



To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 15 October 2019 at 2.00 pm

Rooms 1&2 - County Hall, New Road, Oxford OX1 1ND

A handwritten signature in blue ink, appearing to read 'Yvonne Rees'.

Yvonne Rees
Chief Executive

October 2019

Committee Officer: Sue Whitehead

Tel: 07393 001213; E-Mail: sue.whitehead@oxfordshire.gov.uk

Membership

Councillors

Ian Hudspeth	Leader of the Council
Mrs Judith Heathcoat	Deputy Leader
Lawrie Stratford	Cabinet Member for Adult Social Care & Public Health
Ian Corkin	Cabinet Member for Cherwell Partnership
Steve Harrod	Cabinet Member for Children & Family Services
Lorraine Lindsay-Gale	Cabinet Member for Education & Cultural Services
Yvonne Constance OBE	Cabinet Member for Environment
David Bartholomew	Cabinet Member for Finance
Mark Gray	Cabinet Member for Local Communities
Eddie Reeves	Cabinet Member for Transformation

The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on Wednesday 23 October unless called in by that date for review by the appropriate Scrutiny Committee.

Copies of this Notice, Agenda and supporting papers are circulated to all Members of the County Council.

Date of next meeting: 19 November 2019

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

- (a) fail to register a disclosable pecuniary interest within 28 days of election or co-option (or re-election or re-appointment), or
- (b) provide false or misleading information on registration, or
- (c) participate in discussion or voting in a meeting on a matter in which the member or co-opted member has a disclosable pecuniary interest.

Whose Interests must be included?

The Act provides that the interests which must be notified are those of a member or co-opted member of the authority, **or**

- those of a spouse or civil partner of the member or co-opted member;
- those of a person with whom the member or co-opted member is living as husband/wife
- those of a person with whom the member or co-opted member is living as if they were civil partners.

(in each case where the member or co-opted member is aware that the other person has the interest).

What if I remember that I have a Disclosable Pecuniary Interest during the Meeting?.

The Code requires that, at a meeting, where a member or co-opted member has a disclosable interest (of which they are aware) in any matter being considered, they disclose that interest to the meeting. The Council will continue to include an appropriate item on agendas for all meetings, to facilitate this.

Although not explicitly required by the legislation or by the code, it is recommended that in the interests of transparency and for the benefit of all in attendance at the meeting (including members of the public) the nature as well as the existence of the interest is disclosed.

A member or co-opted member who has disclosed a pecuniary interest at a meeting must not participate (or participate further) in any discussion of the matter; and must not participate in any vote or further vote taken; and must withdraw from the room.

Members are asked to continue to pay regard to the following provisions in the code that *"You must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself"* or *"You must not place yourself in situations where your honesty and integrity may be questioned....."*

Please seek advice from the Monitoring Officer prior to the meeting should you have any doubt about your approach.

List of Disclosable Pecuniary Interests:

Employment (includes *"any employment, office, trade, profession or vocation carried on for profit or gain"*.), **Sponsorship, Contracts, Land, Licences, Corporate Tenancies, Securities.**

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members' conduct guidelines.

<http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact Glenn Watson on **07776 997946** or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

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

AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note opposite

3. Minutes

To approve the minutes of the meeting held on 17 September 2019 (**CA3 (to be circulated separately)**) and to receive information arising from them.

4. Questions from County Councillors

Any county councillor may, by giving notice to the Proper Officer by 9 am two working days before the meeting, ask a question on any matter in respect of the Cabinet's delegated powers.

The number of questions which may be asked by any councillor at any one meeting is limited to two (or one question with notice and a supplementary question at the meeting) and the time for questions will be limited to 30 minutes in total. As with questions at Council, any questions which remain unanswered at the end of this item will receive a written response.

Questions submitted prior to the agenda being despatched are shown below and will be the subject of a response from the appropriate Cabinet Member or such other councillor or officer as is determined by the Cabinet Member, and shall not be the subject of further debate at this meeting. Questions received after the despatch of the agenda, but before the deadline, will be shown on the Schedule of Addenda circulated at the meeting, together with any written response which is available at that time.

5. Petitions and Public Address

6. Exempt Item

In the event that any Member or Officer wishes to discuss the information set out in Annexes to Item 7, the Cabinet will be invited to resolve to exclude the public for the consideration of those Annexes by passing a resolution in relation to that item in the following terms:

"that the public be excluded during the consideration of the Annexes since it is likely that if they were present during that discussion there would be a disclosure of "exempt" information as described in Part I of Schedule 12A to the Local

Government Act, 1972 and specified below the item in the Agenda".

NOTE: The report does not contain exempt information and is available to the public. The exempt information is contained in the confidential annexes.

THE ANNEXES TO THE ITEM NAMED HAVE NOT BEEN MADE PUBLIC AND SHOULD BE REGARDED AS 'CONFIDENTIAL' BY MEMBERS AND OFFICERS ENTITLED TO RECEIVE THEM.

THIS IS FOR REASONS OF COMMERCIAL SENSITIVITY.

THIS ALSO MEANS THAT THE CONTENTS SHOULD NOT BE DISCUSSED WITH OTHERS AND NO COPIES SHOULD BE MADE.

7. Didcot Garden Town Housing Infrastructure Fund (HIF) Heads of Terms/Contract (Pages 1 - 46)

Cabinet Member: Leader of the Council

Forward Plan Ref: 2019/122

Contact: Aron Wisdom – Major Projects Development Lead Tel: 07776 244856

Report by Assistant Director – Planning & Place (**CA7**).

The information contained in the annexes is exempt in that it falls within the following prescribed category:

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

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that disclosure would undermine the process to the detriment of the Council's ability properly to discharge its fiduciary and other duties as a public authority.

Oxfordshire County Council has been successful in securing £218m of funding through the Housing Infrastructure Fund bid for four highway projects within the Didcot Garden Town area. Officers have negotiated a draft Heads of Terms which forms the basis of contract negotiations that, subject to satisfying pre-contract conditions, will release funding to Oxfordshire County Council. Officers are requesting approval to delegate authority to the Chief Executive, in consultation with the Leader of the Council and the Portfolio Holder for Environment, to conclude negotiations and approve the grant determination agreement (contract). Cabinet is also requested to approve the inclusion of all four projects into the Capital Programme with governance at appropriate board/programme level.

The Cabinet is RECOMMENDED to

- (a) ***Subject to the confirmation from Homes England that the contract pre-conditions relating to South Oxfordshire District Council's Local Plan have***

been met, authorise the Chief Executive, in consultation with the Leader of the Council and the Cabinet Member for Environment to:

- (i) approve any final detailed amendments of the drafted Heads of Terms.***
- (ii) approve the grant determination agreement.***
- (b) Subject to the satisfactory completion of recommendation (i.) approve the inclusion of all four projects into the Capital Programme and report the governance of these projects at a HIF1 programme level with an overall budget provision of £234m subject to the implementation of the grant determination agreement with Homes England.***
- (c) Note the draft Heads of Terms which form the basis for grant determination agreement between Homes England and Oxfordshire County Council for Didcot Garden Town Housing Infrastructure Fund Grant Award.***
- (d) Note the Assurance Framework which sets out the background to the Housing Infrastructure Funding process and establishes the approach to reporting and monitoring implementation***

8. HIF Marginal Viability (mv) funding Agreements Bicester & Wantage

Cabinet Member: Leader of the Council

Forward Plan Ref: 2019/167

Contact: Eric Owens, Assistant Director, Growth & Place Tel: 07799 097637

Reports by Director for Planning & Place (**CA8(a) and 8(b)**).

To seek approval for delegated authority for signing the HIPmv agreements to Director of Planning & Place in consultation with the Leader.

(a) Marginal Viability HIF Funding Agreement & Implementation Agreements - NW Bicester_(Pages 47 - 54)

1 The Cabinet is RECOMMENDED, subject to the confirmation of Cherwell District Council's willingness to enter into a legal agreement for the recovery of funding, to authorise the Chief Executive in consultation with the Leader of the Council to:

- (a) approve any final detailed amendments of the drafted Funding Agreement.***
- (b) approve the Funding Agreement.***
- 2. Subject to 1, authorise delegation for the approval of the Implementation, Property, Maintenance and Access Agreements for the delivery of the rail bridges to the Director for Planning & Place in consultation with the Leader of the Council.***

3. ***Subject to 1, agree the inclusion of the funding of £6.7m into the Capital Programme for this project subject to the implementation of the funding agreement.***

(b) Marginal Viability HIF Funding - Wantage Eastern Link Road: Funding Agreement_ (Pages 55 - 60)

1. ***The Cabinet is RECOMMENDED subject to the confirmation of Vale of White Horse District Council's nomination that Oxfordshire County Council act as receiving and accountable body for the Housing Infrastructure Funding Marginal Viability and, authorise the Chief Executive, in consultation with the Leader of the Council to:***

(a) approve any final detailed amendments to the draft Funding Agreement.

(b) approve and sign the Funding Agreement between Homes England and Oxfordshire County Council for HIF Funding Marginal Viability – Wantage Eastern Link Road.

2. ***Subject to 1, agree the inclusion of the funding of £1.951m into the Capital Programme for this project subject to the implementation of the funding agreement.***

9. Local Government Association Peer Review Report (Pages 61 - 92)

Cabinet Member: Leader

Forward Plan Ref: 2019/103

Contact: Robin Rogers, Strategy Manager Tel: 07789 923206

Report by Corporate Director Customer & Organisational Development (**CA9**).

During March 2019, the Council commissioned the Local Government Association (LGA) to carry out a Corporate Peer Challenge.

The feedback report from the LGA was received in July 2019. It was reported to the Performance Scrutiny Committee for comment in September. Cabinet is now asked to consider the report, accept the recommendations made, and agree that these should be incorporated into the council's business planning.

Cabinet is RECOMMENDED to:

- (a) Consider the LGA Corporate Peer Challenge Feedback Report (Annex 1)***
- (b) Accept the recommendations set out within the report***
- (c) Agree the proposals set out at paragraph 17 for incorporating the report's recommendations into corporate, business and transformation planning***

10. England's Economic Heartland Outline Transport Strategy: Framework for Engagement (Pages 93 - 112)

Cabinet Member: Environment

Forward Plan Ref: 2019/121

Contact: James Gagg, OxCam Corridor Co-ordinator Tel: 07776 997303

Report by Director for Planning & Place (**CA10**).

This report gives an update on development of a Transport Strategy for England's Economic Heartland (EEH), and specifically seeks Cabinet endorsement to the County Council consultation response to the Outline Transport Strategy: Framework for Engagement document.

The Outline Transport Strategy document marks the start of the process for development of a transport strategy for the EEH area, and includes a proposed vision, as well as chapters setting out proposed priority areas for improvements to connectivity. It is considered important as a core EEH partner that the County Council both responds to the current engagement exercise and continues to influence and input to development of the full transport strategy for the EEH area as it develops.

The Cabinet is RECOMMENDED to;

- (a) endorse the County Council response to England's Economic Heartland Outline Transport Strategy: Framework for Engagement document as included in Appendix 1, and;***
- (b) ask officers to continue to engage positively in development of the Transport Strategy, reporting back on progress to the Cabinet Member for Environment and Cabinet where relevant.***

11. Oxfordshire Minerals and Waste Local Plan: Site Allocations - Consultation Draft Plan (Pages 113 - 166)

Cabinet Member: Environment

Forward Plan Ref: 2018/102

Contact: Kevin Broughton, Principal Minerals Officer, Tel: 07979 704458

Report by Director for Planning & Place (**CA11**).

The Oxfordshire Minerals and Waste Local Plan: Part 1 – Core Strategy was adopted by the Council on 12 September 2017. The Core Strategy states that Part 2 of the Plan – Site Allocations will be prepared after the Core Strategy. A programme for the Site Allocations Plan is set out in the latest (ninth) revision of the Oxfordshire Minerals and Waste Development Scheme which was approved by the Cabinet on 22 January 2019. The target date for adoption of the Site Allocations Plan is November 2020.

Following public consultation on site options (Issues and Options consultation document), took place from 8 August to 3 October 2018, we appointed consultants Adams Hendry to undertake informed site assessments of all the nominated sites.

In regards the nominated waste site assessments, Adams Hendry drew conclusions and made a number of recommendations from which we have drawn the reasonable alternatives. In the case of the minerals sites, the assessments by Adams Hendry reached conclusions on each of the sites but did not undertake the comparisons and the recommendations as to which sites should be allocated in the Sites Plan.

Officers have now concluded the reasonable alternatives and the preferred options for the mineral sites. A summary of these findings with officer comments, are contained within Annex 1 and 2 of this report. The OCC officer comments are to be read as a whole in reaching a judgement as to the suitability for allocation. The views of The Minerals and Waste Cabinet Advisory Group (CAG) have also informed this report.

The next stage of the Plan preparation is consultation on the preferred sites and the reasonable alternatives. This report sets out the preferred sites and the other reasonable alternatives to form part of the draft minerals and waste local plan for further public consultation.

The Cabinet is RECOMMENDED to approve the inclusion of the preferred sites in the draft plan for consultation, and to delegate the final approval of the draft Plan for consultation to the Director of Planning & Place in consultation with the Cabinet Member for Environment.

Sharp Sand and Gravel

SG20b – Land between Eynsham and Cassington

SG42 – Nuneham Courtenay

Crushed Rock and Soft Sand

SS12 & CR12 – Land at Chinham Farm (Chinham Hill)

SS18 & CR22 – Hatford West Extension

Waste Sites

011 – Finmere Quarry, Finmere

026 – Whitehill Quarry, Burford

103 – Lakeside Industrial Estate, Standlake

229 – Shellingford Quarry, Shellingford / Stanford in the Vale

249B – High Cogges Farm, Witney

274 – Moorend Lane Farm, Thame

279 – Rear of Ford Dealership, Ryecote Lane

287 – Ardley Fields, Ardley

289 – Overthorpe Industrial Estate, Banbury”

12. Update on Buckinghamshire, Oxfordshire, Berkshire West (BOB) Integrated Care System - Process & Milestones (Pages 167 - 172)

Cabinet Member: Adult Social Care & Public Health

Forward Plan Ref: 2019/142

Contact: Stephen Chandler, Corporate Director for Adult Services Tel: 07768 000707

Report by Corporate Director for Adult Services (**CA12**).

The report is for information and discussion. It provides a description of how the future

Integrated Care System (ICS), which will cover Buckinghamshire, Oxfordshire & Berkshire West, will work. It highlights some of the potential benefits to being part of an ICS with examples of success from other areas.

It also provides a summary of the progress that has been made within Oxfordshire and the timelines associated with the Buckinghamshire, Oxfordshire & Berkshire West (BOB) Integrated Care System Long Term Plan submission.

Cabinet is RECOMMENDED to note and discuss the information contained within this report.

13. Business Management & Monitoring Report - August 2019 (Pages 173 - 216)

Cabinet Members: Deputy Leader of the Council and Cabinet Member for Finance
Forward Plan Ref: 2019/074

Contact: Steven Fairhurst Jones, Corporate Performance & Risk Manager Tel: 07392 318891/Ian Dyson, Assistant Director of Finance Tel: 07393 001250

Report by Corporate Director Customers & Organisational Development and Director of Finance (**CA13**).

This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities and provides an update on the delivery of the Medium Term Financial Plan at the end of August 2019.

The Cabinet is RECOMMENDED to:

(a) note the contents of this report;

(b) approve the virements set out in Annex B – 2a and note the virements set out in Annex B – 2b;

(c) Approve the supplementary estimate set out in Annex B – 2e.

14. Capital Programme Monitoring Report - August 2019

Cabinet Member: Finance
Forward Plan Ref: 2019/073

Contact: Lorna Baxter, Director of Finance Tel: 07393 001218

Report by Director of Finance (**CA14**).

The report is the second capital programme update and monitoring report for the 2019/20 financial year and focuses on the delivery of the capital programme based on projections at the end of August 2019 and new inclusions within the overall ten-year capital programme.

15. Risk and Opportunities Management Strategy (Pages 217 - 240)

Cabinet Member: Deputy Leader of the Council

Forward Plan Ref: 2019/144

Contact: Steven Fairhurst Jones, Corporate Performance & Risk Manager Tel: 07392 318890

Report by Corporate Director Customers & Organisational Development (**CA15**).

The report presents the draft Risk and Opportunities Management Strategy for 2019-21 for approval. The Strategy will be the foundation for improvement of the Council's risk management framework.

Cabinet is recommended to approve the draft Risk and Opportunities Management Strategy 2019-2021 (Annex A).

16. Delegated Powers - October 2019

Cabinet Member: Leader of the Council

Forward Plan Ref: 2019/075

Contact: Sue Whitehead, Principal Committee Officer Tel: 07393 001213

To report on a quarterly basis any executive decisions taken under the specific powers and functions delegated under the terms of Part 7.2 (Scheme of Delegation to Officers) of the Council's Constitution – Paragraph 6.3(c)(i). It is not for Scrutiny call-in.

<i>Date</i>	<i>Subject</i>	<i>Decision</i>	<i>Reasons for Exemption</i>
2 July 2019	Request for exemption from tendering under Contract Procedure Rule ("CPR") 20 for 6 Months Continued Delivery of Young People's Supported Housing Services	Approved an exemption from the tendering requirements under OCC's Contract Procedure Rules for 6 months contracts with the incumbent Supported Housing providers until 31 August 2020, with a cost range of between £1,314,081.38 and 1,336,909.75, including the possibility of a 2% uplift for inflation.	To extend service delivery until 30 September 2020, to provide additional time for decisions to be taken prior to tendering around resource allocation and eligibility, whilst leaving for adequate time for the mobilisation of new services
20 August 2019	Request for exemption from tendering under Contract Procedure Rule ("CPR") 20 for a Contract for Shredding Bulky Household Waste	Approved an exemption from the tendering requirements under OCC's Contract Procedure Rules for a value limited contract to Viridor Waste Management Ltd at a cost of £181,000.	Following several attempts over the last 4 years to engage with the market and procure this service, all of which have failed due to either a lack of interest from the market or unaffordability; to award a contract for a trial period to give confidence to both parties that the equipment available at the ERF and the bulky waste types delivered are compatible.
4 September 2019	Request for exemption from tendering under Contract Procedure Rule ("CPR") 20 for a Contract for Adults Housing Related	Approved an exemption from the tendering requirements under OCC's Contract Procedure Rules for contracts for Adults Housing Related	To build on the successful joint partnership between the 5 districts and Oxfordshire Clinical Commissioning Group. At the same

	Support Services for Homeless People	Support Services for Homeless People to current providers: Mayday Trust, Connection, Homeless Oxfordshire.	time to enable the completion of a full need's analysis and options appraisal in order to determine commissioning intentions post 2022 to allow the Partnership to robustly procure and implement the agreed arrangements post 2022.
5 September 2019	Request for exemption from tendering under Contract Procedure Rule ("CPR") 20 for a Contract for Children's Advocacy and Independent Visiting (IV) Service	Approved an exemption from the tendering requirements under OCC's Contract Procedure Rules for a contract to NYAS for 3.5 years at a total estimated cost of £578,000 plus TUPE costs.	To meet the best interests of vulnerable children requiring advocacy and IV services in Oxfordshire.
5 September 2019	Request for exemption from tendering under Contract Procedure Rule ("CPR") 20 for a contract for providing 3 Hospital Trusted Assessors	Approved an exemption from the tendering requirements under OCC's Contract Procedure Rules to award funding of £140k for the initial one year pilot to Oxfordshire Association of Care Providers providing 3 Hospital Trusted Assessors.	To award funding to Oxfordshire Association of Care Providers, as the only organisation in Oxfordshire able to employ the Trusted Assessors.

17. Forward Plan and Future Business (Pages 241 - 246)

Cabinet Member: All

Contact Officer: Sue Whitehead, Committee Services Manager Tel: 07393 001213

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include "updating of the Forward Plan and proposals for business to be conducted at the following meeting". Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA17**. This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

The Schedule is for noting, but Cabinet Members may also wish to take this opportunity to identify any further changes they would wish to be incorporated in the next Forward Plan update.

The Cabinet is RECOMMENDED to note the items currently identified for forthcoming meetings.

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Division(s):

CABINET – 15 OCTOBER 2019

DIDCOT GARDEN TOWN HOUSING INFRASTRUCTURE FUND DRAFT HEADS OF TERMS

Report by Director for Planning & Place

RECOMMENDATION

1. The Cabinet is **RECOMMENDED** to
 - (a) Subject to the confirmation from Homes England that the contract pre-conditions relating to South Oxfordshire District Council's Local Plan have been met, authorise the Chief Executive, in consultation with the Leader of the Council and the Cabinet Member for Environment to:
 - (i) approve any final detailed amendments of the drafted Heads of Terms.
 - (ii) approve the grant determination agreement.
 - (b) Subject to the satisfactory completion of recommendation (i.) approve the inclusion of all four projects into the Capital Programme and report the governance of these projects at a HIF1 programme level with an overall budget provision of £234m subject to the implementation of the grant determination agreement with Homes England.
 - (c) Note the draft Heads of Terms which form the basis for grant determination agreement between Homes England and Oxfordshire County Council for Didcot Garden Town Housing Infrastructure Fund Grant Award.
 - (d) Note the Assurance Framework which sets out the background to the Housing Infrastructure Funding process and establishes the approach to reporting and monitoring implementation

Executive Summary

2. The Didcot Garden Town (DGT) Housing Infrastructure Fund (hereon in known as HIF1) is to fund £218m of a £234m package of measures (the remaining funding - circa £16m - will come from developer obligations) consisting of four separate but interdependent highways projects:

- a) A4130 widening from Milton Interchange to a new Science Bridge by making it a dual carriageway;
 - b) a new Didcot Science Bridge from the A4130 over the Great Western railway line into the Didcot 'A' Power Station site and re-joining the A4130 Northern Perimeter Road at Purchas Road;
 - c) a new river crossing and link road between the A4130 at Didcot and A415 Culham;
 - d) a Clifton Hampden Bypass from the A415 at Culham Science Centre and B4015 north of Clifton Hampden.
3. All elements of HIF1 will include walking and cycling infrastructure in accordance with Oxfordshire County Council's design standards as a minimum. This is a step change in cycling provision which segregates cyclists from motor traffic and pedestrians making journeys more comfortable and convenient for all road users which, in turn, will encourage more people to make journeys on foot or by bike for short journeys. This will not only help future proof the infrastructure but will have inevitable health and air quality benefits by encouraging non-carbon modes for all ages.
 4. The HIF1 will directly unlock 11,711 new homes and support the delivery of more than 17,000 new homes in total in the Didcot Garden Town area. The residential units are across 12 separate sites in and around Didcot in South Oxfordshire (SODC) and Vale of White Horse (VoWHDC) districts.
 5. Whilst the HIF1 business case was premised on supporting new homes, it is also essential to enable jobs growth at key employment sites in area. The HIF1 is essential for the economic and social prosperity of Science Vale UK, one of the first Enterprise Zones. It is home to one of the largest science-based research and knowledge clusters in Western Europe, based around Harwell (space sector), Culham Science Centre (nuclear fusion), and Milton Park (life sciences). These sites are subject to significant public and private investment and creating thousands of jobs. The HIF1 is essential to deliver infrastructure necessary to provide homes for the growing highly skilled workforce required by the world leading businesses and their supply chains.
 6. The HIF1 funding will deliver key transport infrastructure, relieve congestion and improve connectivity, to unlock the new homes and jobs required for Oxfordshire to grow as a thriving economy. Whilst the HIF1 funding is based on future growth, the HIF1 infrastructure is required for historic housing and employment growth. Given current congestion issues in and around Didcot, the infrastructure is required now.
 7. However, there are a number of key issues mainly associated with the delay and uncertainty surrounding SODC's Local Plan. A pre-contract condition of Homes England and MHCLG is related to SODC's Local Plan and commitment to housing delivery that is dependent on HIF1 infrastructure. If these conditions are not satisfied, MHCLG / Homes England will not be able to sign the contract to release funding to OCC.

8. The HIF1 infrastructure is the cornerstone of the Science Vale transport strategy and with links to neighbouring employment and growth ambitions such as growth in Oxford City. It will benefit a large swathe of Oxfordshire residents that are required to travel from or into the Science Vale area for work, shopping and leisure. The funding awarded will transform Didcot and the surrounding areas and help deliver the Garden Town aspirations by forward funding essential highway infrastructure. Other priorities areas such as community facilities, affordable housing, walking and cycling infrastructure be the focus of future bids and/or developer obligations that may not have been viable without HIF1 funding. Subject to a Cabinet resolution, The County Council is committed to delivering the much-needed infrastructure, the programme to deliver and has already committed funding to progress. In order to ensure HIF1 spend by March 2024, the County Council cannot pause its programme or delay in any way.

Exempt Information

9. The Annexes contain exempt information. The information contained in the annexes is exempt in that it falls within the following prescribed category:
3. *Information relating to the financial or business affairs of any particular person (including the authority holding that information);*

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that disclosure would undermine the process to the detriment of the Council's ability properly to discharge its fiduciary and other duties as a public authority.

Introduction

10. During July 2017, the Department for Communities and Local Government (DCLG) announced a national Housing Infrastructure Fund (HIF). The £2.3bn (subsequently raised to £5.5bn) fund is intended to ensure that the right infrastructure is in place to facilitate identified growth. The fund was split into two packages:
- Marginal Viability HIF (initially for schemes up to £10m)
 - Forward Funding HIF (initially for schemes up to £250m)
11. The HIF is allocated to local authorities on a highly competitive basis. This report is concerned with the Forward Funding HIF for Didcot Garden Town.
12. Critically for communities, an explicit feature of the HIF programme is the ability for the local authority to influence delivery so that supporting infrastructure is provided alongside the development of new housing. In return, government expects schemes to be ambitious, well managed and to attract wider economic investment and growth.

13. In September 2017, the County Council's Cabinet agreed the submission of three HIF Expressions of Interests to Government (Didcot Garden Town HIF1, West Oxfordshire HIF2 and North of Oxford HIF3). In April 2018, Government announced that the Didcot Garden Town HIF1 and West Oxfordshire HIF2 had been shortlisted to the co-development stage to write a business case for submission to Government by March 2019.
14. The County Council submitted its HIF1 business case to Government in January 2019. In March 2019, the Chancellor announced that the County Council had been successful with its £218m bid for HIF1 infrastructure to support growth. Given the highly competitive HIF process, this was a significant achievement for Oxfordshire. Since May 2019, officers have been in negotiations with Homes England on the Heads of Terms for HIF1 which will form the basis of grant determination agreement (contract) with Government. The latest draft Heads of Terms can be found in **Annex 1 (sensitive – commercial confidential draft 26.09.19)**.
15. The grant determination agreement coupled with the assurance framework (**see Annex 2**) will set the 'rules' and governance by which the funding will be operated and released by Homes England on behalf of The Ministry of Housing, Communities and Local Government (MHCLG) to the County Council.
16. The HIF1 funding will be ring-fenced to deliver four separate but interdependent highway infrastructure schemes:
 - A4130 widening
 - A new Science Bridge
 - A new Culham to Didcot River Crossing
 - A new Clifton Hampden Bypass.
17. The HIF funding must be spent by March 2024.
18. The four essential infrastructure items (see Figure 1) have been identified through earlier Local Plan processes (VoWHDC Local Plan 2016), listed in the Oxfordshire Infrastructure Strategy (OxIS) and contained within the Local Transport Plan 4. During the HIF bidding process, HIF1 was identified as Oxfordshire's number one priority.

The Need for the Scheme

19. The HIF1 infrastructure package is essential to deliver historic and future housing and employment growth in the Didcot Garden Town area. Without intervention, the County Council cannot ensure an efficient and safe highway network. This in turn leads to County Council objections to current planning applications that increase traffic through the existing and restricted river crossings at Sutton Courtenay / Culham and Clifton Hampden. Highway objections are currently relevant to single dwelling developments in Sutton Courtenay which have subsequently received planning committee refusals. On three separate occasions, the decisions have been tested at appeal. On each

occasion, the Planning Inspectorate (PINS) has upheld the decision of the planning authority and dismissed the appeals due to the severe cumulative impact in the highway network as per Paragraph 109 of the National Planning Policy Framework (NPPF).

20. Within the HIF1 business case and subsequent clarification, twelve development sites were identified as ‘dependent’ on the HIF infrastructure. It is the dependency of new homes that is the main component of and enhances the business case. Cumulatively, and once reductions were applied for the Oxfordshire Housing and Growth Deal elements, this equates to 11,711 new homes. This produced a high benefit cost ratio (BCR). The sites coupled with the infrastructure are shown in *Figure 1*. The HIF1 business case was submitted with the support of both local planning authorities (SODC and VoWHDC).

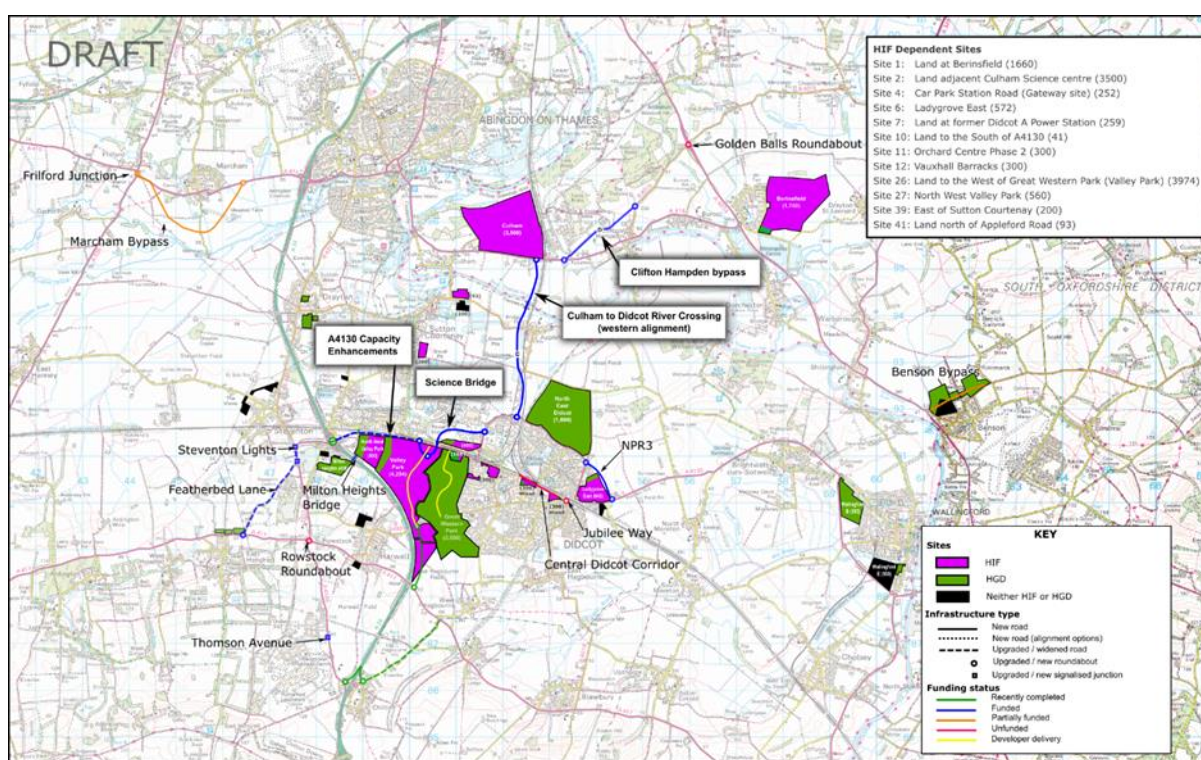


Figure 1: HIF Dependent Housing Sites

21. Two of the dependent sites relate to South Oxfordshire District Council's (SODC) submitted Local Plan 2034 which do not benefit from adopted allocations; Site 1 and Site 2. The remaining sites benefit from adopted status. A full list of sites and their associated Local Plan reference can be found in *Table 1*.

Site No.	Site Name	Local Plan Details
1	Land at Berinsfield	SODC submitted Local Plan 2034
2	Land adjacent to Culham Science Centre	SODC submitted Local Plan 2034
4	Car Park Station Road	SODC adopted Core Strategy 2012 - 2027
6	Ladygrove East	SODC adopted Core Strategy 2012 - 2027

7	Land at Former Didcot A Power Station	VoWHDC adopted Local Plan 2031 Pt1 (120 of total new homes in SODC)
10	Land South of A4130	Speculative (5-year supply site)
11	Orchard Centre Phase 2	SODC adopted Core Strategy 2012 - 2027
12	Vauxhall Barracks	SODC adopted Core Strategy 2012 - 2027
26	Land to the West of Great Western Park (Valley Park)	VoWHDC adopted Local Plan 2031 Pt1
27	North West Valley Park	VoWHDC adopted Local Plan 2031 Pt1
39	East of Sutton Courtenay	VoWHDC adopted Local Plan 2031 Pt1
41	Land North of Appleford Road	Speculative (5-year supply site)

Table 1: HIF dependent sites and planning status

22. Without HIF funding it is extremely unlikely that Oxfordshire, as local highway authority, could support the sites listed in *Table 1* (sites 7 and 10 benefit from planning permission but only equate to 300 of the 11,711 dependent new homes). Equally, given the highway objections and refusals as noted in paragraph 19 above, any new residential or employment sites that increase traffic through Sutton Courtenay / Culham and Clifton Hampden will also receive a highway objection without confidence that the HIF1 infrastructure is forthcoming. This will include, but not limited to, any sites listed in *Figure 2* below.
23. With the security of HIF funding, the County Council, together with its partners, can manage growth to enable residential and, importantly, commercial development in high tech sectors in the Science Vale area to progress, ensuring economic and jobs growth for residents of Oxfordshire.

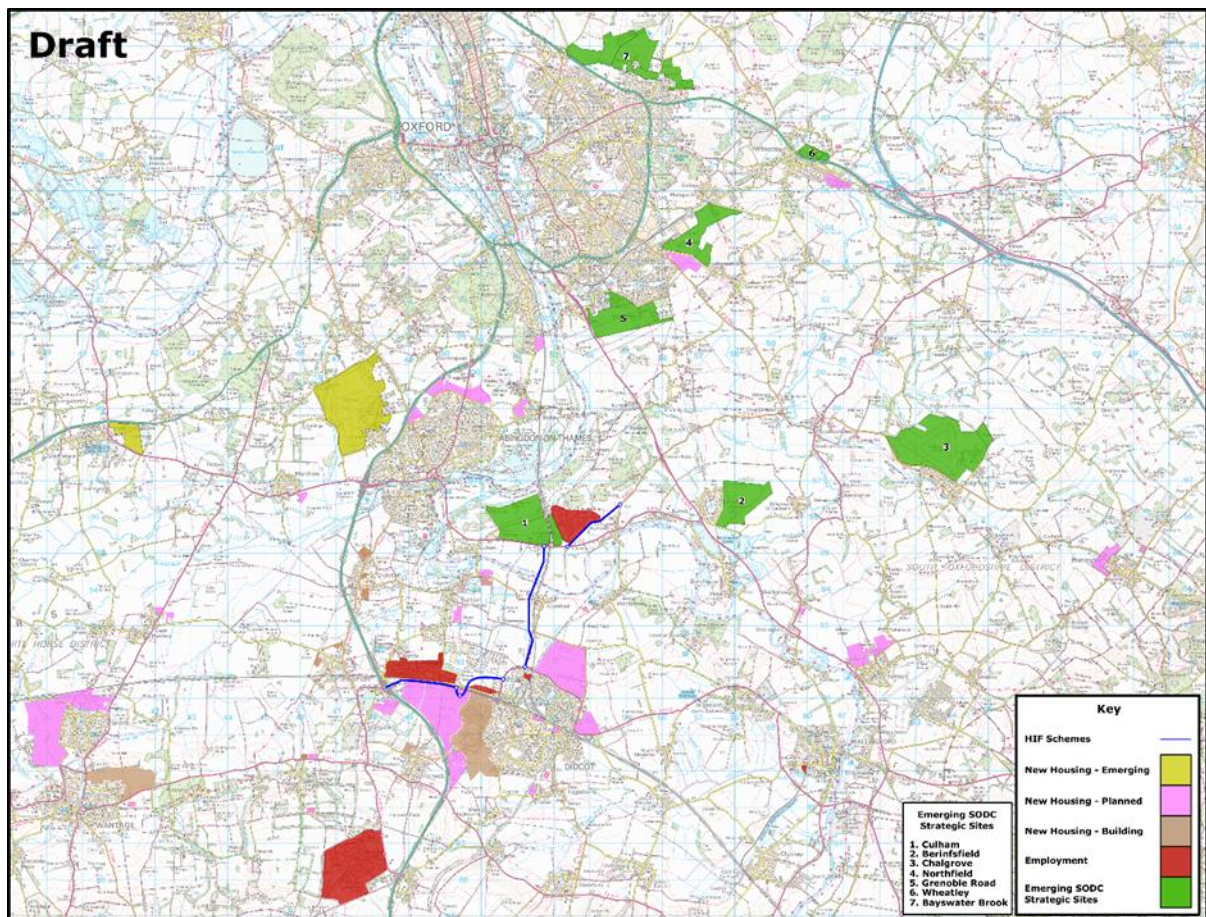


Figure 2: Local Plan allocated and emerging sites

24. The impact of not securing HIF1 is significant as the only current source of strategic infrastructure funding available for Oxfordshire's significant requirements. The County Council's expectation is that without major strategic infrastructure investment elements that would be delivered through HIF, it will be much harder to defend and deliver the range of strategic sites coming forward for development as acceptable without appropriate mitigation. Therefore, developments that are significant at the regional scale will be put at risk with potentially serious economic consequences and consequent risk to the soundness of relevant Local Plans. Additionally, without HIF, it is likely to impact on neighbouring local planning authorities as adopted allocated sites may not be able to proceed and lead to planning by appeal due to an absence of a five-year housing land supply.
25. Additionally, not being able to deliver a range of small and strategic sites will mean that an adequate level of affordable housing not being provided. This means that Oxfordshire residents will also not benefit from increased housing supply. It is well documented that poor and overcrowded housing conditions can negatively impact on educational attainment and health which has negative impacts on economic growth, social mobility and the impact on the health sector both locally and nationally.

Draft HIF1 Heads of Terms

26. Whilst the HIF1 Heads of Terms (see *Annex 1*) is still in draft and being negotiated with Homes England, the common theme concerns delivery of HIF infrastructure and new homes and their related milestones. These milestones are then caveated with 'clawback' provisions whereby if milestones are not progressed or improper activity occurs, Homes England may stop further payments and clawback the funding already received. Conditions and clauses relate to a submitted SODC Local Plan and the uncertainty around the delivery of new homes. Other conditions relate to land acquisition, planning permissions, funding profiles and mechanisms and a number of general conditions and performance obligations.
27. HIF funding will be available for the period commencing on the satisfaction of the various conditions precedent and until 31st March 2024.

Key Issues

Draft Heads of Terms

28. There are also a number of key financial matters that require consideration which relate to cashflow, repayment of monies, programme delivery, cost overruns and scheme costs unavoidable post-March 2024 are all subject to confidential negotiations between the County Council and Homes England / MHCLG. Due to the commercial sensitive nature of these discussions and risk it is not possible to provide full details within this public report.

Failure to Sign the General Development Agreement

29. Should the HIF1 grant determination agreement not be signed, this strategic infrastructure cannot be delivered. As set out through The Need for the Scheme above, the implications arising from this are significantly adverse at both the local, sub-regional and national level.

HIF1 programmes

30. The principal target dates in the programme for the Schemes as submitted in the business case are in Table 1 below (currently being updated):

	A4130	Science Bridge	Culham River Crossing	Clifton Hampden Bypass
Feasibility & Surveys	04/02/19 – 22/01/2020	04/02/2019 – 16/01/2020	04/02/19 – 17/07/2020	04/02/2019 – 22/01/2020
Prelim design	04/03/19 – 15/04/2020	04/02/2019 – 02/04/2020	04/02/2019 – 02/04/2020	30/05/2019 – 02/03/2020
Detailed design	22/07/20 – 18/03/2021	14/07/2020 – 22/07/2021	05/03/2020 – 23/04/2021	12/04/2021 – 26/10/2021
Construction	09/08/21 – 31/03/2023	13/12/2021 – 10/07/2023	11/10/2021 – 26/01/2024	11/03/2022 – 31/03/2023

Table 1: HIF1 schemes programmes

Process to Secure Funding

31. Subject to Cabinet approval, the process to secure funding will take the following route:
 - (a) Complete the Heads of Terms (indicatively end of October 2019)
 - (b) Complete and sign grant determination agreement (indicatively December 2019 – subject to pre-contract conditions)
 - (c) Drawdown first tranche of funding (indicatively February 2020)
 - (d) Satisfy post contract conditions (ongoing)

Financial and Staff Implications

32. The total cost of the HIF1 package of measures is estimated to be £234m (including appropriate rates of inflation – 4% per annum). The funding amount of **£218m** will be secured through the HIF1 grant determination agreement. The remaining funding of £16m will be a mixture of held and secured section 106 funding and direct delivery by developers (s.278 and s.38).
33. The County Council has spent approximately £0.675m in submitting the funding bid in January 2019. However, £0.243m has since been granted by Homes England through the co-development process which meant that the total £0.432m was spent on the bid. To maintain momentum and support the HIF 1 delivery programme, activity and spend has continued. At the time of writing approximately £0.200m has been spent post submission with a further £0.800m committed. Should the Council be unable to reach agreement with Homes England and sign the grant development agreement the monies spent to date along with the costs associated with those activities completed through committed activities will be lost. On signing the contract, all funding spent from September 2017 and included as a cost in the business case can be reclaimed as part of the £218m.
34. Homes England expect recovery of HIF funding from developers that benefit from the advanced delivery of infrastructure. Subject to relevant planning regulations (e.g. Community Infrastructure Levy), the County Council expects to recover between £35m and £75m which can be retained by the local authority and spent on infrastructure that supports the further delivery of new homes in Oxfordshire.
35. Much of the support to deliver HIF1 will come from consultancy teams. However, through the County Council business case process, internal staff have been recruited to deliver the expected growth including the Housing and Growth Deal and HIF1 and 2.

Equalities Implications

36. This report recommends delegating authority to sign a grant determination agreement with Homes England subject to negotiations around conditions and mitigation of financial risk. The purpose of the grant determination agreement is to unlock new homes in areas of greatest demand by providing the

infrastructure to unlock otherwise unsustainable housing sites. The delivery of housing sites will be based on existing and future planning decisions made through statutory processes which are subject to equality assessments. Therefore, there are no additional equalities implications of this report.

37. The equalities implications of the HIF 1 schemes that are developed to delivery, and which become the accountability of the County Council, will be assessed in the normal way as they are individually brought forward.

Legal Implications

38. Throughout the contract negotiations, the County Council's Legal Team has been involved and advised officers which has informed the negotiation of the Heads of Terms to date. Homes England and the County Council will be responsible for their own legal costs although this may be recouped post-contract as a capital receipt.

Programme and Project Risks

39. Number of risks identified above which are relevant across the programme and package of measures.
40. As is standard with major highway infrastructure delivery, operational risks are identified which can have an impact on programme and cost:
- (a) Land acquisition, Compulsory Purchase Order and public inquiries
 - (b) Planning approvals
 - (c) Utilities diversions and protection
 - (d) Ground conditions and contaminated land
 - (e) Stakeholder objections
 - (f) Environmental surveys and mitigation
 - (g) Drainage consents and flood mitigation
 - (h) Archaeological constraints
 - (i) Third party delays such as Network Rail
 - (j) Network management and availability of road space (in competition with developers and utility providers)
 - (k) Land compensation claims
 - (l) Inclement weather
41. The total cost of the HIF1 package of measures is £234m (including appropriate rates of inflation – 4% per annum). The funding amount of **£218m** will be secured through the HIF1 grant determination agreement. The remaining funding of £16m will come from held s106 (£6.5m – 2018 prices), secured s106 (£3.0m – 2018 prices) and direct delivery by developers (£7,800,000). Whilst there is an inherent risk of overspend on the total budget as explained above, there is also financial risk if developments do not come forward. However, as the financial contributions have been secured via legal agreement (with most held), delayed development is only likely to delay the payment. Any such cashflow requirement can be account for across the wider capital programme.

42. The financial contributions secured are from North-east Didcot which has implemented its development so the risks of not receiving funding at all are low. The direct delivery element has a risk associated with Didcot A and Valley Park, but these elements are required for access and movement frameworks within the sites. This therefore also poses a low risk. The other risk is around inflation. Whilst it is difficult to predict inflation, current inflation in the UK is approximately 1.7% with an inflation target of no more than 2%. Whilst costs may rise higher in industries such as construction, a 4% inflation rate per annum has been applied to adequately cover volatility in the economy and markets.

Decisions required

43. As set out, there is a compelling case for infrastructure investment through the Didcot Garden Town HIF bid. A successful bid has been secured and negotiations to finalise the Heads of Term that will inform the drafting of the legal contract with Homes England are nearing conclusion.
44. There are several significant matters included within the draft Heads of Terms which relate to the successful programming and delivery of the infrastructure and which have financial and reputational risks to the Council. Whilst significant, these are not considered to be disproportionate to this scale of project and are to be managed through the Council's governance procedures.
45. There remain matters to be concluded, however at this stage these are not considered to be insurmountable and subject to Homes England confirming their willingness to enter into the general development agreement. It is proposed that authority be delegated to enter into the general development agreement once discussion on the outstanding matters be completed.

SUSAN HALLIWELL
Director - Planning & Place

Background papers: None

Annex 1 - Draft Heads of Terms
Annex 2 - Assurance Framework

Contact Officer: Aron Wisdom

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of the Local Government Act 1972.

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CABINET – 15 OCTOBER 2019

MARGINAL VIABILITY HIF FUNDING AGREEMENT & IMPLEMENTATION AGREEMENTS - NW BICESTER

Report by Director for Planning & Place

RECOMMENDATION

1. The Cabinet is **RECOMMENDED**, subject to the confirmation of Cherwell District Council's willingness to enter into a legal agreement for the recovery of funding, to authorise the Chief Executive in consultation with the Leader of the Council to:
 - (a) approve any final detailed amendments of the drafted Funding Agreement.
 - (b) approve the Funding Agreement.
2. Subject to 1, authorise delegation for the approval of the Implementation, Property, Maintenance and Access Agreements for the delivery of the rail bridges to the Director for Planning & Place in consultation with the Leader of the Council.
3. Subject to 1, agree the inclusion of the funding of £6.7m into the Capital Programme for this project subject to the implementation of the funding agreement.

Executive Summary

4. Cherwell District Council (CDC) has been successful in bidding for Government Marginal Viability Housing Infrastructure Fund (MVHIF) money to support the north west Bicester housing allocation. This funding has been specifically provided to fund the construction of a new rail-over-road bridge that is required to facilitate the realignment of the A4095 in the vicinity of Howes Lane and Lords Lane, Bicester. The whole realignment was allocated as a Housing and Growth Deal scheme and therefore as Oxfordshire County Council (OCC) is now leading on the delivery of much of the realignment CDC has requested that OCC take forward the delivery of the MVHIF infrastructure.
5. The need to make use of an Easter 2021 four-day railway track closure window is driving the delivery of the project as Network Rail have indicated that this is very likely to be the only opportunity they can provide before the completion of HS2. This placed a significant risk to the delivery of the project whilst also ensuring that a successful project could be delivered quickly. Discussions led by OCC in liaison with CDC are nearing completion to agree a Funding Agreement with Homes England. There are also a range of operational agreements that are also required to take forward delivery.

Introduction

6. In 2017 the Government announced a funding opportunity under the title Housing Infrastructure Fund. There were two calls, one for smaller sums available to second tier authorities (Marginal Viability Housing Infrastructure Funding - MVHIF) and a larger funding stream available to County Councils (Housing Infrastructure Fund- HIF). CDC bid for MVHIF for the rail bridge to allow the realignment of the A4095 at Howes Lane. The realignment of the A4095 is required to overcome the capacity constraint at the existing junction of Bucknell Road and Howes Lane, to facilitate development at North West Bicester, a mixed-use development including up to 6000 homes pursuant to Policy Bicester 1 of the Cherwell Local Plan 2015 and wider growth within the local area. An extract of the approved masterplan for NW Bicester is included in Annex A.
7. To resolve the existing junction constraint at Howes Lane and Bucknell Road it is necessary to build both the new road and the rail bridge, the total cost of which would have exceeded the maximum MVHIF funding bid (£10m). The bid made therefore sought the cost of the bridge works only (£6.7m). This decision was based on trying to improve the viability of the NW Bicester development by working with Network Rail to address the more complex delivery of the rail bridge. Further funding is being sought to enable the forward funding and delivery of the road and underpass to unlock the site. The full funding required is not yet secured.
8. The funding bid was successful as Homes England offered CDC the £6.7m to construct the rail bridge. By the time of the funding agreement negotiations however OCC were taking the lead on the delivery of the rail bridge using Housing and Growth Deal funding to support the design process. The responsibility for reaching agreement with Homes England on funding terms therefore transferred to OCC as OCC would be incurring the expenditure to construct the bridge.
9. CDC is taking a report to their Executive on 7 October 2019 seeking authorisation to enter into a legal agreement with OCC to seek to recover funding towards the cost of delivery of the A4095 infrastructure. This would follow OCC entering into the Funding Agreement with Homes England.
10. The funding agreement has a number of requirements and two of these in particular need careful consideration and these are considered further below.

Report Details

11. The MVHIF funding agreement is a standard template agreement with standard clauses. The agreement raises two important issues, the need to meet milestones throughout the construction phase and the need to seek to recover contributions from development for the infrastructure that has been forward funded, thereby freeing up the grant money to then more directly help to deliver housing as Homes England require.

12. Further agreements will need to be in place for the delivery of the rail bridge and underpass required for the A4095 realignment. It is intended that Network Rail will deliver the scheme because it is on their land, they manage the possession needed to close the railway and they have a wealth of experience in construction of railway bridges in very tight time constraints. Delegated approval is sought to enter into these agreements as a part of meeting the challenging delivery programme for the bridges. These agreements include:
- An implementation agreement with Network Rail (for the construction by Network Rail of the bridges using one of its framework construction contractors).
 - A property agreement with Network Rail (regarding the Council's right as highways authority to construct the road and pedestrian/cycle route under the bridges and their dedication for adoption by the Council as highway maintainable at public expense).
 - An agreement with Network Rail covering future maintenance of the bridges and commuted sums payable by the Council to cover this maintenance.
 - Access rights granted by adjoining landowners for the construction and subsequent maintenance of the bridges until such time as the new road and pedestrian/cycle route have been constructed.
13. The programme for delivery is tight due to the need to use the Network Rail track possession booked for Easter 2021 to install both structures. Therefore, there is a critical timeframe for delivery and any slippage will cause a disproportionate delay as another track possession may not be available for perhaps 10 years due to HS2 currently holding all possessions.
14. Any delay or failure to sign the funding agreement or the implementation agreement and its associated agreements would cause significant risks on the delivery of the infrastructure to time and budget.

Process to Secure Funding and Delivery

15. Subject to Cabinet approval, the process to secure funding will take the following route:
- (a) Complete the Funding Agreement (indicatively October 2019)
 - (b) Complete the Implementation Agreement (indicatively November 2019)
 - (c) Possession booked (Easter/April 2021)
 - (d) Completion of works (July 2021)

Financial and Staff Implications

16. There are some financial risks in signing the MVHIF agreement due to the default clauses in the agreement and the third-party delivery by Network Rail. These risks are being reduced as far as practical through ongoing negotiation with Homes England. Remaining risks will be mitigated as far as possible but are not considered to be disproportionate for a scheme of this scale and nature.
17. The MVHIF money for the rail-over-road bridge is only part of the funding needed for the A4095 realignment scheme. There is also Housing and Growth Deal (HGD) and s106 funding supporting the delivery of the underpass and road which are also required to complete the realignment. If the MVHIF funding was no longer available then HGD funding, subject to approval, could be diverted to finish the delivery.
18. The Network Rail Implementation Agreement is with Network Rail's implementation arm of their organisation. The agreement covers the construction at an estimated price for implementation that includes a risk allowance of approximately 18%. Part of the payment to Network Rail also includes an industry insurance to cover low probability, high impact risks specific to rail industry conditions.

Equalities Implications

19. This report recommends delegating authority to sign a grant determination agreement with Homes England subject to negotiations around conditions and mitigation of financial risk. The equalities implications of the scheme which become the accountability of the County Council will be assessed in the normal way as the detail of the scheme is brought forward.

Legal Implications

20. Throughout the contract negotiations, the County Council's Legal Team has been involved and has advised officers and this has informed the negotiation of the Funding Agreement to date. Homes England and the County Council will be responsible for their own legal costs although these may be recouped post-contract as a capital receipt.

Programme and Project Risks

21. Number of project risks have been identified across the project, the most significant of which are as follows:
 - (a) Financial implications are still being assessed as a part of the ongoing negotiations with Homes England as mentioned in paragraph 16 above.
 - (b) Possession cancellation by Network Rail for wider railway maintenance and strategic schemes. Insurance will be in place to mitigate the financial

loss but any resulting programme delays will be totally dependent on the availability of a future possession.

- (c) Network Rail's Implementation Agreement requires OCC to accept liability for any Network Rail costs arising due to the existence of the bridge that are not covered by insurances or the commuted sum paid to cover routine maintenance and renewal costs. The financial risks to OCC are considered low in this regard as the most likely triggers to require payment for modification or reconstruction of the bridge or underpass are likely to be major rail projects such as electrification or the widening of rail corridors, rail scheme which have all tended to be centrally funded and therefore would not fall to OCC to contribute to (unless required as part of central funding arrangement).
- (d) Network Rail's Implementation Agreement requires OCC to cover the costs of construction of the bridges under certain heads of cost and the outturn cost is uncertain. Estimates and costing information should be examined carefully ahead of entering into the Implementation Agreement.
- (e) Working within the constraints of a railway environment and under the very tight time constraints of a single 100hr track possession; mitigation is sought by procuring the works through Network Rail who operates the track in question and by using one of their framework contractors who is experienced in constructing these sorts of structures in a time limited railway track possession.
- (f) The arrangements for construction of the underbridge and underpass are not yet in place. The construction contract needs to be awarded and there is land that needs to be temporarily secured that is in third party ownership. It is intended that the implementation agreement for construction will be based on a Network Rail standard template. The bridges themselves will both be located on Network Rail owned land. The third-party land required for temporary construction access and site compounds is all privately-owned. Contact has been made with all landowners involved and negotiations are ongoing.
- (g) Construction of the road is contingent on the land it requires being secured from private land owners. Contact will be made with owners of land required for the road when its design has been sufficiently developed.
- (h) At present there is not enough Growth Deal Funding allocated to fund the road construction. Therefore, there is also a need for developers to come forward and progress their planning applications which will include constructing elements of the road/funding the construction of the road [once the underbridge is in place]. Encouragement of developers will be a role for Cherwell District Council to lead.

Decisions required

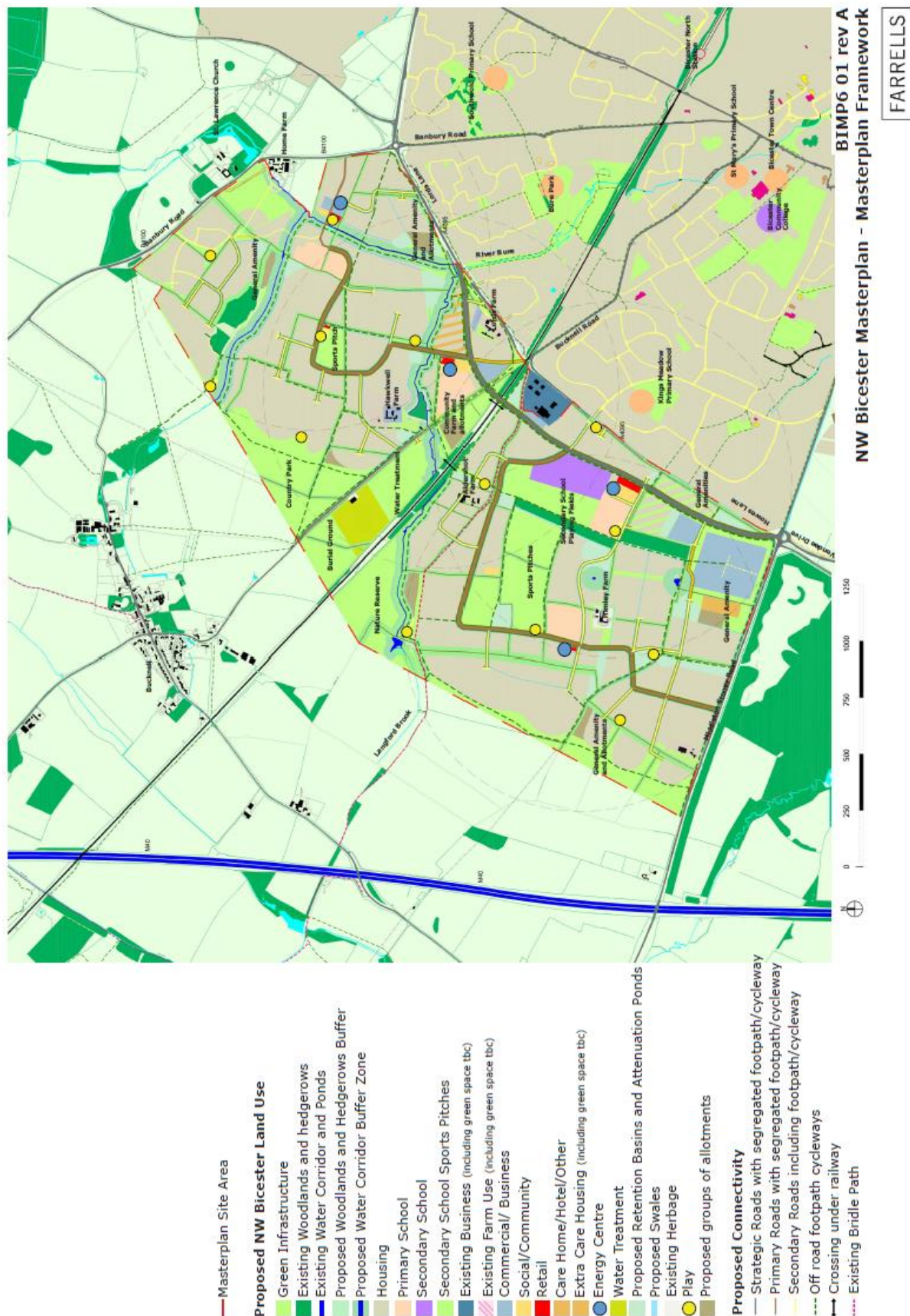
22. As set out, there is a compelling case for infrastructure investment in NW Bicester. It has been demonstrated that funding from Homes England is required in order to resolve existing viability issues to enable and facilitate the delivery of up to 6,000 homes across the development site. It is anticipated that CDC through agreeing to enter into a back-to-back legal agreement with OCC, will agree to OCC leading the delivery of the rail underbridge as a part of the realignment of A4095 in NW Bicester.
23. There are several matters included within the draft Funding Agreement which relate to the successful programming and delivery of the infrastructure and which have financial and reputational risks to the Council. Whilst important, these are not considered to be disproportionate to the scale of project and can be appropriately managed through the Council's governance procedures.
24. There remain matters to be concluded prior to finalising the Funding Agreement, however at this stage these are not considered to be insurmountable and are subject to CDC confirming their willingness to enter into a back-to-back legal agreement. It is proposed that authority be delegated to enter into the Funding Agreement with Homes England once discussions on the outstanding matters are concluded.
25. In addition, there are also a range of further Agreements required to carry forward the operational delivery of the project. These are considered standard agreements for the delivery of infrastructure on third party land within a rail environment. Delegation is therefore sought to expedite these agreements to meet the demanding delivery programme.

SUSAN HALLIWELL
Director for Planning and Place

Background papers: None

October 2019

Extract of the Approved Masterplan for NW Bicester



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Division(s):

CABINET – 15 OCTOBER 2019

MARGINAL VIABILITY HIF FUNDING – WANTAGE EASTERN LINK ROAD: FUNDING AGREEMENT

Report by Director for Planning & Place

RECOMMENDATION

1. The Cabinet is **RECOMMENDED** subject to the confirmation of Vale of White Horse District Council's nomination that Oxfordshire County Council act as receiving and accountable body for the Housing Infrastructure Funding Marginal Viability and, authorise the Chief Executive, in consultation with the Leader of the Council to:
 - (a) approve any final detailed amendments to the draft Funding Agreement.
 - (b) approve and sign the Funding Agreement between Homes England and Oxfordshire County Council for HIF Funding Marginal Viability – Wantage Eastern Link Road.
2. Subject to 1, agree the inclusion of the funding of £1.951m into the Capital Programme for this project subject to the implementation of the funding agreement.

Executive Summary

2. The Vale of White Horse District Council (VoWHDC) has been successful in bidding for Government Housing Infrastructure Fund Marginal Viability (HIFmv) money to part fund the Wantage Eastern Link Road, Wantage. This will support the acceleration of homes within part of the Crab Hill (Kingsgrove) development site.
3. As the focus of the HIFmv grant funding agreement is on partial delivery of a highways scheme and the procurement to complete the works, it is anticipated that VoWHDC will request that OCC are nominated as the receiving body for the HIFmv. As the highway authority, OCC have the skills, experience and staff to deliver transport improvements. OCC is also providing and holding the additional funding to deliver the wider scheme.

Introduction

4. During July 2017, the Ministry for Housing, Communities and Local Government (MHCLG) announced a national Housing Infrastructure Fund (HIF). The £2.3bn (subsequently raised to £5.5bn) fund is intended to ensure that the right infrastructure is in place to facilitate identified growth. The fund was split into two packages:
 - Marginal Viability HIF (initially for schemes up to £10m)
 - Forward Funding HIF (initially for schemes up to £250m)
5. The VoWHDC's Local Plan Part 1 was adopted in December 2016 and Core Policy 35 seeks to support the provision of sustainable transport measures to promote the use of public transport, cycling and walking, which is best promoted by reducing vehicular traffic other than buses and goods delivery vehicles from the centre of town. It also safeguards land for the Wantage Eastern Link Road.
6. The planned Wantage Eastern Link Road is aimed at relieving existing congestion around the town of Wantage whilst increasing the capacity of the highway network in the area to help address the projected growth in vehicle journeys over the coming years. It will provide a strategic transport link between the A338 to the north of Wantage and the A417 to the east. Traffic modelling undertaken using the Oxfordshire Strategic Transport Model demonstrated that congestion will become a major issue in Wantage/Grove without its construction.
7. Taking a district perspective, the link road will also help to accelerate housing delivery on developments such as Crab Hill, Grove Airfield and North West Grove – this will assist in reducing the unaffordability of housing in the area. Without it, these nearby housing sites would likely face infrastructure constraints that will delay the release of housing to the local market.
8. In October 2017, VoWHDC, in conjunction with OCC and other partners, submitted a MVHIF bid to HM Government for £7.71 million to help deliver the Wantage Eastern Link Road. This money, along with additional sources of funding such as housing developer contributions, will help to contribute towards the cost of the road - the overall cost of the project was estimated to cost approximately £15 million.
9. In February 2018, Government announced that the Council's HIFmv bid had been successful. Although successful with the bid, the amount of funding awarded was lower than the original bid amount. Of the £7.71 million, Homes England granted the council £1.951 million. In the period between the bid submission and the award of the bid, ongoing discussions between Homes England and the VoWHDC centred on the delivery of the homes.
10. While the VoWHDC original bid included sites in addition to the Crab Hill site, Homes England's focus has been on the early delivery of 222 homes, particularly on Crab Hill site. Additionally, when considered alongside the Housing and Growth Deal, the amount awarded to the Council is to 'plug the shortfall' in funding enabling the delivery of the Wantage Eastern Link Road earlier than envisaged thereby accelerating new homes on Crab Hill (Kingsgrove).

11. VoWHDC is taking a report to their Cabinet in 8th October 2019 seeking authorisation to accept the MVHIF offer from Homes England and nominate OCC as the receiving and accountable body for the delivery of the infrastructure.

Report Details

12. The MVHIF funding agreement is a standard template agreement with standard clauses. The current wording of the agreement presents important issues that will need to be resolved or accepted through the negotiations with Homes England.
13. The key issues relate to the payment terms of the HIFmv grant funding agreement and the delivery of infrastructure within the timeframes set out in the agreement and the consequences of non-delivery against the agreed programme.
14. Homes England are keen to see speedy delivery of the Wantage Eastern Link Road and the unlocking of housing which this new highway facilitates.

Financial and Staff Implications

15. There is a financial risk to signing the MVHIF agreement and these financial implications and liabilities are being assessed alongside the ongoing negotiations with Homes England.
16. In addition to helping deliver the Wantage Eastern Link Road, the £1.951m of funding is required to cover the expected shortfall not secured via s106. Other sources of funding to deliver the works at an estimated total cost of £15,088,128 are as follows;
- *LEP funding and direct delivery from Crab Hill - £4.98m*
 - *LEP Funding - £2.00m*
 - *S106 secured - £5.89m*
 - *S106 HELD - £0.26m*
17. Regarding resource to deliver the project, interim temporary staff have been brought in as a part of expanding the core team for delivery and these are capital funded posts.
18. There are financial risks that relate to the delivery of the scheme such as;
- (a) Cost overruns during construction. Although detailed design drawings have been produced. There is a risk relating to when work starts on site and what the site conditions may lead to. This would add additional cost to the works if these issues were within the red line of the 'phase 3 works' and then OCC would be liable. This is standard risk for

infrastructure projects and measures will be adopted through the Council's governance framework to actively minimise this risk.

- (b) S106 funding sought and for the delivery of the WELR does not arrive when anticipated due to other factors such as a down turn in the housing market. OCC would again need to fund the gap until these triggers are met within each given s106.

19. Notwithstanding the risks above, if required, OCC can forward fund the project with capital reserves until the s106 funding is received.

Equalities Implications

20. This report recommends delegating authority to sign a grant determination agreement with Homes England subject to negotiations around conditions and mitigation of financial risk. The equalities implications of the scheme which become the accountability of the County Council, will be assessed in the normal way as the detail of the scheme is brought forward.

Legal Implications

21. Throughout the contract negotiations, the County Council's Legal Team has been involved and advised officers which has informed the negotiation of the Heads of Terms to date. Homes England and the County Council will be responsible for their own legal costs although this may be recouped post-contract as a capital receipt.

Risks

22. Number of risks have been identified across the project which are detailed below, further risks are being managed as a part of the negotiations with Homes England:

- (a) Failure to provide additional transport capacity would lead to increased congestion in the Wantage/Grove area. This would not only worsen the natural environment and damage the health and wellbeing of residents, but also impose artificial constraints on economic growth and development. Further development in Wantage and Grove may be constrained as a result.
- (b) If the Wantage Eastern Link Road was not funded in the short to medium term, housing delivery could be delayed. This could potentially further exacerbate the issue of housing affordability.
- (c) Without the construction of the Wantage Eastern Link Road, the future proposed Grove Northern Link Road and / or other infrastructure would not be able to be brought forward due to a lack of confirmed funding.

- (d) Policy goals to strengthen pedestrian movement and cycling capacity could be weakened by increased vehicular congestion in the town centre.
- (e) Further risks relate to implications of not meeting the agreement terms and the financial implications of missing the project timescales outlined in the agreement.

Decisions required

23. As set out, there is a compelling case for infrastructure investment in Wantage Eastern Link Road, Wantage. It has been demonstrated that funding from Homes England is required in order to resolve existing congestion issues whilst facilitating the delivery of homes across the area. It is anticipated that OCC has highways authority will be asked to lead the delivery of the Wantage Eastern Link Road by VoWHDC.
24. There are several matters included within the draft Funding Agreement which relate to the successful programming and delivery of the infrastructure and which have financial and reputational risks to the Council. Whilst important, these are not considered to be disproportionate to this scale of project and can be appropriately managed through the Council's governance procedures.
25. There remain matters to be concluded, however at this stage these are not considered to be insurmountable and subject to VoWHDC confirming their willingness to nominate OCC to deliver the project. It is proposed that authority be delegated to enter into the Funding Agreement with Homes England once discussion on the outstanding matters is concluded.

RECOMMENDATION

The Cabinet is RECOMMENDED to

to be completed once agreed above.

Susan Halliwell
Director, Planning and Place

Background papers: None

Contact Officer: Hannah Battye

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Division(s): NA

CABINET – 15 OCTOBER 2019

LOCAL GOVERNMENT ASSOCIATION CORPORATE PEER CHALLENGE FEEDBACK REPORT

Report by the Corporate Director - Customers and Organisational Development

RECOMMENDATION

1. **Cabinet is RECOMMENDED to:**
 - (a) **Consider the LGA Corporate Peer Challenge Feedback Report (Annex 1)**
 - (b) **Accept the recommendations set out within the report**
 - (c) **Agree the proposals set out at paragraph 17 for incorporating the report's recommendations into corporate, business and transformation planning**

Executive Summary

2. During March 2019, the Council commissioned the Local Government Association (LGA) to carry out a Corporate Peer Challenge.
3. The feedback report from the LGA was received in July 2019. It was reported to the Performance Scrutiny Committee for comment in September. Cabinet is now asked to consider the report, accept the recommendations made, and agree that these should be incorporated into the council's business planning.

Introduction

4. Peer challenge is a core element of the Local Government Association's sector-led improvement offer to local authorities. A peer challenge involves experienced councillor and officer peers from across the local government sector undertaking a 'health-check' of a council and how it operates. Peer challenge is designed as an improvement tool, intended to critically assess participating councils and make suggestions for improvement, based on the analysis and experience of the peer team. The review is not an inspection process.
5. The County Council commissioned a Corporate Peer Challenge to take place in late March 2019 with the intention being to develop a clear and independently verified assessment of our strengths and weaknesses during a period of ongoing change and development across the council.

Themes of the Peer Challenge

6. The national peer challenge process is structured around the following five core questions on the overall health of the organisation:
 - **Understanding of the local place and priority setting:** Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
 - **Leadership of place:** Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
 - **Organisational leadership and governance:** Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
 - **Financial planning and viability:** Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
 - **Capacity to deliver:** Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?
7. In addition, Oxfordshire asked the peer team to address an additional two issues:
 - **Partnership working:** Is there a culture of partnership-working in the council with improving outcomes for citizens as the central aim? Does the council take an appropriate leadership role in the county and wider region and what barriers are in place? Do stakeholders consider the council to be an effective partner in terms of agreeing and delivering shared objectives?
 - **Work on the growth agenda:** Is there a clear narrative on the growth agenda that is shared across the council and understood by stakeholders and citizens? Is the council sufficiently leveraging its leadership role in the interests of improved outcomes for citizens across the widest growth agenda? How embedded and understood is our commitment to the wider growth agenda?
8. The peer challenge process and the subsequent report has been structured around these seven themes.

The Peer Challenge Process

9. The Corporate Peer Challenge was undertaken from 19-22 March 2019. In preparation the Council carried out extensive staff engagement and engaged

widely with elected members and partners, including in the production of a Position Statement document.

10. Over the course of four days onsite, the peer team spoke to more than 200 people in more than 60 meetings, site-visits and focus groups. Full details of the Peer Challenge methodology, including the membership of the review team, are set out in section three of the feedback report.
11. On the final day, the team presented to a large audience of staff, members and partners at the Said Business School. The summary presentation and a video of the event have been subsequently widely shared with all participants, councillors, staff and stakeholders.

Feedback and Recommendations

12. The LGA Feedback Report is attached as Annex 1. An Executive Summary in section one summaries the review team's conclusions.
13. Section two makes 11 recommendations:
 - i. Co-develop the vision for Oxfordshire
 - ii. Improve engagement with existing and new communities
 - iii. Address and understand the impact of the Growth Agenda on the whole organisation
 - iv. Establish and communicate the corporate narrative
 - v. Address resource and skills capacity issues
 - vi. Establish effective external and internal communications
 - vii. Establish a stable management team
 - viii. Grow and embed the organisational culture
 - ix. Agree the Investment Strategy and maximise assets and business relationships
 - x. Continue to develop the innovative model between the County and district authorities
 - xi. Develop new approaches to locality boards
14. From section four, the report is then structured around the seven themes (five national and two local) as set out above.
15. Following receipt by the Council in July, this report was circulated to councillors, staff, participants in the process and other stakeholders.

Implementing the Recommendations

16. This report recommends that the recommendations set out within the Feedback Report are adopted by the council and incorporated into corporate, business and transformation planning.
17. The table below sets out how each recommendation will be delivered and considers who will need to be involved.

i. CO-DEVELOP THE VISION FOR OXFORDSHIRE

What have we already done?

The Council's vision for "Thriving Oxfordshire" is articulated in the Corporate Plan, setting out how this overall vision is supported by a thriving economy, people, and places.

Engagement with service users is strong, and the council gathers and analyses data to support priority-setting. This includes qualitative feedback in consultations, a coproduction approach with representative groups, and public meetings around major strategies (such as Local Transport Planning) and significant budget changes, which can directly impact proposals.

How will we go further to deliver this recommendation?

Working to build an engaged coalition of partners, we will seek to co-develop a compelling shared vision for Oxfordshire. This should be a vision that can be shared by staff, partners, residents, business and civic society. It should clearly articulate the future of the County in a way that can drive and coordinate positive change in the interests of residents. It should be developed through an open and engaging public process led through partnership. Such a new vision will need to connect to active public engagement already underway in connection with the development of the Joint Statutory Spatial Plan, to local plans and other vision and strategic documents.

Who will need to be involved?

- Elected members
- District and City Councils
- Towns, parishes and other civic organisations
- Statutory partners (including Health and Thames Valley Police)
- Voluntary and Community Sector (VCS)
- Business, employers and cultural organisations
- Partnership boards and bodies (including OxLEP, Growth Board, Health and Wellbeing Board and Community Safety Partnership)

ii. IMPROVE ENGAGEMENT WITH EXISTING AND NEW COMMUNITIES
<i>What have we already done?</i>
<p>We have worked more closely with town and parish councils in recent years, to identify local activity which can be more effectively delivered at the very local level, particularly around the street scene.</p> <p>We have also worked with a range of local community groups to find ways of sustaining services which would not be viable as a wholly taxpayer-funded activity, such as community libraries, transport projects, and open-access children's provision.</p> <p>Our engagement with new communities has been focused on our role in delivering major infrastructure such as roads, schools and other community facilities. Most often this is in partnership with district councils and developers.</p> <p>We are also significant partners in planning for improvements to existing communities, and effective design of urban extensions, whether through infrastructure funding, or wellbeing programmes such as Age Friendly Banbury and Bicester Healthy New Town.</p>
<i>How will we go further to deliver this recommendation?</i>
<p>There are many positive examples of collaborative community building within Oxfordshire. However, working with partners, we need to be equipped to deliver community engagement consistently and at scale.</p> <p>To deliver this recommendation, we will work with partners to ensure that a community development approach and appropriate capacity is designed into delivery arrangements for growth.</p>
<i>Who will need to be involved?</i>
<ul style="list-style-type: none"> • Political and managerial leaders • Growth Board partners • Towns, parishes and other civic organisations • VCS role in understanding and engaging with communities • Service users, carers, and representative groups • The public and media • Broad representative groups of local stakeholders

iii. ADDRESS AND UNDERSTAND THE IMPACT OF THE GROWTH AGENDA ON THE WHOLE ORGANISATION
<i>What have we already done?</i>
<p>Oxfordshire is recognised nationally as a leading area in engaging with the potential of growth – maximising the benefits, mitigating the challenges, and engaging effectively with partners and central government to secure the best use of joined-up funding and shared planning to bring good growth.</p> <p>While frequently operating at pace and focused on delivery, opportunities have been taken to share the work on growth with those more broadly affected, including through partner conferences, and online information, as well as through specific projects such as the healthy place-shaping work mentioned below.</p> <p>Relationships with local and regional partners have been improved through shared recognition of the potential of the Growth Deal and Housing Infrastructure Fund, and engagement as regional leaders for England’s Economic Heartland and the Oxford-Cambridge corridor.</p>
<i>How will we go further to deliver this recommendation?</i>
<p>The development of a healthy place shaping approach to growth is being taken forward to focus community centred planning. Services are being challenged to incorporate full consideration of the implications of growth pressures in service and business plans and in transformation plans for the shape of the future organisation.</p> <p>All services within their business planning cycles need to consider the internal and partnership impact of growth and develop ‘managing growth’ as a business objective. Corporately, clearer cost models and impact analysis need to be developed linked to business intelligence and population modelling.</p> <p>Prevention and demand management strategies, identified as a focus within corporate transformation, need to consider the impact of growth and how ‘good growth’ (for example healthy place shaping) can reduce future demands on services.</p>
<i>Who will need to be involved?</i>
<ul style="list-style-type: none"> • All services • Corporate support teams including finance, transformation and organisational development • District and City Councils

iv. ESTABLISH AND COMMUNICATE THE CORPORATE NARRATIVE
<i>What have we already done?</i>
<p>Within the organisation significant work has been done to join up activity and business planning in a way which makes best use of resources, and embeds corporate priorities into individual and operational objectives, and links these to financial plans.</p> <p>Regular events for all staff, and for senior managers, are designed to ensure a clear and consistent message is communicated from the top of the organisation, reinforced by active internal communications through e-mail newsletters and daily intranet headlines.</p> <p>Service areas also organise director roadshows and briefings, as well as “back to the floor” activities for senior managers, councillors and partners such as ‘practice weeks held in children’s education and social care teams</p> <p>Upgraded communications including regular bulletins (such as ‘The Buzz’) and consistent messaging and use of compelling graphics (for examples those used in the Council Tax leaflet) are helping to communicate the corporate narrative.</p>
<i>How will we go further to deliver this recommendation?</i>
<p>The Peer Challenge report suggests that a clearer narrative can add a unifying and compelling sense of common purpose within the organisation, supporting a resident-focussed culture. This should be linked to recommendation to Co-develop the vision for Oxfordshire.</p> <p>Cabinet has noted that there are short and medium-term opportunities for improving our corporate planning framework which will support the communication of the corporate narrative:</p> <p>Firstly, for the business cycle ahead, the Corporate Plan and supporting documents will be refreshed to incorporate new and prioritised issues. This will be supported by the development of a highly visual plan on a page that will re-articulate and communicate the corporate narrative.</p> <p>Secondly, it is proposed to undertake a full refresh of the Corporate Plan to be in place during 2021/22. Planning is in place for how this strategic review can be undertaken and this will include developing and communicating the corporate narrative.</p>
<i>Who will need to be involved?</i>
<ul style="list-style-type: none"> • Political and managerial leaders • All elected members

- Staff
- Partners and key stakeholders
- Residents

v. ADDRESS RESOURCE AND SKILLS CAPACITY ISSUES

What have we already done?

The council has a strong approach to service redesign and restructuring which aims to maximise retention and redeployment, minimising turbulence for staff and costs of redundancy. For staff feeling pressure, including as a result of change and uncertainty, the council has a “Well at Work” programme, with a particular focus on mental health.

Skill and capacity shortages are also mitigated through effective joint working with partners, and securing external funding for particular projects which can enable resource to be bought in. The council has an extensive classroom and online training catalogue available to staff, as well as more bespoke offers including coaching for senior managers.

Significant progress has already been made through the transformation programme towards delivery of this recommendation including moving to new structures and ways of working across Finance, Strategic Capability, and the provision cycle.

How will we go further to deliver this recommendation?

A revised workforce strategy is now planned that will set the approach to workforce development and management to meet the needs of a changing county and revised model of delivering HR will support workforce management at the service level.

The next phase of the council’s transformation programme will include a much greater focus on staff development, engagement, learning and training, including looking at the long-term skills of our workforce.

A further phase of transformation activity will focus on demand management, preventative services, customer contact and how we assess our residents’ needs, to tackle resource and capacity issues by reducing need before it reaches our acute services.

Who will need to be involved?

- All service areas, staff and managers
- Human Resources

- Elected members , including through the Cabinet Advisory Group and through the Joint Sub-Committee

vi. ESTABLISH EFFECTIVE EXTERNAL AND INTERNAL COMMUNICATIONS

What have we already done?

During the spring and summer, a review of strategic communication and engagement has been carried out as part of the council-wide transformation programme.

A new model for how the function will work with services and partners, its processes and ways of working, and an implementation plan have been agreed. This will ensure that good practice is adopted and widely shared across the council, and resources are directed to the council's corporate plan priorities.

There will be also be a greater emphasis on enabling councillors and staff to engage effectively with residents, service users and community-based organisations.

Improvements already made to the council's communication and engagement capability include:

- Embedding an insight-driven approach to campaign planning based on best practice in local and central government communications
- Improving the use of video and graphic design as a way of engaging residents and other stakeholders more effectively
- Better use of digital tools to monitor issues and opportunities of relevance to the county council's priorities, including national policy debates.

How will we go further to deliver this recommendation?

The proposals set out above will now be implemented fully.

Who will need to be involved?

- All services
- Staff impacted

vii. ESTABLISH A STABLE MANAGEMENT TEAM (SETTLE THE S113 ISSUE)
<i>What have we already done?</i>
<p>The ongoing use of a section 113 agreement as the framework to enable joint working with Cherwell District Council and appointments to joint posts (which is specifically raised in the report), was agreed at Cabinet in April.</p> <p>A range of roles have recently been formalised within the council and between the two councils, including permanent and joint appointments.</p> <p>This includes the appointment of the Corporate Director of Public Health, Corporate Director of Adult Services, Corporate Director of Customers and Organisational Development, Chief Fire Officer and Director of Community Safety, Deputy Director Human Resources and a number of other senior sub-director appointments.</p> <p>Further interim arrangements have been put in place to stabilise the management team and new strategic posts were established by Council in July.</p>
<i>How will we go further to deliver this recommendation?</i>
<p>A stable management team is now in place. We will go further through appointments to permanent and joint appointments and with the establishment of new posts where required.</p>
<i>Who will need to be involved?</i>
<ul style="list-style-type: none"> • Senior managers • Elected members

viii. GROW AND EMBED THE ORGANISATIONAL CULTURE

What have we already done?

The council already has a well-established management development programme, and plans to renew the human resources and organisational development offer to staff more broadly are well underway.

How will we go further to deliver this recommendation?

Plans to renew our HR and OD offer are well underway. The next phase of the transformation programme will include a much greater focus on staff development, engagement, learning and training. This will include consideration of the long-term skills of our workforce. Culture development will touch all members of staff, ensuring the County Council remains an employer of choice, where passionate staff find motivation and satisfaction in delivering the best outcomes for residents.

In addition, over the coming year the management development programme will be aligned more closely with the aims and objectives of the council's transformation plans, including supporting the growth and embedding of culture.

Who will need to be involved?

- Staff
- Members
- Trade unions
- Managers
- Service users
- Training and development providers

ix. AGREE THE INVESTMENT STRATEGY AND MAXIMISE ASSETS AND BUSINESS RELATIONSHIPS
<i>What have we already done?</i>
<p>Council confirmed Cabinet's recommendation of a revised Investment Strategy in September 2019.</p> <p>This strategy sets out how the council will commit, through its investment and property portfolio, to:</p> <ul style="list-style-type: none"> • support growth, regeneration, and help deliver the Council's strategic objectives; • reinvest income in line with agreed targets to ensure growth of the portfolio and maximise long term returns/income; • ensure the portfolio is governed and administered in a way that supports long term sustainability for the Council and residents of Oxfordshire. • reinvest equivalent funding whenever we release key property and investment assets to ensure the portfolio size is maintained and increased over time (subject to commitments to the capital programme)
<i>How will we deliver this recommendation?</i>
<p>The Investment Strategy will now be fully implemented, and appropriate governance arrangements put in place to realise the ambitions it contains and maximise opportunities identified.</p> <p>A revised risk and opportunity strategy is due for consideration by Cabinet in October 2019 which helps sets the context for structured management of commercial activity, assets and investment. If agreed, this will also be embedded across the council to support the implementation of the Investment Strategy and embed appropriate attitudes to and management of risk and opportunities across the council.</p>
<i>Who will need to be involved?</i>
<ul style="list-style-type: none"> • Service departments with commercial and investment opportunities and support and strategic services including property, transformation and finance • Elected members through revised governance arrangements • Partners

**x. CONTINUE TO DEVELOP THE INNOVATIVE MODEL
BETWEEN THE COUNTY AND DISTRICT AUTHORITIES**

What have we already done?

The current partnership between Cherwell District and Oxfordshire County councils is recognised as innovative at a national level, and significant work has taken place both to embed joint roles, link up shared functions, and reset Oxfordshire's transformation work in the context of the partnership.

We have also taken opportunities to align more closely with other councils in Oxfordshire, such as bringing Oxford's Park and Rides under joint management through Oxford City Council, devolving a range of responsibilities to towns and parishes, and working together with districts at a strategic level on particular challenges such as domestic abuse, waste, and homelessness.

How will we go further to deliver this recommendation?

We will continue to identify opportunities for broader and deeper joint working with Cherwell, which will be a key part of the next phase of transformation. We will also continue to identify opportunities for joint working across local government in Oxfordshire and beyond, as well as with other key partners including health.

We will continue to share learning from Oxfordshire nationally, and to learn from other areas to support Oxfordshire's ongoing work.

A key aspect of joint working is also ensuring the continued success of the Oxfordshire Growth Board, and working to ensure that this delivers the key priorities for partners, businesses, and residents of Oxfordshire – not only on joined-up planning for future growth, but also ensuring that the benefits of that growth are genuinely felt by existing and new residents.

Who will need to be involved?

- City and district councils within Oxfordshire
- Service areas
- Key partner organisations

xi. DEVELOP NEW APPROACHES TO LOCALITY BOARDS

What have we already done?

Oxfordshire County Council has an existing model of 9 local area meetings for elected councillors (2 per district, 1 in Oxford City), meeting 4-6 times per year.

These meetings engage councillors and officers to engage on a range of issues including local highways and infrastructure maintenance and planning, community involvement, school place planning, developer negotiations, and relationships with local partners.

These meetings are well attended and valued by Councillors.

How will we go further to deliver this recommendation?

Developing new and extended approaches to locality working have the potential to support the delivery of other recommendations from the Peer Review, including improved community engagement and progressing joint working with district councils and other local bodies.

We will therefore develop proposals for future locality working and area boards, linked to our ambitions for more effectively engaging with residents, bringing decisions closer to communities and providing a focus for place-based leadership. We will engage with councillors, service areas and partners to identify objectives, and to design and deliver a new model for council consideration.

We will also develop clear organisational leadership around the future of locality working, and ensure that effective locality focus and governance are fully incorporated in the transformation programme.

Who will need to be involved?

- Elected members
- District and City Councils
- Towns, Parishes and other civic organisations
- Service areas
- Statutory partners (including Health and Thames Valley Police)
- VCS

Next Steps

18. If agreed, recommendations from the Peer Challenge now need to be incorporated into corporate and service plans across the Council. Reporting on progress will also need to be incorporated into mainstream business reporting and relevant to each recommendation.

Financial and Staff Implications

19. There are no direct financial or staffing impacts arising from this report. Resources required to meet any future proposals for change developed from the Corporate Peer Challenge will be identified through service and resource planning process in the usual way.

Equalities Implications

20. There are no direct equality implications arising from this report. Where any changes are subsequently developed that involve changes to service or service delivery, equality implications will need to be considered throughout the development process and formally, through Service and Community Impact Assessments as required.

CLAIRE TAYLOR
Corporate Director - Customers and Organisational Development

Annex 1: Corporate Peer Challenge Feedback Report, July 2019

Contact Officer: Ben Threadgold, Policy and Performance Manager

September 2019

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Corporate Peer Challenge **Oxfordshire County Council**

19th – 22nd March 2019

Feedback Report

1. Executive Summary

Oxfordshire County Council (OCC) is pursuing an ambitious agenda for change and improvement across its communities and in the way it operates. It has staff and councillors committed to the communities they serve and motivational leadership.

The Council is in a good financial starting position. There are some financial challenges in Children Services but overall management of finances and budgets is sound and levels of reserves are adequate. The Council is continuing a Transformation programme which aims to make savings of at least £50m by 2022/23. This level of savings should be achievable. Most planning is required for demand management savings which require more attention. In general the council's approach to finance is rather traditional and risk averse. The Council needs to have a bolder attitude and should agree ambitious strategies and plans for investment, asset management, commercialisation and income generation.

The County's Growth Agenda is ambitious with local and national significance for the south east and the Oxford - Cambridge arc development. The Council with its partners have secured £500m of inward investment for housing and infrastructure. The bids contained plans for accelerating the construction of 100,000 new homes alongside investment in infrastructure and productivity. Now that the project is moving into the delivery phase, a narrative around the agenda needs to be co-developed with partners and the community and communicated to both staff and residents. The narrative needs to explore the potential benefits for existing communities including economic growth that reaches everyone along with wider access to high productivity, satisfying and more secure jobs for local people. Whole council engagement is also needed on the impact of growth on the council itself. Services such as Adults, Children and Libraries are all likely to be affected by increased demand but can also benefit from capital investment and the development of more sustainable communities.

Alongside Cherwell District Council, the County Council is part of an exciting and unique new model of partnership working in local government. The two tier model sees officers working across both the county and a district and has real potential to offer a new model of non-structural reform both locally and nationally. The Chief Executive and several other senior managers are currently working across both organisations under section 113 arrangements (where an officer may be temporarily placed at the disposal of another authority) This arrangement is under planned review and it is important for the organisation to get beyond this stage in order that it can continue developing the partnership and working on other key agendas.

OCC's relationships with most of its partners including the voluntary and community sector are stronger now than they were, with partners feeling that they are able to engage with the council as equals. Relationships with the district councils are also far better than in the recent past when unitary proposals were being pursued. In Oxfordshire's circumstances, reorganisation should remain off the table. The narrative around the long term goal for the Cherwell partnership also needs to be clearer or potential partners amongst the other district councils may be put off. This unique model has the real potential to deliver a County Council that is resident focussed, agile and with more responsive decision making. The mix of staff will "bring the best of both" together in an exemplar model.

There is more work to do on developing a collective vision for the county of Oxfordshire for residents, the wider community, businesses, partners and staff. Corporate language can be passive rather than being clear about how the Council will drive or initiate change. This collective narrative needs to be developed with partners and the community and communicated widely.

The council should be developing its own corporate narrative with collective political ownership and understanding of the vision for the council. The Corporate Plan 2019-2022 needs to be more contextualised around the growth agenda and OCC needs to be clearer about what its role and priorities are.

OCC is associated with the national and international brand that is “Oxford”. It should be making far more of the brand as an asset for engaging with businesses, promoting the local economy and the growth agenda. The council has a world class brand and its communications also need to be world class. Both its’ internal and external communications need to be improved. External communications need to be more strategic and focussed on corporate priorities. A greater breadth of internal communication is needed so that staff can fully understand the impact of the growth agenda and the culture change that Transformation will deliver.

The Cabinet should be given more political space to talk about corporate objectives such as the growth agenda and transformation. They have indicated that want to be able to support difficult decisions in the future but need more information and understanding about the issues. There should also be wider engagement of non-executive Councillors. They are a valuable resource for the council and could be more influential in locality and community working.

The Leader and new Chief Executive are providing the organisation with motivational leadership. Staff are passionate about providing services to residents. However old ways of silo working still need to be addressed. Staff want more opportunities to work with colleagues across the council. Culture change is happening and the Transformation programme will continue the process. Staff are conscious that there has been a pause in the culture change journey in the past year or two and they now want to see progress. Whilst transformation has already begun in some teams, empowerment needs to be real and understood by all. Peers heard that staff think of the Council as a “big” organisation. This perception may be hampering the ability of the organisation to be agile, identifying and responding quickly to new priorities and new ways of working.

OCC is operating in a very tight employment market. It is competing for skills and resources with other public sector employers and the private sector. This has created risks around its capacity to deliver both growth and transformation. The Council’s Human Resources and Organisational Development (HR/OD) functions needs investment in both staff and systems to be able to respond to these challenges.

OCC’s locality working has some strengths but it needs to be re-visited. Both Members and officers think that the Locality Meetings could be improved. There may be a role for district councils in OCC’s locality working perhaps by being included in the Locality Meeting or holding joint parish forums and/or co-funding initiatives. This might also involve reviewing the best geography for boards and other area working approaches. Locality working has the potential to become a key enabler as communities grow and new communities are established.

2. Key recommendations

There are a range of suggestions and observations within the main section of the report that will inform some 'quick wins' and practical actions, in addition to the conversations onsite, many of which provided ideas and examples of practice from other organisations. The following are the peer team's key recommendations to the Council:

1. **Co-develop the vision for Oxfordshire.** There is no collectively owned overall single vision for the county amongst staff, partners, residents and the wider community. OCC should work with its partners to co-develop the vision for the future of the county in the light of the growth agenda. This will help both new and settled residents understand the plans and potential opportunities and impact.
2. **Improve engagement with existing and new communities.** OCC is still seen as rather distant from communities. Some residents feel that the council lacks transparency and that engagement around issues like the Growth Agenda is not as good as it could be. The council has to be better at delivering the message that growth is about creating sustainable and healthy communities including for existing communities, and not just houses and infrastructure.
3. **Address and understand the impact of the Growth Agenda on the whole organisation.** There are plans for acceleration of 100,000 additional houses which is a 30% population increase for the county. The impact of this additional population has not yet been fully grasped across the organisation. Services such as Adults, Children and Libraries are going to face significant additional demands on what are already stretched services. Teams need to start some initial planning to consider what the extra demand might be and how it will be met
4. **Establish and communicate the corporate narrative.** There is confusion and a lack of understanding about the corporate narrative. Although the Thriving Communities term is well known by staff they know little about what is supporting it. Cabinet Members need to start working outside of their portfolios to establish and own collective responsibility for the corporate narrative.
5. **Address resource and skills capacity issues.** The council is operating in a tight labour market. It has ongoing recruitment and retention issues across the organisation. The Growth and Transformation agendas will stretch its resource and skills capacity further. Non-delivery of the Growth agenda and the transformation programme due to lack of capacity is a significant risk. Early investment in both HR and OD is needed so that these issues can start to be addressed.
6. **Establish effective external and internal communications.** The council needs to improve its communications so that messages are more strategically focussed on corporate priorities and better use is made of social media. Internal communications need ways of being delivered so that all staff can hear the messages from the top of the organisation and feed their views back up.
7. **Establish a stable management team (Settle the s113 issue).** There is a degree of uncertainty amongst staff about the senior management team. A number of senior managers have left the council recently and some staff view the Chief Executive's and

some other senior appointments as being interim or probationary. This situation needs to be resolved as quickly as possible so that a stable senior team can be put in place. The s113 appointments are due for review after which the rest of the senior team should be appointed or confirmed.

8. **Grow and embed the organisational culture.** Staff are passionate about providing good services. They want to feel empowered to take initiatives and many are frustrated about the way the organisation has been “on pause” in recent years. The Transformation programme is part of continuing the change of culture that is already underway. It needs to be delivered at pace to capitalise on staff enthusiasm for progress.
9. **Agree the Investment Strategy and maximise assets and business relationships.** The council has a draft investment strategy. This needs to be agreed so that the organisation can start to make the best use of its property and other assets as well as its business relationships. The strategy needs to be less risk averse about investment and opportunities for income generation.
10. **Continue to develop the innovative model between the County and district authorities.** The Cherwell Partnership model is itself still developing. There are opportunities in the future to scale it up with other districts. OCC should keep engaging with the district councils on partnership working. It needs to ensure that the door is always open for other districts to come on board when the time is right for them.
11. **Develop new approaches to locality boards.** Locality Meetings are generally seen as not being as effective as they could be. They are not well supported by Members and partner organisations and agendas are often set indiscriminately by officers. New localised approaches need to be considered. District councils could be included in the Locality Boards. The Boards could also have budgets and decision making devolved to them and could play an important role in the successful delivery of the planned growth.

3. Summary of the Peer Challenge approach

The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Oxfordshire County Council were:

- Trevor Holden – Managing Director Broadland District and South Norfolk Councils
- Jon McGinty – Managing Director Gloucester City Council / Commissioning Director Gloucestershire County Council
- Paula Hewitt – Lead Director Economic and Community Infrastructure – Somerset CC
- Jason Vaughan – Strategic Director Dorset Councils Partnership
- Cllr William Nunn – Leader Breckland District Council (Con)
- Cllr Sarah Osborne – Group Leader Lewes DC and County Cllr East Sussex County Council (Lib Dem)
- Cllr Alan Rhodes – Group Leader Nottinghamshire CC (Labour)
- Sophie Poole – Programme Manager LGA
- Gill Elliott - Review Manager LGA

Scope and focus

The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges cover. These are the areas we believe are critical to councils' performance and improvement:

1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
3. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
4. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
5. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

In addition to these questions, you asked the peer team to consider/review/provide feedback on:

- Growth Agenda
- Partnership Working

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent 4 days onsite at Oxfordshire CC (OCC), during which they:

- Spoke to more than 200 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 60 meetings, visits to key sites in the area and additional research and reading.

- Collectively spent more than 280 hours to determine their findings – the equivalent of one person spending more than 7 weeks in OCC

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (19th – 22nd March 2019). In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

4. Feedback

4.1 Understanding of the local place and priority setting

The Corporate Plan 2019-2022 “Thriving Communities for Everyone in Oxfordshire” articulates the council’s ambitions and outcomes but it is not sufficiently contextualised around the growth agenda which is a national level growth project and the biggest in the country. OCC needs to be clearer about what its priorities and leadership role are, and how its leadership role is complemented by the leadership role of others.

OCC understands its local context well and has used that knowledge to form the basis of several successful bids which have secured £500m of funding for growth in a single agenda. OCC is also a significant player in the Arc project to develop better links across an arc of the country between Oxfordshire and Cambridgeshire.

OCC is generally seen as having good relationships with its partners and treating them as equals. It has increased collaboration and understanding of the Health agenda and relationships with social care partners and the community and voluntary sector are good. The Growth Board is a model of good practice. There are opportunities for better working with partners. Some partners think that it is a case of “you only know what’s going on if you are in the inner circle” and that few people actually have the whole picture. It is important to have multi-channel messages and good communication routes with partners.

The council is listening and acting on the priorities of young people. We saw an excellent example in VOXY (Voice of Oxfordshire Youth) and the Care Council where young people feel that they have influence over OCC policies and that the council is genuinely interested in what they have to say. They would like the council to advertise VOXY more widely.

The corporate narrative should focus on developing new communities and supporting growing ones. The impact of growth on existing communities needs to be better understood and articulated. It is important that the growth agenda is not seen as being just about infrastructure. It is also about building sustainable and cohesive communities. There will be a 30% increase in the number of houses in the County and that impact has to be considered by OCC with its partners and communicated to existing residents.

The impact of the growth agenda is not yet fully understood at a corporate level. The huge number of new homes and increased population will have a significant impact on other service areas such as Children’s services, schools and the health agenda. There need to be multi-channel messages for staff to know and understand these issues better. Communications and engagement within the council need to be improved to deliver these messages.

There is no localities communication strategy or co-ordinated plan for engaging residents in decision making at the local level. In the light of the significant changes that are planned the council needs to undertake some two-way engagement with residents. Consultation documents are too lengthy and are putting off residents from fully participating in them. OCC also has to listen and act on the Residents’ Survey. Insights and intelligence about views of customers and residents’ needs to be shared across all departments so that there is not just a singular view of citizens. Corporate performance data needs to be

delivered, reviewed and acted on before it is out of date. OCC needs an updated system to draw out “live data” which is genuinely useful.

Co-production of policies and services needs to be done more widely across the organisation. There were some really good examples of the resident voice in decision making in adult services e.g. the Co – Production Board; Champions Network.

4.2 Leadership of Place

OCC has access to the national and internationally known brand of “Oxford”. For marketing and economic purposes this is a far stronger brand than that of Oxfordshire, which is essentially an administrative entity. At the moment the council is not fully exploiting the potential of its brand. Whilst the University and the City Council may also claim “Oxford” as their brand, OCC can still use it as a “hook” for engaging with business, partners and having conversations with its’ growing communities particularly around the themes of economy and investment.

OCC’s relationships with the District Councils has moved on from the unitary debates of the past few years. Relationships with most of the district councils are very positive and there is now a need for greater boldness in developing these further. The partnership with Cherwell District Council is seen both locally and nationally as a possible new model for two tier working. The Districts are all watching to see where the Cherwell model is going. OCC needs to be very positive about the new partnership model, realising that there is room for a different narrative, one that will give opportunities for all the Districts including Oxford City Council to participate. The “scalability” of the model needs to be considered as different Districts could have different levels of involvement. The peer team appreciate that the Cherwell relationship is at an early stage and also that there are capacity issues within OCC at present that would prevent it moving at a faster pace on this.

Partners describe OCC as good leader and partner working with them as equal partners. The Leader and Chief Executive show personal commitment to building relationships. The Leader was commended for being able to seek consensus with partners, for example around the Housing Growth Deal. The Care Quality Commission (CQC) commented that there had been ‘significant improvements in partnership working across the health system in last twelve months’ and highlighted the need for OCC to rapidly address key appointments such as the Director of Public Health and the Director of Adult Social Care. The collective narrative for the county needs to be co-owned and co-produced by all the key agencies. At present there is no single high impact forum that brings together key partners across the range of the place leadership agenda.

OCC’s partnerships with business around innovation and robotics are a really good example of place leadership. The Council has been instrumental in securing external funding which has enabled the universities, and entrepreneurs to collaborate and bring solutions from research to implementation more quickly than ever before. The Innovation Hub has transferred the learning to other council departments such as Adult Social Care to maximise efficiency and improve services and they are working towards the deployment of other projects in departments such as Children Services. The excellent leadership OCC has shown in supporting innovation could be developed further with engagement with more local authorities and through clear and consistent corporate backing for the Innovation and Research area. A tight labour market and current lack of suitable

workspace are felt to be risks to growth in this area. OCC is working with business to develop an apprenticeship training scheme to be part of the future workforce in these industries.

There is no real collective overall single vision for the county amongst staff, partners, residents and the wider community. Corporate language is passive e.g. “Thriving Communities” rather than being clear about what the council will do to create these thriving communities. The Growth narrative and the vision for the future of the county is not clearly understood by residents. Better communication and engagement is needed to enable settled communities to understand the plans and the potential impact for them as well as the opportunities growth will bring. Place is spoken of in terms of infrastructure, not communities and neighbourhoods. Going forward greater knowledge of diverse and growing communities of interest in the county will be needed to accommodate and respond to the needs of a huge population influx.

Locality working across the county needs improvement. There should be more opportunities generally for OCC to work at a local level. Locality Meetings were described to the peer team as being “hit and miss”. They are not well supported by Members with agendas generally being centrally set by officers. District councils could play a part in OCC’s locality working perhaps by being included in the Locality Meetings or holding joint parish forums, or potentially pooling funding for projects. The geographies of the boards need to be considered, in collaboration with districts if they are to co-own them. Locality Boards have the potential to become key enablers as communities grow and new communities are established.

4.3 Organisational leadership and governance

The Leader and new Chief Executive are providing the organisation with really motivational leadership. Within the organisation there is a genuine appetite for change. The new Chief Executive is viewed as a positive agent for change, but what is now needed is some significant pace and delivery on issues like Transformation and new ways of working. There was a feeling in some parts that the current drive for change will pass and then OCC will settle back into its traditional ways of working. Whilst support for the Chief Executive’s approach was voiced in our meetings, the approach needs wider and clearer enforcement to become embedded.

The organisation has some strength in its senior management team, but there has been some recent turnover of senior managers. The Chief Executive now needs to be allowed to move beyond the s113 and establish her future senior management structure. This will provide some stability and more agents of change to help deliver new ways of working and culture change. If short term appointments do have to be made they should be for at least twelve months and not badged as interim. At the moment there is a single point of failure at the level of the Chief Executive which is a risk for the organisation.

The Leader and Chief Executive are showing bold leadership. An example of this is the Cherwell Partnership. The relationship is unique in local government. Members of the extended leadership team (ELT) were very enthusiastic about the partnership. Although communications and relationships still need to be improved around the partnership there is still a real appetite for it.

There are good officer and Member relationships within the council. Senior Members want more information and briefings on issues like Transformation to help them understand and support what might be difficult decisions in the future. Portfolio members want to be part of the new corporate drive. They need to be given the space to discuss and own the changes. They are keen to be more engaged on corporate issues rather than just concentrating on the detail of their own portfolios.

There is confusion and a lack of understanding of the corporate narrative. Whilst the Thriving Communities term is well known, what else is supporting it? There needs to be greater collective cabinet responsibility for a truly corporate narrative. Backbenchers could have a greater role as community leaders who can drive locality working. Local member knowledge and intelligence about their communities is generally not used enough.

The scrutiny function is relatively strong and it is valued in the organisation. The Joint Health and Overview Scrutiny Committee (HOSC) is also respected and valued by partners. The scrutiny model is a good one but it could go even further in terms of both policy and process. There are too few boards to handle the work programme and little time for “deep dives” on issues. It should also be utilised more by backbenchers and opposition members.

OCC is viewed by partners, residents and even its own staff as being traditional, slow and risk averse - an organisation that kicks decisions down the road. It is still very much an organisation of silos where “directorates are king”. There is a recognition that this is shifting but it is part of a long standing culture. Whilst Transformation is very much about changing that culture, staff are still unclear about what it means for them and are hesitant to just “get on and do”. Relationships of trust between the Chief Executive’s Direct Reports, the Extended Leadership Team (ELT) and the next tier of managers are still forming. ELT is relatively new and the new senior managers’ forum has only met twice. People are being empowered but still lack confidence that they will be supported to take decisions.

Individual performance management needs to balance appropriate levels of empowerment with accountability. The introduction of a new approach to performance management (12-3-2) has not been universally well-adopted and there is clearly inconsistency in the extent and quality of 1:1 meetings between staff and managers.

Corporate and service performance monitoring is starting to give more emphasis to outcomes linked to the corporate plan. At the moment performance reports go to Scrutiny on a quarterly basis, but this is moving to monthly to make data and reporting more current and up to date. The Council will need to ensure that this does not lead to micromanagement and ‘over-steering’.

The corporate risk register is under review. At the moment it does not reflect the context or priorities facing the Council. An example of this is the risk that there will be a lack of capacity to deliver the growth agenda.

4.4 Financial planning and viability

OCC has some financial challenges but overall it is in a good place. Demand pressures and overspending in Children Services are an issue, but overall the council’s management of its

finances and budgets is sound and levels of reserves are adequate. The Leader and portfolio Member for Finance have a good understanding of the council's finances and all-member finance briefings are well attended.

OCC has a good track record of balancing its budget. It has taken some tough decisions on cuts early on and this has put it in a good position. The external auditors had no adverse opinion about the council's finances and the conclusion about its value for money was positive. Internal audit is effective and peers heard of good joint work by the audit working group and the Audit and Governance committee on Children's Safeguarding report and Mental Health partner delivery. Generally there was a tendency in the organisation to view the solving of finance problems as the finance team's job rather than it being corporately owned.

OCC is clearly very effective at attracting public and private inward investment as evidenced by the growth funds and housing infrastructure funds of over £500m. However the potential lack of resources and capacity to deliver the growth agenda is a major reputational and financial risk that is not captured in the corporate risk register.

In general the council's approach to finance is rather traditional and risk averse. It needs to have a bolder attitude and more informed discussion around investment, commercialisation, asset management and property. The debate about high versus low investment risk is still ongoing, but there is a lack of understanding around investment and income generation. There is a draft investment strategy but it has not yet been finalised. The transformation of the Finance function could be a good opportunity to change the culture of the way the organisation deals with these issues.

Savings from the Transformation programme should be achievable as there are plenty of obvious areas for greater efficiency. The prevention/demand management strand of Transformation needs the greatest attention and ownership. There is some doubt as to whether the organisation will deliver the planned savings in this area and it was not clear what plan B might look like.

4.5 Capacity to deliver

The council has a capable and dedicated workforce who have a willingness and desire for change. This is a key strength for the organisation. Staff welcome the opportunity to talk about what the council delivers with residents being at the heart of the discussion. The Transformation programme is adapting and building on the existing culture. The partnership with Cherwell is bringing new insights and opportunities as well as broadening the talent pool which is to be welcomed.

The relationship between management and the Trades Unions relationships are good which will be an asset when there are discussions about restructuring or new ways of working. Meetings between managers and the unions happen regularly and unions have met with senior managers to discuss Transformation. They also meet with the ruling group and opposition members. The Trades Union are pragmatic about change but reflected that their members feel that they are constantly being re-structured and consequently just want to get on with their jobs.

Resourcing the Growth Agenda adequately is going to be a big challenge for the council. It is still dealing with the legacy of the Carillion collapse and many of its property and estates staff are already at full capacity. There is likely to be a shortage of Planners, Designers, Modellers

and Engineers amongst other skills. Transformation is also going to require additional internal resource even with the input from PWC and other external consultants.

Business intelligence is fragmented across the council. The council should consider how it can bring it together in a central hub so that it is accessible to all departments and services. Data currently focusses on needs and weaknesses rather than considering the assets and strengths in the community. Intelligence is generally “backward looking” It needs to be more dynamic with better use made of predictive analytics. HR and Finance need to be seen as intelligence assets and not simply transactional services, with the organisation set up to benefit from the insight the functions can bring.

Communications within the council both internally and externally need to be improved. Communication should be owned at the top by the Leader and politicians and used to drive the corporate agenda. The Communication function itself should be given greater clarity on the strategic intent, and then empowered to design and innovate how the communications are delivered, through which channels to which audiences. Communications can be reactive and aimed at meeting the needs of services rather than the priorities of the council. The media view the council's communications team is that it is just a press office defending the council's reputation with the media as the enemy. The council's digital output is insufficient and lacks ambition. Internally, a wider range of internal communication would see more people receiving the messages. A cascade briefing system with key issues from the top of the organisation would be helpful.

Enabling services including HR, IT and Communications are all critical to Transformation and could be supporting it better. The HR/OD function needs further investment and support. A new Head of HR has recently been appointed but is yet to take up her post. The council is operating in an extremely tight labour market and it needs to position itself as an employer of choice compared to other public sector and private organisations. There are ongoing recruitment and retention issues across the council including social workers and IT staff, meaning officer capacity is already stretched. IT systems in the council are generally seen as slow and in need of modernisation to enable services and to deliver corporate priorities.

The council need to get better at quicker decision-making throughout the organisation. Internal processes are heavy and bureaucratic making decision making slow. There needs to be a clear and simple governance structure put in place. The corporate centre requires review in terms of its structure. A review and refocus of its systems would re-position the roles as enablers of policies and priorities rather than just being seen as a support function.

4.6 The Growth Agenda

The Growth Agenda is a significant opportunity for OCC and its partners to deliver much needed housing and infrastructure development in the county of Oxfordshire. £500m of inward investment has been secured to accelerate the building of 100,000 homes.

There are clearly a lot of positives around the joint working on the growth agenda. All the local authorities are signed up and working together on the growth deal. The County has successfully shared leadership roles with others, leading or supporting depending on the most likely approach to delivering the desired outcomes.

Partners said that they find OCC easy to work with. A Growth Board has been established. There are good relationships with the Local Enterprise Partnership (LEP). The Council is seen by business partners as being far more engaged with them than before. Joint Spatial Planning

is being done for the whole county by OCC and the district councils and there is a focus on Healthy Place-Shaping.

A collective vision about the Growth Agenda needs to be produced and a clearer narrative developed. This should be co-authored with partners and the community. There is a lot of positive talk about growth but not amongst residents. Their concerns are around a lack of transparency which they feel has left them “in the dark”, housing development making traffic worse particularly along the A40, high house prices, too many houses, losing rural areas because of overdevelopment and the likely impact of a huge influx of newcomers. Others referred to the stop start development around the city e.g. the Frideswide development as an example of poor delivery. OCC and its partners need to be selling the positive aspects of the growth agenda including messaging focussed on the ambition of building healthy and sustainable communities.

OCC staff need to have a greater understanding of the wider impact of the Growth agenda on other services within the council. There is likely to be an increase in the demand for services like Children, Adults and Libraries. Equally, there are significant opportunities for new ways of working and for community and service sustainability and for addressing long-standing community concerns. The council needs to be considering the full cost and opportunity model of the Growth agenda.

The Growth agenda is moving into its delivery phase. At the moment this is a potential risk. Full delivery plans are in development but there is a known requirement for more skilled professionals and other resources. There are already shortages of infrastructure planners, engineers and modellers. Estates staff are still dealing with the legacy of the collapse of Carillion. All the local authorities in the Oxford –Cambridge ARC area are competing for the same resources. Delivery will need a mixed economy as partners cannot afford to rely on a single contractor. Lack of capacity may lead to delays which will mean that costs will go up. There is also a reputational risk to the council if delivery is severely delayed.

4.7 Partnership Working

Partnership working is becoming a real strength of the organisation. Engagement with town and parish councils has continued to improve. Collaboration with the VCS is much stronger now despite the need for funding cuts. There are pockets of co-production with the VCS, and opportunities to learn from the good practice in the Adult Social Care Department. VCS organisations would like to have better representation on some of the partnership boards such as the Health and Wellbeing Boards or sub boards. There has been some good working with Health partners. The county is putting a significant amount of funding into Mental Health and prevention strategies. There are pooled budgets with districts for Homelessness and Domestic abuse. OCC is well regarded by partners for its emergency planning. It has also worked well with partners on infrastructure delivery and housing investment fund bids. Relationships with Business and the University are good.

Relationships with the District Councils are also good and much better than they were. Partnership working with the Districts improved significantly once the unitary issue was not pursued and this should remain off the table. The housing growth deal has since helped to cement the relationships. This is an area that will always need to be given attention to prevent relationships regressing to the way they have been in recent years.

The partnership with Cherwell District Council is a new way of thinking and a chance to prove the concept of a type of two tier working that does not involve a unitary council. There is a parity of esteem between the two Leaders which is hugely helpful to the model. There has been joint appointment made for the Head of HR and Monitoring Officer posts as well as a joint post in adult social care and housing based at Cherwell. Joint appointments have also been made for the management of Regulatory Services. In time the Cherwell model could have wider application with other Districts. However, the narrative around the long term goal needs to be clearer or potential partners may be put off. There is still some suspicion that it is a first step towards “unitarisation”.

The council’s relationship with Oxford City Council is still a little difficult. OCC should be cultivating the symbiotic relationship with the City. As the urban centre of the county of Oxfordshire it is really important to the rural hinterland. Each entity needs the other for services such as transport. For example, at the moment, OCC allocates the same £/mile in its highways budget for each road in each district in order to demonstrate parity of treatment. Yet with a third of the total employment in the county, the majority of journeys involve Oxford City and this disparity could be recognised in budgetary terms. Similarly, whilst rail travel through flow across the county needs developing, it is acknowledged that there is a particular bottleneck at Oxford Station. So there is a case for treating different areas of the county differently rather than equally, including through expanded locality working.

A greater degree of corporate engagement with partners is needed. The tendency for working in internal silos is affecting cross departmental engagement. At the moment corporate engagement feels a little piecemeal and not holistic. It is good in Health, Social Care and Spatial Planning but partners in other areas like Education and Skills described the county council as “paternalistic”. Other partners wanted greater openness and transparency from the council. Relationships with the media need to be built on.

5. Next steps

Immediate next steps

We appreciate the senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Will Brooks, Principal Adviser, is the main contact between your authority and the Local Government Association (LGA). His contact details are: e-mail william.brooks@local.gov.uk

In the meantime we are keen to continue the relationship we have formed with the Council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

Follow up visit

The LGA Corporate Peer Challenge process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the Council. Our expectation is that it will occur within the next 2 years.

Next Corporate Peer Challenge

The current LGA sector-led improvement support offer includes an expectation that all councils will have a Corporate Peer Challenge or Finance Peer Review every 4 to 5 years. It is therefore anticipated that the Council will commission their next Peer Challenge before 2024.

Example of good practice

Partnerships around Innovation

The Council is pooling its' innovation funding with business to create a centre of excellence for autonomous vehicles. As a result of the collaboration, driverless vehicles are starting to be rolled out in Oxford. Joint work on robotics is also pushing Oxford to be the home of robotics in the country. OCC is working with business to develop an apprenticeship training scheme to be part of the future workforce in these industries. The Council has been instrumental in the development of a "living laboratory" approach to enable the universities, entrepreneurs and users to collaborate and bring solutions from research to implementation more quickly than ever before. It has also been a key player in securing external funding for projects for the county and Oxfordshire is now establishing itself as a centre of excellence for autonomous vehicles. Joint work on robotics is also pushing the County to be the home of robotics in the country.

Division(s): All

CABINET- 15 OCTOBER 2019

ENGLAND'S ECONOMIC HEARTLAND OUTLINE TRANSPORT STRATEGY: FRAMEWORK FOR ENGAGEMENT

Report by Director for Planning and Place

RECOMMENDATION

1. The Cabinet is **RECOMMENDED** to;
 - (a) endorse the County Council response to England's Economic Heartland Outline Transport Strategy: Framework for Engagement document as included in Appendix 1, and;
 - (b) ask officers to continue to engage positively in development of the Transport Strategy, reporting back on progress to the Cabinet Member for Environment and Cabinet where relevant.

Executive Summary

2. *An Outline Transport Strategy: Framework for Engagement* document has been produced by England's Economic Heartland (EEH). Publication of the document marks the start of engagement on EEH transport strategy development, with further public consultation planned on a more developed strategy in 2020. So, there will be future opportunities for this Council to consider the next stages of the strategy and provide views.
3. The strategy document includes a strategic vision, as well as a number of chapters on the themes of connecting people, places, opportunities and services, and a section on investment and delivery. It also includes a number of examples of projects across the EEH area that link to the strategy priorities, and a number of illustrative future visions of different types of locations.
4. As a main strategic player in the Heartland Area, it is planned that Oxfordshire County Council respond to the current engagement exercise (ending on 30th October), with the proposed consultation response included in **Annex 1** to this report. This proposed response includes answers to the questions asked in the engagement report, and in particular highlights areas that are considered need further review and consideration in the next stage of the strategy development.
5. Relevant financial and staff, equality, sustainability and risk management matters are noted in the main report, with implications for the County Council seen as generally neutral or positive at this time.

Introduction

6. England's Economic Heartland (EEH), the (currently) non-statutory sub-regional transport body for the area between Swindon and Cambridge (**Annex 2**), is progressing development of a Transport Strategy. The strategy covers strategic transport matters across the Heartland area for the period to 2050, and it is intended that it is agreed as the transport 'vision' by the EEH partners. Essentially, this strategy would be a main component of the 'Connectivity' element of the wider Oxford to Cambridge Arc work programme and is intended to inform strategic connectivity investment priorities across the area over the next 30 years.
7. *An Outline Transport Strategy: Framework for Engagement* document has been produced, and this was launched at the annual EEH conference on 16th July 2019. The publication of the *Outline Transport Strategy* marked the start of the engagement process for the Strategy, with key dates from now identified as:
 - **Until end of October 2019-** Engagement on the *Outline Transport Strategy* with a wide range of groups, decision makers and other interested parties
 - **Autumn 2019- Spring 2020-** Strategy developed, taking into account feedback from the engagement exercise
 - **Mid 2020-** Further, more 'formal' consultation on an updated Transport Strategy document
 - **Later in 2020-** Final strategy planned to be signed off by EEH partners
8. It is important to note that the major regional transport schemes, East West Rail and Expressway are being progressed separately (the latter two as specific schemes by Network Rail and Highways England respectively). Whilst the strategy will give the opportunity to outline how other transport networks and connections can respond and relate to these schemes, this is only part of the *Outline Transport Strategy*, which aims to set out a vision and framework for transport and connectivity in the EEH area as a whole.
9. The completion and approval of the strategy would be aligned with the evolution of EEH into a Statutory Sub National Transport Body, with decision making powers that would be agreed as part of this process. This underlines the importance of this Council in having a strong role in shaping its development.

Outline Transport Strategy document and proposed Oxfordshire response

Outline Transport Strategy: Framework for Engagement

10. The *Outline Transport Strategy* document is divided into chapters, based mainly around the themes of connecting people, places, opportunities, and services, as well as an overview vision. Each chapter also has a number of questions (21 in total), proposed to help prompt discussion with stakeholders on the themes reviewed. The text highlights key issues and themes, how connectivity could evolve over the heartland area to 2050, including a number of 'future visions,' and the types of measures that EEH could develop in response. It does not specifically recommend a package of future transport/ connectivity measures, although this could be developed further in the next version of the strategy. A number of examples are also given of the type of transport schemes that have or are being developed across the area, including some in Oxfordshire.
11. In summary, the structure includes the following chapters:
 - **Strategic Vision** - focuses on delivery of a zero-carbon transport network by 2050, whilst also achieving the principles of *enabling economic growth*, improving *accessibility and inclusion*, and ensuring a high *quality of life and environment*.
 - **Connecting people** – this section focuses around enabling 'frictionless travel' for all users of the transport system, including development of improved travel hubs.
 - **Connecting places** - this section focuses on investing in key strategic transport corridors, including the Major Road Network, Strategic Road Network, and Rail, as well as digital infrastructure.
 - **Connecting opportunities** - this section focuses on supporting economic and jobs growth in the EEH area, including reference to addressing the Government Industrial Strategy four 'Grand Challenges'.
 - **Connecting services** - this section focuses on improving the freight and logistics network, building on the work and recommendations in the EEH freight study.
 - **Investment and Delivery** - these sections focus on the role of partnerships in enabling strategy delivery, developing a 'pipeline' programme of investment, and the potential for strategy performance indicators.

Proposed Oxfordshire County Council response

12. As a core EEH partner, it is proposed that Oxfordshire County Council reply directly to the *Outline Transport Strategy* engagement exercise (finishing at the end of October). The proposed response is given in **Annex 1**. The response has had input from a wide range of officers, and also follows briefing

on the strategy to the Oxfordshire Strategic Transport Forum and Transport Cabinet Advisory Group.

13. In summary, the draft response welcomes development of the Transport Strategy, whilst highlighting areas of focus that are considered should be reviewed and developed further to inform production of the full Transport Strategy. This includes highlighting the need for the strategy to:
 - Better understand the role of travel and traffic demand management measures in helping to make the future transport network more efficient and carbon neutral;
 - Further develop the evidence base and scenario testing tools to better understand priorities for transport investment across the EEH area;
 - Consider the role that healthy place shaping principles and promotion of better health outcomes for all should have in planning the future transport network;
 - Identify priorities for reducing carbon emissions from existing and new transport networks;
 - Better understanding and establish priorities for investment in the digital infrastructure that could enable the transport network to work better and more effectively;
 - Set out and agree a set of principles considered important to help shape transformational transport schemes;
 - Consider and agree between partners the approach to developing a pipeline of investment in the EEH area that best fits with the transport strategy vision and principles; and,
 - Better define the partnership arrangements that are needed at a regional level to help deliver wider transport network priorities.
14. There is also the potential for submitting a joint Oxfordshire Authority response to the consultation, and the principle of this was endorsed at the Oxfordshire Growth Board on 24th September. County Council officers are helping to co-ordinate development of a proposed response, which would need the appropriate sign-off by each authority.

Corporate Policies and Priorities

15. The County Council's corporate plan, 2019-22 includes a vision based on the 3 elements of 'Thriving People,' 'Thriving Communities,' and 'Thriving Economy.' This workstream fits well with the 'Thriving Economy' part of the vision, "We support a thriving local economy by improving transport links to create jobs and homes for the future.' In particular, development of the strategy will help to set out priorities for securing investment in strategic transport infrastructure, and inputting to the development of key cross

boundary schemes such as East West Rail. It also fits with elements of the 'Thriving Communities' vision, given the relationship between transport investment, quality of life, health and the environment. Overall, being a EEH core partner and helping to shape the transport strategy will ensure that Oxfordshire has influence over future priorities and investment in wider and cross boundary strategic transport networks, thereby helping to deliver the corporate vision.

Financial and Staff Implications

16. The immediate financial/ staff implications are focused around officer time for finalising the OCC response and assisting co-ordination of a potential joint response to the Outline Transport Strategy. The resource for this is covered in this year's staff budgets. The staff resource for input to further development of the EEH Transport Strategy has also been included in currently mapped budgets.

Equality and Inclusion Implications

17. There are no immediate specific equality implications identified for Oxfordshire that need full consideration. This is particularly as the engagement exercise is an evolving strategy that is likely to be further developed significantly in response to the current engagement exercise. Any equality assessments would be considered and where relevant undertaken to inform any County response to planned consultation on a more developed Transport Strategy next year.
18. However, it is important to note that the *Outline Transport Strategy* document specifically includes 'accessibility and inclusion' as one of the 3 key principles included in its outline vision, noting the need to reduce financial, cultural, digital or physical barriers to travel. The 'connecting people' section of the strategy further outlines measures that could improve the transport network for all users, such as improvements to public transport networks.

Sustainability Implications

19. The *Outline Transport Strategy* specifically includes a vision around developing zero-carbon transport system by 2050, supported by the principle of 'quality and life and environment,' focused on supporting environment net gain. This vision fits well with the existing and emerging County priorities, for example on carbon reduction, although the exact linkages and quantification will need further consideration in development of the more detailed Transport Strategy.

Risk Management

20. The main risks and mitigation identified for OCC in terms of development of the EEH strategy are as follows:

- The need to manage staff resources for on-going input to development of the main EEH Strategy document, balanced against other work priorities;
 - The need to identify and manage linkages with other workstreams - e.g. Oxfordshire's new Local Transport and Connectivity Plan, the Oxfordshire Plan 2050, Oxford to Cambridge Arc workstreams; and
 - The need to ensure an appropriate level of communication regarding development of the strategy.
21. These risks need balancing against the opportunities for better partnership working on development of the strategy and resulting associated project work, and for securing of additional funding for transport improvements. This could lead to benefits for residents of Oxfordshire, as well as for the County Council, for example through cost and efficiency savings. The link to corporate policies and priorities are as described in paragraph 16.

Next Steps

22. Once endorsed, the proposed County Council response to the *Outline Transport Strategy: Framework for Engagement* will be submitted to the EEH business unit by the end of October for consideration. It is intended that alongside other responses, it will help develop a more detailed EEH Transport Strategy. It is intended that the County Council will continue to input to development of this strategy as a core EEH partner.
23. Once a fuller strategy is developed, it is expected that there will be a more formal public consultation exercise. At present, this is planned to take place in mid-2020.

SUE HALLIWELL
Director for Planning and Place

Annex 1: Proposed Oxfordshire County Council consultation response to the *Outline Transport Strategy: Framework for Engagement*

Annex 2: England's Economic Heartland Area

Background papers:

Outline Transport Strategy: Framework for Engagement at:

<http://www.englandseconomicheartland.com/Pages/outline-transport-strategy.aspx>

Contact Officer: James Gagg, OxCam Corridor Coordinator
October 2019

CABINET- 15 October 2019

**England's Economic Heartland Outline Transport Strategy:
Framework for Engagement**

Annex 1: Proposed Oxfordshire County Council response

Introduction

Oxfordshire County Council (OCC) welcome the opportunity to reply to the Outline Transport Strategy: Framework for Engagement document. As a strategic partner in England's Economic Heartland, we very much support development of the Outline Transport Strategy, and the partnership approach to transport and connectivity matters that it outlines. We also believe it important to set out a longer-term vision for connectivity across the EEH area that will help development and delivery of both transport schemes and policy.

However, we recognise that the strategy needs to be developed in the context of wider considerations, including local and national policy development, delivery matters and development of the Ox Cam Arc ambition. We therefore consider that it should focus on what can be achieved and is best considered at the regional/ sub-national level, and therefore our comments should be considered in this context.

We look forward to working within England's Economic Heartland to help develop and refine the next version of the Transport Strategy over the next year.

Overall Comments

OCC believe the Outline Transport Strategy document is well set out and structured, and highlights many of the key issues and priorities. In particular we welcome:

- The setting out of a strategic vision, and supporting principles to guide strategy development;
- Structuring the document around connectivity themes;
- A focus on use of the regional evidence base, including use of appropriate visuals to present information and data;
- The use of 'Future Visions' to help define how the transport network could develop over the next 30 years; and,
- The appropriate use of examples to help illustrate key themes and points.

Whilst we believe the outline strategy is a good basis for developing the fuller transport strategy, there are however a number of matters we consider should be reviewed and developed further to inform production of the full Transport Strategy, including:

- Better understanding the role of travel and traffic demand management measures in helping to make the future transport network more efficient and carbon neutral;
- Further developing the evidence base and scenario testing tools to better understand priorities for transport investment across the EEH area;
- Considering the role that healthy place shaping principles and promotion of better health outcomes for all should have in planning the future transport network;
- Identifying priorities for reducing carbon emissions from existing and new transport networks;
- Better understanding and establishing priorities for investment in the digital infrastructure that could enable the transport network to work better and more effectively;
- Setting out and agreeing a set of principles considered important to help shape transformational transport schemes;
- Considering and agreeing between partners the approach to developing a pipeline of investment in the EEH area that best fits with the transport strategy vision and principles; and,
- Better defining the partnership arrangements that are needed at a regional level to help deliver wider transport network priorities.

Through addressing these further points, we believe that the transport strategy will better be able to set a balance between enabling improved connectivity for all across the EEH area, whilst also ensuring that the impacts of any improvements on communities and the environment are minimised.

More detailed comments

Outlined below, we have set out answers to questions included in each section of the strategy, including noting in more detail key matters that we believe need further review in development of the full transport strategy.

Strategic Vision

1. Does the draft vision provide sufficient focus for the Transport Strategy?

Overall, OCC support the ambition for a zero carbon transport network by 2050, as well as the 3 core principles. However, it is considered that the vision and principles could be developed further, taking on board other key matters.

Matters to consider in development of the full transport strategy:

For the next stage of transport strategy development, OCC believe the strategy vision should be reviewed including:

- Considering if a hierarchy of travel mode choices can be defined, based around likely carbon emissions and how they meet the core principles;
- Understanding the role of managing travel and traffic demand in reducing carbon emissions, and promoting efficient use of the transport network;
- Understanding how a healthy place shaping approach and promotion of better health outcomes for all can help shape future development of the transport network; and,
- Better understanding how innovation can contribute towards achieving the strategy vision.

2. Is the ambition to have a zero-carbon transport system by 2050 sufficiently challenging?

Having an overall ambition for a zero carbon transport system by 2050 seems right, and is consistent with central government policy. At present, both surface transport and aviation are significant contributors to carbon emissions, and therefore tackling this will be key if overall carbon reduction targets are to be achieved.

However, it is recognised that achieving carbon reductions will be easier in some areas than others, and therefore the strategy can help by identifying priority areas of the transport system and associated transport demand that will need to be tackled to achieve this. EEH core and wider partners will have a key role in

helping to deliver this vision, including setting out best practice practical examples of how lower carbon transport networks and systems can be achieved. For example, OCC are currently developing plans and programmes to make our organisation carbon neutral by 2030.

Matters to consider in development of the full transport strategy:

For the next stage of transport strategy development, OCC believe there will be a need to:

- Better define the target for zero carbon, including understanding if this is a net-zero target as per the overall central government target;
- Considering if there will be a need to have an element of carbon-offsetting in certain transport areas;
- Identifying how larger transport schemes can best be delivered to minimise their carbon impact, both in construction and once they are delivered, and
- Identifying best practice examples of how lower carbon transport networks can be achieved.

3. Do the three key principles provide an appropriate framework within which to develop the Transport Strategy?

In broad terms, the principles provide an appropriate framework to further develop the strategy. However, OCC believe there is need to:

- Further reference the role that technology can have in enabling people **not** to have to travel when not needed, hence saving energy and carbon;
- Further reference the role of transport connections and services in supporting healthy place shaping and improving health outcomes; and,
- Identify relevant key linkages between the principles, for example the role of improved walk, cycle and public transport options in addressing inequality by providing better access to employment and services.

Matters to consider in development of the full transport strategy:

For the next stage of transport strategy development, it will be useful to:

- Develop the principles further to take account of the points above; and
- Work with partners to understand how any performance indicators can be set that both fit with the vision (and hence are outcome focused) and are realistic in terms of being able to be monitored.

Connecting People

4. What are the key factors influencing people's choice of travel mode?

A wide range of factors influence people's choice of travel mode, which vary across different areas and groups of people. These range from cost, variations in journey times, availability of travel choices across modes, perceptions of use of different modes of travel, healthy travel considerations and lifestyle considerations. All of these factors in turn relate to locations of travel origin, destinations and purpose of any particular journeys.

Matters to consider in development of the full transport strategy:

For the next stage of transport strategy development, OCC believe there is need to consider whether further research/ focus group meetings should be held to explore these matters for feed into the more detailed strategy. The regional scenario-based model should assist with understanding how travel mode choice impacts on the transport network.

5. What are the key barriers that need to be addressed if we are to achieve frictionless travel?

Population travel habits and considerations are complex, with many different factors needing consideration. However, if we are to make it easier for people to be able to travel and in particular chose sustainable travel then breaking down barriers will be important. For public transport these include tackling the ease and cost of ticketing between modes and different services within transport modes. For walking and cycling these include addressing physical environment barriers through provision of high quality facilities and tackling perceived and real concerns regarding safety and security. It also requires provision of high quality interchange at locations at which transport modes interact, including for those who may have mobility impairments.

6. What performance measures should be used to identify the levels of service users require of the transport system?

OCC believe that that it would be useful to review a number of user-centred performance measures, but these will need to be appropriately researched, evidence based and easily measurable. It will also be important that any

measures of performance are balanced against wider outcomes against the strategy vision and principles.

7. Should the strategy include and define appropriate 'nudge principles' (small changes which can influence user-behaviour) to encourage more people to use public transport in the Heartland area?

Yes, it would be useful for the full strategy to develop and define these further, not only for public transport, but for all sustainable transport modes. This should be backed by appropriate and relevant research and evidence.

Connecting Places

8. What weight should be given to the changes in travel demand arising from the delivery of transformational infrastructure?

It is recognised that delivery of large-scale transformational infrastructure such as East West Rail (EWR) or the OxCam Expressway will change travel demand across the EEH area and enable quicker and more reliable journeys between locations not currently well connected, such as between Oxford and Milton Keynes. However, the scale of this change is currently less well known, and could change in time as, for example, new employment and housing growth opportunities are realised.

When planning and delivering these schemes it will be important to understand as best as possible how travel demand and routes in local areas could be impacted and how any complementary measures or mitigation should be planned. For example, what interchange improvements are needed, or how alternative routes could be prioritised for sustainable transport improvements. In this context, it is considered that the design for any transformational infrastructure needs to carefully take into account any benefits it could bring to local areas, including carefully considering the balance between providing for local and longer-distance travel. Development of the design should also consider, and where relevant mitigate, environment and health impacts.

Partners can have a role in helping to shape these schemes through identifying priorities for consideration as part of their development. For example, in September 2018, OCC as part of the Oxfordshire Growth Board agreed a set of principles considered important in informing decisions on the proposed OxCam Expressway related to promoting a local sustainable transport network, minimising environmental impacts, and supporting future growth and innovation.¹

¹ <https://www.oxfordshiregrowthboard.org/more-clarity-on-oxford-to-cambridge-expressway-required/>

Matters to consider in development of the full transport strategy:

For the next stage of transport strategy development, OCC believe it will be useful to develop and agree a set of principles that can be included to guide development and delivery of any transformational transport infrastructure schemes.

9. What weight should be given to the potential of the rail network to accommodate a higher proportion of future travel demand

Significant rail projects in the heartland, particularly EWR, will help to transform journey options between certain towns and cities, such as Oxford and Milton Keynes. The project will also give opportunities for wider service enhancements between the area and those surrounding it, particularly the Midlands/ North of England. Such investment is likely to attract significant new demand, as evidenced following delivery of the first phase of EWR between Oxford and Bicester.

It will be important that plans for transport investment recognise these changes in travel demand, for example through improving interchange at stations with new rail services. However, there will still be significant travel demand at a local level and therefore the need to invest in the rail network should also consider and plan for this.

Matters to consider in development of the full transport strategy:

For the next stage of transport strategy development, OCC believe it important to consider what further evidence can be used and/or developed to assist understanding of changes in travel demand across the existing and proposed rail network. From an Oxfordshire perspective, this will include the outcomes of the Oxfordshire Rail Study.

10. Have we identified the key strategic transport corridors?

Broadly, OCC are in agreement that many of the key transport corridors in EEH area have been identified in the Outline Transport Strategy. However, the following key links are **not** identified on the schematic on pages 42/ 43 which are considered important in linking the EEH area and its surrounds:

Road:

A40 corridor between M40- Oxford and Witney/ the Cotswolds

A420 corridor between Oxford and Swindon/ the South West

Rail:

Proposed western rail link to Heathrow growth area

Matters to consider in development of the full transport strategy:

For the next stage of transport strategy development, OCC believe it will be important to identify any additional transport corridors that are considered important in providing transport accessibility within and to the EEH area, including those identified above.

11. Are there specific issues that should be taken into consideration as part of the connectivity studies?

OCC believe that the connectivity studies should include consideration of the following issues:

- Access to existing settlements and proposed development along these corridors;
- Ensuring the design of any major infrastructure improvements takes into account and benefits local transport access, including public transport, walking and cycling infrastructure;
- Environmental impacts and opportunities in a wider sense, including carbon impacts, air quality matters, and impacts on environmental capital;
- Understanding how innovations in mobility such as electrification of the vehicle fleet and changes in digital infrastructure should be integrated and developed alongside connectivity improvements; and,
- Health matters and impacts, including how improvements can contribute towards healthy place shaping, and reducing inequalities.

12. To what extent should we look to the growth in digital services to change the nature and scale of future travel demand?

OCC considers that the benefits of developments in digital services such as 5G should be maximised to help delivery of the Strategy vision. In particular, digital improvements have the potential to reduce the need to travel directly, such as through enabling flexible work practices, and make the transport network more efficient through improving availability and analysis of data thereby improving network management measures. In turn, this is likely to have benefits in reducing carbon outputs produced by the transport network. Improvements in the digital network could also enable new means of travel, such as connected and autonomous vehicles.

Matters to consider in development of the full transport strategy:

For the next stage of transport strategy development, OCC believe it will be useful to identify priority areas where digital services and networks will assist with delivery of the overall transport vision.

Connecting Opportunities

13. What are the connectivity requirements for businesses operating from the region?

It will be important that the transport strategy takes account of the developing business priorities, including those identified in Local Industrial Strategies. Emerging connectivity requirements will need to be balanced against the other priorities identified in the strategic vision when considering any investment priorities, such as carbon reduction, with business needing to respond to these challenges through the way they work and operate.

Matters to consider in development of the full transport strategy:

For the next stage of the transport strategy development, OCC believe it will be useful to understand better how business can practically contribute towards delivery of the wider transport strategy. For example, understanding their travel impacts as well as connectivity requirements will be important in helping identify and prioritise any measures and interventions across the EEH area.

14. What are the key performance measures for the Transport System from a business perspective?

Please see answer to question 6.

15. What measures should the overarching Transport Strategy include in order to enable the potential that exists within the four Grand Challenges of the Industrial Strategy to be realised?

Please see key points noted in answer to other questions.

16. To what extent is investment in digital infrastructure more significant and/or urgent than physical infrastructure?

The right investment in the digital network will be key to enabling better connectivity across the EEH area. Please refer to answer to question 12 above for more detail.

Connecting services

17. How will the way we access goods and services continue to change, and what are the key issues that need to be addressed in the Transport Strategy?

The EEH Freight and Logistics Study gives a good evidence base to understand current freight and logistics issues across the EEH area. The challenge will be to understand how the freight and logistics network can be developed to be more efficient and effective, whilst reducing external impacts. Autonomisation and electrification of the transport network should be able to assist with this, but will come with implications associated with the required physical infrastructure, and location of freight and logistic activities that will need careful planning. It will also to an extent be location specific across the EEH area. For example, autonomous vehicle deliveries may be more appropriate for areas with generous streetspace such as Milton Keynes, whilst cycle delivery methods may be more appropriate where better cycle facilities or higher levels of cycling exist such as Oxford or Cambridge.

Matters to consider in development of the full transport strategy:

OCC believe that it will be useful if the strategy can identify more specific measures for both the shorter- and longer term that will help develop a more efficient, effective, lower carbon and lower impact freight and logistics system for the EEH area. One key area to review is how the freight and logistics sector can move towards decarbonising, including understanding how the development of hydrogen and electric vehicle fleets and associated infrastructure can contribute.

18. What freight and logistics services are important for people and businesses? For example, accessing goods (via delivery or in person); a thriving high street; access to health, education and leisure facilities?

Freight and logistics services will continue to be important to both individuals and businesses. As noted under question 17, the challenge will be how these can be developed to continue to provide an effective service, whilst also reducing their environmental impacts. Also, as noted under question 17, certain initiatives and services may be more suited to particular geographic areas across the EEH area.

19. Just in time and last minute operations are affecting the way people and businesses access goods and services. How should this growing trend affect the way we plan transport now, and in the future?

Please see answers to question 17 and 18.

Investment

20. Is the approach to investment the right one? If not, why not?

OCC agree that it is important to develop a programme of targeted investment for transport across the EEH area, and that the funding for this will need to come from a variety of public and private sector sources. The proposed 'single pot' approach needs further careful consideration, including understanding what investment this will help deliver. Given less funding certainty in the longer-term, it is expected that any investment programme will be more detailed for the shorter-term and at a higher-level in the longer-term.

Matters to consider in development of the full transport strategy:

OCC believe that the level and detail of any investment programme across the EEH area will need careful consideration by partners, in particular to understand what best 'fits' at the EEH level, rather than at a more local or national level. This discussion will also need to consider the role of EEH in helping to deliver this programme, including any relevant statutory powers that may be needed, funding considerations, and any prioritisation frameworks.

Existing evidence base work on infrastructure requirements held by partners will also be important to consider as part of this process. For example, Oxfordshire authorities have developed an Oxfordshire Infrastructure Strategy, which has helped define strategic infrastructure requirements to support growth across our area.

Delivery

21. Is the approach to delivery the right one? If not, why not?

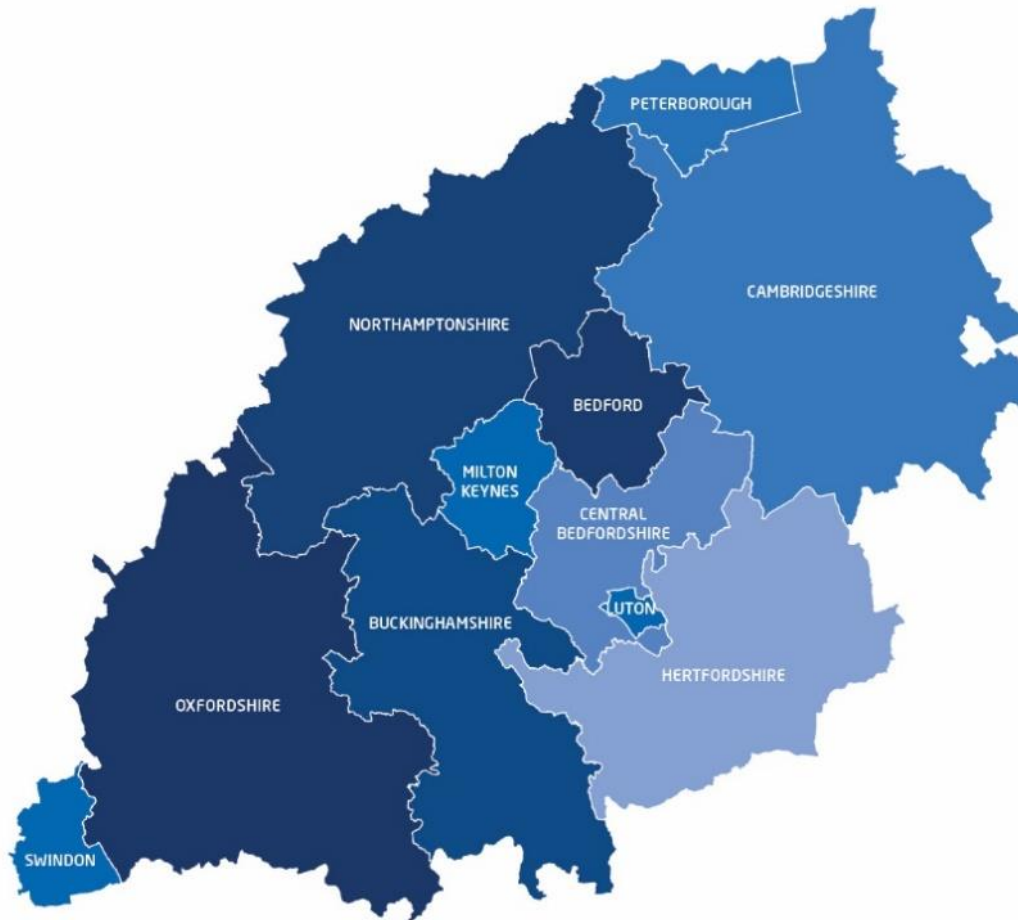
OCC agree that delivery of the strategic vision across the EEH area will require development and agreement to both formal and informal partnerships. Examples of successful partnership work undertaken to date at the EEH area level include the East West Rail Consortium. Judgements will need to be made by EEH partners on an on-going basis as to the level and scope of partnerships needed to enable the strategic vision to be realised, and how best to share knowledge and expertise in different areas. EEH will have a role to enable appropriate partnership work to happen, based on priority areas identified in the Transport Strategy. Examples could include partnership arrangements such as Forums to plan for better integrating the public transport network, or looking at the approach to regulation and management of new and emerging forms of transport such as e-scooters or dockless bikes.

Matters to consider in development of the full transport strategy:

For the next stage of transport strategy development, it will be useful to:

- Better define the types of further partnerships that will be needed to help deliver the strategy, and the appropriate level at which these partnerships should be formed;
- Consider the linkage of such partnerships to wider OxCam workstreams, including those on place-making and the environment; and,
- Consider any changes in powers or responsibilities, including at the EEH level, that will be needed to enable delivery to happen.

Annex 2: England's Economic Heartland Area



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Division(s):

CABINET – 15 OCTOBER 2019

MINERALS AND WASTE LOCAL PLAN: PREFERRED SITES AND REASONABLE ALTERNATIVES

Report by Director for Planning & Place

RECOMMENDATION

1. The Cabinet is **RECOMMENDED** to approve the inclusion of the preferred sites in the draft plan for consultation, and to delegate the final approval of the draft Plan for consultation to the Director of Planning & Place in consultation with the Cabinet Member for Environment.

2.

Sharp Sand and Gravel

SG20b – Land between Eynsham and Cassington

SG42 – Nuneham Courtenay

Crushed Rock and Soft Sand

SS12 & CR12 – Land at Chinham Farm (Chinham Hill)

SS18 & CR22 – Hatford West Extension

Waste Sites

011 – Finmere Quarry, Finmere

026 – Whitehill Quarry, Burford

103 – Lakeside Industrial Estate, Standlake

229 – Shellingford Quarry, Shellingford / Stanford in the Vale

249B – High Cogges Farm, Witney

274 – Moorend Lane Farm, Thame

279 – Rear of Ford Dealership, Ryecote Lane

287 – Ardley Fields, Ardley

289 – Overthorpe Industrial Estate, Banbury

Executive Summary

3. The Oxfordshire Minerals and Waste Local Plan: Part 1 – Core Strategy was adopted by the Council on 12 September 2017. The Core Strategy states that Part 2 of the Plan – Site Allocations will be prepared after the Core Strategy. A programme for the Site Allocations Plan is set out in the latest (ninth) revision of the Oxfordshire Minerals and Waste Development Scheme which was approved by the Cabinet on 22 January 2019. The target date for adoption of the Site Allocations Plan is November 2020.
4. Public consultation on site options (Issues and Options consultation document), took place from 8 August to 3 October 2018. All the minerals and waste sites that had been nominated for possible inclusion within the Site Allocations Plan were contained within this consultation.

5. Following this consultation, we then appointed consultants Adams Hendry to undertake informed site assessments of all the nominated sites.
6. Officers then went through these assessments to check for consistency and to bring in some more recent planning histories of the site.
7. In regards the nominated waste site assessments, Adams Hendry drew conclusions and made a number of recommendations from which we have drawn the reasonable alternatives.
8. In the case of the minerals sites, the assessments by Adams Hendry reached conclusions on each of the sites but did not undertake the comparisons and the recommendations as to which sites should be allocated in the Sites Plan.
9. This exercise has been undertaken by officers who have now concluded the reasonable alternatives and the preferred options for the mineral sites. A summary of these findings with officer comments, are contained within Annex 1 and 2 of this report. The OCC officer comments are to be read as a whole in reaching a judgement as to the suitability for allocation.
10. The Minerals and Waste Cabinet Advisory Group (CAG) met on 5th September 2019. The CAG members considered the sites that emerged from the Adams Hendry assessment of the minerals and waste sites. The discussion and views of members at that meeting have informed this report.
11. The next stage of the Plan preparation is consultation on the preferred sites and the reasonable alternatives.

Assessment of Preferred Sites

Sharp Sand and Gravel

12. Policy M3 of The Oxfordshire Minerals and Waste Local Plan Part 1: Core Strategy (OMWCS) set out that the split between northern Oxfordshire and Southern Oxfordshire should be approximately 25%:75% to achieve an approximately equal split of production capacity by 2031.
13. This has resulted in requirements of:
 Northern Oxfordshire-0.583 million tonnes + 5% contingency = 0.612 million tonnes;
 Southern Oxfordshire-3.054 million tonnes + 5% contingency = 3.207 million tonnes;
 Total Oxfordshire – 3.637 million tonnes + 5% contingency = 3.819 million tonnes
14. The Site Assessment was in two parts. Stage 1a looked at all the sites nominated and assessed these against a number of criteria. Those that did not meet the criteria within Stage 1a did not progress to Stage 1b, which was a more detailed site assessment.

15. 18 sand and gravel sites were assessed in the Stage 1b process. Of these six were not considered suitable to be allocated in the Oxfordshire Minerals and Waste Local Plan: Part 2 – Sites Plan (OMWSP). These sites, and the reasons they are not suitable are:
- (a) SG17 – Land at Culham. The site is a new site within an SRA. It would not normally be considered unsuitable for that reason alone, but it is also in an area where the highway network is at severe capacity, there is potential harm to heritage assets, it is in flood zones 2 and 3, and it could impact the strategy in the emerging South Oxfordshire Local Plan 2034.
 - (b) SG23 – Windrush North, Gill Mill. The allocation would not result in additional mineral being worked until after 2031.
 - (c) SG27 – Vicarage Pit, Cogges Lane. The allocation would not result in additional mineral being worked until after 2031.
 - (d) SG60 – White Cross Farm. The site is the subject of an application that would involve restoration to a marina. The development of a marina in that location would be contrary to development plan policy and it has not been suggested that the material would be excavated for any other reason.
 - (e) SG63 – Finmere Quarry. The site is outside the strategic resource area (SRA) and would not therefore be in accordance with the principal locations for working aggregates minerals as set out in policies M3 and M4 of the OMWCS.
 - (f) SG67 – Sutton Wick Quarry. The site is outside the strategic resource area (SRA) and would not therefore be in accordance with the principal locations for working aggregates minerals as set out in policies M3 and M4 of the OMWCS.
16. The following sites remain as reasonable alternatives.

Northern Oxfordshire:

Extensions to existing quarries

SG18 - Land near Standlake.

New quarries

SG08 – Lower Road, Church Hanborough

SG20 – Land between Eynsham and Cassington.

SG20a – Land between Eynsham and Cassington

SG20b – Land between Eynsham and Cassington

SG29 – Sutton Farm, Sutton

Southern Oxfordshire:

Extensions to existing quarries

SG11 & SG65 – Land situated NE of Sonning Eye

New Quarries

SG9 and SG59 – Land at Drayton St Leonard & Berinsfield

SG42 - Land at Nuneham Courtenay

SG62 - Appleford

17. Policy M4 of the Oxfordshire Minerals and Waste Core Strategy states that there will be a priority for the extension of existing quarries where environmentally acceptable.

Northern Oxfordshire

18. In northern Oxfordshire, the priority for allocation of extensions to existing quarries would lead to the allocation of site SG18 Land at Standlake. However the quarry to which this site would be an extension is not currently operating, and so there is a concern that the site if allocated would not be delivered within the plan period. The site would have an estimated yield of 0.5million tonnes. This would be below the requirement needed in the northern area.
19. The best of the proposals for new quarries would be site SG20b. This would require mitigation to ensure it did not affect sensitive receptors and would need to show that there would be no harm to the Oxford Meadows Special Area of Conservation. The site has an estimated reserve of 1.86million tonnes which would be well above the requirement for northern Oxfordshire.
20. Site SG20b Land between Eynsham and Cassington is therefore the preferred option for northern Oxfordshire.

Southern Oxfordshire

21. In southern Oxfordshire, the priority for allocation of extensions to existing quarries would lead to the allocation of site SG11 & SG65 Land situated NE of Sonning Eye. This site however, is not due to come into use until 2029, which is at the end of the plan period, and would give only 0.34million tonnes during the plan period. This would be well below the requirement needed in southern Oxfordshire.
22. Site SG62 Appleford is proposed as an extension to an existing quarry but appears in fact to be a new stand-alone quarry. The site would have a lifetime of 3 years and would produce 1.1million tonnes of sand and gravel over the lifetime of the site.
23. There would still be a requirement for a further 1.9mt of sand and gravel in the southern Oxfordshire area. The two remaining sites would have yields of 3.9million tonnes (SG42 Land at Nuneham Courtenay) and 6mt (SG9 & SG59 Land at Drayton St Leonard & Berinsfield). Of these two sites, SG42 Land at Nuneham Courtenay would have fewer constraints, it would yield less mineral reserve but still be well above the remainder of the amount needed for the south of the County. Therefore, SG42 Land at Nuneham Courtenay is the preferred option.

Total Sand and Gravel Reserve

24. Taking all those sites together would give a total reserve of 5.76 million tonnes:
- | | |
|-----------------------------------|---------------------------|
| Northern Oxfordshire (Site SG20b) | 1.86 million tonnes (32%) |
|-----------------------------------|---------------------------|

Southern Oxfordshire (Site SG42) 3.90 million tonnes (68%)

25. As well as being above the requirement for the county this would not achieve the rebalancing of production from northern Oxfordshire to southern Oxfordshire to the extent set out in the Oxfordshire Minerals and Waste Core Strategy. It does however move towards rebalancing the production capacity of the Minerals sites within the North and South of the County.

Soft Sand and Crushed Rock

26. The requirements for soft sand and crushed rock are:
Soft Sand – 0.641 million tonnes + 10% contingency = **0.705 million tonnes**;
Crushed Rock – 1.978 million tonnes + 10% contingency = **2.176 million tonnes**.
27. The County Council's Planning and Regulation Committee on 15th July 2019 resolved to grant planning permission, subject to completion of a legal agreement, for the western extension to Shellingford Quarry (MW.0104/18). This would permit a reserve of 1.8million tonnesof Limestone and 1mt of soft sand over a 22 year period to 2041, which would be an average rate of 127,000 tonnes per annum . Proportionately, that would equate to approximately 82,000 tonnes per annum of limestone and 45,000tonnes per annum of soft sand.
28. Assuming the working started in 2020 future that would give approximately 11 years of supply within the plan period:
11 x 82,000 = 0.902million tonnes of limestone
11 x 45,000 = 0.495million tonnes of soft sand
29. This would leave a further requirement of
Soft sand 0.21 million tonnes
Crushed Rock 1.274 million tonnes
30. Of the 15 soft sand and crushed rock sites assessed in the Stage 1b process, two were not suitable to be allocated in the Oxfordshire Minerals and Waste Local Plan: Part 2 – Sites Plan (OMWSP). These sites are CR07 Adjacent to Whitehill Quarry, Burford and CR10 Burford Quarry, SW extension, both because they would not come into use until after 2031 and would not therefore increase the reserve within the plan period.
31. Given that crushed rock is the larger requirement needed, and that some sites would provide both crushed rock and soft sand, it would be sensible to look at the crushed rock allocation first.
32. There are therefore 10 reasonable alternatives for Crushed Rock
- (a) CR13 – Dewars Farm Quarry East Extension
 - (b) CR15 – Land off the B4100 Baynards Green
 - (c) CR19 – Dewars Farm Quarry South Extension
 - (d) SS-03 & CR17 – Hatford Quarry South Extension

- (e) SS07 & CR24 – Home Farm Shellingford
 - (f) SS12 & CR12 – Land at Chinham Farm
 - (g) SS15 & CR11 – Hatford Quarry North Extension
 - (h) SS16 & CR21 – Hatford Quarry Stanford Extension
 - (i) SS18 & CR22 – Hatford Quarry West Extension
 - (j) SS19 & CR23 – Home Farm Carswell
33. CR13 Dewars Farm Quarry East Extension and CR19 Dewars Farm Quarry South Extension are extensions within the SRA, but would not come into use until 2029 and would give only 2 years of extraction within the plan period.
34. Sites CR15 Land off the B4100 Baynards Green, SS07 & CR24 Home Farm Shellingford, and CR19 & CR23 Home Farm, Carswell would be within the SRA but would be new sites rather than an extension. These do not therefore accord with the preference for crushed rock provision as set out in the Core Strategy.
35. Of the remaining sites:
- (a) SS03 & CR17 Hatford Quarry South Extension would have a significant impact on landscape and the Hatford Conservation Area
 - (b) SS15 & CR11 Hatford Quarry North Extension would have high ecological impacts and moderate landscape impacts.
 - (c) SS16 & CR21 Hatford Quarry Stanford Extension would have high landscape impacts and moderate ecological impacts.
36. Site SS12 & CR12 Land at Chinham Farm would have only a moderate loss of ecology and landscape which could be mitigated at planning application stage, and indeed the site had been granted planning permission in 2011, but the planning permission lapsed. The site would yield just 0.1million tonnes of crushed rock, but it would deliver 0.3million tonnes of soft sand. A further site for crushed rock would need to be allocated.
37. SS18 & CR22 Hatford Quarry West Extension would have the potential for high ecological impacts and moderate landscape impacts which would have to be mitigated at application stage. The site would yield 1.2million tonnes of crushed rock and 0.2million tonnes of soft sand.
38. Allocating sites SS12 & CR12 and SS18 & CR22 would provide:
- | | |
|---|--------------------|
| Crushed Rock | 1.3 million tonnes |
| SS12 & CR12 Land at Chinham Farm | 0.1 million tonnes |
| SS18 & CR22 Hatford Quarry West Extension | 1.2 million tonnes |
| Soft Sand | 0.5million tonnes |
| SS12 & CR12 Land at Chinham Farm | 0.3 million tonnes |
| SS18 & CR22 Hatford Quarry West Extension | 0.2 million tonnes |
39. This would meet both the crushed rock and soft sand requirements of Oxfordshire for the plan period.

Waste

40. Fifty waste sites were nominated for potential inclusion within the Plan. Like the Minerals assessments, the waste site assessment was in two parts. Stage 1a looked at all the sites nominated and assessed these against a number of criteria. Those that did not meet the criteria within Stage 1a did not progress to Stage 1b, which was a more detailed site assessment. Following assessment of the sites Adams Hendry drew conclusions and made a number of recommendations. A summary of the findings to the Stage 1b of the waste assessments can be seen in Annex 3
41. Unlike Minerals the Minerals and Waste Core Strategy does not set out a limit for Waste Management provision for the Plan period and encourages the movement of waste up the waste hierarchy.
42. The assessment of sites has resulted in the recommendation of the following sites as suitable for allocation in the Sites Plan:
 - (a) 010 Sutton Courtenay Landfill, Sutton Courtenay / Appleford
 - (b) 011 Finmere Quarry, Finmere
 - (c) 026 Whitehill Quarry, Burford
 - (d) 103 Lakeside Industrial Estate, Standlake
 - (e) 229 Shellingford Quarry, Shellingford / Stanford in the Vale
 - (f) 249B High Cogges Farm, Witney
 - (g) 274 Moorend Lane Farm, Thame
 - (h) 279 Rear of Ford Dealership, Ryecote Lane
 - (i) 287 Ardley Fields, Ardley
 - (j) 289 Overthorpe Industrial Estate, Banbury
43. There are two sites for which the recommendation from the consultants is inconclusive:
 - (a) 009 – Sites C and D at Yarnton; and
 - (b) 224 – Ambrose Quarry, Ewelme.
44. Site 009 at Yarnton consists of two areas: Area D has been granted planning permission on appeal partly because it was considered to be previously developed land. The second area, Area C, is part of a mineral extraction area with permission to extract until 2022, with restoration to follow. It would therefore not be suitable for a waste site without exceptional circumstances for its release from the Green Belt.
45. Site 224 Ambrose Quarry is a dormant quarry with a long-term restoration scheme required by 2044. The site could be used for short term uses and might benefit from further infilling to achieve a better restoration, but the site is not suitable for allocation as a waste site.
46. Site 010 Sutton Courtenay is in an area where land is safeguarded for highway improvements in the Vale of White Horse Local Plan 2031, and has therefore been removed from the list of reasonable options.

47. As mentioned above, the Oxfordshire Minerals and Waste Core Strategy seeks to enable waste to be moved up the waste hierarchy, away from landfill and towards increased re-use, recycling, composting and recovery of resources for waste. To that end there is no requirement to choose between suitable sites, rather they should be made available to allow more options for facilities to come forward. The sites as listed in paragraph 31 above should therefore all be considered preferred sites for allocation in the Sites Allocation Plan.

Conclusion

48. For the reasons given in this report the sites that should go forward for consultation as the preferred options for allocation in the Oxfordshire Minerals and Waste Local Plan Part 2: Sites Plan are:

Sharp Sand and Gravel

- SG20b – Land between Eynsham and Cassington
- SG42 – Nuneham Courtenay

Crushed Rock and Soft Sand

- SS12 & CR12 – Land at Chinham Farm (Chinham Hill)
- SS18 & CR22 – Hatford West Extension

Waste Sites

- 011 – Finmere Quarry, Finmere
- 026 – Whitehill Quarry, Burford
- 103 – Lakeside Industrial Estate, Standlake
- 229 – Shellingford Quarry, Shellingford / Stanford in the Vale
- 249B – High Cogges Farm, Witney
- 274 – Moorend Lane Farm, Thame
- 279 – Rear of Ford Dealership, Ryecote Lane
- 287 – Ardley Fields, Ardley
- 289 – Overthorpe Industrial Estate, Banbury

Financial and Staff Implications

49. The Minerals & Waste Local Plan is included within the work priorities of the Communities Directorate and is in part being progressed within the existing mainstream budget for the Council's minerals and waste policy function. Increased funding will be required in 2019/20 and 2020/21, in particular to provide the funding required to take the plan through examination and to adoption. There are no additional staff implications.

Equalities Implications

50. None have been specifically identified.

Legal Implications

51. Under the Planning and Compulsory Purchase Act 2004 (as amended), the County Council is required to prepare a minerals and waste local plan. The European Waste Framework Directive, 2008 (2008/98/EC), as transposed through the Waste (England and Wales) Regulations 2011, requires waste planning authorities to put in place waste local plans. These requirements have in part been met by adoption of the Minerals and Waste Core Strategy and will be fully met by preparation and adoption of the Site Allocations Plan.

Risk Management

52. If a new Minerals and Waste Local Plan, including both a Core Strategy and Site Allocations Plan, is not adopted (for example, if the Site Allocations Plan was abandoned or found to be “unsound” following examination), the County Council would not have a full, up to date and locally-determined land-use policy framework against which to determine applications for new mineral working and waste management developments in Oxfordshire. Such a diminution of local control over these operations would leave the authority with much less influence over the location of future minerals and waste operations and make it heavily reliant on the National Planning Policy Framework and National Planning Policy for Waste, which are considerably less comprehensive and detailed in their coverage of these matters.

SUSAN HALLIWELL
Director for Planning & Place

Background papers: None

Contact Officer: Kevin Broughton – Minerals and Waste Policy Team Leader
September 2019

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Assessment of Site Options – Stage 1b Assessment of Sand and Gravel Sites

Summary of assessment outcomes

Site No.	Site Name	Conclusion from Stage 1b Assessment by Adams Hendry	OCC Comments
SG-08	Lower Road, Church Hanborough	<p>This is very large, new site within the Green Belt and in close proximity to the AONB comprising of three parcels of land. As the allocation of the western parcel of land may hinder the public transport corridor proposals between Hanborough Station and the Cotswold Garden Village in line with Policy EW10 and paragraph 9.5.110 of West Oxfordshire Local Plan, it is considered that this part of the site is not suitable for allocation.</p> <p>Having regard to the detailed appraisal of the landscape and ecology specialists, it is evident that mineral working on the eastern and southern parcels may have potential to have a significant impact on biodiversity and landscape. [Note: awaiting results of HRA Screening from AECOM] without mitigation.</p> <p>Whilst the close proximity of the site to the proposed Cotswold Garden Village, may offer a potential local market for mineral</p>	<p>The site is within the SRA, but is a new quarry rather than an extension.</p> <p>The site is 210ha in size, and although the reserve and the output is unknown it is likely to be far larger than the 0.5mt required to be dug in the northern part of the county.</p> <p>The site would impact on the West Oxfordshire District Council plans for a garden village.</p>

		<p>supply and beneficial opportunities if the site were to be worked (subject to careful phasing to avoid any adverse impacts on local amenity) and potential opportunities to secure biodiversity gain and improved countryside access, the allocation of the site may give rise to cumulative environmental effects both individually and in combination with other existing mineral and waste sites as well as the proposed Cotswold Garden Village. There are also a number of nominated sites in the vicinity.</p> <p>The Core Strategy acknowledges that the rate and intensity of mineral working and the consequential cumulative impacts on local communities, including the generation of traffic, particularly on the A40, and impacts on local rivers and ground flows are of concern in Western Oxfordshire.</p> <p>As the site is a nomination for a new site in the Green Belt and not a proposed extension to an existing site and is located in the northern part of the County where the requirement for additional sand and gravel provision for the plan period is relatively small, there may be other potential options to meet sharp sand and gravel requirements within the Thames, Lower Windrush and Lower Evenlode</p>	
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		Valleys area that may offer a more sustainable location for mineral working in accordance with Policy M4 of the Core Strategy.	
SG-9 & SG-59	Land N Drayton St Leonard & Berinsfield & land at Stadhampton	<p>The site lies within Southern Oxfordshire and within the strategic resource area and therefore allocation would accord with the principles set out in Core Strategy Policy M3. However, the site is a significant site within the Green Belt where mineral extraction is only considered appropriate development if it preserves the openness of the Green Belt and does not conflict with the purposes of including land within it. Given the size of the nominated site, the landscape and visual impact is considered to be substantial and there is a risk that it would erode the gap between Drayton St Leonard, Newington and Stadhampton.</p> <p>The site is in an area of high archaeological potential and therefore further assessment would need to be undertaken to determine whether any mineral extraction would be possible without having a significant adverse impact on the historic environment.</p> <p>There are capacity issues on the highway network at peak times which would need</p>	<p>The site is within SRA, but is a new quarry rather than an extension.</p> <p>Impact on historic and archaeological potential.</p> <p>Highway issues at peak capacity.</p>

		to be mitigated should this site be allocated.	
SG-11 & SG-65	Land situated NE of Sonning Eye (Caversham phases 'D' & 'E')	<p>In line with the Core Strategy, the requirement for additional sites for sharp sand and gravel should be met primarily in the southern part of the County particularly over the first half of the plan period. As the Caversham Quarry has an extant consent for mineral working (MW.0158/11) with extraction of minerals to cease by 31.12.2027, it will contribute to meeting Oxfordshire's need's over the Local Plan period not least as most of the reserve has yet to be worked. Restoration of the existing permitted Quarry is required by 31.12.2029.</p> <p>Given the long history of mineral working in this area, the proposed extension to the Quarry is considered suitable for allocation, subject to appropriate mitigation, including a potential buffer to mitigate impact on Sonning Conservation Area and the amenity of local residents. However, careful consideration will be required to the phasing of works to avoid any potential adverse cumulative impacts arising from the existing works at Caversham Quarry and the works at proposed site proceeding concurrently, particularly in relation to highway impacts. It is likely that the additional capacity</p>	<p>Within the SRA and is an extension to a quarry.</p> <p>The site cannot come online until 2029, so at most it would contribute 2 years of mineral working within the plan period. At a capacity of 170,000tpa. The site would give only 340,000tonnes within the plan period.</p>

		proposed at this site would need to be phased to come forward towards the latter part of the Plan Period. There may therefore be only limited scope for mineral working early in the Plan period.	
SG-17	Land at Culham	<p>In line with the Core Strategy, the requirement for additional sites for sharp sand and gravel should be met primarily in the southern part of the County particularly over the first half of the plan period. However, the priority of the Core Strategy is for the extension of existing quarries, where environmentally acceptable, before working new sites.</p> <p>It is judged that the site is unlikely to meet all of the criteria as set out in Policy M4 in particular in respect of the highway network which has severe capacity and congestion issues, and potential adverse impacts on designated heritage assets.</p> <p>The allocation of the site may threaten the strategy in the emerging South Oxfordshire Local Plan 2011-2034 which was submitted for Examination in March 2019 in particular if works were to progress prior to the Thames River crossing being in place to help address existing capacity issues on the highway network around Didcot. Furthermore, residential amenity of future residents of</p>	<p>The site is within the SRA but would be a new quarry rather than an extension.</p> <p>The highway network is at severe capacity.</p> <p>Potential harm to designated heritage assets, including a SAM.</p> <p>The allocation of the site might threaten the strategy in the emerging SOLP 2034.</p> <p>The majority of the site is in flood zones 2 and 3.</p>

		<p>Land Adjacent to Culham Science Centre would need to be protected.</p> <p>The site has other constraints including a scheduled monument on the western edge of the site and the majority of the site being located in flood zones 2 or 3. The site is also entirely within the Oxford Green Belt. Mineral extraction is not inappropriate in the Green Belt, provided it preserves openness and does not conflict with the purpose of including land within. However exceptional circumstances for the release of the site for mineral working would need to be justified.</p> <p>On this basis, the site should not be allocated in the Local Plan unless other considerations clearly outweigh the harm to the Green Belt.</p>	
SG-18	Land near Standlake	<p>This area has a long history of mineral working, with the extant consent granted for mineral working (on appeal) to the east of the site at Stonehenge Farm in 2019 to be worked by the end of 2023, with the site restored by the end of 2024.</p> <p>The nominated site is to the east of Stonehenge Farm, and albeit that is located to the north of the A415, the presence of mineral extraction at Stonehenge will change the landscape</p>	<p>The site adjoins an area with extant permission to the east that was granted on appeal.</p> <p>The site would have an estimated yield of 0.5mt.</p> <p>Mitigation would be needed for the areas high archaeological significance and to protect residential amenity.</p>

		<p>character of the area north of the A415 over the next few years.</p> <p>Mineral workings at the nominated site, is proposed to use the existing access to Stanton Quarry with minerals transported via Stanton Quarry by conveyor or jet pump and then by road in accordance with the existing lorry routing agreement in place for Stanton Quarry.</p> <p>Mitigation will be required as this area is identified by Historic England as being of high archaeological significance and requiring physical preservation (Oxfordshire Aggregates and Archaeology Assessment). Measures to protect residential amenity must also be in place.</p> <p>However, the site is considered suitable for allocation within the Sites Plan, with works to be phased after 2023 (assuming that mineral extraction will have ceased by that date at Stonehenge Farm) to avoid any adverse cumulative impacts. Restoration of the site must contribute to meeting the aims and objectives of the Lower Windrush Project area.</p>	
SG-20	Land between Eynsham & Cassington	This is a large new site within the northern Oxfordshire rather than an extension and is located within the Green Belt. Works at the existing Cassington Quarry are due to	The site is within the SRA but would be a new quarry rather than an extension.

		<p>cease in 2020 The use of the site for this mineral resource would therefore be likely to require planning permission for a new processing plant as the existing plant at Cassington Quarry has been removed. However, may be possible to use the existing purpose built grade separated access for Cassington quarry to the A40. A new access off A40 is unlikely to be acceptable to County Highways or Highways England. Works to Cassington Road may be required to make this acceptable for access.</p> <p>The requirement for additional sand and gravel provision over the plan period is relatively small in northern Oxfordshire, there may be other potential options to meet sharp sand and gravel requirements within the Thames, Lower Windrush and Lower Evenlode Valleys area that may offer a more sustainable location for mineral working in accordance with Policy M4 of the Core Strategy. As the site is in the Green Belt, and is considered a new site, it is likely that development would not be considered to preserve the openness of the Green Belt, noting the landscape and visual sensitivity of the site.</p>	Proximity to Oxford Meadows (SAC)
SG-20a	Land between Eynsham & Cassington	This is a large new site within the northern Oxfordshire rather than an extension and is located within the Green Belt. Works at	The site is within the SRA but would be a new quarry rather than an extension.

		<p>the existing Cassington Quarry are due to cease in 2020. The use of the site for this mineral resource would therefore be likely to require planning permission for a new processing plant as the existing plant at Cassington Quarry has been removed. However, may be possible to use the existing purpose built grade separated access for Cassington quarry to the A40.</p> <p>Given the proximity of the site to the Oxford Meadows SAC and other environmental constraints affecting the eastern parcel of the site nomination in particular, it is not recommended that this part of the site is allocated. The western parcel remains a sizeable area (32 ha) and with appropriate buffers and mitigation in place in particular to safeguard the River Thames and Evenlode, may offer potential to meet sharp sand and gravel requirements within the Thames, Lower Windrush and Lower Evenlode Valleys area. However, as the site is in the Green Belt, and arguably can be considered a new site, it is likely that development would not be considered to preserve the openness of the Green Belt, noting the landscape and visual sensitivity of the site.</p>	<p>Proximity to Oxford Meadows (SAC)</p> <p>The Eastern parcel of the site would be subject to environmental constraints.</p> <p>Mitigation and buffers would be needed to protect the rivers Thames and Evenlode.</p>
SG-20b	Land between Eynsham & Cassington	This is a large new site within the northern Oxfordshire rather than an extension and is located within the Green Belt. Works at	The site is within the SRA but would be a new quarry rather than an

		<p>the existing Cassington Quarry are due to cease in 2020. The use of the site for this mineral resource would therefore be likely to require planning permission for a new processing plant as the existing plant at Cassington Quarry has been removed.</p> <p>A new access onto Cassington Road, which would need improvement, would also be required. Use of the existing purpose built grade separated access for Cassington quarry to the A40 may be an option but would need further investigation.</p> <p>The site's proximity to the ecological receptors, the Siemens factory and residential development in Eynsham would also require mitigation.</p> <p>The requirement for additional sand and gravel provision over the plan period is relatively small in northern Oxfordshire, there may be other potential options to meet sharp sand and gravel requirements within the Thames, Lower Windrush and Lower Evenlode Valleys area that may offer a more sustainable location for mineral working in accordance with Policy M4 of the Core Strategy. As the site is in the Green Belt, and is considered a new site, it is likely that development would not</p>	<p>extension, which is the preference in policy M3.</p> <p>Mitigation would be needed to reduce impact on ecological, and sensitive receptors.</p> <p>The site has an estimated reserve of 1.86mt.</p>
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		be considered to preserve the openness of the Green Belt, noting the landscape and visual sensitivity of the site.	
SG-23	Windrush North, Gill Mill, Ducklington	<p>The site is a nominated as an extension to Gill Mill Quarry however the extant consent (MW.0050/13) would take the working life of the quarry beyond the end of the period of the Minerals & Waste Local Plan (31.12.2031) by some 3 years, to 2034. This site nomination, if allocated in the Sites Plan, would therefore not increase the sharp sand and gravel provision available for working within the plan period. There is a concentration of remaining permitted reserves within northern Oxfordshire.</p> <p>Should additional capacity be required, the northern part of the site may be suitable for allocation.</p>	<p>The site would not be worked until 3 years after the end of the plan period.</p> <p>Without prejudice to its suitability for future reviews of the Minerals and Waste Local Plan it is not a suitable allocation at this time.</p>
SG-27	Vicarage Pit, Cogges Lane, Stanton Harcourt	<p>The site was nominated in 2009. There has been no indication from the site operator as to whether this site is still available.</p> <p>This site, if allocated in the Sites Plan, would not increase the sharp sand and gravel provision available for working within the plan period if it was to be worked as an extension to Gill Mill Quarry. On this basis the site should be allocated as an extension.</p>	<p>If the site is considered as an extension to Gill Mill it would not be worked until after the end of the plan period.</p> <p>If it is considered to be a new site it is also subject to other constraints identified in the high level assessment which also indicate mitigation would be required including visual impacts, and impacts</p>

		<p>If the site were to be worked as a new, free-standing quarry then it is unlikely to be the most sustainable as the priority is to bring forward sites for sand and gravel extraction in southern Oxfordshire to ensure there is more equal split of production capacity between north and south. Policy M4 states the priority is for the extension of existing quarries before working new sites.</p> <p>Other potential constraints as identified at the high level assessment also indicate that mitigation would be required including to offset visual impacts and impacts on residential amenity and historic assets. Potential cumulative effects would also need to be considered further should this site be allocated in combination with other existing and nominated sites in the vicinity.</p>	<p>on residential amenity and historic assets.</p>
SG-29	Sutton Farm, Sutton	<p>The site is a new site and is located in the northern part of the County where the requirement for additional sand and gravel provision for the plan period is relatively small. There may therefore be other potential options, including extensions to existing sites, to meet sharp sand and gravel requirements within the Thames, Lower Windrush and Lower Evenlode Valleys area that may offer a more sustainable location for mineral working in</p>	<p>The site is within the SRA but would be a new quarry rather than an extension, which is the preference in policy M3.</p> <p>A footpath would be required to be diverted.</p> <p>There would be a possible loss of grade 2 agricultural land.</p>

		<p>accordance with Policy M4 of the Core Strategy.</p> <p>The site is however not in the Green Belt. If additional capacity is required, then this site may be suitable for allocation with appropriate mitigation in place to safeguard the amenity of local residents, the conservation area and sensitive ecological receptors. The existing footpath would need to be diverted. There would also be the loss of Grade 2 agricultural land.</p>	
SG-42	Nuneham Courtney	<p>In line with the Core Strategy, the requirement for additional sites for sharp sand and gravel should be met primarily in the southern part of the County particularly over the first half of the plan period. Whilst this site may be suitable for allocation with appropriate mitigation in place to protect historic assets, mitigate visual and ecological impacts and protect residential amenity, there is a potential highway constraint to providing a new/improved access onto the A4074.</p> <p>The site is also within in the Oxford Green Belt. Mineral extraction is not inappropriate in the Green Belt, provided they preserve its openness and do not conflict with the purpose of including land within. It is unlikely that exceptional circumstances for</p>	<p>The site is within the SRA but would be a new quarry rather than an extension, which is the preference in policy M3.</p> <p>Potential highway constraint to providing adequate access onto the A4074.</p>

		the release of the site for mineral working could be justified.	
SG-60	White Cross Farm	Awaiting outcome of application –	The site is not suitable for allocation, as it is the subject of an application that would involve restoration to a marina. The development of a marina in that location would be contrary to development plan policy and it has not been suggested that the material would be excavated for any other reason.
SG-62	Appleford	<p>The site promoter is proposing that the minerals will be moved by conveyor to the existing Sutton processing plant (subject to crossing the railway) and to use the existing transportation arrangements as for the Sutton Courtney Quarry. Very limited vehicular access would be required from the A4130.</p> <p>As operations at Bridge Farm to the north of the main Sutton Courtenay quarry are due to wind down in the next few years, some existing traffic would be removed from the highway network. Careful phasing of works at this site may therefore result in no/low additional traffic? [TBC]</p> <p>The site is located adjacent to an area of land safeguarded to support the delivery of a new Thames River Crossing between Culham and Didcot. As such any</p>	<p>The site is within the SRA and is proposed as an extension, but it's location suggests it would be a stand alone site.</p> <p>Careful phasing would be needed to avoid cumulative impacts.</p>

		<p>development at this site must not prejudice the construction or operation of the scheme which is identified as of strategic importance to unlock growth in the Science Vale area and which has recently been approved for Housing and Infrastructure Fund (HIF).</p> <p>This may be a suitable site for allocation in the Sites Local Plan, as an extension to an existing site, free of Green Belt and AONB constraints and in southern Oxfordshire. Careful phasing to avoid cumulative impacts, particularly traffic with Sutton Courtney existing minerals and waste site. Can the railway be easily crossed???</p>	
SG-63	Finmere Quarry	<p>The site lies within northern Oxfordshire outside a strategic resource area. Core Strategy Policy M3 makes it clear that the principal locations for aggregate minerals extraction will be within the strategic resource area and that sites will be allocated for sharp sand and gravel working to meet the requirement in Policy M3 such that approximately 25% of the additional tonnage requirement is in northern Oxfordshire and approximately 75% is in southern Oxfordshire.</p> <p>The site has good access to the lorry route network, would not have a significant landscape or visual impact and subject to</p>	<p>The site is not a suitable for allocation in the SP as it is outside the SRA and therefore not in accordance with the strategy as set out in policy M3 of the Core Strategy.</p>

		appropriate mitigation, would not have an adverse impact on ecological receptors. However, whilst the area has a long history of mineral working, given that the site does not accord with the general principles set out in Policy M3, it is not recommended that the site is allocated in the Sites Allocation Document unless it can be demonstrated the requirements set out in Policy M2 cannot be met on alternative sites within the strategic resource area.	
SG-67	Sutton Wick Quarry	<p>The site lies within southern Oxfordshire outside a strategic resource area. Core Strategy Policy M3 makes it clear that the principal locations for aggregate minerals extraction will be within the strategic resource area and that sites will be allocated for sharp sand and gravel working to meet the requirement in Policy M3 such that approximately 25% of the additional tonnage requirement is in northern Oxfordshire and approximately 75% is in southern Oxfordshire.</p> <p>The site has reasonable access to the lorry route network but would rely on routes experiencing peak hour congestion. The southern part of the nominated site is within the Green Belt, where mineral extraction is not inappropriate provided it</p>	The site is not a suitable for allocation in the SP as it is outside the SRA and therefore not in accordance with the strategy as set out in policy M3 of the Core Strategy.

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		<p>preserves openness and does not conflict with the purpose of including land within it.</p> <p>Given that the site does not accord with the general principles set out in Policy M3, it is not recommended that the site is allocated in the Sites Allocation Document unless it can be demonstrated the requirements set out in Policy M2 cannot be met on alternative sites within the strategic resource area.</p>	
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Assessment of Site Options – Stage 1b Assessment of Crushed Rock and Soft Sand Sites

Summary of assessment outcomes

Site No.	Site Name	Conclusion from Stage 1b Assessment by Adams Hendry	OCC Comments
CR-07	Adjacent to Whitehill Quarry	<p>The site lies within the Mineral Strategic Resource Area (Burford area south of A40) and has been nominated as an extension to Whitehill quarry. It has direct access onto the Oxfordshire Lorry Route Network (A40) and is likely to have limited impact on the local highway network.</p> <p>The ecological impacts are likely to be low and there are no known archaeological constraints. Mineral extraction is likely to moderately affect landscape character, which is more sensitive given the proximity to the Cotswolds AONB.</p> <p>There are a number of existing and nominated mineral and waste sites within 3km of the site and therefore cumulative impacts will need to be considered taking into account the overall requirement for crushed rock over the plan period set out in the Core Strategy.</p>	The current permission on the existing quarry is that it should cease by 2042. The allocation of an extension to the site would not come into use until after 2031, and would therefore not increase the reserves available within the plan period.
CR-10	Burford Quarry SW Extension	The site lies partially within the Mineral Strategic Resource Area and is proposed	The current permission on the existing quarry is that it should cease

		<p>as an extension to Burford Quarry, which has consent for mineral extraction until the end of 2035. It has access to the Oxfordshire lorry route network (A40). Biodiversity impacts are considered to be low and landscape and visual impacts moderate.</p> <p>The adopted West Oxfordshire Local Plan allocates land approximately 500m to the south east of the site for residential development and therefore any potential extension to Burford quarry should take into account potential future residential amenity impacts so as not to compromise the implementation of this allocation.</p> <p>There are a number of existing and nominated mineral and waste sites within 3km of the site and therefore cumulative impacts will need to be considered taking into account the overall requirement for crushed rock over the plan period set out in the Core Strategy.</p>	<p>by 2035. The allocation of an extension to the site would not come into use until after 2031, and would therefore not increase the reserves available within the plan period.</p>
CR-13	Dewars Farm Quarry East Extension	<p>The site is nominated as a proposed extension to Dewars Farm Quarry and lies within the Mineral Strategic Resource Area (North West Bicester). It has potential to access directly onto the Oxfordshire Lorry Route Network (B430) via the existing access to Dewars Farm Quarry. Any increase in HGV trips have the potential to</p>	<p>The current permission states that the extraction shall cease by the end of 2029. This would only give two years of working before the end of the plan period 2031.</p> <p>Ecological impacts have the potential to be high</p>

		<p>effect nearby villages. Whilst not in an AQMA, nitrogen dioxide levels in Middleton Stoney are quite high and are being monitored by Cherwell District Council and the County Council with a view to exploring various transport measures to stop levels increasing. It is likely that a routing agreement to divert traffic away from Middleton Stoney would be required if the site was allocated.</p> <p>Overall ecological impacts have the potential to be high, with the site in close proximity to a number of sensitive ecological receptors. Due to the landscape context of incinerator, landfill, quarry and M40 the impact of the development on landscape character and views is considered to be slight.</p> <p>There are a number of existing and nominated mineral and waste sites within 3km of the site and therefore cumulative impacts will need to be considered taking into account the overall requirement for crushed rock over the plan period set out in the Core Strategy.</p>	Cumulative impacts with the incinerator
CR-15	Land off the B4100, Baynards Green	Whilst the site does lie within the Mineral Strategic Resource Area (North West Bicester), it is nominated as a new site on the eastern side of the M40. Policy M3 of the Core Strategy makes it clear that the	<p>The site is within an SRA, but would be a new quarry rather than an extension.</p> <p>Good access to the Lorry Network</p>

		<p>priority is for the extension of existing sites before working new sites.</p> <p>The site has good access to the Oxfordshire lorry route network; however mitigation may be required at Baynards Green roundabout.</p> <p>The overall landscape and visual impact of the proposal is considered moderate as a new site, unconnected nature in the landscape, the impact on public views and the likelihood that there will be no restoration in the long term. Overall ecological impacts are likely to be low.</p> <p>There are a number of existing and nominated mineral and waste sites within 3km of the site and therefore cumulative impacts will need to be considered taking into account the overall requirement for crushed rock over the plan period set out in the Core Strategy.</p>	Other impacts likely to be low.
CR-19	Dewars Farm Quarry South Extension	The site is nominated as a proposed extension to Dewars Farm Quarry and lies within the Mineral Strategic Resource Area (North West Bicester). It has potential to access directly onto the Oxfordshire Lorry Route Network (B430) via the existing access to Dewars Farm Quarry. Any increase in HGV trips have the potential to effect nearby villages. Whilst not in an	<p>The current permission states that the extraction shall cease by the end of 2029. This would only give two years of working before the end of the plan period 2031.</p> <p>Ecological impacts have the potential to be high</p>

		<p>AQMA, nitrogen dioxide levels in Middleton Stoney are quite high and are being monitored by Cherwell District Council and the County Council with a view to exploring various transport measures to stop levels increasing. It is likely that a routing agreement to divert traffic away from Middleton Stoney would be required if the site was allocated.</p> <p>Overall ecological impacts have the potential to be high, with the site in close proximity to a number of sensitive ecological receptors. Due to the landscape context of incinerator, landfill, quarry and M40 the impact of the development on landscape character and views is considered to be limited.</p> <p>There are a number of existing and nominated mineral and waste sites within 3km of the site and therefore cumulative impacts will need to be considered taking into account the overall requirement for crushed rock over the plan period set out in the Core Strategy.</p>	Cumulative impacts with the adjacent energy recovery facility.
SS-03 & CR-17	Hatford Quarry South Extension	The site lies within Mineral Strategic Resource Areas for soft sand and crushed rock and is within 1km of the A417 on the Oxfordshire Lorry Route.	An extension to the existing site which has permission to 2020, however that might have ceased before the extension area is permitted.

		<p>The site is nominated as an extension to Hatfield Quarry which has permission for the extraction of limestone and sand until 2020/21 with restoration to be completed by September 2021.</p> <p>The ecological impacts of extraction are anticipated to be low, however the effect on landscape character is expected to be significant due to its size and close proximity to Hatford conservation area. There are a number of existing and nominated mineral and waste sites within 3km of the site and therefore cumulative impacts will need to be considered taking into account the overall requirement for crushed rock and soft sand over the plan period set out in the Core Strategy.</p>	<p>Low Ecological impact</p> <p>High landscape impact</p>
SS-04	Land at Pinewoods Road	<p>The allocation of this site would be contrary to Policy M4 of the adopted Oxfordshire Minerals and Waste Core Strategy which prioritises the extension of existing quarries (where environmentally acceptable) before working new sites. The site is in relatively close proximity to a number of heritage assets and residential properties, consists of best and most versatile agricultural land and is of moderate landscape sensitivity.</p> <p>Unless there is an urgent need for soft sand reserves which cannot be met on an</p>	<p>Within the SRA, but not an extension to an existing quarry</p> <p>Site is in close proximity to heritage assets and residential properties.</p>

		alternative site in a more environmentally acceptable way this site should not be allocated in the Minerals and Waste Site Allocations Local Plan.	
SS-05	Land at Kingston Bagpuize	<p>The site is proposed as a potential new quarry within the Mineral Strategic Resource Area (Corallian Ridge – Oxford to Faringdon).</p> <p>The site would have a moderate landscape or visual impact however the future restoration of the site has potential to deliver long term landscape character benefits. With appropriate mitigation, biodiversity is unlikely to pose a significant constraint. However, the site is within an area of considerable archaeological interest and whilst it has good access to the Oxfordshire Lorry Route Network, there is severe capacity and congestion issues on the local highway network. Allocation of this site would therefore only be appropriate if it could not be demonstrated that there were other more suitable sites to meet the requirement for soft sand.</p>	<p>Within the SRA but a new quarry not an extension to an existing quarry.</p> <p>Within an area of considerable archaeological interest.</p>
SS-07 & CR-24	Home Farm, Shellingford	The site lies within Mineral Strategic Resource Areas for soft sand and crushed rock and is adjacent to the A417 on the Oxfordshire Lorry Route.	<p>Within the SRA but a new quarry not an extension to an existing quarry.</p> <p>Ecological impacts expected to be high.</p>

		<p>The site has been nominated as a potential new site. Core Strategy Policy M4 makes it clear that the priority is for the extension of existing quarries rather than new sites.</p> <p>The ecological impacts of extraction are anticipated to be high given the site's proximity to sensitive ecological receptors. The site is a large site in an area with a number of existing mineral workings and therefore extraction is likely to have a moderate effect on landscape character and public views.</p> <p>There are a number of existing and nominated mineral and waste sites within 3km of the site and therefore cumulative impacts will need to be considered taking into account the overall requirement for crushed rock and soft sand over the plan period set out in the Core Strategy.</p>	Moderate effect on landscape.
SS-08 & CR-16	Shellingford Quarry (Western Extension)	<p>The majority of the site lies within Mineral Strategic Resource Areas for soft sand and crushed rock. It lies adjacent to the Oxfordshire Lorry Route Network (A417) and it is likely that the existing Shellingford Quarry access onto the A417 Stanford Road would be used.</p> <p>The site is in close proximity to a number of sensitive ecological receptors and the</p>	<p>This site has been subject of a planning application on which there is a resolution to grant planning permission subject to a legal agreement to cover long term management of the site and provision of a permissive footpath.</p> <p>The site would yield 1.8mt of limestone and 1mt of soft sand over</p>

		<p>expansion of Shellingford Quarry is expected to moderately affect the landscape character and views by introducing mineral extraction into this rural landscape in close proximity to Shellingford conservation area.</p> <p>Current planning application MW.0104/18 proposes mineral extraction and infilling with imported inert materials within most of the area of the nominated site as a western extension to the existing Shellingford Quarry. The Council's Planning and Regulation Committee resolved to approve the application in July 2019 subject to legal agreements on long term aftercare and lorry routing.</p> <p>There are a number of existing and nominated mineral and waste sites within 3km of the site and therefore cumulative impacts will need to be considered taking into account the overall requirement for crushed rock and soft sand over the plan period set out in the Core Strategy.</p>	<p>a 22 year period to 2041. The average extraction rate would be 127,000tpa.</p> <p>Assuming the working started in 2020 future that would give approximately 11 years of supply within the plan period.</p> <p>11 x 82,000 = 0.902mt of limestone 11 x 45,000 = 0.495mt of soft sand</p>
SS-12 & CR-12	Land at Chinham Farm (Chinham Hill)	<p>The site lies within the Mineral Strategic Resource Area for crushed rock and soft sand and is proposed as an extension to Bowling Green Farm Quarry. It has access to the Oxfordshire Lorry Route Network (A417) utilising the existing access to Bowling Green Farm quarry.</p>	<p>An extension to an existing quarry within the SRA.</p> <p>Moderate loss of ecology and landscape.</p>

		<p>Impacts on ecology are considered to be moderate particularly given the small size of the site. Development of the site is likely to cause a moderate impact on landscape character due to the loss of characteristic features.</p> <p>Planning permission was granted for the extraction of sand as an extension to the Bowling Green Farm/Chinham Farm Quarry in 2011, however this was not implemented and the permission has now lapsed.</p> <p>There are a number of existing and nominated mineral and waste sites within 3km of the site and therefore cumulative impacts will need to be considered taking into account the overall requirement for crushed rock and soft sand over the plan period set out in the Core Strategy.</p>	<p>Planning permission has already been granted in 2011, but has lapsed.</p>
SS-15 & CR-11	Hatford Quarry North Extension	<p>The site lies within Mineral Strategic Resource Areas for soft sand and crushed rock and lies approximately 1.2km from the A420 on the Oxfordshire Lorry Route Network</p> <p>The site is nominated as an extension to Hatfield Quarry which has permission for the extraction of limestone and sand until</p>	<p>An extension to an existing quarry within the SRA.</p> <p>High ecological impacts.</p> <p>Moderate landscape impacts.</p>

		<p>2020/21 with restoration to be completed by September 2021.</p> <p>The site is adjacent to several sensitive ecological receptors and therefore the potential ecological impacts of the proposals are likely to be high. The landscape and visual impact is considered to be moderate.</p> <p>There are a number of existing and nominated mineral and waste sites within 3km of the site and therefore cumulative impacts will need to be considered taking into account the overall requirement for crushed rock and soft sand over the plan period set out in the Core Strategy.</p>	
SS-16 & CR-21	Hatford Quarry Stanford Extension	<p>The site lies within Mineral Strategic Resource Areas for soft sand and for crushed rock and within 1km of the A417 Oxfordshire Lorry Route.</p> <p>Allocation of the site for is likely to have an adverse impact on landscape character and on sensitive visual receptors. It also has the potential to affect the Stanford in the Vale and Hatford Conservation Areas.</p> <p>Overall the ecological impacts of the proposals are likely to be low to moderate. No significant impacts on any statutory site of nature conservation interest are</p>	<p>An extension to an existing quarry within the SRA.</p> <p>Moderate ecological impacts.</p> <p>High Landscape impacts.</p>

		<p>anticipated however the site is partly within a CTA.</p> <p>There are a number of existing and nominated mineral and waste sites within 3km of the site and therefore cumulative impacts will need to be considered taking into account the overall requirement for crushed rock and soft sand over the plan period set out in the Core Strategy.</p>	
SS-18 & CR-22	Hatford Quarry West Extension	<p>The site lies within Mineral Strategic Resource Areas for soft sand and for crushed rock and is approximately 3km from the A417 part of the Oxfordshire Lorry Route, via Sandy Lane</p> <p>Allocation of the site is likely to have a minor effect on the local landscape character and views due to the site's location next to the existing quarry and the partially screened nature of the site</p> <p>Overall ecological impacts have the potential to be high, with the site in close proximity to a number of sensitive ecological receptors.</p> <p>There are a number of existing and nominated mineral and waste sites within 3km of the site and therefore cumulative impacts will need to be considered taking into account the overall requirement for</p>	<p>An extension to an existing quarry within the SRA.</p> <p>High ecological impacts.</p> <p>Moderate landscape impacts.</p>

		crushed rock and soft sand over the plan period set out in the Core Strategy.	
SS-19 & CR-23	Home Farm, Carswell	<p>The site lies within Mineral Strategic Resource Areas for soft sand and with the exception of a strip along the eastern boundary, for crushed rock and has direct access on to the Oxfordshire Lorry Route (A420).</p> <p>The landscape impact of mineral extraction is considered to be low when considered in isolation but the cumulative effects of other mineral workings in the vicinity could be much greater.</p> <p>The site is within and adjacent to several sensitive ecological receptors and the impacts of mineral extraction are likely to be high.</p> <p>There are a number of existing and nominated mineral and waste sites within 3km of the site and therefore cumulative impacts will need to be considered taking into account the overall requirement for crushed rock and soft sand over the plan period set out in the Core Strategy.</p>	<p>A new quarry within the SRA.</p> <p>High ecological impacts.</p> <p>Moderate landscape impacts.</p>

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Annex 3 – Assessment of site options for possible allocation in the Minerals and Waste Site Allocations Plan

Assessment of Site Options – Stage 1b (detailed) Assessment of Waste Sites

Summary of Adams Hendry assessment outcomes

Site Ref	Site Name	Draft Consultants' Stage 2 Assessment Recommendation	Main reasons for recommendation and other comments
002	Prospect Farm, Chilton	Site not suitable to allocate for waste development	Potential impact on the North Wessex Downs AONB should the operations continue on a permanent basis. Permanent retention may also lead to intensification of the waste management use over time, which could have the potential to adversely affect landscape and visual character of AONB.
003	Dix Pit (Area 2), Stanton Harcourt	Site not suitable to allocate for waste development	Site already has planning permission until 2029. Policy W11 already safeguards such sites and therefore allocation in the Site Local Plan is not going to make a significant contribution to meeting waste management needs. Intensification of site would not be appropriate due to highway reasons.
008	New Wintles Farm, Eynsham	Site not suitable to allocate for waste development	Site is an existing, safeguarded facility but expansion may compromise the future development of the proposed Oxfordshire Cotswolds Garden Village identified in the adopted West Oxfordshire Local Plan.

009	Worton Farm Areas C&D, Yarnton	Assessment not yet complete	Site is in Green Belt.
010	Sutton Courtenay Landfill, Sutton Courtenay / Appleford	Site suitable to allocate for waste development	Nominated areas located centrally within the existing waste management complex and therefore principle of waste uses is acceptable. However appropriate highways mitigation would be required, or the completion of schemes proposed within the Oxfordshire Local Transport Plan.
011	Finmere Quarry, Finmere	Site suitable to allocate for waste development	Direct access onto the Oxfordshire Lorry Route network. Restoration of the site has potential to deliver landscape and visual benefits in the long term as well as improvements to biodiversity.
018	Holloway Farm, Waterstock/Milton Common	Site not suitable to allocate for waste development	Inappropriate development in the Green Belt; site should not be allocated unless there are exceptional circumstances to justify its release from the Green Belt.
023	Alkerton Landfill and Civic Amenity Site, Alkerton	Site not suitable to allocate for waste development	Part of the site may be suitable for small scale, non-strategic waste management uses, to complement the existing HWRC, but whole site is not suitable for allocation. It does not have good access to the Strategic Road Network and access is considered unsuitable for significant movements of HGV's.
026	Whitehill Quarry, Burford	Site suitable to allocate for waste development	Direct access to the Oxfordshire Lorry Route Network.
103	Lakeside Industrial Estate, Standlake	Site suitable to allocate for waste development	Majority of the site is allocated in the adopted West Oxfordshire Local Plan for B2 – B8 or similar sui generis use with the remainder of the site benefitting from a

			CLEUD. Waste management use would not be inconsistent with this allocation.
224	Ambrose Quarry, Ewelme	Site may be suitable to allocate for waste development	Site is an unrestored mineral site in the Chiltern AONB and it is considered that the allocation of the site for infill with inert waste is likely to result in a positive environmental benefit. Site is also within relatively close proximity to existing and nominated waste sites, consideration will need to be given to potential cumulative impacts should this site be allocated.
229	Shellingford Quarry, Shellingford / Stanford in the Vale	Site suitable to allocate for waste development	Given site has short-term permission for waste uses but mineral extraction at the quarry is permitted until 2028 and there is a Committee resolution to grant permission for further mineral extraction beyond the plan period (western extension), it is recommended that the site is allocated.
236	Sheehan Recycled Aggregate Plant, Dix Pit Complex, Stanton Harcourt	Site not suitable to allocate for waste development	Site has planning permission until 2029. Core Strategy Policy W11 safeguards such operational waste management sites. Allocation of the site in the Local Plan will not make a significant additional contribution to meeting waste management needs.
245	Challow Marsh Farm, West Challow	Site not suitable to allocate for waste development	Site not considered suitable due to highway restrictions and relatively isolated location.
249B	High Cogges Farm, Witney	Site suitable to allocate for waste development	Recommended site is allocated for small-scale (not strategic) facility.
261	The Marshes, Knightsbridge Farm, Yarnton	Site not suitable to allocate for waste development	Inappropriate development in the Green Belt; site should not be allocated unless there are exceptional circumstances to justify its release from the Green Belt.

274	Moorend Lane Farm, Thame	Site suitable to allocate for waste development	Recommended site is allocated for small-scale (not strategic) facility.
276	Oday Hill, Sutton Wick	Site not suitable to allocate for waste development	Site includes land safeguarded for Wilts and Berks Canal and new reservoir infrastructure in Vale of White Horse Local Plan.
278	Land off the B4100, Baynards Green, Ardley / Fritwell	Site not suitable to allocate for waste development	Remote countryside location and distance from settlements; potential adverse impacts on the character of the landscape and the countryside; potential requirement for highway improvements and concerns about the suitability of the B3100 for increased HGV traffic. Therefore, recommended site is not allocated unless there are no other more suitable and sustainable site options.
279	Rear of Ford Dealership, Ryecote Lane, Thame	Site suitable to allocate for waste development	The site would be seen in the context of the adjoining industrial units and therefore landscape impacts would be low. Site benefits from good access to the Oxfordshire Lorry Route Network and there are no in-principle reasons for restricting future waste management uses on the site that could not be overcome with appropriate mitigation.
283	Hatford Quarry Stanford Extension, Stanford in the Vale	Site not suitable to allocate for waste development	Site would be likely to have an adverse impact on landscape character and on sensitive visual receptors. Given that the site requires minerals to be extracted in the first instance, it is unlikely to make a significant contribution to waste management within the Local Plan period.

285	(Magnox) Harwell Site, Harwell Campus	Whole site not suitable to allocate for waste development	Parts of the site have planning permission for waste management uses and should continue to be safeguarded. Remainder of the site is not currently available for development and is in AONB, so would only be suitable for small scale non-strategic facilities. Therefore, recommended that wider site is not allocated.
287	Ardley Fields, Ardley	Site suitable to allocate for waste development	Part of a wider existing operational waste management site. There are no in principle reasons why the site should not continue to operate for waste management uses, particularly given the proximity to the Ardley ERF and the potential to provide complimentary material processing activities within the site.
289	Overthorpe Industrial Estate, Banbury	Site suitable to allocate for waste development	Part of the site not currently in use but has extant consent for waste management purposes and so is suitable for allocation.
290	Culham Science Centre, Culham	Not necessary to allocate site for waste development	In principle development may be acceptable under Core Strategy Policy W9, therefore it is not considered necessary to make a specific site allocation.

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Aggregate provision required over plan period 2014 – 2031
(alternative method)

	Sharp Sand & Gravel (million tonnes)	Soft Sand (million tonnes)	Crushed Rock (million tonnes)
A. Annual Provision (from policy M2 / LAA)	1.015	0.189	0.584
B. Requirement 2014 – 2031 (policy M2) (A x 18 years)	18.270	3.402	10.512
B.i Requirement 2014 – 2031 (North)	9.135	n/a	n/a
B.ii Requirement 2014 – 2031 (South)	9.135	n/a	n/a
C. Sales in 2014 – 2018 (Oxfordshire)	3.558	1.193	4.308
C.i Sales in 2014 – 2018 (North)	1.974	n/a	n/a
C.ii Sales in 2014 – 2018 (South)	1.584	n/a	n/a
D. Remaining requirement (B – C)	14.712	2.209	6.204
D.i Remaining requirement (North) (Bi – Ci)	7.161	n/a	n/a
D.ii Remaining requirement (South) (Bii – Cii)	7.551	n/a	n/a
E. Permitted Reserves at end 2018	12.925	3.091	7.718
E.i Permitted Reserves at end 2017 (North)	7.728	n/a	n/a
E.ii Permitted Reserves at end 2017 (South)	5.197	n/a	n/a
F. Permissions granted from 01.01.2019 to 25.07.2019	0	0	0
F.i Permissions 01.01.19 – 25.07.19 (North)	0	n/a	n/a
F.ii Permissions 01.01.19 – 25.07.19 (South)	0	n/a	n/a
G. Total permitted reserves available (from beginning 2019) (E + F)	12.925	3.091	7.718
G.i Total reserves available (North)	7.728	n/a	n/a
G.ii Total reserves available (South)	5.197	n/a	n/a
H. Estimated permitted reserves available to be worked during remainder of plan	11.075	2.54	7.718

	period (from beginning 2019 to end 2031)			
H.i	Estimated permitted reserves available to be worked during remainder of plan period (from beginning 2019 to end 2031) (North)	6.578	n/a	n/a
H.ii	Estimated permitted reserves available to be worked during remainder of plan period (from beginning 2019 to end 2031) (South)	4.497	n/a	n/a
J.	Remaining requirement to be provided for in Plan (D – H)	3.637 (100%)	0	0
Ji	Remaining requirement to be provided for in the Plan (North) – alternative method of calculation (Di – Hi)	0.583 (16%)	n/a	n/a
Jii	Remaining requirement to be provided for in the Plan (South) – alternative method of calculation (Dii – Hii)	3.054 (84%)	n/a	n/a

Notes:

1. Permitted Reserves at end 2017 (Row E) do not include approximately 1.0 million tonnes of sharp sand and gravel at Thrupp Farm Quarry, Radley (South), which were previously included. Under 'ROMP' procedure the planning permission for this site has gone into suspension, and is currently dormant, and the site cannot be worked until there has been a review of the planning conditions attached to the planning permission. Consequently, in accordance with national Planning Practice Guidance, the 'reserves' at this site should not currently be included as permitted reserves and they do not form part of the landbank.
2. The planning application for an extension to Gill Mill Quarry (South) submitted in 2013 and permitted in 2015 is for the working of a total of 7.8 million tonnes of sharp sand and gravel (including 2.8 million tonnes previously permitted and 5.0 million tonnes in the extension area). Information in the application indicates this will be worked over 22 years from 2013, giving an average rate of working of approximately 0.35 million tonnes per annum. Mineral working at Gill Mill Quarry is therefore expected to extend beyond the end of the plan period (2031); of the total of 7.8 million tonnes, it is estimated approximately 6.65 million tonnes will be worked within the plan period and approximately 1.15 million tonnes will remain to be worked after 2031.

3. The planning application for a new quarry at New Barn Farm, Cholsey (South) submitted in 2016 and permitted in 2018 is for the working of a total of 2.5 million tonnes of sharp sand and gravel. Information in the application indicates this will be worked over 18 years from 2019, at an average rate of working of approximately 0.14 million tonnes per annum. Mineral extraction at New Barn Farm is therefore expected to extend beyond the end of the plan period (2031); of the total of 2.5 million tonnes, it is estimated approximately 1.8 million tonnes will be worked within the plan period and approximately 0.7 million tonnes will remain to be worked after 2031.
4. The permitted reserves of sharp sand and gravel available to be worked during the plan period have therefore been reduced by 1.85 million tonnes, from 12.946 million tonnes (row G) to an estimated 11.096 million tonnes (row H).
5. The planning application for an extension to Bowling Green Farm Quarry submitted in 2016 and permitted in June 2017 is for the working of a total of 1.6 million tonnes of soft sand. Information in the application indicates this will be worked over 19 years from 2018 to 2036 at an average rate of working of approximately 0.08 million tonnes per annum. Mineral working at Bowling Green Farm Quarry is therefore expected to extend beyond the end of the plan period (2031); of the total of 1.6 million tonnes, it is estimated approximately 1.1 million tonnes will be worked within the plan period and approximately 0.5 million tonnes will remain to be worked after 2031.
6. The planning application for an extension to Duns Tew Quarry submitted in 2014 and permitted in May 2017 is for the working of a total of 0.415 million tonnes of soft sand. Information in the application indicates this will be worked over 16/17 years from 2017 to 2033/34 at an average rate of working of approximately 0.025 million tonnes per annum. Mineral working at Duns Tew Quarry is therefore expected to extend beyond the end of the plan period (2031); of the total of 0.415 million tonnes, it is estimated approximately 0.365 million tonnes will be worked within the plan period and approximately 0.05 million tonnes will remain to be worked after 2031.
7. The permitted reserves of soft sand available to be worked during the plan period have therefore been reduced by 0.55 million tonnes, from 3.209 million tonnes (row G) to an estimated 2.659 million tonnes (row H).
8. The figures at rows E.i & E.ii, Gi & G.ii and H.i & H.ii for sharp sand and gravel represent the *current* distribution of permitted reserves.

Soft Sand provision required over plan period 2014 – 2031
(alternative method based on 3-year sales average)

	Soft Sand (million tonnes) Original Method	Soft Sand (million tonnes) Alternative Method
A. Annual Provision	0.189 (from policy M2 / LAA)	0.243 (3-year sales average 2016 – 2018)
B. Requirement 2014 – 2031 (policy M2) (A x 18 years)	3.402	4.374
C. Sales in 2014 – 2018	1.193	1.193
D. Remaining requirement (B – C)	2.209	3.181
E. Permitted Reserves at end 2018	3.091	3.091
F. Permissions granted from 01.01.2019 to 25.07.2019	0	0
G. Total permitted reserves available (from beginning 2019) (E + F)	3.091	3.091
H. Estimated permitted reserves available to be worked during remainder of plan period (from beginning 2019 to end 2031)	2.54	2.54
I. Remaining requirement to be provided for in Plan (D – H)	0	0.641
J. Add 10% Contingency	0	0.064
K. Total provision to be made in Plan (I + J)	0	0.705

Notes:

1. The planning application for an extension to Bowling Green Farm Quarry submitted in 2016 and permitted in June 2017 is for the working of a total of 1.6 million tonnes of soft sand. Information in the application indicates this will be worked over 19 years from 2018 to 2036 at an average rate of working of approximately 0.08 million tonnes per annum. Mineral working at Bowling Green Farm Quarry is therefore expected to extend beyond the end of the plan period (2031); of the total of 1.6 million tonnes, it is estimated approximately 1.1 million tonnes will be worked within the plan period and approximately 0.5 million tonnes will remain to be worked after 2031.

2. The planning application for an extension to Duns Tew Quarry submitted in 2014 and permitted in May 2017 is for the working of a total of 0.415 million tonnes of soft sand. Information in the application indicates this will be worked over 16/17 years from 2017 to 2033/34 at an average rate of working of approximately 0.025 million tonnes per annum. Mineral working at Duns Tew Quarry is therefore expected to extend beyond the end of the plan period (2031); of the total of 0.415 million tonnes, it is estimated approximately 0.365 million tonnes will be worked within the plan period and approximately 0.05 million tonnes will remain to be worked after 2031.
3. The permitted reserves of soft sand available to be worked during the plan period have therefore been reduced by 0.55 million tonnes, from 3.209 million tonnes (row G) to an estimated 2.659 million tonnes (row H).

Crushed Rock provision required over plan period 2014 – 2031
(alternative method based on 3-year sales average – at 26 July 2019)

	Original Method	Crushed Rock (million tonnes) Alternative Method
A. Annual Provision (from policy M2 / LAA)	0.584 (from policy M2 / LAA)	0.778 (3-year sales average 2016 – 2018)
B. Requirement 2014 – 2031 (policy M2) (A x 18 years)	10.512	14.004
C. Sales in 2014 – 2018	4.308	4.308
D. Remaining requirement (B – C)	6.204	9.696
E. Permitted Reserves at end 2018	7.718	7.718
F. Permissions granted from 1 January 2018 to 28 January 2018	0	0
G. Total permitted reserves available (from beginning 2019) (E + F)	7.718	7.718
H. Estimated permitted reserves available to be worked during remainder of plan period (from beginning 2019 to end 2031)	7.718	7.718
I. Remaining requirement to be provided for in Plan (D – H)	0	1.978
J. Add 10% Contingency	0	0.198
K. Total provision to be made in Plan (I + J)	0	2.176

Division(s):

CABINET – 15 OCTOBER 2019

UPDATE ON BUCKINGHAMSHIRE, OXFORDSHIRE, BERKSHIRE WEST (BOB) INTEGRATED CARE SYSTEM - PROCESS & MILESTONES

Report by Director of Adult Services

RECOMMENDATION

1. Cabinet are RECOMMENDED to note and discuss the information contained within this report.

Executive Summary

2. This document provides a description of how the future Integrated Care System (ICS) will work. It highlights some of the potential benefits to being part of an ICS with examples of success from other areas.
3. It also provides a summary of the progress that has been made within Oxfordshire and the timelines associated with the Buckinghamshire, Oxfordshire & Berkshire West (BOB) Integrated Care System Long Term Plan submission.

Introduction

From Sustainability and Transformation Partnerships to Integrated Care Systems

4. In 2016, NHS organisations and local councils came together to form 44 Sustainability and Transformation Partnerships (STPs) covering the whole of England. These partnerships were tasked with devising a Sustainability and Transformation Plan setting out practical ways to improve NHS services and population health in their local areas. As a result, the Buckinghamshire, Oxfordshire and Berkshire West Sustainability and Transformation Partnership (BOB STP) was created.
5. The vision was that, in some areas, these partnerships would evolve to form Integrated Care Systems, with even closer collaboration. This would involve NHS organisations, in partnership with local councils and others, taking collective responsibility for managing resources, delivering NHS standards and improving the health of the population.
6. In April 2018, a group of twelve (plus two devolved health systems in Greater Manchester and Surrey) of the most mature partnerships evolved to become 'shadow' Integrated Care Systems'. NHS guidelines stated that in order to be considered for future Integrated Care Systems, other areas would need to be able to demonstrate strong leadership, a track record of delivery, strong

financial management, a coherent and defined population, and compelling plans to integrate care.

7. In June 2019, it was announced that three further areas would become Integrated Care Systems with Oxfordshire joining up with the already established Integrated Care Systems in Buckinghamshire and Berkshire West to form the Buckinghamshire, Oxfordshire and Berkshire West (BOB) ICS.
8. This latest announcement means that more than a third of the country's population is now covered by an ICS with the ultimate aim that every part of England will be covered by 2021.

Integration in Oxfordshire

9. In the past few years the Oxfordshire system has taken significant steps towards integrated working.
10. The recently revised and restructured Health & Wellbeing Board was designed to provide the foundation on which integration could be built. At the same time the Integrated System Delivery Board was created to sit underneath the Health and Wellbeing Board to accelerate the move towards integrated services.
11. As a system, there has been strategic-level discussion with the Growth Board about healthy place shaping - helping to put 'health' into planning to improve our population's wellbeing by tackling the causes of illness and the wider determinants of health.
12. Oxfordshire County Council has a long history of collaboration with the Oxfordshire Clinical Commissioning Group; we have a long-standing pooled budget arrangement that is amongst the largest in the country. This approach has matured further in recent years with agreements on priority areas for funding such as system flow.
13. Over the last few years, relationships and system working has improved with more joint decision making, this includes establishing a number of joint roles that sit across the two organisations. As a system we have undertaken significant joint working across organisations to tackle issues such as Delayed Transfers of Care.
14. By including Oxfordshire as part of the next wave of Integrated Care Systems, it is clear that the Department of Health has recognised the improved relationships and partnership working across the area.

Notable success from other areas

Gloucestershire

15. 100,000 extra GP appointments have been made available for patients backed up by extra home visits from paramedics and physiotherapists, and medication advice from clinical pharmacists based in GPs' surgeries.

West Yorkshire and Harrogate

16. It is estimated that the sharing of best practice care for people with atrial fibrillation will prevent nearly 200 strokes to 2021, saving £2.5 million in costs that the NHS will be able to reinvest elsewhere.

Dorset

17. A single care record has been developed for each of their 800,000 residents, allowing health and care professionals across the county to see the same information in real time.

The Buckinghamshire, Oxfordshire & Berkshire West ICS

18. The BOB ICS will cover a population of 1.8 million, three Clinical Commissioning Groups (CCGs), six NHS Trusts, 14 local authorities and 175 GP surgeries.



Fig 1. Map of Bob ICS

19. The partnership is made up of:
- (a) **6 NHS Trusts**
 - Oxford University Hospitals NHS Foundation Trust
 - Oxford Health NHS Foundation Trust
 - Berkshire Healthcare NHS Foundation Trust
 - The Royal Berkshire Hospital NHS Foundation Trust
 - Buckinghamshire Healthcare NHS Trust
 - South Central Ambulance Service NHS Foundation Trust
 - (b) **5 Local Authorities**
 - Oxfordshire County Council
 - Buckinghamshire County Council*
 - Reading Borough Council
 - West Berkshire Council
 - Wokingham Borough Council

(c) 3 Clinical Commissioning Groups (CCGs)

- Buckinghamshire CCG
- Oxfordshire CCG
- Berkshire West CCG

(d) 9 District Councils

- Oxford City Council
- West Oxfordshire District Council
- Cherwell District Council
- Vale of White Horse District Council
- South Oxfordshire District Council
- South Bucks District Council*
- Aylesbury Vale District Council*
- Chiltern District Council*
- Wycombe District Council*

(e) 1 Academic Health and Science Network

- Oxford AHSN

* There will be one unitary council for Buckinghamshire from April 2020

20. An Independent Chair, David Clayton-Smith, and Executive Lead, Fiona Wise, are overseeing the creation of the oversight group which has been set up at the ICS level to continue the integration work.

The BOB ICS Five-Year Plan

21. The BOB Integrated Care System is working together to develop a five-year plan. It will describe how all partners within the ICS will work together locally and, when appropriate, together across the Buckinghamshire, Oxfordshire and Berkshire West area, to ensure current and future health and care needs are met.
22. In establishing the plan, the BOB ICS have started with current Health and Wellbeing Board strategies and the strategic plans of each organisation in the partnership – identifying common ambitions, challenges and opportunities that can be tackled together.
23. The plan will be published at the end of 2019. It will build on feedback received, describing how health and care priorities can be tackled and how ambitions set out in the NHS Long Term Plan will be delivered. This in turn will enable the Integrated Care System to:
- Deliver care that is fit for the 21st century – offering more services closer to where people live, tailoring care so that it better suits individuals' needs and making the most of technology
 - Recruit people into health and care jobs, offer new and exciting roles at all levels to help deliver our ambitions and keep our staff through more flexible and supportive employment opportunities

- Support people to live longer, healthier lives and treat avoidable illness early on
- Help people earlier rather than later, keeping them well and helping them to cope with any health and care needs at home or in the community, wherever possible
- Reduce health inequalities, including for our more deprived communities which see poorer outcomes and for groups who may be disadvantaged due to their characteristics (such as gender, race or disability) or their needs (such as poor mental health)
- Improve care quality and outcomes for stroke, cancer, mental health services
- Take advantage of the opportunities provided by world class research, technological and medical advances to provide more innovative, accessible and personalised health and care services
- Make best use of taxpayers' money, including getting value for money by doing some things such as procurement once and on a larger scale

Timeline

24. The table below sets out the timeline for the creation of the BOB ICS Five-Year Plan.

Date	Activity
9 September	Publish the document "Improving health and care in Buckinghamshire, Oxfordshire and Berkshire West" as the first step in developing the BOB ICS Five Year Plan
Late September	Publish a slide pack summarising the key points from the first draft of the technical submission to NHS England/NHS Improvement
Early October	Publish the full draft "technical submission" sent to NHS England/NHS Improvement – this will describe the responses to the deliverables required in the Long-Term Plan
1 November	Final technical document submission to NHS England/NHS Improvement
End November	Final plan published, following review by NHS England/ NHS Improvement
On-going	Continued engagement with communities and stakeholders

STEPHEN CHANDLER
Director of Adults Services

Contact Officer: Robert Winkfield
October 2019

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Division(s): All

BUSINESS MANAGEMENT & MONITORING REPORT

August 2019

Cabinet 15 October 2019

**Report by Corporate Director for Customers and Organisational Development
and Director of Finance**

RECOMMENDATION

1. The Cabinet is **RECOMMENDED** to:
 - (a) note the contents of this report;
 - (b) approve the virements set out in Annex B – 2a and note the virements set out in Annex B – 2b;
 - (c) Approve the supplementary estimate set out in Annex B – 2e.

Executive Summary

2. This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities and provides an update on the delivery of the Medium Term Financial Plan at the end of August 2019.

Introduction

3. The Council recognises the importance of timely, accurate and accessible performance and budget management information as part of its commitment to both transparency and demonstrating efficiency and effectiveness. This report sets out the Council's activities from 1–31 August 2019.
4. These monthly business management reports are part of a suite of performance and budget documents which set out our ambitions, priorities and financial performance. The Corporate Plan sets out the Council's ambitions for the next three years, under our vision for Thriving Communities. It also shows our priority activities for the current business year. An accompanying 'Outcomes Framework' sets out the way we measure progress towards those ambitions and priorities and forms the basis of the performance information included within this report.
5. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.¹

¹ Corporate Plan and Medium Term Financial Plan: <https://www.oxfordshire.gov.uk/council/our-vision/corporate-plan>

Outcomes Framework and previous reports: <https://www.oxfordshire.gov.uk/council/about-your-council/plans-performance-and-policies/performance-reports>

6. The report summarises performance, risk, human resources and finance. This reflects the Council's commitment to transparency and improved performance management. Further performance information is provided in two annexes:
 - Annex A: performance
 - Annex B: finance
7. A new Risk and Opportunities Management Strategy will be recommended to Cabinet for adoption in October. A fully revised leadership risk register will then be reported on a monthly basis as an annex to this report.

Progress towards delivery of Oxfordshire County Council's Corporate Plan

8. Oxfordshire County Council's vision for Oxfordshire has six priorities which show our ambitions for the county. Our Corporate Plan sets out 13 outcomes which describe the changes we expect to see as a result of the Council's actions:
9. 48 performance indicators show whether or not the outcomes are being achieved – see Annex A. In turn, measures and targets show progress towards the indicators. Collectively, this arrangement of ambitions, and ways of measuring progress towards those ambitions, is called the Outcomes Framework.
10. The Outcomes Framework is the tool which enables us to regularly assess and report on progress towards our ambitions. Every month, most outcomes and indicators are given a Red, Amber or Green (RAG) rating, signifying whether or not progress is on track. In deciding RAG ratings we consider data on current performance and an assessment of progress.
11. The exceptions are a small number of indicators and outcomes for which a performance target is not appropriate, but which are included in the Outcomes Framework because they help to show progress in these areas. These outcomes and indicators are not given a RAG rating but are shaded grey. The measures which support them are marked as “no target set” – that is, not assessed.
12. In this report all but two of the indicators for which RAG assessments have been made are rated either Green or Amber. This continues our positive start to the year. No additional outcomes are considered at risk of becoming Red in the next reporting period (September).
13. Each month we use the snapshot tables below to indicate the main areas of change since the previous report. In this report there are no significant changes to highlight.
14. This reflects that performance during August remains strong, with the exception of the two indicators reported as Red (off target) in the June-July report:
 - a. The indicator “Number of people delayed leaving hospital awaiting social care” remains assessed as Red in August. This is due to difficulties around

home care, reablement and recruitment and retention of care staff. An action plan is in place with the provider of reablement services addressing efficiency, staff development and management oversight.

- b. The indicator “Timeliness of completing Education, Health and Care Plans” remains assessed as Red in August. This is due to exceptionally high levels of demand. A plan is in place to improve current performance with a restructuring programme addressing long-term demand pressures.

15. For both ‘Red’ indicators the actions identified are in hand which will address and improve the rate of performance.

16. The information below provides a snapshot of progress towards Corporate Plan outcomes in August 2019, including some of our performance highlights. A full account of progress towards our Corporate Plan priorities is at Annex A.



We listen to residents so we can continuously improve our services and provide value for money

Performance highlights

- The quality of our adult social care providers remains high, with 92% of providers rated good or outstanding compared to 84% nationally. This is up from 90% in the previous report. No social care providers in Oxfordshire are rated inadequate.

OUTCOMES	INDICATORS	RAG	Change since last month
Residents feel engaged with the County Council	Number and value of opportunities for public engagement	Amber	No change
	Rates of customer satisfaction	Amber	No change
Our services improve and deliver value for money	Value for money through effective use of resources	Amber	No change
	Improvement following external inspection/audit	Green	No change
The use of our assets is maximised	Progress with One Public Estate Programme	Green	No change



We help people live safe and healthy lives and play an active part in their community

Performance highlights

- Numbers of vulnerable children and adults supported to live more independent lives by Safe and Well visits have risen throughout the Summer.
- We continue to perform above target for the percentage of emergency call attendances made on time.
- We continue to exceed local targets and England averages for our work supporting those with a drug or alcohol dependency.

OUTCOMES	INDICATORS	RAG	Change since last month
People are helped to live safe and healthy lives	Number of people helped to live "safe and well"	Green	No change
	Emergency response times	Green	No change
	Prevalence of healthy lifestyles	Green	No change
	Numbers of people receiving support for drug and alcohol dependency	Green	No change
	Proportion of people walking & cycling	Green	No change



We provide services that enhance the quality of life and protect the local environment

Performance highlights

- At the end of August money secured through s.106 agreements represented 121% of the sums identified as necessary through the corresponding Single Response process.

OUTCOMES	INDICATORS	RAG	Change since last month
Our quality of life in Oxfordshire is enhanced	Condition of highways	Green	No change
	Funding secured through planning obligations	Green	No change
	Levels of public transport use	Green	No change
	Rates of access to cultural services	Green	No change
Our local environment is protected	Percentage of planning decisions on time	Amber	No change
	Levels of carbon emissions	Green	No change
	Levels of energy use	Green	No change
	Air quality	Amber	No change
	Proportion of household waste re-used, recycled or composted	Green	No change



We strive to give every child a good start in life and protect everyone from neglect

Performance highlights

- The number of Early Help Assessments has risen to 2,043 for the year to date, against a target of 1,500.

Area for improvement

- The indicator "*Timeliness of completing Education, Health and Care Plans*" remains Red in August. So far this year 44% of completed EHCPs have been within 20 weeks (55% in April; 27% in May; 56% in June; 40% in July and 42% August). Since April 1, 2019 there have been 464 requests for an initial Education & Health Care Plan assessment – a 48% increase on the same time last year and a 76% increase in 2 years ago. A plan is in place to improve the service's performance. Our restructuring programme will ensure that we are in a better place in the long-term to meet future demands.

OUTCOMES		RAG	Change since last month
Children are given a good start in life	Sufficiency of early years places	Green	No change
	Number of looked after children	Amber	No change
	Number of children's social care assessments	Green	No change
	Number of children the subject of protection plans	Amber	No change
	Number of children's cases held by permanent staff	Green	No change
Children are able to achieve their potential	Children missing education	Amber	No change
	Levels of educational attainment	Green	No change
	Timeliness of completing Education, Health and Care Plans	Red	No change



We enable older and disabled people to live independently and care for those in greatest need

Performance highlights

- Over a third of people we support receive a direct payment to organise their own care, compared to 28% nationally. This supports people to live independently and to have control over their own care.
- Oxfordshire is considered a national leader in adult safeguarding, through the Making Safeguarding Personal agenda. This involves working with people to understand the outcomes they want following a safeguarding concern. Over 90% of people are defining the outcomes they want from the raising of a safeguarding concern, and 96% of people are satisfied with the outcomes they experience.

Areas for improvement

- Delayed transfers of care remain high. Social care delays decreased in the month but are still higher than target and better than the previous month. This is mainly because of difficulties in accessing home care. Delays specifically for reablement are high and have increased. A 6-point action plan is in place with the provider of reablement services which is reported to both senior officers in the council and clinical commissioning group. This includes actions to increase operational efficiency, develop staff and strengthen management oversight. We are confident it will address the issues while noting the risk that it remains difficult to recruit and retain care staff.

OUTCOMES	INDICATORS	RAG	Change since last month
Care services support independent living	Number of home care hours purchased	Amber	No change
	Number of hours of reablement delivered	Amber	No change
	Number of people with control over their care	Green	No change
	Number of people delayed leaving hospital awaiting social care	Red	No change
	Proportion of older people supported in the community	Amber	No change
Homes and places support independent living	Percentage of people living in safe and suitable housing	Green	No change



We support a thriving local economy by improving transport links to create jobs and homes for the future

Performance highlights

- Our work to enable rural broadband means that two-thirds of rural households with access to superfast broadband have signed up – one of the highest sign-up rates in the country. The work is being carried out by the Council and BT, with support from the government. The high sign-up rates reflect the nature of the county's thriving economy with a growth in high quality jobs, and the composition of newly connected high-tech SMEs and creative industries. Effective broadband can help to reduce the need for travel and consequently reduce levels of harmful emissions associated with poor air quality.

OUTCOMES	INDICATORS	RAG	Change since last month
Strong investment and infrastructure are secured	Level of investment attracted	Amber	No change
	Level of infrastructure investment required	Green	No change
	Number of new homes	Amber	No change
	Levels of disruption to journeys	Amber	No change
	Level of transport connectivity	Amber	No change
	Level of access to online and digital services	Green	No change

Managing risk

17. OCC manages risk at operational (i.e. service-specific) and strategic levels. The Council's Risk and Opportunities Management Strategy is being revised and will be presented to Cabinet for approval on 15 October. This will support our ongoing work to improve risk management activities and will enable reporting, via these monthly reports, on the management of the Council's Leadership Risk Register.

Summary of the Council's financial position

18. Based on expenditure to the end of August 2019, there is a forecast directorate overspend of **£4.0m**. As agreed by Cabinet on 18 June 2019 this position includes the temporary virement of **£2.2m** from Corporate Contingency to Special Educational Needs Home to School Transport to ensure this budget reflects a reasonable baseline and allow time for savings to be implemented and costs to be reduced.

Directorate	Latest Budget 2019/20	Forecast Outturn 2019/20	Forecast Outturn Variance August 2019/20	Forecast Outturn Variance 2019/20	Forecast Outturn Variance July 2019/20
	£m	£m	£m	%	
Children's Services	117.5	119.1	+1.6	1.4%	+1.6
Adult Services	184.0	185.8	+1.8	1.0%	+0.7
Communities	113.3	113.3	0.0	0.0%	0.0
Resources	28.8	29.4	+0.6	2.0%	+0.6
Total Directorate Position	443.6	447.6	+4.0	0.9%	+2.9
Strategic Measures	-443.6	-443.6	0.0	0.0%	0.0
Overall Surplus/Deficit	0.0	4.0	+4.0		+2.9

19. There is no change to the forecast **£9.7m to £15m** overspend against the in-year High Needs Block Dedicated Schools Grant. This includes the effect of a temporary additional allocation to be received in 2019/20 of £1.5m and a one-off transfer from the Schools DSG block of £1.8m. In late 2018, the Department for Education (DfE) stated explicitly that "as funding is ring-fenced, there is no requirement for local authorities to top-up the grant from general funding or from non-ring-fenced reserves". However, accounting rules are clear that local authorities cannot have a negative reserve, so until the DfE and MHCLG give clear guidance, the Council can no longer assume that this deficit can be carried forward and that it may need to be met from its own resources. Assuming a mid-point in the forecast, and after taking into account other reserves which could be utilised, the forecast overspend the Council will potentially need to fund is **£8.4m**.
20. If the High Needs Reserve deficit needs to be met from general balances, then taking this into account as well as other calls or potential calls on general balances, the year-end position could be **£13.0m**. This is **£6.3m** less than the risk assessed level of **£19.3m** as set out in the table below. If it becomes clear that this position is likely to materialise, then this shortfall will need to be addressed as part of the Service & Resource Planning process.

	£m	£m
General Balances at 1 April 2019		28.0
<i>Calls on Balances</i>		
Budgeted Contribution to Transformation Reserve	-6.0	
Directorate Overspend after use of remaining Contingency	-0.3	
Northfield School Revenue Costs	-0.3	
High Needs Block DSG reserve deficit	-8.4	
		-15.0
Projected Level of General Balances at 31 March 2020		13.0
Risk Assessed Level of General Balances 2019/20		19.3
Level of deficit balances		-6.3

21. See Annex B for further details and commentary.

CLAIRE TAYLOR

Corporate Director for Customers and
Organisational Development

LORNA BAXTER

Director of Finance

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ANNEX A – PERFORMANCE DASHBOARDS – to 31 AUGUST 2019

WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY							
OUTCOME	INDICATOR		OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Residents feel engaged with the County Council	Number and value of opportunities for public engagement	AMBER	↑	% of Residents’ Survey respondents who say local people can influence us	Increase on 18-19 average	41% (Aug ‘19)	Summer ‘18 to Summer ‘19 average was 46.5%. August’s figure is up from that previously reported (31% in May).
				% of Residents’ Survey respondents who say we act on residents’ concerns	Increase on 18-19 average	61% (Aug ‘19)	Summer ‘18 to Summer ‘19 average was 55%. August’s figure is up from that previously reported (56% in May).
				To keep within the lower quartile of comparable authorities of upheld Local Government & Social Care Ombudsman complaints	Lower quartile	50% (Sept ‘19)	The Ombudsman’s annual report statistics, reported to the Audit and Governance Committee on 11 September 2019, showed that the Council is still the fifth lowest of all County Councils as regards the number of upheld complaints. The reporting period covers April 2018 – March 2019 and the next update will be in September 2020.
	Rates of customer satisfaction	AMBER	↔	% of Residents’ Survey respondents satisfied with the way we run things	>55%	51% (May 19)	Summer ‘18 to Summer ‘19 average was 34.5%. August’s figure is up from that previously reported (48% in May).
Our services improve and deliver value for money	Value for money through effective use of resources	AMBER	↔	Achievement of planned savings	95%	78%	78% of the planned savings of £36.8m are expected to be delivered.
				General balance outturn at the risk assessed level	>=100%	115%	115% - The current forecast for general balances at 31 March 2020 is £22.2m. This is £2.9m higher than the risk assessed level of £19.3m as set out in the Medium Term Financial Plan (MTFP) approved by Council in February 2019.
				Unplanned use of earmarked reserves	< £250k	0k	Reserves are forecast to be £63.4m at 31 March 2019. There has been no change to the use of reserves this month.
				Total Directorate outturn variation	=< 1% variation	0.9%	Based on expenditure to the end of August 2019 there is a forecast directorate overspend of £4.0m. As agreed by Cabinet on 18 June 2019 this position includes the temporary virement of £2.2m from Corporate Contingency to Special Educational Needs Home to School Transport to ensure this budget reflects a reasonable baseline and allow time for savings to be implemented and costs to be reduced.
				Total outturn variation	0%	0.1%	£3.7m of the Corporate Contingency is currently unallocated it may be possible to use this to offset the directorate forecast overspend of £4.0m.
				Capital programme: average cost variation from Concept Design (Gate 1) to Practical Completion (Gate 3)	<=2%	0.0%	There are no cost variations to report this month.
	Improvement following external inspection/audit	GREEN	↔	Proportion of post-inspection/audit actions dealt with on time	100%	100%	All agreed actions from the HMICFRS report are on track within the agreed timescales. An update to Senior Leadership Team is due in October.
				The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average	National average (84% Apr 19)	92%	92% of social care providers in Oxfordshire are rated ‘good’ or outstanding compared to 84% nationally. This is supported by robust commissioning and contract management arrangements in the council.
The use of our assets is maximised	Progress with One Public Estate Programme	GREEN	↔	One Public Estate projects progress in line with project plans	In line with individual project timescales	On track	Recent triannual reporting to government has adjusted project timescales to reflect progress. Original timescales have proved too optimistic and did not give adequate time for partners to scope projects, undertake the commissioning process and to consider findings.

WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY							
OUTCOME	INDICATOR		OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
People are helped to live safe and healthy lives	Number of people helped to live “safe and well”	GREEN	↔	Number of vulnerable children and adults helped to live more secure and independent lives, supported by safe and well visits	2,567	3,266	The Trading Standards team have been active this summer by attending various public events to promote safety messages. The figures for Safe and Well visits have improved since the last report and are in line with the target
				Number of children better educated to live safer and healthier lives	5,684	20,942	Our fire prevention campaign work is still reaching very high numbers of people, using our targeted annual campaign timetable to deliver activities at appropriate times of the year
	Emergency response times	GREEN	↔	More people alive as a result of our prevention, protection and emergency response activities	445	263	The number of Co-responding calls is affecting the overall outturn for this measure. It ceased in all but one of our stations from September 2017 due to National pay negotiations and the national position is still not clear
				% of emergency call attendances made within 11 minutes	80%	91.07%	Performance continues above target for emergency response times
				% of emergency call attendances made within 14 minutes	95%	97.93%	
	Prevalence of healthy lifestyles	GREEN	↑	% of eligible population 40-74 who have been invited for NHS Health Check since Apr ‘15	84%	84.4%	Our first quarter targets have been exceeded. Quarter 2 Data available 5th November 2019.
				% of eligible population 40-74 who have received a NHS Health Check since Apr ‘15	41.6%	42%	
	Numbers of people receiving support for drug and alcohol dependency	GREEN	↔	Rate of successful quitters per 100,000 smokers 18+ (reported a quarter in arrears)	> 3468	3460	Although the currently reported figure is 3460 note that this equates to 5 Four Week Quits short of the target rate. We expect September’s report to show that this target has been met when late data for this quarter is added.
				Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment.	>6.6%	10.2%	We continue to exceed local targets and England averages
				Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.	>36.6%	48.8%	We continue to exceed local targets and England averages
				Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	>38.6%	53.7%	We continue to exceed local targets and England averages
	Proportion of people walking & cycling	GREEN	↔	Numbers of people walking or cycling increase, based on the baseline for Oxfordshire in the government’s Active Lives Survey	Cycling 634,000 Walking 3,000,000	604,000 2,941,000	The targets represent annual increases over the baseline of 5% (cycling) and 2% (walking). We are reviewing whether the final 2017/18 data is complete and will update accordingly in September’s report.
People play an active part in their communities	Rates of volunteering	GREY	-	Number of environmental volunteer hours generated through County Council activities	No target set	1,784 hours (18-19)	This is an annual measure, next due to be reported in April 2020. In 2018/19 Thames Valley Environmental Records Centre activities generated 1,264 hours of volunteer time and the Lower Windrush Valley Project 520 hours.
				Number of volunteer hours contributed to library, museum & history services		3,703 hours in August	<ul style="list-style-type: none">Library volunteer hours: 3,177 hours contributed in August.Museum Service volunteer hours: 333.5 hours contributed in August.History Centre volunteer hours: 192.5 hours contributed in August.
	Prevalence of services provided by communities	GREY	-	Number of town or parish councils with devolved service responsibilities	No target set	127	As at 31 st August, there is a total of 127 agreements with town or parish councils, and additionally 4 with district councils. Devolution of services is proactively being promoted and it is expected that the number of agency agreements will gradually increase and diversify.
				% of Councillor Priority Fund monies allocated to a) Community Groups, b) town or parish councils, c) direct services		See right	August: 53% of £1.89m allocated = £997,866, of which: <ul style="list-style-type: none">64% to Community Groups = £642,09022% to Town/Parish councils = £220,74514% to direct services = £135.031

WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Our quality of life in Oxfordshire is enhanced	Condition of highways	GREEN ↑	A and B Classified road network where carriageway maintenance should be considered	33%	Not yet available	This figure is collected on an annual basis. The 2019/20 condition survey is now complete. Data loading is in progress and results of the survey are expected to be available by the end of November 2019.
			Defects posing immediate risk of injury are repaired within 24 hours	100%	100%	Cumulative rate and covers all defects April to July. (Data is reported one month in arrears.)
			Defects creating potential risk of injury repaired within 28 calendar days	90%	99.93%	Cumulative rate and covers all defects April to July. (Data is reported one month in arrears.)
			Current status of pothole enquiries reported on FixMyStreet during the calendar month prior to reporting date	No target set	Repaired: 26% Closed without action: 58% Remaining open: 15%	Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in July was 698. Of these: <ul style="list-style-type: none"> 183 (26%) are now repaired. 408 (58%) were closed without action. This may be because the fault was below our intervention threshold, or the reported issue was not the responsibility of the council. 102 (15%) are still awaiting a decision from officers. 5 (1%) are waiting for Skanska to repair. This is reported in arrears to enable inclusion of full month activity.
			Km of total highway network resurfaced as % of total	0.6%	2.13%	98.55% of the programme has been delivered as at 31 st August. This programme has delivered a total value of 2.13% of the whole network. We are on target to deliver 2.18% of the network with the remainder of the programme. This increased rate is due to an accelerated programme as part of the Capital Investment Programme. The target of 0.6% was set before the investment injection, therefore will need to be reviewed in light of the expected budget for the coming years.
			% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	98.1%	Rate is the average for April to July. (Data is reported one month in arrears.)
	Funding secured through planning obligations	GREEN ↔	A minimum of 70% of S106 agreements involving contributions to County Council infrastructure are completed within 6 months of District Committee resolutions	70%	75%	4 new agreements were completed during August, one of which was completed outside of the 6 month target
			Monies secured in S106 agreements represent at least 85% of the sums identified as necessary through the corresponding Single Response process	>85%	86%	In August we secured (through s.106 agreements) various developer contributions associated with specific development applications. These potential contributions (to be paid when developments progress) amounted to 86% of the overall funds we sought when consulted by District Councils on the corresponding planning applications.
	Levels of public transport use	GREEN ↔	Increase use of public transport in Oxfordshire over baseline as follows: Bus: DfT annual statistics for bus use in Oxfordshire: <ul style="list-style-type: none"> Bus journeys Bus use per head Bus: Transport Focus Autumn 2018 Bus Passenger Survey for Oxfordshire <ul style="list-style-type: none"> Satisfaction with overall journey Rail: Dec 2018 Oxfordshire Station use, per Office of Rail & Road statistics	34.8m 36.2	34.5m 35.8	Bus targets represent a 1% annual increase in millions of journeys taken. The next bus and rail surveys will take place in Autumn and December: outcomes will be known in Spring 2019
				93%	92%	-
				21.6m	20.6m	Rail target represents a 5% annual increase in millions of journeys taken (based on 10% increase between 2017 and 2018)
	Rates of access to	GREEN ↔	Increase in the number of community and cultural programs/events/attendees at events/activities hosted by Cultural Services (Museums, History, Archives and Library Services)	5% annual increase	See right	On track to achieve 5% annual increase. Benchmarking is being established quarterly during 2019/20. Attendance at Library Services 2019 quarter 1 programs increased by 27% over 2018 quarter 1.

<div> <div>Page 10 of 14</div> <div>Our local environment protected</div> </div>	cultural services	EN					The Museum Service and History Centre activities are presented on an annual program, and the services performance indicator provides for that annual comparison.
				Reach the upper quartile in the CIPFA (Chartered Institute of Public Finance and Accountancy) benchmarking comparison group for active library users, website visits, book issues and physical visits	Upper quartile	Not yet available	The 2018/19 CIPFA benchmarking comparison data is due to be available in November 2019.
	Percentage of planning decisions on time	AMBER	↔	80% of District Council planning applications are responded to by us within the agreed deadline	80%	60%	93 responses were completed this month: this is significantly up from last month, and up from the last 5 months' average of 63 applications. This is in addition to 53 'discharge of conditions' responses completed.
				50% of Mineral and Waste applications are determined within 13 weeks	50%	100%	No planning applications were determined in August. Year to date = 17 out of 17.
	Levels of carbon emissions	GREEN	↔	Average 3% year on year reduction in carbon equivalent emissions from County Council estates and activities	3%	Not yet available	2018/19 annual emissions data is being processed. We expect the figures to be published in Q3.
	Levels of energy use	GREEN	↑	% of streetlights fitted with LED lanterns by March 2020	22%	20.44%	As at 30 th August, 12,217 LED lanterns have been converted from 59,776 streetlights across the county over the past 6 years. This is 20.44% of the total street lighting assets.
	Air quality	AMBER	↔	% rate of delivery in the Oxford city centre Zero Emission Zone programme	(100%) 100%	(100%) 80%	Percentages refer to progress towards the adoption of new standards, not implementation of fleet improvements. Taxi emissions standards were adopted by Oxford City in Jan 2019 Bus Euro 6 LEZ agreed by city and county in June 2019; next step is an application to Traffic Commissioner for implementation Formal consultation on the 'Red Zone' element of the programme is due in Autumn 2019. Initial work is under way on the Green Zone' element.
	Proportion of household waste re-used, recycled or composted	GREEN	↔	% of household waste a) recycled, b) composted and c) re-used (and total %) Reported performance is the forecast end of year position and includes waste collected at the kerbside by district and city councils as well as waste from recycling centres provided by Oxfordshire County Council.	a) 30% b) 29.5% c) 0.5% Total 60%	a) 29.2% b) 29.4% c) 0.3% Total 58.9%	This is the forecasted end of year position for the amount of household waste in Oxfordshire which is recycled, composted and reused. This figure reflects the combined efforts of County, City and District Councils. An increase in the amount of green waste composted has led to an improvement in this measure (June 58.4%, July 58.9%). The forecast end of year position is slightly below target, as recycling rates are plateauing with a change in residents' behaviour. It is anticipated that the level of recycling will continue to drop without investment to influence this trend.
				% of household waste sent to landfill. Reported performance is the forecasted end of year position.	under 5%	3.77%	On track at the end of July. A target of under 3% by 2020 is proposed in the County's Joint Municipal Waste Management Strategy. The Council are continuing to investigate ways to deliver against this.
				% of household waste recycled, composted and re-used at Oxfordshire Household Waste Recycling Centres (HWRCs). Reported performance is the forecasted end of year position.	59%	58.3%	There has been an increase in green waste composting which has helped to improve the end of year forecast (June 57.4%, July 58.3%). Teams are working closely with contractors to introduce opportunities to increase recycling but options are constrained by size of the HWRC sites.
				% of people satisfied with Oxfordshire Household Waste Recycling Centres	95%	96.3%	This survey is completed once per year. The next is due in March 2020.

WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT							
OUTCOME	INDICATOR		OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Children are given a good start in life Page 185	Prevalence of healthy children	AMBER	↑	Number of expectant mothers who receive a universal face to face contact at 28 weeks	78%	75%	Many factors have impacted negatively on this measure including missing midwifery notifications, patient choice, staff vacancies and babies being born early. These matters are being discussed with relevant providers.
				Percentage of births that have received a face to face New Birth Visit	95%	98.70%	This indicator continues to perform well.
				Percentage of children who received a 12-month review	93%	90%	Whilst this performance is below target, Oxfordshire is in a strong position compared to the national performance which is 76.7%. The vacancy rate affects performance locally: this will lessen when the student health visitors graduate from Oxford Brookes University
				Percentage of children who received a 2-2½ year review	93%	88.90%	Whilst this performance is below target, Oxfordshire is in a strong position compared to the national performance which is 77.7%. The vacancy rate affects performance locally: this will lessen when the student health visitors graduate from Oxford Brookes University
				Babies breastfed at 6-8 weeks of age	60%	61.50%	Performance remains strong and well above the England average
				% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	98.50%	Performance remains strong against this local priority target
	Sufficiency of early years places	GREEN	↔	To provide sufficiency of early education placements for children aged 3 and 4 better than England average.	95%	95%	Data to term 4 (Easter 2019): 10,357 places taken up, out of forecast number of 10,864 3 and 4 year olds.
	Number of looked after children	AMBER	↑	Reduce the number of looked after children by 50 to bring it nearer to the average of our statistical neighbours during 2019/2020	750	787	Small increase in numbers. Rated Amber because of the volatility of the number and its impact on budget and workload
	Numbers of children’s social care assessments	GREEN	↔	Increase the number of early help assessments to 1,500 during 2019-20	1,500	2,043	Figure for last 12 months.
				Not to exceed the level of social care assessments in 2018-19	6,250	6,518	Figure is projected based on activity so far this year. Increase in the last 3 weeks
	Number of children the subject of protection plans	AMBER	↑	Maintain the number of children who are the subject of a child protection plan to the average of our statistical neighbours during 2019/2020	Under 620	656	Although the figure (up from 633 in July) is above target, it is around 100 fewer than this time last year. Numbers traditionally rise in summer holidays as children are not at school. Rated amber to reflect the seasonal increase in numbers, but underlying trends remains positive.
	Number of children’s cases held by permanent staff	GREEN	↔	Reduce caseloads so that by March 2020 over 80% of staff have caseloads at or below the agreed target level	80%	64%	Although figures have fallen this is in part due to a revised definition of a case (following the change in IT systems). Individual targets need to be reviewed in light of new system by principal social worker
				Invest in the workforce so that by March 2020 80% of cases are held by permanent staff	80%	91%	Reduction in agency staff has a direct impact on caseloads for permanent staff (measure above).
Children are able to reach their potential	% of children with a place at their 1 st preference school	GREY	-	% of children offered a place at their first preference primary school	No target set	93.3%	Although not rated, our performance on these annual measures is high compared to elsewhere
				% of children offered a place at their first preference secondary school		85.5%	
	Percentage of children at good schools / settings	GREY	-	% of children attending primary schools rated good/outstanding by Ofsted	No target set	85.1%	-
				% of children attending secondary schools rated good/outstanding by Ofsted		87.0%	-

	Children missing education	AMBER	↔	Persistent absence rates in primary schools (%)	6.8%	7.2%	<p>Following the launch of the Learner Engagement services in October 2018, the education services are actively working with schools within a Learner Engagement strategy overseen by the Learner Engagement Board. The Board has focused on persistent absence through the introduction of a behaviour and attendance helpline for schools and are working in partnership with CAMHS on their Oxford City pilot.</p> <p>Although exclusions are higher than the target, relative performance is good. Last year the number of permanent exclusions rose by 3 (69 to 72). This needs to be seen in the light of a 25% national increase since 2013 as reported by The Children's Commissioner.</p> <p>We are developing an early intervention and prevention alternative to permanent exclusions which will be in place by 2021 and where exclusions are necessary, we are developing alternative provision.</p> <p>Targets are currently being reviewed for this academic year based on latest local and national data.</p>
				Persistent absence rates in secondary schools (%)	12.2%	13.9%	
				Reduction in permanent exclusions to 44 or fewer	< 44	59	
	Levels of educational attainment	GREEN	↔	KS2: % of pupils reaching expected standard in reading, writing, maths	65%	-	<p>Annual only measures. Finalised information for KS2 will be available in October 2019, and for KS4 in January 2020.</p>
				KS2: progress scores for (i) reading (ii) writing (iii) maths remain at least in line with the national average i.e. greater than '0'	> 0		
				KS4: average attainment 8 score per pupil	48.2		
				KS4: average progress score	0.07		
				KS4: % of pupils achieving a 5-9 pass in English & maths remains at least in line with the national average	43%		
				16-18: average point score per pupil (A level)	No target set		
				16-18: average point score per pupil (Tech level)			
				16-18: average point score per pupil (Applied General students)			
	Timeliness of completing Education, Health and Care Plans	RED	↑	Increase the proportion of Education Health and Care Plans (EHCPs) that are completed within 20 weeks to be above the national average by March 2020	75%	45%	<p>75% is the target for the year, So far 44% of completed EHCPs have been within 20 weeks (55%; April; 27% May; 56% June; 40% July and 42% in August). There has been a 48% increase in requests for assessments compared to the same time last year.</p>







WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY, AND CARE FOR THOSE IN GREATEST NEED							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Care services support independent living	Number of home care hours purchased	AMBER ↓	Maintain the number of home care hours purchased per week	21,779 hours per week	20,876	Small drop in the month. Home Care 2020 project reviewing the way we commission and purchase care.	
	Number of hours of reablement delivered	AMBER ↑	Maintain the number of hours of reablement delivered to 5750 per month	5,750 hours per month	5,402	Average figures for first 5 months of year are 6% below contract levels. Also, individual people are each receiving more care than predicted which means less people are able to access the service. Action plan in place.	
	Number of people with control over their care	GREEN ↔	Number of people with personal budgets remains above the national average	17-18 nat. av. 89.7%	92%	Over 90% of people are told how much their care costs and are agreeing the way that want it delivered.	
			% of people with safeguarding concerns who define the outcomes they want	> 90%	96%	This is an improvement from 95% in June.	
			% of people using Adult Social Care services who receive a direct payment remains above the national average	17-18 nat. av. 28.5%	36%	Over a third of people who live at home take their care in the form of a cash payment. This gives them greater choice and control over their care.	
	Number of people delayed leaving hospital awaiting social care	RED ↔	Reduce the number of people delayed in hospital awaiting social care	6	8.3	Latest national figures for July (8.26) are below the target but better than last month (11.2). Local figures for August have dropped to 3 which is ahead of the target	
			Reduce the number of people delayed in hospital awaiting both health and social care	26	50.8	These are people waiting for reablement. There is an agreed trajectory to reduce delays from 50-26 in the year. Latest national figures for July (59.7) rose in the month. Local figures for July have dropped to 54. An action plan is in place with the provider of reablement to deliver the required improvement. This is overseen by both the council and the clinical commissioning group.	
Homes and places support independent living	Proportion of older people supported in the community	AMBER ↔	Increase from 57% the percentage of older people in long term care who are supported to live in their own home	>57%	55.8%	There has been an increase in the proportion of people supported in care homes due to current constraints in home care supply mentioned above	
	Percentage of people living in safe and suitable housing	GREEN ↔	Increase Extra Care Housing capacity to 2,138 units by 2031	2,138 by 2031	923	Market position statement on extra care housing produced and to be published by September. Target changed to reflect the statement.	
			Ensure the % of working age (18-64) service users with a learning disability support, who are living on their own or with their family, remains above the national average (76%)	>76%	91%	-	

WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE





OUTCOME	INDICATOR		OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Page 18 Strong investment and infrastructure are secured	Level of investment attracted	AMBER	↑	Funding secured as % of yearly investment required to bring the condition of all assets into good condition (identified in the Highway Investment Business Case)	95%	89.4%	Financial modelling has identified that £35.5m is required annually to maintain the carriageway asset in a “good” condition over the next 10 year period (2018/19 to 2027/28). £31.725m has been secured - this is 89.4% of the £35.5m target. Initial growth has been lower than expected. This is currently affecting the available budget in future years
				We participate in 20 innovation funding bids to support the Smart Oxford programme	20	12	We have submitted 12 bids to date. In July we had announcements of success in 3 bids – 2 in Electric Vehicle charging innovation and 1 related to Air Quality and dynamic road management.
				Businesses given support by Trading Standards interventions/fire risk inspections	1,433	2,053	The key contributor for this section is the business interventions from the Trading Standards team who have led a multi-agency inspection project with HMRC and Oxford City Council Environmental Health and Licensing to check compliance at a number of bars and cafes offering shisha tobacco for sale to customers.
				% rate of delivery against the Growth Deal infrastructure programme	80%	20%	Achieved £30m spend against £30m target in 2018-19 of the £150m budget for the 5 Year programme. The £30m has been used to fund infrastructure/highways and school capital projects which support the release of housing sites to deliver additional housing across the county. Work has commenced on Year 2 schemes and continuation of Year 1 schemes. Next update will be provided at end of Q2 (September).
	Level of infrastructure investment required	GREEN	↔	Identification of investment levels required in new/improved infrastructure to 2050 (updated from Oxfordshire Infrastructure Strategy 2040)	Reporting only	See right	We have initiated development of this measure, which will be defined during the 3 rd quarter of the year.
	Number of new homes	AMBER	↑	We enable the construction of 100,000 new homes by 2031	1,215 homes in 2019/20 accelerated	1,349 forecast	This housing trajectory reflects the number of homes accelerated due to the infrastructure enabled/delivered through the Housing and Growth Deal. This forms part of the overall ambition to support the delivery of 100,000 homes across Oxfordshire. The RAG remains Amber due to level of risk emerging if SODC withdraw their Local Plan
				We support the delivery of 464 new affordable housing starts by March 2020	464	356 forecast	The forecast for the number of affordable homes is currently below target as a number of change requests have been received from the local planning authorities that have seen a slight reduction in the number of affordable homes they can delivery as part of their existing projects/ Work is ongoing to understand how this can be improved during the remaining 3 quarters.
	Levels of disruption to journeys	AMBER	↑	Failed utility inspections no higher than 15%	<15%	21%	The failure rate of works undertaken by utilities has reduced from 38% in July to 21% in August (173 failed from 811 inspections). This has been addressed at Highway Authority and Utilities Committee and meetings with individual utility companies. Improvement Notices are being served on companies not providing suitable mitigation plans. The Council is moving to being a Permit Authority, which will give us greater powers of scrutiny and challenge. We expect this to bring an improvement in performance during quarter 3. Improvement Notices will be served on companies with category B/C failure rates higher than 10% within a 3 month period.
	Level of transport connectivity	AMB	↔	Improve connectedness of all transport modes in priority corridors in Oxfordshire	TBC	Not yet available	We will report on this in 2019-20 but need to determine the correct measure. This needs to be broken down into specific transport corridors and include measures for (i) journey time and (ii) reliability / punctuality.



		ER					A proposal is due to be worked up in partnership with bus operators as part of developing a shared vision and strategy for buses to inform development of the Council's updated Local Transport & Connectivity Plan for initial consultation in autumn 2019
	Level of access to online and digital services	GREEN	↑	<p>The absolute number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contract with BT</p> <p>The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband</p> <p>The % of premises in Oxfordshire without access to:</p> <ul style="list-style-type: none"> At least Basic Broadband (at least 2Mb/s) OFCOM 'acceptable' broadband (10Mb/s) 	<p>77,500</p> <p>97.5%</p> <p><0.3%</p> <p><1.2%</p>	<p>77,533</p> <p>97.1%</p> <p>0.3%</p> <p>1.17%</p>	We continue to progress well towards these targets
Local businesses grow and provide employment	Employment rates	GREY	-	% of Oxfordshire residents aged 16-64 in employment (against GB rate Jul 17 to Jun 18 of 75%)	No target set	See right	Jan-Dec 2018: 81.3% of Oxfordshire residents aged 16-64 in employment vs Jan-Dec 2018 GB rate of 75.1%
	Business numbers	GREY	-	Numbers of births, deaths and survivals of businesses in Oxfordshire (annual ONS data)		See right	Dec 2018 figures (next ONS update due in November 2019): Business births: 3,450 in 2017 (down 4% on 2016); business deaths: 3,130 in 2017 (down 2% on 2016). Business survivals: 48.7% surviving 5 years later (was 49.3%).
	Numbers of apprenticeships	GREY	-	Number of apprenticeships employed by the County Council and maintained schools	No target set	31	Since 1 April we have appointed 31 new apprentices. At the end of June the total number of apprentices was 152.
	Levels of workforce	GREY	-	Oxfordshire County Council Full-Time Equivalent (FTE), excluding schools	No target set	See right	End of August 2019: 4069 FTE
				Total spend on agency staff		See right	End of quarter 1 (June 2019): £3,774,950

ANNEX B – Forecast outturn 2019/20 at August 2019**Key**



 Red	 Improving
 Amber	 Stable
 Green	 Worsening

Children's Services**£1.6m** (1.4%) forecast overspend

Education & Learning RAG rating  Direction of travel  Variation £0.3m (1.1%) overspend Action Plan Not required	<p>£0.3m overspend forecast in relation to SEN Home to School Transport. This forecast is based on current demand along with average growth seen in recent years. There remains a risk that demand will remain high in 2019/20 and increase the forecast spend in this area. To ensure the budget reflects a reasonable baseline and allow time for savings to be implemented and costs to be reduced, a temporary virement of £2.2m from the corporate contingency budget to the SEN Home to School Transport budget for 2019/20 has been approved which has reduced the forecast overspend from £2.5m to £0.3m.</p> <p>There is a potential pressure due to deficit balances in a school which has converted to academy status. The value is currently estimated at £0.1m and it is unlikely that this can be met from existing resources at this time.</p>
Children's Social Care RAG rating  Direction of travel  Variation £0.0m (0%) overspend Action Plan Not required	<p>In relation to the Unaccompanied Asylum-Seeking Children budget, following a notification from the Home Office that the funding rate for under 18 young people will be increased from 1 April 2019, it is now expected the costs of this cohort overall will be met by the grant funding available.</p> <p>As in previous years there remains a risk around use of agency staff in front line social worker teams due to ongoing issues in recruitment of experienced staff exceeding the available budget set aside for this purpose. There is also a risk around legal costs in relation to Children's Social Care.</p> <p>The implementation of the family safeguarding plus model to deliver Children's Social Care was approved by Cabinet in July 2019. Cabinet also agreed that the savings in the MTFP associated with this service would no longer be delivered in the same time frame and that the £0.8m planned for 2019/20 would be funded from Corporate Contingency.</p>

Children's Social Care Countywide Services	£0.1m overspend on Safeguarding as a result of the use of agency staff within the team to cover staff absence.
RAG rating 	£1.2m overspend forecast due to savings which are currently not expected to be achieved relating to third party spend. Alternative savings are being considered and an update will be provided in future reports.
Direction of travel 	
Variation £1.3m (2.5%) overspend	Overall no variance outside of savings is currently forecast within Corporate Parenting, with overall demand relatively stable and within the assumed budget.
Action Plan Being developed	Placement mix particularly the number of residential placements, and demand need to be monitored carefully to identify any potential variances as the year progresses.

DSG Funded Services

High Needs DSG Block	£9.7m to £15m overspend against the in-year High Needs Block Dedicated Schools Grant. This includes the effect of a temporary additional allocation to be received in 2019/20 of £1.5m and a one-off transfer from the Schools DSG block of £1.8m.
RAG rating 	
Direction of travel 	
Variation £9.7m to £15m (18.6% to 28.8%) overspend	The variation is due to an increase in the number of Education Health Care Plans (EHCPs) that the local authority maintains. Over the last year this increased by just under 500 plans. Since the beginning of this financial year, the Council is issuing an average of 50 additional plans per month and this is having a significant impact on team resources. The increase in EHCPs has led to additional cost to meet the needs of students in mainstream schools and an increase in the request for specialist placements. This has led to many children being placed in the independent non-maintained sector, where placements are on average £0.055m per place per annum plus transport costs.
Action Plan SEND Sufficiency of Places Strategy approved by Cabinet in December 2018 to be supplemented by further actions currently in development	The forecast range is currently given as there is a risk that the overspend will increase significantly due to exceptional demand for special school places. Significant uncertainty will remain in this forecast until special school and further education college places are secured in the new academic year.

Adult Services

£1.8m (1.0%) forecast overspend

Better Care Fund Pool

Combines health and social care expenditure on care homes, activity relating to hospital avoidance and prevention and early support activities for older people and adults with physical disabilities.

RAG rating 

Direction of travel 

Variation £1.0m
(1.2%) overspend

While an improvement plan is underway, the forecast reablement activity provided through the contract with Oxford University Hospitals NHS Foundation Trust continues to be lower than budgeted. The council's share of the underspend based on current activity would be **£0.7m**, which is a £0.1m reduction from the previous month.

Action Plan
Being developed

Home support capacity is broadly being maintained but the local market continues to be impacted by workforce availability. Based on current activity a break-even position is being reported; forecast expenditure has increased by £0.1m compared to the previous month reflecting an increase in commissioned hours following the summer holiday period.

Since the beginning of the year equipment to enable service users to live independently at home has been delivered by a new service provider. The latest activity information implies a forecast overspend of **£0.3m**. This is a £0.4m increase from the previous month, which was based on the position at the end of the last financial year and excluded equipment costs charged against the winter services element of the iBCF grant in 2018/19. The overspend reflects a £0.1m under accrual in relation to the previous provider and £0.2m relating to actual activity in 2019/20 which is consistent with the previous year.

Based on current activity, the budget for care home placements is forecast to overspend by **£1.4m**, (3.0% of the total care home budget). The increase of £0.5m from the previous month reflects an increase in prior year costs and a net increase in residential care costs over the summer. The forecast also includes £1.0m of undelivered of savings linked to changes to commercial arrangements. This pressure is currently being partly offset by an increase in service user contributions towards their care.

Oxfordshire Clinical Commissioning Group are the accountable body for the Better Care Fund (BCF). Based on the anticipated national increase, the total BCF for Oxfordshire for 2019/20 was estimated to be £38.4m.

£22.5m of that was assumed to be available to support Adult Social Care activity and is included in the forecast.

In July 2019 NHS England announced a 5.3% uplift in the BCF nationally and a 6.1% increase for Oxfordshire. The use of the additional funding is subject to agreement with Oxfordshire Clinical Commissioning Group but there is potential for some of the increase to be used to support the forecast pressure on equipment or elsewhere in the pool. A further update will be provided in the next report.

Around half of the £1.4m held in reserves for 2019/20 Winter Pressures activity has been agreed to be used to support projects to enable hospital discharges. The remainder is available and could be used to support other urgent spend, including short stay beds.

Adults with Care and Support Needs Pool

RAG rating 

Direction of travel

Variation £3.1m
(3.7%) overspend



Action Plan

Broadly Mitigated by underspends in non – pool budgets.

Supports a mix of health and social care needs for adults of working age with learning disabilities, acquired brain injury or mental health needs. The risk share arrangements for 2019/20 as agreed by the Joint Management Group set out that the council will manage the variation on this pool in 2019/20 subject to OCCG increasing their contribution and taking action to manage any pressure relating to service users with health needs as a result of an acquired brain injury. Any variation associated with service users falling outside of the Outcome Based Contract for Mental Health will be divided equally between the partners based on original budget contribution before any saving.

£1.3m forecast overspend relates to the social care element of placements in out of county schools and colleges for 18 to 24-year olds with Special Educational Needs (SEN). The increase of £0.3m since the June forecast reflects the anticipated cost of current and expected placements in 2019/20 but may change further based on activity later in the year. Work to clarify all the placements and costs, to improve the ongoing visibility to Adult Social Care, and to ensure that relevant health costs are recharged to the appropriate organisation, is continuing.

£0.5m overspend relates to sustainability costs paid to a provider for the continuing delivery of a contract going through a prolonged procurement process.

There is a forecast overspend of **£0.1m** relating to service users with Acquired Brain Injury (ABI) with social care

needs. Because of the unpredictability of their needs and the high cost of individual care packages this forecast will fluctuate month to month.

Savings totalling £2.4m are built into the council's contribution to the pool in 2019/20. Plans to implement these are progressing but based on current plans **£1.2m** is still at risk of slipping to 2020/21 or not being achievable contributing to the overspend within the pool.

Non-Pool Services

RAG rating



Direction of travel

Variation -£2.2m
(-15.7%) underspend

Action Plan
Not required

Unallocated on-going base budget of **£2.4m** is currently being held outside the pooled budgets. **£1.7m** is funding built into the Medium Term Financial Plan for the on-going effect of inflationary pressures agreed in 2018/19. However, as in 2018/19, these costs will again be met from the iBCF grant funding, releasing the equivalent base budget to support other pressures.

A budget of **£0.7m** originally related to Care Act implementation and the withdrawal of the Independent Living Fund. This has been used to manage a range of demand led pressures in the pools in the last two years and continues to be available in 2019/20.

All of the **£2.4m underspend** is being used to offset the forecast pressure within the Adults with Care & Support Needs pooled budget.

Within provider and support services, an estimated overspend of **£0.2m** is being reported, including a forecast overspend of £0.3m in relation to a staffing pressure within the community support service partly offset by £0.1m unallocated budget previously used to subsidise the employment service. A review of the community support service is currently taking place.

All other areas are currently reporting a breakeven position noting on-going challenges around the recruitment and sustainability of social work capacity required to support the implementation of the Medium Term Financial Plan and on-going work.

Commissioning

The service is currently reporting a breakeven position.

RAG rating



Direction of travel



Variation £0.0m

Breakeven

Action Plan

Not required

Public Health

£0m (0%) breakeven position after a transfer of £0.5m to the Public Health reserve

RAG rating



Direction of travel



Variation £0.0m (0%)

Breakeven against
£29.9m ringfenced
grant

The forecast position includes a **£0.2m underspend** arising as a result of staff vacancies held within the service, **£0.2m overspend** reflecting the increase in demand for residential detoxification for substance misuse problems and a further **£0.5m underspend** due to reduced spend on sexual health services through efficiencies gained by using a more refined costing tool within the new contract and lower than predicted out of area spend.







Action Plan

Not required

The underspend will be in reserves and used to meet eligible Public Health expenditure in future years. The total funding in the reserve was £1.0m at the start of the year and is now forecast to be £1.5m.

Communities

£0.0m (0.0%) breakeven forecast

Planning & Place RAG rating  Direction of travel  Variation £0.0m (0.0%) variance Action Plan Not required	<p>Although a nil variance is reported for July, the plans to develop an Integrated Delivery team for the implementation of the Growth Deal and HIF programme, may result in a material short-term revenue pressure.</p> <p>Work is on-going to determine and value the best operating model to support the implementation of this significant programme.</p> <p>A significant level of external income funds Growth and Place expenditure budgets, and although to date no significant issues are envisaged, there is an inherent risk associated with the volatility of this type of funding, which, if not fully realised could result in a year end overspend.</p>
Community Operations RAG rating  Direction of travel  Variation £0.0m (0.0%) variance Action Plan Not required	<p>£0.2m overspend relates to a loss of trading income for the ITU as a result of a contract ending. There is a further risk of overspend if the unit does not realise its operational savings in the MTFP for this year.</p> <p>£0.2m overspend relates to additional Depot Works above the budgeted amount.</p> <p>£0.2m overspend relates to the pension costs resulting from structural changes in Cultural Services.</p> <p>£0.6m underspend is reported in Waste Management due to early indications that tonnages in all waste streams will be lower than budgeted for.</p>
Property & Investment RAG rating  Direction of travel  Variation £0.0m (0.0%) variance Action Plan Not required	<p>Although a nil variance is reported at present, the plans for reshaping the service continues, post Carilion and although this will bring about opportunities in redesigning the service, there is a risk of short-term financial pressures. This includes risk of additional pressures following the asset condition surveys in bringing the estate to a safe/appropriate level of operation.</p>

Community Safety The service is currently reporting a breakeven position.

RAG rating 

Direction of travel 

Variation £0.0m
(0.0%) variance

Action Plan
Not required

Resources

£0.6m (2.0%) forecast overspend

Resources

RAG rating 

Direction of travel


Variation
£0.6m (2.0%)
overspend

£0.2m of the overspend relates to the unfunded costs of the interim Procurement team from April to December. The ongoing pressure will be addressed as part of Provision Cycle service redesign.

£0.2m of the overspend reflects a pressure on the Legal Services budget. This includes the ongoing effect of complex childcare cases which have increased counsel costs and court fees. Further to this an increase in directorate demand has necessitated additional resource across the team. A review of legal services internal recharges to date has highlighted a potential full year pressure of £0.4m on legal budgets in Communities and Children's directorates.

£0.1m of the overspend relates to the net position for the Customer Service Centre. This includes a reported pressure in the Blue Badge Administrative Service due to increased demand following the national implementation of the 'Hidden Disabilities' criteria.

£0.1m of the overspend relates to a number of small pressures across HR and Democratic Services.

Corporate Measures**General Balances****RAG rating****Direction of travel** ↓

Cabinet is recommended to approve a supplementary estimate of £0.3m to meet costs in relation to Northfield School improvement to enable the school to remain open, be a safe environment for the young people and therefore avoid any additional disruption and additional costs in relation to placing pupils in alternative educational placements.

Assuming the Council is required to meet the deficit in the High Needs DSG grant, the current forecast for general balances at 31 March 2020 is **£13.0m**. This is **£6.3m LOWER** than the risk assessed level of **£19.3m** as set out in the Medium-Term Financial Plan (MFTP) approved by Council in February 2019. This position assumes the supplementary estimate set out above is also approved and that the forecast Directorate overspend is not managed and corporate contingency used in full. If the High Needs DSG deficit is not required to be met from general balances, then a **£21.4m** year-end position is forecast, **£2.1m HIGHER** than the risk assessed level. If it becomes clear that the High Needs deficit needs to be met from council resource, then the shortfall will need to be addressed as part of the Service & Resource Planning process.

General Balances at 1 April 2019	£m	£m
<i>Calls on Balances</i>		28.0
Budgeted Contribution to Transformation Reserve	-6.0	
Directorate Overspend after use of remaining Contingency	-0.3	
Northfield School Revenue Costs	-0.3	
High Needs Block DSG reserve deficit	-8.4	
		-15.0
Projected Level of General Balances at 31 March 2020		13.0
Risk Assessed Level of General Balances 2019/20		19.3
Level of deficit balances		-6.3

Reserves

Reserves are forecast to be **£66.0m** at 31 March 2020, a reduction of **£2.4m** since the last report.

RAG rating**Direction of travel** **Unplanned Use** >£250k

This includes a forecast mid-range deficit (between £9.7m and £15m) on the High Needs DSG grant reserve of **£11.4m** included in the Grants and Contributions Reserves. The Department for Education has stated explicitly that 'as funding is ring-fenced, there is no requirement for local authorities to top-up the grant from general funding or from non-ring-fenced reserves. However, local authorities cannot continue to build up cumulative deficits on DSG provision.

If the forecast overspend on High Needs DSG the Council potentially needs to fund of **£8.4m** is met from General Balances, this would increase forecast reserves to **£74.4m** at 31 March 2020.

Medium Term Financial Plan Savings

At least 78% of the planned savings of **£36.8m** are expected to be delivered.

RAG rating**Direction of travel** **% of savings expected to be achieved** 95%

Summary of Savings Delivery Progress		
Total Directorate Savings	-21,672	
Corporate Savings	-15,157	
Total savings for 2019/20 Budget	-36,829	
Directorate Savings		
Met from Contingency - Cabinet decision July 2019	-755	3%
Delivered & Green	-12,669	58%
Amber Savings	-5,991	28%
Red Savings	-2,257	10%
	-21,672	
Directorate Delivered & Green Savings	-13,424	
Corporate Savings - all green	-15,157	
	-28,581	
Percentage Delivered & Green of 19/20 total	78%	

The table below shows what percentage of the savings are expected to be delivered compared to the original RAG status set out in the budget agreed by Council in February 2019.

Original RAG Status	Percentage Green/ Delivered	Target
Red	32%	70%
Amber	43%	90%
Green	92%	100%

Grants**RAG rating**

The council receives ringfenced and un-ringfenced government grants totalling **£332.9m** in 2019/20. The change from last month relates to the DSG allocations being updated as per the notification from the Department for Education.

Direction of travel **Strategic Measures****RAG rating****Direction of travel**

The following table sets out average in-house cash balances and average rates of return for August 2019. The current forecast outturn position for in house interest receivable is **£2.35m**, which is in line with budget.

Month	Average cash balance	Average rate of return
August	£362.13m	0.888%

External Fund dividends are paid quarterly. The forecast outturn position for external fund returns is **£3.8m**, which in line with budget.

Interest Payable is forecast to be in line with the budgeted figure of **£15.2m**.

Performance Indicator	Actual	Target
Average interest rate achieved in-house compared to treasury Management Budgeted Rate	0.93%	>=0.98%
Average Annualised Return achieved compared to Benchmark Rate* (Pooled Fund)	3.75%	>=3.75%

Debt and Loan Write Offs & Impairments**Corporate Debtors****RAG rating****Direction of travel**

Indicators are relatively stable for collection of corporate income; invoice collection & days revenue outstanding have both improved this month. However, the average collection rate for the year is below both the average for last year and the target; further analysis will be undertaken to understand the causes and take necessary corrective action.

Debt requiring impairment has increased this month by £0.14m, this is the largest movement this year and is due to a developer contribution remaining unpaid 5 months after the invoice was raised; the matter is with Legal for resolution. This month 65% of bad debt is owed by organisations. Two cases that account for 18% of the impaired debt are identified as uncollectable and will be put forward to Cabinet to be written off at the next opportunity.

	Target	August 2019
Invoice collection rate	97.5%	95.73%
Avg. days outstanding	35	31
Debt requiring impairment	<£0.30m	£0.44m

Unsecure debt over 1 year	<£0.50m	£0.52m
Write offs as % of income Year to Date	<0.10%	0.00%

Debt and Loan Write Offs & Impairments

– Adult Contribution Charges

RAG rating



Direction of travel



For the 2nd month in a row both the invoice collection rate & days revenue outstanding were stable with no material movement. Also, the over 1-year unsecure debt reduced for the 2nd month in row. However, this month the bad debt level increased by £0.1m, consequently bad debt is £0.25m adrift of where we would want to be to achieve the Adult's MTP savings target for debt reduction.

Although the number of complex debt cases remains consistent the value of debt has still increased, this is largely due to a variety of delays. Low value debts have increased this month by 3%, remedial action is underway to focus on this debtor group.

Projects that will support improved debt collection in the longer term are ongoing, some are close to conclusion, but others are not likely to conclude for several months. Local improvement work continues to target: resolution of historical cases; and roll out more efficient team processes.

	Target	August 2019
Invoice collection rate	92%	88.52%
Avg. days outstanding	100	102
Debt requiring impairment	<£2.00m	£2.89m
Unsecure debt over 1 year	<£1.60m	£2.94m
Write offs as % of income Year to Date	<1.0%	0.51%

Business Management Report
Position to the end of Aug 2019
Budget Monitoring

Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget underspend - overspend +	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date	Latest Budget			
	£000	£000	£000	£000	£000	
Children						
Gross Expenditure	368,782	-846	367,936	369,572	1,636	G
Gross Income	-255,037	4,589	-250,448	-250,448	0.000	G
	113,745	3,744	117,489	119,125	1,636	R
Resources						
Gross Expenditure	40,330	65	40,395	40,989	594	R
Gross Income	-11,487	-71	-11,558	-11,586	-28	G
	28,843	-6	28,837	29,403	566	R
Communities						
Gross Expenditure	175,434	3,021	178,455	178,429	-26	G
Gross Income	-61,968	-3,172	-65,140	-65,140	0	G
	113,466	-151	113,315	113,289	-26	G
Adults						
Gross Expenditure	204,376	969	205,346	207,191	1,845	G
Gross Income	-20,349	-974	-21,323	-21,323	0	G
	184,027	-5	184,022	185,867	1,845	G
Public Health						
Gross Expenditure	29,950	0	29,950	29,950	0	G
Gross Income	-29,950	0	-29,950	-29,950	0	G
	0	0	0	0	0	G
Directorate Expenditure Total	818,872	3,210	822,082	826,132	4,049	G
Directorate Income Total	-378,791	372	-378,419	-378,447	-28	G

Business Management Report
Position to the end of Aug 2019
Budget Monitoring

Directorate	BUDGET 2019/20		Latest Budget	Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date				
	£000	£000	£000	£000	underspend - overspend + £000	
Directorate Total Net	440,081	3,582	443,663	447,684	4,021	G

Business Management Report
Position to the end of Aug 2019
Budget Monitoring

Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date	Latest Budget			
	£000	£000	£000	£000	underspend - overspend + £000	
Contributions to (+)/from (-)reserves	11,160		11,160	11,160	0	
Contribution to (+)/from(-) balances	-6,000		-6,000	-6,296	-296	
Public Health Saving Recharge	-250		-250	-250	0	
Transformaton Savings	-1,500	25	-1,475	-1,475	0	
Contingency	7,629	-3,476	4,153	428	-3,725	
Insurance	2,897		2,897	2,897	0	
Capital Financing	23,691		23,691	23,691	0	
Interest on Balances	-8,419		-8,419	-8,419	0	
Strategic Measures Budget	29,208	-3,451	25,757	21,736	-4,021	
Unringfenced Government Grants	-18,743	-131	-18,874	-18,874	0	
Council Tax Surpluses	-7,306		-7,306	-7,306	0	
Revenue Support Grant	0		0	0	0	
Business Rates Top-Up	-39,896		-39,896	-39,896	0	
Business Rates From District Councils	-34,279		-34,279	-34,279	0	
Council Tax Requirement	369,065	0	369,065	369,065	0	

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

Budget	On track to be within +/- 1% of year end budget
	Estimated outturn showing variance in excess of +/- 1% of year end budget

G
R

Business Management Report
Position to the end of Aug 2019
Budget Monitoring

Children Directorate		BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
		Original Budget	Movement to Date	Latest Estimate			
		£000	£000	£000	£000	underspend - overspend + £000	
CEF1	Education & Learning						
	Gross Expenditure	79,259	1,395	80,654	80,954	300	G
	Gross Income	-54,797	1,107	-53,690	-53,690	0	G
		24,462	2,502	26,964	27,264	300	R
CEF2	Children's Social Care						
	Gross Expenditure	34,717	426	35,143	35,143	0	G
	Gross Income	-3,352	-91	-3,443	-3,443	0	G
		31,365	335	31,700	31,700	0	G
CEF3	Children's Social Care Countywide Services						
	Gross Expenditure	55,690	1,795	57,485	58,821	1,336	R
	Gross Income	-3,882	-356	-4,238	-4,238	0	G
		51,808	1,438	53,246	54,582	1,336	R
CEF4-1	Delegated Schools						
	Gross Expenditure	154,133	-4,804	149,329	149,329	0	G
	Gross Income	-154,133	4,804	-149,329	-149,329	0	G
		0	0	0	0	0	G
CEF4	Other Schools						
	Gross Expenditure	38,570	874	39,444.100	39,444	0	G
	Gross Income	-38,354	-875	-39,229	-39,229	0	G
		216	-1	216	216	0	G

Business Management Report
Position to the end of Aug 2019
Budget Monitoring

		BUDGET 2019/20			Outturn	Projected	Projected
Children		Original	Movement	Latest	Forecast	Year end	Year end
Directorate		Budget	to Date	Estimate	Year end	Variation	Variance
					Spend/Income		Traffic Light
						underspend - overspend +	Indicator
		£000	£000	£000	£000	£000	
CEF5	Children's Services Central Costs						
	Gross Expenditure	6,413	-531	5,882	5,882	0	G
	Gross Income	-519	0	-519	-519	0	G
		5,894	-531	5,363	5,363	0	G
	Directorate Expenditure Total	368,782	-846	367,936	369,572	1,636	G
	Directorate Income Total	-255,037	4,589	-250,448	-250,448	0	G
	Directorate Total Net	113,745	3,744	117,489	119,125	1,636	R

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

Budget	On track to be within +/- 1% of year end budget
	Estimated outturn showing variance in excess of +/- 1% of year end budget

G
R

Business Management Report
Position to the end of Aug 2019
Budget Monitoring

		BUDGET 2019/20			Outturn	Projected	Projected
Communities Directorate		Original Budget	Movement to Date	Latest Estimate	Forecast Year end Spend/Income	Year end Variation	Year end Variance Traffic Light Indicator
		£000	£000	£000	£000	underspend - overspend + £000	
EE1	Planning & Place						
	Gross Expenditure	11,862	2,433	14,295	14,295	0	G
	Gross Income	-6,577	-2,550	-9,127	-9,127	0	G
		5,285	-116	5,169	5,169	0	G
EE2	Community Operations						
	Gross Expenditure	124,284	-16,043	108,241	108,215	-26	G
	Gross Income	-48,224	5,921	-42,303	-42,303	0	G
		76,060	-10,122	65,938	65,912	-26	G
EE3	Property & Investment						
	Gross Expenditure	12,822	16,578	29,400	29,400	0	G
	Gross Income	-4,324	-6,483	-10,807	-10,807	0	G
		8,498	10,095	18,593	18,593	0	G
EE4	Community Safety						
	Gross Expenditure	26,466	53	26,519	26,519	0	G
	Gross Income	-2,843	-61	-2,904	-2,904	0	G
		23,623	-7	23,616	23,616	0	G
Directorate Expenditure Total		175,434	3,021	178,455	178,429	-26	G
Directorate Income Total		-61,968	-3,172	-65,140	-65,140	0	G
Directorate Total Net		113,466	-151	113,315	113,289	-26	G

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

Budget

On track to be within +/- 1% of year end budget

G

Business Management Report
Position to the end of Aug 2019
Budget Monitoring

Communities Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend + £000	
	Estimated outturn showing variance in excess of +/- 1% of year end budget					R

Business Management Report
Position to the end of Aug 2019
Budget Monitoring

Resources Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000			
CEO1 Corporate Services						
Gross Expenditure	2,298	0	2,298	2,298	0	G
Gross Income	0	0	0	0	0	G
	2,298	0	2,298	2,298	0	G
CEO2 Law & Governance and Human Resources						
Gross Expenditure	11,223	-6	11,217	11,517	300	R
Gross Income	-5,070	-70	-5,140	-5,140	0	G
	6,153	-76	6,077	6,377	300	R
CEO3 Corporate Finance & Internal Audit						
Gross Expenditure	7,388	-251	7,137	7,311	174	R
Gross Income	-2,599	0	-2,599	-2,627	-28	R
	4,789	-251	4,538	4,684	146	R
CEO4 Assistant Chief Executives						
Gross Expenditure	19,421	322	19,743	19,863	120	G
Gross Income	-3,818	0	-3,818	-3,818	0	G
	15,603	322	15,925	16,045	120	G
Directorate Expenditure Total	40,330	65	40,395	40,989	594	G
Directorate Income Total	-11,487	-71	-11,558	-11,586	-28	G
Directorate Total Net	28,843	-6	28,837	29,403	566	G

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

Budget	On track to be within +/- 1% of year end budget
	Estimated outturn showing variance in excess of +/- 1% of year end budget

G
R

Business Management Report
Position to the end of Aug 2019
Budget Monitoring

Adults Directorate		BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
		Original Budget	Movement to Date	Latest Estimate			
		£000	£000	£000	£000	underspend - overspend + £000	
SCS1	Adult Social Care						
	Gross Expenditure	196,700	474	197,174	199,019	1,845	G
	Gross Income	-18,999	-474	-19,473	-19,473	0	G
		177,701	0	177,701	179,546	1,845	R
SCS2	Joint Commissioning						
	Gross Expenditure	7,676	495	8,171	8,171	0	G
	Gross Income	-1,350	-500	-1,850	-1,850	0	G
		6,326	-5	6,321	6,321	0	G
Directorate Expenditure Total		204,376	969	205,346	207,191	1,845	G
Directorate Income Total		-20,349	-974	-21,323	-21,323	0	G
Directorate Total Net		184,027	-5	184,022	185,867	1,845	R

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

Budget	On track to be within +/- 1% of year end budget	G
	Estimated outturn showing variance in excess of +/- 1% of year end budget	R

Business Management Report
Position to the end of Aug 2019
Budget Monitoring

Public Health Directorate		BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
		Original Budget	Movement to Date	Latest Estimate			
		£000	£000	£000	£000	underspend - overspend + £000	
PH1	LA Commissioning Responsibilities - Nationally Defined						
	Gross Expenditure	16,352	1	16,353	15,853	-500	R
	Gross Income	0	0	0	0	0	G
		16,352	1	16,353	15,853	-500	R
PH2	LA Commissioning Responsibilities - Locally Defined						
	Gross Expenditure	12,965	0	12,965	12,930	-35	G
	Gross Income	-228	0	-228	-228	0	G
		12,737	-1	12,737	12,702	-35	G
PH3	Public Health Recharges						
	Gross Expenditure	633	0	633	633	0	G
	Gross Income	0	0	0	0	0	G
		633	0	633	633	0	G
PH4	Grant Income						
	Gross Expenditure	0	0	0	0	0	G
	Gross Income	-29,722	0	-29,722	-29,722	0	G
		-29,722	0	-29,722	-29,722	0	G
Transfer to Public Health Reserve		0	0	0	535	535	G
Directorate Expenditure Total		29,950	0	29,950	29,950	0	G
Directorate Income Total		-29,950	0	-29,950	-29,950	0	G
Directorate Total Net		0	0	0	0	0	

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

Budget

On track to be within +/- 1% of year end budget

G

Business Management Report
Position to the end of Aug 2019
Budget Monitoring

Public Health Directorate	BUDGET 2019/20		Latest Estimate	Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date				
	£000	£000	£000	£000	underspend - overspend + £000	
	Estimated outturn showing variance in excess of +/- 1% of year end budget					R

Business Management Report
Position to the end of Aug 2019

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CS	Oct	Aug	IBC Central Budget 19/20	CEO8	ICT	P	-1,487	0
				CEO2	Human Resources	P	-1,157	0
				CEO3	Corporate Finance & Internal Audit	P	2,644	0
Grand Total							0	0

Business Management Report
Position to the end of Aug 2019

CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Oct	Aug	oved To CHIC Service	CEF3-2	Safeguarding	T	10	0
				CEO5	Policy	T	-10	0
			iBCF recharge from Innovation Hub	BCFPOOL	Better Care Fund Pool	T	0	0
				EE1-2	Planning & Place	T	500	-500
CEF	Oct	Aug	DSG July Adjustment - High Needs	CEF1-2	Additional & Special Education Needs	P	-428	428
EE	Oct	Aug	adjust temp virements for secondments	EE4-1	Fire & Rescue Service	T	-43	43
SCS	Oct	Aug	strengths based training	BCFPOOL	Better Care Fund Pool	T	0	0
				SCS1-3	Provider and Support Services	T	215	-215
			OCC Minimum price uplift	BCFPOOL	Better Care Fund Pool	P	401	-401
			OCC contribution for Home Support price increases	BCFPOOL	Better Care Fund Pool	P	293	-293
			Allocation of increased BCF grant	BCFPOOL	Better Care Fund Pool	P	570	-570
Grand Total							1,508	-1,508

Financial Monitoring and Business Strategy Delivery Report
Position to the end of Aug 2019

Supplementary Estimates

SUPPLEMENTARY ESTIMATES REQUESTED THIS REPORT

Directorate	Month of Cabinet Meeting	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CEF	Oct	Northfield School - Supplementary Estimate	CEF1-3	Learning & School Improvement	T	290	
Grand Total						290	0.0

Business Management Report - August 2019
Cabinet - 15 October 2019
Earmarked Reserves

	2019/20			Last reported forecast as at 31 March 2020	Change in closing balance to last forecast
	Balance at 1 April 2019	Movement	Forecast Balance at 31 March 2020		
	£000	£000	£000		
Schools' Reserves	17,309	-4,751	12,558	12,558	0
Vehicle and Equipment Reserve	2,901	-2,102	799	799	0
Grants and Contributions Reserve*	14,704	-18,734	-4,030	-6,630	-2,600
Government Initiatives	1,324	-692	632	632	0
Trading Accounts	325	138	463	463	0
Council Elections	328	150	478	478	0
Partnership Reserves	2,659	-777	1,882	1,882	0
On Street Car Parking	1,997	250	2,247	2,247	0
Transformation Reserve	3,193	-982	2,211	2,211	0
Demographic Risk Reserve	0	3,000	3,000	3,000	0
Youth Provision Reserve	0	500	500	500	0
Budget Prioritisation Reserve	4,890	-3,006	1,884	1,884	0
Insurance Reserve	10,647	-1,000	9,647	9,647	0
Business Rates Reserve	555	494	1,049	1,049	0
Capital Reserves	31,188	1,517	32,705	32,705	0
Budget Equalisation Reserve	280	-280	0	0	0
Total Reserves	92,300	-26,275	66,025	63,425	-2,600

Commentary
<p>In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities, primarily relating</p> <p>This reserve is to fund future replacements of vehicles and equipment.</p> <p>This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Dedicated Schools Grant and Public Health Grant</p> <p>This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.</p> <p>This reserve holds funds relating to traded activities to help manage investment.</p> <p>This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.</p> <p>To be spent on OxLEP related project expenditure and the Growth Deal</p> <p>This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.</p> <p>£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision</p> <p>In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.</p> <p>This reserve is needed to fund the implementation costs of the Council's Transformation programme.</p> <p>This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.</p> <p>This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.</p> <p>This reserve is to smooth the volatility of Business Rates income.</p> <p>This reserve has been established for the purpose of financing capital expenditure in future years.</p> <p>This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.</p>

*Includes £11.4m High Needs Block DSG Negative Reserve

Division(s): All

CABINET – 15 OCTOBER 2019

DRAFT RISK AND OPPORTUNITIES MANAGEMENT

STRATEGY 2019-21

Report by Corporate Director - Customers and Organisational Development

RECOMMENDATION

1. Cabinet is recommended to approve the draft Risk and Opportunities Management Strategy 2019-2021 (Annex A).

Executive Summary

2. This report presents the draft Risk and Opportunities Management Strategy for 2019-21. The Strategy will be the foundation for improvement of the Council's risk management framework.
3. Audit & Governance Committee considered the draft Strategy on 11 September. The Committee's comments have been incorporated into the revised Strategy at Annex A.

Background

4. Our current Risk Management and Assurance Policy was last updated in July 2016. Since then the Council has published a new Corporate Plan, embarked on major transformation activity within services and across the organisation, and entered into a new partnership relationship with Cherwell District Council. Further, in March 2019, the Corporate Peer Review considered our organisational capacity, including our approach to risk management.
5. In response to this context and new insight, a revised risk management framework has been prepared to set the policy and management environment for a refreshed approach to risk and opportunity management.

Key issues

6. The Strategy (Annex A) sets out the Council's approach to risk and opportunities management and will help to embed both as a part of OCC's everyday work. The Strategy is aimed at both officers and members, recognising that a consistent approach to the management of risk – whether threats or opportunities – is needed across the whole Council.
7. On 11 September Audit & Governance Committee requested that the draft Strategy be improved in several places. The version in Annex A has been revised to reflect the Committee's requests, which can be summarised as:

- a general need for greater clarity that the strategy applies to both negative risks (threats) and positive risks (opportunities);
 - revisions to make certain technical terms clearer throughout;
 - greater clarity about risk appetite (section 1.4). The Committee felt the Strategy should reflect a council which is bold about taking carefully-managed risks and is responsive to opportunities for innovation
 - further clarity to explain the “tolerate” option for managing individual risks (section 2.4).
8. The Committee agreed to undertake an annual review of the Strategy as part of its work to ensure that the Strategy has been implemented and to assess the effectiveness of this.
9. Planning for the implementation and improvement of risk management is owned by Chief Executive’s Direct Reports (CEDR) and supported by the Corporate Team, with oversight by the Director of Finance and the Corporate Director for Customers and Organisational Development.
10. In August CEDR developed and agreed a Leadership Risk Register. Leadership risks are those that are significant in size or duration and will impact on the performance of the Council as a whole. This can include operational risks escalated to the Leadership level due to the scale of their impact.
11. The Leadership Risk Register will stand as the senior risk register for the Council as a whole. The risks will be reviewed and publicly reported on as part of regular monthly Business Management and Monitoring Reports to Cabinet.
12. Subject to Cabinet’s approval of the Strategy, it will be published on our intranet and promoted to staff and members. Implementation of the Strategy will be led by CEDR and supported by the Corporate Team, directorate Risk Champions and other colleagues. Subsequent monitoring of the Strategy and its implementation will be undertaken by Audit & Governance Committee as noted above.

CLAIRE TAYLOR

Corporate Director - Customers and Organisational Development

Contact: Steven Fairhurst Jones, Corporate Performance and Risk Manager
07392 318 890

Annex A: draft Risk and Opportunities Management Strategy



**OXFORDSHIRE
COUNTY COUNCIL**

DRAFT

Risk and Opportunities Management Strategy

2019-21

Owner: Claire Taylor, Corporate Director - Customers and Organisational Development
Authors: Ian Dyson and Ben Threadgold
Date of next review: January 2020

Version History:

Version	Date	Section	Reviewer	Description of Amendment
0.1	16 May 2019	All	Ian Dyson	Version created
0.2	1 Aug 2019	All	Claire Taylor	Full review
0.3	14 Aug 2019	All	Steven Fairhurst Jones	Administrative review
0.4	29 Aug 2019	3	Robin Rogers	Minor revisions
0.5	22 Sep 2019	All	Steven Fairhurst Jones	Revisions prompted by Audit & Governance Committee, 11 Sep

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Section 1: Introduction

1.1 An overview of Risk Management

This strategy outlines the overall approach to risk and opportunities management for Oxfordshire County Council.

The aim of the risk management strategy is to ensure the Council identifies and manages risk, especially with regards to those risks (both financial and non-financial) that may have an impact on the performance of the Council as a whole and, in particular, on its ability to deliver its strategic priorities and financial sustainability.

Risk management is recognised as being concerned with both the positive and negative aspects of risk – that is to say, opportunities as well as threats. This strategy therefore applies to risk from both perspectives.

Risk can be defined as:

“an uncertain event or set of events that, should it occur, will have an effect (positive or negative) on the achievement of the Council’s objectives, performing its duties or meeting the expectations of its stakeholders”

Simply, negative risks might threaten the delivery of objectives or the resources required to achieve objectives. On the other hand, positive risks – opportunities – are those where the benefits of taking a risk are greater than the benefits or costs of not taking it.

The Council is aware that threats will always arise, and that risk associated with this cannot be fully eliminated, only managed to an acceptable level. Within this context the Council is committed to managing risk in order to reduce the impact on the organisation, its priorities and service provision.

Risk management will be embedded within the daily operations of the Council, from strategy and policy formulation through to business planning and general management processes. It will also be applied where the Council works in partnership with other organisations, to ensure that partnership risks are identified and managed appropriately.

Through understanding risks, decision-makers (councillors and officers) will be better able to evaluate the likely impact of a particular decision or action on the achievement of the Council’s strategic priorities.

1.2 The Risk Management Framework

Oxfordshire County Council is committed to ensuring risk management is embedded across the whole organisation. For risk management to be successful, it is imperative that there is a single, yet flexible, approach for the management of business risk, adopted through all levels of the organisation.

The Council's risk management framework follows good practice guidance to help the Council to be an effective and efficient organisation. Councillors and officers are supported in this activity by the Corporate Team, which maintains and promotes the risk management framework, which includes:

- Risk and Opportunities Management Strategy
- Risk Management Action Plan
- Risk Management Tools and Guidance
- Risk Management Training
- Risk Assurance Statement

Effective risk management is an important part of corporate governance, performance management and financial planning. It adds value by:

- raising awareness of significant risks with priority ranking assisting in the efficient control of the risks
- allocating responsibility and accountability for risks and associated controls and any actions required to improve controls
- aiding the process of strategic and business planning
- identifying new opportunities and supporting innovation
- providing a framework for the effective management of Leadership risks
- aiding effective partnership working, particularly in terms of identifying shared risks

Primarily, councillors and senior leaders of the organisation will be focused on the strategic and business critical risks that could impact on the achievement of objectives or successful delivery of outcomes. Collectively these are known as "Leadership risks" and are managed via the Leadership Risk Register.

More detailed operational risks will be the primary concern of services and functions, where managers will control and monitor their risks and escalate these to a strategic level if the risk is no longer appropriately contained and managed at an operational level.

Identified risks and mitigations are managed through risk registers and should be regularly discussed, reviewed and updated. Frequent risk reporting takes place across all levels of the organisation.

The Corporate Team has a key role to play in supporting the operating principles of the Council and helping to achieve the strategic aims and priorities by providing oversight, challenge and assurance that risk is being effectively managed across the organisation.

1.3 Strategy Objectives

The objectives of the Risk and Opportunities Management Strategy are to:

- support understanding and consistent implementation of the Council's approach to risk management
- raise awareness of the principles and benefits involved in the risk management process, and to obtain staff, management and Member commitment to the principles of risk management and control
- facilitate compliance with best practice in corporate governance, which will inform the Annual Governance Statement (issued with the annual statement of accounts)
- support the use of standard risk registers that
 - identify and assess all Leadership and strategic risks and opportunities to assist the Council in achieving its strategic priorities through proactive risk management
 - rate all significant risks in terms of likelihood of occurrence and potential impact upon the Council and ensure effective controls are in place to mitigate significant risks, to offer assurance that these controls are effective
 - allocate clear ownership, roles, responsibilities and accountability for risk management
- ensure that good quality risk information is provided to the Chief Executive's Direct Reports (CEDR), senior managers and councillors, providing a framework for assurance that the controls and actions identified to mitigate a risk are operating effectively.

1.4 Risk Appetite

Risk management should not focus on risk avoidance, but on the identification and management of an acceptable level of risk.

The term for the general level of risk we find acceptable across the whole Council is "risk appetite".

Risk appetite means "the amount and type of risk that an organisation is willing to take in order to meet its strategic objectives".

This also sets the tone of our approach to risk, which helps to achieve an appropriate balance between caution and innovation.

The Council aims to proactively identify, understand and manage the risks inherent in services and associated with business/service plans, policies and strategies. We do this to support responsible, informed risk taking and, as a consequence, aim to achieve measurable value. The Council provides for a supportive culture but will not support inappropriate risk taking.

Oxfordshire County Council will use risk management to add value, aiming to achieve a balance between under-managing risks (i.e. being unaware of risks or having little or no control over them), and over-managing them (i.e. a

resource heavy and bureaucratic level of management and control which could stifle innovation and creativity).

Appropriately managed and controlled risk-taking and innovation will be encouraged where it supports the delivery of the Council's strategic priorities.

Particular focus will be on the Council's ambitions for increasing income generation and self-sufficiency. This might be achieved through, for example, sound investments, effective asset management or commercialisation opportunities.

Any risks associated with these ambitions will be managed through the appropriate mechanisms, ensuring due diligence has taken place. These include sound business cases, effective project management and working with external partners for specialist advice. Channels will be in place to report risks into the relevant management groups and democratic committees to ensure full transparency and allow any actions to be taken as necessary.

1.5 Embedding Risk Management

Risk Management is a standing item on the Chief Executive's Direct Reports (CEDR) agenda as part of the monthly business management and monitoring reports). This ensures that identification and consideration of risk, corporately and across services, is emphasised and highlighted regularly. Risks can be escalated at any point to CEDR (who meet weekly) to discuss and make a decision as to whether the risk is a Leadership risk or should be managed at an operational level.

Risk is reported to Cabinet as part of an integrated budget, performance and risk framework. This ensures that strategic risks are kept in focus by the relevant lead cabinet portfolio holders.

The Audit and Governance Committee (see section 3.2 below) is supported by the Audit Working Group, which receives regular risk management updates and periodically reviews the Leadership Risk Register. This scrutiny of risk ensures there is both senior officer level and political commitment to effective risk management.

The inclusion of risk registers within service areas and risk logs in key programmes and projects seeks to reinforce the importance of assessing and being aware of the risks associated with each service and major project. Key operational risk management activities should be included within service plans and progress monitored at Directorate level meetings. As such the integration of risk into business planning, strategic priorities and performance management is an essential part of the drive to embed risk management.

Activities such as training, communication and clear risk management support arrangements help to embed risk. The following summarises key activities to be undertaken to ensure risk management is embedded across the Council:

- A monthly review of the Leadership Risk Register by CEDR, who takes responsibility for ensuring that management actions highlighted in the risk registers are implemented
- The Leadership risk review is presented to the relevant Council committees according to their work programmes, to ensure councillors have good access to risk information
- Risk management and risk escalation awareness training sessions will be facilitated for councillors and officers.
- A process of annual review is undertaken by CEDR to ensure the Leadership Risk Register remains up to date and that obsolete risks are removed.
- An officer working group will be set up to embed, review and develop risk practices. Operational and Leadership risks are to be discussed as appropriate and ensure officers have the necessary training.
- Internal Audit will be asked to give assurance with regards to risk management structures and processes.

Section 2: Risk Management Processes

2.1 The Risk Management Process

Risk Management follows a four stage process:



The risk management process applies equally to threats and opportunities. Risk management is a comprehensive process that helps the Council meet its objectives. It helps the Council avoid issues, losses and situations that could

result in failing to meet strategic priorities, failure of corporate systems or failure of significant partnerships, services, programmes and projects.

To ensure this process is effectively undertaken the Council maintains and reviews a register of Leadership risks and opportunities which are linked to strategic business priorities.

Ownership at CEDR level is assigned for each risk. Risk owners may delegate the management of each risk to an appropriate officer. CEDR identifies risks and reviews the register. The Council's committees also undertake a monitoring and oversight role on a regular basis.

2.2 Identifying Risk and Opportunity

The process of identifying risk is both formal (as part of business and project planning) and informal, as part of everyday activity (operations/projects). This section sets out the organisational process for identifying risk. However, it must also be recognised that councillors and staff should be continuously risk aware and as such may identify, assess and add risks to the register at any time.

For any risk identified the following should be considered:

- The scope of business likely to be affected by the risk
- An assessment of the risk's likelihood and impact
- The identification of key controls currently in place to manage the risk
- The assurances about the key controls that have already been established
- Gaps in key controls
- Gaps in assurance
- Appropriate additional management actions which may further mitigate the risk
- Allocation of responsibility for the implementation of those additional mitigating management actions and (where possible) an implementation date

For each opportunity identified the following should be considered:

- Details of the opportunity identified
- Allocation of responsibility for the opportunity
- Any additional risks that this opportunity raises (including financial)
- Actions necessary to make use of the opportunity and mitigate any additional risks, if appropriate.

The different types of risk

Leadership Risks: risks that are significant in size and duration and will impact on the performance of the Council as a whole, and in particular on its ability to deliver its strategic priorities.

This may include operational risks escalated to the Leadership level due to the scale of their impact.

Operational Risks: risks affecting systems or processes that underpin the organisation's overall governance, operation and ability to deliver services. These may be located within a single service or directorate or span more than one service area.

Leadership risks

Leadership risks are owned by a CEDR Member and managed by a senior manager. Leadership risks are distinct from risks which impact directly on the community, such as flooding, pandemic disease or fuel shortage, although a community risk may also be a Leadership risk, depending on its impact on the Council. Community risks are managed in the Community Risk Register by the Thames Valley Local Resilience Forum, of which the Council is an active member.

Leadership risks will be fully reviewed by CEDR on an annual basis in the fourth quarter as part of the business planning process for the forthcoming year. This provides a clear opportunity to identify new risks and opportunities. The result of this discussion will also be considered by the relevant Council committees.

At any point in the year CEDR and Council committees may identify new risks. If this is the case the risk assessment method should be followed, and the Corporate Team would add the new risk to the register.

Operational Risks

Operational risks should be identified and owned by the relevant service, led by the senior manager. The annual service and resource planning process provides an opportunity to fully review all current operational risks, delete risks that are no longer relevant and identify any new risks. However, the identification of risk is not limited to a single point in the year and new risks may be added at any time.

The Corporate Team is able to support services by running risk workshops as required. A member of the team can attend DLT meetings to assist in identifying risks and to review the management of operational risks alongside performance updates.

Programme / Project Risks

Risk management should be incorporated into programme and project management from the outset. All programmes/projects should undertake full risk assessments. The size and scope of the project will dictate the best way of managing the risks.

All significant programmes and projects should use a risk log which will be managed by the programme/project manager and reviewed by the relevant board.

For programmes and projects which are of significant value and strategic importance to the Council as a whole, additional requirements are in place so that:

- The high-level risk and its controls will be recorded and managed through the Council's Leadership Risk Register. Detailed risks associated with the programme/project will be recorded in its risk log.
- Risk should be a standing item on each programme/project board meeting to review existing risks and the effectiveness of their controls and to identify any new risks.
- Risk management in programmes and projects will be undertaken by the Programme or Project Manager.

For minor projects (low value or single service based) a risk log should be maintained as part of good project management. However, it is unlikely that the project risks will appear on the Leadership Risk Register unless they have the potential for significant reputational, health and safety or service provision risks, or potential financial impact would be significant. If this is the case, then the approach set out above with regards to significant programme / project risks should be followed.

2.3 Assessing Risk

Once a risk has been identified (of any type: Leadership, operational or project) it needs to be assessed. The assessment process considers the likelihood that the risk may occur and its potential impact. This allows for risks to be ranked and prioritised, as not all risks represent equal significance to the Council.

The Council uses a risk scoring matrix score risk by multiplying the assessed 'likelihood' of the risk occurring by the assessed 'impact', should that risk occur. The inherent risk score helps to make decisions about the significance of risks to the organisation, how they will be managed, the controls required and the treatment of the risk. A higher total numerical score indicates a higher level of significance. The matrix is shown below with impact increasing from bottom to top and likelihood increasing from left to right:

The Council's risk scoring matrix

Impact	Most severe (5)	5	10	15	20
	Major (4)	4	8	12	16
	Moderate (3)	3	6	9	12
	Minor (2)	2	4	6	8
	Insignificant (1)	1	2	3	4
		Unlikely (1)	Possible (2)	Likely (3)	Very likely (4)
		Likelihood			

The owner of the risk undertakes this assessment. For a Leadership risk this is checked by the Corporate Team, for programme/project risks by the relevant board and for operational risks by the senior manager.

The risk register template (available on the intranet) explains in greater detail what makes up the likelihood and impact scores.

The inherent risk score will determine how the risk is controlled and managed. The main options for this are treatment, toleration, transfer and terminate. These are explained in 2.4 below.

Once controls which currently manage the risk have been identified and assessed, a residual risk score will be produced. Additional management actions to further mitigate the risk will then be identified to show how the risk is to be reduced over time. The inherent and residual risk scores, along with the controls and actions, then form the basis of reviews.

Organisational risk profile

Once Leadership risks and mitigating controls/actions have been assessed the results are then plotted on a risk matrix which is included as part of the Leadership Risk Register. Service/project risks may be plotted in a similar way if required.

2.4 Managing and Controlling Risk

Once risks have been identified and assessed, the next step is to control and manage them. Where risks are negative (threats), this will involve the consideration of cost-effective action aimed at reducing the inherent risk rating. These management actions should be focused on gaps in risk controls or assurance. For positive risks (opportunities), this will involve considering actions aimed at realising the potential benefits.

The proposed action(s) to control the risk will then be mapped against the specified risk together with an implementation date, and a named person will be designated as responsible for 'owning' the risk. The 'net' risk rating is the assessment of the risk after these controls/actions have been put in place.

These actions/controls should be included in risk documentation and/or service plans. Where a risk is associated with a programme or project it should be entered into the relevant risk log.

Managing risk is an ongoing process and the commentary provided as part of the risk review process should reflect activity taken within the period to control the risk.

The Four Ts

The level of the inherent risk will help determine the best treatment for a risk, whether Leadership or operational. The risk owner has a number of options:

Tolerate: The Council may decide to tolerate a risk where, for example:

- The risk opens up greater benefits
- The risk is already effectively mitigated by controls, even if it is high risk
- The risk cannot be mitigated cost-effectively i.e. the cost of mitigating it would be greater than the cost of the risk materialising

Note that "tolerate" does not mean "do nothing". Tolerated risks must still be monitored, and contingency plans should be put in place, in case the risks occur.

Treat: This is the most widely used approach.

The purpose of treating a risk is to continue with the activity which gives rise to the risk, but to bring the risk to an acceptable level by taking action to control it through either containment actions (which lessen the likelihood or consequences of a risk and are applied before the risk materialises) or contingency actions (these are put into action after the risk has happened, reducing the impact, and must be pre-planned). Taking management action is the main difference between 'treat' and 'tolerate'.

Terminate: Doing things differently and therefore removing the risk.

This means stopping the activity which gives rise to the risk. This is particularly important in terms of project risk. It may be limited as an option for an organisation's Leadership risks.

Transfer: Transferring some aspects of the risk to a third party:

For example, via insurance, or by paying a third party to take the risk in another way. This option is particularly good for mitigating financial risks, or risks to assets. However, it is a limited option – very few Leadership risks are insurable.

2.5 Reviewing and Reporting on Risk

Leadership risks will be reported to councillors and committees through business management reporting arrangements and be reviewed monthly by CEDR. This review involves consideration of all Leadership risks facing the Council, which could impact on the achievement of strategic priorities or are highly rated and escalated to the register from an operational or project team.

The review should focus on four key factors:

1. whether there are any changes to the inherent/residual risk scores
2. whether new controls or actions are required
3. to what extent there are any gaps in the assurance of identified controls
4. whether the risk is still relevant

Operational risks and programme/project risks will be monitored and reviewed locally, on a monthly basis within Directorate Leadership Teams (DLTs).

All risks will be clearly defined, together with the controls that currently exist to manage them. Risk ratings will be reviewed and, where relevant, commentary will be provided to identify progress against planned action or emerging issues.

It is important that the internal systems and procedures in place are adequate to manage the identified risk. Where control weaknesses are identified, these should be noted so that action can be taken to remedy such weaknesses. Action to address these weaknesses should be included within the report.

2.6 Linking risk to business plans and performance

Linking Leadership Risk to the Corporate Plan

The Leadership Risk Register is owned and managed by CEDR. Where appropriate risks will be associated with Council priorities and objectives. On occasion a risk may sit outside a Council priority, for example where it affects all priorities or has whole organisation impact (e.g. the risk of systems failure).

Incorporating Operational Risk into Service Delivery Plans

Each service is required to produce a plan on an annual basis. The format of the service plan is common across the organisation and ensures there are clear links between Council priorities and service deliverables.

Each service delivery plan is required to identify operational risks associated with service delivery. Ideally these should also be directly linked to service priorities. Likewise, actions to control risks should be included within the service plan or the risk documentation itself. Responsibility for monitoring operational risk lies with senior service managers.

Integrating Risk and Performance Management

Performance and risk will follow the same reporting regime and performance of risks will be clearly highlighted in reports. Where possible risk monitoring information will be captured using the same process as performance information. Risks should be reviewed at the same time as reviewing performance of objectives/projects as they will impact each other.

2.7 Linking risk to programmes and projects

Programmes and projects adhere to the agreed risk management strategy. It is recognised that the risk environment is different within programmes and projects and frequently risks are identified, actioned and closed on a faster basis than within the Leadership or other operational risk environments, where risks are usually linked into longer term strategic objectives rather than projects moving within shorter delivery timescales.

Programme or project risks may be escalated to the Leadership Risk Register if they reach a point where they have a significant financial, reputational or strategic impact.

Risk Management responsibilities in project environments

Corporate Management (CEDR)	Responsible for providing and ensuring adherence to the Risk and Opportunities Management Strategy
Programme Senior Responsible Owner	Accountable for risk management actions agreed at Programme Board level, following escalation from projects
Senior Managers	Accountable for risk management actions agreed at DLT following escalation from projects and operational risks within the Directorate
Project Sponsor	<ul style="list-style-type: none">• Accountable for all risk management within the project, and for putting in place a risk management approach or strategy specific to the project• Ensures all risks associated with the project business case are identified, assessed and controlled• Triggers an escalation
Senior user/ customer/client board Member	Responsible for ensuring all risks to users are identified, assessed and controlled
Senior supplier board Member	Responsible for ensuring all risks to delivery are identified, assessed and controlled

Project Manager	<ul style="list-style-type: none"> • Creates the project-specific risk management approach as directed by the sponsor • Responsible for creating and maintaining the risk register in line with requirements of the Risk and Opportunities Management Strategy, ensuring risk identification, assessment and control measures are implemented.
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Section 3: Roles and Responsibilities

3.1 Accountability

There will be clear accountability for risks and risk management. This is supported through the Council's Annual Governance Statement process, signed by the Chief Executive and the Leader of the Council, and by making the risks and risk management process open to regular Member overview, internal audit and external inspections.

The Audit and Governance Committee has specific responsibility for monitoring the Council's risk management arrangements, for undertaking an annual review of this strategy to ensure it remains current and reflects best practice in risk management, and for making recommendations to the Cabinet if it is considered that any improvements or amendments are required.

Cabinet members will be briefed regularly by CEDR members to ensure they are aware of Leadership risks affecting their service areas/portfolios and any improvements in controls which are proposed.

Sections 3.2 and 3.3 of this strategy outline specific Councillor and officer accountabilities and responsibilities with regards to risk management.

3.2 Council Committees

Audit and Governance Committee

The Committee will monitor the effective development and operation of the Council's risk management activities. The Committee provides independent assurance to the Council on the effectiveness of risk management and internal control arrangements and performance effectiveness to the extent it affects exposure to risk and to inform the Annual Governance Statement.

Cabinet

Cabinet will receive a regular update on Leadership risks, through the monthly Business Management Report.

Reflecting the roles of these committees the relevant Chairs and Portfolio Holders will be briefed on risk matters whenever appropriate.

3.3 Section 151 Officer

The Council's Section 151 Officer is the lead officer for risk management and ensures that the Council has robust risk management strategies in place that effectively support the system of internal control.

3.4 Chief Executive Director Reports (CEDR)

CEDR has a number of roles with regards to risk management. As the senior management team, they will own the risks on the Council's Leadership Risk Register. As such, they are responsible for risk review and monitoring on a monthly basis at CEDR meetings, and for ensuring regular reporting to the relevant council committees.

CEDR also has a role in discussing proposed new risks, working to ensure they are properly assessed, recorded and managed.

3.5 Corporate Team

The Corporate Team works on behalf of the whole Council to co-ordinate risk and performance management. The Team is responsible for preparing and updating the Risk and Opportunities Management Strategy and related materials, for compiling and managing the Leadership Risk Register (including preparing regular reports) and for ensuring that operational risk management is being undertaken by services.

The Team leads the production of monthly Business Management and Monitoring Reports to CEDR and Cabinet, which includes information on Leadership risks and other risk matters.

In addition, the team provides risk-related support to managers, officers and councillors (through existing groups or risk management training) and provides information for the Annual Governance Statement.

3.6 Team Managers, Officers and Staff

Service managers and team leaders will often be responsible for operational and project risks. This includes risk identification, assessment and management. At this level risks should be included in service and project plans. For some projects a separate risk log will be required.

In some cases, CEDR members may devolve the day to day responsibility for managing a Leadership risk to a senior service manager. If this is the case the manager will be expected to update the Leadership Risk Register on a monthly basis.

Staff without direct responsibility for owning and managing a risk still have an essential role to play in helping teams identify potential risks associated with service delivery and implementation of projects. As such staff should be

involved in risk discussions within teams as they would be with regards to performance management.

3.7 DLTs

Directorate Leadership Teams (DLTs) are responsible for monitoring the management of operational risks and escalating to CEDR when risk mitigation cannot be managed effectively, and the risk could impact on strategic priorities.

3.8 DLT Risk Champion

Directors will designate a Risk Champion as part of their Directorate Leadership Team, responsible for promoting good risk management and ensuring the risk management system is being applied effectively as part of the monthly business management reporting cycle.

Risk Champions will meet as a group throughout the year with the Corporate Team, to discuss issues and opportunities that will enable the continuous improvement and embedding of the risk management system and risk knowledge across the Council.

Section 4: Monitoring and Review

4.1 Annual Review of the Risk Strategy

The Risk and Opportunities Management Strategy will be reviewed on an annual basis. This will take into account any issues highlighted by the internal audit of risk management. In addition, the Leadership Risk Register will be fully reviewed by CEDR during the fourth quarter. As part of the annual service planning process managers will be asked to fully review their operational risks.

4.2 Monitoring of the Strategy and Register

As part of the risk and opportunities management process it is expected that risks (whether Leadership or operational) are reviewed on a monthly basis via CEDR. The Cabinet will also monitor Leadership risk on a monthly basis as part of the business management report.

Reports will be taken to the relevant Council committees providing a summary of the most recent review and highlighting any issues arising with regards to the implementation of or compliance with the Risk and Opportunities Management Strategy. The review will include commentary regarding the current risk score, the controls in place and whether any gaps have been identified in terms of the assurance that the controls are effective.

4.3 Internal Audit

Internal Audit will be in a position to provide assurance on the internal control environment, in line with their planned programme of work. Internal Audit will plan the annual audit coverage based on derived from the risk management process. The Code of Practice for Internal Audit in Local Government in the United Kingdom defines Internal Audit as;

‘An assurance function that primarily provides an independent and objective opinion to the organisation on the control environment, comprising risk management, control and governance by evaluating its effectiveness in achieving the organisations objectives. It objectively examines, evaluates and reports on the adequacy of the control environment as a contribution to the proper, economic, efficient and effective use of resources’.

Internal Audit and Risk Management will co-ordinate assurance by:

- Independently reviewing the risk management strategy and process.
- Completing risk-based reviews of the key controls identified to mitigate the principal risk to the Council’s achievement of its strategic objectives.
- Referring to the Council’s risk registers when planning audit work.

4.4 External Audit and Review

External Audit

External Audit is a key source of assurance and the Council should take into account the external audit management letter and reports. However, it is worth noting that the work of external audit has to be independent and the Council should not rely on external audit for advice and guidance as that is not their role.

Review Agencies and Inspectorates

Aspects of the organisation's activities may be subject to independent inspection and assessment. These reports are likely to identify areas of strength and issues to address and may also provide some assurance. Reports from the Local Government Ombudsman may also provide a further source of assurance.

Section 5: Corporate Governance

5.1 Annual Governance Statement

Regulation 4 of the Account and Audit Regulations (2003) requires audited bodies to conduct a review, at least once a year, of the effectiveness of their systems of internal control. This review is incorporated within the Annual Governance Statement that is published alongside the statement of accounts.

The purpose of the Annual Governance Statement is to provide a continuous review of the effectiveness of an organisation's internal control and risk management systems, so as to give assurance on their effectiveness and/or to produce a management action plan to address identified weaknesses in either process. The process of preparing the Annual Governance Statement will add value to the corporate governance and internal control framework of an organisation.

The statement needs to be approved separately to the accounts and signed as a minimum by the Chief Executive and the Leader of the Council. The production of the Annual Governance Statement will be reliant upon the contents of some or all of the following:

- Internal audit annual report
- External audit management letter
- Review Agencies and Inspectorates (where appropriate)
- Other internal review mechanisms
- Leadership Risk Register, including controls and actions
- Operational Risk Registers, including controls and actions
- Statements of Assurance
- Identification of risks highlighted by CEDR
- Audit Committees
- Performance Management Framework
- Health and Safety Adviser

5.2 Statements of Assurance

In order for the Chief Executive and the Leader of the Council to be able to sign off the Annual Governance Statement there is a requirement for each Director to complete a statement of assurance taking responsibility for their individual service/operational risk registers and the implementation of the management actions contained within it. These statements of assurance will be completed on an annual basis to feed into the Annual Governance Statement.

The Chief Executive or, in the absence of the Chief Executive, a Director/Section 151 Officer, needs to sign a statement of assurance for the Leadership Risk Register.

Section 6: Further Guidance and Contacts

6.1 Supporting Documents / Guidance

In addition to this strategy the following documents provide information and guidance with regards to risk management:

1. The Council's intranet page on Risk Management provides a gateway to a number of risk management resources, in particular:
 - The Council's risk register template
 - The Risk Management Toolkit, offering detailed advice on each of the four stages in the Risk Cycle
2. A quick guide to risk management – a summary of the Council's approach to risk
3. A short, accessible E-learning course on Risk Management aimed at all Council staff
4. Assessment template for new risks: a two-page template that takes you through the process of assessing a new risk or fully reviewing an existing risk
5. Additionally, the Corporate Team can attend team meetings, or bespoke sessions, to provide staff with an introduction to risk management, or more detailed advice, as required.

6.2 Contacts

Steven Fairhurst Jones – Corporate Performance and Risk Manager

steven.fairhurstjones@oxfordshire.gov.uk

Telephone: 07392 318 890

Ben Threadgold – Policy and Performance Service Manager

Ben.Threadgold@oxfordshire.gov.uk

Telephone: 07867 467838

Ian Dyson – Assistant Director of Finance

ian.dyson@oxfordshire.gov.uk

Telephone: 07393 001 250

Division(s): N/A

CABINET – 15 OCTOBER 2019

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision

Portfolio/Ref

CABINET MEMBER: DEPUTY LEADER OF THE COUNCIL

Cabinet, 19 November 2019

- | | |
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| <ul style="list-style-type: none"> ▪ Business Management & Monitoring Report - September 2019
To note and seek agreement of the report. | <p>Cabinet, Deputy Leader of the Council
2019/088</p> <p>Joint Responsibility: Deputy Leader of the Council and Cabinet Member for Finance.</p> |
| <ul style="list-style-type: none"> ▪ Delegation of Enforcement Powers to City/District Councils
To delegate enforcement powers for regulations concerning energy performance certificates and commercial property energy efficiency standards to the city and district councils. | <p>Cabinet, Deputy Leader of the Council
2019/155</p> |
| <ul style="list-style-type: none"> ▪ Becoming a Dementia Friendly Council
To seek agreement for the Council to pursue becoming Dementia Friendly. | <p>Cabinet, Adult Social Care & Public Health
2019/162</p> |
| <ul style="list-style-type: none"> ▪ Statutory Notice to Close Culham Parochial CE Primary School
If following informal consultation, a decision is made to publish a closure notice. Cabinet is asked to decide whether to approve the closure of Culham Parochial CE Primary School. | <p>Cabinet, Education & Cultural Services
2019/095</p> |
| <ul style="list-style-type: none"> ▪ Climate Action Response
To seek agreement of the response to the Council's acknowledgement of a Climate Emergency. | <p>Cabinet, Environment
2019/159</p> |

- **Request for Exemption from Tendering under Contract Procedure Rules in Respect of Delivery of Key Infrastructure** Cabinet, Environment 2019/156

A decision required to exempt the County Council from the tendering under Contract Procedure Rules in respect of works at Crab Hill (Kingsgrove Development), Wantage to support delivery of the Wantage Eastern Link Road. This will allow the County Council to use the Developer, rather than our framework contractor to complete the infrastructure works at a better rate.
- **Treasury Management Mid-Term Review (2019/20)** Cabinet, Finance 2019/087

To provide a mid-term review of Treasury Management Activity in 2019/20 in accordance with the CIPFA code of practice.
- **Community Asset Transfer Policy** Cabinet, Transformation 2019/160

To seek approval of the revised Community Asset Transfer Policy.

Cabinet Member for Education & Cultural Services, 13 November 2019

- **Oxfordshire Pupil Place Plan 2019-2023** Cabinet Member for Education & Cultural Services, 2019/105

To seek approval to formally adopt the updated Pupil Place Plan for Oxfordshire.

Cabinet Member for Environment, 14 November 2019

- **Oxfordshire Minerals & Waste Annual Monitoring Report 2019** Cabinet Member for Environment, 2019/089

To seek agreement to the Minerals & Waste Annual Monitoring report for 2019, setting out progress on preparation of the Minerals & Waste Local Plan and the results of monitoring of minerals and waste planning policies.
- **Highway Policy Statement** Cabinet Member for Environment, 2019/157

To seek approval of the updated Highway Policy.
- **Abingdon: Marcham A415 - Proposed 50mph Speed Limit** Cabinet Member for Environment, 2019/145

To seek approval of the proposals.

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| <ul style="list-style-type: none"> ▪ Abingdon: A415 Oak Street - Proposed Loading Bay
To seek approval of the proposals. | Cabinet Member
for Environment,
2019/148 |
| <ul style="list-style-type: none"> ▪ Oxford: Hollow Way North Area - Proposed CPZ
To seek approval of the proposals. | Cabinet Member
for Environment,
2019/146 |
| <ul style="list-style-type: none"> ▪ Oxford: Various Sites - Proposed Administrative Amendments to Existing Bus Gate Traffic Regulation Orders
To seek approval of the proposals. | Cabinet Member
for Environment,
2019/137 |
| <ul style="list-style-type: none"> ▪ Didcot: Great Western Park - Proposed Zebra Crossings
To seek approval of the proposals. | Cabinet Member
for Environment,
2018/191 |
| <ul style="list-style-type: none"> ▪ Oxford: Kingston Road/Southmoor Road - Proposed Traffic Calming Measures
To seek approval of the proposals. | Cabinet Member
for Environment,
2018/199 |
| <ul style="list-style-type: none"> ▪ Burford: Proposed 20mph and 30mph Speed Limits
To seek approval of the proposals. | Cabinet Member
for Environment,
2019/082 |
| <ul style="list-style-type: none"> ▪ Charlbury: Proposed 20mph and 30mph Speed Limit
To seek approval of the proposals. | Cabinet Member
for Environment,
2019/083 |
| <ul style="list-style-type: none"> ▪ Ardley: B430 - Proposed Signalled Pedestrian Crossing
To seek approval of the proposals. | Cabinet Member
for Environment,
2019/124 |
| <ul style="list-style-type: none"> ▪ Brize Norton: Carterton Road and Station Road - Proposed Traffic Calming Measures
To seek approval of the proposed traffic calming measures on Carterton Road and Station Road, Brize Norton. | Cabinet Member
for Environment,
2019/086 |
| <ul style="list-style-type: none"> ▪ Shilton: Hen & Chick Lane - Proposed 40mph Speed Limit and Extension of 30mph Limit
To seek approval of the proposal. | Cabinet Member
for Environment,
2019/068 |
| <ul style="list-style-type: none"> ▪ Eynsham: Wharf Road - Proposed Waiting Restrictions
To seek approval of the proposals. | Cabinet Member
for Environment,
2019/126 |
| <ul style="list-style-type: none"> ▪ Shrivenham: Highworth Road - Proposed Zebra Crossing
To seek approval of the proposals. | Cabinet Member
for Environment,
2019/127 |

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| <ul style="list-style-type: none"> ▪ Witney: A415 Duckington Lane - Proposed Extension of 30mph Speed Limit and No Right Turn Restrictions
To seek approval of the proposals. | Cabinet Member
for Environment,
2019/128 |
| <ul style="list-style-type: none"> ▪ Kennington/South Hinksey: A423 Oxford Southern Bypass and Adjacent Roads - Proposed 50mph and 40mph Speed Limits
To see approval of the proposals. | Cabinet Member
for Environment,
2019/132 |
| <ul style="list-style-type: none"> ▪ North Hinksey: North Hinksey Lane and Lime Road - Proposed Waiting Restrictions
To seek approval of the proposals. | Cabinet Member
for Environment,
2019/133 |
| <ul style="list-style-type: none"> ▪ Oxford: Former Temple Cowley Swimming Pool Site Development - Proposed Waiting Restrictions
To seek approval of the proposals. | Cabinet Member
for Environment,
2019/134 |
| <ul style="list-style-type: none"> ▪ East Challow: A417 - Proposed Signalled Pedestrian Crossing
To seek approval of the proposals. | Cabinet Member
for Environment,
2019/131 |
| <ul style="list-style-type: none"> ▪ Didcot: Great Western Park South - Proposed 20mph Speed Limit
To seek approval of the proposals. | Cabinet Member
for Environment,
2019/129 |
| <ul style="list-style-type: none"> ▪ Oxford: Samphire Road - Proposed Waiting Restrictions and Disabled Persons Parking Place
To see approval of the proposals. | Cabinet Member
for Environment,
2019/135 |
| <ul style="list-style-type: none"> ▪ Oxford: Warren Crescent - Proposed Amendment to Parking Bay
To seek approval of the proposals. | Cabinet Member
for Environment,
2019/136 |
| <ul style="list-style-type: none"> ▪ Stanton Harcourt: Main Road - Proposed Extension of 30mph Speed Limit and Traffic Calming Build Out
To seek approval of the proposals. | Cabinet Member
for Environment,
2019/138 |
| <ul style="list-style-type: none"> ▪ Wantage: Market Place and Newbury Street - Proposed Amendments to Waiting Restrictions and Disabled Persons Parking Space
To seek approval of the proposals. | Cabinet Member
for Environment,
2019/139 |
| <ul style="list-style-type: none"> ▪ Woodstock: A44 Oxford Road - Proposed Extension of 30mph Speed Limit and Signalled Pedestrian Crossing
To seek approval of the proposals. | Cabinet Member
for Environment,
2019/140 |

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| <ul style="list-style-type: none"> ▪ Henley: King James Drive - Proposed Waiting Restrictions
To seek approval of the proposals. | <p>Cabinet Member
for Environment,
2019/141</p> |
| <ul style="list-style-type: none"> ▪ Banbury: Springfield Avenue, Grange Road and Adjacent Residential Roads - Proposed Environmental Weight Limit
To seek approval of the proposals. | <p>Cabinet Member
for Environment,
2019/151</p> |
| <ul style="list-style-type: none"> ▪ Stanford in the Vale: A417 - Proposed Toucan Crossing and Shared Use Cycletrack
To seek approval of the proposals. | <p>Cabinet Member
for Environment,
2019/152</p> |
| <ul style="list-style-type: none"> ▪ Wheatley: Breame Oak Drive and Ochre Close - Proposed Waiting Restrictions
To seek approval of the proposals. | <p>Cabinet Member
for Environment,
2019/153</p> |
| <ul style="list-style-type: none"> ▪ Burford: Priory Lane - Proposed Removal of Parking Bays
To seek approval of the proposals. | <p>Cabinet Member
for Environment,
2019/154</p> |
| <ul style="list-style-type: none"> ▪ Long Wittenham: High Street - Proposed Pedal Cyclist Bypass at Traffic Calming Build-Out
A decision is sought on a proposed pedal cyclist bypass at traffic calming build-out at High Street, Long Wittenham. | <p>Cabinet Member
for Environment,
2019/165</p> |

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