to integrate EVs into a smart and zero carbon energy infrastructure, and the Oxfordshire 2050 Plan to promote future-proofed development in the planned growth across Oxfordshire. The strategy also links closely with each of the collaborating Councils’ Climate Emergency declarations and net zero carbon targets, and Oxfordshire County Council’s Climate Action Framework, where it will act as a supporting strategy to facilitate delivery of recommended actions, and support the drive to meet local and national emissions reductions targets.

2.2.6. The OEVIS has further strong links with the development of the emerging Connecting Oxfordshire Local Transport and Connectivity Plan, which sets out a vision for a net-zero Oxfordshire transport system that enables the county to thrive as one of the world’s leading innovation economies, whilst supporting clean growth, protecting our rich and varied natural and historic environment and being better for health and well-being, social inclusivity and education. This EV Infrastructure Strategy aims to compliment and support this vision, by reducing emissions from shared transport through promoting EV infrastructure for shared transport, and reducing emission from private road transport where active and public transport is not an option.

2.2.7. Oxfordshire’s Councils have an opportunity to encourage uptake of EVs by working together to enable the development of a high quality EV charging network. The Oxfordshire EV Infrastructure Strategy draws on significant expertise



and experience across Oxfordshire to further enable reduction in transport emissions through enabling quality EV charging provision.

2.2.8. Through our Oxfordshire Electric Vehicle Infrastructure Strategy, we identify:

- *The opportunities and challenges for the EV charging network in Oxfordshire*
- *The likely uptake of EVs across Oxfordshire and the centres of demand for EV charging in Oxfordshire*
- *How we will contribute to and accelerate local deployment of EV charging infrastructure to ensure high quality EV charging is accessible in our county*
- *A framework of EV charging options for residents without access to private off-road parking*
- *Opportunities to work with landowners and businesses to further increase EV charging provision*
- *Opportunities to further support the decarbonisation of road transport and manage the impact of EV charging on the grid.*
- *How we will increase awareness of public EV charging infrastructure and promote uptake of EVs*

2.2.9. The strategy will inform our operational policies and processes, to ensure that EV charging is accessible and convenient in Oxfordshire. It will set a foundation for project development, establish a consistent approach to delivering and enabling EV charging across Oxfordshire, and support the developing EV market, and local businesses in the EV sector.

## **2.3. Our vision and objectives**

2.3.1. Our vision for EV charging in Oxfordshire is:

- *Residents, businesses and visitors in Oxfordshire will be confident they can recharge EVs conveniently, and in a manner appropriate for their needs.*
- *Oxfordshire's EV charging provision will develop to meet the needs of users now and in the future, and in doing so support Oxfordshire's transition to decarbonising transport and improving air quality.*

2.3.2. The OEVIS will provide an operational approach to enabling and deploying charging infrastructure in Oxfordshire. In the short-term (2020-2025), our objectives are to:

- *Enable and deliver public EV charging across Oxfordshire*
- *Adopt a common approach to managing EV charging in Council car parks*
- *Enable residents without access to private off-road parking to access a range of options for EV charging*

- *Encourage new developments to include high quality EV charging infrastructure*
- *Set standards for the quality of public EV charging in Oxfordshire which supports development of a network which is high quality, open and accessible*

## **2.4. The development of the Oxfordshire EV Infrastructure Strategy**

2.4.1. This strategy has been developed collaboratively with significant subject matter expert input from each of Oxfordshire's five District and City Councils, and a steering board of members from each. We have also engaged with external stakeholder groups including Parish and Town Councils and the EV charging industry. A full list of our steering group and workshop attendees can be found in [Annex 1: Stakeholders](#).

## **2.5. The scope of the Oxfordshire EV Infrastructure Strategy**

2.5.1. This strategy covers the administrative area of Oxfordshire County Council and includes the administrative areas of each of the five District Councils. It focusses on EV charging for cars, car-based vans, and taxis (hackney carriage and private hire vehicles) for three user groups with differing needs for EV charging:

- *Oxfordshire residents*
- *Local businesses, their employees, taxis, logistics operations and car clubs*
- *Visitors to Oxfordshire*

2.5.2. The strategy does not cover EV charging for buses or large goods and service vehicles. Large EVs such as buses and medium/large trucks are still in development, and charging requirements are currently uncertain. At the time of writing, Oxford's expression of interest in becoming Britain's first All-Electric Bus Town has been shortlisted by the Department for Transport and we anticipate that EV Bus charging infrastructure will be further developed as part of this project, if funded. As uptake of these vehicle types is likely to be low in the short term, they are not deemed a priority for this strategy. At this time charging for e-bikes and other micro-mobility solutions are not included in this strategy but like trucks and buses may form the basis for future consideration.

## **2.6. Delivering the strategy**

2.6.1. This strategy includes many measures which will require dedicated resourcing, funding and the collaboration of external partners to complete delivery. Key actions for delivery are outlined under each policy. While budgets are constrained and future budgets are uncertain, especially in light of the Covid-19 pandemic, and our targets and commitments must be considered aspirational, Oxfordshire's Councils will use their best endeavours to deliver on the commitments made in this document, using existing project funding, future

Government funding opportunities and partnerships with the private sector which deliver an EV charging network for Oxfordshire with minimal impact on existing Council budgets.

## 3. EV charging background

### 3.1. Types of EV charging infrastructure

3.1.1. EV charging infrastructure can be broadly split into 4 types: slow, fast, rapid and ultra-rapid, based on power output and speed of charging. Each have factors which make them suitable for different charging settings and use cases; home, workplace, on-street, destination and en-route.

- **Slow:** up to 3kW AC – between 6-12 hours to fully charge a battery EV, less for a plug-in hybrid
- **Fast:** 7 to 22kW AC power outputs, and typically fully charge a battery EV in 3-4 hours. Frequently these are ‘smart’ chargers; able to communicate with a CPMS or back office to manage time and rate of charging<sup>viii</sup>
- **Rapid:** Typically, rapid AC chargers are rated at 43kW, while rapid DC are typically 50kW. Will typically charge a BEV to 80% in around 30-40 minutes.
- **Ultra-rapid:** Superchargers and high-powered charging at 100-350kW DC are becoming increasingly relevant for battery EV drivers, though current EV models may be limited in the charging power they can accept. Will typically charge an EV to 80% in 15 to 25 minutes dependent on power output.

3.1.2. Further details on types of EV charging and where they are most suitably deployed can be found in annex 3.

#### *Chargers and Chargepoints*

3.1.3. In this document we refer to an EV charging unit as an EV charger. EV chargers may have one or more sockets which allow connection to an EV to charge. These sockets are referred to in this document as EV chargepoints.

### 3.2. Challenges and opportunities for EV charging

3.2.1. In general, EVs and the charging infrastructure needed to support them present a series of challenges and opportunities to EV drivers and landowners. As local authorities, the County and District Councils can work together to support EV growth.

3.2.2. [Table 1](#) summarises factors which were considered in developing our county-wide EV Infrastructure Strategy.

**Table 1 - Opportunities and challenges for developing a public EV charging network**

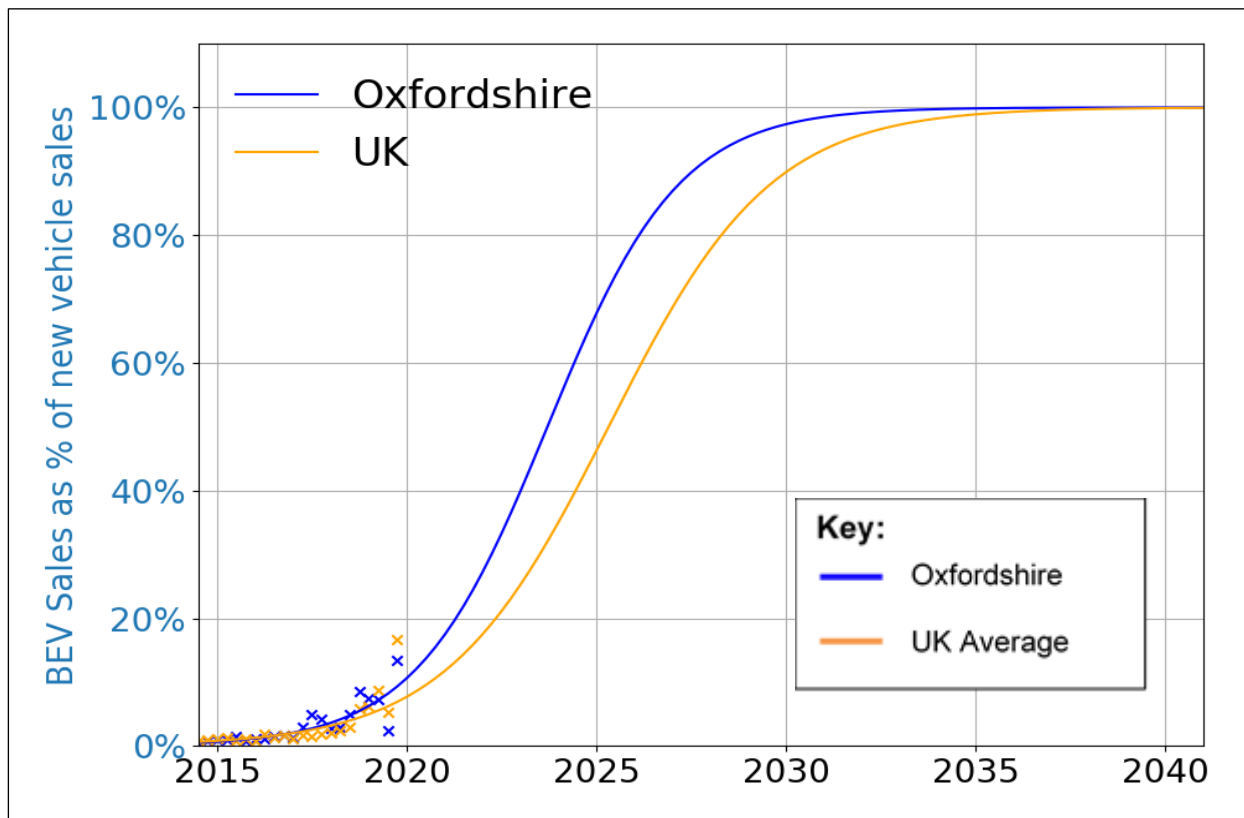
<b>General</b>	
<b>Opportunities</b>	<b>Challenges</b>
<ul style="list-style-type: none"> <li>• Encouraging drivers to switch from petrol/diesel to EV will benefit local air quality, and decarbonise transport as energy generation progresses from fossil fuels to renewable sources.</li> <li>• Demand for chargers in Oxfordshire is likely to be higher than other regions</li> <li>• Chargers may attract EV users to an area and stimulate nearby shops and the local economy</li> <li>• Increased EV usage will stimulate the EV technology sector in Oxfordshire.</li> <li>• Charge Point Operators (CPOs) offer concession contracts for chargers at little or no cost to local authorities and which may provide a revenue opportunity in the future.</li> <li>• District Councils own car parks located in urban centres close to both businesses and residential properties which have limited off road parking.</li> </ul>	<ul style="list-style-type: none"> <li>• Available power capacity on the electricity network varies across the county and is limited in some areas.</li> <li>• Costs of upgrading the local electricity network for charging capacity are often high.</li> <li>• Some charger sites can be constrained by planning/heritage restrictions.</li> <li>• Access to working public EV charging is a key concern for EV drivers.</li> <li>• Instant access to EV charging networks often requires use of apps, roaming across charger networks is limited.</li> <li>• Owning and operating chargers generates costs for local authorities at a time when funding is constrained.</li> <li>• Management of EV charger contracts can be an additional resource burden for councils.</li> <li>• The business case for CPOs remains challenging whilst demand for EVs is still growing.</li> </ul>
<b>On the Highway</b>	
<b>Opportunities</b>	<b>Challenges</b>
<ul style="list-style-type: none"> <li>• Oxfordshire County Council has control of highways land assets on major roads which could provide opportunities for rapid charging stops.</li> <li>• On-street charging infrastructure at appropriate locations may offer locations for users to charge where there is no off-road alternative.</li> </ul>	<ul style="list-style-type: none"> <li>• Over 30% of households in Oxfordshire have limited or no access to home EV charging as they park on the street.</li> <li>• On-street chargers require space on the public highway. Some locations may present an obstruction to pedestrians.</li> <li>• Some operators are reluctant to offer concessions in on-street settings where usage is low, and cost of maintenance is high.</li> <li>• On-street parking bays are limited in certain areas. Reserving bays for EV users may increase pressure on parking and require resources for the traffic order.</li> </ul>

## 4. This is Oxfordshire

### 4.1. EV uptake in Oxfordshire

4.1.1. To support the drive to reach net zero carbon emissions by 2050, the UK government has set out its ambitions to end the sale of new petrol and diesel cars by 2030, bringing the end date forward by 10 years from that proposed in the Road to Zero.

4.1.2. At the end of August 2020, there were 4,381 ultra-low emissions vehicles (ULEVs)<sup>1</sup> in Oxfordshire<sup>x</sup>, 2,200 of which were BEVs. Socio-economic factors mean Oxfordshire is likely to have faster growth in EV sales than the national average; research from the University of Oxford indicates that EV sales are likely to reach approximately 70% of new vehicle sales by 2025 (Figure 2). In absolute numbers, the university's predictions mean that by 2025 there could be over 25,000 EVs on Oxfordshire's roads, and over 44,000 by 2027.



**Figure 2 - Predicted Growth of EVs as a percentage of new vehicle sales in Oxfordshire.** Based on DfT vehicle licensing data from Q4 2011- Q3 2020<sup>x</sup>. *Qualifications: Based on historic data; external influences & policy changes may affect growth. DfT has split the Ultra Low Emission Vehicle Data into Battery Electric Vehicles (BEV) and Plug-in hybrids (PHEV). As regulation now promotes BEV over PHEV, it was felt appropriate to use BEV data to forecast EV growth.*

<sup>1</sup> ULEVs emit less than 75g of carbon dioxide (CO<sub>2</sub>) from the tailpipe per km travelled; typically refers to battery electric, plug-in hybrid electric and fuel cell EVs

## 4.2. Current EV charging provision

4.2.1. Public EV charging infrastructure in Oxfordshire is currently limited and patchy, with most centred in urban areas and little provision in smaller market towns or more rural areas. While the network across the UK is growing rapidly, Oxfordshire is in danger of falling behind in infrastructure provision which could inhibit the forecast speed of transition.

4.2.2. The county has 448 public EV chargepoints, distributed over 123 charging sites. Numbers of chargers at sites range from a single chargepoint to over 40, and sites may contain chargepoints of different speeds.

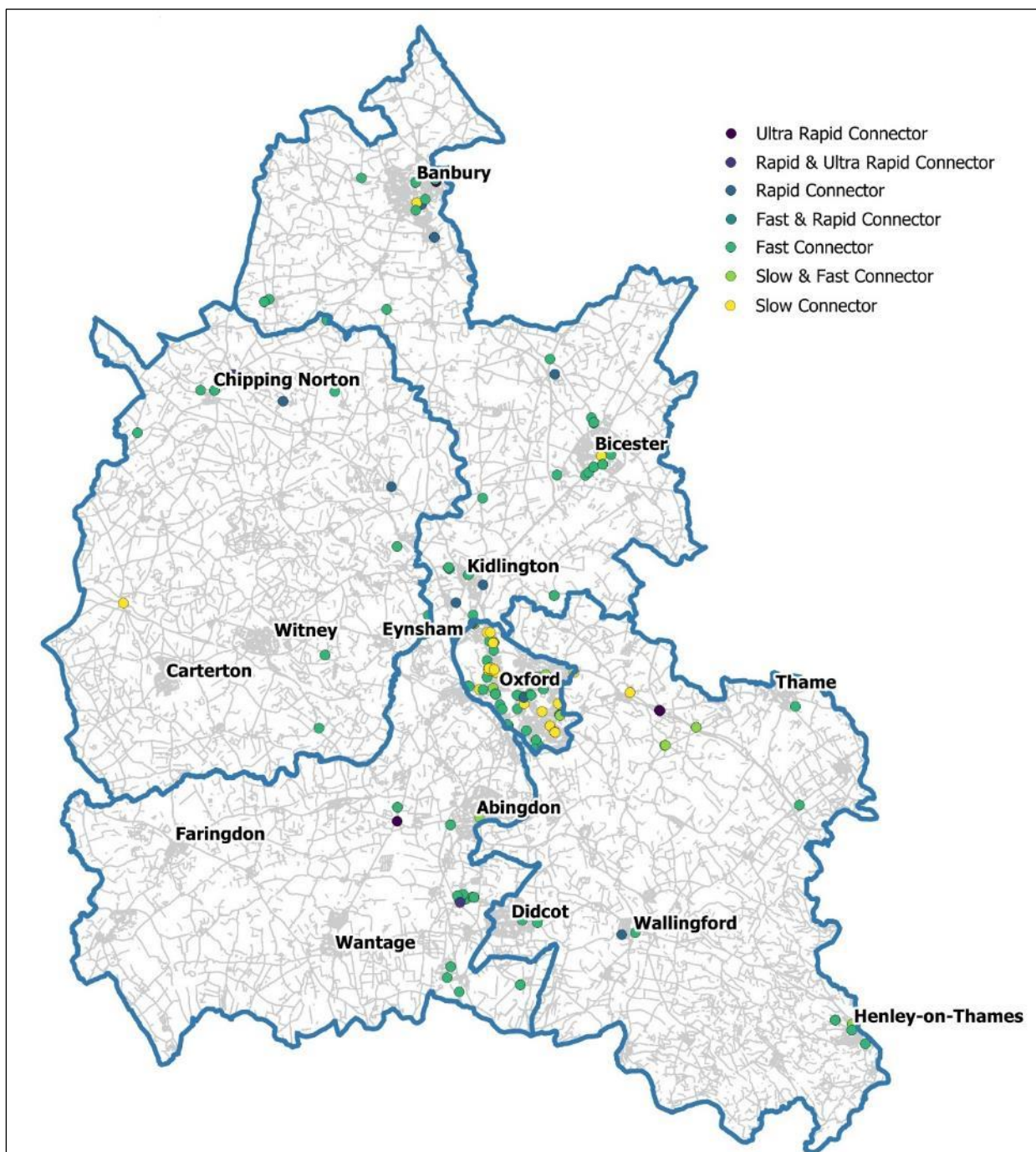


Figure 3 - EV Charging infrastructure in Oxfordshire. Source: Zap-Map (2020).

4.2.3. Large areas of the county have little or no public EV charging provision. Oxford City Council’s administrative area is the most densely covered, reflecting the work Oxford City Council undertook, in partnership with Oxfordshire County Council, on the Go Ultra Low Oxford On-street Project. The project installed over 30 fast on-street EV chargers in a trial of charging solutions for residents without access to off-road parking.

4.2.4. There are EV chargers in only 8 of Oxfordshire’s 98 local authority owned and managed public car parks, with the remaining chargers hosted by commercial entities; including supermarkets and retail parks, hotels and car dealerships.

4.2.5. Public rapid charging is dispersed around the county, with four charging sites at service stations adjacent strategic road network, and the remaining rapid charging sites again found at hotels and car dealerships. Ultra-Rapid charging is limited to 5 sites, the largest of which is the Tesla Charging hub at the M40 Junction 8a Services, which hosts 32 ultra-rapid chargepoints available only to Tesla Drivers.

Chargepoint speed	Number of sites	Number of chargepoints
Ultra-Rapid	5	55
Rapid	20	60
Fast	85	281
Slow	35	52
<b>Total</b>	N/A	448

**Table 2 - Public EV chargers in Oxfordshire by speed**

### **4.3. The Oxford Zero Emission Zone**

4.3.1. Oxfordshire County Council and Oxford City Council are proposing to create a Zero Emission Zone (ZEZ) pilot in Oxford city centre, starting in August 2021, and based on a road user charging scheme. This pilot, and any future implementation and expansion, may generate additional need and demand for EV charging for road user groups, not just within the zone, but also across the county, from where journeys into the zone may originate.

## **4.4. Taxis: Hackney Carriage and Private Hire Vehicles**

4.4.1. In addition to the requirements for vehicles travelling in Oxford's Zero Emission Zone, from 2022 all newly licensed Hackney Carriage Vehicles licenced by Oxford City Council must be Ultra Low Emissions Taxis (ULEVs) meeting the UK government's definition which typically refers to battery electric, plug-in hybrid electric and fuel cell EVs. Across the county EVs are already starting to enter the Hackney Carriage and Private Hire Vehicle fleet. The usage patterns of both forms of taxi mean that access to Rapid and Ultra-Rapid charging are important in allowing drivers to maximise their productive work time, and that charging infrastructure at company premises, and close to popular routes or ranks are beneficial to supporting the EV taxi business case. While it is not within the scope of this strategy to define specific locations for charging for electric taxis, the strategy aims to ensure that public EV charging is available to all user types, including taxis.

## **4.5. Social inclusion**

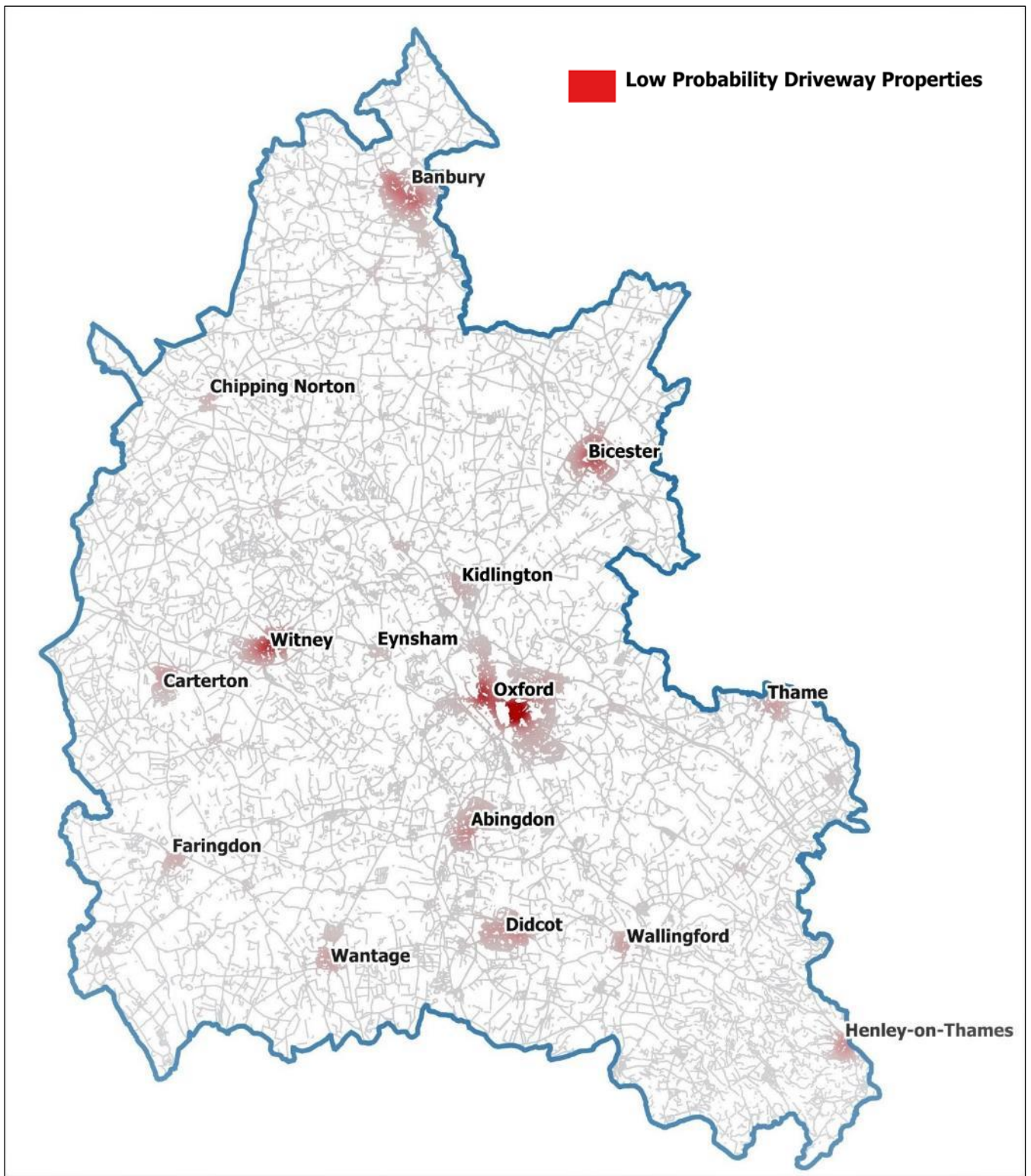
4.5.1. While many areas of Oxfordshire are affluent, and likely to be among the first to see early mass adoption of EVs, there are significant areas of Oxfordshire where income is low. Lower income households are often disproportionately affected by poor air quality, and also the sector of society least able to adopt EVs early.

4.5.2. While the Councils are limited in the actions they can take to support low income households with the purchase of EVs, action can be taken to ensure equitable access to EV charging. Car club vehicles may also provide a more affordable alternative to private EV ownership, with the potential to give wider access to clean vehicles, and support reductions in private vehicle ownership in line with the aims of Connecting Oxfordshire. Electric car clubs and the chargers needed to power them are therefore included as a valuable measure to improve social inclusion in Oxfordshire's EV ready future.

## **4.6. On-street parking**

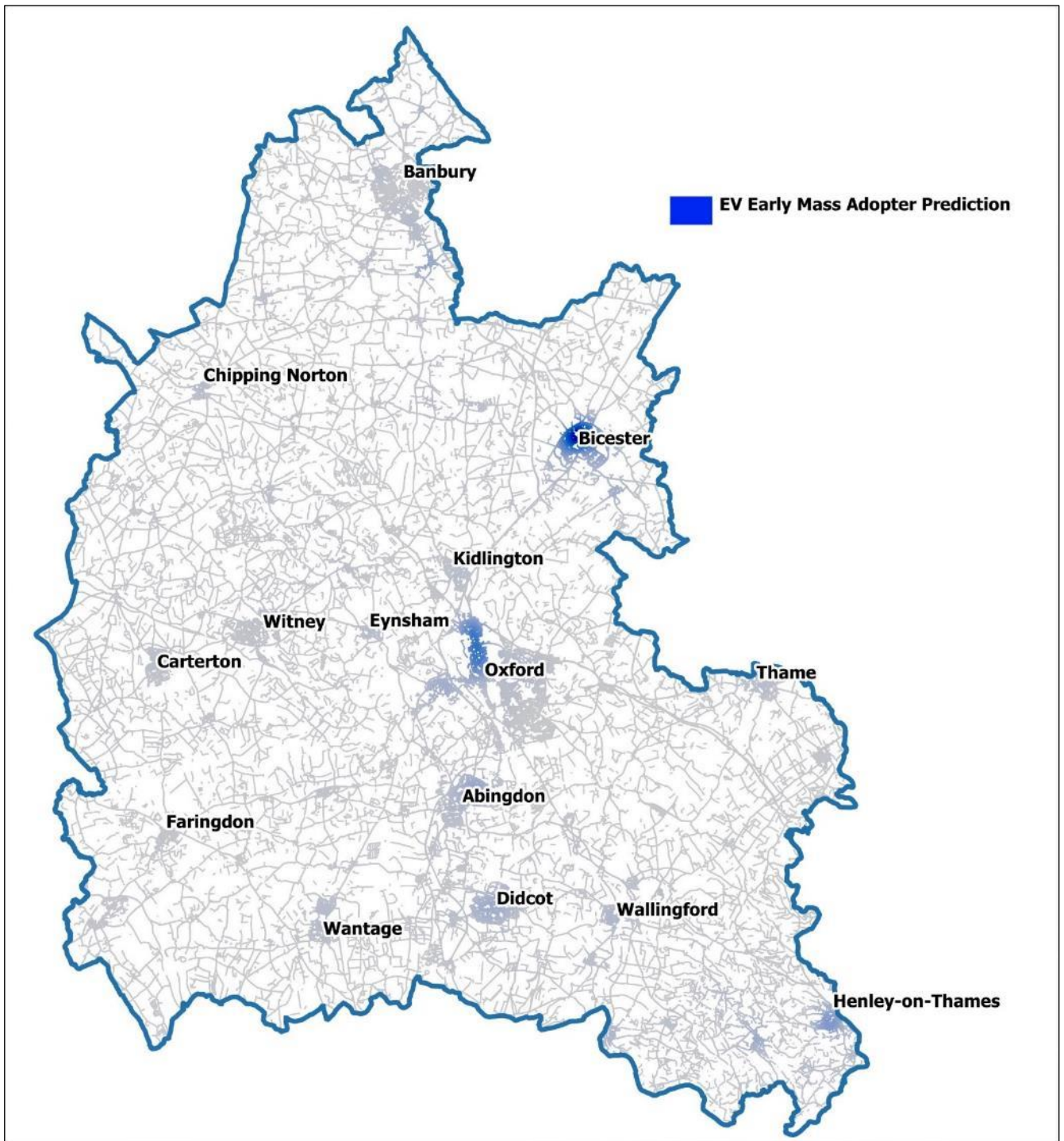
4.6.1. Over 34% of households in Oxfordshire are unlikely to have private off-road parking, and as such have limited or no access to home charging. Not everyone without off-road parking has a vehicle, but there are indications that around 25% of all cars nationally are parked on streets overnight<sup>xi</sup>. Most on-street parking in Oxfordshire can be seen in the city of Oxford and other urban centres, where terraced properties and high-density housing are key features of the urban landscape, and where air quality concerns are most acute. However, this situation is also seen in many more rural areas such as historic market towns ([Figure 4](#)).





**Figure 4 - Oxfordshire hotspots for properties with low probability of a driveway. Source: Energeo 2020 & EMU 2018.** Higher colour intensity indicates higher density of occurrence. Properties with low probability of a driveway are defined as those with less than or equal to 3 metres distance between the front elevation of the property and the nearest edge of the public highway, inclusive of the pedestrian footway where this is present.

## 5. Where are chargers needed first?



**Figure 5 - Oxfordshire hotspots for predicted early mass EV adoption. Sources: Energeo 2020, ACORN 2020, DfT 2020. Higher colour intensity indicates higher density of occurrence. Households likely to be early mass adopters were defined as households in categories 1-10,15-16,18,22-24,26&29, located proximate to an existing ULEV registration.**

## 5.1. Analysing demand

- 5.1.1. While most EV charging is done at home (around 80%)<sup>xii</sup>, a network of public chargers is essential for drivers who do high mileage, travel long distances and/or have no access to chargers at home or work. The UK is home to around 19,500 public chargepoints and has one of the largest, and most comprehensive rapid networks in Europe, but more is needed to meet demand.
- 5.1.2. Chargers must be located in areas which are convenient to drivers, and have the space, energy and network connections to make installations feasible. In this section we examine where demand is likely to grow fastest, and where support is needed to help residents on lower incomes adopt cleaner vehicles.
- 5.1.3. Analysis of likely centres of EV adoption as uptake in Oxfordshire moves from 'early adoption' to 'early mass adoption' has been carried out using demographic characterisations of people likely to be in these groups across Oxfordshire, and combined with data on existing electric vehicle registrations, which are used as a predictor of 'neighbourhood influence' to give a picture of the hotspots for likely uptake over the coming 5 years ([Figure 5](#)).
- 5.1.4. The outputs show dense areas of likely uptake in Bicester, the North and West of Oxford, and larger market towns such as Abingdon, Didcot and Henley. Likely uptake in and around Banbury is more diffuse, and further investigation may be required to understand the likely cause of slower uptake.
- 5.1.5. When EV uptake hotspots are overlaid with areas of high on-street parking, the councils can begin to identify key areas for early action on EV charging infrastructure ([Figure 6](#)).
- 5.1.6. More detailed heatmaps of EV uptake hotspots for each of the districts and key towns can be seen in [Annex 4: Geospatial Analysis](#).

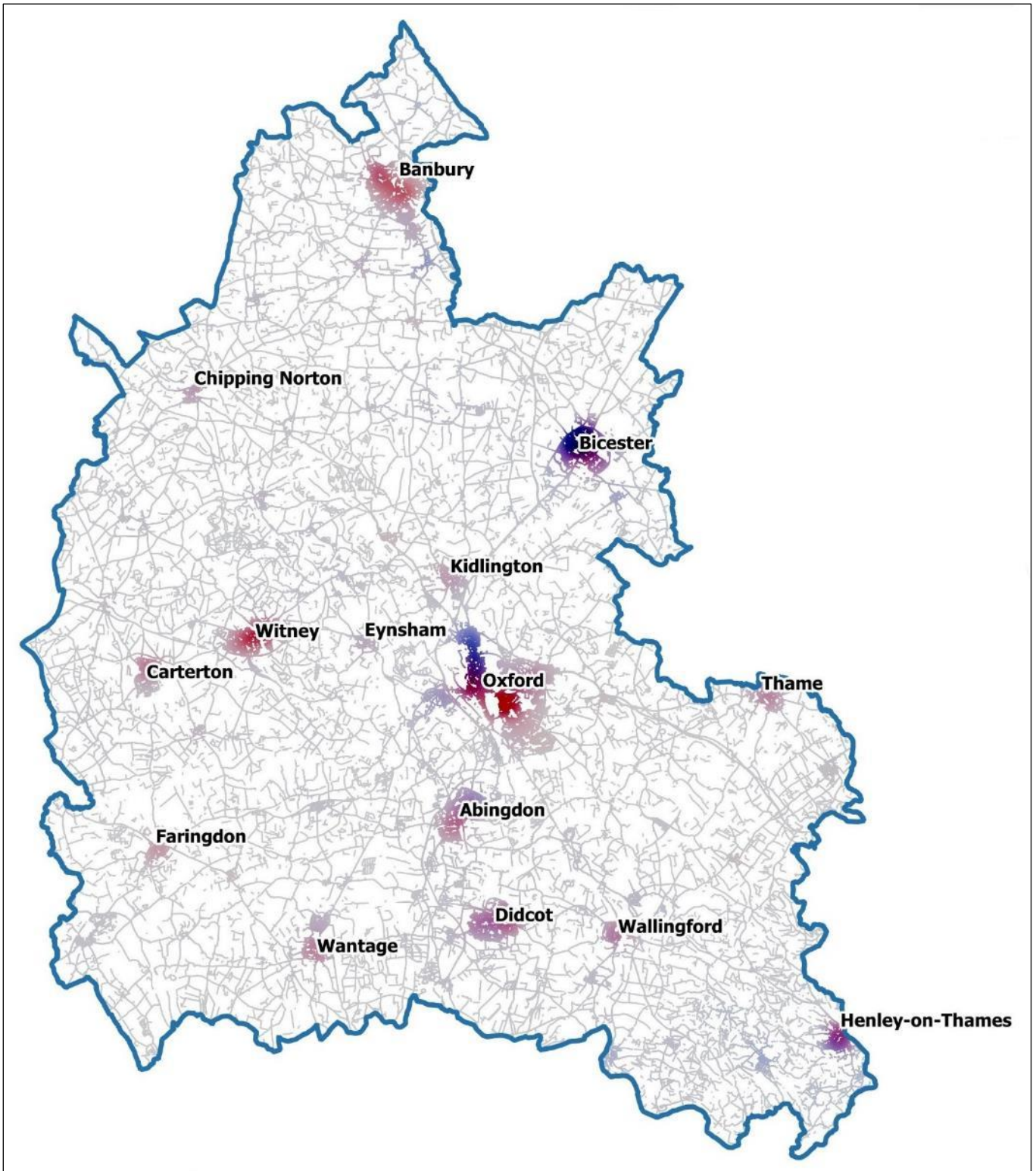


Figure 6 - Oxfordshire hotspots for predicted early mass EV adoption & low driveway probability. Sources: Energeo 2020, EMU 2018, ACORN 2020, DfT 2020. Higher colour intensity indicates higher density of occurrence.

## 5.2. The Councils' influence (where can we act?)

5.2.1. The Oxfordshire Electric Vehicle Infrastructure Strategy will focus on the measures and policies the Councils can either carry out directly or influence:

- **Direct control** – measures to improve EV infrastructure provision on the Council's own estate defined as the Council's own operational buildings or at Council owned or managed public parking, and through the procurement or licensing of EV charging infrastructure.

5.2.2. The Councils also have extensive direct and indirect spheres of influence:

- **Direct influence** – measures that will have a direct impact on the EV infrastructure provided by others through planning and infrastructure policies;
- **Wider influence** – through partnerships, advice, lobbying and leadership.

5.2.3. Viewing the challenges for EV charging infrastructure through these three lenses gives us an indication of what actions the Councils can take, how they can be prioritised, and what impact they are likely to have on the development of EV charging infrastructure over the coming five years.

## 6. Quantity of EV charging

### 6.1. Targets for EV charging in Oxfordshire

6.1.1. Predicting the absolute number of EV chargers that will be needed in the future is highly complex; rapidly changing vehicle and charging technologies, economic factors and dependence on public behaviour change means there is a great deal of uncertainty.

6.1.2. A European directive<sup>xiii</sup> on the deployment of alternative fuels infrastructure recommended in 2014 that “the appropriate average number of recharging points should be equivalent to at least one recharging point per 10 cars”. This ratio applies to public chargers and does not include home chargers. Using this ratio, we would need at least 2,500 to 3,000 public charge points across the county in order to meet the charging need for the 25,000 to 30,000 EVs on Oxfordshire roads by 2025 predicted by the University of Oxford<sup>xiv</sup>.

6.1.3. This simple metric does not differentiate between the different speeds of chargers, or how accessible they are. A rapid 50kW charger may serve 4 to 5 times the number of EVs in a day that a standard 3-7kW charger can, and a charger which is open to the public for 12 hours of the day, can notionally serve half as many vehicles as one which is available 24/7. However, the higher costs of rapid and ultra-rapid EV charger installation can often be passed on to the end user in higher tariffs, and so this must be taken into consideration when designing a strategy for EV Infrastructure which promotes value for money. The assumptions upon which the original metric was based may no longer be relevant; the number of chargers needed may not require the same level of increase in line

with projected increases in EV uptake, given longer battery ranges, new charging technologies and a greater proportion of EVs able to use faster rapid charging technologies<sup>xv</sup>. For these reasons, campaign groups are calling for the metric to be reviewed as part of the review of the Alternative Fuels Infrastructure directive in 2020. It is recommended that when establishing the number of new chargers required in Oxfordshire to meet future demand, the Councils' approach follows the weighting method proposed by T&E.

#### Figure 7 - The Transport & Environment Charger Weighting Metric

Transport & Environment (T&E), a European clean transport campaign group, has designed a new metric. Instead of simply counting each charger as one, this metric weighs the energy they can provide to the EV fleet and how available they are to the public. The T&E ratio model proposed gives each different charging speed a weighting:

- 1 for single phase 3-7 kW Slow Charger
- 2 for tri-phase 7-22 kW Fast Charger
- 4 for 43 kW AC Rapid Charger
- 5 for 50 kW DC Rapid Charger
- 10 for 150 kW and above Ultra-rapid Charger

If we accept the EU's recommended ratio of 1 charger per 10 cars as a base line for 3-7kW chargers, then higher power chargers can be weighed against the target according to the equivalent number of 3-7kW chargers they represent. For example, if Oxfordshire were to rely solely on rapid charging at 50kW per hour, the equivalent of the recommended EU ratio could be met by 800 rapid charge points.

6.1.4. With the current public EV charging provision providing the equivalent of approximately 1,464 3-7kW chargepoints, and the pipeline of the Council's EV charging projects planned over the next two years providing the equivalent of over 900 3-7kW chargepoints, the equivalent of **1,636** further 3-7kW public chargepoints could be required to meet potential demand.

**Table 3 – Oxfordshire's planned pipeline of EV charger installations**

Project	Number of chargepoints	Chargepoint Speed	T&E Weighting	3-7kW chargepoint equivalents
Park and Charge	280	7-22kW	2	560
Go Ultra Low Oxford: On-street	100+	Up to 7kW	1	100
Energy Superhub Oxford	18	150kW+	10	180
	4	50kW	5	20
	20	22kW	2	40
West Oxfordshire EV Charger project	10	7kW	1	10
<b>Total</b>	<b>432</b>	<b>N/A</b>	<b>N/A</b>	<b>910</b>

**Policy EVI 1:** *The Councils will collaborate to enable and encourage deployment of public EV chargepoints in Oxfordshire towards meeting predicted demand by 2025 in line with national targets and with reference to European directives.*

**Key actions:**

- ✓ The Councils will use their best endeavours to enable a geographically and socially inclusive EV charging network which promotes equal access to EV charging for those in rural and remote locations and areas of deprivation based on available evidence of EV charging need.
- ✓ The Councils will collaborate to share project learnings, access to charging demand and charger locations data and tools amongst themselves where legally permitted to do so with each other.
- ✓ New data agreements will be developed to allow data sharing and tools access between the two tiers in regard to charging demand and locations data.
- ✓ The Councils will continue the collaborative approach used in the development of the Oxfordshire EV Infrastructure Strategy through regular meetings of a Working Group of officers involved in EV infrastructure and other EV related projects.

## **6.2. Funding public EV chargers**

6.2.1. EV charging is a developing market, and business models for successful operation of charging networks are evolving rapidly.

6.2.2. The costs of installing and operating EV charging equipment require both upfront capital and ongoing revenue funding. The bulk of capital funding is spent in the connection of the EV charger to the energy network, and remains fairly static, while chargers themselves have significantly reduced in cost as technology has developed and demand increased. Ongoing and essential inspection and maintenance of chargers represent the bulk of revenue costs, with back-office and data connection fees taking a smaller part.

6.2.3. Local authorities have taken various approaches to the funding and ownership of EV charging infrastructure. During the first wave of infrastructure deployment, several authorities, including Bristol City Council and Transport for London, invested in procuring EV chargers which were owned and operated by the authorities, who received revenue from the chargers, and committed ongoing funding to support the contract management, maintenance and operation of the charging network. This approach saw local authorities acting as Charge Point Operators (CPOs) and required significant resourcing to manage the network.

6.2.4. A financial model developed for the Councils, based on owning and operating EV charging in house, demonstrates that in car parks Councils could reach

breakeven on operating costs for fast chargers after 4 years (including potential loss of income from parking fees, where they apply) if charger utilisation is high at 6 charging events per day. However, if utilisation drops below this point to levels more usually indicated by market engagement, the ongoing revenue losses will be considerable, leaving the Councils with significant ongoing funding commitments for several years.

6.2.5. The high cost of installing and managing EV charging equipment in house means that it is unlikely that Councils will be able to fund this without ongoing government funding and private investment.

6.2.6. CPOs frequently offer investment via a concession model, whereby local authorities can 'host' chargers operated and managed by the CPO at little or no cost to the local authority, while revenue from charging is retained by the operator or shared with the host. The larger scale of the networks operated by commercial businesses allow them to benefit from savings in operating costs which are not readily accessible to Councils running smaller networks in-house. This model has been successfully used around the country, including Oxfordshire, in areas where usage and turnover are high, such as in car parks or charging hubs, where the investment can be recouped relatively quickly.

6.2.7. In instances where usage and turnover of EV chargers are low, particularly on-street EV charging in residential areas, the business case for operators is more challenging. The government's On-Street Residential Chargepoint Scheme (ORCS) provides capital match funding for local authorities up to £6,500 per charger, but as it does not provide revenue funding for the ongoing operation and maintenance of the chargers. Therefore, the business case for operators may still be less attractive where return on investment is uncertain.

6.2.8. This may lead to challenges for Councils in encouraging CPOs to install in less economically viable areas without funding aspects of operation and maintenance, or entering into very long agreements, which limits their ability to request charger upgrades or seek new providers if the incumbent is under-performing.

6.2.9. The economics for on-street residential charging will continue to be challenging until the tipping point for EV adoption is closer, and analysis of and improvements in deployment costs, commercial models and actual asset utilisation can be assessed and addressed more fully. This may continue to require government grant funding to help de-risk EV charger deployment. Government has committed funding to support the development of new business models for 'on-street' residential EV charging; Oxfordshire's Councils are involved in three projects which explore new business models for delivering EV charging access by lowering costs, avoiding the higher costs of charging at the roadside, developing new models of asset ownership and opportunities for alternative funding streams.



6.2.10. In order to facilitate deployment of a high quality EV charger network for Oxfordshire, we need to continue to be at the forefront of working with the private sector and exploring funding models for EV charging while the market is still evolving.

**Policy EVI 2: The Councils will collaborate to seek funding for EV infrastructure and support the development of a self-sustaining EV charging network for Oxfordshire which relies less heavily on continuing public finance support in the future and minimises the impact on existing and future Council budgets.**

#### Key Actions:

- ✓ The Councils will collaborate to seek government and other funding for, and private investment in, Oxfordshire's public EV charging network
- ✓ Oxfordshire County Council's EV Integration team, working in partnership with industry and the District & City Councils where appropriate, will continue to seek project or other funding to explore sustainable business models for EV charging

## 7. Delivering EV charging

### 7.1. Public charging in local authority car parks

#### *Setting targets for EV charging spaces*

7.1.1. Oxfordshire's local authorities have direct control of over 90 off-road car parks and 'Park and Ride' sites located across the county, in addition to other car parking at leisure and community centres. The County Council also manages larger areas of on-street parking laid out in car park style at Broad Street and St. Giles in Oxford, which for the purposes of target setting in this document we will include under the definition of car parks.

7.1.2. Car parks controlled by the six local authorities provide over 14,000 car parking spaces to local residents, businesses, visitors and travellers in Oxfordshire. As discussed in section 6.1, to meet destination charging demand from the expected number of EVs on Oxfordshire's roads by 2025, the recommended number of 3-7kW equivalent chargepoints calculated using the T&E metric is 2,500 – 3,000.

7.1.3. Charging in public car parks and park and ride sites can be a valuable resource for users charging their vehicles while visiting other amenities in the local area – known as destination charging - but can also have great value for local residents without access to a private driveway or garage where they can charge from their home power supply. This dual use helps to maximise usage of the chargers and supports the business case for charger deployment as discussed in section 6.2.

7.1.4. Oxfordshire’s local authorities therefore have an opportunity to make a large contribution to the public EV charging network by introducing EV charging into their own public car parks and park and ride sites.

7.1.5. If 7.5% of Oxfordshire’s local authority-controlled car park spaces were provided with EV charging, this would total over 1100 spaces dedicated to EV charging. If the chargers provided were all 7-22kW ‘fast’ chargers or greater, this would meet all of Oxfordshire’s likely destination charging needs for 2025 and over 70% of the predicted need up to the end of 2027. If carefully located, these chargers can also be used to support residents without off-road parking.

7.1.6. Oxfordshire’s Councils are already actively deploying EV charging in their car parks across the county. Here we show how many charging spaces will be made available. The Councils’ two major car park based EV charging projects will enable the Councils to reach over 40% of the 710-space target by June 2022.

Project	EV charging spaces	Expected completion
Park and Charge	280	March 2022
Energy Superhub Oxford	42	June 2022
<b>Total</b>	<b>312</b>	

**Policy EVI 3:** *The Councils will aspire to reach or exceed a target of converting 7.5% of local authority managed public car park spaces, to fast or rapid EV charging by 2025.*

*This target will apply across each Council’s entire parking estate to allow for challenges in very small or isolated car parks, and include some of Oxfordshire County Council’s ‘car park style’ on-road public car parking where appropriate.*

**Key Actions:**

- ✓ The Park and Charge project will be completed by March 2022 and will deliver up to 280 charging spaces
- ✓ The Energy Superhub Oxford Project will be completed by June 2022 and will deliver up to 42 charging spaces
- ✓ The Councils will collaborate to deliver further EV charging projects to reach or exceed the target by end of 2025
- ✓ The Councils will continue to monitor plug-in vehicle uptake in Oxfordshire and usage of the Councils’ EV charger network annually to assess if the 7.5% chargepoint target is appropriate. The target will be formally reviewed in 2023

## *Managing EV charging in our car parks*

7.1.7. In order to ensure that EV drivers have a consistent and positive experience of using EV chargers, the Councils also have the opportunity to align policies for the management and deployment of EV charging at their sites.

7.1.8. EV drivers frequently report that EV chargers are blocked by petrol or diesel cars inappropriately using EV charging bays (known as ICE-ing). Drivers also report frustration at finding EV charging bays blocked by EVs which have finished charging, but which have not been moved. Reservation of bays adjacent to EV chargers, setting maximum stay times which are appropriate to the speed of charging and use of the car park, and appropriate and regular enforcement of the car park rules can all help to improve the customer experience and increase usage of charging points.

**Policy EVI 4:        *The Councils will manage parking bays for EV charging in local authority car parks to encourage both destination and overnight EV charging and for all types of EV ownership, including private vehicles, shared or car club vehicles, and business vehicles where appropriate***

### **Key Actions:**

- ✓ The Councils will use enforceable Parking Orders to reserve parking bays with EV chargers for charging EVs or specific car club vehicles only in order to prevent and enforce against their misuse
- ✓ The Councils will embed charging time limits for EV charging bays during peak hours in enforceable parking orders to maximise user access to chargers. These will be appropriate to the type of charging and usage of the car park. To encourage overnight use of EV chargers for drivers without home charging access these charging time limits will not apply during night-time or off-peak hours
- ✓ The Councils will ensure that where these requirements are implemented, enforcement officers will be well briefed on how EV bays are to be enforced, and where appropriate the Councils will consider the use of technical options to support enforcement i.e. bay sensors, cameras or ANPR cameras
- ✓ To encourage overnight use of EV chargers for drivers without home charging access, those Councils which charge an over-night parking fee will seek ways to remove or reduce parking fees for those unable to charge at home. Parking fees at other times of day will continue to apply (where appropriate) when vehicles are charging
- ✓ To ensure customers are confident in using EV charging bays across Oxfordshire the Councils may seek to agree consistent EV charging bay markings in line with UK government and industry standards

## 7.2. Visitor and workplace charging at Council sites

7.2.1. The Councils have direct control over the provision of EV charging at their own premises, including workplace parking at Council offices. This section addresses the Councils' approach to providing workplace charging for visitors and staff. This strategy will not seek to set out the Councils' approach to fleet vehicle charging as this is covered by Council fleet managers within the different organisations.

7.2.2. Commuter traffic contributes significantly to carbon and NO<sub>x</sub> emissions in Oxfordshire, as well as generating significant issues of congestion around major centres of employment. A key aim for the Oxfordshire Local Transport and Connectivity Plan 5: Connecting Oxfordshire, is to reduce harmful emissions from commuter traffic by supporting sustainable alternatives such as public and active transport.

7.2.3. The Councils are each encouraging the reduction of workplace parking and actively promoting the use of public and active transport for staff and visitors. Parking is limited at many Council sites, in particular those in Oxford. Where public and active transport are not an option, the Councils have an opportunity to set an example to businesses around the county by providing EV charging for staff and visitors, where parking is already provided.

7.2.4. The Government's Workplace Charging Scheme provides a grant to support charging infrastructure at workplaces of 75% of the purchase and installation costs of a charger capped at a maximum of £350 per socket (a maximum of 40 sockets per organisation), which hundreds of companies across the UK have used to install EV chargers for their employees and fleets. The government has also legislated so that no benefit in kind liability arises for employees who charge their own electric and plug-in hybrid vehicles at work.

7.2.5. Where feasible, workplace charging installed at Council premises could also act as EV charging hubs if accessible to the public overnight – this is being considered at WODCs Council premises as part of the Park and Charge project. In this case, it may also be possible to attract investment from CPOs into concession contracts.

**Policy EVI 5:        *The Councils will support staff and visitors to access electric vehicle charging at Council premises where appropriate***

### **Key Actions:**

- ✓ Where visitor parking is provided at Council sites, the Councils will explore options to license or deploy EV charging
- ✓ The Councils will monitor demand for staff and contractor EV charging and seek options to provide access where necessary

### 7.3. Charging without off-road parking

7.3.1. As shown in section 4.6, many households in Oxfordshire have no access to private off-road parking, and subsequently have limited or no access to home charging. This is a significant barrier to EV uptake for many households.

7.3.2. Without support, some drivers may attempt their own fixes; we have seen examples of EV drivers trailing cables across the public footway to charge vehicles from their homes. This presents a significant trip hazard, is detrimental to inclusive mobility and may contravene the Highways Act (1980).

7.3.3. Providing safe alternative access to EV charging for people who must park their car on the street is therefore critical to the UK's transition to EVs, and the protection of inclusive mobility for road users with additional needs.

7.3.4. Oxfordshire County Council, as the local highways authority, recognises the need to enable safe access to EV charging for residents who must park their car on the public highway, and will seek to enable the market to provide charging access to these users in a safe and responsible manner.

7.3.5. Oxford and Oxfordshire have led the UK in attempting to address this challenge; the Go Ultra Low Oxford Project led by Oxford City Council in partnership with Oxfordshire County Council was a world first, piloting technical solutions to the challenges of on-street EV charging. The Park and Charge Project (Figure 9) has enabled Oxfordshire County Council and several of Oxfordshire's District Councils to explore an alternative to roadside EV charging; the use of public car parks in residential areas to provide access to EV charging for local people without a home EV charger.

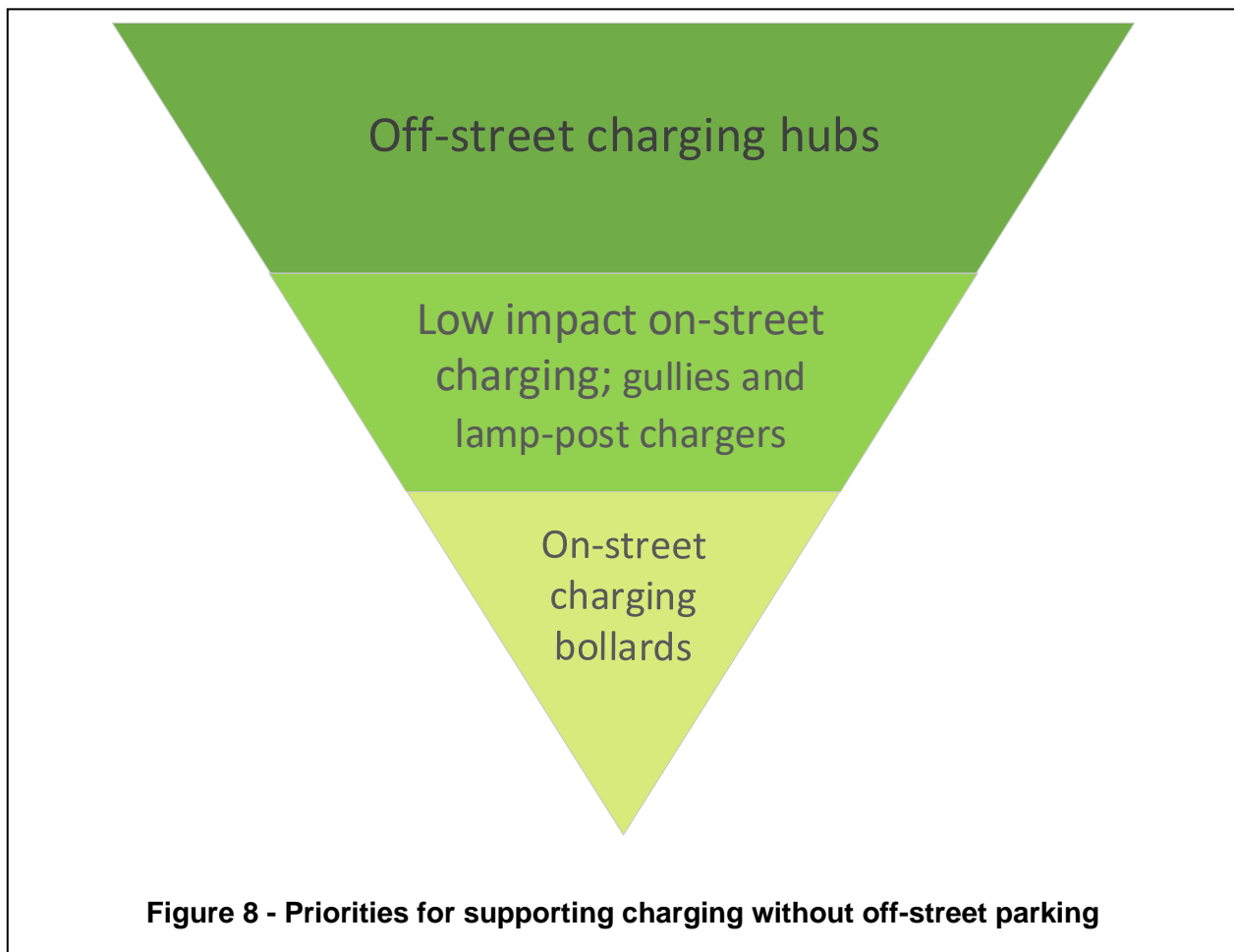
**Table 4 – Feasibility of EV charging options for residents without off-road parking**

Option	Impact on streetscape & mobility	Complexity & cost	Commercial Sustainability	Scalability
Off-road fast charging hubs	Nil	Medium	High	High
Cable Gullies	Low	Low	High	High
Off-road rapid & super-rapid hubs	Nil	High	Medium	Low
Street-light charging	Low	Medium	Medium	Medium
Free-standing on-street chargers	High	High	Low	Low
Rising bollards	Medium	High	Low	Low

7.3.6. Experience from these and other Oxfordshire projects provides valuable learning, which has been instrumental in designing the approach described in this strategy. [Table 4](#) summarises performance of different charging options for those who park on the street against four key feasibility factors.

7.3.7. Key learnings from the Go Ultra Low Oxford On-street (O-GULO) project demonstrate that installing electrical on-street EV charging infrastructure is complex, time consuming and costly to install and manage. Costly electrical/data connections and maintenance create a challenging business case for investment and limited choice for local authorities and consumers, as discussed in section [6.2](#). The installation of EV chargers on the public highway, if not carefully managed, may also generate street clutter and create negative impacts for road users; in particular, pedestrians and those with disabilities, potentially compromising the Council's commitment to inclusive mobility.

7.3.8. Our learnings give a strong indication that where it is possible to avoid on-street electrical infrastructure by creating off-road fast charging hubs, this is desirable, and can support better use of infrastructure and a stronger case to attract private investment. The potential to provide safe access to charge an EV with a home charger using a 'cable gully' as piloted in the O-GULO project may help us to support on-street EV charging at mass scale, simply and cost effectively.



7.3.10. The Councils therefore consider that in the framework of options for supporting drivers without off-street parking, these opportunities are key priorities for deployment (Figure 8). The Councils also recognise that in some cases, there may be no alternative to providing on-street EV charger installations, and will continue to support these installations where necessary due to;

- Lack of suitable land for off-road EV charging hubs in the local area
- Disability status which would preclude an individual user from accessing an off-road charging hub.

7.3.11. A recent study by specialists in geo-spatial mapping indicates that where on-street EV charging is deployed, appropriate siting in areas of high need can reduce the number of on-street EV chargers required<sup>xvi</sup>. Funding for the Ox Gul-e project (Figure 10), which is investigating the feasibility of cable gullies, will enable Oxfordshire County Council to develop tailored site analysis tools to support staff making decisions on appropriate locations for on-street EV charging.

**Policy EVI 6:** *Recognising that lack of off-road parking may be a significant barrier to EV take-up, Oxfordshire County Council will promote a hierarchy of solutions to EV charging for residents, businesses and shared vehicles without access to off-road parking, which prioritises off-street charging hubs, and other solutions which avoid generating additional street clutter or surrounding maintenance and management challenges.*

**Key actions:**

- ✓ Develop and publish detailed policy for the deployment of safe, convenient and accessible chargepoints on the public highway for residents, businesses, and shared vehicles where there is no option to avoid on-street chargepoints, while considering inclusive mobility and the needs of pedestrians and other road users.
- ✓ Develop a scheme to license the deployment of on-street EV charging infrastructure and its ongoing management, maintenance and future-proofing, which meets the requirements of this policy by appropriate and competent organisations
- ✓ Develop a customer service process for the management of requests for on street EV charging, and implement a centralised database of requests to inform future deployment of EV charging hubs and on-street EV charging
- ✓ Work with partners to fund and deliver specific projects exploring new technologies, business models and opportunities to enable access to EV charging for residents and businesses without access to private off-road parking, for example Park and Charge, Ox Gul-e, Go Ultra Low Oxford On-street and other future opportunities

### Figure 9 - Park & Charge Oxfordshire

**The Park and Charge Project** is an Innovate UK funded partnership involving SSE Utilities, Zeta Group and others, designed to explore a new model of providing EV charging for those without off-street parking at local ‘over-night charging hubs.’

This project aims to demonstrate the potential for the over-night hub model with a pilot to install up to 280 chargepoints in Council car parks in areas where demand for on-street charging is likely to be high.

Local people will be able to use the over-night hubs at a discounted rate, before moving their car the following day, freeing up the charger for use by other drivers.

The Electric Vehicle Supply Equipment (EVSE) used will be ‘fast’ 7-22kWh chargers enabling them to be used at higher power during peak hours if the necessary power is available.

The model has the advantage of reducing the need for local authorities to install more chargers on the public highway, and the greater risk, cost and complexity associated with this approach.

### Figure 10 - Spotlight on Ox Gul-e

**Ox Gul-e** is a £160,000 Innovate UK funded industrial research and feasibility project which will enable Oxfordshire County Council and Oxford Direct Services to build on the cable gully concept originally piloted in Oxford as part of the Go Ultra Low Oxford Project led by Oxford City Council and Oxfordshire County Council.

Current on-street EV charging infrastructure is complex, costly to install and manage. Visually unappealing, current charging points tend to clutter streets and costly electrical and data connections coupled with constant maintenance creates a weak business case for investment. This has led to limited choice for local authorities and consumers.

The project will deliver a prototype design for a purpose-built cable gully, explore how new EV charging solutions can be funded sustainably in the future, and develop the processes and policies to roll the new solution out across Oxfordshire and further afield.



## 8. Using the planning system

### 8.1. EV charging in new developments

8.1.1. Local planning policies in England are guided by the National Planning Policy Framework (NPPF)<sup>xvii</sup> which plays an important role in future proofing new developments. The planning system should help to shape places in ways that contribute to radical reductions in greenhouse gas emissions, and infrastructure to mitigate climate impacts and support renewable and low carbon energy and infrastructure. The NPPF states in paragraph 105.e that:

*“If setting local parking standards for residential and non-residential development, policies should take into account: a) the accessibility of the development; b) the type, mix and use of development; c) the availability of and opportunities for public transport; d) local car ownership levels; and e) the need to ensure an adequate provision of spaces for charging plug-in and other ultra-low emission vehicles.”*

8.1.2. And in 110.e that applications for development should:

*“be designed to enable charging of plug-in and other ultra-low emission vehicles in safe, accessible and convenient locations”*

8.1.3. Through the planning system, the Councils have the opportunity to use their direct influence on developments to improve provision of EV charging via strategic infrastructure and transport planning, local plans, guidance and conditions.

8.1.4. The Oxfordshire District Councils currently have a variety of planning policy requirements covering climate change, air quality and zero and ultra-low emission transport. All the District Councils include statements supportive of sustainable transport and some specifically encourage improved EV charging provision. Oxford City Council’s recently adopted Oxford Local Plan 2016-2036 and the emerging Area Action Plan for the Salt Cross development in West Oxfordshire also set out planning conditions for the quantity of EV chargers to be provide in new developments. These standards are set out in [Policy EVI 8](#): below.

8.1.5. South Oxfordshire District Council’s recently adopted Local Plan 2035 (Policy Trans 5) requires proposals for all types of development to be designed to enable the charging of plug-in and low emission vehicles and to provide facilities to support the take up of electric and/or low emission vehicles. Further guidance will be provided in the District’s forthcoming Design Guide (Supplementary Planning Document). The Cherwell District Council Local Plan and Vale of White Horse District Council Local Plan are due for or in the process of review and the Councils are currently considering options.

8.1.6. The government has consulted on proposed changes to the English Building Regulations regarding EV charging provision in new developments, which it is believed will serve as the national minimum acceptable standard. Further details of the proposed changes can be seen in [Figure 11](#).

#### Figure 11 - The Governments Proposed Changes to Buildings Regulations

In July 2019 the government launched a consultation on its proposals to set minimum requirements for EV charging infrastructure in new and existing residential and non-residential buildings. The consultation proposed the creation of a new part to the English Building Regulations requiring EV charging infrastructure in new buildings and buildings undergoing material change of use and major renovation.

##### **Policy position: Residential Buildings**

The government proposes requiring every new residential building or residential building undergoing major renovation with more than 10 car parking spaces to have cable routes for EV chargers in every car parking space.

##### **Policy position: Non-Residential Buildings**

The government proposes every new non-residential building and every non-residential building undergoing a major renovation with more than 10 car parking spaces to have one charger and cable routes for an EV charger for one in five spaces. The government proposes a requirement of at least one charger in existing non-residential buildings with more than 20 car parking spaces from 2025.

8.1.7. The quantity of EV charging proposed by the government fall below those set locally by Oxford City Council and other local authorities in the UK in their local plans. The Councils have a desire to stretch beyond these base standards to ensure new developments are future proofed for the predicted rapid uptake of EVs in Oxfordshire.

8.1.8. The Councils recognise that the quality of EV charging for residents and businesses in Oxfordshire is also critically important for EV charging infrastructure to function as desired. In section we set out the Councils' ambitions for a high quality EV charging network for Oxfordshire, and the standards we will set to enable this.

8.1.9. In some cases, developers may lack the resourcing or expertise to understand how EV charging could be implemented or funded in communal car parks. The problem may be particularly acute for registered social landlords, where budgets are constrained.

8.1.10. In order to ensure that new developments also reach these standards consistently across Oxfordshire, it is vital to provide developers and planning

officers and developers with clear and concise information on best practice and the quality standards we expect for EV charging across the county. In addition, it is important to signpost to national and local organisations which can provide guidance on low or zero capex options for EV charging deployment and provide low cost access to clean electric vehicles through electric car clubs.

8.1.11. The policies below set out the Councils' ambitions to stretch beyond the Governments proposed changes to the English Buildings Regulations, align planning policy requirements for EV charging infrastructure in local plans, and support the local planning system through development of clear guidelines on EV charging for both developers and planning officers.

**Policy EVI 7:        *The Councils will seek to include statements and policies supportive of EV charging infrastructure and, where appropriate, references to the Oxfordshire Electric Vehicle Infrastructure Strategy in their planning standards and guidance.***

**Key Actions:**

- ✓ Oxfordshire County Council will include statements and policies supportive of EV charging infrastructure in:
  - The Oxfordshire Plan 2050
  - Connecting Oxfordshire: Local Transport and Connectivity Plan
  - Highways Asset Management Plan and Network Management Plan
  - Other relevant planning documents
- ✓ The Councils will collaborate to develop a Technical Advice Note for developers and planning officers which will;
- ✓ Share knowledge of best practise and promote the Oxfordshire Standards for EV charging deployment, on-going management, and maintenance, and future-proofing
- ✓ Signpost to organisations who can provide guidance on funding and delivering EV charging
- ✓ Promote electric car clubs in new developments

**Policy EVI 8:** *The Councils will benchmark nationally, and between themselves, each seeking to set minimum standards for the quantity of EV charging to be provided in developments in their planning requirements.*

*The standards set will seek to meet or exceed those set in the Oxford City Council Local Plan (2016-2036) which state that;*

- *Where parking is to be provided, planning permission will only be granted for developments if:*
  - *Provision is made for EV charging points for each residential unit with an allocated parking space; and*
  - *Non-allocated spaces are provided with at least 25% (with a minimum of 2) having electric charging points installed.*
- *Planning permission will only be granted for non-residential development that includes parking spaces if a minimum of 25% of the spaces are provided with electric charging points.*

**Key Actions:**

- ✓ Oxfordshire County Council will include minimum standards on the quantity of EV charging points to be provided in new developments in the Oxfordshire County Council Street Design Guide and Oxfordshire Parking Standards.
- ✓ The District and City Councils will include minimum standards on the quantity of EV charging points to be provided in Local Plans when these are reviewed; and Supplementary Planning Documents and Air Quality Action Plans if appropriate to provide additional detail.

**Policy EVI 9:** *The Councils will seek to provide support and guidance on EV charging provision to Town and Parish Councils, and other groups writing Neighbourhood Plans*

**Key Actions:**

- ✓ Oxfordshire County Council will include guidance on EV charging and links to the OEVIS and on-street EV charging policy in the Oxfordshire County Council Neighbourhood Planning Guide
- ✓ The Councils will respond to queries from those preparing Neighbourhood Plans in order to share knowledge of best practice for EV charging infrastructure.

## 8.2. EV charging in historic areas

8.2.1. Installing an EV charger at an existing private property or in car parks, is generally classed as permitted development under the General Permitted Development Order<sup>xviii</sup>. For on-street parking, the General Permitted Development Order grants planning permission to development by local authorities including EV charging<sup>xix</sup>.

8.2.2. These permitted development rights can be suspended in designated conservation areas by means of an Article 4 Direction, and do not apply in the curtilage of a listed building or Scheduled Monument. Those wishing to install an EV charger at a listed building or in a designated conservation area may need to apply for listed building consent. If restrictive Article 4 directions were introduced in Oxfordshire, this could impact significant areas of the county (see [Table 5](#) below) potentially creating significant challenges for:

- Residents wishing to install home EV chargers
- The deployment of on-street EV charging infrastructure, and EV charging in public car parks.

**Table 5 - Listed buildings and conservation areas in Oxfordshire**

Local Authority Area	Listed Buildings	Conservation Areas
<b>Cherwell</b>	2300	60
<b>Oxford</b>	1500	18
<b>South Oxfordshire</b>	3500	72
<b>Vale of White Horse</b>	2000	52
<b>West Oxfordshire</b>	3254	51
<b>Oxfordshire Total</b>	12554	253

8.2.3. There are no current Article 4 directions specific to EV chargers in conservation areas in Oxfordshire. However, management of street furniture is noted as an important factor in several of Oxfordshire's conservation areas. As charger infrastructure becomes more common, there may be a need or desire to manage EV charging in historic areas in order to protect their appearance and character. In response to the needs of local authorities, the market is developing more varied and elegant designs, some specifically tailored to blend in with a historic environment; in Oxford the GULO project piloted a charging socket installed into a heritage style bollard<sup>xx</sup>.

**Policy EVI 10:** *In order to manage the impact of EV chargers without restricting access to EV charging, the Councils will define and communicate the design features of EV chargers which will have the most positive impact on the character of our cities towns and villages, and ensure that where there are specific heritage conservation needs, these are met by the charging equipment deployed.*

#### **Key Actions:**

- ✓ The Councils will collaborate to develop an information sheet for officers and the public giving examples of EV charging equipment used around the UK in conservation areas and on or near listed buildings, and signposting to guidance from organisations such as Historic England.
- ✓ Where there are any local heritage concerns for the Councils, the proposals for the EV Infrastructure will be carefully assessed in relation to its immediate setting and surroundings and its impact on streetscape quality. Any harm will be weighed against public benefit in accordance with local planning policies and the NPPF
- ✓ Where Article 4 directions in conservation areas are introduced to manage EV charger installation, Oxfordshire County Council will require all EV charging infrastructure deployed on the public highway to meet local planning requirements for heritage conservation.

## **9. Influencing others**

### **9.1. Commercial car parks**

9.1.1. As identified in section 7.1, the have a pipeline of planned EV charging projects, and will commit to convert 7.5% of the county's 14,000 local authority owned/managed off-road car park spaces to EV charging spaces with 7-22kW chargers. This will make a significant contribution towards providing for Oxfordshire's EV charging needs, but will still leave more EV charging point equivalents required to future-proof for the demand predicted in section 6.1.

9.1.2. Using the EU recommended ratio of chargers as a benchmark, we can see that to meet the predicted demand for over owners and managers of other car parks also need to deliver EV charging.

9.1.3. Public car parking at large retailers, supermarkets, shopping centres and transport hubs such as railway stations present an opportunity to provide EV charging for users of these amenities, and like car parks owned by local authorities, could provide vital support with EV charging for those unable to charge an EV at home or off-road at business premises. Across the UK, commercial organisations are installing rapid and fast charging at many of their

sites<sup>xxi</sup>, including a large scale EV charging hub with 50 fast EV chargers at the Westgate Centre in Oxford. A review of EV charging at UK supermarkets from 2017 indicated that on-site EV charger deployment was increasing amongst supermarket retailers<sup>xxii</sup>, since then several large companies have announced plans to boost EV charging at their stores across the country in the last 3 years<sup>xxiii</sup>. Other commercial organisations such as pub and restaurant chains and hotels are also beginning to offer EV charging to customers<sup>xxiv</sup>. However, many smaller, locally based companies are equally well located to provide EV charging, but lack the resourcing or funds to take up the opportunity.

9.1.4. The Councils also have established relationships with organisations such as OXLEP, the Low Carbon Hub and Oxfordshire Greentech, which could be leveraged to encourage workplace EV charging in Oxford and more widely across Oxfordshire. The latter two organisations already work with commercial organisations across Oxfordshire to deliver low carbon infrastructure and renewables projects and have established relationships with many organisations keen to support EV charging.

9.1.5. Funding opportunities from the government may enable future projects to take place in partnership with businesses and landowners which could support resourcing at the Councils to deliver this engagement and the potential projects.

9.1.6. EV charging provided by commercial organisations for their customers is a useful step towards supporting those drivers who already have access to a charger at home, but significantly greater benefits could be realised if those charger assets were made available to local people without access to off-road EV charging at home.

9.1.7. As discussed in section 7, the Park and Charge project is piloting the dual use of EV charging hubs in car parks for both destination charging and as overnight EV charging hubs, providing evidence which could help to influence owners or managers of private car parks to provide more public EV charging, and to open it up to local users outside of regular customer hours.

**Policy EVI 11: The Councils will seek opportunities to encourage organisations, businesses and other owners of commercial public and customer car parks to deploy public EV charging infrastructure where it is appropriate**

#### **Key Actions:**

- ✓ The Councils will seek opportunities to signpost commercial organisations and businesses to local and national partner organisations to promote the deployment of EV charging in commercially owned car parks.
- ✓ The Councils will seek funding opportunities to support resourcing of engagement with commercial organisations to encourage EV charging in privately owned car parks.
- ✓ Oxfordshire County Council will disseminate learning from the Park and Charge project to encourage the suitable development of overnight EV charging hubs in commercially owned car parks.
- ✓ EV charging infrastructure in commercial car parking at new developments will be required through the development planning process as per Policy EVI 8

## **9.2. Communal residential car parks**

9.2.1. Existing high-density housing developments often have communal parking areas for residents. These are usually separated from individual households, preventing residents installing home EV chargers or accessing the governments home charging grant. Residents who have contacted the Councils for support with EV charging indicate that in some cases housing management companies or landowners may lack the resourcing or expertise to understand how EV charging could be implemented or funded in communal car parks. The problem may be particularly acute for registered social landlords, where budgets are constrained.

9.2.2. As described in section 4.5, car clubs offer an opportunity to give wider access to clean vehicles, and reduce private car ownership in residential areas, which applies equally to both new and existing development.

9.2.3. Through our established relationships with OXLEP, the Low Carbon Hub, Oxfordshire Greentech and others, the Councils could encourage and signpost owners and managers of housing stock to available and affordable options to support tenants and leaseholders with EV charging and affordable access to clean vehicles in Oxfordshire.

9.2.4. Funding opportunities from the government may also enable future projects to take place in partnership with owners and managers of housing stock which could support resourcing at the Councils to deliver this engagement and potential future projects.



**Policy EVI 12: The Councils will explore opportunities to encourage owners and managers of housing stock of all types of tenure to deploy EV charging infrastructure for residents where it is appropriate**

**Key Actions:**

- ✓ The Councils will seek opportunities to signpost owners and managers of housing stock to our existing partner organisations to promote the deployment of EV charging and electric car clubs in communal residential car parks across all types of tenure.
- ✓ The Councils will seek funding opportunities to support resourcing of engagement with owners and managers of housing stock to encourage EV charging in privately owned car parks and electric car clubs in communal residential car parks across all types of tenure.
- ✓ EV charging infrastructure in residential car parking at new developments will be required through the development planning process as per Policy EVI 8

### **9.3. Workplace & business charging**

9.3.1. As discussed in section 7.2, workplace EV charging, provided where public and active transport is not an option, can support commuters to switch to EVs. Workplace charging can also support businesses to switch their fleets to EVs.

9.3.2. The Councils have committed to take steps to support EV charging for visitors and staff at their own sites, but as some Councils provide very limited parking for staff, other employers across Oxfordshire must act on commuter emissions.

9.3.3. In order to further support reduction in commuter transport emissions, the Councils can act to encourage employers across Oxfordshire who provide workplace parking to offer EV charging for their staff and visitors; Workplace charging can support drivers without off-street parking at home, and can enable plug-in hybrid and range extender drivers to travel further within the electric zero emissions capability of their vehicle.

9.3.4. Oxford is the largest employment centre in Oxfordshire, attracting 45,000 private cars to the morning rush hour daily<sup>xxv</sup>. As part of Connecting Oxfordshire, Oxfordshire County Council and Oxford City Council are working together to develop and implement Connecting Oxford, a plan to transform public transport, walking and cycling in Oxford, including better connectivity to places of work. This will be achieved by reducing traffic levels in Oxford, prioritising bus movements and investing in new services, and freeing up more road space for pedestrians and cyclists. Less traffic and more people using public transport and active travel modes will also have air quality benefits. Included in this is improved air quality, by reducing the number of cars travelling into and around the city and encouraging more people to travel by public transport, and active transport. The proposals

include traffic filters across the city and a workplace parking levy (WPL) in the city's Eastern Arc - an area outside the city centre that links parts of north Oxford, Marston, Headington and Cowley. Those affected by the proposed WPL, including employers and their employees, could directly benefit from investment in new bus services, grants for onsite sustainable travel improvements, parking management, discounts on bus fares, park & ride buses and parking.

9.3.5. The Oxfordshire County and Oxford City Councils are currently developing a business case required to assess the full impacts of the proposals. Extensive public and stakeholder engagement and consultation is also planned to help develop and refine the Connecting Oxford proposals, with implementation currently programmed from 2023. have endorsed a full feasibility study for the introduction of the Connecting Oxford transport proposals. This feasibility study and the proposals of Connecting Oxfordshire presents direct opportunities to engage employers and encourage more workplace EV charging infrastructure in the city.

9.3.6. As described above in section 9.1, the Councils also have relationships with organisations such who are well equipped to encourage and provide support for businesses wishing to install EV charging for staff and visitors.

**Policy EVI 13:      *The Councils will explore opportunities to encourage uptake of EV charging at workplaces and business premises where it is appropriate***

**Key Actions:**

- ✓ Oxfordshire County Council will explore opportunities to encourage uptake of EV charging at workplaces through the developing transport plans for Oxfordshire, including through engagement with employers on the Connecting Oxford plan.
- ✓ The Councils will seek opportunities to signpost commercial organisations and businesses to our existing partner organisations engage to promote the deployment of EV charging in workplace car parks.
- ✓ The Councils will seek funding opportunities to support resourcing of engagement with commercial organisations to encourage EV charging in workplace and business premises car parks.
- ✓ EV charging infrastructure in workplace car parking at new developments will be required through the development planning process as per Policy EVI 8

## **9.4. Rapid charging on the strategic road network**

- 9.4.1. The UK has one of the largest, and most comprehensive rapid networks in Europe including more than 3,500 rapid chargers<sup>xxvi,xxvii</sup>. The government wants to encourage and leverage private sector investment to build and operate a self-sustaining public network including rapid charging. To meet long-distance, en-route rapid charging requirements, and maximise carbon emission reductions, the number of rapid chargers located near the major roads network needs to expand to 1,170 by 2030<sup>xxviii</sup>.
- 9.4.2. Highways England are the responsible authority for managing the deployment of rapid EV charging at sites on the strategic road network, including Oxfordshire's strategic road network such as the A34 and M40. The organisation has recently been awarded funding from the government and announced its commitment to ensure 95% of its motorways and major 'A' roads are within 20 miles of a charge point by the end of 2020.
- 9.4.3. However, there are still few public rapid or ultra-rapid chargers at sites on the strategic road network in Oxfordshire: as shown in section 4.2, only 8 are located at service or fuel stations close to major roads in the county.
- 9.4.4. Oxford City Council are developing a rapid and ultra-rapid charging hub at the Redbridge Park and Ride site, close to the A34 in Oxford, which will significantly boost access to high-speed EV charging for users in the county travelling via Oxford. Further rapid charging close to major roads is still required to support more rural communities and travellers in other parts of the county (see [Figure 12](#)).
- 9.4.5. Oxfordshire County Council has an established relationship with Highways England as the highway authority for the A34 and M40 in Oxfordshire, and with the Office for Low Emission Vehicles, and may be able to make the case for encourage deployment of rapid and ultra-rapid EV charging funded by Highways England at sites in Oxfordshire.
- 9.4.6. As the Highway authority for Oxfordshire, Oxfordshire County Council also has responsibility for highways land assets, including important link roads across the county and their associated lay-bys. Some of these lay-bys are large and underutilised, giving them potential for use as rapid charging stops where grid connections and space allow.

**Policy EVI 14:** *The Councils will seek to improve the availability of rapid and ultra-rapid EV charging on and near the strategic road network and important link roads across Oxfordshire*

**Key Actions:**

- ✓ The Oxford City Council ESO project will be delivered to meet the need for rapid and super-rapid charging for residents, businesses and travellers in and around Oxford.
- ✓ The Councils will engage with HM Government departments and agencies responsible for the roll out of EV charging infrastructure on the strategic road network.
- ✓ Oxfordshire County Council will explore options to engage the market in assessing the potential use of large laybys and other highways land assets such as Park & Ride sites for rapid and ultra-rapid EV charging across Oxfordshire.

**Figure 12 - Spotlight on Energy Superhub Oxford**

Oxford City Council is part of **Energy Superhub Oxford (ESO)** a £41m project to trial the world's largest hybrid battery technology in the city to support rapid and ultra-rapid EV charging, and low-carbon heat networking.

The project will see the trialling of the 50MW hybrid battery system, connected to the Cowley substation in Oxford, and will both store and re-supply electricity directly back to the grid. The battery will store and deliver power to electricity suppliers and will help to balance the local requirements for National Grid by storing electricity at times of low demand and re-supplying at peak demand. The technology will be able to shift the demand to periods of low prices, minimise bills and overcome local network constraints.

The project will enable the use of spare capacity energy to power an EV 'superhub' at the Redbridge Park and Ride site, helping to minimise the impact of large scale rapid and ultra-rapid charging on the grid. Technology from the battery will optimise time-of-day charging, with capabilities for overnight charging.

Public chargers to be installed under the project include:

- Over 20 rapid and ultra-rapid EV chargers
- At least 10 fast (22kW) chargers at the Redbridge site and another 10 at Seacourt Park and Ride.

The funding will also support the Council to work with a partner offering a 'Trial before you Buy' programme for Hackney Carriage Vehicle drivers in Oxford, and support the council in converting its fleet to electric.

## 10. Securing open, accessible and reliable EV charging

### 10.1. National legislation, standards and quality challenges

10.1.1. National and European standards give minimum quality and safety standards for EV chargers, their installation and the interface with customers.

10.1.2. The standards are set out in European and UK legislation, regulations and standards, and are adhered to by professional manufacturers, installers and operators of EV charging infrastructure. [Table 6](#) gives a high-level description of some of the key standards, and a comprehensive review can be seen in Annex 3.

10.1.3. Any chargers funded by OLEV On-street Residential Charging Scheme (ORCS), or Workplace Charging Scheme must also meet further specific requirements.<sup>xxix,xxx</sup>

10.1.4. These are the minimum baselines which all EV charging must meet. However, reliability, ease of use and access, and the customer experience continue to be a concern for users.

### 10.2. Reliability

10.2.1. Reliability of EV charging has improved since the first wave of EV infrastructure funding saw first-generation chargers installed under the governments plugged-in places schemes, but consumers still rate reliability as their overriding consideration<sup>xxx</sup>, and 21% of public EV charging network users have had negative experiences when using the charging network<sup>xxxii</sup>.

10.2.2. Technical standards for equipment which reach above and beyond those set at the European or national minimum levels can help to increase the reliability of EV charging equipment. Chargers which enable remote fixes to technical failures reduce the need for engineer callouts and thus 'downtime' for EV chargers, and modular design which allows a section of the charger unit to be replaced, rather than a small component or the entire unit, can speed up repairs when an engineer is needed.

10.2.3. Reliability of EV chargers is also strongly linked to their operation and maintenance. To ensure that chargers function as desired, they must be operated and regularly maintained by a competent contractor. Experience from GULO projects show that where this is not the case, incidence of charger failure and safety breaches are high.

10.2.4. Well-designed and thorough contractual arrangements for maintenance and operation of charging points by a competent contractor are necessary to meet customer needs and avoid poor reliability of charging networks. Resources for the management of contracts or licences to operate EV charging equipment are also essential to ensure that operators meet their obligations<sup>xxxiii</sup>.

10.2.5. A plan for the renewal of assets at the end of their lifetime is also critical to ensuring the reliability of the network continues as technology changes and improves.

**Table 6 - Key Regulations & Standards**

Legislation, regulation standard	High-Level Description
<a href="#"><u>The Alternative Fuels Infrastructure Regulations 2017</u></a>	Key requirements which are not already captured in other standards: <ul style="list-style-type: none"> <li>• Infrastructure operators must provide to any person ad-hoc access to charge</li> <li>• Equipment must incorporate an intelligent metering system</li> </ul>
<a href="#"><u>Autonomous and Electric Vehicles Act 2018</u></a>	Gives the government powers to impose regulations on: <ul style="list-style-type: none"> <li>• Public charging or refuelling points: access, standards and connection</li> <li>• Provision of specific information for users of public charging or refuelling points</li> <li>• Transmission of data relating to charge points</li> </ul>
<a href="#"><u>OCP Open Charge Alliance Open Charge Point Protocol</u></a>	Open industry standard that enables charger sellers and network operators to “mix and match” interoperable hardware and software: <ul style="list-style-type: none"> <li>• Compliant hardware can be used across a range of different cloud based back end software.</li> <li>• All chargers should be OCPP 1.6+ compliant.</li> </ul>
<a href="#"><u>Electricity Safety, Quality and Continuity Regulations (ESQCR)</u></a>	Statutory legislation that governs the supply of electricity to users: <ul style="list-style-type: none"> <li>• All installations must comply.</li> <li>• Relevant elements for the EV charger installer are interpreted into BS7671.</li> </ul>
<a href="#"><u>BS7671:2018 (+A1:2020) Electrical Installations (IET Wiring Regulations)</u></a>	The UK standard to which all electrical installations must conform. <ul style="list-style-type: none"> <li>• The 18th Edition IET Wiring Regulations contains important new information for all electrical installers and engineers.</li> <li>• Section 722 relates specifically to the installation of EV supply equipment.</li> </ul>
<a href="#"><u>IET Code of Practice for EV Charging Equipment Installation 4th Edition</u></a>	An overview of EV charging equipment installation considerations on: <ul style="list-style-type: none"> <li>• Physical installation requirements</li> <li>• Relevant electrical installation requirements of the updated BS 7671:2020</li> <li>• Specific requirements when installing EV chargers in locations such as dwellings, on-street, commercial and industrial premises.</li> </ul>
<a href="#"><u>BS 8300: 2018 Design of an accessible and inclusive built environment.</u></a>	Standards for accommodating users with the widest range of characteristics and capabilities: <ul style="list-style-type: none"> <li>• Defines the height from the ground of the socket outlet (also stated in BS7671 &amp; IET CoP)</li> <li>• Includes clearances for wheelchairs around street furniture.</li> </ul>

### 10.3. Instant access

10.3.1. The early development of the UK public EV charging market led to the creation of ‘closed’ EV charging networks, where access to charge was limited to subscribers or members. In the United Kingdom, EV drivers carry on average 3.19 charging network cards. Open access to roam across networks with a single card is seen as an important point for future improvements to the EV charging network by consumers<sup>xxxiv</sup>.

10.3.2. The government has taken steps to increase access to EV charging on an ‘ad hoc’ basis via the Alternative Fuels Directive which demands that infrastructure operators provide to any person ad-hoc access to charge without need for a membership. The easiest interpretation of this is to allow credit/debit card payments, and some operators are now enabling contactless or NFC payment (Apple Pay, Google Pay etc.), but many other charging networks are slow to deploy these technologies unless they are specifically requested. Some operators have made the case that if their App can be downloaded at any time and a driver can then immediately access the charger once they have setup up the App, then this can be considered ad-hoc access. However, this requires access to a smart phone and makes ad hoc charging more time consuming and complex than many consumers prefer.

### 10.4. Charging standards for Oxfordshire

10.4.1. Oxfordshire’s ambitions for an EV charging network include creating a truly open network, which ensures easy, consistent access to anyone wishing to use a charge-point across Oxfordshire. To achieve the high quality EV charging network we are striving for, the Councils have collaborated to develop a set of minimum standards for EV charging equipment deployed on-street and in local authority car parks, which will also form the basis of advice for advice on EV charging in new developments.

**Policy EVI 15:** *The Councils will encourage the deployment of a high quality, reliable, open, value for money, future-proofed and truly instant access EV charging network for Oxfordshire by setting high standards which seek to reach ‘above and beyond’ minimum legal requirements*

#### Key Actions:

- ✓ Procure, license or otherwise deploy only EV charging which meets or exceeds the national standards and the Oxfordshire EV Charging Standards detailed in Annex 3: EV Charging Standards
- ✓ Review the Oxfordshire EV Charging Standards on a regular basis and as technologies and business models develop.
- ✓ Seek the best value for users by using the procurement and licensing processes to encourage CPOs to offer opportunities to benefit target groups, such as those

who must park on the street, taxi drivers and operators, or other businesses through different rates for EV charging over-night and during daytime hours, or other measures which incentivise take up amongst target groups.

- ✓ Encourage developers, and other stakeholders to meet or exceed the same standards when deploying EV charging infrastructure through planning guidance and wider engagement.

## 11. Powering EV charging for the future: Managing energy impacts

### 11.1. Impacts on the grid

11.1.1. EV charging relies on energy supply through connection to networks or lighting circuits, generating challenges in connecting EV chargers and providing sufficient power to operate.

11.1.2. Rapid charging hubs and ultra-rapid charging take huge amounts of energy out of the grid at busy times, which can lead to expensive upgrading of the local electrical grid, including new substations or transformers. Neither rapid or ultra-rapid charging can be considered truly 'smart'; the chargers are controlled by and communicate with a back office, but due to their nature of delivering large amounts of energy very quickly there is limited opportunity to manage the delivery of energy across off-peak hours in order to protect the grid. Even fast charger installations can require upgrades or reinforcement of networks in areas where the local network can only support small increases. The cost of these works can be prohibitive.

11.1.3. The My Electric Avenue report for SSE concluded that without managed charging, EVs could cost £2.2 billion in UK grid infrastructure<sup>xxxv</sup>. Traditionally, these findings would mean the replacement of underground cables in the public highway.

11.1.4. However, the government has recognised that the previous system of centralised generation of electricity transported through to the end user is changing to a more decentralised system<sup>xxxvi</sup> with increasing levels of low carbon and renewable generation, often connected at the local distribution network and behind the meter.

11.1.5. EVs necessarily reduce CO<sub>2</sub> and other harmful emissions from the tailpipe, positively benefitting the drive to reduce transport emissions. These environmental benefits can be increased if upstream carbon emissions are also tackled when EVs are charged from renewable sources.

11.1.6. To enable these changes in generation and minimise the need for conventional network reinforcement, the system is adapting to become more flexible and smarter in order to better manage the new flows in power. The



Oxfordshire Energy Strategy<sup>xxxvii</sup>, developed by OxLEP in partnership with all local Councils, University of Oxford, Low Carbon Hub, the Distribution Network Operator and other stakeholders, and endorsed by the Growth Board in November 2018, sets objectives to:

- secure a smart, modern, clean energy infrastructure which will support planned housing, industrial and commercial growth.
- Lead nationally and internationally to reduce countywide emissions by 50% by 2030, on 2008 levels, and set a pathway to achieve zero carbon growth by 2050

11.1.7. EVs could offer new opportunities for the power system as part of this smarter, cleaner and more flexible energy system for Oxfordshire system. Projects such as the Energy Superhub Oxford, Local Energy Oxfordshire and Vehicle to Grid Oxfordshire are already examining the part EVs could play in Oxfordshire. The EV Infrastructure Strategy has a role in ensuring that our EV infrastructure supports the aims of the Energy Strategy, minimises negative impacts on the electrical grid and is ready to respond to the learning generated in the county.

## **11.2. Smart EV charging**

11.2.1. Smart charging, during off-peak periods and when demand and network congestion is otherwise low, means consumers can potentially benefit from cheaper pricing when charging, avoid triggering future network reinforcement, use their EVs to power their homes or businesses or sell energy back to the grid <sup>xxxviii</sup>.

11.2.2. Since 2019 all government funded charger installations must have smart functionality. The Automated and Electric Vehicles Act (2018) also gave government the powers to ensure that all chargers sold or installed in the UK will have smart functionality.

11.2.3. In deploying or licensing privately funded EV charging infrastructure in Oxfordshire, the Councils have opportunities to require charger operators to meet the same standards set by government for smart charging. The Councils also have the opportunity to guide developers deploying EV charging to opt for smart chargers through planning advice and the proposed technical advice note to be developed.

## **11.3. Renewable energy, on-site renewable generation and storage**

11.3.1. As the UK energy network continues to decarbonise, and charge point operators increasingly commit to buying energy from renewable sources, these upstream carbon emissions will naturally reduce. The ESO project demonstrates the potential for large scale storage to support the grid, but other projects across the UK have also made use of smaller scale battery storage, stand-alone or combined with on-site photo-voltaic generation to support EV charging.

11.3.2. The Councils could increase the use of renewables in the EV charging network, and mitigate against challenges in energy supply, by promoting the installation of on-site renewable generation and storage where EV chargers are deployed in significant numbers.

11.3.3. Designing developments with sufficient and appropriately located lower power EV charging equipment from the outset, with sufficient energy capacity to meet predicted future demand, will help to manage grid impact, meeting the EV charging infrastructure needs of residents and businesses now and in the future, efficiently and cost effectively.

11.3.4. Where properties have access only to unallocated parking on the public highway, the government wishes to encourage the use of integrated street-lighting and EV charging to avoid street clutter. Historically, street lighting circuit designs and power capacity have not been required to take into account the need for additional load from EV charging. New developments using traditional processes to design street lighting without consideration of EV charging will require costly and complex retrofitting to meet the energy demand of EV charging. This can be avoided by designing in and ensuring adequate power capacity for EV charging from the outset. Exemptions to the above requirements may be made for specific sites where planning restrictions apply.

**Policy EVI 16:** *The Councils will seek to increase the emissions reduction benefits of electric vehicles, and mitigate the impact of EV charging infrastructure on the local and national grid by encouraging and promoting the use of renewable energy for EV charging, encourage 'off-peak' use of EV chargers, and exploring technical options to manage grid demand from EV charging infrastructure.*

**Key Actions:**

- ✓ The Oxfordshire Standards set by the Councils for EV charger quality will include requirements for EV chargers to have smart functionality in line with government funding standards.
- ✓ Where it is feasible, the Councils will explore technical options to support grid management and greater reductions in transport emissions such as on-site renewable generation and energy storage.
- ✓ The Councils will encourage developers to consider the use of on-site generation and storage to support EV charging through the jointly developed Technical Advice note on EV charging in new developments.
- ✓ The Councils will set parking policies which encourage use of EV charging infrastructure in Council car parks and on the highway over-night and at other 'off-peak' times as per Policy EVI 4:

## 12. Promoting EVs and infrastructure

- 12.1.1. Given that EVs are still a relatively new phenomenon, a broader challenge beyond public charger infrastructure is the level of information and general understanding that people have regarding EVs. The Councils recognise that they are able to contribute towards information provision to help overcome this.
- 12.1.2. Increasing knowledge, understanding and experience of EVs can help break down the barriers to EV ownership, challenge perceptions, and give people the encouragement and reassurance they need to make the shift to a cleaner vehicle<sup>xxxix</sup>. Awareness of available EV charging infrastructure is also a factor in driving EV adoption<sup>xl</sup>. The Councils have opportunities to use their existing online presence to signpost current and potential EV drivers toward existing sources of information on chargers, and to use resources from our projects to promote EVs and a cleaner transport choice.
- 12.1.3. As part of the Park and Charge project, Oxfordshire County Council is spending £150,000 on a county-wide communications and education package to engage Oxfordshire residents as well as visitors and commuters to the area. This communications campaign will go beyond simply promoting the Park and Charge project and charging hubs, and will communicate much more widely about Oxfordshire's transition to EVs as a lower-carbon and cleaner way to travel. Oxfordshire County Council will work very closely with the district councils, as well as with other local initiatives such as Energy Super Hub Oxford, EV car clubs, car dealerships and local community action groups to promote the local initiatives and resources that are combining to make EVs more accessible within Oxfordshire.
- 12.1.4. In October 2020, Oxfordshire County Council launched an online survey to gain a greater understanding of local people's knowledge, experiences, attitudes and intentions around the use of electric vehicles and charging facilities in the area. This has provided essential insights to help effectively target communications and create the impactful messaging needed to unlock barriers and successfully steer people towards choosing electric vehicles in Oxfordshire. The survey will be repeated in late 2021 to evaluate success of the Park and Charge communications activities and inform future messaging to maintain/gather momentum in the future.

**Policy EVI 17: *The Councils will promote information about public EV charging in Oxfordshire, and awareness of the benefits of EVs to the public through their online and other communications channels***

**Key Actions:**

- ✓ The Councils will promote EVs and awareness of EV infrastructure in Oxfordshire through the Park and Charge project public communications and engagement campaign, ensuring communications regarding other current EV infrastructure projects are closely linked.
- ✓ The Councils will seek to provide the public with information on public EV charging in Oxfordshire via their online communications channels, signposting to national sources of information where relevant (i.e. zap-map and government information sources).
- ✓ The Councils will seek opportunities to promote their activities around EVs and EV charging infrastructure where appropriate through project communications and other appropriate channels.

## 13. Annex 1: Stakeholders

### 13.1. The Oxfordshire Energy Strategy Steering Group Members

A member steering board made up of representatives from each of the Council's has been engaged in the development of this strategy:

Name	Council Role
Cllr Yvonne Constance	Oxfordshire County Council Cabinet Member for Environment (including Transport)
Cllr Dan Sames	Cherwell District Council Lead Member for Clean and Green
Cllr Tom Hayes	Oxford City Council Cabinet Member for Zero Carbon Oxford
Cllr Caroline Newton	South Oxfordshire District Council Climate Emergency Advisory Committee Member
Cllr Catherine Webber	Vale of White Horse District Council Cabinet Member for the Climate Emergency and the Environment
Cllr David Harvey	West Oxfordshire District Council Cabinet Member for Climate Change

### 13.2. External organisations represented at workshops

Town Councils, Parish Councils and Community Groups		
Adderbury Parish Council	Eynsham Parish Council	Souldern Parish Council
Bampton Parish Council	Faringdon Town Council	South Oxford Community Association
Banbury Town Council	Garsington Parish Council	Thame Green Living
Bicester Town Council	Henley-on Thames Town Council	Thame Town Council
Charlbury Town Council	Kennington Parish Council	Wallingford Town Council
Deddington Parish Council	Kidlington Parish Council	Witney Town Council
Didcot Town Council	Little Coxwell Parish Council	

Charging Industry Stakeholders
EB Charging
EZ Charge
JojuSolar
Urban Electric

## 14. Annex 2: Evaluation of charging options for residents without private off-road parking

Option	Streetscape & Mobility Impact	Complexity & cost of deployment	Commercial Sustainability	Scalability
<b>Off-road fast charging hubs</b>	<b>Nil</b> <ul style="list-style-type: none"> <li>Avoids street clutter</li> </ul>	<b>Medium</b> <ul style="list-style-type: none"> <li>High density installations enable efficiencies</li> <li>Reduced interaction with utilities and parking regulations: deployment less complex</li> </ul>	<b>High</b> <ul style="list-style-type: none"> <li>Multiple charger installations enable cost savings</li> <li>ORCS funding can be accessed</li> <li>Use by residents and car park visitors generates higher usage and income</li> <li>Opportunities for private investment and concession agreements</li> </ul>	<b>High</b> <ul style="list-style-type: none"> <li>Opportunities to deploy in publicly or privately owned car parks</li> </ul>
<b>Cable Gullies</b>	<b>Low</b> <ul style="list-style-type: none"> <li>Integrates well into existing streetscape</li> </ul>	<b>Low</b> <ul style="list-style-type: none"> <li>Low tech and simple: reduces costs of installation significantly</li> </ul>	<b>High</b> <ul style="list-style-type: none"> <li>Potential for self-funding by residents</li> <li>Low maintenance requirements mean very low ongoing costs</li> </ul>	<b>High</b> <ul style="list-style-type: none"> <li>Very few limitations on where cable gullies can be deployed</li> </ul>
<b>Off-road rapid and super-rapid charging hubs</b>	<b>Nil</b> <ul style="list-style-type: none"> <li>Avoids street clutter entirely</li> </ul>	<b>High</b> <ul style="list-style-type: none"> <li>Multiple charger installations can enable efficiencies in deployment</li> <li>Reduced interaction with utilities and parking regulations makes deployment process less complex</li> <li>High power needs of rapid and super-rapid charging can create complexities and significant costs in securing power supply</li> </ul>	<b>Medium</b> <ul style="list-style-type: none"> <li>Higher usage across groups generates greater income for operator</li> <li>This is balanced by significant upfront costs for installation</li> <li>Opportunities for private investment and concession or hosting agreements with landowners</li> </ul>	<b>Low</b> <ul style="list-style-type: none"> <li>Suitable sites with appropriate power supplies are challenging to secure</li> <li>High numbers of rapid and super-rapid chargers generate significant challenges for local and national electrical grid</li> </ul>

<b>Street-light integrated charging</b>	<b>Low</b> <ul style="list-style-type: none"> <li>Integrates well into existing streetscape</li> </ul>	<b>Medium</b> <ul style="list-style-type: none"> <li>Relatively simple installation</li> <li>ORCS funding can be accessed.</li> </ul>	<b>Medium</b> <ul style="list-style-type: none"> <li>Low cost of technology and installation</li> <li>CPOs moving away from concession models including maintenance</li> </ul>	<b>Medium</b> <ul style="list-style-type: none"> <li>Deployment limited to areas where street-light position is at leading edge of footway</li> <li>Deployment limited by lighting network capacity</li> </ul>
<b>Free-standing on-street charger bollards</b>	<b>High</b> <ul style="list-style-type: none"> <li>Generates street clutter from charger pillar and electrical supply cabinet</li> </ul>	<b>High</b> <ul style="list-style-type: none"> <li>Dedicated electrical supply is required</li> <li>Low density installations: cost savings cannot be realised</li> <li>ORCS funding can be accessed</li> </ul>	<b>Low</b> <ul style="list-style-type: none"> <li>Higher costs of installation and low utilisation mean that residential on-street locations are less commercially viable in the near term (5-10 years)</li> <li>CPOs moving away from concession models including maintenance</li> </ul>	<b>Low</b> <ul style="list-style-type: none"> <li>Deployment limited by grid capacity and pavement width</li> <li>Lack of commercial sustainability means operators by be reluctant to install in areas likely to see low usage without subsidy</li> </ul>
<b>Rising bollards</b>	<b>Medium</b> <ul style="list-style-type: none"> <li>Stored below pavement surface when not in use.</li> <li>Some clutter impact when in use</li> </ul>	<b>High</b> <ul style="list-style-type: none"> <li>Deep excavation required, generating complexity with existing utilities and archaeological sites</li> <li>Dedicated electrical supply is required</li> <li>Costs are higher for installation.</li> <li>ORCS funding can be accessed</li> </ul>	<b>Low</b> <ul style="list-style-type: none"> <li>Higher costs of installation and low utilisation mean that residential on-street locations are less commercially viable in the near term (5-10 years)</li> <li>Charger operators moving away from concession models including maintenance</li> </ul>	<b>Low</b> <ul style="list-style-type: none"> <li>Deployment limited by grid capacity, pavement width and underground utilities</li> <li>Lack of commercial sustainability means operators by be reluctant to install in areas likely to see low usage without subsidy</li> </ul>

## 15. Annex 3: EV charging standards

### 15.1. EV charger types

**Slow charging** at 2.4-3kW AC is most useful in home or workplace settings, where the user can charge over a longer period, and can be carried out with a standard 3-pin plug. However, it is not recommended for regular use as the UK domestic plug and socket connection was not designed for continuous loads of 10-13 amps as used by an electric car. Charger sockets of up to 5kW can also be integrated into existing electrical assets on the street, such as lighting columns.

**Fast charging** can range from 7.4 kW to 22kW AC is the most common type of EV charging, suitable for home, workplace, destination and on-street EV charging. Most public EV charging infrastructure is 7.4 kW though more modern chargers may be able to achieve 22kW. It should be noted that domestic household chargers are only able to deliver the lower end of this range as higher rates require 3-phase energy supply. Fast chargers can be wall or floor mounted, and most are 'smart'; able to communicate with a charger management system or 'back office' and manage the time and rate of charging to minimise the impact of EV charging on the electrical grid<sup>xli</sup>.

**Rapid charging** occurs at 43kW and 50kW, and typically provides an 80% charge in 30 to 60 minutes. Units can usually supply AC (43kW) or DC (50kW) energy but not always both at the same time. Rapid charger units are most often floor mounted, larger than fast chargers and have tethered cables for each of the three vehicle input sockets used for rapid charging EVs. Rapid charging is most suitable for en-route charging and workplace charging where rapid delivery of energy is required to complete a journey or enable continued use of commercial vehicles such as delivery vans or taxis. It can also provide a useful back up for domestic users when EV charging at a slower speed is not available or feasible. Rapid charging is often seen at motorway service stations.

**Ultra-Rapid charging** occurs at rates above 50kW, and is only provided via DC. Ultra-rapid charging is limited by the small number of EVs in the UK which can accept charging at this level of power, however it is likely that in the future, ultra-rapid charging will replace rapid charging as the most suitable for en-route and business needs. Tesla provided the first ultra-rapid charging in the UK and others are now providing chargers which can supply energy at up to 350kW though the range of 100-150kW is more typical. Most manufacturers use one of two standard input sockets; CCS or CHAdeMO.

Table 7 gives details of EV charging types, connection types and site suitability (adapted from UK EVSE Procurement Guide, UK EVSE 2019)



**Table 7- EV charging types, connection types and site suitability (adapted from UK EVSE Procurement Guide, UK EVSE 2019)**

Charging Type	Power Output (Kw)	Approximate time to full charge*	Miles of range per 20 minutes of charging**	Charger Type	Socket	Suitable Locations
<b>Slow</b>	2.4-3.4 kW AC	16 Hours	2.4-3	Standard Three Pin Plug		Home*** and workplace (adhoc/emergency use)
	3.7-5 Kw AC	13.5 hours	2.7-7	Seven Pin 'Type 2' Plug		Specialist lamp column charging – on street
<b>Fast</b>	7-11Kw AC	5-7.5 hours	3.7-11	Seven Pin 'Type 2' Plug or tethered lead with Five Pin 'Type 1/J1772' Plug or Seven Pin 'Type 2' Plug		Home***, workplace, on street, public car parks
	11-22 Kw AC	2.5-4.5 hours	11-22			
<b>Rapid</b>	43Kw AC	45 minutes (to 80%)	43	Tethered lead with Seven Pin "Type 2" Plug		Workplace, en-route at motorway service stations, charging hubs, public car parks, on-street for specific use cases.
	50 Kw DC	35 minutes (80%)	20-50	Tethered lead with Heavy Duty 'JEVS G105' Plug or Heavy Duty 'Combo 2 CCS' Plug		
<b>Ultra-Rapid</b>	120-147 Kw DC	25 minutes (to 80%)	120-147	Tethered lead with Tesla adapted 'Type2' Plug		En-route at motorway service stations, charging hubs, public car parks
	150 Kw DC	25 minutes (to 80%)	150	Tethered lead with Heavy Duty 'JEVS G105' Plug or Heavy Duty 'Combo 2 CCS' Plug		
	350 Kw DC	15 minutes (to 80%)	350	Tethered lead with Heavy Duty 'Combo 2 CCS' Plug		

\* Based on a typical EV with a 50kWh battery

\*\*Range added per 20 minutes of charging calculated assuming a 3 mile/kWh vehicle efficiency.

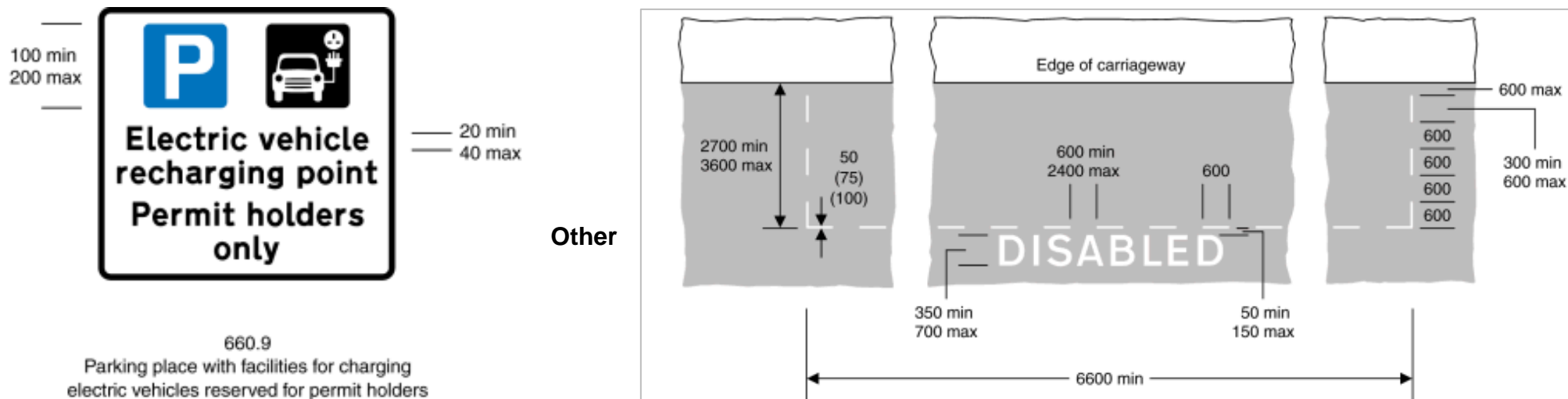
\*\*\* Up to 7kW single phase only at 32 Amps AC output from a typical household single phase AC energy supply

## 15.2. Standards, regulations and best practice

### Relevant regulations: Overall deployment (2020)

Standard or Requirement	Formal Description	Commentary	Review Date
<a href="#">The Alternative Fuels Infrastructure Regulations 2017</a>	<p>Regulates alternative fuels (electricity and hydrogen) to ensure the way they are supplied to vehicles is consistent across the EU. This will reduce dependence on oil and the environmental impact of transport, while contributing to a low carbon economy. Specific standards will be mandatory for electrical vehicle recharging points. In effect, this will provide electrical and hydrogen vehicle users the ability to connect and recharge throughout Europe.</p>	<ul style="list-style-type: none"> <li>All equipment installed must meet these high-level requirements which form a pan EU policy. Key requirements not already captured in other standards:</li> <li>Equipment must incorporate an intelligent metering system – in general this is interpreted as the inclusion of a MID compliant revenue grade meter and a data collection system (Cellular/Wi-Fi/Ethernet) to send meter data to back end software for billing and presentation to the driver, generally via a smart phone App.</li> <li>Infrastructure operators must provide to any person ad-hoc access – easiest interpretation of this is to allow credit/debit card payments.</li> <li>Many operators are now enabling contactless or NFC (Apple Pay, Google Pay). However, some operators have made the case that if their App can be downloaded and any time and a driver can then immediately access the charger once they have setup up the App then this can be considered ad-hoc access. Generally, drivers don't see this as an ideal solution.</li> </ul>	2022
<a href="#">Electricity Safety, Quality and Continuity Regulations (ESQCR)</a>	<p>Regulates quality and supply continuity as well as specifying safety standards. Compliance to ESQCR is a statutory requirement for distribution network operators (DNO's).</p>	<ul style="list-style-type: none"> <li>This is the statutory legislation that governs the supply of electricity to users in the UK. All installations must to comply. In practice, relevant elements for the installer are interpreted into BS7671.</li> </ul>	N/A
<a href="#">Traffic Signs Regulations and General Directions 2016-2018</a>	<p>Prescribes the designs and conditions of use for traffic signs to be lawfully placed on or near roads in England, Scotland and Wales.</p>	<p>Where there are designated EV charging bays, signage may be required:</p> <ul style="list-style-type: none"> <li>Bays should be marked with TSRGD sign 660.9 with the permitted variant "Electric vehicle recharging point only"</li> <li>Bays should also be marked, taking account of TSRGD sign 1028.3/ 1028.4/ 1032 with permitted variations "ELECTRIC VEHICLES", "ELECTRIC VEHS ONLY" or "ELECTRIC VEHS" for on road bays.</li> <li>Bays in car parks should be painted green, where appropriate.</li> </ul>	TBC

## Relevant regulations: Overall deployment



Page 1

## Relevant standards & legislation

Standard or Requirement	Formal Description	Commentary	Review Date
<b>Local Planning Requirements</b>	Specific regulation varies from one regional planning authority to next and so would need to be considered at a regional level across the UK.	<ul style="list-style-type: none"> <li>Experience of deployment by local authorities is that planning issues associated with conservation / heritage areas are often encountered.</li> <li>This may result in special solutions to suit local area, e.g. all the charging equipment being coloured black.</li> </ul>	N/A
<b>Autonomous and Electric Vehicles Act 2018</b>	The purpose of this legislation is both to amend the existing compulsory third party insurance framework by extending it to cover the use of automated vehicles and deal with electric and hydrogen powered vehicle charging infrastructure	<ul style="list-style-type: none"> <li>The act gives the government powers to impose regulations on the following relevant topics:                             <ul style="list-style-type: none"> <li>Public charging or refuelling points: access, standards and connection</li> <li>Large fuel retailers etc: to require provision of public charging or refuelling point</li> <li>Provision of specific information for users of public charging or refuelling points</li> <li>Transmission of data relating to charge points</li> </ul> </li> </ul>	N/A

## Relevant standards & best practice: EV charging equipment technical standards (2020)

Standard or Requirement	Formal Description	Commentary	Review Date
<p><a href="#">IEC/EN 61851-1:2017</a>  <b>Electric vehicle conductive charging system - Part 1: General requirements*</b></p> <p>*EV charging equipment must be <u>CE marked</u>, meeting IEC/EN 61851 can be used to demonstrate this</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 9</p>	<p>Applies to EV supply equipment for charging electric road vehicles, with a rated supply voltage up to 1000V AC. The aspects covered in this standard include:</p> <ul style="list-style-type: none"> <li>• characteristics and operating conditions of the EV supply equipment;</li> <li>• specification of the connection between the EV supply equipment and the EV</li> <li>• requirements for electrical safety for the EV supply equipment.</li> </ul> <p>All requirements from IEC 61851-22 have been moved to this standard.</p>	<ul style="list-style-type: none"> <li>• EV supply equipment manufacturers typically claim compliance with these standards in their product literature.</li> <li>• Ideally products should be third party certified, but is not widespread; it's likely that many don't fully comply.</li> <li>• Products that show compliance with BS EN 60335-1 for Household and similar electrical appliances, rather than IEC/EN 61851, have debatable compliance. This BS does not cover all aspects of the equipment for EV charging.</li> <li>• Certification would include product safety (LVD) and EMC compliance to support CE marking.</li> <li>• The standard also defines the basic communication protocol between the vehicle and charging equipment.</li> </ul>	2021
<p><a href="#">IEC/EN 62196-1:2014</a>  <b>Plugs, socket-outlets, vehicle connectors and vehicle inlets - Conductive charging of EVs</b></p>	<p>Applicable to plugs, socket-outlets, vehicle connectors, vehicle inlets and cable assemblies for EVs intended for use in conductive charging systems which incorporate control means, with a rated operating voltage not over 690V AC 50 Hz to 60 Hz, at a rated current not exceeding 250A.</p>	<ul style="list-style-type: none"> <li>• All Type 1 and Type 2 EV plugs and sockets used in EV supply equipment, cables and accessories should show compliance with this standard.</li> <li>• EV supply equipment products will not achieve certification to IEC/EN 61851-1:2017 if the plug/socket used does not meet this standard.</li> </ul>	2020

## Relevant standards & best practice: EV charging equipment technical standards (2020)

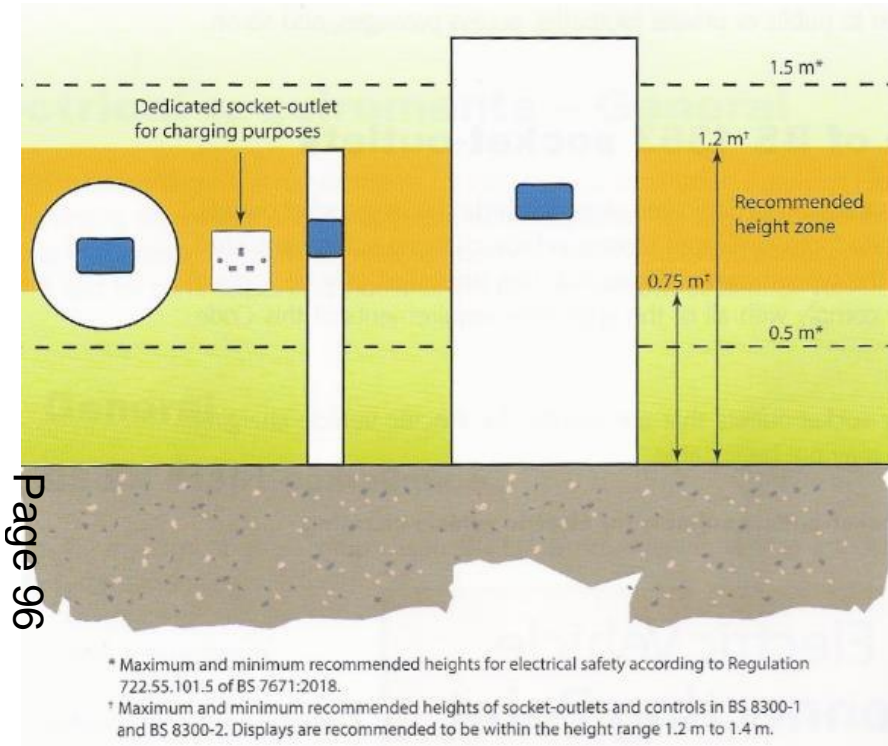
Standard or Requirement	Formal Description	Commentary	Review Date
<p><a href="#"><u>ISO 15118-1:2019 Road vehicles — Vehicle to grid communication interface — Part 1: General information and use-case definition</u></a></p>	<p>This document replaces ISO/EN 15118-1:2013 Road vehicles - Vehicle to grid communication interface</p> <p>The document specifies terms and definitions, general requirements and use cases as the basis for the other parts of ISO 15118</p> <p>Specifies the communication between EVs, including Battery EVs and Plug-In Hybrid EVs, and the Electric Vehicle Supply Equipment (EVSE).</p> <p>Describes the communication between the EV Communication Controller (EVCC) and the Supply Equipment Communication Controller (SECC).</p>	<ul style="list-style-type: none"> <li>• This relates to future Plug and Charge and AC V2G features.</li> <li>• This standard defines the high-level powerline communication protocol used for Plug and Charge and V2G applications. It operates alongside the basic communication protocol used to manage the charging session.</li> <li>• Plug and Charge removes the need for driver authentication (RFID, QR codes etc).</li> <li>• The Basic IEC/EN 61851-1 protocol can operate on its own but the high-level ISO/EN 15118-1 protocol requires both protocols to be in operation.</li> <li>• The main changes from the previous document are:             <ul style="list-style-type: none"> <li>• New use cases and requirements for wireless communication, wireless power transfer, automatic connection devices and bidirectional power transfer have been added; and</li> <li>• As usage of private data and cyber security are becoming an important concern for users, requirements for more traceability and data privacy have also been added</li> </ul> </li> <li>• Car communicates with charger using ISO15118-1 protocol to identify itself and handle driver billing automatically – functionality that is not possible with the basic protocol. Mercedes, BMW and VW already support this technology.</li> <li>• Links to specific standard documents in the series which form requirements of part 1:             <ul style="list-style-type: none"> <li>• ISO 15118-2:201: Network &amp; application protocol requirements</li> <li>• ISO 15118-3:2015- Physical and data link layer requirements</li> <li>• ISO 15118-8:2018 - Physical layer and data link layer requirements for wireless communication</li> <li>• ISO 15118-20: 2nd generation network and application protocol requirements</li> </ul> </li> </ul>	<p>2024</p>

<p><a href="#"><u>OCPP Open Charge Alliance Open Charge Point Protocol – OCPP 1.6 or higher</u></a></p>	<p>Freely available open standard that enables component vendors and network operators to “mix and match” interoperable hardware and software. New versions of OCPP are collaboratively defined within an open industry alliance to ensure that the protocol continues to meet evolving market requirements. Charging network operators and service providers in more than 50 countries rely on OCPP to manage more than 10,000 charging stations.</p>	<ul style="list-style-type: none"> <li>• All hardware should be OCPP 1.6+ compliant.</li> <li>• This is the industry agreed standard API that allows flexibility for hardware to be used across a range of different cloud based back end software. Both hardware and back end need to be OCPP compliant.</li> <li>• OCPP handles all the control, driver authentication and billing processes between the charging equipment and the back end. It can also handle some advanced features for load management and V2G.</li> </ul>	<p>TBC</p>
<p><a href="#"><u>ISO/IEC 14443-1:2018 Cards and security devices for personal identification - Contactless proximity objects - Part 1: Physical characteristics</u></a></p>	<p>Defines the physical characteristics of proximity cards and is intended to be used in conjunction with other parts of ISO/IEC 14443.</p>	<ul style="list-style-type: none"> <li>• General standard that defines RFID and NFC applications.</li> </ul>	<p>2023</p>

## Relevant standards & best practice: Overall installation (2020)

Standard or Requirement	Formal Description	Commentary	Review Date
<p><a href="#">BS 7671:2018 (+A1:2020) Requirements for Electrical Installations (IET Wiring Regulations)</a></p>	<p>The national standard to which all UK electrical installations should conform. The 18th Edition IET Wiring Regulations contains important new information for all electrical installers and engineers. The international standard, IEC 60364 forms the basis of this UK regulation.</p> <p>Section 722 relates specifically to the installation of EV supply equipment.</p>	<ul style="list-style-type: none"> <li>• Installations will be required to meet all general requirements of BS7671 &amp; the IET CoP.</li> <li>• The 2020 amendment to section 722 modifies the general requirements for protection against electric shock and includes specific requirements for PME systems socket outlets and connectors, external influences, isolation and switching and RCD protection.</li> <li>• BS7671 Section 722 states special requirements that will need to be noted, specifically:</li> <li>• Earthing arrangements – Regulation 722.411.4.1 concerning the use of protective multiple earthing (PME) supply has been changed to increase the ability for an installer to use PME on EV charging equipment installations.</li> <li>• Does not allow PME to be used to supply an EV charging point unless one of the methods described in the regulation is used.</li> </ul>	TBC
<p><a href="#">IET Code of Practice for Electric Vehicle Charging Equipment Installation 4th Edition</a></p>	<p>Provides an overview of EV charging equipment, considerations needed prior to installation. This includes physical installation requirements, relevant electrical installation requirements of the updated BS 7671:2020 and specific requirements when installing EV charging equipment in locations such as dwellings, on-street locations, commercial and industrial premises.</p>	<ul style="list-style-type: none"> <li>• Equipment should include 6mA DC leakage protection allowing installations to use a lower cost Type A RCD. Without this a costly dedicated Type B RCD will be required for <u>every</u> outlet.</li> <li>• To reliably charge all vehicles, high immunity RCDs should be used that are tolerant to the harmonics in some vehicle types.</li> <li>• Installers must ensure adequacy of supply - without load management no diversity can be applied. This means that the site supply must always be able to supply 100% of the load, irrespective of all the socket outlets being in use or otherwise. Using load management will overcome this concern by varying the charge rates based on usage.</li> <li>• For 3-phase installations, consideration should be made to ensure load balancing to maintain neutral current at close to zero. Phase rotation of charging outlets should be employed at 3-phase outlets.</li> </ul>	

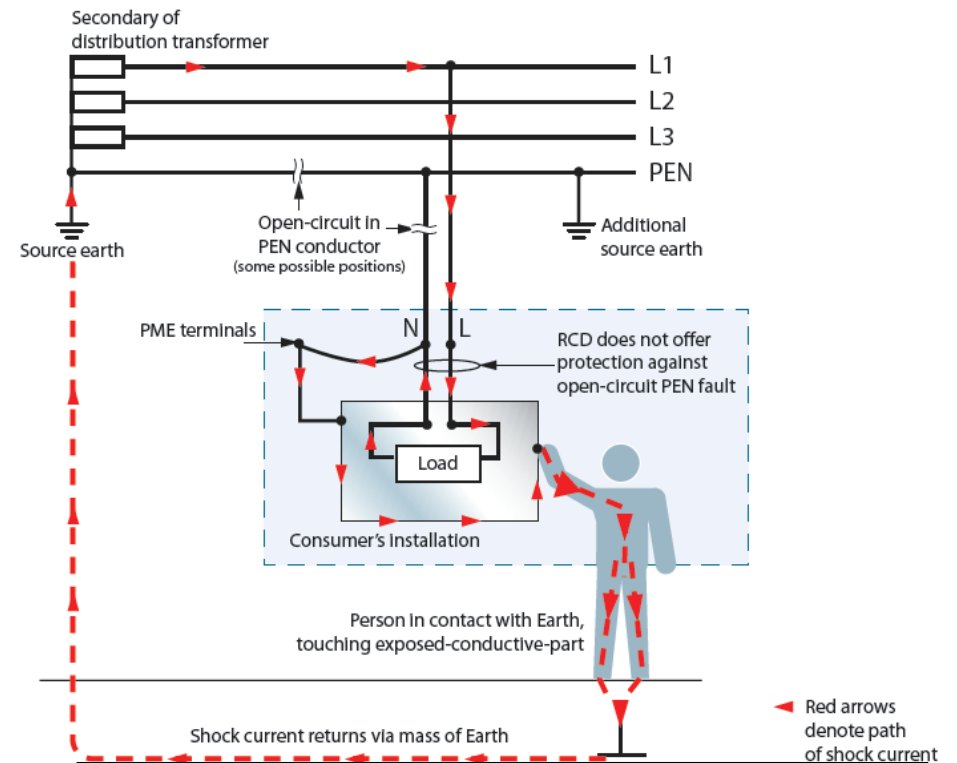
## Relevant standards & best practice: Overall installation (2020)



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**Figure 1: Recommended Heights for Socket Outlets, Payment Terminals and Displays**

Source: IET Code of Practice



**Figure 2: Electric Shock Risk Due to Open Circuit Fault in the Supply Neutral PEN Conductor**

Source: [NICEIC](#)



## Relevant standards & best practice: Overall installation (2020)

Standard or Requirement	Formal Description	Commentary	Review Date
<p><a href="#">IEC 62955:2018</a> <b>Residual direct current detecting device (RDC-DD) to be used for mode 3 charging of EVs</b></p>	<p>Applies to residual direct current detecting devices (RDC-DD) for permanently connected AC EV charging stations referred to as RDC-MD (residual direct current monitoring device) or RDC-PD (residual direct current protective device), for rated voltages not exceeding 440 V AC with rated frequencies of 50 Hz, 60 Hz or 50/60 Hz and rated currents not exceeding 125 A.</p>	<ul style="list-style-type: none"> <li>Defines the device requirements for the 6mA DC leakage protection feature needed to meet the requirements of BS7671 installation requirements where a Type A RCD can be used.</li> </ul>	<p>2020</p>
<p><a href="#">IEC 61008-1:2010+AMD1:2012+AMD2:2013</a> <b>CSV - Consolidated version Residual current operated circuit-breakers without integral overcurrent protection for household and similar uses (RCCBs) -Part1: General rules</b></p>	<p>Applies to residual current operated circuit-breakers functionally independent of, or functionally dependent on, line voltage, for household and similar uses, not incorporating overcurrent protection (hereafter referred to as RCCBs), for rated voltages not exceeding 440V AC. with rated frequencies of 50 Hz, 60 Hz or 50/60 Hz and rated currents not exceeding 125 A, intended principally for protection against shock hazard.</p> <p>This consolidated version consists of the third edition (2010), its amendment 1 (2012), its amendment 2 (2013) and the corrigendum of January 2014.</p>	<ul style="list-style-type: none"> <li>Includes definitions, requirements and tests, covering all types of RCCBs. For the applicability to a specific type this part applies in conjunction with the relevant part, as follows:</li> <li>Part 2-1: Applicability of the general rules to RCCBs functionally independent of line voltage.</li> <li>Part 2-2: Applicability of the general rules to RCCBs functionally dependent online voltage.</li> <li>Defines the device requirements for the Type A or Type B RCD earth leakage protection needed to meet BS7671 installation requirements.</li> </ul>	<p>2020</p>

## Relevant standards & best practice: Overall installation (2020)

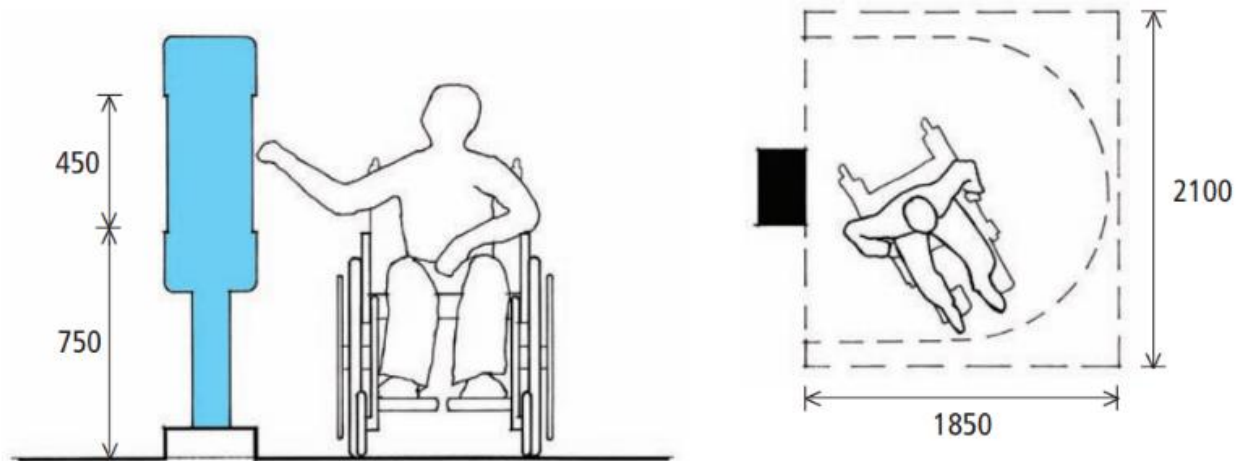
Standard or Requirement	Formal Description	• Commentary	Review Date
<a href="#">BS EN 61009-1:2012+A12:2016</a> <b>Residual current operated circuit-breakers with integral overcurrent protection (RCBOs).</b>	Applies to residual current operated circuit breakers with integral overcurrent protection functionally independent of, or functionally dependent on, line voltage for household and similar uses (RCBOs), for rated voltages not exceeding 440 V AC with rated frequencies of 50 Hz, 60 Hz or 50/60 Hz and rated currents not exceeding 125 A and rated short circuit capacities not exceeding 25 000 A for operation at 50 Hz or 60 Hz.	<ul style="list-style-type: none"> <li>Defines the device requirements for the Type A or Type B RCBO earth leakage protection combined with over current protection suitable to meet BS7671 installation requirements.</li> </ul>	TBC
<a href="#">EN 50521-1:2012</a> <b>Requirements for the Application of Protective Multiple Earthing to Low Voltage Networks</b>	Sets out the requirements to be adopted when Protective Multiple Earthing (PME) is applied to DNO overhead and underground low voltage distribution systems and to other public distribution systems connected to those systems under the Distribution Code. These requirements may be supplemented by each Company's own PME code of practice in respect of the detailed engineering and technical requirements of PME application. The document also considers situations where PME should not normally be used.	<ul style="list-style-type: none"> <li>Specifically, section 6.2.15.</li> <li>Defines UK DNO recommendations for connecting to the low voltage network and includes specific requirements for EV charging.</li> <li>Note that some DNOs have their own specific guidance that should be referenced (WPD, UKPN).</li> <li>Largely these documents duplicate BS7671 in content but clearly set out areas of concern for DNOs with regard to EV charging.</li> <li></li> </ul>	TBC

## Relevant standards & best practice: Overall Installation (2020)

Standard or Requirement	Formal Description	Commentary	Review Date
<p><b>BS 8300: 2018</b> Design of an accessible and inclusive built environment. External environment.</p>	<p>Recommendations on designing buildings to accommodate users with the widest range of characteristics and capabilities. It applies to:</p> <ul style="list-style-type: none"> <li>External features of a building or group of buildings, such as entrances, outward opening doors and windows, where they affect external access routes, and</li> <li>Interiors of buildings such as entrances and reception facilities, horizontal and vertical movement, and facilities in the building</li> </ul>	<ul style="list-style-type: none"> <li>Defines the height from the ground of the socket outlet (also stated in BS7671 &amp; IET CoP)</li> <li>Includes clearances for wheelchairs around street furniture - should be considered for physical layout of equipment on the footway and for wheelchair access to the socket outlets for disabled drivers.</li> <li>See below for diagrams</li> </ul>	TBC

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*Accessible ticket-dispensing machines*



### 15.3. EV charging standards for Oxfordshire

Standard area	Background	National regulations and standards	Oxfordshire 'above and beyond' standard
<p><b>Technical standards for charger hardware</b></p>	<ul style="list-style-type: none"> <li>• There are minimum standards set out in legislation by central govt on charger hardware.</li> <li>• National and European standards give minimum quality and safety standards for EV chargers</li> <li>• Any chargers funded by OLEV On-street Residential Charging Scheme (ORCS), or Workplace Charging Scheme must meet more detailed standards.</li> </ul>	<p>Charger hardware should meet all relevant regulations and standards;</p> <ul style="list-style-type: none"> <li>• <a href="#">The Alternative Fuels Infrastructure Regulations 2017</a>,</li> <li>• <a href="#">Automated and Electric vehicles Act</a> (2018),</li> <li>• <a href="#">IEC/EN 61851-1:2017</a> ,</li> <li>• <a href="#">IEC/EN 62196-1:2014</a>;</li> <li>• <a href="#">OCPP Open Charge Alliance Open Charge Point Protocol – OCPP 1.6 or higher</a>;</li> <li>• <a href="#">ISO/IEC 14443-1:2018</a></li> </ul>	<ul style="list-style-type: none"> <li>• Free-standing charging equipment should allow full servicing and replacement without disturbance of the pavement or hardstanding surface; no civil work should be required</li> <li>• Charger units should be modular in design: in the event of equipment failure the design should allow a module or section to be replaced, rather than a discrete component or the entire unit.</li> <li>• Charger design should make the most efficient use of available space per installation: where feasible all free-standing chargers should be double units capable of charging two vehicles simultaneously to their full rated power output.</li> <li>• Equipment with an independent power supply should be fitted with auto-resetting RCDs: Standard RCDs will need to be manually reset in the cabinet, should any vehicle cause a trip. Auto resetting RCDs could reduce maintenance visits just to reset RCDs.</li> <li>• Exemptions to the above standards may be made for specific sites where planning restrictions apply.</li> </ul>
<p><b>Technical Standards for Installation</b></p>	<ul style="list-style-type: none"> <li>• National and European standards give minimum quality and safety standards for EV charger installations.</li> <li>• Evidence from local and national projects indicates that where chargers are installed, additional cable</li> </ul>	<p>Installations of chargers and related electrical supply equipment must meet all relevant regulations and standards for installation;</p> <ul style="list-style-type: none"> <li>• <a href="#">BS 7671:2018</a> (+A1:2020) Requirements for Electrical Installations (IET Wiring Regulations);</li> <li>• <a href="#">IET Code of Practice for Electric Vehicle</a></li> </ul>	<ul style="list-style-type: none"> <li>• Installation of chargers should be designed to minimise the requirement for disruption should additional chargers be required in the future.</li> <li>• Where chargers with a dedicated power supply are installed, cable routes to supply support future installations should be considered to future-proof installations for additional chargers as demand increases.</li> </ul>

	ducting to support further EV chargers is useful in reducing disruption caused by additional future installations.	<ul style="list-style-type: none"> <li><a href="#">Charging Equipment Installation 4th Edition;</a></li> <li><a href="#">IEC 62955:2018;</a></li> <li><a href="#">IEC 61008-1:2010+AMD1:2012+AMD2:2013 CSV,</a></li> <li><a href="#">BS EN 61009-1:2012+A12:2016,</a></li> <li><a href="#">EN 50498-1:2011</a> ;</li> <li><a href="#">BS 8300: 2018</a> Design of an accessible and inclusive built environment.</li> </ul>	<ul style="list-style-type: none"> <li>Exemptions to the above standards may be made for specific sites where planning restrictions apply.</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 101</p> <p><b>Technical Standards for Back Office and User interface</b></p>	<ul style="list-style-type: none"> <li>National law demands open access to all public chargers without need for subscription.</li> <li>Research shows that users find multiple subscriptions to EV charger networks, with multiple RFID cards and apps unappealing.</li> <li>Some CPOs claim to meet open access using apps which can be downloaded; however, this is unappealing to customers – Roaming across multiple networks or credit/debit card access is preferred</li> <li>Roaming access currently limited in UK, although Automated and Electric vehicles act gives govt. powers to require this if market does not develop.</li> </ul>	<p>All chargers must be operated a Charge Point Management System or 'back office' which meets all national relevant regulations and standards;</p> <ul style="list-style-type: none"> <li><a href="#">The Alternative Fuels Infrastructure Regulations 2017,</a></li> <li><a href="#">Automated and Electric vehicles Act (2018)</a></li> <li><a href="#">OCPP Open Charge Alliance Open Charge Point Protocol – OCPP 1.6 or higher;</a></li> </ul>	<p>Payment options for customers should include:</p> <ul style="list-style-type: none"> <li>Provides users with instant access via credit/debit card payment</li> <li>Permits users to 'roam' across charger networks</li> </ul>
<b>Management &amp; Maintenance of</b>	<ul style="list-style-type: none"> <li>There are no current national standards for the</li> </ul>	All EVCPs and associated electrical supply equipment must be subject to an ongoing routine	<ul style="list-style-type: none"> <li>All chargers must be operated and maintained by a competent contractor. A competent</li> </ul>

<p><b>EV charging Networks</b></p>	<p>overall management of EV charging networks</p> <ul style="list-style-type: none"> <li>National standards for the maintenance and inspection of electrical equipment, including EV chargers are detailed in the British Standards and the IET wiring regulations (18th edition)</li> </ul>	<p>and responsive maintenance plan which meets all relevant standards &amp; regulations. This must include periodic electrical safety inspection</p> <ul style="list-style-type: none"> <li>Under BS:7671 'condition reporting', electrical equipment must be tested periodically. The period of inspections is subject to review of the previous inspection and test results to determine the rate of degradation, if any, of the electrical equipment,</li> <li>Testing of EV charging must be carried out in accordance with the IET wiring regulations (18th edition) and at least annually for untethered chargers and 6-monthly for tethered chargers.</li> <li>All operatives carrying out maintenance and testing of on-street EVCPs and associated electrical or other equipment must be competent to carry out works in the highway and hold relevant training and certification, including NRWSA training certification, HERS registration and with an Electrotechnical Certification Card (ECS).</li> </ul>	<p>contractor should hold as a minimum:</p> <ul style="list-style-type: none"> <li>Proof of membership of an Electricians' Association.</li> <li>Proof of public liability insurance.</li> <li>Proof that staff are trained to install and maintain electric vehicle chargers.</li> <li>Proof that the contractor is approved to install and maintain the chargers by the manufacturer.</li> <li>Proof that the contractor holds the relevant licences to operate the charger CPMS or back-office.</li> <li>The routine and responsive maintenance plan must include an emergency response plan with appropriate response times and action procedures to remove risk to life, person or property.</li> <li>The routine and responsive maintenance plan must include SLAs which define a minimum of 3 levels of fault severity, with appropriate response and fault rectification times for each (see <a href="#">Table 8</a> for best practice routine and responsive maintenance SLAs).</li> <li>The CPO must have appropriate measures in place for asset renewal or removal at the end the life of the EVCP.</li> </ul>
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**Table 8 - Recommended Best Practice Maintenance SLAs**

Service	Action	Response and Remedy Time
Annual/Biannual inspection	Including physical inspection of the charger unit, feeder pillar, their wiring, weather seals, circuit protection devices and earth continuity to British Standard BS7671. Visual check for sticker and signage issues. Report from inspection to include description of the units checked including serial number, full address, date of installation and last test and pass or fail status with itemised fail list if the unit has failed.	Annual, within 15 Working Days of anniversary.
Remote monitoring	Remote monitoring service for identification of faults to be linked with ticketing system for equipment faults and error reporting.	Seven (7) days per week, fifty-two (52) weeks a year, twenty-four (24) hour remote monitoring is essential.
Remote reboot and restart facilities	Remote reboot and restart facilities to be used where appropriate for issues reported by the remote monitoring system, charger engineers, the Council or Customers.	Seven (7) days per week, fifty-two (52) weeks a year, twenty-four (24) hour availability is essential.
Attend equipment & resolve severity one incident.  <i>Definition: Requires emergency isolation to prevent risk to life, person, or property.</i>	Investigate, call the emergency services and make safe. Carry out emergency isolation and rectification works.	Call emergency services immediately after identification of severity one incident.  Attend and complete isolation within one (1) hour from notification.  Once isolated and made safe, incident is moved to Severity Two
Attend equipment & resolve severity two incident.  <i>Definition: Requires action to make the charger/s operational: i.e. component failure</i>	Investigate and carry out operational rectification works.	Incident rectified and charger/s operational within twenty-four (24) hours from notification.
Attend equipment & resolve severity three incident.  <i>Definition: Requires cosmetic action: i.e. graffiti, soiling etc.</i>	Carry out cosmetic rectification works.	Incident rectified within five (5) days from notification.
Customer and Council issue telephone and/or app-based helpline.  <i>Definition: First line response for customer issues whilst customer is at Charger</i>	Answer calls from the customer and guide them through possible remedies that do not require an engineer at site (e.g. trapped plug or other error). Includes remote reboot and restart facilities.	Seven (7) days per week, fifty-two weeks a year, twenty-four (24) hour helpline is essential

## 16. Annex 4: Geospatial Analysis

### 16.1. Spatial analysis of residential properties in Oxfordshire with low probability of a driveway

Figure 13 - Oxfordshire hotspots for properties with low probability of a driveway. Source: Energeo 2020 & EMU 2018. Higher colour intensity indicates higher density of occurrence. Figure 18 illustrates hotspots for on-street parking in Oxfordshire indicated by the number of properties with low probability of a driveway on which a vehicle can be parked. Properties with low probability of a driveway were defined as those with less than or equal to 3 metres distance between the front elevation of the property and the nearest edge of the public highway, inclusive of the pedestrian footway where this is present.



Figure 13 - Oxfordshire hotspots for properties with low probability of a driveway. Source: Energeo 2020 & EMU 2018. Higher colour intensity indicates higher density of occurrence



Figure 14 - Cherwell District hotspots for properties with low probability of a driveway. Higher colour intensity indicates higher density of occurrence.

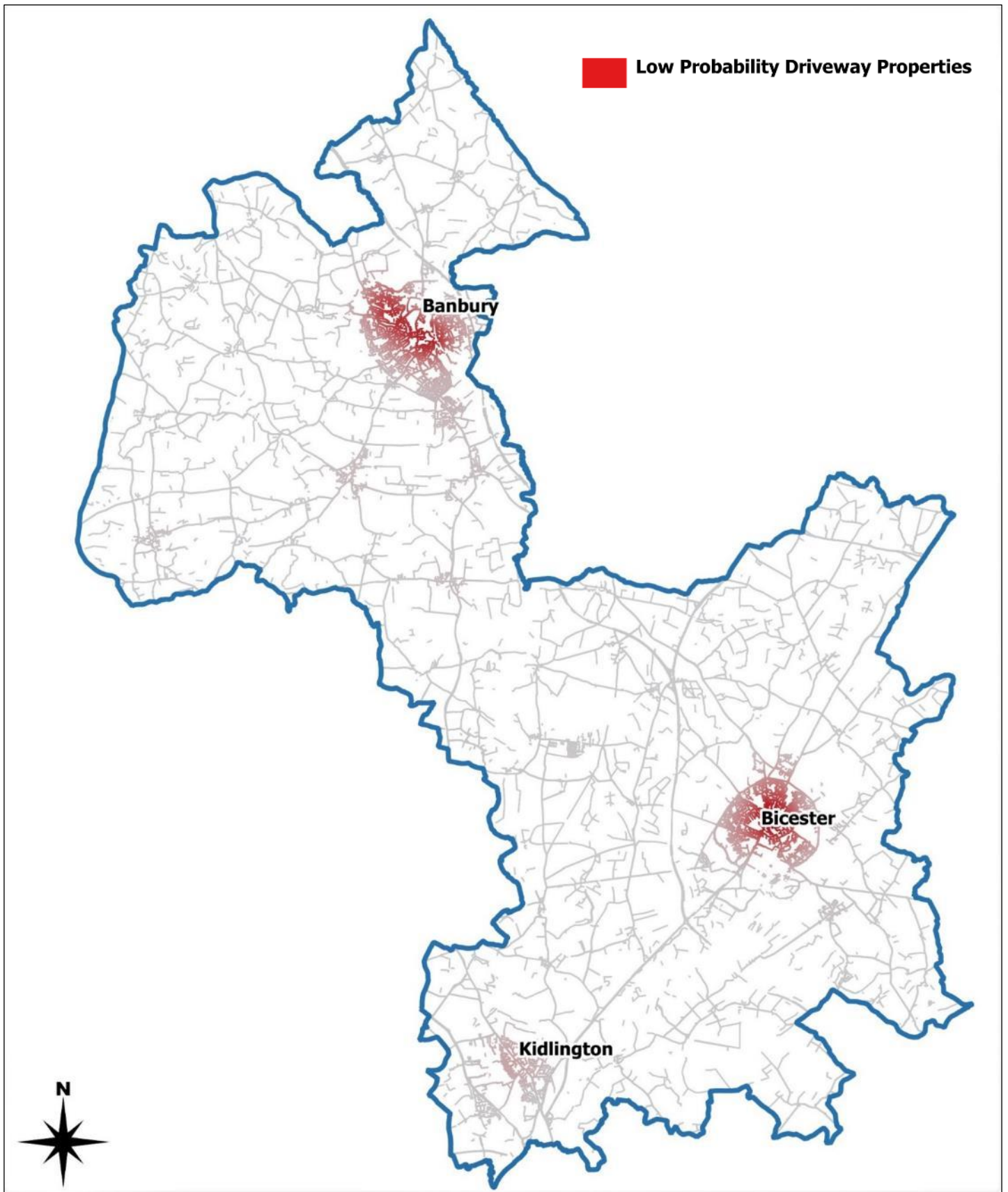


Figure 15 - Oxford City hotspots for properties with low probability of a driveway. Higher colour intensity indicates higher density of occurrence.

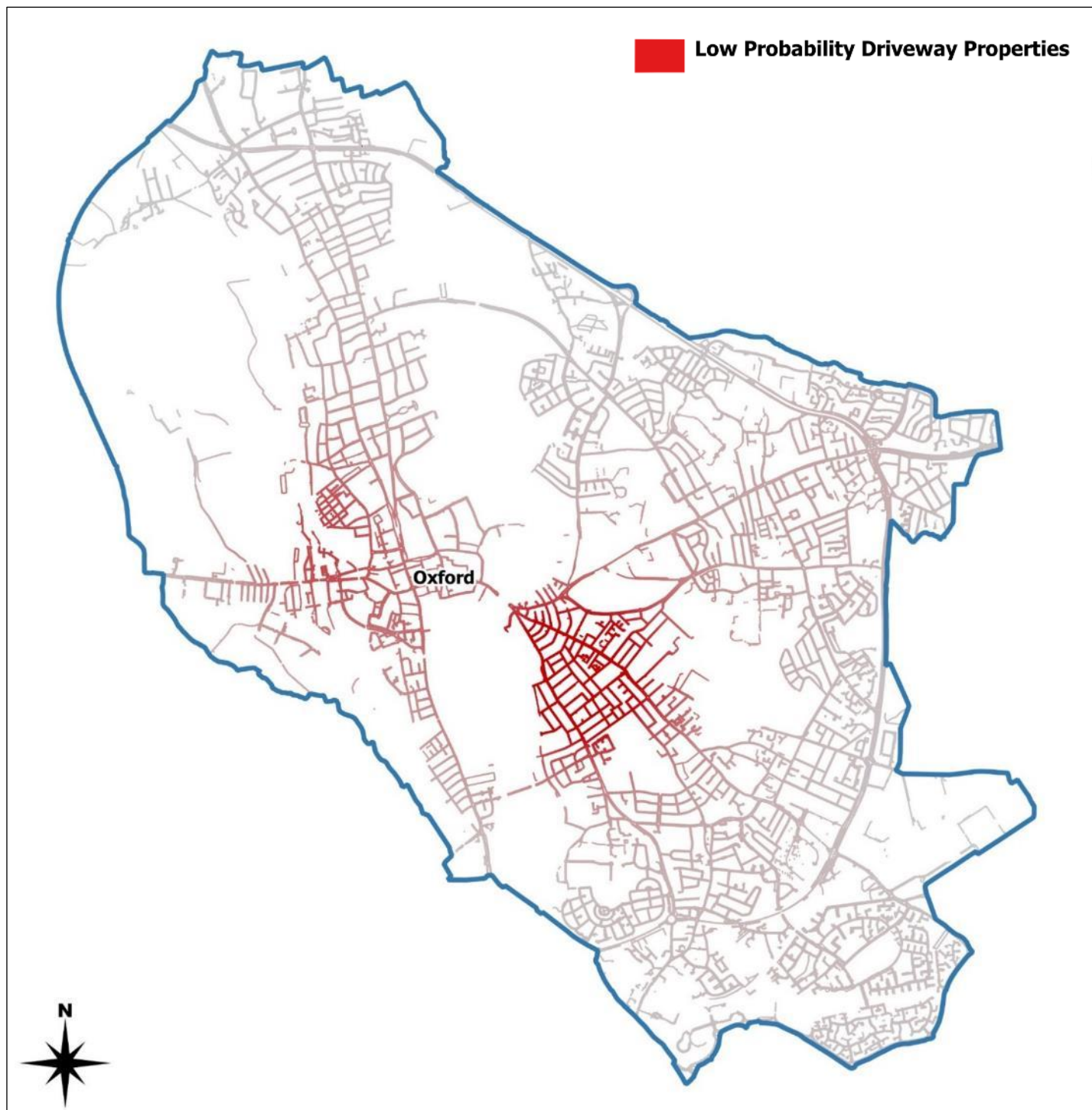


Figure 16 - South Oxfordshire hotspots for properties with low probability of a driveway. Higher colour intensity indicates higher density of occurrence.

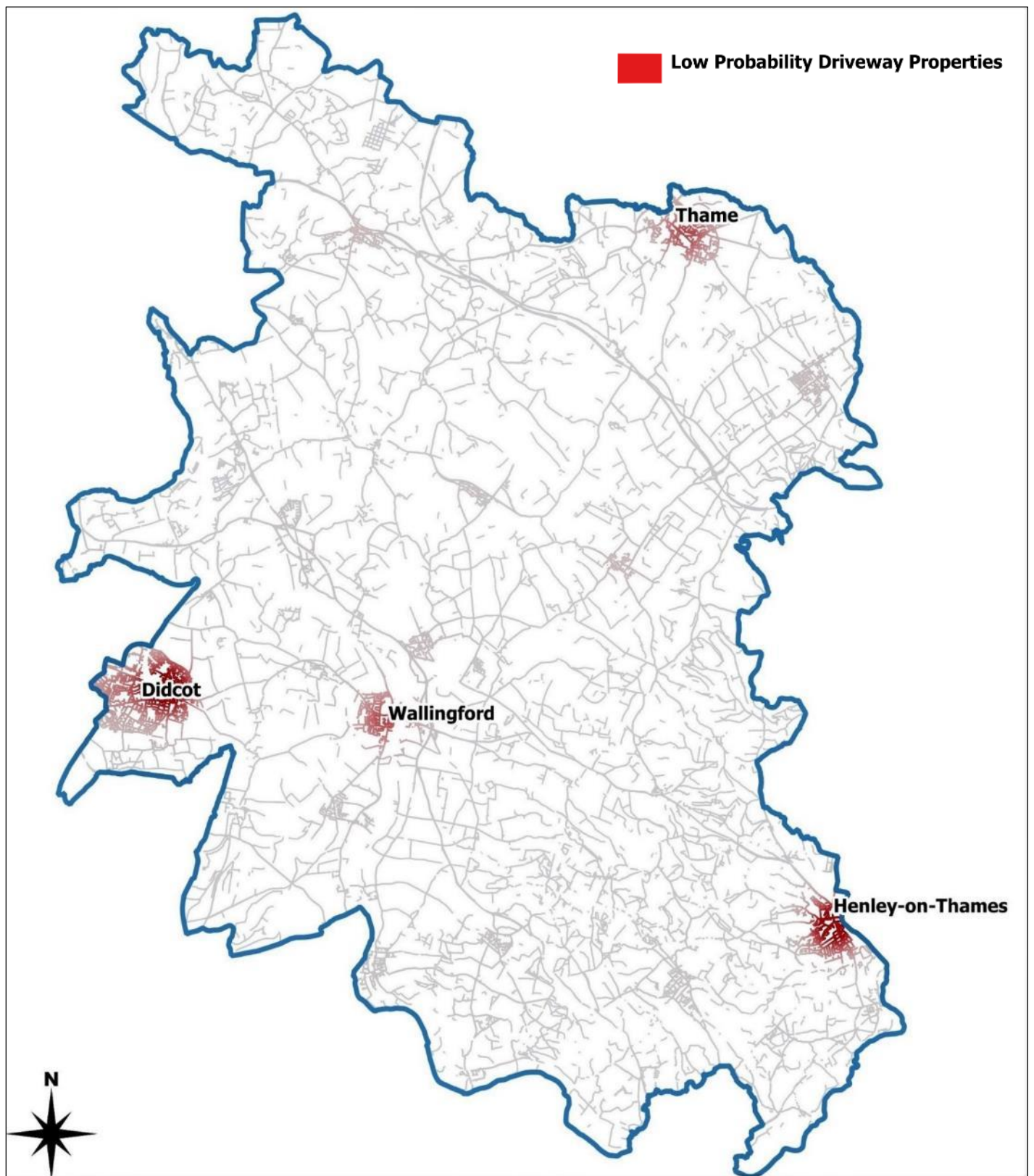


Figure 17 - Vale of White Horse hotspots for properties with low probability of a driveway. Higher colour intensity indicates higher density of occurrence

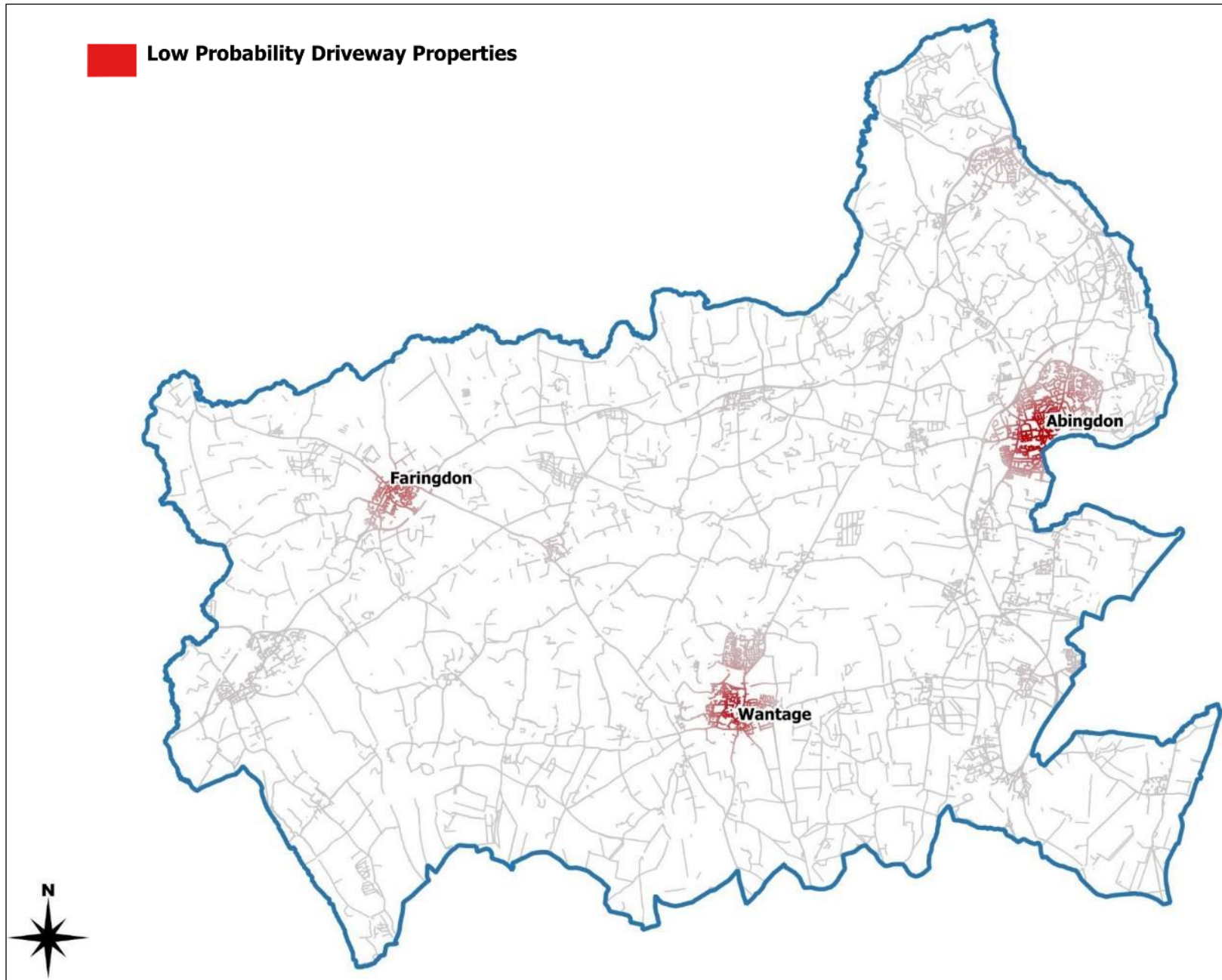
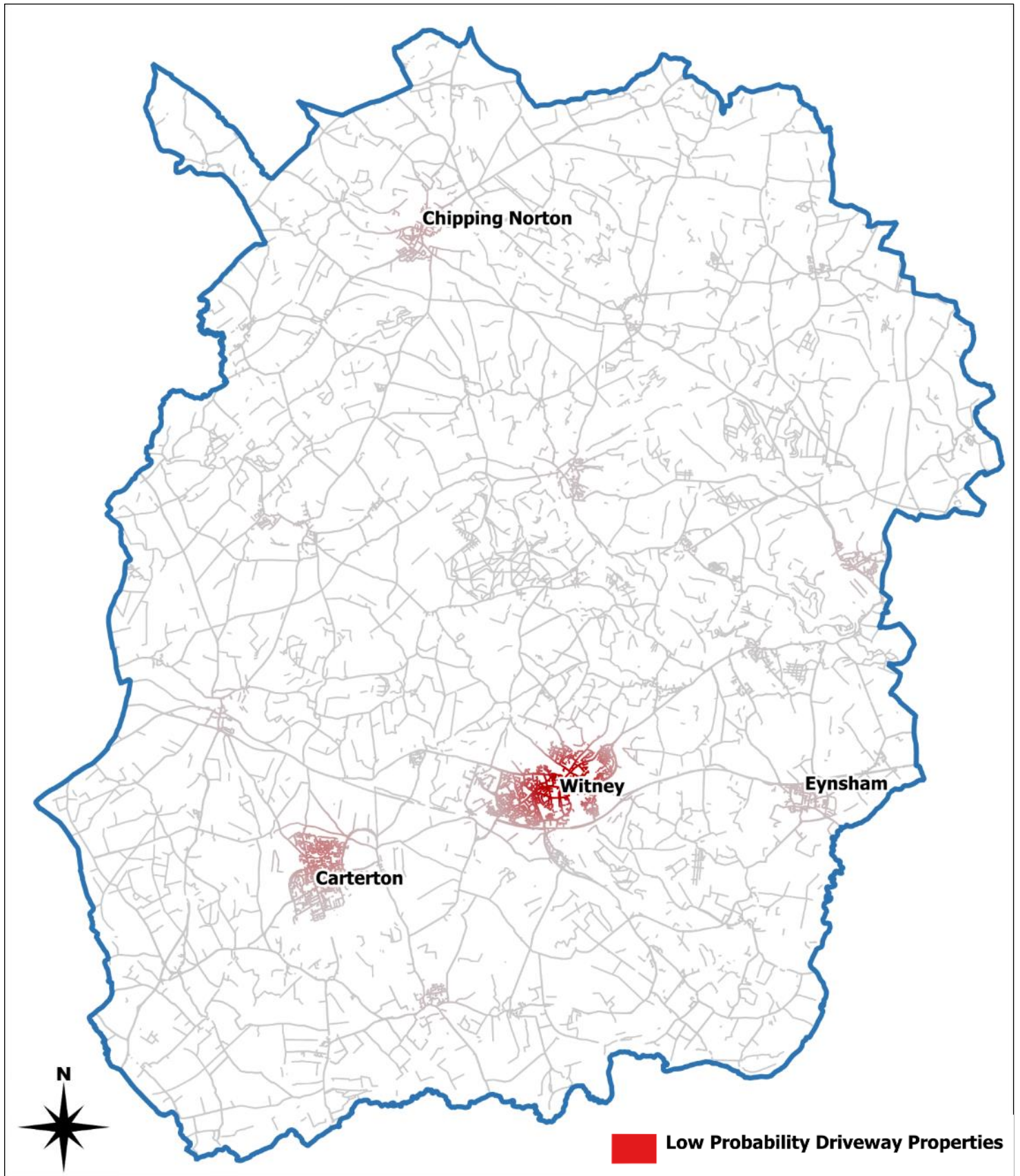


Figure 18 - West Oxfordshire hotspots for properties with low probability of a driveway. Higher colour intensity indicates higher density of occurrence



## 16.2. Spatial analysis of predicted early mass EV adoption in Oxfordshire

Figure 19 to Figure 24 illustrate hotspots for early mass adoption of EVs in Oxfordshire. Households likely to be early mass adopters were defined as households in categories 1-10,15-16,18,22-24,26&29, located proximate to an existing ULEV registration.

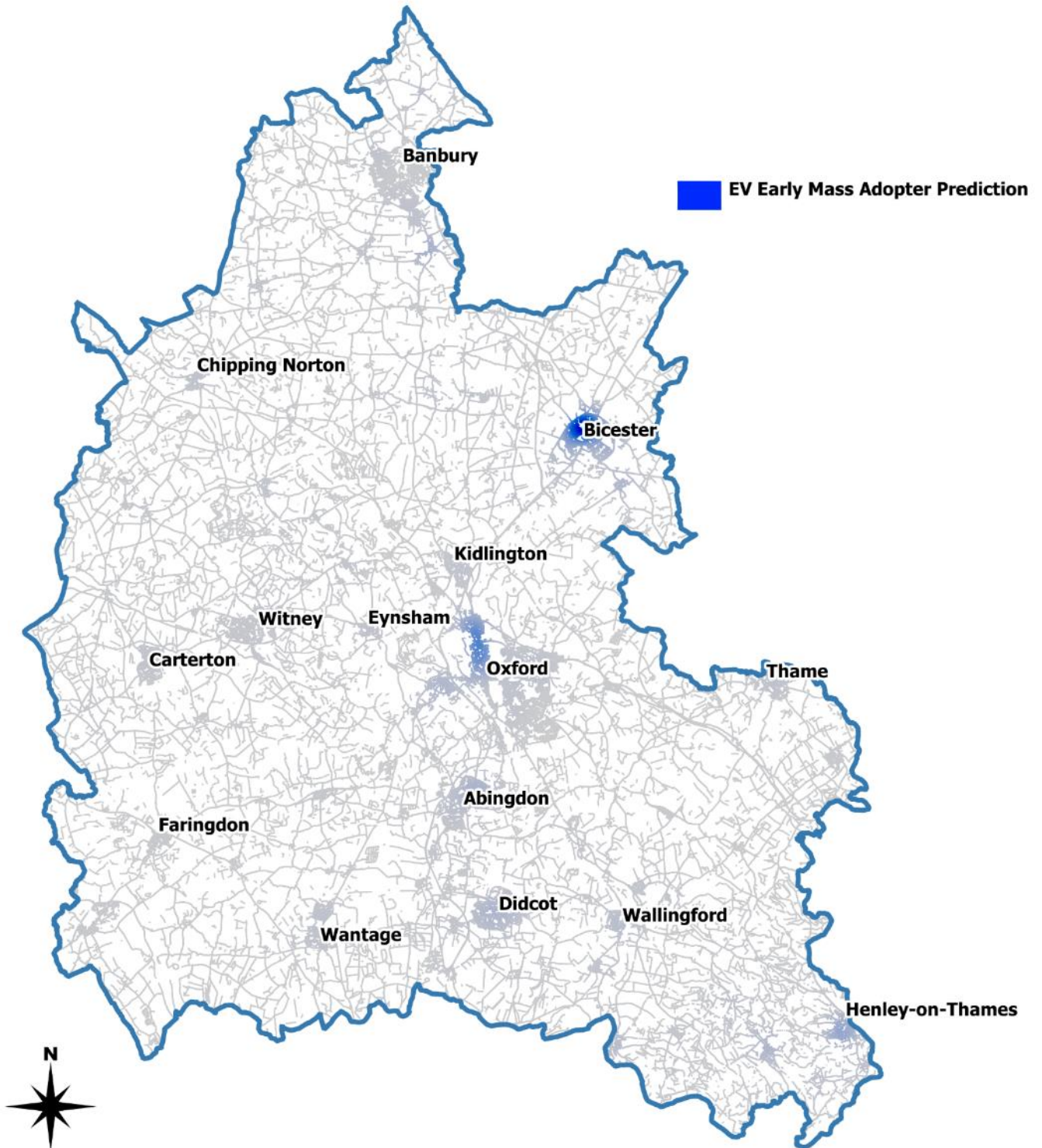


Figure 19 - Oxfordshire hotspots for predicted early mass EV adoption. Sources: Energeo 2020, ACORN 2020, DfT 2020. Higher colour intensity indicates higher density of occurrence.

Figure 20 - Cherwell hotspots for predicted early mass EV adoption. Sources: Energeo 2020, ACORN 2020, DfT 2020. Higher colour intensity indicates higher density of occurrence.

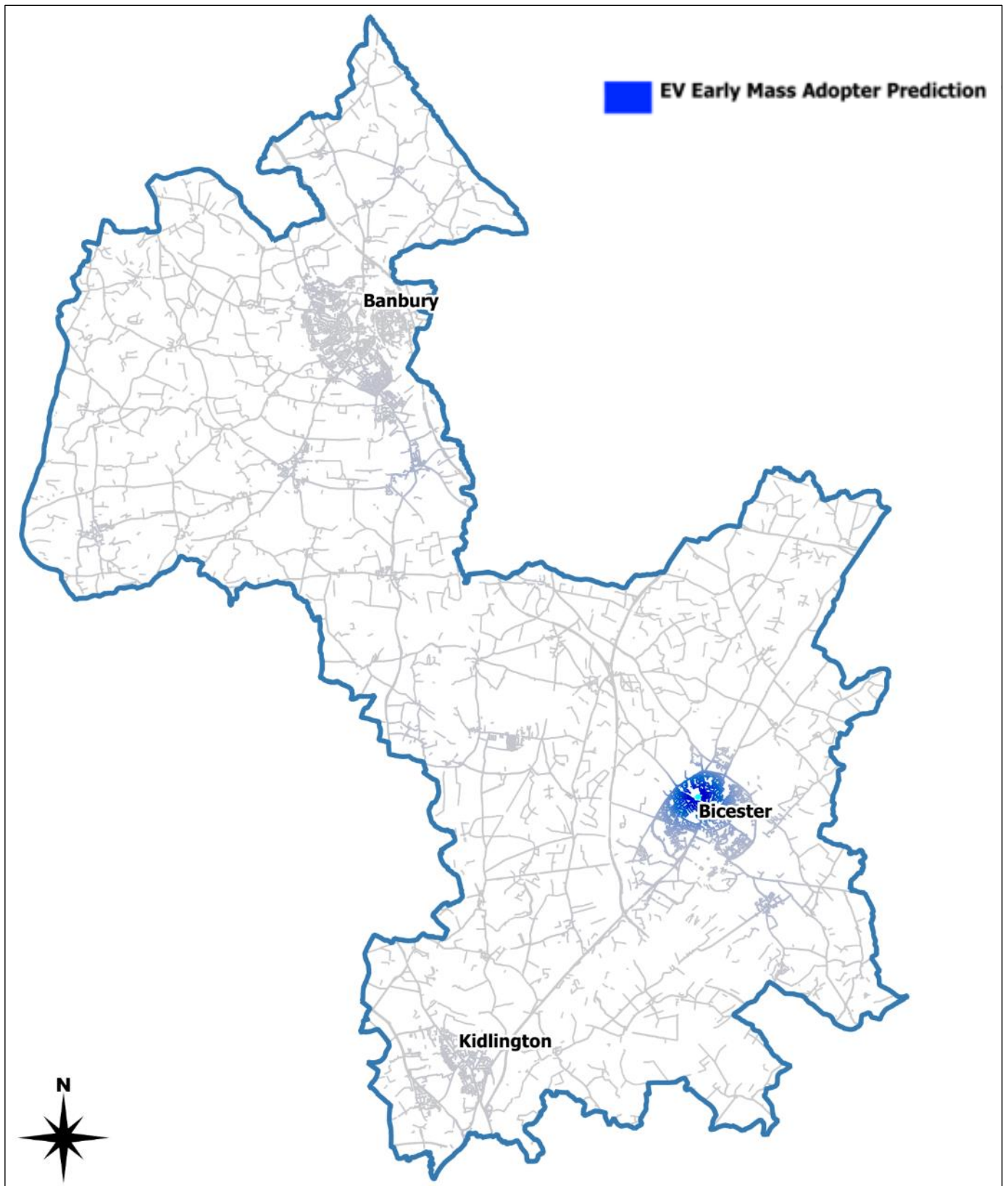


Figure 21 - Oxford hotspots for predicted early mass EV adoption. Sources: Energeo 2020, ACORN 2020, DfT 2020. Higher colour intensity indicates higher density of occurrence.

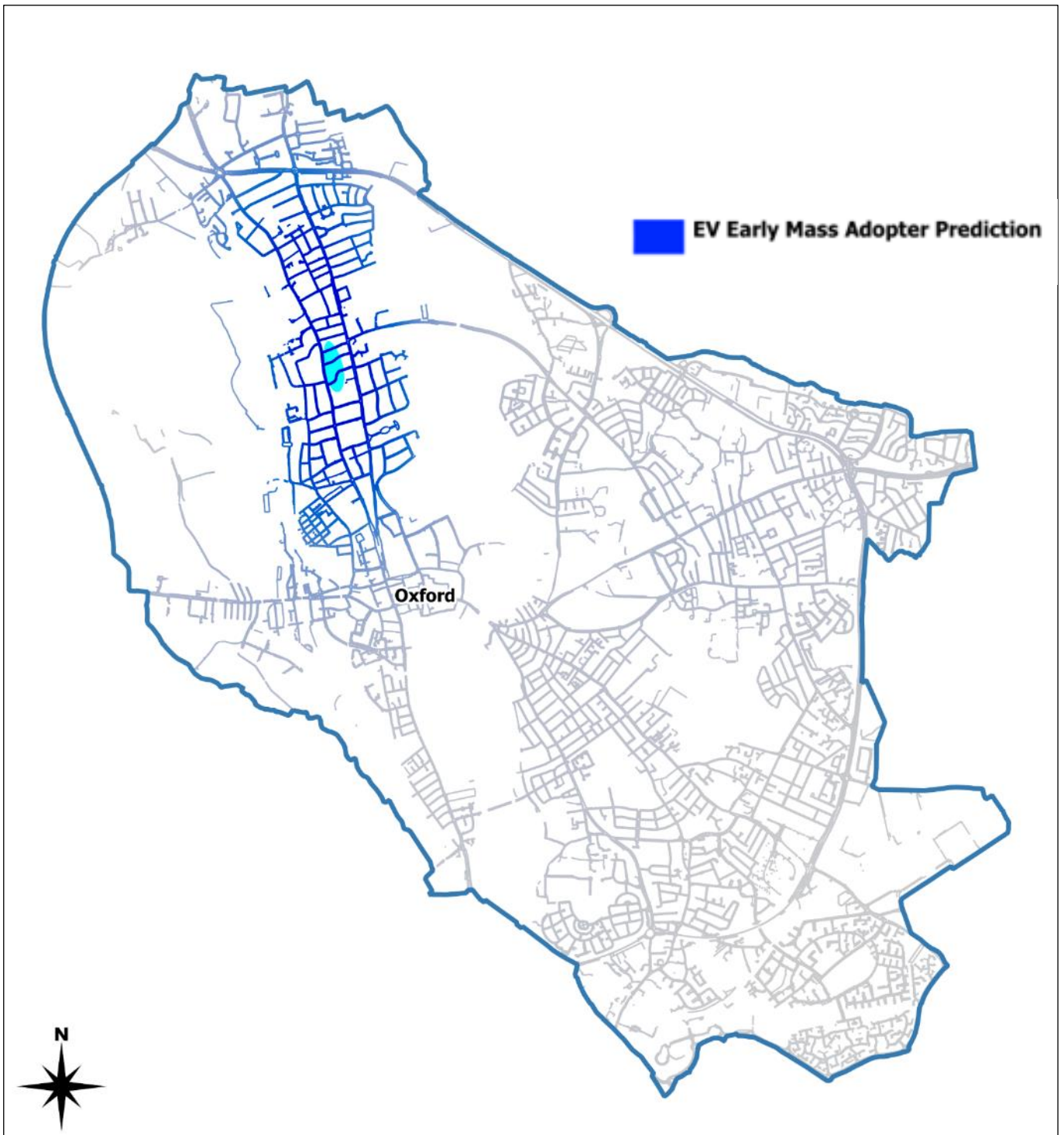




Figure 22 - South Oxfordshire hotspots for predicted early mass EV adoption. Sources: Energeo 2020, ACORN 2020, DfT 2020. Higher colour intensity indicates higher density of occurrence.

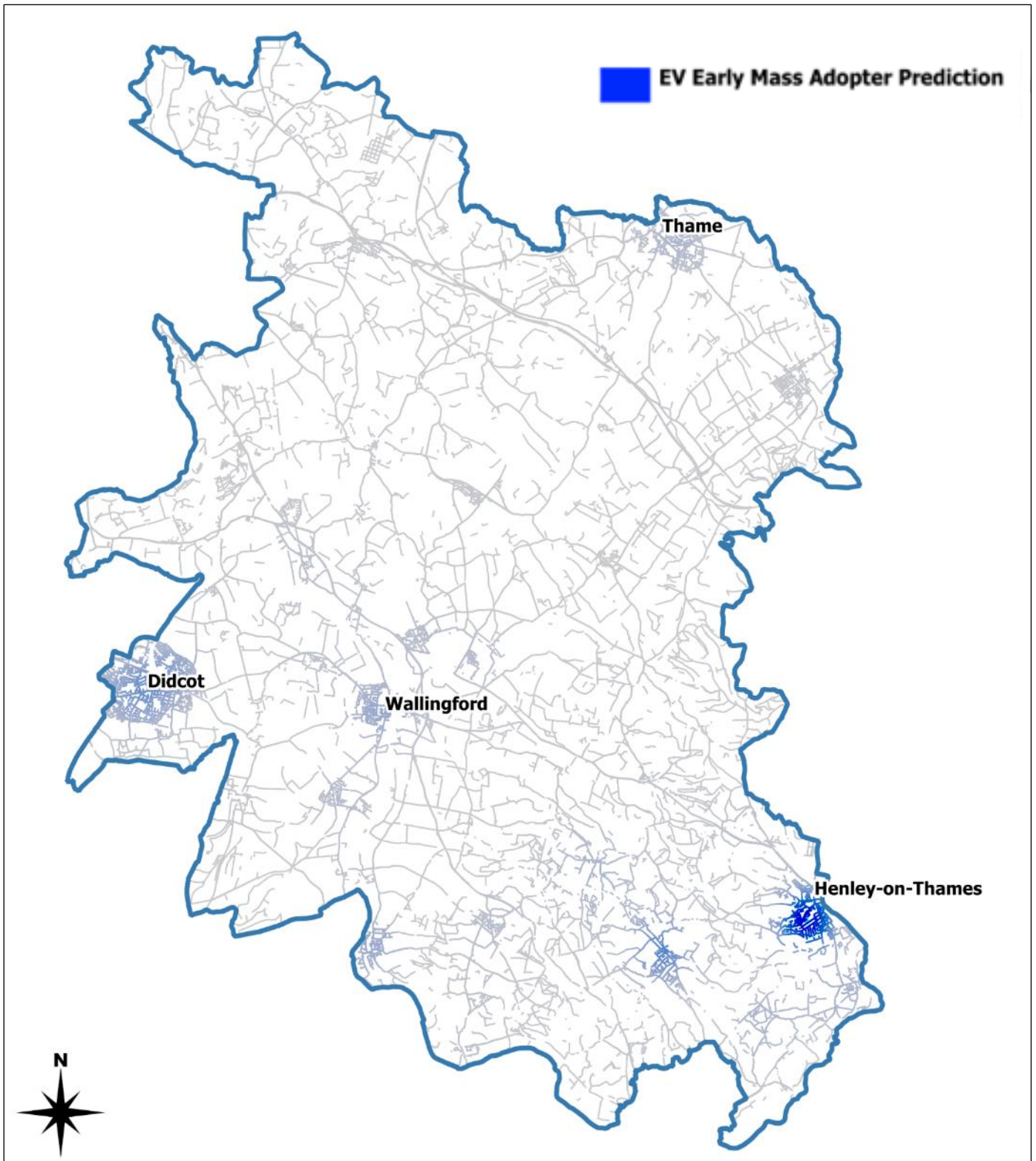


Figure 23 - Vale of White Horse hotspots for predicted early mass EV adoption. Sources: Energeo 2020, ACORN 2020, DfT 2020. Higher colour intensity indicates higher density of occurrence.

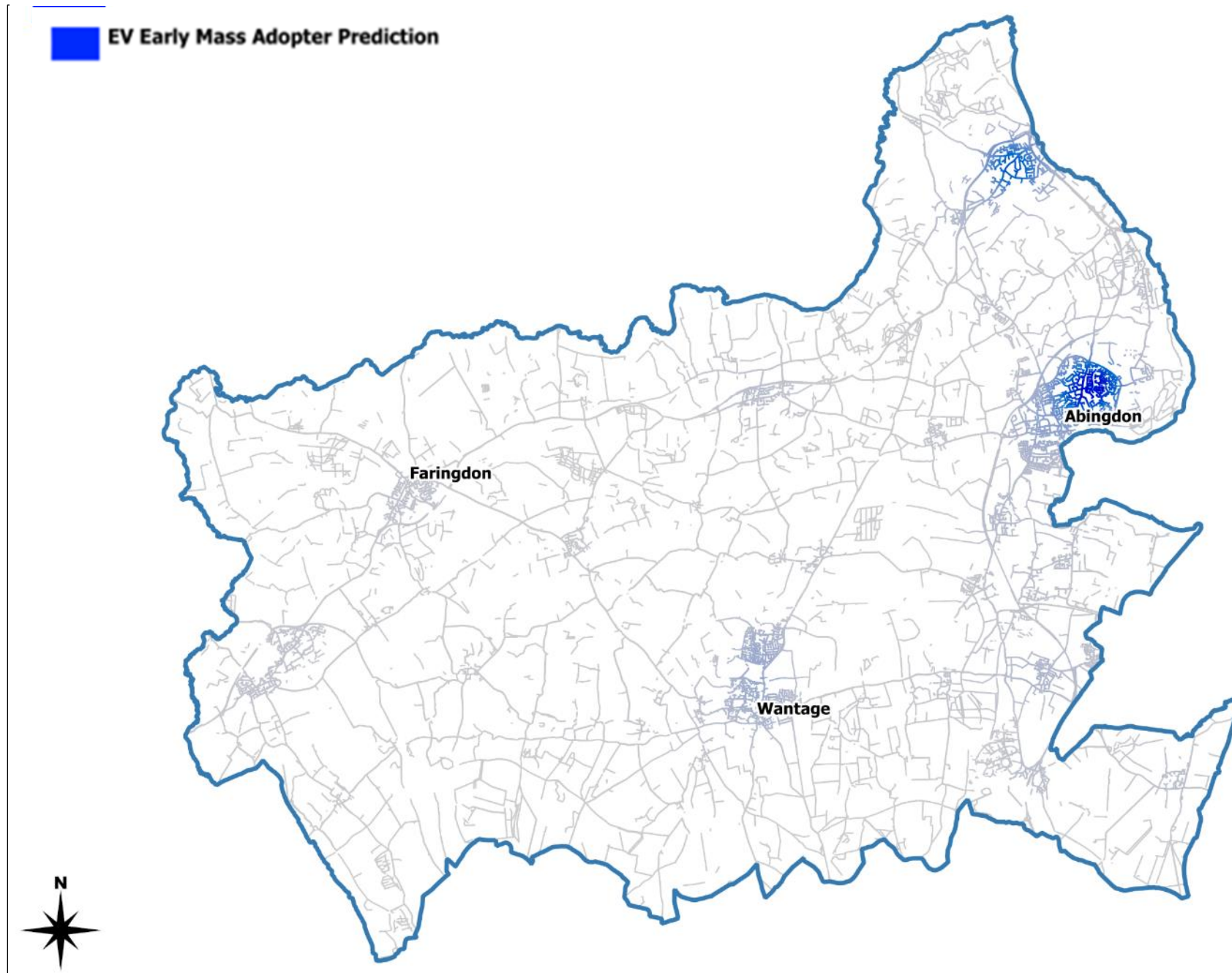
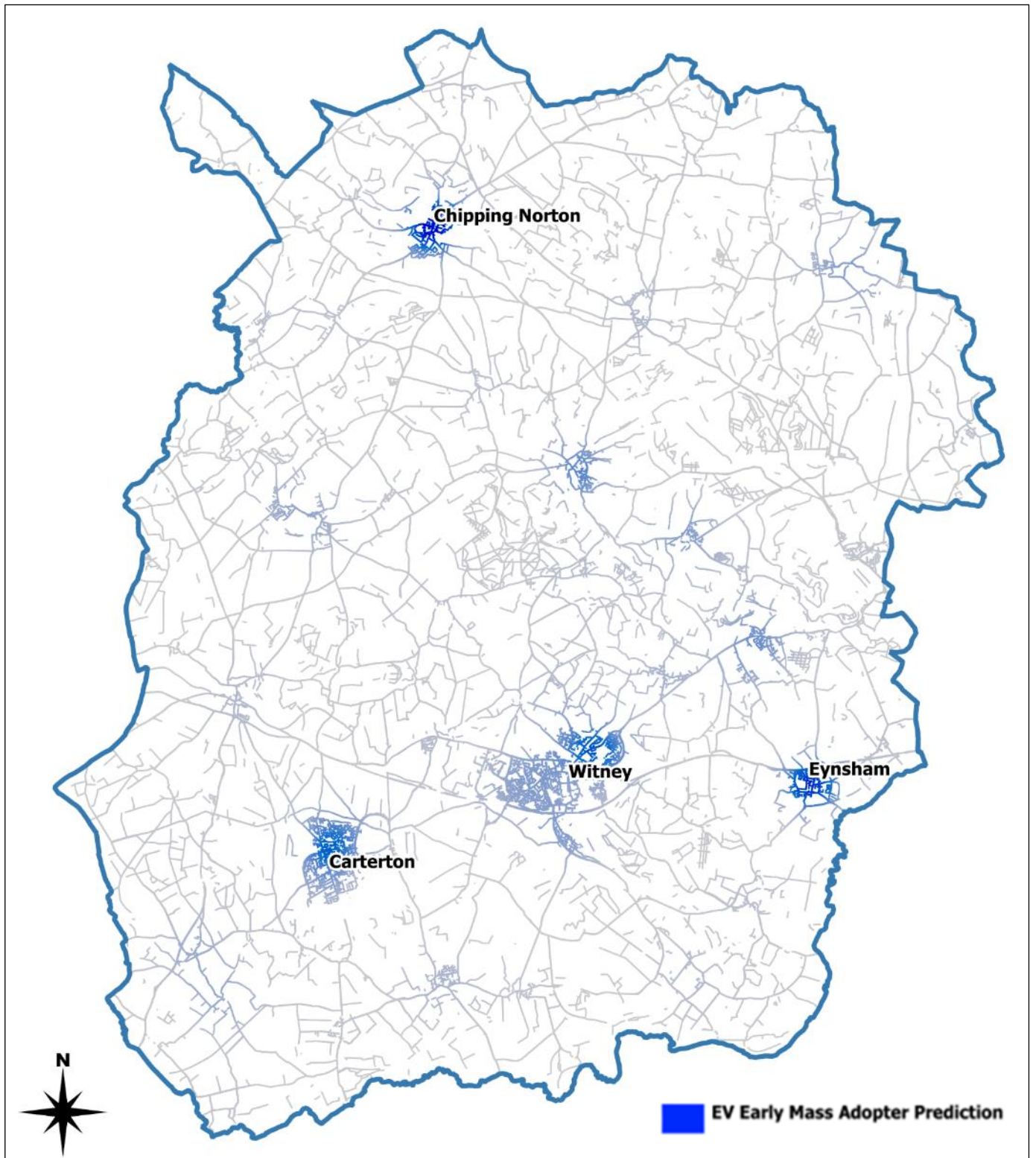


Figure 24 - West Oxfordshire hotspots for predicted early mass EV adoption. Sources: Energeo 2020, ACORN 2020, DfT 2020. Higher colour intensity indicates higher density of occurrence.



### 16.3. Co-occurrence of low driveway probability households with early mass adoption

Figure 25 to Figure 30 illustrate the co-occurrence of hotspots for low driveway probability households and early mass adoption predictions of EVs in Oxfordshire. Where the two types of hotspot overlap the colour purple in the figures indicates areas for early action to support potential EV drivers without access to home charging.

**Figure 25 - Oxfordshire hotspots for predicted early mass EV adoption & low driveway probability. Sources: Energeo 2020, EMU 2018, ACORN 2020, DfT 2020. Higher colour intensity indicates higher density of occurrence.**

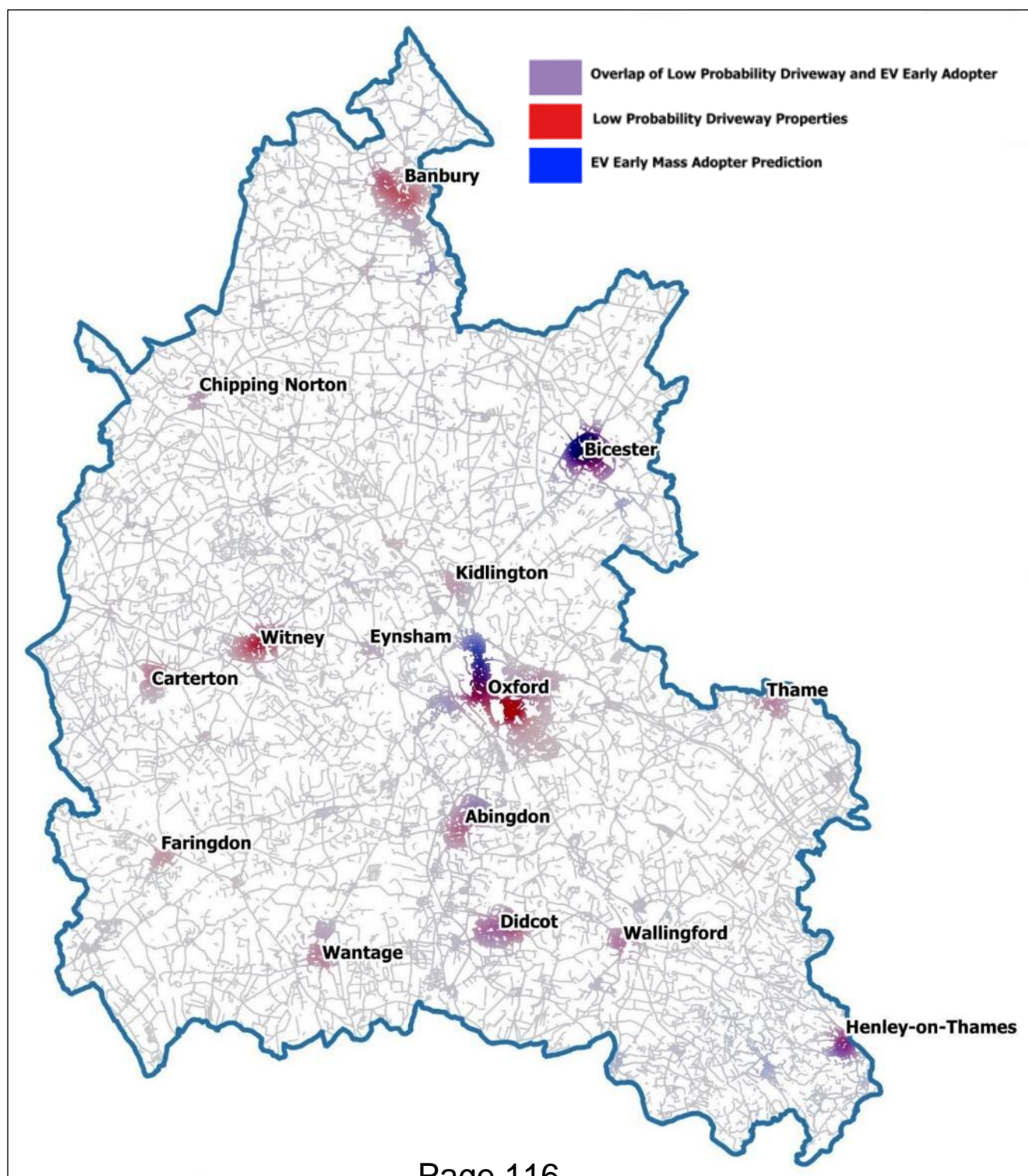


Figure 26 - Cherwell hotspots for predicted early mass EV adoption & low driveway probability. Sources: Energeo 2020, EMU 2018, ACORN 2020, DfT 2020. Higher colour intensity indicates higher density of occurrence.

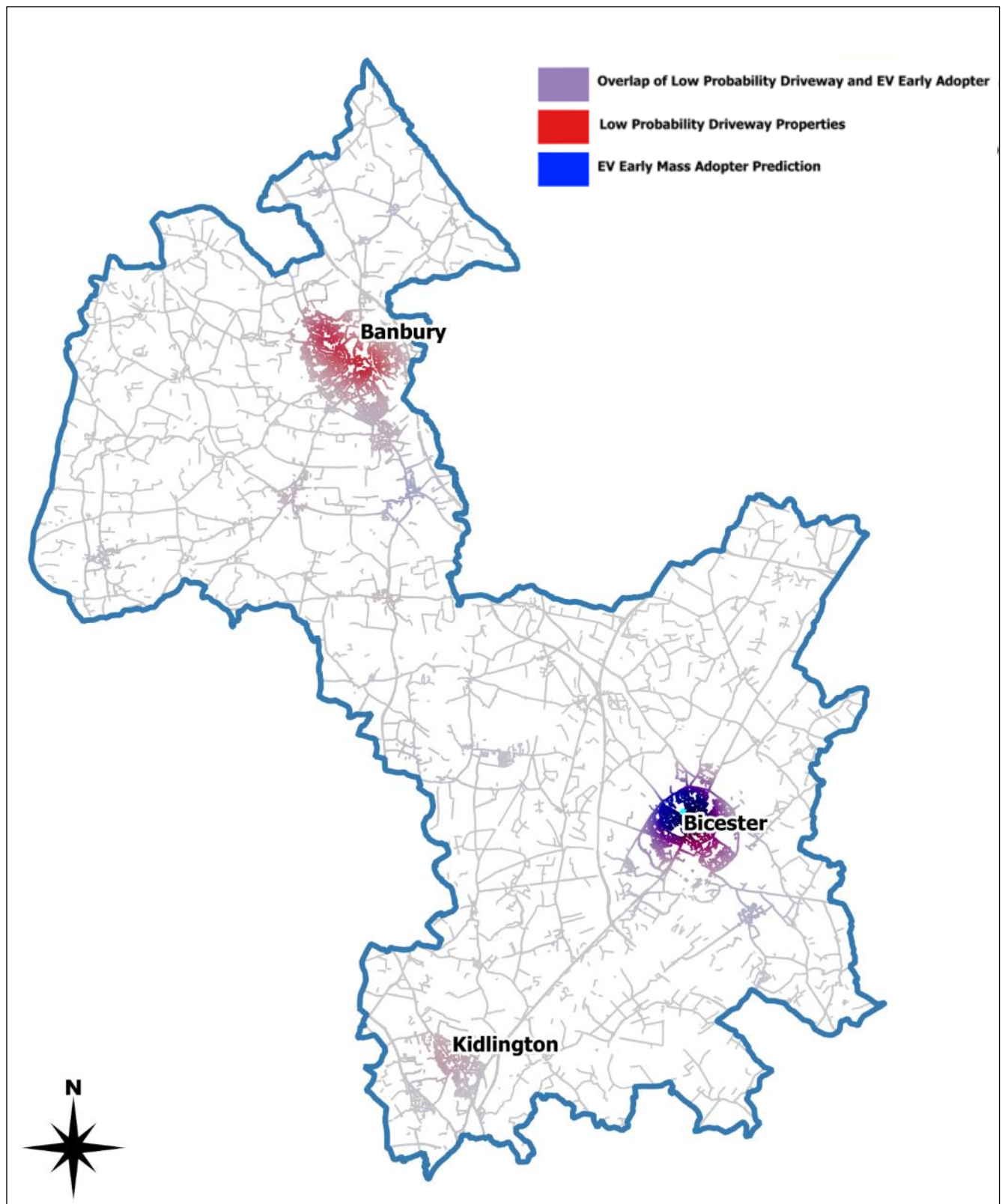


Figure 27 – Oxford hotspots for predicted early mass EV adoption & low driveway probability. Sources: Energeo 2020, EMU 2018, ACORN 2020, DfT 2020. Higher colour intensity indicates higher density of occurrence.

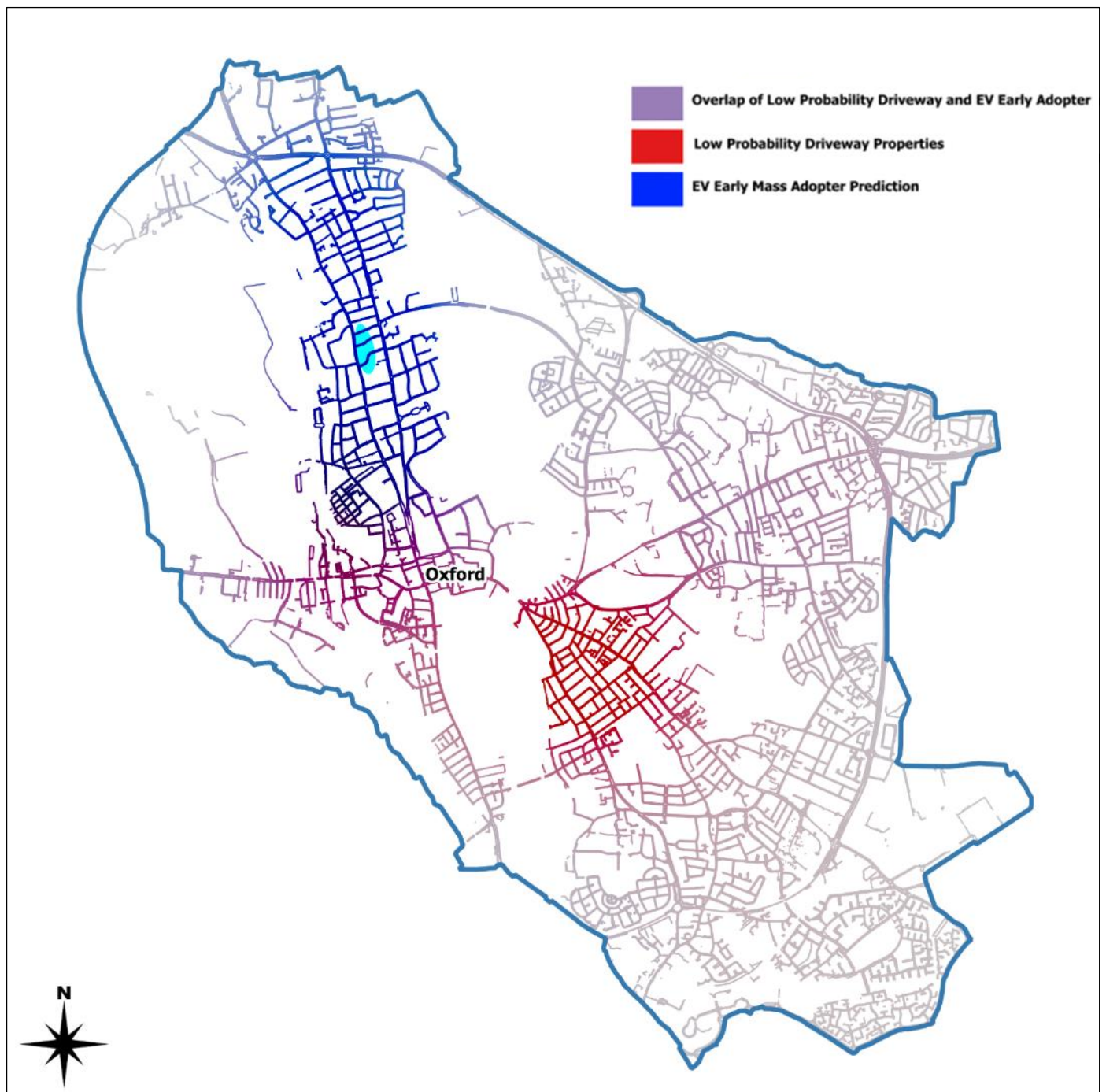


Figure 28 - South Oxfordshire hotspots for predicted early mass EV adoption & low driveway probability. Sources: Energeo 2020, EMU 2018, ACORN 2020, DfT 2020. Higher colour intensity indicates higher density of occurrence.

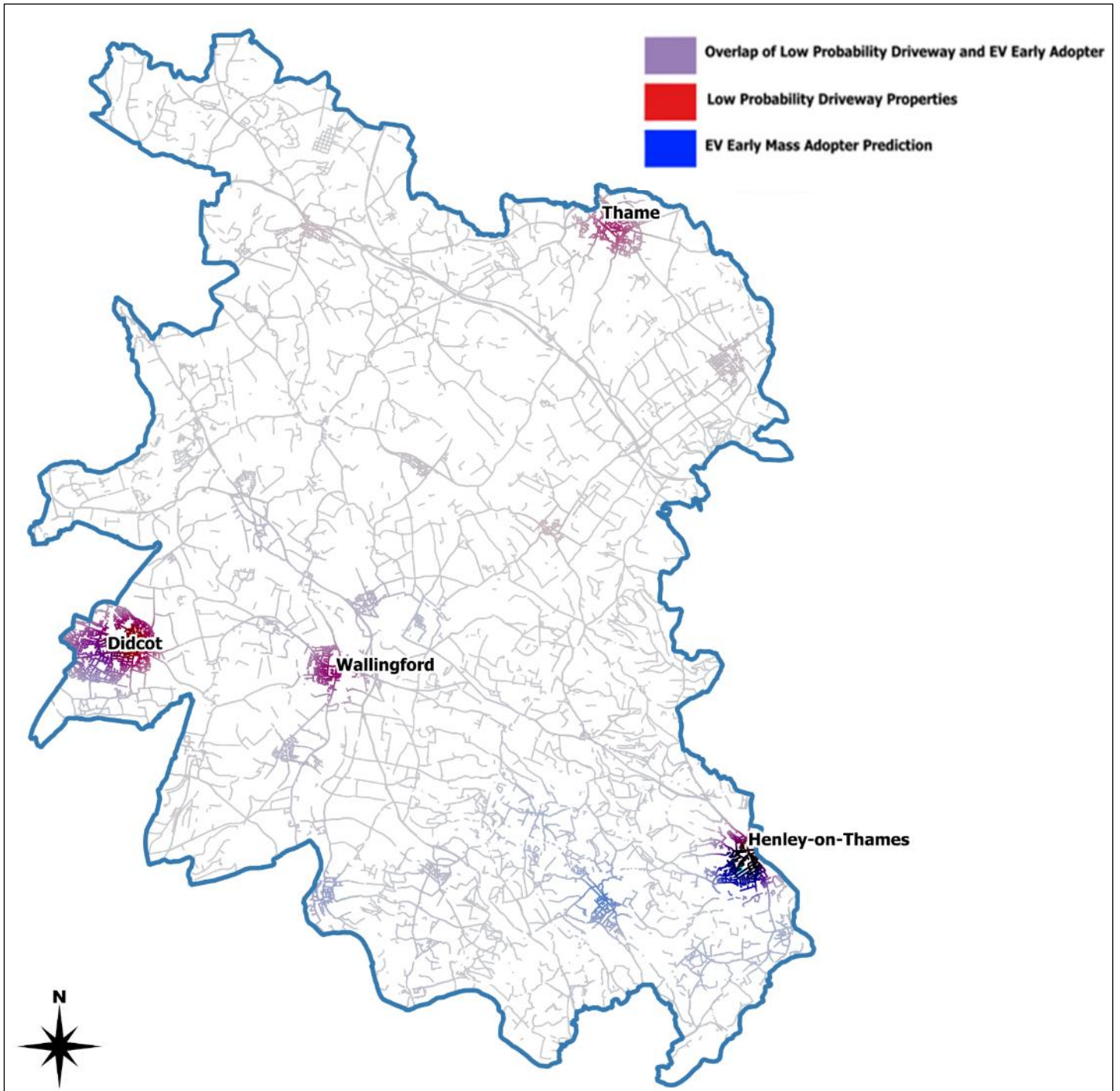


Figure 29 - Vale of White Horse hotspots for predicted early mass EV adoption & low driveway probability. Sources: Energeo 2020, EMU 2018, ACORN 2020, DfT 2020. Higher colour intensity indicates higher density of occurrence.

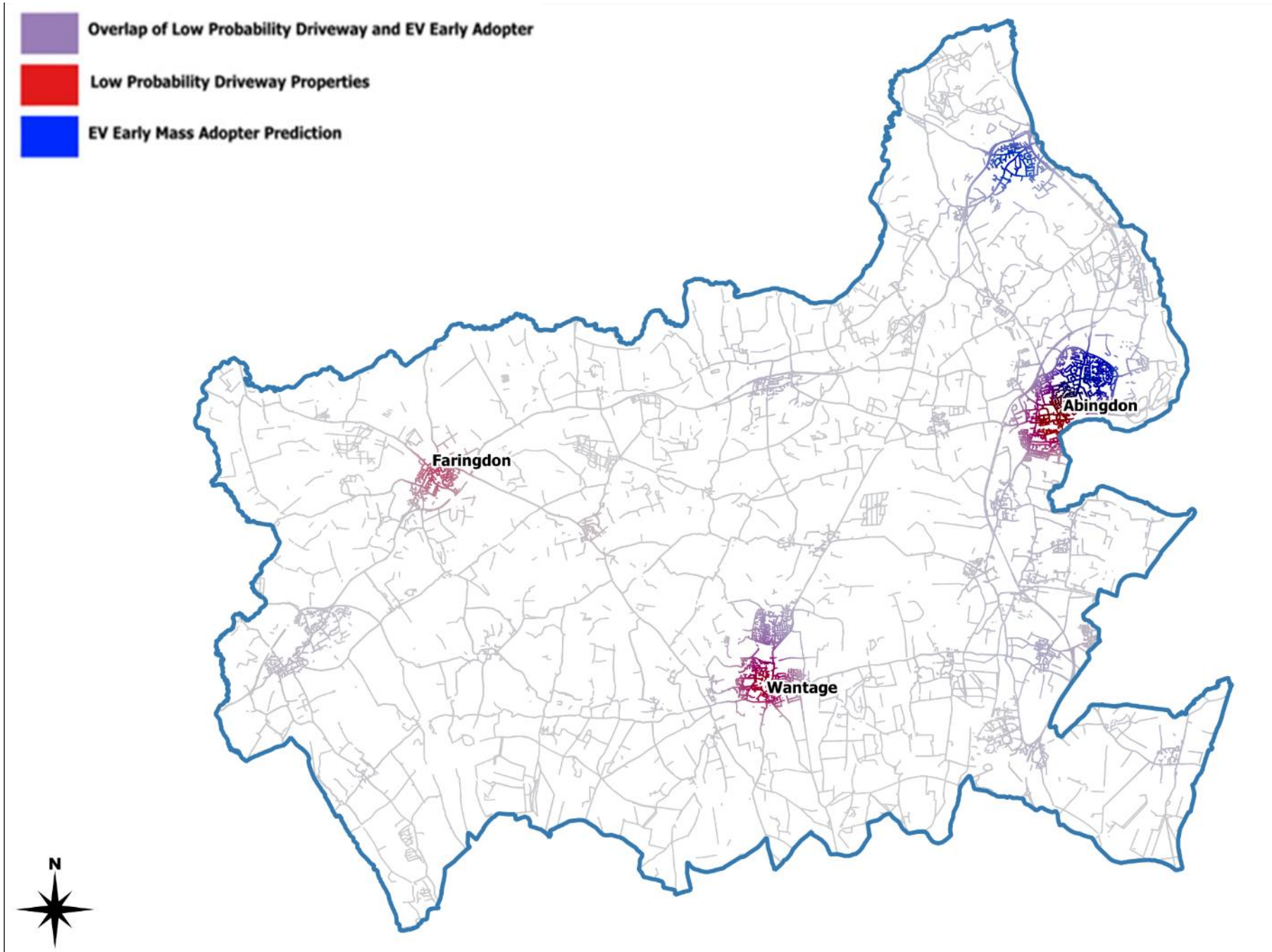
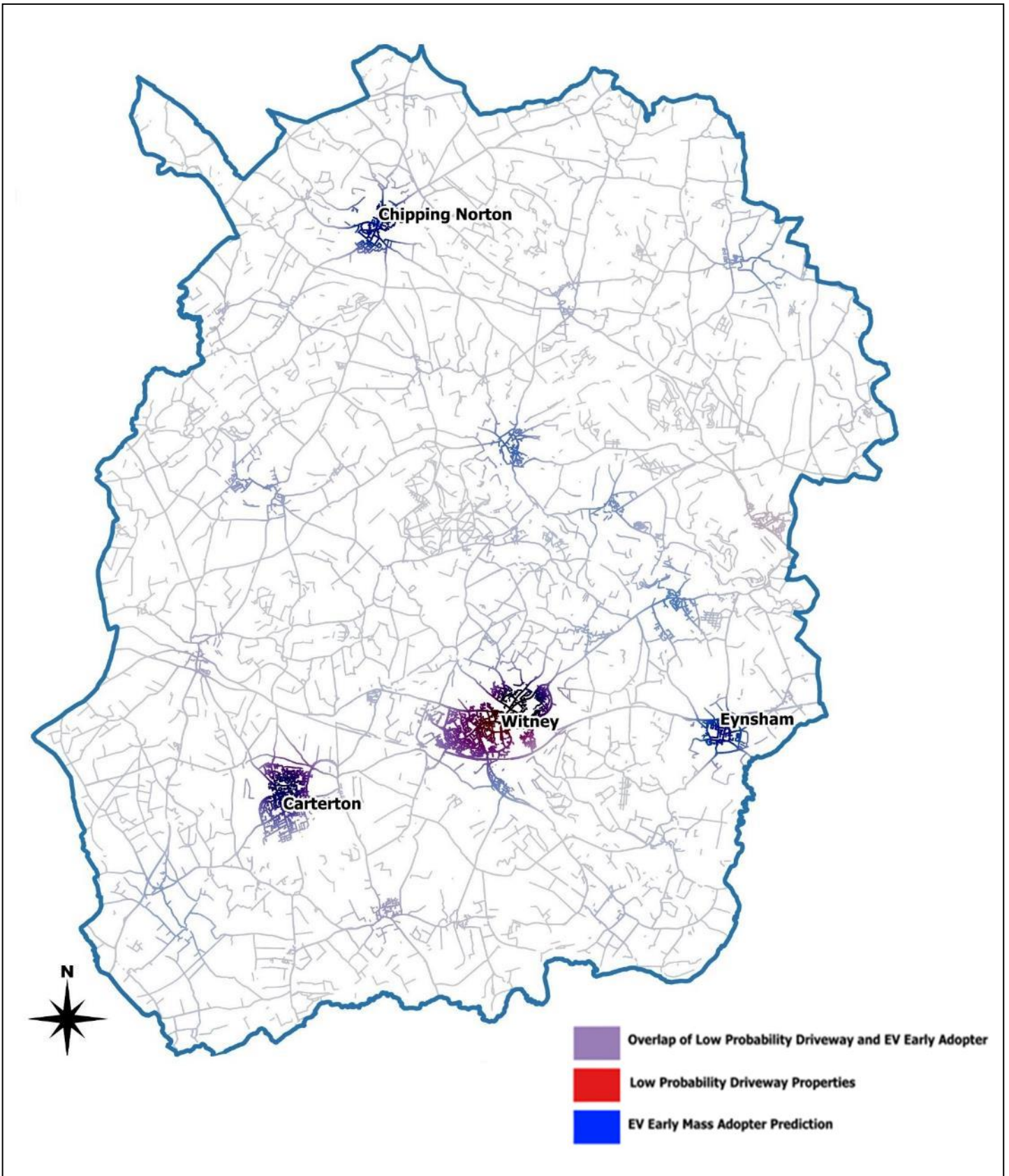




Figure 30 - West Oxfordshire hotspots for predicted early mass EV adoption & low driveway probability. Sources: Energeo 2020, EMU 2018, ACORN 2020, DfT 2020. Higher colour intensity indicates higher density of occurrence.



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## **Cherwell District Council**

### **Executive**

**6 April 2021**

### **Consideration of the Oxford to Cambridge ARC Principles**

### **Report of Assistant Director Environment Services and SRO for Growth Deal in Cherwell**

This report is public.

### **Purpose of report**

The purpose of this report is to update the Executive on the proposal to develop an Environmental Advisory Group of the Oxfordshire Growth Board

### **1.0 Recommendations**

The meeting is recommended:

- 1.1 To recognise the opportunity for partnership activity for climate action
- 1.2 To support the establishment of an Environmental Advisory Group of the Oxfordshire Growth Board
- 1.3 To endorse the shared principles for protecting, restoring and enhancing the environment in the Oxford to Cambridge Arc
- 1.4 To note the progress concerning the development of a Local Nature Partnership for Oxfordshire

### **2.0 Introduction**

- 2.1 This Council has a good track record of partnership working and is well placed to support the proposed Environment Advisory Group of the Oxfordshire Growth Board. Some examples of current partnership activity across three themes of climate action, action for net zero carbon emissions, resilience to climate change and renewal of the environment including biodiversity net gain.
- 2.2 This Council supports the Oxfordshire Growth Board principles for 'good growth' as set out in the draft Oxfordshire Strategic Vision.
- 2.3 This Council declared a Climate Emergency in 2019 and launched a Climate Action Framework in Autumn 2020 with a target of achieving net zero by 2030. Besides

achieving net zero from our own operations this Council has committed to work in partnership with a range of key stakeholders to get to net zero across the district. Hence the Council working in partnership with the Oxford to Cambridge Arc will support the overall goal of net zero.

- 2.4 There are a number of drivers coming together to strengthen the potential for an Environmental Advisory Group for Oxfordshire. These include:
- a) Legislative drivers from central government, such as the DEFRA 25 Year Environment Plan, which sets out a comprehensive approach to protect, restore and enhance landscapes and habitats, and create new nature areas and natural capital assets through a policy of net environmental gain.
  - b) The collective ambition of local authority Leaders to take partnership action for climate change, including organisational commitments towards the net zero ambition for this Council.
  - c) The recent announcement for an Oxford to Cambridge Arc spatial plan and the proposal of environmental principles to underpin delivery of their environment working group
- 2.5 This Council adopted a Climate Action Framework last autumn which recognises the need to review and develop our partnerships including strengthening support to key partners. Now six months into the Climate Action programme it is timely to consider the proposal of an Oxfordshire Environment Advisory Group of the Growth Board and how that might add value to this Council's leadership role on climate action.

### 3.0 Report Details

- 3.1 This Council declared a Climate Emergency in July 2019 and working with our partners launched a Climate Action Framework in October 2020. The target of the framework is to achieve net zero from our own operations by 2030. In addition, the framework commits the Council to work with range of stakeholders to achieve net zero in the wider district.
- a) Oxfordshire Strategic Vision
  - b) Local Nature Partnership for Oxfordshire
  - c) Oxfordshire-Cambridgeshire ARC
  - d) The ARC Environment Principles
- 3.2 The **Oxfordshire Strategic Vision** is due to be agreed by the Oxfordshire Growth Board on 22 March 2021. The vision has been developed through the collective ambitions of local authorities, the Local Enterprise Partnership and other key stakeholders across the County, it has been shaped through extensive public consultation and engagement. The draft Oxfordshire Strategic Vision provides a bold over-arching framework to deliver real and lasting change for sustainable development, integrated environmental, social and economic wellbeing across all of our communities.

- 3.3 Central to the draft vision is the concept of “good growth”, i.e. economic growth that will:
- a) Enhance the historic and natural environment
  - b) Support a diverse high value economy
  - c) Be high quality and resilient to change
  - d) Be sustainable, clean & green
  - e) Embrace innovation & technology
  - f) Be healthy & inclusive.
- 3.4 The draft Strategic Vision contains nine key outcomes, two of which relate directly to the environment and climate action, set out as follows
- a) We will be the first generation to leave Oxfordshire’s natural environment in a better state than when we found it. The natural environment will be more biodiverse, support social, economic and ecological resilience and have the capacity to adapt to change.
  - b) Oxfordshire will already be carbon neutral and will be moving towards a carbon negative future, removing more carbon than it emits each year. Energy production will be sustainable.
- 3.5 The Growth Board has previously indicated support for establishing a separate **Local Nature Partnership for Oxfordshire** to guide work on nature recovery in Oxfordshire and link in with wider regional discussions concerning the natural environment. Oxfordshire is one of the few areas nationally not to have an LNP, and the only area within the Oxford to Cambridge Arc.
- 3.6 Local Nature Partnerships (LNPs) provide a joined up and strategic forum to help manage the natural environment in an integrated way to produce multiple benefits for local people, the economy and the environment. They are designed to promote a more formalised, systematic and collaborative approach to the management and enhancement of the natural environment and encompass a broad range of local organisations and people who are committed to this aim.
- 3.7 The **Oxford-Cambridge ARC** (the Arc) is a globally significant area between Oxford, Milton Keynes and Cambridge. It is formed of five ceremonial counties: Oxfordshire, Bedfordshire, Buckinghamshire, Northamptonshire and Cambridgeshire.
- 3.8 Central government (MHCLG) has recently announced an intention to develop a Spatial Framework for the Arc, a long-term strategic plan to help co-ordinate new developments in the area together with the required strategic infrastructure, including green infrastructure. A key objective of the Spatial Framework will be to ensure the environment is protected and enhanced.
- 3.9 In October 2020 an economic prospectus for the Arc was published jointly by local authorities and the Local Enterprise Partnerships within the Arc. It outlines the following vision:

*“By 2050, the Arc will be a world leading place for high-value growth, innovation and productivity. A global hub where ideas and companies are generated and*

*thrive, home to exemplary models of 21st century development, with a high-quality environment and outstanding quality of life, and with a strong economic focus that drives inclusive clean growth.”*

- 3.10 The **ARC Environment Principles** supporting this vision align with the government’s 25 Year Environment Plan and the commitment in the joint declaration to embody the 25-year plans goals and ambitions. The principles, set out in Appendix 2 are intended to inform and become an integral part of developing plans and statements in relation to the Arc, including Local Plans, local authority activities, plans, projects and programmes for all statutory bodies operating in the Arc.
- 3.11 The regional principles have been written and agreed by the Arc’s local partners and stakeholders. They are informed by Government policy. The principles address how the Arc will tackle some of the biggest challenges of our time: achieving net zero carbon, climate resilience, biodiversity net gain, environmental net gain, doubling the area of land actively managed for nature, restoring, protecting and enhancing the natural environment and ensuring renewable natural capital (resources derived from living things that if properly managed can be replenished) remains available for future generations. To endorse these principles would strengthen the commitment of this Council to climate action, to achieving net zero carbon emissions, resilience to the impacts of climate change and renewal of the natural environment, including biodiversity net gain and natural capital.

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

- 4.1 This Council has a commitment to deliver the Climate Action Framework, agreed at Executive in October 2020 and to work in partnership with other stakeholders to achieve a net zero ambition across the district. This activity can be grouped under three pillars for climate action:
- Net zero carbon – targets for our own operations and the wider district we need to work in partnership
  - Resilience – both in terms of responding to the impacts of climate change arising from extreme weather events and ensuring resilience in energy efficiency and security of supply
  - Renewal – renewing the natural capital and environmental assets for ‘good growth’ ensuring outcomes for environmental wellbeing are integrated into all decisions for social and economic wellbeing
- 4.2 This Council is working in partnership with many stakeholders across a range of Sectors. Participation by this Council in the Oxfordshire Environment Advisory Group would strengthen the role of this Council across all partnership networks and align our commitment for environmental renewal, zero carbon and resilience to the impacts of climate change with the environmental principles underpinning growth across the Oxford to Cambridge Arc.



## **5.0 Consultation**

Officers are fully engaged with Oxfordshire system-wide working via the ARC, Growth Board, Executive Officer Group the Growth Deal and through other means and this work is part of an overall process to ensure that the environment and climate change is at the heart of current and future thinking and strategies.

## **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 adopt the proposed recommendations.

Option 2: To reject the proposed recommendations and ask officers to reconsider

## **7.0 Implications**

### **7.1 Financial and Resource Implications**

There are no direct financial implications in relation to this report.

Comments checked by:

Karen Dickson, Strategic Business Partner; Telephone: 01295 221900;

Email: karen.dickson@cherwell-dc.gov.uk

### **7.2 Legal Implications**

There are no legal implications.

Comments checked by:

Richard Hawtin, Team Leader: Non-contentious; Telephone: 01295 221695;

Email: richard.hawtin@cherwell-dc.gov.uk

### **7.3 Risk Implications**

There are no specific risks to the Council from this report.

Comments checked by:

Louise Tustian, Head of Insight and Corporate Programmes; Telephone: 01295 221786; Email: louise.tustian@cherwell-dc.gov.uk

### **7.4 Equalities & Climate Implications**

The Council is committed to Climate Action and achieving net zero by 2030 on its own operations and support and leading the wider community to net zero. Having the Oxford to Cambridge Arc operating to high environmental standards will help achieve the overall goals of the Council. There are no direct equalities issues

associated with this report other than the overall equalities issues with the overall climate change agenda.

Comments checked by Emily Schofield, Localities and Partnership Team Leader;  
Email: Emily.schofield@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**

An enterprising economy with strong & vibrant local centres

### **Lead Councillor**

Councillor Dan Sames, Lead Member for Clean & Green.

## **9.0 Document Information**

### **Appendix number and title**

- Appendix 1: Environment Advisory Group Terms of Reference

### **Background papers**

None

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

Ed Potter Assistant Director Environmental Services; Telephone: 0300 003 0105;  
Email: ed.potter@cherwell-dc.gov.uk

Robert Jolley Assistant Director Growth and Economy; Telephone: 0300 003 0107;  
Email: robert.jolley@cherwell-dc.gov.uk

**Oxfordshire Growth Board Environment Advisory Group  
Terms of Reference**

**1. Purpose and Objectives**

- 1.1 The purpose of the Environment Advisory Group is to act in an advisory and consultative capacity to the Growth Board and provide strategic oversight in the development and delivery of key projects and programmes within its remit.
- 1.2 The Advisory Group will work on the principle of consensus in advising the Growth Board, whilst at the same time each member will act as the individual lead and conduit, both to and from the authority they represent.
- 1.3 The Advisory Group will operate within the remit set by the Growth Board. Their role is to:
  - 1.3.1 Broaden engagement and involvement of the constituent councils in key areas of the Growth Board's work and ownership of each constituent council's part in delivery of Growth Board programmes.
  - 1.3.2 Provide strategic oversight in the development and delivery of the Oxfordshire Housing and Growth Deal programmes and wider Growth Board programmes
  - 1.3.3 Provide a councillor forum in which to examine and discuss relevant issues in more detail.
  - 1.3.4 Inform development of the Growth Board's work and of opportunities for new areas of work to progress the Growth Board objectives
  - 1.3.5 To develop areas for joint work across the Growth Board partnership to address key growth challenges and inform policy development.
- 1.4 As an advisory body, the Group does not have decision making powers but will advise and make recommendations to the Growth Board on the areas outlined above.

**2. Membership and appointments**

- 2.1 The Advisory Group will comprise of at least one executive member from each of the partner authorities which has relevant responsibilities, plus a chair appointed by the Growth Board. The partner authorities are as follows:
  - Cherwell District Council
  - Oxfordshire County Council
  - Oxford City Council
  - South Oxfordshire District Council
  - Vale of White Horse District Council
  - West Oxfordshire District Council
- 2.2 The Chair of the Advisory Group will be drawn from the voting membership of the Growth Board.

- 2.3 Each partner authority shall appoint one executive substitute member for each Advisory Group, who can substitute for their member as required. The substitute member shall have the same rights as the member for whom the substitution is made.
- 2.4 Co-opted non-voting members may be appointed for specific items or a period of up to a year by the Advisory Groups with the agreement of the voting membership of the Growth Board.
- 2.5 Where the Chair is unable to attend a meeting, but still wishes for it to progress, the Advisory Group may elect a Chair for that meeting only.

### **3. Role of the Chair**

- 3.1 The Chair must act in an independent and facilitative capacity to organise the Advisory Group's activities in support of the objectives of the Growth Board. At all times, the Chair must use their discretion to act in the interests of Oxfordshire and the Growth Board, and not of their own political group or local authority area.
- 3.2 The Chair will manage meetings in accordance with the Advisory Group's terms of reference and provide leadership and direction to the Advisory Group in an open and transparent manner.
- 3.3 The Chair will report directly into the Growth Board on the work of their Advisory Group as agreed. In reporting to the Growth Board, the Chair will present the views of their Advisory Group, and not necessarily their own views.
- 3.4 The Advisory Group is not a decision-making body, and the Chair should aim to reach a consensus on matters under discussion. Where a consensus cannot be reached, the Chair shall present the split views of the Advisory Group to the Growth Board.
- 3.5 The Advisory Group should be mindful of the work of the Growth Board Scrutiny Panel and any other Advisory Groups to avoid any duplication of work. The Advisory Group should also be mindful of any work it may require of officers, and the impact this may have on existing priorities.

### **4 Role of Members**

- 4.1 In addition to contributing to the overall role of the Advisory Group, members will be a proactive conduit between the work of the Advisory Group and their respective council. This might include, for example, providing regular updates to their own council on the work of the Advisory Group.

### **5 Meeting Arrangements**

- 5.1 The Advisory Group will meet in accordance with a schedule of meetings that satisfies the requirements of the relevant programmes of work. The notes of a meeting will be drafted and included in the agenda for the next available Growth Board meeting.

- 5.2 Meetings may be rearranged, cancelled or additional meetings scheduled with the agreement of the Chair of the Advisory Group.
- 5.3 The quorum for a meeting shall be three members. Non-attendance of partner authorities shall not affect the legitimacy of an Advisory Group's conclusions. However, where the effect of a particular consideration would give rise to contractual or financial implications for a partner authority that is not in attendance, or if their views cannot be obtained, then this fact will be reported to the Growth Board.

### **6 Access to information**

- 6.1 It is expected that the Advisory Group will have the right to see the same information as that of the Growth Board when advising on any given issue, in order that an informed view can be made.
- 6.2 The Advisory Group will meet in private and the meetings will not be subject to the provisions of s100 of the Local Government Act (LGA) 1972 as amended by The Local Government (Access to Information) Act 1985. However, the conclusions of the Advisory Group shall be conveyed in public to the Growth Board at each of its meetings, except in circumstances where the matter under consideration contains exempt or confidential information, as set out in the Local Government Act 1972 (as amended).
- 6.3 The Advisory Group's agendas and associated written reports will be circulated to the members of the Advisory Group, and the designated officer of the respective partner authorities, at least three clear working days before the meeting. Non-adherence to this principal however will not invalidate a meeting.
- 6.4 The work of the Advisory Group will not be subject to scrutiny by the Joint Scrutiny Panel, although their notes will be available to Scrutiny to comment on as published reports to the Growth Board.

### **7 Work Plan**

- 7.1 The Advisory Group will establish a forward Work Plan of matters to consider, which will be reviewed at each meeting. The development and management of the Work Plan will be led by the Chair, having regard to the requirements of the Growth Board, the advice of the Housing and Growth Deal Programme Board and Executive Officer Group, and the wishes of the Advisory Group.
- 7.2 The Work Plan will set out the matters to be considered, and the date at which they are to be considered. The Advisory Group will have a specific role in:
- a) Horizon scanning, seeking to identifying opportunities for collaboration on joint projects and programmes which support the delivery of the Board's Vision, and specifically its environmental ambitions.
  - b) Providing advice concerning the delivery of the Oxfordshire Housing and Growth Deal.
  - c) Acting as a sounding board in the development of Executive Officer Group proposals for the Growth Board

- d) Providing advice to the Growth Board concerning forthcoming issues, acting in support of the objectives of the Growth Board, and considering any additional matters that the Growth Board requires of them.

## **8 General principles**

- 8.1 Each partner authority agrees to support the purposes of the Group by ensuring that in their own decision making, they collaborate and cooperate with one another in an open and accountable manner in the interests of the whole of Oxfordshire, whilst acting in good faith.
- 8.2 The joint management of the Advisory Groups will be conducted in such a way that no authority's capacity to deliver day to day services is disadvantaged more so than another through their commitment to the Advisory Groups.
- 8.3 The normal rules as to declarations of interest will be applied to local authority members in accordance with the respective Council's Code of Conduct.
- 8.4 The Growth Board may amend these Terms of Reference or discontinue the work of the Advisory Group at any time.

## **Cherwell District Council**

### **Executive**

**6 April 2021**

### **Strategic Vision for Oxfordshire**

### **Report of Assistant Director – Growth and Economy**

This report is public

#### **Purpose of report**

This report introduces a final version of the Strategic Vision for Oxfordshire (hereafter referred to as “the Vision”). A copy of the final version of the Vision is attached as Appendix 1.

This report updates the Executive on the consultation process, the response to the consultation and briefly summarises the main changes to the Vision, with the detail provided in Appendix 3. Appendix 2 is the report that was considered by Growth Board on 22 March 2021.

#### **1.0 Recommendations**

The meeting is recommended to:

- 1.1 Agree the Strategic Vision for Oxfordshire.
- 1.2 Ask that officers delegate responsibility to the Assistant Director – Growth and Economy to consider how to embed the Vision’s aspirations for Oxfordshire in future plans and strategies of the Council.

#### **2.0 Introduction**

- 2.1 Members will recall a report detailing the Oxfordshire Growth Board’s (hereafter referred to as “the Growth Board”) ambition to develop a Strategic Vision for Oxfordshire was presented to the Executive meeting in December 2020. The Draft Vision was considered and supported by the Executive at its meeting on 7<sup>th</sup> December 2020, following consideration of it by the Council’s Overview Scrutiny’s Committee on 1<sup>st</sup> December 2020. The Council’s response to the consultation was submitted on 3<sup>rd</sup> January 2021 confirming Cherwell District Council’s support of the version endorsed by the Growth Board for consultation.
- 2.2 The previous Executive report detailed the background behind the decision to develop the Vision and advised that whilst the genesis of the Vision was the need to

develop an overarching framework for the Oxfordshire Plan 2050, the wish was for the Vision to have a wider remit and serve as an overarching Vision ‘umbrella’ under which both the Board and partners could develop the future plans and strategies for their communities that articulated and planned for the future of Oxfordshire.

### **3.0 Report Details**

#### **Consultation on the Vision**

- 3.1 The Vision approved by the Growth Board in autumn 2020 was for consultation and engagement, both with key Growth Board partners and the wider general public. Accordingly, a comprehensive consultation and engagement process was undertaken during November and December 2020. As mentioned in paragraph 2.1 above, the Vision was considered by both the CDC Overview and Scrutiny and Executive during December 2020.
- 3.2 The results of the consultation were positive, especially as it was held during the COVID-19 pandemic limiting engagement options to online and specific meetings. The report attached at Appendix 2 and consultation summary at Appendix 3 provides detail on the consultation responses. Of particular note is the innovative work done by Oxfordshire Plan 2050 officers to engage with young people through the use of social media and college based workshops. This was a consequence of the stated wish of the Growth Board that the Vision should be influenced by younger age groups for whom it will have the greatest impact for a longer period of time.
- 3.3 Overall, the results of the consultation proved to be largely supportive of the draft Vision. Of the comments received most were constructive and positive. There was broad support for the range of ambitions highlighted in the Vision. Inevitably, perhaps, in a document that is attempting such a wide reach, there were respondents who felt that their interests, whilst included, did not have the weight or profile that they should, whilst others commented that the document needed to be more Oxfordshire specific.
- 3.4 The Vision has been amended following the consultation exercise and taking into account the points consultees made. Growth Board officers have reflected upon the responses and, without changing the overall balance of the document, have offered additional phraseology to highlight the importance of, for example, the need to address inequalities and the role of Oxfordshire and its place as a national and international centre of excellence. Issues such as the need for inclusive growth have also been strengthened in the revised text. Various changes, to make the document more Oxfordshire specific, have been included, such as references to the County’s rural landscape, countryside and the importance of the rural economy. Finally, the Growth Board proposed that alongside the public consultation, officers would commission consultants to reflect upon the draft Vision and offer informal sustainability advice, specifically whether the draft Vision was consistent, both within the document and when compared to the Oxfordshire Plan 2050, and whether there were any gaps in the sustainability issues identified. This commission was completed, and all relevant comments incorporated in the attached final version of the Vision.



### **Timescales for the Vision**

- 3.5 The timing of the Vision's agreement, both by the Growth Board and partners, is of great importance. This is because the Vision has an important role to play in shaping the first phase of the Oxfordshire Plan 2050 as it heads towards consultation in the summer. To play this role, endorsement by the Growth Board is required ahead of pre-election purdah and subsequent agreement by all partners needs to be in place before the consultation begins in the summer.

### **Next steps for the Vision**

- 3.6 Upon agreement of the Vision by the Growth Board and partners, attention will turn to the development of a communications plan by relevant officers drawn from across the Growth Board organisations to launch the Vision.
- 3.7 The Growth Board will then need to consider how to embed the Vision in plans and strategies beyond the Oxfordshire Plan 2050, both within the Growth Board and wider stakeholders. There are two proposals:
- 3.7.1 *Proposal One* - that the Vision becomes a reference point for all future plans and strategies and all reports to the Growth Board will be expected to formally set out in summary form how recommendations will support the ambitions of the Vision.
- 3.7.2 *Proposal Two* - For local authority and other Board partners - that they individually agree the Vision, thereby giving it the profile required within their respective organisations and then consider how to embed the Vision in their plans and strategies.
- 3.8 A third action will then be consideration of how the Board will measure progress against the ambitions of the Vision. Growth Board officers intend to develop a business case for this next phase of the project over the summer of 2021. This will include agreement of how success is measured; appropriate reporting of measures and when it would be appropriate to review and update the Vision (something that was supported in the engagement process).

## **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 the Growth Board wants to achieve in Oxfordshire.
- 4.2 Following the consultation exercise, both officers and members who have reflected upon the consultation and revised the Vision believe that the Vision has improved because of the consultation. The document now has a bolder more ambitious narrative that articulates in a balanced way the collective ambitions for what Oxfordshire should be in 2050, both societally, economically and as a place to live work and to thrive.
- 4.3 The Growth Board endorsed the revised Vision at its meeting on 22 March and asked that each partner consider agreeing to the Vision. Accordingly, the Executive is requested to consider and agree the Vision as attached at Appendix 1 to this report.

## 5.0 Consultation

A programme of public and stakeholder engagement ran from 16 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 Strategic Vision is a unique opportunity to agree the strategic direction of the District and the Council has been engaged in the Vision. By not agreeing 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 Vision will be covered within existing budget and resource allocations. No additional financial commitments are required as part of this report.

Comments checked by:

Michael Furness, Assistant Director - Finance 01295 221845

[michael.furness@cherwell-dc.gov.uk](mailto:michael.furness@cherwell-dc.gov.uk)

### Legal Implications

- 7.2 The Vision has a clearly defined non-statutory status. It is understood that the Growth Board officers may seek legal advice, 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:

Christopher Mace, Solicitor 01295 221808 [christopher.mace@cherwell-dc.gov.uk](mailto:christopher.mace@cherwell-dc.gov.uk)

### Risk Implications

- 7.3 There is a risk that by not engaging in the Vision, the Council's views and comments will 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:

Louise Tustian, Head of Insight and Corporate Programmes 01295 221786

[louise.tustian@cherwell-dc.gov.uk](mailto:louise.tustian@cherwell-dc.gov.uk)

## **Equality and Diversity**

- 7.4 The public consultation was designed to reach out to a wide and diverse audience in a positive way that involves communities in determining the future of their area. Given the long-term nature of the Strategic Vision, specific attempts were made to engage with young people within the county. Gathering the views from a diverse range of stakeholders and the wider community will better inform the approach to inclusive growth.
- 7.5 The overall Vision contains guiding principles which aim to create the conditions for inclusive growth and reduce inequalities which should result in a positive impact on equality diversity.

Comments checked by:

Emily Schofield, Acting Head of Strategy, [emily.schofield@cherwell-dc.gov.uk](mailto:emily.schofield@cherwell-dc.gov.uk)

## **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**

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 Final Strategic Vision for Oxfordshire
- Appendix 2 Oxfordshire Growth Board report
- Appendix 3 Oxfordshire Strategic Vision – Summary of Consultation Responses

### **Background papers**

None

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# Oxfordshire's Strategic Vision for Long-Term Sustainable Development

## Our Vision for Oxfordshire

Oxfordshire is a unique location: what we do here matters, not just for the benefit of our residents and communities, but also for the wellbeing of the UK and communities across the globe.

We are at the frontier in addressing and solving the most pressing challenges facing humanity. We want Oxfordshire to thrive so that the lives of current and future generations are improved.

To achieve this will require bold, collaborative, and inclusive thinking to deliver real and lasting change in ways that build resilience and enhance environmental, social, and economic wellbeing. We will draw on our world class economy, our spirit of discovery and Oxfordshire's global reputation to power this change through the adoption of clean and sustainable technology.

Our aim is to utilise the unique opportunities and assets in Oxfordshire to realise sustainable growth, and shape healthy, resilient communities in which it is possible for all residents to thrive and which can be an exemplar for the rest of the UK and other locations internationally. If we are successful, by 2050 Oxfordshire will:

- have achieved carbon neutral status, and be accelerating towards a carbon negative future, removing more carbon than it emits each year. Energy production will be sustainable.
- be the first generation to leave the natural environment in a better state than that in which we found it. The natural environment will be more biodiverse, support social, economic and ecological resilience and have the capacity to adapt to change.
- have a healthier and happier population with better physical and mental health. Young people will feel confident, positive and excited about their future and people will spend more of their later life active, in good health and with care available in their communities to meet their changing needs.
- be a globally competitive economy which is sustainable, diverse and inclusive, generating high quality, productive and knowledge-based employment for our communities. It will utilise the county's strengths and resources, including its world-class universities and world-leading research, innovation and technology assets. There will be improved educational attainment and a skills system aligned to the needs of business and communities, helping to provide the conditions in which all Oxfordshire's people can benefit and thrive.

*continued ...*

- be a more equal place, supported by inclusive growth that gives everyone a fair chance in life to prosper. Deprivation and disadvantage will have been tackled wherever it manifests itself in our urban and rural areas, and discrimination will have been removed.
- enjoy a built and historic environment which is rich and diverse, comprising high quality places where people want to live, work, visit and invest. Our rich and distinctive internationally recognised heritage assets, visitor economy and vibrant cultural offer will have been further enhanced and there will be improved access to them.
- have energy efficient, well-designed homes, sufficient in numbers, location, type, size, tenure and affordability to meet the needs of our growing economy, young people, residents and future generations.
- have transformed movement and connectivity within the County and beyond. There will be greater digital connectivity and physical mobility in and between places in ways that enhance environmental, social and economic wellbeing, with an emphasis on sustainable travel, including walking and cycling.
- have flourishing, diverse and vibrant communities rooted in pride with our local, national and international connections and a strong sense of civic identity. Individuals and families will support each other in partnership with sustainable public services, a thriving voluntary and community sector and be connected to dynamic and socially responsible businesses.

*This Strategic Vision has been prepared by the collective leadership of the Oxfordshire Growth Board. The Growth Board comprises the six councils of Oxfordshire and key strategic partners. It facilitates collaborative efforts to manage economic, housing and infrastructure development in a way that is inclusive and maximises local social and environmental benefits.*

*The six Oxfordshire Councils are Cherwell District Council, Oxford City Council, South Oxfordshire District Council, Vale of White Horse District Council, West Oxfordshire District Council & Oxfordshire County Council.*

*The Growth Board's key strategic partners are Oxfordshire Local Enterprise Partnership, Oxfordshire Skills Board, Oxford Universities, Homes England, DEFRA, Oxfordshire Clinical Commissioning Group, Network Rail & Highways England.*

## 1. Introduction

- 1.1 Oxfordshire has considerable and diverse strengths. It has beautiful countryside, high quality landscapes and areas important for nature conservation, and rich and diverse built and historic environments formed from the fabric of its market towns and villages and the vibrant, diverse cultural offer and historic environment of the City of Oxford.
- 1.2 It is home to a cross-section of world leading institutions and global innovators which help power an extraordinary and unique economy of national and international significance. It is at the frontier in tackling the most difficult challenges facing humanity: from the isolation of penicillin and advancement in surgical technologies which save lives, the revolution in human communications through the creation of lithium-ion batteries, to the development and manufacturing of a vaccine for the world in the fight against COVID-19, and identifying solutions focused on the long-term societal challenges created by climate change.
- 1.3 These characteristics, together with its proximity and connections with other places, are key reasons why people choose to live, work, visit and invest here.
- 1.4 But there are also challenges. Oxfordshire is one of the fastest growing economies in the UK, powered by its dynamic and innovative businesses which are pioneering across a range of sectors, but it is a County with significant and persistent inequalities. There are also challenges linked to congestion, housing affordability and the natural and built environments. All these impact on Oxfordshire's residents and businesses.
- 1.5 Oxfordshire is facing significant changes. Some of these are the results of global trends such as climate change and the unprecedented impacts of the COVID-19 pandemic. Other changes reflect Oxfordshire's status as an international centre of world leading research and innovation with a hive of knowledge-intensive economic activity at the universities and science, technology and business parks. And, we form part of the network of places that together form the Oxford-Cambridge Arc – a key national economic priority.
- 1.6 We also now have a better understanding that decisions made as a result of emerging plans and strategies for Oxfordshire have the potential to, and very probably will, impact (positively or negatively) on local, national and global emissions in the short, medium and long-term. The pandemic has shown how people in Oxfordshire come together to support one another in their communities, has demonstrated the importance to people's health, of easy access to nature and high quality green space. It has given us a glimpse of a world less dependent on personal travel and one more reliant on digital connectivity.
- 1.7 Recognising these opportunities and challenges leads us to want to ensure that Oxfordshire's plans, strategies and programmes are ambition-led and outcome focussed. Accordingly, we believe it is timely for Oxfordshire to set out its common and shared Vision for the future based on our unique, special assets and heritage.
- 1.8 Our Strategic Vision for Oxfordshire sets out what the county should look like and how we can achieve it. The outcomes we are seeking are set out on the

first two pages of this document. They will form the basis against which we measure progress. We hope this Strategic Vision will be read by residents and partners within and beyond Oxfordshire as a statement of intent by the partnership that has prepared it.

- 1.9 We know from public consultations and stakeholder engagement that within Oxfordshire there is an appetite to see a different approach to place-shaping: one that is more ambitious, radical, innovative and creative<sup>1</sup>, embracing social, economic and environmental wellbeing to achieve a happier, healthier, greener future<sup>2</sup>. We have bold and dynamic economic ambitions<sup>3</sup> brought to life in an investment plan<sup>4</sup>, and innovative work on inclusive growth<sup>5</sup> has highlighted a need to actively recognise and address the inequalities of our success and ensure all communities have a stake in the future prosperity of Oxfordshire.
- 1.10 This Strategic Vision has been shaped by public discussion and debate. Engagement with our communities and stakeholders revealed strong and wide support for the principle of establishing a Strategic Vision for Oxfordshire and for the broad intent of the ambitions set out in an engagement draft document. We have used the detailed feedback we received to further refine and strengthen our Vision.
- 1.11 This Strategic Vision is intended to be transformative. Addressing climate change and the health and quality of our natural environment, our globally significant economy will improve the wellbeing of our communities; an exemplar to the rest of the UK and other international locations. It considers wellbeing in the round based on an understanding that the different dimensions of wellbeing are intrinsically linked.
- 1.12 We want to facilitate a step-change in our approach to planning for and delivering sustainable development for Oxfordshire, challenging the norm and drawing on new ways of thinking to provide the best possible future for our residents. For this reason, our Strategic Vision is positive and optimistic, and we have set our ambition high.
- 1.13 Our Strategic Vision is high-level. We fully recognise 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 local circumstances, as well as the nationally significant role Oxfordshire plays in the success of the UK.
- 1.14 Activity to achieve ambitions for zero-carbon and increased biodiversity will need different design solutions in the high-density environments of the city and urban areas than in rural settings. This happens best through inclusive

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<sup>1</sup> Oxfordshire Plan 2050 Regulation 18 (Part One) Consultation Report, June 2019

<sup>2</sup> One Planet Oxfordshire: Our Shared Vision, Bioregional, 2019

<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



processes and a detailed understanding of places and communities to arrive at solutions that work for them.

- 1.15 This Strategic Vision is not intended to replace or set the vision for any of our communities or partner organisations but instead provide a balanced framework through which these can be developed.
- 1.16 This Strategic Vision is overarching. It cuts across many sectors and is designed to inform a range of plans, strategies and programmes. It complements the plans and strategies already in place and agreed by our partner organisations and the Growth Board. It also forms part of the informal interface between national and local policy, helping to deliver national objectives and priorities, as well as helping to maximise the benefits to Oxfordshire of decisions made by others.
- 1.17 Finally, the Strategic Vision recognises that positive change will evolve and take time. Some of what we are seeking to achieve is beyond our direct control. This Strategic Vision is a pathway for long-term change towards a more sustainable future. While our priorities are unlikely to alter over the short to medium-term, our approach needs to be resilient to change over time. 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 align 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. Achieving our Strategic Vision through Good Growth**

- 2.1 Our Strategic Vision for Oxfordshire's future is driven by improvements to people's wellbeing. This is reflected in our definition of what 'good growth' will look like in Oxfordshire.
- 2.2 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 circumstances for individuals and society and in the quality of our environmental assets and natural resources. Rather than seeing economic, social and environmental objectives as competing demands that need to be balanced, our approach for Oxfordshire is to align and integrate these priorities, so that economic progress benefits business, society and the environment. The economy, environment, connectivity, community assets, housing and public services are all key factors in giving Oxfordshire's residents – current and future – the best opportunity to prosper and thrive.
- 2.3 We think this is more in line with sustainable development principles and thinking and a better approach to achieving transformative and long-term sustainable development. This is how we will approach growth, delivering change that is distinctively 'Oxfordshire'. Good growth will focus on progress in improving health and wellbeing, look to decouple growth from the consumption

of finite resources and transition to a low carbon future, address inequalities and prioritise our natural and built environment, alongside greater resilience to climate and economic change. We also want this good growth to be genuinely inclusive which means inequality – a pervasive determinant of wellbeing – must be addressed wherever it exists in our diverse county. We will need to tackle deprivation and disadvantage in whatever form throughout the county, be it in the City of Oxford, our towns or in our rural areas.

- 2.4 Oxfordshire's economy represents a crucial and unique attribute. The County's position as a global innovation hub brings important opportunities both to local communities and to the future of the UK. We recognise the positive benefits that economic prosperity can bring and the critical interdependencies between a flourishing economy and successful outcomes for local communities, public services and the environment.
- 2.5 Economic prosperity is an important part of the roadmap to achieving our ambition for Oxfordshire and business a key strategic partner. Business creates employment opportunities for our residents, including our young people. Business also creates the wealth which sustains and supports public services, and the technological innovation that can be increasingly transformational in shaping places and building sustainable communities. Finally, because so much of Oxfordshire is rural, we must not lose sight of the particularly important role the agricultural sector can play in helping deliver our biodiversity and climate ambitions and in advancing new technologies and innovation in sustainable farming.

### 'Good Growth' in Oxfordshire will:

- 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.
- Be **sustainable**, focusing development in ways that enhance quality of place and at locations which enable people to live and work nearby, improving digital connectivity and avoiding unnecessary travel in the first instance, but using opportunities to increase movement by sustainable and active modes of travel when needed.
- Embrace **innovation** based on our technology sectors and knowledge-intensive activity, and develop new innovative solutions for working, learning, mobility, health care, resource management, sustainable design and improved public services.
- Be **healthy and inclusive**, with all development addressing inequalities and contributing positively to the overall health and wellbeing of Oxfordshire's communities, environment and economy.
- Facilitate **environmental improvements** and make **efficient** use of Oxfordshire's natural resources and land.
- Enhance and expand access to the county's internationally significant **historic environment** and **cultural** and **heritage assets**.
- Support diverse, accessible employment, generating a highly productive and **inclusive economy** based on our world-class research, innovation and technology.
- Build **resilience** to change, with growth planned in ways that: build on strengths and assets to support communities during periods of change; support economic diversity and can accommodate changes in technology; recognise changes in the way that people live and work and changing demographics; and respond to global impacts, particularly from climate and economic changes.
- Expect **high-quality** development which will have a positive impact on communities in terms of design, energy and water efficiency and public realm, utilises low impact building and construction methods and materials, and is properly supported by the necessary infrastructure including excellent digital connectivity. Everything we build or design in Oxfordshire will be fit for purpose in the world of 2050, respond to different circumstances, contribute to Oxfordshire's sense of distinctiveness and rich variety, and support connected communities.

- 2.6 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 long-term sustainable development for Oxfordshire, and for developing our plans, strategies and programmes.

#### **Guiding Principle 1: We will reverse 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 reverse the impacts of climate change, demonstrating leadership in carbon reduction, developing nature-based solutions to help mitigate the impacts of climate change, championing more sustainable ways to improve connectivity 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 create the conditions to support a world leading and innovation rich economy which is clean, prosperous, diverse, inclusive, successful and sustainable**

We will work collaboratively with partners to ensure that our spatial, infrastructure and economic priorities are strategically aligned to deliver a globally leading economy, for the benefit of our communities which is pioneering, diverse and high in productivity and which meets the needs of our priority sectors, including our world-leading universities and delivers successful outcomes for the environment, communities and our public services. We will ensure there is improved physical and digital connectivity, and that the right type of premises, land and infrastructure are provided in the right places for businesses to thrive. Inequalities in employment opportunity and access to education, skills and training will be addressed, and life-long learning will be a priority. The aim will be to build a skilled population which has a stake in the future prosperity of Oxfordshire, ensuring that growth is inclusive and supports the health and wellbeing of local communities, whether current or future generations.

#### **Guiding Principle 3: We will improve our overall health and wellbeing and reduce inequalities**

We will place overall health and physical and mental wellbeing at the forefront of our decision-making. We will seek to deliver a net increase in the health and wellbeing of people 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, recognising the diverse needs within our communities. This will include providing public services to support excellent physical and mental health outcomes, homes to meet all people's needs, jobs to support livelihoods, enhanced access to public and private 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 4: We will enhance our natural environment**

Key sources of natural capital in Oxfordshire include biodiversity, water, soils, landscape character and tranquillity. Natural capital contributes to a wide range of social, economic and environmental services. It is a key reason why many people choose to live here, many businesses choose to locate here, and tourists choose to visit here. We will grow our natural capital through our plans, strategies and programmes, recognising the significant contribution natural capital makes to our quality of place, the health and wellbeing 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 important habitats and species, our agricultural land, our parks and open spaces, the River Thames and our other rivers, canals, reservoirs, lakes, ponds, wetlands and aquifers. We will protect and restore our valuable habitats and species and improve resilience by creating ecological networks. We will improve the quality of our waterways and water bodies and reduce levels of water stress in Oxfordshire. 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, including those areas within our city and towns that provide valued recreation space and vital green lungs.

#### **Guiding Principle 5: We will reflect our distinctive and diverse communities and places**

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 while enhancing our valuable assets and recognising the diversity of our city, towns and villages, the quality of the historic, natural and built environment, our rich internationally significant cultural and heritage assets, the importance of local identity and the needs of our diverse communities. While we are the most rural county in the South East, most 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 6: We will deliver homes that meet the needs of current and future generations**

We will promote the development of new homes that will add to the vitality and vibrancy of our communities while positively contributing to our collective wellbeing. We will tackle the significant challenge of housing affordability in Oxfordshire by delivering more truly affordable homes both for rent and home ownership, 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.

### **Guiding Principle 7: We will embrace technological changes**

We will ensure that our plans, strategies and programmes are sufficiently agile 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, waste management, models of construction and increasing economic productivity.

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

We will expect all new development to be of the highest sustainable design and construction standards, with particular support given to resilience to climate change, innovative building solutions, sustainable use of natural resources and construction methods, and development that improves the overall built environment and embeds healthy place-shaping principles, promoting good physical and mental wellbeing. New development will contribute to connected communities and improve the local environment.

### **Guiding Principle 9: 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, excellent digital connectivity and strong community networks. Communities will be supported and empowered to do the things that matter to improve their health and wellbeing.

### **Guiding Principle 10: We will maximise the benefits of strong collaboration within Oxfordshire**

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 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 our strategic priorities inform regional and sub-regional priorities, including the emerging Oxford-Cambridge Arc.

- 2.7 All the Guiding Principles articulate how Oxfordshire will change as a place over the period to 2050 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 wellbeing in ways which build resilience, and because most of our Guiding Principles are relevant to more than one of our outcomes, the Guiding Principles form an inter-related set of equally important ground rules.

### 3. Next Steps – Delivering the Strategic Vision

- 3.1 The collective leadership of the Oxfordshire Growth Board has developed this Strategic Vision. However, 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.
- 3.2 As a first step in delivering the Strategic Vision, we have identified two work streams:
  - Measuring what matters
  - Developing plans, strategies and investment priorities.

#### Measuring What Matters

- 3.3 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 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.
- 3.4 Measuring progress, so that we know what responses are needed to achieve continual improvement, will be an important part of our approach to delivering the Strategic Vision. It will also provide 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.

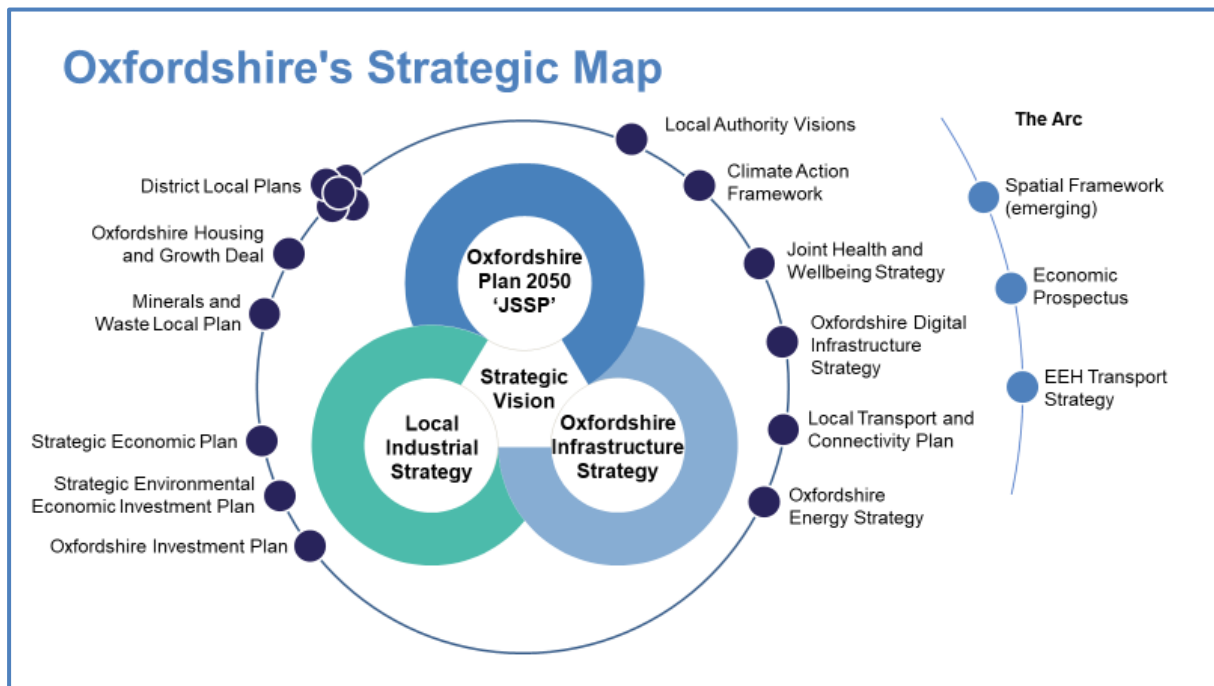
#### Developing Plans, Strategies and Investment Priorities

- 3.5 Our wellbeing 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.
- 3.6 The Strategic Vision for Oxfordshire will be delivered by a wide range of plans, strategies and programmes. The Oxfordshire Plan 2050<sup>6</sup> is one important example, but not all the outcomes will be within the sphere of influence of the Oxfordshire Plan. 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, responding to different local circumstances and, in some cases, reflecting wider considerations such as economic growth, health and wellbeing and infrastructure that impact on place-making in Oxfordshire. At an Oxfordshire-wide level they include the Joint Health & Wellbeing Strategy, the Homelessness and Rough Sleeping Strategy, the Infrastructure Strategy (OxIS), the Local Industrial Strategy, Oxfordshire Investment Plan and the Local Transport and Connectivity Plan, while sub-nationally the spatial

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<sup>6</sup> The Oxfordshire Plan 2050 is a Joint Statutory Spatial Plan being prepared by the local authorities in Oxfordshire.

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



- 3.7 There is also an important role for residents and business leaders to help deliver this Strategic Vision.
- 3.8 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. By providing clear strategic leadership and direction through this Vision, we aim to increase public confidence in the delivery of long-term priorities.
- 3.9 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. Future responses to these plans, strategies and programmes from the Growth Board will take these into account.



## Annex 1: Strategic Influencers

- A1.1** 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.
- A1.2** Most of the strategic influencers 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, while acknowledging that some of these will have a greater impact than others.
- A1.3** 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.
- A1.4** The key messages from the strategic influencers are summarised in the following table.

Key Messages for Oxfordshire from Existing Plans & Strategies	Strategic Influencers
There is a commitment to deliver homes in sustainable and high-quality developments, including maximising the potential of existing urban areas.	<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>

Key Messages for Oxfordshire from Existing Plans & Strategies	Strategic Influencers
<p>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 wellbeing.</p>	<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 Energy Strategy</li> <li>▪ Oxfordshire Joint Health &amp; Wellbeing Strategy</li> </ul>
<p>Strategic transport investment priorities should aim to enhance Oxfordshire's strategic connectivity value.</p>	<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>
<p>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.</p>	<ul style="list-style-type: none"> <li>▪ Government's Clean Growth Strategy</li> <li>▪ England's Economic Heartland Transport Strategy 2050</li> <li>▪ Oxfordshire Joint Health &amp; Wellbeing Strategy</li> <li>▪ Oxfordshire Infrastructure Strategy</li> <li>▪ Oxfordshire Local Industrial Strategy</li> <li>▪ Oxfordshire Investment Plan</li> <li>▪ Oxfordshire Energy Strategy</li> <li>▪ Oxfordshire Local Transport &amp; Connectivity Plan</li> <li>▪ UK Industrial Strategy</li> </ul>
<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 Investment Plan</li> <li>▪ Oxfordshire Energy Strategy</li> <li>▪ Oxfordshire Local Transport &amp; Connectivity Plan</li> <li>▪ UK Industrial Strategy</li> </ul>

Key Messages for Oxfordshire from Existing Plans & Strategies	Strategic Influencers
<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 Investment Plan</li> <li>▪ Oxfordshire Energy Strategy</li> <li>▪ Oxfordshire Local Transport &amp; Connectivity Plan</li> <li>▪ UK Industrial Strategy</li> </ul>
<p>Improvements to health and wellbeing 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; Wellbeing 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; Wellbeing Strategy</li> </ul>

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**To:** Oxfordshire Growth Board  
**Title:** Oxfordshire Strategic Vision  
**Date:** 22 March 2021  
**Author:** Paul Staines – Interim Head of Programme

**Executive Summary and Purpose:**

This report presents the Growth Board with a final version of the Strategic Vision for Oxfordshire's Long-Term Sustainable Development (the Vision) - attached as Appendix 1. This follows the Board's endorsement of an earlier draft for public engagement.

The report reminds the Board of the purpose of the Vision and provides a thematic summary of the consultation and our response - with a detailed engagement report provided in Appendix 2.

Finally, the report proposes the next steps to embed the Vision, subject to endorsement, in any future plans and strategies and measure against progress.

**Recommendations:**

That the Oxfordshire Growth Board:

- (i) *Endorses the Revised Strategic Vision attached as Appendix 1.*
- (ii) *Asks all members of the Growth Board to consider their respective organisations agreeing the Vision as the basis for informing future plan and strategy development.*
- (iii) *Request officers to develop a communications strategy for the Vision and a suitable approach to measuring success in delivering the Vision.*

**Appendix 1:**

Oxfordshire's Strategic Vision for Long-Term Sustainable Development

**Appendix 2**

Strategic Vision Engagement Summary

## Introduction

1. The Board will recall that they received a report in October 2020 introducing the Draft Strategic Vision for Oxfordshire (the Vision).
2. This draft Vision was prepared in response to feedback to the Board and partners via consultation on the Oxfordshire Plan that plans, strategies, programmes and investment priorities for Oxfordshire needed to demonstrate an approach to planning for growth that was ambitious, outcome focussed and that aligned the priorities of Oxfordshire. Specifically, feedback suggested that there was an appetite for an approach that:
  - is more Oxfordshire-specific and reflects local people's opinions and priorities.
  - prioritises climate change.
  - focusses on social, economic, and environmental well-being, not solely on a narrow definition of growth.
3. This feedback echoed the sentiments that recently led to revised Growth Board Terms of Reference and a belief that the Board could articulate Oxfordshire's common and shared ambition in a long-term Vision for our county.
4. The Strategic Vision will establish this common and shared ambition and provide an overarching framework for future plans and strategies – but it is not intended to replace or set the specific vision for any of our individual communities or partner organisations. The Board fully recognises that delivering the Strategic Vision will require place-focussed responses to specific challenges and opportunities that reflect circumstances.
5. The Board will recall that when it endorsed the draft Vision for consultation it recognised that whilst the genesis of the Vision was a recognition that an overarching strategic framework was considered important to guide the development of the Oxfordshire Plan 2050 (the OxPlan), the Vision's relevance and use goes well beyond the OxPlan.
6. Accordingly, the Board agreed that to be most helpful both to the OxPlan and other emerging plans and strategies, the Vision should be considered on its own merit – first through endorsement by the Oxfordshire Growth Board after a period of public engagement and then agreed by our individual organisations across the Growth Board.
7. The Board also noted that the timing of the Vision's endorsement is important. There are several reasons for this:
  - For the Strategic Vision to play its role in supporting the OxPlan, agreement will need to be no later than Spring 2021- ahead of the pre-election purdah period before the May elections. This will then allow the Vision to play its appropriate role in helping shape the next stage of OxPlan ahead of the Regulation 18 consultations timetabled for Summer 2021.
  - The OxPlan is also supported by two other emerging strategies that need to be in place by the time the OxPlan heads to Examination. The Oxfordshire Infrastructure Strategy (OxIS) and the Local Transport and Connectivity Plan. Both also will need to draw upon the Vision as the framework for their conclusions as they head towards consultation later this year.

- The Government has recently announced detail of its ambitions to develop a spatial framework for the Oxford-Cambridge Arc. Oxfordshire will want to be well-positioned to influence the Framework as it gathers momentum and the Vision will provide a framework for our contribution to this emerging work.
8. The Board will also recall advice from officers that alongside the public consultation, officers would commission consultants to reflect upon the draft Vision and offer informal sustainability advice, specifically whether the draft Vision was consistent, both within the document and when compared to the OxPlan and whether there were any gaps in the sustainability issues identified. This commission was completed, and officers have incorporated all relevant comments in the attached final version of the Vision.

## **Public Engagement on the Vision**

9. Following endorsement by the Board of a draft Vision for public engagement, a period of public and stakeholder engagement ran from mid-November 2020 to early in 2021.
10. Due to concerns with COVID-19 and recognising a need to reach as wide a cross-section of respondents as possible, it was agreed that the focus of the consultation would be the Oxfordshire Open Thought digital engagement platform, a platform that has already proved very helpful in engaging on wide-ranging topics and long-term thinking for the OxPlan.
11. Officers were broadly pleased with the engagement that this platform generated, summarised as:
  - There were 1,265 users accessing the website and 3,759 page-views during the engagement period.
  - There was good response from several key stakeholders outside of those represented on the Growth Board, for example CPRE.
  - Overall, we received 113 responses through the platform, a number of these being from organisations with multiple representation, together with 28 email responses, including 9 member organisations of the Growth Board.
12. A detailed breakdown is provided in Appendix Two.
13. One aspect of the consultation to highlight is the work on engaging with young people following a Board request that officers prioritise their engagement. Officers responded to this by focusing upon this easily accessible digital engagement platform bolstered by giving wide publicity to the Vision engagement on social media.
14. In addition, officers arranged several workshops in conjunction with local colleges of further education and Oxford Brookes University. These workshops were well attended and engendered good engagement. Again, Appendix Two provides detail on these.

## **Engagement Summary**

15. Whilst the engagement report contained in Appendix Two provides full detail on the engagement, this report provides the Board with a broad flavour of what

officers consider to be the main themes and how these have influenced the revised draft.

### **General comments**

16. Overall, officers believe that the Board can be pleased with the supportive responses to our engagement exercise. Respondents commented that the Vision was both welcome as a “good starting point” and essential for clarifying what the collective ambitions for Oxfordshire should be. Very few responses suggested that the establishment of the Vision would be detrimental and many recognised that it was a genuine attempt to frame required growth in a constructive and sustainable way.
17. Many also considered that the document achieved the balance that the Board is aiming for across the priorities, albeit with some noting what they considered to be the inherent tensions between them.
18. Consequently, the Board will note that although changes to the Vision have been made in response to the engagement, as detailed below and in Appendix 2, large parts of the document were supported and remain unchanged or have merely benefitted from clearer or more concise language.

### **Document structure**

19. In considering the layout and structure of the vision, there were some comments that the Vision was too lengthy and repetitive, though this conflicted with the view also expressed that the document required greater detail, referencing and specificity.
20. Officers reflected on this feedback and in response the revised Vision has a slightly different structure which officers believe is more logical. The Board will note that the Vision now comprises three components - these being:
  - A statement of what the Vision for Oxfordshire is – these are the outcomes that Oxfordshire is seeking to achieve
  - A statement of what constitutes the ‘Good Growth’ that will deliver the Vision
  - A set of principles that will guide Oxfordshire in achieving ‘Good Growth’.
21. Officers have also edited the Vision to make it more readable and succinct and consequently it is some 15% shorter than the original draft.

### **The components and overall balance of the Vision**

22. As stated earlier, overall, the ambitions of the document received broad support with many respondents noting that they were hard to disagree with and had captured the correct priorities.
23. Where respondents did not agree with the consultation draft these broadly fell into two categories.
  - That the document has not provided enough balance in certain areas – most notably climate change, carbon reduction, the positioning of the economy as a driver for social and economic wellbeing and increased emphasis for tackling inequalities.
  - That the document was not ambitious enough- for example, our ambition for carbon reduction.



24. In response to these comments the Vision has seen revisions to the text designed to clarify and enhance key messages without losing the overall balance. Thus, in the revised Vision enhanced language has raised the profile of the importance of Oxfordshire as a place both nationally and internationally as well as reinforcing messages on, for example mental health, active travel, the need for digital connectivity, the heritage of Oxfordshire and the need for affordable housing.
25. We have also added a new Vision Outcome for a more equal place supported by inclusive growth, reflecting the point about equality and a statement about the role of Oxfordshire's economy in creating prosperity and furthering social, environmental, and economic wellbeing.
26. Officers believe that these revisions have strengthened the Vision and provided appropriate profile for several key components, whilst maintaining the overall balance of the document.

### **Creating a Vision that is Oxfordshire Specific**

27. Many respondents commented that although they agreed with the Vision, it could, they felt, relate more to Oxfordshire rather than just a series of generic statements. Consequently, officers have revised the draft to make it more Oxfordshire specific, examples include highlighting aspects of the Oxfordshire economy, natural assets and heritage that makes Oxfordshire unique. We also sought to highlight both the urban city and rural aspects of the county, including the importance of the rural economy in the most rural county in the South East.

### **How to measure achievement of the Vision**

28. Finally, several respondents, whilst supportive, questioned how we will implement the Vision, what success would look like and how we will measure it. This issue is the subject of officer consideration and highlighted in the next steps section of this report below.

### **Next steps**

29. Upon endorsement of the Vision, officers will turn their attention to the development of a communications plan by relevant officers drawn from across the Growth Board organisations to launching the Vision.
30. The Board will then need to consider how to embed the Vision in plans and strategies, both within the Board and wider stakeholders. Two proposals are:
  - That the Vision becomes a reference point for all future plans and strategies, and all reports to the Board will be expected to formally set out in summary form how the recommendations in the report will support the ambitions of the Vision.
  - For wider stakeholders, in the first instance the ask the Board to recommend to its partner organisations that they individually consider and agree the Vision, thereby giving it the profile required within their respective organisations.
31. The next steps will then be consideration of how we will measure progress against the ambitions of the Vision. Officers intend to develop a business case for this next phase of the project over the summer of 2021. This will include agreement of how we measure success, appropriate reporting of these and when it would be appropriate to review and update the Vision, something that was supported in the engagement process.

## Legal Implications

32. Although the Vision is explicitly non statutory, the Board will recall that in the October report introducing the Vision, officers suggested that the relationship between the Vision and OxPlan may require legal opinion to ensure that it strengthens our approach to strategic plan-making. Once the Board endorses the Vision officers leading the OxPlan will consider whether commissioning this advice is appropriate and report any conclusion through reports on the Oxplan.

## Financial Implications

33. The Vision has been prepared and consulted upon from existing resources. Officers will reflect upon any resource implications of developing the Vision further as outlined in the next steps section and report as appropriate.

## Conclusions

34. The Strategic Vision for Oxfordshire marks a significant development for Oxfordshire as a comprehensive articulation of what future growth in Oxfordshire should look like based on enhanced social, environmental and economic wellbeing. It is hoped that this balanced statement of ambition reflecting the priorities of the county will become the cornerstone of all future plans and strategies for Oxfordshire.
35. The report asks the Growth Board to agree the recommendations set out at the start of this report.

## Background Papers

None

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# **Oxfordshire Strategic Vision**

## **SUMMARY OF RESPONSES RECEIVED**

**February 2021**

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## **PART 1: INTRODUCTION**

1. This report provides a summary of the responses received to the Draft Oxfordshire Strategic Vision public engagement exercise which began on 16 November 2020 and ended on 4 January 2021. The purpose of the engagement exercise was to gather the views of members of the public, councillors, stakeholders and partner organisations concerning the content of the Draft Vision, enabling a wide range of voices to influence and shape a revised document.
2. In total, 113 responses were received to an online public survey carried out through [Oxfordshire Open Thought](#), together with 28 email responses, including 9 member organisations of the Growth Board. Due to restrictions related to the COVID-19 pandemic, in-person engagement activities were unable to take place. However, virtual workshops were held with the City of Oxford College and Abingdon and Witney College, and 76 follow up responses were received after those events. A further workshop was held with Oxford Brookes students.

### **BACKGROUND**

3. The Oxfordshire Growth Board was established in 2014 as a Joint Committee<sup>1</sup> of the six councils of Oxfordshire, together with key strategic partners. Its role is to coordinate local efforts to manage economic, housing and infrastructure development in a way that is inclusive and maximises local social and environmental benefits. It does this by overseeing the delivery of cross-county projects that the councils of Oxfordshire are seeking to deliver in a collaborative way – between local authorities, the Local Enterprise Partnership and wider partners and stakeholders.
4. 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 planning for the future of Oxfordshire. 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.
5. 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. 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. The Vision should also be read by partners beyond Oxfordshire as a statement of intent by the partnership that has prepared it.

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<sup>1</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.

6. The Vision has a specific role and a clearly defined non-statutory status, as is the status of its engagement exercise. While the Draft Vision is 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. 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. A copy of the Growth Board's pre-engagement report and draft of the Strategic Vision can be found [here](#), first considered on 30 October 2020.

## REVIEW METHODOLOGY

### Design

7. When considering the design of the engagement process, it was important to create something highly accessible that was able to gauge the sentiment of the public towards the draft Vision while allowing room for comments, challenges and suggested amendments. In order to focus responses on the key elements of the Vision, the draft text was broken down into more digestible sections, particularly highlighting "our ambition", "our desired outcomes", "definitions of good growth", "our guiding principles". A simple form was designed with a consistent 'agree, challenge, comment' format towards each section.
8. One objective of the engagement was to explore 'how far and how fast' people wanted to proceed with each of the outcomes and consider how to prioritise outcomes given the likelihood of competing commitments. As such, open questions allowed respondents to suggest how success could be measured, what targets could/should be set and how quickly they could/should be reached. Respondents were then given a ranking system between 1 and 3 for each outcome as to how high they should be prioritised, before a final open question allowing any further comments and a tool for uploading any additional statements or evidence.

### Delivery

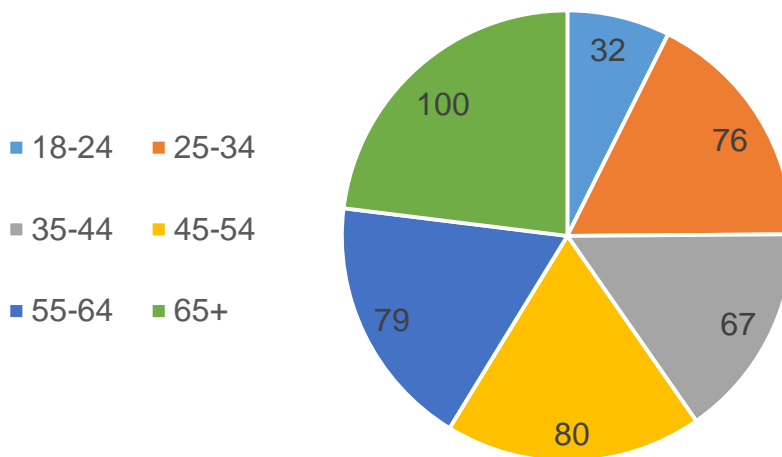
9. Following its previous success in not only generating significant engagement, but also appealing to younger harder-to-reach-demographics, it was decided the Oxfordshire Open Thought platform – a bright, accessible user-friendly website - would be the most effective and efficient way to deliver the engagement exercise. The draft Vision was deconstructed into easily digestible sections and presented in a dynamic fashion that was both simple to navigate and attention-grabbing. Hyperlinks were positioned at regular intervals on the website that took the user directly to the online form allowing respondents to give their views at any point of the Vision content.
10. The draft Vision content went live on Monday 16 November 2020. A direct mailout with a link to the site was sent to all subscribers on the Oxfordshire Plan 2050 mailing list (approx. 1,400 people). A press release was published on the Oxfordshire Growth Board and Oxfordshire Plan 2050 websites. There was a co-ordinated comprehensive six-week social media campaign across Facebook, Twitter and LinkedIn – posts were shared by key partners to increase reach. The engagement was promoted internally via newsletters and senior council officers. Briefings were given to Oxfordshire's local authorities and key strategic partners such as the Oxfordshire Local Enterprise Partnership. The deadline for submissions was Monday 4 January 2021.

11. Throughout the process, there has been an ongoing commitment to engage with young people, recognising they will be the ones who benefit from our planning most in the future. As such, two college engagement sessions were held – one with business students from Oxford City College and one with student representatives from Abingdon and Witney College, while another session was held with Oxford Brookes students. An online survey was also sent out via Voice of Oxfordshire Youth to its members for complete in their own time.

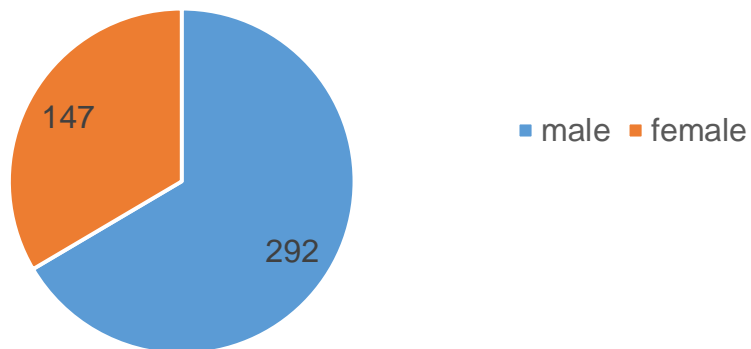
Analytics

12. Across the Open Thought platform, there was plenty of interest shown in the draft Strategic Vision with 1,265 users accessing the website and 3,759 page views during the engagement period (Monday 16 November 2020 to Monday 4 January 2021). Users spent on average 2.5 minutes on the site. 113 responses were received via Open Thought. Below are breakdowns of age and gender based on those recorded via Google Analytics – 34% and 35% of overall respondents respectively – rather than those who submitted a response.

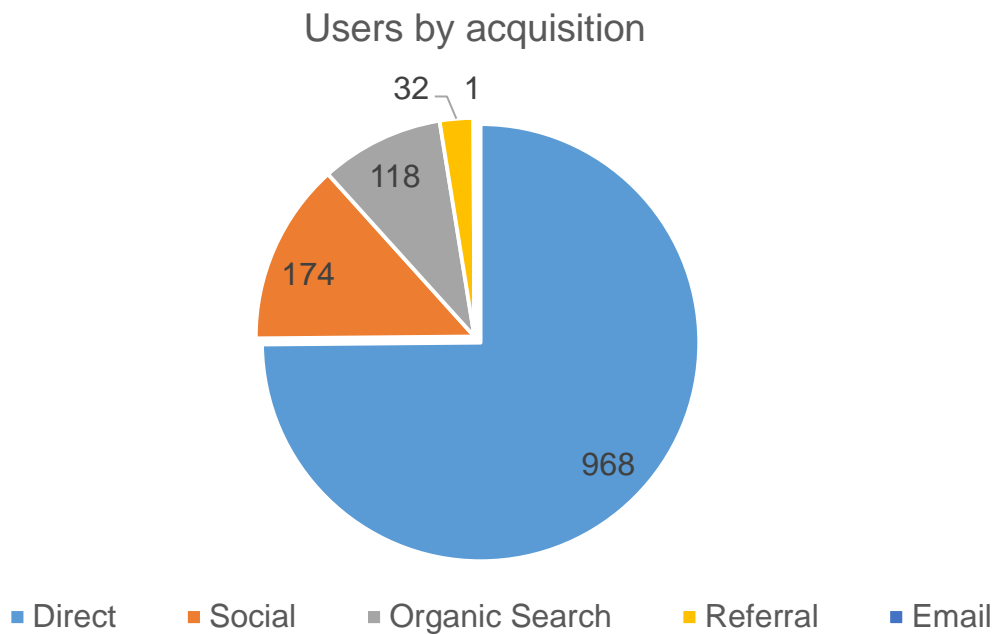
User age  
(Of those recorded via Google Analytics)



User gender  
(Of those recorded via Google Analytics)



13. Analytics demonstrate the effectiveness of direct mail to subscribers, with the majority of users coming from this source, while social media was also vital in bringing people to the site [please note “email” is not direct mailing]. As well as those submissions received via Open Thought, some 28 were sent directly via email.



**PART 2: STATUS AND INTENT OF THE VISION**

14. This engagement exercise set out to ask respondents about their views on the Draft Oxfordshire Strategic Vision. Whilst terminology and the strength of sentiment differed between respondents, a significant majority offered strong and broad support for the principle of establishing a Strategic Vision for Oxfordshire, and for the ambitions set out within the document. Across each of the specific engagement sections related to Outcomes, Guiding Principles and Good Growth, there was also wide-ranging support. Within the support offered however, there were some specific caveats or conditional red lines, which often concerned redistributing the weight or emphasis given to specific themes within the document (e.g. climate change, economic development and tackling inequalities). Several responses identified great value in long-term strategic planning through the Vision, particularly concerning the need to plan for net zero carbon emissions by 2050, and to support wider spatial planning including the Oxfordshire Plan 2050. Many welcomed the Draft Vision as a positive step in planning for Oxfordshire’s future.
15. Some felt that the document should be more ambitious in specific areas, while noting that the broad intent was right. A significant number of respondents however said there was an appropriate balance through the document. Some commented that the Vision was overdue and welcomed the document as a “good starting point” and essential for clarifying what the collective ambitions for Oxfordshire should be. Indeed, respondents who offered stronger criticisms of the document acknowledged that the overall ambitions were hard to disagree with. Their concern often related to the challenges associated with measuring and evaluating the delivery of high-level strategic intentions. They accompanied this critique with suggestions that the Vision should either provide more detail about how it will deliver and measure success or be clearer from the outset about the status of the document and

how it will be used. Some also commented that the vision was too lengthy and repetitive, though this conflicted with the view that the document required greater detail, referencing and specificity.

16. Typical examples of the responses received during the engagement concerning the overall intent of the vision are set out below.

- *We believe it (the Vision) can play an important role in helping to articulate the vision of the Growth Board partners to local communities, residents and businesses.*
- *We fully support the draft Strategic Vision and endorse its high ambitions for the future of Oxfordshire.*
- *The Principles are coached[sic] in such vague but positive terms that it is impossible not to support their pious and laudatory intentions.*
- *Yes, we are in general agreement that the outcomes you have identified are the correct ones as high-level objectives, I can support them. At a practical, day to day level, I remain to be convinced.*
- *(We) support the intent of the draft vision as an expression of the collective ambition of partners to enhance the well-being of people in Oxfordshire.*
- *The targets you have set out are pretty good already. The challenge will be making these strategic and ambitious goals effective at a grassroots level.*
- *The Vision is balanced between environment, wellbeing and growth/infrastructure, and should stay that way.*
- *In general, I agree with the desired outcomes.*

17. Some respondents recommended that the Vision should have a clear and unambiguous statement about its intent and status, and its relationship with other key strategies and plans. The requirement for such clarity was implicit in some responses, as a small number of respondents misunderstood the broad intent of the Vision. For example, some thought the Vision should identify housing numbers and areas for development, which is not the intention for this work.

18. Respondents highlighted that without clarity there will be inherent tensions between this Vision and other strategies across partner organisations. The Growth Board's Scrutiny Panel similarly recommended that careful consideration is given to continuity between this Vision and other policies and plans, and other respondents echoed this sentiment. The relationship of this vision with the Oxford 2050 Vision (Oxford City Council), University Sustainability Strategies and the Oxfordshire Local Industrial Strategy, for example, were all suggested to need recognition in the document, as a way of better explaining the Vision's status. An accompanying communications strategy was also suggested as a way of widening local understanding of the Vision's role.

19. Notwithstanding the need for clarity, some respondents went further to suggest that the Draft Vision had the potential to conflict with other existing plans and strategies. Some suggested the Vision should identify how it will manage conflict when it arises between the ambitions of the Growth Board partnership, and individual member organisations. Similarly, several submissions sought to understand how the Vision will manage conflict when the Guiding Principles, or outcomes of the Vision, might conflict in specific circumstances. Some suggested, for example, that not giving priority to carbon neutrality over ambitions for economic development and housing development might hinder that outcome, though others disagreed.



20. Typical examples of the responses received during the engagement concerning the Vision's purpose and usability are set out below.
- *The high-level outcomes identified address the three tenets of sustainable development, as defined in the NPPF. The challenge is of course delivering these outcomes simultaneously, and determining, where conflicts arise, which outcome (or outcomes) should take priority.*
  - *(There is a need for) clarity about the relationship between the Vision and Oxfordshire Plan 2050.*
  - *Economic growth and combating climate change are uneasy bedfellows.*
  - *There will be inherent tensions and choices to be made in balancing the aspirations in the document, for example, achieving economic ambition set out in the Local Industrial Strategy and supporting significant housing growth whilst enhancing the natural environment and achieving carbon reduction.*
  - *There is a need for a strong communication strategy and consideration needs to be given to how that will evolve over time.*
  - *The document says nothing about what happens when these principles are in conflict, and how that conflict will be resolved, to ensure that the Vision is resilient. The same point applies where the Vision may be in conflict with existing plans and strategies that exist across Oxfordshire.*

### **PART 3: STRATEGIC VISION OUTCOMES**

21. The Open Thought engagement exercise asked contributors to give their views on whether the outcomes in the Vision were the right ones for Oxfordshire. While respondents gave mixed and competing views on the extent to which specific outcomes should be emphasised or prioritised over one another, there was broad support for the seven outcomes. Many commented that the Vision had struck the right balance in seeking to deliver long term sustainable forms of development and create the environmental, social and economic conditions in which Oxfordshire can thrive. There was a strong sense from some contributors that certain outcomes should take priority over others, most often tackling climate change, though there was no universal view on which outcomes should take priority. This section of the report summarises feedback under three thematic areas which elicited the greatest level of response: Environmental Sustainability and Carbon Neutrality, Inequalities, and Transport and Digital Connectivity.
22. Typical examples of the responses received during the engagement concerning the overall outcomes identified in the Vision are set out below.
- *We have to create neighbourhoods and towns which are inclusive, have access to services and open space. Never has environmental, social and economic wellbeing been more important. It is essential that we create places which properly intertwine those three aspects*
  - *Some of the outcomes are obviously the right ones, but not all. Others leave important questions unanswered. This is why I have had to say no, I do not agree with them].*
  - *Your strong emphasis on improving the ecology, strengthening local communities, decreasing inequalities and combating climate change with local solutions is ambitious and necessary.*
  - *The outcomes outlined in the engagement draft of the Vision statement rightly reflect the need for enhanced wellbeing, carbon neutrality and preserving the natural environment.*

## Environmental Sustainability and Carbon Neutrality

23. The strongest theme to emerge among these responses concerned the importance of planning for a sustainable future in which Oxfordshire reaches carbon neutrality as soon as possible, while simultaneously making systemic changes to how we live and work in order to protect and enhance the natural environment, reduce waste and increase biodiversity. The strength of conviction and sentiments expressed with regards to climate change and environmental sustainability and renewal were significant. Contributors welcomed the prominence of these issues within the Vision, while some felt it needed more emphasis and ambition in this area. Respondents often noted that environmental sustainability and recovery was integral to the success of other outcomes within the Vision, particularly relating to health and wellbeing. Some pointed to the value of employing circular economics - keeping resources in use as long as possible - as a means of reducing waste, reducing inequalities and promoting sustainable living.
24. Numerous submissions referred to the importance of meeting HM Government's stated aim of net zero carbon by 2050 as a minimum, and as many also called for much earlier local targets, as soon as 2025. Respondents explained that this was not a choice, but more an absolute necessity to preserve Oxfordshire's future. The responses also illustrated confusion and misunderstanding about what Oxfordshire's specific ambitions were relating to carbon neutrality. Those seeking emphasis said there should be greater references to withdrawing carbon from the atmosphere (sequestration) and planning for a carbon negative future. Some commented that tackling climate change should not be perceived as stifling economic development, and instead advocated that it provides an avenue for economic growth and innovation through zero carbon technology. Some however expressed that the economic ambitions within the vision were incompatible or fractious with the environmental ambitions.
25. Typical examples of the responses received during the engagement concerning environmental sustainability and carbon neutrality are set out below.
- *If we don't tackle the ecological and climate crises then everything else becomes, at best, a lot worse.*
  - *Emphasis should be given to reducing Greenhouse Gas Emissions, banning fossil fuels and removing atmospheric carbon dioxide by, among other measures, natural sequestration.*
  - *It is refreshing to see natural capital being taken seriously.*
  - *It is considered that climate change is of the utmost importance... It is critical that we give people the opportunity to change the way we live.*
  - *The key statement in all the notes for me is that of looking to be the first generation to leave the environment in a better state for our children than how we found it.*
  - *Becoming carbon neutral is no longer optional given the context of climate chaos.*
  - *The natural environment is not a luxury... These objectives, particularly, those relating to the countryside and carbon neutrality, play strongly to that end.*
  - *Natural capital should quite rightly be part of the approach to tackling climate change.*
  - *We should be more ambitious, looking at bio abundance and net carbon reduction.*
  - *Not tackling climate change equals disaster. At the same time, measures that reduce climate change can also create a healthier, more pleasant environment and way of life for all. The vision recognises this.*

## **Economic, Health and Social Inequalities**

26. Another strong theme from the feedback concerned the need for the Vision to give greater emphasis to the need to tackle economic, health and social inequalities. Some respondents expressed how large inequality gaps were stifling opportunities for people in accessing suitable housing, education and employment, and to predetermining a series of poor quality of life outcomes. One recent example given concerned the inability of some families to access appropriate online learning facilities for their children during the Covid-19 pandemic. There was also a strong desire to ensure that economic development happens in a way that is fair and inclusive of everyone.
27. Many responses highlighted that inequalities were universal across Oxfordshire in both rural and urban settings, while specific localities experienced this to a greater extent than others. Areas of deprivation, poverty and homelessness were all highlighted as areas of serious concern. Some highlighted that inequalities were an influential factor in determining health and wellbeing outcomes, and it should therefore take higher priority within the document, given how acute these challenges are for Oxfordshire. Amid these submissions was a broad desire to see the removal of discrimination within society and to improve equality for all.
28. Typical examples of the responses received during the engagement concerning inequalities are set out below.
- *There is a correct and important stress on environment climate activity. However, poverty and inequality should be given a higher profile as they are the key drivers of public health. Digital connectivity is also vitally important.*
  - *Inequality, as a factor which is so pervasive and determinative of achieving the overall outcome of enhancing well-being, requires greater emphasis throughout the vision.*
  - *Whatever targets you set you should aim to address issues of inequality more rapidly than the others.*
  - *We would wish to see greater emphasis on economic development and tackling inequalities throughout the document.*
  - *Include more emphasis on ensuring no one in our communities is left behind.*
  - *Gross inequality of income and wealth and of worsening inequity is putting many households at the margins of our society in terms of quality of life.*
  - *Inclusivity is key. I want to see Oxfordshire be inclusive to everyone.*
  - *The document should also include reference to effective social care being vital to reduce inequalities.*

## **Transport and Digital Connectivity**

29. A final key theme in the feedback related to the importance of planning for a more connected society. Specifically, complementing responses concerning climate change, many asked for the Vision to increase emphasis on reducing the demand for personal car use, while simultaneously encouraging zero carbon and active forms of transport. Respondents made numerous references to the importance of digital connectivity in bringing people, businesses and communities together, particularly considering the shift to virtual meetings and social events as a result of the Covid-19 pandemic. Accordingly, there were several explicit requests to give digital connectivity a higher profile within the Vision.
30. Some commenters expressed that the Vision needed a high-level strategic approach to ensure that developers built houses close to sites of employment, and that the Vision

should encourage working from home opportunities. The emphasis was principally about reducing the demand on physical transport infrastructure and boosting digital capacity and capability. Respondents mentioned that access to key services should be available through virtual means, and there should be improvements to access to the natural environment. Some also considered the development of autonomous and electric vehicles to be important for the future, though this was at odds with requests to reduce personal car use.

31. Typical examples of the responses received during the engagement concerning transport and digital connectivity are set out below.

- *In light of the opportunities arising from the response to and recovery from COVID 19 and local efforts to encourage more active travel as a means of reducing congestion and carbon emissions whilst improving health and well-being, the Vision should include greater emphasis on creating the conditions to facilitate more walking and cycling.*
- *I don't agree that physical connectivity and mobility is what we should be highlighting - what about digital connectivity and the ability to both live and work in diverse and flourishing communities?*
- *(We) support improvements in digital connectivity which enable an increasing proportion of activities to be undertaken virtually, reducing the costs and adverse effects of physical transport.*
- *The importance of digital connectivity should be emphasised. The rural areas in particular need better access to fibre to enable businesses to flourish and to better enable home working thus reducing car usage, which is high in the county in part due to the rural nature of the county.*
- *(A) highly relevant example is the delivery of better public transport and active transport options to facilitate the move away from private transport as the dominant mode.*

## **PART 4: A DEFINITION OF GOOD GROWTH**

32. The engagement exercise asked respondents whether they agreed with the definition of Good Growth contained within the Draft Vision. Most indicated that they agreed with the definition provided often with specific minor amendments or changes in emphasis. Contributors welcomed the definition as a positive step towards better defining what they saw as a complex and sometimes contentious concept. Many responses said the definition achieved a balance between economic growth and environmental sustainability. Most respondents described the definition in positive terms by most respondents such as “common sense, laudable and reasonable,” while a minority of views suggested that it “lacked detail, should be abandoned or is too vague.”

33. The strongest theme emerging from the responses concerned the importance of preserving and improving the natural environment. Many respondents emphasised that growth must not have a negative impact on the environment, and that it should be used as a vehicle to improve the environment through, for example, biodiversity net gain (leaving habitats in a better state in which they are now). Accordingly, while some felt that the principles of sustainability were suitably engrained in the definition, others requested more emphasis on the importance of sustainable development and protecting the natural environment, such as ambitions for zero-carbon homes. Some submissions also said that quality of life and equality should have a greater emphasis within the definition. Another key theme was the importance of circular economics (maximising the service life of local resources), as explained earlier in this report. Many suggested that the Vision should embrace circular

economics as a way of mitigating environmental impacts and increasing economic inclusivity within Oxfordshire, with some providing links to studies and books on the subject.

34. There were also recurring themes, which are covered in more detail elsewhere in this summary. For example, several submissions explained that it was difficult to object to the definition because it offered a broad and positive view of growth, though a lack of measures to effectively evaluate how this growth is achieved was criticised. Some suggested that the definition of Good Growth or the concept of growth more generally created tension and friction between the Vision's outcomes, particularly with regards to carbon reduction and environmental enhancement. A few said the two were incompatible altogether. Among alternative terms to substitute for growth were prosperity and sustainable development. There were also suggestions that the Vision should take a similar approach in defining sustainability and resilient communities.
35. Typical examples of the responses received during the engagement concerning the definition of Good Growth are set out below.
- *The definition implies a balance between economic growth and a positive social impact which seems a very laudable objective.*
  - *The definition of good growth covers the 'triple bottom line' of positive economic, environmental and social outcomes.*
  - *Yes, I agree. Good growth has to be genuinely socially inclusive and environmentally sustainable embodying the principles of the circular economy.*
  - *We have to move away from the emphasis of growth meaning more of the same, as in more material, consumption-based growth. We need growth to be associated with thriving - thriving communities with thriving people.*
  - *I'd like to see a circular economic model which links in with your sustainability objectives but doesn't fully embrace them.*
  - *It strikes the right balance while addressing a sustainable balance and growth.*
  - *Whilst growth provides the opportunity to improve the living standards of all, ideally those most disadvantaged, doing it at the expense of the natural environment benefits nobody*

## **PART 5: STRATEGIC VISION GUIDING PRINCIPLES**

36. The engagement exercise asked respondents whether they agreed with the 11 Guiding Principles set out in the Draft Vision, and for their wider views on their appropriateness for Oxfordshire. Respondents noted that the guiding principles were wide ranging and agreeable, and most responses indicated that they were the 'right' ones. However, as with the support offered to other sections of the Vision, there were often caveats and requests for emphasis. Many strongly supported the guiding principles, and in some cases, respondents said they aligned with the ambitions of other organisations responding to the engagement exercise. Some were more brief in suggesting that the principles "seem right" or "sound good."
37. Contributors spoke of the need to balance the principles in a pragmatic way to ensure that the Vision did not pursue one at the expense of another. There were also suggestions for additional or stronger guiding principles related to transport, sustainability and the natural environment. Some asked that the Vision used more active language to promote delivery against the principles, and this was most often linked to the natural environment. For example, one person said, "*there should be a principle to be active in promoting nature recovery not just valuing the 'natural capital' we have already.*" Another added that "*the Guiding Principles should seek not only to enhance Oxfordshire's natural capital assets, but*

*also to grow them.*" The emphasis was to be bolder and more ambitious in the language used throughout the principles. As a cross cutting theme in the responses, several contributors said it was hard to quantify and measure achievements against these principles because of their abstract or broad nature. This summary covers the issue of measurability and evaluation later.

38. Typical examples of the responses received during the engagement concerning the Guiding Principles are set out below.

- *They reflect current and contemporary concerns on a wide scale, but can also be addressed and personalised on a small scale which makes them inclusive and facilitates greater involvement and ownership.*
- *Seem reasonably well balanced, would like even greater focus on solving the biodiversity and climate crisis.*
- *We particularly support the guiding principles that expect high-quality development and will deliver homes that meet the needs of current and future generations.*
- *The references to wellbeing are supported, particularly the importance of mental wellbeing in Guiding Principle 2, given the current situation pertaining to the pandemic.*
- *They are well thought out and address the needs of the population whilst striking the balance of protecting the natural environment and resources.*
- *They offer a route to a happier and healthier lifestyle, that is sustainable both economically and environmentally.*
- *They reflect national and international concerns such as climate change, equality and diversity, mental health, community, economy and homelessness. They also interlink and connect with each other so there's cohesiveness.*

#### **Examples of alternative guiding principles offered by respondents**

- *We will safeguard and promote accessibility while diminishing the adverse effects of transport.*
- *We will reduce emissions within the county to net zero by 2030 - making efforts to reduce 'imported' emissions.*
- *We will manage the location and design of new developments including supporting facilities so as to reduce the need to travel, especially by car, and to promote the use of shared and active modes.*
- *We will continue to manage road space to give priority to the needs of sustainable modes.*
- *We expect to manage the introduction of autonomous vehicles so as to improve the overall efficiency and safety of traffic movement and reduce inequalities amongst people and places otherwise experiencing limited accessibility.*

## **PART 6: OXFORDSHIRE'S DIVERSITY AND THE NEED FOR SPECIFICITY**

39. There was a strong and overarching feeling from respondents that the Vision needs to be more Oxfordshire specific. Responses highlighted that Oxfordshire is an inspiring, diverse and unique place in many respects, having world leading strengths, but also facing some significant place-based and socio-economic challenges. The county has wide-open spaces and dense urban areas, each home to sites of international importance. Respondents felt that the Vision needed to better reflect the diversity of the urban and rural environments, increasing specificity about Oxfordshire, its assets, and the diversity of its people and institutions.

40. As one respondent summarised: *“Having a Strategic Vision for a place which reflects the particular characteristics of the place is more likely to be useful.”* Another suggested that the Vision should still be identifiable as Oxfordshire when it removes all references to the county, as a test to ensure specificity. At the centre of these responses was an acknowledgement that a fuller understanding of the county’s specific circumstances, strengths and challenges should lead to a more tailored and focussed Vision.

### **Rural and Urban Spaces**

41. Several responses said the vision should include greater reference to the City of Oxford, as a dense urban area with a unique historic core, rich natural environment and vibrant cultural offer. The city also has greater ethnic diversity among its population than neighbouring districts, as well as a significant student population, who attend world leading research institutions, which in turn employ a significant proportion of the county’s population. Submissions highlighted that the Vision celebrate this and ensure it has a role in shaping a more specific place-based vision for Oxfordshire.
42. A similar balance was given in responses asking for the Vision to celebrate the rural character of the county and distinguish its importance. As one respondent explained: *“As Oxfordshire is the most rural county in the South-East Region, it would be helpful to recognise the challenge this provides in terms of our rural population’s accessibility to services and facilities.”* Other contributors similarly echoed this view. Across rural and urban spaces, some respondents also wanted the Vision to recognise the unique historic assets that exist within the county, and their relationship with the natural environment and local economy.

### **Businesses and education**

43. Some representations drew out the importance of local businesses and education institutions, their diversity, and in many cases, world leading significance; recent successes with the Oxford-AstraZeneca Vaccine being one of many examples. Comments highlighted a relative absence of references in this regard. Responses were unequivocal that the Vision should specifically refer to, and situate, Oxfordshire as a place of global significance. Some respondents were clear however that a focus on world leading innovation should not imply exclusivity. Respondents highlighted that these assets make Oxfordshire incredibly unique, important to the national economy, and a place to be celebrated. One submission pointed out the capacity for local businesses and institutions to help Oxfordshire meet the ambitions of the vision.

### **Challenges and Opportunities**

44. Contributors explained that drawing out Oxfordshire’s diversity and assets would help to better contextualise the acute challenges and opportunities that exist for the county. Accordingly, this would support a stronger and more robust rationale for the Vision’s outcomes. There were several strong responses asking for increased emphasis on providing high quality, efficient and affordable homes, in the right places for residents; a challenge that is more critical for Oxfordshire than in many other areas. Some expressed that this challenge was particularly sharp for younger people and older people, and that the vision should focus on addressing the challenges for future generations.

45. Respondents raised the strain placed on road infrastructure and the need to reduce congestion as a specific challenge for the area, together with the emissions and wider disbenefits generated from personal car use among a large commuter population. Again, respondents expressed this to be a more significant challenge for Oxfordshire than in other areas. Many emphasised however this issue provided a real opportunity to rethink our approach to movement, travel and connectivity in Oxfordshire. This included creating the conditions to facilitate more walking and cycling, reduce travel times, and prioritise public transport while discouraging car use. At the same time, responses highlighted challenges relating to broadband access and speeds for both rural and urban communities, stifling opportunities to develop a better digitally connected society and economy.
46. As a strong theme explored elsewhere in this summary, comments repeatedly referenced economic, health and social (including education) inequalities as serious challenges for Oxfordshire's future, which often linked to challenges with housing affordability and availability. Respondents expressed wealth and health disparities across the county were severe and called for greater economic inclusivity and access to opportunities for all. In addition, comments often referenced inequality of access to green open spaces, leisure facilities, and Oxfordshire's unique natural and cultural heritage assets. Respondents highlighted several other thematic challenges were as Oxfordshire-specific by respondents, included funding for public services, caring for and housing an ageing population and utility stress.
47. Typical examples of the responses received during the engagement asking for the Vision to be more Oxfordshire specific are set out below.
- *I am surprised at how little attention is given to the role of the City of Oxford. It clearly has a functional economic area surrounding it that is long established and of national importance. The new Plan should seek to build on that success, not ignore it.*
  - *There is no mention of the historic environment, the county's architectural and archaeological heritage, the vernacular architectures of our towns and villages.*
  - *Oxfordshire is an important and productive farming area yet is not mentioned even once in the document... the rural economy is ignored.*
  - *The outcomes are positive in principle but come across as quite generic and could be more spatially specific and related to strategic issues that Oxfordshire faces.*
  - *The present draft is not embracing and building clearly on Oxfordshire's unique national and international assets and is, therefore, indistinguishable from any other area... Equally, the draft omits in any meaningful way Oxfordshire's position as a global innovation hub and the opportunities this brings.*
  - *The most important outcome is to deliver homes in sufficient in numbers, location, type, size, tenure and affordability to meet the needs of residents.*
  - *The document must include more references to Oxfordshire's educational assets such as its world class universities and the schools in the county.*
  - *(I) would like to see more specific reference to 'diversity' in all senses.*
  - *We are very concerned that the present draft does not reference nor acknowledge businesses.*

## **PART 7: DELIVERY AND EVALUATION**

48. The Open Thought platform asked contributors how they would want to see progress measured against the outcomes identified in the Vision, and the speed at which to meet targets. There was a strength of feeling that success against the Vision's ambitions would



be difficult to quantify and evaluate because of their broad and abstract nature in some instances. Several comments suggested how this might be done.

49. There was a slight balance in favour of taking a quantitative approach to measuring success. For example, many asked for key metrics and performance indicators. Some however said that a qualitative approach would be best, based on measuring public opinion. Despite the challenges identified in evaluating the Draft Vision, respondents gave numerous examples given of quantitative metrics that the Vision could use, and that it could review on an annual basis. There was an emphasis on using measures that were SMART (Specific, Measurable, Achievable, Realistic, Timely), already established within the county, and recognised as universal indicators globally.
50. Some asked for a more nuanced approach to measuring success. Many advocated that the best way to measure success would be through asking residents directly for their views. Specifically, a few suggested that citizen assemblies, focus groups and neighbourhood forums would be a good way of understanding local satisfaction against the Vision's ambitions. Commenters expressed matters of wellbeing and happiness to be complex and multifaceted issues which through key performance indicators might not reasonably measure. One respondent suggested monitoring how the Vision has influenced wider plans and strategies to measure progress, and another said progress should be categorised under the parameters of human, environmental and economic welfare.
51. Typical examples of the responses received concerning delivery and evaluation of the Vision are set out below.
  - *It will be very difficult to quantitatively measure but qualitatively you will know by the satisfaction of new residents and if people are travelling sustainably.*
  - *There is a need for a qualitative assessment of happiness of communities.*
  - *Index the number of homes with solar panels, the number of electric car charging points, air quality, broadband speed, school class sizes, child poverty / food bank usage, and average commute times.*
  - *The Vision should be measured qualitatively through neighbourhood and citizens' assemblies.*
  - *We should include a metric on the impact on future generations.*
  - *Digital connectivity is urgent and could be easily measured.*
  - *Defra metrics e.g. farmland and woodland bird index, butterfly index, extent of priority habitats in good condition or re-created.*
  - *Publishing KPIs that are evaluated and reviewed on a 5-year rolling basis.*
  - *Set clear goals i.e. annual carbon emissions measured against targets, put resources into properly quantifying biodiversity values (i.e. species diversity and abundance) and measure annually against net gain targets.*

## **PART 8: YOUTH ENGAGEMENT**

### Colleges

52. Alongside Open Thought, officers made special effort to engage with young people on the Strategic Vision. Working with staff from City of Oxford College and Abingdon and Witney College, officers devised a targeted and tailored workshop that sought to inform young people on the Vision and gauge their thoughts on the document. Students at City of Oxford College took part in the 45-minute workshop, held virtually with on December 11. Abingdon and Witney College students participated on January 19. A remote survey version of the session was also distributed to members of Voice of Oxfordshire Youth – a countywide

forum of young people aged 11 – 18 and up to 25 with additional needs. In total, 76 young people responded.

### Outcomes

53. The workshop asked young people how much they agreed with each of the seven outcomes. There was broad support for all of the outcomes, with having a “happier, healthier and more equal” society and “greater connectivity and mobility” scoring the highest. The session then asked students to rank the outcomes in terms of importance. Improving our natural environment ranked highest, with creating a healthier, happier and more equal society second highest. Creating a strong sense of community and greater connectivity and mobility ranked least important. When asked if there was anything young people believed was missing from the outcomes, many responded that mental health needed to be a prominent part of our outcome looking at health. This included the provision of support and education around mental health issues. They also mentioned more job opportunities and housing availability for young people.



**Which outcomes are most important to you?** (Slide from Abingdon and Witney College engagement session)

## COVID-19

54. This section asked students to consider some of impacts the pandemic has had on their lives and how the Vision might reflect this. Firstly, the workshop asked young people what they missed most during lockdown. Friends and family featured prominently, as did social activities including attending college, going on holiday, shopping and simply going out. Officers then asked respondents if there was anything they value more since lockdown started. The students frequently mentioned family, along with exercise, nature, walks and going to college. When asked if they felt more or less connected during lockdown, the majority felt less connected (47%) with 30% feeling more connected and the rest feeling no difference. When asked what changes they have made during lockdown they may continue with in the future, most mentioned some form of exercise or self-care such as learning new skills and hobbies or enjoying activities that made them feel better.



***What three things do you value more since lockdown?*** (Slide from Abingdon and Witney College engagement session)

### Success

55. This section sought to better understand how young people might consider any vision as successful in the future and what sort of metrics officers could use to measure that. Asked what happiness meant to the respondents, most mentioned love, health, stability, family, friends, and positivity. The exercise then asked what wellbeing meant to them. Mental health, positivity, stability particularly financial, love, and exercise were the most used terms. When asked what success meant to them, respondents mostly said happiness, financially stable, and a good job.



57. Final thoughts submitted by the young people reiterated the need for more mental health support, creating a more equal society through eradicating homelessness and poverty and everyone being able to access the same opportunities, and providing stability in the future. Respondents appreciated that they had the opportunity to give their views and hoped officers would consider their views as part of revising the final Vision.
58. The impact of Covid was clear in young people's responses. The biggest message was that mental health needed to be a central part of the Vision. This included providing more support for mental health, more education around mental health, and ensuring access to green spaces and the ability to exercise to help improve mental health. Linked to this was the over-riding feeling that young people wanted stability in the future, understandable given the huge disruption in their lives. The Vision provides an opportunity to offer them the positivity they crave for their futures, with the promise of a stable job, access to affordable housing and being able to socialise with friends and family.

### University

59. In addition to the college sessions, officers held a special virtual workshop with students from Oxford Brookes University on November 5. The students came from two courses: BA Planning and Property and BA Urban Design, Planning and Development. They were all third-year undergraduates doing the Strategic Planning & Policy module and in total about 50 students joined the session.
60. Officers asked the students to discuss and feedback on the following questions:
1. Are these the right outcomes for Oxfordshire?
  2. What needs to be done to achieve these outcomes?
  3. What should our targets look like – how far & how fast?
61. The overall priorities were creating places that allow healthy lifestyles (in the widest sense and including because it reduces demands on public services), an economy that provides good job prospects, and a green economy with a reduction in carbon emissions and congestion.
62. Students thought high-quality community green space was really important, along with quality public space in the built environment. Some mentioned the importance of mental wellbeing and mindfulness in this context. The students also linked green infrastructure with physical exercise, biodiversity and food production (allotments, private gardens). The right mix of housing in terms of tenure, type and size was important, with affordable housing a priority, along with a need for homes for the elderly. The need to improve space standards was strongly emphasised.
63. Respondents thought smaller communities were better in terms of creating a sense of community. Homes needed to be fit-for-purpose for the long-term (e.g in terms of climate change and adaptability as people's need change). There were lots of references to the importance of community assets. The students thought it important that planning of places and services was long-term, co-ordinated, clean and green. In terms of reducing carbon emissions, the students suggested there was more scope to reduce reliance on the private car and/or to use electric vehicles, improve fast broadband, and use principles from the 20-minute neighbourhood concept.

## **PART 9: LIMITATIONS AND LEARNINGS**

The draft Strategic Vision is a high-level overarching document considering the kind of place that Oxfordshire should be over the next 30 years. Context is also vital when considering the number of responses. We are in the middle of a pandemic that has seen huge shifts in lifestyle and uncertainty over both people's short and long-term future. In such circumstances, the initial challenge is cutting through the Covid coverage to make people aware of the draft Vision and the engagement exercise. There is clearly also difficulty in asking them to consider a wide-ranging document that looks decades into the future while many are struggling to simply get by day-by-day.

64. A combination of pandemic restrictions, timeframes and efficiency meant officers hosted and promoted the engagement exercise online. This unfortunately results in excluding those who are either not able to get online or who are not comfortable using IT. Statistically these are likely to be older people and those from disadvantaged backgrounds. This needs to be taken into consideration when analysing the responses received.
65. While direct emails were the largest source of users to the Open Thought site, analytics show about 45% of all subscribers opened the email inviting them to take part in the draft Strategic Vision engagement, and about 17% clicked on the link to take them to the site. Future work is needed in establishing what can be done to increase both of these rates to further the reach of our engagement.
66. Similarly, there were 1,839 views of the online form on the Open Thought website, and 708 starts, but 115 responses (including two tests) meaning a response rate of 16%. Timeframes meant extensive testing and refinement of the form was not possible, however there is clear room for improvement in future engagement exercises to increase the response rate.
67. There were a handful of respondents who appeared to confuse questions and responses, as well as a small number who it seems attributed low scores to outcomes they wanted to prioritise the most, rather than a high score. These anomalies are negligible in regards to altering the wider interpretation of responses in the engagement, but quantitative measurements have not been included in the report as a result. They will also be considered in the evaluation of the online form.

## **PART 10: CONCLUSIONS**

68. The Strategic Vision engagement exercise set out to ask the public and partners for their views on the Draft Oxfordshire Strategic Vision. The feedback demonstrates strong support for the principle of establishing a Strategic Vision for Oxfordshire, and for the ambitions set out within the document. This includes support for the Outcomes, Guiding Principles and definition of 'Good Growth.' There were however a range of suggestions for increasing emphasis and ambition, most often in respect of tackling climate change, protecting the environment and tackling inequalities.
69. Respondents wanted to see the Vision take a more tailored approach to the challenges and opportunities facing Oxfordshire, and for it to make more of the unique people, places and assets within the county. A significant number of responses indicated concern over how the Vision would be evaluated and delivered, most often because the Vision's intent was considered broad and wide ranging, and therefore difficult to measure. Finally, many said

that there needs to be greater clarity about the Vision's status, and its relationship with other organisational strategies and plans; particularly where tensions might arise between the two. A small minority of responses had more fundamental critiques of the Vision, most often related to deliverability and the perceived tensions between delivering good growth and the environmental ambitions within the document.

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## **Cherwell District Council**

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

**6 April 2021**

### **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 positions as at the end of February 2021.

#### **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 February 2021, 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 - Finance




### 3.0 Report Details

3.1 The Council’s performance management framework sets out key actions, projects and programmes of work that contribute to deliver 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:**

**Average time taken to process Housing Benefit New Claims** is reporting Green for February and year to date, with a reduction on time taken to process new claims of just under 12 days, compared to the target of 15 days. Performance continues strong with the team proactively ensuring the approach and monitoring new claims, aiming to a result of excellent service to residents.



**Delivering the Local Plan** is reporting Amber for February and Green for Year to Date. Officers continue the preparation of district wide Local Plan Review (options stage); the timetable for the Plan is being reviewed in the context of delays to the Oxfordshire Plan. An application for statutory review of the adoption of the Local Plan Partial Review (a legal challenge) has been lodged with the Planning Court and served on the

Council. Court hearings are expected in June.

**Homes improved through enforcement action** is reporting Red for February and Year to Date, the team has been unable to conclude enforcement actions for improvement works due to the measures put in place to reduce COVID-19 risk to residents, although 3 cases involving work-in-default (where the Council organises work at the expense of notice of recipients who have failed to act), which are underway. COVID-19 limitations to inspect and investigate premises contributed on reducing the ability of contractors to undertake works.

**Number of people helped to live independently through use of DFG & other grants/loans** is reporting Red for February (36 against a target of 45) and Amber for Year to Date. This month the team provided help to 36 households; 18 by means of major adaptations and another 18 by means of smaller works. Measures are in place to reduce COVID-19 risks to staff, contractors and particularly to our mainly elderly and vulnerable clients, however, access to clients' homes for both surveys and to undertake works continues to be restricted due to the pandemic.

**Average time taken to process Housing Benefit change events** is reporting Amber for February (8.14 days against a target of 8 days) and Green for Year to Date. The average time taken to assess change to events is slightly above target, for the month, at a calculated 8.14 days against a target of 8 days. Performance has been impacted slightly, as a new workplan was introduced to clear some of the outstanding work. The year to date performance figure is good, at an averaged 5.32 days.

**Number of affordable homes delivered including CDC and Growth Deal targets** is reporting Red for February (22 against 25) and Green for Year to Date. A total of 22 affordable homes were completed, in February 2021, comprising 18 Affordable

Rent and 4 Shared Ownership tenures. Although this figure is below the monthly target, we are on track to deliver the overall number of affordable housing completions estimated for the year 2021/2022. Growth Deal units are expected in Spring 2021.

**Number of Housing Standards interventions** is reporting Red for February (47 against a target of 55) and Amber for Year to Date. The team has recorded 47 interventions this month against their target of 55; for the year so far, that means we have recorded 598 against a target of 605. The team's ability to carry out both responsive and proactive visits to rented properties continues to be significantly restricted by COVID-19, which reduces their ability to implement formal enforcement activity.

**% of Non-major planning applications determined to National Indicator** is reporting Amber for February and Year to Date. 87 Non-Major Planning Applications were determined, during February 2021, 56 of them within National Indicator target or agreed timeframe.

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

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

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



**Delivering high Quality Waste & Collection Service to all Properties** is reporting Green for February and Year to Date, with the services running well, meeting the unbelievably increased demand of high tonnages recorded throughout the services and being met.

**Reduction of fuel consumption used by fleet** is reporting Amber for February (34,056 against a target of 32,246) and Year to Date. Slightly more fuel consumed in comparison with the same period last year. Collection tonnages are still high, training work continues to reduce idling and reduce fuel consumption.

**Protect the Built Heritage** is reporting Amber for February and Year to Date. The team continues working on advising for Conservation Area Appraisals (in Bloxham and Grimsbury) with reports to those being due to finalisation and heritage advice continues to be provided to inform Development Management decision making.

**Country Parks to support good lifestyle choices** is reporting Amber for February and Green for Year to Date. Planning for the development of the Country Parks in Banbury (behind M&S at The Gateway) and Bicester (between Kingsmere and Chesterton) continues. This month the planned community tree planting was delay due to ground conditions & lockdown rules.

**Waste Recycled & Composted** is reporting Red for February (48.93% against a target of 56%) and Amber for Year to Date. The recycling rate is currently up 0.6% in the last 11 months. The decrease during this month has to do with seasonality.

**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 Business Rates collected, increasing NNDR Base** – is reporting Green for February and Amber for Year to Date (94.30% against a target of 96.00%). The team has achieved a collection rate of 3.11% (for the month), still, the shortfall accounts to approximately £800k. Formal recovery action is still taking place with reminders and final notices issued. Debts that remain unpaid have a liability order granted. Outstanding balances continue to be chased by telephoning debtors and, during conversations, discussing entitlements to reduction in rates payable.



**Plans to transform Oxford-Cambridge Arc** – An ambitious plan to unleash the economic and cultural potential of the Oxford-Cambridge Arc was announced in February, to transform it into one of the world’s premier growth corridors and a world-leader in sustainability. The spatial framework plan will help create thousands of jobs, drive investment, protect and enhance the environment and provide infrastructure needed to make the area – which spans the five counties of Oxfordshire, Buckinghamshire, Northamptonshire, Bedfordshire and Cambridgeshire – an even greater place to live and work. With the right interventions and investment, local analysis suggests that by 2050 economic output could double to over £200 billion.



**% of Council Tax collected, increase in Council Tax Base** Reporting Green for February and Amber for Year to Date. Notices, summonses, liability orders through the Magistrates Court, outbound calls, were actioned and collection rates remained lower this year, compared to same time last year, by 1.34%. Limitations set down by the Magistrates Court, also contributed to those numbers, because of the limited number of cases that could be heard at the Magistrates Court.

**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:

**Winter Support Grant scheme** - Cherwell District Council received £400K Government funding with £49K of it, in February, designated to Winter Support Grants and distributed via the Citizens Advice. The Parishes Contain Outbreak Management Fund (COMF), is another tranche of a wider programme of locally designed interventions, funded by Government (via OCC), with the aim to benefit those households who need assistance obtaining food, heating & necessities.



**Number of visits/usages of District Leisure Centre** is reporting Red for February and Green for Year to Date (0 against a target of 33,333). All leisure Facilities and Sports Pitches have remained closed during February 2021, following government lockdown restrictions due to the COVID-19 pandemic.



**New project to make Bicester wilder** - Berkshire, Buckinghamshire and Oxfordshire Wildlife Trust (BBOWT), supported by Bicester Garden Town, Cherwell District Council, Healthy Bicester and Bicester Town Council, who aim to encourage residents, of all ages and backgrounds, to get involved in their homes and communities and enable those areas to be wildlife rich spaces.



**Local Cycling and Walking Infrastructure Plan (LCWIP)** - Residents of Banbury are set to benefit from improvements that will encourage cycling and walking. The goal is to identify infrastructure improvements needed to enable people to cycle and walk more within the town and from local villages. It also aims to help win funding for better cycling and walking infrastructure.

**Voluntary Sector** – February was brimming with information and activity packs set for older people, distributed with Age UK Oxfordshire. Other older people's groups had vital information and have been offered to engage in activity sheets offered to the most isolated residents. The Winter Warmer initiative delivered hot soup or snack to most vulnerable and isolated residents and information of where those residents could access food deliveries locally was made available. A count of 38 individuals received a hot meal, each week. Play, an initiative shared with partners, had successfully engaged with young people, in the school holiday period, with outdoor trails that were completed respecting the social distancing rules and giving out fruit hampers to families. Apart from Community Capital, all other new schemes are running for the first time, in the year 2020/21.

## Summary of Performance

3.12 The Council reports monthly on performance against 39 Business Plan Measures, with 22 Programme Measures and 17 Key Performance Indicators. 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	February	%	DoT	YTD	YTD %
Green	On target	26	67%	↓	27	69%
Amber	Slightly off target	6	15%	↑	10	25%
Red	Off target	6	15%	↑	1	3%
	No data	1	3%	NA	1	3%

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 & L22	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
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<b>L01</b> Financial Resilience	16 High risk	↔	Risk reviewed 11/03 – Mitigations and comments updated
<b>L02</b> Statutory functions	9 Low risk	↔	Risk Reviewed 11/03 – Comments updated
<b>L04</b> CDC Local Plan	12 Medium risk	↔	Risk Reviewed 10/03 – Comments updated
<b>L05</b> Business Continuity	9 Low risk	↔	Risk Reviewed 08/03 - Controls, mitigating actions and comments updated
<b>L07</b> Emergency Planning	12 Medium risk	↔	Risk Reviewed 08/03 - Controls and mitigations and comments amended.
<b>L08</b> Health & Safety	12 Medium risk	↔	Risk Reviewed 02/03 - Mitigating actions and comments updated
<b>L09</b> Cyber Security	15 Medium risk	↔	Risk Reviewed 11/03 - No changes
<b>L10</b> Safeguarding the Vulnerable	8 Low risk	↔	Risk Reviewed 01/03 - No changes in risk categorisations
<b>L11</b> Sustainability of Council owned companies and delivery of planned financial and other objectives.	12 Medium risk	↔	Risk Reviewed 09/03 - Potential Impact, mitigating actions and Comments updated
<b>L12</b> Financial sustainability of third-party suppliers including contractors and other partners	12 Medium risk	↔	Risk Reviewed 10/03 - Comments updated
<b>L14</b> Corporate Governance	9 Low risk	↔	Risk reviewed 11/03 – No changes
<b>L15</b> Oxfordshire Growth Deal	9 Low risk	↔	Risk Reviewed 09/03 - Comments updated
<b>L16</b> Joint Working	6 Low risk	↔	Risk Reviewed 10/03 – No changes
<b>L17</b> Separation	16 High risk	↔	Risk Reviewed 10/03 - Commentary updated
<b>L18</b> Workforce Strategy	9 Low risk	↔	Risk reviewed 10/03 – No changes
<b>L19</b> Covid19 Community and Customers	16 High risk	↔	Risk reviewed 08/03 - Comments updated
<b>L20</b> Covid19 Business Continuity	16 High risk	↔	Risk reviewed 10/03 - Comments updated
<b>L21</b> Post Covid19 Recovery	12 Medium risk	↔	Risk reviewed 10/03 - Comments updated
<b>L22</b> Elections May 2021	12 Medium risk	↔	Risk reviewed 11/03 – Comments updated

During February the leadership risk had no score changes.



## Finance Update

- 3.16 The Council's forecast financial position up to the end of February shows a forecast breakeven position after assuming a further use of reserves of £0.418m. The £3.794m overspend related to COVID-19 costs (para 3.19), is offset by a £3.794m underspend on business as usual costs (para 3.17).
- 3.17 Before taking into account funding held for COVID-19 costs, the directorate revised budgets have forecast a net overspend of £1.256m. This is partly driven by a £0.670m forecast overspend in Wellbeing. There is £0.465m budget available within Executive Matters to offset costs when they are incurred. In addition, loss of income from Planning Application fees and Car Park income are driving the forecast overspend in Environment and Place. Taking this and the latest assessment of interest costs into account, there is an overall overspend of £0.473m across the services.
- 3.18 The following assumptions have been made in assessing the costs of COVID-19 to the Council:
- The national lockdowns and subsequent business restrictions have a significant effect until the end of the financial year
  - Car parking income will be significantly impacted, as will Planning Application fee income
  - Support for leisure services will continue until the end of the financial year
- 3.19 Applying these assumptions gives a forecast cost of COVID-19 of £7.443m 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 £2.113m and an estimated income of £1.536m to partially meet income losses. This reduces the net in-year COVID-19 pressure to £3.794m.
- 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 help it meet an expected funding shortfall for this financial year after government funding is taken into consideration.
- 3.22 The Council introduced a new structure in December 2020. This report has been prepared on the basis of the new permanent structure that has been put in place.

### 3.23 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>
Environment and Place	10.558	8.711	2.373	11.084	0.526	11.255	-0.171
Customers and Org. Dev. And Resources	6.966	6.345	0.652	6.997	0.031	7.011	-0.014
Adults and Housing Services	3.025	2.502	0.343	2.845	-0.180	2.855	-0.010
Public Health and Wellbeing	3.584	2.482	1.772	4.254	0.670	4.268	-0.014
Comm. Dev. Assets and Inv.	2.284	0.191	2.302	2.493	0.209	2.052	0.441
<b>Total Directorates</b>	<b>26.416</b>	<b>20.230</b>	<b>7.443</b>	<b>27.672</b>	<b>1.256</b>	<b>27.441</b>	<b>0.231</b>
Executive Matters	2.364	1.581	0.000	1.581	-0.783	1.857	-0.276
<b>Total Cost of Services</b>	<b>28.780</b>	<b>21.811</b>	<b>7.443</b>	<b>29.253</b>	<b>0.473</b>	<b>29.298</b>	<b>-0.045</b>
<b>Total Income</b>	<b>-28.780</b>	<b>-25.604</b>	<b>-3.649</b>	<b>-29.253</b>	<b>-0.473</b>	<b>-29.298</b>	<b>0.045</b>
<b>(Surplus)/Deficit</b>	<b>0.000</b>	<b>-3.794</b>	<b>3.794</b>	<b>0.000</b>	<b>-0.000</b>	<b>-0.000</b>	<b>0.000</b>

## **Environment and Place**

Environment and Place predict an overspend of £0.526m against a revised budget of £10.558m (5.0%).

Environment and Waste	<p>The £0.337m overspend is mainly due to pressures in employment costs due to sickness and the requirement of agency staff cover £0.434m. Offsetting this (£0.039m) reduction in transport/contractor costs for gate &amp; transfer fees and a reduction in tonnage of waste recycling/disposal costs. Car park, premises and supplies and services costs are expected to be higher by £0.067m. An additional (£0.125m) in income is anticipated as a result to car parks income not as low as expected in lockdown 3 and additional recycling tonnage collected due to residents working from home.</p>
Variation £0.337m overspend	
Variance to last month's forecast -£0.051m	
Planning & Development	<p>There is a forecast £0.159m overspend against the revised budget which has reduced by £0.150m from last month.</p>
Variation £0.159m overspend	<p>The reduction this month is due to £0.064m savings identified for professional fees, £0.035m of potential COVID-19 related costs that are no longer required, £0.023m salaries savings due to vacancies and a £0.028m improvement in forecast Building Reg fee income.</p>
Variance to last month's forecast -£0.150m	<p>The forecast £0.159m overspend is mostly due to the £0.235m of COVID-19 related income loss and £0.094m Agency costs in Development Management. These are offset in part by savings on salaries £0.071m across the service, £0.064m professional fee and £0.035m COVID-19 costs no longer required.</p>
Growth & Economy	<p>Growth &amp; Economy is forecasting an overspend of £0.030m this month. Build's overspend of £0.050m is made up of legal fees and other minor variances. Offsetting part of this overspend, Economic Development are forecasting a £0.020m saving on project delivery costs.</p>
Variation £0.030m overspend	

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Variance to last month's forecast  
£0.030m

This forecast assumes a carry forward request to 2021/22 of £0.033m to fund a required post is approved.

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## **Customers and Organisational Development**

Customers & Organisational Development predict an overspend of £0.031m against a revised budget of £6.966m (0.4%).

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HR/IT/Comms/Cultural Services

All are on target with the exception of Land Charges which is showing a £0.140m underspend as income recovers faster than expected.

Variation  
-£0.140m underspend

Variance to last month's forecast  
-£0.010m

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Finance

The February forecast for Finance predicts an overspend of £0.099m. This is mainly due to finance staffing and agency costs linked to developing capacity for the closure of accounts and additional work linked to the national lockdown.

Variation  
£0.171m overspend

Variance to last month's forecast  
-£0.004m

Revs and Bens are forecasting an overspend of £0.072m. An increase in income due to new burdens grant and DHP receipts of (£0.179m) plus DGLD Annex council tax relief not reflected in the budget (£0.055m). These are offset by reduction in anticipated court cost income of £0.187m, £0.098 Contractor payments and £0.021m other minor overspends including computer software/licences.

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## **Adults and Housing Services**

Adults and Housing Services predict an underspend of £-0.180m against a revised budget of £3.025m, (-6.0%).

Housing & Social Care	February's underspend of £0.180m is mostly due to £0.120m additional income for the Next Steps Accommodation Programme, following a successful Government grant application for this amount. The remaining forecast underspend is made up of £0.040m saving on Consultants fees, £0.010m saving as a result of a new contract for the Debt and Money advice service, £0.010m saving against a storage contract.
Variation -£0.180m underspend	
Variance to last month's forecast -£0.010m	

## **Public Health & Wellbeing**

Public Health & Wellbeing predict an overspend of £0.670m against a budget of £3.584m (18.7%).

Wellbeing	The forecast overspend of £0.670m 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. Remaining budget to cover £0.465m of this cost is held in Executive matters and will be transferred when costs are realised.
Variation £0.670m overspend	
Variance to last month's forecast -£0.014m	
Healthy Place Shaping	Healthy Place Shaping is forecasting to be on budget taking in to account a request to carry forward £50k unspent budget to a reserve to continue the funding of the Wayfinding scheme in 2021/22 due to COVID-19 delays.
Variation £0.000m overspend	
Variance to last month's forecast -£0.000m	

## **Commercial Development, Assets and Investments**

Comm. Dev. Assets and Invests. predicts an overspend of £0.209m against a revised budget of £2.284m (9.2%).

Property	Property are forecasting a £0.240m overspend against the revised budget. This is made up of a Castle Quay shopping centre £0.620m overspend as a result of the current economic climate. Offsetting this is a more favourable recovery of rental income from other CDC owned properties of (£0.105m) as well as forecast savings of (£0.192m) as a result of reduced occupancy of Council
Variation £0.240m overspend	
Variance to last month's	

forecast £0.460m	<p>premises and remote working. Staff vacancies have resulted in a (£0.039m) underspend, alongside underspends on operational budgets of (£0.044m) on equipment purchasing and professional fees.</p> <p>The £0.460m movement this month is mostly due to Castle Quay.</p> <p>£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</p>
Procurement	The overspend relates to consultant costs.
Variation £0.090m overspend	
Variance to last month's forecast £0.00m	
Law and Governance	£0.018m overspend is due to use of agency staff covering vacant posts £0.012m plus £0.006m other minor variations
Variation £0.018m overspend	
Variance to last month's forecast £0.000m	
Growth and Commercial	The underspend is due to a vacant post.
Variation -£0.019m underspend	
Variance to last month's forecast £0.001m	
Regulatory Services	Regulatory Services and Community Safety are forecasting an underspend of £0.120m made up of £0.025m underspend on vacant posts, £0.010m higher than forecast income and cost recovery for some discretionary services and £0.035m on reduced spending on contractor costs. Licensing
Variation -£0.120m underspend	

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Variance to last month's forecast  
-£0.020m

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income is forecast to exceed budgets previously adjusted for COVID-19 impact by £0.050m.

## **Executive Matters**

Executive Matters predicts an underspend of £0.609m against the budget of £2.364m (-25.8%).

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Corporate

£0.465m budget is remaining from the original £1.163m being held to cover costs of Leisure Management and will be drawn upon when required to meet the costs relating to COVID-19

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Interest

There is an adverse variance of £0.100m due to a further delay in drawing down £4m loan funds, originally expected in October.

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Use of Reserves

There is a £0.244m use of reserves required to balance the budget for 2020/21

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## **Income**

Income: £0.527m underspend - The underspend is due to additional COVID-19 related Sales, Fees and Charges loss of income than forecast that CDC has been able to recover.

## **3.23 Capital**

There is a forecast in-year underspend of £39.737m, of which £28.707m is anticipated to be reprofiled in future years. There is an overall forecast reduction in the total cost of schemes of £11.030m.

### **Table 2: Forecast Capital Outturn**

<b>Directorate</b>	<b>Budget £000</b>	<b>Outturn £000</b>	<b>Re-profiled beyond 2020/21 £000</b>	<b>Variance to Budget £000</b>	<b>Prior Month Variance £000</b>
Housing Total	2,252	1,076	797	(379)	(379)
Comm Dev Assets total	62,745	38,516	23,416	(812)	(797)
Customers, Org Dev & Resources Total	1,755	1,464	182	(109)	(109)
Environment and Place Total	35,987	22,391	3,958	(9,637)	(9,841)
Public Health Wellbeing Total	717	270	354	(93)	(51)
<b>Total</b>	<b>103,456</b>	<b>63,718</b>	<b>28,707</b>	<b>(11,030)</b>	<b>(11,177)</b>

### 3.24 Current Period Variances

#### 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, Assets & Investments:

Property are forecasting (£0.812m) underspend across the various projects, some as a result of the pandemic and others as a result of more effective working. One of the largest savings is the refurbishment of Banbury Health Centre (£0.153m). Due to ongoing discussions with the tenant regarding the extension of the lease, the scope of the project has been affected and as a result the full budget allocation may not be required. The Joint Housing & Asset IT system (£0.100m) has been put on hold due to a possible harmonisation project implementation and this budget may be redeployed to fund the new scheme. A (£0.090m) saving has also been achieved on works relating to the roofing of Ferriston parade due to more efficient delivery of the project, including merging contracts with a similar project (Orchard Exterior Redecoration) resulting in savings on professional fees, preliminaries and more efficient scope for delivering the work. A (£0.070m) saving on the Banbury Museum AHU upgrade has also been achieved because original plans suggested replacement of the plant but on further investigation, this was not necessary, and refurbishment was carried out. General savings of £0.399m) across the remaining capital schemes.

#### Customers Organisational Development & Resources:



Human Resources: are forecasting £0.001m overspend for the HR/Payroll system with no more costs expected.

ICT: are forecasting £0.110m underspend £0.100m no longer required for Legacy iworld system migration due to project no longer being required, £0.010 no longer required for Bodicote House meeting room Audio Visual.

### **Environment and Place:**

Growth and Economy Build Phase 1 is reporting unbudgeted spend of £0.093m. Build Phase 1b is forecasting an overspend of £0.264m after reprofiling the remaining budget into 2021/22 to complete the programme. Build Phase 2 as a result of certain schemes no longer progressing or have been pipelined an underspend of (£9.764m) is forecast. The Hill Community centre project is now complete with an underspend of (£0.229m).

Environmental Services: are forecasting (£0.001m) underspend as a result of energy efficiency projects which were committed in late 2019/20.

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

Wellbeing are forecasting a saving of (£0.093m). This is made up of underspends across various projects including North Oxford Academy Facilities Upgrade (£0.026m), an underspend of (£0.008m) against the Sunshine Centre programme for the extension to the front of the site, (£0.015m) underspend against the Corporate Booking System, (£0.002m) against Community Grants and finally (0.042m) on Solar Photovoltaics at Sport Centres which has been completely delivered and finalised.

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

### **Housing:**

**£0.790m** Disabled Facilities Grant capital - COVID-19 significantly reduced activity in the first 6 months of the year and despite activity increasing throughout the summer months, due to recent national restrictions the service is once again heavily constrained. As a result, not all of the Better Care Fund will be spent in this financial year and will be reprofiled into 21/22

### **Commercial Development, Assets & Investments:**

**£0.050m** Spiceball Riverbank Reinstatement - works are now part of CQ2 which will take place in 21/22

**£0.100m** Banbury Health Centre refurbishment - project has been delayed due to issues with the lease agreement with the tenant. Tenders should go out before Easter.

**£22.652m** Castle Quay - delayed works due to COVID-19

**£0.055m** Horsefair, Banbury - delayed works on paving outside Horsefair, Banbury Cross due to COVID-19

**£0.021m** Banbury Museum AHU - materials ordered from Germany but due to BREXIT supply issues are being encountered which are causing delays

**£0.141m** Bodicote House Fire Compliance Works - on hold due to project viability

**£0.094m** Corporate Asbestos Survey - Works progressing and will carry on into 21/22.

Anticipated spend of £0.160m in total releasing a (£0.050m) saving  
**£0.036m** Corporate Fire Risk Assessment - works are progressing but will carry over in to 21/22. Full spend expected.  
**£0.147m** Works from Compliance Surveys - Works progressing but will carry on in to 21/22. Full spend anticipated.  
**£0.100m** CDC Feasibility of Utilisation of Proper Space - Project on hold  
**£0.020m** Community Centre works on phase 1 has slight delays and will carry over into 21/22

## **Environment and Place:**

### **Environmental Services**

**£0.156m** Thorpe Lane Depot Capacity Enhancement - slippage in to 21/22 as a result of proposed separate garden and food waste rollout.  
**£0.080m** Bicester Country Park - COVID-19 delayed the purchasing and progression of the country park also resulting in community planting unable to take place until later in 2021, all spend to be slipped in to 21/22.  
**£0.315m** Vehicle replacement Programme - currently under review, further investigation needed into larger electric vehicles before committing to diesel equivalents. Remaining spend to be reprofiled into 21/22.  
**£0.041m** Car Park Refurbishments - COVID-19 significantly delayed progression on the installation of pay on exit barriers. Remaining spend will take place in 21/22.  
**£0.012m** On Street Recycling Bins - purchases are expected in 20/21 but delivery and installation are anticipated in early 21/22.  
**£0.125m** Car Park Action Plan - there is no costs anticipated in this financial year but spend is anticipated in 21/22.  
**£0.018m** Off Road Parking - COVID-19 delayed the progression of the car park refurbishments. All spend will take place in 21/22.  
**£0.012m** Street Scene Fencing Street Furniture - Issues with an expiring lease and delays due to COVID-19 have resulted in all spend to be slipped in to 21/22.  
**£0.050m** Depot Fuel System Renewal - COVID-19 delayed the progression of this project, all spend to be slipped in to 21/22.

### **Growth and Economy**

**£1.713m EWR2** - comprises the introduction of direct passenger and freight services between Oxford/Aylesbury and Milton Keynes/Bedford by reconstructing and upgrading the railway between Bicester-Bletchley-Bedford and Aylesbury-Claydon Junction routes, approval for which was originally agreed in October 2013 of a contribution of £4.35m towards the scheme. It was agreed that this could be paid over a 15 year period.  
**£0.926m Phase 1b** - Bicester Library is in the early stages of development with actual site work commencing early 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 £0.061m along with £0.006m retention payment owing for Creampot Crescent  
**£0.350m** Creampot Crescent Repurchase contingency - this budget is for the purpose of repurchasing the property if the owner can no longer afford the property.  
**£0.160m BUILD! Essential Repairs & Improvement** (Town Centre Affordable Rent roof repairs) - Loss adjustor negotiations still ongoing but hopeful the repairs are covered by warranty. However, reprofiling of budget in case this is not the case.

## **Public Health & Wellbeing:**

**£0.012m** Physical Activity & Inequalities Insight - evaluation funding for Active Reach project paused due to COVID-19 national restrictions

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

**£0.045m** Corporate online booking system delay to corporate pressure on IT

**£0.084m** Bicester Leisure Centre extension - spend to date on feasibility studies that have been taken to Place Programme Board prior to member workshops. Remaining funds needed for professional fees to progress recommendations resulting from the feasibility studies. Remaining spend will take place in 21/22.

**£0.030m** Spiceball Leisure Centre bridge resurfacing - No spend is expected this financial year but will take place in 21/22 on completion of Castle Quay Waterside and reinstatement of the bridge.

## **Customers, Org Dev & Resources:**

### **Finance**

**£0.182m** Work on the new finance system will continue into 21/22

## **Annex: COVID-19 Funding - Specific Funding**

<b>Date</b>	<b>Dept.</b>	<b>Grant Name</b>	<b>Schemes</b>	<b>Funding</b>
				<b>£</b>
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
July	DEFRA	Emergency Assistance Grant for Food and Essential Supplies	Allocation from OCC	116,326
September		Next Steps Accommodation Programme		120,400

September - March	DHSC	Test & Trace Isolation Payments	Main scheme	245,000
			Discretionary Scheme	121,500
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 - including one-off payments	4,347,029
November	MHCLG	Local Restrictions Support Grant (Closed) Addendum - Lockdown 2	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
	BEIS	Local Restrictions Support Grant (Closed) Addendum - Lockdown 3 to 31/03/21	As above	8,183,834
December	MHCLG	New Burdens Grant	Business Rate	11,700
			Council Tax	11,788
December	MHCLG	New Burdens Grant 2	To support making grant payments	58,500
	BEIS	Christmas Support Payment	Wet Led Pubs including off-setting payment	166,400

	BEIS	Local Restrictions (Open)	Discretionary Grant for period 2-18 December 2020 + 20 December - 4 Jan	481,280
	BEIS	Local Restrictions (Closed)	Mandatory business grants scheme for period 2-18 December 2020 + 20Dec - 4 Jan distributed to business premises forced to close Tiers 2 - 4 <ul style="list-style-type: none"> <li>• rateable value £15k or under, grants to be £667 per 2 weeks;</li> <li>• rateable value between £15k-£51k grants to be £1,000 per 2 weeks;</li> <li>• rateable value £51k or over grants to be £1,500 per 2 weeks.</li> </ul>	1,001,012
	BEIS	Closed Business Lockdown - Mandatory Lockdown 3	Funding received TBC One off grants awarded to be RV below £15k: £4,000 RV £15k - £51k: £6,000 RV above £51k: £9,000	7,992,000
	OCC	Winter Support	From OCC	59,004
	OCC	COMF (Control Outbreak Management Fund)	To fund ongoing public health and outbreak management costs	912,000
<b>TOTAL</b>				<b>55,039,028</b>

### General Funding

Decription	£
Tranche 1	67,257
Tranche 2	1,499,041
Tranche 3	229,391
Tranche 4	316,992
Total	2,112,681

Forecast Sales, Fees & Charges compensation	1,536,000
<b>Total General Grant Funding</b>	<b>3,648,681</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

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 and Deputy Monitoring Officer, [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 January 2021. 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 Member for Performance Management

Councillor Tony Ilott – Lead Member for Financial Management 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

Louise Tustian – Head of Insight and Corporate Programmes

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Louise.tustian@cherwell-dc.gov.uk

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# Cherwell District Council Business Plan 2020-2021

*Where communities thrive, and businesses grow*



**Cherwell**  
DISTRICT COUNCIL  
NORTH OXFORDSHIRE

## Strategic Priorities:



### Housing that meets your needs

Page 209

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



### Leading on environmental sustainability

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



### An enterprising economy with strong and vibrant local centres

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



### Healthy, resilient and engaged communities

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

## Themes:

### • Customers

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

### • Healthy Places

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

### • Partnerships

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

### • Continuous Improvement

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

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# Appendix 2 – Performance Report

## February 2021

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.

## Homes 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	24	35	★	Over the recent period of severe weather numbers in temporary accommodation did rise to up to 34 cases, due to single people presenting in crisis and our aim to ensure that everyone should be placed where possible. The numbers have gone down again due to the team focusing on finding ongoing solutions to move people on and further investigation into the options for each client. The case load continues to be dominated by single clients. Move-on for families, in temporary accommodation, has also proved to be successful via allocation of social housing or offers via the Cherwell Bond Scheme.	36	35	●
<b>BP1.2.02 Number of people helped to live independently through use of HFG &amp; other grants/loans</b>	Cllr J Donaldson	Gillian Douglas Stephen Chandler	36.00	45.00	▲	This month we have, again, provided help to 36 households; 18 by means of major adaptations and another 18 by means of smaller works. Measures in place to reduce COVID-19 risks to staff, contractors and particularly to our mainly elderly and vulnerable clients and continue to restrict access to clients' homes for both surveys and to undertake works.	449.00	450.00	●
<b>BP1.2.03 Homes improved through enforcement action</b>	Cllr J Donaldson	Gillian Douglas Stephen Chandler	0.00	9.00	▲	We have been unable to conclude any enforcement actions requiring improvement works this month, although 3 cases involving work-in-default (where the Council organises work at the expense of notice recipients who have failed to act) are underway. Measures in place to reduce COVID-19 risks to residents and staff are limiting our ability to investigate and inspect premises but are also reducing the ability of contractors to undertake works.	81.00	99.00	▲
<b>BP1.2.04 Number of affordable homes delivered including CDC and Growth Deal targets</b>	Cllr J Donaldson	Gillian Douglas Stephen Chandler	22.00	25.00	▲	A total of 22 affordable homes were completed, in February 2021, comprising 18 Affordable Rent and 4 Shared Ownership tenures. Although this figure is below the monthly target, we are on track to deliver the overall number of affordable housing completions estimated for the year 2021/2022. Growth Deal units are expected in Spring 2021.	284.00	275.00	★
<b>BP1.2.05 Number of Housing Standards interventions</b>	Cllr J Donaldson	Gillian Douglas Stephen Chandler	47.00	55.00	▲	We have recorded 47 interventions this month against our target of 55. For the year so far, that means we have recorded 598 against a target of 605. Our ability to carry out both responsive and proactive visits to rented properties continues to be significantly restricted by COVID-19, which reduces our ability to implement formal enforcement activity.	598.00	605.00	●

<b>BP1.2.06 Average time taken to process Housing Benefit New Claims</b>	Cllr T Ilott	Belinda Green Claire Taylor	11.98	15.00		<p>The average time taken to assess new claims, during February 21, was 11.9 days against our local target of 15 days and a national average of 20 days. This is an improvement on the average time, in January 21, of 13.7 days. The average for the year is 13.03 days. Performance is strong and we continue to monitor the incoming work and the approach we are taking to new claims, ensuring that we are as proactive as possible and provide an excellent service to residents.</p>	13.03	15.00	
<b>BP1.2.07 Average time taken to process Housing Benefit change events</b>	Cllr T Ilott	Belinda Green Claire Taylor	8.65	8.00		<p>The average time taken to assess change events is just above our target, at 8.65 days, for February 21. The year to date continues to be good at 5.63 days.</p>	5.63	8.00	
<b>BP1.2.08 % of Major planning applications determined to National Indicator</b>	Cllr C Clarke	David Peckford Jane Portman	100 %	60%		<p>8 Major Planning Applications were determined, during February 2021, all of them within National Indicator target or agreed timeframe.</p>	100 %	60%	

**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 Jane Portman	64 %	70%	●	87 Non-Major Planning Applications were determined, during February 2021, 56 of them within National Indicator target or agreed timeframe.	64 %	70%	●
<b>BP1.2.10 % of Major applications overturned at appeal</b>	Cllr C Clarke	David Peckford Jane Portman	0.00 %	10.00%	★	No Major Planning Appeals were determined by the Planning Inspectorate during February 2021.	0.00 %	10.00%	★
<b>BP1.2.11 % of Non-major applications overturned at appeal</b>	Cllr C Clarke	David Peckford Jane Portman	0.00 %	10.00%	★	No Non-Major Planning Application Appeals were overturned by the Planning Inspectorate during February 2021.	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
<b>BP1.1.1 Homelessness Prevention</b>	Cllr J Donaldson	Gillian Douglas Stephen Chandler	The support contract for 9 x 1-bedroom flats at Oxford House in Bicester has been awarded; a refurbishment of the property is being undertaken with a view to clients with a history of homelessness being accommodated, by the end of March 21. The Cold Weather Service and Winter Bed project is now up and running. 2 potential units of accommodation have been secured to meet the 8-bed contracts, for Housing First, with Aspire. 6 further units are needed along with 2 units for the Connections Housing First project.	Plans are in place to utilise the funding secured via the Next Steps Planning Fund to implement the Oxford House project and get clients moved into the property by the end of March. Other projects are ongoing with properties being secured for Housing First and Winter Beds.	★	Caseloads for the Housing Team remain dominated by single clients presenting in crisis. These clients often have complex needs which require further assessment and investigation to ensure that safe and suitable move-on accommodation is identified for them.	★

Housing that meets your needs - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP1.1.2 Impact of Universal Credit on residents and Council	Cllr T Ilott	Belinda Green Claire Taylor	During February 21, there has been little to report as we await the outcomes from the budget, on 3rd March, any changes to Universal Credit. We continue to work very closely with our DWP UC Partnership Manager and, also, regularly attend briefings on welfare benefits offered by the UC team.	We await the outcomes from the budget on Universal Credit customers and, in line with this, will ensure that any changes to Housing Benefit are actioned and customers are kept fully updated and supported.	★	All on target.	★
BP1.1.3 Deliver Innovative and Effective Housing Schemes	Cllr J Donaldson	Gillian Douglas Stephen Chandler	Completion of two shared ownership sales, at Admiral Holland, is still on track for March 2021.	Two more of the shared ownership flats, at Admiral Holland, are likely to proceed to reservation in March 2021.	★	Two shared ownership sales, at Admiral Holland, will complete in March 2021. There is interest in two other flats with one proceeding subject to securing the deposit and the other going through financial assessment for the mortgage. COVID-19 is still impacting on interest in the remaining 4 flats, with mortgage companies reducing the availability of products suitable for people on low incomes.	★
BP1.1.4 Deliver the Local Plan	Cllr C Clarke	David Peckford Jane Portman	Continued preparatory work for the next stage of the district wide Local Plan Review (Options stage); Continued to provide input into the Oxfordshire Plan process.	Partial Review Court Hearing in June; Subsequent Option Papers for both the Oxon Plan and the Cherwell Local Plan Review (dates to be confirmed).	●	Officers continue the preparation of district wide Local Plan Review (options stage); The timetable for the Plan is being reviewed in the context of delays to the Oxfordshire Plan; Officers continue to provide input into the Oxfordshire Plan process; An application for statutory review of the adoption of the Local Plan Partial Review (a legal challenge) has been lodged with the Planning Court and served on the Council. Court hearings are expected in June.	★



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
BP2.2.1 % Waste Recycled & Composted	Cllr D Sames	Ed Potter Jason Russell	48.93 %	56.00%	▲	The recycling rate is currently up 0.6% in the last 11 months. The decrease during this month has to do with seasonality.	55.65 %	56.00%	●
BP2.2.2 Reduction of fuel consumption used by fleet	Cllr D Sames	Ed Potter Jason Russell	34,056	32,246	●	Slightly more than last year, for February. Tonnages are still high; training work continues to reduce idling.	37,307	35,691	●

Strategic Priority - Leading on environmental sustainability - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP2.1.1 Delivery of a High-Quality Waste & Collection Service to all Properties	Cllr D Sames	Ed Potter Jason Russell	Tonnages collected still high with the lockdown especially around glass.	Services such as the brown bin service will grow during the spring, it is important that the higher demand is fully met.	★	Waste & Recycling services are running well - meeting the increased demand, due to lockdown, including high tonnages through the glass banks.	★
BP2.1.2 Ensure Clean & Tidy Streets	Cllr D Sames	Ed Potter Jason Russell	All previous targets met. The Cleansing Department are successfully covering all aspects of the service at present.	Litter picking, both north and south, verges on the A34 with traffic management in place.	★	We will be looking to install replacement bins and frames on the southbound A34 laybys.	★

<p><b>BP2.1.3 Reduce Environmental Crime</b></p>	<p>Cllr D Sames</p>	<p>Jason Russell Richard Webb</p>	<p>Environmental Enforcement investigated all complaints of fly tipping, where evidence was found; 61 fly tips were investigated, 7 warning letters sent, 6 formal cautions issued, for duty of care offences, and 16 interviews under caution, conducted by letter.</p>	<p>Environmental Enforcement will continue to investigate fly tipping reports and advise businesses on how to dispose of their waste legally.</p>	<p>★</p>	<p>Work will continue investigating fly tips, waste accumulations and dog fouling complaints;</p> <p>Three prosecutions are pending: two for fly tipping and one for dog fouling;</p> <p>On the 24 February, the Department for Environment Food and Rural Affairs published the national fly tipping statistics, for 2019/20. A copy of the report can be found on the following link:</p> <p><a href="https://www.gov.uk/government/statistics/announcements/fly-tipping-statistics-for-england-for-201920">https://www.gov.uk/government/statistics/announcements/fly-tipping-statistics-for-england-for-201920</a></p>	<p>★</p>
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Leading on environmental sustainability - Programme Measures Report

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP2.1.4 Protect Our Natural Environment and Promote Environmental Sustainability	Cllr A McHugh	Jason Russell Richard Webb	Air quality monitoring continued, at 42 locations across the district.	The air quality impacts for all new development proposals in the district will continue to be assessed through the planning process.	★	Work is starting on the 2021 Air Quality Annual Status Report which will report on the air quality monitoring undertaken across the district, in 2020. The report has to be submitted to the Department for Environment Food and Rural Affairs, by the end of July 2021.	★
BP2.1.5 Protect the Built Heritage	Cllr C Clarke	David Peckford Jane Portman	Conservation advice continues to be provided for Development Management decision making.	Finalisation and submission of lead member reports for completed Conservation Area Appraisals (pending); Consultation on Grimsbury Conservation Area Appraisal, in due course.	●	Work continues for Conservation Area Appraisals (in Bloxham and Grimsbury); Consultation for Grimsbury is to be undertaken in due course; Officer reports, on completed Conservation Area Appraisals, require finalisation; Heritage advice continues to be provided to inform Development Management decision making.	●
BP2.1.6 Develop the Country Parks to support good lifestyle choices	Cllr D Sames	Ed Potter Jason Russell	Community tree planting delayed due to ground conditions & lockdown rules.	Project development meeting to help set the future strategy on Burnehyl, due in March.	●	Planning for the development of the Country Parks in Banbury (behind M&S at The Gateway) and Bicester (between Kingsmere and Chesterton) continues. Lockdown, ground conditions & change in personnel have led to some small delays.	★

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
<p><b>BP3.2.1 % of Council Tax collected, increase Council Tax Base</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 220</p>	Cllr T Ilott	Belinda Green Claire Taylor	3.00 %	1.00 %	★	<p>We achieved an in-month collection of 3.0% and a cumulative collection rate of 94.56% against a target of 96.75%, as at end of February 2021. The shortfall between what we have collected, so far, against the target equates to approx. £1.88m. The pandemic had a huge impact on Council Tax collection rates despite our best efforts. Despite issuing reminder notices, final notices, summonses and obtaining liability orders through the Magistrates Court as well as outbound calls, the collection rates remain lower this year compared to same time last year, by 1.34%. During February, we issued summonses to those Council Taxpayers who had not paid their reminder notice, issued in January 2021. Due to limitations set down by the Magistrates Court, during this pandemic, numbers of reminder and final notices have been limited to the number of cases that could be heard at the Magistrates Court.</p>	94.56 %	96.75 %	●
<p><b>BP3.2.2 % of Business Rates collected, increasing NNDR Base</b></p>	Cllr T Ilott	Belinda Green Claire Taylor	3.11 %	2.25 %	★	<p>We achieved an in-month collection of 3.11% and a cumulative collection rate of 94.30%, against a target of 96%. The shortfall equates to approx. £800k. Formal recovery action is still taking place with reminder and final notices being issued and should the debts remain unpaid, a liability order is granted. We are proactively chasing all outstanding balances by telephoning debtors and, during these conversations, we are discussing any entitlement to a reduction in rates payable.</p>	94.30 %	96.00 %	●

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
BP3.1.1 Promote the district as a visitor destination	Cllr L Pratt	Jane Portman Robert Jolley	Reviewed impact of COVID-19 pandemic on this sector; Continued to work with partners regarding promotion of the district, as appropriate, during the national COVID-19 restrictions.	Continue to monitor COVID-19 impact; Continue to work with partners regarding promotion of the district, as appropriate, in the context of National Lockdown restrictions.	★	Hospitality venues and visitor attractions continue to face significant challenges, due to the ongoing national COVID-19 restrictions; however, the road map announced recently by the Prime Minister will serve to alleviate some of the challenges relating to the pandemic as lockdown restrictions are gradually eased. Officers are working closely with Experience Oxfordshire (EO) who are, in turn, working with VisitEngland and VisitBritain to help the local visitor economy meet the challenges and identify opportunities.	★
BP3.1.2 Develop a Cherwell Industrial Strategy	Cllr L Pratt	Jane Portman Robert Jolley	Reviewed completed draft modules and continued drafting the refocused Cherwell Industrial Strategy document.	Complete first draft of the refocused Cherwell Industrial Strategy.	★	The ten-year draft of the Cherwell Industrial Strategy (CIS) was planned to go to consultation by Summer 2020. However, this was paused because of the need to redeploy staff in response to support to 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 have been reviewed. The CIS draft will take account of the impact on the Oxfordshire and Cherwell economies. CIS links to the OxLEP Local Industrial Strategy (LIS), a key component of the Oxfordshire Housing and Growth Deal (Productivity workstream).	★

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p><b>BP3.1.3 Support Business Enterprise, Retention, Growth and Promote Inward Investment</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 222</p>	Cllr L Pratt	Jane Portman Robert Jolley	<p>Provided 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;                      Supported the Council's administration of the COVID-19 Government business and discretionary grant schemes;                      Provided guidance on new overseas trading arrangements for businesses, directly and through Oxfordshire Local Enterprise Partnership (OxLEP).</p>	<p>Support the Council's administration of the COVID-19 Government business and discretionary grant schemes;                      Provide information and advice to local businesses during the COVID-19 pandemic;                      Continue to provide guidance on new overseas trading arrangements for businesses, directly and through Oxfordshire Local Enterprise Partnership (OxLEP);                      Continue to provide support to potential new business investors.</p>	★	<p>The Council's support to businesses has been maintained through updated webpages, directly with enterprises and in collaboration with other county and district council services, Government departments, OxLEP and neighbouring local authorities.                      Support to businesses has particularly focused upon the COVID-19 pandemic and post EU Transition.                      Continued cooperation 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.</p>	★
<p><b>BP3.1.4 Develop Our Town Centres</b></p>	Cllr L Pratt	Jane Portman Robert Jolley	<p>Reviewed the impact of COVID-19 on the district's urban centres;                      Began procurement processes required to enable delivery of the approved RHSS funded projects.</p>	<p>Continue to review impact of COVID-19 on the district's urban centres;                      Delivery of the "Reimagining Bicester Town Centre for the 21st Century" event on 25th March 2021;                      Work closely with officer groups and partners to ensure that the high streets within the district reopen safely, once restrictions are lifted;                      Progress procurement processes required to enable delivery of the approved RHSS funded projects.</p>	★	<p>Following the "Reimagining Bicester Town Centre for the 21st Century" workshop in November 2020, the Bicester Town Centre Task Group has planned a further event on 25th March 2021 to feedback on progress on key elements of delivering the Outline Plan for the town.                      Continued to liaise with Banbury BID (Business Improvement District) in the delivery of projects to support town centre vitality.                      Maintained close working with officer groups and external partners, during the COVID-19 pandemic, to ensure continued safety on the high streets within the district.</p>	★

<p><b>BP3.1.5 Deliver the Growth Deal</b></p>	<p>CLlr B Wood</p>	<p>Jane Portman Robert Jolley</p>	<p>The four Workstream Leads have submitted their Year Four Plans of Work to the Senior Responsible Officer (SRO).</p>	<p>Presentation of the Year Four Plans of Work will be delivered to the Cherwell District Council Growth Deal Board at its meeting on 30th March 2021 for approval.</p>	<p>★</p>	<p>Cherwell District Council continues to be an engaged and active participant in the Oxfordshire Housing and Growth Deal. A local officer Programme Board has been established for Cherwell. The Board reviews, on a monthly basis, the four workstreams of Affordable Housing; Infrastructure and Homes from Infrastructure; the Oxfordshire Plan 2050 and Productivity. This is a five-year programme; the Council is just completing Year Three of the programme and will enter Year Four at the start of April 2021.</p>	<p>★</p>
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## 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
BP4.2.1 Number of visits/usage of District Leisure Centre	Cllr G Reynolds	Ansaf Azhar Nicola Riley	0.00	33,333.00	▲	Leisure Facilities/Sports Pitches have remained closed, for February 2021, due to the COVID-19 pandemic.	224,792.00	226,665.00	●
BP4.2.2 High risk food businesses inspected	Cllr A McHugh	Jason Russell Richard Webb	--	100.00%	--		--	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
Page 224							
BP4.1.1 Support Community Safety and Reduce Anti-Social Behaviour	Cllr A McHugh	Richard Webb Rob MacDougall	Community reassurance patrols continued throughout February and patrols of the Public Spaces Protection Order in Banbury recommenced. Social media messages highlighted the risks of inhaling nitrous oxide which was supported by radio interviews. A vehicle was seized by the Police as a result of joint work with the Community Safety Team.	A report will be finalised to assess the evidence in support a public spaces protection order for Bicester town centre. A number of 'Days of Action' are planned to address ongoing and emerging concerns across the District. The Cherwell Community Safety Partnership will meet this month. The Community Safety Team will be working with Thames Valley Police to restart the Cherwell Rural Crime Awareness and Engagement Partnership, in readiness for the lockdown easing.	★	Through joint working the Community Safety Team facilitated the seizure of a vehicle being used to collect scrap metal within Cherwell. The driver was found to be uninsured and have no scrap collection permit or Waste Carrier Licence. Regular reassurance and crime prevention patrols took place across the whole district, particularly following recent reports of an increase in theft of dogs. The Community Safety Team also continued to undertake visits to people's homes to assist in COVID-19 contact tracing. Following an increase in anti-social behaviour in Bicester Town centre evidence is being collated to determine whether to consult on the introduction of a Public Spaces Protection Order.	★



**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	Central Government funding: £400,000 Parishes Contain Outbreak Management Fund (Launched 11 February); £49,000 Winter Support Grant distributed via Citizens Advice.	Advise and assist parish authorities to produce appropriate proposals for Contain Outbreak Management Funding (deadline, 26 March). Launch 'Love to Ride' for staff wellbeing.	★	Parishes Contain Outbreak Management Fund (COMF) is one tranche of a wider programme of locally designed interventions, funded by Government (via OCC). Winter support grant is for households who need assistance obtaining food, heating & necessities.	★
<b>BP4.1.3 Improve Leisure &amp; Community Facilities</b>	Cllr G Reynolds	Ansaf Azhar Nicola Riley	As reported, in January, Leisure Centres have been closed. However, work has been completed to the new boiler installation and changing room refurbishment, at the Spice-ball Leisure Centre.	Discussions will continue with proposed works, as previously mentioned, within the energy audits. Consideration is being given to the installation of height restriction barriers, at Bicester Leisure Centre.	★	Due to closure of Leisure Centres any improvement works, during February, have been limited to those mentioned within the 'last milestone'.	★

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 226</p>	Cllr A McHugh	Ansaf Azhar Nicola Riley	<p>February Community Link publication distributed; Cherwell Food Network delivered - 1 February; Grimsbury Network meeting delivered - 8 February; Cherwell Young People Play &amp; Wellbeing partnership delivered -12 February; Play: Full February Half Term holiday initiative delivery; Senior activity &amp; information packs distributed to isolated older people across the district; Winter warmer initiative continues to support our isolated and lonely older residents.</p>	<p>Cherwell Food Network - 17 March; North Banbury Network partnership - 18 March; Age Friendly Banbury partnership - 25 March; Community Link March publication to be distributed to voluntary organisations. Successful year-end closedown of voluntary sector grant schemes: Community Capital; Good Cause Community Partners; Community Hubs Emergency Relief; COVID-19 Councillor Priority fund.</p>	★	<p>Information &amp; Activity packs for older people will be distributed in February working with Age UK Oxfordshire and other older people's groups to get vital information and engaging activity sheets to our most isolated residents. Winter Warmer initiative successfully launched, on Tuesday 26 of January, delivering a hot soup or snack to our most vulnerable and isolated residents along with information on where residents can access food deliveries locally. To date, 38 individuals are receiving a hot meal, each week. Play: Full February-Half Term. Play: Full partners will be engaging young people, this school holiday period, with outdoor trails that can be completed socially distant and fruit hampers will be given to families, as part of the initiative, this February. With exception of Community Capital, all other new schemes are running for the first time for 2020/21. Good Cause Community Partners (for organisations signed up to the Cherwell Lottery); Community Hubs Emergency Relief (for organisations delivering front line services to mitigate the COVID-19 crisis); COVID-19 Councillor Priority Fund has made awards, totalling £72,000, to voluntary sector organisations (via elected members to meet locally identified needs).</p>	★
<p><b>BP4.1.5 Enhanced Community Resilience</b></p>	Cllr A McHugh	Richard Webb Rob MacDougall	<p>Working with partners, the council continued to respond to the COVID-19 pandemic through February. Work continued to support individuals and communities with the impacts of the COVID-19 restrictions. Concerns about the risk of flooding from local water build-up were investigated to understand the risks and remedial actions possible.</p>	<p>A forward plan is being prepared for the next year identifying the areas for development in the council's arrangements for emergency response and reflecting community resilience priorities. Planning is progressing on COVID compliance and enforcement activities required in support of the lockdown easing roadmap.</p>	★	<p>The Council continues to work with partners on the response to the COVID-19 pandemic. The implications and impacts of the lockdown easing roadmap are being discussed with partners to coordinate the actions required. The Council's partnership with the County Council on emergency planning has provided resilience through the last year. A joint plan is under development which will capture the areas for improvement for Cherwell DC in its emergency response arrangements and in how it support communities to identify and manage community risks.</p>	★

Healthy, resilient and engaged communities - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP4.1.6 Support and Safeguard Vulnerable People	Cllr A McHugh	Ansaf Azhar Nicola Riley	During February 21 the Benefits team continued to assess claims for Housing Benefit and Council Tax reduction in a timely way. The team also ensured that anyone making a new claim, for Council tax Reduction, is awarded the COVID-19 hardship payment, of £150, to reduce their Council tax payable.	To consider any impacts from the 3rd March budget and to act as required. We await the outcome from the Budget, of 3rd March 21, and will ensure that any changes are actioned quickly and efficiently to support residents. We expect changes to Housing Benefit and Test and Trace to be confirmed.	★	In February the team continues to assess claims under the COVID-19 Council Tax discretionary hardship fund and the Government's Test and Trace scheme.  Preparation for the Safeguarding Peer Challenge event on 11 March underway.	★
Page 227  BP4.1.7 Promote Healthy Place Making	Cllr A McHugh	Ansaf Azhar Rosie Rowe	Further Dr Bike sessions held in Banbury, Bicester and Kidlington; Webinar on Health Impact Assessment Toolkit held on 11 February and attended by 95 people.  Presentation to Extra Care Housing providers, regarding community engagement.  Active Travel in Bicester stakeholder engagement group established to encourage more residents in Bicester, to walk and cycle.  Wayfinding steering group meeting.	Dr Bike sessions to be held in Banbury, Bicester and Kidlington; Public consultation to be undertaken on LCWIP for Kidlington; Work to commence on LCWIP, for Banbury; MECC training for Carers Oxfordshire and volunteers linked with the Banbury mosque; Publication of heritage walks for Kidlington and surrounding villages.	★	Wayfinding steering group meeting held to discuss public feedback on possible health routes, in Kidlington; Discussion with Brighter Futures partners on enabling physical activity, in Banbury.  MECC stands for Making Every Contact Count and involves training people to have short conversations which signpost people to support for health and wellbeing issues.	★

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Appendix 3 – Leadership Risk Register as at 11/03/2021

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
Impact	5 - Catastrophic			L09		
	4 - Major			L04, L07, L11, L1, L22 & L21	L01,L17, L19 & L20	
	3 - Moderate		L16	L02, L05, L14,L15 & L18	L08	
	2 - Minor				L10	
	1 - Insignificant					

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

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2020/21																	
L01 -	Financial resilience – Failure to react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability				Medium Term Revenue Plan reported regularly to members.	Fully effective							Review of workload and capacity across the team. Interim Capital Accountant post recruited to. Interim Accountant recruited and permanent recruitment completed with new starter mid-March. Assessment of national picture undertaken and being reported through senior managers and members highlighting the medium term challenges. Recruited to a further interim accountant post to support with the new business grant schemes that have been introduced as a result of lockdown restrictions. Significant handover between interim closedown lead and Strategic Finance Business Partner to maximise knowledge transfer and reduce impact of reduction in resource.	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 Accountant began in November to bring capacity to assist with anticipated additional test and trace and business grants workload.	Risk reviewed - 11/03/21 - Mitigations and 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 - future work has been placed on hold as part of a capital pipeline of schemes not currently included in the capital programme	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	4	4	16	Investment strategies in place	Fully	Councillor Tony Illot	Lorna Baxter	Michael Furness	4	4	16	↔			
						Regular financial and performance monitoring in place	Fully							New approach to budget setting introduced linked to service planning. 2021/22 Budget set, a review of the process is due to take place and revised process developed for 2022/23.	2021/22 budget set. Review of the 2021/22 budget setting process being planned.		
						Independent third party advisers in place	Fully							Regular utilisation of advisors as appropriate.	Review of borrowing approach being considered alongside our financial advisors.		
						Regular bulletins and advice received from advisers	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.		
						Property portfolio income monitored through financial management arrangements on a regular basis	Partially							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.		
						Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future	Partially Fully							Financial forecasts of resources for 2021/22 have assumed a reduction in resources that will be available from business rates compared to February 2020 assumptions. The budget for 2021/22 has been agreed with savings proposals identified to address these reductions. Close monitoring of the delivery of the savings programme will take place throughout 2021/22 with mitigations required if slippage is identified. If resources fell significantly below the 2021/22 forecast level then a review of which reserves could be made available to mitigate this would be required (e.g. due to greater ongoing impact of Covid-19 or due to further economic shocks in the short-term). A similar approach to reviewing reserve availability could be adopted if the cost of goods we purchase were to increase.	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. 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. Chancellor's Spending Review confirmed the delay of the business rates reset. Only a 1 year SR so no additional certainty of funding and any additional Covid related funding is likely to be for one year only. Provisional local government finance settlement has announced some one-off funding to support local government in 2021/22. The Council set its 2021/22 budget on 22 April 2021 and now needs to monitor the delivery of the budget and begin preparations for the 2022/23 budget process		

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																	
L02 -	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors.	Partially	Councillor Barry Wood	Anita Bradley	Sukdave Ghuman	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes.	Risk reviewed 11/03/21 - Comments updated	
Loss of opportunity to influence national policy / legislation		Clear accountability for responding to consultations with defined process to ensure Member engagement				Fully	Review Directorate/Service risk registers.										
Financial penalties		National guidance interpreting legislation available and used regularly				Fully	Ensure Committee forward plans are reviewed regularly by senior officers.										
Reduced service to customers		Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed.				Partially	Ensure Internal Audit plan focusses on key leadership risks.										
		Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place				Partially	Develop stakeholder map, with Director responsibility allocated for managing key relationships.										
		Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit				Partially	Standardise agendas for Director / PFH 1:1s (template in place)										
		Internal Audit Plan risk based to provide necessary assurances				Partially	New legislation and Government guidance in response to COVID19 will assist service adjustment.										
		Strong networks established locally, regionally and nationally to ensure influence on policy issues.				Fully	Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR.										
		Senior Members aware and briefed regularly in 1:1s by Directors				Partially	Learning and development opportunities identified and promoted by the Chief Executive.										
Inability to deliver council's plans		Arrangements in place to source appropriate interim resource if needed				Fully	Regular communications from Chief Executive. Quarterly staff briefings from Assistant Directors.										
Inability to realise commercial opportunities or efficiencies		Ongoing programme of internal communication				Fully	External support secured for key corporate projects including CDC/OCC joint working, Growth Deal and IT Transformation Programme.										
Reduced resilience and business continuity		Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required.				Fully											
Reduced staff morale, increased workload and uncertainty may lead to loss of good people		CDC Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing.				Partially											
	Partnership Working Group established with OCC to oversee joint working opportunities.	Partially															

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2020/21																	
L04 -	<b>CDC Local Plan</b> - 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.				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	Partially							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.	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 2020. A legal challenge to the Plan is to be heard by the courts in June 2021. An issues consultation for the Local Plan Review was completed on 14 Sept 2020 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. The 2020 Annual Monitoring Report has been published.	Risk reviewed 10/03/2021 - Comments updated	
		Negative (or failure to optimise) economic, social, community and environmental gain	4	4	16	Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity.	Partially	Councillor Colin Clarke	Jane Portman	David Peckford	3	4	12	↔	Regular Corporate Director and Lead Member briefings		
		Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal				Some additional resource budgeted for 20/21.	Partially							LDS updated as required with programme management approach adopted to ensure progress against plan			
		Increased costs in planning appeals				Delegations to Chief Exec agreed to ensure timely decisions	Fully							LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals.			
		Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of policy clarity				On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies	Partially							Authority Monitoring Reports continue to be prepared on a regular annual basis.			
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				Business continuity strategy, statement of intent and framework in place	Fully							Business Continuity Statement of Intent and Framework agreed by CEDR	Business continuity status reports being collated and reviewed weekly in view of increased infection rates and new national restrictions. Staff reassignment process re-established to provide rapid response where demands or absences may result in critical service failure. The Council has continued to provide critical services throughout the lockdown periods. Remote working enables most teams to work effectively from home and sustain services whilst also avoid unnecessary social contacts. The EU Exit deal reduced potential impacts of EU Exit on service delivery and no impacts have been identified. A new incident management framework is in development.	Risk Reviewed 08/03/2021 - Controls, mitigating actions and comments updated	
		Financial loss	4	4	16	Services prioritised and recovery plans reflect the requirements of critical services	Fully	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	3	9	↔	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			
														Updated Incident management framework in development			



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2020/21																	
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				Emergency Plan in place and key contact lists updated monthly.	Fully							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 new national restrictions have been implemented. 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 and the emergency contact numbers have been tested. Contact arrangements for out of hours incidents have been reviewed following recent isolated flooding as a result of high levels of rainfall. The end of EU Exit transition did not result in any new emergency incidents locally. A new incident management plan is being developed to align the council's response arrangements more closely to the county councils.	Risk Reviewed 08/03/2021 - Controls and mitigations and 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	Fully							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		4	4	16	Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill	Fully	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	4	12	↔			
	Legal challenge					Senior management attend Civil Emergency training	Fully							Supporting officers for incident response identified in the emergency plan and wallet guide			
	Potential financial loss through compensation claims					Multi agency emergency exercises conducted to ensure readiness	Partially							Refreshed incident management plan under development to align with OCC			
	Ineffective Cat 1 partnership relationships					On-call rota established for Duty Emergency Response Co-ordinators	Fully							Senior managers have attended multi-agency exercises and duty manager training with OCC senior managers.			
						Active participation in Local Resilience Forum (LRF) activities	Fully							On-call rota being maintained and to be updated to reflect recent staffing changes			
														Authority represented at the Local Resilience Forum			

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2020/21																	
L08 -	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public	5	4	20	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.	Partially	Councillor Lynn Pratt	Yvonne Rees	Ceri Harris	3	4	12	↔	The Corporate Health, Safety and Wellbeing Policy was ratified BPM meeting on 17th June 2020. The Corporate arrangements are in the process of being reviewed and updated to ensure they are in line with Oxfordshire County Council . When updated these will be uploaded onto the intranet.	The Health and Safety Assurance Board receives a quarterly report from the Corporate H&S Manager.	Risk reviewed 02/03/21 - Mitigating actions and comments updated
Criminal prosecution for failings	Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation	Fully				Following the ratification of the Corporate Health, Safety and Wellbeing Policy all Assistant Directors were asked to complete a Departmental Risk Assessment Checklist. The Checklist identified the areas of risk within the department and whether there is a risk assessment in place to cover the risks. So far 9 departments have responded. Following the departure of the Interim Director of Finance/ Health and Safety Champion and the appointment of Corporate Director – Commercial Development, Assets and Investment who has become the Corporate Health and Safety Champion, the Corporate Health and Safety Policy will be reviewed and aligned with OCC's. Once completed this will go to CEDR for ratification by CEDR.	Corporate Health and Safety Team to ensure all departments to responds to the Departmental Risk Assessment Checklist and to follow up with departments on areas of concern. Responses are being collated on a central spreadsheet which will become the database of all risk assessments across the Council.										
Financial loss due to compensation claims	Corporate H&S Manager and H&S Officer in post to formalise the H&S Management System & provide competent H&S advice and assistance	Fully				As Health and Safety Officers are in place no further action is required and risk mitigated.	These two posts are established posts and budgeted accordingly to secure future funding for continuity.										
Enforcement action – cost of regulator (HSE) time	Proactive monitoring of Health & Safety performance management internally	Fully				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 was temporarily on hold due to the Coronavirus Lockdown, however health and safety checks on the front line operations of Environmental Services and workplace inspections have now recommenced.	The H&S team are conducting health and safety inspections internally across all services and teams. To date a total of 9 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.										
Increased agency costs	Effective induction and training regime in place for all staff	Partially															
Reduction in capacity impacts service delivery	Positive Health & Safety risk aware culture	Partially				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.	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.										
Reputational Impact	Corporate Health & Safety meeting structure in place for co-ordination and consultation	Partially				Currently the Council has no formal committee structure in place for the consultation of health safety with staff.	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 proposed 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.										
	Corporate body & Member overview of Health & Safety performance	Fully				Quarterly reporting to ELT and to the Portfolio Holder by the Corporate Health and Safety Manager	Reporting dates have been agreed and adhered to.										
	Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Fully	Robust procurement process that requires health and safety documentation and commitment to be proven prior to engagement of contractors.	Corporate Health and Safety has scheduled to undertake a review of Procurement process to ensure compliance.													

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2020/21																	
L09 -	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber-ransom.	<p>Service disruption</p> <p>Financial loss / fine</p> <p>Prosecution – penalties imposed</p> <p>Individuals could be placed at risk of harm</p> <p>Reduced capability to deliver customer facing services</p> <p>Unlawful disclosure of sensitive information</p> <p>Inability to share services or work with partners</p> <p>Loss of reputation</p>	4	5	20	<p>File and Data encryption on computer devices</p> <p>Managing access permissions and privileged users through AD and individual applications</p> <p>Consistent approach to information and data management and security across the councils</p> <p>Effective information management and security training and awareness programme for staff</p> <p>Password security controls in place</p> <p>Robust information and data related incident management procedures in place</p> <p>Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services</p> <p>Appropriate plans in place to ensure ongoing PSN compliance</p> <p>Adequate preventative measures in place to mitigate insider threat, including physical and system security</p> <p>Insider threat mitigated through recruitment and line management processes</p> <p>Cookie pop-ups on the website</p> <p>Increased threat to security during Covid-19 period in part due to most staff working from home.</p>	<p>Fully effective</p> <p>Partially effective</p> <p>Not effective</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p>	Councillor Ian Corkin	Claire Taylor	David Spilsbury	3	5	15	↔	<p>The cyber-essentials plus certification has now been passed.</p> <p>The Microsoft Multi-Factor Authentication system has been introduced to provide a enhanced level of cyber security.</p> <p>Accounts, Audit &amp; Risk Committee Members updated and given a presentation on Cyber Security November 2019</p> <p>The Regional Police Cyber Security Advisor gave the IT management team two training sessions (full cyber awareness and table top DR exercise) followed by a series of all-Council staff awareness sessions in 2019.</p> <p>2020 Cyber Security now included in mandatory e-learning for all staff to be completed by 31.12.2020. Members given a Cyber training session with the Police Cyber Security Advisor.</p> <p>Implemented an intrusion prevention and detection system.</p> <p>Agreed Terms of Reference and re-implementation of the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis chaired by the Information Governance Manager. Information Governance support is now provided to Cherwell as part of a joint working relationship with Oxfordshire County Council. An action for the next month will be to ensure there are effective partnership working arrangements in place under this new service.</p> <p>Cyber Awareness e-learning available and will be part of new starters induction training.</p> <p>Cyber Security issues regularly highlighted to all staff.</p> <p>External Health Check undertaken January 2020, no high risk security issues highlighted.</p> <p>Internal Audit completed a cyber audit in June 2020 with no major issues or significant risks identified. The findings have an agreed action plan in place.</p> <p>Cookiebot live on website for users to confirm cookie preferences.</p> <p>Joint OCC/CDC Cyber Security Officer started work August 2020</p> <p>Additional IT security advice provided for all staff during the Covid-19 working at home period including online coronavirus related scams. Update provided to Accounts, Audit &amp; Risk Committee Members July 2020.</p>	<p>Cyber security incidents are inevitable.</p> <p>The only way to manage this risk is to have effective controls and mitigations in place including audit and review.</p>	Risk Reviewed 11/03/21 - No changes

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2020/21																	
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  Council could face criminal prosecution  Criminal investigations potentially compromised  Potential financial liability if council deemed to be negligent	4	4	16	Safeguarding lead in place and clear lines of responsibility established  Safeguarding Policy and procedures in place  Information on the intranet on how to escalate a concern  Mandatory training and awareness raising sessions are now in place for all staff.  Safer recruitment practices and DBS checks for staff with direct contact  Community Safety Partnership reflect the actions needed to reduce exploitation  Data sharing agreement with other partners  Attendance at Children and Young People Partnership Board (CYPPB)  Annual Section 11 return compiled and submitted as required by legislation.  Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group.  Engagement at an operational and tactical level with relevant external agencies and networks	Fully  Fully  Fully  Fully  Partially  Fully  Fully  Fully	Councillor Barry Wood	Ansaf Azhar	Nicola Riley	2	4	8	↔	Ongoing internal awareness campaigns  Ongoing external awareness campaigns  Annual refresher and new training programmes including training for new members  Attendance at safeguarding boards and participation in learning events  Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within the system and compliance with latest practice  Continue to support work across the district regarding exploitation through slavery, county lines, domestic violence  Regular internal cross departmental meetings to discuss safeguarding practice  Action plan acted upon and shared with Overview and scrutiny committee once a year	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 01/03/2021. No changes in risk categorisations
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  Non achievement of business and finance outcomes directly or indirectly impacting on other council services  Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies  Potential impact of local government re-organisation (Northamptonshire) on CSN (see Risk L17)	3	4	12	Annual business planning in place for all companies to include understanding of the link between our objectives being delivered and financial impact for the council  Financial planning for the companies undertaken that will then be included within our own Medium term financial plan  Ensure strong corporate governance mechanisms are in place  Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance  Training in place for those undertaking roles relating to the companies	Fully  Fully  Partially  Fully  Partially	Councillor Tony Illot	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.  Resilience and support being developed across business to support and enhance knowledge around council companies.  Skills and experience being enhanced to deliver and support development, challenge and oversight.  Work with one company to ensure long term support arrangements are put in place.  Ongoing shareholder meetings key to understanding impact of Northamptonshire reorganisation	COVID-19 and resulting operational environment impacting all three companies. Continuing restrictions undermining confidence in the building/ sales/rental markets  CSN continue to handle increased demands through various grant schemes and increased benefit enquiries  Gravenhill resumed development within the current restrictions. Looking at schemes to assist buyers.  Crown House nearing full occupation ahead of forecast (adjusted for first lockdown). First years trading will identify overall financial impact of pandemic  Governance review completed and accepted by Shareholder committee. Action plan being developed to ensure all identified improvements are implemented appropriately.	Risk reviewed 09/03/21 Potential Impact, Mitigating actions and Comments updated

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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.  Reduced resilience and business continuity  Reduced staff morale, increased workload and uncertainty may lead to loss of good people  Opportunities for joint working with OCC take longer to develop than planned delaying potential service improvements for residents and communities.  Northamptonshire re-organisation impacts on services being delivered to SNC from CDC, impacting on the quality of services delivered to residents and communities.	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners  Business continuity planning arrangements in place in regards to key suppliers  Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures  Programme Board and Project Team established to deliver separation.  S113 agreement in place with Oxfordshire County Council  Partnership Working Group established with OCC to oversee the development of joint working proposals.  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.  Regular review and sharing of partnership activity / engagement at senior officer meetings.	Partially  Partially  Partially  Fully  Fully  Fully  Partially  Partially	Councillor Tony Illot	Steve Jordan	Jeremy Richards	3	4	12	↔	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.  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.  Legal advice sought with regards to the employment implications of re-organisation and separation proposals.  Separation tracker and risk register to be circulated at all senior management meetings.  Collaboration Agreement to underpin joint working with SNC following the end of the s113 in place.	Through collaboration with Oxfordshire CC, a joint Provision Hub has been established, and went live 04.01.2021 and has put in place greater commercial skills and controls across the two authorities. Specifically, a Procurement and Contract Management Intelligence team has been established, and responsibility for financial checks and controls around the supply base sits within that team. This will result in improved monitoring and management of commercial contract risk across the council's supply chain.  Reviews of service delivery arrangements with SNC to take place between October-December 2019.  Strategic Capability proposal considered by Partnership Working Group in August.  Proposals for two Joint Corporate Directors between CDC and OCC approved in July.	Risk reviewed 10/03/21 - Comments updated

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2020/21																	
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. Risk of ultra vires activity or lack of legal control Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils. Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting). Elements of the COVID-19 response may be compromised, delayed or not taken forwards.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance 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. 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. CGAG also mapping respective (CDC/Oxon CC) governance processes to achieve alignment and efficiency where appropriate. Annual Review of the Constitution will take place each Autumn led by the Overview & Scrutiny Committee and approved by Full Council	Partially Partially Partially Partially Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Anita Bradley	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures.  Monitoring Officer to attend management team meetings.  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.	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).  Monitoring Officer undertook a focused Constitution review during the Autumn, closely with members. Changes were agreed and being implemented, particularly to Meeting Procedure Rules. Full Council also agreed to an Annual Review of the Constitution each Autumn, led by the Overview and Scrutiny Committee with Full Council receiving a report for decision  Model Code of Conduct has been published by LGA and all Oxon Council Monitoring Officers have met to give initial consideration. Agreed that Oxon authorities ideally wish to adopt a consistent Code across the county, and across all tiers. As such, working plan is for Monitoring Officers to achieve a draft to take through each Council post-election with a view to implementation by May 2022.	Risk reviewed 11/03/21 - No changes
L15 -	<b>L15 Oxfordshire Growth Deal - (contract with HMG)</b>	Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023. Infrastructure milestone delivery late (for infrastructure linked to accelerated housing). Accelerated housing numbers delivered late, outside of the programme time scale Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders. Delivery of affordable houses below programme targets as GD contributions insufficient to attract sufficient builders/registered providers. Oxfordshire Plan delivered late	4	5	20	Established programme structure and partnership ethos to support effective programme delivery. Engagement with housing developers to understand their commercial constraints. Engage with developers to ascertain which sites would benefit most from infrastructure delivery. Identify potential "top up" schemes to supplement GD affordable housing scheme. Utilise effective Programme controls to facilitate prompt escalation of issues to enable appropriate decision making and delivery timescale review. Develop Year 4 Plans of Work to detail the expected delivery by CDC for Year 4 of the Growth Deal Programme; building on the experiences and knowledge gained during previous years.	Fully Partially Partially Fully Fully Partially	Councillor Barry Wood	Robert Jolley	Jonathan MacWilliam	3	3	9	↔	A CDC GD programme and programme board capability.  Work stream plans of work (work stream brief, schedule, RAID log).  Structured engagement with developers to better understand their needs.  Appropriate escalation of issues to agree programme flexibilities where required.  Improved collaboration working with partners.  Ongoing work with partners to realistically reflect deliverable schemes within programme time frame.	Year 4 Plans of Work submitted to SRO for review. Some housing sites experiencing challenges, relating to the infrastructure workstream, are to be discussed at the forthcoming Cherwell Growth Deal Programme Board meeting on 30th March 2021.	Risk reviewed 09/03/2021 - Comments updated

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L16 -	<b>Joint Working</b> 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.	Opportunities for joint working take longer to develop than planned delaying potential service improvements for residents and communities.  Resources are allocated to the development of proposals, reducing the capacity of the Council to deliver on its priorities and plans, impacting on quality of services delivered to residents and communities.  Uncertainty around joint working could lead to reduced staff morale and potentially increase staff turnover.  Benefits to be realised from joint working business cases do not materialise or take longer to deliver than planned.	3	3	9	S113 agreement in place with Oxfordshire County Council Partnership working group meets quarterly programme management in place.  Partnership Working Group established with OCC to oversee the development of joint working proposals.  Robust programme and project management methodologies in place.  Regular meetings of the OCC Cabinet and CDC Executive in place to oversee development of partnership.	Fully  Fully  Fully						2	3	6	↔	Regular reporting on joint working proposals to the senior management team. HR policies in place to enable joint working proposals to be delivered	The appointment process for the joint Corporate Director Environment and Place has been completed with the post holder starting in March 2020/21.  The Audit plan for 2021 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 commenced in role.	Risk reviewed – 10/03/21 No change
L17 -	<b>Separation</b> That the separation of joint working arrangements with South Northamptonshire Council impacts on the provision of services to residents and communities.	Separation of joint working arrangements result in reduced capacity and resilience to deliver services. Specific impacts on Revenues & Benefits and IT services which are the only remaining shared services.  Services being delivered to SNC are impacted by re-organisation in Northamptonshire, impacting on the quality of services delivered to residents	4	4	16	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. 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 has been sought with regards to governance and technical advice has been sought regarding technology. CEDR level shareholder and governance roles clarified with regards to shared services delivery company CSN.  Robust programme and project management frameworks in place.	Partially effective  Fully						4	4	16	↔	Regular reporting on joint working proposals to the senior management team and briefings to Executive BPM.	The majority of services have now separated or been moved into a new service delivery arrangement. Although Customer Services has now been successfully separated, there is a lack of clarity with regards to 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. 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. 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 CDC business continuity, security or operational delivery associated with this risk. Work has begun exploring options for payroll migration, there is a risk that the aspirations of WNC are not matched by resource to deliver at their required pace.	Risk reviewed – 10/03/21 risk rating remains heightened and unchanged. Commentary updated
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						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 pressures when they happen due to COVID-19. This data is monitored weekly at Silver. HR monitors and report sickness absence data on a weekly basis.  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 10/03/2021 - No changes

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L19 -	<b>Covid-19 Community and Customers</b> Significant spread of the Covid-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  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. 21/22 Business Impact Assessments due to be completed by end of March 21 as part of the annual business continuity cycle.	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. Community Testing is now available to all staff.	Risk reviewed 08/03/21 - Comments updated



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L20 -	<b>Covid-19 Business Continuity</b> Significant staff absence due to the Covid-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. Full health, safety and HR response in place. IT remote working arrangements are sustainable.  The nature of the risk is such that national public health guidelines will determine the councils' response. Progress establishing the local outbreak plans and the Health Protection Board support mitigation of risk. Requirements of national lockdown arrangements are in place. Staffing absence is monitored weekly. Risk heightened due to increased incidence of Covid-19 in the district  Risk heightened due to rising rates of Covid infection locally. Whilst workforce incidence remains low, the impact of lockdown and the national Covid pathway requires flexibility within the workforce and with regards to service operations. Following review and the ongoing lockdown there remains no change to this risk.	Risk reviewed – 10/03/21 Comments updated	

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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				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.	Partially							Governance programme to be shared and implemented.	Work is ongoing to support recovery from Covid, necessarily focused on support for voluntary groups and implementing the various grants and support arrangements available.	Risk reviewed 10/03/21 Risk reviewed and comments updated	
	Requirement to review service delivery		4	4	16	Working through a new corporate programme underpinned by policy research.	Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↔	CEDR and ELT working towards new corporate programme liaising with Insight and policy support.	Work is underway in partnership with Oxfordshire County Council to explore the role economic development will take in supporting the recovery and proposals are under development.	
	Budget implications					In year Budget will be considered by Executive in August to ensure the Council remains in a financially sustainable position in year.	Partially							In year budget on track.	The COMF (contain outbreak management fund) allocation to Cherwell has confirmed and plans are under development to ensure effective allocation of this grant to reduce the incidence of COVID in Cherwell and support the community.		
L22	<b>Elections May 2021</b> – delivery of safe and legally sound elections on 6 May 2021	Non delivery of a legal and transparent election process resulting in legal challenge, undemocratic process and or complaints. Loss of confidence from participants if polling stations and count venue aren't deemed Covid safe, leading to a risk of low voter turnout, problems recruiting staff and compromised engagement from candidates/agents.				Corporate wide approach taken to delivering the election with specialists from service areas supporting different aspects.	Fully							Plan and risk register in place and regularly reviewed Weekly project board meetings chaired by the Returning Officer. All polling stations inspected for Covid compliance	The Elections Project Board meet weekly to go through issues and agree actions. Key risks are around Covid compliance of polling stations and reluctance of some schools to allowing elections on site. All polling stations are being visited and checked for Covid compliance against Gov guidelines, with appropriate mitigations being put in place. Further risk of insufficient staff to run polling stations and count due to concerns over Covid. Various comms channels being used to appoint sufficient Polling Station staff, including working through the LEP. Discussions taking place about the possibility of putting count staff in bubbles so as to limit impact of any Covid related illness Briefing held for Election Agents (10/03/21) and another planned for 12 April - so communication plan in place.	Risk reviewed 11/03/21 - Comments updated	
	New councillors not elected		5	4	20	Specific risk register for the election in place and regularly reviewed	Fully	Returning officer	Yvonne Rees	Steve Jorden	3	4	12	↔	Election project plan and detailed risk register in place.		
	Legal challenge						Fully							Staff working on the election at all levels receive relevant and appropriate training			

<b>L04 - Local Plan Risk</b>
<p>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).</p>
<p><b>Partial Review</b></p> <p>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. A legal challenge to the Plan is to be heard by the courts in June 2021.</p>
<p><b>Oxfordshire Plan 2050</b></p> <p>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.</p> <p>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 preparing 'spatial options' for Plan development. On 24 November 2020, the Oxfordshire Growth Board agreed a further revision to the timetable for completion of the Plan. This allows for public consultation on a formal Options Paper in Summer 2021, consultation on a proposed Plan in Spring 2022, submission for Examination in September 2022 and adoption in 2023. 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 continuing risk of some delay.</p>
<p><b>Local Plan Review</b></p> <p>The timetable for the district-wide Local Plan review in the new Local Development Scheme requires:</p> <ul style="list-style-type: none"> <li>- commencement in April 2020</li> <li>- Consultation on Issues: July-August 2020</li> <li>- Consultation on Options: February-March 2021</li> <li>- Consultation on a draft Plan: October-November 2021</li> <li>- Consultation of a Proposed Submission Plan: July-August 2022</li> <li>- Submission for Examination: November 2022</li> </ul> <p>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.</p>
<p><b>Banbury Canalside Supplementary Planning Document</b></p> <p>The timetable for the Banbury Canalside SPD as set out in the new Local Development Scheme requires:</p> <ul style="list-style-type: none"> <li>- preparation: March-September 2020</li> <li>- formal consultation: September-October 2020</li> <li>- adoption: December 2020</li> </ul> <p>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.</p>
<p><b>Community Infrastructure Levy (CIL)</b></p> <p>The timetable for CIL as set out in the new Local Development Scheme is aligned to Local Plan preparation. It requires:</p> <ul style="list-style-type: none"> <li>- re-commencement: March 2021</li> <li>- focused consultation on a draft charging schedule: October-November 2021</li> <li>- formal consultation on a draft charging schedule: July-August 2022</li> <li>- potential (if approved) submission of charging schedule: November 2022</li> </ul> <p>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.</p>

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CHERWELL CAPITAL EXPENDITURE 2020-21

£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	Prior Month Variances £000	OUTTURN NARRATIVE
40062	Andrew Bowe/Tony Brummell	East West Railways	1,731	16	0	18	1,713	-	-	Cherwell's involvement is now principally regulatory in the form of considering, inter alia, planning land drainage and environmental applications with a view to issuing consents for both temporary works (covering the construction phase only) and the permanent works. The times spent on the project are largely reactive to its progress and requirements.
40107	Jane Norman	The Hill Community Centre	229	0	35	0	0	(229)	(184)	Project now complete.
40094	Joanne Kaye	Graven Hill - Loans and Equity	16,500	0	0	16,500	0	-	-	
40206	Dean Fischer	Garden Town Capital Funding	2,946	0	0	2,946	0	-	-	This is for feasibility and design work for three major infrastructure schemes in Bicester (Ploughley Lane, Banbury Road and Pioneer roundabout). The schemes are active and progressing. Phase 1 spend will be mainly on feasibility, tech support and appointment of contractors to bring the schemes forward. OCC and Graven Hill Dev't Co. (delivering the infrastructure on behalf of Garden Town) are incurring costs on initial feasibility work - the finance agreements are now finalised and signed and both OCC and Graven Hill will invoice CDC.
40100	Jane Norman	Orchard Lodge (Phase 1)	0	0	1	0	0	-	-	<p><b>Coach House Mews:</b> There is a final main contract payment of retention (£34k) It is anticipated that this will be paid before 31st March 21 (accrued)</p> <p><b>Fairway Methodist Church (Hope Close)</b> - This payment was to Oxford &amp; District Building Services (ODBS), a contractor working on The Fairway, Hope Close development. Their scope of work was related to the construction of 11 new dwellings together with associated external works; typically including house foundations, provision of water, electricity and drainage to homes as well as estate road and car park for adjacent church (car park owned by CDC and leased to the church). ODBS completed their works late 2019 (the dwellings were not marketed for sale until Sept 2019) which was followed by an extremely contentious period of about 6 months of claims and counter claims between ODBS and CDC. ODBS were seeking a payment closer to £90k which we negotiated down to £49k and agreed in March 2020.</p>
40103	Jane Norman	Old Place Yard (Phase 1)	0	0	0	0	0	-	-	
40106	Jane Norman	Coach House Mews (Phase 1)	0	(34)	36	2	0	2	-	
40108	Jane Norman	Banbury Ambulance Station (Phase 1)	0	23	8	31	0	31	29	
40109	Jane Norman	Fairway Methodist Church (Phase 1) Hope House	0	52	1	53	0	53	52	
40114	Jane Norman	Cher Com Led Prog Banbury Supported Hsg	0	0	0	0		-	-	
40125	Jane Norman	Newton Close (Phase 1)	0	0	0	0	0	-	-	
40124	Jane Norman	Spring Gardens (Phase 1)	0	(0)	7	7	0	7	13	
40121	Jane Norman	Bicester Library (phase 1b)	970	49	61	111	859	0	0	<b>Bicester Library:</b> Intent was for demolition / site works to commence January 2021 with construction completing late 2021- previous expenditure considered this intent. Recently received feedback from Planning means we think that we have 3-4 months negotiation with Oxfordshire County Council Archaeology before we will get a Planning Permission, so we will not be able to carry out demolition until April 2021 at the earliest, with the main contract following on in June / July 2021, again, at earliest. Forecast Outturn is limited to Acrual + Commitments with the majority of the budget reprofiled due to Planning delay.
40111	Jane Norman	Admiral Holland Redevelopment Project (phase 1b)	669	786	79	865	61	257	199	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.

CHERWELL CAPITAL EXPENDITURE 2020-21

£000's										
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40118	Jane Norman	Creampot Crescent Cropredy (phase 1b)	0	(17)	11	0	6	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 Repurch	350	0	0	0	350	-	-	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	3	10	18	0	(6,940)	(6,940)	We are still working on the land assembly for Breth Hill and the pre-application was submitted to planning in October 2020. 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. The Trades and Labour Club was under discussion as they wanted to replace their current club house with a new, smaller facility which would have then released land for housing. They have decided not to go ahead due to club members opposition. Park Road is a small site that has a covenant attached for recreational use and is currently leased to the adjacent owner for garden space. The covenant would need to be removed by the owners to allow housing development of the single unit. Wykham Lane is currently being used for the village hall parking. It is a difficult site to develop due to this, the small amount of space suitable for housing and access that needs to be maintained for existing garages. Buchanan Road and Angus Close are owned by Sanctuary HA with discussion about the purchase underway. Leys Close is also under discussion with the planners as they have issues relating to parking.
40173	Jane Norman	Trades & Labour Club (Phase 2)	1,542	0	0	0	0	(1,542)	(1,542)	
40174	Jane Norman	Angus Close (Phase 2)	344	0	0	12	0	(332)	(332)	
40175	Jane Norman	Nizewell Head (Phase 2)	198	0	0	0	0	(198)	(198)	
40176	Jane Norman	Leys Close (Phase 2)	261	0	1	12	0	(249)	(249)	
40177	Jane Norman	Bullmarsh Close (Phase 2)	592	363	387	750	0	158	28	
40178	Jane Norman	Buchanan Road/Woodpiece Road (Phase 2)	163	0	0	12	0	(151)	(151)	
40179	Jane Norman	Park Road (Phase 2)	196	0	0	0	0	(196)	(196)	
40180	Jane Norman	Wykham Lane (Phase 2)	189	0	0	0	0	(189)	(189)	
40155	Jane Norman	Build Programme (Phase 2)	124	0	0	0	0	(124)	(124)	
40213	Jane Norman	Build Team Essential Repairs & Improve C	160	0	0	0	160	-	-	Loss adjustor negotiation still progressing - we are hopeful that Town Centre roof repairs will be covered by warranty. £160k to be reprofiled in case warranty claim unsuccessful.
<b>Growth &amp; Economy Total</b>			<b>34,123</b>	<b>1,240</b>	<b>638</b>	<b>21,337</b>	<b>3,149</b>	<b>(9,636)</b>	<b>(9,779)</b>	
40015	Ed Potter	Car Park Refurbishments	145	41	63	104	41	-	-	This project is concentrating on installing pay on exit barriers at the car park at Compton Road/Cherwell Drive. Due to covid the works have been delayed and there will be a requirement to slip £41k in to 21/22 to complete works.
40021	Ed Potter	Energy Efficiency Projects	4	0	3	3	0	(1)	(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	0	18	-	-	This project is in conjunction with Car Park Refurbishments project CC 40015 and will be required to slip in to 21/22.
40028	Ed Potter	Vehicle Replacement Programme	1,175	594	266	860	315	-	-	Slippage required of £315k in to 21/22 as further investigation wanted on larger electric vehicles before committing to diesel equivalents. (Hi-ab commitment expected before end of March 2021)
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	26	0	26	0	-	-	Fully committed in 20/21.
40187	Ed Potter	On Street Recycling Bins	34	12	0	22	12	-	-	£10k to be utilised 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	7	12	19	156	-	-	£156k to be slipped in to 21/22 for preparation of separate food and garden waste implementation.

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£000's										
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40216	Ed Potter	Street Scene Fencing Street Furniture &	12	0	0	0	12	-	-	This project is for metal steps at Kirtlington Quarry. Issues with the expiring lease and covid has resulted in delays. Full £12k to be slipped in to 21/22.
40217	Ed Potter	Car Parking Action Plan Delivery	125	0	0	0	125	-	-	Member sign off on action plan was not signed off 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. Full £50k to be slipped in to 21/22.
40222	Ed Potter	Barnhill - Bicester Country Park	80	0	0	0	80	-	-	Full slippage of £80k required in to 2020/21 due to delays for covid and community planting unable to take place until later in 2021. (Description should be Burnehyll)
<b>Environment and Waste Total</b>			<b>1,864</b>	<b>693</b>	<b>344</b>	<b>1,054</b>	<b>809</b>	<b>(1)</b>	<b>(1)</b>	
<b>Environment and Place total</b>			<b>35,987</b>	<b>1,934</b>	<b>982</b>	<b>22,391</b>	<b>3,958</b>	<b>(9,637)</b>	<b>(9,780)</b>	
40067	Stuart Parkhurst	Bradley Arcade Roof Repairs	8	2	0	2	0	(6)	(6)	Works now complete and project closed
40081	Robert Fuzesi	Bicester Town Centre Redevelopment	0	1	3	0	0	-	-	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	0	50	-	-	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	0	100	(153)	(153)	In design stage, works progressing, forecasting tenders to go out before Easter. Project was delayed due to issues with lease agreement with tenant. 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	32,391	264	36,000	19,513	-	-	Balance to be re-profiled for delayed project works due to COVID-19. Works programmed, but not engaged
40144	Chris Hipkiss	Castle Quay 1	5,041	1,754	328	1,902	3,139	-	(0)	Balance to be re-profiled for delayed project works due to COVID-19. Works programmed, but not engaged.
40159	Chris Hipkiss	Wildmere Industrial Estate	0	31	0	31	0	31	31	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, Senior staff together with Members decided to pull the purchase.
40162	Stuart Parkhurst	Housing & IT Asset System joint CDC/SNC	100	0	0	0	0	(100)	(100)	Possible harmonisation project will overtake and therefore this budget/project will move over. Project on hold until decision made.
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)	(250)	A refurbishment budget may no longer be required
40167	Stuart Parkhurst	Horsefair, Banbury	55	0	0	0	55	-	-	Works on paving outside Horsefair, Banbury Cross. Project delayed due to Covid. Currently scoping ready for tender.
40190	Stuart Parkhurst	Banbury Museum Upgrade of AHU	106	1	15	15	21	(70)	(70)	Works relate to Air Handling unit at Banbury museum. Work have been ordered and outturn of £36k expected. Materials ordered from Germany but due to BREXIT supply issues are being encountered. £70k is a saving against this particular scheme
40191	Stuart Parkhurst	Bodicote House Fire Compliance Works	141	(13)	13	0	141	-	-	Order raised for design however project is on hold due to viability of project.
40192	Stuart Parkhurst	The Fairway Garage Demolition	49	67	0	67	0	18	18	Demolition og garages and asbestos removal now complete - Project closed

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£000's										
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40194	Stuart Parkhurst	Compliance Works with Energy Performance	39	13	0	13	0	(26)	(26)	Works on energy performance certification (EPC) for corporate properties now complete - project closed
40195	Stuart Parkhurst	Ferriston Roof Covering	93	3	0	3	0	(90)	(90)	Works on Ferriston roof have now been completed.
40196	Stuart Parkhurst	Pioneer Square Fire Panel	17	(3)	0	(3)	0	(20)	(20)	Project closed
40197	Stuart Parkhurst	Corporate Asbestos Surveys	210	18	47	66	94	(50)	(50)	Works are progressing, planned to be completed over 2 years with delays being caused by covid 19. Forecast outturn for 20/21 is £66k and £94k will need to be reprofiled into 21/22. Anticipated saving of £50k
40198	Stuart Parkhurst	Corporate Fire Risk Assessments	80	20	24	44	36	-	-	Full spend anticipated however £36k to be reprofiled into 21/22.
40199	Stuart Parkhurst	Corporate Water Hygiene Legionella Asses	35	0	0	0	0	(35)	(35)	Works have been charged to revenue therefore this is a saving of £35k - project closed
40200	Stuart Parkhurst	Corporate Reinstatement Cost Assessments	12	(18)	15	(3)	0	(15)	-	Full spend anticipated in this financial year
40201	Stuart Parkhurst	Works From Compliance Surveys	260	113	10	113	147	-	-	Works planned over 2 years with additional delays caused by covid 19. Full spend anticipated however £147k to be reprofiled into 21/22.
40202	Stuart Parkhurst	Thorpe Place 18_19	68	38	0	38	0	(30)	(30)	Works completed no further costs expected - project closed
40203	Robert Fuzesi	CDC Feasibility of utilisation of proper Space	100	0	0	0	100	-	-	project slipped until 21/22
40205	Stuart Parkhurst	Orchard Way Fire Safety Works	25	12	0	12	0	(13)	(13)	Project closed. £13k saving against this project
40207	Stuart Parkhurst	Bridge Street Toilets Demolition	45	42	0	42	0	(3)	(3)	Project closed. £3k saving
40219	Stuart Parkhurst	Community Centre - Works	195	65	103	175	20	-	-	2 year scheme - £195k in yr1 and £190k in yr 2.
<b>Property Investment Total</b>			<b>62,745</b>	<b>34,519</b>	<b>842</b>	<b>38,516</b>	<b>23,416</b>	<b>(812)</b>	<b>(797)</b>	
<b>Comm Dev Assets total</b>			<b>62,745</b>	<b>34,519</b>	<b>842</b>	<b>38,516</b>	<b>23,416</b>	<b>(812)</b>	<b>(797)</b>	
40142	Belinda Green	Academy Harmonisation	79	63	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	451	113	798	182	0	-	
<b>Finance Total</b>			<b>1,059</b>	<b>514</b>	<b>113</b>	<b>877</b>	<b>182</b>	<b>0</b>	<b>-</b>	
40060	Karen Edwards	HR / Payroll System replacement	43	42	0	44	0	1	1	No more costs expected
40208	Karen Edwards	Project Manager for HR/Payroll system	50	25	0	50	0	-	-	Remaining f25k to be spent on implementation of new system eg Insight costs
<b>HR Total</b>			<b>93</b>	<b>67</b>	<b>-</b>	<b>94</b>	<b>0</b>	<b>1</b>	<b>1</b>	
40054	Tim Spiers	Land & Property Harmonisation	146	163	45	198	0	52	52	Potentially 20K coming in from OCC
40056	Tim Spiers	5 Year Rolling HW / SW Replacement Prog	71	1	0	46	0	(25)	(25)	offsetting 46K above
40057	Tim Spiers	Business Systems Harmonisation Programme	52	5	7	25	0	(27)	(27)	offsetting 46K above
40059		Website Redevelopment	0	0	0	0	0	-	-	
40148	Tim Spiers	IT Strategy Review	0	0	0	0	0	-	-	
40170	Tim Spiers	Customer Excellence & Digital Transfer	59	29	4	59	0	-	-	Spacecraft and Jadu



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40171	Tim Spiers	Unified Communications	0	0	0	0	0	-	-	Close cc
40209	Tim Spiers	Bodicote House Meeting Room Audio Visual	10	0	0	0	0	(10)	(10)	No longer required
40210	Tim Spiers	CDC & OCC Technology Alignment	100	114	67	100	0	-	-	Showing overspent as recharges to SNC still need go through, will be done w.c 8/3
40211	Tim Spiers	Legacy Iworld System Migration	100	0	0	0	0	(100)	(100)	No longer required
40212	Tim Spiers	Procurement of Joint Performance system	65	9	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>321</b>	<b>128</b>	<b>493</b>	<b>0</b>	<b>(110)</b>	<b>(110)</b>	
<b>Customers, Org Dev &amp; Resources total</b>			<b>1,755</b>	<b>902</b>	<b>241</b>	<b>1,464</b>	<b>182</b>	<b>(109)</b>	<b>(109)</b>	
40083	Tim Mills	Disabled Facilities Grants	1,965	803	17	850	740	(375)	(375)	Total budget comprises: £375k base budget, £497k reprofiled budget from 19/20 and £1,093k BFC contribution from County. As previously acknowledged, the inclusion of the base budget was an error. The effective budget is therefore £1,590k. Anticipated full year spend is £850k. Covid continues to significantly limit activity and although progress was being in the summer, after the first lockdown, service is once again heavily constrained. We shall be unable to recover the lost ground and there will be a significant underspend to reprofile into 2021-22.
40158	Tim Mills	Abritas Upgrade	12	8	0	8	0	(4)	(4)	Of the £12k budget, £8k has been spent to date. There are no plans in place currently to spend the remaining £4k by March 2021.
40160	Tim Mills	Growth Deal grant - Heyford Regenera	75	68	0	68	7	-	-	A purchase order has been raised on the finance system some time ago. We are waiting for the developer to invoice us for 90% of this funding against the PO raised (i.e. £67,500). The final 10% (£7,500) can be claimed on practical completion of the affordable homes. We are not sure if this will be before 31/3/2021 or after, but will confirm as soon as practical completion date is known. I spoke with the developer on 27/11/20 to request that he invoice us for the initial tranche £67,500.
40084	Tim Mills	Discretionary Grants Domestic Properties	200	104	0	150	50	-	-	The 5 year capital scheme for Discretionary grants is £150k pa and runs until 2023-24. Total budget comprises: £150k base budget, £50k reprofiled budget from 19/20. Anticipated full year spend is £150k. The third lockdown has delayed progress with a number of reactive landlords' grants which will not now progress until next year. (We recommend that any underspend is reprofiled into 2021-22.)
<b>Housing Services Total</b>			<b>2,252</b>	<b>983</b>	<b>17</b>	<b>1,076</b>	<b>797</b>	<b>(379)</b>	<b>(379)</b>	
<b>Housing Total</b>			<b>2,252</b>	<b>983</b>	<b>17</b>	<b>1,076</b>	<b>797</b>	<b>(379)</b>	<b>(379)</b>	
40005	Tom Darlington	Whitelands Farm Sports ground	0	2	0	0	0	-	-	Funded from S106 held for scheme completion.
40006	Nicola Riley	Community Centre Refurbishments	11	0	0	9	0	(2)	-	Remaining funds from The Hill capital project. Required for professional fees and external lighting project.
40007	Liam Didcock	Solar Photovoltaics at Sports Centres	43	0	0	0	0	(43)	-	Project completed resulting in £43k underspend

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40009	Tom Gubbins	Physical Activity and Inequalities Insight	20	8	0	8	12	-	-	£8k spent on Story Map insight work. Remaining £12k funds identified as evaluation funding for Active Reach project which has paused due to Covid National restrictions and will need to be rolled into 21/22
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 delayed until 21/22. Report due to outline the options to CEDR/Members on the approach to any failure to adhere to the aforementioned planning application
40019	Liam Didcock	Bicester Leisure Centre Extension	122	0	38	38	84	-	-	FMG Consulting fee of £38k for leisure centre feasibility works. Remaining spend likely to take place in 21/22. Feasibility studies have been taken to Place Programme Board prior to Member workshops. Remaining funds needed for professional fees to progress recommendations of the studies. Further Capital bids will be required for work in 22/23 to forward fund the works alongside S106 funds already held.
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. Potential for this budget to be utilised to resurface remainder of bridge/re-decoration and inspection works
40035	Rebecca Dyson	Corporate Booking System	60	2	0	0	45	(15)	(15)	Delay due to corporate pressure on IT service. Not expected to require all Capital however seeking to Capitalise the 'contract' with the 3rd party platform currently delivering the online service. Remaining capital to support the development of on-line holiday activity booking process.
40131	Tom Darlington	S106 Capital Costs	0	157	84	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). 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).
40152	Kevin Larnar	Community Capital Grants	128	88	15	126	0	(2)	(2)	Funds claimed to date £88k. Project has been delayed due to COVID. The scheme is now closed and any underspends from the CICG funded projects will go back into the CDC capital pot. No further grant applications will be invited or considered.
40215	Liam Didcock	North Oxford Academy Upgrade existing Fa	60	26	0	34	0	(26)	(26)	Forward funded by S106 as TrackMark was required before this financial year. Spend is likely to be circa £30 - £35k - awaiting transference of funds which is being dealt with by Capital Accountants
40221	Liam Didcock	Cooper School Re-Development/Refurb work	40	43	0	43	0	3	-	Works fully completed
<b>Leisure and Sport Total</b>			<b>697</b>	<b>326</b>	<b>137</b>	<b>258</b>	<b>354</b>	<b>(85)</b>	<b>(43)</b>	
40181	Stuart Parkhurst	Sunshine Centre (new extension to the front of the site)	20	(12)	12	12	0	(8)	(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.
<b>Wellbeing Total</b>			<b>20</b>	<b>(12)</b>	<b>12</b>	<b>12</b>	<b>0</b>	<b>(8)</b>	<b>(8)</b>	
<b>Public Health Wellbeing Total</b>			<b>717</b>	<b>314</b>	<b>149</b>	<b>270</b>	<b>354</b>	<b>(93)</b>	<b>(51)</b>	
<b>Capital Total</b>			<b>103,456</b>	<b>38,651</b>	<b>2,230</b>	<b>63,718</b>	<b>28,707</b>	<b>(11,030)</b>	<b>(11,116)</b>	