

Public Document Pack



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Overview and Scrutiny Committee

Date: Tuesday 14 July 2020

Time: 6.30 pm

Venue: Virtual meeting

Membership

Councillor Lucinda Wing (Chairman) **Councillor Tom Wallis (Vice-Chairman)**

Councillor Mike Bishop

Councillor Phil Chapman

Councillor Chris Heath

Councillor Shaida Hussain

Councillor Tony Mephram

Councillor Ian Middleton

Councillor Perran Moon

Councillor Les Sibley

Councillor Douglas Webb

Councillor Bryn Williams

AGENDA

Overview and Scrutiny Members should not normally be subject to the party whip. Where a member is subject to a party whip they must declare this at the beginning of the meeting and it should be recorded in the minutes.

1. Apologies for Absence and Notification of Substitute Members

2. Declarations of Interest

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

3. Minutes (Pages 5 - 8)

To confirm as a correct record the minutes of the meeting held on 30 January 2020.

4. Chairman's Announcements

To receive communications from the Chairman.

5. **Urgent Business**

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

6. **Digital Connectivity in Cherwell** (Pages 9 - 58)

Steven Newman, Senior Economic Growth Officer at Cherwell District Council, and Craig Bower, Digital Programme Manager at Oxfordshire County Council, will attend to give an update on Digital Connectivity in Cherwell.

A briefing note and appendices are attached for information.

7. **Monthly Performance, Risk and Finance Monitoring Report - Quarter 4 / March 2020** (Pages 59 - 92)

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

Purpose of report

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

Recommendations

The meeting is recommended:

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

8. **Housing Strategy Progress Report** (Pages 93 - 112)

Report of Assistant Director, Housing and Social Care Commissioning

Purpose of report

To report back on progress in implementing the Council's Housing Strategy 2019-2024 and to gain Overview and Scrutiny Committee's input to the action plan for 2020/21.

Recommendations

The Committee is requested to:

- 1.1 Note and comment on the contents of this report and appendices in advance of the Strategy Action Plan 2020/21 being finalised.

9. **Overview and Scrutiny Annual Report 2019/20** (Pages 113 - 128)

Report of Monitoring Officer (Interim)

Purpose of report

This report presents the draft Overview and Scrutiny Committee Annual Report for 2019/20.

Recommendations

The meeting is recommended:

- 1.1 To consider the draft Overview and Scrutiny Committee Annual report 2019/20
- 1.2 To delegate authority to the Monitoring Officer (Interim), in consultation with the Chairman of the Overview and Scrutiny Committee, to finalise the areas highlighted in the report prior to its submission to Council.

10. Work Programme 2020/2021 (Pages 129 - 134)

Democratic and Elections Officers will give an update on progress regarding subjects raised at previous Committee meetings (appendix 1, attached).

The Committee to consider the work programme (appendix 2, attached).

Information about this Meeting

Apologies for Absence

Apologies for absence should be notified to democracy@cherwellandsouthnorthants.gov.uk or 01295 221953 / 01295 221591 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.

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 Emma Faulkner / Lesley Farrell, Democratic and Elections
democracy@cherwellandsouthnorthants.gov.uk, 01295 221953 / 01295 221591

Yvonne Rees
Chief Executive

Published on Monday 6 July 2020

Cherwell District Council

Overview and Scrutiny Committee

Minutes of a meeting of the Overview and Scrutiny Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 30 January 2020 at 6.30 pm.

Present: Councillor Lucinda Wing (Chairman)

Councillor Mike Bishop
Councillor Phil Chapman
Councillor Chris Heath
Councillor Shaida Hussain
Councillor Tony Mepham
Councillor Perran Moon
Councillor Les Sibley
Councillor Douglas Webb
Councillor Bryn Williams

Also Present: Councillor Barry Wood, Leader of the Council

Apologies for absence: Councillor Tom Wallis
Councillor Ian Middleton

Officers: Louise Tustian, Acting Assistant Director Performance and Transformation
Celia Prado-Teeling, Acting Team Leader Insight Team
Emma Faulkner, Democratic and Elections Officer
Lesley Farrell, Democratic and Elections Officer
Natasha Clark, Governance and Elections Manager

44 **Declarations of Interest**

There were no declarations of interest.

45 **Minutes**

The Minutes of the meeting of the Committee held on 3 December 2019 were confirmed as a correct record and signed by the Chairman.

46 **Chairman's Announcements**

The Chairman made the following announcements:

1. Further to discussions and Member requested, visits to the Casepak Materials Recovery Facility and Castle Quay had been arranged. Members should contact the Democratic and Elections Team if they wanted to attend.
2. The Chairman updated the Committee on the responses she had received to her scrutiny survey which had been sent to all Cherwell District Council Members. Whilst the number of responses to date had been relatively low, a number of possible scrutiny review topics had been suggested:

- Council Tax
- Co2 emissions
- Sports provision
- Governance of council owned buildings
- Decriminalisation of parking

The survey would be re-sent to encourage more responses.

47

Business Plan 2020/21

The Acting Assistant Director Performance and Transformation gave a presentation on the Business Plan 2020/21 explaining that each year the Council reviewed and updated its annual business plan, which set out the priorities and high-level objectives for the year ahead.

The Committee was advised that there had been a thorough review of the business plan, resulting in four new priorities: Housing that meets your needs; Leading on environmental sustainability; An enterprising economy with strong and vibrant local centres; and, Healthy, resilient and engaged communities. The four priorities were supported by four new themes that would shape and influence the work of every service across the council: Customers; Healthy Places; Partnerships; and, Continuous Improvement.

The Acting Assistant Director Performance and Transformation explained that the priorities built on the council's track record in the areas and reflected the view of residents through the Annual Satisfaction Survey.

In response to questions from the Committee, the Acting Assistant Director Performance and Transformation explained that as this was the draft business plan, she would feed back comments from the committee to senior manager and lead officers for consideration and review when developing service plans. The service plans were currently in development and would shape the performance management framework for 2020-21 and inform a review of the Council's Leadership Risk Register. Individual objectives for employees were set to ensure service plans were met and every member of staff could see how their work contributes to the delivery of that plan.

Resolved

- (1) That the draft Business Plan for 2020-21 be noted.

- (2) That, having given due consideration to the draft business plan, no areas for further consideration by Executive be identified.

48 **Work Programme 2019/2020**

The Democratic and Elections Officers gave an update on the status of topics suggested for Scrutiny, and the indicative Committee work programme.

Telephony Blackspots had previously been raised as a potential topic to pursue for scrutiny. The particular aspects a review could cover were discussed and the Committee agreed to set up a working group to research mobile phone coverage and what was being done to improve coverage in the Cherwell district. The working group would also examine the rollout of 5G and coverage across the Cherwell district. The Working Group would report back to the next meeting of the Committee.

The Democratic and Elections Officers confirmed that there would be a visit to Casepak Materials on 24 February and, as advised the Chairman under the announcements, any Committee Member wishing to attend should contact the Democratic and Elections team to book a place.

The Chairman reminded Members, as advised under her announcements, that a visit to Castle Quay was also being organised. Information would be emailed to Members in due course.

Resolved

- (1) That, subject to the possible inclusion of a Cherwell Industrial Strategy update at the March 2020 meeting, the work programme be noted.
- (2) That a working group consisting of Councillors Phil Chapman and Bryn Williams be set up to investigate and research mobile phone blackspots and the rollout of 5G network in the Cherwell district and report back to the March meeting.

49 **Urgent Business**

There were no items of urgent business.

The meeting ended at 7.44 pm

Chairman:

Date:

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Overview and Scrutiny Committee 14 July 2020 Briefing Paper

Subject: Digital Connectivity in Cherwell

Director: Paul Feehily (Corporate Director of Place & Growth)

Officer Responsible: Steven Newman (Senior Economic Growth Officer)

<p>Background and Reason for Briefing Note</p>	<p>Members have requested further information on digital infrastructure and this Briefing Note provides background to the subject in advance of a presentation to be made to the meeting by the Digital Programme Director (Oxfordshire County Council).</p>
<p>1.0 Introduction</p> <p>1.1 At the Overview and Scrutiny Committee held on 30 January 2020, members raised concerns with mobile telephone reception in the district and were eager to encourage the provision of 5G ('fifth generation') infrastructure to support the future needs of residents and businesses.</p> <p>1.2 The Council has in recent years been actively involved in partnership to accelerate the provision of digital infrastructure in recognition of its importance in creating a great district in which to live, work, visit and invest.</p> <p>2.0 Digital Infrastructure: Challenges and Opportunities</p> <p>2.1 Following investment in the broadband infrastructure through a programme led by Oxfordshire County Council, over 97% of premises in Cherwell are now able to gain 'Superfast Broadband' (speeds greater than 24 megabits per second).</p> <p>2.2 Masts and other infrastructure to support mobile telephony inherently require connectivity through fibre-optic cabling. That cabling also supports the roll-out of the next generation of full-fibre broadband to business and residential premises. However, the network providers and operators do not naturally collaborate.</p> <p>2.3 The challenge therefore is threefold:</p> <ul style="list-style-type: none"> • Almost 3% of premises in the district are currently unable to gain Superfast Broadband (recognised as today's basic benchmark); • There is a continuing need to gain investment in the infrastructure to support the future connectivity requirements of people and businesses; • The infrastructure will largely be provided by private investment and it is therefore important to create a strategy and processes that enable investment locally. <p>2.4 The opportunity to meet these challenges was considered by Cherwell District Council's Executive on 3 February 2020 where it was resolved:</p> <p>(1) That the success of the Better Broadband for Oxfordshire programme in exceeding the Government's delivery target for 'Superfast' broadband availability in Cherwell and the continuing progress to extend full fibre and mobile coverage through existing resources be noted.</p>	



(2) That the incorporation of the Oxfordshire Digital Infrastructure Strategy and Delivery Plan alongside the Memorandum of Understanding, recognising its important contribution to the delivery of the Housing and Growth Deal, the Cherwell Industrial Strategy and the Council's other plans and policies, be supported.

(3) That it be agreed to actively participate in the Oxfordshire Digital Infrastructure Partnership, through its proposed Board, by appointing a Councillor (supported by a senior officer) to represent the interests of the Council, with the councillor appointment delegated to the Director Law and Governance, in consultation with the Leader.

2.5 The Memorandum of Understanding (MoU) is attached as Appendix One and the Oxfordshire Digital Infrastructure Strategy is attached as Appendix Two, both in draft form.

2.6 In advance of your meeting, several members submitted a series of questions. Answers to those questions are provided in Appendix Three. It will be possible to discuss these and any further questions during the meeting.

3.0 Conclusion

3.1 CDC is invited to join the Oxfordshire Digital Infrastructure Delivery Partnership to facilitate actions to achieve the goals to be created through the emerging Oxfordshire Digital Infrastructure Strategy and Delivery Plan. The Partnership will meet and liaise regularly, involving a designated representative from each partner body. This is set-out in a non-legally binding Memorandum of Understanding.

3.2 The adoption of the Oxfordshire Digital Infrastructure Strategy and Delivery will ensure that the Council is prepared – alongside its partners - for the Government to announce significant further funding opportunities. The Council will also facilitate investment by telecommunications operators through its policies, strategies and services.

4.0 Next Steps

4.1 The preparation of a clear and concise Digital Action Plan as part of the emerging Cherwell Industrial Strategy, to ensure that all functions of the Council contribute towards the aim of facilitating investment in digital infrastructure throughout the district.

4.2 A small cross-functional officer team contributes to and helps to deliver the Workplan, with a named officer representing each relevant service including economic growth, estates, housing, planning, communities and any service required to deliver the ambition of the Council.

Completed by: Steven Newman

Date: 6 March 2020

Presented to: Overview & Scrutiny Committee

Date: 14 July 2020



Digital Infrastructure Delivery Partnership

Memorandum of understanding

October 2019

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1 Background

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

2 Partnership aims and objectives

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

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

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

2.2.3 **Planning Policy**;

- a) New Build Development; Ensure all Local Plans specify that all planning for new development in Oxfordshire is subject to the Developer installing full fibre connectivity, i.e. adhering to the February 2019 NPPF updates. This to flow up through the Oxfordshire Plan 2050.
- b) Each Planning Authority agrees to providing all Operators with any information which may be relevant – for example any data held on where major new housing developments have passed planning. This can be useful to fixed and mobile Operators in planning capacity.
- c) Planning Applications for mobile masts; Whilst it is noted that Operators will need to show awareness of local concerns, all reasonable measures should be taken to work with Operators to allow permission for erecting infrastructure which improves digital access. Encouragement should be to allow sharing of assets between all relevant Operators to avoid duplication.
- d) Planning should be strategic such that opportunities are considered early and shared with Operators. For example if a new road is planned , or significant works scheduled, if this knowledge was proactively shared with Operators, they might choose to simultaneously install new fibre ducting.

2.2.4 **Wayleaves;**

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

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

3 Partnership activities

3.1 Activities to be delivered by the partnership are:

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

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

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

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

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

4 Monitoring

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

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

5 Designated partnership leads

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

6 Partnership governance and oversight

- 6.1 Digital Infrastructure Project Boards are scheduled monthly. This may reduce to quarterly by the end of 2019. OCC to issue agenda items, minutes of previous meetings, and actions, a week before the scheduled board date.
 - 6.1.1 Each partnership organisation should have a nominated SRO and elected member which specifies Digital Infrastructure as their responsibility/portfolio.
 - 6.2.1 This Digital Infrastructure MoU is to be referred to in all related strategy documents; Oxfordshire Digital Infrastructure Strategy and Delivery, Oxfordshire Plan 2050, Oxfordshire Local Transport and Connectivity Plan, Oxfordshire Local Industrial Strategy, Oxfordshire Housing and Growth Deal.

7 Financial contributions

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

8 Disclaimer

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

Signed on behalf of *Oxfordshire County Council*

..... Date

[NAME, POSITION]

Signed on behalf of *West Oxfordshire District Council*

..... Date

[NAME, POSITION]

Signed on behalf of *Oxford City Council*

..... Date

[NAME, POSITION]

Signed on behalf of *Cherwell District Council*

..... Date

[NAME, POSITION]

Signed on behalf of *South Oxfordshire District Council*

..... Date.....

[NAME, POSITION]

Signed on behalf of *Vale of White Horse District Council*

..... Date.....

[NAME, POSITION]

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Oxfordshire Digital Infrastructure Strategy and Delivery Plan

DECEMBER 2019

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

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Confidentiality of this document: Public

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

Oxfordshire County Council, specifically Communities Directorate/Highways

Oxfordshire Planning Authorities

Oxfordshire Growth Board

Department for Digital, Culture, Media, and Sport

Ministry of Housing, Communities, and Local Government

Local Government Association

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

OxLEP

England's Economic Heartland

Fixed Network Operators

Mobile Network Operators

Oxfordshire Members of Parliament

Oxfordshire Councillors (County and Districts)

Oxfordshire Businesses

Oxfordshire Residents

Executive Summary

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

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

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

There are few areas in the UK where the importance of world class digital infrastructure is as pronounced as in Oxfordshire. The county itself, and the Oxford to Cambridge Arc is the home to an economic growth engine for the UK, and this growth is predominantly founded on high Gross Value-Added businesses in

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

Vision

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

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

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

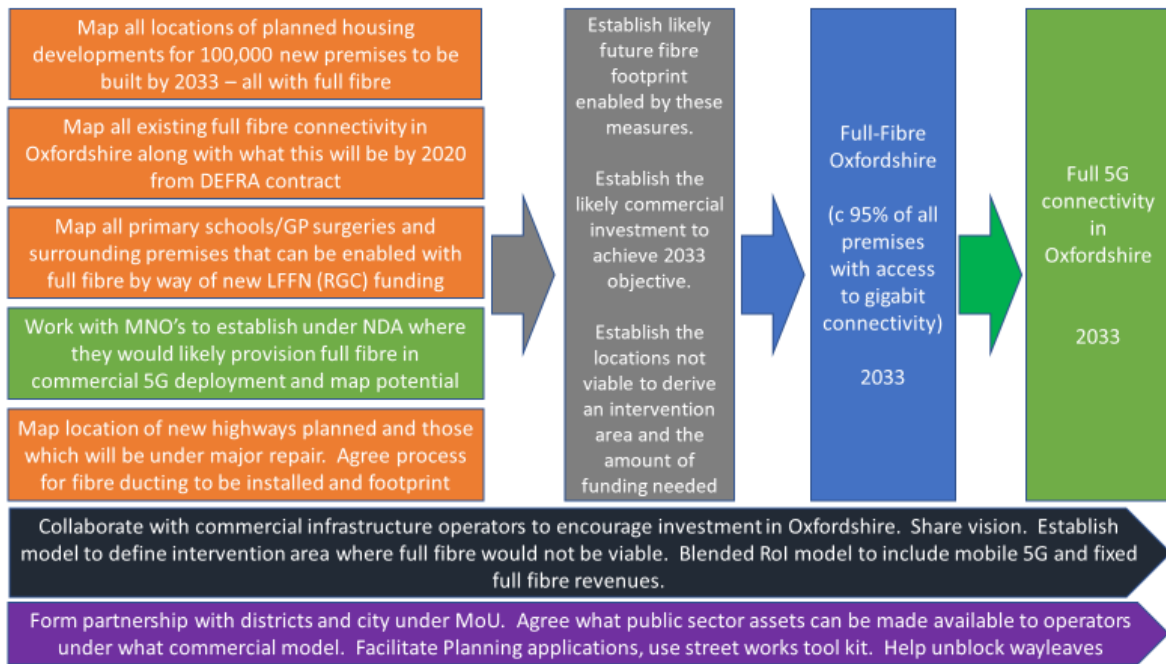
In Oxfordshire approximately 9% of premises currently have access to full fibre broadband infrastructure, meaning that to achieve ubiquitous access to this future-proof digital infrastructure will require deployment at a scale not seen before if we are to realise our growth ambitions. Equally, the next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

requirement for the OCC led programme to change emphasis too, with the forming of a Digital Infrastructure Programme underpinned by a Digital Infrastructure Partnership comprising the county council, OxLEP, city, and district councils. This document provides the terms of reference for this programme.

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

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

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



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



Superfast Broadband

Commercial Providers in Oxfordshire

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

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

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

Openreach also delivers Fibre to the Premise which currently has a

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

reduced number of Service Providers but is expected to grow. BT has made a public commitment to connecting 15m UK premises with full-fibre connectivity by 2025. It is important to note that Openreach is also required by OFCOM to grant other licensed Operators access to their duct and poles estate under an agreement known as PIA (Passive Infrastructure Access). From an engineering perspective, BT is also reconfiguring their network such that the hitherto separate leased line (private circuit) networks and fibre broadband networks are effectively combined into a single architecture whilst they prepare for switching off the PSTN (copper telephone line) network, currently set for 2025. This will be important for the UK in a number of areas as we move to Voice over IP (VoIP), including the strategic benefit of freeing up much needed space in their duct network.

Virgin Media plc

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

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

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

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

Lightning, and registration of interest is available at:

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

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

Gigaclear Plc

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

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

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

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

Hyperoptic

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

Open Fibre Networks Ltd (OFNL)

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

Zzoomm

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

Fixed Wireless Broadband

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

Better Broadband for Oxfordshire (BBfO)

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

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

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

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

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

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

- Oxfordshire County Council (£10.4m)
- BDUK (£8m)
- South Oxfordshire District Council (£1m)
- Vale of White Horse District Council (£250k)
- Cherwell District Council (£500k)
- Oxford City Council (£150k)
- OxLEP (£2m)
- SEMLEP (£240k)
- BT (£9m)
- Total £31.4m

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

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

BBfO Background & Strategy

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

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

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

Intervention Area Delivery Statistics – June 2019

Speeds

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

Take Up

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

Overall coverage in Oxfordshire (Think Broadband data)

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

West Oxfordshire

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

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

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

DEFRA Funded Superfast/Ultrafast project

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

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

New Focus on Full Fibre and 5G

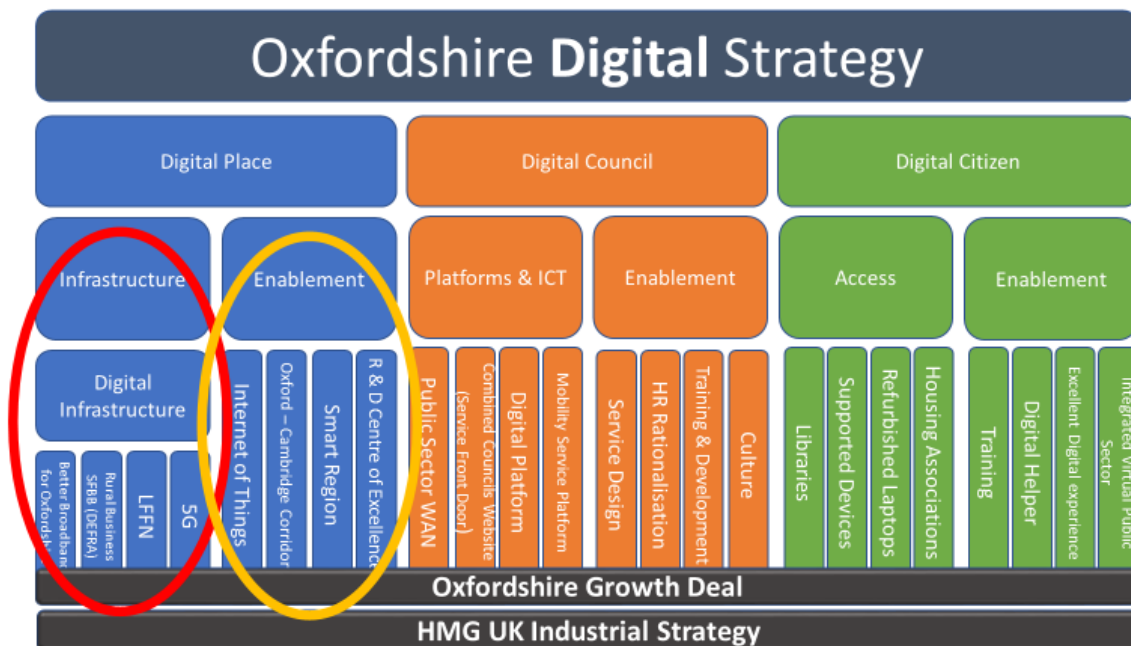
Whilst it was identified nearly ten years ago, that access to fast reliable broadband was to an important infrastructure consideration for Oxfordshire, the relevance and criticality of this has become more pronounced since the inception of the programme.

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

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

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

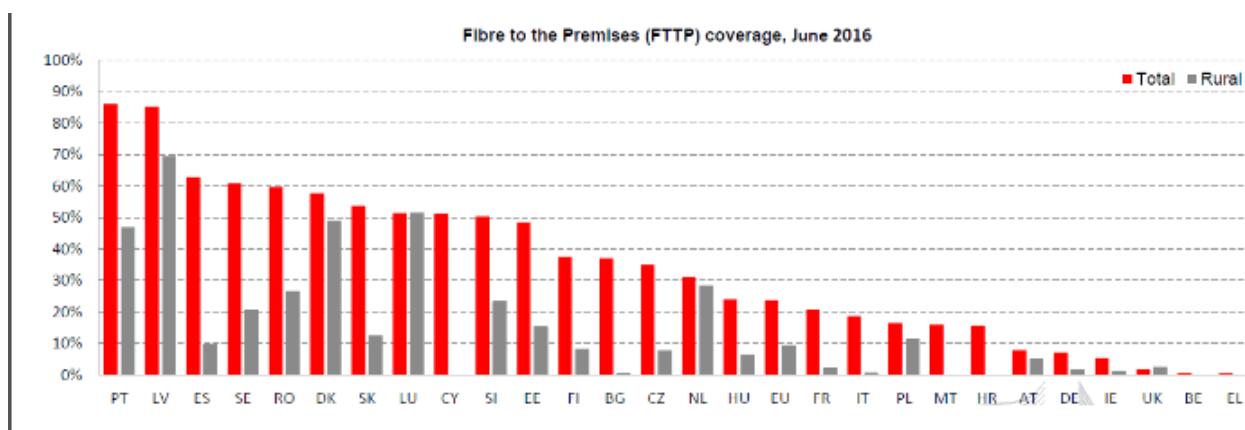
The Oxfordshire Digital Infrastructure Strategy can also be considered as a component of a broader Digital Strategy which encompasses how the public sector is increasingly shifting services online, which is described in the schematic below;



Full Fibre

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

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



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

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

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

Gigabit Voucher Scheme

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

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

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

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

Rural Gigabit Connectivity Programme (RGCP)

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

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

Rural Public Sector Hubs

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

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

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

Rural Gigabit Voucher Scheme

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

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

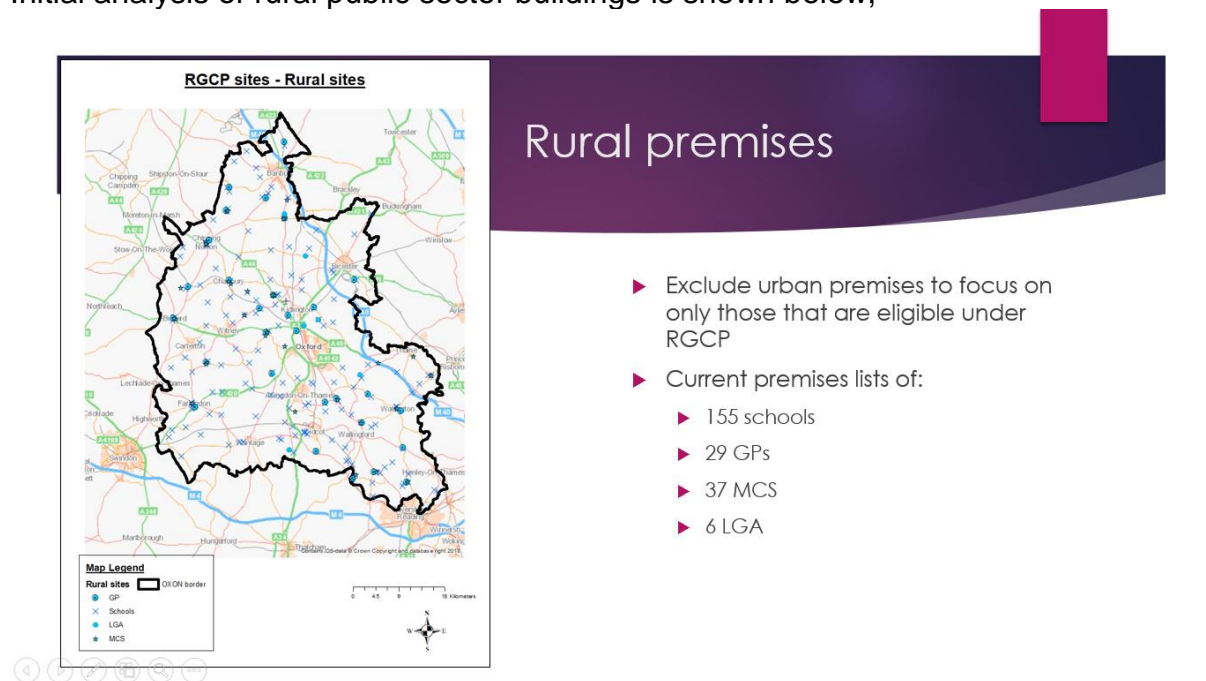
- There is however a new restriction whereby to qualify for a voucher, premises must not be able to receive superfast broadband (30Mb/s) currently or planned.

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

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

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

Initial analysis of rural public sector buildings is shown below;



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

Longer term Strategy for Full Fibre

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

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

City and Major towns

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

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

Rural Premises

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

New-Build Housing & the Growth Deal

The Oxfordshire 2050 (JSSP) plan is for 100,000 new houses to be built by 2033 (Approximately 25% of which are completed and 25% approved through the planning process). This represents an increase of nearly one third to the housing stock in Oxfordshire. OCC will work alongside Planning authorities to ensure appropriate steps are taken to have full fibre infrastructure installed at these sites.

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

Small Towns and Semi-rural

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

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

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

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

Mobile Connectivity

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

develop 5G IoT applications in Oxfordshire which will have provide practical improvements to the lives of our residents and enhance economic growth whilst using this new technology to assist with sustainability and a reduction in travel and congestion wherever possible.

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

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

Further funding is expected to be made available by DCMS to support user cases for 5G applications in a rural environment.

Whilst government funding initiatives for 5G pilots has a role to play, delivery at scale is clearly dependent on MNO (Mobile Network Operator) investment. During the second half of 2019 the four UK MNO's (Vodafone, O2, EE, and Three) have been releasing information about when and where they are planning to roll out 5G infrastructure. To date there have been no plans formally announced for any coverage in Oxfordshire, but the digital infrastructure partnership team have engaged with the two UK mobile infrastructure service companies – [CTIL](#) and [MBNL](#) (CTIL build and maintain the radio mast infrastructure for Vodafone and O2, whilst MBNL perform this function for EE and Three). This has been facilitated by [Mobile UK](#) with discussions geared to encourage investment in Oxfordshire for both 5G and 3G/4G coverage. During December we have established that CTIL have plans to install a significant footprint of 5G cells across Oxford City.

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

Despite intervention attempts such as the Mobile Infrastructure Project (MIP), and promises from industry, a recent report (December 2017) identifies that only 20% of people living or working in rural areas (national) have access to 4G mobile connectivity. Ofcom has published coverage data for mobile connectivity, but it is difficult to use this to distil an informed view to real-world experience. ThinkBroadband estimates that the average download speed of mobile data (average of both 3G and 4G networks) in Oxfordshire is 28.6Mb/s. This is up from around 14Mb/s in 2016

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

There is a £1bn initiative between HMG and the mobile industry called the [Shared Rural Network](#) (SRN) which aims to banish rural 'not-spots', which is likely to be signed-off early in 2020. The HMG contribution (approximately £500m) is to fund the deployment of mast infrastructure in rural areas where there is no mobile coverage at all. Meanwhile the MNO's will jointly invest a further £500m to fix the problem of partial coverage where the coverage is not across all four MNO networks. They will cure this by way of agreeing to share the mast infrastructure such that all four MNO's host their equipment on masts. The SRN initiative has been in development for nearly two years and is the mobile industry's response to an HMG plan to force the MNO's to resolve the partial coverage problem by way of rural roaming (as for example happens when abroad and a mobile handset will default to whichever Operator has the strongest signal).

The combined effect of the infrastructure build associated with the 5G rollout and the SRN initiative will lead to significantly more build of mobile mast infrastructure than has been the case in recent years. The 2016 amendments to the Permitted Development Rights and the planned additional revisions of 2019 will make it easier for MNO's to progress the infrastructure build, but it will be important for Oxfordshire planning authorities to work closely with CTIL and MBNL on behalf of the MNO's, to facilitate the planning process. This is set out in the Digital Infrastructure Partnership Memorandum of Understanding and includes aspects such allowing Operators to have access to public sector assets where practical;

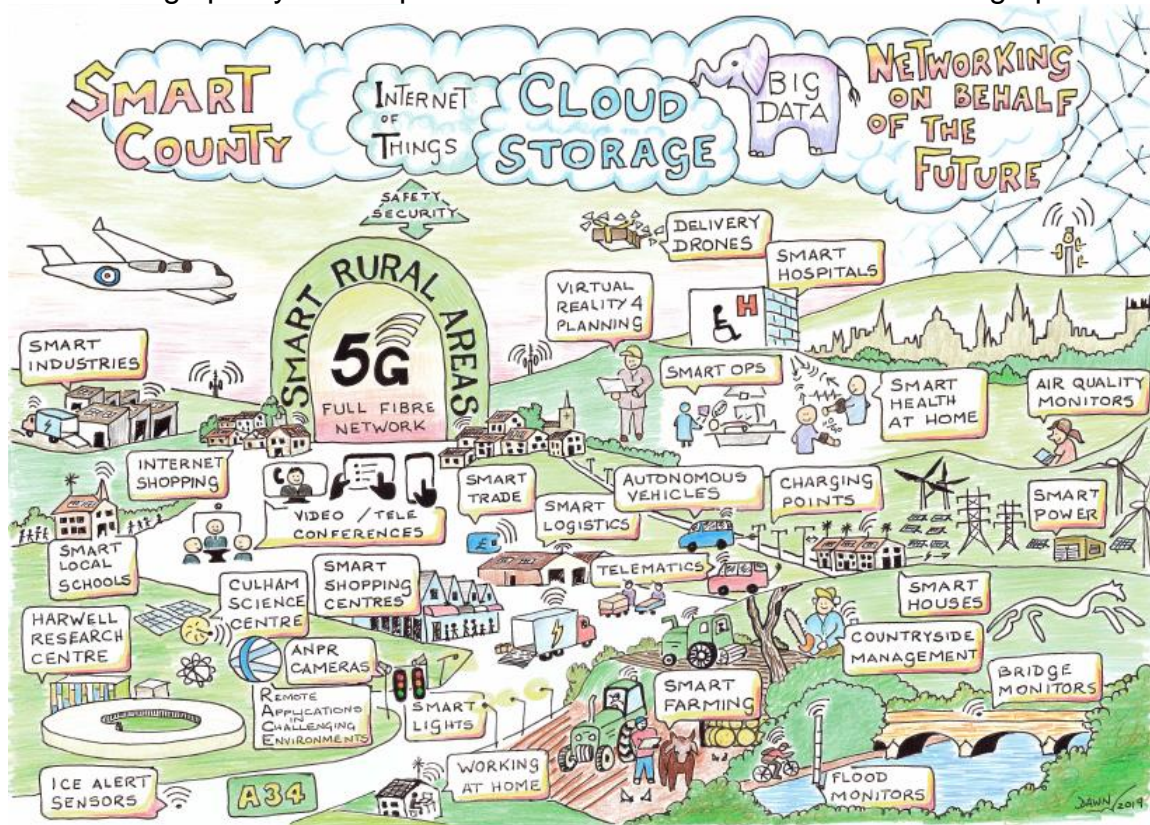
- **Planning Permission;** The Mobile Network Operators (MNOs) frequently cite they are prevented from installing mast infrastructure in the locations necessary to improve coverage, because of not being granted the necessary planning consent by the Planning Authorities. OCC must ensure that encouragement is given to find ways to avoid this by bringing the MNOs together with the planning Authorities to seek alternatives
- **Public Sector Assets;** OCC is about to invest in a significant street lighting replacement, including several thousand new columns. Consideration is being given in this procurement to specifying street furniture which is suitable for mounting not just IoT sensors such as traffic monitoring, air quality sensors etc, but also small cell wireless capability. OCC will consider as part of this how we may incentivise MNO's to extend coverage using these assets, preferring a neutral host commercial model to maximise the strategic value of these asset, providing the right strategic outcome (greater coverage from all mobile operators), rather than a short-term revenue opportunity. The potential use of public sector assets will include not just those assets owned by OCC, but the city and district councils too. Engagement with UK Mobile is underway to gain their perspective.

- **Facilitating Wayleaves;** Experience gained in delivering the Better Broadband for Oxfordshire programme demonstrates that it is often easier for us a public body, to expedite telecoms related wayleaves, with private landowners. This is because we can provide context as to the community benefit achieved by installation of full fibre broadband.

Smart Oxfordshire

Smart Infrastructure comprises a wide scope of components. Planning for a Smart County, requires coordination across a cross-section of OCC business units and external public sector bodies. This impacts multiple vertical stakeholder groups across the region. Coordinating a strategy to bake-in smart capabilities requires a blueprint approach with separate approaches into;

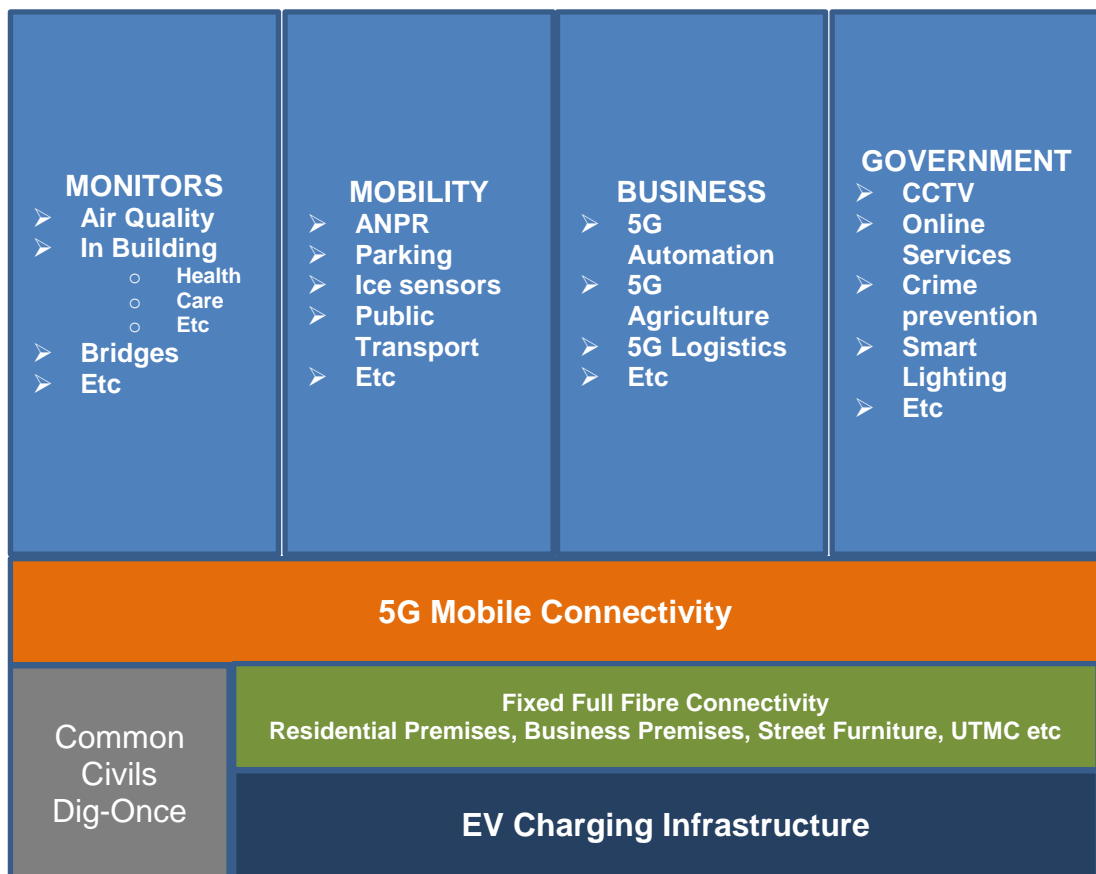
- **Greenfield Blueprint:** Aimed at new villages, towns, housing developments, and growth corridors where a clear vision combined with careful planning and coordination, this can translate to a few templates which can be embedded in design policy. A template vision for this is as shown in the infographic below:



- **Retrofit Blueprint:** The critical underlying full fibre and 4G and 5G infrastructure dependency is the biggest barrier to enabling smart services. In approaching this challenge OCC will form a range of proactive policy changes to facilitate cost-effective commercial delivery of smart infrastructure into a built environment, design rules will be put in place to avoid dead-end

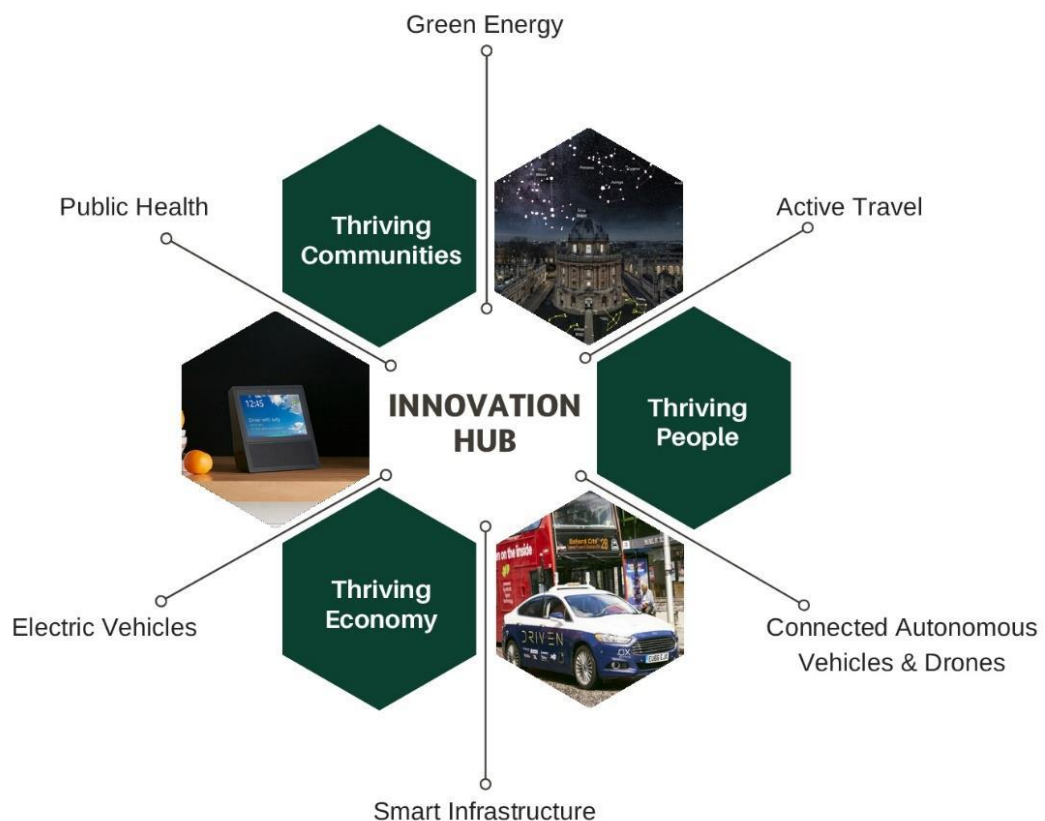
architectures, and intelligence-led integration with any adjacent greenfield deployment. This latter point is vital given the amount of new-build housing planned in Oxfordshire. The blueprint needs to include a schedule of known locations for new-build housing, mapping opportunities for the greenfield infrastructure being built can extend into adjacent areas by way of a 'fibre bridgehead' strategy. A memorandum of understanding will be put in place with planning authorities to agree a common approach to encouraging commercial investment, and the OCC digital infrastructure team will continue to engage with central government to secure intervention funding for the areas remaining as commercially unviable. See the [Future Telecoms Infrastructure Review](#)

Smart Infrastructure Components:



Oxfordshire Innovation Hub

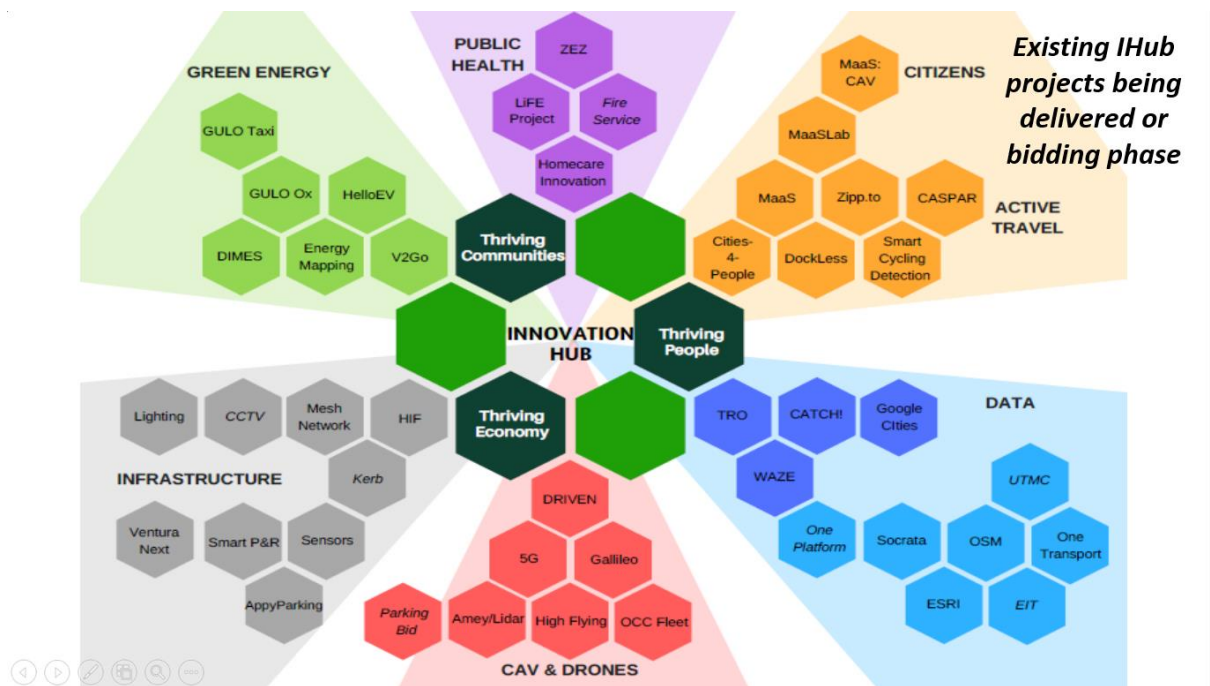
Fixed & Mobile Broadband – Applications and IoT



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

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

There are specific OCC projects which can encourage early deployment of next generation mobile broadband. A current example is the current procurement of a street lighting contract which will see over 20,000 streetlights replaced with new columns. Here the opportunity is to specify the columns to be able to have smart capabilities such that they can communicate with each other and a central control unit. This will likely be connected with LoRa WAN (Low Power, Wide Area) networking technology. The opportunity is to consider commercial models for Mobile Network Operators (MNO's) to have access to this as an asset for improving small cell mobile coverage on a non-exclusive basis. In return OCC might have access to the MNO fibre ducting for building a high capacity mobile network available to the public sector and small/medium enterprises looking to trial new technologies – this is known as a Living Lab approach. The diagram below describes the range of projects being evaluated or delivered.



Oxfordshire Local Industrial Strategy

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

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

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

lifeblood for ensuring opportunity is optimised. The building of this infrastructure will require significant investment both in cash terms and policy/planning/political terms.

Enabling & Planning Digital Infrastructure

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

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

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

- ✓ Formal partnership with Oxford City, Cherwell DC, West Oxfordshire DC, South Oxfordshire DC, Vale of White Horse DC, and OxLEP
- ✓ Partnership operational board meetings monthly
- ✓ Quarterly strategic boards
- ✓ Draft MoU in place to formalise;
 - Consistent approach to Planning Guidance in respect of Digital infrastructure
 - Library (and map) of public assets which could be of use to Suppliers in improving infrastructure
 - Formal conduit to engage and manage all stakeholders
 - Collaborative funding approach

Businesses

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

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

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

Targets

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

Digital Infrastructure for Oxfordshire Stakeholders:

Members of Parliament;

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

Oxfordshire County Council;

Leader	Cllr Ian Hudspeth
Cabinet Member	Cllr David Bartholomew

District Councils;

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

Parish Councils;

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

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

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

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

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

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

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

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

Local Enterprise Partnerships;

	Chief Executive	Chair
OxLEP	Nigel Tipple	Adrian Lockwood

SEMLEP	Hilary Chipping	Dr Anne Limb
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Trade Bodies;

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

Questions and Answers

Cherwell Digital: mobile & broadband

The following questions have been posed by members of the Overview and Scrutiny Committee ahead of the postponed meeting on 17 March 2020, for further discussion. The answers are provided by officers involved in the development of the broad strategy, with the technical detail provided by the OCC Digital Director (Craig Bower).

1. What is **CDC's Industrial Strategy** for the future in terms of attracting new business, maintaining businesses already based in Cherwell, improving/enhancing what we already have in Cherwell and ensuring Cherwell is more attractive than other competing districts?

The Cherwell Industrial Strategy (2020-30) is under development and emerging themes include the retention and support of existing businesses and the attraction of inward investment. Meanwhile, services are being provided - directly and in partnership – to support residents, businesses, visitors and investors.

2. How do we ensure that our Cherwell Digital Strategy **integrates** across:

- a. Industrial Strategy? The Digital infrastructure team worked closely with OxLEP in ensuring the content pertaining to digital infrastructure within the Oxfordshire Local Industrial Strategy (LIS), is consistent with the programme strategy, the Joint Strategic Spatial Plan (JSSP), and the Transport & Connectivity Plan. The Cherwell Industrial Strategy will reflect further detail locally.
- b. Growth Board? The Growth Board has formally 'welcomed' the Digital Infrastructure Strategy, offering its full support to the programme.
- c. ARC? There is a Digital Infrastructure Working Group in place with members of the ARC chaired by the Director of England's Economic Heartland (Martin Tugwell). This includes Oxfordshire, Bucks, Cambridgeshire, Milton Keynes, Northamptonshire and others. The Oxfordshire Director of Digital (Craig Bower) has advocated to this Group that the concept of the Oxfordshire Digital Infrastructure Partnership (with districts, city, LEP) is stretched to cover all local authorities of the ARC, presenting one clear voice to Government.

3. Are there **neighbouring districts/counties** that can be partnered with to speed up and improve our chances of digital/5G coverage?

The point of the Oxfordshire Digital Infrastructure partnership is to have one voice to speak to fixed and mobile operators, and indeed for them to speak to us. We are exploring the opportunity to extend this partnership approach across all local authority members of the ARC.

4. How do we ensure that we are up to date with the **fast-changing requirements of Industry**, so that as a Council we can make the best informed decisions?

The proposed Digital Infrastructure Partnership programme is set up to specifically advise and manage this. We are initiating a new quarterly Digital Infrastructure Strategic Board to update members on specific programme updates, and also to discuss applications of emerging technologies such as 5G, Artificial Intelligence, and Augmented Reality.

5. How does Cherwell ensure it has the right **Planning Policies** in place to encourage connectivity through fibre and 5G in order to retain and attract Industry to the District, for jobs, personnel development of residents and fair share of income for the District?

The Memorandum of Understanding (MoU) presented as part of the Oxfordshire Digital Infrastructure Partnership, contemplates a range of policies which will assist in developing supplier investment in Oxfordshire. In specific response to the subject of Planning, it should be noted that the revised Electronic Communications Code (2017) makes permitted development of communications networks and equipment considerably easier and less expensive for the code operators (mobile and fixed network operators). In general, Cherwell District Council as Local Planning Authority is asked to assess planning applications (where required) for improvements to mobile (mast) infrastructure with a view to allowing such improvements. Where the operator's proposed infrastructure is unacceptable, a meeting is requested to assist the development of alternatives (rather than just saying "NO").

6. What does CDC Planning need to do to accommodate 5G? Do **planning regulations** need to be amended/relaxed in order to accommodate 5G transmitters/masts?

So far as 5G is concerned, there are no specific additional planning requirements. In general, the revised Electronic Communications Code (2017) allows greater flexibility for Operators. The proposed MoU which underpins the Oxfordshire Digital Infrastructure Partnership describes that intervention with the Local Planning Authority responsible for such planning permissions which is encouraged to promote the benefits of mobile coverage improvements.

7. Are there **funding avenues** that we should be actively exploring to speed up rollout or raise connectivity quality standards eg government loans linked to Growth Boards or other government connectivity policies?

The Digital Infrastructure programme (led by OCC and partnered with districts) is taking the lead on funding applications of this type. For example, we secured £8m of funding from DCMS for our broadband programme, and more recently we were awarded £6.3m from DEFRA for funding rollout of full-fibre broadband to businesses in rural Oxfordshire. We are as a partnership, considering a proactive proposal to government, under the Growth Board, to have funding drawn down from the anticipated £5bn fund (expected on 11 March 2020) aimed at the DCMS 'Outside-In' full-fibre intervention funding. Help is however always welcome from Cherwell in developing these funding options.

8. What does Cherwell need to do to ensure **common technology standards** are applied by providers to ensure faster roll out speed and easier connectivity?

I'm not sure Cherwell needs to/can do anything about standards. One area to perhaps reinforce (again) is that planning conditions for new housing developments should require the developer to provide open-access full-fibre broadband infrastructure in all cases. This is typically free if the developer requests this from Openreach before initiating build, as explained at: <https://www.openreach.com/fibre-broadband/fibre-for-developers/registering-your-site/>

9. How do we ensure that we **leverage critical mass customers to encourage 5G Providers** to make a start, including leveraging such networks / contracts across Industry and Housing?

We have been lobbying networks such as CTIL, MBNL, MobileUK, and the four Mobile Network Operators (MNOs) to invest in 5G deployment in Oxfordshire. The Digital Infrastructure Strategy, reinforced by the Digital Infrastructure Partnership, sets out a

landscape where we will offer practical support for 5G rollout. This includes offering access to public sector assets (such as street lighting columns) on a neutral host (non-exclusive) basis, a promise to help with planning issues where they occur, each partner having a senior officer or member as champion, utility-friendly highways access, etc. More could be done to develop specific 'vertical sector' applications such as Agriculture, Manufacturing, & Logistics.

10. Are there **lessons to be learned** from any other Councils e.g. West Midlands fast paced start on 5G?

Yes, and the Oxfordshire Digital Infrastructure programme has regular meetings with both the WM5G management team, as well as having a place on the DCMS 5G working group. The challenge for Oxfordshire is the relative commercial attractiveness to operators of a relatively rural setting (in comparison to for e.g. the west midlands)

11. Are there any Councils ahead of us **on fixing mobile blackspots** that we can learn from?

One or two have had direct LEP investment whereby they have funded MNO masts to be built. Not cheap, and fraught with state aid issues.

12. Can the fibre network that has been put in place for better broadband be used to **fix the blackspots**?

Assuming this refers to mobile blackspots, the answer is frustratingly, no not really. Why? The four MNO's (Vodafone, Three, O2, EE) are increasingly wanting to build and own their own fibre backhaul rather than use shared infrastructure.

13. How do we **prioritise blackspots** in liaison with the Providers?

Providers = MNO's? We have very little influence. All we can do is offer to help with securing permissions and wayleaves to reduce deployment costs. The £1bn Shared Rural Network (SRN) programme (expected to be agreed in the next few months) will significantly reduce not just blackspots, but just as annoying *partial* blackspots where there may be coverage by one or two MNO's but not the others.

14. How can the **Shared Rural Network** (SRN) improve/ease the roll out of 5G within the district?

The SRN - if eventually signed - will not necessarily focus on 5G per se. The distinct characteristics/benefits of 5G are not as strong in a rural setting as in urban (densification). However, 4G is still a very good and fast technology for mobile.

15. Do we know how much space/connectivity 5G transmitters require, can they be located in **Church Towers** for example which would be the logical location within rural communities, as churches are already located within rural conurbations?

Church towers are not typically useful for deploying 5G as access across sacred land (burial) is very difficult to provision fibre to. Also, whilst the cost of building and maintaining mast infrastructure is not inconsiderable, it is the cost of connecting rural locations to dedicated high capacity fibre backhaul which harms the business case.

16. Are there any **plans to swap out areas that are served with aluminium cabling** and change this to either fibre or copper?

The reality is that Openreach are planning to switch off (fully decommission) the copper/aluminium network at some point this decade. This switch-over can only happen

once there is a near full-fibre deployment which is the stated objective of the government (reflecting the Future Telecoms Infrastructure Review). Note, we will have to see what Openreach does when there is an alternative full-fibre connection in place from the growing so called 'Altnet Operators'. There is no chance Openreach will swap out aluminium for copper.

17. If not, are there any other **plans to mitigate these problems in more isolated rural areas**, microwave services perhaps?

Microwave or satellite will remain an option for the very rural – say the last 0.5% of UK premises. The current stated HMG objective (and that of our programme) is that full-fibre broadband will be deployed nearly everywhere by 2025. Our programme is driving this objective, delivering full-fibre connectivity every day, as well as lobbying the main operators to invest in Oxfordshire as described in the Oxfordshire Digital Infrastructure Strategy.

Cherwell District Council

Overview and Scrutiny Committee

14 July 2020

<p>Monthly Performance, Risk and Finance Monitoring Report – Quarter 4 / March 2020</p>
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Report of Director of Finance and Head of Insight and Corporate Programmes

This report is public

Purpose of report

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

1.0 Recommendations

The meeting is recommended:

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

2.0 Introduction

- 2.1 The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.
- 2.2 This report provides an update on progress made so far in 2019-20 to deliver the Council's priorities through reporting on Performance, the Leadership Risk Register and providing an update on the financial position.
- 2.3 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2019-20 business plan and the priorities of the Council. These measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delays.
- 2.4 As part of monthly reporting the Insight Team provides the Senior Management Team with a complaints report, as part of this report complaints received are monitor and analysed. The mandatory lessons learned has 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 and progress is monitored to ensure actions are implemented to avoid the same complaint being reported. During this year we have seen a 17% reduction in the number of upheld Stage 1 complaints and a 20% decrease for Stage 2 in comparison with previous financial year 2018/19.

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 two appendices to this report:

- Appendix 1 - 2019/20 Business Plan
- Appendix 2 - Monthly Performance Report

3.0 Report Details




Performance Update

3.1 The Council’s performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2019-20 business plan (see Appendix 1) and the priorities of the Council.

3.2 The 2019-20 business plan set out three strategic priorities:

- Clean, Green and Safe.
- Thriving Communities and Wellbeing.
- District of Opportunity and Growth.

3.3 This report provides a summary of the Council’s performance in delivering against each strategic priority. To measure performance a ‘traffic light’ system is used. Where performance is on or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicated performance is off target.

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

Priority: Clean, Green and Safe.

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

Protect the Built Heritage reported Amber for March and End of Year. The Conservation team continue to work closely with Development Management on cases of heritage interest. The Conservation Area Appraisal programme is on-going. Nine Conservation Area Appraisals are in progress. Eight have been subject to public consultation and another is being drafted. Several heritage guidance notes are also being prepared. The Team intend to complete as many as possible as soon as possible while maintaining its service to Development Management and continuing the transition to remote working.



Supporting community safety - The Community Wardens continue to operate in the community, in particular to support the new measures seeking to reduce the spread of COVID-19. Supporting Thames Valley Police efforts to make sure Social distancing rules are followed by residents.

% Waste Recycled & Composted reported Amber for March and End of Year. The recycling rate for the year was 55.7%, 0.3% short from our 56% target, but still a 1% more than the previous year.



Priority: Thriving Communities and Wellbeing

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

Overview of our performance against this strategic priority:



Number of visits / usage of District Leisure Centres - reported Red for March and Green for End of Year. Usage numbers are lower than expected for March 2020 against the same period last year. This is primarily due to the closure of both the Leisure Centres from Saturday 21st March and the Joint Use Leisure Facilities from Friday 20th March. The usage for March 2020 was 89,103, however this doesn't include the figures for the

Joint Use Centres as these are held on paper copy at the individual sites and therefor, haven't been received. There has been a reduction in users at Spiceball

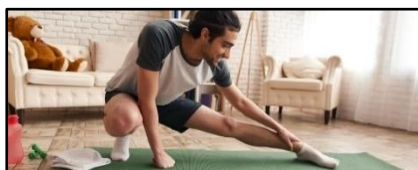
irrespective of the closure due to the difficulties with car parking and easy access to the Centre.

Number of people helped to live independently through use of DFG & other grants/loans – The Team provided assistance to a total of 73 households in March; 31 by means of completed disabled adaptations grants (larger jobs) and 42 through smaller works. For the year as a whole that meant we helped 642 vulnerable and disabled households against our annual target of 540.

Number of Homeless Households living in Temporary Accommodation - reported Red for March and Green for End of Year. On instruction from MHCLG due to the COVID-19 crisis local authorities have been required to accommodate all those who were rough sleeping or at risk. This has resulted in an unprecedented rise in presentations from single people for placements. As well as 22 families now placed in self-contained temporary accommodation as of 9/4/20 an additional 26 single people have been placed. Additional units of accommodation have been acquired in local hotels and guest houses over and above the normal emergency provision. It is expected demand will increase as the current lockdown continues and further placements are needed.



Promoting Health and Wellbeing - March presented a range of new challenges generated by the COVID-19 pandemic. Communities have shown their resilience and neighbourliness. Cherwell Districts wellbeing team have engaged with a wide range of partners and activated community networks to relieve hardship and enable residents to maintain their health and wellbeing.



Homes improved through enforcement action - reported Red for March and Green for End of Year. Enforcement actions were concluded at 5 homes in March (including 3 where energy efficiency works were undertaken in response to proactive Minimum Energy Efficiency Standards (MEES) interventions). Although work during the month was interrupted by changes to safe working arrangements caused by the COVID-19 epidemic, we were still able to achieve a total of 111 homes improved during the year, exceeding our target of 108.



Supporting the voluntary sector - Residents are receiving the support they need from a variety of voluntary, charitable, community and faith based organisations. This shows the breadth and depth of the support Cherwell District Council gives these organisations and the understanding of their critical place in maintaining community. The Sunshine Centre, The Hill and Banbury Mosque have distributed activity bags to targeted families in the Brighter Futures areas in Banbury, Citizens Advice Community Connect service (the volunteer drivers' scheme) has been repurposed to be an emergency food delivery service, Age UK are operating a telephone line for elder isolated or anxious residents to be able to talk to someone. Community Halls have



closed, and new groups are forming to help neighbours. OCVA (Oxfordshire Community and Voluntary Action) are providing “Oxfordshire All In”; a digital platform to map these new groups and existing ones, and act as a channel of information and support. Prescription delivery services have been set with running and cycling clubs in Banbury and Bicester, with a similar service being provided by KASA Community Help in Kidlington, to ensure that vulnerable residents who are self-isolating are able to get their routine medicines.

% of Business Rates collected, increasing NNDR Base - reported Red for March and Amber for End of Year. Having achieved 98.49% against a target of 98.5% on collection rates, the shortfall equated to approx. £10k. Reminder and final notices were issued week commencing 16 March however we have now experienced a



large amount of direct debit cancellations from companies unable to pay their March instalment on either 18 or 25 March. Whilst we had been proactively calling out it is not appropriate to chase money whilst businesses are experiencing hardship due to COVID-19.

Homelessness Prevention - reported Amber for March and Green for End of Year. The COVID-19 pandemic has required the Cherwell District Council’s housing team to stay at home and adopt new working arrangements the unprecedented demand from single applicants presenting themselves as homeless, has required the team to focus on responding to this immediate crisis situation. The ability to deliver a fully focused prevention service is curtailed, although Options Officer continue to provide the best service possible.

Priority: District of Opportunity and Growth

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

3.9 Overview of our performance against this strategic priority:

Deliver Innovative and Effective Housing Schemes - reported Amber for March and End of Year. The remaining 9 Hope Close completions were due to happen in the next 3 months. One has had to withdraw as they lost their job but the remaining 8 are still interested. Our solicitors have proposed exchanging contracts with a long stop completion date in December 2020 to secure the sales. These are being progressed with the purchasers if they are in agreement.

Deliver the Local Plan - the Partial Review of the Local Plan modifications were approved by the Council on 24 February 2020 and submitted to the planning Inspector the following day. Officers are awaiting the Inspector's final report. An updated Local Development Scheme - the programme for the preparation of future planning policy documents - was approved by the Executive on 2 March 2020. The LDS includes timetables for the completion of the Local Plan Partial



Review, work on the Oxfordshire Plan 2050, a new district-wide Local Plan Review, a Banbury Canalside Supplementary Planning Document (SPD) and a potential Community Infrastructure Levy. The Planning Policy team intends to work as close to business as usual as possible during the COVID-19 outbreak and have commenced work to deliver this programme.

Promote the district as a tourist destination - reported Amber for March and End of Year. Membership and day-to-day liaison with Experience Oxfordshire, which promotes Cherwell as a visitor destination. We have identified the need for the Visitor Economy sector to be supported through the COVID-19 pandemic.

Develop a Cherwell Industrial Strategy - reported Amber for March and End of Year. A draft strategy is planned for consultation in Summer 2020, but this timeline



is under review because of the current need for staff engagement with the business community in response to COVID-19. CIS links to the Oxfordshire Local Enterprise Partnership (OxLEP) Local Industrial Strategy which is a key and underpinning component of the Oxfordshire Housing and Growth Deal (Productivity workstream).

Promote Inward Investment and Business Grow - reported Amber for March and End of Year. Due to the COVID-19 pandemic, Cherwell Business Awards (CBA) shortlisting has been postponed and the final, scheduled for 15 May 2020, has been rescheduled to 20 November 2020. CDC is in close liaison with colleagues at local authorities in Oxfordshire and at OxLEP and Government departments to ensure support to businesses during the COVID-19 pandemic. Cherwell District has 97% superfast broadband coverage of premises (with a download speed greater than 24mbps). CDC continues to work with Oxfordshire County Council towards delivering 100% coverage and raising the standard to 'full fibre' (1gbps) to enable 5G mobile technology through an emerging Digital Partnership.

Develop Our Town Centres and Increase Employment at Strategic Sites - reported Amber for March and End of Year. Continued support provided to Banbury BID (Business Improvement District) in the completion of its Year Two business plan. We are supporting the BID and its members during the COVID-19 pandemic. Following the Bicester Town Centre workshop in June 2019, a task group of volunteers has been working on a plan for the town centre. The planned feedback event scheduled for March 30 has been postponed and will be rescheduled for later this year.



Maintain the 5 Years Land Supply - reported Amber for March and End of Year. The 2019 Annual Monitoring Report (AMR) reports a dip below 5 years (to 4.6 years). However, housing delivery in 2018/19 was high (1489 homes) and the Government has provided the Oxfordshire authorities with a 3 year flexibility while the Oxfordshire Plan is produced. In view of the current national situation with COVID-19, there will be a need to review projections for future housing delivery. Government advice on meeting current national targets may be required in due course. Officers will seek to engage with the development industry to understand the position of homebuilders and to inform economic recovery measures.

Net additional Housing Completions - reported Red for March and End of Year. Due to the COVID-19 emergency no provisional net housing completions for Q4 can

be provided yet. Following Government advice, officers are only undertaking site visits where essential to maintain planning services. The completion of 272 net new homes in Q4 would enable the local plan requirement to be met. Officers have commenced desk based monitoring work and will seek to engage with homebuilders to produce a Q4 return as soon as possible. The approach to housing monitoring and site visits will be kept under review having regard to public health advice.

Summary of Performance

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

Business Plan Measures and Key Performance Indicators (38)					
Status	Description	March	%	YTD	%
Green	On target	22	58%	27	71%
Amber	Slightly off target	11	29%	10	26%
Red	Off target	5	13%	1	3%

Risk Update

- 3.12 The Council maintains a Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published is included in this report.
- 3.13 The heat map below shows the overall position of all risks contained within the Leadership Risk Register.

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic			L09	L19, L20	
	4 - Major			L01, L04, L07, L08, L11, L12 & L18		
	3 - Moderate		L16	L02, L05, & L14	L10 L15	
	2 - Minor			L17		
	1 - Insignificant					

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

Leadership Risk	Score	Direction	Latest Update
L01 Financial Resilience	12 Medium risk	↔	Risk reviewed 16/04 – Risk owner and comments updated.
L02 Statutory functions	9 Low risk	↔	Risk Reviewed 08/04 – Mitigation actions and risk owner updated.
L04 CDC Local Plan	12 Medium risk	↔	Risk Reviewed 06/04 – Comments updated
L05 Business Continuity	9 Low risk	↔	Risk Reviewed 08/04 – Comments updated

L07 Emergency Planning	12 Medium risk	↔	Risk Reviewed 08/04 – Comments updated
L08 Health & Safety	16 High risk	↔	Risk Reviewed 08/04 – Comments updated
L09 Cyber Security	15 Medium risk	↔	Risk Reviewed 07/04 – Controls and mitigation actions updated.
L10 Safeguarding the Vulnerable	12 Medium risk	↑	Risk Reviewed 01/04 – Risk score changed, and commentary updated.
L11 Sustainability of Council owned companies and delivery of planned financial and other objectives.	12 Medium risk	↔	Risk Reviewed 20/04 – Risk owner and commentary updated.
L12 Financial sustainability of third-party suppliers including contractors and other partners	12 Medium risk	↔	Risk Reviewed 27/04 – Comments updated.
L14 Corporate Governance	9 Low risk	↔	Risk Reviewed 20/04 – Potential Impact, Controls and mitigating actions updated.
L15 Oxfordshire Growth Deal	12 Medium risk	↔	Risk Reviewed 06/04 – Comments updated.
L16 Joint Working – New Risk	6 Low risk	↔	Risk Reviewed 11/05 – Risk reviewed.
L17 Separation – New Risk	6 low risk	↔	Risk Reviewed 11/05 – risk reviewed
L18 Workforce Strategy	12 Medium risk	↔	Risk Reviewed 11/05 – No changes.
L19 Covid19 Community and Customers	20 High risk	↔	Risk Reviewed 11/05 – No changes
L20 Covid19 Business Continuity	20 High Risk	↔	Risk Reviewed 11/05 – No changes

During March the leadership risk had one score change, L10 Safeguarding the Vulnerable from 8 to 12. For details please go to Appendix 3 Leadership Risk Register.

3.15 Finance Update (Covid19 and Revenue Outturn)

Covid19 Impact

The estimated financial impact arising from Covid-19 in the first quarter of 2020/21, on the assumption that a lockdown continues to June 2020 is set out below. The financial impact for 2020/21 is reflected in additional costs, loss of income and expected slippage in the delivery of savings. It is expected that there will be a financial impact beyond the initial lockdown period and into 2021/22.

On 19 March 2020, the Secretary of State for Local Government announced funding of £1.6bn for local government. The distribution of this funding was based predominantly on the Adult Social Care relative needs formula, therefore the Council only received £67k. Further grant funding of £8k has also been provided relating to Homelessness.

A second tranche of £1.6bn was announced on 18 April 2020. The allocation for the Council is £1.5m. This tranche of funding has been distributed using a per capita basis, which results in a significantly higher allocation than the first tranche of funding and was paid in mid May 2020.

The Ministry for Housing Communities & Local Government (MHCLG) require regular returns from Councils on their Covid19 financial impacts which, along with feedback from various bodies such as the District Council Network (DCN) and the Society of District Council Treasurers (SDCT), will help inform funding requirements.

As the financial impact beyond an expected lockdown period to June is still an approximation due to the uncertainty of what shape recovery has, this report focuses on the more certain costs and loss of income in the April to June period alone. However, it is recognised that the financial impact beyond June will be significant.

The table below sets out in the format required by MHCLG, the estimated financial impact for the period April to June with details set out in the following paragraphs. Total costs and loss of income for this period alone are £2.2m, compared to grant funding of just under £1.6m. This leaves a shortfall in grant funding of £0.6m for the three-month period to June alone.

In addition to the costs and loss of income, it is likely that the significant disruption to business as usual will have an impact on the ability to fully deliver savings planned during 2020/21. In addition to the impact for April to June, early estimates indicate the financial impact could be as high £4.7m for the financial year to March 2021. This would leave a shortfall in grant funding of £3.1m for the year.

Furthermore, there is expected to be an ongoing impact into 2021/22 due to reduced income from council tax and business rates as well as a potential on-going increase in demand relating to homelessness and the ongoing impact of any savings planned for 2020/21 which are not delivered. Scenarios are being modelled which will be used to shape the early assumptions used for the Medium Term Financial Strategy (MTFS) planning.

Service	April - June £m
Expenditure	
Housing (excluding HRA)	0.177
Cultural and Related	0.288
Environmental & Regulatory Services	0.075
Finance & Corporate	0.074
Other	0.273
Total Expenditure	0.887
Income	
Sales, fees and charges	0.723
Other	0.624
Total Income	1.347
Total Impact	2.234

Housing - Estimated cost covers the cost of temporary accommodation relating to homelessness.

Cultural & Related – Potential costs relating to leisure services from loss of income during period of closure.

Environmental & Regulatory Services – Cost relating to agency staff and overtime

Finance & Corporate – Additional ICT costs to enable home working plus additional agency staffing costs in finance due to extension in final accounts preparation; Members' Priority Fund.

Other Costs – Includes potential costs of dilapidation works across the property estate if they cannot be recovered.

Sales, Fees & Charges – Expected losses of income from for example, commercial tenancies, car parking and waste.

Other Income – Expected losses of income from the Stables, street market closures and land charges.

Regular reports on the impacts of Covid19 and the wider impacts on the finances of the Council will be brought to members as part of the regular monitoring, the first of which is anticipated at the end of the first quarter.

Revenue Outturn Position

The Council is reporting a draft final outturn for 2019/20 of a £1.3m underspend, assuming £0.2m of carry forwards requests are approved as part of this report. This is a small increase of underspend of £98k since the previous report.

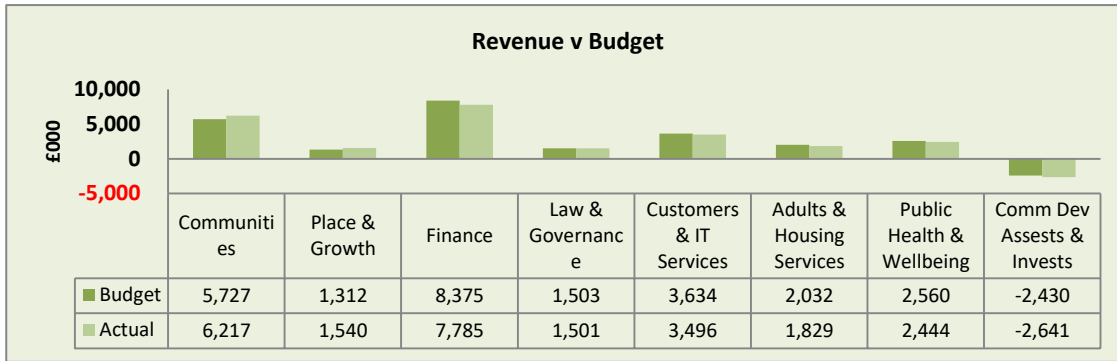
In summary the Council saw an overspend of £126k across the directorates, which is a reduction of £548k from the end of February. Some of the key factors for this reduction include a reduction in Planning legal and consultancy costs of £150k, Housing income increasing by £78k and Healthy Place Shaping costs reducing by £160k. The Council continued to benefit from advantageous interest rates earlier in the year which has generated additional income of £1.3m.

The table below summarises the position across the Council. Due to completion of the statutory accounts process the figures included in this report are potentially subject to change. The capital outturn for 2019/20 will be reported to the Executive at its next meeting.

Revenue Monitoring	Budget £000	Outturn excluding C/F request £000	Carry Forward requests £000s	Outturn including C/F request £000	Current Month Variances £000	Prior Month Variances £000	Movement from last month £000s
Communities	5,727	6,180	37	6,217	490	553	-63
Place and Growth	1,312	1,540	0	1,540	228	387	-159
Finance	3,611	3,689	0	3,689	78	37	41
Law & Governance	1,503	1,446	55	1,501	-2	0	-2
Customers and Organisational Development	3,634	3,421	75	3,496	-138	-35	-103
Adults and Housing Services	2,032	1,829	0	1,829	-203	-130	-73
Public Health and Wellbeing	2,560	2,444	0	2,444	-116	10	-126
Com Dev Assets and Invests	-2,430	-2,691	50	-2,641	-211	-148	-63
Total Directorates	17,949	17,858	217	18,075	126	674	-548
Executive Matters	4,764	3,456	0	3,456	-1,308	-1,847	539
Total Cost of Services	22,713	21,314	217	21,531	-1,182	-1,173	-9
Total Income	-22,711	-22,800	0	-22,800	-89	0	-89
(Surplus)/Deficit	2	-1,486	217	-1,269	-1,271	-1,173	-98

Summary of Carry Forward Requests

<u>Service Area and description</u>	£000s
Law and Governance - to top up the District Election reserve	55
Digital and IT - IT Support for SNC/CDC split	60
Human Resources - Midland HR implementation	15
Property - To fund washroom and Kitchen refurbishment	50
Environmental Services - funding of the Climate Change Consultant	7
Regulatory Services - Primary Authority contractor support services	30
	217



Communities

Communities overspent by **£490k** against a budget of **£5,727k** (8.6%)

Growth & Economy

The underspend is as a result of vacancies within the Economic Growth team offset by under recovery of rental income due to the delay in the opening of the Shared Ownership scheme at Hope Close.

Variation

£24k underspend

Variation last month

£35k overspend

Environmental Services

The overspend in this area is made up of £445k Employee Costs - Agency Staff, Sickness, Overtime & SNC Recharge costs, £39k reduction in credit and material income. £122k Recycling Gate Fees tonnage rate per tonne increase (Dry & Glass), £48k increase in business waste tonnage but offset in part by anticipated income, (£173k) additional income for street scene repairs, S106 transfers & Grants for Country Park, £55k Increase in Management Fees & reduction in Car Park Income, £34k Increase in National Domestic Rates & Business Improvement District charges, £34k increase in contractor costs - Oxfordshire Waste & Recycling Partnership Contribution, Refuse Disposal Charge & Waste Analysis by Oxfordshire County Council, £37k landfill diversion budget issue and £18k other small overspends in supplies and transport costs. ***This position assumes the £7k carry forward request for the Climate Change consultancy to continue in to 20/21 is approved.***

Variation

£659k overspend

Variation last month

£698k overspend

Regulatory Services

The underspend is attributed mainly to salary savings due to changes in structures and vacancies. Plus, higher than anticipated discretionary income has been generated. This outturn is based on the approval to transfer to reserves £30k for contractor support to the Health Protection and Compliance team to provide charged for services whilst also delivering core statutory work

Variation

£145k underspend

Variation Last Month

£180k underspend

Place and Growth

Place and Growth overspent by **£228k** against a budget of **£1,312k** (17.4%)

Planning & Development

The overspend has decreased by £159k from February. The majority of the movement this month is made up of delays of planned Legal and Consultancy fees £76k in Planning Policy and Development Management, £15k additional Grant Income received and £31k salary recharges to OCC not previously forecast. In overall terms the overspend is made up of £214k in Building Control due to agency staff offset by recharges to SNC being -£111k higher than budgeted,

Variation

£228k overspend

Variation last month

£387k overspend

£365k in Development Management (and Tech Support) due to planning fees income being lower than budgeted £347k, additional budgeted costs related to the anticipated appeals, offset by savings made in Tech Support and staffing costs of £109k. This is offset in part by savings of -£366k of mostly Consultancy costs in Planning Policy. Going forward, the Director is continuing to explore the full implications of the overall overspend and what action can be taken

Finance

Finance overspent by **£78k** against a budget of **£3,611k** (2.2%)

Finance	The overspend is made up largely by a £121k Overspend of external audit fee, recruitments costs and contractor fees and is offset in part
Variation £78k overspend	by a (£72k) underspend in Revs & Bens due to Universal Credit introduction.
Variation last month £37k overspend	

Law & Governance

Law & Governance underspent by **£2k** against a budget of **£1,503k** (-0.1%)

Law & Governance	<i>This outturn is based on the approval to carry forward £55k to top up the District Election reserve.</i>
Variation £2k underspend	
Variation last month £0k underspend	

Customers and Organisational Development

Customers & Organisational Development underspent by **£138k** against a budget of **£3,634k** (-3.8%)

Customers & Organisational Dev.	The underspend is largely due to salary savings due to vacancies in the Communications team and the fact that a senior member of the team is shared with OCC. There is also an underspend in IT which is mainly because an invoice received in 18/19 was not recharged out to the services until 19/20. The last factor contributing to the underspend is the 16K in Human Resources which is due to a 27K invoice for an annual subscription being accrued into 20/21. The overall underspend in this service is partly offset by the overspend in Customers and Cultural Services due to under recovery of Land Charges income. The budget has been adjusted in 20/21 so it was in line with the expected recovery. <i>This outturn is based on the approval to carry forward 60K in IT to support SNC/CDC separation and 15K in HR to support I Trent (new HR system).</i>
Variation £138k underspend	
Variation last month £35k underspend	

Adults and Housing Services

Adults and Housing Services underspent by **£203k** against a budget of **£2,032k** (-10.0%)

Housing & Social Care	The underspend is a combination of salary savings due to vacancies and savings against the Cherwell Bond Scheme due to a low level of claims made. Also contributing to the overall underspend is higher than anticipated fee income as a result of administering Disabled Facilities grants and Discretionary grants. The variance from the previous reported outturn is a result of income received by the Home Office in relation to the Vulnerable Persons Resettlement scheme that should have been recognised in 2017-18. This savings will be returned to the General Fund to offset the forward funding the council made in 2017-18.
Variation £203k underspend	
Variation last month £130k underspend	

Public Health & Wellbeing

Public Health & Wellbeing underspent by **£116k** against a budget of **£2,560k** (-4.5%)

Wellbeing	£134k overspend - The overspend can be predominantly attributed to the compensatory payments totalling £114k paid to Parkwood Leisure as a result of loss of income due to the closure of the Spiceball pedestrian bridge during the Autumn whilst building works take place next to the leisure centre at Castle Quay Waterfront.
Variation £134k overspend	
Variation last month £10k overspend	
Healthy Place Shaping	It was agreed during the 20/21 budget setting process that £160k of forecast underspend would be returned to General Fund at year end. Also agreed at budget setting was the carry forward of £90k of NHS England money to support the programme during the year. This £90k was therefore built into the 20/21 budget in advance.
Variation £-250k underspend	
Variation last month £-0k underspend	

Comm Dev Assets and Invests

Comm Dev Assets and Invests underspent by **£211k** against a budget of **£2,430k** (-8.7%)

Property	The underspend arises from a variety of functions such as security, repairs and maintenance. <i>This outturn is based on the approval to carry forward 50k to fund washroom and Kitchen refurbishment.</i>
Variation £218k underspend	
Variation last month £153k underspend	

Executive Matters

Executive matters have underspent by **£1,308k** against a budget of **£4,764k** (-27.5%)

Interest Costs	An underspend has been achieved through a lower than expected borrowing balance brought forward from 2018/19 leading to lower interest paid. In addition, slippage on capital programme resulted in less borrowing required in year, and for the borrowing undertaken, lower rates were achieved than budgeted.
Variation £692k underspend	
Variation last month £687k underspend	
Interest Receivable	Additional interest receivable during the year of £140k relates to a new loan to Crown House.
Variation	

£1,075k underspend	Higher than expected balances brought forward plus a small increase in interest rate give rise to additional interest receivable from Graven Hill of £715k. In addition, there is an extra £220k interest due to Bond Fee income
Variation last month £969k underspend	
Bad Debt Provision	The Council is prudently increasing its provision for doubtful debts as it seeks to recover a number of older outstanding debts during 2019/20 by a further £451k. Post the year end, the impact of Covid19 could also result in further bad and doubtful debts, therefore an increased provision seems prudent at this time
Variation £451k overspend	
Variation last month £0k	

4.0 Conclusion and Reasons for Recommendations

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

5.0 Consultation

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

6.0 Alternative Options and Reasons for Rejection

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

Option 1: This report illustrates the Council's performance against the 2019-20 business plan. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

7.0 Implications

Financial and Resource Implications

7.1 Financial implications are detailed within section 3.15 to 3.18 of this report.

Comments checked by:

Lorna Baxter, Executive Director Finance
Lorna.Baxter@cherwell-dc.gov.uk

Legal Implications

7.2 There are no legal implications from this report.

Comments checked by:

Nick Graham, Monitoring Officer: Law and Governance
Nick.Graham@cherwell-dc.gov.uk

Please note that Nick Graham left the organisation on June 2020, before his departure Mr Graham signed off this report. The new Head of Legal services is Sukdave Ghuman.

Risk management

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

Comments checked by:

Celia Prado-Teeling, Performance Team Leader

01295 221556

celia.prado-teeling@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillors –

Councillor Richard Mould – Lead member for Performance Management

Councillor Tony Ilott – Lead member for Finance and Governance

Document Information

Appendix No	Title
Appendix 1 Appendix 2	2019/20 Business Plan Monthly Performance Report
Background Papers	
None	
Report Author	Louise Tustian – Head of Insight and Corporate Programmes
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Cherwell District Council Business Plan 2019-20



DISTRICT COUNCIL
NORTH OXFORDSHIRE



Organisational Plan

Operational Excellence

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

Customer Focus

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

Best Council to work for

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

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Appendix 2 – Monthly Performance Report

March 2020 / Quarter 4

Includes:

- Programme Measures
- Key Performance Measures (KPIs)

Key to symbols

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

CDC Programme Measures - Clean, Green and Safe

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC1.1.1 High Quality Waste & Recycling	Clr D Sames	Ed Potter Simon Furlong	Neighbourhood blitz events delayed due to the current situation but all regular collections maintained.	Bulky Waste bookings to reopen during April.	★	Waste & Recycling collections continuing in a steady manner despite COVID-19.	★
CDC1.1.2 Ensure Clean & Tidy Streets	Clr D Sames	Ed Potter Simon Furlong	A34 northbound carriageway cleaned from Peartree roundabout to the entry point from Kidlington.	Continue services including dog bin emptying during the current situation	★	Service in full operation - concentrating on keeping the urban centres, local shop areas and the dog bins emptied.	★
<p align="center">Page 78</p> <p>CDC1.1.3 Reduce Environmental Crime</p>	Clr D Sames	Richard Webb Simon Furlong	<p>Activity to tackle environmental crime in March included:</p> <p>110 dog fouling patrols completed Dog fouling bags distributed 40,000 during March (and 910,000 in the year as a whole).</p> <p>27 fly-tips were assessed resulting in 10 investigations.</p> <p>22 abandoned vehicle complaints investigated.</p>	<p>Of the new fly-tips reported in March, 10 will be investigated due to their being evidence of the owner of the waste. These investigations will continue in April.</p> <p>The team will also continue to respond to reports of abandoned vehicles, waste accumulations, pest infestations and dog fouling.</p> <p>The arrival of the COVID-19 crisis saw the team classed as 'key workers' and so whilst working practices and procedures have had to be amended (working from home, social distancing, dynamic risk assessments, etc) they continue to be out-and- about in the community.</p>	★	<p>The team continue to investigate environmental crimes, being classed as 'key workers' for the duration of the COVID-19 crisis.</p> <p>This has necessitated a shift in working practices and procedures, - but the team are still out-and-about in the community - and of course complying with government guidelines.</p> <p>There were 27 new fly tips during the month and also 22 reports of abandoned vehicles which are being investigated with the intention to ensure the vehicle is removed either by the owner or by us if necessary.</p>	★

CDC Programme Measures - Clean, Green and Safe

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>CDC1.1.4 Protect Our Natural Environment and Promote Environmental Sustainability</p> <p align="center">Page 79</p>	Cllr A McHugh	Richard Webb Simon Furlong	<p>Work is progressing on the Annual Status Report which will include a review of the 2019 diffusion tube monitoring data across the district and the report will be completed before the 30 June 2020 the deadline submission date to the Department for Environment Food and Rural Affairs.</p>	<p>To complete the Annual Status Report by the 30 June deadline.</p> <p>To review the Taxi Licensing Policy to include requirements for electric vehicles. Analysis and feedback on the proposed climate change action plan once the plan is received in early April.</p>	★	<p>Air quality monitoring continues at 42 locations across the district.</p> <p>We were unsuccessful in our bid for an air quality grant from the Department for Environment Food and Rural Affairs. The application was for portable monitoring equipment to measure nitrogen dioxide and particulate matter and promotional material including anti-idling signs. We were also part of a joint air quality grant bid with the other Oxfordshire Councils for funding to improve the county air quality website; this application was also unsuccessful.</p> <p>Climate change plans still proceeding with the draft action plan likely to be received in early April.</p>	★
			<p>Planned visit to look at electric powered refuse collection vehicles canceled due to the current situation but work continuing to reduce the emissions of the Council's vehicle Fleet.</p>				
<p>CDC1.1.5 Support Community Safety and Reduce Anti-Social Behaviour</p>	Cllr A McHugh	Richard Webb Simon Furlong	<p>Early in the month the community wardens continued normal community safety related patrols and enforcement activity.</p> <p>The Cherwell Community Safety Partnership met and continued its review of priorities. The Intensive Engagement project in Banbury commenced with training for all the partners involved in this work.</p> <p>A new youth outreach service was commissioned to start this month using knife crime surge funding from the government.</p>	<p>The team have now switched focus to supporting the new COVID-19 business closure requirements and supporting the Police to ensure social distancing requirements are maintained.</p>	★	<p>The Community Wardens continue to operate in the community, in particular to support the new measures seeking to reduce the spread of COVID-19. Community safety projects such as the intensive engagement project for Banbury have had to be suspended until community-based work can recommence.</p>	★

CDC Programme Measures - Clean, Green and Safe

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>CDC1.1.6 Protect the Built Heritage</p> <p align="center">Page 80</p>	Cllr C Clarke	David Peckford Paul Feehily		Work on Conservation Area Appraisals has continued.			
			Consultation on the review of the Bloxham Conservation Area was completed on 23 March.	Reports for seven Draft Conservation Area Appraisals (Hethe, Horley, Stratton Audley, Somerton, Duns Tew, Balscote, and Ardley) to be submitted for Lead Member approval.			
			Lead Member Reports for seven of the draft Conservation Area Appraisals (Hethe, Horley, Stratton Audley, Somerton, Duns Tew, Balscote, and Ardley) have been drafted by officers and are ready for managers review.	Review and amend Bloxham Conservation Area Appraisal following the closure of the consultation on 23 March.	●	<p>The Conservation team continue to work closely with Development Management on cases of heritage interest. The Conservation Area Appraisal programme is on-going. Nine Conservation Area Appraisals are in progress. Eight have been subject to public consultation and another is being drafted. Several heritage guidance notes are also being prepared. The Team intend to complete as many as possible as soon as possible while maintaining its service to Development Management and continuing the transition to remote working.</p>	●
				Continue work on the Grimsbury Conservation Area Appraisal towards consultation stage.			
	Continue work on heritage guidance notes to inform Development Management officers in their assessment of planning applications.						

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.1 Promote Health & Wellbeing	Cllr A McHugh Cllr C Clarke	Ansaf Azhar Nicola Riley	<p>Phonebox removal consultation concluded.</p> <p>Employer recognition scheme as part of the Councils commitment to the Armed Forces Community Covenant has been progressed.</p>	<p>Maintain partnerships with key Voluntary and Charitable organisations in the response to COVID-19 to ensure continued food and medicine delivery.</p> <p>Promote funding sources.</p> <p>Clear information provided to Parish Councils and residents from central government generated guidance.</p> <p>Promote ideas for active lives during the period of restricted movement.</p> <p>Promote support for maintaining mental health</p>	★	<p>March presented a range of new challenges generated by the Corona virus pandemic; communities have shown their resilience and neighborliness.</p> <p>Cherwell Districts wellbeing team have engaged with a wide range of partners and activated community networks to relieve hardship and enable residents to maintain their health and wellbeing.</p>	★
CDC2.1.2 Improve Leisure & Community Facilities	Cllr G Reynolds	Ansaf Azhar Nicola Riley	<p>Upgraded lighting for Spiceball Leisure Centre main sports hall complete as part of climate change programme.</p> <p>All planned capital works concluded.</p>	Capital works at North Oxfordshire academy athletics provision planned for completion.	★	The Leisure centre and joint use facilities have been improved this year and usage has grown. On line booking will soon be available for when we can reopen the Leisure provision which was closed on 29th March in line with government instruction to reduce the spread of COVID-19.	★
CDC2.1.3 Support the Voluntary Sector	Cllr A McHugh	Ansaf Azhar Nicola Riley	<p>Many planned activities for March have been paused due to the developing COVID-19 pandemic.</p> <p>Team members have worked with partners to ensure a good supply of information, advice and guidance, coordinating efforts across the district.</p>	Collaboration with County Council colleagues and local voluntary organisations to underpin the establishment of Cherwell Community Hub.	★	<p>Residents are receiving the support they need from a variety of voluntary, charitable, community and faith based organisations. This shows the breadth and depth of the support Cherwell District Council gives these organisations and the understanding of their critical place in maintaining community.</p> <p>The Sunshine Centre, The Hill and Banbury Mosque have distributed activity bags to targeted families in the Brighter Futures areas in Banbury, Citizens Advice Community Connect service (the volunteer drivers' scheme) has been re-purposed to be an emergency food delivery service, Age UK are operating a telephone line for elder isolated or anxious residents to be able to talk to someone. Community Halls have closed, and new groups are forming to help neighbors.</p> <p>OCVA (Oxfordshire Community and Voluntary Action) are providing Oxfordshire All In, a digital platform to map these new groups and existing ones, and act as a channel of information and support.</p>	★

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>CDC2.1.4 Enhanced Community Resilience</p>	<p>Cllr A McHugh</p>	<p>Richard Webb Simon Furlong</p>	<p>A workshop to develop the death process management plan was held at the beginning of March. Parish councils and community groups were advised of details of a community resilience fund they could bid into to support their community resilience planning.</p>	<p>The focus for the next period will be on supporting communities through the COVID-19 pandemic and ensuring that critical council services are maintained during the period of disruption to normal activity.</p>	<p align="center">★</p>	<p>As a result of the COVID-19 pandemic the Thames Valley Emergency Response Arrangements were enacted early in March to support the partnership response to this major incident. Work has progressed through the month under existing pandemic flu plans and to create new community support structures to reflect the specific nature of this pandemic and the social isolation measures that have been introduced.</p> <p>Council services are being maintained where possible and necessary, with significant new activity directed at supporting individuals, communities and businesses.</p>	<p align="center">★</p>
<p align="center" style="font-size: 2em;">Page 82</p> <p>CDC2.1.5 Homelessness Prevention</p>	<p>Cllr J Donaldson</p>	<p>Gillian Douglas Stephen Chandler</p>	<p>After successfully securing additional grant funding Cherwell District Council has tendered for an enhanced Outreach Service to offer more intensive work with those who are rough sleeping in Cherwell and is recruiting a Single Homeless Specialist Options Officer. This position in the Housing Options Team will offer single customers focused advice and assistance to help them resolve their housing issues and address barriers which may prevent them from securing settled accommodation.</p>	<p>Ensure CDC secure sufficient placements to abide by MHCLG directive to place all rough sleepers or those at risk into emergency accommodation.</p>	<p align="center">●</p>	<p>Please note recruitment has been delayed due to COVID-19 crisis.</p> <p>We are also working with our partner authority Oxfordshire County Council to embed housing help in the Family Safeguarding Model that will be implemented from summer 2020 to help vulnerable families at an early stage. Please note piloting of this scheme has been delayed due to COVID-19 crisis.</p> <p>The COVID-19 pandemic has required the CDC housing team to stay at home and adopt new working arrangements.</p> <p>The unprecedented demand from single applicants presenting themselves as homeless, has required the team to focus on responding to this immediate crisis situation. The ability to deliver a fully focused prevention service is curtailed, although Options Officer continue to provide the best service possible.</p>	<p align="center">★</p>

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p align="center"> Page 83 CDC 2.1.6 Support and Safeguard Vulnerable People </p>	<p align="center">Cllr A McHugh</p>	<p align="center">Ansaf Azhar Nicola Riley</p>	<p>The Council Tax Reduction (CTR) take-up project has now concluded with some successful outcomes including offering an awareness session to the Universal Credit (UC) team to promote CTR claims and a pro-active approach to inviting customers to claim.</p> <p>A new income banded scheme for CTR has also been introduced in the Cherwell area, this will be a simpler system for customers and will also mean that they experience fewer changes in their level of support.</p> <p>The recruitment of a new safeguarding officer has been achieved.</p> <p>After the conclusion of the Council Tax Reduction Scheme project training for UC has been offered at the Job Centre to promote claims and pro-active work to invite claims for Council Tax Reduction.</p>	<p>The team are now considering the approach and work plan we can take to support our residents throughout the months to come as we also experience an increase in customer contact and the number of new claims.</p> <p>Promoting Safeguarding e-learning for Members and staff and encouraging completion of necessary refresher training.</p>	<p align="center">★</p>	<p>We continue to award Discretionary Housing Payments in a timely way so offering support to residents who are experiencing a shortfall in their rent and protecting their tenancies.</p> <p>Throughout 2019-2020 we have worked with partners both internal and external to support some of our most vulnerable residents. A new safeguarding officer in post has renewed the focus on training and procedures.</p> <p>The safeguarding policy has been updated to reflect the latest guidance.</p>	<p align="center">★</p>

CDC Programme Measures - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC2.1.7 Respond to the Welfare Reform Agenda	Cllr P Rawlinson Cllr T Ilott	Belinda Green Gillian Douglas Lorna Baxter	<p>The time taken to assess new claims and change events has been excellent throughout 19-20 and Discretionary Housing Payments have been awarded to assist those in hardship including those on Universal Credit.</p> <p>We continue to work with partners to offer support to residents who are impacted by Universal Credit.</p>	<p>The next meeting of the Universal Credit project team will be held in May/June. We will continue to work with Department of Work and Pensions to support residents throughout this difficult time.</p>	★	We continue to respond to the challenges presented by the welfare reform agenda.	★
<p align="center">Page 84</p> <p>CDC2.1.8 Promote Healthy Place Making</p>	Cllr A McHugh	Ansaf Azhar Rosie Rowe	<p>Ward profile on Ruscote finalised and included in the Joint Strategic Needs Assessment published in mid-March.</p> <p>Insight workshops with stakeholders from Banbury Grimsby postponed.</p> <p>Healthy Bicester Annual Stakeholder Meeting held on 12 March 2020 attended by 55 local stakeholders.</p> <p>First meeting of K5 Cycling Forum met and agreed priority areas for action.</p> <p>Procurement of consultant support to undertake evaluation of healthy place shaping has been completed and Public Health Action Support Team (PHAST) appointed.</p>	<p>All public facing activities now on hold.</p> <p>Project planning for K5 way finding project continues.</p> <p>Staff redeployed to support communities' team in meeting the needs of Shielded patients.</p>	●	Team have reviewed project milestones and adjusted them to reflect pause in planned public facing activities. Relationships built with local stakeholders in Bicester and Kidlington and surrounding villages has supported response to COVID-19 emergency.	★

CDC Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC3.1.1 Deliver Innovative and Effective Housing Schemes	Cllr J Donaldson	Gillian Douglas Stephen Chandler	8 sales now on hold due to COVID-19.	Secure exchange of contract on 8 houses at Hope Close which are ready to proceed with purchase.	●	The remaining 9 Hope Close completions were due to happen in the next 3 months. One has had to withdraw as they lost their job but the remaining 8 are still interested. Our solicitors have proposed exchanging contracts with a long stop completion date in December 2020 to secure the sales. These are being progressed with the purchasers if they are in agreement.	●
CDC3.1.2 Promote the district as a tourist destination	Cllr L Pratt	Robert Jolley Simon Furlong	Reviewed tourism website pages.	Review status of situation report in light of COVID-19 pandemic.	●	Membership and day-to-day liaison with Experience Oxfordshire (EO) which promotes Cherwell as a visitor destination. We have identified the need for the Visitor Economy sector to be supported through the COVID-19 pandemic.	●
CDC3.1.3 Develop a Cherwell Industrial Strategy	Cllr L Pratt	Robert Jolley Simon Furlong	Feedback & outputs from the engagement workshops analysed to provide input to the strategy development process.	Review progress and priorities of the Cherwell Industrial Strategy in relation to COVID-19.	●	The Cherwell Industrial Strategy (CIS) is important as a process of meaningful engagement with a range of internal and external partners as well as for its end-product. A draft strategy is planned for consultation in Summer 2020, but this timeline is under review because of the current need for staff engagement with the business community in response to COVID-19. CIS links to the OxLEP Local Industrial Strategy which is a key and underpinning component of the Oxfordshire Housing and Growth Deal (Productivity workstream).	●
CDC3.1.4 Promote Inward Investment and Business Growth	Cllr L Pratt	Robert Jolley Simon Furlong	Reviewed shortlisted applicants for the 2020 Cherwell Business Awards and identified interview questions. One-to-one advice and detailed support provided to 19 businesses during March 2020.	Support Cherwell District Council's implementation of the COVID-19 Government grant schemes to local businesses. Provide information and advice to local businesses during the COVID-19 pandemic. Continue to provide support to potential new business investors. Continue the development of a Digital Strategy for Oxfordshire to ensure the broadband and mobile telephone services in Cherwell are prepared for future demands.	●	Due to the COVID-19 pandemic, Cherwell Business Awards (CBA) shortlisting has been postponed and the final, scheduled for 15 May 2020, has been rescheduled to 20 November 2020. CDC is in close liaison with colleagues at local authorities in Oxfordshire and at OxLEP and Government departments to ensure support to businesses during the COVID-19 pandemic. Cherwell District has 97% superfast broadband coverage of premises (with a download speed greater than 24mbps). CDC continues to work with Oxfordshire County Council towards delivering 100% coverage and raising the standard to 'full fibre' (1gbps) to enable 5G mobile technology through an emerging Digital Partnership.	●

CDC Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC3.1.5 Develop Our Town Centres and Increase Employment at Strategic Sites	Cllr L Pratt	Robert Jolley Simon Furlong	<p>Prepared for partnership support to Banbury BID and Bicester Vision for 20/21.</p> <p>Progress was made on developing the Bicester Town Centre workshop (to be held on 30 March). The event has been postponed due to the COVID-19 Government directive.</p>	<p>Review the impact of the COVID-19 pandemic on the district's urban centres.</p> <p>Continue to maintain dialogue with urban centre partners.</p>	●	<p>Continued support provided to Banbury BID (Business Improvement District) in the completion of its Year Two business plan. We are supporting the BID and its members during the COVID-19 pandemic.</p> <p>Following the Bicester Town Centre workshop in June 2019, a task group of volunteers has been working on a plan for the town centre. The planned feedback event scheduled for March 30 has been postponed and will be rescheduled for later this year.</p>	●
Page 86	CDC3.1.6 Deliver the Local Plan	Cllr C Clarke	<p>The Main Modifications to the Partial Review of the Local Plan were approved by the Council on 24 Feb 2020. Officers are currently awaiting the Planning Inspector's report on the Examination of the Local Plan Partial Review.</p> <p>An updated Local Development Scheme (Cherwell's planning policy documents work programme) was approved by the Council's Executive on 2 March 2020.</p> <p>Preparatory work on the district-wide Local Plan Review and Canalside Supplementary Planning Document (SPD) has commenced in line with the LDS approved programme.</p> <p>Oxfordshire Plan 2050: the central Plan team has continued with evidence gathering and the consideration of spatial options for a future options consultation paper.</p>	<p>The Planning Policy team intends to work as close to business as usual as possible during the COVID-19 outbreak.</p> <p>Progress the Local Plan Partial Review to its adoption once the Inspector issues the final Examination report. Continue progressing Canalside SPD work towards formal consultation in September/October 2020.</p> <p>Continue progressing work on the district-wide Local Plan Review to Issues consultation stage in July-August 2020. Continue to support the work of the Oxfordshire Plan team in progressing towards an options consultation paper.</p>	★	<p>The Partial Review of the Local Plan (which seeks to help Oxford with its unmet housing need) is being independently examined. The modifications were approved by the Council on 24 February 2020 and submitted to the planning Inspector the following day. Officers are awaiting the Inspector's final report.</p> <p>An updated Local Development Scheme - the programme for the preparation of future planning policy documents - was approved by the Council's Executive on 2 March 2020. The LDS includes timetables for the completion of the Local Plan Partial Review; work on the Oxfordshire Plan 2050, a new district-wide Local Plan Review, a Banbury Canalside Supplementary Planning Document and a potential Community Infrastructure Levy. Subject to officers being well the Planning Policy team intends to work as close to business as usual as possible during the COVID-19 outbreak and have commenced work on LDS work programme by progressing the Local Plan Review to adoption, the districtwide Local Plan Review to Issues stage and Canalside SPD to formal consultation.</p>	★

CDC Programme Measures - District of Opportunity & Growth

	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
CDC3.1.7 Deliver the Growth Deal	Cllr B Wood	Robert Jolley Simon Furlong	Year Three Plans of Work for each Workstream completed.	Review to be undertaken in the light of the COVID-19 pandemic.	●	With the COVID-19 pandemic, the curtailment of construction has had a severe impact upon the delivery of accelerated housing and affordable units. Evidence gathering for the Oxfordshire Plan is also compromised. A request has been submitted to central government to review the overall programme timescale.	●


CDC KPIs - Clean, Green and Safe

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC1.2.01 % Waste Recycled & Composted	Cllr D Sames	Ed Potter Simon Furlong	55.70%	56.00%	●	Recycling rate for the year was 55.7%, 0.3% short from our 56% target, but still a 1% more than the previous year.	55.70%	56.00%	●

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.01 Number of Homeless Households living in Temporary Accommodation	Cllr J Donaldson	Gillian Douglas Stephen Chandler	48.00	35.00	▲	On instruction from MHCLG due to the COVID-19 crisis local authorities have been required to accommodate all those who were rough sleeping or at risk. This has resulted in an unprecedented rise in presentations from single people for placements.	323.00	420.00	★
CDC2.2.02 Number of people helped to live independently through use of DFG & other grants/loans	Cllr J Donaldson	Gillian Douglas Stephen Chandler	73.00	45.00	★	We provided assistance to a total of 73 households in March; 31 by means of completed disabled adaptations grants (larger jobs) and 42 through smaller works. For the year as a whole that meant we helped 642 vulnerable and disabled households against our annual target of 540.	639.00	540.00	★
CDC2.2.03 Homes improved through enforcement action	Cllr J Donaldson	Gillian Douglas Stephen Chandler	5.00	9.00	▲	Enforcement actions were concluded at 5 homes in March (including 3 where energy-efficiency works were undertaken in response to proactive Minimum Energy Efficiency Standards (MEES) interventions). Although work during the month was interrupted by changes to safe-working arrangements caused by the COVID-19 epidemic, we were still able to achieve a total of 111 homes improved during the year, exceeding our target of 108.	111.00	108.00	★
CDC2.2.04 Delivery of affordable housing in line with CDC and Growth Deal targets	Cllr J Donaldson	Gillian Douglas Stephen Chandler	45.00	40.00	★	Total affordable housing completions: 45 Of which: 32 x Affordable Rent; 13 x Shared Ownership tenure. There were no Oxfordshire Growth Deal affordable housing units completed this month in Cherwell District.	453.00	407.00	★
⊕ CDC2.2.05 Average time taken to process Housing Benefit New Claims	Cllr T Ilott	Belinda Green Claire Taylor	11.29	15.00	★	The average time taken to assess new claims for the month of March was 11.29 days against a local target of 15 days and a national average of 20 days. This is an excellent performance which has been sustained throughout the year. This places the service in a strong position to face the challenges presented by COVID-19.	11.47	15.00	★

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
 CDC2.2.06 Average time taken to process Housing Benefit change events	Cllr T Ilott	Belinda Green Claire Taylor	2.43	8.00	★	The average time taken to assess change events during March was 2.85 days against a local target of 8 days and a national average of 8 days. The performance for 19-20 is also good at 5.42 days. This performance has helped to ensure that our residents are receiving the correct level of benefit.	5.04	8.00	★
 CDC2.2.07 Number of visits/usage of District Leisure Centre	Cllr G Reynolds	Ansaf Azhar Nicola Riley	89,103	134,053	▲	<p>Usage numbers are lower than expected for March 2020 against the same period last year. This is primarily due to the closure of both the Leisure Centres from Saturday 21st March and the Joint Use Leisure Facilities from Friday 20th March. The usage for March 2020 was 89,103, however this doesn't include the figures for the Joint Use Centres as these are held on paper copy at the individual sites and therefor haven't been received.</p> <p>There has been a reduction in users at Spiceball irrespective of the closure due to the difficulties with car parking and easy access to the Centre.</p>	1,617,127	1,586,813	★
 CDC2.2.08 % of Council Tax collected, increase Council Tax Base	Cllr T Ilott	Belinda Green Claire Taylor	1.31%	1.00%	★	<p>Whilst the collection rates have fallen short of our cumulative collection rate target of 98.04% the amount of payments, we brought in in March 2020 still exceeded £2.18m which shows the vast amount of payers choosing to pay over 12 months now. However, it still proves more difficult to maintain collection rates when there is less time to chase for overdue payments.</p> <p>The amount of Council Tax we collect has increased by nearly £2.5m since April 2019 bringing the total amount, we need to just short of £105m, this is mainly down to new builds as well as a review on exemptions and discounts. crease again in February and March.</p> <p>Whilst all reminder and final notices were issued in March 2020 to increase collection rates, we have had a vast amount of direct debit cancellations come through following the onset of the Coronavirus pandemic. We stopped making outbound calls to chase unpaid Council Tax from 23 March 2020 as chasing unpaid Council Tax at this time is not suitable when residents are facing job losses and reduction in earnings.</p>	98.04%	89.25%	★

CDC KPIs - Thriving Communities & Wellbeing

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
CDC2.2.09 % of Business Rates collected, increasing NNDR Base	Cllr T Ilott	Belinda Green Claire Taylor	0.61%	2.50%	▲	Having achieved 98.49% against a target of 98.5% on collection rates, the shortfall equated to approx. £10k. Reminder and final notices were issued week commencing 16 March however we have now experienced a large amount of direct debit cancellations from companies unable to pay their March instalment on either 18 or 25 March. Whilst we had been proactively calling out it is not appropriate to chase money whilst businesses are experiencing hardship due to COVID-19.	98.49%	98.50%	●

CDC KPIs - District of Opportunity & Growth

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
⊕ CDC3.2.1 % Major Planning applications processed within 13 weeks	Cllr C Clarke	David Peckford Paul Feehily	100%	60%	★	7 Major Planning Applications were determined during March 2020, all of them within the target period or agreed timeframe. Therefore 100% of applications have been determined within timeframe, against a target to achieve no less than 60% within time.	88%	60%	★
⊕ CDC3.2.2 % Non-Major planning appeal decisions allowed	Cllr C Clarke	David Peckford Paul Feehily	1%	10%	★	1 Non-Major Planning Application Appeal was allowed by the Planning Inspectorate during March 2020 and 76 Non-Major Planning Applications were determined during this month. The target is to have a total % of Planning Appeals allowed, amounting to less than 10% of the total number of Non-Major Planning Applications determined within that month. In March 2020, the total number of Non-Major Planning Appeals allowed amounted to 1.32%	1%	10%	★
CDC3.2.3 % Planning enforcement appeal decisions allowed	Cllr C Clarke	David Peckford Paul Feehily	0%	10%	★	No Planning Enforcement Notice Appeals were allowed by the Planning Inspectorate during March 2020.	0%	10%	★
⊕ CDC3.2.4 % of Non-Major applications processed within 8 weeks	Cllr C Clarke	David Peckford Paul Feehily	86%	70%	★	76 Non-Major Planning Applications were determined during March 2020, 65 of them within target period or agreed timeframe. Therefore 86% of applications have been determined within timeframe, against a target to achieve no less than 70% within time.	83%	70%	★
CDC3.2.5 Maintain 5 Year Land Supply	Cllr C Clarke	David Peckford Simon Furlong	4.60	5.00	●	The 2019 Annual Monitoring Report (AMR) reports a dip below 5 years (to 4.6 years). However, housing delivery in 2018/19 was high (1489 homes) and the Government has provided the Oxfordshire authorities with a 3 year flexibility while the Oxfordshire Plan is produced. In view of the current national situation, there will be a need to review projections for future housing delivery. Government advice on meeting current national targets may be required in due course. Officers will seek to engage with the development industry to understand the position of homebuilders and to inform economic recovery measures.	5.00	5.00	●
CDC3.2.6 Major planning appeal decisions allowed	Cllr C Clarke	David Peckford Paul Feehily	0%	10%	★	No Major Planning Application Appeals were allowed by the Planning Inspectorate during March 2020.	4%	10%	★
CDC3.2.7 Net Additional Housing Completions (Quarterly)	Cllr C Clarke	David Peckford Simon Furlong	0	272	▲	No provisional net housing completions for Q4 can yet be provided. Following Government advice, officers are presently only undertaking site visits where essential to maintain planning services. The completion of 272 net new homes in Q4 would enable the local plan requirement to be met. Officers have commenced desk based monitoring work and will seek to engage with homebuilders to produce a Q4 return as soon as possible. The approach to housing monitoring and site visits will be kept under review having regard to public health advice.	870	1142	▲

Cherwell District Council

Overview and Scrutiny Committee

14 July 2020

Housing Strategy Progress Report

Report of Assistant Director, Housing and Social Care Commissioning

This report is public

Purpose of report

To report back on progress in implementing the Council's Housing Strategy 2019-2024 and to gain Overview and Scrutiny Committee's input to the action plan for 2020/21.

1.0 Recommendations

The Committee is requested to:

- 1.1 Note and comment on the contents of this report and appendices in advance of the Strategy Action Plan 2020/21 being finalised.

2.0 Introduction

- 2.1 'Housing that meets your needs' is a corporate business plan priority for Cherwell District Council (CDC), particularly as good quality housing also has a positive impact on residents' health and wellbeing, the development of sustainable communities, community resilience and economic growth. The Housing Strategy 2019-24 is an important document setting out the council's housing ambitions and priorities over the 5-year period.
- 2.2 While a Housing Strategy is not a statutory requirement (unlike a homelessness and rough sleeping strategy which is) housing has been a longstanding priority for CDC and there is a strong commitment to delivering innovative approaches to meeting housing need.
- 2.3 The Housing Strategy Action Plan 2019-20 was a relatively ambitious plan developed at a time of reorganisation i.e. as the CDC partnership with South Northamptonshire Council was ending and the new partnership with Oxfordshire County Council was being launched. From January 2019 CDC has had a shared Assistant Director for Housing and Social Care Commissioning with both councils beginning to work on common housing objectives. As the CDC Housing Strategy 2019-2024 was being put together it was recognised that the relationship between the 2 organisations would grow and develop; presenting opportunities to work

together over the lifetime of the strategy to join up services and improve housing solutions for our residents, including people with care and support needs.

- 2.4 Much of what is in the strategy is aspirational and can only be delivered with our partners and with investment (financial and staff resources). Whilst many of the actions in the 2019/2020 action plan have either been completed or are in progress, it has not been possible to deliver all actions within the proposed timescale and some of the actions will need to roll forward for completion in 2020/2021.
- 2.5 As part of the development of the Housing Strategy, the Overview and Scrutiny Committee considered the draft Strategy at its meeting on 19th February 2019, and it was agreed that the Committee would receive a report on delivery of the strategy action plan, 12 months from adoption. The Strategy was formally agreed by the Executive on 4th March 2019.
- 2.6 This report sets out the progress to date in respect of delivering the strategy actions agreed in 2019 and suggests the future actions to be taken for the period 2020 to 2021.
- 2.7 The coronavirus pandemic has had a significant impact on housing demand and delivery and will continue to do so in the medium if not long term. The 2020/21 action plan has been revised to take account of the changes and new challenges emerging as a result of the pandemic.

3.0 Report Details

- 3.1 The Housing Strategy 2019-2024 sets out the Council's priorities for responding to the wider housing needs of the district but with a focus on affordable housing. It takes particular account of the current and future needs of groups such as older people, disabled people, young people, vulnerable families and people on a low income. The housing needs of these groups are a priority in terms of their vulnerability, access to housing, affordability and the need to achieve positive health outcomes. The Strategy aims to guide and influence partners, particularly developers and Registered Providers, in helping to deliver quality housing that meets the community's needs and enables them to live healthy, positive lives in a sustainable and cohesive environment. Working with partners to achieve this is essential.
- 3.2 The adopted Housing Strategy 2019-24 set out the following overarching priorities, which continue to be relevant:

PRIORITY 1: Increase the supply and diversity of affordable housing to ensure the right types of housing are available in the right places

PRIORITY 2: Improve the quality and sustainability of our homes and build thriving, healthy communities

PRIORITY 3: Enhance opportunities for residents to access suitable homes and have housing choices

- 3.3 The Strategy Action Plan 2019/2020 expands on the activities that need to be undertaken to contribute towards delivery of these priorities over the first year of the strategy. Appendix 1 sets out the action plan and the progress against each activity up to February 2020. In general, good progress has been made in delivering the

agreed actions, but some activities have either been delayed or have not been started due to the limited staff and financial resources available, and since March 2020 may have been delayed further due to the impact of covid-19. Progress against each action has been rated as follows:

Rating	Description
Red	In February, these actions had either not been started or were expected to be delivered by March 2020 i.e. one year after adoption of the Housing Strategy. Some actions will have been delayed or not started due to work priorities changing in March 2020 in response to the Covid-19 lockdown arrangements.
Amber	In February, these actions had been started but not significantly progressed and at risk of not meeting the target date.
Green	These are completed activities or those underway and progressing well.

3.4 The housing market is generally dynamic and is affected by national policy, changes in the economy and national changes such as Brexit or more recently the pandemic. Therefore, it is essential that we keep the current action plan under review and adapt our plans when such factors affect the local housing situation.

3.5 The priority actions over the next 12 months of the strategy will be to:

- Deliver affordable housing including securing delivery of more social rented units and Year 3 Growth Deal targets. Targets will have to be revised downward because of the impact of the pandemic on the construction industry and the resulting delay in the delivery of some affordable housing.
- Work in partnership with the County Council and other agencies to enable delivery of housing to meet the needs of people with learning disabilities, people with autism and people with physical disabilities as well as Extra Care Housing for older people.
- Review the Council's Allocations Scheme and update ICT and lean systems to deliver an enhanced housing service to customers. This includes equality impact assessing the scheme and how it works for diverse communities.
- Work in partnership with the County Council to review and commission improved housing pathways, outreach support and debt and money advice services to support financial inclusion and assist the most vulnerable clients, prevent homelessness and deliver value for money services.
- Raise standards in rented housing through landlord and tenant engagement, awareness-raising and enforcement.
- Raise the energy performance of homes in the district and help to reduce fuel-poverty through reactive and proactive interventions and partnership work.
- Develop strategies and secure delivery of a range of services to reduce the number of people who sleep rough in Cherwell and across the county. This includes an urgent response to the challenge of helping 40 rough sleepers and single homeless people move on from the emergency accommodation provided during the pandemic.
- Contribute to improving the health of homeless households, particularly those in temporary/supported accommodation and those in cold/energy inefficient homes.

- Deliver adaptations and Home Improvement Agency services to vulnerable and disabled residents to maximise the number of people that can stay at home safely and maintain independence.
- Contribute to the development of Cherwell Local Plan policies and arrangements for meeting an apportionment of Oxford's unmet housing need.

3.6 These actions are set out in a draft updated action plan for 2020/21 provided as Appendix 2. The proposed action plan takes in to account discussions with internal stakeholders. The input of the Overview and Scrutiny Committee is sought before final adoption of the action plan. Where needed, an Equality Impact Assessment will be revised to take into account the objectives set out in the updated strategy action plan.

4.0 Conclusions and reasons for recommendation

4.1 The Housing Strategy is an important document in setting out the council's Housing ambitions and priorities. It contributes to the delivery of innovative and effective housing schemes which is a corporate business plan priority for Cherwell District Council.

4.2 Progress in delivering the Housing Strategy action plan for 2019/2020 within available resources has been largely successful. The progress is reported in detail in Appendix 1. There are some outstanding actions which will need to roll forward for delivery in 2020/21 and some new actions to be delivered. The draft updated action plan is set out in Appendix 2. Implementation runs from 1st April 2020 to 31st March 2021. However, we have to take account of the impact of coronavirus on our priorities and on our partners, particularly registered providers that have had to postpone developments, furlough staff and redirect resources in to supporting vulnerable tenants. The updated action plan still aims to support delivery of affordable housing, prevention of homelessness and the creation of healthy and sustainable communities.

5.0 Consultation

There was extensive consultation with external and internal stakeholders to support the development of the Housing Strategy. There has not been consultation on this progress reporting which has been collated by the Housing Team. However all actions rely on partnership working to deliver them.

We have consulted internally on the draft action plan for 2020/21 e.g. with Planning and Build! colleagues. Overview and Scrutiny Committee Members are part of this consultation.

6.0 Alternative Options and Reasons for Rejections

Not to report back annually on progress against the Strategy and not to revise the action plan for implementation - this option is rejected on the grounds that it is good practice to report back on progress against a Council Strategy and to review and revise the action plan annually in the light of a) progress to date; and b) changing national and local context. It is important that we learn from what has worked and not worked to date and use this to inform future action planning.

7.0 Implications

Financial and Resource Implications

- 7.1 Delivery of the Housing Strategy and associated action plan requires significant investment of time and resource by the council.
- 7.2 Decisions about specific projects and developments will need to be made, depending on the business case, throughout the lifetime of the Strategy. Ongoing actions within the Housing Strategy Action Plan will be delivered within existing resources and in accordance with the council's Medium-Term Financial Plan.

Comments checked by:

Adele Taylor, Interim Executive Director of Finance (to 24/2/20)
Adele.Taylor@cherwell-dc.gov.uk

Legal Implications

- 7.3 The Housing Strategy is not a statutory requirement but takes account of the relevant legislation regarding housing. Where an outstanding or new project cannot be dealt with under delegated authority to the Officer, approval will need to be sought from the Executive Committee in line with Cherwell District Council's legal and constitutional requirements.

Comments checked by:

Chris Mace, Solicitor; 01295 221808; christopher.mace@cherwell-dc.gov.uk

Risks and Other Implications

- 7.4 Risks, including any Equality Impact, to the delivery of individual actions and projects outlined in Appendix 2 will need to be assessed as part of the individual project delivery plans.

Comments checked by:

Louise Tustian, Team Leader: Insight Team, 01295 221786,
Louise.tustian@cherwell-dc.gov.uk

8.0 Decision Information

N/a

Wards Affected

All

Links to Corporate Plan and Policy Framework

Housing that Meets Your Needs

Lead Councillor

Cllr John Donaldson – Lead Member for Housing

Document Information

Appendix 1	Progress made towards delivery of the Annual Action Plan 2019-20.
Appendix 2	Proposed revised housing strategy action plan for 2020/21
Background Papers	
None	
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Appendix 1: Cherwell District Council's Housing Strategy 2019-24, progress made towards delivery of the Annual Action Plan 2019-20.

Priority 1: Increase the supply and diversity of affordable housing to ensure the right types of homes available in the right places

Action	Target	Responsibility	Deadline	RAG	Comments & Update
1.1.1 Ensure new affordable housing is in line with local needs	Complete research and prepare a report on the affordability of rented housing defined as 'affordable'.	Housing Strategy and Development Team	Jun-19	Amber	Not completed. However, some work has been done via Build! and by Cherwell Strategic Housing Officers to test affordability based on local incomes and earnings in order to inform conversations with developers about the need for Social Rent properties and also the development of a countywide Accommodation Guide for Workers in Oxfordshire. This Guide can now be found on the CDC website and websites of the other Oxfordshire councils. Work on local affordability will continue in order to inform the development of Cherwell Local Plan Affordable Housing Policies and an updated Tenancy Strategy which is planned for 2021.
	Complete 4 parish level housing needs surveys	Housing Strategy and Development Team	Mar-20	Amber	Officers have been in contact with a number of parish councils over the last year. One Parish Housing Needs Survey was completed in June 2019 and proposals to develop 3 new affordable homes in that parish are currently being considered by Cherwell DC Planning Team. Another Parish Housing Needs Survey is being planned for February 2020. During the Parish Liaison meeting in June 2019, Officers presented the opportunity to undertake parish surveys however there was no take-up. It has not been possible to secure the remaining two surveys in 2019/20 due to the number of new housing developments already underway in rural areas which could meet a housing need; Neighbourhood Plans which have included extensive public consultation; and planning appeals. There is a continued focus on rural affordable housing provision and work to complete a further two housing need surveys in 2020 will continue. We continue to work with Hook Norton Low Carbon to facilitate the development of a community led affordable housing scheme in the village.
	Identify and deliver actions to help inform and deliver Oxfordshire's housing related strategies, including :- 1)Strategy for Delivering an Increased Supply of Housing for Adults with Care and Support Needs 2) Housing and Homeless Needs Analysis for Vulnerable Young People and Families 2019-2024 3) Extra Care Housing (ECH) Market Position Statement	Housing Strategy and Development Team	Jun-19	Green	Work has started and is ongoing with County Council colleagues to identify the housing needs of adults with care and support needs, vulnerable young people and families. The work, which will be ongoing through 2020-2022, is linked with recommissioning programmes of supported accommodation. The evidence will also inform the design and number of new build properties to meet specific needs. The Extra Care Housing (ECH) Market Position Statement was updated in summer 2019 by the County Council with input from District Council officers. The Supplement document identified that Cherwell has a good level of existing ECH provision and an indicative pipeline in place up to 2031 to deliver more homes to meet identified needs. An ECH Provider event was held at Cherwell DC offices in November 2019. This was a successful event, highlighting the best practice in ECH and lessons learned from ECH scheme delivery across the county. This will be used to inform future ECH and supported accommodation.
	Recommission Supported Housing for homeless households in Cherwell	Housing Strategy and Development Team	Sep-19	Green	In 2018/19 and 2019/20, the Council has been awarded a total of £36k Cold Weather Funding from MHCLG which has been used to provide 5 additional beds and support for people rough sleeping during the winter months. In addition, a successful bid for £136k Rough Sleeper Initiative Funding has enabled the Council to commission further floating support for people sleeping rough, support for 6 additional Housing First units for rough sleepers and a full time Countywide Strategic Co-ordinator whose role is to look at the Homeless Pathway and provision of accommodation and support across the county, and is looking to identify improved working and commissioning of services ready for the expiry of the Single Homeless Pathway in 2022. (Also, see below). We have recently also been successful in a joint bid for Rough Sleeper Initiative 3 funding which will draw down over £200k in 2020/21 to Cherwell.
	Re-commission the Young People's Pathway and Adult Homeless pathway	Housing Strategy and Development Team	Mar-20	Green	Cherwell DC Executive agreed in July 2019 to CDC remaining a partner of the Countywide Adult Homeless Pathway with an increased financial contribution of £83,930 PA (an increase of £21,230) until end of March 2022. This was done in agreement with all other Oxfordshire District Councils, OCC and Oxfordshire Clinical Commissioning Group, and ensures that Cherwell DC continues to have access to 24 bed spaces for rough sleepers (11 beds @ O'Hanlon House, Oxford, providing complex needs support 24/7 and 13 dispersed beds within Cherwell providing a lower level of support for rough sleepers with lower support needs). The Adult Homeless Pathway and the Young People's Pathway are in the process of being reviewed and Cherwell DC will be part of the recommissioning process (Review to complete October 2020). From October 2020 CDC will make a contribution of £11.19k to the Young People's Accommodation Services as will the other Districts and City Council (pro rata).
	Update the State of the District's Housing Report	Housing Strategy and Development Team	Dec-19	Green	The report has been updated. Once the report meets accessibility requirements it will be published on the Council's website.
1.1.2 Increase data collection using the Council's and partner's internal databases	Review Housing Register application form to capture strategic information on housing need to inform the new build affordable housing programme	Housing Options Team	Apr-19	Green	Completed. The online application form was reviewed in March 2019. Since then, the Council has commissioned an upgrade to the existing housing system (installed September/October 2019) which enables customers to upload digital documents in support of their housing application. Staff have completed training in November 2019 to maximise the opportunity of extracting quality data reports on housing need. The data is being used to inform discussions with developers and officer consultation responses to planning applications in relation to proposed affordable housing to meet needs.

1.2.1 Broaden the range of new affordable housing delivered	Deliver at least 407 new affordable homes including 10 social rented units	Housing Strategy and Development Team	Mar-20	Amber	Since April 2019, there have been 338 affordable homes developed in Cherwell. The completion figures for Quarter 4 of 2019/20 will not be finalised until early April 2020, but the forecast for delivery indicates that the 407 target is likely to be achieved (subject to no changes in the housing market). A Social Rent Working Group of officers and Councillors was set up in June 2019 to support the delivery of more social rent units in the district. Most of the affordable housing that has been secured through S.106 Agreements involve Affordable Rent. Therefore the conversion of tenure from Affordable to Social Rent would be the only way to achieve the target number of units in the short term. However, this will require some grant funding from the Council and discussions are ongoing to ensure value for money can be demonstrated. Although it may be possible to secure the delivery of 10 social rent units by March 2020, it is unlikely that they will actually be delivered by that point (hence amber rating on progress). To secure Social Rent tenure in future, Officers have updated working practices to ensure that discussions with developers and RPs include promotion of social rent tenure. Consultation feedback provided by strategic housing officers on planning applications, also includes a focus in SR tenure (supported by evidence of need). If SR can be agreed on new developments, then the units will be developed over the next 2-3 years approx.
	Develop a proposal for a "Living Rent" housing product	Housing Strategy and Development Team	Jun-19	Red	Little progress on this due to limited resources. Some work has been undertaken by Strategic Housing Officers in July 2019 to establish the affordability of 1-bed flats for workers receiving the national minimum wage; the national 'Living' wage, and the annual earnings of care workers and some nurses. This revealed that a single person/single income household would not be able to afford to rent a property on the private rental market and could only afford social rent tenure. Our Build! team have also undertaken some exploratory work on housing solutions for households on minimum wage. This work is ongoing but has been delayed due to the other priority work programmes.
	Start on Site at Admiral Holland to build 14 affordable homes (7 affordable rent & 6 shared ownership)	Build Team	Apr-19	Green	Contractual start on site achieved March 2019 (to meet Growth Deal Funding). Development progressing and completion of the units is anticipated by July 2020.
	Establish a formal commissioner/delivery vehicle relationship between CDC as strategic housing authority and Graven Hill Development Company	Housing Strategy and Development Team	Ongoing	Green	Commissioner/delivery arrangements with Graven Hill are already agreed with the District Council. The housing is being developed and a partnership is already established between Graven Hill Development and an RP in relation to handover and subsequent letting and managing of the new-build affordable homes on site. Work is ongoing, particularly in relation to the delivery of Extra Care Housing on the site and there is some developer interest.
1.2.2 Work with other Oxfordshire local authorities to deliver housing to meet Oxford's unmet need	Work with Planning Policy Team to review effectiveness of planning policies to deliver community facilities to meet the needs of Kidlington	Planning Policy Team	Mar-20	Green	The preparation of the emerging Partial Review of the Cherwell Local Plan - Oxford's Unmet Housing Need is now well advanced. The Plan contains policies which seek to ensure the delivery of community facilities to meet the needs of the proposed increase in population in the wider Kidlington area. In addition, the Council has adopted both a Playing Pitch Strategy and Sports Facilities Strategy for the District.
	Prepare proposals for the allocation of affordable housing on sites designated to meet Oxford's unmet need	Housing Strategy and Development Team	Jun-19	Green	The arrangements for allocating the affordable homes developed on sites will be presented in a report to CEDR in January and to Executive in March 2020 (due to a busy Executive agenda in January and February 2020). The original target date for this objective should have been February 2020 in line with the agreed Statement of Common Ground dated February 2019.
1.2.3 Increase the delivery of rural exception sites to enhance the affordable housing choice within rural areas	Prepare a business case for development capacity to take forward Growth Deal delivery and rural development potential	Housing Strategy and Development Team	Apr-19	Green	Complete. Recruitment commenced April 2019 and the Site Development Officer was in post in June 2019.
	Start on Site at Ardley to build 13 affordable homes on a rural exceptions site (7 affordable rent & 6 shared ownership)	Housing Strategy and Development Team	Apr-19	Green	Contractual Start on site achieved March 2019. Completion of the homes is anticipated to be in Oct/Nov 2020.
1.3.1 Use council assets for the delivery of affordable housing where appropriate	Complete a review of council-owned land in the district to establish which sites have potential for housing delivery to meet local housing needs	Housing Strategy and Development Team	Jun-19	Green	Review of sites undertaken and progress now being made to explore how the developable land/sites can be delivered and at what cost. There are only a small number of opportunities which would involve either the sale of CDC land or CDC purchasing other land in order to achieve suitable access. Two sites have planning applications under consideration.
1.3.2 Play an active and lead role on the Growth Board and in partnership with Homes England to maximise funding for affordable homes	Deliver Cherwell affordable housing commitments and work with the partnership to meet county wide targets, linking with wider Growth Deal delivery (productivity, infrastructure, wider housing and the JSSP).	Assistant Director Housing & Social Care Commissioning	Mar-20	Amber	Cherwell DC has a proactive internal Growth Deal Board which provides project steer and governance arrangements. Officers regularly attend the Locality Meetings; countywide Affordable Housing Project Group; Executive Officers Group and the Portfolio Holder for Housing also attends the countywide Housing Advisory Sub Group (Councillors). This provides a robust mechanism for monitoring delivery of Cherwell's commitments to the Oxfordshire Growth Deal. The affordable housing delivery is dependent on a number of housing market factors as well as funding, planning approvals and partner agencies. The original estimated number of additional affordable housing that is to be developed through the Growth Deal is reducing. However, conversations with developers and partners are continuing in order to establish an increase of units overall. Work is ongoing.
1.4.1 Support community led development	Work with HNLC to assess the viability and social value of a community led development in Hook Norton	Housing Strategy and Development Team	Mar-20	Green	Work to assess the viability and social value of a community-led development in Hook Norton has to a large extent been completed. However, this project will continue into 2020/21 as work continues to establish a suitable development scheme that will meet planning requirements and local housing need, and an allocations scheme will also need to be agreed. Officers will continue to work with HNLC.

1.4.2 Develop closer joint working between Planning and Housing to facilitate planning consents and accelerate affordable housing delivery	Streamlined and digitally enabled planning processes, agreed mechanism for consultation with Housing	Housing Strategy and Development Team & Planning	Ongoing	Green	A new planning software system was introduced in June 2019 and this has helped to streamline the planning application and consultation processes. As a statutory consultee, Strategic Housing Officers will provide timely comments back to the planning offer on any application involving affordable housing. There is a mechanism in place to do this via an email 'in-box'. Strategic Housing Officers have revised the process for providing consultation responses on Planning Applications and the quality of feedback provided. Improvements have been implemented and officers will continue to monitor the impact of this. A presentation by Housing Officers has been arranged for January 2020 on Extra Care Housing. This is to share knowledge with planning teams and to establish a way of working that will facilitate timely decision making.
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Priority 2: Improve the quality and sustainability of our homes and build thriving, healthy communities					
Action	Target	Responsibility	Deadline	RAG	Comments & Update
2.1.1 Increase awareness of council services and initiatives in relation to warm homes, energy efficiency and retro-fit technologies	Work with the National Energy Foundation to promote awareness of grants and help available to make homes more energy efficient and tackle fuel poverty	Private Sector Housing Team	Jun-19	Green	Cherwell DC is a member of the Affordable Warmth Network which has collectively commissioned the National Energy Foundation to deliver affordable warmth and energy efficiency services under the Better Housing, Better Health initiative. Website pages have been updated to improve information to Oxfordshire residents. Work is ongoing to promote the service available to eligible households. Work is ongoing and we are part of Public Health's recent 'hedgehog' campaign to enable households to access help through the appropriate channels.
	Ensure that every contact with vulnerable households is used to assess fuel poverty and energy efficiency issues	Private Sector Housing Team	Jun-19	Green	As part of discussions with customers, Officers will explore the potential of a household to fall into fuel poverty, and will offer appropriate advice and information. The Better Housing Better Health service, jointly funded by the Council, is able to facilitate fuel switching and Citizens Advice can assist with maximising benefit income. The Council can help to improve cold premises by enforcement action and in 2020 will be starting enforcement of new Minimum Energy Efficiency Standards regulations in private rented homes. There have been 8 CHEEP grants for landlords since April 2019. The Council has revised and increased maximum funding available for this initiative in 2019/20. A Fuel Poverty Grant has been introduced in 2019/20 which provides a top-up to ensure that residents who are eligible for any other grants or discounts through Better Housing Better Health, are not disadvantaged by small funding gaps. The Small Repairs Service is also issuing information to clients about cold homes and the assistance available.
	Reshape the council's service specification for the debt and money advice contract to include signposting and referrals to the Private Sector Housing Team, Better Housing, Better Health and advice on switching utility companies	Assistant Director, Housing & Social Care Commissioning	Sep-19	Green	The existing Debt & Money Advice contract has been extended to end 31st October 2020, therefore the deadline date for this project is now November 2020. CEDR agreed to explore options for commissioning services jointly with Oxfordshire County Council (OCC). Officers are working with OCC colleagues to identify and where possible, align requirements. A timetable has been agreed for implementation of this project. Services are to be commissioned and in place by November 2020 as Cherwell DC current contract cannot be extended beyond October 2020. Although it is already part of the existing service provision, the recommissioning of the service will ensure that reference is made to making referrals to the Private Sector Housing Team, Better Housing, Better Health and providing advice on switching utility companies.
	Support the Low Carbon Hub and National Energy Foundation to continue developing the Oxfordshire Retro-fit project	Private Sector Housing Team	Ongoing	Green	See above regarding working collaboratively with the National Energy Foundation.
2.2.1 Continue to support and meet the demand for adaptations to assist older and disabled people to remain living independently in their own homes	Complete at least:- 160 Disabled Facility Grants 140 Minor Works Adaptations Provide Small Repairs assistance to 250 qualifying vulnerable households	Private Sector Housing Team	Mar-20	Green	In order to improve services we have increased the range and flexibility of the grants we have available. This means that we can now provide certain adaptation works more quickly. We also use different routes/grants to provide smaller works, all of which are provided through our Home Improvement Agency. Between April and December 2019, we have provided assistance to 128 households by means of disabled adaptations grants (larger jobs) and 319 through smaller works. Our annual target is a total of 540.

2.2.2 Support the delivery of new build adapted properties	Complete a review of the use of DFG finance to fund new build adapted properties	Housing Strategy and Development Team	Jun-19	Green	A review of the Discretionary Disabled Facilities Grants has been undertaken in 2019 and the policy has been updated. One of the changes in the revised policy is the inclusion of a new provision to assist social tenants with relocation to a more suitable social housing property that is already adapted or can more easily be adapted to meet current and changing needs. As part of the review of current Cherwell DC policies in relation to securing accessible and adapted properties (see commentary on the 'Cherwell Adapted Standard' action point below), it was established that in the majority of cases the cost of providing adaptations in new build properties (or at least improved build standards to support future adaptations) was less expensive than the cost of installing adaptations as part of a DFG. Further to this, officers have been working with developers and Registered Providers to highlight the need to improve the quality of new build homes and install level access showers and ramps etc. in certain property types and where there is an obligation to provide wheelchair accessible standards. Officers are also highlighting this in Planning Application consultation responses. As DFGs are to meet specific household circumstances, work will be undertaken to identify the DFG expenditure on adaptations to new-build social housing properties that could have been avoided or reduced by improving build quality. This will develop an evidence base to support policy changes in future.
	Complete a review of lifetime homes delivery and usage.	Housing Strategy and Development Team	Sep-19	Red	A review has not been undertaken as Lifetime Home Standards have in the main, been replaced by updated Building Regulations Part M4(2) (2) and M4(2) (3). Lifetime Homes and development standards are secured via S.106 Agreements. Delivery of properties to the required standards is largely monitored through Building Control (Building Regs), Planning Conditions and through Registered Providers who purchase the completed affordable homes from the builder. Therefore is not always possible to effectively monitor delivery through a single mechanism. The use of properties built to mobility and wheelchair accessibility standard is monitored via the affordable housing Allocations process in partnership with Registered Providers. Work is ongoing to establish the most effective method of monitoring the delivery and use of properties to Lifetime Homes and current Building Regs.
	Develop a proposal for a Cherwell Adapted Standard	Housing Strategy and Development Team	Sep-19	Green	A review of the current policy requirements for accessible and adapted properties that are delivered via planning obligations and the Disabled Adaptations Policy has been completed in September 2019. This has highlighted the need to include specific requirements in new planning policies that are to be developed through the Local Plan review. In addition, training on accessibility standards is being arranged for staff. Changes have been made to procedures when providing planning consultation responses. Work to embed the outcomes from the review will be ongoing.
2.2.3 Provide supported housing as identified through the Oxfordshire County Council's commissioning plans for Adult & Children's Services	Support OCC to decommission shared accommodation for people with learning disabilities and work in partnership with Sanctuary Housing to provide 6 units of self-contained supported housing for people with learning disabilities	Housing Strategy and Development Team	Mar-20	Amber	Commissioning of services for people with support needs will be considered as part of the review of the Adult Homeless Pathway and proposals for the Young People's Pathway. The reviews are in progress and will complete in October 2020. Cherwell DC will be part of any recommissioning and change process. The County Council is in the process of assessing the current and future accommodation and support needs of people with learning (and physical) disabilities. Once the evidence has been finalised, this can be used to inform future plans for the provision of suitable accommodation, including new build properties that may need to be bespoke to meet identified needs. In 2017, six units of accommodation specifically for people with learning disabilities were completed by Build! in Bicester and a further six units provided in Banbury in 2018.
2.2.4 Support the government's Vulnerable Persons Relocation Scheme	Resettle a further 6 Syrian refugee households	Housing Strategy and Development Team	Mar-20	Green	Four of six families are resettled in Cherwell and we are on track to house all 6 families before end March 2020. A property for the fifth family has been sourced and details have been sent to the Home Office to support the resettlement arrangements. Property for the sixth family has been sourced and will be ready for occupation in Feb 2020. A total of 12 families will be accommodated under VPRS since April 2018. CDC has agreed to participate in the new Global Resettlement Scheme which starts in April 2020 and we will resettle a further six families. The first property for this scheme has already been identified.
2.3.1 Reduce the number of empty homes in the district	Take informal and formal action to bring at least 10 long-term empty homes back into use	Private Sector Housing Team	Mar-20	Green	Up to 31/12/19, nine empty homes have been brought back into use through intervention in 2019/20. There are a number of other properties expected to be brought back into use once works to the properties have been completed.
	Deliver at least 4 new units of housing in the town centre by converting commercial space to residential and/or refurbishing flats above shops and explore the scope for more conversions	Build Team	Mar-20	Red	Work has been carried out to investigate the potential to develop at least 4 new units of housing through conversion of buildings however this has not been achieved due to sales of properties through the market, and limited internal resources to be able to prioritise this project in 2019/20. Once internal reviews are completed, further consideration will be given to how this objective can be achieved within available funds.
2.4.1 Improve conditions in the private rented sector	Implement actions arising from HMO licensing responsibilities:- Proactively identify HMOs that should be licensed under the new regulations Review management standards in at least 150 HMOs Monitor impact of new legislation	Private Sector Housing Team	Mar-20	Green	The number of licenced HMOs has more than doubled since the licensing requirements were extended from 1/10/18. There are currently 167 licenced HMOs in the district, of which 36 have been licensed in 2019/20. Conditions at 15 premises have been reviewed through the Self-Certification scheme, 72 HMOs have been subject to reactive review and a further 72 investigated proactively.
	Improve at least:- 100 premises through formal and informal enforcement interventions 20 premises through grant and loan work	Private Sector Housing Team	Mar-20	Green	Since the start of 2019/20 and up to 31/12/19, the Council has improved 75 homes through enforcement intervention and a further 13 by means of landlord grants. (Note that this does <u>not</u> include any Disabled Facilities Grant or Home Improvement Agency work.)

2.4.2 Take a leadership role to demonstrate that increased standards in new build housing are deliverable	Work in partnership with A2Dominion to continue data collection and monitoring on travel patterns, energy, water use and waste generation t North West Bicester	Bicester Team	Ongoing	Green	The second year of monitoring has been completed for Elmsbrook at NW Bicester. This has provided valuable data on the progress towards meeting Eco Town standards and identified that the scheme is successful in reduced energy use and in developing a successful community. There remain areas that are challenging at this stage of the development particularly in reducing use of the private car given the limited facilities available on the site.
	Work in partnership with other Oxfordshire councils to develop an evidence base on sustainability and deliverability of higher standards for new build properties	Bicester Team	Mar-20	Amber	Work is ongoing. It is anticipated that the Oxfordshire 2050 Plan will develop strategic high level policies regarding sustainability and deliverability of higher standards for new build properties. Government is currently consulting on measures to increase energy efficiency in new dwellings. It is anticipated that there will be other consultations regarding design codes and the future home standard. Work is ongoing.
	Prepare a CDC Affordable Housing Standard Guide	Housing Strategy and Development Team	Mar-20	Green	Build! are working on a standard for affordable homes as follows: Affordable housing is to be built to Passivhaus standard to ensure both building quality and energy-use efficiency. Build! officers have met with BRE advisors to explore the adoption of the new 'Home Quality Mark' standard. This will set a minimum requirement for all other aspects relating to housing design based on the aspects that matter most to our customers. CDC Officers are working on the CDC Local Plan review which will include the requirements already set out in the Supplementary Planning Document (Developer Contributions) such as affordable homes built to the Technical Space Standards and other best practice design standards - work on this is ongoing.
2.5.1 Identify key partners that require housing representation and influence to deliver healthy communities	Complete and audit of partnerships and agree representation	Housing Strategy and Development Team	Apr-19	Red	A formal audit has not been completed due to limited resources. There have also been changes in organisational structures to include shared posts with the County Council. However, Officers continue to ensure that there is housing representation on the main strategic partnership groups and those groups that operate countywide.
2.5.2 Increase corporate co-ordination in relation to housing activities across the council	Establish a Housing Board within CDC	Assistant Director, Housing & Social Care Commissioning, Transformation Team, Housing Strategy & Development Team, Private Sector Housing Team, Build!, Bicester Team, RP	Jun-19	Red	A formal Housing Board has not been established. Governance and leadership arrangements across the Council have changed over the last 12 months, with additional shared posts across CDC and County Council being created. This has presented opportunities to highlight housing issues and promote joint working across the Council. Consideration will need to be given as to whether a Housing Board is required and how this will be resourced.
2.5.3 Implement a new framework of engagement with RP partners to deliver thriving, healthy communities	Meet regularly with RPs to plan housing delivery and the development of healthy communities, working in partnership and through Growth Deal.	Assistant Director, Housing & Social Care Commissioning	Apr-19	Green	Regular Performance Review meetings are held with individual RPs. The review covers all matters relating to the development, management and letting of affordable housing and how they, as a landlord, are supporting the development of settled, sustainable and healthy communities.
2.5.4 Adopt a corporate approach to commissioning services to support sustainable communities	Complete mapping exercise of 'whole' council investment in Cherwell communities	Housing Strategy and Development Team, Communities Team & OCC	Oct-19	Red	The mapping exercise has not been completed due to lack of resources, team and organisational changes over the last 12 months. However, as part of the budget setting process, the Council's Finance Team will have significant information on the budgets for Cherwell investment in communities, albeit this will be financial and may not include the support provided by Council staff in their various roles and work activities. other departments in the Council and OCC will be aware of the support and investment that they provide to communities. Given this, the mapping exercise could be completed in 2020/21.
	Develop common monitoring approach to council grants/contracts for work supporting communities in Cherwell	Housing Strategy and Development Team & Communities Team	Oct-19	Red	Not completed. It may be possible to re-visit this objective but in the meantime the Housing Service continues to grant fund organisations that make a unique and important contribution to tackling homelessness : Salvation Army Bicester, The Beacon Centre and Faithworks (in addition to current contracts with Connection Support and Citizens Advice North Oxfordshire and South Northants).

Priority 3: Enhance opportunities for people to access suitable homes and have housing choices.

Action	Target	Responsibility	Deadline	RAG	Comments & Update
3.1.1 Increase staff awareness of the range of housing options available	Train all housing and customer services staff on all forms of housing available, including briefings site visits and team meetings	Housing Options Team	Ongoing	Green	In 2019/20, the focus for the Housing Options & Allocations Team has been to identify and manage changes, and implement software system upgrades to enhance delivery of housing services to customers. Where possible, relevant officers have attended team meetings to enhance knowledge about the various housing and infrastructure delivery projects that are ongoing in Cherwell. Housing Managers have been in discussions with Customer Service staff to highlight the findings of the Housing Health Check/mystery shopper responses. Some Housing Options staff have shadowed the Strategy and Development Team which has helped to share knowledge about the various housing options and development projects across the district. Work will continue to ensure staff are kept up to date and have a good knowledge of the housing options available to customers. Strategy Team will give a presentation to Planning colleagues in January 2020 to promote Extra Care Housing.

3.1.2 Increase customer awareness of the range of housing options available	Improve information available through the website and other media	Housing Options Team Housing Strategy & Development Team	Ongoing	Green	In 2019, CDC and Homechoice website information has been updated to reflect the launch of the updated Cherwell Bond Scheme and Key Worker Bond Scheme, as well as the changes to the housing application process and publication of the Accommodation Guide for Workers in Oxfordshire etc. The Housing Service has designated officers responsible for keeping the housing website information up to date. Work is ongoing.
	Develop a business case for a pilot post to help older people make timely and positive choices to move to appropriate accommodation	Housing Options Team	Sep-19	Green	Whilst a business case for a separate post has not been developed, the Housing Options Team now has a specific officer who deals with the allocation of Extra Care Housing and liaising with the Private Rented Sector Team about property adaptations for all age group households but in particular assisting older people with moves to more suitable or adapted accommodation. Raising customer awareness of the various housing options available is now an embedded part of the work to develop individual Personal Housing Plans with customers.
	Ensure Community Connect Navigator is fully aware of housing options and legal remedies through attendance at team meetings and possible co-location with Housing Options Team and Private Sector Housing Team	Housing Options Team and Private Sector Housing Team	Apr-19	Green	The Community Navigator was part of the Oxfordshire Trailblazer project and worked alongside (and was co-located at times) with the Housing Options team for the period of the project. 'Aspire' have obtained funding to continue the Community Navigator work and this is currently in place, funded until 2021, with continued joint work, updates and liaison with the Housing Options Team as needed.
3.1.3 Improve access to the Housing Options service	Implement an online housing application form	Housing Options Team	Apr-19	Green	The online housing application form was launched in March 2019 and an upgrade to Abrisas system was implemented in September - this allows customers to upload documents in support of their online housing application.
	Prepare a business case for an enhanced housing options portal	Housing Options Team	Apr-19	Red	The enhanced housing options portal is linked to Abrisas and HomeChoice. It was necessary to secure and implement upgrades to the current Abrisas system functions before adding modules. The work to implement an enhanced housing options portal will be part of a programme of further improvements and small works to the system. Work to explore costs and benefits will need to be undertaken.
3.1.4 Deliver personalised advice on the full range of suitable housing options available in the district	Complete a review of the housing advice "offer" to customers to fully incorporate shared ownership, self-build, rent to buy and all rented tenures	Housing Options Team and Housing Strategy & Development Team	Jun-19	Green	Officers from the Housing Strategy & Development Team have attended Housing Options Team meetings to provide development scheme information. Housing Allocations officer has attended Registered Provider performance review meetings to ensure there is a shared opportunity to understand customer needs and the various housing options that are on offer to customers. More work and training can be done on this but the main reason for households approaching the Council is to seek rented affordable housing through a social housing landlord. All possible housing options are explored with customers when developing a personal housing plan and as part of homelessness prevention.
3.2.1 Review the Housing Allocations policy	Complete Allocations Policy annual Health Check	Housing Strategy & Development Team and Housing Options Team	Jun-19	Green	The new Allocations Policy was approved in October 2018 and implemented in Jan 2019. This will be reviewed in 2020 and will include a review of income/capital thresholds, the variances between the CDC Allocations Policy and policies and procedures of RP partners, plus the impact of the Partial Review of the Cherwell DC Local Plan - meeting Oxford's unmet housing need.
	Prepare a report including summary of Health Check findings and recommended amendments to policy	Housing Strategy and Development Team and Housing Options Team	Jun-19	Green	See above. The findings of the Shelter Health Check/ mystery shopping exercise have been used to inform the development of an action plan for implementing improvements (to include improvements to Customer Service advice 'scripts'). These findings and action plan in 2019 will also be used to support the Allocations Policy review in 2020 and any staff training.
3.2.2 Promote the most efficient use of existing adapted social housing stock	Review Allocation scheme to make best use of adapted properties for disabled and older people	Housing Strategy & Development Team and Housing Options Team	Dec-19	Green	See above re the review of the Policy in 2020. Since the Allocations Policy was last approved, officers have reviewed the housing register to identify households with disabilities and older households. Internal procedures and work arrangements have been updated (dedicated member of the team specialising in assisting older people and people accessible housing needs, to find suitable properties. The officer also works with the Private Rented Sector team in relation to identifying potential property adaptation requirements).
3.3.1 Increase the provision of private rented sector accommodation through various means including council-led initiatives and establishing a dialogue with investment landlords	Meet with RPs to establish their appetite and capacity to deliver secure high quality private rented accommodation	Housing Strategy and Development Team	Mar-20	Green	Discussions with RP partners have not identified an appetite to deliver this tenure but Officers will continue to discuss this as an option, which may be more attractive to Registered Providers who own and manage market rent properties elsewhere. CDC itself has intervened in this market with the imminent launch of private rented sector flats at Crown House. This project has significantly regenerated a part of the town centre by bringing in to use a longstanding empty office block. The launch of these flats increases general housing supply and contribute to the town centre economy.
	Review Cherwell Bond Scheme (CBS) to incentivise more Private Rented Sector (PRS) landlords to let their properties at Local Housing Allowance rates	Housing Strategy and Development Team	Mar-20	Green	CBS review was completed in May 2019 and the scheme was revised. The updated scheme was launched in September 2019 with appropriate marketing and an update presented at the Landlords Forum in October. The CBS has been extended to include a Bond for Key Workers. New working arrangements have consolidated former practices and delivered improvements.
	Complete a feasibility study of options for council-led development of private rented accommodation	Housing Strategy and Development Team	Mar-20	Amber	Given the limited appetite of RP partners to develop this tenure and the cost of Private Rented accommodation in Cherwell, this objective has not been a priority for officers, especially whilst internal changes and reviews have been ongoing.
	Look for partners, either private sector landlords or RPs who could deliver affordable shared accommodation for under 35s	Housing Strategy and Development Team	Mar-20	Green	This housing option has been promoted through RP review meetings and discussions in general with RP partners. There is some reluctance around the provision of shared accommodation but RPs will give it further consideration, especially as the need for this accommodation is increasing. Work is ongoing. Build! has a limited number of shared accommodation units. They have no plans to expand the number within the current development programme.

3.3.2 Provide wider opportunities for people to access self-build as a housing option

Review the 2018 pilot for self-build mortgages and build on lessons learnt	Transformation Team and lenders	Dec-19	Red	Work on this objective has not started and is unlikely to be completed in the short term due to its lower priority level.
Develop links with local community led housing groups to identify the potential for delivery of community led and co-housing schemes in the district	Housing Strategy and Development Team	Ongoing	Green	In October 2019, the Oxfordshire Growth Board was successful in attracting Homes England Community Led Housing Fund and has used this to commission a research project about how community led housing could support the ambitions for housing growth and particularly the delivery of affordable housing in Oxfordshire. The research project will end on 31 March 2020 and the output/ recommendations from this work will inform future Community-led Housing and Co-housing projects in Cherwell and other Oxfordshire Districts. The Council is currently working with Hook Norton Low Carbon Hub on a project to deliver Community-led housing in the parish. Work is ongoing.

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Appendix 2: CDC's Housing Strategy 2019-24, Proposed Action Plan 2020/2021.

Priority 1: Increase the supply and diversity of affordable housing to ensure the right types of homes available in the right places

Action	Target	Responsibility	Deadline	Comments
1.1 Ensure new affordable housing is in line with local needs	Complete research and prepare a report on the affordability of rented housing defined as "affordable".	Housing Strategy and Development Team	Dec-20	This requires additional dedicated resources to further develop work undertaken in 2019/2020. Work on local affordability will continue in order to inform the development of Cherwell Local Plan Affordable Housing Policies and the updated Tenancy Strategy which is planned for 2021.
	Complete at least 2 parish level housing needs surveys	Housing Strategy and Development Team	Mar-21	Two Parish housing needs surveys were undertaken in 2019/2020. There is a continued focus on rural affordable housing provision and work to complete a further two housing need surveys will be undertaken in 2020/2021
	Work in partnership with Oxfordshire County Council to identify and deliver actions to help inform and deliver Oxfordshire's housing related strategies and improve the provision of housing for adults, young people and families who are vulnerable and have support needs, learning disabilities and/or physical disabilities.	Housing Strategy and Development Team	Mar-21	Work with the County Council to identify housing needs of adults with care and support needs will be ongoing through 2020-2022. Commissioning of services for people with support needs will be considered as part of the review of the Adult Homeless Pathway with commissioning proposals being prepared by October 2020. We will continue working with the County Council to identify accommodation and support needs of people with learning and physical disabilities and use this to inform development planning.
	Contribute towards the review of the Young People's Pathway and Adult Homeless pathway.	Housing Allocations and Options Team & Strategy and Development Team	Nov-20	The Adult Homeless Pathway is in the process of being reviewed and Cherwell DC is part of the recommissioning process (Review to complete October 2020). The Young People's Pathway recommissioning is complete and CDC will be contributing funding to those services (as will the other Districts) when they start on 1st October 2020.
1.2 Broaden the range of new affordable housing delivered	Deliver at least 10 social rented units i.e. through negotiation with developers and registered providers to convert Affordable Rent tenure to Social Rent tenure. Where possible secure additional units on sites as social rent tenure. Enable grant funding to be secured to support delivery.	Housing Strategy and Development Team	Mar-21	Deliver actions in line with the recommendations of the Social Rent Cross-Party Working Group report (agreed April 2020).

	Develop a proposal for a "Living Rent" housing product	Housing Strategy and Development Team	Nov-20	Work undertaken in 2019 revealed that a single person/single income household would not be able to afford to rent a property on the private rental market and could only afford social rent tenure. Work to identify a 'living rent' housing product will help to inform discussions with developers on a range of affordable housing to meet different needs.
1.3 Work with other Oxfordshire local authorities to deliver housing to meet Oxford's unmet need	Secure more detailed arrangements in relation to the allocation of affordable housing that is developed to meet Oxford's unmet housing need.	Housing Strategy and Development Team & Housing Allocations and Options Team	Mar-21	Consideration will need to be given to a draft local lettings plan and development of legal and/or partnership agreements in relation delivery of housing to meet Oxford's unmet housing need. A partnership steering group of CDC and Oxford City Council officers has been formed.
1.4 Contribute to the development of Local Plan Policies to ensure delivery of future affordable housing in Cherwell	Work with Planning Policy Team to review and develop effective planning policies that will support the continued delivery of housing to meet identified needs.	Planning Policy Team, Housing Strategy and Development Team	Mar-21	The Cherwell DC Local Plan Partial Review: Oxford's Unmet Housing Need, is well advanced and due for adoption in 2020. Development of the Oxfordshire Plan 2050 and CDC Local Plan Review will involve further contributions from Housing Services in 2020/21.
1.5 Play an active and lead role on the Growth Board and in partnership with Homes England to maximise funding for affordable homes	Deliver Cherwell affordable housing commitments for Year 3 of the Growth Deal and work with the partnership to meet county wide targets, linking with wider Growth Deal delivery (productivity, infrastructure, wider housing and the JSSP/Oxfordshire Plan 2050).	Assistant Director Housing & Social Care Commissioning/ Housing Strategy & Development Team	Mar-21	Work is ongoing with developers and partners to establish an increase of units for Year 3 wherever possible.
1.6 Review the Council's Tenancy Strategy 2017	Review the Tenancy Strategy and produce an updated version to ensure that it remains fit for purpose and aligned with any changes to other internal and national housing policies.	Housing Strategy and Development Team, Housing Allocations and Options Team	Mar-21	Tenancy Strategy 2017 will be updated.
1.7 Increase corporate co-ordination in relation to housing activities across the council	Establish a cross-departmental working group to meet at least quarterly to identify opportunities to deliver additional affordable housing, identify any delivery obstacles and explore new housing initiatives and share best practice.	Assistant Director, Housing & Social Care Commissioning, Housing Strategy & Development Team, Private Sector Housing Team, Build!, relevant Planning teams and Property/Asset Team.	Sept 2020 and ongoing	A cross-departmental working group would provide practical opportunities and a corporate approach to delivering more housing and sustainable communities. Governance of the group would need to be agreed. This group would replace the need to set up a Housing Board which was suggested in the previous Housing Strategy Action Plan.
Priority 2: Improve the quality and sustainability of our homes and build thriving, healthy communities				
Action	Target	Responsibility	Deadline	Comments & Update
2.1 Increase awareness of council services and initiatives in relation to warm homes, energy efficiency and retro-fit technologies	Continue partnership working with other Oxfordshire authorities and work with 'Better Housing, Better Health' to make homes more energy efficient and tackle fuel poverty. Signpost residents to available services and grants, undertake targeted promotions, and facilitate 'flexible eligibility' to access Eco Funding.	Private Sector Housing Team	Ongoing	Work is ongoing to promote the service available to eligible households.

2.2 Continue to support and meet the demand for adaptations to assist older and disabled people to remain living independently in their own homes	Assists at least 540 households (45 households per month) to remain living independently in their own homes through the provision of disabled adaptations (major adaptations and associated small works grants)	Private Sector Housing Team	Mar-21	The range and flexibility of the grants available has increased to help achieve this target. Monitoring of the revised grant scheme will need to be undertaken to establish its impact and success.
2.3 Review Private Sector Housing Policies	Disabled Grants Policy, Grants & Assistance Policy, Civil Penalties Policy to ensure that they continue to be relevant and fit for purpose.	Private Sector Housing Team	Mar-21	This will ensure that the policies reflect any changes in legislation and remain relevant and fit for purpose.
2.4 Improve access to quality affordable housing that can provide longer term housing solutions for people with disabilities.	Arrange appropriate staff training on accessible buildings and ensure this knowledge is used to inform development of housing related strategies, policies and planning application consultation responses. Impact of this can be measured by the number of homes that are to be developed to the required standard are secured through planning agreements and the increased provision of accessible housing.	Housing Strategy and Development Team	Dec-20	Training will enable staff to effectively contribute to consultations and also support the development of policies in the Council's new Local Plan that will secure delivery of accessible housing solutions in the future. Officers currently seek 50% of affordable rented homes to be accessible (Building Regulations Part M4(2)) and 1% wheelchair adaptable homes (Building Regulations Part M4 (3)).
2.5 Provide supported housing as identified through the Oxfordshire County Council's commissioning plans for Adult & Children's Services	See also 1.1 Support OCC to commission appropriate and suitable accommodation for people with learning disabilities - including shared accommodation.	Housing Strategy and Development Team	November 2020 and ongoing	Reviews are expected to complete in October 2020.
2.6 Bring empty property in the Private Sector back into use.	Bring at least 10 long term empty homes back into use.	Private Sector Housing Team	Mar-21	Target consistent with 2019/20.
2.7 Take a leadership role to demonstrate that increased standards in new build housing are deliverable	Work in partnership with other Oxfordshire councils to develop an evidence base on sustainability and deliverability of higher standards for new build properties	Bicester Team, CDC Planning Policy Team, Housing Strategy & Development Team	Mar-21	Work commenced in 2019/20 will be ongoing. It is anticipated that the Oxfordshire 2050 Plan will develop strategic high level policies regarding sustainability and deliverability of higher standards for new build properties. Government is currently consulting on measures to increase energy efficiency in new dwellings. It is anticipated that there will be other consultations regarding design codes and the future home standard. Work is ongoing.
2.8 Identify key partners that require housing representation and influence to deliver healthy communities	Complete an audit of partnerships and agree representation	Housing Strategy and Development Team in partnership with other CDC stakeholders and OCC.	Dec-20	Officers will continue to ensure that there is housing representation on the main strategic partnership groups and those groups that operate countywide. An audit of partnerships across CDC and OCC will facilitate a shared understanding of how CDC can influence housing impact and the delivery of healthy, sustainable communities.
2.9 Improve conditions in the private sector	Improve at least 100 premises through formal and informal enforcement interventions and improve 9 premises per month through grant and loan work	Private Rented Sector Team	Mar-21	This ensures continued improvement of homes through the use of relevant powers and grants as necessary.

	Undertake 55 Housing Standards Interventions per month. This includes all enforcement notices issued, proactive investigations and service requests addressed.		Mar-21	This ensures continued improvement of homes through the use of relevant powers as necessary
2.10 Adopt a corporate approach to commissioning services to support sustainable communities	Re-commission Money Advice Service to support all residents in the District.	Procurement Team, Housing Strategy and Development Team & OCC	Nov-20	A review has been undertaken in 2019/20 and work to re-commission and align services with OCC in underway with new contracts starting on 1 November 2020.
Priority 3: Enhance opportunities for people to access suitable homes and have housing choices.				
Action	Target	Responsibility	Deadline	Comments & Update
3.1 Increase customer awareness of the range of housing options available	Improve information available through the website and other media to improve the opportunities for customers to access housing information.	Housing Options Team Housing Strategy & Development Team.	Ongoing	The Housing Service has designated officers responsible for keeping the housing website information up to date and work will be on-going. Additional works to the current housing system will enhance the operational functions of the system which will in turn, assist CDC officers in processing housing applications.
	Review effectiveness of existing housing options portal and where needed, prepare a business case for further enhancements or changes.	Housing Options Team	Dec-20	An enhanced housing options model is in place. A review of the effectiveness of this to support the customer experience will assist in identifying any further work needed and support a business case for any additional improvements.
3.2 Increase the provision of private rented sector accommodation through various means including council-led initiatives and establishing a dialogue with investment landlords	Meet with RPs to establish their appetite and capacity to deliver secure high quality private rented accommodation	Housing Strategy and Development Team	Mar-21	Discussions with RP partners will continue.
	Look for partners, either private sector landlords or RPs who could deliver affordable shared accommodation for under 35s	Housing Strategy and Development Team	Mar-21	Discussions with RP partners to continue.

<p>3.3 Provide wider opportunities for people to access self-build as a housing option</p>	<p>Work in partnership to deliver appropriate recommendations in the Oxfordshire Growth Deal Community-led housing research project (to be completed in March 2020) and develop links with local community led housing groups to identify the potential for delivery of community led and co-housing schemes in the district. Continue work with Hook Norton Low Carbon Hub to deliver a community-led housing scheme in Hook Norton.</p>	<p>Housing Strategy and Development Team</p>	<p>Ongoing</p>	<p>The research project about how community led housing could support the ambitions for housing growth and particularly the delivery of affordable housing in Oxfordshire has been completed. The outputs/ recommendations from this work will be considered and where appropriate, used to inform future Community-led Housing and Co-housing projects in Cherwell and other Oxfordshire Districts. Work on the proposals for a CLH scheme in Hook Norton will continue.</p>
<p>3.4 Review progress on actions set out in the Council's Homelessness Strategy 2018-20 and deliver a revised strategy in line with current legislation and government policy on reducing homelessness and rough sleeping</p>	<p>Complete a review of progress towards the actions outlined in the Homelessness Strategy 2018-20. Develop a new Homelessness and Rough Sleeping Strategy for consultation and approval.</p>	<p>Housing Options Team, Housing Strategy and Development Team</p>	<p>Mar-21</p>	<p>Review in summer 2020 with further work undertaken on delivering a revised strategy for consultation by January 2021. The revision of the strategy will now be heavily informed by the impact of the pandemic on Cherwell communities including the expected rise in family homelessness and the unique opportunity we have to rehouse 40 single homeless people accommodated May- July 2020 as a result of the Government's directive to 'bring everyone in'.</p>
<p>3.5 Undertake a health check of the Council's Allocations Scheme and produce an update.</p>	<p>Undertake a health check of the Council's Allocations Scheme and produce an updated Scheme in consultation with Registered Providers.</p>	<p>Housing Options Team, Housing Strategy & Development Team.</p>	<p>Mar-21</p>	<p>Allocations scheme review to include discussions with RP so that any new policies are aligned with current requirements and RP processes. The Nominations Agreement will also need some consideration.</p>

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Cherwell District Council

Overview and Scrutiny Committee

14 July 2020

Overview and Scrutiny Annual Report 2019/20
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Report of Monitoring Officer (Interim)

This report is public

Purpose of report

This report presents the draft Overview and Scrutiny Committee Annual Report for 2019/20.

1.0 Recommendations

The meeting is recommended:

- 1.1 To consider the draft Overview and Scrutiny Committee Annual report 2019/20
- 1.2 To delegate authority to the Monitoring Officer (Interim), in consultation with the Chairman of the Overview and Scrutiny Committee, to finalise the areas highlighted in the report prior to its submission to Council.

2.0 Introduction

- 2.1 The draft of the Overview and Scrutiny Committee Annual report 2019/20 is submitted to the Committee for consideration before its submission to Council.

3.0 Report Details

- 3.1 The Overview and Scrutiny Committee has a constitutional obligation to “produce a unified annual report for the whole scrutiny process” and to present it to Council.
- 3.2 The draft of the report details work undertaken by the Committee as at the end of February 2020. Areas that require additional information following the conclusion of the July 2020 meeting have been highlighted in square brackets and italic font.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The recommendations as set out in the report are believed to be in the best interests of the Council and ensures the Overview and Scrutiny Committee fulfils its constitutional obligation.

5.0 Consultation

None

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 amend the recommendations. This is rejected as the report is considered to be an accurate summary of the Committee's activity in 2019/20.

Option 2: Not to agree the recommendations. This is rejected for the same reason as option 2 above.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications arising directly from this report.

Comments checked by: Lorna Baxter, Director of Finance. Lorna.baxter@cherwell-dc.gov.uk

Legal Implications

- 7.2 There are no legal implications arising from this report.

Comments checked by: Richard Hawtin, Team Leader: Non-contentious. Richard.hawtin@cherwell-dc.gov.uk

8.0 Decision Information

Wards Affected

All

Links to Corporate Plan and Policy Framework

The Corporate Plan themes addressed by each scrutiny topic are detailed in the draft Overview and Scrutiny Annual Report 2019/20.

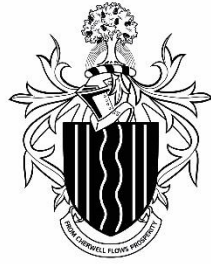
Lead Councillor

None

Document Information

Appendix No	Title
Appendix 1	Overview and Scrutiny Committee Annual Report 2019/20.
Background Papers	
None	
Report Author	Lesley Farrell/Emma Faulkner, Democratic and Elections Officers
Contact Information	Tel: 01295 221591 / 01295 221953 Email – lesley.farrell@cherwell-dc.gov.uk emma.faulkner@cherwell-dc.gov.uk

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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

**Overview and Scrutiny
Annual Report
2019/20**

March 2020

Foreword

This annual report for overview and scrutiny at Cherwell District Council outlines the work of the Overview and Scrutiny Committee in 2019/20.

[To be completed]

Councillor Lucinda Wing
Chairman, Overview and Scrutiny Committee
2019/20

Overview & Scrutiny Committee

Membership

Councillor Lucinda Wing (Ch)	Councillor Tom Wallis (V-Ch)
Councillor Mike Bishop	Councillor Phil Chapman
Councillor Shaida Hussain	Councillor Chris Heath
Councillor Tony Mephram	Councillor Ian Middleton
Councillor Perran Moon	Councillor Les Sibley
Councillor Douglas Webb – from December 2019	Councillor Bryn Williams
Councillor Sandra Rhodes – May to December 2019	

Substitutes

Councillor Andrew Beere
Councillor Nathan Bignell

Guests in attendance

Lead members:

Councillor Barry Wood – Leader of the Council
Councillor Dan Sames – Lead Member for Clean and Green
Councillor Andrew McHugh – Lead Member for Health and Wellbeing

External guests:

Eric Owens, Assistant Director Growth and Place, Oxfordshire County Council
Bev Hindle, Oxfordshire Growth Board

Officers:

Graeme Kane, Chief Operating Officer
Ed Potter, Assistant Director: Environmental Services
Adele Taylor, Interim Executive Director: Finance and Governance & Section 151 Officer
Hedd Vaughan Evans, Assistant Director Performance and Transformation (left in December 2019)
Chris Hipkiss, Property and Investment Consultant
Louise Tustian, Acting Assistant Director Performance and Transformation (from December 2019)
Paul Almond, Street Scene and Landscape Manager
Trevor Dixon, Environmental Protection and Licensing Manager
Jim Guest, Environmental Protection Officer
Nicola Riley, Assistant Director: Communities
Richard Webb, Assistant Director: Regulatory Services and Community Safety
Simon Furlong, Corporate Director – Communities

Robert Jolly, Assistant Director Growth and Economy
 Kevin Larnar, Healthy Communities Manager
 Natasha Clark – Governance and Elections Manager
 Emma Faulkner – Democratic and Elections Officer
 Lesley Farrell – Democratic and Elections Officer

Scrutiny Topics 2019/20 – Links to Corporate Priorities	
Scrutiny at Cherwell and Work Programme Planning	Covers all priorities
Car Parking Task and Finish Group	Covers all priorities
Monthly Performance, Risk and Finance Monitoring Report	Covers all priorities
Show and Tell – Wellbeing Directorate	Thriving Communities & Wellbeing
Banbury Public Spaces Protection Order	Covers all priorities
Waste and Recycling	Clean, Green and Safe
Grass Verges and Green Spaces	Clean, Green and Safe
Air Quality Update	Clean, Green, and Safe
Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities	Covers all priorities
Castle Quay Update	District of Opportunity and Growth
Oxfordshire Growth Board	District of Opportunity and Growth
Veterans, Armed Forces Covenant and Remembrance	Thriving Communities and Wellbeing
Oxfordshire Safeguarding Children Board/Oxfordshire Adult Board Section 11 Review and Endorsement	Thriving Communities and Wellbeing
Public Art	Thriving Communities and Wellbeing
Business Plan 2020/2021	Covers all priorities

Scrutiny at Cherwell

At the first meeting of the committee in the 2019/2020 municipal year, Members reviewed the items on the work programme and discussed possible additional subjects for inclusion on the work programme for the year.

Following the introduction of the topic list in the previous municipal year, this approach was continued. Topics suggested by members are added to a list, which is submitted to each meeting along with the work programme. The annexe to this report gives a brief description of the subjects raised, and how each one was addressed.

Car Parking Task and Finish Group

The year started well with a report from the Assistant Director Environmental Services detailing the outcome of the Overview and Scrutiny Car Parking Task and Finish Group.

The Task and Finish group had been set up during the 2018/19 municipal year. The group had held four meetings with officers to discuss the current car parking provision, and future proposals, with a view to producing a new Car Parking Strategy.

The group had reviewed performance data relating to the Council's car parking management contract with Apcoa, who ran the council owned car parks. Consultation took place with Banbury BID, Bicester Vision and Kidlington Parish Council to gather feedback and suggestions relating to current car parking provision.

The group also discussed arrangements regarding decriminalisation of parking across the district and agreed to pursue decriminalisation alongside Oxfordshire County Council.

As a result of the work of the Car Parking Task and Finish Group, a draft Car Parking Strategy and Car Parking Action Plan was recommended to Executive for consideration in September 2019. Executive approved the Strategy for consultation, which took place at the beginning of 2020. Officers are reviewing consultation responses and it is anticipated the Strategy will be submitted to Executive for adoption in June 2020.

Performance Monitoring

Each quarter the Overview and Scrutiny Committee reviewed the Council's performance as measured through the Performance Management Framework.

In July 2019 the Assistant Director; Performance and Transformation and the Assistant Director Finance and Governance gave a presentation which summarised the Council's Performance, Risk and Finance monitoring position at the end of the municipal year 2018-2019.

The Committee had suggested that the green waste target should be a percentage recycled and not amount collected, as this was not under the Council's control and would vary each year. The comments were raised with the Assistant Director Environmental Services.

[Section to be updated post July 2020 meeting, as March 2020 performance due to be discussed].

'Show and Tell' – Wellbeing Directorate

The purpose of the 'Show and Tell' items is to enable the Committee to get a deeper understanding and awareness of a directorate or service area, to enable consideration as to whether any aspect should be added to the topic list for possible scrutiny review.

The Assistant Director Wellbeing attended the meeting of the Committee on 3 September and gave a presentation which provided an overview of the Wellbeing

team and the activities covered. This included an update on the Cherwell Lottery which had been launched in July 2019.

The Assistant Director Wellbeing also gave an overview of Intergenerational practice and projects delivered by Cherwell District Council. The Committee congratulated the team on the work undertaken on this project.

Banbury Public Spaces Protection Order.

The Banbury Public Spaces Protection Order had been put in place in December 2016 for a period of three years and was due for review. It could either be renewed or allowed to expire.

The Committee considered and supported the proposed Banbury Public Spaces Protection Order and the amendments which removed rough sleeping from the order, recommending its agreement by Executive.

Waste and Recycling.

The Assistant Director Environmental Services attended the October meeting of the Committee and gave a presentation on Waste and Recycling explaining how waste was sorted, collected and distributed to the relevant disposal centres.

A visit was subsequently arranged to the Casepak Materials Recovery Facility in Leicester, to enable Members to see how the materials were dealt with once they had been collected by the Council's recycling fleet.

The subjects of fuel economy and electric vehicles were raised by the committee and the Assistant Director Environmental Services explained that small electric vehicles were already in use, but the larger collection vehicles were not widely available. Environmental Services kept up-to-date with developing technology.

Grass Verges and Green Spaces

At the request of the Committee, the Street Scene and Landscape Services Manager gave a presentation on the Council's delivery of landscape services and maintenance of grass verges and green spaces within Cherwell District.

Air Quality Update

The Environmental Protection and Licensing Manager provided updates on the air quality monitoring carried out across the District in 2018 and presented the 2019 Air Quality Action Plan for Banbury Bicester and Kidlington.

The Environmental Protection Officer informed the Committee that the Department for Environment, Food and Rural Affairs had recently announced that applications could be submitted in the latest round of funding under the Air Quality Grant Scheme. Local authorities were encouraged to bid for funding from central government for local projects to improve air quality. The Committee was advised that scoping was underway for a Countywide campaign and meetings were taking

place with other Oxfordshire Councils and the Bicester Delivery team. There had been an opportunity for Councillors to participate and details were circulated to Committee Members.

Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities

The Minister for Housing Communities and Local Government had published revised Scrutiny Guidance in May 2019. Cherwell District Council already had in place many of the areas of good practice but there were opportunities for further enhancing the role of Scrutiny within the organisation, including the drafting of an Executive Scrutiny Protocol. The draft protocol is due to be presented to the Committee in the new Municipal Year.

Oxfordshire Growth Board

At the request of the Committee, Bev Hindle, Director of the Oxfordshire Growth Board was welcomed to the meeting in December 2019, and explained the purpose and role of the Growth Board as well as the work that was being done alongside the Oxfordshire Local Enterprise Partnership.

Veterans, Armed Forces Covenant and Remembrance

The Healthy Communities Manager gave details of current and planned support relating to veterans, the Armed Forces Covenant and remembrance events.

The Healthy Communities Manager had advised the Committee that the council would be actively promoting various policies and schemes that supported veterans, including the guaranteed interview. Any veteran that applied for a job advertised with the Council and met the essential criteria would be guaranteed an interview.

Oxfordshire Safeguarding Children Board/Oxfordshire Safeguarding Adult Board Section 11 Review and Endorsement

The Section 11 Audit for Oxfordshire Safeguarding Boards is reviewed each year by the Committee prior to its submission. The Assistant Director Wellbeing gave an overview of the self-assessment and the accompanying action plan. One aspect of the action plan related to the requirement for Members to complete the online Safeguarding training and the Committee agreed that it was important all Members completed the training. The Committee endorsed the Section 11 Audit for the Oxfordshire Safeguarding Boards.

Public Art

The Assistant Director Wellbeing provided an overview of the Council's role in relation to public art, explaining that public art was recognised as important to developing the cultural identity of Cherwell and offered an opportunity to engage with local communities. The Committee was shown examples of public art across the district.

Business Plan 2020/21

The Acting Assistant Director Performance and Transformation gave a presentation on the draft Business Plan for 2020/21, which outlined four strategic priorities and four themes that would form the basis of departmental service plans for the coming year.

Once approved by Full Council, the Business Plan forms the basis of the performance framework. The Overview and Scrutiny Committee will monitor progress against the priorities and themes through the quarterly reports in the new Municipal Year.

Member Survey

The Chairman of the Committee created a brief survey which was circulated to all Members of the Council, to gauge their feelings about the effectiveness of scrutiny, and to find out if there were any subject areas that could be added to the future work programme.

[Section to be updated with survey results once they have been collated]

Topic and suggested by	Action/Status/Outcome
<p>Kidlington and Bicester Town Centre – Progress against master plans</p> <p>Former Councillor Neil Prestidge Councillor Lucinda Wing: Should a strategy to encourage High Street Retailers to town centres be in the Masterplan?</p>	<p>Officers from Planning Policy have agreed to attend a future meeting of the Overview and Scrutiny Committee to discuss this subject in more detail.</p>
<p>Car Parking</p> <p>Councillor Sean Gaul: (Feasibility of free parking in Bicester Town Centre) (Former Councillor Neil Prestidge: Decriminalised parking in Kidlington)</p>	<p>Following the work of the Car Parking Task and Finish Group, a draft Strategy was considered and supported for approval at the May 2019 meeting of the Committee. It was then considered by Executive in September 2019 and approved for consultation. Consultation took place in January and February 2020. The final Strategy will be submitted to Executive in June 2020 for adoption.</p>
<p>Canalside Strategy.</p> <p>Councillor Cassi Perry: If done well, canals can be very successful in drawing people to a town. What is the strategy to include the Oxford Canal as an attraction to Banbury Town</p>	<p>The Banbury Canalside Supplementary Planning Document (SPD) remains on the Executive Work Programme as a future item for consideration. More work is expected to be undertaken preparing the SPD during 2020.</p> <p>The Council has launched communications relating to Lock29, the area around the canal</p>
<p>Oxfordshire Growth Board</p> <p>What arrangements are in place for Scrutiny of the Growth Board?</p> <p>Raised by Councillors Ian</p>	<p>Bev Hindle attended the December 2019 meeting of the Committee, to give an overview of the work of the Growth Board.</p>

Middleton, Mike Bishop, Chris Heath and Phil Chapman	
<p>Outside Bodies e.g. the Local Enterprise Partnership (LEP) and their benefit to the Council</p> <p>Raised by Councillors Andy Beere, Shaida Hussain and Tony Mepham</p>	<p>The query was raised with Paul Feehily, Interim Executive Director for Place and Growth. Paul has advised that with regards to the LEP, the Oxfordshire Leaders' undertake scrutiny through their role as members of the Growth Board.</p> <p>With Outside Bodies more generally, Council representatives on organisations are asked to provide an end of year report, giving information about the work of the body over the year and whether or not they feel it is useful for CDC to have a representative on the group. This information is fed back to senior management and the Leader of the Council, at the end of each year.</p>
<p>Green Infrastructure such as verges, green spaces and the maintenance of them</p> <p>Raised by Councillors Ian Middleton, Mike Bishop, Chris Heath and Phil Chapman</p> <p>Verge cutting raised by Councillors Tom Wallis, Sandra Rhodes and Bryn Williams</p>	<p>Councillor Middleton provided a link to a document from UK Green Building Council that provided the following description of green infrastructure: "Natural or semi-natural networks of green (soil covered or vegetated) and blue (water covered) spaces and corridors that maintain and enhance ecosystem services". The full document can be viewed here - https://www.ukgbc.org/wp-content/uploads/2017/09/Demystifying-Green-Infrastructure-report-FINAL.pdf</p> <p>Ed Potter, Assistant Director for Environmental Services, had attended the March 2019 meeting of the Committee to give an overview of the Landscape Service contract currently in place for CDC. A copy of the presentation was circulated to the Committee for information.</p> <p>A further presentation was given to the Committee in October 2019.</p>
<p>Young and Old – services available to and linking the generations</p> <p>Raised by Councillors Andy Beere, Shaida Hussain and Tony Mepham</p>	<p>Nicola Riley, Assistant Director – Wellbeing has advised that CDC are looking to sign up to the Countywide initiative Generations Working Together. A briefing note was submitted to the September 2019 meeting of the Committee, which outlined activities that had been held and upcoming events.</p>
<p>Planning Policy for the District, including the Growth Deal.</p> <p>Raised by Councillors Ian Middleton, Mike Bishop, Chris</p>	<p>Officers from Planning Policy have agreed to attend a future meeting of the Overview and Scrutiny Committee to discuss this subject in more detail.</p>

<p>Heath and Phil Chapman</p>	
<p>Potholes – how to help inform / escalate to Oxfordshire County Council</p> <p>Raised by Councillors Andy Beere, Shaida Hussain and Tony Mepham</p>	<p>The Fix My Street function of the Oxfordshire County Council website allows residents to report cases of potholes, overgrown vegetation and other issues affecting footpaths and roads across the District. The system shows cases that have already been reported, and updates relating to each case are visible for everyone.</p> <p>A direct link to the function appears under the 'Report' heading on the homepage of the OCC website, or it can be accessed directly via the web address https://fixmystreet.oxfordshire.gov.uk/</p>
<p>Mental Health – accessing care (who, what, where, when), support, awareness</p> <p>Raised by Councillors Tom Wallis, Sandra Rhodes and Bryn Williams</p>	<p>As part of the Wellbeing presentation given at the September 2019 meeting of the Committee, mental health services were signposted and reference was made to the Better Mental Health Concordat.</p>
<p>Service delivery and unspent budgets – e.g. occupational health, DFGs – and ensuring officers have relevant support to release bottlenecks.</p> <p>Raised by Councillors Ian Middleton, Mike Bishop, Chris Heath and Phil Chapman</p>	<p>Adele Taylor, Executive Director – Finance and Governance advised that this subject fell under the remit of the Budget Planning Committee.</p>
<p>Telephony Blackspots</p> <p>Raised by Councillors Tom Wallis, Sandra Rhodes and Bryn Williams</p>	<p>The quality of mobile phone signal across the district has been a concern for the Committee for a number of years. It was previously raised in 2017, and research found that there was a group of MPs who had formed the British Infrastructure Group, with the aim of championing better infrastructure across the UK. Research has continued this year, with various online articles and resources being signposted to Members. In January 2020 the Committee decided to change the focus of this topic to telephony and 5G in light of the developing Cherwell Industrial Strategy.</p> <p><i>[This section to be updated post July 2020 meeting]</i></p>
<p>Management companies managing new housing developments – is the use of</p>	<p>Following an increase in the number of management companies being established to look after certain aspects of new housing developments, such as open space, play areas and communal parking areas, the Committee expressed a wish to find out more about the circumstances regarding the decisions to create</p>

Appendix 1

<p>management companies rather than adoption by the Council on the rise, if so what is the cause of this?</p> <p>Raised by Councillor Lucinda Wing</p>	<p>such companies.</p> <p>Information was circulated to the Committee regarding the Council's approved policy on management companies.</p> <p><i>[To be updated post July 2020 meeting]</i></p>
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Topic and suggested by	Update	Status / Proposed action
Raised in 2018/19 Municipal Year and carried forward		
<p>Kidlington and Bicester Town Centre – Progress against master plans</p> <p>Former Councillor Neil Prestidge Councillor Lucinda Wing: Should a strategy to encourage High Street Retailers to town centres be in the Masterplan?</p>	<p>As previously reported, officers from Planning Policy have agreed to attend a future meeting of the Overview and Scrutiny Committee to discuss this subject.</p>	<p>Attendance will be scheduled when appropriate.</p>
2019/20 Municipal Year		
<p>Planning Policy for the District, including the Growth Deal.</p> <p>Raised by Councillors Ian Middleton, Mike Bishop, Chris Heath and Phil Chapman</p>	<p>As previously reported, officers from Planning Policy have agreed to attend a future meeting of the Overview and Scrutiny Committee to discuss this subject.</p>	<p>Attendance will be scheduled when appropriate.</p>
<p>Digital Infrastructure/5G</p> <p>Raised by Councillors Tom Wallis, Bryn Williams and Former Councillor Sandra Rhodes</p>	<p>Following discussions at the January 2020 meeting of the Committee, the subject has been renamed to cover all Digital Infrastructure, and how this may link in to the work related to the Cherwell Industrial Strategy</p>	<p>Committee to advise what/if any next steps it would like to take, following the presentation given at the March 2020 meeting.</p>
<p>Management companies managing new housing developments – is the use of management companies rather than adoption by the Council on</p>	<p>Details of information received from Jenny Barker – Bicester Delivery Manager, on Management Companies emailed to O & S Committee Members on 23 September.</p>	<p>Committee to advise what/if any next steps it would like to take.</p> <p>No information has yet been received from members who suggested this topic</p>

Appendix 1

the rise, if so what is the cause of this? Raised by Councillor Lucinda Wing		
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Overview and Scrutiny Work Programme 2020/21

Item	Description	Contact Officer
1 September 2020		
Climate Change	Policy Development - To consider and comment on the emerging Climate Change Strategy	Ed Potter – Assistant Director Environmental Services
Work Programme	Standing item: Updates on topics suggested for consideration and review of work programme	Emma Faulkner, Democratic and Elections Lesley Farrell, Democratic and Elections
13 October 2020		
2020/21 Quarter 1 Performance, Risk & Finance Monitoring Report	Performance Monitoring: Full quarterly Performance report	Louise Tustian – Head of Insights and Corporate Programmes
Work Programme	Standing item: Updates on topics suggested for consideration and review of work programme	Emma Faulkner, Democratic and Elections Lesley Farrell, Democratic and Elections
1 December 2020		
Work Programme	Standing item: Updates on topics suggested for consideration and review of work programme	Emma Faulkner, Democratic and Elections Lesley Farrell, Democratic and Elections
12 January 2021		

Item	Description	Contact Officer
Work Programme	Standing item: Updates on topics suggested for consideration and review of work programme	Emma Faulkner, Democratic and Elections Lesley Farrell, Democratic and Elections
16 March 2021		
Overview and Scrutiny Committee Annual Report 2020/21	The Constitution requires that the Overview and Scrutiny Committee submit an annual report to Council. This is an opportunity for the Committee to review the draft Annual Report	Emma Faulkner, Democratic and Elections Lesley Farrell, Democratic and Elections
Work Programme	Standing item: Updates on topics suggested for consideration and review of work programme	Emma Faulkner, Democratic and Elections Lesley Farrell, Democratic and Elections
Items to be allocated		
Cherwell Industrial Strategy	Policy development: To consider and contribute to the development of the Cherwell Industrial Strategy	Robert Jolley – Assistant Director Growth & Economy
Masterplan update with a focus on supporting thriving town centres	Information on progress of masterplan implementation and support being offered to town centres to assist regeneration	Robert Jolley – Assistant Director Growth & Economy
Local Plan Update	Following queries raised by the Committee – this will be scheduled at the appropriate time	David Peckford, Assistant Director Planning & Development

Item	Description	Contact Officer
Management Companies Managing New Housing Developments	Query raised by the Committee about the use of management companies rather than town/parish councils taking on responsibility for green spaces. Presentation to be scheduled to advise the Committee of the council's policy	Ed Potter – Assistant Director Environmental Services / Paul Almond, Street Scene and Landscape Manager
Executive and Scrutiny Protocol	To consider a protocol for Executive and Scrutiny to define the relationship between the two	Natasha Clark – Governance and Elections Manager

Remaining Meeting Dates 2020/21 (All Tuesday, 6.30pm unless indicated)

1 September 2020; 13 October 2020; 1 December 2020; 12 January 2021; 16 March 2021

Work Programme Items:

Members are reminded of the five roles of scrutiny when considering items for the work programme:

- Performance Monitoring
- Policy Development
- Policy Review
- Holding the Executive to Account
- External Scrutiny

With the exception of the monthly work programme update and Annual Report, each scheduled item on the work programme identifies the scrutiny role it reflects.

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