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Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Committee: Executive

Date: Monday 7 June 2021

Time: 6.30 pm

Venue Bodicote House, Bodicote, Banbury, Oxon OX15 4AA

Membership

Councillor Barry Wood (Chairman)

Councillor Phil Chapman

Councillor Ian Corkin

Councillor Andrew McHugh

Councillor Lynn Pratt

Councillor Lucinda Wing

Councillor Colin Clarke

Councillor Tony Ilott

Councillor Richard Mould

Councillor Dan Sames

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Petitions and Requests to Address the Meeting

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

4. Minutes (Pages 7 - 12)

To confirm as a correct record the Minutes of the meeting held on 6 April 2021.

5. Chairman's Announcements

To receive communications from the Chairman.

6. **Car Parking** (Pages 13 - 30)

Report of Assistant Director Environment Services

Purpose of report

The purpose of this report is to update the Executive on the Car Parking Strategy & Action Plan and propose new car parking charges to be implemented by August 2021

Recommendations

The meeting is recommended:

- 1.1 To note the progress on delivery of the car parking strategy & action plan.
- 1.2 To approve changing Bolton Road car park to a short stay car park once Cherwell Drive long stay car park is completed.
- 1.3 To approve the change of Chapel Brook car park to a long stay car park.
- 1.4 To increase car park charges by August 2021 (Appendix 1).
- 1.5 To note the progress on the move to Civil Parking Enforcement.

7. **Oxfordshire Economic Recovery Plan** (Pages 31 - 168)

Report of Assistant Director - Growth and Economy

Purpose of report

The purpose of this report is for the Executive to formally support and endorse the Oxfordshire Economic Recovery Plan (ERP).

Recommendations

The meeting is recommended:

- 1.1 To support and endorse the Oxfordshire Economic Recovery Plan
- 1.2 To ensure that key elements of the Economic Recovery Plan are incorporated into the emerging Recovery and Prosperity Strategy for Cherwell (formerly the Cherwell Industrial Strategy) and will incorporate key projects such as job fairs as part of a comprehensive response to the District's economic recovery from the pandemic.

8. **Monthly Performance, Risk and Finance Monitoring Report** (Pages 169 - 260)

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

Purpose of report

This report summarises the Council's performance, risk and finance monitoring positions as at the end of March 2021.

Recommendations

The meeting recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring report.
- 1.2 To note the Annual Performance Report 2020/21.

9. Appointments to Outside Bodies and Member Champions 2021/2022 (Pages 261 - 266)

** Please note Appendix 1 to this report will follow as the Leader is currently reviewing appointments **

Report of Director of Law and Governance

Purpose of report

To appoint representatives to Partnerships and Outside Bodies and Member Champions where these are executive functions, for the municipal year 2021/2022.

Recommendations

The meeting is recommended:

- 1.1 To make and cease appointments to partnerships, outside bodies and Member Champions for 2021/2022 as set out in Appendix 1 to this report (to follow).
- 1.2 To delegate authority to the Director of Law and Governance, in consultation with the Leader of the Council, to appoint Members to any outstanding vacancies and make changes to appointments as may be required for the 2021/2022 Municipal Year.
- 1.3 To request the Director of Law and Governance to undertake a review of the Member Champion terms of reference and areas appointed.

10. Appointment of Shareholder Committee for the municipal year 2021/2022

The Shareholder Committee is a sub-committee of Executive comprising three Executive members. The role of the Committee is not operational, it is the means by which the Council shall:

- be the body for approving council nominated non-executive directors, and approving best practice policies in relation to such appointments, considering any reserved shareholder matters within the company articles;
- be responsible for agreeing and approving the framework within which the council interfaces with Council owned/influenced companies;
- exercise strategic functions flowing from the council's ownership of shares.

The membership of the Shareholder Committee in 2020/21 was Councillors Wood, Illott, Donaldson. As Councillor Donaldson is no longer on Executive, it is necessary for Executive to confirm the membership of the Shareholder Committee for 2021/2022.

Recommendation

The meeting is recommended:

- (1) To appoint three Executive members to the Shareholder Committee for 2021/2022.

11. Notification of Decision taken by the Corporate Director - Environment & Place under Urgency Powers: Weston-on-the Green Neighbourhood Plan (Pages 267 - 272)

Report of Assistant Director – Planning & Development

Purpose of report

To inform the Executive of a decision taken under urgency powers by the Corporate Director – Environment & Place regarding the Weston-on-the-Green Neighbourhood Plan.

Recommendations

The meeting is recommended:

- 1.1 To note the urgent decision taken by the Corporate Director – Environment & Place presented at Appendix 1

12. Notification of Decision taken by the Corporate Director - Environment and Place under Urgency Powers - Garden Town Government Grant Programme (Pages 273 - 280)

Report of Corporate Director - Environment and Place

Purpose of report

To inform the Executive of a decision taken under urgency powers by the Corporate Director - Environment and Place regarding the Garden Town Government grant programme.

Recommendations

Recommendations

The meeting is recommended:

- 1.1 To note the urgent decision taken by the Corporate Director - Environment and Place presented at Appendix 1.

13. Urgent Business

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

14. Exclusion of the Press and Public

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

1 – Information relating to any individual

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

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

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

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

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

15. Summary of Bad Debt Write Offs (Pages 281 - 304)

Exempt report of Director of Finance & Section 151 Officer

16. Graven Hill Update (Pages 305 - 308)

Exempt report of Corporate Director Commercial Development, Assets and Investment

Information about this Agenda

Apologies for Absence

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

Declarations of Interest

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

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

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

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

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

Evacuation Procedure

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

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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.

Watching Meetings

Please note that Council meetings are currently taking place in person (not virtually) with social distancing at the meeting. Meetings will continue to be webcast and individuals who wish to view meetings are strongly encouraged to watch the webcast to minimise the risk of COVID-19 infection.

Places to watch meetings in person are very limited due to social distancing requirements. If you wish to attend the meeting in person, you must contact the Democratic and Elections Team democracy@cherwell-dc.gov.uk who will advise if your request can be accommodated and of the detailed COVID-19 safety requirements for all attendees.

Please note that in line with Government guidance, all meeting attendees are strongly encouraged to take a lateral flow test in advance of the meeting.

Mobile Phones

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

Queries Regarding this Agenda

Please contact Natasha Clark, Democratic and Elections democracy@cherwell-dc.gov.uk, 01295 221589

Yvonne Rees
Chief Executive

Published on Thursday 27 May 2021

Cherwell District Council

Executive

Minutes of a meeting of the Executive held as a Virtual meeting, on 6 April 2021 at 6.30 pm

Present:

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

Also Present:

Councillor Sean Woodcock, Leader of the Labour Group
Councillor Lucinda Wing, Chairman of the Overview and Scrutiny Committee
(for agenda item 7)

Officers:

Yvonne Rees, Chief Executive
Ansaf Azhar, Corporate Director of Public Health & Wellbeing
Bill Cotton, Corporate Director Environment and Place
Steve Jorden, Corporate Director Commercial Development, Assets & Investment
Claire Taylor, Corporate Director Customers and Organisational Development
Lorna Baxter, Director of Finance & Section 151 Officer
Anita Bradley, Director Law and Governance & Monitoring Officer
Michael Furness, Assistant Director Finance
Ed Potter, Assistant Director: Environmental Services
Louise Tustian, Head of Insight and Corporate Programmes
Robert Jolley, Assistant Director: Growth & Economy
Sam Thomas, Sustainability Project Officer
Natasha Clark, Governance and Elections Manager

113 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

The Chairman advised that Councillor Wing, Chairman of the Overview and Scrutiny Committee, would address Executive on agenda item 7, Consideration of the Oxford to Cambridge ARC Principles, to report the feedback of the Committee which had considered the report at their 16 March 2021 meeting.

115 **Minutes**

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

116 **Chairman's Announcements**

There were no Chairman's announcements.

117 **Oxfordshire Electric Vehicle Infrastructure Strategy**

The Assistant Director Environmental Services submitted a report to seek approval for the Oxfordshire Electric Vehicle Infrastructure Strategy in line with the other Oxfordshire County, City and District Councils.

Resolved

- (1) That the Oxfordshire Electric Vehicle Infrastructure Strategy and its enclosed policies and key actions (annex to the Minutes as set out in the Minute Book) be approved.

Reasons

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

Alternative options

Option 1: Reject OEVIS in its entirety

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

Option 2: Seek amendment to individual policies

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

118

Consideration of the Oxford to Cambridge ARC Principles

The Assistant Director Environment Services and SRO for Growth Deal in Cherwell submitted a report to update the Executive on the proposal to develop an Environmental Advisory Group of the Oxfordshire Growth Board.

Councillor Wing, Chairman of the Overview and Scrutiny Committee addressed Executive to present the feedback of the Committee which had considered the report at its 16 March 2021 meeting. Councillor Wing advised that the Committee had supported and endorsed the proposal but had raised some queries. Members of the Committee had requested that officers provide a diagram setting out the role of the Advisory Group and Growth Board Scrutiny Board to clarify the delineation between the two. The Committee had requested that the representative on the Advisory Group provided regular reports. back to the Overview & Scrutiny Committee.

The Chairman thanked the Councillor Wing and the Overview and Scrutiny Committee for their feedback. In response to the Committee's comments, the Chairman noted that a diagram of the links between workstreams would be of value to all Members and concurred there would be value in the representatives on each of the Advisory Groups reporting to the Overview and Scrutiny Committee on a rolling basis. The Chairman highlighted that the Growth Board Scrutiny Panel worked well and commended the Panel for the value it added.

Resolved

- (1) That the opportunity for partnership activity for climate action be recognised.
- (2) That the establishment of an Environmental Advisory Group of the Oxfordshire Growth Board be supported.
- (3) That the shared principles for protecting, restoring and enhancing the environment in the Oxford to Cambridge Arc be endorsed.
- (4) That the progress concerning the development of a Local Nature Partnership for Oxfordshire be noted.

Reasons

This Council has a commitment to deliver the Climate Action Framework, agreed at Executive in October 2020 and to work in partnership with other stakeholders to achieve a net zero ambition across the district. This activity can be grouped under three pillars for climate action:

- Net zero carbon – targets for our own operations and the wider district we need to work in partnership
- Resilience – both in terms of responding to the impacts of climate change arising from extreme weather events and ensuring resilience in energy efficiency and security of supply
- Renewal – renewing the natural capital and environmental assets for ‘good growth’ ensuring outcomes for environmental wellbeing are integrated into all decisions for social and economic wellbeing

This Council is working in partnership with many stakeholders across a range of Sectors. Participation by this Council in the Oxfordshire Environment Advisory Group would strengthen the role of this Council across all partnership networks and align our commitment for environmental renewal, zero carbon and resilience to the impacts of climate change with the environmental principles underpinning growth across the Oxford to Cambridge Arc.

Alternative options

Option 1: To adopt the proposed recommendations.

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

119

Strategic Vision for Oxfordshire

The Assistant Director – Growth and Economy submitted a report which introduced a final version of the Strategic Vision for Oxfordshire. The report also updated the Executive on the consultation process, the response to the consultation and briefly summarised the main changes to the Vision.

Resolved

- (1) That the Strategic Vision for Oxfordshire be agreed.
- (2) That responsibility be delegated to the Assistant Director – Growth and Economy to consider how to embed the Vision’s aspirations for Oxfordshire in future plans and strategies of the Council.

Reasons

The development of a Strategic Vision for Oxfordshire, which encompasses the shared ambitions of local councils and key organisations, provides a unique opportunity to bring together a clear and unambiguous statement about what it is the Growth Board wants to achieve in Oxfordshire.

Following the consultation exercise, both officers and members who have reflected upon the consultation and revised the Vision believe that the Vision has improved because of the consultation. The document now has a bolder more ambitious narrative that articulates in a balanced way the collective

ambitions for what Oxfordshire should be in 2050, both societally, economically and as a place to live work and to thrive.

The Growth Board endorsed the revised Vision at its meeting on 22 March and asked that each partner consider agreeing to the Vision. Accordingly, the Executive is requested to consider and agree the Vision.

Alternative options

Option 1: Do nothing

This was rejected as the Strategic Vision is a unique opportunity to agree the strategic direction of the District and the Council has been engaged in the Vision. By not agreeing the Draft Strategic Vision, it could limit the impact of the partnership approach.

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

The Director of Finance and Head of Insight and Corporate Programmes submitted a report which summarised the Council's Performance, Risk and Finance monitoring positions as at the end of February 2021.

Resolved

- (1) That the monthly Performance, Risk and Finance Monitoring Report be noted.

Reasons

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

Alternative options

Option 1: This report illustrates the Council's performance against the 2020-21 business plan. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

121 **Urgent Business**

There were no items of urgent business.

The meeting ended at 7.20 pm

Chairman:

Date:

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Cherwell District Council

Executive

7 June 2021

Car Parking

Report of Assistant Director Environment Services

This report is public

Purpose of report

The purpose of this report is to update the Executive on the Car Parking Strategy & Action Plan and propose new car parking charges to be implemented by August 2021

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the progress on delivery of the car parking strategy & action plan.
- 1.2 To approve changing Bolton Road car park to a short stay car park once Cherwell Drive long stay car park is completed.
- 1.3 To approve the change of Chapel Brook car park to a long stay car park.
- 1.4 To increase car park charges by August 2021 (Appendix 1).
- 1.5 To note the progress on the move to Civil Parking Enforcement.

2.0 Introduction

- 2.1 In October 2020 this Council approved the current car parking strategy. This strategy was developed through the involvement of the Overview & Scrutiny Committee and having carried out consultation with key stakeholders and a public consultation.
- 2.2 With the strategy an action plan was developed. Since the development of the action plan progress has been made in a number of areas. This includes the joint application with Oxfordshire, South Oxfordshire & Vale of White Horse for the implementation of Civil Parking Enforcement. The application is currently with the

Department of Transport and it is likely that implementation will commence from November 2021

- 2.3 Other areas of development include the change of Bolton Road car park from pay & display to pay on exit and the commencement of work on the conversion of the coach waiting area in Cherwell Drive to a long stay car park. The current action plan is set out in Appendix 2.
- 2.4 The car park charges have been reviewed by benchmarking charges against surrounding towns. Current hourly charges are set out in Appendix 3. In summer 2020 the charges for Bicester were brought into line with the charges in Banbury. The charges in Banbury have remained unchanged since 2011.
- 2.5 Since late March 2020 car parking has been severely impacted by changes in footfall in the three urban centres due to coronavirus. Income virtually disappeared in April 2020 as key workers were allowed to park for free. Since April 2020 usage, as measured by income, increased each month until the second & third lockdowns occurred. However, since January 2021 usage has increased each month with a step change on 12 April 2021.

3.0 Report Details

- 3.1 This Council operates a large number of car parks in Banbury, Bicester and in Kidlington. They generate a substantial source of income, around £1.9 million per annum in 2019/20 but there are also significant operating costs to ensure the car parks are operated safely and meet the needs of all the different users.
- 3.2 In June 2017 the operation of the car parks was outsourced to Apcoa for an initial five year period. The implementation of this new contract has meant some significant changes such as new car parking machines which not only allow card & contactless payment but also provide much more data on car parking usage.
- 3.3 The current contract comes to an end in May 2022 and options for retendering the contract are starting to be explored including looking at a possible joint contract with Oxfordshire County Council to cover both on street & off-street parking.
- 3.4 The current car parking strategy considers the different stakeholders including businesses in the three urban centres, the users and the Council who own & operate the car parks. The aim of the strategy and the action plan is to balance the needs of the main stakeholders.
- 3.5 The main area of disagreement can often be car parking charges. Some businesses and individuals want the Council to offer free car parking. However, the car parks cost a significant amount to operate & maintain to ensure safe standard are achieved. Consequently, offering free car parking would be a very significant cost to the Council and would effectively subsidise car parking. Even options such as making the first hour or two hours free would substantially reduce income by up to 70%.

- 3.6 Free car-parking would not support the Councils commitment to climate change action, where a significant modal shift to walking, cycling and public transport is required.
- 3.7 The Council's car park charges are benchmarked each year against surrounding towns and consistently show that charges in Banbury & Bicester are below most surrounding towns. The only town cheaper being Witney. The charges compared to nearby towns are set out in Appendix 3 and show that current charges In Banbury & Bicester are low.
- 3.8 The data and information which the Council has built up shows that prior to the pandemic most of the car parks in Banbury & Bicester are busy and have limited spare capacity.
- 3.9 The belief that the Council's car parking charges deter visitors to the town centres are not backed up by the data. Two of the busiest car parks are Market Place in Banbury and Market Square in Bicester where a premium is paid for car parking. The data shows these car parks are extremely busy with users being prepared to pay the premium for the added convenience for their location.
- 3.10 In Bicester, despite car parking being free for the first two hours at Sainsburys other Council car parks in the town are busy. Clearly for many, location and convenience for the businesses people wish to visit are often more important than overall charges.
- 3.11 It is proposed that since car parking charges are below the levels of key nearby towns that the hourly rate rises to £1/hr. The detailed proposed charges are set out in Appendix 1. This will be the first rise in charges in Banbury in ten years. Blue badge holders are unaffected by the price change. The expected change is charges will raise around £400k in a full financial year. Since the charges are likely to be implemented during July, but before August, the changes will increase income by up to £260k in 2021/22 and £400k in 2022/23.
- 3.12 With the extension to Castle Quay opening in 2021 and much of the development being around the night time economy it is proposed that to encourage the growth in this area that the charges in both Banbury and Bicester which currently run until 7pm are amended and charges cease at 6pm. The changes on income on this move is relatively small and the changes will bring the car park operating hours in line with Castle Quay's car parking.
- 3.13 Pay on exit is proving popular with Cattle Market in Bicester & Bolton Road in Banbury being in operation. Pay on exit means that users do not have to hurry back to their vehicles if their intended visit turns out to be longer than planned, as they pay for their parking just before they leave. Pay on exit also means a reduced need for enforcement inspections as there are no pay & display tickets to check. The intention in the car parking action plan is to extend pay on exit further with the new car park in Cherwell Drive also planned to be pay on exit and the intention is to convert at least one other car park to pay on exit during 2021/22.
- 3.14 The pandemic has helped people move away from cash and both card and payment through phone payment through Apcoa connect. Moving away from cash reduces the need for cash collections and potentially reduces damage to machines from individuals attempting to gain access to the cash box. However, contactless

payment on some machines is taking too long for authorisation of payment and work is taking place to improve response times. This delay varies by location, with some machines the response is good, others are much slower taking up to 40 seconds. The delay is related to the 4G signal strength and some processing delays. Apcoa are working to try and improve matters to help further encourage card payments being made.

3.15 The table below sets out the impact of coronavirus on car parking as measured by income levels in 2020/21 compared to 2019/20

	2019/20	2020/21	Change	% reduction
April	£159,968	£21,090	£138,878	-87%
May	£170,791	£27,809	£142,982	-84%
June	£145,976	£54,472	£91,504	-63%
July	£169,120	£112,560	£56,560	-33%
August	£152,439	£125,064	£27,375	-18%
September	£172,264	£126,680	£45,584	-26%
October	£166,579	£132,368	£34,211	-21%
November	£164,009	£84,136	£79,873	-49%
December	£168,505	£130,105	£38,400	-23%
January	£163,059	£55,074	£107,985	-66%
February	£156,296	£62,177	£94,119	-60%
March	£119,218	£85,703	£33,515	-28%
Total	£1,908,224	£ 1,017,238	£890,986	-47%

3.16 The overall usage in the whole year is 47% down. Even in the best month October 2020 income was 21% below 2019 levels. Although short stay parking was good, it appears that long stay parking, often associated with people working in the urban centres was lagging behind with many people still working from home.

3.17 A number of improvements can be made to our car parking mix. Firstly, it is proposed Bolton Road moves to a short stay car park once the new long stay car park in Cherwell Drive is complete. This will help increase the footfall into the centre of Banbury. Currently the car park is often full with cars parking all day. By moving to short stay the number of vehicles using the site will increase and hence the footfall into the town centre should further improve.

3.18 Secondly, it is proposed that Chapel Brook car park in Bicester is changed to a long stay car park. The car park is under utilised as a short stay and its location makes it more suitable for a long stay car park.

3.19 The Park & Charge project is underway with charging units in operation in the Cattle Market in Bicester. Other car parks are expected to follow this summer. The vehicle charging facilities will provide an opportunity for those who have no driveway to park their car overnight at a safe location and pick up their fully charged vehicle in

the morning. It will also allow visitors and those who work in the urban centres to charge their electric vehicles during the day.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The Car Parking Strategy and the associated action plan has been developed with the input of elected members and other key stakeholders. The strategy was approved last autumn and the action plan is regularly reviewed & updated
- 4.2 The number of pay on exit car parks are gradually increasing, Civil Parking Enforcement will be implemented in late 2021 and electric charging facilities are starting to be installed. The charges in car parks have been reviewed and are below comparable nearby towns
- 4.3 The recommended changes in charges brings the charges in line with towns in the neighbouring areas. This change if it had been implemented from April 2021 would have raised £400k during 2021/22. The proposed change during July will generate around £260k in 2021/22 and £400k in 2022/23 subject to car parking numbers recovering after the pandemic. To achieve higher levels of increased income in 2021/22 would require steeper rises in charges which would move parking charges above some neighbouring towns and even some other existing providers in the district.

5.0 Consultation

Public Consultation to the Strategy in 2019

Public Consultation to the Business proposal to review charges in 2021

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To adopt the recommendations.

Option 2: To reject the recommendations and to ask officers to review matters including the revised parking charging levels

7.0 Implications

7.1 Financial and Resource Implications

Car Parking is a significant source of income to the Council. The increase to £1/hour should raise £400k in a full financial year. The proposed changes in charges during July should raise up to £260k in 2021/22 and £400k in 2022/23.

This will result in an in-year shortfall of £140k against the original budget proposals. The service will need to look for in-year mitigations to address this shortfall, which will be identified as part of the budget monitoring process.

Comments checked by:

Michael Furness, Assistant Director of Finance 01295 221845

michael.furness@cherwell-dc.gov.uk

Legal Implications

- 7.2 Officers will need to be conscious of the need to calibrate the council's parking orders with the proposed changes, which will entail further statutory consultation in accordance with The Road Traffic Regulation Act 1984 and associated Regulations.

Comments checked by:

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

richard.hawtin@cherwell-dc.gov.uk,

Risk Implications

- 7.3 Car Parking can be an area of significant comment from users and businesses. It is important a balance exists between the different stakeholders. The shortfall of income will be managed closely as part of regular reviewing of the deliverability of the budget. The risks are managed as part of the services operational risk register and escalated to the leadership risk register as and when necessary.

Comments checked by:

Louise Tustian, Head of Insight and Corporate Programmes, 01295 221786,

Louise.Tustian@cherwell-dc.gov.uk

Equalities & Climate Implications

- 7.4 An equalities and climate impact assessment has been carried out on the proposed changes including increasing charges. The changes have no negative impacts but positively supports car parking for those with mobility disabilities and ensures the car

parks remain safe for all those in the community. The introduction of charging facilities will help in the move from the Internal Combustion Engine (ICE) to electric vehicles

Comments checked by:

Emily Schofield Acting Head of Strategy, 07881 311707

emily.schofield@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: Yes

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

An enterprising economy with strong & vibrant local centres

Lead Councillor

Councillor Dan Sames Lead Member for Clean & Green

Document Information**Appendix number and title**

- Appendix 1 Car Parking Charges
- Appendix 2 Car Parking Action Plan
- Appendix 3 Car Parking Charges comparison

Background papers

None

Report Author and contact details

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

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Car Parking

Discretionary Fees and Charges	Fee 19-20 (excl. VAT)	Fee 20-21 (excl. VAT)	Proposed Fee 21-22 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Banbury Short Stay (Charges apply 8am-6pm. Free Parking after 6pm)							
Market Place Monday To Saturday							
0 -30 minutes	£0.80	£0.80	£1.00		£0.20	25.0%	
0 - 1 hour	£0.00	£1.20	£1.50		£0.30	25.0%	
Market Place Sunday and Bank Holidays							
0 - 1 hour	£0.00	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.00 flat rate	£0.00	£1.50	£1.50		£0.00	0.0%	
Horsefair West Monday To Saturday							
0 - 1 hour	£0.00	£0.80	£1.00		£0.20	25.0%	
1 - 2 Hours	£0.00	£1.60	£2.00		£0.40	25.0%	
2 - 3 Hours	£0.00	£2.20	£2.80		£0.60	27.3%	
Horsefair West Sunday and Bank Holidays							
0 - 1 hour	£0.00	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.00 flat rate	£0.00	£1.50	£1.50		£0.00	0.0%	
Calthorpe Street West (part) Monday To Saturday							
0 - 1 hour	£0.00	£0.80	£1.00		£0.20	25.0%	
1 - 2 Hours	£0.00	£1.60	£2.00		£0.40	25.0%	
2 - 3 Hours	£0.00	£2.20	£2.80		£0.60	27.3%	
Calthorpe Street West (part) Sunday and Bank Holidays							
0 - 1 hour	£0.00	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.00 flat rate	£0.00	£1.50	£1.50		£0.00	0.0%	
Calthorpe Street East Monday To Saturday							
0 - 1 hour	£0.00	£0.80	£1.00		£0.20	25.0%	
1 - 2 Hours	£0.00	£1.60	£2.00		£0.40	25.0%	
2 - 3 Hours	£0.00	£2.20	£2.80		£0.60	27.3%	
Calthorpe Street East Sunday and Bank Holidays							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.50	£1.50		£0.00	0.0%	

Discretionary Fees and Charges	Fee 19-20 (excl. VAT)	Fee 20-21 (excl. VAT)	Proposed Fee 21-22 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
South Bar East (part) up to Calthorpe Street Monday To Saturday							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
1 - 2 Hours	£1.60	£1.60	£2.00		£0.40	25.0%	
2 - 3 Hours	£2.20	£2.20	£2.80		£0.60	27.3%	
South Bar East (part) up to Calthorpe Street Sunday and Bank Holidays							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.50	£1.50		£0.00	0.0%	
North Bar East Monday To Saturday							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
1 - 2 Hours	£1.60	£1.60	£2.00		£0.40	25.0%	
2 - 3 Hours	£2.20	£2.20	£2.80		£0.60	27.3%	
North Bar East Sunday and Bank Holidays							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.50	£1.50		£0.00	0.0%	
The Mill Monday To Saturday							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
1 - 2 Hours	£1.60	£1.60	£2.00		£0.40	25.0%	
2 - 3 Hours	£2.20	£2.20	£2.80		£0.60	27.3%	
The Mill Sunday and Bank Holidays							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.50	£1.50		£0.00	0.0%	
Chamberlaine Court Monday To Saturday							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
1 - 2 Hours	£1.60	£1.60	£2.00		£0.40	25.0%	
2 - 3 Hours	£2.20	£2.20	£2.80		£0.60	27.3%	
Chamberlaine Court Sunday and Bank Holidays							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.50	£1.50		£0.00	0.0%	
Bridge Street (Blue Badge Holders Only) Monday To Saturday							
0 - 1 hour	£0.00	£0.00	£0.00		£0.00	0.0%	
Bridge Street (Blue Badge Holders Only) Sunday and Bank Holidays							
0 - 1 hour	£0.00	£0.00	£0.00		£0.00	0.0%	
Free of charge up to maximum stay permitted							

Discretionary Fees and Charges	Fee 19-20 (excl. VAT)	Fee 20-21 (excl. VAT)	Proposed Fee 21-22 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Banbury Long Stay (charges apply 8am-6pm. Free Parking after.							
Riverside Monday To Saturday							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
1 - 2 Hours	£1.60	£1.60	£2.00		£0.40	25.0%	
2 - 3 Hours	£2.20	£2.20	£2.80		£0.60	27.3%	
3 - 4 Hours	£2.80	£2.80	£3.50		£0.70	25.0%	
Day rate up to 6pm	£3.50	£3.50	£4.50		£1.00	28.6%	
Riverside Sunday and Bank Holidays							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.50	£1.50		£0.00	0.0%	
South Bar East and West Monday To Saturday							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
1 - 2 Hours	£1.60	£1.60	£2.00		£0.40	25.0%	
2 - 3 Hours	£2.20	£2.20	£2.80		£0.60	27.3%	
3 - 4 Hours	£2.80	£2.80	£3.50		£0.70	25.0%	
Day rate up to 6pm	£3.50	£3.50	£4.50		£1.00	28.6%	
South Bar East and West Sunday and Bank Holidays							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.50	£1.50		£0.00	0.0%	
North Bar West Monday To Saturday							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
1 - 2 Hours	£1.60	£1.60	£2.00		£0.40	25.0%	
2 - 3 Hours	£2.20	£2.20	£2.80		£0.60	27.3%	
3 - 4 Hours	£2.80	£2.80	£3.50		£0.70	25.0%	
Day rate up to 6pm	£3.50	£3.50	£4.50		£1.00	28.6%	
North Bar West Sunday and Bank Holidays							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.50	£1.50		£0.00	0.0%	
Calthorpe Street West Monday To Saturday							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
1 - 2 Hours	£1.60	£1.60	£2.00		£0.40	25.0%	
2 - 3 Hours	£2.20	£2.20	£2.80		£0.60	27.3%	
3 - 4 Hours	£2.80	£2.80	£3.50		£0.70	25.0%	
Day rate up to 6pm	£3.50	£3.50	£4.50		£1.00	28.6%	
Calthorpe Street West Sunday and Bank Holidays							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.00 flat rate	£1.00	£1.50	£1.50		£0.00	0.0%	

Discretionary Fees and Charges	Fee 19-20 (excl. VAT)	Fee 20-21 (excl. VAT)	Proposed Fee 21-22 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Windsor Street Monday To Saturday							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
1 - 2 Hours	£1.60	£1.60	£2.00		£0.40	25.0%	
2 - 3 Hours	£2.20	£2.20	£2.80		£0.60	27.3%	
3 - 4 Hours	£2.80	£2.80	£3.50		£0.70	25.0%	
Day rate up to 6pm	£3.50	£3.50	£4.50		£1.00	28.6%	
Windsor Street Sunday and Bank Holidays							
0 - 1 hour	£0.00	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.50 flat rate	£0.00	£1.50	£1.50		£0.00	0.0%	
Bolton Road Monday To Saturday							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
1 - 2 Hours	£1.60	£1.60	£2.00		£0.40	25.0%	
2 - 3 Hours	£2.20	£2.20	£2.80		£0.60	27.3%	
3 - 4 Hours	£2.80	£2.80	£3.50		£0.70	25.0%	
Day rate up to 6pm	£3.50	£3.50	£4.50		£1.00	28.6%	
Bolton Road Sunday and Bank Holidays							
0 - 1 hour	£0.00	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.50 flat rate	£0.00	£1.50	£1.50		£0.00	0.0%	
Compton Road Monday To Saturday							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
1 - 2 Hours	£1.60	£1.60	£2.00		£0.40	25.0%	
2 - 3 Hours	£2.20	£2.20	£2.80		£0.60	27.3%	
3 - 4 Hours	£2.80	£2.80	£3.50		£0.70	25.0%	
Day rate up to 6pm	£3.50	£3.50	£4.50		£1.00	28.6%	
Compton Road Sunday and Bank Holidays							
0 - 1 hour	£0.80	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.50 flat rate	£0.00	£1.50	£1.50		£0.00	0.0%	
Compton Road lay over (Coaches only) - no charge							
0 - 1 hour	£0.00	£0.00	£0.00		£0.00	0.0%	
Drop Off - Pick Up Points							
Bridg Street (all week)							
0 - 15 minutes	£0.30	£0.30	£0.40		£0.10	33.3%	
Horsefair East - Coaches Drop Off/Pick Up - no charge	£0.00	£0.00	£0.00		£0.00	0.0%	

BANBURY / BICESTER SEASON TICKET PRICES

5 DAY PERMIT VALID MON - FRI	TICKET PRICE	INCREASE	% Increase
ANNUAL	£560.00	£700.00	25.0%
QUARTERLY	£155.00	£195.00	25.80%
MONTHLY	£55.00	£70.00	27.20%

7 DAY PERMIT VALID MON - SUN	PRICE	INCREASE	% Increase
ANNUAL	£730.00	£910.00	24.60%
QUARTERLY	£200.00	£250.00	25.00%
MONTHLY	£70.00	£90.00	28.50%

Discretionary Fees and Charges	Fee 19-20 (excl. VAT)	Fee 20-21 (excl. VAT)	Proposed Fee 21-22 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Discretionary Fees and Charges	Fee 19-20 (excl. VAT)	Fee 20-21 (excl. VAT)	Proposed Fee 21-22 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Bicester Short Stay (Charges apply 8am-6pm. Free Parking after 6pm)							
Market Square Monday To Saturday							
0 - 30 Minutes	£0.00	£0.80	£1.00		£0.20	25.0%	
0 - 1 Hour	£0.00	£1.20	£1.50		£0.30	25.0%	
Market Square Sunday and Bank Holidays					0	0	
0 - 1 Hour	£0.00	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.00 flat rate	£0.00	£1.50	£1.50		£0.00	0.0%	
Claremont Monday To Saturday					0	0	
0 - 1 hour	£0.00	£0.80	£1.00		£0.20	25.0%	
1 - 2 Hours	£0.00	£1.60	£2.00		£0.40	25.0%	
2 - 3 Hours	£0.00	£2.20	£2.80		£0.60	27.3%	
Claremont Sunday and Bank Holidays					0	0	
0 - 1 hour	£0.00	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.00 flat rate	£0.00	£1.50	£1.50		£0.00	0.0%	
Chapel Brook Monday To Saturday					0	0	
0 - 1 hour	£0.00	£0.80	£1.00		£0.20	25.0%	
1 - 2 Hours	£0.00	£1.60	£2.00		£0.40	25.0%	
2 - 3 Hours	£0.00	£2.20	£2.80		£0.60	27.3%	
Chapel Brook Sunday and Bank Holidays					0	0	
0 - 1 hour	£0.00	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.00 flat rate	£0.00	£1.50	£1.50		£0.00	0.0%	
Victoria Road Monday To Saturday					0	0	
0 - 1 hour	£0.00	£0.80	£1.00		£0.20	25.0%	
1 - 2 Hours	£0.00	£1.60	£2.00		£0.40	25.0%	
2 - 3 Hours	£0.00	£2.20	£2.80		£0.60	27.3%	
Victoria Road Sunday and Bank Holidays					£0.00	0.0%	
0 - 1 hour	£0.00	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.00 flat rate	£15.20 per car	£1.50	£1.50		£0.00	0.0%	
Bicester Long Stay					£0.00	0.0%	
Cattle Market Monday To Saturday					0	0	
0 - 1 hour	£0.00	£0.80	£1.00		£0.20	25.0%	
1 - 2 Hours	£0.00	£1.60	£2.00		£0.40	25.0%	
2 - 3 Hours	£0.00	£2.20	£2.80		£0.60	27.3%	
3 - 4 Hours	£0.00	£2.80	£3.50		£0.70	25.0%	
Day rate up to 6pm	£0.00	£3.50	£4.50		£1.00	28.6%	
Cattle Market Sunday and Bank Holidays					0	0	
0 - 1 hour	£0.00	£0.80	£1.00		£0.20	25.0%	
Over 1 hour £1.00 flat rate	£2.05	£1.50	£1.50		£0.00	0.0%	
Discretionary Fees and Charges	Fee 19-20 (excl. VAT)	Fee 20-21 (excl. VAT)	Proposed Fee 21-22 (excl. VAT)	Risk	Actual Increase	% Increase	Notes
Kidlington Short Stay							
Curtis Place (all week) - no charge	£0.00	£0.00	£0.00		£0.00	0.0%	
Kidlington Long Stay							
Curtis Place (all week) - no charge	£0.00	£0.00	£0.00		£0.00	0.0%	

Appendix 2 - Cherwell District Council Car Parking Action Plan (April 2021)

ES 1 Maintain our car parking so they provide a safe place to park and discourage anti-social behaviour

	Initiative	Action	Timescale	Milestones	Update	Lead Officer
1	Maintain our car parks so users feel safe	Ensure lighting standards are good and car parks are well lit	Annual Survey during Winter 21/22	1. Carry out survey on lighting 2 Action on poor or failed lighting	Lighting standards good	Assistant Director Environmental Services

ES2: Maintain our car parks to a high standard which contributes positively to the character of our town centres and provides a high quality experience for our customers

	Initiative	Action	Timescale	Milestones	Update	Lead Officer
1	Continue to maintain our car parks so visually and functionally they are easy to use	Ensure car parks are inspected regularly for potholes, poor line marking, damaged street furniture.	On going	Lining work in car parks completed where lines had faded Summer 20/	Chamberlaine Court & The Mill work following Castle Quay development to be completed in May/June	Assistant Director Environmental Services

ES3 Play our part in responding to the increasing demand for electric charging points

	Initiative	Action	Timescale	Milestones	Update	Lead Officer
1	Understand the demand for electric charging points	Work with providers and partners in Park & Charge project for provision to meet anticipated need Continue to monitor provision of charge points	Park & Charge implementation in Summer 21 Ongoing	Electric charging points due to be installed in Summer 21.	First points installed for testing Cattle Market Bicester. Other sites due to commence in June 21	Assistant Director Environmental Services Assistant Director Environmental Services

HRE1 Design the lighting, layout and surfaces of our car parks so they support users with additional physical needs

	Initiative	Action	Timescale	Milestones	Update	Lead Officer
1	Ensure lighting, layout and surfaces in car parks affected by Castle Quay development are fit for purpose	1 Survey car parks especially disabled spaces	Annually	Implementation of improvements	Due in Autumn 21	Assistant Director Environmental Services

HRE2 Work with Oxfordshire County Council and other districts to improve the management of on-street parking and parking restrictions

	Initiative	Action	Timescale	Milestones	Update	Lead Officer
1	Work with Oxfordshire County Council & other partners on exploring Civil Parking Enforcement options	CPE progressing with Oxfordshire County Council , Vale of White Horse & South Oxfordshire	Project commenced 19/20 Implementation planned for November 2021	Production of feasibility report in Autumn 20/21 Application submitted in February 21	Implementation due in November 21	Assistant Director Environmental Services Assistant Director Environmental Services

HRE3 : Seek ways in which our car parks can promote and support the leisure, community and recreational activities in our town centres

	Initiative	Action	Timescale	Milestones	Update	Lead Officer
1	Support events in our urban centres	Raise the awareness of Events taking place in our urban centres, whether run by CDC, Banbury or Bicester Town Councils, Kidlington Parish Council or other partners, this can be delivered by providing space for banners to support such events.	On going	Delayed due to coronavirus as Events are not encouraged	Awaiting pandemic developments	Assistant Director Environmental Services

HRE4 : Ensure our car parks return to normal following weather events such as heavy snowfall

	Initiative	Action	Timescale	Milestones	Update	Lead Officer
1	Review adverse weather plans	Review gritting policy Identify priority for restoring capacity following events	Annually	Develop and implement revised policy for winter 2021/22	Due Autumn 21	Assistant Director Environmental Services Assistant Director Environmental Services

EE 1 : Improve awareness of our car parks, and the valuable role they play in supporting our town centres, through improved promotion and marketing activities

	Initiative	Action	Timescale	Milestones	Update	Lead Officer
1	Improve the awareness of our car parks	Review signage to the car parks so our car parks are easy to find Review signage in Bicester	During 2019/20 2021/22	Signage improved in Banbury in 19/20 Install additional signage if required	Signage will be revisited along with implementation of CPE Some improvements required summer 21	Assistant Director Environmental Services Assistant Director Environmental Services

EE 2 : Review our car parking charges so they encourage maximum use of our car parks in a way that supports the needs of businesses, workers, shoppers and commuters whilst ensuring value for money for all tax payers

	Initiative	Action	Timescale	Milestones	Update	Lead Officer
1	Ensure our car parking charges are competitive	Benchmark annually our charges against surrounding towns and other local providers	Annually	Review for each business planning cycle	Carried out in April 2021	Assistant Director Environmental Services Landscape & Street scene manager
2	Ensure a good balance of ultra short, short and long stay spaces	Review balance of spaces across urban centres	Last quarter 20/21	Review before end of 20/21 following	Due for consideration June	Assistant Director Environmental

	exist			Pay on exit work at Bolton Road changing to short stay when a new long stay at Cherwell Drive opens	Executive	Services Landscape & Street scene manager
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EE 3: Ensure car parking capacity is considered as our urban centres grow

	Initiative	Action	Timescale	Milestones	Update	Lead Officer
1	Monitor usage of car parks to understand capacity at all car parks	Identify areas of capacity shortfall Explore options to increase capacity in Banbury along side the opening of Castle Quay 2 Protect existing capacity	On going During 2020/21 Ongoing	Annually Additional new capacity planned for Cherwell Drive 2021/2022	Daily data on overall usage available	Assistant Director Environmental Services Assistant Director Environmental Services Assistant Director Environmental Services

EE 4: Ensure car parking services utilises new technologies where appropriate including in the areas of information & payment

	Initiative	Action	Timescale	Milestones	Update	Lead Officer
1	Utilise technology where customer service benefits can be delivered	Keep up to date with developing technology Encourage the use of card & Apcoa Connect	Ongoing On going	Reduce cash payments while increasing card & phone usage		Assistant Director Environmental Services Assistant Director Environmental Services

		Increase number of pay on exit car parks	Summer 21	New car park at Cherwell Drive	Complete late summer	Assistant Director Environmental Services
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Appendix 3 Car Parking Charge comparison

Area	Charge per hour
Aylesbury	£1
Leamington	£1.10
Northampton	£1
Oxford	£3
Stratford upon Avon	£1
Warwick	£1.10
Witney	Free

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Cherwell District Council

Executive

7 June 2021

Oxfordshire Economic Recovery Plan

Report of Assistant Director - Growth and Economy

This report is public

Purpose of report

The purpose of this report is for the Executive to formally support and endorse the Oxfordshire Economic Recovery Plan (ERP).

1.0 Recommendations

The meeting is recommended:

- 1.1 To support and endorse the Oxfordshire Economic Recovery Plan
- 1.2 To ensure that key elements of the ERP are incorporated into the emerging Recovery and Prosperity Strategy for Cherwell (formerly the Cherwell Industrial Strategy) and will incorporate key projects such as job fairs as part of a comprehensive response to the District's economic recovery from the pandemic.

2.0 Introduction

- 2.1 Local Enterprise Partnerships (LEPs) throughout the country were asked by government during the summer/autumn of 2020 to prepare Economic Recovery Plans (ERPs) for their areas as a response to the economic emergency brought about by the pandemic.
- 2.2 OxLEP, the LEP for Oxfordshire, brought together a Task Group comprising chief officers from each local authority and senior representatives from both universities with attendance, also, from the Government's *Cities and Local Growth Unit* to develop the ERP.
- 2.3 The Task Group was supported by Steer ED and Cambridge Econometrics. They were commissioned to prepare:
 - a) a detailed economic baseline analysis of the impact which COVID-19 has had upon the Oxfordshire economy including individual economic sectors as well as modelling and projections for economic recovery based on available data and market assessment.

- b) preparation of specific project interventions in targeted areas
- c) an action plan specifying suitable projects to help bring about an economic recovery

3.0 Report Details

- 3.1 Appendix One contains the final ERP Action Plan which was submitted to government by OxLEP at the end of February 2021. The details of the ERP are, therefore, contained within the Appendix.
- 3.2 By way of key information: the ERP provides a comprehensive and co-ordinated County-level economic route map for recovery from the pandemic. The focus is upon helping Oxfordshire's people places and businesses. It spans the period Spring 2021 to Spring 2023.
- 3.3 The ERP does not replace any existing strategies but should be a complement to them. It will also help inform future proposals to government such as the *Levelling-Up Fund* and *UK Shared Prosperity fund*.
- 3.4 The focus of the ERP is upon three strategic themes:
 - a) People – relating to the jobs, skills, and mental/physical health of Oxfordshire's residents;
 - b) Places – reviving and reimagining Oxfordshire's city, towns, villages, and rural areas.
 - c) Businesses – spanning different sizes and sectors
- 3.5 Appendix Two contains the ERP Economic Baseline Assessment, undertaken in late 2020 which provides a comprehensive assessment of the impact of COVID-19 on the Oxfordshire economy and which has informed the ERP Action Plan.
- 3.6 The ERP Action Plan requests an investment of £437m from government to assist in Oxfordshire's economic recovery.
- 3.7 Delivery of the plan will be facilitated through a range of existing structures and mechanisms throughout Oxfordshire and it is envisaged that the districts, including Cherwell, will play their active part in ensuring that this happens.
- 3.8 The emerging Recovery and Prosperity Strategy (RPS) for Cherwell (formerly known as the Cherwell Industrial Strategy) will link in with the ERP and the projects identified within the strategy will closely align and may be funded from funds attracted by the ERP. The details of these will emerge over the summer and autumn as news of the likely funding which the ERP will generate starts to emerge.

4.0 Conclusion and Reasons for Recommendations

- 4.1 The publication of the ERP is welcomed as a positive response to tackling the serious detrimental impact of COVID-19 on the Oxfordshire economy.
- 4.2 The request to HM Government for £437m is a positive and ambitious one; realistically, the chances of achieving this level of funding are unlikely but even a

fraction of this will be a good achievement. The critical thing is how the funding which is attracted is invested. The ERP Action Plan and the Recovery and Prosperity Strategy for Cherwell will set out the various projects and activities required to help deliver economic recovery.

5.0 Consultation

OxLEP undertook considerable consultation with partners and stakeholders throughout Oxfordshire in the development of the ERP including the Oxfordshire Growth Board, various business of different sizes and sectors, local governments, higher education establishments including both universities and HM Government.

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 do nothing and not participate in the development of the ERP. This was rejected because the economic impact of COVID-19 was so great that positive action was needed. It was not realistic.

Option 2: To go it alone – this was rejected because HM Government had asked LEPs to lead on developing Economic Recovery Plans not tier 2 local authorities.

7.0 Implications

Financial and Resource Implications

7.1 There are no financial or resource implications at this stage. Depending upon the level of funding attracted by OxLEP via the ERP, future reports will be produced recommending how the funds should be utilised.

Comments checked by: Kelly Wheeler, Finance Business Partner, 01295 221570, kelly.wheeler@cherwell-dc.gov.uk

Legal Implications

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

Comments checked by: Richard Hawtin, Team Leader – Non-contentious, 01295 221695, richard.hawtin@cherwell-dc.gov.uk

Risk Implications

7.3 The risks associated with the ERP, at this stage, are minimal. The critical point is that doing nothing to respond to the economic impact of the pandemic will be considerable, so this is a very positive set of proposals to help bring about an effective economic recovery. These risks will be managed as part of the

operational/project risk registers associated with all of the projects and escalated as and when necessary to the leadership risk register.

Comments checked by: Celia Prado-Teeling, Performance Team Leader, 01295 22 1556, celia.Prado-Teeling@cherwell-dc.gov.uk

Equality and diversity implications

- 7.4 The aims of the ERP positively embrace and incorporate equality and diversity principles with a focus upon economic inclusion. At each stage of the ERP Action Plan (and associated projects) appropriate Equality Impact Assessments and actions will be undertaken to ensure that no development has a disproportionate impact on any particular group.

Comments checked by: Nicola Riley, Assistant Director – Wellbeing, 01295221724, nicola.riley@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision: No

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

An enterprising economy with strong and vibrant local centres

Lead Councillor

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

Document Information

Appendix number and title

- Appendix One: Economic Recovery Plan Action Plan
- Appendix Two: Economic Recovery Plan Economic Baseline Assessment

Background papers

None

Report Author and contact details

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Oxfordshire's Economic Recovery Plan: The ERP Action Plan



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Appendices

- Appendix A** Full ERP Action Plan Activity List, including activity name, lead organisation, supporting partners, primary funding, and status at 15 February 2021
- Appendix B** Technical note outlining the methodology used to construct the ERP Action Plan

Executive Summary

Purpose and Content

This is the Action Plan for the Oxfordshire Economic Recovery Plan (the ERP Action Plan). It provides a comprehensive and co-ordinated County-level economic route map for recovery from the COVID-19 pandemic, and the damage impacted on Oxfordshire's *People, Places* and *Businesses*. It has a **near-term timeframe covering a period of 24 months, running from Spring 2021 through to Spring 2023.**

It provides a flexible framework for Oxfordshire partners to co-ordinate and target interventions and measures to support recovery at the most effective level, where it is most needed – be it County-wide, at district level or in specific wards. The Plan is complementary to existing investment plans, most notably the **Oxfordshire Local Industrial Strategy** and **The Oxfordshire Investment Plan**. It also acts as a basis for future proposals to Government under the *UK Shared Prosperity Fund*, the *Levelling-Up Fund*, innovation investment through the *UK R&D Roadmap* and funding in support of connectivity projects via DfT and DCMS.

The 'investment ask' of Oxfordshire partners for this Action Plan is £437m. Detail on the composition of this figure is given in Table 1.1, below.

Design

This ERP Action Plan is designed to tackle the key findings evidenced by the ERP Economic Baseline Assessment, undertaken in late 2020, and which provides a comprehensive assessment of the impact of COVID-19 on the Oxfordshire economy. The actions it proposes are set out across **three strategic themes**:

- **People** – relating to the jobs, skills, and mental/physical health of Oxfordshire's residents;
- **Businesses** – across the spectrum of our firms' sizes and their sectoral specialisms; and
- **Places** – reviving and reimagining Oxfordshire's city, towns, villages, and rural areas.

A key additional enabler across these themes is **Connectivity**, and ensuring we have the infrastructure to link our people, places and assets, both digitally and physically.

For each of the three themes, this Action Plan comprises **four 'action streams'** which, together, will provide our recovery response:

- **Action Stream 1: Existing Activities:** activities which are already underway, and which have potential for reorientation or realignment to support economic recovery
- **Action Stream 2: Response Measures:** activities which have been introduced since March 2020 in response to pandemic challenges
- **Action Stream 3: Oxfordshire Investment Plan 'early wins'** – well-developed activities relevant to the timescale of this ERP Action Plan, which have been developed for the *Oxfordshire Investment Plan*



- **Action Stream 4: Target Proposals:** new initiatives developed specifically for this Action Plan to meet the key priorities identified under the Economic Baseline Assessment, not covered by the above Action Streams. These Target Proposals cover the following areas:
 - Improving Labour Supply within and across Sectors;
 - Tackling Social Mobility and Economic Hardship;
 - Business Support Booster – enhancing business support in reach, quality, and specificity
 - Supply Chain Matters – supporting businesses to better manage their supply chains
 - Town Centre Renewal – reviving and repurposing our town centres; and
 - Visitor Economy Renaissance – preparing our Visitor Economy to bounce back.

Our 'ERP Action Plan on a Page' is presented at the end of this Executive Summary, detailing the key actions we will undertake for our *People*, *Business* and *Place* Themes.

The 'Investment Ask'

This ERP Action Plan takes in some 70 activities, with an aggregate project value of c. £1.4 billion¹. Against this total, c. £1 billion of allocated funding is in place, leaving an **'investment ask' of partners to progress this Action Plan of £437 million**. Table 1.1, below, sets out how this is split by action stream:

Table 1-1: The Oxfordshire ERP Action Plan – total, secured, and required funding values

Action Stream	Investment Ask (£m)
Action Stream 1: Existing Activities	345
Action Stream 2: Recovery Measures	-
Action Stream 3: Oxfordshire Investment Plan 'early wins'	51
Action Stream 4: Target Proposals (x6)	41
ERP Action Plan Total	437

Sources: OxLEP, Oxfordshire County Council, Oxfordshire Districts

Delivering the Plan

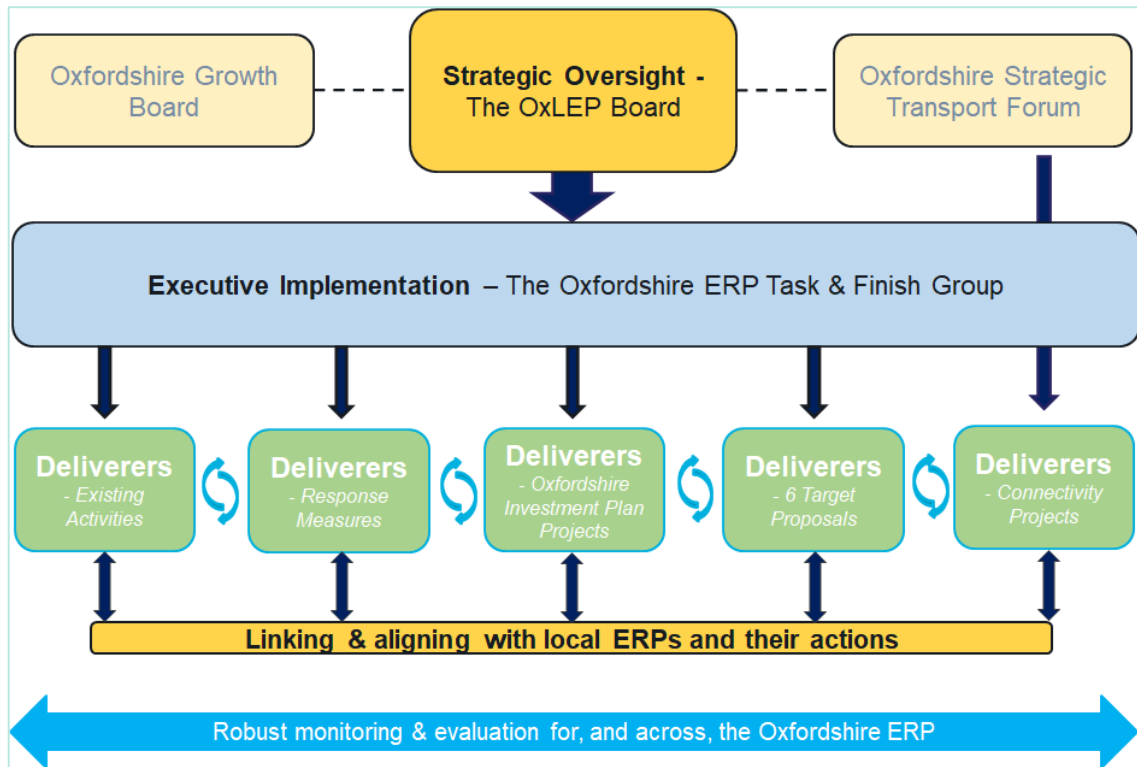
We want this to be a well-executed Action Plan, with tight overall strategic oversight, high-quality and proactive execution capability, and expert and effective deliverers who leverage their operational expertise to drive impactful actions on the ground. Recognising these requirements, the Plan will have a simple three-tier governance and oversight structure with responsibilities as follows:

- **Overall Strategic Oversight: to be provided by the OxLEP Board**, which will be accountable to the County's people, businesses and places for the impact of the ERP. There will be close strategic liaison and progress review with the Oxfordshire Growth Board (to maximise the coordination of impact across the economy), and the Oxfordshire Strategic Transport Forum (given its lead role in progressing the digital and physical connectivity activities under this Action Plan).

¹Of the secured funding, £614m is being channelled directly to businesses in the form of nationally provided loans from the British Business Bank. A further £162m is accounted for in the form of nationally-provided grants, being distributed through Oxfordshire's District Councils.

- **Executive Implementation: to fall to the existing ERP Task Group**, which will be accountable to the OxLEP Board for the ERP's implementation and progress; and
- **Action Delivery:** this will fall to expert project partners and task groups as they deliver the actions and initiatives within this Action Plan.

Figure 1-1: Oxfordshire's ERP Action Plan - governance structure



Source: OxLEP, 2021

At all stages, governance of this Oxfordshire ERP Action Plan will align and support the individual district-level ERPs which are being progressed by Councils - delivering synergy, sharing best practice, and understanding 'what works'.

Our Next Steps

Time is of the essence for this Action Plan, and so **we need collectively to move promptly and effectively on its delivery and implementation, maximising resources as efficiently as possible.** Underpinning this, we will be putting in place key monitoring, evaluation and gateway milestones to measure progress of the Plan and its impact, to ensure it remains fresh, targeted and effective. This includes:

- **Preparing a clear Delivery Timetable**, identifying the Plan's key stage-gates, milestones, and implementation dependencies, and committing to a refresh of this this on a four-monthly cycle;
- **Developing the Monitoring and Evaluation Framework** we will use collectively to track Action Plan progress and impact, securing appropriate resource for this to be a substantive and value-adding activity;
- **Agree the processes by which the ERP Economic Baseline Assessment will be refreshed**, and iterated back into this Action Plan, to ensure the latter remains relevant and appropriate.

- **Alongside this, we will engage with relevant Central Government Departments and Agencies** to identify where/how/when the resources to support proposals in this Action Plan can be secured and be progressed at pace to support Oxfordshire's, and the wider UK's, economic recovery.

This Action Plan is vital for the future of our people, businesses and places – everyone has a role to play in making it happen. Oxfordshire partners look forward to working fully and energetically with you in ensuring its success.

Making Contact

Further detail regarding the Oxfordshire ERP and its ongoing development are available from **Ahmed Goga, Director of Strategy, OxLEP, ahmed.goga@oxfordshirelep.com**

19 February 2021

ERP Action Plan on a Page

	 Reskilling: People	 Resilient: Businesses	 Reviving: Places
Key Challenges	<p>Low-income families, women, the young, & vulnerable groups hardest hit</p> <p>Those who cannot work from home have been affected more strongly</p>	<p>Businesses reliant on face-to-face/ in situ activities hardest hit</p> <p>Some sectors doing well (life sciences), others decimated (hospitality, visitor economy)</p>	<p>Visitor Economy & Town Centres hit very hard. Much reduced footfall & spend</p> <p>'15-minute community'</p> <p>Expanded & adapted connectivity required</p>
Activity Stream 1 <i>Existing Activities</i>	<p>Skills infrastructure & facilities from Level 3 up, in growth industries</p> <p>Workplace based flexible training</p>	<p>Growth Hub delivered core business support</p> <p>LGF funded R&D facility infrastructure</p>	<p>Place & Connectivity Infrastructure projects</p> <p>Spaces for Innovative businesses to grow</p>
Activity Stream 2 <i>Response Measures</i>	<p>Community focused IAG for people who have lost jobs</p> <p>Creating employment opportunities linking people to new developments</p>	<p>National level cashflow support initiatives – largely non-discretionary</p> <p>GBF & private sector funded R&D facility development</p>	<p>Digital connectivity improvements</p> <p>Redesigned transport logistics for Oxford City</p> <p>Town Centre Renaissance – Meanwhile Spaces</p>
Activity Stream 3 <i>Early Wins:</i> <i>Oxfordshire Investment Plan</i>	<p>Oxfordshire Social Contract – T-Level provision, social mobility, in work skills development</p> <p>Inclusive Economy Commission</p>	<p>Internationalisation Plan</p> <p>Creative & Cultural Industries Hub</p> <p>Visitor Economy investment</p>	<p>Five Large infrastructure projects</p> <p>Rail service & road congestion improvements</p> <p>New active travel routes</p>
Activity Stream 4 <i>New Target Proposals</i>	<p>Tackling Social Mobility and Economic Hardship</p> <p>Improving labour supply within and across sectors</p>	<p>Integrated Enhanced Growth Hub</p> <p>'Supply Chain Matters'</p>	<p>Reimagined Town Centres which are attractive, connected & inclusive</p> <p>The Recovery & Investment of the Visitor Economy</p>
 <p>Rebuilding: Connectivity - Sustainable, efficient & healthy transport & digital infrastructure</p>			

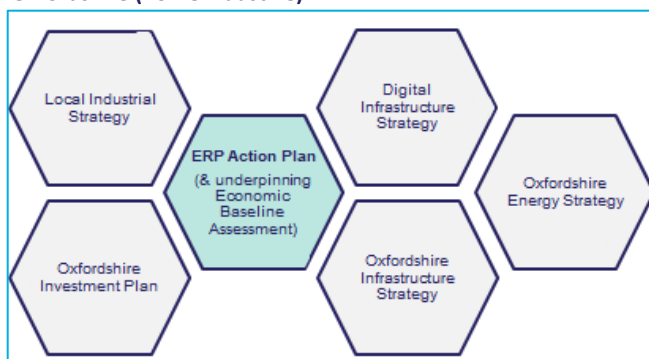
1 Introduction

Purpose

1.1 This is the **Action Plan** for the Oxfordshire Economic Recovery Plan (the ERP Action Plan). It provides a comprehensive and co-ordinated County-level economic route map for recovery from the COVID-19 pandemic, and the damage impacted on Oxfordshire's *People, Places and Businesses*. It has a near-term timeframe covering a period of 24 months, running from Spring 2021 through to Spring 2023. It is one of the family of documents driving the County's socio-economic development and growth, as summarised in Figure 1-1'

1.2 Critically, **this ERP Action Plan is a living document**, intended to be under constant review and reiterated regularly to ensure that action and activity remain relevant and aligned to changing economic needs. It provides a framework for Oxfordshire partners to co-ordinate and target interventions and measures to support recovery, and is complementary to existing investment plans, most notably the

Figure 1-1: Oxfordshire's ERP and the wider family of plans for Oxfordshire (non-exhaustive)



Oxfordshire Local Industrial Strategy and **The Oxfordshire Investment Plan**. It also acts as a basis for future proposals to Government under the *UK Shared Prosperity Fund*, the *Levelling-Up Fund*, innovation investment through the *UK R&D Roadmap* and funding in support of connectivity projects via DfT and DCMS.

1.3 This ERP Action Plan is developed with a range of strategic partners and will continue to be collaborative, flexible and complementary in its implementation, enabling actions to be targeted where it is most needed – bit it County-wide, at district level or in specific wards.

Context

1.4 In July 2020, Oxfordshire convened a senior stakeholder Task Group led by OxLEP and comprising chief officers from Oxfordshire's six local authorities, senior representatives from the University of Oxford and Oxford Brookes University and the Oxfordshire Growth Board, to oversee the development of a County-wide COVID-19 Economic Recovery Plan (ERP).

1.5 Although only four-months into the global crisis, it was clear to the Task Group that COVID-19's impact would go well beyond the pandemic's devastating health impacts and create a ripple-effect into Oxfordshire's local and sub-regional economies.

1.6 Whilst central government provided immediate nationwide COVID-19 assistance through the Job Retention Scheme (JRS, commonly referred to as *Furlough*) and subsequent *Kick-start* programmes, Oxfordshire's partners were keen to identify what was required in the Oxfordshire context to support 'Recovery and Renewal' across the County, post-COVID-19.

1.7 Due to the immediate economic challenges created by the pandemic and the disruption caused to employment, trade, and supply chains in specific parts of the economy, the ERP will have a near term focus covering an immediate period of 24 months. It will look at the ways and means to maximise existing activities and introduce additional responses, to regain the pre-COVID-19 growth trajectory for the County and its places. The ERP's immediate purpose is to coordinate and galvanise a County-wide response. Should additional COVID-19 recovery support measures be introduced by government, then the Plan would also work to underpin subsequent Oxfordshire policies and funding submissions.

1.8 In preparing the ERP, two documents have been prepared:

- A preceding companion document, **the ERP Economic Baseline Assessment**, presents the socio-economic data and forecasts for Oxfordshire and its districts, pre-and post-COVID-19. As such, it provides the authoritative and independent assessment of how, and where, the pandemic has affected the economy, and what has been 'lost' to the County and its places as a consequence of the crisis; and
- This document, **the ERP Action Plan**, takes the evidence base and uses this as the foundation to develop a formal and proactive plan of economic recovery for Oxfordshire with a suite of proposals which are tune to Countywide, district and ward level delivery.

The ERP Action Plan – Themes and Action Streams . . .

1.9 This ERP Action Plan is designed to tackle the key findings evidenced by the ERP Economic Baseline Assessment; these findings are summarised in Figure 1-3, grouped by the **three themes** which frame the Baseline Assessment:

- **People** – relating to the jobs, skills and mental/physical health of Oxfordshire's residents;
- **Businesses** – the drivers of Oxfordshire's economy, from pre-starts and micro businesses to global science and technology firms; and
- **Places** – the physical infrastructure of Oxfordshire towns, villages and rural areas.

1.10 A key enabler across these three themes is **Connectivity**: the vital infrastructure required to link our people and assets digitally and physically.

1.11 This ERP Action Plan comprises four types of actions which, in concert, can provide the mix and reach of a stronger and resilient recovery response. These **Action Streams** are summarised in Figure 1-2, and expanded on below.

1.12 The ERP Action Plan's four Action Streams are as follows:

- **Action Stream 1 - Existing Activities:** comprises those activities and measures which are already underway, and which have potential for reorientation or realignment to support economic recovery. This very significant stream of extant activity includes important Infrastructure, business and skills support activities, largely funded by European Funds, Local Growth Fund (LGF) and/or by Oxfordshire public partners;

- **Action Stream 2 - Response Measures:** comprising those activities which have been introduced since March 2020 in response to pandemic challenges. These include, for example, local projects in response to the Government's *Getting Building Fund* as well as national relief measures (such as the Furlough and business loan funds), and local measures via business rent/rate reliefs being channelled through City and District authorities. Drawing them formally into this ERP Action Plan provides the potential for greater leverage, coordination and accountability;

Figure 1-2: The ERP Action Plan – four action streams



Source: OxLEP, 2021

- **Action Stream 3 – Early Wins:**

Oxfordshire Investment Plan: comprising activities, including projects providing business and skills support, which have been developed for the *Oxfordshire Investment Plan*. These 'early win' projects have short-term implementation horizons and can be accelerated to support economic recovery under this Action Plan; and

- **Action Stream 4 - Target Proposals:** - these comprise new initiatives developed specifically for this Action Plan to meet the key priorities identified under the Economic Baseline Assessment and not covered by the three Action Streams, above. Six *Target Proposals* have been set out under this Stream:

- Improving Labour Supply within and across Sectors;
- Tackling Social Mobility and Economic Hardship;
- Business Support Booster;
- 'Supply Chain Matters';
- Town Centre Renewal; and
- Visitor Economy Renaissance.

The Investment Ask

1.13 This Action Plan encompasses approximately 70 projects worth a total of c. £1.4 billion worth of costed activities. Against this total, c. £1 billion of allocated money is secured and in place, **with a funding shortfall – the 'investment ask' of this Action Plan- of £437 million²** (Table 1-1).

² Of the secured funding, £614m of this has been directed straight to businesses in the form of national level loans from the British Business Bank . A further £162m has been allocated in the form of national level grants distributed through Oxfordshire's District Councils. Of the required additional funding, £351m is associated with Existing Activities improving digital and physical connectivity in Oxfordshire, £1m with response measures, £51m for well developed Oxfordshire Investment Plan projects, and a further £41m for six Target Proposals developed specifically for this ERP Action Plan.A breakdown of these funding sums is in the table below, split by the four Action Streams which together comprise this Action Plan.

Table 1-1: The Oxfordshire ERP Action Plan – total and allocated fundings, and the resulting 'investment asking values

Action Stream	Total Value of costed activities (£m)	Allocated Funds (£m)	Required Additional Funds (£m)
Action Stream 1: Existing Activities	413	68	345
Action Stream 2: Recovery Measures	935	935	-
Action Stream 3: Early Wins: Oxfordshire Investment Plan	51	0	51
Action Stream 4: Target Proposals	41	-	41
ERP Action Plan Total	1,439	1,003	437

Sources: OxLEP, Oxfordshire County Council, Oxfordshire Districts

- 1.14 The funding ask of £437 million will be met by approaches to, inter alia, the forthcoming *UK Shared Prosperity Fund*, the *Levelling-Up Fund*, the *UK R&D Roadmap*, and investment programmes to support connectivity programmes under the DfT and DCMS.

Structure of this ERP Action Plan

- 1.15 This ERP Action Plan is structured around the three economic themes (*People, Business and Place*) to ensure that activities directly address the challenges identified in the Economic Baseline Assessment. This ERP document, therefore, comprises the following five sections:
- **Reskilling: People** – outlining the key challenges in the People domain and the four activity streams which address these (Existing Activities, Response Measures, Oxfordshire Investment Plan Early Wins and Target proposals);
 - **Resilient: Businesses** – outlining the key challenges for businesses and the four activity streams which address these;
 - **Reviving: Places** – outlining the key challenges for Places and the four activity streams which address these;
 - **Rebuilding: Connectivity** – highlighting the key infrastructure activities and requirements for the County to adjust and adapt to COVID-19 impacts, and which are vital to the priorities set out under the ERP Action Plan;
 - **An ERP Action Plan for Oxfordshire** – summarising the ERP Action Plan in its entirety and presenting the 'plan on a page'

Making Contact

- 1.16 Further detail regarding the Oxfordshire ERP and its ongoing development are available from **Ahmed Goga, Director of Strategy, OxLEP, ahmed.goga@oxfordshirelep.com**.

Figure 1-3: Key takeaways from the ERP's Economic Baseline Assessment

Overall, Oxfordshire's economy has been hit less hard by the pandemic than the wider UK, due to its underlying strengths and sectoral mix. The County's economic recovery will outperform the UK average, resulting in a smaller relative shortfall in 'lost growth'.

But, COVID has nonetheless exposed key challenges . . .

. . . For People

- Low-income families, vulnerable groups, and the most deprived areas have been the hardest hit by COVID-19. Those who cannot work from home have been affected more strongly, and are most vulnerable
- Both young and old workers have been disproportionately affected by redundancies and job losses, leading to heightened levels of inequality. Those in the Visitor Economy (covering Tourism, Hospitality, Retail, Arts and Culture) have borne the brunt of impact
- The spatial impacts of COVID-19 have been uneven; Cherwell and the City Of Oxford have been more impacted than other places in the County
- Ten wards in Oxfordshire are in the most deprived 20% in England. These places are frequently home to key workers and BAME communities, both groups being disproportionately affected by COVID-19.

. . . For Businesses

- All businesses have been impacted to some degree by COVID-19, although the County's innovation ecosystem has continued to see areas of growth, particularly in Biomedical Sciences. Oxfordshire's recovery will depend on continuing to nurture its science and technology base to flourish, whilst supporting those key businesses most affected by the pandemic
- Sectors such as Retail, Tourism and Food are bearing the brunt of the impact. The scale of the damage means that the Visitor Economy is not expected to recover until 2024, and will need significant support
- Businesses reliant on face-to-face and in situ activities and those reliant on gatherings of workings have been the hardest hit, and remain the most vulnerable to future COVID-19 control measures
- Business support is crucial for both short-term cash flow and company stabilisation and survival and protecting jobs, and for safeguarding long-term innovation potential
- At the same time, Recovery should leverage Oxfordshire's key economic strengths. These include innovative science-/technology-based sectors such as Biomedical Science, Advanced Engineering, and clean tech and their supply chains, and ensuring support is available for enterprise starts/scaling up

. . . For Places

- Town Centres and their functions need to be reimagined. Retail, Hospitality and Tourism have all suffered disproportionately and not benefitted from 'UK staycation' spend, leading to a need to repurpose many buildings and areas of the County's towns and City
- As a result of restrictions and changing consumer behaviour, the '15-minute community' concept has resonated deeply across Oxfordshire. The County's dispersed and polycentric geography lends itself more easily to adaptive ways of working and the localisation of economies caused by restrictions on movement.
- Many parts of the property market have been negatively affected, although demand for the R&D floorspace has remained at record levels during the pandemic, amplifying Oxfordshire's historic supply constraints and the urgent need for demand to be met
- There is a strong requirement for expanded digital connectivity County-wide. The move to remote working for many businesses and people and shift to services online has reinforced the critical requirement for fast, reliable and market leading internet connections in all areas
- Connectivity to employment sites for our residents without private cars has been made more difficult by reduction in service provision for public transport. The County needs to address this immediate issue and provide sustainable and active modes accessible to all

2 Reskilling: People

Headline Messages

- **Almost 20 actions are proposed under the People Theme.** These include continuing the existing work of initiatives such as Activate Learning Care Suite and the Agri-Tech Skills Innovation Centre, through to the proposed Green Construction Skills Centre, and the fast tracking of the Oxfordshire Social Contract/Career Innovations Gateway and OxLife.
- Two new target proposals are recommended focusing on Supporting Social Mobility and Improving Labour Market Skills Passporting

- 2.1 This section focuses on the **People** theme and sets out the suite of measures which will be delivered under this Action Plan over the 24 month timeframe of the ERP, to meet the key challenges set out under the Baseline Assessment. Table 2-4 provides a consolidated summary of the suite of projects under this Action Stream.

Key Challenges

- 2.2 The pandemic has had a severe impact for many groups within the Oxfordshire labour market, which has seen unemployment rise from a historically low level in March 2020 and affected people in disproportionate ways in the economy, resulting in lost jobs and additional economic hardship as a result of COVID-19.
- 2.3 The ERP Economic Baseline highlighted that low-income families and vulnerable groups, particularly the young and old, have been hit hardest by job losses with those in the Visitor Economy (encompassing retail, hospitality, tourism, arts and cultural industries) being most affected. Providing pathways to secure employment is a vital part of the suite of projects under this theme. Equally, rebuilding skills and developing new competencies to access jobs being created in other sectors of the economy across Oxfordshire will be vital for local people to remain in sustainable employment moving forward, as the economy recovers.
- 2.4 Central to our plans under the *People* theme will be to maximise the investment made in Oxfordshire's skills and training infrastructure through the *Local Growth Fund*, combining this with measures recently announced by Government including, from April 2021, free training for adults over the age of 23 and without a full NVQ Level 3 (A-Level equivalent) qualification to access courses to build new skills competencies as part of the *Lifetime Skills Guarantee* (LSG)³.
- 2.5 The ERP Action Plan recognises that it is important to recover the economy through green practices. Enabling people and businesses to access the training and skills they need to deliver this is key and is demonstrated in the inclusion of Existing Activities and Response Measures that provide this.

³ <https://www.gov.uk/government/news/adults-to-gain-new-skills-on-400-free-courses>

2.6 In total, there are 17 projects under the *People* theme which contribute directly to the ERP Action Plan, plus two *Target proposals*.

Action Stream 1 - Existing Activities



2.7 Ten *Existing Activities* are either at implementation or stage or now operational. These projects are focused on providing training mainly at NVQ Levels 3 and 4 or equivalent, which is a priority for employers and of many residents who have either lost their jobs or been placed on furlough, as a result of COVID-19.

2.8 These projects build on Oxfordshire’s strengths by providing STEM and digital skills training opportunities which prepare people for employment in sectors offering high value employment in secure, resilient, and futureproofed industries. Career pathways will be provided to access our strong industries, including Biotechnology, Energy Technology, and Engineering, alongside areas where employment demand and vacancies remains high, such as in Healthcare and Construction.

2.9 Through these interventions, we aim to fulfil the twin goals of:

- boosting those areas of the economy which are key Oxfordshire strengths, through creating a pipeline of skilled and qualified talent; and
- developing pathways for residents to access secure jobs and retrain to develop skills in in-demand industries.

2.10 Central to our success in supporting local communities will be to work with education and training providers and employers to ensure that opportunities are promoted effectively to those people who have been most hard hit economically as a result of COVID-19 and are made widely accessible. This will include ensuring that Oxfordshire partners work closely with other support services such as childcare and public transport and are developed in tandem with employability measures.

2.11 Table 2-1 sets out the range of skills and training provision which the ERP will leverage to ensure local communities can develop the skills they need to progress into sustainable employment.

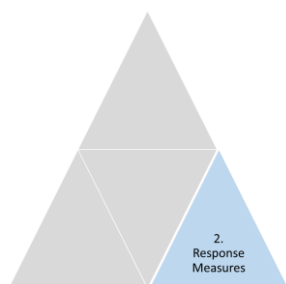
Table 2-1: Existing Activities driving Skills and Training provision in light of COVID-19

Activity name	Lead Organisation	Activity Status	Short description
Activate Learning Care Suite	Activate Learning	Operational	delivering support to address skills needs to improve adult social care and health – a key area of need in recovery, with clear skills shortages
Advanced Digital and Science Centre	The Henley College	Operational	Refurbishments at Henley College to promote STEAM progression, digital skills, engineering and collaboration skills – providing retraining opportunities in skills areas with high demand, particularly in digital
Advanced Engineering and Technology Skills Centre	Abingdon & Witney College	Operational	A skills centre that will address local, regional and national skills shortages in science, technology, engineering and maths. This centre focuses on skills that are in demand and in industries that have been more resilient to COVID-19
AgriTech Skills Innovation Centre	Abingdon & Witney College	Operational	delivering high tech skills needed to meet the sustainable agriculture, food production and precision farming agenda across Oxfordshire – key to recovering ‘green’ and providing opportunities for retraining

Activity name	Lead Organisation	Activity Status	Short description
City Centre Hospitality Training	Activate Learning	Implementation	A specialist teaching area for the hospitality sector in line with supporting the growth of the Visitor Economy in Oxford City and across the county. This will have an important role in providing training for a much changed hospitality sector post COVID-19, ensuring Oxfordshire has access to the most relevant training to succeed in the industry as it recovers
Construction Skills Academy	Abingdon & Witney College	Operational	Delivering training in a range of construction disciplines, which are accessible to County residents – giving pathways and retraining opportunities in an industry that was hit hard initially but is projected to rebound quickly
Oxford Centre for Technology and Innovation	Activate Learning	Operational	addressing skills shortages across engineering, electrical, design, and emerging technologies and delivering apprenticeship opportunities to younger residents
Skills Support for the Workplace	Activate Learning	Implementation	delivering training programmes enabling organisations to identify specific learning needs within their workforce and receive training in these areas. Course delivery will take place onsite at the organisation, within contracted work hours, so no travel or out-of-work hours are required
Skill Support for the Unemployed	Activate Learning	Operational	Supporting short, medium- and long-term unemployed individuals across Oxfordshire to access employability skills courses
Oxfordshire Advanced Skills Phase 3 Pilot	UKAEA	Implementation	The pilot phase for robotics, power engineering and space science apprenticeships from levels 4-7, which will be instrumental in providing new career pathways to residents at varying skill and qualification levels

Source: OxLEP Public Partners, 2021

Action Stream 2 - Response Measures



2.12 There are three *Response Measures* which are encompassed under the *People* theme. These are projects which have been developed in response to COVID-19, or as a result of funding competitions developed to accelerate recovery.

2.13 These projects will link as closely as possible to other areas within the *People* theme to ensure co-ordination, providing as full and accessible a portfolio of training opportunities to residents in Oxfordshire. They will also be cognisant of future economic trends and prioritise training in those areas which have the highest demand in the longer term, including in advanced engineering, low carbon, construction and other sectors as well as supporting wider improvement in digital skills within the workforce.

2.14 The ERP Action Plan recognises the importance of green recovery and enabling residents to access the skills required to drive this. The green Construction Skills Centre, in addition to the training facilities in the Existing Activities has a strong emphasis on delivering skills required for green development. The ERP Action Plan ensures these will be leveraged fully in the recovery of Oxfordshire's economy.

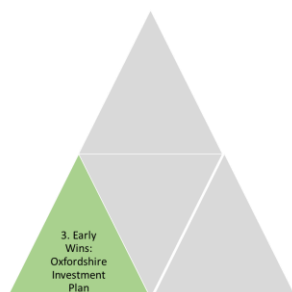
Table 2-2: Response Measures supporting Skills Development as a result of COVID-19

Activity name	Lead organisation	Activity Status	Short description
Community Employment Support Programme	Oxford City Council	Implementation	part of Oxford City's Economic Strategy, is a professional and volunteer network of Information Advice and Guidance for people who have lost their jobs as a result of COVID-19 and need to re-train and/or be supported into work – this will

Activity name	Lead organisation	Activity Status	Short description
			form a crucial role in directing residents to the training and support activities available to them
Community Employment Plan Delivery	OxLEP	Implementation	Building opportunities to create employment attached to new developments through linking local communities to employment opportunities during the construction, development and operation of new developments. This will ensure the benefits of developments as Oxfordshire recovers are captured to the full extent locally
Green Construction Skills Centre	Abingdon and Witney College	Implementation	a new facility envisaged to offer a variety of training programmes in green construction methods, targeted at those working in construction. This will boost the Oxfordshire construction industry through providing training in sustainable skills which additionally aid green development

Source: OxLEP Public Partners, 2021

Action Stream 3 – Early Wins: Oxfordshire Investment Plan Actions



2.15 The Oxfordshire Investment Plan is Oxfordshire's long term strategy for shaping the County's economy to 2040, and realising its vision to be a top three global innovation ecosystem. The Plan includes a suite of projects which have the potential to be brought forward and accelerated to address specific challenges brought by COVID-19.

2.16 Four projects have been identified under the *People* theme which specifically target support for young people and adults in the workforce in developing their skills, increasing their engagement with employers in understanding the employment opportunities available in the Oxfordshire economy and also developing new training pathways and qualifications.

2.17 Alongside this, Oxfordshire partners are committed to understanding the wider, deeply engrained challenges we face in building a genuinely inclusive economy in which all communities have a stake. Under this *People* theme we will take forward a dedicated commission on an inclusive economy which will work at pace to set out proposals which all partners can adopt.

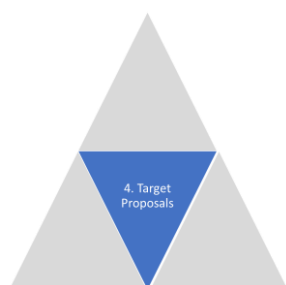
Table 2-3: Oxfordshire Investment Plan Projects supporting Skills development for COVID-19 recovery

Activity name	Primary Sponsor	Activity Status	Short description
Oxfordshire Social Contract, Careers Innovation Gateway (CIG)	OxLEP	Case/ Funding development	a transformative programme focused on driving social mobility and long-term career opportunities for young people across Oxfordshire including those in County's most deprived communities. This will really help to address the challenges facing many of the County's younger residents who have suffered hardship as a result of COVID-19. This will help residents to define and get access to opportunities at an early stage as they leave school.
Oxfordshire Social Contract, T-Level Programme	OxLEP	Case/ Funding development	Expansion of T-Level provision across the innovation ecosystem to offer a broader range of qualifications for young people covering Oxfordshire's key technology sectors. This will be particularly important in light of the LSG, meaning that training must be aligned with business needs to ensure those residents with increased access to training are able to gain employment opportunities from it

Activity name	Primary Sponsor	Activity Status	Short description
Oxfordshire Social Contract OxLIFE	OxLEP	Case/ Funding development	a comprehensive skills programme to support Oxfordshire's workforce to rebuild their skills capability and connect with opportunities in the future economy being created across the innovation ecosystem to support people to have longer and more flexible careers as demand for skills change. This is particularly important in light of COVID-19 in which many industries have had to transform.
Inclusive Economy Commission	Oxford City Council, OxLEP	Implementation	a dedicated commission set up to address challenges of low pay, housing, health, and educational inequality and food poverty, all of which have been exacerbated by COVID-19. The IEC will deliver initiatives to support recovery including encouraging local procurement and increasing the number of businesses signing up to the Oxford Living Wage.

Source: OxLEP Public Partners, 2021

Action Stream 4 - Target proposals



2.18 In addition to the suite of interventions set out under this theme, we have developed two *Target Proposals* which specifically address challenges identified in the ERP Economic Baseline Assessment.

2.19 Oxfordshire continues to see a longstanding labour shortage in some key sectors, notably the Health and Social Care system, which has been exacerbated by COVID-19. At the same time, sectors such as Wholesale/Retail and Accommodation/Food

Services have seen contractions but offer the potential for new employment in sectors such as Health and Social Care where transferable skills in catering, customer service and people facing services are needed. *Target Proposal 1* will aim to address this challenge.

- 2.20 Additionally, deprived areas in the County have been disproportionately hit by COVID-19 and the gap in opportunities for education, training and employment needs to be addressed. The *Lifetime Skills Guarantee* of free Level 3 Qualifications for adults is a big boost from a national level but more County-level activities are required to increase social mobility and ensure all residents have opportunities for employment and education. *Target Proposal 2* addresses this challenge by equipping our most vulnerable residents with digital skills and providing immediate assistance to support them through this difficult time.
- 2.21 These projects are outlined below, with full 'project fiches' presenting the fuller case for each activity provided in a separate document: *ERP Target Proposals*.

Target Proposal 1: Improving labour supply within and across sectors

Context:

- Oxford continues to see a longstanding labour shortage (as opposed to a skills shortage) in the health and social care system. In 2017 the main skills gaps by occupation were reported in elementary staff, administrative and clerical staff, managers and sales and customer service staff. The top occupations posted have consistently been for nurses often advertised for extended periods suggesting a labour shortage. There is continuing shortage of supply for caring personal service and health and social care occupations.
- Whilst demand for health and social care sectors continues to grow, many sectors are instead contracting. A third of advance redundancy notifications have been in Wholesale and retail trade and a third in accommodation and food services. Employment in these sectors continuing to be highly vulnerable to further control measures.

Objectives

- Create a more resilient skills and labour base
- Increase the scale and quality of labour supply in the health and social care sector
- Improve sector leadership and empower senior managers to better navigate through sectoral challenges
- Improve labour mobility and reduce barriers to entry for job seekers including across sectors to respond to shifts in demand

Inputs & Activities

- Total Project Cost: £550k (plus a further £25k for evaluation)
- **Mobility improvements for health and social care workers:** Building on work previously undergone as part of Oxfordshire's Social Contract in understanding challenges around Oxfordshire's rural areas and the social mobility as a result of this e.g. in accessing work experience. A programme will be developed that aligns to this thinking and work to improved mobility for young people. This will likely be through a Car Club, mopeds, or similar
- **Future leaders in health and social care skills programme:** The development and delivery of a training programme that addresses clear challenges at a senior management level and is centred around developing our future leaders in health and social care. The training programme will be based upon the three successful programmes ran in 2015-2018. Due to capacity and financial constraints for health and social care sector organisations locally, backfill support has been costed for partaking organisations so that interim support can be put into place during training. Training will utilise existing material where possible working in close partnership with the OACP, health Education England, the Department of Health and Social Care etc., including maximising apprenticeship opportunities where relevant. Delivery will likely be organised through the Skills for Business programme or the peer network through the Growth Hub

Outcomes

- Improved health outcomes for Oxfordshire residents
- Better leadership across the Health and Social Care sector
- Reduced numbers of hard-to-fill vacancies across the Health and Social Care sector

Target Proposal 2: Tackling Social Mobility and Economic Hardship

Context:

- Deprivation is relatively low across Oxfordshire, however, there are areas of persistent labour market deprivation. COVID-19 is likely to have amplified deprivation and education inequalities.
- Research from Good Food Oxford has shown that the National Living Wage and Universal Credit are both inadequate to meet the cost of living in Oxford, and there is evidence of food poverty (strongly aligning to deprivation). SOFEA is currently working in ten of the most deprived areas across Oxfordshire with a mobile food larder.
- Digital skills are in high demand and are increasing with more home working. Digital and broader skills advice has been delivered through light-touch disaggregated interventions for many years, but a more integrated and family-centred approach that is targeted to deprived communities has never been progressed.

Objectives

- Create a more resilient skills and labour base
- Build capacity to deliver affordable food to Oxfordshire's most deprived communities through an increase in SOFEA's food larders from 10 to 35 sites across Oxfordshire
- Improve social mobility and reduce food poverty through targeted skills interventions that work to address long-term employment
- Combat digital poverty through targeted skills and finance support that is integrated into existing outreach activities in Oxfordshire's most deprived communities

Inputs & Activities

- Total Project Cost: £2m (plus £50k for evaluation)
- **Digital Bursary:** Creation of a digital bursary be provided to community members who can evidence need for digital devices and money for broadband
- Augment the existing service providing at food larders with:
 - **Mobile IT suite:** A mobile IT suite for digital access (with laptops, servers etc.
 - **Digital skills training:** To be delivered through two key avenues:
 - **Informal basic digital literacy support:** Ad hoc digital support provided by inhouse employees (to be delivered by telephone in the short-to-medium term whilst social distancing is still in place)
 - **Pipeline of more formalised training:** A pipeline of further digital skills training opportunities signposted through inhouse employees and delivered through the Oxfordshire Learning Network (driven through the new White Paper). These opportunities will include apprenticeships where suitable/relevant. Exact nature of courses cannot be outlined at this point as courses are currently being developed to align to the White Paper.
- **Scale-up of Oxfordshire's Food Larder Provision:** Provide additional funding to support scale-up ambitions. of the mobile food larder locations from 10 to 35 in Oxfordshire's most deprived locations and from 1,200 to 8,000 members

Outcomes

- Reduced levels of food poverty across Oxfordshire
- Improved digital skills and knowledge of the employment market
- Improved capacity and sustainability to deliver affordable food to Oxfordshire's most deprived communities

Table 2-4: Reskilling: People Activities

Activity name	Lead Organisation	Partner organisations	Primary Funding	Activity Status
Action Stream 1: Existing Activities				
Activate Learning Care Suite	Activate Learning	OxLEP	Local Growth Fund	Operational
Advanced Digital and Science Centre	The Henley College	OxLEP	Local Growth Fund	Operational
Advanced Engineering and Technology Skills Centre	Abingdon & Witney College	OxLEP	Local Growth Fund	Operational
AgriTech Skills Innovation Centre	Abingdon & Witney College	OxLEP	Local Growth Fund	Operational
City Centre Hospitality Training	Activate Learning	OxLEP	Local Growth Fund	Implementation
Construction Skills Academy	Abingdon & Witney College	OxLEP	Local Growth Fund	Operational
Oxford Centre for Technology and Innovation	Activate Learning	OxLEP	Local Growth Fund	Operational
Skills Support for the Workplace	Activate Learning	OxLEP	European Social Fund	Implementation
Skills Support for the Unemployed	Activate Learning	Aspire Oxfordshire	European Social Fund	Operational
Oxfordshire Advanced Skills Phase 3 Pilot	UKAEA	OxLEP	Local Growth Fund	Implementation
Action Stream 2: Recovery Measures				
Community Employment Support Programme	Oxford City Council	Aspire Oxfordshire	Oxford City Council	Implementation
Community Employment Plan Delivery	OxLEP	Anchor Institutions	Oxford City Council	Implementation
Green Construction Skills Centre	Abingdon and Witney College	OxLEP	Getting Building Fund	Implementation
Action Stream 3: Early Wins: Oxfordshire Investment Plan				
Oxfordshire Social Contract, Careers Innovation Gateway (CIG)	OxLEP	Careers and Enterprise Company (CEC)	Oxfordshire Investment Plan	Case/ Funding development
Oxfordshire Social Contract, T-Level Programme	OxLEP	Education providers, Participating businesses	Oxfordshire Investment Plan	Case/ Funding development
Oxfordshire Social Contract OxLIFE	OxLEP	Education providers	Oxfordshire Investment Plan	Case/ Funding development
Inclusive Economy Commission	Oxford City Council, OxLEP	Anchor Institutions	Oxfordshire Investment Plan	Implementation
Activity Stream 4: Target Proposals				
Improving labour supply within and across sectors	OxLEP	Oxfordshire Care Providers (OACP)	OxLEP	Concept Dev
Tackling Social Mobility & Economic Hardship	OxLEP	SOFEA	OxLEP	Concept Dev

3 Resilient: Businesses

Headline Messages

- **20 actions are proposed under the Business Theme.** These include continuing the existing work of initiatives such as 'Skills Support for Business' and 'Innovation Support for Business', through to the delivery of discretionary grant support and rates relief delivered by District councils, and the fast-tracking of Oxfordshire's Internationalisation Plan and support for the Visitor Economy
- Two new Target Proposals are recommended, these focusing on providing a 'Business Support Booster' and a new Supply Chain resilience programme 'Supply Chain Matters'

3.1 This section focuses on the *Business* theme and sets out the suite of measures which will be delivered over the next 24 month timeframe of the ERP. Table 3-6 provides a consolidated summary of the suite of projects under this Action Stream.

Key Challenges

- 3.2 Every business in Oxfordshire has been impacted by COVID-19 in some way or another by disruption to cashflow, workforce/resource planning, reduced customer demand, delays within supply chains, and forced closures during lockdown periods. This has varied from sector to sector and has also depended on the underlying flexibility and resilience of firms and whether they have well structured finance and operational continuity plans in place which can adapt to immediate business shocks. Indeed, whilst much of the economy has been able to weather the worst of the pandemic, the Baseline Assessment has revealed some key underlying challenges associated within the economy with skills planning, technology adoption, investment in innovation and wider supply chain resilience and diversification.
- 3.3 As a general rule, businesses reliant on face-to-face and in-situ activities such as the Visitor Economy and those reliant on gatherings of workings, have been the hardest hit and remain the most vulnerable to future COVID-19 control measures. Firms within science, technology and innovation rich sectors of the economy have adapted to the disruption created by the pandemic and have seen opportunities for growth – largely through increased demand for products, services or accelerated R&D activity.
- 3.4 The ERP Action Plan incorporates activities which firstly, provide support to those businesses most in need, and secondly, provide facilities and spaces to catalyse innovation, which will drive high-value investment and employment opportunities in the longer-term. This includes supporting early stage businesses, struggling due to lower levels of investment in R&D and larger businesses in industries relying on face-to-face contact such as those in retail, tourism and leisure.
- 3.5 Support through the ERP Action Plan is provided for businesses in three ways:

- providing responsive, agile information, advice and guidance to businesses suffering from cashflow issues and requiring training to adapt their processes and skills to changed ways of working;
- providing appropriate space for innovative businesses in scientific and technological industries which are performing relatively well to catalyse growth and enable them to drive forward Oxfordshire's recovery; and
- ensuring that the support landscape is cohesive, easy to access and user friendly for businesses, focused on supporting them to increase resilience, reduce risk and develop skills that the business can build on and control going forward – Support that enables businesses to grow but does not build reliance on support.

Action Stream 1 - Existing Activities



3.6 Existing Activities under the *Business* theme are built around well-developed services and projects which are being delivered through OxLEP's Growth and Skills Hubs, respectively. They provide the core interface for businesses through which wider support services can be brokered and signposted, and will be critical to ensuring priorities under the ERP are delivered.

3.7 Dedicated support covering innovation advice, finance and scaling business operations will be refocused to ensure services are targeted at helping firms to adapt to the new post-pandemic trading environment and also provide support to review workforce and wider staffing investment needs.

3.8 In addition to projects delivered through OxLEP, there are four other initiatives which will be refocused to provide vital support to businesses including activity aimed at helping SMEs review their existing carbon footprint and introducing measures which will generate energy savings on operating costs. This is complemented by investment in facilities and services to scientific and technical businesses which will be crucial to driving Oxfordshire's economic recovery. These are detailed in full in Table 3-1, below.

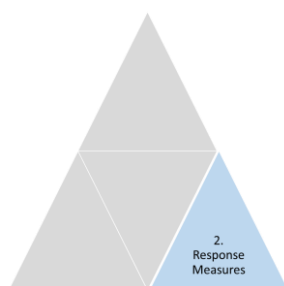
Table 3-1: Existing Activities supporting recovery of Business in Oxfordshire

Activity name	Lead organisation	Activity Status	Short description
ISfB – Innovation Support for Business	OxLEP	Operational	Offering tailored packages of support to meet the specific needs of enterprises. This includes one-to-one coaching and mentoring, workshops and grants for innovation projects. The activity will be important in facilitating links to specialist expertise, equipment and resources which are typically available only to larger companies
eScalate	OxLEP	Operational	Providing scale-up SMEs with revenue grants to enable them to access finance and revenue grants designed to assist SMEs to implement business process improvements or supply chain interventions and business development activities
Skills for Business	OxLEP	Operational	Supporting SMEs to identify skills gaps through creating a skills needs assessment and a training and development plan. This is a crucial service which will link business skills needs with skills services provided to residents
OxFutures Phase 2	Low Carbon Hub	Implementation	offering free energy audits to SMEs identifying energy saving opportunities to reduce energy bills and cut carbon emissions. This activity, delivered through the Low Carbon Hub provides another important service to enable businesses to identify and implement measures

Activity name	Lead organisation	Activity Status	Short description
			to reduce costs and increase their resilience, both key requirements for recovery
Centre for Applied Superconductivity	University of Oxford	Operational	A new centre of innovation to coordinate the interaction between key industry players including; Oxford University, cryogenics companies and end users (including SMEs), which will be critical to supporting innovation activities, particularly for SMEs in this challenging time
Earth Lab	Earth Trust	Implementation	a key crossover project between People and Business, focused on low carbon business enterprise and skills development in Oxfordshire. The project will provide education facilities as well as a space to support start-up and growing businesses
Oxford Brookes Enterprise Hub	Oxford Brookes University	Implementation	Refurbishment and re-equipping of offices and wet laboratories for use as an Enterprise Centre providing premises and advice for spinout and early stage companies as well as wider entrepreneurship support for individuals interested in starting up their own business.

Source: OxLEP Public Partners, 2021

Action Stream 2 - Response Measures



3.9 Response Measures in the *Business* theme are driven through three main components:

- **National level initiatives**, which are largely non-discretionary and apply across the country;
- **Local initiatives**, which are a mixture of business rate relief and discretionary grants administered through Oxfordshire's district councils; and
- **Getting Building Fund** projects developed locally by

Oxfordshire partners which are 'shovel ready' and designed to give immediate stimulus in targeted areas of the economy over the near term.

National Level Initiatives

- 3.10 These are short term support activities, launched by the Government to cushion the most critical aspects of the pandemic to firms, focusing on financial support and wage subsidy to preserve employment, where possible. Most of these measures were made available at the start of the pandemic and continue to be made available but are currently set to run to 31 March 2021, with the Chancellor expected to review arrangements at the Spring Budget.
- 3.11 While these activities provide a lifeline for businesses and much needed immediate support, they are largely targeted at short term support while the country is in lockdown or facing other travel/business restrictions. As part of this Action Plan, the ERP Task Group will work closely with the British Business Bank to determine the impact of the loans accessed by Oxfordshire businesses and the number of jobs safeguarded. These national level initiatives will need to be supplemented by more targeted support to deliver sustained economic recovery. Table 3-2 provides detail on these activities.

Table 3-2: National level initiatives supporting businesses in Oxfordshire

Activity name	Lead organisation	Activity Status	Short description
Bounce-Back Loan Scheme (BBLS)	British Business Bank	Operational	A six-year term loan from £2,000 up to 25% of a business' turnover, available to SMEs and micro businesses
Coronavirus Business Interruption Loan Schemes	British Business Bank	Operational	Up to £5m finance for businesses with a turnover of less than £45m per annum
Coronavirus Large Business Interruption Loan Scheme	British Business Bank	Operational	Up to £200m finance for businesses with a turnover above £45m per annum
Future Fund	British Business Bank	Operational	Support for innovative businesses who are unable to access other government support programmes because they are either pre-revenue or pre-profit and typically rely on equity investment

Locally Delivered Initiatives

- 3.12 Discretionary grants given to district councils are the most flexible tool as part of this recovery plan. In order for these grants to be used most effectively, work needs to be done to research how funds are being used by businesses, the sectors that they operate in, and its effectiveness in sustaining operations and jobs in the economy. Districts want to be able to maximise the impact of discretionary grants such as the Additional Restrictions Grant to support businesses looking to adjust their business model to changing behaviours as well as providing survival support.
- 3.13 A key, and early priority, under this Action Plan will be for the ERP Task Group to support Oxfordshire local authorities in conducting a comprehensive analysis and impact assessment on the use of discretionary grants, to help inform subsequent economic recovery policy measures and interventions. . Table 3-3 details the locally delivered initiatives.

Table 3-3: National level initiatives supporting businesses in Oxfordshire

Activity name	Lead organisation	Activity Status	Short description
Local Restrictions Support Grants	Oxon District Councils	Operational	Grants of up to £4,500 per six weeks for eligible businesses that have been required to close as a result of the latest lockdown
Lockdown one-off grants	Oxon District Councils	Operational	A one-off payment of up to £9,000 to eligible businesses that were required to close due to the national lockdown, or which cannot operate effectively remotely. This includes businesses from non-essential retail, leisure, personal care, sports facilities and hospitality sectors.
Additional Restrictions Grant	Oxon District Councils	Operational	Additional funding given to District Councils to provide discretionary grants of up to £2,000 per 28 days to businesses in Oxfordshire that have been severely impacted by the third national lockdown. The discretionary grants are available to businesses that have either had to close or have been severely impacted by the January 2021 lockdown
Rate Relief for businesses	Oxon District Councils	Operational	Business rent relief provided through the District Councils to eligible businesses which have been impacted by COVID-19

Source: UK Government, British Business Bank, 2020

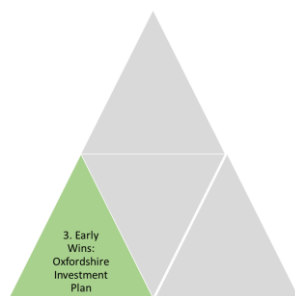
Getting Building Fund (GBF) inspired activities

- 3.14 Oxfordshire has successfully secured £8.4m funding under the GBF to boost economic growth, and fuel local recovery and jobs as part of this ERP Action Plan. Seven projects are supported under the programme of which three are included under the *Business* theme and detailed in Table 3-4, below.
- 3.15 These projects will provide vital infrastructure and facilities to enable high value industries in Oxfordshire to continue to grow and help to drive the economy through the recovery phase as well as investment to support increased diversification in supply chains, technology adoption and transition to zero carbon operations. The projects will also provide important capacity in innovation and R&D and offer SMEs in these sectors with access to facilities, equipment and advisory services and increased collaboration.

Table 3-4: Response Measures supporting businesses in Oxfordshire

Activity name	Lead organisation	Activity Status	Short description
Business Investment Fund	OxLEP	Implementation	A fund to provide grants to capital projects that support net zero, R&D & productivity, exporting recovery & onshoring of supply chain activity
The Energy Systems Accelerator Pilot (TESA)	University of Oxford	Implementation	A pilot for the larger Energy Systems Accelerator that will underpin UK innovation in net zero carbon systems, ensuring the UK meets legal targets and achieves global leadership. The pilot will enable the accelerator to bring forward operation at a smaller scale to August 2021 to show how innovator space can work under COVID-19 affected conditions. This activity will be important to stimulate growth in zero carbon practices, which are increasingly important for economic development.
Clinical BioManufacturing Hub Enabling Works	University of Oxford	Implementation	This project is an enabling project of a bigger project which ultimately aims to expand the Clinical Bio-Manufacturing hub. The enabling works include: refurbishment of existing freezer and clean room plus, rebuilding storage facilities. The bigger project will include 3 additional clean rooms and refurbishment of existing space of which local SMEs will be given priority access to. This will be crucial in supporting innovative SMEs in a sector which has seen growth opportunities during COVID-19. Businesses in this space note the current lack of suitable facilities as a big limit on their growth prospects

Source: OxLEP Public Partners, 2021

Action Stream 3 – Early Wins: Oxfordshire Investment Plan Projects

3.16 The ERP includes a suite of projects identified under the Investment Plan, which have the potential to be brought forward and accelerated to address specific challenges brought by COVID-19.

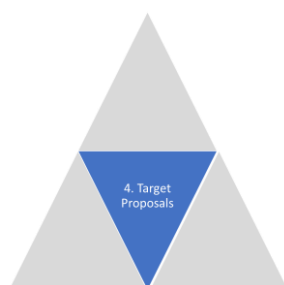
3.17 Three projects have been identified under the *Business* theme which specifically support sectors impacted heavily by COVID-19, and will boost the County's profile as we recover as an international business and innovation ecosystem. Table 3-5 sets out more details on each of the proposed projects

Table 3-5: Oxfordshire Investment Plan projects supporting businesses in Oxfordshire

Activity name	Lead organisation	Activity Status	Short description
The Oxfordshire Internationalisation Plan	OxLEP	Implementation	An integrated programme with the Department for International Trade to expand the Oxfordshire's global brand and attract trade and investment opportunities that support business growth, job creation, recovery and renewal and adapt to post-EU transition. This will build on the success of the Oxford Vaccine and help to establish Oxfordshire as a leading centre for investment in R&D with transformational application
The Creative and Cultural Industries Hub	Oxford City Council	Implementation	Development of a purpose-built creative industries hub near the city centre of Oxford that will be a focal point for accelerating growth in start-ups in the sector in Oxfordshire. The Hub will support a wide range of ventures and multidisciplinary collaborations and provide needed support to drive recovery from the impact of COVID-19. 1-3 George Street, a co-working space and key phase of this project is scheduled to open in Autumn 2021.
The Recovery and Investment of the Visitor Economy (THRIVE)	OxLEP	Case/ Funding Development	A suite of deliverable projects to aid the economic recovery of the Visitor Economy. The four key areas of focus are supporting business recovery and survival; improving business competitiveness; strengthening the resilience and capacity of Oxfordshire's Destination Management Organisation (DMO); and providing leadership, support, and coordination to rebuild market share across international markets

Source: OxLEP Public Partners, 2021

Action Stream 4 - Target Proposals



3.18 In addition to the suite of interventions set out under this theme, we have developed two *Target Proposals* which specifically address challenges identified in the ERP Economic Baseline Assessment.

3.19 All businesses have been impacted by COVID-19 but the extent to which these impacts have been felt, vary drastically depending on the sectors and markets within which firms operate. There is an increased need to develop greater personalised business

support and which is agile to meet the diverse needs of SMEs, in particular, as well as entrepreneurs eager to develop new business ideas in light of the trading environment and opportunities created by the pandemic. *Target Proposal 3* addresses this challenge.

3.20 COVID-19 and BREXIT have caused significant disruption to supply chains in the UK. Generally businesses have been slow in implementing modern automation and data science technologies to drive more agile supply chain management and greater supply chain visibility. *Target Proposal 4* includes activities to greater understand supply chains in Oxfordshire and provide information and training to businesses to raise levels of understanding in the County's business base of the importance of strong and dependable supply chains.

3.21 These projects are outlined below, with full 'project fiches' presenting the fuller case for each activity provided in a separate document: *ERP Target Proposals*.

Target Proposal 3: Business Support Booster

Context

- All businesses have been impacted in some way by COVID-19. Business support is crucial for both short term cash flow and for safeguarding long-term innovation potential. The diverse but fragmented business support provided across Oxfordshire needs to be simplified to ensure all businesses know where to go to get the support to enable them to build more resilient businesses

Objectives

- Further develop the integrated Enhanced Growth Hub to deliver a clear and engaging business support landscape for Oxfordshire which offers personalised business support packages in person and remotely;
- Helping Pre-start and Early-stage businesses to accelerate through provision of One-to-Many and limited One-to-One support to pre-start/early stage businesses,
- Building resilience and growth into established businesses through targeted support enabling them to develop plans to return to growth and increase productivity; and
- Supporting Innovative Businesses to grow: enabling 'growth businesses' to prepare their leadership and organisation for scale-up.

Inputs & Activities

- Total Project Cost: £800k (plus £30k for evaluation)
- **Expand an integrated Enhanced Growth Hub (EHG)** from the 2020/21 pilot, engaging, triaging, and signposting 2,000 businesses per year and developing personalised support packages.
- **Increasing the awareness of businesses** to the range of support available to them through clear and targeted marketing. Focus will include expanding awareness in the Visitor Economy and Food and Beverages industries
- **Expand the OxLEP Start-Up Club** which has been in pilot phase since November 2020
- **Deliver a programme of Scale-up support**, including one to many masterclasses, one to one coaching and mentoring, and peer to peer support to help pre-Scale-ups develop their leadership, finance, and governance structures to scale
- **Extend support given through the Innovation Support for Business (ISfB)** programme, delivering Grants, 1:1 support, workshops, master classes and access to equipment, expertise and resources to innovative businesses
- **Establish formal Accelerator Programme** for established businesses delivering 1:1 support and skills workshops to established businesses to identify and address the barriers to increasing productivity, including use of digital technology

Outcomes

- Increased pool of businesses of 2,000 per year being provided personalised business support packages which will enable businesses to enhance their own capabilities to recover, become more resilient, and grow
- Businesses receiving personalised support packages will build capacity to enable them to enhance resilience, and growth without becoming reliant on support.
- Start-up survival rates increased, through accessible and personalised support packages provided through business plan development and then scale-up.
- Innovative businesses, developing high value products and are nurtured and opportunities for attracting investment in R&D are maximised
- A more collaborative innovation ecosystem, delivered through one to many masterclasses and peer network building activities

Target Proposal 4: 'Supply Chain Matters'

Context

- COVID-19 and BREXIT have caused significant disruption to supply chains in the UK. Cost-cutting and efficiency-generating activities such as 'Just in Time' (JIT) and 'Lean', alongside multi-tiering, have further left increasingly globalised supply chains susceptible to shocks. Critically, firms have been too slow in implementing modern automation and data science technologies to drive more agile supply chain management and greater supply chain visibility.

Objectives

- Improved awareness of the nature, operation, and dependencies in Oxfordshire's supply chain 'ecosystem';
- Raised understanding in the Oxfordshire business base of the importance of strong and dependable supply chains to business resilience and continuity, and the skills needed to manage supply chains;
- The provision of modest financial support to co-fund supply chain improvement projects using external specialists; and
- The need for an Oxfordshire-wide approach to addressing the COVID-19 highlighted weaknesses in the County's supply chain ecosystem.

Inputs & Activities

- Total Project Cost: £360k (plus £20k for evaluation)
- Strand 1: Three cycles of an eight-month Supply Chain Matters masterclass programme. Topics to include indicatively 'Structures and relationships with which to build//maintain long-term supply chains', 'The role of technology/AI in monitoring supply chain performance'; and 'How clustering can ensure strong, local, supply chains'; 'The role of funding in supply chain management, and managing funders' expectation'; and Using supply chains to drive Oxfordshire's Circular Economy
- Strand 2: A 10–12-month research study conducted by an Oxfordshire-based academic institution (selected competitively)
- Strand 3: The awarding of 40x £5k grants to appropriate Oxfordshire SMEs for resource in firm-relevant supply chain projects

Outcomes

- Improved awareness of the nature, operation, and dependencies in Oxfordshire's supply chain ecosystem, feeding through into faster, better, and smarter understanding of the supply chain component of Oxfordshire's economic system
- Raised level of understanding in the Oxfordshire business base of the importance of strong and dependable supply chains to their own business resilience and continuity, with greater strategic emphasis given to supply chain issues and skills in the business planning and operational activities of Oxfordshire firms. Strong demonstrable spillovers (e.g. around the role of AI and data science in supply chain management) building as a result
- Reduced market and other failure in the take-up and use by Oxfordshire firms of market-based specialists and experts in supply chain issues, feeding through into a stronger and more viable supply-side
- A more integrated, cohesive, and resilient understanding of how effective supply chain operation can benefit – directly and indirectly – the Oxfordshire economy.

Table 3-6: Resilient: Businesses Activities

Activity Name	Lead organisation	Partner organisations	Primary Funding	Activity Status
Activity Stream 1: Existing Activities				
ISfB – Innovation Support for Business	OxLEP	University of Oxford, Cherwell District Council, Oxford City Council and Oxford University Hospitals NHS Foundation Trust	European Regional Development Fund	Operational
eScalate	OxLEP	Oxfordshire Social Enterprise Partnership	European Regional Development Fund	Operational
Skills for Business	OxLEP	European Social Fund	European Social Fund	Operational
OxFutures Phase 2	Low Carbon Hub	Oxford City Council, the University of Oxford, Oxford Brookes University, Cherwell District Council and Bioregional	European Regional Development Fund	Implementation
Centre for Applied Superconductivity	University of Oxford	OxLEP	Local Growth Fund	Operational
Earth Lab	Earth Trust	OxLEP	Local Growth Fund	Implementation
Oxford Brookes Enterprise Hub	Oxford Brookes University	OxLEP	Local Growth Fund	Implementation
Activity Stream 2: Response Measures				
Bounce Back Loan Scheme (BBLS)	British Business Bank	HMT	UK Government	Operational
Coronavirus Business Interruption Loan Schemes	British Business Bank	HMT	UK Government	Operational
Coronavirus Large Business Interruption Loan Scheme	British Business Bank	HMT	UK Government	Operational
Future Fund	British Business Bank	HMT	UK Government	Operational
Local Restrictions Support Grants	Oxon District Councils .	MHCLG	UK Government	Operational
Lockdown one-off grants	Oxon District Councils	MHCLG	UK Government	Operational
Additional Restrictions Grant	Oxon District Councils	MHCLG	UK Government	Operational
Rate Relief for businesses	Oxon District Councils	MHCLG	UK Government	Operational
Business Investment Fund	OxLEP		Getting Building Fund	Implementation
The Energy Systems Accelerator Pilot (TESA)	University of Oxford	OxLEP	Getting Building Fund	Implementation

Activity Name	Lead organisation	Partner organisations	Primary Funding	Activity Status
Clinical BioManufacturing Hub	University of Oxford	OxLEP	Getting Building Fund	Implementation
Activity Stream 3: Early Wins: Oxfordshire Investment Plan				
The Oxfordshire Internationalisation Plan	OxLEP	Local Authorities, Universities and colleges, Research Institutions, Science and Business Parks, BROs, Private Sector, HMG – DIT & FCO	Oxfordshire Investment Plan	Implementation
The Creative and Cultural Industries Hub	Oxford City Council	OXLEP, University of Oxford, Oxford Brookes University, commercial operator (tbc), Oxfordshire County Council, others tbc	Local Growth Fund	Implementation
The Recovery and Investment of the Visitor Economy (THRIVE)	OxLEP	OXLEP, Oxfordshire Local Authorities, VisitEngland, VisitBritain other tbc	Oxfordshire Investment Plan	Case/Funding Development
Activity Stream 4: Target Proposals				
Business Support Booster	OxLEP	Local Authorities, Participating businesses	OxLEP	Concept Dev
Supply Chain Matters	OxLEP	Oxfordshire county Council, District Councils, Participating businesses	OxLEP	Concept Dev

4 Reviving: Places

Headline Messages

- **Nine actions have been identified to progress Place recovery.** These include the early/preparatory works around Oxford North, the planned initiative around new Delivery and Collection Solutions, the proposed Visitor Coach Arrivals project, and the new Rural Gigabyte Vouchers Scheme
- Two new target proposals are proposed, these focusing on Town Centre Renewal, and the Renaissance of the Visitor Economy

4.1 This section focuses on the *Places* theme. It sets out the suite of measures which will be delivered by Oxfordshire partners under this ERP Action Plan over the next 24 month timeframe. Table 4-3 provides a consolidated summary of the suite of projects under this Action Stream. Projects have a strong correlation and inter-dependency with proposals set out in the next Chapter – *Rebuilding: Connectivity* – which are focused on strategic infrastructure, digital access and public transport. As such, Oxfordshire partners will ensure that activities are shaped and delivered in close co-ordination to drive Place recovery.

Key Challenges

4.2 The Economic Baseline highlighted that COVID-19 has had a significant impact on place and how our towns and cities function. Communities have been required to, and have, become much more localised with the implementation of travel restrictions, working from home, and increased caution of residents.

4.3 The Economic Baseline Assessment sets out some stark choices which Oxfordshire partners will need to consider as we look to revive our places and how they operate. It poses further challenges in thinking through what our town centres and cities offer moving forward:

- the Visitor Economy, self-evidently place-based, has been disproportionately affected by COVID-19, and continues to be the most vulnerable to extensions of existing trading restrictions or further new public health measures, alongside international visitor travel choices driven by Government policy changes and protocols introduced by airlines;
- the role of city and town centres has changed as a result of COVID-19. Although we may see some graduation (in the long run) back to aspects of how local communities and UK and international visitors interact with these hubs for retail, social interaction and shared experiences, we can reasonably expect limitations to continue in the near term and many businesses will not return at all. As such, there is a requirement for places to fundamentally reimagine what these locations will look like, which visitor markets will be attracted and how the buildings and facilities will be utilised effectively to draw people back; and
- the strength and diversity of Oxfordshire's R&D, Science and Technology sectors have resulted in continued demand for labs and innovation spaces. These strengths will be key drivers of recovery; accommodating this demand, whilst mitigating the potential increase

in vacant property in/around city and town centres, will need to be considered as part of planning policy measures used by local authorities to stimulate footfall.

4.4 Activities in this theme of the ERP Action plan are clustered around seven *Response Measures* and two new *Target Proposals*.

4.5 Alongside these projects, individual district councils will develop local plans for specific market towns and city centres which will aim to boost footfall and visitors. The projects in the ERP will complement these measures alongside short term flexibilities councils look to introduce through planning and business rate changes.

Action Stream 1 - Existing Activities



4.6 Two key projects are being developed currently, which address the challenges of COVID-19 highlighted in the Economic Baseline. OCC-led works to unlock development sites in the north of Oxford will mean that the demand for additional R&D space can begin to be met and act as a focal point for recovery, driven by private sector investment. Equally, progression of the Wood Centre for Innovation will again provide R&D space for those high value businesses which are driving Oxfordshire’s economy and currently are limited by space availability. Further details are set out in Table 4-1, below.

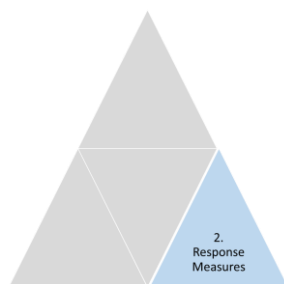
4.7 Further to the *Existing Activities* included in this ERP Action plan, there are development sites across the County, which need to be leveraged to ensure that the demand for floorspace is met. This includes significant opportunity for expansion of high value scientific activities beyond Oxford City to sites in and around our other towns such as Banbury, Bicester, Abingdon and Didcot, where land is available and housing costs are cheaper. For example, large footprint industrial buildings often speculatively constructed for logistics are easily adaptable for high-value R&D purposes.

Table 4-1: Existing Activities supporting recovery of Place in Oxfordshire

Activity name	Primary Sponsor	Activity Status	Short description
A40 Improvement Works	Oxfordshire County Council	Implementation	Important works to upgrade the A40 corridor improving vital transport and infrastructure to the north and west of Oxford which will enable the progression of new affordable housing, innovation facilities and better connectivity for local communities, including active travel, to future employment opportunities. These works can assist the ERP Action Plan by providing access to space for those innovative businesses and industries which are key to driving recovery, and can be a catalyst for investment into Oxfordshire’s strong science and technology sectors
The Wood Centre for Innovation	The Oxford Trust	Implementation	20,000 sq. ft. flexible, COVID-19 secure workspace for start-up and early stage businesses specialising in science and technology. The site provides office space, R&D laboratories, technical workshop space, socially distanced co-working space and meeting facilities and the option for virtual offices. This will be an important asset for nurturing the County’s start-up community under COVID-19 conditions

Source: OxLEP, 2021

Action Stream 2 - Response Measures



4.8 Five *Response Measures* are included in this Action Stream. These projects have been developed in response to COVID-19 or as a result of funding competitions developed to accelerate recovery and are set out in Table 4-2, below. Three of these projects are being implemented through the use of *Getting Building Fund* funding and contribute directly to providing vital infrastructure (physical and digital) to aid recovery.

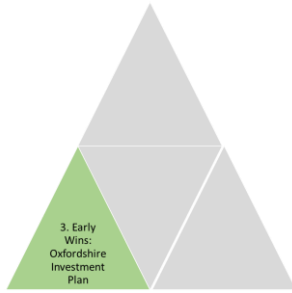
4.9 Overall, these projects have a strong focus on the adaptation of Oxfordshire as a place to altered ways of working, changes in travel behaviours, and preparation of the County for re-engaging with visitors, (local, UK and international) once travel restrictions are lifted. The districts have a strong role in this, and particularly Meanwhile in Oxfordshire presents an opportunity for local exemplars of innovative uses of vacant units and spaces, which could be rolled out county-wide.

Table 4-2: Response Measures supporting recovery of Place in Oxfordshire

Activity name	Primary Sponsor	Activity Status	Short description
New Delivery and collection Solutions (Delivery and freight hubs)	Oxford City Council	Concept Dev	Reducing the impact of freight trips by large and/or polluting vehicles in Oxford's city centre, which will contribute to the sustainable economic recovery and development of Oxford. The external commission will gather sufficient intelligence and evidence in order to clearly diagnose the challenge and identify one or multiple viable solutions which support the overall vision. If successful, this approach can be implemented in town centres across the county
Meanwhile in Oxfordshire	Oxford City Council	Implementation	A multi-authority use collaboration which includes refurbishment work to bring vacant units back into a usable state and setting up an operator team to identify would-be occupiers will be crucial to repurposing Oxfordshire's town centres and ensuring that footfall is driven up, to catalyse the regrowth of town centre economies. The use of 'meanwhile spaces' must also be rolled out to our towns
Repurposed Physical/Digital signage	Oxfordshire County Council / District Councils	Concept Dev	Updating and repurposing of signage to encourage domestic tourism. Plans are at a conceptual stage at district level, but under the ERP Action Plan are to be expanded to ensure alignment across the County and encourage a county-level push to increase footfall in town centres as restrictions are lifted. Ideas in development include use of AR at tourist sights and digitally interactive signage
Rural Gigabit Voucher Programme	Oxfordshire County Council	Implementation	a key component of the accelerated Digital Investment Plan (more fully explained in Section 3), this is a voucher scheme that will enable between 400 and 600 additional rural premises to be connected with full fibre broadband. This is a key requirement for accelerating recovery, as COVID-19 has changed how businesses work. Remote working has become commonplace, meaning that fast, reliable internet needs to be provided universally
Visitor Coach Arrivals	Oxford City Council	Implementation	A two-stage project to tackle the issues created by visitor coaches, and the negative impacts on city centre businesses and residents. Phase one will involve creating additional temporary drop-off locations to ease the pressure on St Giles. Phase two, will reduce the number of city centre drop off locations, and replace them with edge of city facilities with alternative options developed to get passengers in using the city's public transport network.

Source: OxLEP Public Partners, 2021

Action Stream 3 – Early Wins: Oxfordshire Investment Plan Projects



4.10 There are five overarching infrastructure investment schemes which are in development under the *Oxfordshire Investment Plan* and will be delivered over an extended period, beyond the timeframe of this ERP Action Plan. This includes the following ‘development bundles’: Oxford City Science Area Sectors, including the West End Innovation District; Culham Science Park; Harwell Campus; Living Labs Testbed; and LO:GIC at Begbroke Science Park. Details of these key projects can be found within the Investment

Plan, via the OxLEP website at www.oxfordshirelep.com/lis.

Action Stream 4 - Target proposals



4.11 We have developed two *Target Proposals* which address the specific challenges for this theme identified in the ERP Economic Baseline Assessment, namely:

- the huge impact of COVID-19 on high streets across the country, accelerating trends that were already contributing to the demise of town centres before the pandemic. The Economic Baseline highlighted that Oxford City has been amongst the most impacted city centres in the country in terms of footfall and spend,

whilst our towns are facing similar challenges as the function of their centres has changed. *Target Proposal 5* addresses these challenges; and

- the Tourism sector globally has been decimated by the COVID-19 pandemic, impacting national and local economies as well as individual businesses, jobs, means of travel, and wellbeing. Oxfordshire’s Visitor Economy needs to be able to adapt and regenerate as we look towards recovery from the pandemic. *Target Proposal 6* addresses how to reinvigorate the Visitor Economy across the County once travel restrictions are eased and lifted.

4.12 These projects are outlined below, with full ‘project fiches’ presenting the fuller case for each activity provided in a separate document: *ERP Target Proposals*.

Target Proposal 5: Town Centres' Renewal

Context

- Oxfordshire comprises a variety of town and city centres. Alongside the major conurbation and city centre offering of Oxford, this includes a network of larger (i.e. Banbury, Abingdon, Bicester, Didcot) and smaller (i.e. Thame, Chipping Norton and Faringdon) towns with unique economic geographies, assets and histories. The recovery of town and city centres must therefore be locally tailored and locally led.
- Covid-19 has had a huge impact on high streets across the country, accelerating trends that were already contributing towards a need to reinvent many town centres before the pandemic. It has also generated an increase in popularity in the concept of the 15 minute neighbourhood, which provides workers with everything they need in terms of work, retail and leisure within a short distance from their home.

Objectives

- The overall vision is to reimagine town centres and create vibrant hubs of community and commercial interaction to drive forwards recovery. Our objectives are to facilitate and promote the creation of town centres which are:
 1. **Attractive and Viable** – high quality environments which people want to visit and are desirable locations for a mix of business, service provider, and community uses.
 2. **Connected and Sustainable** – readily accessible, from within local hinterlands and across the County, via a range of convenient and sustainable modes of transport.
 3. **Inclusive & Locally Led** – shaped by the local community to create places that are relevant and engaging for everybody to visit, enjoy and interact.

Inputs & Activities

- Total Project Cost: £35m (plus £400k for evaluation)
- The following activities are proposed to deliver objectives that have been established for Town Centre renewal through a challenge fund model:
- Increasing the capacity of locally based leadership
 - Leveraging strategic public and private sector property assets to diversify use mix and provide anchor developments to help catalyse wider investment
 - Public realm improvements - creating dynamic public spaces that promote human interaction through high quality and innovative initiatives and delivery models;
 - Innovative bus operating models - support transition towards more financially sustainable bus service provision, requiring collaborative working with operators.
 - Active Travel Plans – alongside public transport improvements, roll out programme of cycle and pedestrian networks across all major settlements to ensure that local residents can access town centres via healthy, safe and sustainable means

Outcomes

- Enhanced local leadership capacity and partnership working – measured by community and partner engagement in decision making and evidence of partnership working/delivery (inc co-investment);
- Enhanced vibrancy & appeal to residents and visitor – measured by footfall, vacancy rates, satisfaction surveys;
- More diverse offer and shift away from retail – evidenced by change of land/premises and 'new' uses coming forward in strategic assets;
- Improved environmental quality – evidenced by public realm improvements e.g. digitisation, pedestrianisation, green space.
- Reduced carbon emissions – evidenced by reduced car usage and take up of active travel and bus services.

Target Proposal 6: Visitor Economy Renaissance

Context

- Oxfordshire has a thriving Visitor Economy which attracts 30 million visitors a year that generates £2.5 billion into the local economy and supports 42,000 jobs locally. Oxfordshire is home to globally recognised brands and businesses including Oxford, the Cotswolds, Blenheim Palace and Bicester shopping village
- However, the COVID-19 pandemic has decimated the tourism sector globally, with huge implications for national and local economies as well as individual businesses, jobs, means of travel, and wellbeing.
- The ability for the Visitor Economy to pivot to the impact from COVID-19 has been seriously hindered by a noted lack of digital skills throughout the sector. Outreach consultation activity to local Visitor Economy businesses in Oxfordshire found that over half of businesses needed support across social media, websites, maintaining customer content and managing online reputation.

Objectives

- To attract visitors and ensure that Oxfordshire's maintains its position as one of the UK's most desirable visitor destinations for both national and international visitors
- To build capability (with a focus on digital) in Oxfordshire's Visitor Economy businesses and ensure that they are able to remain competitive
- To ensure that Oxfordshire is a safe place to visit that is responding to changing health and social distancing requirements

Inputs & Activities

- Total Project Cost: £1.5m (plus £40k for evaluation)
- **Oxfordshire-wide marketing campaign:** The creation of a future funding pot that can be deployed for necessary marketing and communication campaigns when the economy opens up.
- **Rolling out a digital health check survey for businesses Oxfordshire-wide:** Responding to the evidence from West-Oxfordshire and activity driven by Cotswolds Tourism, capitalising on existing resources and thinking, to roll out the digital health check survey to businesses
- **Delivering Digital Training Programmes:** Informed by the findings from the Digital Health Check survey a series of training programmes will be designed and delivered by the Growth Hub and draw upon available grants and other business support activity where relevant/necessary
- **Rolling out of the 'Good to Go' accreditation:** Working alongside above digital activity, with additional capacity, Destination Management Organisations will work to expand this accreditation from to reach a greater proportion of Visitor Economy businesses
- **Providing capacity to Oxford Pass to onboard partners and raise profile:** Supporting the profile building and onboarding of partners to Oxford Pass across Oxfordshire. After this initial support, this will become self-sufficient with ticketing fees supporting the service on an ongoing basis
- **Improving physical infrastructure to better support Oxfordshire's destinations:** In order to best respond to the need for better social distancing requirements, improved waymarking is proposed that has digital components.

Outcomes

- Attracting a greater proportion of national and international visitor markets
- Improved digital capacity and skills for the Visitor Economy sector
- Improved visitor flow and social distancing at Oxfordshire's visitor destinations
- Expanding membership from 494 businesses (representing c. 10% of all of Oxfordshire's Visitor Economy businesses) to 2000 business (representing c. 40%)

Table 4-3: Reviving: Places Activities

Activity name	Lead Organisation	Partner Organisations	Primary Funding	Activity Status
Activity Stream 1: Existing Activities				
A40 Improvement Works	Oxfordshire County Council	OxLEP	Local Growth Fund	Implementation
The Wood Centre for Innovation	The Oxford Trust	OxLEP	Local Growth Fund	Implementation
Activity Stream 2: Response Measures				
New Delivery and collection Solutions (Delivery and freight hubs)	Oxford City Council	Oxfordshire County Council, Environment Agency, OxWED, Oxford University	TBC	Concept Dev
Meanwhile in Oxfordshire	Oxford City Council	OxLEP, Oxon District Councils	Getting Building Fund	Implementation
Repurposed Physical/Digital signage	Oxfordshire County Council / District Councils	Oxfordshire County Council	District Councils/County Council	Concept Dev
Rural Gigabit Voucher Programme	Oxfordshire County Council	OxLEP	Getting Building Fund	Implementation
Visitor Coach Arrivals	Oxford City Council		Oxford City Council	Implementation
Activity Stream 4: Target Proposals				
Town Centres' Renewal	OxLEP & District Councils	Local Authorities	TBC	Concept Dev
Visitor Economy Renaissance	OxLEP	District Councils, Oxfordshire County Council, Destination Management Organisations	TBC	Concept Dev

5 *Rebuilding: Connectivity*

- 5.1 Central to the overall delivery of the ERP is the critical importance of adaptive connectivity, which enables access to employment opportunities and services, business resilience, and wider well-being. Complementing the preceding *Places* chapter, this section of the ERP Action Plan sets out how **Connectivity** – physical and virtual - will support our recovery agenda and action plan.
- 5.2 The ERP Economic Baseline Assessment has highlighted three major challenges for Oxfordshire which are now more pronounced as a result of the COVID-19 pandemic and must be tackled to ensure sustainable outcomes, as the County emerges from recovery and into renewal:
- ensuring digital connectivity is maximised across the County to support the shift to increased remote working and employment, enable access to public services which are increasingly provided online and facilitate adaptation by businesses to meet changing consumer behaviour;
 - sustaining safe, reliable and affordable public transport which enables the most vulnerable and most affected residents in the County to gain access to employment, training and services;
 - preparing and adapting Oxfordshire's transport network for sustainable recovery in ways which will maximise the recovery and growth trajectory of key sectors that are heavily reliant on footfall and visitors; and
 - providing a low carbon resilient transport system which can support the transition to net zero economy and evolve to meet new demands for journeys made by cars, supporting the increasing move to EVs through increased charging infrastructure across the County. Oxfordshire is well placed to address this, with the Oxfordshire Energy Strategy and important local centres of innovation, including the emerging battery transport cluster in Cherwell, and Silverstone Technology Cluster.
- 5.3 With these challenges in mind, Oxfordshire partners will be implementing a range of digital and physical connectivity activities which will support economic recovery by addressing these challenges which underpin the wider priorities and ambitions set out under each theme of the ERP Action Plan.

Digital Investment



5.4 The ERP recognises that digital investment is fundamental to supports economic recovery across every sector of the economy, noting that every £1 invested in full fibre creates £8 in net GVA. To maximise this opportunity across the County, Oxfordshire partners, led by the County Council, will deliver seven strategic projects, as set out in Table 5-1.

Table 5-1: Digital Connectivity projects delivered for the ERP Action Plan

Activity	Lead Organisation
CONN1: Connect a further 1000 rural residential premises to full fibre between February 2021-June 2022 enabling these residents to work from home	Oxfordshire County Council
CONN2: Engage further with 38 communities to use voucher funding for delivery of full fibre to c 3500 premises by June 2022	Oxfordshire County Council
CONN3: Lead a procurement which will connect 200+ public sector buildings to full fibre by June 2023. This will include GP practices, schools, museums as well as our own estate	Oxfordshire County Council
CONN4: Connect a further c 2000 business and residential premises with full fibre connectivity by June 2023	Oxfordshire County Council
CONN5: Engage with commercial telecoms operators resulting in a commitment for 6,000 premises in Banbury to be connected to full fibre by 2024, with others expected to be announced in March/April 2021	Oxfordshire County Council
CONN6: Finalise a procurement strategy to get all premises in Oxford connected to gigabit broadband by 2025	Oxfordshire County Council
CONN7: Work with Government to finalise a procurement plan to connect c 90,000 premises with full fibre by 2025	Oxfordshire County Council
CONN7: Work with the Mobile Network Operators to facilitate rollout of 5G in Oxfordshire – this has helped secure 17x 5G masts being installed around Oxford, with Abingdon mooted for Autumn 2021	Oxfordshire County Council

Source: Oxfordshire County Council, 2021

Adapting Oxfordshire's Transport Network



5.5 As we address the challenges that COVID-19 has placed on the transport network, including in maintaining safe and efficient public transport and between the different modes available, it is important to adapt the network appropriately in line with changing patterns of behaviour, patronage and demand.

5.6 This ERP Action Plan sets out the following activities designed to adapt the network whilst, also preparing for gradual increases in demand which will be stimulated by a recovering economy.

TRAN 1: Connecting Oxford

- 5.7 Oxfordshire County Council and Oxford City Council will continue to develop *Connecting Oxford* as part of this ERP Action Plan. It will be focusing on the transformation of how people travel to and within Oxford, as part of OCC's plan to create a less congested, less polluted city and wider county, tackling issues that occur with the both the commute and during the day, in particularly the city's eastern arc⁴. The focus is on supporting reliable public transport services, supporting active travel and Zero emission and adapting to altered travel behaviours.

TRAN2 : Oxford City Zero Emission Zone

- 5.8 Oxfordshire County Council and Oxford City Council are proposing to create a zero emission zone (ZEM) pilot in Oxford city centre, starting in August 2021. The ZEM will be implemented through a road user charging scheme, with the aim of creating a cleaner, safer .
- 5.9 Following the formal consultation on the ZEM pilot which concluded in January 2021, the County Council's Cabinet will make a decision on the progression of the Pilot in March 2021.

⁴ [Connecting Oxford](#)

On approval, this will contribute to creating a more desirable City Centre for visitors and encourage active travel.

TRAN3: E-Scooter trial

- 5.10 Oxford will be implementing an E-scooter trial which is expected to commence in mid-February 2021. The trial will draw on Oxford City's learning from the shared bike operations and OCC's engagement with other cities on best practice activity in order that that E-scooters can be introduced as a positive addition to Oxfordshire's mobility choices, and an alternative means of transport under the new post-pandemic environment.

TRAN4: Electric Bus City

- 5.11 The County Council has successfully secured for Oxford to become the UK's first all-electric bus city; it is currently progressing to phase 2 of the programme. Funding of up to £50m will support the city and its bus operators in transitioning the fleet to Zero Emission buses which will provide a transformative step in Oxfordshire's target to be carbon net zero by 2050 or sooner. The council is now preparing a business case for DfT approval prior to funding being released and will be working closely with operators and officials to develop a viable proposition for Oxford which addresses wider low carbon challenges and provides a safe and sustainable public transport mode for residents.

TRAN5: EV Infrastructure

- 5.12 Oxfordshire is leading the way in the delivery of EV infrastructure and a number of projects continue to establish new charging points across the county, which will be fundamental to the wider recovery of the County's economy and transition to net zero carbon. The City Council continues to deliver new charging points for City residents along with Taxis, including through projects such as the joint OCC and Oxford Direct Service initiative to develop a solution to enable connections to homes without dedicated parking. Two key aspects of delivery include:
- **Park & Charge⁵** – A collaborative Innovate UK project, delivering charge points across Oxfordshire's towns, using an innovative business model to utilise public owned car parks to provide services to visitors and residents alike, by 2022 the aim is to have approximately 250 new charge points across the County; and
 - **EV Infrastructure strategy** – to enable investment and ensure reliable sustainable infrastructure for EV charging, Oxfordshire will be one of the first Authorities to adopt an EV Infrastructure Strategy, the strategy is expected to be adopted by the County Council and District Councils in Spring 2021.

TRAN6: Active Travel Tranche 2 Programme

- 5.13 c£5m of funding, drawn from competitive bids, Local Growth Fund and S106 contributions will enable investment in a programme of active travel projects to invest in Cycling and Walking schemes and enhancing safety and quality, particularly important in the observed localisation impacts of COVID-19 and supporting wider well-being within local communities.
- 5.14 The programme includes:

⁵ <https://parkandchargeoxfordshire.co.uk/>

- Oxford City: Improved cycle paths, Low Traffic Neighbourhoods, traffic filters (closing main roads to through traffic, except for buses, access and exempt users) and point closures (closing quieter street except for cyclists); and
- Cherwell and West Oxfordshire (Bicester and Witney): Improved / segregated cycle paths, traffic filters and wider pavements

5.15 Project timelines propose completion of the Cherwell and West Oxfordshire schemes by Spring 2021 and consultation commencing for most Oxford City schemes in May 2021, with planned delivery scheduled for the summer of 2021

TRAN7: 'Community Activation'

5.16 In addition to delivering a number of infrastructure changes, the County Council will also support a number of complementary measures including a community cycling activator role, the use of a *Cycling and Walking Activation App*, piloting of a number of school streets schemes and extending access to the *Wheels for All* programme enabling people with disabilities to try a wide range of adaptive bikes.

TRAN8: Future Mobility

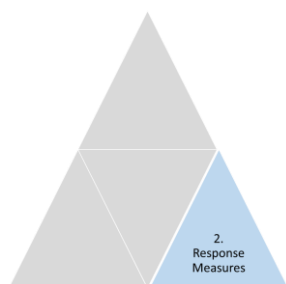
5.17 The challenges of COVID-19 have highlighted the requirement to bring forward future mobility solutions, particularly with the importance of social distancing and delivery of items to vulnerable people. This ERP Action Plan will encompass a series of exciting and innovative measures developed to test and tackle areas where new solutions can be introduced at pace.

5.18 Oxfordshire has built up a reputation for supporting innovation in the mobility sector, this was driven by adopting a policy to utilise Oxfordshire as a living lab for mobility in the Local Transport Plan; *Oxfordshire Ihub*⁶ is a partner in many of these collaborative projects, As part of a package of measures to address connectivity challenges created by the COVID-19 pandemic, the County Council will continue to support our place as leaders in Connected Autonomous vehicles (CAV) with continued on-road trials, along with *Multi CAV* which will see public transport trials for CAV led by First Group. Additionally, it will also support delivering Unmanned Aerial Vehicle projects, developing standards and regulations as well as trial flights delivering medicines to protected or remote care homes.

5.19 In 2021, OCC will also deliver the 2nd phase of the *GovTech Catalyst* project, which will fund two companies up to £500k each to deliver a proof of concept solution for the future of network management. Alongside this, a new *SBRI* project will also look at whole journey accessibility modelling that will aim to make bespoke journey details for individuals with accessibility needs, and increase patronage of public transport services.

⁶ https://issuu.com/occihub/docs/occ_ihub_2020_q4

A Key Additional Requirement



ADD1: Bus Renewal

5.20 COVID-19 has had a dramatic impact on bus services across Oxfordshire, placing operators at severe financial risk and the permanent loss of vital routes which connect families to employment, essential services and wider communities.

5.21 A new Bus Board has been created to focus on opportunities for the bus services. As highlighted in the Economic Baseline, Oxfordshire has high levels of bus use and maintaining, and then growing this, will be important to ensuring Oxfordshire's transport system fits the changing requirements of its residents. Support from DfT to continue the work to look at how new services and funding can be delivered that meet changing customer demand will help unlock investment from the private sector and support from Local Government.

- 5.22 Continued investment in Active Travel is also required to further boost the connectivity priorities of the ERP Action Plan. Funding to support the *Active Travel Tranche Programme 2* is an important start but many other towns across the County would benefit from more investment to implement further initiatives, which could make our town centres more appealing places to visit through creating new, safe routes for active travel modes of transport.
- 5.23 Increase in revenue funding for new projects and de-risking investment in "Innovation" would be a key boost for connectivity improvements, in light of COVID-19 challenges. Government funding is traditionally capital led, and while this is still important and new infrastructure is clearly needed, increasingly disruptive business models in mobility come from customer centric revenue driven models
- 5.24 More funding is needed that supports this sector in the UK, with Local Government a potential client but lacking revenue to risk initial investment/purchase of these new services. Increased revenue would also support development of dynamic data led "Place" management to make more efficient use of the infrastructure we have, rather than focus solely on new infrastructure to provide new capacity. There is clearly the opportunity to spend less (Capital) but spend (Revenue) wisely to still deliver benefits to communities and also potentially support new sector growth in the UK.
- 5.25 A key task for Oxfordshire partners will be to look at how these challenges can be tackled as part of the wider recovery from COVID-19.

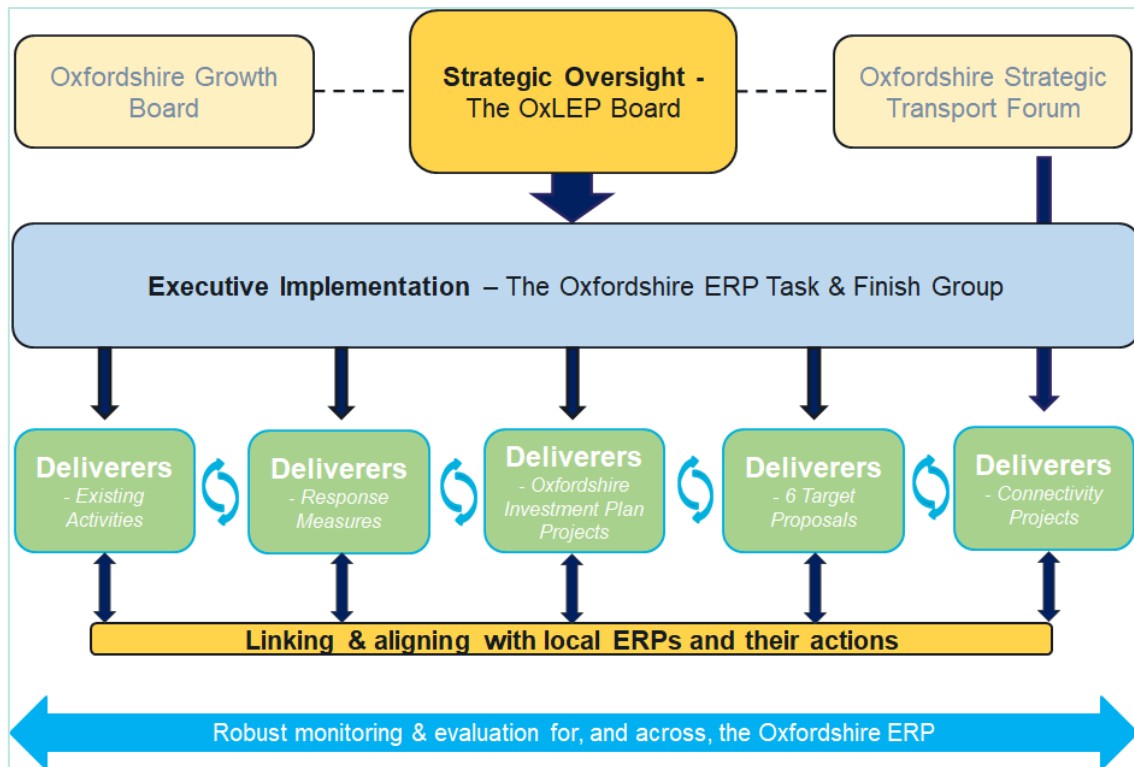
6 An ERP Action Plan for Oxfordshire

- 6.1 Based on evidence, consultation, and foresight, **this ERP Action Plan for Oxfordshire sets out those actions which will be undertaken over the next 24 months** to address the impact of COVID-19 on our economy and the legacy it has for the County. **We are proposing an integrated ERP Action Plan for existing, proposed, and new activities - over 50 projects in total - to address these challenges for our People, Places, and Businesses.** To these economic development actions, which will be progressed by Oxfordshire partners, **we will additionally progress 17 digital, transport, and wider connectivity projects**, under the leadership of the County Council and the Oxfordshire Strategic Transport Forum.
- 6.2 This Action Plan encompasses approximately 70 projects worth a total of c. £1.4 billion worth of costed activities. Against this total, c. £1 billion of allocated money is secured and in place, **with a funding shortfall – the ‘investment ask’ of this Action Plan- of £437 million** (Table 1-1).
- 6.3 A summary of our ERP Action Plan – our *‘Plan on a Page’* – is overleaf. This is our starting point, recognising that this Plan will remain a live document and will require Oxfordshire partners to be vigilant in our listening, sharp in our monitoring and tracking, and agile in responding as and when evidence change is needed.

Governance

- 6.4 We want this to be a well-executed Action Plan, with tight overall strategic oversight, high-quality and proactive execution capability, and expert and effective deliverers who leverage their operational expertise to drive impactful actions on the ground. Recognising these requirements, the Plan will have a simple three-tier governance and oversight structure with responsibilities as follows:
- **Overall Strategic Oversight: to be provided by the OxLEP Board**, which will be accountable to the County's people, businesses and places for the impact of the ERP. In oversight, there will be close strategic liaison and progress review with the Oxfordshire Growth Board (to maximise the coordination of impact across the economy), and the Oxfordshire Strategic Transport Forum (given its lead role in progressing the digital and physical connectivity activities under this Action Plan).
 - **Executive Implementation: to fall to the existing ERP Task Group**, which will be accountable to the OxLEP Board for the ERP's implementation and progress; and
 - **Action Delivery:** this will fall to expert project partners and task groups as they deliver the actions and initiatives within this Action Plan.

Figure 6-1: Oxfordshire's ERP Action Plan - governance structure



Source: OxLEP, 2021

- 6.5 At all stages, governance of this Oxfordshire ERP Action Plan will align and support the individual district-level ERPs which are being progressed by Councils. Delivering synergy, sharing best practice, and understanding 'what works' will be key intents of this alignment.
- 6.6 **High performance monitoring and evaluation will be a hallmark of this ERP Action Plan and its delivery;** across the socio-economic spectrum, COVID 19 has reinforced the need for public sector intervention to target the right beneficiaries, in the right way, at the right time. Accordingly, a driving focus on targeting the most appropriate beneficiaries for support, and then optimising intervention delivered to them, will be a defining characteristic of our governance of this Action Plan.

Moving To Delivery . . .

- 6.7 Time is of the essence for this Action Plan, and so **we need collectively to move promptly and effectively on its delivery and implementation, maximising resources as efficiently as possible.** Underpinning this, we will be putting in place key monitoring, evaluation and gateway milestones to measure progress of the Plan and its impact, to ensure it remains fresh, targeted and effective. This includes:
 - **Preparing a clear Delivery Timetable**, identifying the Plan's key stage-gates, milestones, and implementation dependencies, and committing to a refresh of this this on a four-monthly cycle;
 - **Developing the Monitoring and Evaluation Framework** we will use collectively to track Action Plan progress and impact, securing appropriate resource for this to be a substantive and value-adding activity;

- **Agree the processes by which the ERP Economic Baseline Assessment will be refreshed,** and iterated back into this Action Plan, to ensure the latter remains relevant and appropriate.
- **Alongside this, we will engage with relevant Central Government Departments and Agencies** to identify where/how/when the unfunded proposals in this Action Plan can capture resource, and be progressed at pace to support Oxfordshire's, and the wider UK's, economic recovery.

. . . and the commitment needed now?

- 6.8 Few of us could have imagined in March 2020 the dramatic and far-reaching changes which our lives, our businesses and human interactions would have been subjected to the COVID-19 Pandemic. Today nearly 12 months forward, that reality is clear, as are the challenges and responsibilities we face in adjusting to a fundamentally new paradigm – as individuals, as society, and as public and private sector partner.
- 6.9 Now, **other partners need to come alongside the Task Group to provide their own inputs, support, resources, and expertise.** Whatever the scope and scale of part you can play, we hope you will feel able to play it – for the benefit of our County and its businesses, people, and places and future generations
- 6.10 This Action Plan is vital for the future of our people, businesses and places – everyone has a role to play in making it happen. Oxfordshire partners look forward to working fully and energetically with you in ensuring its success.

The ERP Action Plan on a Page

	 Reskilling: People	 Resilient: Businesses	 Reviving: Places
Key Challenges	<p>Low-income families, women, the young, & vulnerable groups hardest hit</p> <p>Those who cannot work from home have been affected more strongly</p>	<p>Businesses reliant on face-to-face/ in situ activities hardest hit</p> <p>Some sectors doing well (life sciences), others decimated (hospitality, visitor economy)</p>	<p>Visitor Economy & Town Centres hit very hard. Much reduced footfall & spend</p> <p>'15-minute community'</p> <p>Expanded & adapted connectivity required</p>
Activity Stream 1 <i>Existing Activities</i>	<p>Skills infrastructure & facilities from Level 3 up, in growth industries</p> <p>Workplace based flexible training</p>	<p>Growth Hub delivered core business support</p> <p>LGF funded R&D facility infrastructure</p>	<p>Place & Connectivity Infrastructure projects</p> <p>Spaces for Innovative businesses to grow</p>
Activity Stream 2 <i>Response Measures</i>	<p>Community focused IAG for people who have lost jobs</p> <p>Creating employment opportunities linking people to new developments</p>	<p>National level cashflow support initiatives – largely non-discretionary</p> <p>GBF & private sector funded R&D facility development</p>	<p>Digital connectivity improvements</p> <p>Redesigned transport logistics for Oxford City</p> <p>Town Centre Renaissance – Meanwhile Spaces</p>
Activity Stream 3 <i>Early Wins:</i> <i>Oxfordshire Investment Plan</i>	<p>Oxfordshire Social Contract – T-Level provision, social mobility, in work skills development</p> <p>Inclusive Economy Commission</p>	<p>Internationalisation Plan</p> <p>Creative & Cultural Industries Hub</p> <p>Visitor Economy investment</p>	<p>Five Large infrastructure projects</p> <p>Rail service & road congestion improvements</p> <p>New active travel routes</p>
Activity Stream 4 <i>New Target Proposals</i>	<p>Tackling Social Mobility and Economic Hardship</p> <p>Improving labour supply within and across sectors</p>	<p>Integrated Enhanced Growth Hub</p> <p>'Supply Chain Matters'</p>	<p>Reimagined Town Centres which are attractive, connected & inclusive</p> <p>The Recovery & Investment of the Visitor Economy</p>
 <p>Rebuilding: Connectivity - Sustainable, efficient & healthy transport & digital infrastructure</p>			

A Annex: Full listing of proposed ERP Action Plan Spring 2021-Spring 2023

Activity name	Lead Organisation	Partner organisations	Primary Funding	Activity Status
Reskilling: People				
Action Stream 1: Existing Activities				
Activate Learning Care Suite	Activate Learning	OxLEP	Local Growth Fund	Operational
Advanced Digital and Science Centre	The Henley College	OxLEP	Local Growth Fund	Operational
Advanced Engineering and Technology Skills Centre	Abingdon & Witney College	OxLEP	Local Growth Fund	Operational
AgriTech Skills Innovation Centre	Abingdon & Witney College	OxLEP	Local Growth Fund	Operational
City Centre Hospitality Training	Activate Learning	OxLEP	Local Growth Fund	Implementation
Construction Skills Academy	Abingdon & Witney College	OxLEP	Local Growth Fund	Operational
Oxford Centre for Technology and Innovation	Activate Learning	OxLEP	Local Growth Fund	Operational
Skills Support for the Workplace	Activate Learning	OxLEP	European Social Fund	Implementation
Skills Support for the Unemployed	Activate Learning	Aspire Oxfordshire	European Social Fund	Operational
Oxfordshire Advanced Skills Phase 3 Pilot	UKAEA	OxLEP	Local Growth Fund	Implementation
Action Stream 2: Recovery Measures				
Community Employment Support Programme	Oxford City Council	Aspire Oxfordshire	Oxford City Council	Implementation
Community Employment Plan Delivery	OxLEP	Anchor Institutions	Oxford City Council	Implementation
Green Construction Skills Centre	Abingdon and Witney College	OxLEP	Getting Building Fund	Implementation
Action Stream 3: Early Wins: Oxfordshire Investment Plan				

Activity name	Lead Organisation	Partner organisations	Primary Funding	Activity Status
Oxfordshire Social Contract, Careers Innovation Gateway (CIG)	OxLEP	Careers and Enterprise Company (CEC)	Oxfordshire Investment Plan	Case/ Funding development
Oxfordshire Social Contract, T-Level Programme	OxLEP	Education providers, Participating businesses	Oxfordshire Investment Plan	Case/ Funding development
Oxfordshire Social Contract OxLIFE	OxLEP	Education providers	Oxfordshire Investment Plan	Case/ Funding development
Inclusive Economy Commission	Oxford City Council, OxLEP	Anchor Institutions	Oxfordshire Investment Plan	Implementation
Activity Stream 4: Target Proposals				
Improving labour supply within and across sectors	OxLEP	Oxfordshire Care Providers (OACP)	OxLEP	Concept Dev
Tackling Social Mobility & Economic Hardship	OxLEP	SOFEA	OxLEP	Concept Dev
Resilient: Businesses				
Activity Stream 1: Existing Activities				
ISfB – Innovation Support for Business	OxLEP	University of Oxford, Cherwell District Council, Oxford City Council and Oxford University Hospitals NHS Foundation Trust	European Regional Development Fund	Operational
eScalate	OxLEP	Oxfordshire Social Enterprise Partnership	European Regional Development Fund	Operational
Skills for Business	OxLEP	European Social Fund	European Social Fund	Operational
OxFutures Phase 2	Low Carbon Hub	Oxford City Council, the University of Oxford, Oxford Brookes University, Cherwell District Council and Bioregional	European Regional Development Fund	Implementation
Centre for Applied Superconductivity	University of Oxford	OxLEP	Local Growth Fund	Operational
Earth Lab	Earth Trust	OxLEP	Local Growth Fund	Implementation
Oxford Brookes Enterprise Hub	Oxford Brookes University	OxLEP	Local Growth Fund	Implementation
Activity Stream 2: Response Measures				
Bounce Back Loan Scheme (BBLS)	British Business Bank	HMT	UK Government	Operational
Coronavirus Business Interruption Loan Schemes	British Business Bank	HMT	UK Government	Operational
Coronavirus Large Business Interruption Loan Scheme	British Business Bank	HMT	UK Government	Operational
Future Fund	British Business Bank	HMT	UK Government	Operational
Local Restrictions Support Grants	Oxon District Councils	MHCLG	UK Government	Operational
Lockdown one-off grants	Oxon District Councils	MHCLG	UK Government	Operational
Additional Restrictions Grant	Oxon District Councils	MHCLG	UK Government	Operational

Activity name	Lead Organisation	Partner organisations	Primary Funding	Activity Status
Rate Relief for businesses	Oxon District Councils	MHCLG	UK Government	Operational
Business Investment Fund	OxLEP		Getting Building Fund	Implementation
The Energy Systems Accelerator Pilot (TESA)	University of Oxford	OxLEP	Getting Building Fund	Implementation
Clinical BioManufacturing Hub	University of Oxford	OxLEP	Getting Building Fund	Implementation
Activity Stream 3: Oxfordshire Investment Plan Projects				
The Oxfordshire Internationalisation Plan	OxLEP	Local Authorities, Universities and colleges, Research Institutions, Science and Business Parks, BROs, Private Sector, HMG – DIT & FCO	Oxfordshire Investment Plan	Implementation
The Creative and Cultural Industries Hub	Oxford City Council	OxLEP, University of Oxford, Oxford Brookes University, commercial operator (tbc), Oxfordshire County Council, others tbc	Local Growth Fund	Implementation
The Recovery and Investment of the Visitor Economy (THRIVE)	OxLEP	OxLEP, Oxfordshire Local Authorities, VisitEngland, VisitBritain other tbc	Oxfordshire Investment Plan	Case/Funding Development
Activity Stream 4: Target Proposals				
Business Support Booster	OxLEP	Local Authorities, Participating businesses	OxLEP	Concept Dev
Supply Chain Matters	OxLEP	Oxfordshire county Council, Local Authorities, Participating businesses	OxLEP	Concept Dev
ReBuilding: Places				
Activity Stream 1: Existing Activities				
A40 Improvement Works	Oxfordshire County Council	OxLEP	Local Growth Fund	Implementation
The Wood Centre for Innovation	The Oxford Trust	OxLEP	Local Growth Fund	Implementation
Activity Stream 2: Response Measures				
New Delivery and collection Solutions (Delivery and freight hubs)	Oxford City Council	Oxfordshire County Council, Environment Agency, OxWED, Oxford University	TBC	Concept Dev
Meanwhile in Oxfordshire	Oxford City Council	OxLEP, Oxon District Councils	Getting Building Fund	Implementation
Repurposed Physical/Digital signage	Oxfordshire County Council / District Councils	Oxfordshire County Council	District Councils/County Council	Concept Dev
Rural Gigabit Voucher Programme	Oxfordshire County Council	OxLEP	Getting Building Fund	Implementation
Visitor Coach Arrivals	Oxford City Council		Oxford City Council	Implementation
Activity Stream 4: Target Proposals				

Activity name	Lead Organisation	Partner organisations	Primary Funding	Activity Status
Town Centres' Renewal	OxLEP & District Councils	Local Authorities	TBC	Concept Dev
Visitor Economy Renaissance	OxLEP	Local Authorities, Oxfordshire County Council, Destination Management Organisations	TBC	Concept Dev
ReBuilding: Connectivity				
CONN1: Connect a further 1000 rural residential premises to full fibre between February 2021-June 2022	Oxfordshire County Council	Local Authorities, private suppliers	Oxfordshire County Council	Implementation
CONN2: Engage further with 38 communities to use voucher funding for delivery of full fibre to c 3500 premises by June 2022	Oxfordshire County Council	Local Authorities	Oxfordshire County Council	Implementation
CONN3: Lead a procurement which will connect 200+ public sector buildings to full fibre by June 2023	Oxfordshire County Council	Local Authorities, private suppliers	Oxfordshire County Council	Case/Funding Development
CONN4: Connect a further c 2000 business and residential premises with full fibre connectivity by June 2023	Oxfordshire County Council	Local Authorities, private suppliers	Oxfordshire County Council	Case/Funding Development
CONN5: Engage with commercial telecoms operators resulting in a commitment for 6,000 premises in Banbury to be connected to full fibre by 2024	Oxfordshire County Council	Local Authorities, commercial telecoms operators	Oxfordshire County Council	Case/Funding Development
CONN6: Finalise a procurement strategy to get all premises in Oxford connected to gigabit broadband by 2025	Oxfordshire County Council	Local Authorities, private suppliers	Oxfordshire County Council	Case/Funding Development
CONN7: Work with Government to finalise a procurement plan to connect c 90,000 premises with full fibre by 2025	Oxfordshire County Council	Local Authorities, commercial telecoms operators	Oxfordshire County Council	Case/Funding Development
CONN7: Work with the Mobile Network Operators to facilitate rollout of 5G in Oxfordshire	Oxfordshire County Council	Local Authorities, commercial telecoms operators	Oxfordshire County Council	Case/Funding Development
TRAN 1: Connecting Oxford	Oxfordshire County Council	Oxford City Council, bus operators	Oxfordshire County Council	Case/Funding Development
TRAN2 : Oxford City Zero Emission Zone	Oxford City Council	Oxfordshire County Council	Oxford City Council	Case/Funding Development
TRAN3: E-Scooter trial	Oxford City Council	Private operator	Oxford City Council	Case/Funding Development
TRAN4: Electric Bus City	Oxford City Council	Oxfordshire County Council, Bus operators	Department for Transport	Case/Funding Development
TRAN5: EV Infrastructure	Oxford City Council	Oxfordshire County Council	Oxford City Council	Implementation
TRAN6: Active Travel Tranche 2 Programme	Oxfordshire County Council	Local Authorities	Department for Transport	Implementation
TRAN7: 'Community Activation'	Oxfordshire County Council	Local Authorities	Oxfordshire County Council	Case/Funding Development

Activity name	Lead Organisation	Partner organisations	Primary Funding	Activity Status
TRAN8: Future Mobility	Oxfordshire County Council	Local Authorities, private delivery partners	Oxfordshire County Council	Case/Funding Development
ADD1: Bus Renewal	Oxfordshire County Council	Local Authorities, Bus operators	TBC	Concept Dev

B Annex B: Technical Note to the ERP Action Plan

B.1 In compiling this ERP Action Plan, we have worked closely with Oxfordshire partners across local authorities, Destination Management Organisations, Universities, business leaders and others to ensure the appropriate interventions are included and that these, collectively, comprise a cohesive suite of activities which directly address the challenges highlighted in the Economic Baseline Assessment report, completed in December 2020.

B.2 Two strands of work built on the Economic Baseline to develop this ERP Action Plan:

- **ERP Activity Selection:** comprising the identification of *Existing Activities*, *Response Measures*, and *Oxfordshire Investment Plan* projects for potential inclusion in the ERP Action Plan; and
- **Target Proposal Development:** comprising the development of six Target Proposals specifically aimed at addressing the five challenge areas identified in the Economic Baseline Assessment that require further action.

ERP Activity Selection

B.3 The ERP Action Plan includes four activity streams, as outlined in Section 1: *Existing Activities*, *Response Measures*, *Oxfordshire Investment Plan projects* and *Target Proposals*. The first three of these streams comprise activities that are currently underway or in development.

To select the most appropriate projects for inclusion in the ERP Action Plan, an extensive activity-mapping exercise was undertaken by the ERP Task Group, working with public delivery partners to collect information on Existing Activities, Response Measures, and Oxfordshire Investment Plan projects. The information gathered included:

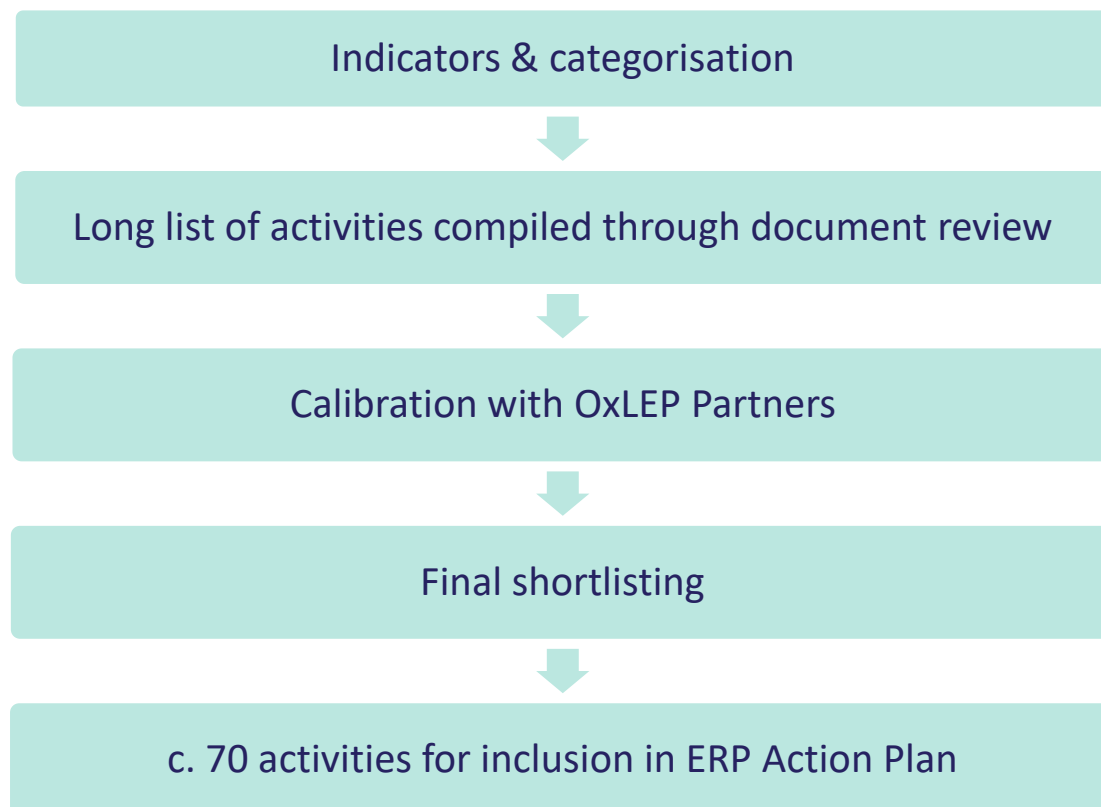
- Activity name;
- Activity description;
- Activity status (conceptual, business case development, implementation, operational);
- Lead organisation;
- Partner organisations; and
- Primary funding source

B.4 This information was used to categorise and triage activities for inclusion in the ERP Action Plan. On initial triage by the ERP Task Group, a long list of activities was produced and shared with public delivery partners (including the Growth Hub, Skills Hub, Oxfordshire County Council, and the District Councils) for calibration.

B.5 After collating responses from partners to the long list of activities, the Task Group then undertook shortlisting, where those projects with the most alignment with addressing the challenges identified in the Economic Baseline Assessment were selected for

inclusion in the ERP. A key criteria for inclusion was the ability of the activity to deliver recovery benefits over the next 24 months. This selection process is outlined in the Figure below:

Figure 6-2: Selection process for Existing Activities, Response Measures and Oxfordshire Investment Plan projects for the ERP Action Plan



Target Proposal Development

- B.6 On identification of Existing Activities, Response Measures and Oxfordshire Investment Plan projects for inclusion in the ERP Action Plan, it was clear that six challenge areas required further activities to be developed to ensure that all of the challenges in the Economic Baseline Assessment were addressed.
- B.7 These six areas included Skills and Inclusivity Development in the *People* theme, enhanced Business Support and Supply Chain activity in the *Businesses* theme, and Town Centre and Visitor Economy renewal in the *Places* theme.
- B.8 Once these challenge areas were identified, the ERP Task Group and partners assigned Lead Actors to develop Target Proposal responses, working with OxLEP and independent economic development consultants through a series of workshop sessions.
- B.9 Each Lead Actor developed one or more Target Proposal 'Fiches', in which the Context (challenges), Rationale, Objectives, Risks, Inputs, Activities, Outputs, Outcomes and Delivery Considerations were developed. These are not full business cases, but have been developed so that all of the components of a full business case have been considered, enabling these Target Proposals to be mobilised quickly.
- B.10 Each Target Proposal fiche is presented in full in a separate document: *ERP Action Plan – Target Proposals*, together with information on who the Target Proposals will be led by.

Oxfordshire's Economic Recovery Plan: The Economic Baseline Assessment



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Executive Summary

Context and purpose

In July 2020, Oxfordshire partners convened a senior stakeholder Task Group comprising OxLEP and chief officers from Oxfordshire's six local authorities, senior representatives from the University of Oxford and Oxford Brookes University and the Oxfordshire Growth Board, to oversee the development of a County-wide COVID-19 Economic Renewal Plan (ERP).

Due to the immediate economic challenges created by the pandemic and the disruption caused to employment, trade and supply chains in specific parts of the economy, the ERP will have a near term focus covering an immediate response and recovery period of 24 months. It will look at the ways and means to maximise existing activities and introduce additional responses to regain the pre-COVID-19 growth trajectory for the County and its localities. The ERP's immediate purpose is to coordinate and galvanise a County-wide response. Should additional COVID-19 recovery support measures be introduced by Government, then the Plan will also work to underpin subsequent Oxfordshire policies and funding submissions.

Methodology

To establish the impact of COVID-19 on Oxfordshire, key socio-economic indicators were assessed prior to and, where possible, after the start of the COVID-19 pandemic. This gave an understanding of the nature and scale of the impacts on Oxfordshire, relative to the UK and of district level variations within the County.

Econometric modelling was also conducted to project the impact that COVID-19 will have on the economy of Oxfordshire in relation to the rest of the UK, by running a baseline projection and then an updated projection accounting for economic disruption caused by COVID-19, and subsequent restrictions put in place by the Government.

Quantitative work was supported by consultation with 50 key business leaders and stakeholders in eight themed Focus Groups, covering the Visitor Economy, Town Centres, Green Growth, Rural Economy, Strategic Sites and Assets, Inclusive Growth, Business Growth and Supply Chains, and Jobs and Skills. In addition to this a working session with Oxfordshire Chamber was also undertaken to assess impact on members.

Key insights

COVID-19 impact on Oxfordshire overview

Overall, significant impacts of COVID-19 has been felt around the county in terms of employment, business turnover, travel, and indeed how and where people work. The two national lockdowns have demonstrated that some sectors have been able to adapt to restrictions to a greater degree than others, based on the ability for work to be conducted remotely and products and services to be conducted in this manner.

Sectors dependent on face-to-face interaction and trading with customers and those reliant on free movement of people have been severely impacted. Although Oxfordshire saw a recovery in these sectors as restrictions were eased in the summer, they remain vulnerable to further restrictions, which can be imposed at very short notice. Real consideration needs to go into how to support these sectors during periods of restrictions and, going forward, how to help them recover and adapt to new trading conditions once restrictions are eased.

Oxfordshire **as a whole** has been hit less hard than the UK as a whole due to a mix of helpful factors:

- **Its strengths in knowledge intensive industry** – in times of crisis, innovative industries are key to recovery and thus are in high demand. For instance, the Life Sciences sector in Oxfordshire has reported increased sales and demand for services since March 2020
- **Its dispersed and (to a degree) polycentric geography**, which lends more easily to adaptive ways of working. The polycentric nature of the county with multiple nodes of business has lent itself to localisation of economies caused by restrictions on movement
- **Extant high skill levels**. The jobs most impacted by COVID-19 restrictions have been in service industries. Oxfordshire's strength in professional, scientific and technical services and high value manufacturing have meant that impacts have been limited to a degree by the ability to work flexibly and by continued demand for high quality products. However, there are some areas, such as Cherwell, which have low levels of scientific activity and thus have been hit harder relatively

However, there are clear causes for concern. The Visitor Economy in Oxfordshire has been badly affected, with tourism, hospitality and retail bearing the brunt. City centre footfall and spend is dramatically down with knock on effects to those working in these sectors. The Education sector, reliant on influxes of international students and researchers has been impacted, and Arts, Culture and Entertainment has seen the highest rates of employees placed on *furlough*. The impacts in these sectors have been driven by national level interventions, but renewal will require County-level responses to boost levels to pre-COVID-19 norms and beyond.

Critically, negative impacts are being felt unevenly across Oxfordshire's residents. In line with the national picture, low income families, vulnerable groups, and the most deprived areas are likely to be the hardest hit by COVID-19. This will lead to heightened levels of inequality and may undermine Oxfordshire's inclusive growth aspirations. It also means that some localised areas in Oxfordshire have been impacted more severely, particularly in areas of already high deprivation (especially parts of Cherwell) and with a high dependence on footfall and visitor numbers (Oxford and West Oxfordshire).

Furthermore, jobs that are being lost in Oxfordshire, as in the UK (largely in lower skill, lower value sectors such as town/city centre Retail and Arts/Entertainment) are different to those that are being, and will be, created in growing sectors (largely higher value, higher skilled jobs in Professional, Scientific and Technical sectors). This mismatch creates a risk that there will be skills barriers for those people who become unemployed from lower skilled sectors, with the jobs available requiring retraining and/or upskilling.

The future outlook

Pre-COVID-19 forecasts showed the Oxfordshire economy was expected to maintain its impressive growth moving forward, with performance set to exceed comparator areas and the UK average. However, updated forecasts incorporating the impact of the COVID-19 pandemic, indicate a comparatively short but substantial impact to economic activity in Oxfordshire. Relative to a pre-COVID-19 trajectory, over the next decade the Oxfordshire economy could expect to have in the region of 6,000 fewer jobs and reduced output by c£522million.

Sectors such as Retail, Tourism and Food will bear the brunt of the impact but some of Oxfordshire's breakthrough industries, such as Professional Services, IT and Health and Science could emerge stronger. Within Oxfordshire, Cherwell and Oxford are set to face the biggest

shock to economic activity, with Vale of the White Horse the least impacted. That said, all areas are expected to experience a smaller shock and recover faster than the UK average.

On-the ground findings

COVID 19 has had far reaching impacts across Oxfordshire's businesses, people and places. The impacts have been uneven in terms of:

- the spatial spread across the County; varied impacts, both negative and positive;
- between and within different business sectors; and
- on different individuals, households and vulnerable groups.

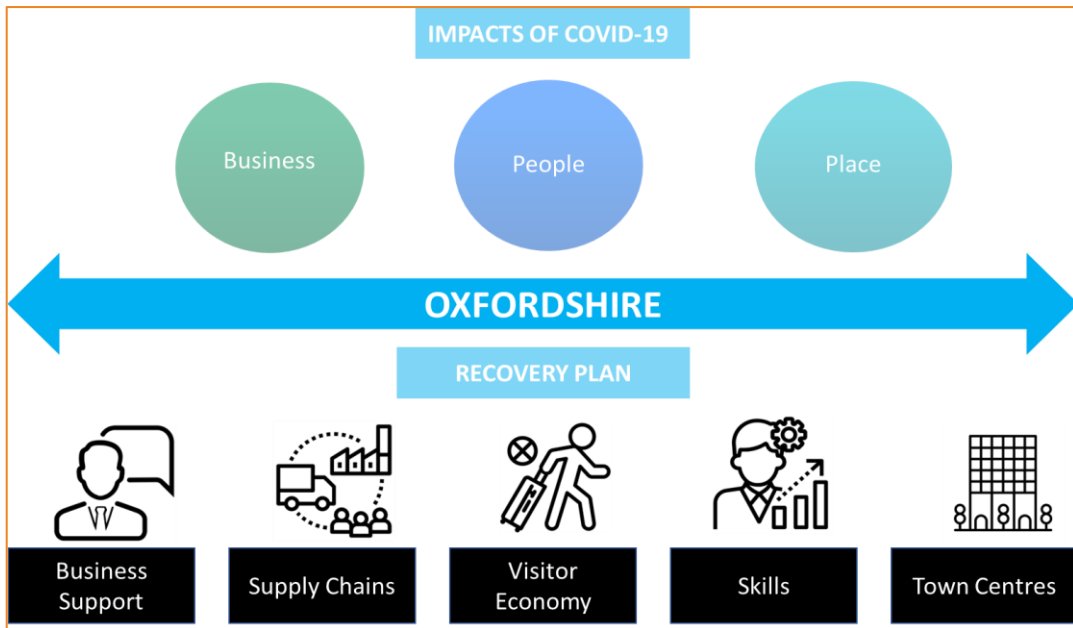
In terms of the business base, the COVID-19 crisis to-date has had seen some sectors see growth (tech-/solution-driven businesses), whilst some severely impacted (non-food retail, transport) and other sectors largely unchanged (agribusiness). Alongside this, the switch to homeworking has spawned a new localism which, depending on the COVID-19 trajectory, could have lasting impacts on commuting patterns, and the hierarchy of use between cities like Oxford and market towns and villages. The 15-minute community concept has resonated deeply across the County.

The hardest hit sector across the county is the Visitor Economy which will raise further socio-economic challenges (especially in Oxford, West Oxfordshire, and Cherwell), however, this is not the only hard hit sector, with home-based businesses, the newly self-employed and limited company freelancers also struggling, with limited support (a real challenge in South Oxfordshire and Vale of White Horse). Businesses will need support in the face of ongoing government lockdowns as will the individuals employed in the sector (disproportionately those with lower skill levels and women – both core to Oxfordshire's inclusive economy aspirations). In addition, it is a vital source of entry level employment for young people and those returning to the labour market. As such, targeted employment and skills initiatives with tailored packages of wrap around support will be of increased importance.

Conclusions and Implications for the Economic Recovery Plan

The impacts of COVID have been felt across Oxfordshire's businesses, people and places and a co-ordinated County-wide response is required. There is a clear need for a targeted and well-resourced recovery plan to ensure Oxfordshire can continue to adapt to the new normal. Alongside this support to mitigate negative impacts, the County must also seize the opportunities emerging from the pandemic, including growing existing and new sector strengths and transitioning transition towards a zero-carbon economy.

Drawing together the findings from this comprehensive evidence base we have identified five priority action areas as indicated below.



In summary, these support areas will cover the following:

- **Business Support** – augmenting our existing provision to provide tailored packages of support, advice and finance to ensure our local businesses are well positioned overcome the challenges they are facing and enable them to grow back stronger.
- **Supply Chains** – to better understand the scope, nature and potential fragility of local supply chains and to identify how to improve resilience and identify opportunities for local business growth.
- **Visitor Economy** – sector-focussed programme reflecting the severity of the impact of COVID on our Visitor Economy and we can accelerate recovery and adapt to the new normal and accelerate.
- **Skills** – to support residents back into work including targeted support for our most vulnerable groups and those hit hardest by redundancies and business closures.
- **Town Centres** – a Countywide programme to reimagine and revitalise our key settlements to ensure they are viable and attractive places to live, work and play.

Working closely with local stakeholders from across sectors and across the County, we are developing these thematic priorities into our Economic Recovery Action Plan

Further detail regarding the Oxfordshire ERP and its ongoing development is available from **Ahmed Goga, Director of Strategy, OxLEP, ahmed.goga@oxfordshirelep.com**.

1 Introduction

Context: Drivers, Purpose, and Audience

- 1.1 In July 2020, Oxfordshire convened a senior stakeholder Task Group led by OxLEP and comprising chief officers from Oxfordshire's six local authorities, senior representatives from the University of Oxford and Oxford Brookes University and the Oxfordshire Growth Board, to oversee the development of a County-wide COVID-19 Economic Renewal Plan (ERP).
- 1.2 Although only four-months into the global crisis, it was clear to the Task Group that COVID-19's impact would go well beyond the pandemic's devastating health impacts and create a ripple-effect into Oxfordshire's local and sub-regional economies.
- 1.3 Whilst central government provided immediate nationwide COVID-19 assistance through the Job Retention Scheme (JRS, commonly referred to as *Furlough*) and subsequent *Kick-start* programmes, Oxfordshire's partners were keen to identify what was required in the Oxfordshire context to support 'Recovery and Renewal' across the county, post-COVID-19.
- 1.4 Due to the immediate economic challenges created by the pandemic and the disruption caused to employment, trade and supply chains in specific parts of the economy, the ERP will have a near term focus covering an immediate recovery and response period of 12-24 months. It will look at the ways and means to maximise existing activities and introduce additional responses to regain the pre-COVID-19 growth trajectory for the County and its places. The ERP's immediate purpose was to coordinate and galvanise a County-wide response. Should additional COVID-19 recovery support measures be introduced by government, then the Plan would also work to underpin subsequent Oxfordshire policies and funding submissions.
- 1.5 This document presents the baseline position of Oxfordshire's economy post-COVID-19, highlighting the areas which need concerted efforts from the Task Group and partners to aide recovery and boost the economy.
- 1.6 In preparing the ERP, two documents have been prepared:
 - This document, the Economic Baseline Assessment, presents the socio-economic data and forecasts for Oxfordshire and its districts, pre-and post-COVID-19. As such, it provides the authoritative and independent assessment of how, and where, the pandemic has affected the economy, and what has been 'lost' to the County and its places as a consequence of the crisis; and
 - A companion document, *Recovery Plan*, takes the evidence base and then uses this as the foundation to develop a formal and proactive plan of economic renewal for the County and its districts.

Methodology underpinning this Volume

- 1.7 A structured, mixed methods approach to assessing the impact of COVID-19 on the county of Oxfordshire and the five districts (Cherwell, Oxford, South Oxfordshire, Vale of White Horse, and West Oxfordshire) was undertaken. This methodology included the following:
- **Meta-analysis** of data availability for indicators which would provide information on the nature and extent of COVID-19 impacts on the socioeconomic conditions in Oxfordshire and the districts;
 - **Pre-COVID assessment.** A summary of relevant pre-COVID indicators using published reports (e.g. the Local Industrial Strategy) and data (including a structural breakdown of the economy of each district). This enables an understanding of the Oxfordshire economy in relation to the UK and also identifies key differences within the County;
 - **During-COVID assessment.** A detailed quantitative analysis of all identified relevant socioeconomic indicators with data available after March 2020. The primary analysis looks at timeseries, where possible, to track changes in key indicators post-March 2020 and snapshot analysis where timeseries data are not available. All indicators are assessed at district level where possible;
 - **Post-COVID projection.** A detailed series of sectoral level projections of employment and GVA indicators. At November 2020, two scenarios have been run. The first, using pre-COVID conditions, with the second accounting for COVID and subsequent control measure impacts on the economy. A third projection will be driven by economic indicators in 2021;
 - **Consultation.** Eight Insight Theme focus groups with public and private sector stakeholders covering The Visitor Economy, Town Centres, Green Growth, Rural Economy, Strategic Sites and Assets, Inclusive Growth, Business Growth and Supply Chains, and Jobs and Skills. Additionally, a working session was also held with Oxfordshire Chamber.

Structure of this Volume

- 1.8 The *Economic Baseline Assessment* is structured with the following five sections, with each beginning with headline messages, before presenting the evidence and analysis, and concluding with key messages and implications:
- Section 2, **The Baseline Position – The County in Overview pre-COVID-19**, provides analysis of the Oxfordshire economic position pre-COVID-19
 - Section 3, **The Oxfordshire Economy – understanding the effects of COVID-19**, with a focus on present data sets applying to national, subnational, and local levels;
 - Section 4, **Looking forward – The Structural Impacts**, sets out the results of econometric forecasting, providing insights into the pre/post COVID-19 projections for Oxfordshire's areas and sectors, and the growth consequences resulting;
 - Section 5, **Qualitative Insights**, summarises the inputs from eight Insight Theme focus groups, covering The Visitor Economy, Town Centres, Green Growth, Rural Economy, Strategic Sites and Assets, Inclusive Growth, Business Growth and Supply Chains, and Jobs and Skills; and
 - Finally, Section 6, **Implications for Economic Renewal Action** draws together the key themes from the preceding evidence and analyses, and synthesises this into a set of implications and challenges which the *Recovery Plan* then responds to.

Making Contact

- 1.9 Further detail regarding the Oxfordshire ERP and its ongoing development is available from **Ahmed Goga, Director of Strategy, OxLEP, ahmed.goga@oxfordshirelep.com**.

2 The Baseline Position – The County in Overview pre-COVID-19

Headline Messages

- Oxfordshire had a strong economic baseline position prior to COVID-19, particularly in knowledge intensive industries, driven by its high skill levels. This put it in a more resilient position to deal with shocks than the rest of the country
- But, variations exist across the county, with Cherwell and West Oxfordshire more reliant on service industry jobs and South Oxfordshire and Vale of White Horse being heavily represented by Professional, Scientific and Technical jobs
- Oxfordshire is leading the UK average in most key indicators of socio-economic strength, but growth is currently limited by constraints including availability of suitable R&D space, transport connectivity between employment sites, and housing affordability
- Oxfordshire has a diverse economy. Its key economic strengths are in Real Estate, Manufacturing, Education, Professional, Scientific and Technical Activities, and Wholesale & Retail Trades, but at a district level there are differences. Oxford City is proportionally much stronger in terms of output from the education sector, whereas West Oxfordshire, for example is disproportionately reliant on Arts/Entertainment
- Congestion and limited options for public transport are challenges for Oxfordshire. The heavy reliance on car ownership causes journey time issues on major arterial routes. Public transport routes also limit the work location options of poorer residents

Purpose of this Section

- 2.1 This section sets the context for the ERP by providing an overview of the state of the Oxfordshire economy, both absolutely and relative to the UK. This includes an assessment of the pre- and post-COVID-19 position situation in order to provide insight on the key challenges and opportunities that were present in Oxfordshire to March 2020, The Oxfordshire Economy – the general overview pre-COVID-19 overview.

Approach and work done

- 2.2 This section sets out Oxfordshire's pre-COVID-19 position in terms of challenges and opportunities and then highlights the key changes to this that have been recorded in the data since March 2020, and the implications of this.
- 2.3 The approach taken to produce this baseline position section was carried out in two stages. This first stage was to compile quantitative evidence, drawn from publicly available sources, internal and publicly available baseline evidence reports provided by OxLEP. Data was taken from the following sources:
- NOMIS
 - ONS

- Centre for Cities
- Google Mobility
- BICS Survey
- British Bank
- Think Broadband

2.4 Government Department Data

Recognised Strengths . . .

Key Messages

- Oxfordshire has a diverse and innovative economy supported by a highly skilled workforce and active, knowledge intensive business base
- There is a high concentration of innovation assets distributed around the County, with strengths in Life Sciences, Advanced Engineering, and Digital Applications, enhanced by two world class universities
- Leading the UK average in all key indicators of strength indicators, except for Productivity (limited by constraints on growth including connectivity, suitable R&D space, and housing affordability)

2.5 Oxfordshire is one of the UK's strongest economies, with sustained annual growth of 3.9 % per annum recorded between 2006-2019 and exceeding national and South East averages on most key measures (Figure 2-1).

2.6 The high concentration of innovation assets, both through business and academia, position the County at the forefront of global innovation in transformative technologies and sectors such as Fusion Technology, Autonomous Vehicles, Quantum Computing, Cryogenics, Space, Life Sciences, and Digital Health.

2.7 Oxfordshire is a leading centre of innovation, with a globally recognised bioscience cluster hosting 180 R&D companies, and over 32,250 businesses in total, covering a broad range of sectors from Space through to Digital. Innovative businesses are distributed across the County in a number of clusters, giving Oxfordshire a unique polycentric economic development profile. Higher Education in Oxfordshire is extremely strong, with the University of Oxford boasting the highest number of university spin-out companies in the UK and being partnered with some of the world's leading companies in R&D-intensive sectors.

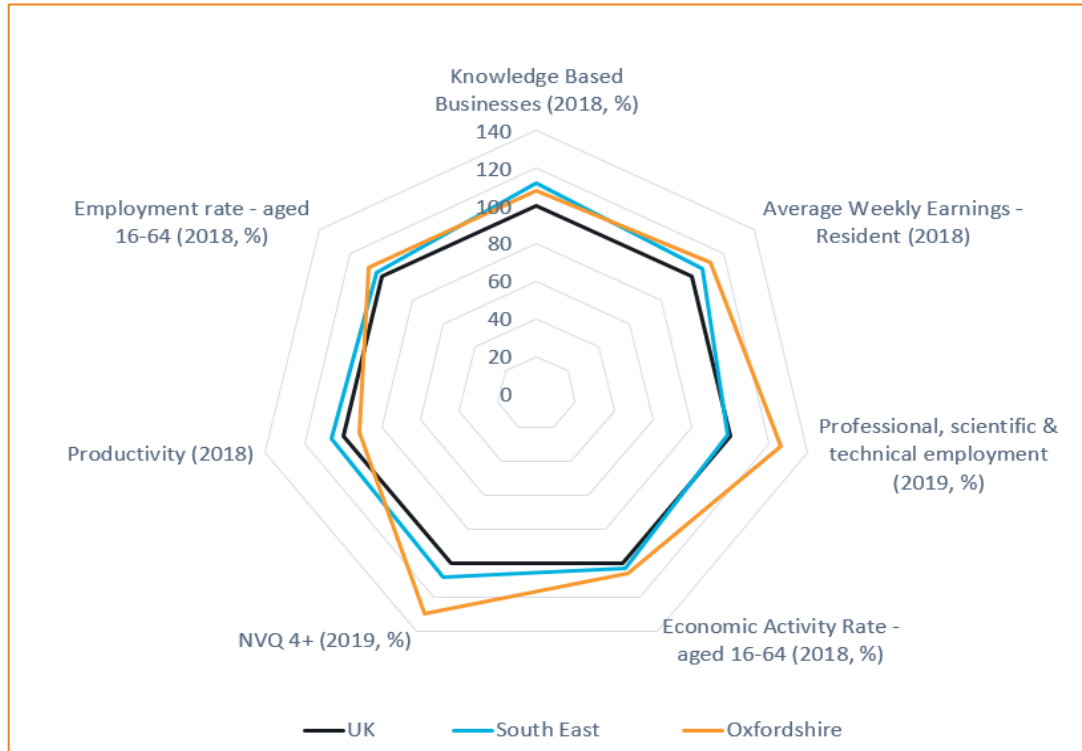
2.8 Supporting Oxfordshire's innovation and business ecosystem is a highly skilled workforce, with low unemployment. The percentage of people with NVQ4+ qualifications in all districts of Oxfordshire is higher than the national average but with district disparities, and average weekly earnings for residents and workers is above the national average (£632 and ££613 respectively, compared with £550 in the UK).

2.9 The unemployment rate was over 50 % lower than UK average in 2019 (1.3 %, compared to 2.7 %). Further to having a low unemployment rate, average wages for the lowest 10 % of earners is the second highest in the country, indicating that economic prosperity is trickling down well throughout the economy.

2.10 Figure 2-2 indicates the position of each individual district in relation to the UK on key economic indicators. It clearly shows that despite Oxfordshire performing better than the UK on all indicators except productivity, there are significant district level differences. Wages are and NVQ4+ levels are above UK levels in all districts. However, the degree to which they exceed national averages varies, with Oxford and South Oxford scoring particularly high

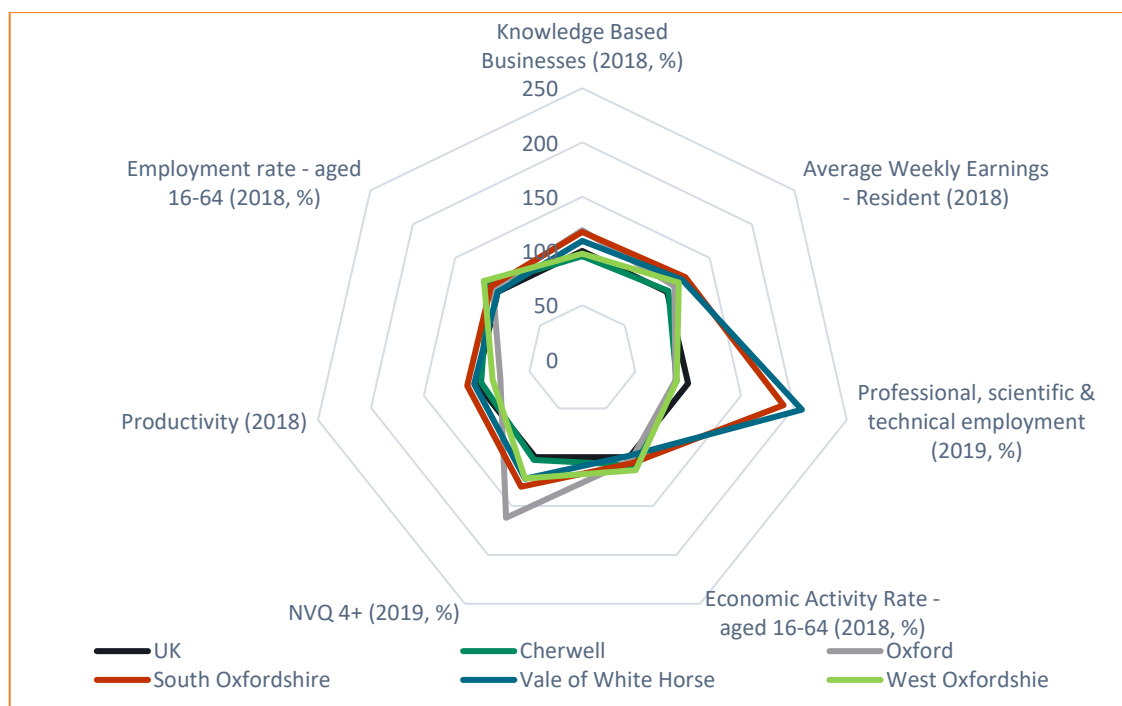
relative to other districts for NVQ4+ levels. Another major sub-county level difference is the percentage of employment in Professional, Scientific, and Technical employment. This is especially pronounced in South Oxfordshire and Vale of White Horse, whereas Cherwell, West Oxfordshire and Oxford are below UK averages on this measure. It is important to consider these sub-county differences in all activities geared towards economic recovery.

Figure 2-1: Oxfordshire's key economic indicators indexed to UK and South East averages



Source: ONS, 2018/19

Figure 2-2: Oxfordshire's District key economic indicators indexed to UK averages



Source: ONS, 2018/19

... but also Challenges

Key Messages

- Growth is being held back across the County by limitations in supply of R&D space, housing, and connectivity
- There is heavy reliance on car ownership, leading to congestion issues on major arterial routes and limiting the options available for residents without car ownership
- Oxford's heavy dependence on Education is, potentially, a key risk, particularly given difficulties with international collaboration under COVID-19 conditions
- There are stark sub-county level differences in the economic make-up and employment levels, meaning one solution may not fit all. An overall strong economy at county level somewhat masks areas of deprivation that exist in at a local level

2.11 Oxfordshire's rapid growth has generated some key economic challenges, with transport, housing, and energy struggling to meet the population demand, and businesses finding it difficult to grow and scale given competing demands for land. As such, despite being a vital net contributor to the UK economy, Oxfordshire is underperforming relative to its peers regarding its levels of productivity (Figure 2-1).

2.12 The heavy reliance on car travel between housing and employment locations is a major issue. Severe traffic congestion on key routes around the County, such as the A34 and the A40, have been challenges for some time. Prior to March 2020, there was already an increasing demand for improved digital infrastructure, driven by the increasing use of cloud storage and the digitalisation of business processes, being driven by Industry 4.0. Oxfordshire had varying speeds and coverage of Superfast and Ultrafast broadband across the County, and download speeds ranging from 10 % below the UK average to 30 % above. The Digital Infrastructure

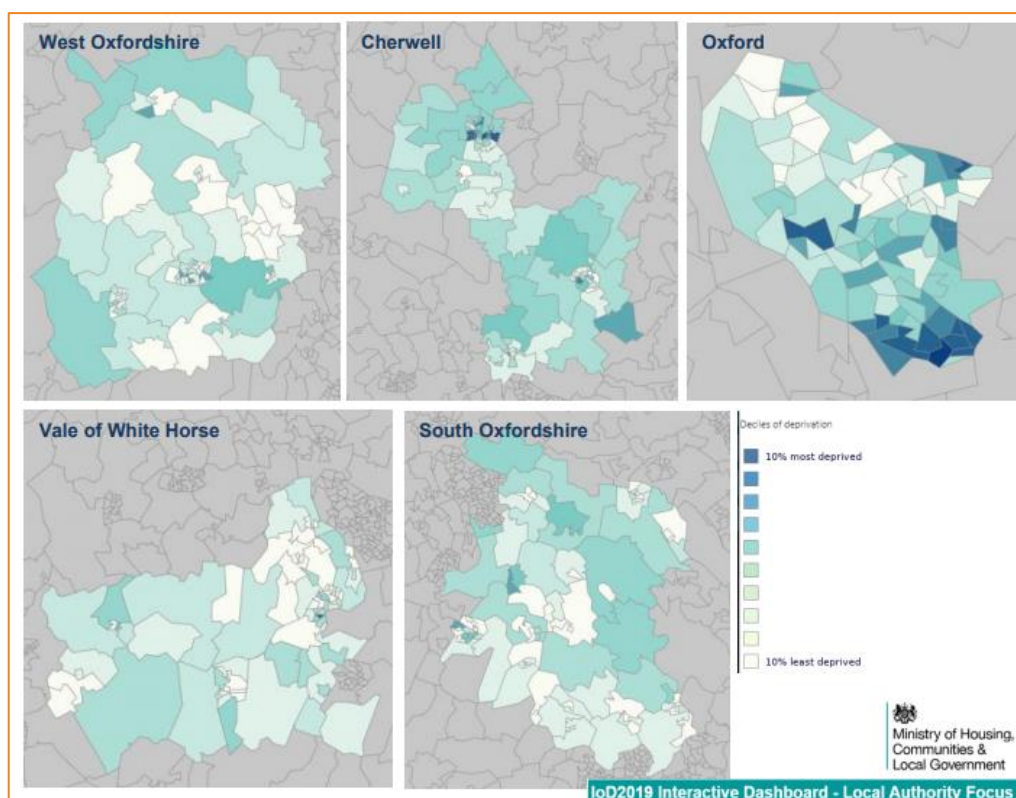
Programme lifted Superfast broadband coverage from 69 % in 2014 to 98 % in 2019, but demand for Ultrafast and Fibre broadband is ever increasing, particularly in innovative businesses.

- 2.13 As highlighted above, the County is home to a world leading Higher Education system. But, at the same time, Oxfordshire's early years education and Primary and Secondary school achievements fall behind on a number of measures, resulting in lower than average rates of social mobility. And even though a key strength for the County is the number of science- and technology-related companies, the lack of STEM related skills amongst the workforce and the low annual growth rate of apprenticeships across the County are key weaknesses, constraining the scaling of businesses. This is particularly the case in Cherwell and West Oxfordshire, which have low levels of employment in Professional, Scientific and Technical roles.

County-wide Variation

- 2.14 Oxfordshire performs economically strongly, but there are variations within the County, with varying demographics and levels of deprivation and wage disparity. All five local authorities are in the 50 % least deprived English local authorities in terms of the Index of Multiple Deprivation. However, the City of Oxford is in the top quartile for deprivation related to Housing and Air Quality – this includes measures of affordability, overcrowding, housing quality, and homelessness.
- 2.15 Deprivation as a whole is concentrated in the South of Oxford City and Banbury in Cherwell; Abingdon in the Vale of White Horse district also has a high level of deprivation (Figure 2-3). The City of Oxford in particular has one of the lowest levels of workers with No Qualifications, at 3.2 %, compared with a UK average of 8%, yet a significant proportion of the workforce have low skills and qualifications.
- 2.16 On wages, South and West Oxfordshire have average salaries at around two-thirds the rate of the other three authorities, driven by these districts having significant 'out commuter' movements to other local authorities. A significant issue across much of the County is housing affordability, with one of the highest price to earnings ratios in the country, at 12:1, with some parts of the County rising to 17:1. This is also reflected in housing affordability, which is low across much of the County
- 2.17 In terms of sectoral drivers of the economy, the County as a whole is driven largely by five broad sectors, which produce around 60 % of the GVA output from Oxfordshire. These five sectors are listed below by percentage share of total GVA output for the County:
- Real Estate;
 - Manufacturing;
 - Education;
 - Professional, Scientific and Technical Activities; and
 - Wholesale & Retail Trades.
- 2.18 Of these, Education is represented significantly above the national average, with Manufacturing, Professional/Scientific/Technical activities, and Real Estate also above national averages. However, there is a deal of variation across the County on the relative strengths of sectors - Table 2-1 below indicates the very high proportional strength of the Education sector in Oxford and of the Arts/Entertainment sector in West Oxfordshire.

Figure 2-3: Indices of multiple deprivation 2019



Source: Oxfordshire Joint Strategic Needs Assessment, 2019

- 2.19 It is important to understand the proportional strengths of each local authority (which is done by identifying areas with a Location Quotient – LQ above 1.5, Table 2-1) prior to March 2020. This enables us to identify the driving sectors of local economies and therefore how each local authority may be affected differently by economic shocks. This is crucial to developing a successful ERP which addresses all districts’ key challenges and aid understanding of the many uncertain impacts of COVID-19.
- 2.20 In the next section, the pre-March 2020 position is updated with data available after the initial COVID-19 lockdown, to show how these measures have impacted Oxfordshire to date. Where possible, this is analysed at a district level. Where this has not been possible, it is indicated in the document text.

Table 2-1: Strengths of broad sectors in the five Local Authorities in Oxfordshire relative to the UK in GVA. 1 = UK average. Light Green = relative strong sector, dark green = relative very strong sector

Sector	Oxfordshire percentage of GVA	Oxfordshire LQ	Cherwell LQ	Oxford LQ	South Oxfordshire LQ	Vale of White Horse LQ	West Oxfordshire LQ
Real Estate Activities	16	1.17	1.33	0.80	1.26	1.21	1.51
Manufacturing	13	1.33	1.68	1.03	1.73	0.68	1.79
Education	11	1.87	0.77	4.10	0.98	1.17	1.22
Professional, Scientific & Technical Activities	10	1.24	0.70	1.01	1.84	1.95	0.63

Sector	Oxfordshire percentage of GVA	Oxfordshire LQ	Cherwell LQ	Oxford	South Oxfordshire LQ	Vale of White Horse LQ	West Oxfordshire LQ
Wholesale & Retail Trade; Repair of Motor Vehicles	9	0.89	1.26	0.47	1.13	0.90	0.76
Information & Communication	7	1.04	1.01	1.11	0.56	1.78	0.48
Human Health & Social Work Activities	7	0.98	0.77	1.92	0.40	0.63	0.68
Construction	5	0.88	0.84	0.72	0.76	1.22	1.00
Administrative & Support Service Activities	4	0.69	0.49	0.50	1.29	0.56	0.74
Public Administration & Defence	4	0.92	1.60	0.98	0.48	0.68	0.59
Transportation & Storage	3	0.61	0.63	0.38	0.69	0.63	0.99
Accommodation & Food Service Activities	3	1.05	0.91	1.12	1.18	0.64	1.68
Agriculture, Forestry & Fishing; Mining & Quarrying	2	0.62	0.65	0.23	0.45	1.33	0.57
Arts, Entertainment & Recreation	2	1.18	1.40	0.61	0.97	0.77	3.19
Other Service Activities ¹	2	1.18	1.62	0.64	0.86	1.40	1.80
Financial & Insurance Activities	1	0.08	0.04	0.09	0.15	0.06	0.04

Source: ONS, 2018

¹ This section (as a residual category) includes the activities of membership organisations, the repair of computers and personal and household goods and a variety of personal service activities not covered elsewhere in the classification

3 The Oxfordshire Economy – understanding the effects of COVID-19

Headline Messages

- A strong economic base in industries less impacted by COVID-19 restrictions means Oxfordshire's economy has been more resilient to the Pandemic than most areas of the country
- However, the Visitor Economy has been hit very hard. *Furlough* and job losses are highest in this sector, and city centre footfall and spend are down 50 % to October 2020. The scale of this damage means that the Visitor Economy is not expected to recover until 2024
- Broad industry-level data does not tell the full story, with some businesses (particularly in Life Sciences) having increases in turnover, while others suffer losses of over 50 % (tourism related industries)
- Cherwell and West Oxfordshire have been hit harder than other areas in Oxfordshire, likely due to higher levels of baseline deprivation and a high dependence on the Arts/Entertainment sector, respectively
- Major challenges present themselves for the transport sector, with bus use and rail use recovering to maximum levels of still below 50% of pre-COVID-19 norms in summer 2020, before falling again throughout the autumn
- One fifth of businesses in Europe are expected to default on loans and make redundancies, a trend that looks to be similar in Oxfordshire based on business loan applications to the UK government. Innovative businesses are more resilient but still need support, particularly at early stages.

Purpose of this section

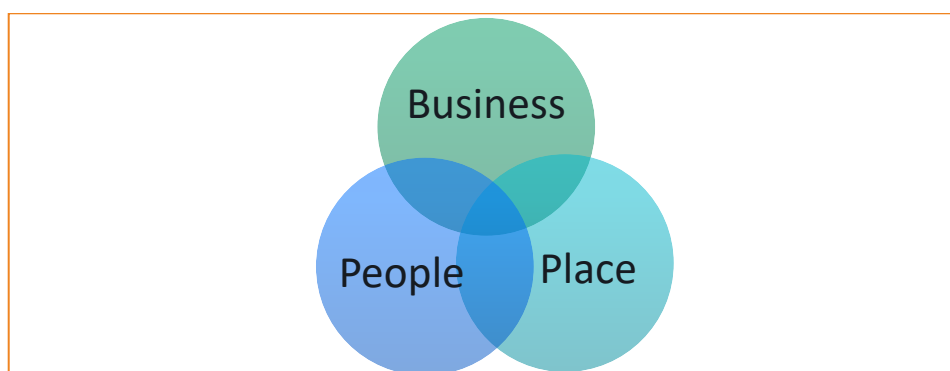
- 3.1 This section builds on the baseline socio-economic indicators for Oxfordshire and looks at how these have changed throughout the year since March 2020, in the highly changeable unprecedented conditions created by COVID-19. It also assesses how the economy has responded to the series of measures introduced by Government over this period and to mitigate the economic effects of the pandemic.

Approach and Work Done

- 3.2 Following the assessment of the baseline data pre-COVID-19, a meta data analysis of c. 130 indicators of economic prosperity was undertaken, covering the socio-economic spectrum, and then prioritised these for review based on their availability post-March 2020 (i.e. the initial date for the introduction of COVID-19 lockdown measures). Those data which were available were then analysed pre- and post-March 2020 to build a picture of the change to the economy brought about by COVID-19 and subsequent government interventions, with this analysis for the County as a whole and disaggregated to district level.

- 3.3 This section is further supported by Section 4, Qualitative Insights, by qualitative insights gained from eight insight calls with c. 40 representatives from Oxfordshire's public and private sector, alongside a working session with Oxfordshire Chamber.
- 3.4 COVID-19 and the its subsequent mitigation measures introduced by Government have had a significant impact on all areas of Oxfordshire and the UK. The underlying strengths and challenges of each local economy will determine how individual places have responded accordingly Of course, the level of impact varies by place, dependent on its prior socioeconomic conditions and the severity of the restrictions in place.
- 3.5 In analysing the available economic data for Oxfordshire, we have set out key findings based Accordingly, In this sub-section the key findings from COVID-19 related socioeconomic data are presented and analysed, based around three key domains - *Business, People, Place* - which although being separate, interact with, and influence each other.

Figure 3-1: Organising lenses through which to understand Oxfordshire's pre-and post COVID-19 positions



Source: Steer-ED, 2020

Businesses

Key Messages

- Oxfordshire's historically strong sectors have been hit less hard by turnover decreases as a result of COVID-19
- The area's strength in knowledge intensive industry is adding resilience to the economy in some areas, but Accommodation/Food and Arts/Entertainment suffering heavy losses
- Broad sectoral trends do not tell the whole story. Impacts are specific to the activities undertaken by businesses and the supply chains they operate in
- Business support is crucial for both short term cash flow and for safeguarding long-term innovation potential

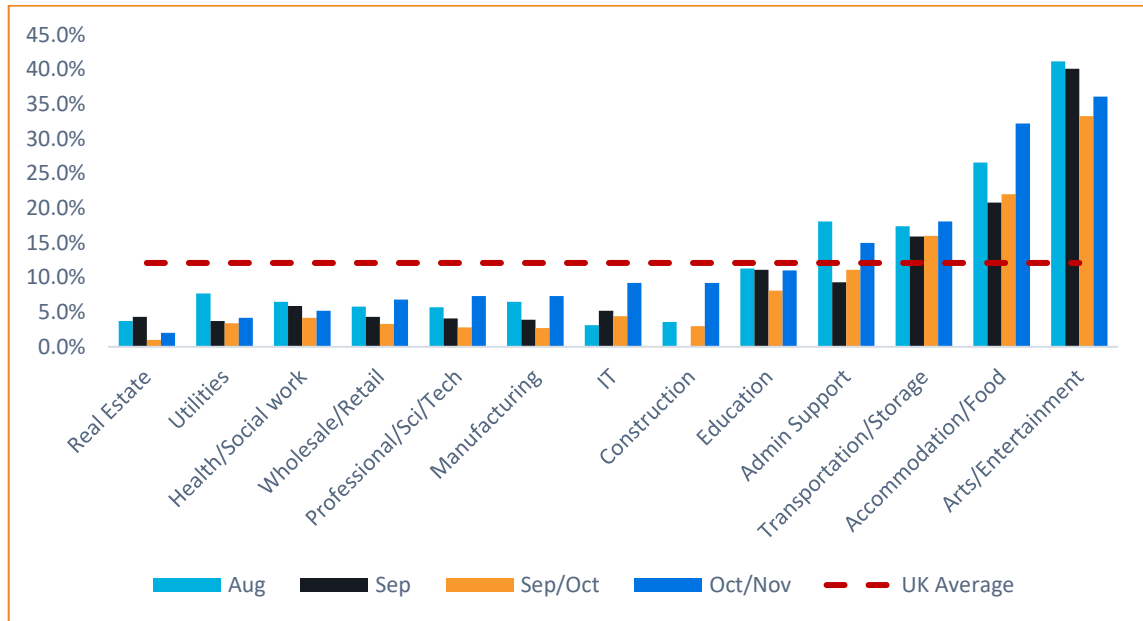
- 3.6 The unprecedented nature of the pandemic has meant that it is important to recognised that all businesses have been impacted in some way by COVID-19. The type of activity that a business engages in determines the extent to which these impacts have been highly negative, slightly negative, or, in some cases, positive. As a general rule, businesses reliant on face-to-face and in situ activities and those reliant on gatherings of workings have been the hardest hit and remain the most vulnerable to future COVID-19 control measures.
- 3.7 Data is available through a number of government and publicly available sources on some key indicators of COVID-19 impact. Due to limitations, some of these are only collected at a

national level. However, national level trends are broadly in line with local level projections based on the data available at both scales. Given this similarity, impacts on specific sectors nationally are indicative of county and local level trends. Qualitative insights, which are presented later in the report, are also used to supplement evidence on local level trends.

Impact of COVID-19 on business turnover by economic sector turnover

3.8 Data on the effect of COVID-19 on business turnover by sector is available only at the national level. Overall, the proportion of UK businesses reporting a decrease of more than 50% in turnover² is 8.5%. The sectors most impacted are the Arts/Entertainment and Accommodation/Food, with – at one stage – 40% of businesses nationally in Arts/Entertainment reporting over a 50% drop in turnover (Figure 3-2).

Figure 3-2: Percentage of businesses with >50% decrease in turnover by sector



Source: BICS Survey, November 2020

3.9 One of Oxfordshire's most dominant sectors is Education, which is the fifth most impacted sector nationally on this metric. However, other dominant sectors in Oxfordshire (Real Estate, Professional/Scientific/Technical Activities, and Manufacturing have been less impacted. This indicates that Oxfordshire has been less hard hit than the majority of other places in the UK.

3.10 At district level within Oxfordshire, the data on business sectors highly impacted by COVID-19 imply that West Oxfordshire has been particularly hard hit, due to its strong relative reliance on Arts/Entertainment, as indicated in Table 2-1. This impact is, however, not limited to West Oxfordshire, with Arts/Entertainment and all tourism related industries being hit hard across the County, with a significant portion of the tourism sector for the County being located in Oxford (17,000 of 40,000 jobs).

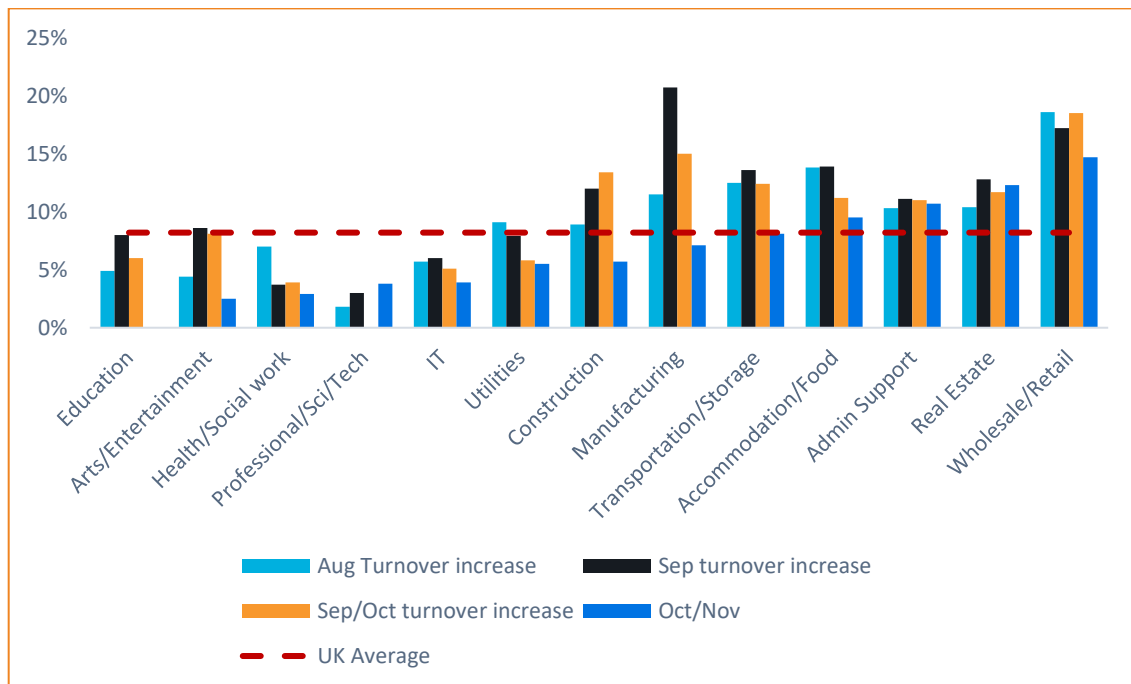
3.11 Furthermore, it must be noted that the high level data here somewhat masks other regional variations, with South Oxfordshire and Vale of White Horse reporting that home-based businesses, the newly self-employed and limited company freelancers, predominantly

² Business Impacts of COVID-19 Survey (BICS) Sep/October 2020 release

professional services, are really feeling the impact of the economic crisis and are not benefitting from sufficient support.

- 3.12 The most recent September/October BICS survey shows that compared to August, the number of UK businesses, across the majority of sectors, reporting a greater than 50% decrease in turnover has fallen. However, this has reversed to some degree in October/November with the introduction of further COVID-19 control measures.
- 3.13 Manufacturing, Wholesale/Retail, Real Estate, Professional, scientific & technical activities and Education sectors all represent a high proportion of GVA for Oxfordshire (c. 60 % of all GVA). Two of these sectors, Real Estate and Wholesale/Retail have had the highest number of businesses reporting increases in turnover (Figure 3-3). With this, and Manufacturing performing around average, Oxfordshire has fared better than the average UK county, due to its underlying strengths in these sectors.
- 3.14 However, there is cause for concern that Education is the sector with the lowest percentage of businesses reporting any increase in turnover. This is, however tempered by data on university admissions in 2020, showing that there has been an increase in the number of applications to universities of 3.5% compared with the same time in 2019. The boost in admissions is partly down to the continued popularity of studying in the UK by foreign students, with international recruitment having increased by 1.7%³. It is driven primarily by the jump in A-level grades caused by the UK government's decision to revert grades to teacher assessed grades.

Figure 3-3: Percentage of businesses with an increase in turnover by sector



Source: BICS Survey, November 2020

- 3.15 Not fully captured by these data are the variation within sectors. For instance, a low percentage of Professional/Scientific/Technical sector businesses have reported increases in turnover since COVID-19 restrictions were put in place. However, insights from business

³ UCAS, July 2020

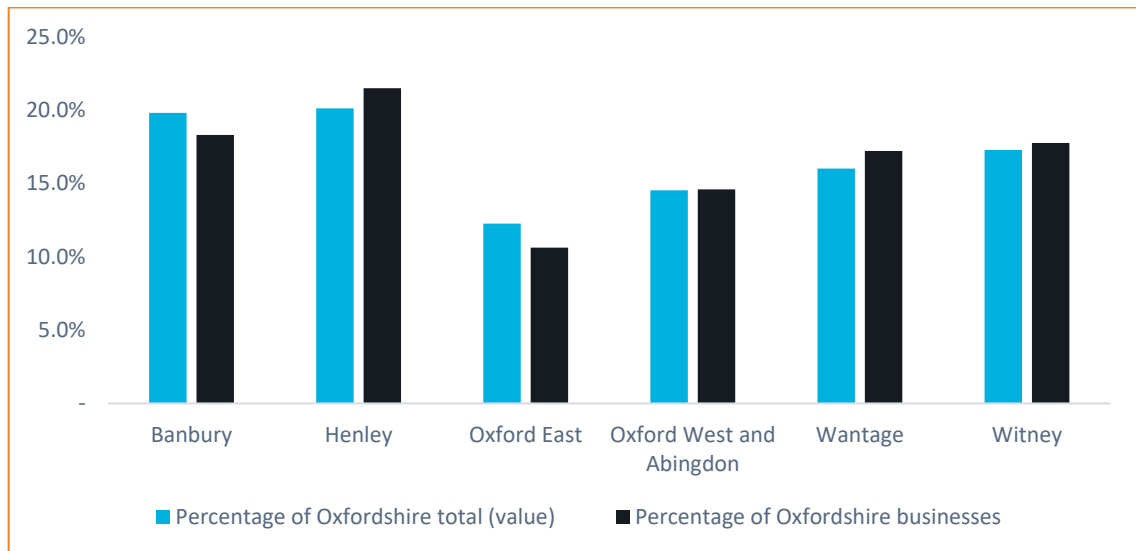
leaders and qualitative analysis – discussed in section four indicated that some businesses in the Life Sciences sector, for example, in Oxfordshire have reported significant increases in turnover and demand. This has been reported across Oxfordshire and is a strong indicator that the economy of Oxfordshire is performing better than most of the UK; its underlying strengths in technology, R&D and innovation and other sectors such as real estate, are of crucial importance presently and going forward.

Business Loans

- 3.16 A study published by McKinsey and Co. in October 2020⁴ highlights that one fifth of businesses in Europe are expected to default on loans and make redundancies. Further to this, it reports that if revenues remain constant at current levels, 55% of SMEs could close by September 2021, and could be as high as 77% if revenues decline.
- 3.17 British Business Bank (BBB) loan data is available down to constituency-level, which cuts across some district boundaries. BBB provides two loan services for SMEs to help them access finance for support during the COVID-19 pandemic. These come in the form of the Bounce Back Loan Scheme (BBLs), offering up to £50,000 of support for cashflow issues and the Coronavirus Business Interruption Loan Scheme (CBILs), offering up to £5m support to business. It is important to track trends in this measure, as this will provide indications of the level of businesses at risk of further cashflow issues. The schemes were due to end on 30 November 2020 however this has now been extended to March 2021, providing companies with the necessary cashflow in the short term but at the same time increasing their leverage and therefore financial risk.
- 3.18 In Oxfordshire, to 2 August 2020, about 600 CBILs and 8,600 BBLs had been offered, to a total value of c. £400m. This equates to 0.9 % of the UK total. This is slightly below the Oxfordshire share of UK businesses, at 1.2 %, indicating that businesses in the County have been impacted slightly below the UK average.
- 3.19 Within the County, the number and value of claims varies by constituency, with the largest number and value of loans offered in Henley and Banbury, respectively at the southern and northern ends of the County (Figure 3-4). Banbury and Oxford East have had the highest value of claims relative to the size of the business base in these constituencies. By value, generally all constituencies have had loan rates above that of the national average, with particularly large claims for CBILs being made in Wantage – 36 % higher than the national average. This could be due to the large proportion of businesses manufacturing expensive goods in Wantage compared to the other constituencies (pharmaceuticals, chemicals, and transport and equipment), although a definitive reason for this cannot be identified in the available data.
- 3.20 Future Fund loan data is available down to Regional level. The Government set up the Future Fund to support innovative businesses who typically are unable to access other government business support programmes, such as CBILs, because they are either pre-revenue or pre-profit and typically rely on equity investment. To 15 November 2020, £875m of convertible loans had been approved to UK businesses under the scheme.

⁴ McKinsey & Co., 2020, COVID-19 and European small and medium-size enterprises: How they are weathering the storm?

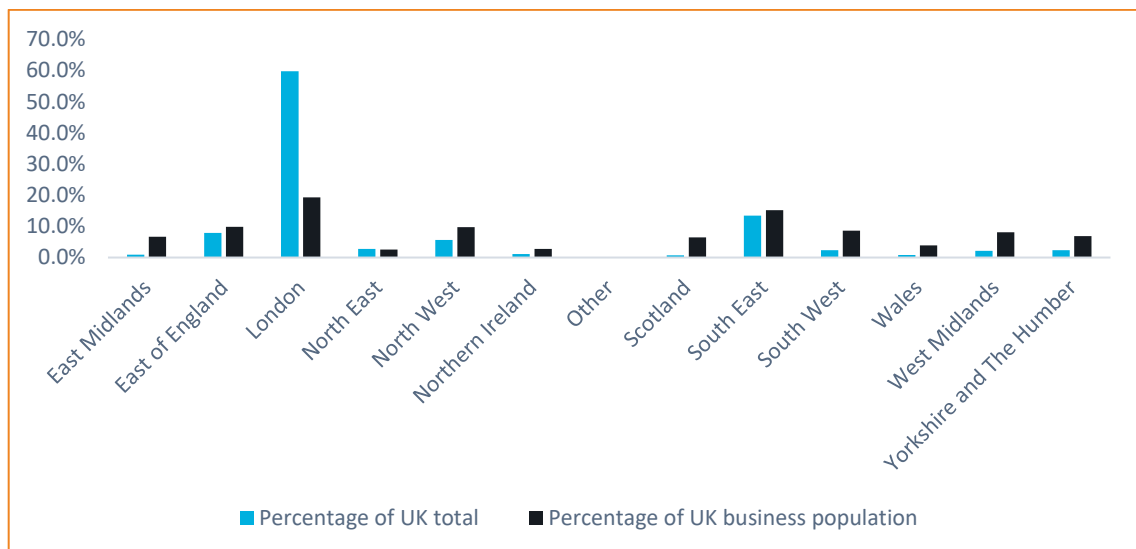
Figure 3-4: Value of CBILS and BBLs offered by constituency as a percentage of Oxfordshire total (blue) and business numbers as a percentage of Oxfordshire total (black)



Source: British Business Bank, August 2020

3.21 Figure 3-5, highlights that loans to innovative businesses have been highly concentrated in London, with the South East receiving around 14 % of all approved loans. Loans from the Future Fund are contingent on the business having in place a suite of investors who will provide match funding, so this data does not directly show that businesses in London or the South East are suffering more due to COVID-19. In fact, it indicates that relative to the business populations in these regions, innovative businesses are more likely to meet the requirements for the loans. In turn this highlights that London and the South East (including Oxfordshire) have a large share of innovative businesses.

Figure 3-5: Value of Future Fund loans approved as a percentage of UK totals by region (blue) and business numbers as a percentage of UK total (black)



Source: British Business Bank, November 2020

Innovation

- 3.22 Innovative businesses, particularly SMEs, have been hit by COVID-19. Key impacts, uncovered in a survey of over 70 SMEs in South East England related to a drop in demand (52 %), delays in product/service trials (20 %), as well as limited access to R&D facilities (5 %), and the subsequent need to cut costs. Despite this, 10 % of SMEs have identified growth opportunities relating to COVID-19.
- 3.23 Based on the July 2020 survey of innovative SMEs conducted by Oxford Innovation⁵, the majority of these types of SMEs are in higher end markets which have been less negatively impacted than other sectors (Healthcare, IT, and Energy, making up 52 % of SMEs in the analysis). Providing support to businesses in these industries is crucial in providing jobs that will be resilient to COVID-19 and for the long-term for Oxfordshire.
- 3.24 Drawing on research undertaken by Advanced Oxford and Oxford Innovation, it is clear that to reverse the negative impacts of COVID-19 and enable SMEs to capitalise on new emerging opportunities, a clear and stable support package that is underpinned by evidence is required. Key features of this, as advocated by the research, includes the following components:
- Lab/R&D space needs to be delivered at pace, with demand already outstripping supply prior to March 2020 by 100 %⁶. The UK as a whole is well behind the leading global cities for the availability of lab/R&D space, with around 15,000 sq. ft. available in March 2020 in Oxford, compared to 16.6m sq. ft. in Boston and 1.36m sq. ft. in New York;
 - Increased brokering between firms and their supply chains to stimulate collaboration, to match-make, and to build consortia, so helping to break down perceived barriers for SMEs;
 - Providing SMEs with support that is stable and easy to navigate. Currently support is fragmented. This does not mean to change drastically the support already provided, but to make it more accessible;
 - Seed and VC funding since March 2020 has declined, with investors focusing on existing portfolio countries. Advanced Oxford estimate that although around 50 % of active investors anticipate making the same or more investment than the previous 12 months, 50 percent expect their investments in early stage companies to reduce;
 - The development of sector-based roadmaps which provide end to end training in priority sectors. This will address the perception presented in Advanced Oxford's work that the UK is too reactive on skills development.
 - Capitalizing on Net Zero opportunities. The University of Oxford has identified five priority areas which have innovation potential and could deliver maximum economic multiplier and climate impacts: These areas should be a focus for green innovation:
 - Clean Physical Infrastructure;
 - Building Efficiency Retrofits;
 - Investment in Education and Training;
 - Natural Capital Investment; and
 - Clean R&D.

⁵ Oxford Innovate, COVID-19-19 impact on innovative SMEs, July 2020

⁶ Advanced Oxford, Post-Pandemic Economic Recovery, July 2020

People

Key Messages

- The jobs 'hit' in most areas of Oxfordshire has been lower than the UK average, although claimant counts have doubled in the county since pre-COVID-19. In particular, Cherwell and West Oxfordshire are suffering the most, but all areas are seeing difficulties in tourism and service industries
- Although Oxfordshire has a strong economy, it has 10 wards in the most deprived 20% of the Index of Multiple Deprivation (IMD). These places are frequently home to key workers, BAME communities, and will be disproportionately affected by COVID-19
- There was a big reduction in furloughed workers from September to October, but closure of the scheme in 2021 is likely to have knock-on impacts on unemployment
- Arts/Entertainment and Accommodation/Food have been the hardest hit sectors, with employment in these sectors continuing to be highly vulnerable to further control measures.
- Young and old (65+) hit hardest, as companies seek to reduce costs and become more efficient. The old have been more impacted than in previous recessions, likely resulting from the greater impact COVID-19 has on the older population.

3.25 The deepest concern for a large portion of the population of Oxfordshire is the impact of COVID-19 and associated mitigation measures on employment. Data has been published by the government on a monthly basis since March 2020 on Job Retention Scheme (JRS) statistics and Claimant Counts (a proxy for unemployment).

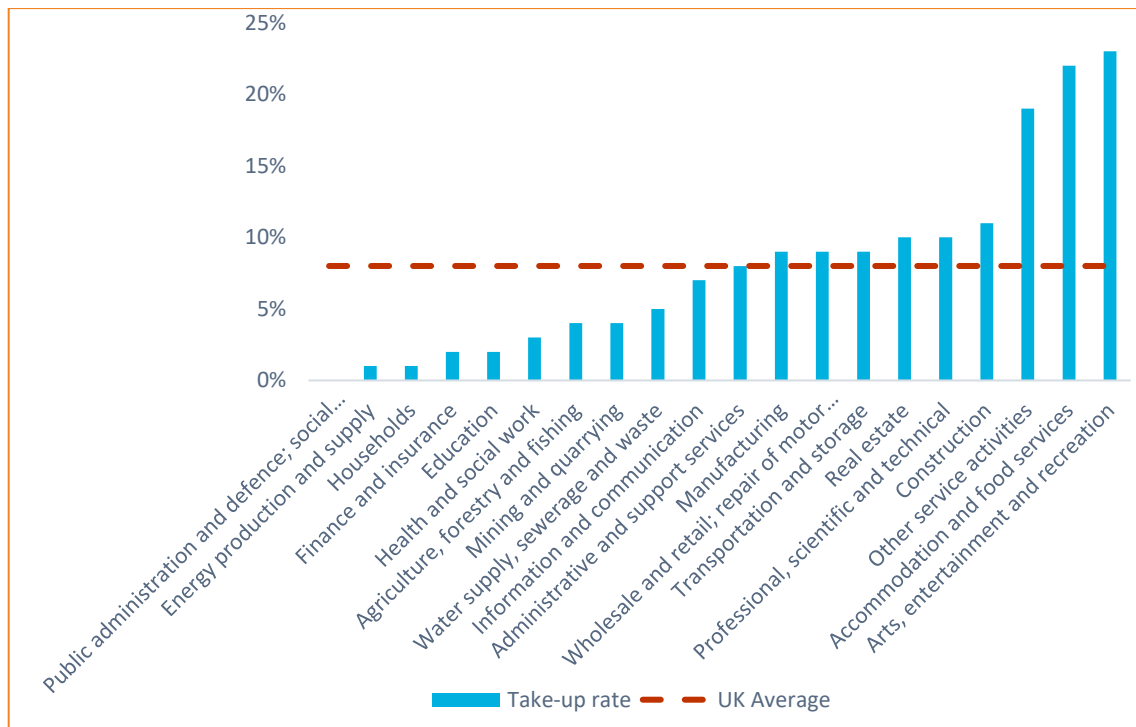
Employment impacts – Job Retention Scheme and Unemployment

3.26 Employment impacts of COVID-19 can be tracked by two key metrics: JRS take-up (by sector, age group, and geography), and Universal Credit Claims (as a proportion of population by age and geography). These data are available to district level as totals and to national level by sector.

3.27 On the 5 November 2020, the Chancellor announced a five-month long extension the JRS scheme. To date, JRS has protected a large number of jobs, which has to a degree tempered the impacts on employment. However, the impact of scheme closure next spring – and how this occurs – will likely have some impact on employment. Thus, it is important to track the trends in both JRS take-up and claimant counts to understand which sectors are most vulnerable to the withdrawal of the scheme.

3.28 Figure 3-6 presents JRS take-up by sector. The average take-up rate of the Jobs Retention Scheme across the UK is 8 %. Those sectors with the highest take-up are Arts/Entertainment/Recreation and Accommodation/Food Services, mirroring the sectors reported above as having the greatest reductions in turnover.

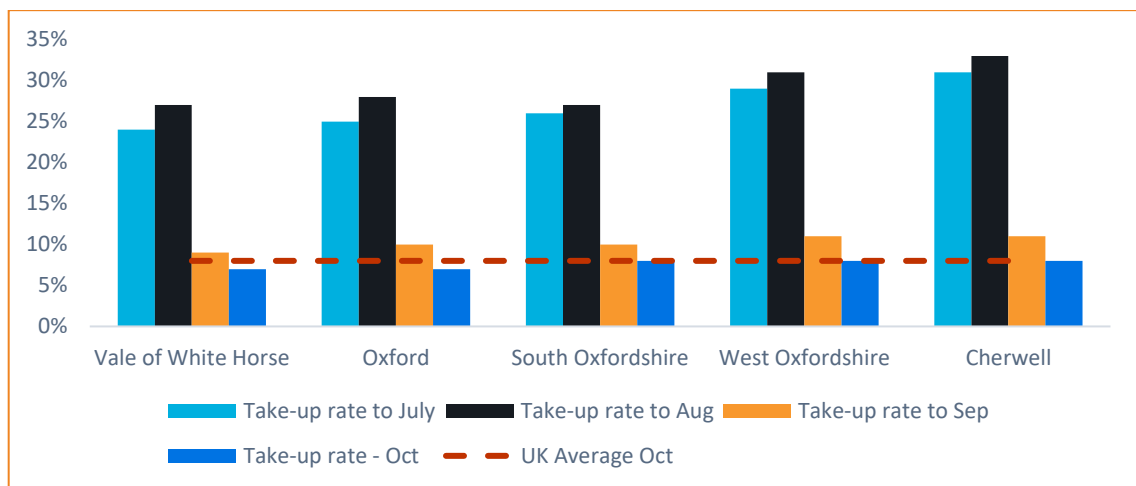
Figure 3-6: Job Retention Scheme take-up by sector (UK) at 31 August 2020



Source: HMRC, October 2020

3.29 The figures suggest that the Oxfordshire economy has been more resilient than elsewhere as it has a lower relative dependence on outputs from those sectors that have been hit most hard (Figure 3-6). In terms of JRS take-up, three of Oxfordshire’s most dominant sectors, Manufacturing, Real Estate and Wholesale/Retail are similar to the UK average, while Health and social work and Education have been less hard hit.

Figure 3-7: JRS take-up by Local Authority



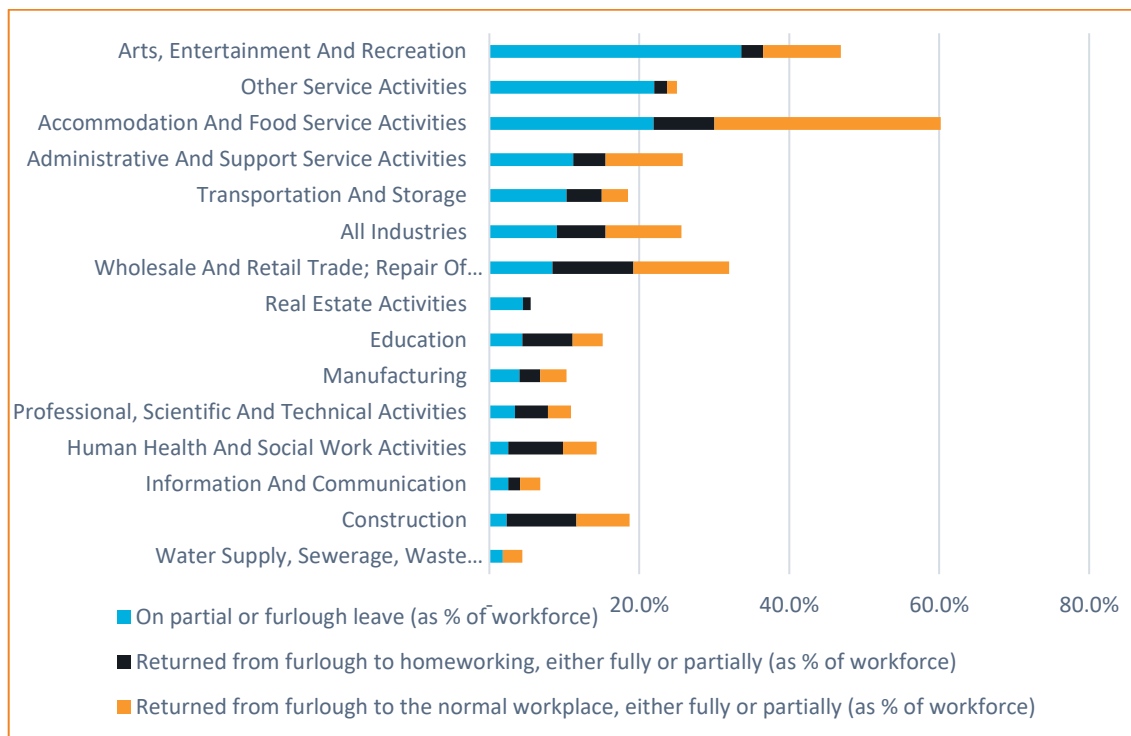
Source: JRS take up, November 2020

3.30 Locally, Figure 3-7 shows that Cherwell and West Oxfordshire have seen the highest take-up of JRS, while the Vale of White Horse has shown the lowest. Overall, all local authorities had between 24 % and 31 % furloughed staff in July, this rose in August but has since fallen significantly in September and October. Take-up of the JRS in September ranges from 9 % to

11 % in the County, with only Cherwell and West Oxfordshire above the national average. The Arts / Entertainment / Recreation sector is strongly represented in West Oxfordshire, which can explain the greater JRS take-up rate in the district. Cherwell has a significant proportion of Oxfordshire's more deprived areas, with lower skilled jobs which have been affected disproportionately by the pandemic. It is noticeable that the district has a significant percentage of those employed in 'Other Services Activities' being on *furlough*, with limited returns to work for this cohort within the workforce.

- 3.31 Figure 3-8 indicates that a large proportion of people in most industries have returned to work. However, the percentages of those returning to work in Arts/Entertainment/Recreation and Accommodation/Food Services have been well below 50 %. These sectors are still struggling and are equally those subject to the most immediate impacts of further lockdown measures and will most likely need intensive and targeted support.
- 3.32 Age related *furlough* data is available at the national level. In terms of demographics, the younger and older workers within the labour market have been hit hardest according to JRS statistics, with a higher proportion of claims being made in the 16-24 and 65+ categories than other age groups (Figure 3-9). Importantly, older citizens have been hit harder during the pandemic, as a proportion of the labour market, than other previous economic recessions. This is particularly concerning given the barriers to training and employment in existence for older people⁷ at later stages of their career.

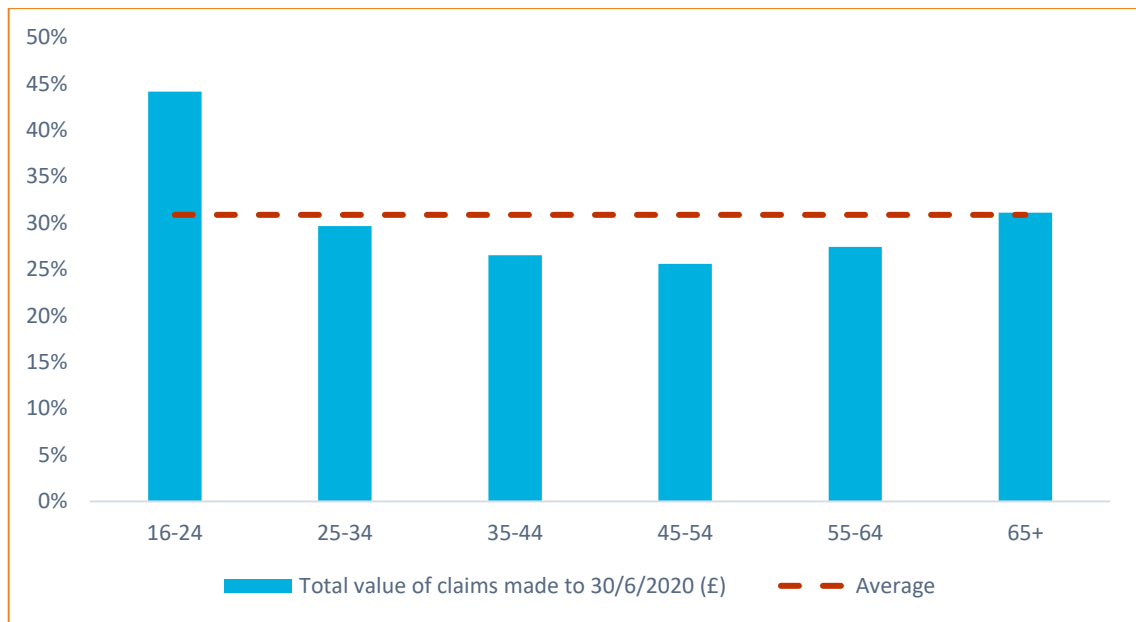
Figure 3-8: Percentage of employees returned from *Furlough*



Source: BICS Survey, November 2020

⁷ The University of Birmingham, The Impact of the COVID-19-19 Crisis on Older Workers, 2020

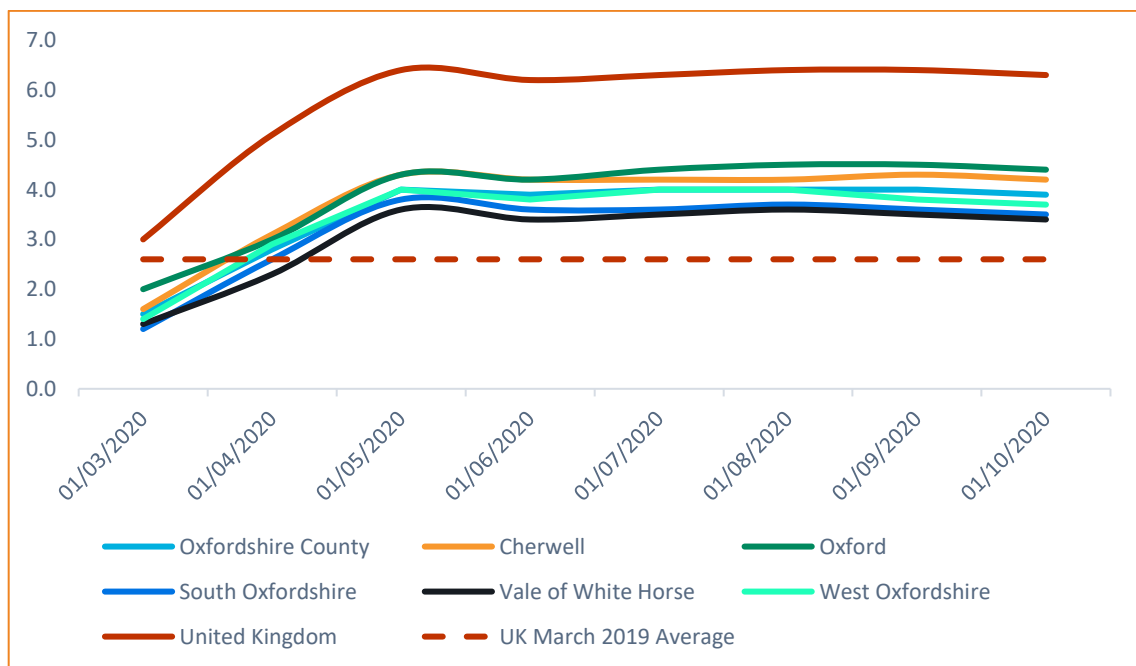
Figure 3-9: Proportion of working population in each age group registered to JRS to July 2020



Source: HMRC, Coronavirus Job Retention Scheme statistics, July 2020

- 3.33 Claimant count data is available down to District level as a percentage of the population. In terms of unemployment, this rose quickly through April 2020, but has since levelled off. Relative to the UK, Oxfordshire has seen a larger proportional increase, but from a much lower base (Figure 3-10). Cherwell and West Oxfordshire have shown the highest proportional increases, replicating the JRS data.
- 3.34 Unemployment has been protected to a degree by the JRS. However, this will need to be continually monitored as JRS comes to an end, as there is likely to be a further spike in claimant counts depending on how and when this occurs.

Figure 3-10: Claimant Count as a percentage of population



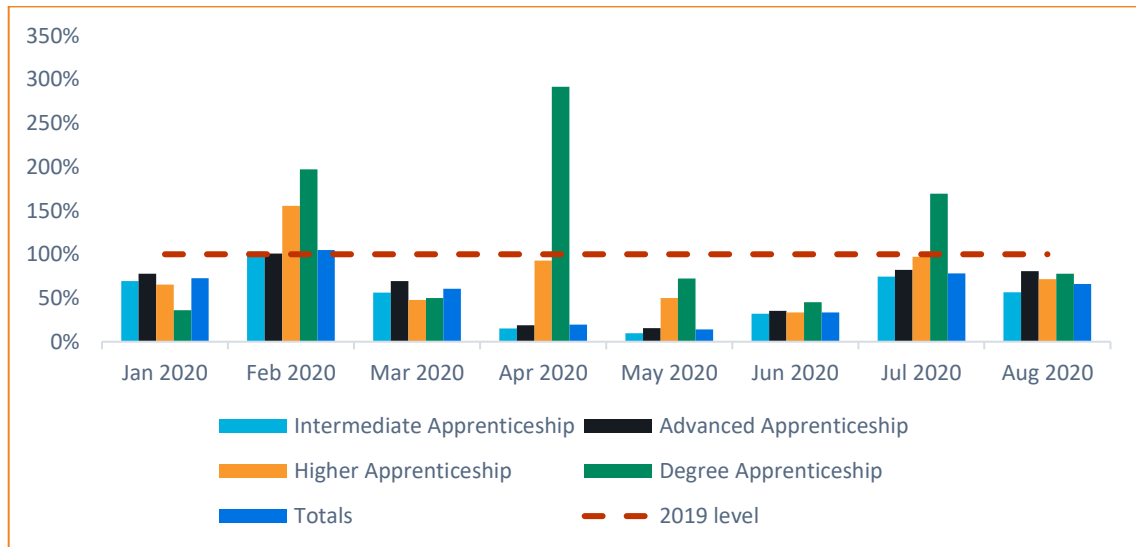
Source: Annual Population Survey/Labour Force Survey, 2020

3.35 Although Oxfordshire has a strong economy, it has 10 wards in the most deprived 20% of the Index of Multiple Deprivation (IMD). These places are frequently home to key workers, BAME communities, and will be disproportionately affected by COVID-19. On this note, it is important to recognise that the jobs that are being lost (largely in lower skill, lower value sectors such as town/city centre Retail and Arts/Entertainment) are different to those that are being, and will be, created in growing sectors (largely higher value, higher skilled jobs in Professional, Scientific and Technical sectors). This mismatch creates a risk that there will be skills barriers for those people who become unemployed from lower skilled sectors, with the jobs available requiring retraining and/or upskilling. This will hit particularly hard older workers and those residents living in the most deprived areas, particularly in Cherwell and South Oxfordshire.

Apprenticeships and training

3.36 Apprenticeship data is available at national level, though there is limited data available on apprenticeships and training post-March 2020. However, the Department for Education produces monthly statistics on the number of apprenticeships advertised on the Find an Apprenticeship website in the UK by type. This is available to August 2020 and shows that after a drop from March to May (based on the same month in the previous year), levels picked up in June and were up to 66 % of 2019 levels by August 2020. It appears that degree apprenticeships were less hard hit than other forms, likely due to the longer-term nature of this apprenticeship type.

Figure 3-11: Vacancies posted on the Find an Apprenticeship website, by level in 2020 as a percentage of the same month in 2019



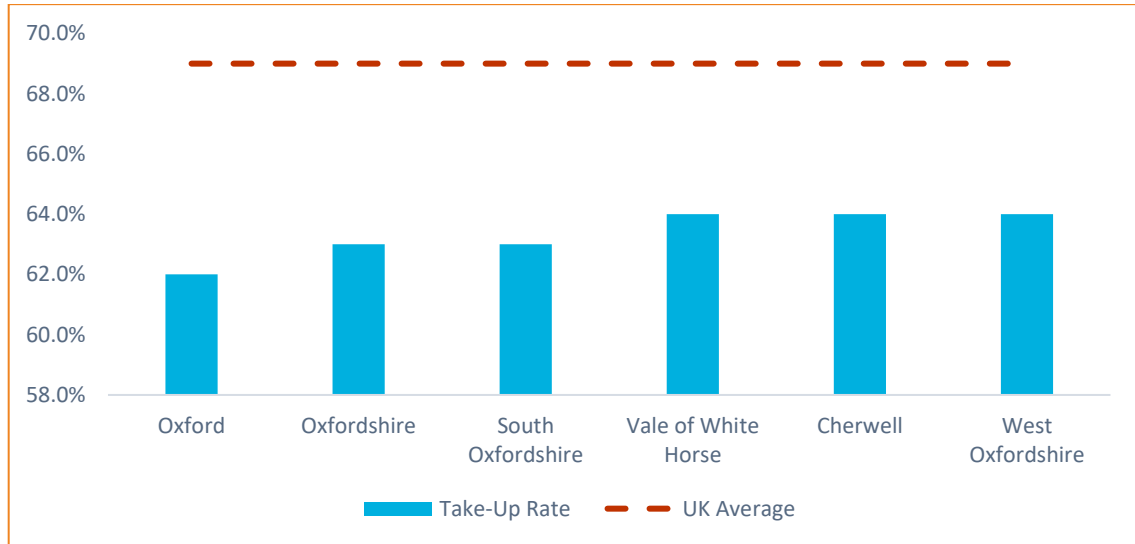
Source: Department for Education, November 2020

Self-Employment

3.37 Self-employment support claims data is available to District level, as a percentage of total self-employed people. The percentage of self-employed people claiming support in Oxfordshire is below the national average in all local authorities, highlighting stronger resilience than in the UK as a whole (Figure 3-12). However, it is important to note that there have been eligibility issues related to receiving self-employment support, which may impact the data presented nonetheless, this is likely to be throughout the UK rather than isolated locations. Data by

sector is only available to a South East level but indicates that there is less variation between sectors than in JRS and turnover impacts (a take-up rate range of c. 40%), with construction, transport and storage, and education hardest hit. Those working in Agriculture and Real Estate have made the lowest percentage of claims.

Figure 3-12: Percentage of self-employed claiming government support



Source: HMRC, PAYE RTI, November 2020

Place

Key Messages

- Commercial and private transport use has recovered steadily since May 2020, with heavy goods use now above pre-lockdown levels
- Public transport use is still well down on pre-lockdown levels, and of great concern for the Visitor Economy and lower value service sectors
- Use of cycles increased greatly throughout the summer months, but has tailed off subsequently; this travel mode could be capitalised on to infill for reduced public transport use
- Ultrafast broadband coverage is largely good for Oxfordshire, but Fibre to the Premises (fastest) broadband coverage must be expanded to adapt to the new ways of remote working
- The Visitor Economy has been hit very hard, with town centre footfall still well below pre-lockdown levels. Expected to cause up to 20,000 job losses in the sector and a reduction in revenue of 50% from £2.3bn⁸
- A trend of localisation of economies has occurred, as evidenced by lower footfall in the main UK cities and the fall off in the use of public transport; which is still significantly below pre-COVID-19 levels

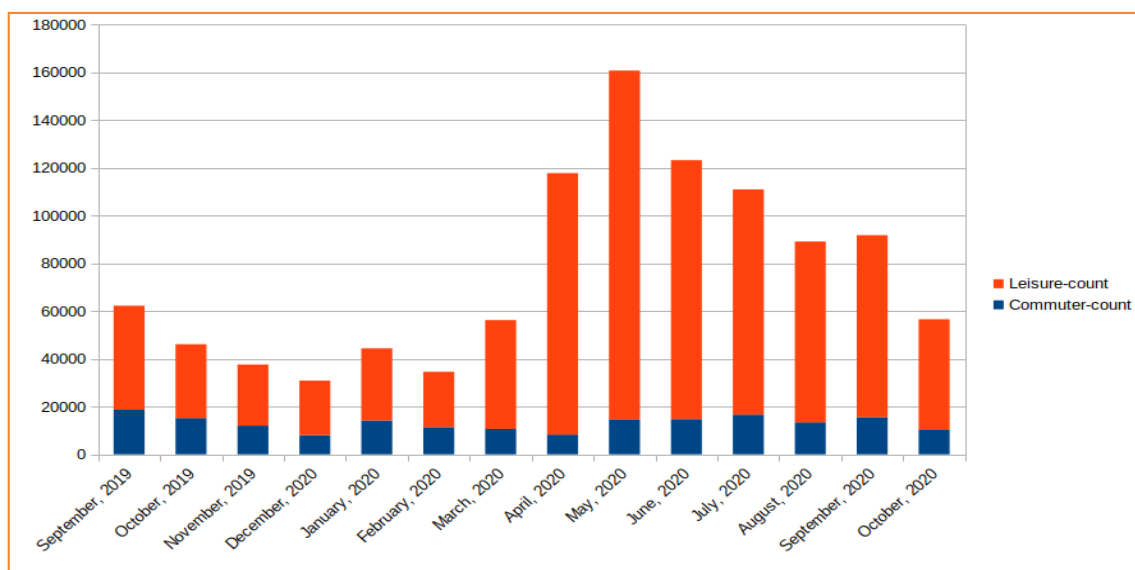
3.38 COVID-19 has changed the way society travels and the places where time is most spent. Understanding these changes and the likely temporal scale of these is crucial to providing a robust recovery plan, particularly with regard to how places, including town centres, rural areas, and local neighbourhoods are, and will be, used in the future.

⁸ Oxfordshire LEP, 2020

Transport – Active Travel

3.39 Oxford has a high baseline level of active travel, with the 2nd highest cycling commute level in the UK. Therefore, it is unsurprising that during lockdown and the summer months, data showed major increases in cycling for leisure purposes, while remaining relatively high as a commute mode for those still travelling to work. Figure 3-13 shows that in Oxfordshire cycling use has continued to remain slightly higher than in 2019, with leisure cycling consistently higher. Commute trips are down but close to pre-COVID-19 levels in September and October. This is with sensor data captured by Oxfordshire County Council which indicates that October 2020 cycle count data was only 5% down year on year and, despite a high percentage of people still working from home.

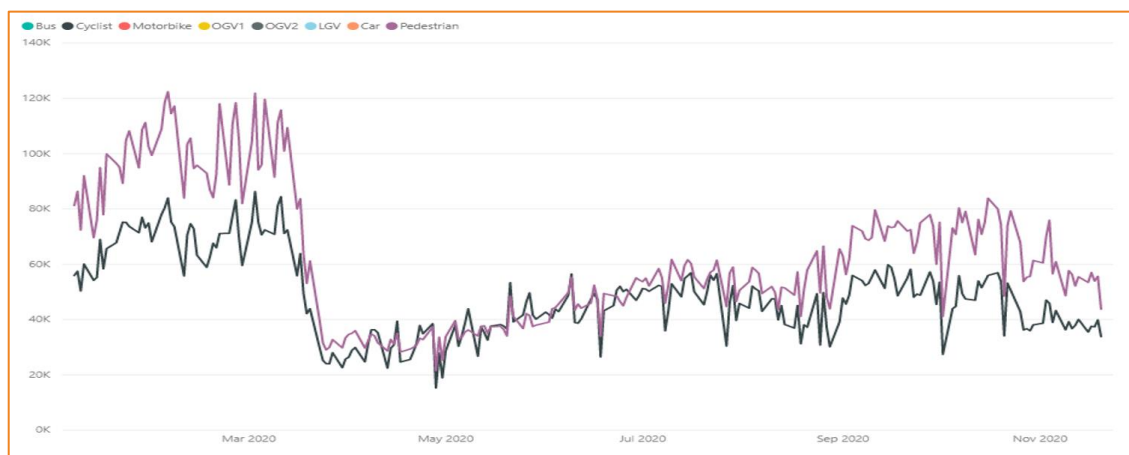
Figure 3-13: Cycling data by trip Purpose, Oxfordshire



Source: Oxfordshire CC, Strava data feed

3.40 Pedestrian count data showed that late October figures peaked closer to levels seen in early February compared to April and May when figures were at least 50% down (Figure 3-14). However, there was a clear gap in October Half Term visitor figures compared with previous years, showing the decline in Oxford’s visitor numbers has continued.

Figure 3-14: Active Travel counts – Oxfordshire 24hr Sensors (Primarily Oxford data)

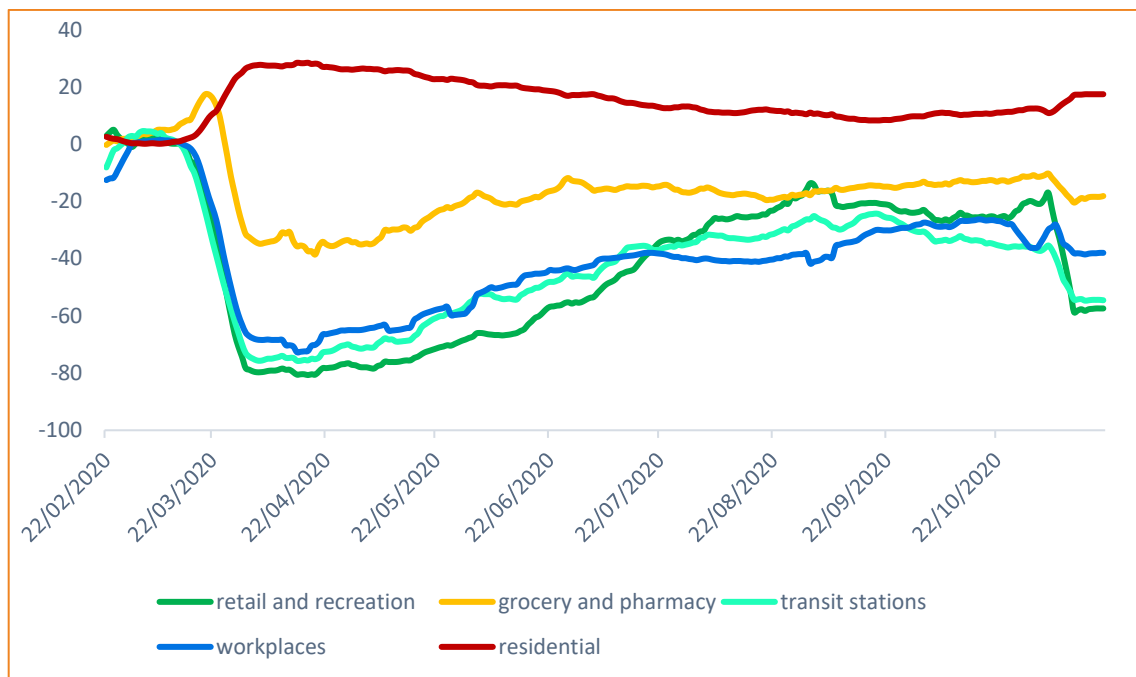


Source: Primary data supplied by Oxford County Council, 2020

Changing Behaviours

3.41 Google Mobility data, reporting trends in people's location, is available to district level. Trends in Oxfordshire's five districts are very similar, so Figure 3-15 shows that for Oxfordshire, from March 2020, there was a steep drop-off in time spent at workplaces, retail and recreation, and transit stations. This coincided with an almost 30 % increase in time spent at residential premises, reflecting first the lockdown measures, and the continued trend of working from home. The working from home trend is visible in all districts, but less pronounced in Cherwell due to the higher degree of service sector jobs. Use of parks grew rapidly and stayed high throughout summer but has tailed off rapidly towards the end of September, indicating that seasonality boosted this trend.

Figure 3-15: Post COVID-19 Mobility



Source: Google Mobility, 2020

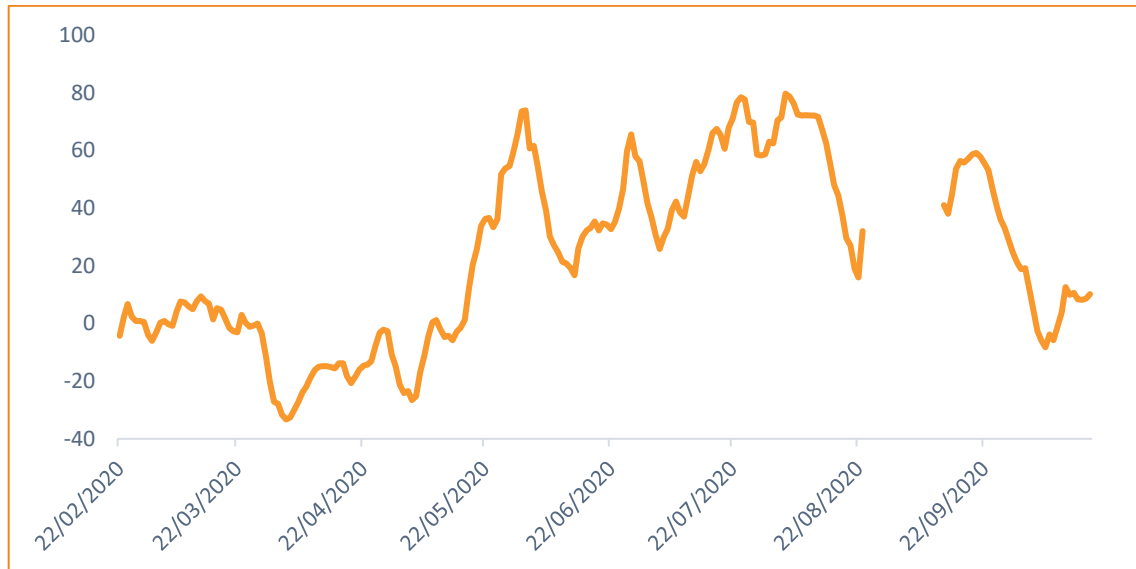
3.42 Use of public transport, as indicated by the time spent at transit stations is still well below average and has decreased from September through to November following both stricter local and regional restrictions and the National Lockdown, which was re-imposed at the start of November. This has also noticeably impacted on the time spent on retail and recreation. This highlights the vulnerability of sectors reliant on transport and retail and recreation to changes in lockdown levels. Broadly, this means that the tourism industry as a whole is continuing to be hit hard by COVID-19 mitigation measures.

3.43 The data also point towards localisation of the economies. More individuals are spending time in their homes and using less public transport. Furthermore, these data are supported by the October 2020's Business Impacts of COVID-19 Survey (BICS), in which businesses reported that 28 % of the workforce is working from home.

3.44 Notable areas of increase in the use of parks for recreation were observed in summer, above seasonal averages (Figure 3-16). The uptake in the use of parks was a trend in all local authority areas in the County, according to Google Mobility data. However, as we move towards cooler conditions, levels have returned to close to pre-COVID-19 levels. This does,

however, show that there is a willingness to use active modes of transport and can be used as evidence for the rationale for improved provision of active travel routes in the County moving forward.

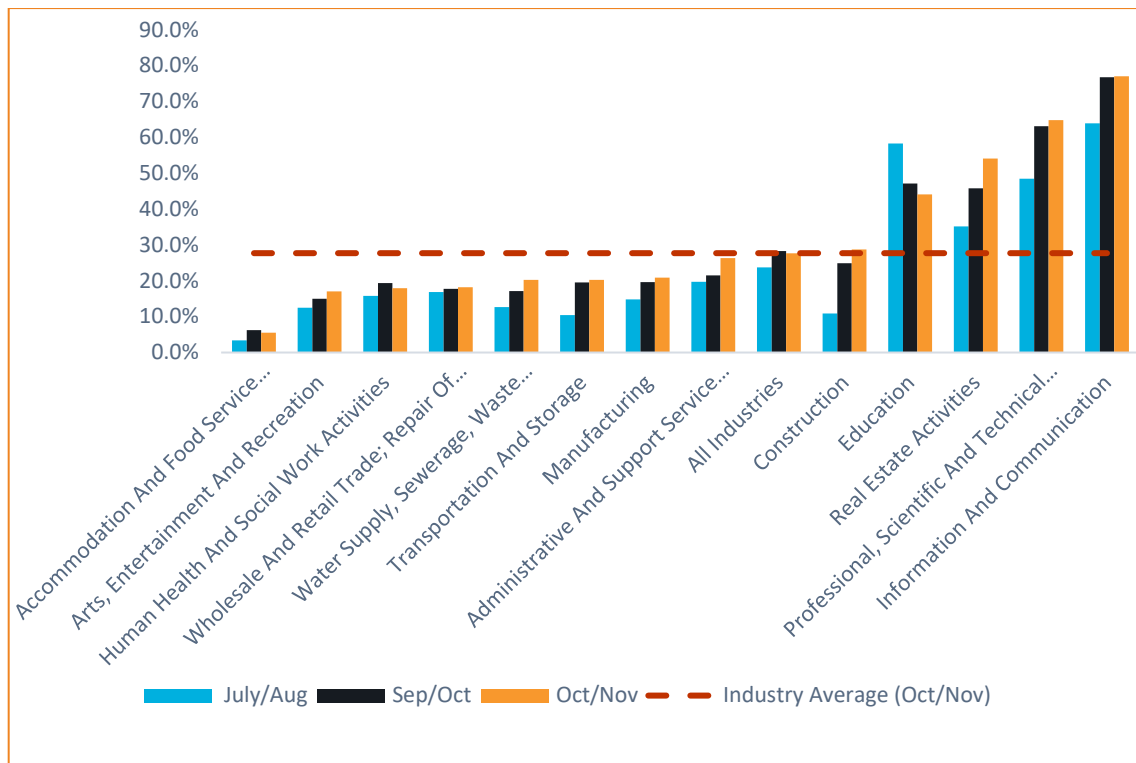
Figure 3-16: 5 day moving average of changes in use of parks in Oxfordshire



Source: Google Mobility Report and Department for Transport statistics, 2020

3.45 In terms of working from home, 77 % of staff in Information/Communication and 65 % for Professional/Scientific/Technical activities are working from home (Figure 3-17). These are two relatively important industries for Oxfordshire. Therefore, the ability of these sectors to continue with people working from home can explain to a degree the general lower level of economic impact felt in Oxfordshire than other counties.

Figure 3-17: Percentage of staff working from home by broad industry

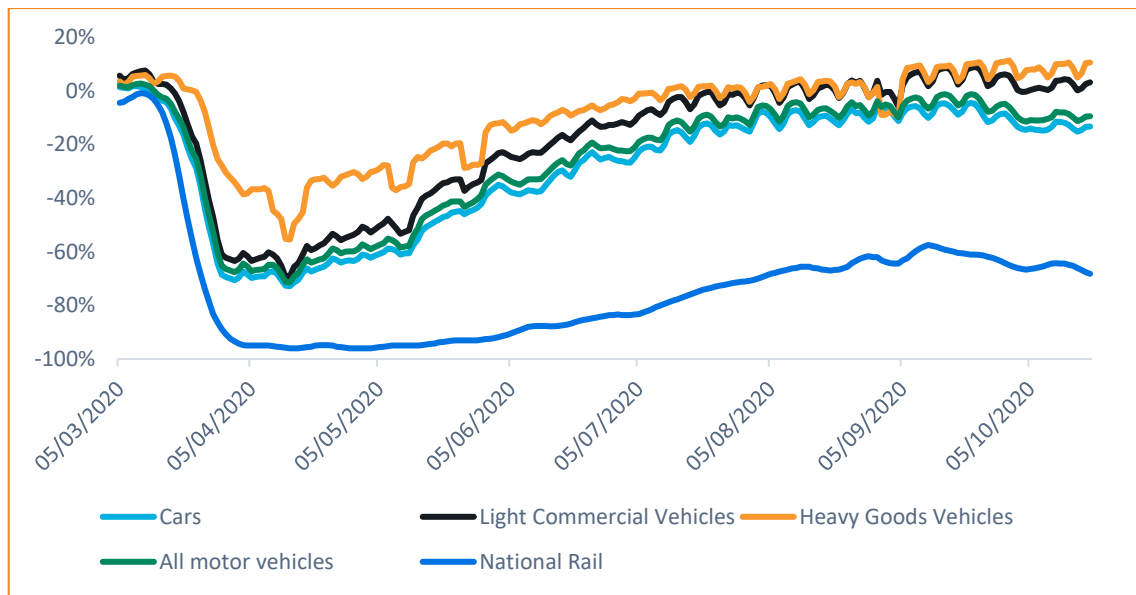


Source: BICS, 22 November 2020

Physical Connectivity – Overview

- 3.46 Data on transport use by day is available to national level, with bus usage data available to Oxfordshire level. Figure 3-18 shows how the initial national lockdown and subsequent restrictions have altered the volume and way people have travelled in 2020. All transport modes saw a dramatic fall in use from March 2020, with a relatively steady but modest rise from mid-April.
- 3.47 Rail and bus travel suffered much larger drops in March 2020 and have not come close to pre-COVID-19 levels since then. Bus travel in Oxfordshire recovered to around 40 % below pre-COVID-19 conditions in September 2020, and UK rail travel to 60 % below in the same month. Both have since started to fall since, bringing implications for the transport industry.

Figure 3-18: Five day moving average of changes in UK public transport use relative to pre COVID-19 levels



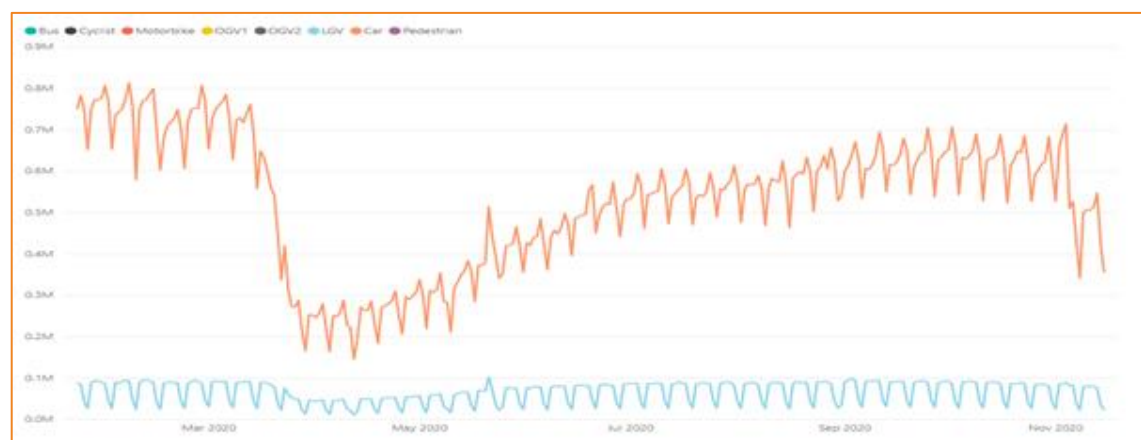
Source: Department for Transport statistics, October 2020

Physical Connectivity – Road traffic

3.48 Oxfordshire’s levels of car use still remain below the pre-COVID-19 levels, with differences depending on locations. Oxford is still approximately 20% below pre-COVID-19 norms, while Bicester and the A40 returned to pre-COVID-19 levels in October before the November Lockdown drop. When comparing Oxford against other parts of the UK (Figure 3-20) we can see that car use is similar to but slightly below wider trends, with some cities reaching pre-COVID-19 levels on occasions in September and October. Light Goods Vehicle (LGV) numbers have remained consistent after a small drop in April into May.

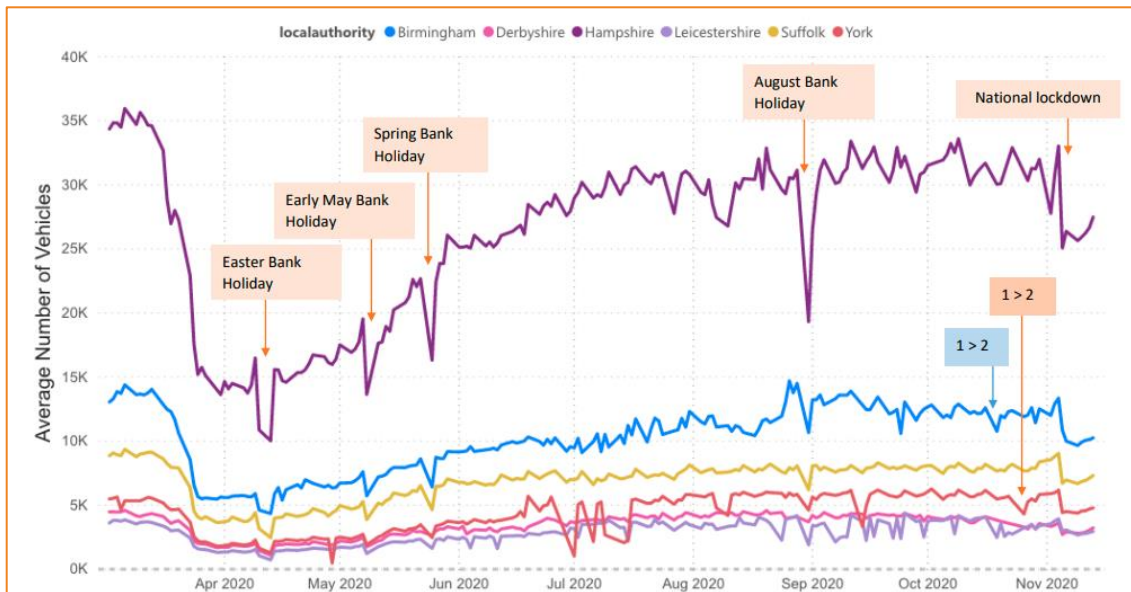
3.49 The use of commercial road vehicles had returned to pre-COVID-19 levels by September and has remained slightly higher since then, particularly for heavy goods vehicles. Private car use was still hovering around 12-15 % below average leading up to November and has seen a recent dip, coinciding with the introduction of tighter restrictions.

Figure 3-19: Oxfordshire Car and LGV daily volumes



Source: Data from OCC 24hr sensors primarily Oxford some in Bicester and Didcot.

Figure 3-20: TTF Sample of UK Cities change in daily traffic volumes

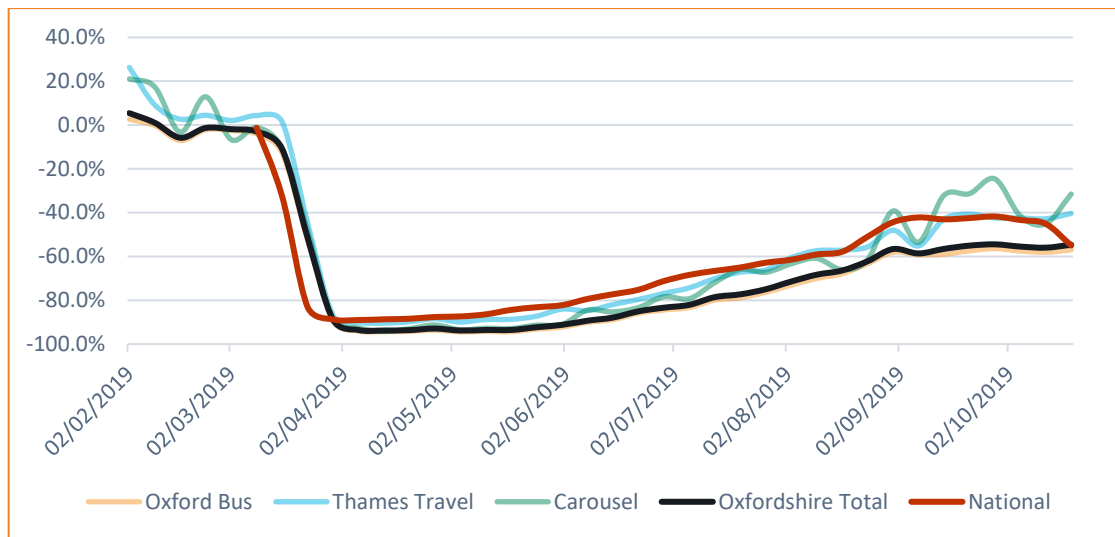


Source: Transport Technology Forum UK Weekly Travel Digest 16/11/20 sample of UK Cities

Physical Connectivity – bus use

- 3.50 Compared to the wider UK, bus travel lagged by 10% in Oxfordshire prior to the latest lockdown. A main driver of this is that a higher percentage of bus use in Oxfordshire is discretionary (i.e. people using buses to, for example, reach leisure and retail centres, rather than for commuting).
- 3.51 Bus use across Oxfordshire has been hit to varying degrees, with inter-urban routes having recovered more than others. Park and Ride is now a real cause for concern for operators and will have knock-on effects to users if they not supported through recovery. Park and Ride is operating at 20% of normal levels as of early November (Figure 3-21) but car parking at the Westgate Shopping Centre was almost at capacity in the weekend of 7 November. The balance of private car use to bus use will need to be reversed in order for the economy to recover sustainably and with lower congestion levels.
- 3.52 Bus use in areas with low car ownership, such as Didcot, have also seen greater rates of recovery of bus use, due to the higher levels of non-discretionary use, as reflected in the percentage use data for Thames Travel (Figure 3-22).

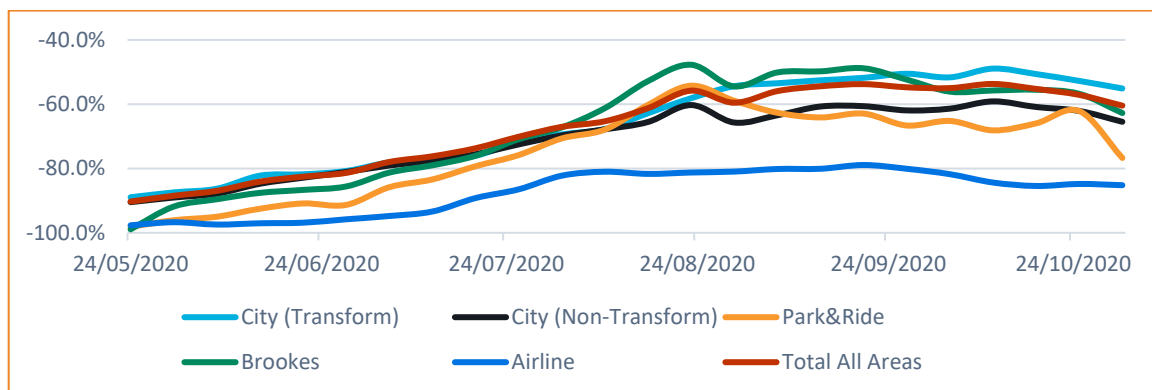
Figure 3-21: Bus use as a percentage of the same week in 2019 (March – November 2020)



Source: Oxford Bus Company and Department for Transport, November 2020

- 3.53 More broadly, the lower levels of travel have severe implications for the Visitor Economy and more broadly for lower end employment in retail (and beyond). Tourism relies heavily on people traveling to Oxfordshire from outside the County, whereas workers in retail and other low skilled jobs rely heavily on public transport to travel to employment sites. Without being able to use these services as they are reduced or stopped, many people will not have access to employment opportunities. Further to this, Lower levels of bus use also indicate a growing trend of the localisation of economies, with people working, and shopping closer to home.
- 3.54 As restrictions ease, public transport use will increase again but it is highly vulnerable to mitigation responses and passenger attitudes to public safety of traveling on public transport.
- 3.55 There will be major pressures on bus operators to attract passengers back onto buses as it forms an integral part of the transport system in Oxfordshire. Measures such as creation of a zero emissions zone in Oxford should start to improve the reliability of some corridors through the restriction of certain vehicle types, as well as continuing to look at restrictions to make through routes to general traffic unattractive in the city.

Figure 3-22: Bus use as a percentage of the same week in 2019 by type (May – November 2020)

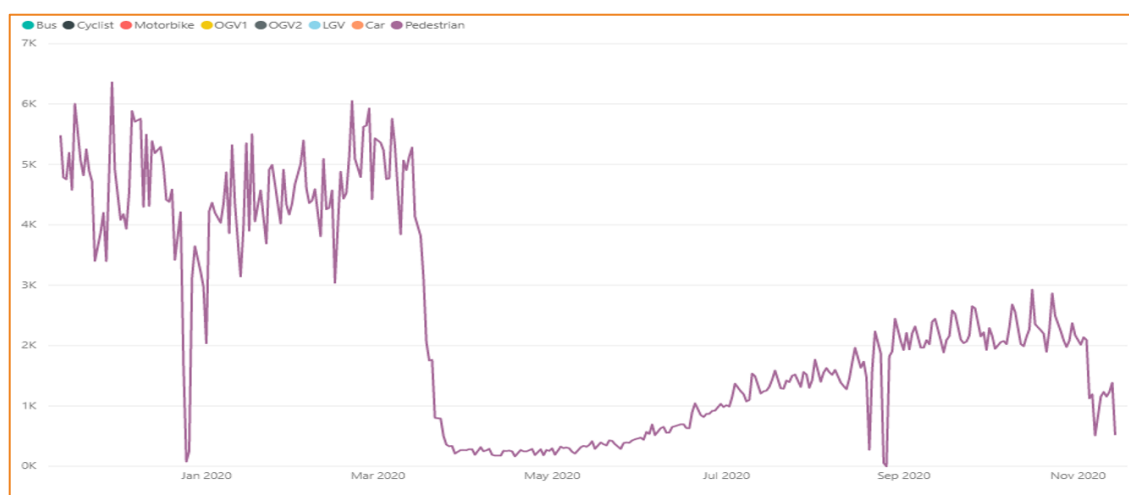


Source: Oxford Bus Company, November 2020

Physical connectivity – rail use

- 3.56 Latest regional rail figures are yet to be released. However, data from the pedestrian crossing sensor outside Oxford station provides a good indicator of levels of use of the station. Figure 3-23 shows that pedestrian levels at Oxford Rail station reached, at best, 50% below the pre-COVID-19 levels in October before a further fall in November.
- 3.57 These figures reflect passenger numbers on trains, with Great Western Rail (GWR) estimating that passenger loadings are running at around 30% (to November 2020). This is higher than the first lockdown, when loadings were as low as 10%, but has fallen back from the 40-50% seen over the summer. GWR, along with most franchises, have noted more off peak and weekend leisure travel, but continually low levels of commuting.
- 3.58 Trends suggest that people travelling to work do so one or two days a week rather than 4 or 5 days a week. This appears to be a pattern that could continue post COVID-19, with balanced work from home patterns seemingly popular. If this pattern does become permanent, it presents challenges in terms of balancing demand for 'new peaks', as well as for the profile of revenue, ticketing and pricing. These challenges and nationalised management of the network as it stands do, however, offer major opportunities to deliver change quickly to meet modern user requirements.

Figure 3-23: Daily counts of pedestrians crossing at entrance to Oxford Rail station



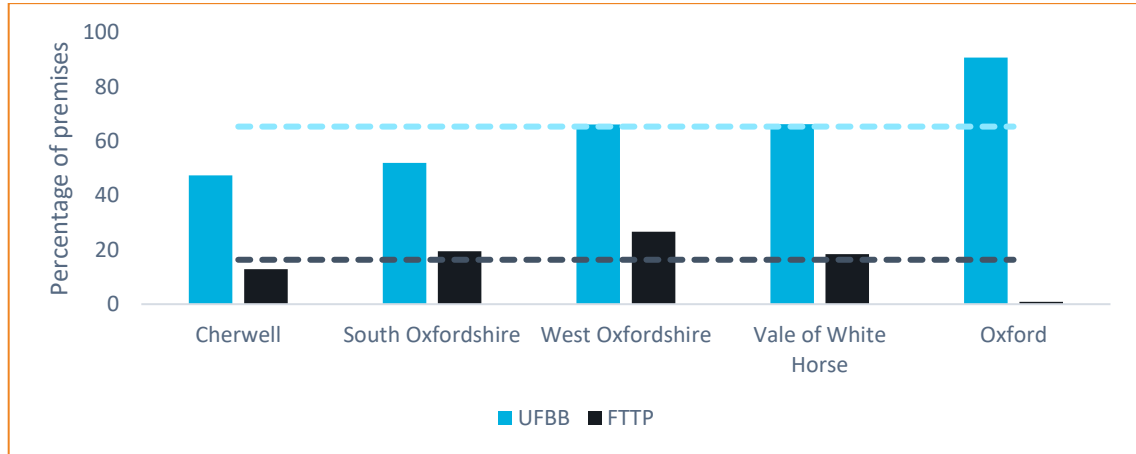
Source: Oxford County Council, 2020

Digital Connectivity

- 3.59 Broadband coverage by speed is available to district level. Digital infrastructure is even more important under COVID-19 conditions than before. Demand for Ultrafast (UFBB) and Fibre to the Premises (FTTP) broadband, offering speeds of >10mbps and >300mbps respectively, was already high in early 2020 due to the increased use of cloud storage for businesses and on the trend of digitalisation in innovative firms. Since March 2020, and with the requirement for many professions to be home-based, the need for extended coverage of UFBB and FTTP is even more pressing.
- 3.60 Superfast broadband (>30mbps) coverage across Oxfordshire is 98 %, just above the UK average (97 %), but with the increase in working from home, with the increase in remote conferences and meetings that this brings, UFBB is now a requirement in many homes. Figure 3-24 shows the coverage of UFBB and FTTP in Oxfordshire. West Oxfordshire, Vale of White

Horse, and Oxford all have UFBB coverage at or above the national average, with coverage being particularly strong in rural areas. This means that working from home has been relatively effective, although coverage is lagging in Cherwell and South Oxfordshire.

Figure 3-24: percentage of premises with Ultrafast (UFBB) and Fibre Broadband (FTTP) – dashed lines are UK Average



Source: Think Broadband, October 2020

- 3.61 Regarding FTTP, rural areas are again well served relative to the wider UK, but Oxford is noticeably behind. This is likely due to the requirement for additional physical infrastructure to link up FTTP, which is more difficult and costlier in urban centres. For the County to adapt to new ways of working, coverage increase of FTTP is a priority, and has been assisted already by the January 2020 Digital Infrastructure and Delivery Plan.
- 3.62 5G mobile connectivity, also highlighted in the Plan Strategy is also of great importance, enabling further flexibility in working and also advancing the potential for use of automated/autonomous vehicles across the County.

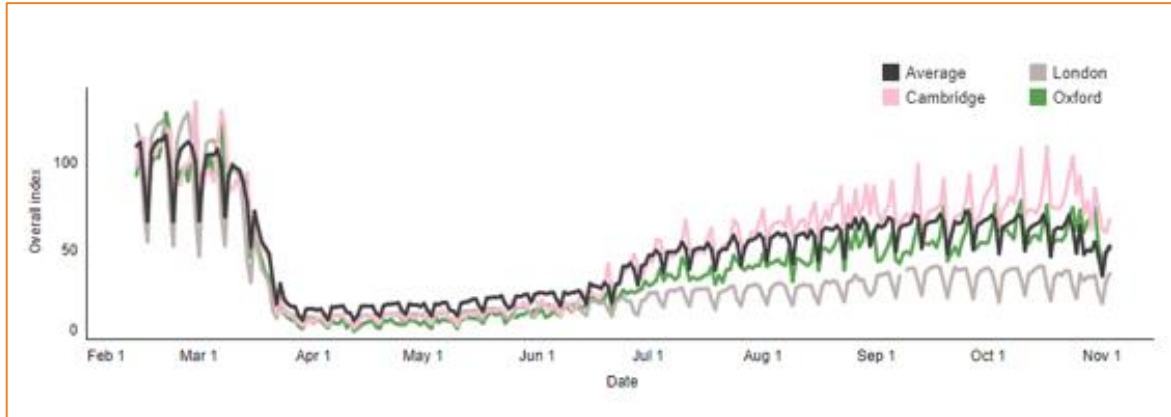
The Visitor Economy

- 3.63 Data on impacts to the Visitor Economy specifically is available at a national level, with some statistics produced by Experience Oxfordshire, Oxfordshire’s destination management organisation, in May 2020. City centre footfall data is available for Oxford City. The impact of COVID-19 on Oxfordshire’s Visitor Economy is one of the greatest concerns facing the County economically, with the large losses caused by reduction in travel and restriction on business operation impacting the vast majority of businesses in the Tourism Sector. 85 % of businesses in tourism in Oxfordshire reported at least a 50 % reduction in revenue, with £140m lost each month to May 2020, estimated to be £1.2bn in total.

Local increased spend is not offsetting the losses incurred from fewer international visitors, with Oxford City showing significant drops in footfall. In October, of the c. 60 cities tracked for footfall and city centre spend in the UK, Oxford had been the fifth hardest hit for footfall losses and sixth hardest hit for reduction in spend (Figure 3-25). Likely reasons for Oxford being particularly hard hit beyond the national and international travel restrictions are a reduction in summer schools and conference activities associated with the universities and the wider conference scene. Furthermore, reductions in coach travel and rail use, particularly from London have impacted visitor numbers. This trend will need to be continually tracked throughout the recovery process as a key indicator.

3.64 Additionally, the COVID-19 Pandemic and the introduction of distance learning and other measures presents a real risk for Oxfordshire. The County is highly dependent on the education sector, and as the funding for universities continues to weaken, there is a threat of this impacting its knowledge intensive eco-system.

Figure 3-25: Footfall as a percentage of pre-lockdown averages



Source: Centre for Cities, November 2020

Conclusions and Implications

- 3.65 Overall, significant impacts of COVID-19 has been felt around the county in terms of employment, business turnover, travel, and indeed how and where people work. The two national lockdowns have demonstrated that some sectors have been able to adapt to restrictions to a greater degree than others, based on the ability for work to be conducted remotely and products and services to be conducted in this manner.
- 3.66 Sectors dependent on face-to-face interaction and trading with customers and those reliant on free movement of people have been severely impacted. Although we saw a recovery in these sectors as restrictions were eased in the summer, they remain vulnerable to further restrictions, which can be imposed at very short notice. Real consideration needs to go into how to support these sectors during periods of restrictions and going forward how to help them recover once restrictions are eased.
- 3.67 Oxfordshire has been hit less hard than the UK as a whole due to due to a mix of helpful factors:
- **Its strengths in knowledge intensive industry** – in times of crisis, innovative industries are key to recovery and thus are in high demand. For instance, the Life Sciences sector in Oxfordshire has reported increased sales and demand for services since March 2020
 - **Its dispersed and (to a degree) polycentric geography**, which lends more easily to adaptive ways of working. The polycentric nature of the county has lent itself to localisation of economies caused by restrictions on movement
 - **Extant high skill levels.** The jobs most impacted by COVID-19 restrictions have been in service industries. Oxfordshire's strength in professional, scientific and technical services and high value manufacturing have meant that impacts have been limited to a degree by the ability to work flexibly and by continued demand for high quality products.
- 3.68 However, there are clear causes for concern. The Visitor Economy in Oxfordshire has been hit hard, whilst city centre footfall and spend is dramatically down and will further reduce in

November. The Education sector, reliant on influxes of international students and researchers has been impacted, and Arts and Entertainment has seen the highest rates of employees placed on *furlough*. The impacts in these sectors have been driven by national level interventions, but renewal will require County-level responses to boost levels to pre-COVID-19 norms and beyond.

- 3.69 A business survey conducted by South Oxfordshire and Vale of White Horse indicates that home-based businesses, the newly self-employed and limited company freelancers, predominantly in professional services, are really feeling the impact of the economic crisis and are not benefitting from sufficient support. Supporting businesses is crucial for recovery and will form a key part of the ERP.
- 3.70 In the next Section, projections of economic growth in Oxfordshire at sector level are presented, with focus on the pre- and post-COVID-19 positions, and the economic delta which has resulted.

4 Looking forward – The Structural Impacts

Headline Messages

Headline Messages

- Pre-COVID-19 forecasts show the Oxfordshire economy was expected to maintain its impressive growth moving forwards, with performance set to exceed peer areas and the national average
- However, updated forecasts incorporating the impact of the COVID-19 Pandemic indicate a comparatively short, but substantial, impact to economic activity in Oxfordshire
- Relative to a pre-COVID-19 trajectory, over the next decade the Oxfordshire economy could expect to have in the region of 6,000 fewer jobs and output £522 million lower.
- Sectors such as Retail, Tourism and Food will bear the brunt of the impact. But some of Oxfordshire's breakthrough industries, such as Professional Services, IT and Health and Science could emerge stronger
- Within Oxfordshire, Cherwell and Oxford are set to face the biggest shock to economic activity, with Vale of the White Horse the least impacted. This said, all areas are expected to experience a smaller shock and recover faster than the UK average
- Reflecting the resilience of the Oxfordshire economy, the short-run impact is expected to be less pronounced in Oxfordshire, whilst Oxfordshire's recovery will also outperform the UK average, resulting in a smaller relative 'lost growth' shortfall.

Purpose of this Section

- 4.1 The evidence presented in the previous section this can be used to quantify the immediate and present impact of the COVID-19 crisis on different sectors and places within Oxfordshire's economy. However, in order to forecast the potential recovery and subsequent stabilisation period and return to long-term trends, a more future-facing approach is required.
- 4.2 Accordingly, this section augments the data insights set out in previous chapter with econometric modelling, detailing the impacts of COVID-19 on the growth of the County, both absolutely and relative to the wider UK. More details of the methodology can be found in Appendix A.

Oxfordshire – the pre-COVID-19 outlook

Key Messages

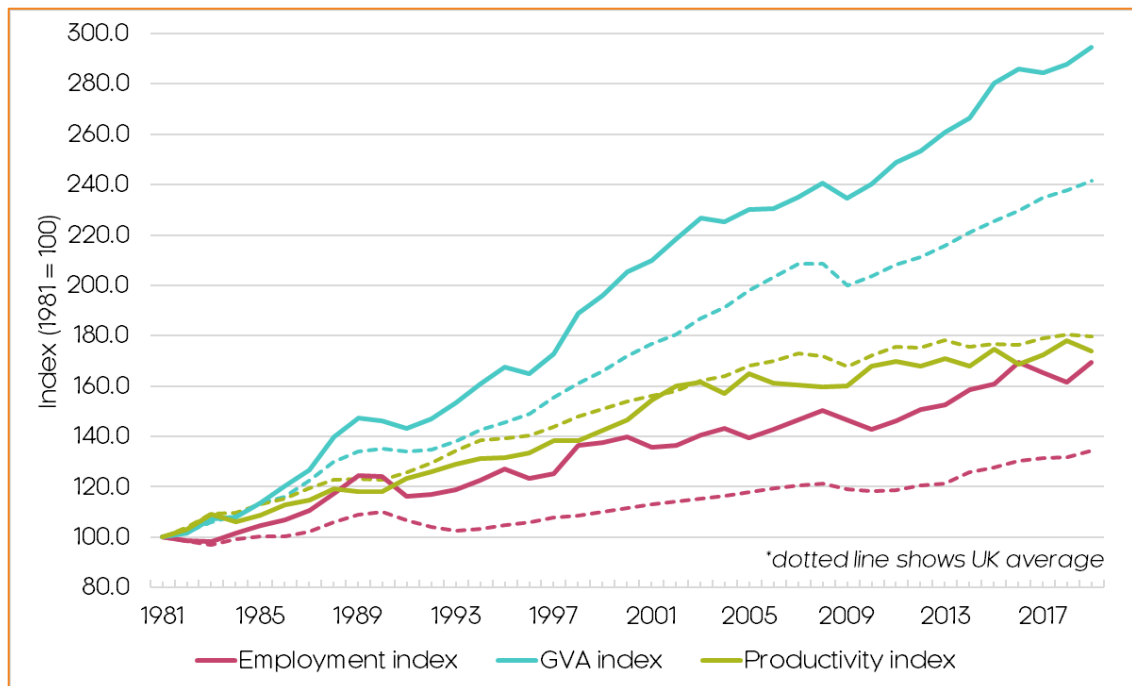
- Pre-COVID-19, the Oxfordshire economy contributed an estimated £21.1 billion to the UK economy, supported some 430,000 highly skilled jobs, and was home to 32,250 active businesses.

- Economic growth was strong over the past decade, with the Oxfordshire economy emerging as one of the fastest growing in the country, whilst more jobs were created relative to any other period in the last 50 years
- Pre-COVID-19 forecasts expected this impressive rate of growth to be maintained moving forwards, with performance set to exceed peer areas and the national average. By 2030, £4 billion of additional growth could have been delivered
- This projected growth was driven by Oxfordshire's diverse sectoral base, with particularly robust growth forecast for Professional Services, Health and Science, and Manufacturing. Spatially, this was to be well balanced across Oxfordshire's local authorities, led by West Oxfordshire and Oxford.

4.3 As of 2019, the Oxfordshire economy contributed an estimated £23.1 billion to the UK economy, supported some 430,000 highly skilled jobs, and was home to 32,250⁹ active businesses.

4.4 Since 1981, the Oxfordshire economy has consistently grown faster than the UK average. As Figure 4-1 shows, this has been driven by stronger employment growth rather than productivity growth, which has more closely tracked average UK growth

Figure 4-1: Performance of the Oxfordshire economy since 1981 (note: dotted line shows UK average)



Source: Cambridge Econometrics, 2020

4.5 The Oxfordshire economy has performed particularly well over the past decade, emerging as one of the fastest growing in the country following the 2008-09 recession, ranking third of 38 LEP areas for growth. Since 2010, Oxfordshire's economy has grown on average by over 3% per annum in real terms, relative to a UK average of 1.9%. Oxfordshire has delivered significant and sustained growth.

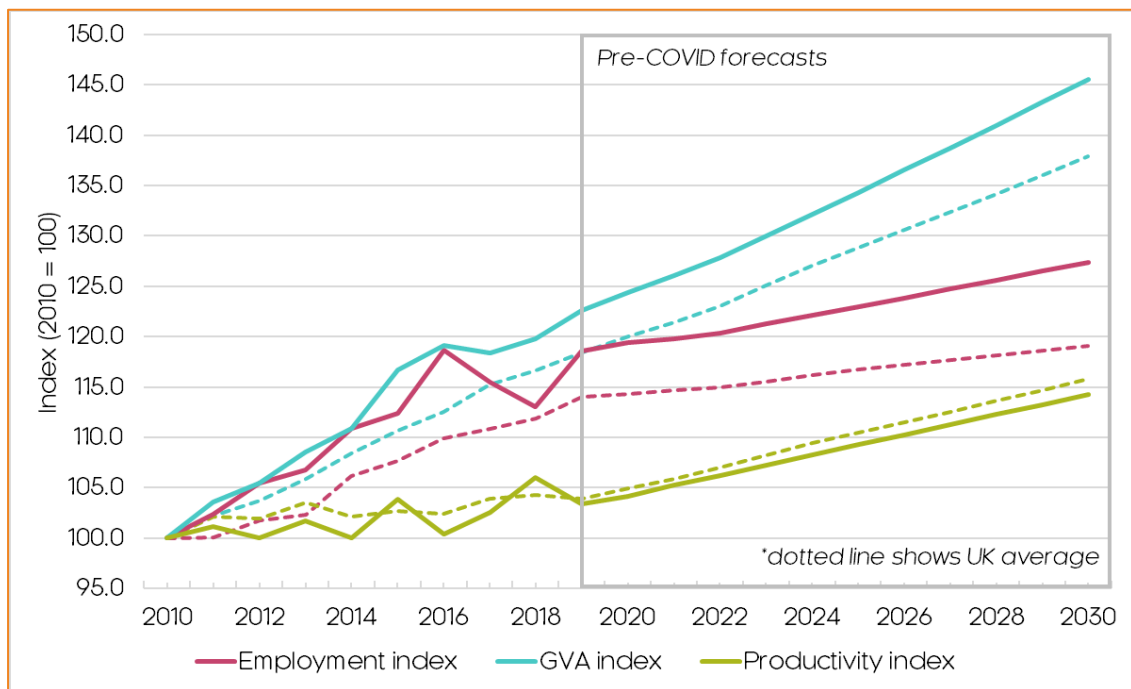
4.6 Since 2010, on average more jobs had been created in Oxfordshire than any other equivalent period in the last 50 years. Resultantly, at the start of 2020, Oxfordshire had the highest

⁹ ONS 2020, UK Business Counts - enterprises by industry and employment size band

employment rate in the country, with 82.8% of working age residents in work, exceeding the UK average of 75.5%.

- 4.7 Looking ahead, under a pre-COVID-19 trajectory, Oxfordshire was expected to maintain a robust pattern of growth. As Figure 4-2 and Table 4-1 show, across key measures of economic performance (Employment, Output – or GVA – and Productivity, indexed to 100 in 2010 to highlight the relative change between areas), central forecasts suggest the Oxfordshire economy would continue to outpace the rest of the country.
- 4.8 In terms of employment, there was pre-COVID-19 the potential for 32,000 net additional jobs to be created in the county by 2030, equivalent to an increase of 2,900 per annum. This would have resulted in a total of 462,400 jobs in the County by 2030, a 7.4% increase on current levels, almost twice the expected increase of the UK average (4.5%).

Figure 4-2: Forecast performance of the Oxfordshire economy under a pre-COVID-19 trajectory



Source: Cambridge Econometrics, 2020

Table 4-1: Forecast performance of the Oxfordshire economy under a pre-COVID-19 trajectory

	2019 (forecast baseline)	2025	2030	Growth, 2019-30	% growth, 2019-30
Employment	430,300	446,200	462,400	32,000	7.4%
GVA (£2016, bn)	£21.1	£23.1	£25.1	£4.0	18.7%
Productivity (£2016)	£49,100	£51,800	£54,200	£5,200	10.5%

Source: Cambridge Econometrics, 2020

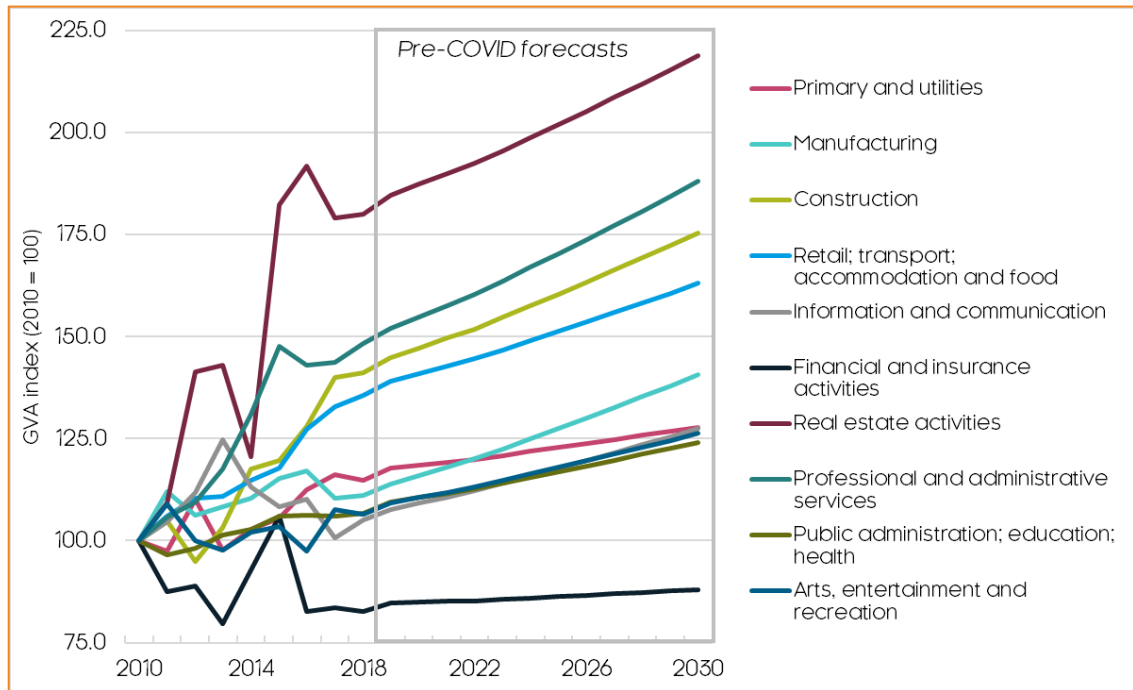
- 4.9 As a consequence, the size of Oxfordshire’s economy was also expected to increase, being worth a potential £25 billion by 2030, £4 billion more than it is worth currently. As with employment, the 18.7% increase in GVA would outpace the UK average (16.4%).

4.10 Oxfordshire’s subdued productivity growth was expected to continue though, with the 10.5% improvement to 2030 tracking below the UK average (11.4%). This ‘productivity puzzle’ is already estimated to have cost the Oxfordshire an estimated £3.7 billion and is being keenly felt in a number of industries, largely service-based.

Sectoral Expectations

Figure 4-3 and Table 4-2 consider the high-level sectoral composition of growth under the pre-COVID-19 trajectory (graphs are indexed to 100 in 2010 to highlight the relative change between sectors). Given Oxfordshire’s increasing strength and ambition in the sector, Professional and Administrative Services was expected to see the highest overall employment and GVA growth.

Figure 4-3: Forecast GVA performance of Oxfordshire’s sectors under a pre-COVID-19 trajectory



Source: Cambridge Econometrics, 2020

4.11 The Public Administration/Education/Health sector was also expected to continue being a significant growth generator in the County, accounting for a quarter of additional economic activity by 2030, reflecting increased demand in the Health (aging population) and Education (particularly higher education) sectors (demanding high-level and technical skills).

4.12 Given strong projected economic and household growth in Oxfordshire as well as an increasing tourism offer, the demand for Consumer Services (Retail; Transport; Accommodation and Food) was also expected to increase, and as such its employment and GVA would continue to grow strongly.

4.13 Automation, Digitisation and Outsourcing were expected to lead to robust GVA growth in Manufacturing, driven by rapid productivity improvements underpinned by the adoption of frontier technologies, the flipside of this being the continued longer-term downward trend in Oxfordshire’s manufacturing employment demand.

- 4.14 Continued economic growth alongside ambitious policy aspirations around housing delivery, infrastructure and commercial space resulted in an expectation that Oxfordshire's construction (and related real estate) sectors would also grow strongly, in both employment and GVA terms.

Table 4-2: Forecast performance of Oxfordshire's sectors under a pre-COVID-19 trajectory

	Employment growth, 2019-30	Employment% growth, 2019-30	GVA growth £m, 2019-30	GVA% growth, 2019-30
Primary and Utilities	-300	-3.8%	£40	8.5%
Manufacturing	-500	-1.7%	£660	23.6%
Construction	3,000	9.7%	£240	21.1%
Retail; Transport; Accommodation and Food	8,500	8.5%	£540	17.2%
Information and Communication	1,900	8.5%	£280	18.5%
Financial and Insurance Activities	-200	-3.8%	£5	3.9%
Real Estate Activities	600	9.7%	£150	18.5%
Professional and Administrative Services	9,300	12.1%	£680	23.7%
Public Administration; Education; Health	8,000	6.2%	£640	13.4%
Arts, Entertainment and Recreation	1,500	6.7%	£140	15.5%

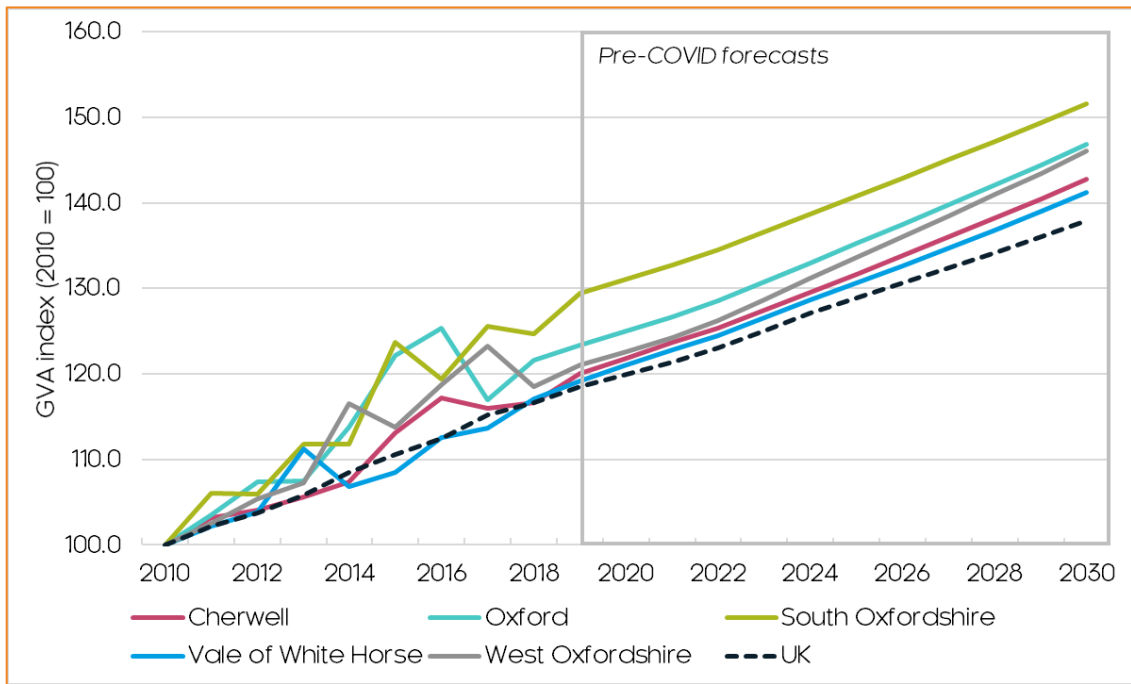
Source: Cambridge Econometrics, 2020

District Expectations

- 4.15 Figure 4-4 and Table 4-3 summarise the expected spatial pattern of growth across the County under the pre-COVID-19 trajectory (graphs are indexed to 100 in 2010 to highlight the relative change between areas). A robust and relatively balanced growth picture was expected to emerge, with local growth rates showing relatively minor deviations relative to the Oxfordshire average, whilst all were expected to continue outpacing the UK average.
- 4.16 Reflecting the favourable sectoral structure of the area (including advanced Manufacturing, Professional and IT Services), stronger growth was expected to continue along the 'Knowledge Spine', particularly around Didcot (South Oxfordshire) and Abingdon (Vale of White Horse) to the south, through to Oxford City, and up to Bicester (Cherwell) in the north. Again, potential productivity growth was expected to remain subdued in parts.
- 4.17 Robust growth was also expected in West Oxfordshire, in and around the market towns such as Witney. Reflecting its concentration of high-growth service sectors, Oxford City was

expected to remain the main driver of growth though, accounting for almost a third of additional economic activity to 2030.

Figure 4-4: Forecast GVA performance of Oxfordshire’s districts under a pre-COVID-19 trajectory



Source: Cambridge Econometrics, 2020

Table 4-3: Forecast performance of Oxfordshire’s districts under a pre-COVID-19 trajectory

	Employment growth, 2019-30	Employment% growth, 2019-30	GVA growth £m, 2019-30	GVA% growth, 2019-30
Cherwell	6,300	7.0%	£896	18.9%
Oxford	9,500	6.9%	£1,108	19.1%
South Oxfordshire	5,900	7.8%	£704	17.2%
Vale of White Horse	6,500	9.0%	£752	18.5%
West Oxfordshire	3,800	7.0%	£495	20.7%

Source: Cambridge Econometrics, 2020

Oxfordshire – the position with COVID-19

Key Messages

- Updated forecasts incorporating the impact of the COVID-19 Pandemic indicate a comparatively short, but unprecedented, impact to economic activity in Oxfordshire. At its peak, up to 7,000 jobs could be lost, whilst output could contract by 7.2%
- Though Oxfordshire will recover faster than other areas, relative to a pre-COVID-19 trajectory, the Oxfordshire economy could still expect to have in the region of 6,000 fewer jobs and output £522 million lower by 2030.

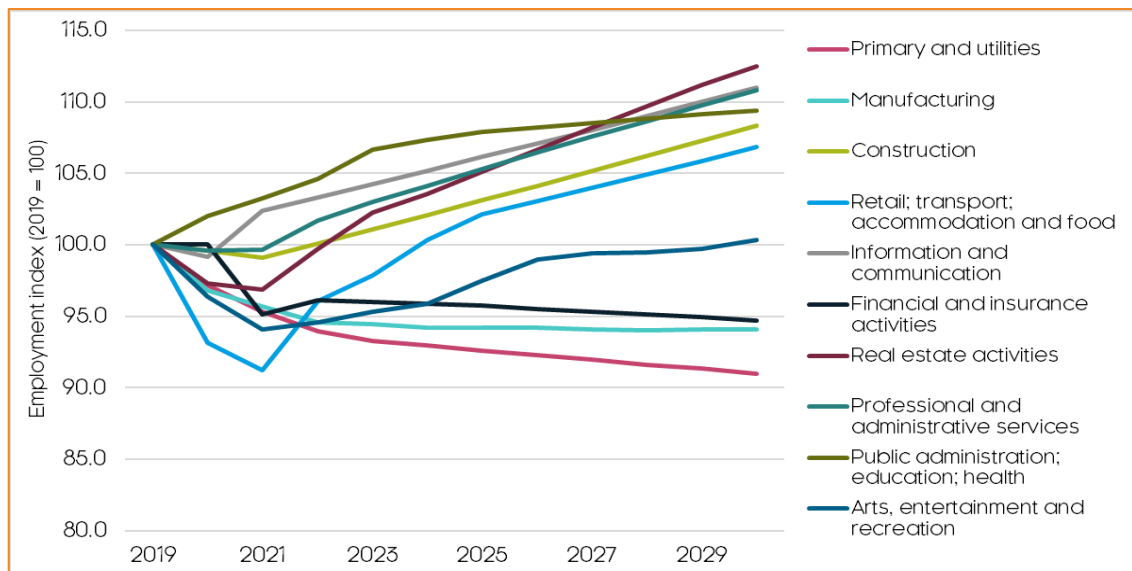
- Sectors such as Retail, Tourism and Food will bear the brunt of the impact, particularly short-term. But some of Oxfordshire’s breakthrough industries, such as Professional Services, IT and Health and Science could emerge strongly and lead the economic recovery.
- Within Oxfordshire, Cherwell and Oxford are set to face the biggest shock to economic activity – reflecting their slightly higher incidence highly-impacted industries, such as Retail and Tourism - with Vale of the White Horse the least impacted.

4.18 Given the nature of the shock associated with the COVID-19 pandemic and the accompanying local area modelling assumptions (see earlier *Approach and Work Done*), the response of local areas will largely be determined by sectoral structure. Areas overrepresented with industries most strongly impacted by the pandemic and associated restrictions (e.g. retail, accommodation, food) for instance will likely experience a greater shock to economic activity.

4.19 Figure 4-5 and Figure 4-6 show the expected impact of the pandemic on industries across the UK, and the resulting representation of these industries in Oxfordshire (relative to the UK average). Generally, Oxfordshire has a similar if not slight under-representation of highly impacted industries, such as accommodation, food and business services, and a relative overrepresentation of lower impacted (even growth) industries, notably public administration, health, media and professional services.

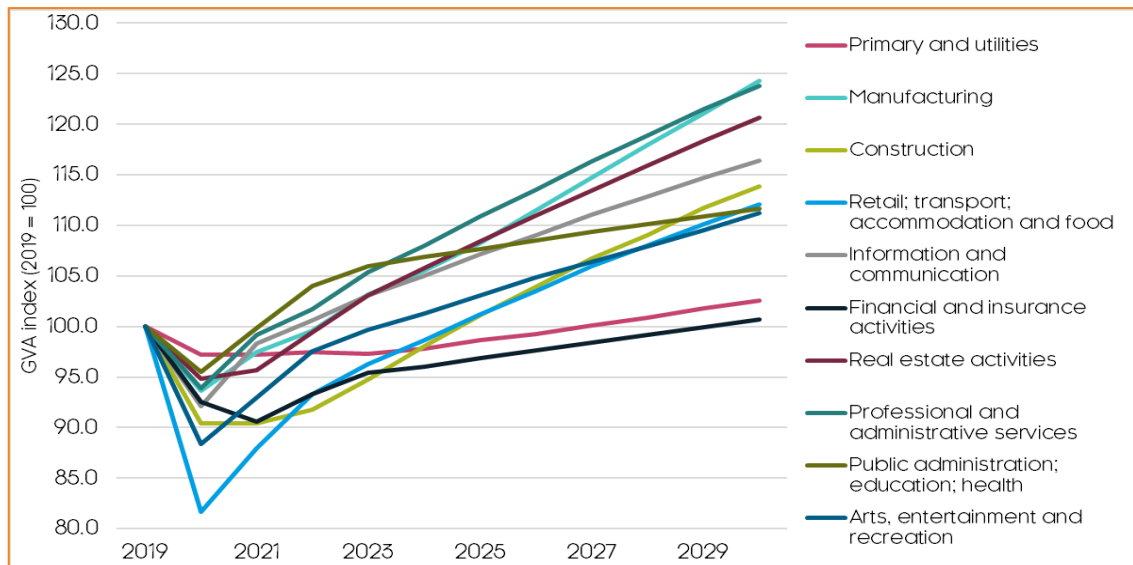
4.20 It is, therefore, reasonable to expect Oxfordshire will experience a gentler impact to economic activity than the UK average, and potentially even more so depending on the relative historical resilience and recovery of these sectors. And, with greater spatial detail, the magnitude of these effects will increase, reflecting greater sectoral diversity; for instance, Cherwell’s sectoral structure differs from South Oxfordshire’s, and so will their impacts.

Figure 4-5: Forecast impact of the COVID-19 pandemic on sectoral GVA in Oxfordshire



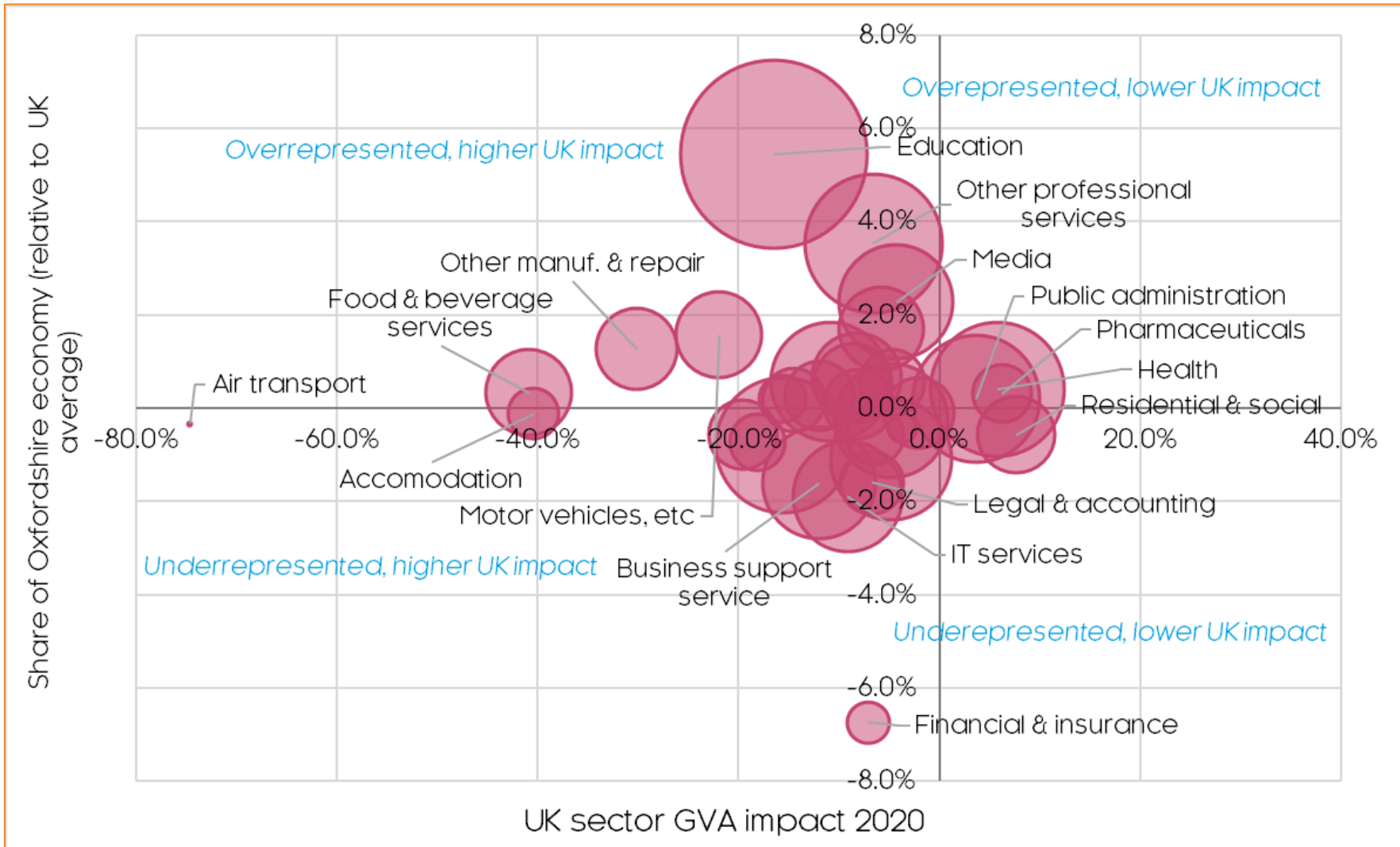
Source: Cambridge Econometrics, 2020

Figure 4-6: Forecast impact of the COVID-19 pandemic on sectoral employment in Oxfordshire



Source: Cambridge Econometrics, 2020

Figure 4-7: UK sector impacts (as measured by GVA) and relative representation of the sector in Oxfordshire (note: size of bubble refers to size of sector in Oxfordshire as measured by GVA)



Source: Cambridge Econometrics, 2020

Table 4-4: Forecast impact of the COVID-19 pandemic on sectoral performance in Oxfordshire, relative to a pre-COVID-19 trajectory

	Employment growth, 2019-30 relative to pre-COVID-19	Employment% growth, 2019-30 relative to pre-COVID-19	GVA growth £m, 2019-30 relative to pre-COVID-19	GVA% growth, 2019-30 relative to pre-COVID-19
Primary and Utilities	-400	-5.2%	-£30	-6.0%
Manufacturing	-1,200	-4.2%	£10	0.7%
Construction	-400	-1.3%	-£85	-7.2%
Retail; Transport; Accommodation and Food	-1,700	-1.7%	-£160	-5.1%
Information and Communication	500	2.5%	-£27	-2.1%
Financial and Insurance Activities	-100	-1.5%	-£5	-3.1%
Real Estate Activities	200	2.8%	£15	2.2%
Professional and Administrative Services	-600	-1.3%	£20	0.1%
Public Administration; Education; Health	3,900	3.2%	-£90	-1.8%
Arts, Entertainment and Recreation	-1,400	-6.4%	-£40	-4.3%

Source: Cambridge Econometrics, 2020

4.21 Table 4-4 considers the impact of the COVID-19 pandemic on Oxfordshire's sectoral growth trajectories, in terms of both output (GVA) and employment (this distinction is important, given the employment-focussed nature of accompanying policy interventions e.g. *furlough*. Graphs are indexed to 100 in 2019 to highlight the relative impact across sectors). Naturally, the magnitude of the expected impact varies greatly across and even within sectors in Oxfordshire:

- **Primary and Utilities:** only a gentle impact to output is expected, largely a result of the general deterioration in economic conditions and decreased demand from restriction impacted industries. The recovery however could be slow and uncertain. Employment also contracts whilst employment growth remains subdued, continuing along its long-term trend. *Relative to a pre-COVID-19 trajectory: 400 fewer jobs and £30 million lower output.*
- **Manufacturing:** a short contraction in output is expected given the deterioration in wider economic conditions and decreased demand from restriction impacted industries, though performance varies between Oxfordshire's sub-sectors: e.g. pharmaceuticals and health could be buoyant, whilst aerospace faces an unprecedented shift in demand. A robust

recovery has the potential to accelerate in the latter half of the 2020's, driven by strong productivity growth as local industries re-establish and exploit their comparative advantage. Employment continues along its long-term decline, as automation, digitisation and outsourcing could be accelerated. *Relative to a pre-COVID-19 trajectory: 1,200 fewer jobs but £11 million additional output.*

- **Construction:** a relatively deep and protracted contraction is expected, given reduced demand and increased uncertainty short term, though growth could accelerate 2023-onwards. *Furlough* and related employment support dampen the employment impact, whilst the adaptable nature of the sectors labour market could see a rapid return to growth. *Relative to a pre-COVID-19 trajectory: 400 fewer jobs and £84 million lower output.*
- **Retail; Transport; Accommodation and Food:** the impact of social distancing measures and related restrictions in Oxfordshire will be most keenly felt in these industries. Resultantly, output is expected to contract sharply, by approx. 20% in 2020. Naturally, performance varies within sector; wholesale, some retail and transport (particularly logistics and distribution) will prove resilient and may benefit from increased demand. Accommodation and food, encompassing tourism and leisure related industries, will face the brunt of impact. Once a recovery is underway though, the sector has the potential to recover rapidly. *Furlough* and related employment support will dampen the employment impact, though greater job losses could emerge moving into 2021, disproportionately impacting the young, low-paid and those on flexible contracts. *Relative to a pre-COVID-19 trajectory: 1,700 fewer jobs and £158 million lower output.*
- **Information and Communication:** underpinned by a strong research base and skilled workforce in Oxfordshire, the sector could prove resilient and adaptable. An accelerated recovery is likely after a brief output hit, driven by post-COVID-19 demand for innovative services e.g. around cloud computing, e-commerce, streaming and conference services. Employment could remain stable with the potential for robust growth 2021-onwards, though productivity growth will remain disappointing. *Relative to a pre-COVID-19 trajectory: 500 additional jobs but £27 million lower output.*
- **Financial and Insurance Activities:** output could experience a fundamental shift downwards, whilst the pandemic could accelerate and maintain the ongoing contraction in employment, driven largely by automation, digitisation and out-sourcing, though the sector is a comparatively small part of the Oxfordshire economy. *Relative to a pre-COVID-19 trajectory: 100 fewer jobs and £4 million lower output.*
- **Real Estate Activities:** after a relatively sharp contraction, output could accelerate strongly in the latter half of the 2020's, given Oxfordshire's potential to attract additional residential and commercial demand from less-desired and expensive urban agglomerations in a post-COVID-19 world. Employment could also grow given the need to expand to manage and oversee a potential increase in demand. *Relative to a pre-COVID-19 trajectory: 200 additional jobs and £15 million additional output.*
- **Professional and Administrative Services:** Oxfordshire has shaped a strong comparative advantage in this sector, and there is the potential it could prove resilient and adaptable to the challenge of the pandemic. Despite a short term hit to output due to shifting demand and uncertainty, productivity-driven growth could accelerate through the 2020s. Underpinned by a skilled workforce, employment will be insulated from the worst of the pandemic's labour market effects, though admin-level jobs (e.g. security guards, cleaners, temps) will be susceptible to losses given the decreased demand from restriction

impacted industries. *Relative to a pre-COVID-19 trajectory: 600 fewer jobs but £20 million additional output.*

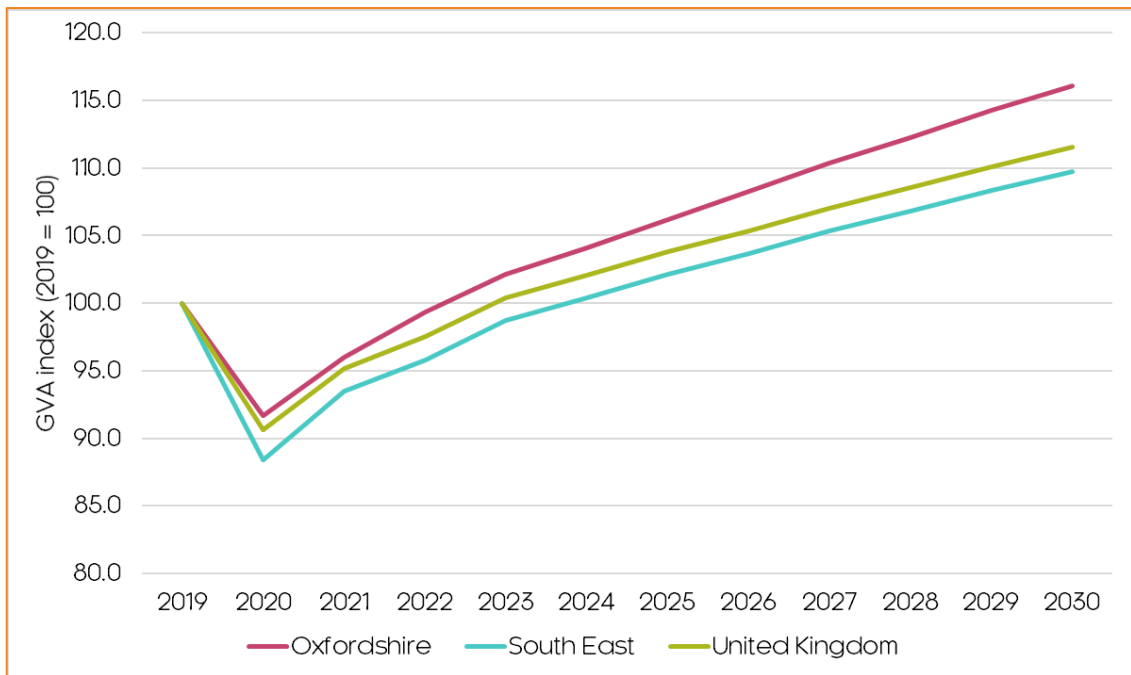
- **Public Administration; Education and Health:** given the COVID-19 pandemic is a public health problem, demand is expected to increase and remain high (given the need to manage the demand backlog) as Oxfordshire leads the global pursuit of a resolution to the virus. Output is however expected to marginally contract, largely driven by shifting demand in public admin and education, but this will rebound 2021 onwards as increased resources are put into health and related initiatives. Given these industries have largely continued to consistently operate even during strict restrictions, employment losses are expected to be minimal, with the potential for further growth to manage and oversee increased demand for health and related services. Fragile productivity growth could be stymied during the recovery though. *Relative to a pre-COVID-19 trajectory: 3,900 additional jobs but £90 million lower output.*
- **Arts, Entertainment and Recreation:** broadly covering non-accommodation tourism, hospitality and leisure, this sector will be amongst the worst-affected by social distancing measures and related restrictions. The sectors labour-intensive nature and consumer-facing dependency means it will be even more susceptible to employment losses and a slower recovery, despite *furlough* and related support. Job losses could be greatest in 2021, and will disproportionately impact the young, low-paid and those on flexible contracts. *Relative to a pre-COVID-19 trajectory: 1,400 fewer jobs and £40 million lower output.*

Key Messages

- The short-run impact from the Pandemic is expected to be less pronounced than elsewhere in the country reflecting the intrinsic resilience and adaptability of the Oxfordshire economy but there are variations within the districts, with Cherwell projected to be hardest hit.
- Following every recession over the past 50 years, the Oxfordshire economy has recovered more strongly than the UK average, and it is expected to do so again during the recovery from the COVID-19 Pandemic, opening up a 5% performance gap relative to the UK average by 2030
- Importantly, over a longer timeframe, this results in a smaller relative 'lost growth' shortfall for the Oxfordshire economy. This will enable Oxfordshire to establish and maintain a strong performance advantage relative to the rest of the country, as it did after the 2008 Global Financial Crisis.

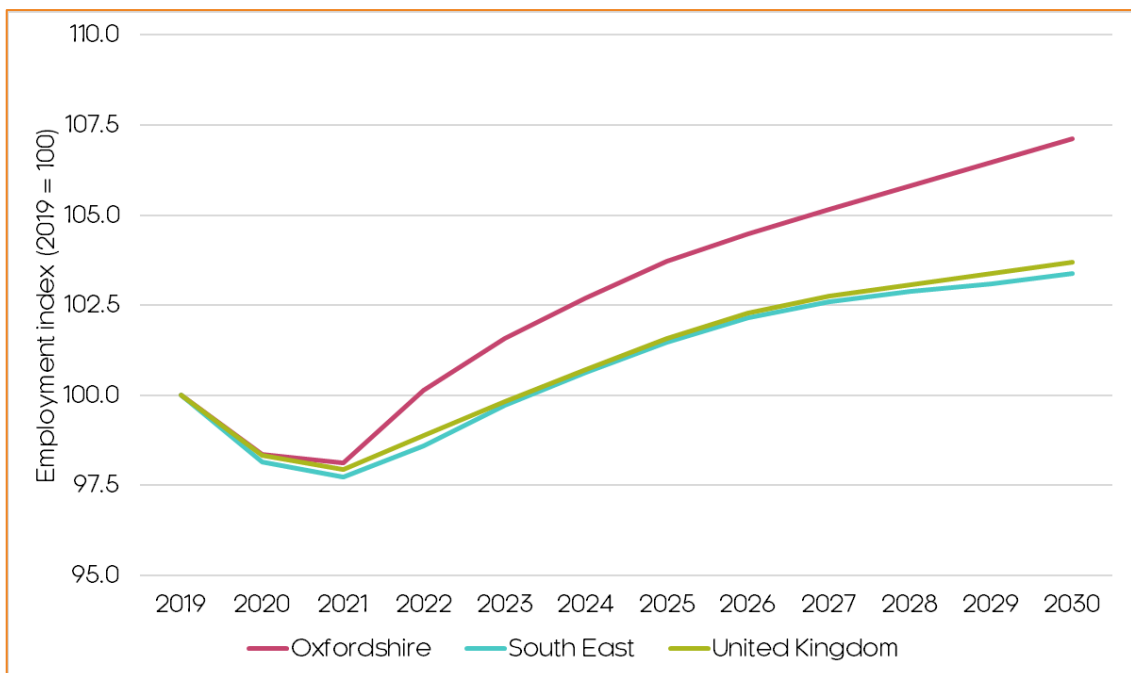
4.22 With these sector impacts in mind, Figure 4-8, Figure 4-9 and Table 4-5 summarise the potential Oxfordshire-wide impacts of the COVID-19 pandemic on economic activity (similarly, graphs are indexed to 100 in 2019). As expected, compared with regional and national comparators, the Oxfordshire economy will likely experience a much gentler, though still significant, contraction to economic activity, and could also undergo a much stronger recovery.

Figure 4-8: Forecast impact of the COVID-19 pandemic on GVA in Oxfordshire relative to the South East and UK



Source: Cambridge Econometrics, 2020

Figure 4-9: Forecast impact of the COVID-19 pandemic on employment in Oxfordshire relative to the South East and UK



Source: Cambridge Econometrics, 2020

Table 4-5: Forecast impact of the COVID-19 pandemic on economic performance in Oxfordshire, and relative to a pre-COVID-19 trajectory

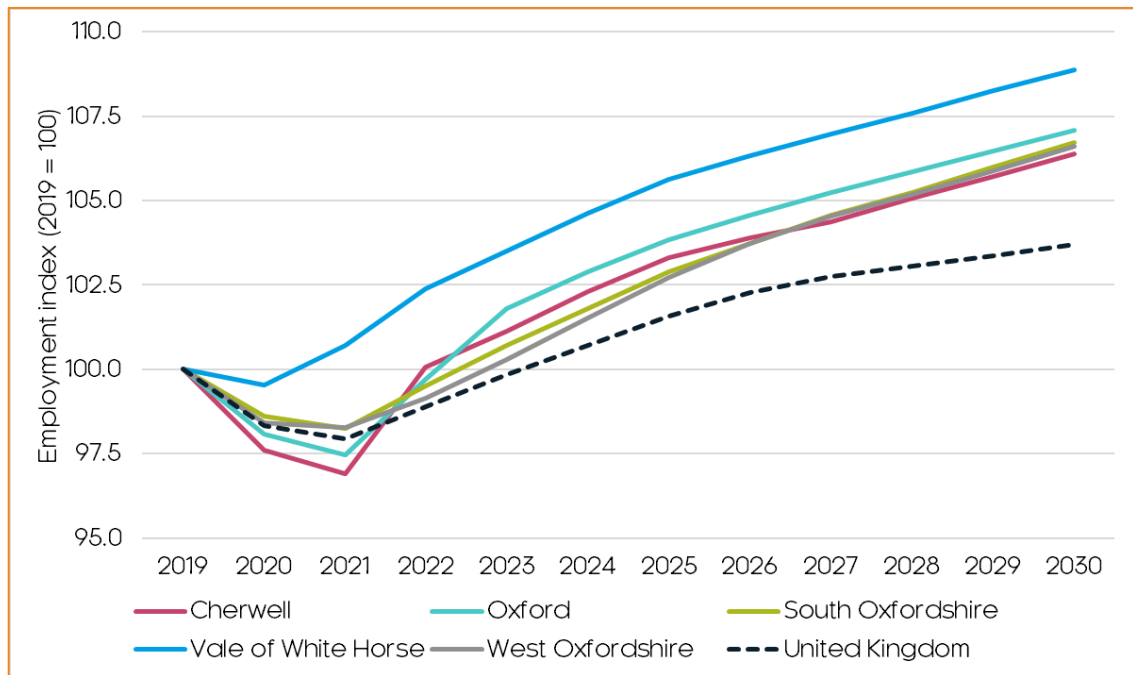
	2019 (forecast baseline)	2025	2030	Growth, 2019-30	% growth, 2019-30
GVA index (2019 = 100)	100.0	106.0	116.0	16.0	16.0%
Employment index (2019 = 100)	100.0	106.0	116.0	16.0	16.0%

Employment	430,300	439,100	456,400	26,000	6.0%
<i>relative to pre-COVID-19</i>	-	-7,100	-6,000	-6,000	-1.4%
GVA (£2016, bn)	£21.1	£22.7	£24.5	£3.4	16.3%
<i>relative to pre-COVID-19</i>	-	-£0.5	-£0.5	-£0.5	-2.5%
Productivity (£2016)	£49,100	£51,600	£53,800	£4,700	9.6%
<i>relative to pre-COVID-19</i>	-	-£300	-£400	-£400	-0.9%

Source: Cambridge Econometrics, 2020

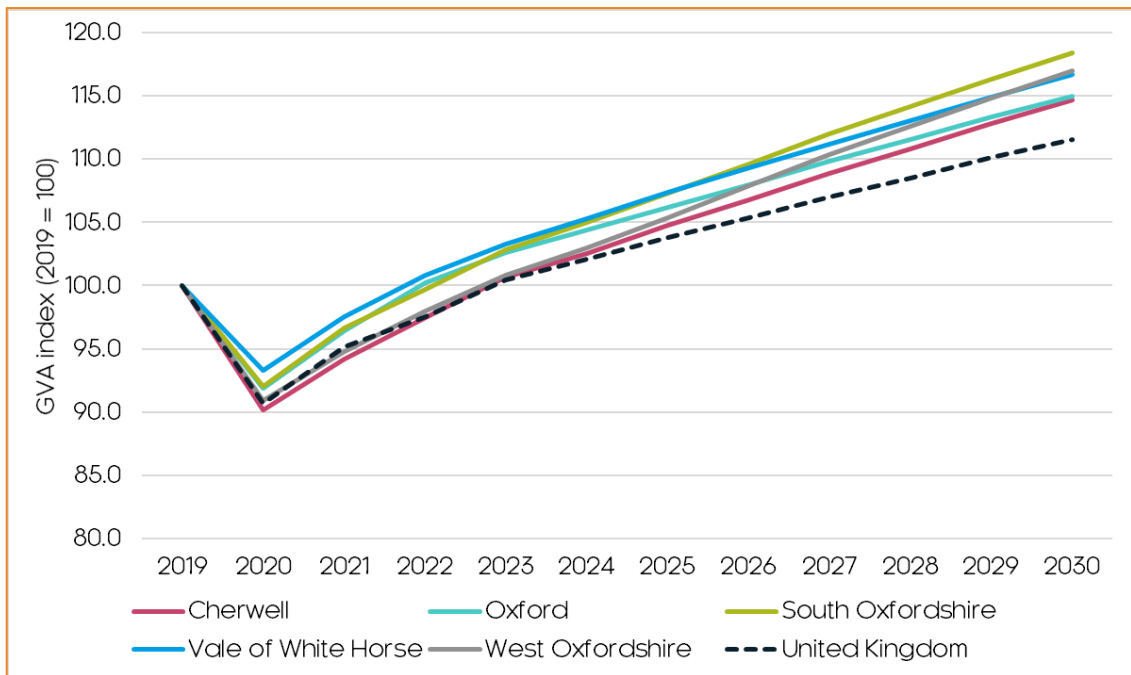
- 4.23 Given the *furlough* scheme and related employment support, alongside the desires of firms to retain staff in spite of falls in output, employment is expected to contract much less than output (approx. -2% rather than -9%). However, this also leads to a delayed recovery in employment, with the worst job losses occurring by 2021 before starting to recover rapidly in 2022.
- 4.24 Output, meanwhile, is expected to recover quickly following a sharp bottoming-out in 2020. Indeed, Oxfordshire could open up a 5% gap relative to the UK recovery by 2030. Given the contrasting response of output and employment, productivity consequently undergoes a sharp drop in 2021 and could recover slowly, exacerbating Oxfordshire’s ‘productivity puzzle’.
- 4.25 Relative to a pre-COVID-19 trajectory, these preliminary forecasts show that by 2030, as a legacy of the pandemic, the Oxfordshire economy could expect to have in the region of 6,000 fewer jobs, output £522 million lower, and a workforce £400 per annum less productive.

Figure 4-10: Forecast impact of the COVID-19 pandemic on employment in Oxfordshire’s districts



Source: Cambridge Econometrics, 2020

Figure 4-11: Forecast impact of the COVID-19 pandemic on GVA in Oxfordshire’s districts



Source: Cambridge Econometrics, 2020

Table 4-6: Forecast impact of the COVID-19 pandemic on the economic performance of Oxfordshire’s districts, relative to a pre-COVID-19 trajectory

	Employment growth, 2019-30 relative to pre-COVID-19	Employment% growth, 2019-30 relative to pre-COVID-19	GVA growth £m, 2019-30 relative to pre-COVID-19	GVA% growth, 2019-30 relative to pre-COVID-19
Cherwell	-600	-0.7%	-£156	-3.3%
Oxford	400	0.2%	-£194	-3.3%
South Oxfordshire	-800	-1.0%	£67	1.6%
Vale of White Horse	-100	-0.1%	-£46	-1.1%
West Oxfordshire	-300	-0.4%	-£58	-2.4%

Source: Cambridge Econometrics, 2020

District Expectations

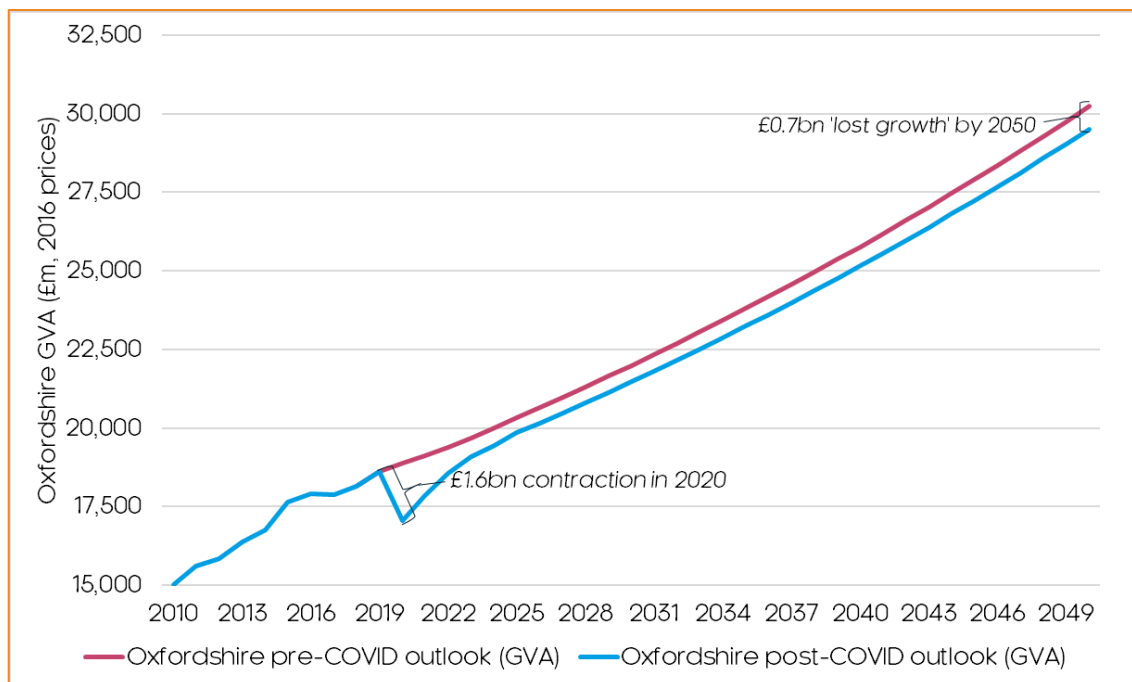
- 4.26 The expected impact at district level depends on an area’s sectoral composition and history of performance during previous recoveries. Figure 4-10, Figure 4-11 and Table 4-6 consider the impact of the COVID-19 pandemic on local economic activity in Oxfordshire (graphs are indexed to 100 in 2019, to highlight the relative impacts experienced by different areas).
- 4.27 In terms of output, Cherwell and West Oxfordshire are initially the worst affected within the County; however, this is still around, rather than significantly below, the UK average. The Vale of White Horse is the least severely impacted, reflecting its favourable sectoral structure. All areas are fully recovered by 2023 and are all projected to outperform the UK recovery from 2023 onwards.

- 4.28 As noted previously, the picture for employment is subtly different. Here, Cherwell and Oxford, with their concentration of labour-intensive, restriction-impacted industries such as Retail, Accommodation and Food, and Recreation (i.e. Tourism), track marginally below the UK average, yet as with output, all areas are projected to return to 2019 employment levels by 2023, and to see higher year-on-year employment growth than the UK average from 2023 onwards.
- 4.29 Relative to a pre-COVID-19 trajectory, the employment shortfall for areas in Oxfordshire in 2030 ranges from -800 in South Oxfordshire to a potential +400 additional jobs in Oxford City (the latter, reflecting the City's global role in Public Health). The GVA shortfall, however, is expected to be greatest in Oxford, at a loss of £194 million, closely followed by Cherwell, at a loss of £158 million, highlighting the longer-term legacy of the pandemic's 'lost output' for some industries.

Conclusions and Implications

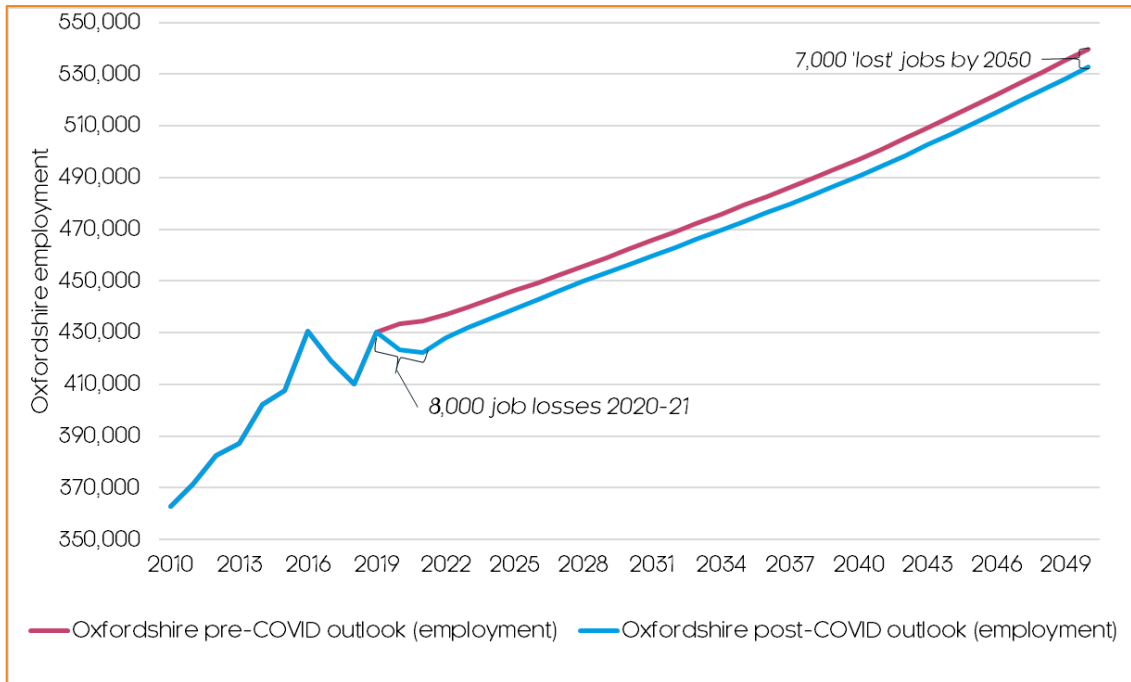
- 4.30 Even after an extended period of recovery and growth, it is likely that the legacy of the pandemic's impact on the Oxfordshire economy will continue to be evident in terms of a 'lost growth' shortfall, as Figure 4-12 demonstrates (for both employment and output). This highlights the longer-term scarring effect of the recession, as well as the fundamental changes the pandemic will bring for Oxfordshire's industries and businesses.

Figure 4-12: Comparison of Oxfordshire's GVA outlook pre and post-COVID-19



Source: Cambridge Econometrics, 2020

Figure 4-13: Comparison of Oxfordshire’s employment outlook pre and post-COVID-19



Source: Cambridge Econometrics, 2020

4.31 However, it is important to set these trends within the wider national context; as Table 4-7 shows, not only is the short-run impact expected to be less pronounced in Oxfordshire (see column 1), Oxfordshire’s recovery will also outperform the UK average (column 2), resulting in a smaller relative ‘lost growth’ shortfall over the longer timeframe (column 3).

Table 4-7: Response of the Oxfordshire economy to the COVID-19 pandemic relative to the UK

Geography	GVA impact, 2020 (relative to 2019)	GVA recovery per annum, 2021-30	GVA shortfall relative to pre-COVID-19, 2050
Oxfordshire	-7.2%	2.1%	-2.1%
UK	-9.3%	1.8%	-3.3%

Source: Cambridge Econometrics, 2020

4.32 This can be attributed to the intrinsic resilience and adaptability of the Oxfordshire economy and its sectors to national economic shocks, as Table 4-8 summarises. It shows that Oxfordshire’s resistance to economic shocks (as seen in columns 1, 3, 5 and 7) has generally been stronger than the wider UK economy, although there are some exceptions (e.g. 1974-75 and 1990-91 recessions).

Table 4-8: Oxfordshire’s past response and recovery from economic shocks, relative to the UK average (as measured by GVA)

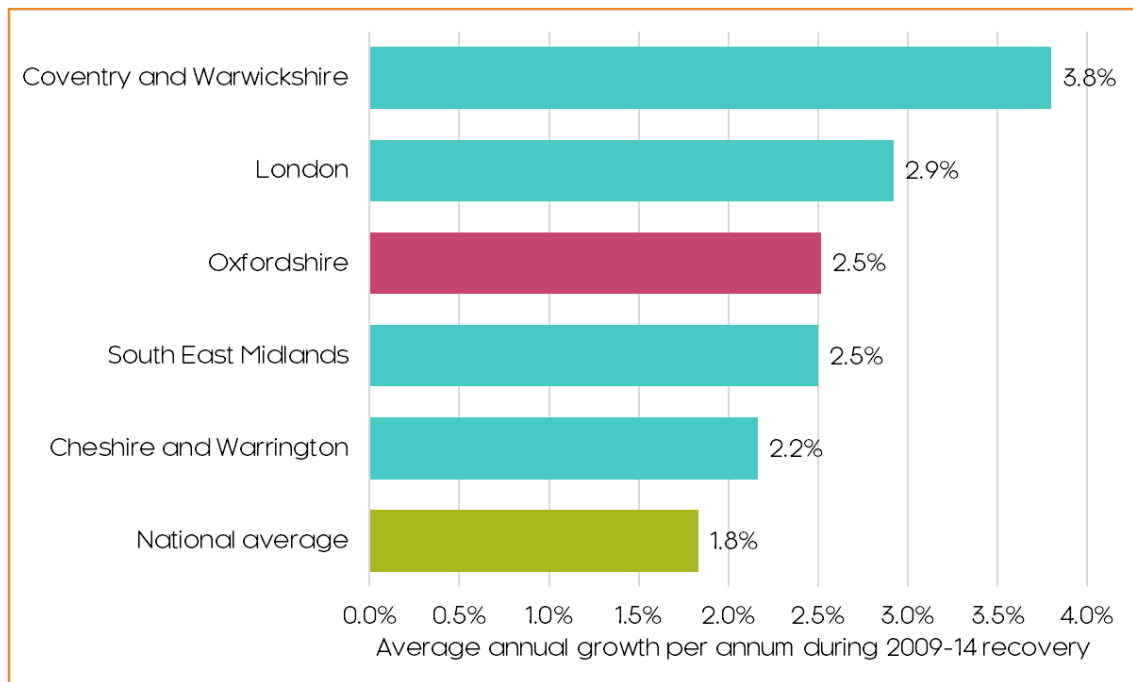
	Actual data									COVID-19 forecast	
	1974-75	1975-79	1979-81	1981-90	1990-91	1991-07	2007-09	2009-19	2019-20	2020-30	
	Recession	Recovery	Recession	Recovery	Recession	Recovery	Recession	Recovery	Recession	Recovery	

Oxfordshire relative to UK	-5.8	0.1	0.3	0.3	-1.5	0.2	1.0	0.2	0.2	0.1
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Source: Cambridge Econometrics, 2020

- 4.33 As observed previously, it is expected that the Oxfordshire economy will show greater resilience to the shock of the COVID-19 pandemic (Column 10) relative to the wider UK economy, although this will not be to the extent of its resilience to the 2007-09 Global Financial shock.
- 4.34 Of particular interest, though, is the ability of the Oxfordshire economy to rapidly recover, stabilise, and return to long-term trends following an economic shock. In fact, following every recession over the past 50 years, the Oxfordshire economy has recovered more strongly than the UK average.
- 4.35 This has enabled Oxfordshire to establish and maintain a strong performance advantage relative to the rest of the country. In fact, as Figure 4-14 shows throughout the recovery period following the 2007-09 recession – the deepest economic contraction in the county since the 1970s - Oxfordshire emerged as the third fastest growing economy in the country (ranked out of 38 LEP areas).

Figure 4-14: Oxfordshire’s recovery to the 2007-09 recession



Source: Cambridge Econometrics, 2020

Table 4-9: The impact of previous recessions on the Oxfordshire economy

	GVA loss in Oxfordshire (% loss relative to pre-shock peak)	Employment loss in Oxfordshire
1974-75 recession	-14.1	-12,900
1979-81 recession	-2.9	-900

1990-91 recession	-2.0	-19,900
2007-09 recession	-2.4	-9,600
2019-20 recession (forecast)	-7.2	-7,000

Source: Cambridge Econometrics, 2020

- 4.36 Of course, this is not to suggest the road to recovery from the shock of the COVID-19 pandemic will follow a similar pattern, with the nature of this shock presenting a number of unique and unprecedented challenges for Oxfordshire and its businesses. The novelty of the shock is demonstrated in Table 4-9, which shows the loss to employment could be relatively modest compared to historic shocks, but output could experience a sharp and sudden contraction.

5 Qualitative Insights

Headline Messages

Key Messages

- In terms of the business base, the COVID-19 crisis to-date has had some winners (tech-/ R&D / innovation) losers (non-food retail, transport) and sectors largely unchanged (agribusiness).
- Working from home spawned a new localism which, depending on the COVID-19 trajectory, could have lasting impacts on commuting patterns, and the hierarchy of use between cities like Oxford and market towns and villages. The 15-minute community concept has resonated deeply across the County.
- Whilst aspects of the property market have been negatively affected, demand for R&D floorspace property market and given Oxfordshire's historic supply constraints there is a strong desire to ensure that R&D demand can be met, including through adaptation of vacant city centre space.
- The hardest hit sector is the Visitor Economy; businesses will need support in the face of ongoing government lockdowns as will the individuals employed in the sector (disproportionately those with lower skill levels and women – both core to Oxfordshire's inclusive economy aspirations)
- The Green Recovery ranks high in the public and professional sector minds-eye but the policy mandate and incentive mechanisms are insufficient to match the scale of the challenge/opportunity.
- Ladders of opportunity for local youth and the newly unemployed will become more essential, heightening the need for targeted employment and skills initiatives with tailored packages of wrap around support.

Purpose of this Section

- 5.1 Alongside the 'hard' data analysis presented in Sections 2 and 3, the Baseline Assessment has captured qualitative local insights and intelligence drawing on business and stakeholder views of the economic impact of the pandemic. A series of 'Insight Groups', comprising cross sector representatives, and spanning the following thematic areas were convened: *Strategic Sites and Assets; Green Transition; Town Centres; Visitor Economy; Rural Economy; Business Growth and Supply Chains; and Inclusive Growth.*
- 5.2 This Section summarises the key qualitative findings of these sessions and is organised around the following structure: the impact on COVID-19 (to-date and anticipated); key issues and concerns; potential intervention responses and opportunities.

Findings by Insight Group

The Business and Supply Chain Theme

The Impact of COVID-19

- 5.3 The impacts of COVID-19 have varied significantly across sectors and businesses. Some sectors, including tourism, hospitality, non-food retail and the automotive industry and their respective supply chains have been severely hit and has raised uncomfortable questions on

their underlying preparedness and business continuity plans for major economic shocks and trading disruption.

- 5.4 The impact has been less severe in other sectors, and some business (i.e. retailers with online platforms) have benefited from the disruption, changes in consumer behaviours and increased demand for products and services. Reduced levels of congestion have also benefited certain business in their use of the road and rail networks.
- 5.5 The variation in impacts on businesses, both across and within sectors, illustrates that there is underlying resilience in the Oxfordshire economy but that interventions to aid recovery will need to be highly targeted. Additionally, the economic shock has challenged all sectors to consider their existing business models, business plans and investment strategies to assess where improvements can be made with technology adoption, skills development and market positioning to ensure that they are more resilient and agile for future economic challenges including new UK trading arrangements in 2021 following the end of the EU transition period.

Key Issues and Concerns

- 5.6 In defining the 'new normal', four issues were highlighted for business. First is the role of property in a future business model. Businesses have been forced to consider their present operating space and whether it is too large or if it is sufficiently agile for flexible working. As a sector, property in particular has undergone major change with the pandemic accelerating a decade's worth of change in barely ten weeks. Second, is the urgent need for businesses is to ensure that the resilience challenges of supply chains are better understood, characterised and strengthened for it to be able to respond to future shocks. Third, is the role of digital technology in business transformation and the urgency in the accelerated adoption of 'Industry 4.0' standards in business processes, manufacturing and operations. Fourth, businesses will have to be agile in understanding and anticipating shifts in consumer behaviours, preferences and requirements that the pandemic may have profoundly altered.
- 5.7 An important further cultural shift – impacting both business models and consumer behaviours – which businesses will also need to consider is the growth of the 15-minute neighbourhood concept and the ways in which the County's cities, towns and business parks are starting to remake/repurpose their property offers to adapt to this new phenomenon.
- 5.8 More generally, the employee-working-from-home model has received mixed responses and raises important questions for businesses moving forward. For some, it has undoubtedly provided greater flexibility in the operating model, for others there are concerns about trust and productivity. Working hours are probably longer at home than they were in the factory/office, and it is clear that, in many cases, for younger workers in rental accommodation 'working from kitchen tables' is far from ideal.
- 5.9 For parents, home schooling has been hugely disruptive for working patterns and created significant pressures for employers as they have sought to balance staff availability and production/service demands. Different technical and cultural challenges have been faced by employees over 60, many of whom have senior business roles and place a premium on face-to-face engagement. All of these issues mean businesses will need to invest in skills development and new flexible working policies to attract and retain staff eager to retain some of the positive experiences that have been created by the pandemic

Potential intervention responses and opportunities

- 5.10 There are opportunities for the Recovery Plan to explore interventions for action at both national and local levels. This included, for example, using the experience of COVID-19 to design a new paradigm for learning i.e. take the entire educational system and restructure it to work online, focusing on building essential skills for the workforce. There is a vital role for education and training providers to embrace this new operating model and build new approaches to support businesses to invest in training and their workforce.
- 5.11 At the local level there are opportunities to:
- Develop new models for town and city centre growth across Oxfordshire to ensure that they provide the environment and amenities that meet the evolving needs of residents, visitors, businesses and service providers.
 - Embrace the Social Value Act, and work to ensure that the imperative for social value underpins all public procurement activity to facilitate meaningful inclusive growth;
 - Re-prioritise 'buying local' to ensure we build the resilience of local businesses and their communities.

The Green Recovery Theme

The impact of COVID-19

- 5.12 COVID-19 has triggered significant business and public interest in a 'Green Recovery ' with 'The Climate Emergency' and the road to zero carbon now featuring consistently in public dialogue. The pandemic is seen as an opportunity to rethink how we recover, with zero carbon principles at the core of a renewed economy. This has culminated in the Government's publication (November 2020) of its 10 Point Plan for a Green Industrial Revolution which aims to "build back better, support green jobs, and accelerate our path to net zero."
- 5.13 In building consensus and support for a zero carbon approach to economic recovery, it will be important to recognise that many businesses are 'firefighting' in order to stay afloat with their focus on cashflow and workforce issues. Developing a clear and coherent case which offers demonstrable benefits to trading and operating will be important factors in achieving the step change being sought as part of rebuilding key economic sectors of Oxfordshire's economy.

Key Issues and Concerns

- 5.14 *Green Recovery* is influencing and shifting thinking in wide ranging ways:
- *Transport* – a fundamental shift has occurred in the propensity for daily commuting and traditional models for office-based working in major city centres.
 - *House building* – some developers have devised ambitious targets and are committed to trailblazing pathways to zero carbon;
 - *Commercial property* - a major financial asset held by institutional investors. Whilst expressing short-term support for working-from-home, some are beginning to exert pressure to reverse the trend
- 5.15 From a business leadership perspective there are significant challenges to overcome in moving from concept to implementation of a *Green Recovery* given:
- High capacity/competing objectives - large scale companies are most able and have, in many instances, implemented 'Green' policies but COVID-19 and a focus on business margins and profitability threatens to divert this commitment;

- Low capacity/high interest - companies at the SME-level, generally inclined to support Green measures are focussed on growth and, in many instances, survival in the face of COVID-19;

5.16 Oxfordshire has deep expertise in 'Green' policies and common ambition within local authorities, universities and other local partners; however, the policy levers and/or incentive mechanisms are not sufficient to address the scale of the challenges and opportunities which are being created.

Potential intervention responses and opportunities

5.17 There are opportunities for the Recovery Plan to explore interventions for action at both national and local levels. This includes, for example, establishing 'Green Recovery' campaigns for the public sector, businesses and young people and those most impacted by COVID-19 to engage them in jobs to contribute to a green recovery and the commercial and employment opportunities it offers.

5.18 At a local level there are opportunities to:

- Building a range of active travel corridors between key employment sites and residential sites and provide the bike/e-bike/e-scooter hardware. Oxfordshire is a relatively flat geography and more could be done to encourage cycling through investment in the bike network.
- Connect 'Interventions' to the local and national Climate Emergency Frameworks – Oxfordshire has great potential to lead the way for UK through its academic and spin-off enterprise resources.
- Capitalise on the leading-edge expertise across local businesses and universities to work in partnership with local government and other stakeholders to drive forward the green revolution across Oxfordshire.

The Inclusive Growth Theme

The impact of COVID-19

5.19 In line with the national picture, low income families and vulnerable groups are likely to be the hardest hit by COVID-19. Lower skilled workers in the hospitality and tourism industries, for example, are at a higher risk of unemployment which will have a negative impact on household incomes.

5.20 COVID-19 has had major impacts on individuals' mental health, particularly those who have lost work, those Key Workers under pressure, and those in 'unstable' work characterised typically by 'zero hours' contracts. As demand for services increases, there is major pressure on both mainstream health and the charitable sectors to deliver these services.

5.21 On the positive side, there are signs that the increase in homeworking and the '15-minute neighbourhood' concept can play an important role in local community wealth building and generating employment opportunities for local residents.

Key issues and concerns

5.22 Although Oxfordshire has a strong economy, it has 10 wards in the most deprived 20% of the Index of Multiple Deprivation (IMD). These places are frequently home to key workers, BAME communities, and will be disproportionately affected by COVID-19. Care must be taken to

ensure that the relatively strong economic position of the County post-COVID-19 does not mask the significant specific challenges that exist locally.

- 5.23 The evidence from the 2008 recession was that graduates suffered from significant underemployment. Graduates are also likely to be affected under COVID-19 but of greater concern will be non-University educated young people aged 16-24-years old in deprived areas of the County who may be at risk of long-term unemployment, especially as sectors which have historically provided important entry level employment such as tourism, retail and hospitality have been the most affected by COVID-19.
- 5.24 COVID has also had a disproportionate impact on women, who have been critical in enabling home-schooling, are frequently in part-time jobs (which are often easy to cut), as well as providing caring support to older generations. Older people have also been seriously affected, with many expressing profound senses of isolation by dint of lockdown measures and the need to shield.

Potential intervention responses and opportunities

- 5.25 There is a key need for an Oxfordshire system-wide approach to drive and sustain its approach to inclusive growth, following the impact of COVID-19. There is the opportunity to work with 'Anchor Institutions' (healthcare system, universities, local councils) to redefine Oxfordshire's local growth model as part of its economic recovery and rewire the County's approach to achieving a truly Inclusive Economy. This ambition cannot be achieved by the public sector alone, but requires genuine partnership and leadership across government, business, the third sector and local communities to move the commitment forward.
- 5.26 Areas where progress could commence and be explored at the local level include:
- Re-engage our key anchor institutions as key actors in our inclusive economy agenda under the proposed *inclusive Economy Commission*. The NHS, universities and local authorities have major roles to play in supporting entry-level employment, supporting progression in the workplace and showcasing good employment practices.
 - Promoting an Oxfordshire wide commitment to the living wage, recognising the variation in living costs across the County and balancing employer and employee needs;
 - Building on existing and augmenting targeted employment and skills initiatives to connect local resident to employment opportunities including better integration of education, skills, DWP provision and community-led services to support young people into employment
 - Recognising the development of the 15-minute neighbourhood, ensuring that employment support is delivered in the community and values the importance of volunteering.
 - Promote Oxfordshire as a place for great opportunities for all, built around inclusion and diversity. Identify and demonstrate good practice, to encourage more activities and cultural change, where required.
 - Develop high-quality walking and cycling path network across the County, fully linked into GP prescribing, and connected to high streets, recognising the key role of walking and cycling in maintaining well-being

The Jobs and Skills Theme

The impact of COVID-19

- 5.27 It is clear that the impacts of COVID-19 are wide ranging and cross sectoral spanning: Retail/Hotel/Catering, Cultural/Arts, Manufacturing and Property. Whilst each sector has its own unique issues, business models and operations the evidence suggests that a common thread is reduced end-consumer demand.
- 5.28 COVID has brought about some fundamental shifts in attitudes and behaviours, some of which may be permanent. Key examples of these shifts include: the move online for workers and students, and the digital skills and resilient broadband platforms required; the environmental benefits of reduced travel-to-work (and the contribution this can make to Net Zero); the move to distributed workplace 'hubs', rather than centralised offices, and homeworking to provide more flexibility and agility.

Key Issues and Concerns

- 5.29 There are concerns that young people who have been unable to attend school /college /university /work experience for six months, and whose learning-in-a social-context has been put on hold, will be severely impacted in their skills and education progression. This will have long-term implications and will require schools and educators to put in place remediation measures for many in getting young people back into the ways of disciplined learning, exam preparation, and readying them for a changed world of work.
- 5.30 There is a common expectation that COVID-19's effects will be felt more severely in the County's disadvantaged wards (where the issues are exacerbated by housing and caring challenges, and families without appropriate ICT facilities). There is also evidence from colleges that some parents are uneasy about taking on study-oversight responsibilities and further evidence of a marked increase in the demand for food parcels in our deprived communities.

Potential intervention responses and opportunities

- 5.31 There are opportunities for the Recovery Plan to explore interventions for action at both national and local levels. This includes clear recognition of the need for targeted investment in labour market programmes, such as:
- Renewed emphasis on closing the attainment gap
 - Support the development of skills and engagement of all members of society – building upon local resources via schools, colleges, DWP, councils etc.
 - Target employment and training initiatives at people exiting the tourism and hospitality sectors to support transition into the health and social care sector, where labour shortages exist.
 - Build on the Oxfordshire Social Contract with additional reach and wrap around support and develop more extensive and effective mentoring programmes for all.
 - Ensure that people with Special Educational Needs and disabilities are supported into the labour market and work with employers to design jobs that can be access and fulfilled by these groups.
- 5.32 Areas where progress could commence and be explored at the local level include:

- The need to ensure that the transition to increasingly pervasive online working is matched by the skill sets and capabilities of users. This should be achieved through partnership between government and industry (who all have affected workforces).
- Supporting the delivery of the Oxfordshire Digital Strategy with continuous review and investment to ensure that all our communities and business are equipped with up to date digital skills and infrastructure.
- Building on the shift towards home working and the more localised office hubs, explore the potential for expanding the model beyond the traditional centres to smaller towns and villages e.g. adapted space alongside the village hall/shop, providing skills, self-employment support services, etc.
- Undertake more sophisticated supply chain mapping to identify opportunities for spin-out enterprises to expand within the county to lower cost local sites, providing jobs close to where people reside.

The Rural Economy Theme

The impact of COVID-19

- 5.33 COVID-19 has not been as severe as anticipated within the agricultural sector with animal slaughter continuing and concerns over the availability of seasonal workers largely not being realised.
- 5.34** The impact on non-farming rural businesses, however, has been more varied. The visitor economy and group activities, including rural hospitality and events (e.g. weddings) have been hit hard. However, the new 'Localism' spawned by home working and the avoidance of cities/major shops, resulted in more reliance on local enterprises for food. Many pubs/shops pivoted and diversified in response to COVID-19 selling alternative produce and providing home deliveries; however, those that were less adaptive have suffered. In terms of property, residential tenancies are considered to be relatively unaffected but the market for commercial premises has shown signs of weakening.

Key Issues and Concerns

- 5.35 The hospitality sector is an important component of the rural economy with expectations that as much as 50% of businesses may be forced to stop trading in the first twelve-to-eighteen months of COVID-19. Open space and the Countryside has seen unprecedented use during the pandemic with increases in new users and visitors but this equally raises challenges of degradation/threats to biodiversity, as well as opportunities for growing the rural economy.
- 5.36 The wider concerns for local agriculture is the continued uncertainty associated with the imminent end of the EU transition period and the status for a future trading landscape, particularly for the rural sector with the end of the Common Agricultural Policy.

Potential intervention responses and opportunities

- 5.37 Critically, it was acknowledged that more needs to be done to encourage rural locations to be entrepreneurial and to promote and encourage young people to enter the rural economy as viable career opportunities. Moving forward, it will be important to push for rural areas to be properly supported under the UK Shared Prosperity Fund as a replacement for the LEADER and EAFRD programmes.
- 5.38 There is also opportunity to capitalise on the 'new localism' through provision of multi-purpose co-working and service hubs in smaller towns and villages. This 'new localism' has

provided a benefit to local community food infrastructure and to the environment (lower car-based travel) and public, private and third sector partnership and leadership is required to ensure that these benefits are not just temporary.

The Strategic Sites and Assets Theme

The impact of COVID-19

- 5.39 The COVID-19 crisis has brought Oxfordshire's R&D capabilities to the forefront and into the public domain through UK leadership in vaccine and ventilator development. Demand for premises within Oxfordshire continues to outstrip supply and has been stronger than anticipated in the face of COVID-19 (e.g. Brookfield completed their 50% acquisition of Harwell and there has also been notable progress with the construction and sale/letting of new premises on the new out-of-town business parks at Banbury and Bicester).
- 5.40 In parallel, increasing interest in the 'new localism' presents the opportunity to redefine the roles of cities, towns, villages and science parks and explore further new ways of developing mixed used developments. It is also apparent that the pattern of working from home is not an attractive long-term model for many individuals in R&D and other high growth sectors across the County: Zoom fatigue is resulting in collaborators seeking to get back into their lab/office environment.

Key Issues and Concerns

- 5.41 Whilst some business sectors have been severely impacted by the pandemic technology lab and science based premises are in demand. The increasing demand for R&D space (and in some sectors such as Life Sciences because of COVID-19) gives rise to an opportunity for repurposing of the existing property stock. With an increasing number of vacant spaces in town and city centres comes the potential to repurpose these as R&D spaces for use by businesses and sectors who have high demand for physical workspaces, while at the same time, bringing people back to town centres and enable innovative businesses to establish and grow in Oxfordshire.
- 5.42 This may, however, require support for businesses and investors to interpret and navigate the planning system and for Local Planning Authorities to review their planning policies in response to changes in demand within local urban centres.

Potential intervention responses and opportunities

- 5.43 The dynamic response by many of the County's world leading scientists and innovators to COVID-19 has elevated the image of Oxfordshire as a pioneering Innovation hub.
- 5.44 With demand historically outstripping supply there is also a need for a broader examination of the roles, relationships and connectivity between the science parks, established town/city centres and more rural communities across Oxfordshire. There is a need to review planning and growth policy within the new localism paradigm (e.g. 15-minute communities), striking the appropriate balance and flexibility in co-locating employment and residential land uses. There is also a desire to look, County wide, beyond the established strategic sites and science parks to ensure Oxfordshire can retain, grow and attract businesses and employment opportunities.

The Town Centres Theme

The impact of COVID-19

- 5.45 COVID-19 has had a huge impact on large town and city centres fuelled by: a shift away from offices to home working; constraints in accessing retail, leisure and hospitality offers and corresponding shifts in consumer (residents, students and visitors) behaviours; a dramatic reduction in public transport patronage and use of centrally located transport hubs. Business and political leaders are reimagining the role of urban centres across the globe.
- 5.46 A 'new localism' has emerged, aligned to the concept of 15-minute communities which draws into focus the wider network of Oxfordshire's settlements and the roles and relationships between these in terms of places to live, work and play.

Key Issues and Concerns

- 5.47 The nature of high streets has changed from destination/experiential shopping to shorter trips and 'picking-up what is needed'. Those high streets that are adapting to challenging retail conditions prior to COVID-19 are likely to survive; others will continue to struggle.
- 5.48 Some of the micro-centres across Oxfordshire are within local communities are doing relatively well despite trading restrictions (e.g. Summertown) but the backdrop is one of lower overall economic activity, as footfall has reduced. Uncertainty generated by the economic outlook is impacting negatively on consumer confidence and spending.
- 5.49 Co-working hubs initially dropped-off but are experiencing a resurgence as work patterns morph from pre-COVID-19 office to home working to localised co-working.

Potential intervention responses and opportunities

- 5.50 There are opportunities for the Recovery Plan to explore interventions for action at both national and local levels including:
- Greater investment to ensure that high streets are able to open safely focused exclusively to support business and local areas to implement the actions required to create safe environments and reassure consumers.
 - The taxonomy within Oxfordshire of use between city, market town and village should be mapped and understood through the lens of the new localism, emerging travel patterns, evolving business models and changing consumer preferences.
 - Changes to uses/planning to enable R&D/offices in vacant city centre spaces and more integrated employment and residential uses should be explored; this should include co-working hubs in smaller settles
 - Major landowners should be convened to review the existing uses of land and buildings and consider new and innovative uses/initiatives that meet the needs of the County's businesses, residents, visitors and service providers.

The Visitor Economy Theme

The impact of COVID-19

- 5.51 Visit Britain estimates the Visitor Economy will not recover until 2024, and that will likely be to 'new normal' levels. Oxfordshire's Visitor Economy is valued at£ 4.3b and supports 40k jobs but a 40% decline in tourists is having a devastating impact on the sector. This is further exacerbated by the drop in international and business visitors which, historically, have the highest levels of spend.

5.52 Loss in employment within the sector also has major socio-economic implications for the Oxfordshire economy. The demographics of the Visitor Economy are disproportionately skewed towards those with lower level skills, women and those just entering the labour market or returning to employment. These groups are, therefore, being disproportionately impacted and more vulnerable to longer term unemployment without targeted skills and careers support.

Key Issues and Concerns

5.53 There are major concerns around the short, medium and long terms impacts of COVID-19, in particular the County's ability to attract high spending international and business visitors in light of changing business models (i.e. move online), transport behaviours and consumer preferences. 46% of visitor expenditure in Oxfordshire comes from inbound visitors. Oxford City Centre attracts the most visitors and its hospitality sector is suffering disproportionately, relative to the rest of the County. The high-end is performing better than budget/ business hotels but occupancy levels are well down at 30-50%.

5.54 This trend is being felt more widely including at Bicester Villages where a decline in relatively high-spending tourists (who spend c.£1,000 per person per visit average) is not being offset by an increase in domestic visitors spending more (typically £80-£100 per person per visit). The imminent proposed abolition of Tax-free shopping is also likely to reduce Oxfordshire's European competitiveness in regaining the higher spending visitors.

5.55 Major visitor attractions like Blenheim and the Ashmolean are operating at restricted/reduced capacity – sustainable for a short-period only. Oxfordshire's wider arts and cultural offer including libraries, galleries, museums and gardens are also suffering with some reporting a 76% reduction in footfall/numbers.

5.56 It is important to recognise that tourism and hospitality businesses are destinations in their own right and require a physical property to operate. This means that there will continue to be challenging environments within which existing business rates costs will continue to be needed to be absorbed whilst turnover shrinks, The sector will equally need to consider how it innovates and competes for customers and what can be offered through online channels. This is increasingly critical, when many businesses and destinations are seasonal, meaning that they have only have 3-4 months to generate sufficient revenue to survive through winter.

5.57 Generally, 70% of tourism businesses in UK (168,000) are micro-businesses employing less than 10 people. A large number of these businesses are not members of trade associations, DMOs or other bodies, making communication with them very difficult as well as building a coherent package of support measures which can support the sector during recovery.

Potential intervention responses and opportunities

5.58 There are opportunities for the Recovery Plan to explore interventions for action at both national and local levels including:

- the need to design a visitor economy strategy which responds to the 'new normal', less focussed on commuting, retail, and city centre-based businesses and more aligned to localism, digital and cultural hubs.
- closer integration is required between the visitor economy, the arts and culture sectors, alongside wider creative industries.
- create new digital platforms for cultural content to be brought to the forefront and to find a way to monetise that delivery and attract new audiences

- looking beyond Oxford City Centre to develop a broader and more resilient visitor economy and to recognise the importance of domestic visitors and local residents visiting local attractions.
- embedding visitor economy ambitions and initiatives within existing/planned Town and High Street Funds and other programmes such as the Getting Building Fund.

Conclusions and Implications

- 5.59 COVID-19 has had far reaching impacts across Oxfordshire's businesses, people and places. The impacts have been uneven in terms of: the spatial spread across the County; varied impacts, both negative and positive, between and within different business sectors; and on different individuals, households and vulnerable groups.
- 5.60 The first wave of lockdown created a new localism, captured in the concept of '15-minute communities,' that could bring lasting change to how businesses and residents use cities, market towns and villages.
- 5.61 Local communities, businesses and the public agencies have responded with innovation and agility to mitigate the impacts of the pandemic and Oxfordshire has demonstrated great resilience to the economic and social shock caused by COVID-19.
- 5.62 For many, the recovery will be long and slow, with the worst of the impacts, around unemployment and business closures, yet to be felt. There is a clear need for a targeted and well-resourced recovery plan to ensure Oxfordshire can continue to adapt to the new normal. This recover plan must: support businesses to navigate and overcome the challenges they are facing and to enable them to grow back stronger; to support individuals back into work through targeted employment and skills support; and to revitalise Oxfordshire's town centres and key settlements to create environments which attract places to live, work and play.
- 5.63 Alongside this support to mitigate negative impacts, the County must also seize the opportunities emerging from the pandemic, including in continue to develop its existing sector and innovation strengths in areas such as the Life Sciences. There is also increased emphasis on more inclusive and sustainable growth, and the potential of the Green Industrial Revolution to create jobs and transition towards a zero-carbon economy.

6 Conclusions & Implications for Economic Renewal Action

Overall Messages

- 6.1 COVID-19 has had significant impacts across Oxfordshire in terms of employment, business turnover, travel, and indeed how and where people work. The two national lockdowns have demonstrated that some sectors have been able to adapt to restrictions to a greater degree than others, based on the ability to 'move online' and/or agility in flexing the provision of goods and services within the extraordinary circumstances generated by the pandemic.
- 6.2 A strong economic base in industries less impacted by COVID-19 restrictions means Oxfordshire's economy has been more resilient to the Pandemic than most areas of the UK. Oxfordshire's strength in Professional, Scientific and Technical Services and high-value Manufacturing has meant that impacts have been limited to a degree by the ability to work flexibly and by continued demand for high-quality products. Reflecting the resilience of the County's economy, the short-run impact of COVID-19 is expected to be less pronounced in Oxfordshire, whilst Oxfordshire's recovery will also outperform the UK average, resulting in a smaller relative shortfall in 'lost growth'.
- 6.3 Sectors dependent on face-to-face interactions/trade with customers and those reliant on consumer footfall have been impacted severely. Although we saw a recovery in these sectors as restrictions were eased in the summer, they remain vulnerable to further restrictions, and potential long-term shifts in consumer preferences and behaviours.
- 6.4 Critically, these impacts are being felt unevenly across Oxfordshire's residents. In line with the national picture, low income families, vulnerable groups, and the most deprived areas are likely to be the hardest hit by COVID-19. This will lead to heightened levels of inequality and may undermine Oxfordshire's inclusive growth aspirations. The evidence indicates that both young and old workers have been disproportionately affected by redundancies and job losses. Sectors such as Tourism and Hospitality have a high proportion of female employees and lower skill workers, and these groups will be suffering disproportionate impacts.
- 6.5 Working from home has spawned a new localism which, depending on the COVID-19 trajectory, could have lasting impacts on commuting patterns, and the hierarchy of use between cities like Oxford and the County's market towns and villages. The '15-minute community' concept has resonated deeply across the Oxfordshire, and the County's dispersed and (to a degree) polycentric geography lends itself more easily to adaptive ways of working and the localisation of economies caused by restrictions on movement.
- 6.6 The 'deep dive' views by our theme areas – Business, People and Place – are summarised below.

Business

- 6.7 Oxfordshire had a strong economic baseline position prior to COVID-19, particularly in Knowledge Intensive Industries (KIBs), driven by its high skill levels. Pre-COVID-19 forecasts show the Oxfordshire economy was expected to maintain its impressive growth moving forwards, with performance set to exceed peer areas and the national average.
- 6.8 Importantly, updated forecasts incorporating the impact of the COVID-19 Pandemic indicate a comparatively short, but substantial, impact to economic activity in Oxfordshire. Relative to a pre-COVID-19 trajectory, over the next decade the Oxfordshire economy could expect to have in the region of 6,000 fewer jobs and output £522 million lower.
- 6.9 Sectors such as Retail, Tourism and Food will bear the brunt of the impact. The Visitor Economy has been hit very hard. Furlough and job losses are highest in this sector, and city centre footfall and spend are down 50 % to October 2020. The scale of this damage means that the Visitor Economy is not expected to recover until 2024. The Education sector, reliant on influxes of international students and researchers has also been hit, and Arts and Entertainment has seen the highest rates of employees placed on Furlough.
- 6.10 Broad industry-level data do not, however, tell the full story, with some businesses (particularly in Life Sciences) having increases in turnover, while others suffer losses of over 50 per cent. The COVID-19 crisis to-date has had some winners (e.g. Tech-/Solution-driven businesses), losers (e.g. Automotive, non-Food Retail, and Transport) and sectors largely unchanged (e.g. Agribusiness). The Life Sciences sector in Oxfordshire has reported increased sales and demand for services since March 2020, and some of Oxfordshire's breakthrough industries, such as Professional Services, IT, and Health/Science could emerge stronger.
- 6.11 Size-wise, many SME business have been hard hit by COVID-19 and have accessed approximately £400m in loan funds. A business survey conducted by South Oxfordshire and Vale of White Horse indicates that home-based businesses, the newly self-employed, and limited company freelancers, predominantly in Professional Services, are really feeling the impact of the economic crisis, and are not benefitting from sufficient support.

People

- 6.12 In line with the national picture, low income families and vulnerable groups are being the hardest hit by COVID-19. Lower skilled workers in the Hospitality and Tourism industries, for example, are at a higher risk of unemployment which will have a negative impact on household incomes
- 6.13 Younger and older workers within the labour market have been hit hardest according to JRS statistics, with a higher proportion of claims being made in the 16-24 and 65+ categories than other age groups. The old have been more impacted than in previous recessions, likely resulting from the explicit impact of COVID-19 on older members of our population.
- 6.14 There was a big reduction in furloughed workers from September to October, when the scheme was scheduled to close in November. It is yet too early to predict what the impacts of the furlough scheme's extension to Spring 2021, but further unemployment effects are widely expected (and indeed reported in the Chancellors recent Autumn Statement 2020). Arts/Entertainment and Accommodation/Food have been the hardest hit sectors, with employment in these sectors continuing to be highly vulnerable to further control measures.

- 6.15 COVID-19 has had major impacts on individuals' mental health, particularly those who have lost work, those Key Workers under pressure, and those in 'unstable' work characterised typically by 'zero hours' contracts. As demand for services increases, there is major pressure on both mainstream health and the charitable sectors to deliver these services.
- 6.16 Although Oxfordshire has a strong economy, it has 10 wards in the most deprived 20% of the Index of Multiple Deprivation (IMD). These places are frequently home to key workers, BAME communities, and will be disproportionately affected by COVID-19. Care must be taken to ensure that the relatively strong economic position of the County post-COVID-19 does not mask the significant specific challenges that exist locally.
- 6.17 More needs to be done to increase STEM skills across the workforce and to grow apprenticeships; the number of science- and technology-related companies on the doorstep is not translating to local opportunity for all.

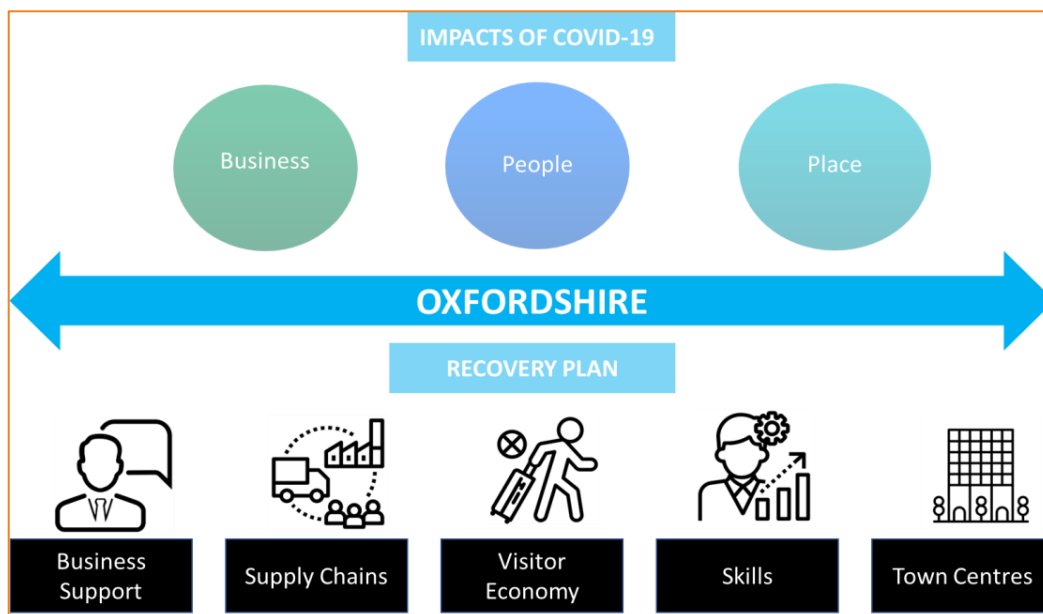
Place

- 6.18 Within Oxfordshire, the Cherwell and Oxford districts are set to face the biggest shocks to economic activity, with Vale of the White Horse the least impacted. This said, all areas are expected to experience a smaller shock and recover faster than the UK average.
- 6.19 Working from home is driving a new localism which, depending on the COVID-19 trajectory, could have lasting impacts on commuting patterns, and the hierarchy of use between cities like Oxford and market towns and villages. The 15-minute community concept has resonated deeply across the County.
- 6.20 Importantly, commercial and private transport use has recovered steadily since May 2020, with heavy goods use now above pre-lockdown levels. Public transport use, vital for those workers with lower value jobs in directly consumer-facing sectors is still well down on pre-lockdown levels, and so of great concern for the Visitor Economy and its revitalisation. The use of cycles increased greatly throughout the summer months, but has tailed off subsequently as a colder, darker and damper Autumn has arrived; over time, this travel mode could be capitalised on to infill for reduced public transport use.
- 6.21 Whilst broadband coverage is regarded to be good across most parts of the Oxfordshire, investment is needed in next stage Ultrafast and Fibre broadband across the County to serve data-driven businesses and home workers connecting to corporate networks (both for data and video).
- 6.22 Many parts of the property market have been negatively affected, especially in the agglomerated areas, yet demand for R&D floorspace property market and Oxfordshire's historic supply constraints is driving a strong desire to ensure R&D demand can be met, including through adaptation of vacant city centre spaces.
- 6.23 The Green Industrial Revolution is increasing in profile but policy mandate, incentive mechanisms and business leadership are insufficient to match the scale of the challenge/opportunity.
- 6.24 Across the Country, with its diverse and rich mix of settlements, much thinking is being given to the role of place, and how formal renewal activity can reposition and equip town and village settlements.

Moving to an Economic Recovery Plan

- 6.25 The impacts of COVID have been felt across Oxfordshire's businesses, people and places and a co-ordinated County-wide response is required. For many, the process of recovery could be long and slow, with the worst of the impacts, around unemployment and business closures, yet to be felt. There is a clear need for a targeted and well-resourced Recovery Plan to ensure Oxfordshire can continue to adapt to this 'new normal'. Alongside this support to mitigate negative impacts, the County must also seize the opportunities emerging from the Pandemic, including growing existing and new sector strengths and transitioning transition towards a zero-carbon economy.
- 6.26 Drawing together the findings from this comprehensive evidence base we have identified the following five priority focus areas for specific action:
- *Business Support* – augmenting our existing provision to provide tailored packages of support, advice and finance to ensure our local businesses are well positioned overcome the challenges they are facing and enable them to grow back stronger;
 - *Supply Chains* – to better understand the scope, nature and potential fragility of local supply chains and to identify how to improve resilience and identify opportunities for local- and County-level business growth;
 - *Visitor Economy* – a sector-focussed programme reflecting the severity of the impact of COVID-19 on our Visitor Economy, and which can address in a targeted and coordinated way the multitude of pressures facing such businesses;
 - *Skills* – to support residents back into work including targeted support for our most vulnerable groups and those hit hardest by redundancies and business closures.
 - *Town Centres* – a County-wide programme to reimagine and revitalise our key settlements to ensure they are viable and attractive places to live, work and play.

Figure 6-1: Oxfordshire's Response to COVID 19



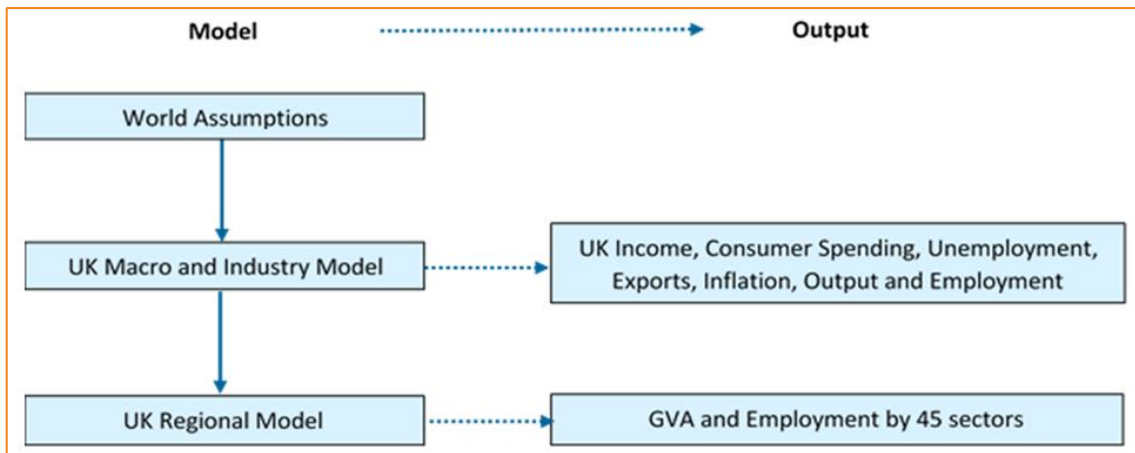
Source: Steer-ED, 2020

Working closely with local stakeholders from across sectors and across the County, we are developing these thematic priorities into our Economic Recovery Action Plan.

A Econometric Methodology

6.27 To better understand the likely longer-term impact of the COVID-19 pandemic on the Oxfordshire economy, Cambridge Econometrics (CE) were commissioned to develop a series of credible econometric forecasts for the County and its constituent local authority areas.

Figure 6-2: Links between Cambridge Econometrics' suite of models



Source: Cambridge Econometrics, 2020

6.28 An important feature of this modelling approach is the link to CE’s wider modelling suite, ensuring any local area forecasts are consistent with CE’s world, UK national and UK regional forecasts and assumptions (Figure 6-2). CE’s headline UK forecasts are developed within the context of its position within global trade networks, the worldwide impact of COVID-19, and the changing nature of the UK’s trading relationship with the European Union. These national level impacts are then systematically distributed to regions and local areas, based on historic sectoral relationships.

6.29 The regional and local impacts depend, therefore, on the historic precedent of how local sectors have historically performed relative to their national or regional equivalents, thereby capturing the differing intrinsic resilience of local sectors to national economic shocks. For example, if the Professional Services sector in Oxfordshire has historically been impacted less hard, and/or recovered more rapidly from past shocks, than the UK Professional Services sector as a whole, then this will be reflected in the local forecasts.

6.30 For the Oxfordshire results, the most up-to-date additional data have been incorporated into the forecasts, specifically for the year 2020, for which early data is now partly available. By utilising the ‘live’ indicators collected by Steer-ED, for instance Job Retention Scheme data, it has been possible to enhance the quality of the local forecasts in the very short term whilst ensuring alignment between the two workstreams.

- 6.31 It should be emphasised that at this early stage, any efforts to determine the quantitative implications of COVID-19 on national and local economies are highly uncertain and indicative. Even when accounting for this, as with all kinds of forecasting, there are margins of error associated with the results which tend to widen over time. Furthermore, it should also be noted that the quality and reliability of data decreases at more detailed levels of geography.
- 6.32 Whilst CE's/Steer-ED's approach incorporates a wide number of factors, including global, national and local interrelationships and detailed sectoral impacts, there are factors it cannot account for, including any long-term behavioural changes due to the pandemic, or large and unanticipated policy changes at the local or national level.

Cherwell District Council

Executive

7 June 2021

Monthly Performance, Risk and Finance Monitoring Report

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

This report is public.

Purpose of report

This report summarises the Council's Performance, Risk and Finance monitoring positions as at the end of March 2021.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the monthly Performance, Risk and Finance Monitoring Report.
- 1.2 To note the Annual Performance report 2020/21




2.0 Introduction

- 2.1 The Council is committed to performance, risk and budget management and reviews progress against its corporate priorities on a monthly basis.
- 2.2 This report provides an update on progress made during March 2021 and also reflects on the past 12 months (annual review – Appendix 5) in delivering the Council's priorities through reporting on Performance, the Leadership Risk Register and providing an update on the financial position.
- 2.3 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2020-21 business plan and the priorities of the Council. These measures and key performance indicators are reported on a monthly basis to highlight progress, identify areas of good performance and actions that have been taken to address underperformance or delays.
- 2.4 As part of monthly reporting, the Insight Team provides the Senior Management Team with a corporate complaints report. Complaints received during the month are monitored and analysed. The mandatory lessons learned data have been implemented for more than a year now and we are starting to see a decrease in the number of upheld complaints. Lessons learned are reported to CEDR (Chief Executive Direct Reports) and progress is monitored to ensure actions are implemented to avoid the same complaint being reported.

- 2.5 The Council maintains a Leadership Risk Register that is reviewed on a monthly basis. The latest available version of the risk register at the date this report is published is included in this report.
- 2.6 The report details section is split into three parts:
- Performance Update
 - Leadership Risk Register Update
 - Finance Update
- 2.7 There are four appendices to this report:
- Appendix 1 - 2020/21 Business Plan
 - Appendix 2 - Monthly Performance Report
 - Appendix 3 - Leadership Risk Register
 - Appendix 4 - Finance
 - Appendix 5 – Annual review 2020/21

3.0 Report Details

- 3.1 The Council's performance management framework sets out key actions, projects and programmes of work that contribute to deliver the 2020-21 business plan (see Appendix 1) and the priorities of the Council.
- 3.2 The 2020-21 business plan sets out four strategic priorities:
- Housing that meets your needs
 - Leading in environmental sustainability
 - An enterprising economy with strong and vibrant local centres
 - Healthy, resilient and engaged communities
- 3.3 This report provides a summary of the Council's performance in delivering against each strategic priority. To measure performance a 'traffic light' system is used. Where performance is on or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicated performance is off target. The 2020/21 annual review is a reflection of the last 12months and highlights some of the successes achieved during a year of challenge and through a pandemic. This annual review spans all the services supporting the delivery of the priorities.

Colour	Symbol	Tolerances for Business Plan Measures	Tolerances 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: Housing that meets your needs

- 3.4 The Council is committed to deliver affordable housing, raising the standard of rented housing and find new and innovative ways to prevent homelessness. Also, to promote innovative housing schemes, deliver the local plan and supporting the most vulnerable people in the District.
- 3.5 **Overview of our performance against this strategic priority:**



Number of Homeless Households living in Temporary Accommodation is reporting Green for March and Amber for year end, with numbers of homeless people being placed in temporary accommodation increasing to 31. Of those, 14 single clients have been accommodated as result of COVID-19. Further plans are to accommodate people out of the hotel placements and concerns increase as Courts and eviction proceedings are to resume which may see numbers of

families seeking emergency placement also increasing. Overall, 145 individuals have been accommodated by CDC as a result of the COVID-19 emergency. Of those, 56 moved from hotels to supported housing, 32 moved into permanent accommodation and 14 remain in hotels, however, 9 of those have an identified move-on plan.

Number of Housing Standards interventions is reporting Green for March and Amber for year end, with 78 interventions recorded against a target of 55 in March and 676 interventions against 660 for the year. Of those were 118 enforcement notices, 457 service requests and 101 proactive interventions. Regardless, the ability to carry out responsive or proactive visits to rented properties has been restricted and the ability to implement formal enforcement has been reduced due to COVID-19.

Average time taken to process Housing Benefit New Claims is reporting Green for March and year end, which was excellent on a 10 days average mark against a target of 15 days for March and 13 days out of target of 15 days for the year. COVID-19 presented

a challenge as we registered a sharp increase on the number of new claims, but our team has delivered outstandingly delivering below the national average of 20 days.

Deliver Innovative and Effective Housing Schemes is reporting Amber for March and Green for Year end. Two shared ownerships, at Admiral Holland, have been completed. Sales have been going well, at Admiral Holland, as well as the development of three bungalows, at Bullmarsh Close, which is due and on target for May.

Number of people helped to live independently through use of DFG & other grants/loans is reporting Amber for March and Amber for Year end. 43 Households have been provided with help. Of those, 17 with major adaptations, 26 with smaller works done to the property. Despite the team efforts under COVID-19 rules, it is still a challenge to perform because measures remain in place for the security of staff and contractors and to safeguard elderly and vulnerable people which restricts access to client's homes to undertake surveys and works.



Delivering the Local Plan is reporting Amber for March and Year end. With the continued preparatory Plan on its way to the next stage for the District wide Local Plan Review and providing input for the Oxfordshire Plan process, the timetable of the latter is being reviewed to assess delays. An application of the Statutory Review for the adoption of the Local Plan Partial Review, which is a legal challenge, has been logged with the Planning Court and served to Council Court hearings are expected in June.

Number of people helped to live independently through use of DFG & other grants/loans is reporting Amber for March and Year end with 43 households supported. Of the households helped, 17 were by major adaptations and 26 by smaller works done to the property. There is still restricted access to homes experienced by our team and contractors as a result of measures in place due to COVID-19. Both surveys and works needing undertaking are affected by this, especially with the compliance to protect our elderly and most vulnerable clients.

Maintain 5 Year Land Supply is reporting Amber for March and Red for Year end. We registered a 4.7-year average, out of the targeted 5, in the Annual Monitoring Report. Slightly under the target, however, there is a predicted 1,172 completions which account for 13 more housing completions than last year and 30 more than the Local Plan requirement for Cherwell, which is due to be confirmed later. The monitoring period, for the five-year supply for Oxford's needs, commenced on 1st April 2021.

Homes improved through enforcement action is reporting Red for March and Year end. Only 3 out of our target of 9 homes have been improved by means of enforcement action with 2 requiring work-in-default (where the Council organises work at the expense of notice of recipients who have failed to act), which are underway. COVID-19 limitations to inspect and investigate premises contributed on reducing the ability of contractors to undertake works and staff ability to inspect and investigate premises.

Number of affordable homes delivered including CDC and Growth Deal targets is reporting Red for March and Amber for Year end. 11 affordable homes have been completed against a target of 25, for March. 9 by affordable rent and 2 by shared ownership tenure, none delivered via Growth Deal funding. Some completions have been delayed because of knock-on effects caused by site closures as a result of earlier lockdown

measures. Also, some developers have shifted build schedules to focus on market properties whilst market sales are going well.

Priority: Leading in environmental sustainability

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

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

Delivering high Quality Waste & Collection Service to all Properties is reporting Green for March and Year end. We have managed collection of an additional 7,000 tons of waste, during this pandemic and preparations for development of separate food waste collections from this Autumn is well under way.



Ensure Clean & Tidy Streets is reporting Green for March and Year end. All areas have been covered, despite occurrences of staff self-isolating. All staff are now back at work and able to assist with distribution of litter-picking equipment, this way persons wishing to litter-pick in their local areas, including the collection of waste and recyclable materials, can do so.

Protect Our Natural Environment and Promote Environmental Sustainability is reporting Green for March and Year end. The application for an air quality grant (from the Department for Environment Food and Rural Affairs) was successful, and we have received £17,300 to purchase monitors and promotional material which have been used on projects that increase awareness and encourage changes to improve air quality, along with monitors that will be acquired for schools, doctors' surgeries and hospitals.

Protect the Built Heritage is reporting Amber for March and Year end. Conservation advice continues to be provided to inform Development Management decision making. Conservation Area Appraisals require finalisation as higher caseloads are being experienced

Waste Recycled & Composted is reporting Amber for March and Year end. With the tonnage increased by 0.5% (a good achievement in difficult times), 7,067 additional tons of waste have been collected (10 times the annual increase) which equals 10 more bins collected per household in Cherwell. 677 additional journeys have been completed and still residents received uninterrupted service throughout.



Reduction of fuel consumption used by fleet is reporting Red for March and Amber for Year end. We have consumed slightly more fuel used than this time last year. Although our recycling numbers have increased, and 7,067 additional tons of waste has been collected with 677 additional journeys.

Priority: An enterprising economy with strong and vibrant local centres

3.8 The Council is committed to support business retention and growth, developing skills and generating enterprise; also, securing infrastructure to support growth in the district and securing investment in our town centres. This priority also contributes towards making communities thrive and businesses grow promoting the district as a visitor destination, committing to work with businesses to ensure compliance and promote best practice.

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

Support Business Enterprise, Retention, Growth and Promote Inward Investment is reporting Green for March and Year end. Support has been maintained by updated webpages, directly with enterprises and collaborations. The focus was COVID-19 and EU transition. Collaboration with Oxford County Council and partners continued enabling enhancement of digital infrastructure throughout the district. 98% of premises, in the district, can access Superfast Broadband services.



Deliver the Growth Deal is reporting Green for March and Year end. We are still engaged and active participants in the Oxfordshire Housing and Growth Deal. A local officer Programme Board has been established for Cherwell, which is reviewed on a monthly basis, covering the four workstreams of affordable housing. In this 5-year programme Cherwell enters year four and has plans to progress through the Council's officer decision-making process.

Develop Our Town Centres is reporting Green for March and Year end. Works are under way to deliver on progress of key elements of delivering outlined plans to town centres vitality and ensure continued safety on high streets within the district. Our team continues to review the impact of COVID-19 in our urban centres and will work closely with officer groups and partners to ensure that high streets reopen safely, once restrictions are lifted.



% of Council Tax collected, increase Council Tax Base is reporting Green for March and Amber for Year end. Collection, for March, on the mark of 3% against 1% target, and running slightly behind in the annual figure at 97.46% against 97.75%, accounts for a shortfall of £1.88m. This is due to the huge impact COVID-19 restrictions have had on collection rates despite the team efforts issuing reminder notices, final notices, summonses and obtaining liability orders through the Magistrates Court, and outbound calls. Also, summonses given to those Council taxpayers who had not paid their reminder notices and the reduced number of reminders and final notices restricted to the number of cases that could be heard at the Magistrates Court. A local officer Programme Board has been established for Cherwell, which reviews monthly the four workstreams of affordable housing.

% of Business Rates collected, increasing NNDR Base is reporting Green for March and Amber for Year end. With a 3.31% above the target for March, of 2.5%, and just behind annual target at 97.61%, of 98.5% target. Shortfall equates to approximately £408K. Still, despite the limitations caused by COVID-19 restrictions, all outstanding balances have been chased by telephoning debtors, with conversations discussing possible entitlements

to reduction in rates payable. Businesses that still had debts outstanding were issued with summons, if the reminder or final notice remained unpaid.

Priority: Healthy, resilient and engaged communities

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

3.11 Overview of our performance against this strategic priority:

Support Community Safety and Reduce Anti-Social Behaviour is reporting Green for March and Amber for Year end. Commitments to reduce crime and anti-social behaviour include; patrols around schools and parks, responding to claims of bullying raised by parents, concerns of drug dealings, off-road motorbikes and anti-social behaviour in general. Seizure of an illegal scrap metal collector van was featured by the Banbury Guardian and social media communications, with crime prevention advice and information sharing, which was read by over 25,000 people, although cycling initiatives are still pending due to discussions with Oxford County Council. The focus now is to oversee the distribution of an additional £50,000 in winter support grant.

Support the Voluntary Sector is reporting Green for March and Amber for Year end. Several events have been successfully supported to mention Cherwell Food Network, North Banbury Network partnership, Age Friendly Banbury partnership, with Community Link March publication distributed to voluntary organisations and two new older people's information & activity sheets produced. Activities and partnerships that bring together key stakeholders and voluntary organisations, to work on initiatives together with us and support people specially during lockdown restrictions.

Enhanced Community Resilience is reporting Green for March and Amber for Year end. With continued work with our partners in response to the pandemic, offering support to people who needed to isolate or shield. Also, supporting the vaccination programme by visiting the addresses of people that had not responded to invitations to book a vaccination.

Number of visits / usages of District Leisure Centre is reporting Red for March and Year end. The usage figures are considerably down for the same period of last year. This was expected as the Centres were still open in March, but remained closed due to the Government restrictions at some period in March, however, outdoor 'organised' sport was allowed to return and some utilisation figures for Stratfield Brake, Whitelands, North Oxfordshire Academy and Cooper School have been registered. In addition, the Outdoor Pool at Woodgreen Leisure Centre was able to re-open for the same period.



Summary of Performance

- 3.12 The Council reports monthly on performance against 41 Business Plan Measures, with 22 Programme Measures and 19 Key Performance Indicators. Full details, including commentary against each measure and key performance indicator can be found in Appendix 2.

Programme Measures and Key Performance Indicators (41)

Status	Description	March	%	DoT	YTD	YTD %
Green	On target	30	73%	↑	28	68%
Amber	Slightly off target	6	14%	↔	9	22%
Red	Off target	4	10%	↓	3	7%
	No data	1	3%	NA	1	3%

Please note that the KPI measure “High risk food businesses inspected” will no longer be relevant this year due to the Food Standards Agency changing the national food law enforcement programme as a consequence of COVID-19. Food safety will be assured through alternative, targeted measures.

Risk Update

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

Risk Scorecard – Residual Risks

		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic			L09		
	4 - Major			L04, L07, L11, L12, L21 & L22	L01, L17, L19 & L20	
	3 - Moderate		L16	L02, L05, L14, L15 & L18	L08	
	2 - Minor				L10	
	1 - Insignificant					

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

Leadership Risk	Score	Direction	Latest Update
L01 Financial Resilience	16 High risk	↔	Risk reviewed 15/04 – Mitigations and comments updated
L02 Statutory functions	9 Low risk	↔	Risk Reviewed 15/04 – Comments updated
L04 CDC Local Plan	12 Medium risk	↔	Risk Reviewed 09/04 – Risk owner and comments updated
L05 Business Continuity	9 Low risk	↔	Risk Reviewed 12/04 – No changes
L07 Emergency Planning	12 Medium risk	↔	Risk Reviewed 12/04 - Controls assessment and comments amended.
L08 Health & Safety	12 Medium risk	↔	Risk Reviewed 07/04 – Risk manager, mitigating actions and comments updated
L09 Cyber Security	15 Medium risk	↔	Risk Reviewed 13/04 - No changes
L10 Safeguarding the Vulnerable	8 Low risk	↔	Risk Reviewed 12/04 – Mitigating actions updated
L11 Sustainability of Council owned companies and delivery of planned financial and other objectives.	12 Medium risk	↔	Risk Reviewed 15/04 - Potential Impact updated
L12 Financial sustainability of third-party suppliers including contractors and other partners	12 Medium risk	↔	Risk Reviewed 15/04 – No changes
L14 Corporate Governance	9 Low risk	↔	Risk reviewed 15/04 – Comments updated
L15 Oxfordshire Growth Deal	9 Low risk	↔	Risk Reviewed 14/04 - Comments updated
L16 Joint Working	6 Low risk	↔	Risk Reviewed 15/04 – No changes
L17 Separation	16 High risk	↔	Risk Reviewed 15/04 – No changes
L18 Workforce Strategy	9 Low risk	↔	Risk reviewed 10/03 – No changes
L19 Covid19 Community and Customers	16 High risk	↔	Risk reviewed 08/03 - Comments updated
L20 Covid19 Business Continuity	16 High risk	↔	Risk reviewed 15/04 – No changes
L21 Post Covid19 Recovery	12 Medium risk	↔	Risk reviewed 15/04 – No changes
L22 Elections May 2021	12 Medium risk	↔	Risk reviewed 15/04 – Mitigating actions and comments updated

During March the leadership risk had no score changes.

Finance Update

- 3.16 The Council's financial position for 2020/21 at the end of March shows a £0.087m underspend. This is made up of a £3.744m overspend related to Covid-19 costs (para 3.19), which is offset by a £3.831m underspend on business as usual costs.
- 3.17 The Council has incurred costs and lost income during 2002/21 in relation to Covid-19 across all areas of the Council. In particular costs and lost income have been incurred in the following areas:
- Car parking income
 - Planning Application fee income
 - Support for leisure services
- 3.18 The overall cost of Covid-19 was £7.423m for 2020/21. This is partially met by Covid-19 support grant funding of £2.045m in 2020/21 and an estimated income of £1.634m from the Sales, Fees and Charges Income Guarantee scheme towards income losses. This reduces the net in-year Covid-19 financial pressure to £3.744m.
- 3.19 On 7 September 2020, Council approved a revised 2020/21 budget to help it meet the expected funding shortfall for the 2020/21 financial year after government funding is taken into consideration.
- 3.20 The proposed transfer of funding to reserves to be used 2021/2022 has been included in appendix 6 to this report. The Executive is recommended to approve these transfers in line with the descriptions provided.

3.21 Report Details

Table 1: Forecast Revenue Outturn

Revenue Monitoring	<i>Revised Budget £m</i>	<i>BAU £m</i>	<i>Covid £m</i>	<i>Total Outturn £m</i>	<i>Variance to Budget £m</i>	<i>Prior Month Forecast £m</i>	<i>Change in Forecast £m</i>
Environment and Place	6.435	6.733	-0.825	5.908	-0.527	6.961	-1.053
Customers and Org. Dev. And Resources	6.520	5.643	0.446	6.089	-0.431	6.786	-0.697
Adults and Housing Services	1.577	1.181	0.215	1.396	-0.181	1.397	-0.001
Public Health and Wellbeing	3.453	2.014	1.679	3.693	0.240	4.123	-0.430

Comm. Dev. Assets and Inv.	-1.479	-4.013	2.743	-1.270	0.209	-1.270	0.000
Total Directorates	16.506	11.558	4.258	15.816	-0.690	17.879	-2.063
Executive Matters	9.098	9.565	-0.514	9.051	-0.047	7.732	1.319
Total Cost of Services	25.604	21.123	3.744	24.867	-0.737	25.611	-0.744
Total Income	-25.604	-24.954	0.000	-24.954	0.650	-25.604	0.650
(Surplus)/Deficit	0.000	-3.831	3.744	-0.087	-0.087	0.000	-0.094

Note:

1. Prior month forecast adjusted to take account of use of reserves to make forecast figures comparable
2. The numbers contained in this report are subject to change with the finalisation of the accounts
3. There was a £21.551m underspend on income due to grants being received before they needed to be spent. This has been transferred to reserves.

Environment and Place

Environment and Place have an underspend of (£0.527m) against a revised budget of £6.435m (8.2%).

Environment and Waste

Variation (£0.001m) underspend

Variance to last month's forecast (£0.338m)

There is a (£0.001m) underspend reported this year. The main pressures have been in employment costs due to significant sickness and the requirement of agency staff cover £0.439m. Offsetting this is a (£0.139m) reduction in transport/contractor costs for gate & transfer fees and a reduction in commercial waste costs. Premises costs were higher than expected by £0.031m and there was a (£0.013m) saving on supplies and services. On the revised budget (£0.319m) more income than expected was received from car parks, refuse bin contributions and a review of S106 commuted sums.

The S106 income is the main reason for the movement from the February forecast.

Planning & Development

Planning have reported an underspend of (£0.372m). (£0.400m) of this variation is reduced expenditure on Consultancy of which (£0.180m) had previously been forecast to be carry forward and

Variation (£0.372m) underspend

A legal case resulted in (£0.048m) reduction in spend due to the final costs being less than expected. Staff cost savings of (£0.092m) were offset by an overspend of £0.157m on Agency costs across the service. Building Regulations fee income was (£0.031m) higher than expected whilst planning application fee income was £0.169m less than budgeted. There were further savings of (£0.067m) on professional fees and (£0.060m) other savings across the service.

Variance to last month's forecast (£0.531m)

The (£0.531m) change from the February forecast is made up of (£0.317m) underspend on Planning Policy Consultants due to removal of the carry forward request. (£0.095m) saving in legal fees while (£0.075m) more income was received than forecast and (£0.044m) other savings were achieved across the service.

Growth & Economy

Growth & Economy is reporting an underspend of (£0.154m). This is made up of the following overspends: £0.035m due to the cessation of the Transport Strategy joint working agreement with South Northamptonshire. £0.100m overspend in Build! made up the Sanctuary rent collection service, consultancy/professional fees and lower than expected recharge of officer time to the capital programme. Offsetting these there were underspends of (£0.013m) income from support provided to develop the Park & Charge project, (£0.100m) on the Kidlington masterplan programme (delays due to Covid-19), (£0.044m) saving in consultancy costs and (£0.132m) saving on Senior Management Team joint working costs.

Variation (£0.154m) underspend

Variance to last month's forecast (£0.184m)

The (£0.184m) movement to the February forecast is reduced expenditure on a growth deal post and the Kidlington masterplan that was forecast to carry forward to 2021/22 offset in part by a recharge to revenue for officer time on a capital project and higher than expected rent and repair costs

Growth and Economy's have Covid-19 grant income of (£3.065m) which includes funding received from

the Government to pay out to businesses in the local community. This income that is yet to be spent has been recognised here but is included in Executive Matters as a transfer to reserves at year end to be released against spend in 2021/22

Customers and Organisational Development

Customers & Organisational Development have an underspend of (£0.431m) against a revised budget of £6.520m (6.6%).

HR/IT/Comms/Cultural Services	The underspend in Customer Services (£0.207m) is mostly due to Land Charges as income recovered faster than expected.
Variation (£0.407m) underspend	Comms are showing an underspend of (£0.140m). This underspend and movement from last month is mainly due to carry forward request of £0.136m from consultants and professional fees savings being built into the forecast that are no longer assumed.
Variance to last month's forecast (£0.267m)	HR now show an underspend of (£0.072m) across Occupational Health, Computer Software and Training due to a carry forward previously being assumed.
	IT offset part of the above underspends with a £0.012m overspend.
Finance	Finance are reporting on target with an overspend of £0.002m. Finance staffing and agency costs linked to developing capacity for the closure of accounts and additional work linked to the national lockdown have been offset by additional income from new burdens funding.
Variation (£0.024m) underspend	
Variance to last month's forecast (£0.430m)	Revenues and Benefits have an underspend of (£0.026m). Within this, there was an overspend of £0.022m in Council Tax driven mostly from unbudgeted costs on contractor revenue payments and Computer Software licensing offset in part by additional income received. Rent Allowances achieved a (£0.041m) underspend made up of additional income from Department of Work and Pensions and New Burdens funding (£0.253m) was offset in part by additional contractor payments £0.098m, Housing Benefit Rent allowance £0.107m and £0.007m other overspends. There were (£0.007m) other minor underspends across the service.

The main movements from last month are mostly from (£0.320m) additional income from new burdens funding, court costs and overpayments recovered being higher than expected. In addition, the new finance system savings of (£0.043m) and (£0.067m) cost savings across the service

Adults and Housing Services

Adults and Housing Services have an underspend of (£0.181m) against a revised budget of £1.577m, (11.5%).

Housing & Social Care	The reported underspend of (£0.181m) is mainly due to (£0.120m) additional income for the Next Steps Accommodation Programme, following a successful Government grant application for this amount, (£0.031m) saving on Consultants fees, (£0.010m) saving as a result of a new contract for the Debt and Money advice service, (£0.010m) income from fines and HMO licences and a (£0.010m) saving against a storage contract.
Variation (£0.181m) underspend	
Variance to last month's forecast (£0.001m)	

Public Health & Wellbeing

Public Health & Wellbeing show an overspend of £0.240m against a budget of £3.453m 7.0%

Wellbeing	The forecast overspend of £0.296m is a result of the impact of Covid-19 on leisure. The main cost is the contractual relief payments made to support the leisure operator during the pandemic and a loss of income from holiday hubs and hiring of sports facilities.
Variation £0.296m overspend	
Variance to last month's forecast (£0.374m)	The movement of (£0.374m) from February is mainly due to the budget previously being held in Executive matters being transferred to offset actual costs incurred with the leisure operator.

Healthy Place Shaping	The underspend of (£0.056m) relates to staff cost savings from joint working.
Variation (£0.056m) underspend	

Variance to last
month's forecast
(£0.056m)

Commercial Development, Assets and Investments

Comm. Dev. Assets and Invests. have an overspend of £0.209m against a revised budget of -
£1.479m 14.1%.

Property	Property is forecasting a £0.480m overspend. The impact of Covid-19 has seen the Council's commercial properties lose rental income and incur additional costs from empty properties which has resulted in a £0.650m overspend. Conversely, as a result of the pandemic, savings of (£0.170m) have arisen due to reduced occupancy of Council premises and remote working.
Variation £0.480m overspend	
Variance to last month's forecast £0.240m	The £0.240m movement this month is mostly due to an increase in estimated Castle Quay lost income and void costs.

Procurement	The underspend (£0.048) is due to shared salary cost being less than expected offset in part by an overspend on agency costs
Variation (£0.048m) underspend	
Variance to last month's forecast (£0.138m)	The (£0.138m) movement from last month is due to the shared salary cost previously forecast not being as expected

Law and Governance	£0.012m overspend is due to use of agency staff partly offset by underspends in elections
Variation £0.012m overspend	
Variance to last month's forecast (£0.006m)	

Growth and Commercial	The underspend is mostly due to a vacant post not being filled.
Variation	

(£0.036m)
underspend

Variance to last
month's
forecast
(£0.017m)

Regulatory
Services

Variation
(£0.199m)
underspend

Variance to last
month's forecast
(£0.079m)

The reported outturn is an underspend of (£0.199m); resulting from (£0.040m) underspend on staff costs (£0.020m) higher than forecast income and cost recovery for discretionary services, (£0.050m) saving on professional/consultant's fees, Licensing income exceeding revised budget by (£0.060m) and other (£0.029m) savings across the service.

The movement from last month is due to salary savings

Executive Matters

Executive Matters has an underspend of (£0.047m) against the budget of £9.098m (0.5%).

Covid Grant
Funding

Funding received as Covid-19 Grants is (£0.504m) higher than anticipated when the revised budget was set which is an increase of (£0.030m) from last month.

Interest

There is an adverse variance of £0.207m due to a delay in drawing down £4m loan funds and S106 interest costs.

This is a £0.107m movement from the forecast in February.

Bad Debt

A year end adjustment to the Bad Debt provision has been made at £0.095m which wasn't reflected in the February forecast.

MRP

There is underspend of (£0.541m) in respect of the amount required to be set aside for the Minimum Revenue Provision which is more than anticipated in February by (£0.123m)

Reserves

The council has used £0.784m less reserves than budgeted. This was previously forecast with a £0.000m variance to budget.

The budget included (£0.230m) for Canalside which wasn't drawn upon in 2020/21, also included

	was a budget for Growth Deal for (£1.217m) of which only £0.742m was transferred leaving a variance of £0.475m. The remaining variance of £0.079m is made up over the other reserves that were planned to used.
Pension Costs	Pension costs are £0.016m higher than budgeted and then shown in last month's forecast.
Corporate	<p>Corporate costs are showing a (£0.105m) underspend, this is due to (£0.065m) budgeted spend being held here for Wellbeing support that was not required, (£0.041m) funding from S106 being recognised and other minor variances.</p> <p>The movement from last month of £0.360m is mostly budget being held here for Wellbeing to meet costs being transferred to the service</p>

Income

Council income has an overspend of £0.650m against the budget of -£25.604m (2.5%).

2020/21 has been a particularly challenging year for businesses. However, they have received significant levels of support from the Government. Many businesses classified as “non-essential” qualified for up to 100% reductions in their business rates liability. Growth in the businesses was also not as high as expected when the budget was set. These reductions in liability and reductions in business growth mean that associated S31 Grant income is at £0.394m lower to that originally assumed.

Due to the reduction in growth of businesses, the benefits from the Council's business rates pool are also £0.256k lower than anticipated.

3.23 Capital

Capital expenditure in 2020/21 was £56.773m. This gives rise to an in-year underspend of £38.732m, of which £27.645m is requested to be reprofiled in future years. There is an overall forecast reduction in the total programme of £11.087m.

Table 2: Forecast Capital Outturn

Directorate	Budget £000	Outturn £000	Re- profiled beyond 2020/21 £000	Variance to Budget £000	Prior Month Variance £000
Housing	3,782	2,684	719	(379)	(379)
Comm Dev Assets & Investments	62,745	40,191	21,822	(731)	(812)
Customers, Org Dev & Resources	1,755	1,138	541	(76)	(109)
Environment and Place	26,350	12,395	4,172	(9,783)	(9,637)
Public Health & Wellbeing	873	365	390	(118)	(93)
Total	95,505	56,773	27,645	(11,087)	(11,030)

3.24 Outturn Variances

Housing:

Housing report a (£0.379m) underspend due to reduced activity in delivering Disabled Facilities Grant works during the Covid-19 pandemic (£0.375m), plus a small projected underspend (£0.004m) against the Civica Arbritas upgrade project.

Commercial Development, Assets & Investments:

Property is reporting a final outturn of (£0.731m) underspend across the various projects, some as a result of the Covid-19 pandemic and others as a result of more effective working. One of the largest savings is the refurbishment of Banbury Health Centre (£0.153m). Due to ongoing discussions with the tenant regarding the extension of the lease, the scope of the project has been amended and as a result the full budget allocation is not required. (£0.090m) saving has also been achieved on works relating to the roofing of Ferriston parade due to efficient delivery of the project. A (£0.070m) saving on the Banbury Museum Air Handling Unit upgrade has also been achieved because original plans suggested replacement of the plant but on further investigation, this was not necessary, and refurbishment was carried out. Corporate Asbestos Surveys Works have a (£0.050m) saving to expected costs this year and a further (£0.078m) savings have been made with the Compliance Works with Energy Performance, Pioneer Square Fire Panel and Corporate Water Hygiene projects. There have also been (£0.290m) across the remaining capital schemes.

Customers Organisational Development & Resources:

There is a £0.001m overspend on the HR/Payroll system with no more costs expected.

ICT are forecasting a (£0.059m) underspend. (£0.050m) for Legacy iworld system migration but £0.050m has been reprofiled to 2021/22 with a view to repurposing it for a new project for

members subject to approval. (£0.010m) no longer required for Bodicote House meeting room Audio Visual and £0.001m overspend across the other capital projects in this area.

Finance: The Academy Harmonisation project was underspent by (£0.016m)

Environment and Place:

Growth and Economy Build Phase 1 is reporting unbudgeted spend of £0.103m. Build Phase 1b is forecasting an overspend of £0.236m after reprofiling the remaining budget into 2021/22 to complete the programme. Build Phase 2 as a result of certain schemes no longer progressing or being pipelined has generated an underspend of (£9.891m). The Hill Community centre project is now complete with an underspend of (£0.229m).

Environmental Services: are forecasting (£0.002m) underspend as a result of energy efficiency projects which were committed in late 2019/20.

Public Health & Wellbeing:

Wellbeing are showing a saving of (£0.118m). This is made up of (£0.020m) North Oxford Academy Facilities Upgrade, (£0.008m) against the Sunshine Centre programme for the extension to the front of the site, (£0.015m) underspend against the Corporate Booking System, (£0.025m) against Community Grants, (£0.007m) against the Story Book Map insight work and finally (0.043m) on Solar Photovoltaics at Sport Centres which has been completely delivered and finalised.

3.25 Re-profile beyond 2020/21

Housing:

£0.656m Disabled Facilities Grant capital – Covid-19 significantly reduced activity due to the various lockdowns throughout the year. As a result, not all of the Better Care Fund will be spent in this financial year and will be reprofiled into 2021/22

£0.063m Discretionary grants - Significantly reduced activity due to the lockdowns throughout the year delaying the progressing of reactive landlord grants.

Commercial Development, Assets & Investments:

£0.050m Spiceball Riverbank Reinstatement - works are now part of Castle Quay 2 which will take place in 2021/22

£0.100m Banbury Health Centre refurbishment - project has been delayed due to issues with the lease agreement with the tenant.

£20.712m Castle Quay - delayed works due to Covid-19

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

£0.035m Banbury Museum Air Handling Unit - supply issues are being encountered which are causing delays

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

£0.160m Corporate Asbestos Survey - Works progressing and will carry on into 2021/22. Anticipated spend of £0.160m in total releasing a (£0.050m) saving

£0.080m Corporate Fire Risk Assessment - works are progressing but will carry over in to 2021/22. Full spend expected.

£0.147m Works from Compliance Surveys - Works progressing but will carry on into 2021/22. Full spend anticipated.

£0.100m CDC Feasibility of Utilisation of Proper Space - Project on hold

£0.130m Community Centre works on phase 1 has slight delays and will carry over into 2021/22

Environment and Place:

Environmental Services

£0.174m Thorpe Lane Depot Capacity Enhancement - slippage in to 2021/22 as a result of proposed separate garden and food waste rollout.

£0.080m Bicester Country Park – Covid-19 delayed the purchasing and progression of the country park also resulting in community planting unable to take place until later in 2021, all spend to be slipped in to 2021/22.

£0.422m Vehicle replacement Programme - currently under review, further investigation needed into larger electric vehicles before committing to diesel equivalents. Remaining spend to be reprofiled into 2021/22.

£0.079m Car Park Refurbishments – Covid-19 significantly delayed progression on the installation of pay on exit barriers. Remaining spend will take place in 2021/22.

£0.022m On Street Recycling Bins - purchases are expected in 20/21 but delivery and installation are anticipated in early 2021/22.

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

£0.018m Off Road Parking – Covid-19 delayed the progression of the car park refurbishments. All spend will take place in 2021/22.

£0.012m Street Scene Fencing Street Furniture - Issues with an expiring lease and delays due to Covid-19 have resulted in all spend to be slipped in to 2021/22.

£0.015m Urban Centre Electricity Installations - Issues with contractor delayed commitments, all spend to be slipped in to 2021/22.

£0.050m Depot Fuel System Renewal – Covid-19 delayed the progression of this project, all spend to be slipped in to 2021/22.

Growth and Economy

£1.713m East West Rail 2 - comprises the introduction of direct passenger and freight services between Oxford/Aylesbury and Milton Keynes/Bedford by reconstructing and upgrading the railway between Bicester-Bletchley-Bedford and Aylesbury-Claydon Junction routes, approval for which was originally agreed in October 2013 of a contribution of £4.35m towards the scheme. It was agreed that this could be paid over a 15 year period.

£0.952m Build Phase 1b - Bicester Library is in the early stages of development with actual site work commencing early 2021 with likely completion by the end of 2021. Admiral Holland works formally completed end of September 2020 but CDC will have to budget for retention payments due in September 2021 of £0.061m along with £0.006m retention payment owing for Creampot Crescent

£0.350m Creampot Crescent Repurchase contingency - this budget is for the purpose of repurchasing the property if the owner can no longer afford the property.

£0.160m BUILD! Essential Repairs & Improvement (Town Centre Affordable Rent roof repairs) - Loss adjustor negotiations still ongoing but the repairs are expected to be covered by warranty. However, reprofiling of budget in case this is not the case.

Public Health & Wellbeing:

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

£0.183m North Oxfordshire Academy AstroTurf capital scheme. Currently under discussion regarding the outstanding planning application and third party contribution.

£0.045m Corporate online booking system delay

£0.084m Bicester Leisure Centre extension - spend to date on feasibility studies. Remaining funds needed for professional fees to progress recommendations resulting from the feasibility studies. Remaining spend will take place in 2021/22.

£0.030m Spiceball Leisure Centre bridge resurfacing - No spend in 2020/21 but will take place in 2021/22 on completion of Castle Quay Waterside and reinstatement of the bridge.

£0.015m Community Capital grants - Reprofile of £0.015m required to meet commitments in 2021/22

£0.009m Community Centre Refurbishment - Reprofile of £0.009m required to meet commitments in 2021/22 for external lighting project

£0.012m Sunshine Centre - Reprofile of £0.012m required to meet commitments in 2021/22

Customers, Org Dev & Resources:

£0.335m Finance - work on the new finance system will continue into 2021/22

£0.025m Human Resources - Further implementation of Itrent

£0.050m IT 5 Year rolling hardware/software replacement program

£0.030m IT Customer Excellence & Digital Transfer – phase 2

£0.004m IT CDC & OCC Technology Alignment

£0.050m IT Legacy Iworld System Migration – to be repurposed for new project on members IT

£0.020m IT Procurement of Joint Performance system

£0.027m IT Land & Property Harmonisation

Annex

COVID Funding

Specific Funding

Date	Dept.	Grant Name	Schemes	Funding £
March	MHCLG	Business Grants	Main scheme & discretionary scheme - Forecast	27,655,250
March	MHCLG	Hardship Fund	To provide £150 reduction to Council Tax bills for those in receipt of Council Tax Support.	818,000
March		Emergency Response for Rough Sleeper		8,250
July	DEFRA	Emergency Assistance Grant for Food and Essential Supplies	Allocation from OCC	116,326
September		Next Steps Accommodation Programme		120,400
September-March	DHSC	Test & Trace Isolation Payments	Main scheme	245,000
			Discretionary Scheme	171,500
October	MHCLG	Compliance & Enforcement Fund	£60m national fund of which £30m allocated to district & unitary authorities to spend on C-19 compliance & enforcement activity	65,251
November	MHCLG	Business Support (Additional Restrictions Grant)	£20 per head of population for discretionary business grant scheme – funding for 2020/21 and 2021/22 - including one-off payments	4,347,029

November	MHCLG	Local Restrictions Support Grant (Closed) Addendum - Lockdown 2	Mandatory business grants scheme distributed to business premises forced to close due to lockdown restrictions <ul style="list-style-type: none"> • rateable value £15k or under, grants to be £1,334 per four weeks; • rateable value between £15k-£51k grants to be £2,000 per four weeks; • rateable value £51k or over grants to be £3,000 per four weeks. 	2,664,504
	BEIS	Local Restrictions Support Grant (Closed) Addendum - Lockdown 3 to 31/03/21	As above	8,183,834
December	MHCLG	New Burdens Grant	Business Rate	11,700
			Council Tax	11,788
December	MHCLG	New Burdens Grant 2	To support making grant payments	58,500
	BEIS	Christmas Support Payment	Wet Led Pubs including off-setting payment	89,600
	BEIS	Local Restrictions (Open)	Discretionary Grant for period 2-18 December 2020 + 20 December - 4 Jan	481,280
	BEIS	Local Restrictions (Closed)	Mandatory business grants scheme for period 2-18 December 2020 + 20Dec - 4 Jan distributed to business premises forced to close Tiers 2 - 4 <ul style="list-style-type: none"> • rateable value £15k or under, grants to be £667 per 2 weeks; • rateable value between £15k-£51k grants to be £1,000 per 2 weeks; • rateable value £51k or over grants to be £1,500 per 2 weeks. 	1,001,012

	BEIS	Closed Business Lockdown - Mandatory Lockdown 3	Funding received TBC One off grants awarded to be RV below £15k: £4,000 RV £15k - £51k: £6,000 RV above £51k: £9,000	7,992,000
	OCC	Winter Support	From Oxfordshire County Council	59,004
	OCC	COMF (Control Outbreak Management Fund)	To fund ongoing public health and outbreak management costs	912,000
TOTAL				55,012,228

General Funding

Description	£
Tranche 1**	67,257
Tranche 2	1,499,041
Tranche 3	229,391
Tranche 4	316,992
Total	2,112,681
Forecast Sales, Fees & Charges compensation	1,633,125
Total General Grant Funding	3,745,806

** Note: Tranche 1 was received in 2019/20 and so is shown as a use of reserves in 2020/21.

4.0 Conclusion and Reasons for Recommendations

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

5.0 Consultation

5.1 This report sets out performance, risk and budgetary information for the first quarter of this financial year and as such no formal consultation on the content or recommendations is required.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: This report illustrates the Council's performance against the 2020-21 business plan. As this is a monitoring report, no further options have been considered. However, members may wish to request that officers provide additional information.

7.0 Implications

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

Comments checked by:

Lorna Baxter, Executive Director Finance, 07393 001218, Lorna.Baxter@cherwell-dc.gov.uk

Legal Implications – Mandatory paragraph

- 7.2 There are no legal implications from this report.

Comments checked by:

Sukdave Ghuman, Head of Legal and Deputy Monitoring Officer, Sukdave.Ghuman@cherwell-dc.gov.uk

- 7.3 This report contains a full update with regards to the Council's risk position at the end of March 2021. A risk management strategy is in place and the risk register has been fully reviewed.

Comments checked by:

Celia Prado-Teeling, Performance Team Leader, 01295 221556, Celia.prado-teeling@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision (Executive reports only; state N/A if not Executive report)

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

All

Links to Corporate Plan and Policy Framework

All

Lead Councillor

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

Document Information

Appendix number and title

Appendix 1 2020/21 Business Plan
Appendix 2 Monthly Performance Report
Appendix 3 Leadership Risk Register
Appendix 4 Capital Budget Monitoring
Appendix 5 Annual review

Background papers

None

Report Author and contact details

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Cherwell District Council Business Plan 2020-2021

Where communities thrive, and businesses grow



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

Strategic Priorities:



Themes:

• Customers

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

• Healthy Places

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

• Partnerships

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

• Continuous Improvement

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

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Appendix 2 – Performance Report

March 2021

Includes:

- Programme Measures
- Key Performance Measures (KPIs)

Key to symbols

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

Homes Housing that meets your needs - KPIs

Housing that meets your needs - KPIs									
Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP1.2.01 Number of Homeless Households living in Temporary Accommodation	Cllr J Donaldson	Gillian Douglas Stephen Chandler	31	35	★	Numbers in temporary accommodation remain within target, as at the end of March 21. The figure of 31 and increasing does include 14 single clients who have been accommodated as a result of the COVID-19 pandemic. Plans are in place to deliver further units of accommodation to move people out of hotel placements as soon as possible. There is concern that the number of families approaching emergency placement may increase once the courts restart and eviction proceedings resume.	36	35	●
BP1.2.02 Number of people helped to live independently through use of DEG & other grants/loans	Cllr J Donaldson	Gillian Douglas Stephen Chandler	43.00	45.00	●	We have provided help to 43 households this month; 17 by means of major adaptations and another 26 by means of smaller works. Measures in place to reduce COVID-19 risks to staff, contractors and, particularly, to our mainly elderly and vulnerable clients. Restrict access to clients' homes continues for both surveys and to undertake works.	492.00	540.00	●
BP1.2.03 Homes improved through enforcement action	Cllr J Donaldson	Gillian Douglas Stephen Chandler	3.00	9.00	▲	We have been able to improve 3 homes by means of enforcement action, this month. 2 required work-in-default, which involved the Council organising, undertaking and recovering associated costs. This is because notice recipients had failed to do so. Measures to reduce COVID-19 risks to residents and staff in place are still restricting our ability to investigate and inspect premises and are, also, reducing the ability of contractors to undertake works.	84.00	108.00	▲
BP1.2.04 Number of affordable homes delivered including CDC and Growth Deal targets	Cllr J Donaldson	Gillian Douglas Stephen Chandler	11.00	25.00	▲	There were 11 Affordable homes completed in March 2021, of which, 9 Affordable Rent and 2 Shared Ownership tenure. None delivered via Growth Deal funding. Some completions, expected in March 2021, have been delayed due to the knock-on effect of site closures, experienced earlier in 2020, in response to Covid-19 lockdown measures. In addition, some developers have shifted build schedules to focus on market properties whilst market sales are going well.	295.00	300.00	●
BP1.2.05 Number of Housing Standards interventions	Cllr J Donaldson	Gillian Douglas Stephen Chandler	78.00	55.00	★	We have recorded 78 interventions this month, against our target of 55. For the year, we have undertaken 676 interventions, against our target of 660. The total comprises 118 enforcement notices, responding to 457 service-requests and 101 proactive interventions. Despite our success, our ability to carry out both responsive and proactive visits, to rented properties, continues to be significantly restricted by COVID-19, which has reduced our ability to implement formal enforcement activity.	655.00	660.00	●

BP1.2.06 Average time taken to process Housing Benefit New Claims	Cllr T Ilott	Belinda Green Claire Taylor	10.10	15.00	★	The average time taken to assess new claims during March 21 was excellent, at 10.10 days, against a local target of 15 days. The end of year position is also very strong, under 13 days, despite the challenge presented by the pandemic over the last 12 months, which have meant a sharp increase in the number of new claims received at certain points of the year. The national picture is an average of 20 days.	12.78	15.00	★
BP1.2.07 Average time taken to process Housing Benefit change events	Cllr T Ilott	Belinda Green Claire Taylor	4.05	8.00	★	The average time taken to assess changes during March 21 was 4.05 days, against a target of 8 days. The end of year position is also very good, at 5.49 days, against a national picture of 8 days.	5.49	8.00	★
BP1.2.08 % of Major planning applications determined to National Indicator	Cllr C Clarke	Bill Cotton David Peckford	100 %	60%	★	6 Major Planning Applications were determined, during March 2021, all of them within National Indicator target or agreed timeframe.	100 %	60%	★

Housing that meets your needs - KPIs

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP1.2.09 % of Non-major planning applications determined to National Indicator	Cllr C Clarke	Bill Cotton David Peckford	77%	70%	★	124 Non-Major Planning Applications were determined, during March 2021, 95 of them within National Indicator target or agreed timeframe.	77%	70%	★
BP1.2.10 % of Major applications overturned at appeal	Cllr C Clarke	Bill Cotton David Peckford	0.00 %	10.00%	★	No Major Planning Appeals were overturned by the Planning Inspectorate, during March 2021.	0.00 %	10.00%	★
BP1.2.11 % of Non-major applications overturned at appeal	Cllr C Clarke	Bill Cotton David Peckford	0.81 %	10.00%	★	1 Non-Major Planning Application Appeal was overturned by the Planning Inspectorate, during March 2021.	0.81 %	10.00%	★
BP1.2.12 Maintain 5 Year Land Supply	Cllr C Clarke	Bill Cotton David Peckford	4.70	5.00	●	The 2020 Annual Monitoring Report (AMR) reports a 4.7-year housing land supply for Cherwell for 2021-2026. This is below the 5-year supply requirement. However, provisional monitoring of housing delivery, for 2020/21, suggests housing completions of 1,172 which is 13 more than last year (1,159) and 30 more than the Local Plan requirement for Cherwell. The annual completion figure will be confirmed later, in the Spring, when all data has been reconciled. The monitoring period for the five-year supply, for Oxford's needs, commenced on 1st April 2021.	4.40	5.00	▲
BP1.2.13 Net Additional Housing Completions Quarterly)	Cllr C Clarke	Bill Cotton David Peckford	400	286	★	The provisional monitoring return for Q4 is 400 homes indicating strong housing delivery. The provisional annual figure for 2020/21 is therefore 1,172 housing completions, which is 13 more than last year (1,159) and 30 more than the Local Plan requirement for Cherwell (1,142). Strong delivery in Q3 & Q4 has compensated for the much weaker delivery in Q1 and Q2. The annual completion figure will be confirmed later, in the Spring, when all data has been reconciled.	293	286	★

Housing that meets your needs - Programme Measures

Housing that meets your needs - Programme Measures							
Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>BP1.1.1 Homelessness Prevention</p> <p style="text-align: center; font-size: 2em; transform: rotate(-90deg);">Page 201</p>	Cllr J Donaldson	Gillian Douglas Stephen Chandler	<p>Plans are in place to utilise the funding secured, via the Next Steps Planning Fund, to implement the Oxford House project and get clients moved into properties by the end of March. Other projects are ongoing, with properties being secured for Housing First and Winter Beds.</p>	<p>Clients will be moving into 9 additional units of accommodation, in Bicester, secured as a move-on option for those with a history of rough-sleeping, in Cherwell. 2 additional 'winter beds' have been secured and a total of 11 Housing First units are in place. 5 further units of Housing First are still to be identified to offer clients with complex needs housing to resolve their issues, in the long term. CDC are working with partners across the county to secure ongoing funding, via the Rough Sleeper Initiative, to continue to support services for single homeless clients. It is our aim to ensure no-one has to rough sleep in Cherwell.</p>	★	<p>The workload of the Housing Options Team continues to be dominated by single clients presenting in crisis. In response to the ongoing pandemic it is our aim to make accommodation offers to all those genuinely at risk and ensure no-one has to rough-sleep in our district. The team still focus, where possible, in preventing crisis situations and working 'upstream' of any statutory duties.</p>	★
<p>BP1.1.2 Impact of Universal Credit on residents and Council</p>	Cllr T Hott	Belinda Green Claire Taylor	<p>During March 21, we have continued to work with the Universal Credit team and our new Partnership Manager to support residents with access to Universal Credit.</p>	<p>The next meeting, with our Universal Credit Partnership Manager, is due to take place in May 21.</p>	★	<p>This has been delivered to plan, throughout 20-21, despite the difficulties presented by the pandemic.</p>	★

Housing that meets your needs - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP1.1.3 Deliver Innovative and Effective Housing Schemes	Cllr J Donaldson	Gillian Douglas Stephen Chandler	Two shared-ownership sales, at Admiral Holland, completed on 18th March.	Of the 5, remaining shared-ownership units, at Admiral Holland, 3 have mortgages approved and proceeding with the reservation process. These will be completed, by May 2021.	●	The sales, at Admiral Holland, are going well. Only 2 of the one-bedroom flats remain with interest, now picking up. The development of 3 bungalows, at Bullmarsh Close, is due and on target, for May 2021.	★
BP1.1.4 Deliver the Local Plan	Cllr C Clarke	Bill Cotton David Peckford	Continued preparatory work for the next stage of the district wide Local Plan Review (Options stage); Continued to provide input into the Oxfordshire Plan process.	Partial Review Court Hearing, in June; Subsequent Option Papers for both the Oxon Plan and the Cherwell Local Plan Review (dates to be confirmed).	●	Officers continue the preparation of district wide Local Plan Review (options stage); The timetable for the Plan is being reviewed in the context of delays to the Oxfordshire Plan; Officers continue to provide input into the Oxfordshire Plan process; An application for statutory review, of the adoption of the Local Plan Partial Review (a legal challenge), has been lodged with the Planning Court and served on the Council. Court hearings are expected in June.	★

Strategic Priority - Leading on environmental sustainability - KPIs

Leading on environmental sustainability - KPI Report

Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP2.2.1 % Waste Recycled & Composted	Cllr D Sames	Bill Cotton Ed Potter	53.46%	56.00%	●	<p>The tonnage data is in for 2020/21 and the recycling % has increased by 0.5%, this is a good achievement in difficult times;</p> <p>The most amazing stats are the increase in tonnage across the board, with an additional 7,067 tonnes collected;</p> <p>To put this in perspective this is 10 times the normal annual increase of 700 tonnes;</p> <p>This is an additional 10 bins collected from every household in the Cherwell District throughout 2020/21;</p> <p>The collection crews have carried out approximately 677 additional journeys to the disposal points this year and with all of this additional workload residents have received a totally uninterrupted service.</p>	55.47%	56.00%	●
BP2.2.2 Reduction of fuel consumption used by fleet	Cllr D Sames	Bill Cotton Ed Potter	39,001	34,538	▲	<p>Due to lockdowns and the COVID-19 pandemic the Waste Collection team have collected additional 7,067 tonnes of waste and recycling; this is 10 times the normal increase in a year. To dispose of this waste and recycling an approximately 677 additional journeys to the disposal points have been undertaken this year which has increased the amount of fuel consumed. Slightly more fuel used than this time last year.</p>	37,448	35,595	●

Strategic Priority - Leading on environmental sustainability - Programme Measures

Leading on environmental sustainability – Programme measures Report							
Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP2.1.1 Delivery of a High-Quality Waste & Collection Service to all Properties	Cllr D Sames	Bill Cotton Ed Potter	Full results still to be in but recycling rate will be around 56%.	Preparation for development of separate food waste collections, for Autumn 2021.	★	Difficult & challenging year with 7,000 additional tonnage collected during the pandemic.	★
BP2.1.2 Ensure Clean & Tidy Streets	Cllr D Sames	Bill Cotton Ed Potter	Street Cleansing carried out litter-picking of the A34 verges, in March, with the relevant traffic management in place.	Assist with the distribution of litter-picking equipment to persons wishing to litter-pick in their local areas, including the collection of waste and recyclable materials.	★	All areas are being covered as per our rota's. Staff members who were told to self-isolate are now happily back at work.	★
BP2.1.3 Reduce Environmental Crime	Cllr D Sames	Bill Cotton Richard Webb	Environmental Enforcement investigated all complaints of fly tipping, where evidence was found; 75 fly tips were investigated, 14 warning letters sent, 1 interview under caution conducted by letter and one notice served.	Environmental Enforcement will continue to investigate fly tipping reports and advise businesses on how to dispose of their waste legally.	★	Work will continue investigating fly tips, waste accumulations and dog fouling complaints; There was one successful prosecution for dog fouling. The defendant pled guilty and received a conditional discharge for 6 months, and ordered to pay £220 legal costs together with £22 victim surcharge; Four prosecutions are pending, for fly tipping.	★

Leading on environmental sustainability - Programme Measures Report

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP2.1.4 Protect Our Natural Environment and Promote Environmental Sustainability	Cllr A McHugh	Bill Cotton Richard Webb	The air quality impacts for all new development proposals, in the district, continued to be assessed through the planning process.	Air quality monitoring will continue, at 42 locations, across the district. Two additional monitors that will provide real time data for nitrogen dioxide and particulate matter (both PM10 and PM 2.5) will be set up in Hennef Way and Bicester Air Quality Management Areas. The monitors are on loan from Oxfordshire County Council.	★	Our application for an air quality grant from the Department for Environment Food and Rural Affairs was successful and we have received £17,300 for the purchase of monitors and promotional material. Grants were awarded for projects that increase awareness and encourage behavioural changes to improve air quality. Portable monitors will be purchased that can be moved around schools, doctors' surgeries and hospitals in the district which will support work already being carried out by Oxfordshire County Council.	★
BP2.1.5 Protect the Built Heritage	Cllr C Clarke	Bill Cotton David Peckford	Conservation advice continues to be provided for Development Management decision making; Higher caseloads being experienced.	Finalisation and submission of lead member reports for completed Conservation Area Appraisals (pending); Consultation on Grimsbury Conservation Area Appraisal, in due course.	●	Heritage advice continues to be provided to inform Development Management decision making; Officer reports, on completed Conservation Area Appraisals, require finalisation.	●
BP2.1.6 Develop the Country Parks to support good lifestyle choices	Cllr D Sames	Bill Cotton Ed Potter	Planning work still underway.	People resources need to be identified, including a project manager, to ensure rapid development of two parks.	★	Country Park development still progressing but looking for more significant progress, in 2021/22, as land issues have been resolved.	★

An enterprising economy with strong & vibrant local centres - KPIs

An enterprising economy with strong & vibrant local centres -KPI Report									
Measure	Portfolio Holder	Director/Lead	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP3.2.1 % of Council Tax collected, increase Council Tax Base	Cllr T Ilott	Belinda Green Claire Taylor	2.90%	1.00 %	★	We have achieved an in-month collection of 2.90% and an end of year collection rate of 97.46%. The shortfall between what we have collected against the target of 97.75% equates to approx. £878k. In March 2021, all accounts with arrears balance over £15 received a reminder notice and those accounts that remain unpaid will receive a summons, in April 2021. The pandemic has had a huge impact on Council Tax collection rates with the courts initially withdrawing liability order hearing dates and, once court hearings re-commenced, limited the number of debtors that could go through formal recovery. The issuing of reminders in previous years would usually commence mid-April for in-year arrears, however, in 2020/21 reminders were not issued until mid-September 2020.	97.46%%	97.75 %	●
BP3.2.2 % of Business Rates collected, increasing NNDR Base	Cllr T Ilott	Belinda Green Claire Taylor	3.31%	2.50 %	★	We have achieved an in-month collection of 3.31% and an end of year collection rate of 97.61%. The shortfall against the end of year target equates to approx. £408k. Due to the pandemic, the issuing of reminder and final notices commenced in September and whilst the numbers of reminder and final notices weren't limited in 2020/21, the delay in issuing them had a negative impact on collection rates. We proactively chased all outstanding balances by telephoning debtors and during these conversations discussed any entitlement to a reduction in rates payable. Those businesses, that still had debts outstanding, were issued with a summons if the reminder or final notice remained unpaid.	97.61%	98.50%	●

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

An enterprising economy with strong & vibrant local centres - Programme Measures Report							
Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP3.1.1 Promote the district as a visitor destination	Cllr L Pratt	Bill Cotton Robert Jolley	Reviewed impact of COVID-19 pandemic on this sector; Continued to work with partners regarding promotion of the district, as appropriate, during the national COVID-19 restrictions.	Continue to monitor COVID-19 impact; Continue to work with partners regarding promotion of the district, as appropriate, in the context of the gradual lifting of National Lockdown restrictions.	★	Hospitality venues and visitor attractions continue to face significant challenges, due to the ongoing national COVID-19 restrictions; however, some of these challenges will be alleviated as lockdown restrictions are gradually eased over the coming months. Officers are working closely with Experience Oxfordshire (EO) who are, in turn, working with VisitEngland and VisitBritain to help the local visitor economy meet the challenges and identify opportunities.	★
BP3.1.2 Develop a Cherwell Industrial Strategy	Cllr L Pratt	Bill Cotton Robert Jolley	Reviewed completed of draft modules and continued drafting the foundation modules of the refocused Cherwell Industrial Strategy document.	Complete first draft of the refocused Cherwell Industrial Strategy.	★	The ten-year draft of the Cherwell Industrial Strategy (CIS) was planned to go to consultation by Summer 2020. However, this was paused because of the need to redeploy staff in response to support business communities during the COVID-19 pandemic. This has triggered the most severe recession in nearly a century and there will be further significant consequences. The CIS focus and timeline has been reviewed. The CIS draft will take account of the impact on the Oxfordshire and Cherwell economies. CIS links to the OxLEP Local Industrial Strategy (LIS), a key component of the Oxfordshire Housing and Growth Deal (Productivity workstream).	★

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>BP3.1.3 Support Business Enterprise, Retention, Growth and Promote Inward Investment</p>	Cllr L Pratt	Bill Cotton Robert Jolley	<p>Provided one-to-one advice and detailed support provided to Cherwell businesses as well as guidance on grants; Provided information and support to potential inward investors and property developers; Supported the Council's administration of the COVID-19 Government business and discretionary grant schemes; Provided guidance on new overseas trading arrangements for businesses, directly and through Oxfordshire Local Enterprise Partnership (OxLEP).</p>	<p>Support the Council's administration of the COVID-19 Government business and discretionary grant schemes; Provide information and advice to local businesses during the COVID-19 pandemic; Continue to provide guidance on new overseas trading arrangements for businesses, directly and through Oxfordshire Local Enterprise Partnership (OxLEP); Continue to provide support to potential new business investors.</p>	★	<p>The Council's support to businesses has been maintained through updated webpages, directly with enterprises, and in collaboration with other county and district council services, Government departments, OxLEP and neighbouring local authorities. Support to businesses has particularly focused upon the COVID-19 pandemic and post EU Transition. Continued cooperation with Oxfordshire County Council and partners, to enhance digital infrastructure throughout the district. 98% of premises in the district are now able to access Superfast Broadband services.</p>	★
<p>BP3.1.4 Develop Our Town Centres</p>	Cllr L Pratt	Bill Cotton Robert Jolley	<p>Reviewed the impact of COVID-19 on the district's urban centres; Progressed procurement processes required to enable delivery of the approved Reopening High Streets Safely (RHSS) funded projects; Delivered the "Reimagining Bicester Town Centre for the 21st Century" event, on 25th March 2021.</p>	<p>Continue to review impact of COVID-19 on the district's urban centres; Work closely with officer groups, businesses and partners to ensure that the high streets within the district are able to reopen safely, as part of Step Two of the Government's COVID-19 Road Map (12th April 2021).</p>	★	<p>Following the "Reimagining Bicester Town Centre for the 21st Century" workshop, in November 2020, the Bicester Town Centre Task Group delivered a further event, on 25th March 2021, to feedback on progress on key elements of delivering the Outline Plan for the town. Continued to liaise with Banbury BID (Business Improvement District) in the delivery of projects to support town centre vitality. Maintained close working with officer groups and external partners, during the COVID-19 pandemic, to ensure continued safety on the high streets within the district.</p>	★

An enterprising economy with strong & vibrant		Local centres - Programme Measures Report					
Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP3.1.5 Deliver the Growth Deal	Cllr B Wood	Bill Cotton Robert Jolley	The Year Four Plans of Work were under review by the Senior Responsible Officer.	The Year Four Plans of Work are scheduled to progress through the Council's officer decision-making process.	★	Cherwell District Council continues to be an engaged and active participant in the Oxfordshire Housing and Growth Deal. A local officer Programme Board has been established for Cherwell. The Board reviews, on a monthly basis, the four Workstreams of Affordable Housing; Infrastructure and Homes from Infrastructure; the Oxfordshire Plan 2050; and Productivity. This is a five-year programme; Cherwell completed Year Three at the end of March 2021 and enters Year Four at the start of April 2021.	★

Healthy, resilient and engaged communities - KPIs

Healthy, resilient and engaged communities - KPIs									
Measure	Portfolio Holder	Director/Lead Officer	Result	Target	Status	Commentary	YTD Result	YTD Target	YTD
BP4.2.1 Number of visits/usage of District Leisure Centre	Cllr G Reynolds	Ansaf Azhar Nicola Riley	2,523.00	33,333.00	▲	Leisure Centres remained closed due to the Government restrictions for the month of March, however, outdoor 'organised' sport was allowed to return and, therefore, from the 29th to 31st March there were some utilisation figures for Stratfield Brake, Whitelands, North Oxfordshire Academy and Cooper School. In addition, the Outdoor Pool at Woodgreen Leisure Centre was able to re-open for the same period. The usage figures are considerably down on the same period of last year. This was expected as the Centres were still open, on 20th March in 2020.	227,315.00	259,998.00	▲
BP4.2.2 High risk food businesses inspected	Cllr A McHugh	Bill Cotton Richard Webb	-	100.00%	-	This KPI measure "High risk food businesses inspected" will no longer be relevant this year due to the Food Standards Agency changing the national food law enforcement programme as a consequence of COVID-19. Food safety will be assured through alternative, targeted measures.	-	100.00%	-

Healthy, resilient and engaged communities - Programme Measures

Healthy, resilient and engaged communities - Programme Measures							
Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP4.1.1 Support Community Safety and Reduce Anti-Social Behaviour	Cllr A McHugh	Richard Webb Rob MacDougall	Activity to reduce crime and anti-social behaviour in Cherwell in March included: Continued education and enforcement with relevant people, in Banbury town centre, under the public space's protection order; COVID-19 compliance patrols within Town Centres and at weekends; Completing reassurance Patrols around Schools following claims of bullying, raised by parents; Regular patrols within local Parks in response to concerns over drug dealing, off-road motorbikes and anti-social behaviour, in general; The seizure of an illegal scrap metal collectors van that was, then, featured by the Banbury Guardian; Social media communications with crime prevention advice and information sharing which was read by over 25,000 people.	Community safety related activity planned for April includes: Local community engagement events around the Easter period; Providing a reassurance presence in the District's parks during the school holidays; A multi-agency proactive operation to raise awareness to knife crime; Supporting the Police in working to ensure safe use of E-Scooters on our roads and pathways; Joint patrols to address an increase in reports of unlicensed scrap metal collectors within the District; Carrying out daytime and evening activity to monitor the High Streets and town centres and night-time economy, as the lockdown restrictions ease.	★	The focus, in April, will be supporting businesses and areas with retail and hospitality businesses to reopen safely as the lockdown restrictions ease. A programme of face-to-face visits will be carried out in Banbury, Bicester and Kidlington centres to advise businesses on the changes to the rules since the last lockdown ended and to ask what support they require from the council. Work is continuing to gather data, in relation to a potential future proposal, for a public space's protection order in Bicester Town Centre.	★

BP4.1.1 Support Community Safety and Reduce Anti-Social Behaviour

Healthy, resilient and engaged communities - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP4.1.2 Promote Health & Wellbeing	Cllr A McHugh Cllr C Clarke	Ansaf Azhar Nicola Riley	Contain Outbreak Management Fund - 23 parishes have devised programmes and submitted claims totalling £259,000. Love to Ride launch delayed, pending discussions with OCC colleagues around public cycling initiative.	Oversee successful distribution of additional £50,000 Winter Support Grant, via Citizens Advice.	★	Additional Winter Support Grant is to assist families and individuals who have been hardest hit by the COVID-19 crisis. Help comes in the form of grocery vouchers and payment of utility bills.	★
BP4.1.3 Improve Leisure & Community Facilities	Cllr G Reynolds	Ansaf Azhar Nicola Riley	Any improvements to the Leisure facilities has been limited, however, as part of the scheduled programme of works a new pool cover and associated stanchions had been installed, at Kidlington Leisure Centre.	Works have commenced and are nearing completion for the installation of the new audio-visual effects for the spinning studio, at Bicester Leisure Centre. In addition, in April, there are plans to install new height restriction barriers at the entrance to the Leisure Centre, to deter any encampments. A deep clean of the athletics track is also planned as the final part of the athletics track accreditation requirements, at North Oxfordshire Academy. Preparation required across all Leisure Centres, in readiness for re-opening of facilities, on the 12th April.	★	Works have been ongoing to complete new audio-visual lighting installations to the Spin Studio, at Bicester Leisure Centre. Future works are planned as part of the April's milestone.	★

Healthy, resilient and engaged communities - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
<p>BP4.1.4 Support the Voluntary Sector</p> <p>Page 213</p>	Cllr A McHugh	Ansaf Azhar Nicola Riley	<p>Successful year-end closedown of voluntary sector grant schemes, with: Community Capital; Good Cause Community Partners; Community Hubs Emergency Relief and COVID-19 Councillor Priority. Cherwell Food Network – 17 March; North Banbury Network partnership – 18 March; Age Friendly Banbury partnership – 25 March; Community Link March publication to be distributed to voluntary organisations; Two new older people's information & activity sheets produced - March 2021; Support to all Cherwell Community Centre's to help navigate guidance to safely re-open, in April; Wild Bicester initiative launched – encouraging nature volunteering in the town; Winter Warmer initiative delivered throughout March 2021.</p>	<p>Hold the April meeting, of Cherwell Local Strategic Partnership, focusing on Health & Wellbeing. North Banbury Network - 19 April; Grimsbury Network - 20 April; Age Friendly Banbury pop-up engagement event "seeds of hope" - 22 April; CDC & OCVA voluntary organisations training programme will be live - April 2021.</p>	★	<p>Focus of the Local Strategic Partnership (LSP) meeting will be the role played by partner organisations in delivering the priorities of the Oxfordshire Health Improvement Board. Older people's information & activity sheets support those voluntary organisations working with older residents to get vital information out to them and keep them engaged during lock down restrictions; Age Friendly Banbury "seeds of hope" pop-up event will support town by welcoming older residents back into the town centre and help the partnership to engage with individuals and look at what's needed to support them moving forward in the year and to give out information packs; North Banbury Network & Grimsbury Network are local partnerships that bring together key stakeholders and voluntary organisations, from both localities, to work on initiatives together that feed into the Brighter Futures partnership for Banbury.</p>	★

Healthy, resilient and engaged communities - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP4.1.5 Enhanced Community Resilience	Cllr A McHugh	Richard Webb Rob MacDougall	During March, the council continued to work with partners for the COVID-19 pandemic response. The council continued to offer support to people who needed to isolate or were shielding. In addition, council officers supported the vaccination programme, through visiting the addresses of people, in Banbury and Kidlington that had not responded to invitations to book a vaccination.	A programme of work is now under development, jointly with Oxfordshire County Council, which will ensure the council's emergency incident response plans are refreshed and contact information required by the council is up to date. Training is also being planned for senior officers who support the council's duty director-rota to provide initial response to any emergency incident that arises in the district.	★	The community resilience work of the council has been dominated in the last year by the demands of the COVID-19 pandemic response. As the roadmap for easing restrictions progresses the council will be working with Oxfordshire County Council to refresh our overall emergency response arrangements and update our incident response plans. The council will wish to work with local areas on their community resilience plans, reflecting learnings from the pandemic.	★

Healthy, resilient and engaged communities - Programme Measures

Measure	Portfolio Holder	Director/Lead Officer	Last Milestone	Next Milestone	Status	Commentary	YTD
BP4.1.6 Support and Safeguard Vulnerable People	Cllr A McHugh	Ansaf Azhar Nicola Riley	Annual Safeguarding audit approved by Safeguarding Boards. Housing Benefit new claims and change events have been assessed in a timely way, throughout 20-21, so supporting some of our most vulnerable residents. The team have also continued to award Discretionary Housing Payments to help sustain tenancies and, also, Council Tax Hardship payments to those impacted by COVID-19.	Promotion of neglect strategy within CDC.	★	Cherwell District Council continues to take its role in promoting the support for and safeguarding of vulnerable people and children very seriously and is delivering its safeguarding strategy, as planned.	★
BP4.1.7 Promote Healthy Place Making	Cllr A McHugh	Ansaf Azhar Rosie Rowe	Further Dr Bike sessions held in Banbury, Bicester and Kidlington; MECC training (Making Evert Contact Count) run for carers Oxfordshire and volunteers linked with the Banbury mosque; Consultation on Kidlington LCWIP commenced; Funding approval agreed to deliver 4 Health Routes in Banbury.	Publication of heritage walks for Kidlington and surrounding villages; Work to commence on LCWIP, for Banbury; Consultation commenced, on wayfinding scheme, for 4 Health Routes, in Kidlington; Healthy Bicester stakeholder meeting scheduled for 22 April.	★	An LCWIP is a Local Cycling & Walking Infrastructure Plan. It identifies schemes that can make cycling and walking safer and more connected in a place and is key to securing investment into infrastructure improvements. An LCWIP has been completed for Bicester and they are now being developed for Banbury and Kidlington.	★

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Appendix 3 – Leadership Risk Register as at 15/04/2021

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

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Page 21 of 17	5 - Catastrophic			L09		
	4 - Major			L04, L07, L11, L1, L22 & L21	L01, L17, L19 & L20	
	3 - Moderate		L16	L02, L05, L14, L15 & L18	L08	
	2 - Minor				L10	
	1 - Insignificant					

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

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2020/21						Fully effective Partially effective Not effective											
L01 -	Financial resilience – Failure to react to external financial impacts, new policy and increased service demand. Poor investment and asset management decisions.	Reduced medium and long term financial viability	4	4	16	Medium Term Revenue Plan reported regularly to members.	Fully	Councillor Tony Illot	Lorna Baxter	Michael Furness	4	4	16	Review of workload and capacity across the team. Interim Capital Accountant post recruited to. Interim Accountant recruited and permanent recruitment completed with new starter mid-March. Assessment of national picture undertaken and being reported through senior managers and members highlighting the medium term challenges. Recruited to a further interim accountant post to support with the new business grant schemes that have been introduced as a result of lockdown restrictions. Significant handover between interim closedown lead and Strategic Finance Business Partner to maximise knowledge transfer and reduce impact of reduction in resource.	Maintaining focus in this area with ongoing review, staff and member training and awareness raising. Moving to a risk based approach to budget monitoring in order to address workload issues and vacancies in the team, as well as exploring joint working opportunities with OCC New interim Accountant began in November to bring capacity to assist with anticipated additional test and trace and business grants workload.	Risk reviewed - 15/04/21 - Mitigations and comments updated	
	Reduction in services to customers	Balanced medium term and dynamic ability to prioritise resources				Fully	Investment strategy approach agreed and operating and all potential investments now taken through the working groups prior to formal sign off. Robust review and challenge of our investment options to be regularly undertaken through our usual monitoring processes.							Investment options considered as and when they arise, MTFs and budget setting being developed to enhance the scrutiny and quality of investments.			
	Increased volatility and inability to manage and respond to changes in funding levels	Highly professional, competent, qualified staff				Partially	Timeliness and quality of budget monitoring particularly property income and capital improving. Financial Systems replacement project underway. LEAN review of budget monitoring undertaken with significant engagement from within the wider business.							Financial System Solution Project continuing to consider future finance system options, incorporating budget management via Lean, extension of Civica and new procurement.			
	Reduced financial returns (or losses) on investments/assets	Good networks established locally, regionally and nationally				Fully	Asset Management Strategy being reviewed and refreshed.							Review underway			
	Inability to deliver financial efficiencies	National guidance interpreting legislation available and used regularly				Fully	Review of BUILD to ensure procurement and capital monitoring arrangements are in place and development of forward programme - future work has been placed on hold as part of a capital pipeline of schemes not currently included in the capital programme							Review in hand.			
	Inability to deliver commercial objectives (increased income)	Members aware and are briefed regularly				Fully	Finance support and engagement with programme management processes continuing.							Finance business partners involved with reflection locally on outcomes.			
	Poor customer service and satisfaction	Participate in Oxfordshire Treasurers' Association's work streams				Fully	Further integration and development of Performance, Finance and Risk reporting.							Integrated reporting has been embedded			
	Increased complexity in governance arrangements	Review of best practice guidance from bodies such as CIPFA, LGA and NAO				Fully	Regular involvement and engagement with senior management across County as well as involvement in Regional and National finance forums.							Engagement with a number of national and regional networks to ensure we are as up-to-date as we can be in relation to potential funding changes from 2021/22 and impact on our MTFs.			
	Lack of officer capacity to meet service demand	Treasury management and capital strategies in place				Fully	Regular member meetings, training and support in place and regularly reviewed. Briefings provided on key topics to members with particular focus on key skills for specific committees such as audit committee.							Regular training will be undertaken.			
	Lack of financial awareness and understanding throughout the council	Investment strategies in place				Fully	New approach to budget setting introduced linked to service planning. 2021/22 Budget set, a review of the process has taken place and revised process to be developed for 2022/23.							2021/22 budget set. Review of the 2021/22 budget setting process being planned.			
		Independent third party advisers in place				Fully	Regular utilisation of advisors as appropriate.							Review of borrowing approach being considered alongside our financial advisors.			
		Regular bulletins and advice received from advisers				Fully	Internal Audits being undertaken for core financial activity and capital as well as service activity.							Regular reporting of progress on internal audits considered by the committee.			
		Property portfolio income monitored through financial management arrangements on a regular basis				Partially	Assessment of national picture via external advisor has identified that the funding available in later years is likely to be significantly reduced, adding longer term resilience challenges.							Medium/long term position assessed as significantly worse, increasing risk alongside the capacity needed to work on activity to reduce spending levels. The ongoing impact of Covid on business rates and council tax income will be carefully monitored. When the Spending Review is announced this will be analysed to assess what implications this may have for the Council.			
		Asset Management Strategy in place and embedded. Transformation Programme in place to deliver efficiencies and increased income in the future				Partially Fully	Financial forecasts of resources for 2021/22 have assumed a reduction in resources that will be available from business rates compared to February 2020 assumptions. The budget for 2021/22 has been agreed with savings proposals identified to address these reductions. Close monitoring of the delivery of the savings programme will take place throughout 2021/22 with mitigations required if slippage is identified. If resources fell significantly below the 2021/22 forecast level then a review of which reserves could be made available to mitigate this would be required (e.g. due to greater ongoing impact of Covid-19 or due to further economic shocks in the short-term). A similar approach to reviewing reserve availability could be adopted if the cost of goods we purchase were to increase. A business rates reset is assumed from 2022/23 which will significantly reduce the resources available to the Council. Should resources from business rates fall much below this (e.g. due to any further ongoing impacts to the economy) then resources would be supplemented by a "safety net" payment from the Government under the current regime. The budget process for 2022/23 will need to begin shortly after setting the 2021/22 budget to identify further savings necessary to operate within this level of resources. Where the Government has issued consultations on future approaches to funding local government CDC has responded to ensure its views are considered							The impact of Covid19 has changed the financial outlook for the Council, with regular updates helping to outline the impact on the Council both in the short, medium and longer term. The Council currently anticipates a significant, short, medium and long term funding shortfall in overall terms. Set alongside the anticipated funding reductions due to start from 2021-22 the financial resilience of the Council could be severely impacted. The Council agreed a revised budget for 2020/21 to address the short term impacts of Covid-19 and provided its Budget and Business Planning Process 2021/22 - 2025/26 report to Executive on 5 October 2020. Chancellor's Spending Review confirmed the delay of the business rates reset. Only a 1 year SR so no additional certainty of funding and any additional Covid related funding is likely to be for one year only. Provisional local government finance settlement has announced some one-off funding to support local government in 2021/22. The Council set its 2021/22 budget on 22 April 2021 and now needs to monitor the delivery of the budget and begin preparations for the 2022/23 budget process			

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2020/21						Fully effective Partially effective Not effective											
L02 -	Statutory functions – Failure to meet statutory obligations and policy and legislative changes are not anticipated or planned for.	Legal challenge	3	4	12	Embedded system of legislation and policy tracking in place, with clear accountabilities, reviewed regularly by Directors.	Partially	Councillor Barry Wood	Anita Bradley	Sukdave Ghuman	3	3	9	↔	Establish corporate repository and accountability for policy/legislative changes.	Risk reviewed 15/03/21 - Comments updated	
Loss of opportunity to influence national policy / legislation		Clear accountability for responding to consultations with defined process to ensure Member engagement				Fully	Review Directorate/Service risk registers.										
Financial penalties		National guidance interpreting legislation available and used regularly				Fully	Ensure Committee forward plans are reviewed regularly by senior officers.										
Reduced service to customers		Risks and issues associated with Statutory functions incorporated into Directorate Risk Registers and regularly reviewed.				Partially	Ensure Internal Audit plan focusses on key leadership risks.										
		Clear accountability for horizon scanning, risk identification / categorisation / escalation and policy interpretation in place				Partially	Develop stakeholder map, with Director responsibility allocated for managing key relationships.										
		Robust Committee forward plans to allow member oversight of policy issues and risk management, including Scrutiny and Audit				Partially	Corporate Performance framework for 2020-21 to be agreed.										
		Internal Audit Plan risk based to provide necessary assurances				Partially	Standardise agendas for Director / PFH 1:1s (template in place)										
		Strong networks established locally, regionally and nationally to ensure influence on policy issues.				Fully	New legislation and Government guidance in response to COVID19 will assist service adjustment.										
		Senior Members aware and briefed regularly in 1:1s by Directors				Partially	Allocate specific resource to support new projects/policies or statutory requirements e.g. GDPR.										
Inability to deliver council's plans		Arrangements in place to source appropriate interim resource if needed				Fully	Learning and development opportunities identified and promoted by the Chief Executive.										
Inability to realise commercial opportunities or efficiencies		Ongoing programme of internal communication				Fully	Regular communications from Chief Executive. Quarterly staff briefings from Assistant Directors.										
Reduced resilience and business continuity		Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required.				Fully	External support secured for key corporate projects including CDC/OCC joint working, Growth Deal and IT Transformation Programme.										
Reduced staff morale, increased workload and uncertainty may lead to loss of good people		CDC Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing.				Partially											
	Partnership Working Group established with OCC to oversee joint working opportunities.	Partially															

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
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2020/21																	
L04 -	CDC Local Plan - Failure to ensure sound, up to date local plan remains in place for Cherwell resulting in poor planning decisions such as development in inappropriate locations, inability to demonstrate an adequate supply of land for housing and planning by appeal	Poor planning decisions leading to inappropriate growth in inappropriate place.	4	4	16	Local Development Scheme (LDS) is actively managed and reviewed, built into Service Plan, and integral to staff appraisals of all those significantly involved in Plan preparation and review	Partially	Councillor Colin Clarke	Bill Cotton	David Peckford	3	4	12	Regular review meetings on progress and critical path review. Regular Corporate Director and Lead Member briefings. LDS updated as required with programme management approach adopted to ensure progress against plan. LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals. Authority Monitoring Reports continue to be prepared on a regular annual basis.	The Local Development Scheme (LDS) was updated in March 2020. It includes the programmes for the Partial Review of the Local Plan, the Oxfordshire Plan 2050, a Local Plan Review, the Banbury Canalside Supplementary Planning Document and work on a Community Infrastructure Levy (CIL). The Partial Review of the Local Plan was adopted by Council on 7 Sept 2020. A legal challenge to the Plan is to be heard by the courts in June 2021. An issues consultation for the Local Plan Review was completed on 14 Sept 2020 in accordance with the LDS timetable. Re-starting work on the Canalside SPD has been delayed and the timetable for the Oxon Plan process is outside the Council's direct control. Work on the Local Plan Review is continuing but the precise timetable is under review. Potential national changes to the planning system may affect how plans are prepared. They may also influence a decision on whether or not to proceed with work on CIL. The 2020 Annual Monitoring Report has been published.	Risk reviewed 09/04/2021 - Risk owner and comments updated	
Negative (or failure to optimise) economic, social, community and environmental gain	Team capacity and capability kept under continual review with gaps and pressures identified and managed at the earliest opportunity.	Partially				↔	Regular Corporate Director and Lead Member briefings										
Negative impact on the council's ability to deliver its strategic objectives, including its commitments within the Oxfordshire Housing & Growth Deal	Some additional resource budgeted for 20/21.	Partially				LDS updated as required with programme management approach adopted to ensure progress against plan											
Increased costs in planning appeals	Delegations to Chief Exec agreed to ensure timely decisions	Fully				LDS timeline built into Directorate level objectives (e.g. via Service Plans) and incorporated into SMART targets within staff appraisals.											
Reputational damage with investor community of Cherwell as a good place to do business created by uncertainty/ lack of	On-going review of planning appeal decisions to assess robustness and relevance of Local Plan policies	Partially				Authority Monitoring Reports continue to be prepared on a regular annual basis.											
L05 -	Business Continuity - Failure to ensure that critical services can be maintained in the event of a short or long term incident affecting the Councils' operations	Inability to deliver critical services to customers/residents	4	4	16	Business continuity strategy, statement of intent and framework in place	Fully	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	3	9	Business Continuity Statement of Intent and Framework agreed by CEDR	Business continuity status reports being collated and reviewed weekly in view of increased infection rates and new national restrictions. Staff reassignment process re-established to provide rapid response where demands or absences may result in critical service failure. The Council has continued to provide critical services throughout the lockdown periods. Remote working enables most teams to work effectively from home and sustain services whilst also avoid unnecessary social contacts. The EU Exit deal reduced potential impacts of EU Exit on service delivery and no impacts have been identified. A new incident management framework is in development.	Risk Reviewed 12/04/2021 - No changes	
Financial loss	Services prioritised and recovery plans reflect the requirements of critical services	Fully				↔	Cross-council BC Steering Group meets regularly to identify BC improvements needed										
Loss of important data	ICT disaster recovery arrangements in place	Fully				ICT transition to data centre and cloud services have reduced likelihood of ICT loss and data loss											
Inability to recover sufficiently to restore non-critical services before they become critical	Incident management team identified in Business Continuity Strategy	Partially				Corporate ownership and governance sits at senior officer level											
Loss of reputation	All services undertake annual business impact assessments and update plans	Fully				BC Impact assessments and BCPs in place for all teams and peer reviewed by OCC's Emergency Planning team											
	Business Continuity Plans tested	Partially	Progress report was provided to CEDR in March 2019 BC assurance framework under development														
			Updated Incident management framework in development														

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2020/21						Fully effective Partially effective Not effective											
L07 -	Emergency Planning (EP) - Failure to ensure that the local authority has plans in place to respond appropriately to a civil emergency fulfilling its duty as a category one responder	Inability of council to respond effectively to an emergency	4	4	16	Emergency Plan in place and key contact lists updated monthly.	Fully	Councillor Andrew McHugh	Rob MacDougall	Richard Webb	3	4	12	↔	Emergency plan contacts list being updated monthly and reissued to all duty managers.	The Emergency Plans which were enacted and command structures established with partner organisations to support the response to the Covid-19 pandemic are now being relaxed as the situation improves. Recovery work continues. Partners continue to liaise with organisers of planned events to ensure they have robust infection management arrangements in place and that there is awareness of all the events being organised. The council is maintaining its duty director rota for any other emergency incidents that might arise. A refresh of the council's emergency plans is being progressed to provide a clearer framework for incident response aligned with the Local Resilience Forum. Senior manager training is being developed following changes in personnel. Contact arrangements for out of hours incidents have been reviewed following recent isolated flooding as a result of high levels of rainfall. The end of EU Exit transition did not result in any new emergency incidents locally.	Risk Reviewed 09/04/2021 - Control assessment and comments amended.
Unnecessary hardship to residents and/or communities	Emergency Planning Lead Officer defined with responsibility to review, test and exercise plan and to establish, monitor and ensure all elements are covered	Fully				OCC Emergency Planning providing expert advice and support under a partnership arrangement. Accountability for both OCC and CDC's arrangements now sit with the Chief Fire Officer who reviews the arrangements with the Assistant Director.											
Risk to human welfare and the environment	Added resilience from cover between shared Environmental Health and Community Safety Teams as officers with appropriate skill	Fully				Supporting officers for incident response identified in the emergency plan and wallet guide											
Legal challenge	Senior management attend Civil Emergency training	Partially				Refreshed incident management plan under development to align with OCC											
Potential financial loss through compensation claims	Multi agency emergency exercises conducted to ensure readiness	Partially				Senior managers have attended multi-agency exercises and duty manager training with OCC senior managers.											
Ineffective Cat 1 partnership relationships	On-call rota established for Duty Emergency Response Co-ordinators	Fully				On-call rota being maintained and to be updated to reflect recent staffing changes											
	Active participation in Local Resilience Forum (LRF) activities	Fully				Authority represented at the Local Resilience Forum											

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2020/21						Fully effective Partially effective Not effective											
L08 -	Health and safety - Failure to comply with health and safety legislation, corporate H&S policies and corporate H&S landlord responsibilities	Fatality, serious injury & ill health to employees or members of the public	5	4	20	Health & Safety Corporate HS&W Policy and Corporate Arrangements & guidance in place as part of the HSE's recommended Management System HSG 65. Organisations have a legal duty to put in place suitable arrangements to manage health & safety.	Partially	Councillor Lynn Pratt	Yvonne Rees	Martin Green	3	4	12	↔	The Corporate Health, Safety and Wellbeing Policy was ratified BPM meeting on 17th June 2020. The Corporate arrangements are in the process of being reviewed and updated to ensure they are in line with Oxfordshire County Council. When updated these will be uploaded onto the intranet.	The Health and Safety Assurance Board receives a quarterly report from the Corporate H&S Manager.	Risk reviewed 07/04/21 - Risk manager, Mitigating actions and comments updated
Criminal prosecution for failings	Clearly identified accountability and responsibilities for Health and Safety established at all levels throughout the organisation	Fully				Following the ratification of the Corporate Health, Safety and Wellbeing Policy all Assistant Directors were asked to complete a Departmental Risk Assessment Checklist. The Checklist identified the areas of risk within the department and whether there is a risk assessment in place to cover the risks. So far 9 departments have responded. Following the departure of the Interim Director of Finance/ Health and Safety Champion and the appointment of Corporate Director – Commercial Development, Assets and Investment who has become the Corporate Health and Safety Champion, the Corporate Health and Safety Policy will be reviewed and aligned with OCC's. Once completed this will go to CEDR for ratification by CEDR.	Corporate Health and Safety Team to ensure all departments to responds to the Departmental Risk Assessment Checklist and to follow up with departments on areas of concern. Responses are being collated on a central spreadsheet which will become the database of all risk assessments across the Council.										
Financial loss due to compensation claims	Corporate H&S Manager and H&S Officer in post to formalise the H&S Management System & provide competent H&S advice and assistance	Fully				As Health and Safety Officers are in place no further action is required and risk mitigated.	These two posts are established posts and budgeted accordingly to secure future funding for continuity.										
Enforcement action – cost of regulator (HSE) time	Proactive monitoring of Health & Safety performance management internally	Fully				A 2-year internal Health and Safety Audit programme is in place covering the period until May 2021. The health and safety internal audit programme covers all elements of our overall H&S management system to ensure compliance with legislative standards. The full programme of audits was temporarily on hold due to the Coronavirus Lockdown, however health and safety checks on the front line operations of Environmental Services and workplace inspections have now recommenced.	The H&S team are conducting health and safety inspections internally across all services and teams. To date a total of 11 audits have been carried out across the Council however, the audits are currently on hold due to Corona Virus. The audit reports have been provided to the relevant service managers, including recommendations, advise and timescales for remediation.										
Increased agency costs	Effective induction and training regime in place for all staff	Partially															
Reduction in capacity impacts service delivery	Positive Health & Safety risk aware culture	Partially				Good awareness in higher risk areas of the business, e.g. Environmental Services. However other areas need improved awareness of risk assessment process. This needs to be achieved by a review of training needs across CDC and the mandatory training of managers on risk assessment. Property team have undertaken a review of CDC owned operational properties to ensure health and safety compliance is fully maintained in line with the legislative compliance requirements.	A review has been undertaken of all CDC owned properties to ensure that fire risk assessments, water hygiene surveys and asbestos surveys have been completed where required. A compliance review of tenanted properties leased by CDC is also under way to ensure that the tenants are managing the property in accordance with legislative requirements.										
Reputational Impact	Corporate Health & Safety meeting structure in place for co-ordination and consultation	Partially				Currently the Council has no formal committee structure in place for the consultation of health safety with staff.	A proposal for the formation of a Health and Safety Committee to report to the ELT will be submitted to ELT once stability has been achieved following COVID 19. The purposed of this committee, if ratified, will monitor the activities of the Corporate Health and Safety Team and to act as a scrutiny committee for the Corporate Arrangements.										
	Corporate body & Member overview of Health & Safety performance	Fully				Quarterly reporting to ELT and to the Portfolio Holder by the Corporate Health and Safety Manager	Reporting dates have been agreed and adhered to.										
	Assurance that third party organisations subscribe to and follow Council Health & Safety guidelines and are performance managed where required	Fully	Robust procurement process that requires health and safety documentation and commitment to be proven prior to engagement of contractors.	Corporate Health and Safety has scheduled to undertake a review of Procurement process to ensure compliance.													

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
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2020/21						Fully effective Partially effective Not effective											
L09 -	Cyber Security - If there is insufficient security with regards to the data held and IT systems used by the councils and insufficient protection against malicious attacks on council's systems then there is a risk of: a data breach, a loss of service, cyber-ransom.	Service disruption Financial loss / fine Prosecution – penalties imposed Individuals could be placed at risk of harm Reduced capability to deliver customer facing services Unlawful disclosure of sensitive information Inability to share services or work with partners Loss of reputation	4	5	20	File and Data encryption on computer devices Managing access permissions and privileged users through AD and individual applications Consistent approach to information and data management and security across the councils Effective information management and security training and awareness programme for staff Password security controls in place Robust information and data related incident management procedures in place Appropriate robust contractual arrangements in place with all third parties that supply systems or data processing services Appropriate plans in place to ensure ongoing PSN compliance Adequate preventative measures in place to mitigate insider threat, including physical and system security Insider threat mitigated through recruitment and line management processes Cookie pop-ups on the website Increased threat to security during Covid-19 period in part due to most staff working from home.	Fully Fully Fully Fully Fully Fully Fully Fully Fully	Councillor Ian Corkin	Claire Taylor	David Spilsbury	3	5	15	↔	The cyber-essentials plus certification has now been passed. The Microsoft Multi-Factor Authentication system has been introduced to provide an enhanced level of cyber security. Accounts, Audit & Risk Committee Members updated and given a presentation on Cyber Security November 2019 The Regional Police Cyber Security Advisor gave the IT management team two training sessions (full cyber awareness and table top DR exercise) followed by a series of all-Council staff awareness sessions in 2019. 2020 Cyber Security now included in mandatory e-learning for all staff to be completed by 31.12.2020. Members given a Cyber training session with the Police Cyber Security Advisor. Implemented an intrusion prevention and detection system. Agreed Terms of Reference and re-implementation of the security forum as the Information Governance Group, with meetings to be held on a minimum quarterly basis chaired by the Information Governance Manager. Information Governance support is now provided to Cherwell as part of a joint working relationship with Oxfordshire County Council. An action for the next month will be to ensure there are effective partnership working arrangements in place under this new service. Cyber Awareness e-learning available and will be part of new starters induction training. Cyber Security issues regularly highlighted to all staff. External Health Check undertaken January 2020, no high risk security issues highlighted. Internal Audit completed a cyber audit in June 2020 with no major issues or significant risks identified. The findings have an agreed action plan in place. Cookiebot live on website for users to confirm cookie preferences. Joint OCC/CDC Cyber Security Officer started work August 2020 Additional IT security advice provided for all staff during the Covid-19 working at home period including online coronavirus related scams. Update provided to Accounts, Audit & Risk Committee Members July 2020.	Cyber security incidents are inevitable. The only way to manage this risk is to have effective controls and mitigations in place including audit and review.	Risk Reviewed 13/04/21 - No changes

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2020/21						Fully effective Partially effective Not effective											
L10 -	Safeguarding the vulnerable (adults and children) - Failure to follow our policies and procedures in relation to and service delivery that safeguarding vulnerable adults and children or raising concerns about their welfare	Increased harm and distress caused to vulnerable individuals and their families Council could face criminal prosecution Criminal investigations potentially compromised Potential financial liability if council deemed to be negligent	4	4	16	Safeguarding lead in place and clear lines of responsibility established Safeguarding Policy and procedures in place Information on the intranet on how to escalate a concern Mandatory training and awareness raising sessions are now in place for all staff. Safer recruitment practices and DBS checks for staff with direct contact Community Safety Partnership reflect the actions needed to reduce exploitation Data sharing agreement with other partners Attendance at Children and Young People Partnership Board (CYPPB) Annual Section 11 return compiled and submitted as required by legislation. Engagement with Joint Agency Tasking and Co-ordinating Group (JATAC) and relevant Oxfordshire County Council (OCC) safeguarding sub group. Engagement at an operational and tactical level with relevant external agencies and networks	Fully Fully Fully Fully Partially Fully Fully Fully Fully	Councillor Barry Wood	Ansaf Azhar	Nicola Riley	2	4	8	↔	Ongoing internal awareness campaigns Ongoing external awareness campaigns Annual refresher and new training programmes including training for new members Attendance at safeguarding boards and participation in learning events Continue to attend safeguarding board sub groups as necessary to maintain high levels of awareness within the system and compliance with latest practice Continue to support work across the district regarding exploitation through slavery, county lines, domestic violence Regular internal cross departmental meetings to discuss safeguarding practice Action plan acted upon and shared with Overview and scrutiny committee once a year Corporate monitoring of all referrals	The new Safeguarding Officer is working closely with HR colleagues to ensure that training and recording are up to date and generally processes are understood and being applied. Higher levels of exploitation concerns have been recorded through the pandemic to date and multi agency work continues in order to contain impacts.	Risk reviewed and controls updated 12/04/2021
L11 -	Sustainability of Council owned companies and delivery of planned financial and other objectives - failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives	Unclear governance leading to lack of clarity and oversight in terms of financial and business outcomes Failure of council owned companies to achieve their intended outcomes or fail to meet financial objectives Lack of understanding at officer and member level about the different roles of responsibilities required when managing council owned companies Potential impact of local government re-organisation (Northamptonshire) on CSN (see Risk L17)	3	4	12	Annual business planning in place for all companies to include understanding of the link between our objectives being delivered and financial impact for the council Financial planning for the companies undertaken that will then be included within our own Medium term financial plan Ensure strong corporate governance mechanisms are in place Sound monitoring in place of both business and financial aspects of the companies and the impact on overall council performance Training in place for those undertaking roles relating to the companies	Fully Fully Partially Fully Partially	Councillor Tony Illot	Steve Jorden	Jonathan MacWilliam	3	4	12	↔	Changes in the shareholder support side line management been put in place. Additional oversight and capacity from senior managers including performance dashboards at CEDR. Resilience and support being developed across business to support and enhance knowledge around council companies. Skills and experience being enhanced to deliver and support development, challenge and oversight. Work with one company to ensure long term support arrangements are put in place. Ongoing shareholder meetings key to understanding impact of Northamptonshire reorganisation	COVID-19 and resulting operational environment impacting all three companies. Continuing restrictions undermining confidence in the building/ sales/rental markets CSN continue to handle increased demands through various grant schemes and increased benefit enquiries Gravenhill resumed development within the current restrictions. Looking at schemes to assist buyers. Crown House nearing full occupation ahead of forecast (adjusted for first lockdown). First years trading will identify overall financial impact of pandemic Governance review completed and accepted by Shareholder committee. Action plan being developed to ensure all identified improvements are implemented appropriately.	Risk reviewed 15/04/2021 Potential Impact updated

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L12 -	Financial sustainability of third-party suppliers including contractors and other partners Supply chain management ensuring effective delivery through the supply chain	The financial failure of a third party supplier or partner results in the inability or reduced ability to deliver a service to customers. A reduced supply market could also result in increased costs due to the council's; loss of competitive advantage. Reduced resilience and business continuity Reduced staff morale, increased workload and uncertainty may lead to loss of good people Opportunities for joint working with OCC take longer to develop than planned delaying potential service improvements for residents and communities. Northamptonshire re-organisation impacts on services being delivered to SNC from CDC, impacting on the quality of services delivered to residents and communities.	3	4	12	Ensure contract management in place review and anticipate problems within key service suppliers and partners Business continuity planning arrangements in place in regards to key suppliers Ensuring that proactive review and monitoring is in place for key suppliers to ensure we are able to anticipate any potential service failures Programme Board and Project Team established to deliver separation. S113 agreement in place with Oxfordshire County Council Partnership Working Group established with OCC to oversee the development of joint working proposals. On-going service delivery arrangements to SNC set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues. Regular review and sharing of partnership activity / engagement at senior officer meetings.	Partially Partially Partially Fully Fully Fully Partially Partially	Councillor Tony Illot	Steve Jordan	Melissa Sage	3	4	12	↔	Service areas to hold meetings as required with suppliers to review higher risk areas and ensure risks are being managed. Reminders to be sent to all who have Procurement/Contract Management responsibility to regularly meet with key suppliers and partners to gain early understanding of the effects a second wave of COVID-19, and lockdown, would have on supply. The Procurement Team is now providing ELT members and identified Contract Mangers a monthly update of all suppliers with spend above £25k c/w a credit risk rating score to enable contract managers to manage any identified risks, with support from the Procurement Team. Furthermore, as a result of Covid-19 the likelihood of this risk is deemed to have increased and thus the procurement and finance team now hold a weekly joint meeting to consider funding solutions to support At Risk Suppliers in accordance with the national guidance note PPN04/20. Legal advice sought with regards to the employment implications of re-organisation and separation proposals. Separation tracker and risk register to be circulated at all senior management meetings. Collaboration Agreement to underpin joint working with SNC following the end of the s113 in place.	Through collaboration with Oxfordshire CC, a joint Provision Hub has been established, and went live 04.01.2021 and has put in place greater commercial skills and controls across the two authorities. Specifically, a Procurement and Contract Management Intelligence team has been established, and responsibility for financial checks and controls around the supply base sits within that team. This will result in improved monitoring and management of commercial contract risk across the council's supply chain. Reviews of service delivery arrangements with SNC to take place between October-December 2019. Strategic Capability proposal considered by Partnership Working Group in August. Proposals for two Joint Corporate Directors between CDC and OCC approved in July.	Risk reviewed 15/04/2021 - No changes

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2020/21						Fully effective Partially effective Not effective											
L14 -	Corporate Governance - Failure of corporate governance leads to negative impact on service delivery or the implementation of major projects providing value to customers.	Threat to service delivery and performance if good management practices and controls are not adhered to. Risk of ultra vires activity or lack of legal control Risk of fraud or corruption Risk to financial sustainability if lack of governance results in poor investment decisions or budgetary control. Failure of corporate governance in terms of major projects, budgets or council owned companies impacts upon financial sustainability of the councils. Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting). Elements of the COVID-19 response may be compromised, delayed or not taken forwards.	4	4	16	Clear and robust control framework including: constitution, scheme of delegation, ethical walls policy etc. Clear accountability and resource for corporate governance (including the shareholder role). Integrated budget, performance and risk reporting framework. Corporate programme office and project management framework. Includes project and programme governance. Internal audit programme aligned to leadership risk register. Training and development resource targeted to address priority issues; examples include GDPR, safeguarding etc. HR policy framework. Annual governance statement process under way for 2020/21 under oversight of the Corporate Governance Assurance Group (CGAG) for Cherwell and Oxon. The Group is taking an aligned approach (with Oxon CC) to working up a revised and complementary Annual Governance Statement which also connects more fully and earlier with ELT and CEDR. Joint Corporate Governance Assurance Group (CGAG) for Cherwell and Oxon is working up a revised and complementary Annual Governance Statement process for 2020/21, which also connects more fully and earlier with ELT and CEDR. CGAG also mapping respective (CDC/Oxon CC) governance processes to achieve alignment and efficiency where appropriate. Annual Review of the Constitution will take place each Autumn led by the Overview & Scrutiny Committee and approved by Full Council	Partially Partially Partially Partially Partially Partially Partially	Councillor Barry Wood	Yvonne Rees	Anita Bradley	3	3	9	↔	Standing item at senior officer meetings – regular review of risk and control measures. Monitoring Officer to attend management team meetings. Annual Governance Statement process under review (reviewing previous actions and identifying new) and draft Corporate Lead Statements which identify potential actions for 2020/21 are being produced for review by the Corporate Governance Assurance Group - on schedule. Corporate Governance Assurance Group mapping governance processes to ensure visibility and refresh.	In January 2019, Council agreed to enter into a Compromise Agreement with South Northants DC to ensure the continuation of key aspects of service delivery that required ongoing joint working (following the ending of the partnership S113 Agreement). Monitoring Officer undertook a focused Constitution review during the Autumn, closely with members. Changes were agreed and being implemented, particularly to Meeting Procedure Rules. Full Council also agreed to an Annual Review of the Constitution each Autumn, led by the Overview and Scrutiny Committee with Full Council receiving a report for decision Model Code of Conduct has been published by LGA and all Oxon Council Monitoring Officers have met to give initial consideration. Agreed that Oxon authorities ideally wish to adopt a consistent Code across the county, and across all tiers. As such, working plan is for Monitoring Officers to achieve a draft to take through each Council post-election with a view to implementation by May 2022. This risk is undergoing extensive review and changes will be reflected in next's months update.	Risk reviewed 15/04/21- Comments updated
L15 -	L15 Oxfordshire Growth Deal - (contract with HMG)	Failure to meet its obligations as a partner within the Growth Deal could see Cherwell as a factor in Government holding back some or all of its funding and/or cease to extend the arrangement beyond 2023. Infrastructure milestone delivery late (for infrastructure linked to accelerated housing) Accelerated housing numbers delivered late, outside of the programme time scale Delivery of Infrastructure projects fail to accelerate housing delivery as commercial pressures impact house builders Delivery of affordable houses below programme targets as GD contributions insufficient to attract sufficient builders/registered providers Oxfordshire Plan delivered late	4	5	20	Established programme structure and partnership ethos to support effective programme delivery. Engagement with housing developers to understand their commercial constraints. Engage with developers to ascertain which sites would benefit most from infrastructure delivery. Identify potential "top up" schemes to supplement GD affordable housing scheme. Utilise effective Programme controls to facilitate prompt escalation of issues to enable appropriate decision making and delivery timescale review. Develop Year 4 Plans of Work to detail the expected delivery by CDC for Year 4 of the Growth Deal Programme; building on the experiences and knowledge gained during previous years.	Fully Partially Partially Fully Fully Partially	Councillor Barry Wood	Robert Jolley	Jonathan MacWilliam	3	3	9	↔	A CDC GD programme and programme board capability. Work stream plans of work (work stream brief, schedule, RAID log) . Structured engagement with developers to better understand their needs. Appropriate escalation of issues to agree programme flexibilities where required. Improved collaboration working with partners. Ongoing work with partners to realistically reflect deliverable schemes within programme time frame.	Year 4 Plans of Work submitted to SRO for review. Consolidated Year 4 Plans of Work due to CEDR in early May	Risk reviewed 14/04/2021 - Comments updated

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L16 -	Joint Working That the challenges and risks associated with joint working between Cherwell and OCC, outweigh the benefits and impacts on the provision of services to residents and communities.	Opportunities for joint working take longer to develop than planned delaying potential service improvements for residents and communities. Resources are allocated to the development of proposals, reducing the capacity of the Council to deliver on its priorities and plans, impacting on quality of services delivered to residents and communities. Uncertainty around joint working could lead to reduced staff morale and potentially increase staff turnover. Benefits to be realised from joint working business cases do not materialise or take longer to deliver than planned.	3	3	9	S113 agreement in place with Oxfordshire County Council Partnership working group meets quarterly programme management in place. Partnership Working Group established with OCC to oversee the development of joint working proposals. Robust programme and project management methodologies in place. Regular meetings of the OCC Cabinet and CDC Executive in place to oversee development of partnership.	Fully Fully Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	2	3	6	↔	Regular reporting on joint working proposals to the senior management team. HR policies in place to enable joint working proposals to be delivered	The appointment process for the joint Corporate Director Environment and Place has been completed with the post holder starting in March 2021. The Audit plan for 2021 will ensure joint working arrangements are included. Plans are in place to consider further opportunities for joint working and these are reported to the Partnership Working Group. The Joint MO and Director for Law and Governance has commenced in role.	Risk reviewed – 10/03/21 No change
L17 -	Separation That the separation of joint working arrangements with South Northamptonshire Council impacts on the provision of services to residents and communities.	Separation of joint working arrangements result in reduced capacity and resilience to deliver services. Specific impacts on Revenues & Benefits and IT services which are the only remaining shared services. Services being delivered to SNC are impacted by re-organisation in Northamptonshire, impacting on the quality of services delivered to residents	4	4	16	On-going service delivery arrangements to SNC set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues. Currently SNC are not able to confirm end date or transitional arrangements for these shared services going into West Northamptonshire Unitary. This created a level of uncertainty for Cherwell, plans are being prepared for separation on the assumption that West Northants will seek to deliver their own IT, Revs and benefits services. Legal advice has been sought with regards to governance and technical advice has been sought regarding technology. CEDR level shareholder and governance roles clarified with regards to shared services delivery company CSN. Robust programme and project management frameworks in place.	Partially Fully	Councillor Ian Corkin	Yvonne Rees	Claire Taylor	4	4	16	↔	Regular reporting on joint working proposals to the senior management team and briefings to Executive BPM. Work has begun to explore the impact of local government reorganisation on the jointly owned arm's length company that delivers revenues and benefits services. This will require additional resource and oversight if a decision to separate is taken. A proposal to separate IT as SNC transitions into West Northants has been agreed by SNC but West Northants has not yet engaged. There is a risk that prolonged delay will prevent CDC working with OCC on future proposals. Work is ongoing to ensure the proposal is progressed. West Northants Council have still not yet set out any long term vision for the delivery of revenues and benefits and therefore their aspirations for CSN. Whilst we have governance arrangements and contracts in place to oversee the delivery of the service the uncertainty associated with the current situation can only be partially managed, hence the unmitigated score of 16. With regards to IT a fully worked up proposal has been developed to ensure SNC ICT can be migrated to the new unitary. This approach has been externally validated. CDC remains a positive partner to SNC with regards to ICT and is pressing for a clear timeframe to ensure separation is smooth and delivered during 2021. Without a clear agreement as to timeframes there remains a risk that CDC will be required to support SNC's ICT migration which could prevent closer joint working with OCC. However, there is not a greater risk posed to CDC business continuity, security or operational delivery associated with this risk. Work has begun exploring options for payroll migration, there is a risk that the aspirations of WNC are not matched by resource to deliver at their required pace.	The majority of services have now separated or been moved into a new service delivery arrangement. Although Customer Services has now been successfully separated, there is a lack of clarity with regards to CSN and IT in the transition into the unitary. Plans are being prepared to ensure both areas are ready to separate in line with unitary deadlines. Work has begun to explore the impact of local government reorganisation on the jointly owned arm's length company that delivers revenues and benefits services. This will require additional resource and oversight if a decision to separate is taken. A proposal to separate IT as SNC transitions into West Northants has been agreed by SNC but West Northants has not yet engaged. There is a risk that prolonged delay will prevent CDC working with OCC on future proposals. Work is ongoing to ensure the proposal is progressed. West Northants Council have still not yet set out any long term vision for the delivery of revenues and benefits and therefore their aspirations for CSN. Whilst we have governance arrangements and contracts in place to oversee the delivery of the service the uncertainty associated with the current situation can only be partially managed, hence the unmitigated score of 16. With regards to IT a fully worked up proposal has been developed to ensure SNC ICT can be migrated to the new unitary. This approach has been externally validated. CDC remains a positive partner to SNC with regards to ICT and is pressing for a clear timeframe to ensure separation is smooth and delivered during 2021. Without a clear agreement as to timeframes there remains a risk that CDC will be required to support SNC's ICT migration which could prevent closer joint working with OCC. However, there is not a greater risk posed to CDC business continuity, security or operational delivery associated with this risk. Work has begun exploring options for payroll migration, there is a risk that the aspirations of WNC are not matched by resource to deliver at their required pace.	Risk reviewed – 10/03/21 risk rating remains heightened and unchanged. Commentary updated
L18 -	Workforce Strategy The lack of effective workforce strategies could impact on our ability to deliver Council priorities and services.	Limit our ability to recruit, retain and develop staff Impact on our ability to deliver high quality services Overreliance on temporary staff Additional training and development costs	3	4	12	Analysis of workforce data and on-going monitoring of issues. Key staff in post to address risks (e.g. strategic HR business partners) Weekly Vacancy Management process in place Ongoing service redesign will set out long term service requirements	Partially effective Fully Fully Partially	Councillor Ian Corkin	Claire Taylor	Karen Edwards	3	3	9	↔	Development of relevant workforce plans. IT has build a new reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen due to COVID-19. This data is monitored weekly at Silver. HR monitors and report sickness absence data on a weekly basis. Development of new L&D strategy, including apprenticeships. Development of specific recruitment and retention strategies. New IT system is being implemented to improve our workforce data. The ability to interrogate and access key data (ongoing) in order to inform workforce strategies.	Training on workforce planning for the HR team planned to start across both CDC and OCC during Quarter 4.	Risk reviewed 10/03/2021 - No changes

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L19 -	<p>Covid-19 Community and Customers</p> <p>Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.</p>	<p>Possible reductions in frontline service delivery, events, meetings and customer contact.</p> <p>Economic hardship impacting local business and potentially the local workforce.</p> <p>Impact on vulnerable residents who may find it harder to access services.</p> <p>Increased demand on both frontline and enabling services.</p> <p>Prolonged risk of social isolation and the mental and physical consequence thereof.</p>	5	4	20	<p>Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services.</p> <p>Remote (home based) working in place, to facilitate self isolation and limit impact on service delivery.</p> <p>Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response.</p> <p>Regular updates from Director of Public Health, shared internally and externally. Partnership communications. Partnership communications enhanced and regular conversations convened.</p> <p>Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). Mutual aid where appropriate with regional Thames Valley partners enable a tactical response to community resilience.</p> <p>Tactical response to community resilience.</p> <p>Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day.</p> <p>Provision of additional body storage as temporary place of rest to support the current mortuary provision.</p> <p>Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance.</p> <p>Engagement with suppliers to manage impacts across the supply chain.</p>	<p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Partially</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Partially</p>	Councillor Barry Wood	Yvonne Rees	Rob MacDougall	4	4	16	↔	<p>Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements.</p> <p>COVID19 security on building in place to support the restart of services and this is being coordinated by the Organisational Recovery Steering Group and CEDR</p> <p>An urgent review of business continuity plans has taken place to adjust for COVID19 disruption and impacts of the 2nd wave of infection.</p> <p>Outbreak planning and Standard Operating Procedures completed and table top exercising has been completed and the learning has been incorporated into plans. 21/22 Business Impact Assessments due to be completed by end of March 21 as part of the annual business continuity cycle.</p>	<p>The nature of the risk is such that national public health guidelines will determine the councils' response. The councils will enact any support schemes as set out by national government as they emerge.</p> <p>Oxfordshire Health Protection Board is operating effectively and the Council has set up Command and Control structures to response to the 2nd wave of the pandemic.</p> <p>Community Testing is now available to all staff.</p>	Risk reviewed 08/03/21 - Comments updated

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L20 -	Covid-19 Business Continuity Significant staff absence due to the Covid-19 19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.	Possible reductions in frontline service delivery, events, meetings and customer contact. Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual. Requirement to reprioritise service delivery. Requirement to offer mutual aid to partner organisations. Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues.	5	4	20	Business Continuity Plans have been reviewed and tested. Guidance has been prepared for managers to support agile working. A survey is taking place to ensure we are meeting remote working needs, facilities management are working to create covid compliant work spaces. Remote working in place. Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). Regular communication messages following Public Health advice. Sanitisers in washrooms. Agile working being tested further across services, ensuring equipment and access is in place. Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces.	Fully Partially Fully Fully Fully Fully Fully	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	4	16	↔	Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. Full health, safety and HR response in place. IT remote working arrangements are sustainable. The nature of the risk is such that national public health guidelines will determine the councils' response. Progress establishing the local outbreak plans and the Health Protection Board support mitigation of risk. Requirements of national lockdown arrangements are in place. Staffing absence is monitored weekly. Risk heightened due to increased incidence of Covid-19 in the district Risk heightened due to rising rates of Covid infection locally. Whilst workforce incidence remains low, the impact of lockdown and the national Covid pathway requires flexibility within the workforce and with regards to service operations. Following review and the ongoing lockdown there remains no change to this risk.	Risk reviewed – 10/03/21 Comments updated	

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L21-	Post Covid-19 Recovery - challenges associated with adverse impact on customers, our workforce and the budget.	Long term response to the current covid-19 pandemic				Work underway, a governance programme is currently under development. Executive has agreed a recovery strategy working is underway to transition from an emergency planning environment to recovering environment.	Partially							Governance programme to be shared and implemented.	Work is ongoing to support recovery from Covid, necessarily focused on support for voluntary groups and implementing the various grants and support arrangements available.	Risk reviewed 10/03/21 Risk reviewed and comments updated	
		Requirement to review service delivery	4	4	16	Working through a new corporate programme underpinned by policy research.	Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↔	CEDR and ELT working towards new corporate programme liaising with Insight and policy support.	Work is underway in partnership with Oxfordshire County Council to explore the role economic development will take in supporting the recovery and proposals are under development.	
		Budget implications				In year Budget will be considered by Executive in August to ensure the Council remains in a financially sustainable position in year.	Partially							In year budget on track.	The COMF (contain outbreak management fund) allocation to Cherwell has confirmed and plans are under development to ensure effective allocation of this grant to reduce the incidence of COVID in Cherwell and support the community.		
L22	Elections May 2021 – delivery of safe and legally sound elections on 6 May 2021	Non delivery of a legal and transparent election process resulting in legal challenge, undemocratic process and or complaints. Loss of confidence from participants if polling stations and count venue aren't deemed Covid safe, leading to a risk of low voter turnout, problems recruiting staff and compromised engagement from candidates/agents.				Corporate wide approach taken to delivering the election with specialists from service areas supporting different aspects.	Fully	Returning officer						Plan and risk register in place and regularly reviewed Weekly project board meetings chaired by the Returning Officer. All polling stations inspected for Covid compliance Test session being run between participation authorities to ensure connectivity (between authorities and venues ahead of verification/count) Publicity drives undertaken internally and externally to achieve additional staffing	The Elections Project Board meet weekly to go through issues and agree actions. Key risks are around Covid compliance of polling stations and reluctance of some schools to allowing elections on site. All polling stations are being visited and checked for Covid compliance against Gov guidelines, with appropriate mitigations being put in place. Further risk of insufficient staff to run polling stations and count due to concerns over Covid. Various comms channels being used to appoint sufficient Polling Station staff, including working through the LEP. Discussions taking place about the possibility of putting count staff in bubbles so as to limit impact of any Covid related illness	Risk reviewed 15/04/2021 - Mitigating actions and Comments updated	
		New councillors not elected	5	4	20	Specific risk register for the election in place and regularly reviewed	Fully		Yvonne Rees	Steve Jorden	3	4	12	↔	Election project plan and detailed risk register in place.	First and second briefings held for District Election Agents and PARO briefing and training sessions also diarised, to take place before the end of April.	
		Legal challenge					Fully							Staff working on the election at all levels receive relevant and appropriate training			

L04 - Local Plan Risk

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

Partial Review

The Partial Review of the Cherwell Local Plan was adopted by Council on 7 September 2020. It is now part of the statutory development plan. A legal challenge to the Plan is to be heard by the courts in June 2021.

Oxfordshire Plan 2050

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

Public consultation on an Issues Paper ended on 25 March 2019. A public 'call for location ideas' ended on 12 April 2019. The central Plan team is evidence gathering and preparing 'spatial options' for Plan development. On 24 November 2020, the Oxfordshire Growth Board agreed a further revision to the timetable for completion of the Plan. This allows for public consultation on a formal Options Paper in Summer 2021, consultation on a proposed Plan in Spring 2022, submission for Examination in September 2022 and adoption in 2023. The Plan covers five Local Planning Authority areas, is not under the immediate control of Cherwell officers and can be affected by wider regional influences. There is therefore continuing risk of some delay.

Local Plan Review

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

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

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

Banbury Canalside Supplementary Planning Document

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

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

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

Community Infrastructure Levy (CIL)

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

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

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

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
LO6	Partnering - Financial failure of a public sector partner organisation Failure to build the necessary partnership relationships to deliver our strategic plan. Failure to ensure the necessary governance of third party relationships (council businesses, partners, suppliers)	Potential reduction in service areas funded by the County Council resulting in an unplanned increase in demand on district functions leading to service difficulties.	4	4	16	Robust governance/contract management framework in place for key third party relationships	Fully effective Partially effective Not effective	Councillor Barry Wood	Graeme Kane	Nicola Riley	4	3	12	↔	Review existing arrangements/ contracts to ensure appropriate governance		29/04/19 - Risk reviewed, CEDR agreed to remove this risk. Elements will be captured as part of L1 & L12.
		Poor service delivery				Training and development of senior officers/members to fulfil their responsibilities with partner organisations	Partially								Standard agenda item at senior officer meetings		
		Inability to deliver council's plans and outcomes for communities				Leader and CEO engaging at National and county level to mitigate impacts of potential service reductions for residents	Partially								Continue Institute of Directors training for Officers and Members		
		Legal challenge				Regular review and sharing of partnership activity/engagement at senior officer meetings	Partially										
		Financial loss															
		Inability to partner in the future															
	Reduced opportunity for inward investment in the future													Ongoing meetings with wider health partners to ensure evidence based approach to investment in Wellbeing Directorate Services			
L13 -	CLOSED RISK 18/11/19 - Separation and Joint-Working - Separation of joint services with SNC - and development of joint working partnership with OCC - impacts on the provision of services to residents and communities -	Inability to deliver Council priorities and plans, impacting on quality of services delivered to residents and communities.	5	4	20	Agreed programme of separation in place between CDC and SNC	Fully	Councillor Barry Wood	Yvonne Rees	Claire Taylor	4	3	12	↔	Standing item at senior officer meetings - regular review of risk and control measures.	All services have now either been separated or moved into service delivery arrangements with SNC.	Risk reviewed 01/11/19 - Removed
		Reduced resilience and business continuity				Programme Board and Project Team established to deliver separation.	Fully								Legal advice sought with regards to the employment implications of re-organisation and separation proposals.		
		Reduced staff morale, increased workload and uncertainty may lead to loss of good people				S113 agreement in place with Oxfordshire County Council	Fully								Separation tracker and risk register to be circulated at all senior management meetings.		
		Opportunities for joint working with OCC take longer to develop than planned delaying potential service improvements for residents and communities.				Partnership Working Group established with OCC to oversee the development of joint working proposals.	Fully								Collaboration Agreement to underpin joint working with SNC following the end of the s113 in place.		
		Northamptonshire re-organisation impacts on services being delivered to SNC from CDC, impacting on the quality of services delivered to residents and communities.				On-going service delivery arrangements to SNC set out clearly and underpinned by the Collaboration Agreement with protocols in place for dealing with any emerging issues.	Partially										
						Regular review and sharing of partnership activity / engagement at senior officer meetings	Partially										
L03 -	CLOSED RISK Operational Capacity Ability to deliver Council's plans and services impacted by increased workload and reduced capacity/resilience for the end of joint working arrangements with Northamptonshire Council	Financial impact due to use of agency staff, possible impact on customers and frontline service delivery if capacity risks are not managed.	4	4	16	Weekly HR Vacancy Control process in place to ensure appropriate resourcing decisions are made.	Partially	Councillor Barry Wood	Yvonne Rees	Claire Taylor	3	3	9	↔	Weekly CEDR and monthly ELT meetings with clear escalation pathways for issues to be resolved.	Proposals for two Joint Corporate Directors between CDC and OCC approved.	Risk reviewed 20/11/19 - Removed
		Inability to deliver council's plans				Arrangements in place to source appropriate interim resource if needed	Fully								Learning and development opportunities identified and promoted by the Chief Executive.		
		Inability to realise commercial opportunities or efficiencies				Ongoing programme of internal communication	Fully								Regular communications from Chief Executive. Quarterly staff briefings from Assistant Directors.		
		Reduced resilience and business continuity				Programme Boards in place to oversee key corporate projects and ensure resources are allocated as required.	Fully								External support secured for key corporate projects including CDC/OCC joint working, Growth Deal and IT Transformation Programme.		
		Reduced staff morale, increased workload and uncertainty may lead to loss of good people				CDC Extended Leadership Team (ELT) Meetings established to oversee and provide assurance on key organisational matters including resourcing.	Partially										
						Partnership Working Group established with OCC to oversee joint working opportunities.	Partially										

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£000's

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40062	Andrew Bowe/Tony Brummell	East West Railways	1,731	18	0	18	1,713	(0)	-	Cherwell's involvement is now principally regulatory in the form of considering, inter alia, planning land drainage and environmental applications with a view to issuing consents for both temporary works (covering the construction phase only) and the permanent works. The times spent on the project are largely reactive to its progress and requirements.
40107	Jane Norman	The Hill Community Centre	229	0	0	0	0	(229)	(229)	Project now complete.
40206	Dean Fischer	Garden Town Capital Funding	9,809	9,809	0	9,809	0	0	-	This is for feasibility and design work for three major infrastructure schemes in Bicester (Ploughley Lane, Banbury Road and Pioneer roundabout). The schemes are active and progressing. Spend will be mainly on feasibility, tech support and appointment of contractors to bring the schemes forward. OCC and Graven Hill Dev't Co. (delivering the infrastructure on behalf of Garden Town) are incurring costs on initial feasibility work - the finance agreements are being finalised now and signed before year end and at that point both OCC and Graven Hill will begin invoicing CDC. The schemes will roll on for a further 2-3 years, so reprofiling of budget will be necessary.
40100	Jane Norman	Orchard Lodge (Phase 1)	0	0	0	0	0	-	-	Coach House Mews: There is a final main contract payment of retention (£34k) It is anticipated that this will be paid before 31st March 21 (accrued)
40103	Jane Norman	Old Place Yard (Phase 1)	0	0	0	0	-	-		
40106	Jane Norman	Coach House Mews (Phase 1)	0	3	0	3	0	3	2	
40108	Jane Norman	Banbury Ambulance Station (Phase 1)	0	27	0	27	0	27	31	Fairway Methodist Church (Hope Close) - This payment was to Oxford & District Building

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£000's

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40109	Jane Norman	Fairway Methodist Church (Phase 1) Hope House	0	73	0	73	0	73	53	payment was to Oxford & District Building Services (ODBS), a contractor working on The Fairway, Hope Close development. Their scope of work was related to the construction of 11 new dwellings together with associated external works; typically including house foundations, provision of water, electricity and drainage to homes as well as estate road and car park for adjacent church (car park owned by CDC and leased to the church). ODBS completed their works late 2019 (the dwellings were not marketed for sale until Sept 2019) which was followed by an extremely contentious period of about 6 months of claims
40114	Jane Norman	Cher Com Led Prog Banbury Supported Hsg	0	0	0	0		-	-	
40125	Jane Norman	Newton Close (Phase 1)	0	0	0	0	0	-	-	
40124	Jane Norman	Spring Gardens (Phase 1)	0	0	0	0	0	-	7	
40121	Jane Norman	Bicester Library (phase 1b)	970	84	0	84	885	(0)	0	Bicester Library: Intent was for demolition / site works to commence January 2021 with construction completing late 2021- previous expenditure considered this intent. Recently received feedback from Planning means we think that we have 3-4 months negotiation with Oxfordshire County Council Archaeology before we will get a Planning Permission, so we will not be able to carry out demolition until April 2021 at the earliest, with the main contract following on in June / July 2021, again, at earliest. Forecast Outturn is limited to Acrual + Commitments with the majority of the budget reprofiled due to <u>Planning delay</u>
40111	Jane Norman	Admiral Holland Redevelopment Project (phase 1b)	669	838	0	838	61	230	257	With construction formally completed end of September 2020 there is the need to budget for retention which CDC will have to pay in September 2022 – the retention is £60.5k.
40118	Jane Norman	Creampot Crescent Cropredy (phase 1b)	0	0	0	0	6	6	6	Creampot Crescent - Although the home is complete, sold under shared ownership basis CDC are still holding retention money. The amount is £5,750 which will not be due for payment until October 2021

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£000's

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40214	Jane Norman	Creampot Crescent Cropredy Repurch	350	0	0	0	350	-	-	This budget will only be required if CDC buy back the property if the current owner can no longer afford the property. Need to reprofile to 21/22
40172	Jane Norman	Bretch Hill Reservoir (Thames Water Site) (Phase 2)	6,958	0	0	0	0	(6,958)	(6,940)	we are still working on the land assembly for Breth Hill and the pre-application was submitted to planning in October 2020. The Trades and Labour Club, Nizewell Head, Park Road and Wykham Lane are unlikely to be developed so will need to be removed from the capital budget. The Trades and Labour Club was under discussion as they wanted to replace their current club house with a new, smaller facility which would have then released land for housing. They have decided not to go ahead due to club members opposition. Park Road is a small site that has a covenant attached for recreational use and is currently leased to the adjacent owner for garden
40173	Jane Norman	Trades & Labour Club (Phase 2)	1,542	0	0	0	0	(1,542)	(1,542)	
40174	Jane Norman	Angus Close (Phase 2)	344	0	0	0	0	(344)	(332)	
40175	Jane Norman	Nizewell Head (Phase 2)	198	0	0	0	0	(198)	(198)	
40176	Jane Norman	Leys Close (Phase 2)	261	0	0	0	0	(261)	(249)	
40177	Jane Norman	Bullmarsh Close (Phase 2)	592	678	0	678	0	86	158	
40178	Jane Norman	Buchanan Road/Woodpiece Road (Phase 2)	163	0	0	0	0	(163)	(151)	
40179	Jane Norman	Park Road (Phase 2)	196	0	0	0	0	(196)	(196)	
40180	Jane Norman	Wykham Lane (Phase 2)	189	0	0	0	0	(189)	(189)	
40155	Jane Norman	Build Programme (Phase 2)	124	0	0	0	0	(124)	(124)	
40213	Jane Norman	Build Team Essential Repairs & Improve C	160	0	0	0	160	-	-	Loss adjustor negotiation still progressing - we are hopeful that Town Centre roof repairs will be covered by warranty. £160k to be reprofiled in case warranty claim unsuccessful.
Growth & Economy Total			24,486	11,530	0	11,530	3,175	(9,781)	(9,636)	
40015	Ed Potter	Car Park Refurbishments	145	66	0	66	79	0	-	This project is concentrating on installing pay on exit barriers at the car park at Compton Road/Cherwell Drive. Due to covid the committed works have been delayed and there will be a requirement to slip £79k in to 21/22 to complete works. Variance of (£38k) to P11 reporting is a result of main contractor with who commitment was made was unable to complete works before end of March 2021 and key staff leaving who were leading the project.
40021	Ed Potter	Energy Efficiency Projects	4	0	0	0	0	(4)	(1)	This budget is not required. Project can be closed.

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£000's

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40025	Ed Potter	Public Conveniences	0	0	0	0	0	-	-	This project was completed in 19/20.
40026	Ed Potter	Off Road Parking	18	0	0	0	18	-	-	This project is in conjunction with Car Park Refurbishments project CC 40015 and the full £18k will be required to slip in to 21/22.
40028	Ed Potter	Vehicle Replacement Programme	1,175	753	0	753	422	(0)	-	Slippage required of £422k in to 21/22 as further investigation wanted on larger electric vehicles before committing to diesel equivalent as a result this slippage is required to fund said vehicles when needed. Variance of (£107k) to P11 reporting is a result of the delayed delivery of a Hi-ab vehicle for street scene team by supplier until April 2021.
40031	Ed Potter	Urban City Electricity Installations	15	0	0	0	15	-	-	This project is for the refurbishment of electric sockets in Bicester town centre. Quotes obtained but issues with electrical contractor delayed committing spend until April 2021 are the reason for the variance in to P11. The Full £15k is required to slip in to 21/22 to cover this work.
40156	Ed Potter	Container Bin Replacement	5	7	0	7	0	2	-	This project is complete.
40186	Ed Potter	Commercial Waste Containers	26	26	0	26	0	0	-	This project is complete.
40187	Ed Potter	On Street Recycling Bins	34	12	0	12	22	0	-	Due to severe delays with worldwide production of plastic and metal bins the decision was made to put the ordering of the bins for the urban centres on hold until 21/22 and is the reason for the (£10k) variance to
40188	Ed Potter	Thorpe Lane Depot Capacity Enhancement	175	1	0	1	174	(0)	-	£174k is required to be slipped in to 21/22 for preparation of separate food and garden waste implementation. Additional food waste vehicles means the use of the site is being
40216	Ed Potter	Street Scene Fencing Street Furniture &	12	0	0	0	12	-	-	This project is for repairing/replacing metal steps at Kirtlington Quarry. Issues with the expiring lease, landowner and covid has resulted in delays. Full £12k to be slipped in to 21/22.

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£000's

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40217	Ed Potter	Car Parking Action Plan Delivery	125	0	0	0	125	-	-	Member sign off on action plan was not signed off until 2nd November, delays due to covid
40218	Ed Potter	Depot Fuel System Renewal	50	0	0	0	50	-	-	Awaiting specification and liasing with procurement requirement, installation unlikely before April 2021. Full £50k to be slipped in to 21/22.
40222	Ed Potter	Barnhill - Bicester Country Park	80	0	0	0	80	-	-	Full slippage of £80k required in to 2020/21 due to delays for covid and community planting unable to take place until later in 2021. (Description should be Burnehyll)
Environment and Waste Total			1,864	865	0	865	997	(2)	(1)	
Environment and Place total			26,350	12,395	0	12,395	4,172	(9,783)	(9,637)	
40067	Stuart Parkhurst	Bradley Arcade Roof Repairs	8	0	0	0	0	(8)	(6)	Works now complete and project closed
40081	Robert Fuzesi	Bicester Town Centre Redevelopment	0	0	0	0	0	-	-	Works have been charged to revenue.- project closed
40092	Chris Hipkiss	Spiceball Riverbank Reinstatement	50	0	0	0	50	-	-	The budget was prepared some time ago and got delayed due to the commencement of CQ2. The works are now part of the CQ2 and also includes the bridge too. It will then likely
40139	Stuart Parkhurst	Banbury Health Centre - Refurbishment of Ventilation, Heating & Cooling Systems	253	0	0	0	100	(153)	(153)	In design stage, works progressing. Project was delayed due to issues with lease agreement with tenant. The £100k reprofile is for works on the roof. The remaining £153k has been offered up as a saving
40141	Chris Hipkiss	Castle Quay 2	55,513	38,104	0	38,104	17,409	-	-	Balance to be re-profiled for delayed project works due to COVID-19. Works programmed, but not engaged
40144	Chris Hipkiss	Castle Quay 1	5,041	1,738	0	1,738	3,303	-	-	Balance to be re-profiled for delayed project works due to COVID-19. Works programmed, but not engaged.
40159	Chris Hipkiss	Wildmere Industrial Estate	0	0	0	0	0	-	31	This relates to an investment purchase we backed out. We spent this money on DD work leading up to Mid March 2020. When Covid 19 hit, Senior staff together with Members decided to pull the purchase.
40162	Stuart Parkhurst	Housing & IT Asset System joint CDC/SNC	100	0	0	0	100	-	(100)	CDC contribution to new joint IT asset system

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£000's

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40163	Stuart Parkhurst	Orchard Way - external decorations	0	(5)	0	(5)	0	(5)	-	Project completed
40183	Stuart Parkhurst	The Mill	250	0	0	0	0	(250)	(250)	A refurbishment budget may no longer be required
40167	Stuart Parkhurst	Horsefair, Banbury	55	0	0	0	55	-	-	Works on paving outside Horsefair, Banbury Cross. Project delayed due to Covid. Currently scoping ready for tender.
40190	Stuart Parkhurst	Banbury Museum Upgrade of AHU	106	1	0	1	35	(70)	(70)	Works relate to Air Handling unit at Banbury museum. Work have been ordered. Materials ordered from Germany but due to BREXIT supply issues are being encountered. £70k is a saving against this particular scheme
40191	Stuart Parkhurst	Bodicote House Fire Compliance Works	141	0	0	0	141	-	-	Order raised for design however project is on hold due to viability of project.
40192	Stuart Parkhurst	The Fairway Garage Demolition	49	67	0	67	0	18	18	Demolition og garages and asbestos removal now complete - Project closed
40194	Stuart Parkhurst	Compliance Works with Energy Performance	39	13	0	13	0	(26)	(26)	Works on energy performance certification (EPC) for corporate properties now complete - project closed
40195	Stuart Parkhurst	Ferriston Roof Covering	93	3	0	3	0	(90)	(90)	Works on Ferriston roof have now been completed.
40196	Stuart Parkhurst	Pioneer Square Fire Panel	17	0	0	0	0	(17)	(20)	Project closed
40197	Stuart Parkhurst	Corporate Asbestos Surveys	210	0	0	0	160	(50)	(50)	Works are progressing, planned to be completed over 2 years with delays being caused by covid 19. £160k will need to be reprofiled into 21/22. Anticipated saving of £50k
40198	Stuart Parkhurst	Corporate Fire Risk Assessments	80	0	0	0	80	-	-	Full spend anticipated however £80k to be reprofiled into 21/22.
40199	Stuart Parkhurst	Corporate Water Hygiene Legionella Asses	35	0	0	0	0	(35)	(35)	Works have been charged to revenue therefore this is a saving of £35k - project closed

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£000's

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40200	Stuart Parkhurst	Corporate Reinstatement Cost Assessments	12	0	0	0	12	-	(15)	Full spend anticipated. £15k to be reprofiled 21/22
40201	Stuart Parkhurst	Works From Compliance Surveys	260	113	0	113	147	0	-	Works planned over 2 years with additional delays caused by covid 19. Full spend anticipated however £147k to be reprofiled into 21/22.
40202	Stuart Parkhurst	Thorpe Place 18_19	68	38	0	38	0	(30)	(30)	Works completed no further costs expected - project closed
40203	Robert Fuzesi	CDC Feasibility of utilisation of proper Space	100	0	0	0	100	-	-	project slipped until 21/22
40205	Stuart Parkhurst	Orchard Way Fire Safety Works	25	12	0	12	0	(13)	(13)	Project closed. £13k saving against this project
40207	Stuart Parkhurst	Bridge Street Toilets Demolition	45	42	0	42	0	(3)	(3)	Project closed. £3k saving
40219	Stuart Parkhurst	Community Centre - Works	195	65	0	65	130	0	-	2 year scheme - £195k in yr1 and £190k in yr 2.
Property Investment Total			62,745	40,191	0	40,191	21,822	(731)	(812)	
Comm Dev Assets total			62,745	40,191	0	40,191	21,822	(731)	(812)	
40142	Belinda Green	Academy Harmonisation	79	63	0	63	0	(16)	-	The capital pot was established to support the project to transfer the CDC Revs and Bens data from the legacy software system, Northgate, to the Academy system. Although the data migration took place in 2017 there are a number of modules (which came as part of the original system contract) that are still to be implemented including OD customer portal, automation of new claims for benefits and CT discounts/exemptions, templating. These are all in the work plan for 19/20. £57k reprofiled from 18/19
40204	Michael Furness	Finance Replacement System	980	645	0	645	335	0	0	
Finance Total			1,059	708	0	708	335	(16)	0	
40060	Karen Edwards	HR / Payroll System replacement	43	42	0	42	0	(1)	1	No more costs expected

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£000's

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40208	Karen Edwards	Project Manager for HR/Payroll system	50	25	0	25	25	(0)	-	Remaining 25K to be spent on further implementation of I Trent.
HR Total			93	67	0	67	25	(1)	1	
40054	Tim Spiers	Land & Property Harmonisation	146	195	0	195	27	76	52	27K for PM resource needed for April and May due to project delays as a result of Covid impact on Project Team
40056	Tim Spiers	5 Year Rolling HW / SW Replacement Prog	71	0	0	0	50	(21)	(25)	50K needed for Hardware replacement in 2022
40057	Tim Spiers	Business Systems Harmonisation Programme	52	12	0	12	0	(40)	(27)	offsetting 46K above
40059		Website Redevelopment	0	0	0	0	0	-	-	
40148	Tim Spiers	IT Strategy Review	0	0	0	0	0	-	-	
40170	Tim Spiers	Customer Excellence & Digital Transfer	59	29	0	29	30	0	-	Digital customer Phase 2

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40171	Tim Spiers	Unified Communications	0	0	0	0	0	-	-	Close cc
40209	Tim Spiers	Bodicote House Meeting Room Audio Visual	10	0	0	0	0	(10)	(10)	No longer required
40210	Tim Spiers	CDC & OCC Technology Alignment	100	96	0	96	4	0	-	
40211	Tim Spiers	Legacy Iworld System Migration	100	0	0	0	50	(50)	(100)	Repurpose for new project on members IT
40212	Tim Spiers	Procurement of Joint Performance system	65	32	0	32	20	(13)	-	20K needed for PM resource
42010	Tim Spiers	WIFI Replacement	0	0	0	0	0	-	-	close cc - WIFI now to be coded to 21773
ICT and Digital Total			603	363	0	363	181	(59)	(110)	
Customers, Org Dev & Resources total			1,755	1,138	0	1,138	541	(76)	(109)	
40083	Tim Mills	Disabled Facilities Grants	2,112	1,081	0	1,081	656	(375)	(375)	Total budget comprises: £375k base budget, £497k reprofiled budget from 19/20 and £1,093k BFC contribution from County. As previously acknowledged, the inclusion of the base budget was an error. The effective budget is therefore £1,590k. Covid continues to significantly limit activity and although progress was being made in the summer, after the first lockdown, service is once again heavily constrained. We shall be unable to recover the lost ground and there will be a significant underspend to reprofile into 2021-22.
40158	Tim Mills	Abritas Upgrade	12	8	0	8	0	(4)	(4)	Of the £12k budget, £8k has been spent to date. There are no plans in place currently to spend the remaining £4k by March 2021.

CHERWELL CAPITAL EXPENDITURE 2020-21

£000's

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40160	Tim Mills	Housing Services - capital	1,458	1,458	0	1,458	0	-	-	OAHP funding at Camp Rd, Heyford and Oak Farm Drive, Milcombe. The Affordable Houses will not be owned by Cherwell District Council but owned, let and managed by Heyford Regeneration and Paradigm Housing respectively.
40084	Tim Mills	Discretionary Grants Domestic Properties	200	137	0	137	63	0	-	The 5 year capital scheme for Discretionary grants is £150k pa and runs until 2023-24. Total budget comprises: £150k base budget, £50k reprofiled budget from 19/20. full year spend is £137k. The third lockdown has delayed progress with a number of reactive landlords' grants which will not now progress until next year. (We recommend that any underspend is reprofiled into 2021-22.)
Housing Services Total			3,782	2,684	0	2,684	719	(379)	(379)	
Housing Total			3,782	2,684	0	2,684	719	(379)	(379)	
40005	Tom Darlington	Whitelands Farm Sports ground	0	0	0	0	0	-	-	Funded from S106 held for scheme completion.
40006	Nicola Riley	Community Centre Refurbishments	11	0	0	0	9	(2)	(2)	Remaining funds from The Hill capital project. Required for professional fees and external lighting project.
40007	Liam Didcock	Solar Photovoltaics at Sports Centres	43	0	0	0	0	(43)	(43)	Project completed resulting in £43k underspend
40009	Tom Gubbins	Physical Activity and Inequalities Insight	20	0	0	0	12	(8)	-	£8k spent on Story Map insight work. Remaining £12k funds identified as evaluation funding for Active Reach project which has paused due to Covid National restrictions and will need to be rolled into 21/22

CHERWELL CAPITAL EXPENDITURE 2020-21

£000's

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40010	Liam Didcock	North Oxfordshire Academy Astro turf	183	0	0	0	183	-	-	Currently in discussions with United Learning Trust regarding outstanding planning application and their contribution. Spend delayed until 21/22. Report due to outline the options to CEDR/Members on the approach to any failure to adhere to the aforementioned planning application
40019	Liam Didcock	Bicester Leisure Centre Extension	122	38	0	38	84	(0)	-	FMG Consulting fee of £38k for leisure centre feasibility works. Remaining spend likely to take place in 21/22. Feasibility studies have been taken to Place Programme Board prior to Member workshops. Remaining funds needed for professional fees to progress recommendations of the studies. Further Capital bids will be required for work in 22/23 to forward fund the works alongside S106 funds already held.
40020	Liam Didcock	Spiceball Leis Centre Bridge Resurfacing	30	0	0	0	30	-	-	Spend will not take place until 21/22 when Castle Quay Waterside is completed and bridge reinstated. Potential for this budget to be utilised to resurface remainder of bridge/redecoration and inspection works
40035	Rebecca Dyson	Corporate Booking System	60	0	0	0	45	(15)	(15)	Delay due to corporate pressure on IT service. Not expected to require all Capital however seeking to Capitalise the 'contract' with the 3rd party platform currently delivering the online service. Remaining capital to support the development of on-line holiday activity booking process.

CHERWELL CAPITAL EXPENDITURE 2020-21

£000's

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE-PROFILED BEYOND 2020/21	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
40131	Tom Darlington	S106 Capital Costs	156	156	0	156		0	-	Adderbury PC Milton Rd Project - Expecting to pay the remaining amount of the existing PO for the completion of drainage works (£28,465); Bloxham PC Jubilee Hall Project - Expecting to pay the remaining amount of the existing PO for the completion of the project. Awaiting news of possible request for further s106 funds to address the rectification of the roof (£44,126.33); Cooper School Project - Contribution towards the refurbishment of the changing rooms (£12,050). Bloxham Ex-Servicemen's Hall Project - Expecting to pay the outstanding amount of the existing PO (£20,530.87). NOA Athletics Track Improvements - Awaiting invoices (£5,340); Bicester Festival - Website build (£1,232).
40152	Kevin Larnar	Community Capital Grants	128	88	0	88	15	(25)	(2)	Funds claimed to date £88k. Project has been delayed due to COVID. The scheme is now closed and any underspends from the CICG funded projects will go back into the CDC capital pot. No further grant applications will be invited or considered.
40215	Liam Didcock	North Oxford Academy Upgrade existing Fa	60	40	0	40	0	(20)	(26)	Forward funded by S106 as TrackMark was required before this financial year. Spend is likely to be circa £30 - £35k - awaiting transference of funds which is being dealt with by Capital Accountants
40221	Liam Didcock	Cooper School Re-Development/Refurb work	40	43	0	43	0	3	3	Works fully completed
Leisure and Sport Total			853	365	0	365	378	(110)	(85)	
40181	Stuart Parkhurst	Sunshine Centre (new extension to the front of the site)	20	0	0	0	12	(8)	(8)	Scheme was approved 02/07/18 for £372k (made up of £252k S106 and £120k CDC funding) However when the potential o/spend was discussed with Nicola it was discovered that S106 funds were actually £360k plus an additional £72k giving a total of S106 £432k. Plus £8k CDC funding gives a total budget of £440k.

CHERWELL CAPITAL EXPENDITURE 2020-21

£000's

CODE	PROJECT MANAGER / SERVICE OWNER	DESCRIPTION	BUDGET TOTAL	YTD ACTUAL	YTD COMMITMENTS	Outturn	RE- PROFILED BEYOND 2020/21	Current Month Variances £000	Prior Month Variances £000	OUTTURN NARRATIVE
	Wellbeing Total		20	0	0	0	12	(8)	(8)	
	Public Health Wellbeing Total		873	365	0	365	390	(118)	(93)	
	Capital Total		95,505	56,773	0	56,773	27,645	(11,087)	(11,030)	

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Annual Report 2020-2021



Foreword by Cllr Wood and Yvonne Rees

Welcome to Cherwell District Council's annual report, providing an overview of our performance and our key achievements, from April 2020 to March 2021.

In challenging times such as these, it is more important than ever that you have confidence in your public services. This annual report is a window into how we have been putting your council tax – and other public funds – to work, for the good of the district.

As your council, it is our job to provide services such as waste collection, street cleansing, leisure centres and community services. It is also our role to safeguard and direct the future growth of our communities.

The pandemic has put a variety of pressures on councils all over the UK, including financial pressures, and, in that respect, we are no different. This February, councillors agreed a prudent budget that, for the first time in many years, included significant savings.

Despite the need to refocus and reprioritise in some areas, the big picture remains the same: we are committed to making Cherwell a cleaner and greener place to live and work, and a healthier and more prosperous one too.

We are really proud of the landmark achievements we have made during such a challenging 12 months. We have increased our performance in areas such as waste and recycling collection, with our frontline staff carrying the load of an annual increase, which exceeded the previous average annual increase by a factor of ten.

During the pandemic, we have taken on wholly new areas of activity, like distributing millions of pounds of grants to local businesses, supporting our local contact tracing service to reach people who the national system had not managed to contact, establishing a COVID secure team to advise businesses on compliance with new restrictions, informing the public about vital public health messages and increasing our support for the homeless.



Councillor Barry Wood
Leader of Cherwell District Council



Yvonne Rees
Chief Executive
Cherwell District Council

Responding to the pandemic

COVID-19 has had a profound impact on residents and businesses across Cherwell. Many in our community have experienced personal loss, while the health, wellbeing and financial security of many more has been affected by the national restrictions put in place.

We also:

helped **2,431 households** with council tax relief.



455 shielded residents

supported up to 31 March 2021, including supply of emergency food parcels, priority shopping slots, medication collection and referrals to NHS volunteer responders COVID vaccination enquiries.



Throughout the year, we have been working hard to keep services operating despite the restrictions in place, including in areas essential to health and wellbeing such as environmental health, refuse and recycling, and housing. At the same time, council staff have been deployed in COVID-19 critical roles including the COVID secure team, which works to keep businesses operating with the best public health measures in place, and the community hub, where a dedicated team ensures that those self-isolating or advised to shield have access to the practical and welfare support they need. Business support arrangements have kept grant funds flowing and protected the economy where possible, while our Stop the Spread communications campaign has imparted public health guidance to residents and businesses alongside information about COVID cases in the district.

The council has established a community testing centre in Banbury, where anyone can access free rapid symptom-free testing. We have also been working alongside the NHS to contact those who have not responded to invitations to vaccines to offer advice and support, ensuring better outcomes for individuals and reducing the impact of the virus on us all.

Close to the community and with a wide range of local services, the council has been uniquely placed to support the pandemic response. In partnership with trusted organisations like Citizens Advice North Oxfordshire, the Banbury Mosque and town and parish councils, we have worked tirelessly to ensure that, even in the most difficult of circumstances, the most vulnerable have had access to advice, support and practical help.

The vaccination rollout across Oxfordshire began on 8 December at Oxfordshire's hospital hub – the Churchill Hospital in Oxford. By 31 March 2021, there were more than 10 local vaccination centres distributed across Cherwell. Cherwell District Council further supported the vaccination programme by working with the local NHS to run an outreach programme to maximise vaccination take-up.

built a new **local testing centre** at Woodgreen Leisure Centre in Banbury and hosted several temporary testing sites at Bodicote House.



donated over **55 bikes** for key workers.



Thank you
Page 251

Our strategic priorities

The 2020/21 business plan set out four strategic priorities supported by a number of programmes, projects and actions set out within the council's performance management framework.

Housing that meets your needs



We are committed to delivering affordable housing, raising the standard of rented housing and finding new and innovative ways to prevent homelessness. Also, we are committed to promoting innovative housing schemes, delivering the local plan and supporting the most vulnerable people in the district.



Leading on environmental sustainability



We are committed to delivering on sustainability and in the commitment to be carbon neutral by 2030, promoting the green economy and increasing recycling across the district. This priority includes the protection of our natural environment and our built heritage, and working in partnerships to improve air quality in the district and the reduction of environmental crime.



Healthy, resilient and engaged communities

We are committed to enabling all residents to lead an active life, improving and developing the quality of local sports and leisure facilities and promoting health and wellbeing in our communities. We also support community and cultural development, working with our partners to address the causes of health inequalities and deprivation and to reduce crime and anti-social behaviour.



An enterprising economy with strong and vibrant local centres



We are committed to supporting business retention and growth working with businesses to ensure compliance and achieve best practice. This includes developing skills and generating enterprise, and securing infrastructure to support growth across Cherwell through investment in our town centres, and the promotion of the district as a visitor destination.



Equalities:

Our equalities, diversity and inclusion framework, **Including Everyone**, was launched in October 2020.



This is our joint framework with Oxfordshire County Council, that outlines our joint approach to equalities, diversity and inclusion and sets out our vision to be leaders in our field providing inclusive services, workplaces and communities, equitable access to services and equality of opportunity.

A reverse mentoring scheme began in February 2020, which pairs staff from different teams and at different levels of experience so they can exchange skills, expertise and knowledge and learn from one another.

Under this framework we have delivered activities such as:

- Our Equalities, Diversity and Inclusion communications calendar has helped raise awareness around days and weeks that celebrate equality, diversity and inclusion, such as Lunar New Year, Ramadan, Yom Kippur, Mental Health Awareness Week and Stephen Lawrence Day.
- Three staff networks are now open to council employees to join (Black, Asian and Minority Ethnic Staff Network; Disability and Wellness Network; Lesbian, Gay, Bi, Trans, Intersex and Queer Staff Network).



Climate action framework:

CO₂

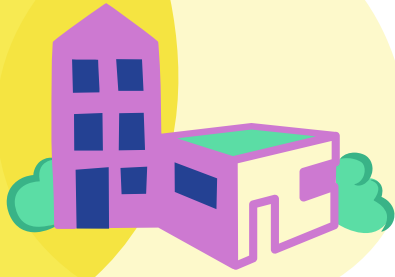
CO₂

The Climate Action Framework was approved in October 2020, and it describes how we will transform the way we work in order to “systematically drive lower-carbon outcomes”.

Cherwell District Council's own emissions account for less than half a per cent of the total emissions of the district. Recognising this, the council will not only drive its own carbon footprint down, it is also committing to use its local influence to help reduce emissions across the district as a whole.



Our priorities: Housing that meets your needs



We **delivered 295 affordable homes**, and 1,172 housing completions during 2020-21, exceeding the 1,140 required in the local plan.



We have worked with landlords throughout the pandemic to **help keep renters in their homes** offering temporary rent reductions, mediation and possible financial support, using the mediation scheme funded by the government. 1,159 new homes were built under this scheme.

We drafted a new strategic plan to **end homelessness and rough sleeping**.



Our spatial services team received a **gold standard award** for consistently reaching and maintaining the highest standard on data excellence, awarded by GeoPlace. The annual measure awards are given to local authorities for the quality of their local land and property gazetteers.



We received a **£47,000 grant to support our new disabled adaptation policy**, which enables us to find new solutions to meet specific housing needs.

We **processed and managed 1,545 planning applications** (just under 96 per cent within deadline), an 8 per cent increase from last year, none of which were overturned by the Planning Inspectorate.



We **helped 18 refugee families** settle in Cherwell as part of the Vulnerable Persons Resettlement Scheme.

Our housing team **helped 78 individuals** into temporary accommodation.



The UK's largest custom and self-build development, Graven Hill, has been named **the best residential development of the year** in the Oxfordshire property awards.

Build![®] A Cherwell District Council Initiative

Our innovative Build! project, which looks at alternative ways to deliver affordable homes for local people, received a **highly commended in the 'best supported housing landlord' category** at the 2020 UK Housing Awards.

We **supported the vulnerable** with accommodation, access to schools, work and language lessons.



Our priorities: Leading on environmental sustainability



The business waste team, who serve 550 customers including 65 schools and charities, scooped a national award for **Collection Crew of the Year** at the Awards for Excellence in Recycling and Waste Management in November 2020.



Our waste crews **emptied 5.4 million bins and collected 7,067 additional tonnes of waste** (an increase of just over 4,000 tonnes in the last 10 years). This resulted in 677 additional journeys and was equivalent to 103kg more waste, per household, than last year or another 10 bins for every household (over the last 12 months).



Ten buildings have been refitted with air source heat pumps and other **cleaner, greener improvements** using funding from The Department for Business, Energy & Industrial Strategy. This has helped us **slash our environmental impact by 25 per cent.**



Together with partners, we converted 12 parking bays at Bicester's Cattle Market into **electric vehicle charging hubs** as part of a £5.2 million park and charge programme.



We delivered the **Kidlington wayfinding project** and continue to fund **Wild Oxfordshire** to facilitate the Conservation Target Area project, all part of Cherwell's Community Nature Plan.



We continued to support the **investigation of environmental crimes** reported in the district, as well as advising businesses on how to dispose of their waste legally.



Our priorities: An enterprising economy with strong and vibrant local centres



We provided **ongoing support to local businesses**, advising on COVID-19 and the EU transition, working in partnership with local authorities and organisations. We arranged a number of virtual events to enable residents to voice their opinions on town plans and high street safety.

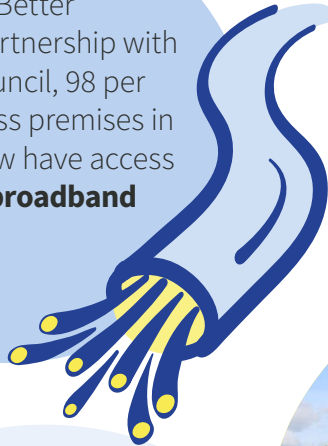


£41.3 million of business grants were paid out to support businesses and charities across the district.

A £35,000 'Reopening High Streets Safely' **government grant has helped shops to reopen** following the lifting of COVID-19 restrictions, benefiting high streets in Banbury, Bicester, Kidlington and Deddington.



As part of our Better Broadband partnership with the county council, 98 per cent of business premises in the district now have access to **superfast broadband services**.



We teamed up with Banbury Business Improvement District and Chiltern Railways to offer Banbury shoppers a lower tariff at the railway station car park during Christmas 2020 to **help support the local economy**.



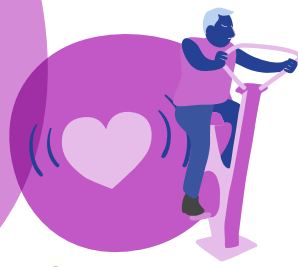
We supported the opening of a food and drink market, Lock29 in Castle Quay in August 2020, the **UK's first centre to celebrate food and drink provenance**.

LOCK29



We successfully secured the **Premier Inn**, the **Light Cinema** and a range of attractions to increase footfall around the Canalside, a key part of the regeneration of Castle Quay in Banbury.

Our priorities:
**Healthy, resilient
 and engaged
 communities**



Keeping the district active



42 schools and **1,824 players** took part in this family-friendly game app that rewards primary school pupils, communities and schools for physical activity.

Street Tag



Over **3,000 children** attended our socially distanced, physical youth activator sessions, adapted and designed to help improve children's physical and mental wellbeing.



Over **1,900 families** and **6,500 individuals** signed up to our families active sporting together (FAST) programme to help families in Banbury, Bicester and Kidlington get active.



Two **new 5k circular health routes** were launched this year in Bicester. Funded by Public Health England, over 1,000 people walked the route. Similar routes are planned for Kidlington and Banbury.

Resilient and engaged communities



To support people who were self-isolating, we processed 855 applications for support payments and **made 436 payments, totalling £218,000.**



Led by the healthy place shaping team and supported by local partners, this initiative worked with over 40 groups to **improve community health and wellbeing.**



The Department for Environment, Food & Rural Affairs (DEFRA), through Oxfordshire County Council, funded £71,326 to support local projects – Cherwell Larder, The Sunshine Centre, Banbury Mosque, Community First Oxfordshire – to help **tackle the economic impact of COVID-19** on our residents.



Resilient and engaged communities

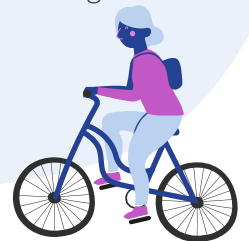
Our priorities:
Healthy, resilient and engaged communities



Throughout the pandemic, we **provided advice and support** to residents who were clinically extremely vulnerable (CEV) and shielding. We worked with partner organisations such as Community Connect, Age UK Oxfordshire, Samaritans, Oxfordshire Mind, Oxfordshire All In, and Citizens Advice for additional support.



An innovative collaboration between the council, Banbury Harriers Athletics Club, Banbury Star Cyclists' Club and Alchester Running Club saw **volunteers collecting shopping and prescriptions for those unable to leave their homes** due to shielding, as well as tending allotments.



We continued to **support businesses to re-open safely, raised awareness** about crime in partnership with the police and community wardens and **responded to reports** about unlicensed scrap metal dealers.



The annual festival to **showcase local talent and celebrate the arts** was hosted virtually in September 2020, with content streamed live. The festival attracted over 2,700 viewers, from as far away as Idaho in the US.

How we spend your money



Below you can see in detail how these funds have been used.

Where did our funding come from?

£0.116m came from government grant

£7.517m from council tax

£11.484m from business rates

£5.837m from new homes bonus

This adds up to:

£24.954m - our funding for 2020-2021

Where did we spend our funding?

Here is where we spent our 2020-2021 funding and what services each directorate covers.

£5.908m - Environment and Place

Environmental Services, Growth and Economy and Planning and Development

£6.089m - Customers, Organisational Development and Resources

Customers, Cultural Services, IT, Communications, Strategy, Insight and Human Resources

£1.396m - Housing Services

Housing

£3.693m - Public Health and Wellbeing

Healthy Place Shaping and Wellbeing

- £1.270m - Commercial Development, Assets and Investment

Legal, Procurement and Contracts, Property and Investments, Growth and Commercial Programmes and Regulatory Services

£9.051m - Executive Matters

Includes Pensions, interest costs and bad debts



Performance in numbers: summary

Get in touch

If you have any feedback, please contact us by **emailing us at** customer.service@cherwell-dc.gov.uk

or call **customer services:**

01295 227001



Or, write to us:

Cherwell District Council
Customer Services
Bodicote House
Bodicote
Banbury
Oxfordshire

From April 2020 to March 2021, our customer services team supported you

91,200 phone calls

59,024 emails processed

177 face-to-face meetings
(COVID safe)

82.09% customer satisfaction

83.58% first contact resolution

We are here to help.

You can also find and email your ward councillor by visiting www.cherwell.gov.uk/findmycouncillor

Below summarises the progress we have made delivering against the activities, tasks and projects outlined in our business plan under each of the four strategic priorities.

We use a **red – amber – green system**, where green refers to a target wholly met, amber to a target narrowly missed and red to a target missed by 10 per cent or more. For more information visit www.cherwell.gov.uk/info/189/performance/343/business-plan/3

Off target

Number of measures:

3

% of measures:

7%

Slightly off target

Number of measures:

9

% of measures:

22%

On target/ Ahead of target

Number of measures:

28

% of measures:

68%

Percentages are calculated based on a total of 41 measures. One was not reported on due to COVID-19

In summary...

During an unprecedented year, we demonstrated strong overall performance across all four strategic priorities. Out of 41 measures, three didn't meet the target at the end of 2020/21, but considering the response achieved during a pandemic, the results were better than first predicted. One measure (high risk food businesses inspected) was not reported during the year following the Food Standard Agency's change in the national food law enforcement programme. There were nine measures slightly off target and the remaining 28 measures reached or surpassed the targets for 2020/21. It has been a tough year for everyone, but we have continued to make improvements to our services.

Listening and learning

Throughout the year, we provided and continue to provide opportunities to our residents to have their say. Whether it is through customer satisfaction surveys, consultations on budgets, new projects and services, talking to local business organisations or feedback through our website, we are keen to listen to what you like and what needs to be improved.

To participate in live consultations and sign up to notifications of future consultations visit www.cherwell.gov.uk/consultation or email consultation@cherwell-dc.gov.uk



Cherwell District Council

Executive

7 June 2021

Appointments to Outside Bodies and Member Champions 2021/2022

Report of Director of Law and Governance

This report is public

Purpose of report

To appoint representatives to Partnerships and Outside Bodies and Member Champions where these are executive functions, for the municipal year 2021/2022.

1.0 Recommendations

The meeting is recommended:

- 1.1 To make and cease appointments to partnerships, outside bodies and Member Champions for 2021/2022 as set out in Appendix 1 to this report (to follow).
- 1.2 To delegate authority to the Director of Law and Governance, in consultation with the Leader of the Council, to appoint Members to any outstanding vacancies and make changes to appointments as may be required for the 2021/2022 Municipal Year.
- 1.3 To request the Director of Law and Governance to undertake a review of the Member Champion terms of reference and areas appointed to.

2.0 Introduction

- 2.1 Appointments to outside bodies and partnerships and Member Champion appointments are made annually.
- 2.2 Paragraph 2.2 of section 2 of the Constitution, Committee Terms of Reference, states that appointing representatives to outside bodies is a Full Council function, “unless the appointment is an executive function” The appointments listed at Appendix 1 are Executive functions.
- 2.3 To enable appointments to be made in a timely manner, Executive is requested to consider and agree appointments for 2021/2022 and delegate authority to the Director of Law and Governance, in consultation with the Leader, to appoint to any vacancies and make changes as required during the municipal year.

3.0 Report Details

- 3.1 Appointments are required to be reviewed following local elections each year, following retirement of Councillors or Councillors not being re-elected and where there are changes to Executive portfolios.
- 3.2 Appendix 1 (to follow) gives details of the appointments made for the 2020/2021 Municipal Year. Following the 2021 elections, there are no vacancies as a result of retiring or non-retained members. The proposed appointments for 2021/2022 are set out on Appendix 1 (to follow) and are in accordance with nominations by the Leader.

Representatives on Outside Bodies and Partnerships

- 3.3 The business of local government includes considerable partnership working and work in the community. The Council's and a Councillors' representational role is enhanced and strengthened by participating in outside bodies.
- 3.4 Members are appointed annually to serve as representatives on outside bodies and partnerships.
- 3.5 Part 19 of the council's [Constitution](#), "An Advice Note for Councillors serving on Outside Organisations", was agreed by all Oxfordshire councils and adopted in August 2015. The note provides general advice for councillors about some issues which can and do arise when they are appointed to serve on partnerships and outside bodies. Support for Members appointed to outside bodies

Member Champions

- 3.6 The Terms of Reference for Member Champions include the following with regards to their role and appointment:
1. Member Champions will only be appointed in support of agreed Council policies and objectives and shall be elected members of Cherwell District Council.
 2. Member Champions may be created by Council, the Executive or the Leader of the Council. Member Champions will remain in their role until the expiration of their term of office as a Councillor, when the relevance of the appointment will be reviewed. Notwithstanding Member champion appointments can be reviewed at any time.
 3. Member Champions shall have no Executive or decision making powers and may not instruct officers. Champions shall not duplicate the work of Committee Chairmen and Executive members and shall ensure they liaise with and advise Member Champions appropriately. Member Champions may not commit the Council to any course of action or any Council resources.
 4. Member Champions shall not attract a Special Responsibility Allowance, but shall be able to re-claim travelling and subsistence expenses in line with the agreed scheme and may attend appropriate events, seminars, training and conferences, subject to budget availability.

5. Each Member Champion will have a link officer assigned from within the relevant or most appropriate service area. Officers will bring issues, initiatives and areas of work to the attention of Member Champions.

3.7 Within their Terms of Reference, Member Champions may carry out the following functions with regard to the issue for which they have been appointed Member Champion:

- Ambassador - to raise the profile of an issue, provide a visible focus and raise the profile of an issue both internally and externally to the Council;
- Adviser to the Council in relation to the issue to provide a source expertise;
- Bringing issues to the Council's attention;
- Liaising with and providing a bridge between the Council and external groups, bodies and communities; and
- May be appointed by Council to outside bodies by virtue of office.

3.8 The current Member Champion appointments are detailed on Appendix 1 (to follow).

3.9 Whilst Member Champion roles and appointments have been amended since Executive resolved to adopt a scheme for Member Champions in May 2012, there has been no review of the overall function and Terms of Reference. It is important to review any function to ensure it remains fit for purpose. The Leader has therefore requested that the Director of Law and Governance undertake a review of the Member Champion Terms of Reference and roles appointed and report back to the September meeting of Executive.

4.0 Conclusion and Reasons for Recommendations

4.1 It is proposed that representatives are appointed to Partnerships, Outside Bodies and as Member Champions as set out at Appendix 1 to ensure that the Council is represented and maintains links with partnerships and outside bodies.

4.2 Delegation to the Director of Law and Governance in consultation with the Leader provides flexibility for the remainder of the Municipal Year to appoint to any outstanding vacancies, or if amendments are required to any appointments, and ensures they are made in a timely manner.

5.0 Consultation

Leader of the Council

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Not to appoint representatives to outside bodies, partnerships and as Member Champions. This is not recommended as the internal working groups would be ineffective and the Council would not be represented on these outside bodies and could miss valuable information and opportunities.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications arising directly from this report and travel for members to attend meetings is included within agreed budgets.

Comments checked by:

Michael Furness, Assistant Director of Finance, 01295 221845,
michael.furness@cherwell-dc.gov.uk

Legal Implications

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

Comments checked by:

Anita Bradley, Director Law and Governance. 07783 879052,
anita.bradley@cherwell-dc.gov.uk

Risk Implications

- 7.3 Through providing support for representatives and indemnity insurance the council has mitigated the risks posed through appointing members to partnerships and outside bodies.

Comments checked by:

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

8.0 Decision Information

Key Decision - No

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

Not applicable

Links to Corporate Plan and Policy Framework

All

Lead Councillor

Councillor Barry Wood, Leader of the Council

Document Information

Appendix number and title

- Appendix 1 – Appointments to Outside Bodies, Partnerships and Member Champions 2021/2022 (to follow)

Background papers

None

Report Author and contact details

Emma Faulkner, Democratic and Elections Manager.
01295 221534, democracy@cherwell-dc.gov.uk

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Cherwell District Council

Executive

7 June 2021

Notification of Decision taken by the Corporate Director – Environment & Place under Urgency Powers: Weston-on-the Green Neighbourhood Plan

Report of Assistant Director – Planning & Development

This report is public

Purpose of report

To inform the Executive of a decision taken under urgency powers by the Corporate Director – Environment & Place regarding the Weston-on-the-Green Neighbourhood Plan.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the urgent decision taken by the Corporate Director – Environment & Place presented at Appendix 1

2.0 Introduction

- 2.1 The Constitution states that the Corporate Director – Environment & Place may make an urgent decision in relation to an Executive function (in consultation with the relevant Member(s) if it is in the best interests of the Council and/or residents. Such a decision has been taken in relation to the Weston-on-the-Green Neighbourhood Plan in the interest of the Plan's 'making' within statutory timeframes following a successful referendum. On 19 May 2021, Council formally 'made' the Plan having regard to the Corporate Director's decision.

3.0 Report Details

- 3.1. The Weston-on-the-Green Neighbourhood Plan received majority support at a referendum held on 6 May 2021. Following a successful referendum, the Council is legally required to formally 'make' the Neighbourhood Plan within a prescribed eight-week period from the day after the referendum, which is by 1 July 2021. As the scheduled meeting of Council on 19 July would not have enabled the making of the plan within the prescribed period, there would have been a breach of the Council's duty had it waited. The only lawful options were to present the Plan to

Council on 19 May or call a special meeting before 1 July. The balance of advantage was clearly in favour of an urgent report to the 19 May meeting.

- 3.2. To enable that to happen, and in the absence of a meeting of the Executive in May, the Corporate Director – Environment & Place needed to take an urgent decision with a recommendation to Council. Appendix 1 to this report shows that on 19 May, the Corporate Director decided to recommend to Council that it formally ‘make’ the Weston-on-the-Green Neighbourhood Plan within the prescribed period so that it continued to have effect as part of the statutory Development Plan for the district.
- 3.3. Subsequently on 19 May, Council ‘made’ the Plan and the Assistant Director – Planning and Development was authorised to issue and publicise a Decision Statement.

4.0 Conclusion and Reasons for Recommendations

- 4.1 In line with the Constitution this report is informing Executive of a decision that was taken by the Corporate Director – Environment & Place under urgency powers.

5.0 Consultation

Cllr Collin Clarke – Lead Member for Planning, who supported and endorsed the decision taken under urgency powers.

6.0 Alternative Options and Reasons for Rejection

There are no alternative options.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications arising directly from this report as it is reporting urgent action already taken. The cost of ‘making’ the Neighbourhood Plan is being met from within existing budgets. A Government grant of £20,000 has also been received following the decision of the Executive to proceed to referendum in July 2020.

Comments checked by:

Karen Dickson, Strategic Finance Business Partner, 01295 221900

Karen.Dickson@Cherwell-DC.gov.uk

Legal Implications

- 7.2 The noting of the urgent decision taken ensures compliance with the Council’s constitution.

Comments checked by:
Matthew Barrett, Planning Solicitor, 01295 753798
matthew.barrett@Cherwell-DC.gov.uk

Risk Implications

- 7.3 The noting of the urgent decision taken ensures compliance with the Council's constitution.

Comments checked by:
Louise Tustian, Head of Insight and Corporate Programmes, 01295 221786
louise.tustian@cherwell-dc.gov.uk

Equality & Diversity Implications

- 7.4 There are no equality and diversity implications arising directly from this report as it is reporting urgent action already taken.

Comments checked by:
Emily Schofield, Acting Head of Strategy, 07881 311707
Emily.schofield@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

Launton and Otmoor

Links to Corporate Plan and Policy Framework

Business Plan Priorities 2021-2022:

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

Lead Councillor

Councillor Colin Clarke - Lead Member for Planning

Document Information

Appendix number and title

- Appendix 1 – Urgent Decision by Corporate Director – Environment & Place

Background papers

None

Reference Papers

Weston-on-the-Green Neighbourhood Plan -

<https://www.cherwell.gov.uk/info/221/neighbourhood-plans/402/weston-on-the-green-neighbourhood-plan>

Report Author and contact details

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Urgent Decision taken by Corporate Director Environment and Place

Published on 25 May 2021

Decision: 'Making' (Adoption) of the Weston-on-the-Green Neighbourhood Plan

Decision taker: Corporate Director Environment and Place

Decision Date: 19 May 2021

Is decision subject to Call-in? No. Call-in has been waived by the Chairman of the Overview and Scrutiny Committee to enable Council to consider the report at its meeting of 19 May 2021.

Deadline for Call-in: N/A

Is decision Exempt? No

Is decision urgent? Yes. The Council is required to 'make' (adopt) a Neighbourhood Plan within 8 weeks of the referendum. To ensure this deadline is met, an urgent officer decision is being taken by the Corporate Director Environment and Place in lieu of a decision by Executive. The urgent decision will be reported to the 7 June Executive meeting as required by the Constitution.

Summary

To seek the urgent decision of the Corporate Director – Environment & Place to recommend to Council that it 'makes' the Weston-on-the-Green Neighbourhood Plan following the successful referendum on 6 May 2021.

Decision

Resolved

- (1) That the referendum result of 6 May 2021 where 91.7% of those who voted were in favour of the Weston-on-the-Green Neighbourhood Plan, which is above the required 50% be noted
- (2) That Full Council be recommended to :
 - a) formally 'make' the Weston-on-the-Green Neighbourhood Plan as presented at Appendix 1 to the report so that it continues to have effect as part of the statutory Development Plan for the District; and
 - b) agree that the Assistant Director – Planning and Development, in consultation with the Lead Member, be authorised to issue and publicise a Decision Statement following the Council's confirmation.

Reasons for Decision

A referendum was held on the Weston-on-the-Green Neighbourhood Plan on 6 May 2021. Of those eligible to vote, 199 voted in favour of the Plan with 18 against. The vote of 91.7% in favour meets the requisite majority and the Plan is now part of the statutory Development Plan. The Council is still required to formally 'make' the Plan and there is no known breach or incompatibility with EU or human rights obligations which prevents this. The Corporate Director is therefore requested to recommend to Council that the Plan be made within the prescribed eight-week period.

Alternative Options Considered

There is no known breach or incompatibility with, any EU or human rights obligations. The Council has no options or alternatives to making the Plan.

Conflicts of Interest Declared and Dispensations Granted by Head of Paid Service

None

Yvonne Rees
Chief Executive

Cherwell District Council

Executive

7 June 2021

Notification of Decision taken by the Corporate Director - Environment and Place under Urgency Powers – Garden Town Government Grant Programme

Report of Corporate Director - Environment and Place

This report is public

Purpose of report

To inform the Executive of a decision taken under urgency powers by the Corporate Director - Environment and Place regarding the Garden Town Government grant programme.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the urgent decision taken by the Corporate Director - Environment and Place presented at Appendix 1.

2.0 Introduction

- 2.1 The Constitution states that the Chief Executive may take an urgent decision in relation to an Executive function (in consultation with the Leader of the Council) if it is in the best interests of the Council and/or residents.

3.0 Report Details

The Council has entered into a Garden Town agreement with the Government. As part of this, the Council has received £2.9m funding for phase 1 of three capital schemes:

- 2.1.1 Ploughley Road Junction;
- 2.1.2 Banbury Road Roundabout; and
- 2.1.3 Pioneer Roundabout.

Phase 1 of the Garden Town programme is included within the 2020/21 capital programme.

- 3.2 The total programme costs for phases 1 and 2 are shown in the table below. Access to phase 2 funding is dependent on completing specific milestones for each project.

Table One: Garden Town Programme Costs

Project	Phase 1 £m	Milestone	Phase 2 £m	Total £m
Ploughley Road Junction	0.981	Feasibility Report – Done	2.819	3.800
Banbury Road Roundabout	0.950	Feasibility Work AND Planning Consent – expected Sept 2021	4.550	5.500
Pioneer Road Roundabout	1.015	Procurement of a contractor – GHVDC will appoint when legal agreement is signed with CDC.	4.044	5.059
Total	2.946		11.413	14.359

- 3.3 The Government has determined that the Council has achieved the milestones for Ploughley Road Junction and Pioneer Road Roundabout and so have released the associated phase 2 funds on condition that they are spent by 31 March 2021. It was only very recently that the Government has indicated that the phase 2 funding must be spent within this financial year and hence the reason for urgency in this report.
- 3.4 In accordance with the Constitution, this report is being submitted to the 7 June 2021 Executive advising of the urgent action taken.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Due to the urgency of the Government wanting the funding to be provided and spent in 2020/21 it was not possible to wait for the next Executive meeting for a decision to progress these proposals. The schemes already had tacit approval as phase 1 is included in the 2020/21 capital programme. Including the schemes in the 2020/21 capital programme provided the necessary authority to spend the funding by 31 March 2021.

5.0 Consultation

The Chief Executive was consulted and agreed that the Corporate Director was to take appropriate urgent action.

The Leader of the Council, Councillor Barry Wood, and relevant Lead Member, Cllr Lynn Pratt, were both consulted and were in agreement with the need to take the prescribed urgent decision.

The Chair of the Overview and Scrutiny Committee had also been consulted and agreed that the urgency decision was to be taken and agreed to waive call-in to enable the decision to be implemented with immediate effect.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To wait until the next meeting of Executive to seek an express delegation to consider and agree the request. The timing precluded that approach as the Government had requested that the money be accepted and spent no later than 31 March 2021.

Option 2: Not to accept the grant. This would mean that the schemes would not be able to progress as there was no alternative funding currently available.

7.0 Implications

Financial and Resource Implications

7.1 All of the additional capital costs associated with this scheme were to be funded by Government grant. Therefore, the Council will not face any additional borrowing costs or ongoing revenue costs through these changes to the capital programme.

Comments checked by:

Michael Furness, Assistant Director of Finance, 01295 221845,
michael.furness@cherwell-dc.gov.uk

Legal Implications

7.2 Grant agreements were in place with Oxfordshire County Council (delivering Ploughley Road Junction and Banbury Roundabout) and Graven Hill Village Development Company Limited (delivering Pioneer Road Roundabout) to pass the Garden Town funding down to those providers before 31 March 2021 so they were able to begin to deliver on the three infrastructure objectives.

Comments checked by:

Richard Hawtin, Team Leader – Non-contentious, 01295 221695,
richard.hawtin@cherwell-dc.gov.uk

Risk Implications

7.3 Without an urgent decision being taken there is a key risk that the funding for phase 2 of these capital schemes would not be received and they would not then be able to proceed.

Comments checked by:

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

8.0 Decision Information

Key Decision

Financial Threshold Met: No

Community Impact Threshold Met: No

Wards Affected

Bicester North and Caversfield
Bicester East
Bicester West
Bicester South and Ambrosden

Links to Corporate Plan and Policy Framework

An enterprising economy with strong and vibrant local centres

Lead Councillor

Councillor Barry Wood, Leader of the Council

Document Information

Appendix number and title

- Appendix 1 – Urgent decision notice

Background Papers

None

Report Author and contact details

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Urgent Executive Decision Taken by Corporate Director – Environment and Place

Published on 25 May 2021

Decision: Garden Town Government Grant Programme

Decision taker: Corporate Director Environment and Place

Decision Date: 31 March 2021

Is decision subject to Call-in? No. The Chairman of the Overview and Scrutiny Committee has agreed to waive call-in of this decision to enable the decision to be implemented with immediate effect as a condition of the funding is that it is spent withing this financial year.

Deadline for Call-in: N/A

Is decision exempt? No

Is decision urgent? Yes.

Summary

The Council has entered into a Garden Town agreement with the Government. As part of this, the Council has received £2.9m funding for phase 1 of three capital schemes: Ploughley Road Junction; Banbury Road Roundabout; and, Pioneer Roundabout.

Phase 1 of the Garden Town programme is included within the 2020/21 capital programme. Access to phase 2 funding is dependent on completing specific milestones for each project.

The Government has determined that the Council has achieved the milestones for Ploughley Road Junction and Pioneer Road Roundabout and so have released the associated phase 2 funds on condition that they are spent by 31 March 2021. It was only very recently that the Government has indicated that the phase 2 funding must be spent within this financial year.

As the next meeting of Executive is 6 April 2021, it is necessary for an urgent decision to be taken to ensure the council receives the funding. In accordance with the Constitution, a report will be submitted to the 7 June 2021 Executive advising of the urgent action taken.

Decision

Resolved

- (1) That a decision be taken under urgency powers, in consultation with the Leader of the Council, in lieu of a recommendation to the Executive, to:
 - a. Accept £6.863m Grant Funding from the Government for Phase 2 of the Garden Town Schemes.
 - b. Include Phase 2 of the Garden Town Schemes in the 2020/21 Capital Programme

Reasons for Decision

Due to the urgency of the Government wanting the funding to be provided and spent in 2020/21 it is not possible to wait for the next Executive meeting for a decision to progress these proposals. The schemes already have tacit approval as phase 1 is included in the 2020/21 capital programme. Including the schemes in the 2020/21 capital programme will provide the necessary authority to spend the funding by 31 March 2021.

Alternative Options Considered

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

Option 1: To wait until the next meeting of Executive to seek an express delegation to consider and agree the request. The timing precludes that approach as the Government has requested that the money be accepted and spent no later than 31 March 2021.

Option 2: Not to accept the grant. This would mean that the schemes would not be able to progress as there is no alternative funding currently available.

Consultation

The Chief Executive has been consulted and agreed that the matter is urgent and agreed that the Corporate Director Environment and Place to take urgent action to accept the funding.

The Leader of the Council, Councillor Barry Wood, in relation to the taking of the urgent action.

The Chairman of the Overview and Scrutiny Committee has been consulted and agreed that the key decision be taken without the required 28 days' notice being given. Due to the urgency of the decision, the Chairman of the Overview and Scrutiny Committee has agreed to waive call-in to enable the decision to be implemented with immediate effect.

Conflicts of Interest Declared and Dispensations Granted by Head of Paid Service

None

Yvonne Rees
Chief Executive

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