

Agenda

Cabinet

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This meeting will be held on:

Date: **Wednesday 15 July 2020**

Time: **6.00 pm**

Place: **Zoom - Remote meeting**

For further information please contact:

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Members of the public can attend to observe this meeting and.

- may submit a question about any item for decision at the meeting in accordance with the [Cabinet's rules](#)
- may record all or part of the meeting in accordance with the Council's [protocol](#)

Details of how City Councillors and members of the public may engage with this meeting are set out later in the agenda. Information about recording is set out later in the agenda and on the [website](#)

Please contact the Committee Services Officer to submit a question; to discuss recording the meeting; or with any other queries.

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[All public papers are available from the calendar link to this meeting once published](#)

Cabinet Members

Leader/ Chair

Councillor Susan Brown (Chair)

Leader of the Council, Cabinet Member for Economic Development and Partnerships

Cabinet Members

Councillor Ed Turner (Deputy Leader)

Deputy Leader (Statutory), Cabinet Member for Finance and Asset Management

Councillor Tom Hayes (Deputy Leader)

Deputy Leader, Cabinet Member for Green Transport and Zero Carbon Oxford

Councillor Nigel Chapman

Cabinet Member for Customer Focused Services

Councillor Mary Clarkson

Cabinet Member for City Centre, Covered Market and Culture

Councillor Alex Hollingsworth

Cabinet Member for Planning and Housing Delivery

Councillor Mike Rowley

Cabinet Member for Affordable Housing

Councillor Linda Smith

Cabinet Member for Leisure and Parks

Councillor Marie Tidball

Cabinet Member for Supporting Local Communities

Councillor Louise Upton

Cabinet Member for a Safer, Healthy Oxford

Apologies received before the publication are shown under *Apologies for absence* in the agenda. Those sent after publication will be reported at the meeting.

Decisions come into effect after the latest of the expiry of the post-meeting councillor call in period; reconsideration of a called-in decision; or Council's agreement of recommendations.

Oxford City Council, Town Hall, St Aldate's Oxford OX1 1BX

Agenda

Future items to be discussed by the Cabinet can be found on the Forward Plan which is available on the Council's [website](#)

	Pages
1 Apologies for Absence	
2 Declarations of Interest	
3 Addresses and Questions by Members of the Public	
4 Councillor Addresses on any item for decision on the Board's agenda	
5 Councillor Addresses on Neighbourhood Issues	
6 Items raised by Board Members	
7 Scrutiny Committee Reports	
<p>Scrutiny Committee met on 06 July to consider items 8 and 9 of this agenda. A recommendation to Cabinet in relation to item 8 will be published as a supplement to this agenda. The Finance & Performance Panel meet on 07 July to consider item 11 of this agenda. Any recommendations from that meeting will be published in the same supplement.</p>	
8 Local Growth Funded Workspace Projects	11 - 24
<p>Lead Member: Leader - Economic Development and Partnerships (Councillor Susan Brown)</p> <p>The Executive Director (Development) has submitted a report to seek approval to enter into a £1.93m Funding Agreement with Oxfordshire Local Enterprise Partnership for Local Growth Funding to support the refurbishment of 1-3 George Street and redevelopment of Standingford House on Cave Street to provide affordable and innovative workspace to facilitate the inclusive economy.</p>	

Decisions come into effect after the latest of the expiry of the post-meeting councillor call in period; reconsideration of a called-in decision; or Council's agreement of recommendations.

Recommendation: That Cabinet resolves to:

1. **Delegate** authority to the Executive Director Development, in consultation with the Council's Section 151 Officer and the Head of Law and Governance to agree and enter into grant funding arrangements and contractual terms with OxLEP for £1.93m in Local Growth Funds for the delivery of city-centre based workspaces at 1-3 George Street and Standingford House, Cave Street.

9 **Local Development Scheme (LDS) 2020-2023**

25 - 52

Lead Member: Cabinet Member for Planning and Housing Delivery (Councillor Alex Hollingsworth)

The Head of Planning Services has submitted a report to present the updated programme for the preparation of documents that will form the Council's statutory Development Plan for approval.

Recommendation: That Cabinet resolves to:

1. **Approve** the Oxford Local Development Scheme 2020-25

10 **Oxfordshire Growth Board Terms of Reference and Memorandum of Understanding**

53 - 76

Lead Member: Leader - Economic Development and Partnerships (Councillor Susan Brown)

The Assistant Chief Executive has submitted a report to propose revised Terms of Reference and Memorandum of Understanding for the Oxfordshire Growth Board, which requires approval by each of the Oxfordshire Council Cabinets / Executives. These are presented for consideration following a recent public review of the Growth Board's role and functions, which has helped to inform the revisions made.

Recommendations: That Cabinet resolves to:

1. **Approve** the Terms of Reference and Memorandum of Understanding at Appendices 1 and 2 respectively; and
2. **Delegate** authority to the Chief Executive, in consultation with the Leader and the Growth Board, to make minor amendments to these documents as required to support the operational efficiency of the Growth Board's work.

Decisions come into effect after the latest of the expiry of the post-meeting councillor call in period; reconsideration of a called-in decision; or Council's agreement of recommendations.

11 **Integrated Performance Report for Quarter 4 2019/20**

77 - 108

The Head of Financial Services and Head of Business Improvement have submitted a report to update Members on Finance, Risk and Performance as at the end of the financial year.

Recommendation: That Cabinet resolves to:

1. **Note** the financial outturn and performance of the Council for the year 2019/20 and also the position on risks outstanding as at 31st March 2020;
2. **Agree** the carry forward requests in respect of the General Fund of £77,182 as shown in paragraph 7 and on Appendix D;
3. **Agree** the transfer to the Capital Financing and NNDR Retention reserve of £2.693 million detailed in paragraph 2 a;
4. **Agree** the carry forward requests in respect of the HRA of £722,000 as shown in paragraph 18; and
5. **Agree** the transfer to the HRA Contributions to HRA Projects Reserve of £4.809 million detailed in paragraph 2 (c).

12 **Decisions taken under Parts 9.3(b) and (c) of the Constitution**

109 -
114

The Head of Law and Governance has submitted a report on behalf of the Head of Paid Service (Chief Executive) asking Cabinet to note the decisions taken by the Head of Paid Service using the urgency and emergency powers delegated in Parts 9.3(b) and (c) of the Constitution.

Recommendation: That Cabinet resolves to:

1. **Note** the decisions taken as set out in the report.

Please note, an appendix may follow as a supplement, if required (paragraph 4 of the report refers).

13 **Minutes**

115 -
120

Recommendation: That Cabinet resolves to APPROVE the minutes of the meeting held on 24 June 2020 as a true and accurate record.

Decisions come into effect after the latest of the expiry of the post-meeting councillor call in period; reconsideration of a called-in decision; or Council's agreement of recommendations.

14 **Dates of Future Meetings**

Meetings are scheduled for the following dates:

- 12 August
- 09 September
- 14 October
- 11 November
- 09 December

All meetings start at 6pm unless otherwise stated..

Decisions come into effect after the latest of the expiry of the post-meeting councillor call in period; reconsideration of a called-in decision; or Council's agreement of recommendations.

Oxford City Council, Town Hall, St Aldate's Oxford OX1 1BX

Information for those attending

Recording and reporting on meetings held in public

Members of public and press can record, or report in other ways, the parts of the meeting open to the public. You are not required to indicate in advance but it helps if you notify the Committee Services Officer prior to the meeting so that they can inform the Chair and direct you to the best place to record.

The Council asks those recording the meeting:

- To follow the protocol which can be found on the Council's [website](#)
- Not to disturb or disrupt the meeting
- Not to edit the recording in a way that could lead to misinterpretation of the proceedings. This includes not editing an image or views expressed in a way that may ridicule or show a lack of respect towards those being recorded.
- To avoid recording members of the public present, even inadvertently, unless they are addressing the meeting.

Please be aware that you may be recorded during your speech and any follow-up. If you are attending please be aware that recording may take place and that you may be inadvertently included in these.

The Chair of the meeting has absolute discretion to suspend or terminate any activities that in his or her opinion are disruptive.

Councillors declaring interests

General duty

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you.

What is a disclosable pecuniary interest?

Disclosable pecuniary interests relate to your* employment; sponsorship (ie payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licenses for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Declaring an interest

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest. If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members' Code of Conduct and public perception

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member "must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself" and that "you must not place yourself in situations where your honesty and integrity may be questioned". The matter of interests must be viewed within the context of the Code as a whole and regard should continue to be paid to the perception of the public.

*Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

How Oxford City Councillors and members of the public can engage at Cabinet

Addresses and questions by members of the public (15 minutes in total)

Members of the public can submit questions in writing about any item for decision at the meeting. Questions, stating the relevant agenda item, must be received by the Head of Law and Governance by 9.30am two clear working day before the meeting (eg for a Tuesday meeting, the deadline would be 9.30am on the Friday before). Questions can be submitted either by letter or by email (to cabinet@oxford.gov.uk).

Answers to the questions will be provided in writing at the meeting; supplementary questions will not be allowed. If it is not possible to provide an answer at the meeting it will be included in the minutes that are published on the Council's website within 2 working days of the meeting.

The Chair has discretion in exceptional circumstances to agree that a submitted question or related statement (dealing with matters that appear on the agenda) can be asked verbally at the meeting. In these cases, the question and/or address is limited to 3 minutes, and will be answered verbally by the Chair or another Cabinet member or an officer of the Council. The text of any proposed address must be submitted within the same timescale as questions.

For this agenda item the Chair's decision is final.

Councillors speaking at meetings

Oxford City councillors may, when the chair agrees, address the Cabinet on an item for decision on the agenda (other than on the minutes). The member seeking to make an address must notify the Head of Law and Governance by 9.30am at least one clear working day before the meeting, stating the relevant agenda items. An address may last for no more than three minutes. If an address is made, the Cabinet member who has political responsibility for the item for decision may respond or the Cabinet will have regard to the points raised in reaching its decision.

Councillors speaking on Neighbourhood issues (10 minutes in total)

Any City Councillor can raise local issues on behalf of communities directly with the Cabinet. The member seeking to make an address must notify the Head of Law and Governance by 9.30am at least one clear working day before the meeting, giving outline details of the issue. Priority will be given to those members who have not already addressed the Cabinet within the year and in the order received. Issues can only be raised once unless otherwise agreed by the Cabinet. The Cabinet's responsibility will be to hear the issue and respond at the meeting, if possible, or arrange a written response within 10 working days.

Items raised by Cabinet members

Such items must be submitted within the same timescale as questions and will be for discussion only and not for a Cabinet decision. Any item which requires a decision of the Cabinet will be the subject of a report to a future meeting of the Cabinet.

To: Cabinet
Date: 15 July 2020
Report of: Executive Director (Development)
Title of Report: Local Growth Funded Workspace Projects, 1-3 George Street and Standingford House, Cave Street

Summary and recommendations	
Purpose of report:	To seek approval to enter into a £1.93m Funding Agreement with Oxfordshire Local Enterprise Partnership for Local Growth Funding to support the refurbishment of 1-3 George Street and redevelopment of Standingford House on Cave Street to provide affordable and innovative workspace to facilitate the inclusive economy.
Key decision:	Yes
Cabinet Member:	Councillor Susan Brown, Economic Development, Councillor Ed Turner, Finance and Asset Management
Corporate Priority:	Vibrant and Sustainable Economy
Policy Framework:	Council Strategy 2020-24: Vibrant and Sustainable Economy: <ul style="list-style-type: none"> - Development in and around the city will enable businesses and organisations to locate, start and grow locally - Oxford will be a centre of world-leading technology and business innovation with growth and increased investment in enterprise and the knowledge economy
Recommendation: That Cabinet resolves to:	
<ol style="list-style-type: none"> 1. Delegate authority to the Executive Director Development, in consultation with the Council's Section 151 Officer and the Head of Law and Governance to agree and enter into grant funding arrangements and contractual terms with OxLEP for £1.93m in Local Growth Funds for the delivery of city-centre based workspaces at 1-3 George Street and Standingford House, Cave Street. 	

Appendices	
Appendix 1	Risk Register
Appendix 2	Equalities Impact Assessment

Introduction and background

1. The delivery of workspace in the city-centre is one of the main areas of intervention identified in the emerging Oxford City Council Economic Development Strategy. Oxford City Council is already committed to increasing the supply of good quality commercial workspace in its Corporate Plan. The evidence base from the City Council's Draft Economic Development Strategy has further demonstrated a need to provide workspace that local people and businesses can access. It recognises that more, improved and innovative space needs to be made available if the city wants to be both competitive and meet its inclusive economy corporate objectives.
2. The county-wide Local Industrial Strategy positions Oxfordshire as one of the top-three global innovation ecosystems, providing an ambitious, long-term vision for economic growth between now and 2040, backed by business. Key to that is a successful city centre in Oxford that supports creative, social enterprise and technology sectors and provides an environment for people and businesses to thrive.
3. For this reason, the City Council has been successful in attracting £1.93m of Local Growth Funding (LGF) to deliver new workspaces from OxLEP, subject to contract.
4. OxLEP is keen to explore the potential for a creative workspace hub and a range of different workspace typologies, including co-working, studio, workshops etc. The funding will therefore be used to enable aspects of the inclusive economy agenda, by bringing forward affordable and accessible space through increased availability and by removing barriers for certain entrepreneurs in less well funded sectors (creative, digital, social enterprise).
5. The COVID-19 crisis has created significant uncertainty in the property market and so the feasibility stage of the two workspace projects will need to explore how best to position these schemes within that context. There is an imperative to move forward with both schemes given their condition and also the need to utilise OxLEP funding to deliver accessible workspace as part of the city's economic recovery agenda.

The projects

6. The Council has identified two sites in the City Centre for new and/or improved office space.
7. The initial development is for a refurbished property of approximately 473.5sqm (5,097 sq.ft) nett lettable, at 1-3 George Street in Oxford City Centre to be available from March 2021. A larger redevelopment site, Standingford House on Cave Street, offers a further opportunity for a potential 900.0sqm (9,700 sq.ft) Gross Internal Floor Area. Both schemes will be income generating as well as meeting socio-economic aims.

8. This report seeks approval to enter into the Funding Agreement with OxLEP for grant for both projects, subject to detailed feasibility and design work to follow, which will be subject of a future Cabinet Report. Consultation with existing tenants will take place as part of the feasibility and design.
9. 1-3 George Street comprises a vacant mixed use building in a prime city-centre location. However, the building's condition has deteriorated internally and in its current condition does not meet minimum regulatory standards. It now requires significant works to substantially refurbish the building to provide a rental income to the council. It was reported to the then City Executive Board (CEB) in 2016 that the accommodation is dated and likely to prove difficult to let resulting in an erratic and diminishing rent roll. Plans were subsequently drawn up to demolish and redevelop the whole site in order to provide a modern, fit for purpose, office building together with a new retail unit for the existing retail occupier. The plans were stopped when the feasibility work demonstrated they were uneconomic to pursue. A further exercise was undertaken to explore whether a meanwhile use could utilise the space while detailed plans were drawn up for its long-term use. This exercise demonstrated the costs to make the building usable were too high for such a short-term use; however, it did demonstrate the potential for innovative use of the space to support commercial workspace activity.
10. The development site on Cave Street comprises the Standingford House Enterprise Centre and the adjacent vacant site. Standingford House is currently fully let providing 19 office and studio units; however, recent changes in national legislation will prohibit new leases for the property as the building does not comply with the required Minimum Energy Efficiency Standards (MEES) for commercial properties. There is therefore the threat of a diminishing rental income and the risk of rising vacant property costs over the medium term financial plan period. Feasibility work is being commissioned to undertake an options appraisal for the site. The Council will engage with existing tenants throughout this process.
11. Initial viability work has been undertaken on both sites, which has demonstrated a funding gap and the need for external subsidy to deliver workspace. A Business Case Form was prepared by the Council and submitted to OxLEP and approved by them as part of the funding application. A standalone Business Case will be prepared for each project as part of the detailed feasibility work for each site which will be subject of future Cabinet Reports and a budget allocation to take forward delivery.
12. The OxLEP grant will allow the funding gap to be bridged on both projects and allows an opportunity to grant fund all of the early stages of spend in 2020-21.
13. The OxLEP funding proposal identifies key objectives to be met by the projects including; promoting economic growth in Oxford by providing much needed premises for new and small businesses to operate from within the City centre, working with partners to support start-ups and to provide space for small businesses in key sectors important to Oxford's economy including: the creative sectors, social enterprises and wider knowledge based businesses.
14. This will enable aspects of the inclusive economy agenda, by bringing forward affordable space and removing barriers for certain entrepreneurs in less well funded sectors (creative, digital, social enterprise). As part of the feasibility work

for each scheme officers will look at options that include contracting with workspace operators to let and operate the development to maximise outcomes.

Financial implications

15. It is expected that the Council will need to invest capital funds in both schemes alongside the £1.93million funding from OxLEP grant for which provision has yet to be made in the Council's capital programme. This investment will be subject to viable Business Cases being put forward for each project. These Business Cases, and funding requests will be subject to further Cabinet reports and in relation to Council funding, a Council decision.
16. The feasibility costs for these projects are being met from the Council's capital feasibility fund, but will be recouped from the OxLEP grant if the Business Cases are approved. The estimated projected total cost across both projects is £6.18m. Consequently, alongside the £1.93m grant, the city council will likely invest an estimated £4.25m subject to further feasibility, design and business case approval. It is expected that £750K will first be spent on the George St refurbishment, to be completed in spring 2021. Potentially £5.43m will be spent at Cave St, projected for completion in autumn 2023, subject to feasibility.
17. Both projects will aim to achieve an enhanced asset and long-term income levels preferable to purely commercial options. This is likely to be the case due to the level of subsidy. The forthcoming business cases will test this further. Each business case will include a full capital investment appraisal that assesses the available options.
18. The drawdown of the OxLEP LGF funding will require early expenditure across the two projects 1-3 George Street and Standingford House, Cave Street. Should the Business Cases be acceptable, the detailed design and feasibility work for both the George Street refurbishment and Standingford House will be met from the financial year 2020/21 year one grant estimated to be £900K. £250k has already been identified from the Council's feasibility capital budget earlier in this financial year and this can be claimed back using the grant.
19. An initial State Aid assessment has been undertaken and this has indicated that both schemes can be subsidised through the grant, in order to cover the funding gap. This will be confirmed as part of the Business Case for each project and subsequent Cabinet reports.
20. It is important to note that the funding is time limited. Around £900k of grant will be spent up front in 2020-21, with the remainder in 2021-22 subject to Cabinet and agreeing the business cases and recommending the use of required capital funds for approval by Council. Oxford City Council's match funding contribution will need to be spent in 2021-22 and 2022-23. This will be confirmed through the next phase of feasibility.

Legal issues

21. The Council has commissioned Browne Jacobson LLP to provide an independent state aid assessment which is required as a pre-condition of the funding agreement with OxLEP.
22. Browne Jacobson LLP has advised:

- a. The Council is acting as an undertaking for these purposes and the State Aid tests are passed.
 - b. The Council should be able to benefit from Article 56 of General Block Exemption Regulation (GBER) to enable the funding gap to be filled, provided that the calculation is made by the Council to demonstrate that the grant funding from OxLEP will not be greater than the difference between the eligible costs incurred by the Council in developing the hubs and the operating profit made by the Council from it over the relevant lifetime of the hubs calculated in accordance with the appropriate accountancy led depreciation period.
 - c. The aid provided under GBER must have an incentive effect (i.e. there has been a written application before the project has started and the Council must be able to show a material increase in scope, amount spent or speed of completion of the project as a result of the funding).
 - d. An OJEU compliant tender process (whether directly procured by the Council or let under a compliant framework) will be required for delivery of the project.
23. A development appraisal is carried out using the current value of the building plus spend, less completed value, to establish whether there is a surplus or shortfall.

Level of risk

24. Refer to the attached Risk Register Appendix 1
25. Oxford City Council is required to enter into contractual Funding Agreements with Oxfordshire Local Enterprise Partnership for Local Growth Funding by the end of June or funding will be withdrawn.
26. State Aid advice has been agreed.
27. Under the terms of the OxLEP Local Growth Funding agreement £900K of grant is to be spent by end March 2021 to include all works to 1-3 George Street and consultancy work at Cave Street, Standingford House. The remaining grant will need to be spent in 2021-22. An outline programme has been prepared for each project showing that both projects are able to meet this timeframe. The initial feasibility work at 1-3 George Street is already progressing and on programme and consultant appointments for Standingford House, Cave Street are now underway.
28. If the business cases are rejected, we will not be able to utilise the grant. Only the feasibility budget, already identified, would be committed ahead of this point to minimise the council's exposure to financial risk.

Equalities impact

29. Refer to the Equalities Impact Assessment Appendix 2.

Conclusion

30. The OxLEP Local Growth Funding will enable the Council to bring forward affordable workspace to support the inclusive economy agenda, removing barriers for certain entrepreneurs in less well funded sectors (creative, digital, social enterprise). Due to the OxLEP Local Growth Funding subsidy, this would

allow a preferable financial and social outcome to a purely commercial option and form a key part of the City Council's economic recovery programme.

Report author	Andrew Humpherson – Regeneration Manager and Matt Peachey – Economic Development Manager
Service area or department	Regeneration and Economy
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e-mail	ahumpherson@oxford.gov.uk mpeachey@oxford.gov.uk

Background Papers: None

Appendix 1

Appendix 1 - Local Growth Funded Workspace Projects, 1-3 George Street and Standingford House, Cave Street												
Last Updated		18/06/20										
Updated By		AH										
Revision		18/06/20										
NO.	Date Raised	Risk Type	Risk Description	Current Risk - Probability	Current Risk Impact	Current Risk Score	Risk Response	Mitigating Actions	Action Due Date	Risk Owner	Risk Status	Comments
A	Financial											
	Jun-20	Threat	OxLEP Funding not secured, contract not agreed	2	5	10	Reduce	Cabinet Report to be completed and Members briefed	Jun-20	AH/MP	Response agreed	OxLEP funding time limited
	Jun-20	Threat	Capital Funding not approved - project would terminate and Council at risk of consultant fees	3	5	15	Reduce	Options appraisal and Business Case required for each project.	Jun-20	AH/MP	Response agreed	OxLEP funding time limited
	Jun-20	Threat	Programme not met for delivery by March 2021 and resulting loss of OxLEP funding	3	5	15	Reduce	Conclude consultant appointments and close project monitoring with consultants	ongoing	AH	To review	
	Jun-20	Opportunity	Market conditions limit viability	3	4	12	Reduce	Early appointment of operator required, ITT to be prepared	Jun-20	AH/MP	Escalation agreed	
B	Feasibility											
	Jun-20	Opportunity	Business Case not viable	3	4	12	Reduce	Options appraisals to include detailed cost appraisals.	Jun-20	AH/MP	Escalation agreed	
	Jun-20	Opportunity	Planning restrictions on design and use	3	3	9	Reduce	Planning pre-app required as part of the feasibility works	Jun-20	AH	Response agreed	
C	Covid -19											
	Jun-20	Threat	Government restrictions delay building construction works	3	4	12	Reduce	Earliest contractor appointment - form of contract to be reviewed	Oct-20	AH	Open	
		Risk Matrix										
			Probability									
			Almost certain	5	10	15	20	25				
			Likely	4	8	12	16	20				
			Possible	3	6	9	12	15				
			Unlikely	2	4	6	8	10				
			Rare	1	2	3	4	5				
			Impact	Insignificant	Minor	Moderate	Major	Severe				
			Probability		Impact							
			.1 Rare		.1 Negligible							
			.2 Unlikely		.2 Minor							
			.3 Possible		.3 Moderate							
			.4 Likely		.4 Major							
			.5 Almost certain		.5 Catastrophic							

RISK CATEGORY	RISK TYPE	RISK RESPONSE	RISK STATUS
Strategic & Commercial Economic, financial & Market	Threat	Avoid	Open
	Opportunity	Reduce Fallback/ Contingency	Response agreed Escalation agreed
Legal & regulatory Organisational, human & management Political Environmental	Accept	Share Transfer	Closed To review Transferred to issue Log
	Technical, operational & infrastructure		

		RISK MATRIX				
Probability		Impact				
		Insignificant	Minor	Moderate	Major	Severe
Almost Certain	5	5	10	15	20	25
Likely	4	4	8	12	16	20
Possible	3	3	6	9	12	15
Unlikely	2	2	4	6	8	10
Rare	1	1	2	4	4	5

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Appendix 2



Form to be used for the Full Equalities Impact Assessment

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Service Area: Regeneration and Economy	Section: Economic Development	Date of Initial assessment: 1 st June 2020	Key Person responsible for assessment: Matt Peachey	Date assessment commenced: 1 st June 2020	
Name of Policy to be assessed:		Local Growth Funded Workspace projects			
1. In what area are there concerns that the policy could have a differential impact		Race		Disability	
		Gender reassignment		Religion or Belief	
		Sex		Pregnancy and Maternity	
Other strategic/ equalities considerations		Safeguarding/ Welfare of Children and vulnerable adults		Mental Wellbeing/ Community Resilience	
2. Background: Give the background information to the policy and the perceived problems with the policy which are the reason for the Impact		The delivery of workspace in the city-centre is one of the main areas of intervention identified in the emerging Oxford City Council Economic Development Strategy. Oxford City Council is already committed to increasing the supply of good quality, affordable commercial workspace in its Corporate Plan. The evidence base from the City Council's Draft Economic Development Strategy has further demonstrated a need to provide workspace that local people and businesses can access and that provides enterprise and employment opportunities for all. It recognises that more, improved			

Appendix 2

<p>Assessment.</p>	<p>and innovative space needs to be made available if the city wants to be both competitive and meet its inclusive economy corporate objectives.</p>
<p>3. Methodology and Sources of Data:</p> <p>The methods used to collect data and what sources of data</p>	<p>The Oxford Economic Strategy Evidence Base 2020</p> <p>The REDO Workspace Assessment</p> <p>Consultants delivering the City Council Draft Economic Strategy have utilised a range of publically available data on the commercial property market, business start-up rates, and socio-economic data and surveyed existing workspace providers in the city. Supply and affordability are two key issues as well as lower than expected levels of entrepreneurship across the community.</p>
<p>4. Consultation</p> <p>This section should outline all the consultation that has taken place on the EIA. It should include the following.</p> <ul style="list-style-type: none"> • Why you carried out the consultation. • Details about how you went about it. • A summary of the replies you received from people you consulted. • An assessment of your proposed policy (or policy options) in the light of the responses you received. • A statement of what you plan to do next 	<p>Consultation with businesses and the Oxford Economic Growth Board. We also consulted a broad range of organisational stakeholders on the Inclusive Economy objectives for the county.</p> <p>Across these forums, it was agreed that use of some publically owned assets, where appropriate, should be deployed to supply affordable workspace to meet the needs of a diverse range of groups operating in a diverse range of sectors.</p> <p>Consultation with stakeholders also flagged the need to ensure training and employability options were embedded as part of the operation of the proposed workspaces.</p> <p>As a result, the workspace and method of operation will be designed with accessibility, openness to a broad range of groups and people experiencing disadvantage as part of the aims of the project. A community of social enterprises and creative enterprises will be developed with commitment to equality being a key entry requirement.</p> <p>Building design will also take account of DDA requirements wherever feasible.</p>

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Appendix 2

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<p>5. Assessment of Impact: Provide details of the assessment of the policy on the six primary equality strands. There may have been other groups or individuals that you considered. Please also consider whether the policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults</p>					
	Race	Disability	Age		
	Neutral	Neutral	Neutral		
	Gender reassignment	Religion or Belief	Sexual Orientation		
Neutral	Neutral	Neutral			
Sex	Pregnancy and Maternity	Marriage & Civil Partnership			
Neutral	Neutral	Neutral			
6. Consideration of Measures:	N/A				

Appendix 2

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This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy					
6a. Monitoring Arrangements: Outline systems which will be put in place to monitor for adverse impact in the future and this should include all relevant timetables. In addition it could include a summary and assessment of your monitoring, making clear whether you found any evidence of discrimination.		Quarterly Equalities monitoring arrangements embedded in Workspace operator policy Quarterly Monitoring report for LGF funding Quarterly monitoring of project outputs as part of Economic Strategy Monitoring Corporate Plan Annual reporting.			
7. Date reported and signed off by City Executive Board:		15 July			
8. Conclusions: What are your conclusions drawn from the results in terms of the policy impact		The impact will be to bring about more opportunities to reduce inequality for people experiencing social and economic disadvantage. This will be felt in terms of improved access to enterprise support, work and training opportunities, and workspace typologies that meet a range of needs flexibly.			
9. Are there implications for the Service Plans?	YES	10. Date the Service Plans will be updated	February 2021	11. Date copy sent to Equalities Lead Officer	26 th June
.13. Date reported to Scrutiny and Executive Board:	6 July	14. Date reported to City Executive Board:	15 July	12. The date the report on EqlA will be published	26 th June

Appendix 2

Signed (completing officer)

Signed (Lead Officer)

Please list the team members and service areas that were involved in this process:

Regeneration and Major Projects

Economic Development

Project Management Office

Planning Policy

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To: Cabinet
Date: 15 July 2020
Report of: Head of Planning Services
Title of Report: Oxford Local Plan Local Development Scheme 2020-25

Summary and recommendations	
Purpose of report:	To present the updated programme for the preparation of documents that will form the Council's statutory Development Plan for approval.
Key decision:	Yes
Cabinet Member:	Councillor Alex Hollingsworth, Cabinet Member for Planning and Housing Delivery
Corporate Priority:	Enable an inclusive economy; Deliver more affordable housing; Support thriving communities; Pursue a zero carbon Oxford.
Policy Framework:	Council Strategy 2020-24 Local Plan 2036
Recommendation: That Cabinet resolves to:	
1. Approve the Oxford Local Development Scheme 2020-25	
Appendices	
Appendix 1	Local Development Scheme 2020-25
Appendix 2	Risk Assessment

Introduction and background

1. The Oxford Local Development Scheme (LDS) is a project plan that sets out timescales for the preparation and revision of documents in Oxford City Council's statutory Development Plan and other planning policy documents.
2. The LDS provides details on what the Local Plan will contain and the geographical area it will cover. The LDS is an important tool to enable local communities and interested parties to keep track of the Local Plan documents' progress and to ensure that they are aware of when opportunities for involvement are likely to

arise. It is a statutory requirement that all local planning authorities prepare and maintain a LDS.

3. The lifespan of the Council's current LDS is 2019-22. The LDS is intended to be a dynamic document, updated at intervals to reflect the timetable for developing the Local Plan and other significant work programmes. The LDS 2020-25 will come into effect following approval by Cabinet¹ and will supersede the existing LDS 2019-22.
4. The work programme focuses primarily on actions to ensure successful implementation of the Oxford Local Plan 2036 in 2020/21 alongside continuing to support the work on the Oxfordshire Plan 2050. This includes putting in place the following:
 - Technical Advice Notes (TANs) across a range of key policy areas (see paragraphs 2.4-2.8 of Appendix 1);
 - West End Supplementary Planning Document to support the significant growth identified for this area in the Local Plan;
 - Review of the Community Infrastructure Levy Charging Schedule and Infrastructure Delivery Plan to reflect new regulations and requirements for Infrastructure Funding Statements to be published annually
5. In 2020/21 the Council will also be looking to begin early informal engagement on the Local Plan 2040 and to put in place a revised Statement of Community Involvement for Planning to inform the next Local Plan.
6. From 2021/22 a significant focus of the work programme is on the Oxford Local Plan 2040 and continued engagement on the Oxfordshire Plan 2050 to ensure policies are aligned with it and that we are aligned with other Oxfordshire Local Plans. The timetable for the Local Plan is informed by several factors but the key drivers are explained further in the relevant section of this report and Appendix 1 and include:
 - aligning timeframes to follow key stages of the Oxfordshire Plan 2050 so that the plan can take account of the strategic policies effectively;
 - ensuring alignment in plan periods with neighbouring authorities to ensure that Oxfordshire plan making is aligned;
 - ensuring that there is sufficient time to reflect on what is working from the current Local Plan and implications of the Covid-19 pandemic to inform the next plan; and
 - allowing sufficient time to engage iteratively as the plan emerges.

¹ As this is a key decision it becomes effective after the period for call in has expired as per the Constitution (January 2020, paragraph 17.2 page 107)

Development Plan documents

Oxfordshire Plan 2050

7. The Oxfordshire Plan 2050 will set out strategic policies to deal with key issues for Oxfordshire with a cross-boundary approach. The plan period for the Oxfordshire Plan is 2020 to 2050.
8. The Oxfordshire Plan 2050 will cover the administrative county area of Oxfordshire. This will comprise the local planning authorities of:
 - Cherwell District Council
 - Oxford City Council
 - South Oxfordshire District Council
 - Vale of White Horse District Council; and
 - West Oxfordshire District Council.
9. The Oxfordshire Plan will be a formal Development Plan Document, prepared under Section 28 of the Planning and Compulsory Purchase Act 2004 (as amended) which enables two or more local planning authorities to agree a joint Plan. It will form part of the development plan for each of the authorities in Oxfordshire and will be used in the formulation of more detailed plans locally and in determining planning applications where appropriate. The scope of the Oxfordshire Plan was developed in the Scoping Document² which was agreed by the partner authorities in October 2018 and endorsed by the Oxfordshire Growth Board.
10. A Regulation 18 Part 1 consultation on the Oxfordshire Plan 2050 was undertaken in June 2019. Work on the Plan will be undertaken during the LDS period, with the intention of adopting the Plan in late 2022. This timetable has been revised from September 2019 as per the Impact of the COVID-19 Pandemic on the Oxfordshire Housing and Growth Deal report³ considered by the Oxfordshire Growth Board on 2nd June 2020. This is set out below and reflected in the LDS at appendix 1. The timetable after the plan has been submitted for examination is not within the control of local authorities. The timescales assumed from submission to adoption are therefore estimates.

Oxfordshire Plan 2050 key stages	Latest timetable considered at Growth Board on 2nd June 2020
Further engagement (Oxfordshire Thought)	May 2020 & Sept 2020
Consultation on spatial options (scale and broad locations) (Regulation 18 part 2)	Jan 2021

² Oxfordshire Joint Statutory Spatial Plan Scoping Document (Oct 2018)

³ <http://democratic.southoxon.gov.uk/documents/s19516/OGB.Covid-19%20Impact%20Report.pdf>

Consultation on Draft Plan (Regulation 19)	Sept 2021
Submission	Jan 2022
Examination	Apr 2022
Inspector's Report	July 2022
Adoption	Oct 2022

Oxford Local Plan 2020-2040

11. The Oxford Local Plan 2016-2036, was only very recently adopted (8th June 2020), therefore it contains policies based on recent evidence and is compliant with current guidance. However, government guidance requires that all Plans are reviewed every 5 years. Given that a Local Plan takes considerable time to produce, a review must be started a relatively short time after adoption of a Local Plan. In this case there are several reasons for expediting the start of this review. One of these is the need to co-ordinate plans across Oxfordshire. This will help to avoid the issue of trying to apportion housing need generated across the whole county and calculated for a particular period, between local plans that have differing base and end dates. A plan must cover at least 15 years from adoption.

A great amount of flexibility has been built into the Oxford Local Plan 2016-2036 in order to deal with a twenty year period. The Covid-19 pandemic could mean unpredictable and unanticipated changes. Paragraph 39 of the Inspectors' report pronounces that: 'the examination hearings took place before the Covid-19 pandemic. Whilst the short-term effects are here for all to see, there is currently no evidence that the fundamental assumptions and requirements of the plan in respect of housing need, or indeed any other strategic matter, will be affected to the extent that its soundness will be undermined.'

12. The Oxford Local Plan 2036 has made big strides forward that will support the city in managing the impacts of the Covid-19 pandemic and support the city in building back better. The effectiveness of policies are always monitored and this will be important in understanding the scope of the new Local Plan. The Council needs to give enough time to understand how its new policies are working and better understand any challenges posed by Covid-19 before taking action. Through the process of producing another local plan the needs and opportunities that emerge can be understood properly considered collectively and ensure that the response to the crisis is not reactionary. It can also seek to balance carefully issues such as carbon efficiency, inequalities and the quality of the built and natural environment as the existing Local Plan does and seek to build upon these comprehensively.
13. The Oxford Local Plan 2040 will need to be adopted by 2025 at the latest in order for it to have 15 years to run from adoption and to meet the legal requirements to complete a review within 5 years of adopting a development plan. Officers consider that significant stakeholder engagement and input will be needed in the early stages to try and clarify what key issues need addressing, particularly given the unprecedented events associated with the Covid-19 pandemic. The LDS 2020-25 is therefore proposing the following timetable for production of the Oxford Local Plan 2040:

Local Plan stage	Programme LDS 2020-25
Issues and Scope/Options Consultation	June/July 2021
Preferred Options Consultation (Regulation 18)	June/July 2022
Proposed Submission Consultation (Regulation 19)	June/July 2023
Submission (Regulation 22)	December 2023
Inspector's Report	January 2025
Adoption (Regulation 26)	March 2025

14. The indicative timetable above shows that the adoption of the Local Plan 2040 is expected to occur around March 2025, which would meet the expectation of allowing it to run 15 years after adoption to 2040. These timescales have sought to allow enough time for:
- evidence gathering that can reflect on the implications of the current pandemic and other key issues comprehensively;
 - several rounds of engagement; and
 - enough flexibility to align to the Oxfordshire Plan 2050 in a way that enables the Oxford Local Plan to utilise evidence and build upon the strategic policies it seeks to bring forward.
15. The timetable after the plan has been submitted for examination is not within the City Council's control. The timescales assumed from submissions to adoption broadly reflect those experienced with the Oxford Local Plan 2036.

Neighbourhood Plans

16. The remaining neighbourhood areas, which are at various stages of plan production, are:
- Littlemore; and
 - Wolvercote.
17. The Wolvercote Neighbourhood Plan was due to have its referendum in May 2020. However, the [government published guidance in April 2020](#) outlining changes that have been introduced to neighbourhood planning in response to the coronavirus (COVID-19) pandemic. This referendum is now postponed until 6th May 2021 as regulations linked to the Coronavirus Act 2020 postpone all neighbourhood planning referendums until then. The Government is committed to keeping these regulations under review, so they may be amended or revoked in response to changing circumstances.
18. In response to these delays, the Wolvercote Neighbourhood Plan can be given significant weight in decision-making, so far as the plan is material to the

application. This is due to the fact that the Council has issued a decision statement detailing its intention to send the neighbourhood plan to referendum. This was approved at Cabinet on 9 October 2019.

Other planning documents

Community Infrastructure Levy (CIL) Charging Schedule review and Infrastructure Funding Statement

19. In March 2020, the City Council withdrew the CIL Charging Schedule review from its Examination resolving to continue to apply the existing CIL Charging Schedule. The main reason for this withdrawal was to fully consider the impact of the amended CIL Regulations that came into force in September 2019, subsequent to the submission of the CIL Charging Schedule as it became clear that the change would affect how developer contributions could be collected. Withdrawal of this review from examination (under Regulation 18 of the CIL Regulations 2010 as amended) has allowed the City Council time to take account of recent regulatory changes comprehensively, working with key stakeholders.
20. Presently, there are a number of different ways for the City Council to undertake a review of CIL. These include a simple review of the methods and also looking at whether certain developments could have abnormal infrastructure costs that would result in, with the inclusion of CIL, negative implications for the viability of these developments.
21. The City Council will therefore be appointing consultants in July 2020 to investigate the most appropriate way forward for collecting developer contributions, looking at both a simple review of CIL (such as that as previously undertaken) and a more involved CIL review which takes accounts of the potential infrastructure needs of certain development sites. This work is expected to be ready for consultation in November 2020. It is anticipated that the revised CIL Charging Schedule will be submitted to the Secretary of State for independent examination in March 2021. Once submitted for examination the timetable is not within the council's control but it would be anticipated that the examination would be completed in a timescale to enable the Council to adopt the CIL Charging Schedule by September 2021. Once adopted this would replace the current CIL charging schedule adopted in October 2013.
22. Alongside this work the City Council will produce an Infrastructure Funding Statement, which will be published in December 2020 in accordance with the national requirements.
23. The LDS 2020-25 is therefore proposing the following timetable for production of the revised CIL Charging Schedule, which is summarised below.

CIL Charging Schedule stage	Programme LDS 2020-25
Consultation on draft document	December 2020/January 2021
Submission	March 2021
Adoption	September 2021

24. The timetable after the CIL schedule has been submitted for examination is not within the City Council's control. The timescales assumed from submission to adoption are therefore estimates.

West End SPD

25. Much of the West End is under- utilised and does not reflect Oxford's international reputation or live up to its potential. There is a clear vision and objective for the West End to "be developed as part of a comprehensive regeneration plan for the area." There is a recognition within the supporting text that "with a number of different landowners within the site this would help delivery and ensure that piecemeal development does not prejudice the overall aim of a comprehensive regeneration of the site." The role of the SPD is to provide some detailed advice and guidance to show how working with landowners, partners and key stakeholders, this regeneration can be delivered. The West End is also identified as a key opportunity in the Oxfordshire Local Industrial Strategy that identifies the area as a Global Business District. The principle of undertaking an SPD for the West End has been discussed informally with key stakeholders and is widely supported.
26. There are currently several supporting documents that cover the West End area. These include:
- Oxpens Masterplan SPD (November 2013)
 - West End Design Code (2008)
 - Oxford Station SPD (November 2017)
27. There had also previously been a West End Area Action Plan but this has already expired and no longer forms part of the current development plan.
28. The new West End SPD will replace these documents and provide detailed guidance to support the over-arching policies in the adopted Oxford Local Plan 2016-2036 in a single document.
29. Policy AOC1: West End and Osney Mead and Policy SP1: Sites in the West End set the strategic policy context for the West End Area, within the Area of Change. It therefore provides the opportunity for an SPD to provide some further detailed advice and guidance on these adopted development plan policies to manage change within this area. The bullet points in Policy AOC1: West End and Osney Mead help to provide the scope for the SPD. These set out the need for:
- High density urban living
 - Vibrant mix of uses
 - Maximising contribution to Oxfordshire's knowledge economy
 - Improved public realm
 - Better connections for all users, including across the rivers
 - Improved space for pedestrians and cyclists
 - Respect for the heritage of the area
 - Development of a well-designed transport interchange around the station

- Reduce the amount of car parking
30. The complex issues present in the West End mean the SPD will have a key focus on creative and deliverable solutions to achieve a co-ordinated approach to development and comprehensive regeneration. It will seek to provide clarity on what is needed to support the development in this area. The intention is that this will include detailed information on infrastructure that is needed to facilitate and support the change. Masterplanning of key sites will be included in the SPD as part of providing locational specific guidance. Work on the masterplanning of Oxford Station has already commenced due to specific needs around that site. This will be reviewed and embedded as appropriate into the guidance in the West End SPD.
31. In accordance with the Statement of Community Involvement in Planning (SCI) two key consultations will be undertaken alongside ongoing engagement. The first will be to consult on the scope of the SPD. This is expected to take place in Autumn 2020. This will include the reasons for producing the SPD and identifying its geographic scope and key deliverables. The second consultation will be on the draft SPD and this is expected in Spring 2021. More informal engagement will also happen throughout the preparation of the document.

West End SPD stage	Programme LDS 2020-25
Issues/Scoping Consultation	October/November 2020
Consultation on draft document	March/April 2021
Adoption	August 2021

Statement of Community Involvement in Planning (SCI)

32. The SCI sets out how the Council will involve the community in the planning process, including Local Plans and Development Management. It sets out the activities that the Council will undertake to reach stakeholders and the public during the various stages of preparation of Local Plan documents. The most recent SCI was adopted on 9th July 2015. It can be viewed at www.oxford.gov.uk/sci.
33. An Addendum to the SCI was approved by Cabinet on 8th June 2020. This was a focussed update on how the Council will amend its approach during the restrictions imposed by Government throughout the Covid-19 pandemic. This is available on the City Council's [website](#).
34. The SCI will be updated to inform the development of the Oxford Local Plan 2040. A six week consultation on the draft SCI will take place in October/November 2020. Comments will be considered and a final draft taken for consideration at Cabinet for adoption in March 2021.

Annual Monitoring Report

35. Each year the City Council produces an Annual Monitoring Report. This will be taken for Cabinet approval in November 2020 for publication in December 2020. The Annual Monitoring report published in December 2020 will be reporting on the monitoring year 2019/20.
36. The Annual Monitoring Report has the following main functions:

- to measure progress made in respect of the planning documents being prepared;
- to review the effectiveness of the adopted planning policies;
- to monitor the extent to which policies and targets in adopted documents are being achieved against a range of indicators.

Technical Advice Notes

37. A series of Technical Advice Notes (TANs) are being prepared to support the implementation of the Oxford Local Plan 2036. These provide technical advice to developers and decision-makers. TANs are not adopted planning policy documents. Officers are scoping these now and working on a detailed timeline with the aim for their completion by the Autumn this year.
38. The TANs being produced for publication in the Autumn are:
- Sustainable design and construction
 - Heritage and carbon efficiency
 - Parking
 - New homes, student and self build accommodation including affordable housing
 - Green and Blue Infrastructure inc. biodiversity
 - Health impact assessments
 - Community Employment Plans
 - Shopfronts and advertisements
 - Waste

Financial implications

39. The timetable of the Local Development Scheme has been structured to enable key work to progress whilst minimising financial implications.
40. The work in 2020/21 financial year is focussed on putting in place the guidance around the implementation of the Oxford Local Plan 2036, updating the infrastructure delivery plans, reviewing the Community Infrastructure Levy and some early informal engagement on issues around the next Local Plan including reviewing the Statement of Community Involvement. This is to ensure the successful delivery of the Local Plan, which the council has invested in over several years. This work will be resourced by existing Planning Policy staff and almost fully funded by the existing Planning Policy budgets including CIL budget where applicable. The only project, where it is required this financial year to draw a proportion from another budget is the West End SPD. Current estimates are that the West End SPD will need a budget of approximately £150,000 and that £50,000 of the cost will be needed from the Regeneration Reserve.
41. The production of the West End SPD is not a statutory requirement, however there are a clear range of benefits to undertaking this SPD. Without it, important opportunities within the West End may be missed. Although the Local Plan guides development across the West End, there is a risk that certain uses and infrastructure important to supporting a global innovation district might not materialise. This area contains a significant amount of the city's housing and economic potential over the short, medium and longer term and ensuring this is delivered is key. This area will play an integral part in ensuring we can "build back

better” after the Covid-19 pandemic. Some more specific benefits are set out below.

- **Local Plan policy requirements for comprehensive masterplanning** – The Local Plan brings forward additional land at Osney Mead but requires that planning permission can only be granted in accordance with a comprehensive masterplan. It is important that work on a comprehensive masterplan for this and the wider west end moves forward to ensure that these requirements can be met.
 - **Achieving the land uses needed to support growth** – not all sites are specific allocations within the Local Plan and those that are only have minimum housing numbers. Working with landowners and other key stakeholders to understand the other uses that are needed and where these are able to come forward will be key to ensuring that the overall approach is sustainable.
 - **Fragmented infrastructure delivery** - Infrastructure will be a key to stimulating change in this area. Without the West End SPD there could be fragmented infrastructure delivery. A lack of a comprehensive approach could pose a risk that the City and County Councils will be unable to identify and therefore coordinate the collection of infrastructure contributions for maximum benefit. This would in turn risk that infrastructure is not appropriately phased to support the change in this important area.
 - **Maximising investment already made** - Both the City and County Councils have already levered in forward funding from the Housing and Infrastructure Fund (HIF) and Growth Deal for infrastructure within the West End utilising the previous, now expired, plans e.g. West End Area Action Plan. These allocations have the ability to be recycled i.e. for contributions from developers to at least in part repay the forward funding so that it can be reinvested. The risk of not having clarity about infrastructure requirements, costs and phasing will impede the ability to ensure this happens.
 - **Levering in further investment** – Having clarity over what is needed to support investment and growth in the West End will help the council to lever in external funding to support the delivery of much needed housing and other development, which can be used alongside planning obligations and reduce increasing pressures on the Community Infrastructure Levy resources.
 - **Seeking to support delivery** - There is also the potential for slipped delivery without the West End SPD. The West end has several sites within several ownerships which will create a cumulative impact. The SPD will provide clarity about requirements in this area to support sites to come forward and to try and minimise delays to delivery. For example, having a clear understanding of requirements, supported by input from key stakeholders, in terms of design and infrastructure should help ensure support development through the planning process. Although all infrastructure may not be in place from day one the SPD will provide the clarity of what each site needs to contribute to and ensure opportunities are not lost whilst allowing individual sites to come forward within a wider framework.
42. From 2021/22 a key cost will be the new Local Plan 2040. It is a statutory requirement for the Council to have an up to date Local Plan in place and to complete a review of their Local Plans every 5 years. This LDS will meet this

requirement by completing the review by 2025. The financial implications arising from producing a Local Plan include the costs of a Local Plan Examination (including Counsel’s advice) and independent technical analysis of issues such as transport, environment and sustainability. Revenue to accommodate these anticipated costs will come out of existing annual budget allocated to Planning Policy. This budget supported the Oxford Local Plan 2036 production and was sufficient for the majority of the programme. However, during the examination, due to intensive costs within one financial year, the budget was topped up by an additional £130,000 drawn from additional income within the wider planning budget. There is a risk that this will be required again given, as set out above, the next Local Plan is likely to be a full rather than partial review. If the income is not available within the wider planning budget, Planning Policy may need to seek a growth bid to support the additional cost for 1 year. The examination is currently anticipated to take place in the 2024/25 financial year. The adoption of a reviewed Local Plan within 5 years of the adoption of the current one is a statutory requirement. Not undertaking this work will result in the City Council having an out of date local plan and having less control over managing growth within Oxford.

Legal issues

- 43. The preparation and publication of the Local Development Scheme is a statutory requirement under Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended).
- 44. The Council is required to monitor compliance of the timescales for document production and revision set out in the LDS and to make this information publicly available. Compliance with the LDS is monitored and published through the Council’s Annual Monitoring Report.

Level of risk

- 45. A risk assessment has been undertaken (Appendix 2). All risks have been mitigated to an acceptable level.

Equalities impact

- 46. There are no equalities impacts arising from this report.

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Background Papers: None

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Oxford City Council

Local Development Scheme
2020 - 2025

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Appendix 1

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Introduction

- 1.1. The Planning and Compulsory Purchase Act 2004 introduced the requirement for councils to prepare and maintain a Local Development Scheme (LDS). The LDS sets out the work programme for the preparation of documents to be included in the Local Plan. This document supersedes the Oxford 2019-2022 LDS.

What is the Local Development Scheme?

- 1.2. This LDS is a five year project plan for preparing documents and provides the starting point for the local community, businesses, developers and other interested parties to find out what the City Council's current planning policies are for the area. It includes 'milestones' to inform the public about opportunities to get involved with the plan making process and to let them know the likely dates for involvement. The LDS is published on the City Council's website at www.oxford.gov.uk/lds.

Oxford's Development Plan

- 2.1. Oxford's Development Plan contains a range of documents to guide development within Oxford. Applications for planning permission are to be determined in accordance with the Development Plan unless material considerations indicate otherwise. Council-produced documents within the statutory Development Plan are subject to extensive community and stakeholder involvement, and an independent examination by an Inspector to ensure that the necessary legal requirements for the preparation of the document have been met and the document is 'sound'. All these documents are subject to the European Strategic Environment Assessment Directive and will incorporate a sustainability appraisal to ensure that they accord with the principles of sustainable development. They must be consistent with the National Planning Policy Framework (NPPF).
- 2.2. Supplementary Planning Documents (SPDs) provide further details and guidance to supplement policies. SPDs are adopted by the City Council following public consultation, and are not part of the statutory Development Plan.

Documents in Oxford's Local Plan

- 2.3. Currently, the statutory Development Plan consists of:
 - Oxford Local Plan 2016-2036 (June 2020)
 - Barton Area Action Plan (December 2012)
 - Northern Gateway Area Action Plan (July 2015)
 - Headington Neighbourhood Plan (July 2017)
 - Summertown and St Margaret's Neighbourhood Plan (April 2019)

Oxford Local Plan 2036

- 2.4. The Oxford Local Plan 2016-2036 was adopted very recently and supersedes the following documents:

- Saved policies of the Oxford Local Plan 2001-2016 (November 2006)
 - Oxford Core Strategy (March 2011)
 - Sites and Housing Plan (February 2013)
- 2.5. The Adopted Policies Map (2020) (previously referred to as the Policies Map 2015) illustrates graphically the policies and proposals of the recently adopted Local Plan. The Policies Map (2020) has been revised and updated to reflect the new policies that have been adopted.
- 2.6. A series of Technical Advice Notes (TANs) are being prepared to support the implementation of the Oxford Local Plan 2036. These provide technical advice to developers and decision-makers. TANs are not adopted planning policy documents. Officers are scoping these now and working on a detailed timeline with the aim for their completion by the Autumn this year.
- 2.7. The TANs being produced for publication in the Autumn are:
- Sustainable design and construction
 - Heritage and carbon efficiency
 - Parking
 - New homes, student and self build accommodation including affordable housing
 - Green and Blue Infrastructure inc. biodiversity
 - Health impact assessments
 - Community Employment Plans
 - Shopfronts and advertisements
 - Waste

Neighbourhood Plans

- 2.8. The Localism Act introduced new rights and powers to enable communities to get directly involved in planning for their areas. Neighbourhood planning allows communities to come together through a parish council or formal neighbourhood forum and produce a neighbourhood plan. Neighbourhoods can decide what they want to cover in their neighbourhood plan. They may allocate land for development, or influence the type and design of development that comes forward. Neighbourhood plans must however be in general conformity with the strategic planning policies already adopted by the City Council. They should not promote less development than set out in the Local Plan and/or undermine its strategic policies. They are also subject to an independent examination and need to be approved by a majority vote in a local referendum.
- 2.9. Once plans are adopted they will become part of the Development Plan. To date, Oxford City Council has formally designated four neighbourhood areas where plans are being led by neighbourhood forums. Two Neighbourhood Plans, Headington and Summertown and St Margaret's are made.

Other Documents

- 2.10. In addition to the Oxford Development Plan there are several other important planning documents:

- Community Infrastructure Levy (CIL) Charging Schedule (October 2013)
- Oxpens Masterplan SPD (November 2013)
- West End Design Code (2008)
- Oxford Station SPD (November 2017)
- Jericho Canalside SPD (December 2013)
- Diamond Place SPD (July 2015)
- Statement of Community Involvement in Planning (July 2015)

2.11. The City Council also has an Affordable Housing and Planning Obligations SPD (September 2013). This guidance does not currently include the Local Plan 2036 policies and relates to policies in the Oxford Core Strategy 2026 and Sites and Housing Plan. Despite this a lot of the guidance remains relevant. Therefore, it remains in place until it is replaced. Updated guidance on affordable housing will be set out housing technical advice note listed in paragraph 2.7 and guidance on planning obligations will be produced as part of the CIL charging schedule review.

Statement of Community Involvement in Planning (SCI)

2.12. The Statement of Community Involvement in Planning sets out how the Council will involve the community in the planning process, including Local Plans and Development Management. It sets out the activities that the Council will undertake to reach stakeholders and the public during the various stages of preparation of Local Plan documents. The most recent SCI was adopted at City Executive Board on 9th July 2015. It can be viewed at www.oxford.gov.uk/sci.

2.13. Consultation has been at the heart of development of the recently adopted Oxford Local Plan 2016-2036 at every stage and has helped to inform and shape it. The most recent consultation undertaken in February 2020 was for the Main Modifications to the Local Plan that the Council considered necessary for the Plan to be found sound. The [responses received to the Main Modifications consultation](#) have been published on the Council's website.

2.14. An Addendum to the SCI was approved by Cabinet on 8th June 2020. This was a focussed update on how the Council will amend its approach during the restrictions imposed by Government during the Covid-19 pandemic. This is available on the City Council's website at: https://www.oxford.gov.uk/info/20007/communities/816/community_involvement_in_planning

Annual Monitoring Report

2.15. Each year the City Council produces an Annual Monitoring Report, which is approved at the City Cabinet in the autumn. The Annual Monitoring Report has the following main functions:

- to measure progress made in respect of the planning documents being prepared;
- to review the effectiveness of the adopted planning policies;
- to monitor the extent to which policies and targets in adopted documents are being achieved against a range of indicators.

2.16. All of the Annual Monitoring Reports produced by the City Council can be viewed on the City Council's website at www.oxford.gov.uk/amr.

Work Programme for 2020-2025

3.1. During the period covered by this LDS, the City Council will commence / continue work on the following documents:

Development plan documents

- Oxford Local Plan 2021-2040
- Oxfordshire Plan 2050
- Neighbourhood Plans

Other documents

- Technical Advice Notes to support the implementation of the Oxford Local Plan 2036
- CIL Charging Schedule Review and Infrastructure Funding Statement
- West End SPD
- Review of the Statement of Community Involvement for Planning
- Annual Monitoring Report

Development Plan documents

Oxfordshire Plan 2050

3.2. The Oxfordshire Plan 2050 will set out strategic policies to deal with key issues for Oxfordshire with a cross-boundary approach. The plan period for the Oxfordshire Plan is 2020 to 2050.

3.3. The Oxfordshire Plan 2050 will cover the administrative county area of Oxfordshire. This will comprise the local planning authorities of:

- Cherwell District Council
- Oxford City Council
- South Oxfordshire District Council
- Vale of White Horse District Council; and
- West Oxfordshire District Council.

3.4. The Oxfordshire Plan will be a formal Development Plan Document, prepared under Section 28 of the Planning and Compulsory Purchase Act 2004 (as amended) which enables two or more local planning authorities to agree a joint Plan. It will form part of the development plan for each of the authorities in Oxfordshire and will be used in the formulation of more detailed plans locally and in determining planning applications where appropriate.

3.5. The scope of the Oxfordshire Plan was developed in the Scoping Document¹ which was agreed by the partner authorities in October 2018 and endorsed by the Oxfordshire Growth Board. This set out that the Oxfordshire Plan will build on the foundations set by the suite of current and emerging Local Plans and look at the strategic planning issues for the period up to 2050. It will take into account the existing commitments made by this suite of Local Plans through their site allocations as a baseline for the earliest part of the Oxfordshire Plan 2050 plan

¹ Oxfordshire Joint Statutory Spatial Plan Scoping Document (Oct 2018)

period. The agreed Statement of Common Ground identified the following key matters for the Oxfordshire Plan 2050 to set out:

- An overall strategy for the pattern and scale of development in Oxfordshire to 2050
- Identify the number of new market and affordable homes and level of economic growth needed across Oxfordshire
- Identify an appropriate spatial strategy and strategic locations for new development based upon an understanding and appreciation of both the environmental quality and natural capital of Oxfordshire
- Outline the strategic transport and other infrastructure that needs to be provided to support sustainable growth

3.6. The Oxfordshire Plan will identify broad locations for housing and economic growth but will not allocate sites except at the request of the relevant local planning authority. This will follow through separate plans produced at the local level.

3.7. A Regulation 18 Part 1 consultation on the Oxfordshire Plan 2050 was undertaken in June 2019. Work on the Plan will be undertaken during the LDS period, with the intention of adopting the Plan in late 2022. This timetable has been revised from September 2019 as per the [Impact of the COVID-19 Pandemic on the Oxfordshire Housing and Growth Deal](#) report² considered by the Oxfordshire Growth Board on 2nd June 2020.

Local Plan 2020-2040

3.8. The Local Plan 2016-2036 was only very recently adopted (8th June 2020) and contains policies based on recent evidence and is compliant with current guidance. However, government guidance requires that all Plans are reviewed every 5 years. That is to say that the Plan must have been reviewed by the date 5 years after adoption. Given that a Local Plan takes considerable time to produce, a review must be started a relatively short time after adoption of a Local Plan.

3.9. The Oxford Local Plan 2040 will replace the Oxford Local Plan 2036. The Barton and Northern Gateway AAPs will remain relevant to those sites if they are not yet fully built out although some policies may be superseded. These documents, as well as the Oxfordshire Plan 2050 and any neighbourhood plans, will form the statutory Development Plan. Following the council meeting to approve the pre submission draft, that draft will be used as a material consideration for development management decisions on planning applications.

3.10. There are several reasons for expediting the start of the review of the Local Plan. One of these is the need to co-ordinate plans across Oxfordshire. This will help to avoid the issue of trying to apportion housing need generated across the whole county and calculated for a particular period, between local plans that have differing base and end dates.

² <http://democratic.southoxon.gov.uk/documents/s19516/OGB.Covid-19%20Impact%20Report.pdf>

- 3.11. In addition, it will be important for the next Local Plan for Oxford to reflect the policies of the Oxfordshire Plan and put in place the detailed policies for Oxford that will implement that plan. Therefore it is important that the timeline for the next Local Plan follows the key stages of the Oxfordshire Plan.
- 3.12. The Oxford Local Plan 2016-2036 has a great deal of flexibility in order to deal with a twenty year period and many of the policies within it place Oxford in a strong position to effectively manage growth and change that will face the City over this period. The Inspectors' report in paragraph 39 says that: 'the examination hearings took place before the Covid-19 epidemic. Whilst the short-term effects are here for all to see, there is currently no evidence that the fundamental assumptions and requirements of the plan in respect of housing need, or indeed any other strategic matter, will be affected to the extent that its soundness will be undermined.'
- 3.13. Although the Oxford Local Plan 2036 will already help us carefully manage change and assist the city to "build back better" it will be important for the new Local Plan 2040 to actively look at the issues the pandemic will leave with us and to consider if any alterations of policies are required as a result. The effectiveness of policies are always monitored and this will be important in understanding the scope of the new Local Plan. We need to give enough time to understand how our new policies are working and better understand any challenges posed by Covid-19 before taking action. Through the process of producing another local plan the needs and opportunities that emerge be understood properly considered collectively and ensure that the response to the crisis is not reactionary. It can also seek to balance carefully issues such as carbon efficiency, inequalities and the quality of the built and natural environment as the existing Local Plan does and seek to build upon these comprehensively.
- 3.14. In order for the Oxford Local Plan 2040 to have 15 years to run from adoption, adoption will need to be in 2025 at the latest. Therefore, the plan will need to be submitted to the secretary of state in early 2024, based on the timescales from the Oxford Local Plan 2036 that was submitted in March 2019 and adopted in June 2020. Because of the uncertainty of the current time, significant stakeholder engagement and input will be needed in the early stages to try and clarify what the plan needs to address.
- 3.15. Early, non-statutory engagement will begin in 2021. The Regulation 18 consultation will be in the form of preferred options in summer 2022. Engagement on the pre-submission draft of the Local Plan will be then be in summer 2023, with the expectation to submit the plan for examination by the end of 2023. Once submitted for examination the timetable is not within the council's control. Based on the timescales for the examination of the Oxford Local Plan 2036 we have allowed 15 months from submission to adoption. This would mean adoption would be expected in March 2025.

3.16. This timetable will also allow the plan to take account of emerging evidence and policies from key stages of the Oxfordshire Plan with some room for slippage in the Oxfordshire Plan 2050 if that arises. If the Oxford Local Plan is to take account of the Oxfordshire Plan 2050 then certain milestones of the Oxfordshire Plan will need to be reached before the Oxford Local Plan can progress to the next key stage.

Neighbourhood Plans

3.17. The remaining neighbourhood areas, which are at various stages of plan production, are:

- Littlemore; and
- Wolvercote.

3.18. The Wolvercote Neighbourhood Plan was due to have its referendum in May 2020. However, the [government published guidance in April 2020](#) outlining changes that have been introduced to neighbourhood planning in response to the coronavirus (COVID-19) pandemic. This referendum is now postponed until 6th May 2021 as regulations linked to the Coronavirus Act 2020 postpone all neighbourhood planning referendums until then. The Government is committed to keeping these regulations under review, so they may be amended or revoked in response to changing circumstances.

3.19. In response to these delays, the Wolvercote Neighbourhood Plan can be given significant weight in decision-making, so far as the plan is material to the application. This is due to the fact that the council has issued a decision statement detailing its intention to send the neighbourhood plan to referendum. This was approved at Cabinet on 9 October 2019.

Other documents

CIL Charging Schedule Review and Infrastructure Funding Statement

3.20. Oxford City Council was in the process of reviewing its Community Infrastructure Levy (CIL) alongside the Oxford Local Plan 2036. The CIL Charging Schedule was submitted to the Secretary of State for Examination in June 2019 with hearings scheduled for March 2020. However, amended CIL regulations came into force in September 2019, subsequent to the submission of the CIL Charging Schedule. It became clear that the changes to the CIL Regulations affected how developer contributions could be collected. In March 2020, the [City Council withdrew the CIL Charging Schedule review](#) from the Examination resolving to continue to apply the existing CIL Charging Schedule.

3.21. Withdrawing this review from examination (under Regulation 18 of the CIL Regulations 2010 as amended) allows the City Council time to take account of the regulatory changes comprehensively, working with key stakeholders. It is worth noting that the 2019 CIL Regulations remove Regulation 123 and with it the requirement to produce a Regulation 123 List and replaced it with a requirement to produce an Infrastructure Funding Statement by 31 December 2020.

- 3.22. Presently, there are a number of different ways for the City Council to undertake a review of CIL. These include a simple review of the methods and also looking at whether certain developments could have abnormal infrastructure costs that would result in, with the inclusion of CIL, negative implications for the viability of these developments.
- 3.23. The City Council will therefore be appointing consultants in July 2020 to investigate the most appropriate way forward for collecting developer contributions, looking at both a simple review of CIL (such as that as previously undertaken) and a more involved CIL review which takes accounts of the potential infrastructure needs of certain development sites. This work is expected to be ready for consultation in November 2020. It is anticipated that the revised CIL Charging Schedule will be submitted to the Secretary of State for independent examination in March 2021. Once submitted for examination the timetable is not within the council's control but it would be anticipated that the examination would be completed in a timescale to enable the council to adopt by September 2021. Once adopted this would replace the current CIL charging schedule adopted in October 2013.
- 3.24. Alongside this work the City Council will produce an Infrastructure Funding Statement, which will be published in December 2020 in accordance with the national requirements.

West End SPD

- 3.25. Much of the West End is under- utilised and does not reflect Oxford's international reputation or live up to its potential. There is a clear vision and objective for the West End to "be developed as part of a comprehensive regeneration plan for the area." There is a recognition within the supporting text that "with a number of different landowners within the site this would help delivery and ensure that piecemeal development does not prejudice the overall aim of a comprehensive regeneration of the site." The role of the SPD is to provide some detailed advice and guidance to show how working with landowners, partners and key stakeholders, this regeneration can be delivered. The west end is also identified as a key opportunity in the Oxfordshire Local Industrial Strategy that identifies the areas as a Global Business District.
- 3.26. There are currently several supporting documents that cover the west end area. These include:
- Opens Masterplan SPD (November 2013)
 - West End Design Code (2008)
 - Oxford Station SPD (November 2017)
- 3.27. There had also previously been a West End Area Action Plan but this has already expired and no longer forms part of the current development plan.

- 3.28. The new West End SPD will replace these documents and provide detailed guidance to support the over-arching policies in the adopted Oxford Local Plan 2016-2036 in a single document.
- 3.29. Policy AOC1: West End and Osney Mead and Policy SP1: Sites in the West End set the strategic policy context for the West End Area, within the Area of Change. It therefore provides the opportunity for an SPD to provide some further detailed advice and guidance on these adopted development plan policies to manage change within this area. The bullet points in Policy AOC1: West End and Osney Mead help to provide the scope for the SPD. These set out the need for:
- High density urban living
 - Vibrant mix of uses
 - Maximising contribution to Oxfordshire's knowledge economy
 - Improved public realm
 - Better connections for all users, including across the rivers
 - Improved space for pedestrians and cyclists
 - Respect for the heritage of the area
 - Development of a well-designed transport interchange around the station
 - Reduce the amount of car parking
- 3.30. In addition of course there should be a recognition that this advice and guidance does need to fully take into account the over-arching policy framework set out in the adopted Local Plan, which seeks to promote a presumption in favour of sustainable development, sustainable travel and the importance of making the best use of resources to secure a good quality environment. There are also key issues around climate change, flooding and heritage matters that can be looked at in a locational specific way through this SPD.
- 3.31. The complex issues present in the West End means the SPD will have a key focus on creative and deliverable solutions to achieve a co-ordinated approach to development and comprehensive regeneration. It will seek to provide clarity on what is needed to support the development in this area. The intention is that this will include detailed information on infrastructure that is needed to facilitate and support the change. Masterplanning of key sites will be included in the SPD as part of providing locational specific guidance. Work on the masterplanning of Oxford Station has already commenced due to specific needs around that site. This will be reviewed and embedded as appropriate into the guidance in the West End SPD.
- 3.32. In accordance with the Statement of Community Involvement for Planning (SCI) two key consultations will be undertaken alongside ongoing engagement. The first will be to consult on the scope of the SPD. This is expected to take place in Autumn 2020. This will include the reasons for producing the SPD and identifying its geographic scope and key deliverables. The second consultation will be on the draft SPD and this is expected in Spring 2021. More informal engagement will also happen throughout the preparation of the document.

3.33. Based on this timetable we would expect to adopt the West End SPD in August 2021. Once adopted, it will be a material consideration in determining future planning applications.

Review of the Statement of Community Involvement for Planning (SCI)

3.34. The SCI will be updated to inform the development of the Oxford Local Plan 2040. A six week consultation on the draft SCI will take place in October/November 2020. Comments will be considered and a final draft taken for consideration at Cabinet for adoption in March 2021.

Annual Monitoring Report

3.35. Each year the City Council produces an Annual Monitoring Report. This will be taken for Cabinet approval in November 2020 for publication in December 2020. The Annual Monitoring report published in December 2020 will be reporting on the monitoring year 2019/20.

Appendix 1: Gantt chart of the LDS work programme 2020-2025

	2020						2021						2022						2023						2025						
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	Jan
Oxfordshire Plan 2050																															
Local Plan 2020-2040																															
CIL Charging Schedule Review																															
West End SPD																															
Annual Monitoring Report																															
Statement of Community Involvement for Planning																															
Technical Advice notes to support the implementation of Oxford Local Plan 2036																															

Start	
Publish	
Issues/Scoping Consultation	
Consultation on draft document	
Preferred Options Consultation (Reg 18)	
Proposed Submission Consultation (Reg 19)	
Submit	
Inspector's Report	
Adopt	

Appendix 2

Local Development Scheme 2020-23 Risk Assessment

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls					
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner	
Unexpected delays	There is potential for unanticipated delays in document production.	Threat	Delays may be a result of a number, or combination, of factors (for example, external agencies or consultants maybe unable to fit in with timescales, issues may be more complex to understand/resolve than anticipated, or there may be a lack of resources available to complete the programme).	LDS timescales for document production are not met.	11.11.15	Head of Planning	3	3					Compliance with LDS timescales will be reported in the Annual Monitoring Report.	Maintain awareness of potential causes of delay-maintain continuous contact with consultants and managers to check necessary resources are in place and work is being produced to detailed work programmes.	Ongoing throughout the lifetime of the LDS as required				
Changes to the planning system at the national level	Changes to national legislation, policy and guidance may alter the process that needs to be followed in producing new documents, or may mean that the focus or approach of documents needs to be altered.	Threat	Changes to national legislation, policy and guidance by Central Government.	LDS timescales for document production may not be met. The LDS may need to be amended if additional documents need to be reviewed in order to maintain compliance with national policy.	11.11.15	Head of Planning and Regulatory Services	2	4					Compliance with LDS timescales will be reported in the Annual Monitoring Report.	Maintain awareness of potential changes at the national level as they arise so that appropriate responses can be planned in advance in order to minimise negative impacts.	Ongoing throughout the lifetime of the LDS as required				

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To: Cabinet
Date: 15 July 2020
Report of: Assistant Chief Executive
Title of Report: Oxfordshire Growth Board Terms of Reference and Memorandum of Understanding: Common Report to Council Cabinets

Summary and recommendations	
Purpose of report:	This report proposes a revised Terms of Reference and Memorandum of Understanding for the Oxfordshire Growth Board, which requires approval by each of the Oxfordshire Council Cabinets / Executive. These are presented for consideration following a recent public review of the Growth Board's role and functions, which has helped to inform the revisions made.
Key decision:	No
Cabinet Member:	Councillor Susan Brown, Leader of the Council
Corporate Priorities:	Deliver more affordable housing, Enable an inclusive economy, Pursue a zero carbon Oxford.
Policy Framework:	Council Strategy 2020-24.
Recommendations: That Cabinet resolves to:	
<ol style="list-style-type: none"> 1. Approve the Terms of Reference and Memorandum of Understanding at Appendices 1 and 2 respectively; and 2. Delegate authority to the Chief Executive, in consultation with the Leader and the Growth Board, to make minor amendments to these documents as required to support the operational efficiency of the Growth Board's work. 	

Appendices
<p>Appendix 1: Revised Growth Board Terms of Reference. Appendix 2: Revised Growth Board Memorandum of Understanding.</p>

Introduction

1. The Oxfordshire Growth Board ('the Board') was established in 2014 as a Joint Committee¹ of the six councils of Oxfordshire, together with key strategic partners. It was set up to facilitate and enable joint working on matters concerning economic development, strategic planning and growth. The Board's establishment was premised on strengthening partnership arrangements across Oxfordshire for pragmatic working on key strategic issues. It has successfully done this by overseeing the delivery of cross-county projects that the councils of Oxfordshire were seeking to deliver in a collaborative way – between local authorities, the Local Enterprise Partnership and wider partners and stakeholders.²
2. On 24 September 2019, the Board agreed to carry out a formal review of its role and function to ensure that the most pragmatic and effective arrangements are in place to enable collaboration and delivery on Oxfordshire wide priorities. The review welcomed the views of the public, partners and councillors through several engagement exercises including workshops and an online survey; with over 250 contributions received.
3. The review found that there have been a series of unique successes and opportunities realised through the Growth Board collaboration and the duty to cooperate, including securing over £500m of investment in Oxfordshire in recent years. There were however areas identified for improvement concerning communication and the integration of environmental issues within the Board's work. On 28 January 2020, the Board requested that the recommended outcomes of the review be developed into more detailed proposals. A more comprehensive stage one report concerning progress against the outcomes of that review will be presented to the Growth Board on 28 July 2020.
4. The revised Terms of Reference and Memorandum of Understanding for the Growth Board have been updated to take account of the conclusions from the review. These documents are matters for decision within the remit of each local authority Cabinet / Executive and are appended to this report for approval. Each local authority must agree to these amendments before they can take effect.
5. Before further progress is made in implementing the outcomes of the Growth Board review, it is critical that a robust baseline of core governance documents is agreed, on which further changes can build. Whilst the local, regional and national context continues to evolve concerning the role of Growth Boards and sub-regional governance structures across the Oxford to Cambridge Arc, there is, and there will continue to be, a need to keep these documents under regular review.

¹ under s101 (5), 102 Local Government Act 1972 (LGA 1972) and s9EB Local Government Act 2000 (LGA 2000) and pursuant to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.

² As a Joint Committee, the Board may discharge executive functions if delegated to it by each constituent local authority, but each constituent authority retains the ability to exercise all executive and non-executive functions generally and specifically in relation to economic development including where applicable provision of housing, strategic spatial planning and strategic transport planning.

6. In this respect, the adoption of these documents represents stage one of two in implementing outcomes from the Growth Board review. Subject to the new purpose and ToR being agreed by all six local authorities, stage two will take a more detailed look at opportunities to update the Board's operating arrangements to reflect the increasing importance of protecting the environment and tackling climate change. This will include assessing how the Board interacts with emerging proposals for a Local Nature Partnership for Oxfordshire. Any recommended changes will be presented for agreement at the appropriate level.

Growth Board Terms of Reference

7. The Growth Board's revised ToR now have a clear purpose from the outset, with an emphasis on sustainable development, the pursuit of a zero-carbon future, and the oversight of delegated programmes of work within this remit as required. This includes amendments throughout to give a greater emphasis on sustainability in the Board's work, reflecting feedback received during the review. This is perhaps the most significant change in how the Board is organised, reflecting the specific importance of environmental preservation and tackling climate change in Oxfordshire's future. An early draft of this new purpose received positive feedback from some public contributors to the review, as well as formal support from the Board's cross-party and cross-authority Scrutiny Panel in January 2020. Once this new purpose receives the relevant approvals, it can be communicated more widely and integrated as a key element of ongoing work.
8. The name of the Growth Board has also been scaled back significantly in the ToR in favour of reference to the "Joint Committee." The review recognised that several public contributors were critical of the Board's name, often citing that it did not take account of the importance of sustainability and the environment.
9. When the previous ToR were last considered in April 2018, the ToR for the Advisory Sub-Groups and the Scrutiny Panel were still in development. Now that they have been established, the Board's ToR does not need to list the specific detail of how each of these external groups will operate. The revised ToR instead now summarise in general terms the role of these groups and redirects to the separate ToR that now exist. This provides flexibility to establish additional sub-groups as required by the Growth Board's work programme. Both the Advisory Sub-groups and the Scrutiny Panel are non-statutory and, whilst they are a critical component of the Board's work, they do not hold any formal decision-making powers.
10. Non-voting members have been renamed as associate members. This has been done in order to move away from voting terminology being a defining feature of their role. Instead, the associate status brings a parity of esteem between colleagues on the Board. The revised draft does however retain the distinction that associate members will not be able to vote on local authority matters.
11. Included in the new ToR is a provision to request a subscription fee from each member of the Board. This is to raise the visibility and transparency of the need for continued joint funding arrangements for the Board's work to be delivered. The Board currently has a spending pot for administrative costs of approximately £24k which has no current commitment to top up. Separately, approximately £118k in

staffing costs are divided equally and recharged in arrears to all six local authorities each year. Subscription fees will enable a more formalised budgeting structure to exist for the Board's operations, and for budget approval to be recommended to each authority in February. This will bring greater visibility to the ongoing costs and improve our ability to plan for future budget rounds.

12. As required under the emerging Oxford to Cambridge Arc governance arrangements, provision has been included in the ToR for the Growth Board to appoint representatives to relevant bodies as required. It is anticipated that greater clarity will come forward in the next year about the precise implications of the emerging Arc concept, and the role of local authorities and the Board in that process.
13. Provision has been included in the new ToR for members to withdraw from the Board, which provides certainty around the process if this were to occur. Importantly, it specifies periods of notice which will allow enough time for withdrawal to take place, and for budget impacts to be assessed.

Memorandum of Understanding

14. The Memorandum of Understanding between Oxfordshire County Council and the Growth Board was established in April 2018. This is principally an operational document to support the administration of the Board's work. A revised version is included at Appendix 2 for agreement, which must also be agreed by each of the partner local authority Cabinets. The updated MoU provides greater operational clarity concerning the handling freedom of Information requests related to the Growth Board. Several minor changes have also been included to mirror the terminology and arrangements now included in the revised ToR for the Growth Board.

Timescales

15. The list of meeting dates below sets out a timetable for the ToR and MoU being considered by each local authority Cabinet / Executive. Pending agreement by all local authorities, the revised ToR and MoU will take effect from 7 August 2020; the date on which the last council's Cabinet meets to approve the revised documents.
 - Cherwell District Council: 6 July 2020
 - South Oxfordshire District Council: 9 July 2020
 - Oxford City Council: 15 July 2020
 - Oxfordshire County Council: 21 July 2020
 - West Oxfordshire District Council: 22 July 2020
 - Vale of White Horse District Council: 7 August 2020

Financial Implications

16. The introduction of a subscription fee will enable greater transparency and forward planning in the budgeting for the Growth Board's support arrangements. These are

not new costs for the Board's management, but instead a clearer process by which budgeting can be undertaken. This report does not propose any changes to the costs associated with supporting the Board.

Legal implications

17. The Oxfordshire Growth Board is a Statutory Joint Committee³. As such, agreement to the revised ToR and MoU is an executive function which falls to the respective local authority Cabinets to agree.

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Background Papers: None

³ under s101 (5), 102 Local Government Act 1972 and s9EB Local Government Act 2000, pursuant to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012

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Appendix 1

Oxfordshire Growth Board Joint Committee Terms of Reference June 2020

1.0 Purpose

- 1.1 Oxfordshire's growing economy is set to create challenges and opportunities for the County related to housing, infrastructure, public services and the environment. These issues will best be addressed through joined up planning between local councils which prioritises sustainable development and quality of life. Collective planning, where it makes sense to do so, will be the most effective means of minimising the unwanted impacts of a growing economy, whilst leveraging the maximum benefit from the opportunities it brings for our existing and future communities.
- 1.2 The Oxfordshire Growth Board ("Joint Committee") will:
- 1.3 Coordinate local efforts to manage economic, housing and infrastructure development in a way that is inclusive and maximises local social and environmental benefits;
- 1.4 Support the development of local planning policy that meets the UK Government's stated aim of net zero carbon by 2050, and contributes towards biodiversity gain whilst embracing the changes needed for a low carbon world; and,
- 1.5 Seek to secure funding in the pursuit of these aims and oversee the delivery of related work programmes delegated to it by the Joint Committee's constituent local authority members.

2.0 Membership

- 2.1 The Joint Committee's core membership includes the local authorities within Oxfordshire comprising, Cherwell District Council, Oxford City Council, South Oxfordshire District Council, Vale of White Horse District Council, West Oxfordshire District Council and Oxfordshire County Council. Voting rights are reserved to local authority members only.
- 2.2 It also includes co-opted associate members from those organisations listed below:
 - Chair of OxLEP
 - Chair, Oxfordshire Skills Board
 - Universities Representative
 - OXLEP Business Representative-Bicester
 - OXLEP Business Representative-Oxford City
 - OXLEP Business Representative-Science Vale
 - Homes England Representative
 - DEFRA Agencies Representative
 - Oxfordshire Clinical Commissioning Group Representative

- 2.3 When considering transport infrastructure matters, Network Rail and Highways England will have the right to attend as associate members.
- 2.4 As the Joint Committee is constituted to be able to discharge executive functions if delegated to it by the constituent authorities, then the appointed person must be from the Executive of the constituent authorities. There should be one member from each constituent authority.
- 2.5 Each constituent authority shall appoint a substitute (also being an Executive member). The substitute member shall have the same rights of speaking and voting at the meetings as the member for whom the substitution is made.
- 2.6 The Joint Committee, with the agreement of the local authority members, may co-opt other associate members to its membership where it is considered conducive to the effective consideration of any matter.
- 2.7 The Joint Committee may appoint representatives to the other outside bodies for which the Committee has membership.

3.0 Governance

- 3.1 The Oxfordshire Growth Board is a Joint Committee under s101 (5), 102 Local Government Act 1972 (LGA 1972) and s9EB Local Government Act 2000 (LGA 2000) and pursuant to the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.
- 3.2 Notwithstanding the above each constituent authority will retain all non-executive and executive functions generally and specifically in relation to economic development, housing provision, strategic spatial planning and strategic transport planning.
- 3.3 The Joint Committee will meet in public subject to the provisions of s100 LGA 1972 as amended by the Local Government (Access to Information) Act 1985. The Joint Committee will be hosted under local government arrangements and chairing will be rotated between the local authorities on an annual basis in line with the arrangements at 9.1.
- 3.4 The policy advice and support will be provided by the Joint Committee's Executive Officer Group (Chaired by the Growth Board Director), Section 151 Officer and Monitoring Officer, reporting to the Local Authority Chief Executive Group.
- 3.5 The resources and capacity required to deliver the Joint Committee's work programmes, and the work of any associated sub groups, will be agreed by the Local Authority Chief Executive Group.

4.0 General functions

- 4.1 To facilitate and enable collaboration between local authorities and key partners to manage economic, housing and infrastructure development in a way that is inclusive and maximises local social and environmental benefits.

- 4.2 To facilitate strategic alignment of spatial, economic and infrastructure plans in a way that is environmentally, economically and socially sustainable in order to safeguard Oxfordshire's unique historical, cultural and environmental character.
- 4.3 To facilitate collective engagement of Joint Committee Partners with other national, regional and sub-regional bodies on matters concerning infrastructure and strategic planning and where relevant, comment on wider proposals and decisions from national agencies, where these have a strategic impact on Oxfordshire.
- 4.4 To act as the voice of Oxfordshire to Government and other national and Sub National bodies to ensure Oxfordshire's infrastructure and housing needs are recognised in future investment priorities and funding.
- 4.5 To provide a strategic partnership forum for the identification and development of sustainable strategies and plans for Oxfordshire related to spatial planning, economic development, housing and transport.
- 4.6 To coordinate the prioritisation of funding from devolved funding sources for infrastructure schemes, where this funding is not already within the remit of the Local Transport Authority, to ensure that decisions are made in one place and supported by all relevant partners and stakeholders.
- 4.7 To oversee the delivery of detailed work programmes as delegated to the Joint Committee by the constituent authorities, as set out under specific functions at 5.0.
- 4.8 To bid for the allocation of resources and investment to support the above purposes.

5.0 Specific Functions

Strategic Planning

- 5.1 To oversee joint work on cross border issues to ensure partners meet the requirements of the Duty to Cooperate under S33A of the Planning and Compulsory Purchase Act 2004 and wider national planning policy.
- 5.2 To assess whether strategic spatial planning, infrastructure and public services are integrated and delivered in a sustainable way, and to make recommendations to encourage this.
- 5.3 To monitor the production of collective spatial plan studies as determined by the Joint Committee (including the Oxfordshire Plan 2050).
- 5.4 To act as the voice of Oxfordshire in respect of the emerging Oxford to Cambridge Arc and to appoint representatives on behalf of the Board as required.

The Oxfordshire Housing and Growth Deal

- 5.5 To oversee and facilitate delivery of the Oxfordshire Housing and Growth Deal (“the Deal”), including:
- 5.6 To prioritise and allocate all funding from the Deal and from the Accountable Body to the body responsible for delivery of projects.
- 5.7 To approve and monitor the implementation of work programmes for the delivery of the Deal (including infrastructure, affordable housing funding and capacity funding).
- 5.8 To oversee the delivery of a productivity stream work programme to be delivered by OxLEP.
- 5.9 To monitor the production of the Oxfordshire Plan 2050 (under Section 28 of the Planning and Compulsory Purchase Act 2004) and associated work programmes. The draft plan will be subject to examination and the adoption of the plan will require a decision by each constituent authority at key milestones.
- 5.10 To establish Advisory Sub Groups to oversee delivery of work programmes to meet the agreed milestones and targets set out in the Deal relating to Infrastructure, Affordable Housing and the Oxfordshire Plan 2050.
- 5.11 To receive and publish quarterly performance and finance monitoring reports as set out in the Deal Delivery Plan.
- 5.12 To seek agreement on alignment between national and regional and local funding streams in the fields of activity listed above and prioritise competitive funding bids made on behalf of the Joint Committee or where the bid process is Oxfordshire wide.

6.0 Voting

- 6.1 Only local authority Members (or their substitutes) shall be designated as voting members and shall be entitled to one vote on items of business considered by the Joint Committee, although members intend to agree matters on a unanimous basis where possible.
- 6.2 A majority vote shall be required. In the event of there being an equal number of votes for and against a particular proposition, a casting vote by the Chair may be exercised.

7.0 Quorum and Safeguard

- 7.1 The quorum for a meeting shall be four voting members.
- 7.2 Where the effect of a particular proposition, if adopted by the Joint Committee on a majority basis, would give rise to policy, contractual or financial implications for a constituent authority that it does not support, that authority may opt out of participation in that proposition in so far as it affects their authority before any vote is taken but this

will not prevent the other parties proceeding with the proposition. In respect of other matters, all other voting will be on a normal majority basis.

- 7.3 Normal rules as to declarations of interest to be applied to local authority members in accordance with the respective Council's Code of Conduct.

8.0 Accountable Body

- 8.1 The Accountable Body for the Joint Committee is Oxfordshire County Council. It will provide Section 151 and Monitoring Officer roles to the Committee in accordance with the Memorandum of Understanding between Oxfordshire County Council and the Joint Committee.
- 8.2 The County Council's Director of Finance (Section 151 Officer) will provide the Joint Committee with quarterly financial reports for funding that has been allocated directly to Oxfordshire County Council as the Accountable Body. These reports will provide the Joint Committee with an overview of the funds spent and funds committed against funds allocated.
- 8.3 For those programmes and funding streams where another local authority is the Accountable Body, the relevant Section 151 Officer will provide the financial and performance information to the County Council's Section 151 Officer, for integration into the quarterly reporting process.

9.0 Meetings

- 9.1 The Chair and Vice-Chair of the Joint Committee will be elected at the first meeting in each Growth Board year, which runs from 1 June to 31 May.
- 9.2 The Growth Board Director shall be responsible for convening meetings in consultation with the Chief Executive of the authority which holds chairing responsibilities.
- 9.3 Meetings shall usually be held six times each year. However, meetings may be called by the Chair, Monitoring Officer, Local Authority Chief Executive Group, or any three voting members of the Joint Committee, in circumstances where business cannot be reasonably deferred to the next scheduled meeting.
- 9.4 Agendas and minutes will be published, and meetings held in public, in accordance with the requirements set out in the Local Government (Access to Information) Act 1985. A Forward Plan of items to be considered will be published online each month, and included with each agenda.
- 9.5 Public speaking procedures will be established in line with a separate protocol as agreed by the Joint Committee.

10. Advisory Sub Groups

- 10.1 The Joint Committee will establish Advisory Sub Groups to oversee specific work programmes or broader thematic areas as required. Sub groups, reporting into the Joint

Committee, will be managed in accordance with separately published terms of reference as agreed by the Joint Committee.

10.2 The role, remit and membership of Advisory Sub Groups will be reviewed regularly to ensure they remain flexible to the demands of ongoing and new programmes of work.

11. Scrutiny Arrangements

11.1 The Joint Committee will establish a non-statutory Scrutiny Panel with a cross party membership of councillors from each constituent local authority, with a role to review decisions and actions taken by the Joint Committee. The Scrutiny Panel will be managed in accordance with separately published terms of reference.

11.2 The Scrutiny Panel will be non-statutory and not strictly constituted in accordance with the statutory provisions of the LGA 2000. The Panel's function will therefore compliment, rather than replace, the statutory overview and scrutiny duties of the constituent authorities, as set out under the LGA 2000.

12. Funding Contributions

12.1 The budget for the Joint Committee's administration will be endorsed no later than 1 December of the preceding financial year by the local authority membership of the Growth Board. The cost of meeting the expenditure planned in the budget shall, to the extent not met from other sources, be divided among all members of the Growth Board, with discretion to vary fees between associate and local authority membership.

12.2 The budget endorsed by the Joint Committee will subsequently be recommended to each Local Authority member for approval during the February budget setting process.

13. Withdrawal

13.1 If any member determines that they no longer require membership to the Joint Committee, they may give written notice to the Growth Board Chair and Director no later than 1st January preceding the financial year to which the budget will apply. Unless they withdraw that notice in writing, they shall cease to be a member from 1st April of that year. Any member which has not given due notice shall be obliged to pay its subscription for the next year.

14. General principles

14.1 These Terms of Reference will be reviewed at regular intervals to ensure they remain fit for purpose and flexible to meet the requirements of ongoing and future work. Any changes to the Joint Committee's powers or functions will be a matter for each constituent authority to agree.

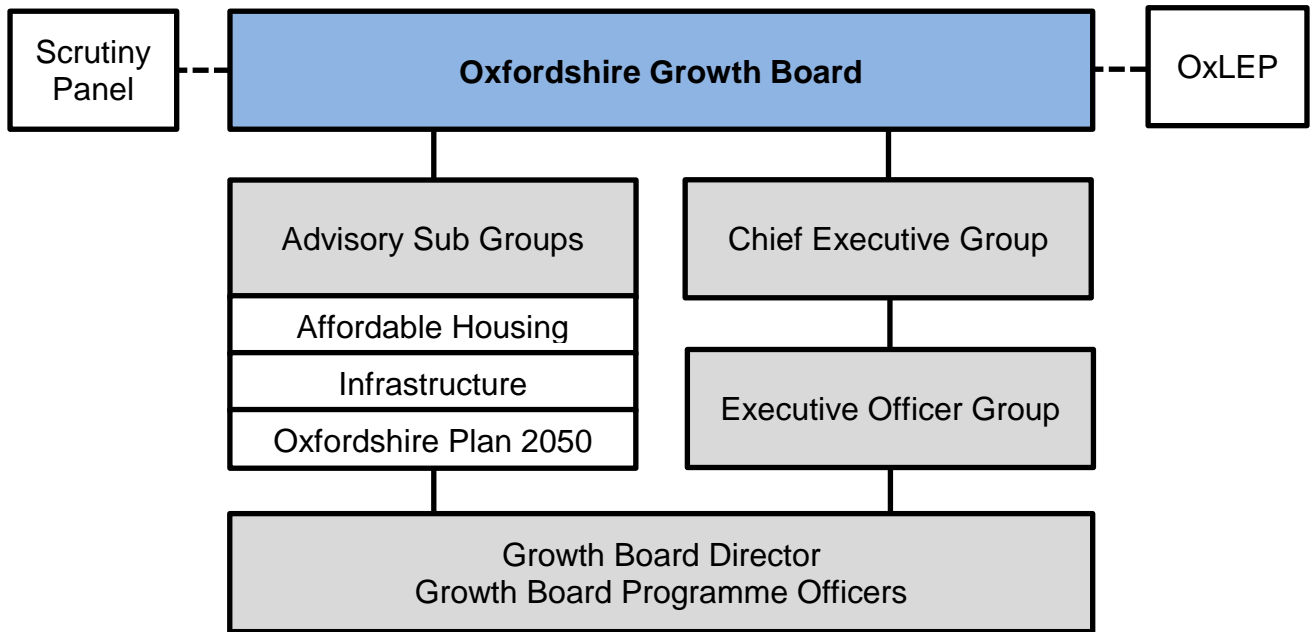
14.2 In adopting these terms of reference, members of the Joint Committee agree to support the purposes of the Joint Committee by ensuring that in their decision making, they:

- Collaborate and cooperate with each other
- Are open and accountable to each other
- Adhere to all relevant statutory requirements

- Deploy appropriate resources
- Act in good faith

14.3 These principles are not intended to be legally binding, and no legal obligations or rights shall arise from this.

Appendix 1 – Oxfordshire Growth Board High Level Governance (June 2020)



Appendix 2

Oxfordshire Growth Board Memorandum of Understanding July 2020

This memorandum of understanding is made by and between the Parties:

- i) Oxfordshire County Council of County Hall, New Road, Oxfordshire OX1 1ND (“OCC”)
- ii) Oxfordshire Growth Board; a joint committee formed by Cherwell District Council, Oxford City Council, Oxfordshire County Council, South Oxfordshire District Council, Vale of White Horse District Council and West Oxfordshire District Council.

The local authorities listed above comprising of the county, city and district councils are together referred to as “the Parties” and each a “Party.” Individual constituent members of the Growth Board are as each a “Council.”

1. Introduction and Background

- 1.1 The Growth Board was established in 2014 and has the purpose of facilitating and enabling collaboration between Oxfordshire local authorities and other bodies operating in Oxfordshire in relation to economic, housing and infrastructure development.
- 1.2 OCC is the designated accountable body for the Growth Board providing Section 151 and Monitoring Officer related services to the Growth Board.
- 1.3 The Growth Board and OCC may change these arrangements by mutual agreement, and the Memorandum of Understanding (MoU) shall be reviewed annually by the Growth Board and OCC to ensure it is accurate and complete.
- 1.4 The purpose of this MoU is to set out the respective roles and responsibilities of OCC acting as accountable body for the Growth Board and that of the Growth Board itself and therefore the Parties hereby agree the Scheme of Roles and Responsibilities set out in Section 6 hereto. This MoU also sets out commitments made in respect of existing joint programmes of work overseen by the Growth Board, and incorporates material elements of the formerly established Memorandum of Information Disclosure, which will cease in effect from the date of the signing of this document.
- 1.5 This MoU shall commence upon the date hereof and shall continue in effect until terminated by either Party.

2. Termination and Variation

- 2.1 Termination can be enacted by either Party upon giving six months’ notice in writing to the other. In terminating this MoU the Parties shall comply with the requirements, if any, of Central Government and any other funding agencies.
- 2.2 If OCC cease to be the accountable body, it shall:
 - i) Continue to co-operate with the Growth Board and any successor accountable body and with all grantors to ensure a smooth transition; and
 - ii) Provide to the Growth Board or the new accountable body (where requested to do so by the Growth Board) all such invoices, receipts and other relevant records which are in its possession and which it holds in connection with its role of

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accountable body. For the avoidance of doubt, documents will be retained in accordance with OCC's Corporate Retention Schedule Policy.

- 2.3 This MoU shall terminate automatically upon the disbanding of the Growth Board. In such case, OCC and the Growth Board shall complete all of their obligations concerning:
- i) Monies granted to or by the Growth Board;
 - ii) Other assets held by OCC on behalf of the Growth Board; and
 - iii) Any accounts required to be submitted to Central Government or to any other relevant funding organisation.
- 2.4 This MoU shall be varied in writing only by the mutual agreement of OCC and the Growth Board save that this shall not prevent the Growth Board from making amendments to its Governance and Working Arrangements. Where a variation of this MoU requires a change to be made to the Growth Board's governance and working arrangements, that change shall not come into effect until the governance and working arrangements have been duly amended in accordance with its requirements.

3. Responsibilities

- 3.1 The Growth Board is responsible for defining its strategic vision and overseeing delivery of the Growth Board priorities in accordance with any relevant funding arrangements.
- 3.2 The Growth Board will operate in accordance with:-
- i) Its Terms of Reference;
 - ii) This MoU;
 - iii) The guidelines provided by Central Government or any other body whose regulation controls the use of funds provided to the Growth Board; and
 - iv) Statutory requirements.
- 3.3 In addition, Growth Board members will
- i) where possible, work together to procure services to ensure best value is achieved;
 - ii) give assurance and commit to do everything reasonably possible to ensure the objectives and targets of jointly funded programmes (such as the Housing and Growth Deal) are met.
 - iii) once the Growth Board has determined funding allocations, take steps required to reflect those allocations within their budgets.
 - iv) accept that in certain circumstance spend relating to individual workstreams may be greater than the funding allocations. In these circumstances the source of additional funding will be clearly identified.
- 3.4 OCC will operate in accordance with:-
- i) Its Constitution;
 - ii) This MoU;
 - iii) Individual project collaboration agreements;
 - iv) The guidelines provided by Central Government or any other body whose regulation controls the use of funds provided to the Growth Board; and
 - v) Statutory requirements.

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4 Financial Management Arrangements

- 4.1 The Growth Board is currently allocated public funding under a Housing and Growth Deal. Use of this funding, and any other future funding deals, must be undertaken in accordance with statute and the principles of democratic and financial accountability.
- 4.2 This requires there to be a public-sector body identified as the accountable body for audit and transparency purposes. Oxfordshire County Council is the accountable body for the Growth Board.
- 4.3 As the accountable body, OCC is held accountable for the Growth Board's funds in the same way that it is for its own funds. All funding received and expenditure incurred on behalf of the Growth Board will be subject to the same scrutiny. This means that OCC will administer any funds held on behalf of the Growth Board under its own accounting policies, financial procedure rules and contract procedure rules as set out in the Council's constitution to ensure that funds are applied and accounted for appropriately. This will be carried out under the direction of the Section 151 Officer.
- 4.4 OCC, as recipient of the Growth Board's grant allocations from Central Government in relation to the Housing and Growth Deal is responsible for compliance with the grant conditions which may include the obligation to repay, in whole or in part, grants in the event of non-compliance with grant conditions.
- 4.5 OCC will hold any funding it receives and all interest or income earned for and on behalf of the Growth Board and ensure that the money is not moved or converted to cash without specific instruction from the Growth Board.
- 4.6 OCC will consolidate the Growth Board's cash balances with its own cash balances and deposit the co-mingled funds in accordance with the OCC's Treasury Management Strategy. OCC will pay interest on the Growth Board daily cash balances based on the 'Average 7 Day Rate'.
- 4.7 Any infrastructure constructed or acquired by OCC acting on the Growth Board's behalf, will be accounted for as part of the Council's asset register in line with OCC's normal accounting procedures.

5 Provision of Services by OCC

- 5.1 OCC provide a range of services to the Growth Board. Those that are only incurred because of the requirement to have an accountable body are provided free of charge. These include Section 151 Officer time to provide advice and support to the Growth Board and relevant sub committees/groups with regard to the use of any public funds that are allocated to the Growth Board. This also includes Monitoring Officer time to provide advice in relation to legal matters.
- 5.2 In addition, OCC also provide the following chargeable services to the Growth Board:
- i) Finance functions relating to the monitoring and reporting of total funding received and available to the Growth Board; the monitoring and reporting of programmes and schemes; the payment of funds to Growth Board delivery partners; the calculation of interest earned on funds received; the provision of financial information for internal and external audit requirements and the completion of relevant government financial returns

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- ii) Internal Audit functions in regard to the governance arrangements between the Growth Board and the accountable body as well as use of public funds allocated to the Growth Board
- iii) legal functions including preparation of funding agreements with regard to the use of any public funds that are allocated to the Growth Board and advice on state aid issues.

5.3 Chargeable and non-chargeable arrangements will be reviewed annually and if/ when the scale of accountable body responsibilities, managed resources or project portfolio resource requirements increase significantly. Where specific, additional work is required then these may be charged where mutually agreed.

6 Scheme of Roles and Responsibilities

6.1 The Growth Board shall:

- i) make all decisions on the allocation of the Housing and Growth Deal (the Deal) grant funding agreed by Government as well as other funding for the purposes of the Housing and Growth Deal;
- ii) prioritise and allocate funding and be accountable for the delivery of projects funded by funding streams for which OCC is to act as accountable body including the Housing and Growth Deal;
- iii) monitor all activities financed by the Growth Board and ensure that all decisions are fully documented and recorded in writing;
- iv) agree robust and transparent assessment criteria against which funding will be allocated;
- v) ensure that projects are approved only after an appraisal has been carried out and that the separation of duties between project appraisal and project approval;
- vi) through agreed project plans, ensure appropriate timescales and operating practices are in place to support effective implementation of decisions made
- vii) following approval, request OCC to effect the payment of funding to the relevant organisations;
- viii) fulfil the client role vis a vis OCC as the accountable body and, in particular, give OCC clear and comprehensive instructions in relation to the performance by OCC of its roles and responsibilities as set out in paragraph 6.2 below;
- ix) Co-operate with and assist OCC acting in its role as accountable body in undertaking the day to day responsibility for financial matters.

6.2 OCC shall:

- i) provide support and assistance to the Growth Board to ensure both legal and financial probity in relation to the receipt and use of specific funding for which it acts as accountable body;
- ii) ensure decisions and activities of the Growth Board conform with legal requirements with regard to transparency, equalities, social value, environment, State Aid and procurement;
- iii) ensure that funds are used appropriately and advise the Growth Board on the procedures necessary to ensure formal compliance with any terms and conditions of funding or grant;
- iv) provide advice on proper and effective governance for overseeing the allocation and spend of the Growth Board funding;
- v) enter into funding agreements on behalf of the Growth Board for agreed funding streams;
- vi) enter into appropriate legal agreements or contracts with the relevant Growth Board member on behalf of the Growth Board once the project is approved by the

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- Growth Board following a successful due diligence process;
- vii) ensure that the funding is passed on to the relevant Growth Board member without delay and in line with the conditions of the funding; where this is to be passed onto a third party it will be for the Growth Board member to action;
 - viii) submit the claims to the funding body and prepare and submit relevant documents for inspection by Central Government or external auditors as required;
 - ix) where the funding stream is working on a claim basis, ensure that the claimed funding is passed on to the relevant Growth Board member delivery partner without delay and in line with the conditions of the funding or loan agreements;
 - x) ensure that the Growth Board performance and financial systems are robust;
 - xi) provide details of all monies expended in accordance with the terms and conditions of funding;
 - xii) monitor approved projects during and after implementation in line with the agreed monitoring framework or as required by the funding body;
 - xiii) inform and keep the Growth Board informed of any grant funding allocations received and the procedures and recommended criteria for distributing the funding based on the funding body's requirements;
 - xiv) assist the Growth Board in identifying other sources of funding or to apply for these where commissioned by the Growth Board;
 - xv) ensure that the Growth Board adheres to its assurance framework in respect of maintaining the official record of Growth Board proceedings and holding copies of all relevant documents relating to funding; and
 - xvi) report and take appropriate action where it has reason to believe that the Growth Board, or anybody acting as its agent, is failing to
 - a) adhere to the terms and conditions of funding requirements or the funding or loan agreements;
 - b) comply with its governance and working arrangements or any statutory requirement;
 - c) provide a suitable standard of probity.

7 Audit

7.1 The Growth Board shall

- i) co-operate with and assist OCC in audit examinations relating to governance arrangements, use of public funds and all operating systems;
- ii) act upon all agreed management actions contained within the OCC's internal audit report;
- iii) report to OCC any financial irregularity or suspected irregularity in the use of any funding.

7.2 OCC shall

- i) maintain proper records, in accordance with its Constitution, of all monies received and disbursed for the Growth Board and make such records available for inspection by both internal and external regulators;
- ii) arrange regular audit examination of the Growth Board's activities with regards to use of public resources and, following each audit, present a report to the Growth Board with recommendations to strengthen their governance and management practices;
- iii) allow funding bodies to have access to all files and records of projects for which it acts as accountable body; and
- iv) supply, as necessary, completed statements of income, expenditure and disbursements to the Growth Board, funding organisations, Central Government and external auditor.

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8 Recovery of funds

- 8.1 The conditions where funds will be recovered will be laid out in the initial funding or grant agreement. Where recovery of funds is at risk, the general stage of fund recovery will be as follows:
- i) Stage 1: OCC will send notice containing the reason for concern, outlining the potential fund recovery situation and giving time where appropriate for corrective action;
 - ii) Stage 2: If corrective action is not taken or is deemed insufficient to avoid fund recovery a further notice will be sent by OCC asking for the return of funds with a deadline for the return of the funds. In cases of particular difficulty OCC may accommodate a fund return payment plan of instalments over an agreed period of time. However, this must be agreed in writing and cannot be assumed;
 - iii) Stage 3: If funds are not returned within the set deadline then OCC may then instigate debt recovery procedures which may result in legal action being taken.
- 8.2 OCC will only take the step to recover funds from those Growth Board members it has a direct agreement with. In the case of a third party such as a subcontractor it would be up to the Growth Board member OCC is seeking funds from to determine and take any action they require to recover their losses from any third parties.
- 8.3 OCC does not wish to undertake stage 3 if at all avoidable but will do so in order to protect the public purse and ensure that public funding is being used appropriately.

9 Data Protection

- 9.1 The Parties hereto shall comply with their obligations under the EU General Data Protection Regulation EU 2016/679(GDPR) and the Data Protection Act 2018 and any subordinate legislation made under such Act together with any guidance and codes of practice issued by the Information Commissioner or relevant government department in relation to such legislation in the performance of their obligations under this agreement.

10 Publicity and Disclosure in Relation to Meetings

- 10.1 The Growth Board will operate in accordance with the publicity requirements applicable to a joint committee under Part VA of the Local Government Act 1972. Papers relevant to meetings of the Growth Board will be placed into the public domain in the normal way by the Party with administrative control of that joint committee in compliance with s100A to 100K (and Schedule 12A) of the Local Government Act 1972. In accordance with those provisions confidential information as defined in that Act will not be disclosed. Exempt information as defined in that Act may or may not be disclosed. It is acknowledged that under these provisions' information is exempt if the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

11 Requests under Freedom of Information and Environmental Information

- 11.1 The Growth Board and the Monitoring Officers of the relevant Councils have developed a Protocol for Handling Freedom of Information and Environmental Information requests. This is based on the principle that the Growth Board itself and each member authority is a 'freedom of information authority' in its own right. The agreed Protocol (Annex 1 to the MoU) shall guide how the Board and the member authorities will handle requests relating to the work of the Growth Board.

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12 Confidentiality

- 12.1 Each Party agrees not to unilaterally disclose any information identified by any Council as confidential information or exempt material (under the Local Government Act 1972) information unless required by law without giving notice of at least 14 calendar days to the Council or Councils who provided the confidential/exempt information. No confidential/exempt information will be disclosed without full consideration having been given to any objection made to its disclosure, unless disclosure is otherwise required by law.
- 12.2 Neither Party will use or disclose any confidential material provided by the other pursuant to this agreement otherwise than for the performance of their obligations under this agreement, save as may be otherwise agreed or required by law.
- 12.3 For the avoidance of doubt, confidential information shall not include (a) any information obtained from a third party who is free to divulge such information; (b) any information which is already in the public domain otherwise than as a breach of this agreement; or (c) any information which was rightfully in the possession of a Party prior to the disclosure by the other Party and lawfully acquired from sources other than the other Party.

13 Dispute resolution

- 13.1 If either Party has any issues, concerns or complaints about any matter in this MoU, they shall notify the other Party and the Parties shall then seek to resolve the issue by a process of consultation. If the issue cannot be resolved within a reasonable period of time, the matter shall be escalated to the Growth Board's Chairman (or if the Chairman is an OCC appointee, the Vice-chairman) and OCC's Section 151 Officer (or if the dispute is between the Growth Board and OCC, one of the district/city council's Section 151 Officer) who shall decide on the appropriate course of action to take.
- 13.2 If either Party receives any formal inquiry, complaint, claim or threat of action from a third party they shall notify the other Party and co-operate with each other to respond, or take such action, as is appropriate and/or necessary

14 The Contracts (Rights of Third Parties) Act 1999

- 14.1 The Contracts (Rights of Third Parties) Act 1999 shall not apply to this MoU but this does not affect any rights which are available apart from this Act.

15 Status

- 15.1 This MoU is not intended to be legally binding, and no legal obligations or legal rights shall arise between the Parties from this MoU. The Parties enter into the MoU intending to honour all their obligations.

16 Governing Law and Jurisdiction

- 16.1 This MoU shall be governed by and construed in accordance with English law.

This Memorandum of Understanding is agreed and signed by:

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Signed for and on behalf
of Oxfordshire County Council by

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Signed for and on behalf
of Oxford City Council

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Signed for and on behalf
of Cherwell District Council

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Signed for and on behalf
of South Oxfordshire District Council

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Signed for and on behalf
of Vale of White Horse District Council

.....

Signed for and on behalf
of West Oxfordshire District Council

.....

Appendix 2

Annex 1

FOI/EIR PROTOCOL – INFORMATION REQUESTS RELATING TO THE OXFORDSHIRE GROWTH BOARD

This process has been agreed by Oxfordshire's Monitoring Officers and the Growth Board managers. It provides a means of handling Freedom of Information and Environmental Information requests regarding the work of the Growth Board. Each member authority of the Growth Board and the Growth Board's officers themselves may be recipients of information requests.

This outline provides a legally compliant means of dealing with such requests while providing a degree of mutual consultation whilst also ensuring the identity of requesters is not disclosed to other members of the Growth Board. **Each authority will be responsible for responding to requests submitted to it. Authorities should not simply redirect requesters 'to the Growth Board'** but should answer the request on the basis of any information held by the receiving authority in relation to it.

Freedom of Information Teams should adopt the following principles and process:

1. Each of the county's principal councils, and the Growth Board, are **separate FOI authorities** in their own right. Requesters may therefore submit requests from time to time to any or all of the bodies, about the Growth Board partnership's work.
2. Should there be such an FOI or EIR request in relation to the Growth Board's work received by any of the authorities, then the **receiving body's FOI Team will notify each of the other bodies' FOI Teams**: for the purpose of consulting them about how the receiving authority intends to respond.
3. The original receiving body will **consider all representations** (which shall also be made at the earliest opportunity) received in discharging its statutory obligations. The requester's **name will not be disclosed** to the other authorities.
4. In the event of a disclosure of information in response to a request under the Environmental Information Regulations or the Freedom of Information Act, the **disclosing body shall notify all other Councils immediately** and shall provide an explanation of its decision-making process on request.
5. A similar process will then be followed if an Internal Review request is received; or an Information Commissioner referral.
6. This process is on the basis that, while each authority is an FOI authority in its own right, **consultation between authorities** on a proposed response does not breach that principle.

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7. If all authorities receive the same request, then each must respond to it at its own relevant level of management. **Achieving a 'consistent' response can not be the primary aim.** While approaches can be discussed, it will be for each authority to 'sign off' its own responses. This will also be important if a request is referred to the Commissioner, who would be likely to ask how each authority addressed the response.
8. It should be borne in mind that **a requester can also ask for the 'metadata'** to any request, which would bring into frame any information shared between authorities in the consideration of a response.

NB The County Council will be acting as FOI advisers to the Growth Board.

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To: Cabinet
Date: 15 July 2020
Report of: Head of Financial Services
 Head of Business Improvement
Title of Report: Integrated Performance Report for Quarter 4 2019/20

Summary and recommendations	
Purpose of report:	To update Members on Finance, Risk and Performance as at the end of the financial year.
Key decision:	Yes
Cabinet Member:	Councillor Ed Turner
Corporate Priority:	All
Policy Framework:	Council Strategy 2020-24
Recommendations: That Cabinet resolves to:	
1.	Note the financial outturn and performance of the Council for the year 2019/20 and also the position on risks outstanding as at 31 st March 2020;
2.	Agree the carry forward requests in respect of the General Fund of £77,182 as shown in paragraph 7 and on Appendix D;
3.	Agree the transfer to the Capital Financing and NNDR Retention reserve of £2.693 million detailed in paragraph 2 a;
4.	Agree the carry forward requests in respect of the HRA of £722,000 as shown in paragraph 18; and
5.	Agree the transfer to the HRA Contributions to HRA Projects Reserve of £4.809 million detailed in paragraph 2 (c)

Appendices

Appendix A	General Fund Outturn
Appendix B	Capital Programme Outturn
Appendix C	HRA Outturn
Appendix D	Carry Forward Requests
Appendix E	Corporate Risks
Appendix F	Corporate Performance Outturn

Introduction and background

1. This report updates the Cabinet on the performance of the Council for 2019/20 together with the corporate and service risks faced as at 31 March 2020.
2. **Financial Overview**
 - a. **General Fund** – The surplus on the General Fund is £2.770 million (12% of the Net Budget Requirement of £23.205 million and 8% of the gross service expenditure budget of £33.172 million). This figure is prior to any carry forward of unspent budgets, for which £0.077 million is recommended to be approved. A further recommendation is made to transfer the remaining balance of £2.693 million of the surplus to earmarked reserves, of which £1.658 million to the Capital Financing reserve and £1.035 million to the NDR Retention reserve.
 - b. **Efficiencies, Fees and Charges and Service Reduction Targets** – at year end the actual sum of £2.017million in accordance with the budgeted amount.
 - c. **Housing Revenue Account** – The year end surplus on the HRA is a favourable £4.809 million, after allowing for carry forward of unspent budgets of £0.722 million against the original budgeted deficit of £1.205 million. It is recommended to transfer the balance into the HRA projects reserve to fund future capital commitments
 - d. **Capital Programme** – the outturn spend is £42.776 million, a favourable variance of £7.255 million against the latest budget forecast in February 2020. Of this £8.340 million is slippage relating to Museum of Oxford, purchase of homes at Barton Park and loans to the Housing Company, which will be carried forward into future years and £1.103 million relates to small net overspends on a number of schemes, the funding for which has been covered by use of revenue funding and capital reserves.
3. **Performance** – 58% (7) of the Corporate Performance targets were delivered as planned, 8% (1) was below target but within acceptable tolerance limits and 34% (4) were short of target; individual performance targets are detailed in Appendix F.

4. **Corporate Risk Management** – There is one red corporate risk, ten risks that are Amber risks, and one Green risk, these are detailed in paragraphs 27 and in Appendix E.

General Fund Revenue

5. The General Fund is showing a favourable variance of £2.770 million as set out in Appendix A. Should the carry forwards totalling £0.077 million be approved as detailed in Appendix D, the remaining balance of £2.693 million will be transferred to Earmarked Reserves. The working balance remains unchanged at £3.622 million.
6. The impact of COVID-19 in late March 2020 has cast much uncertainty over the Council's financial position for 2020-21 and beyond and in closing the accounts for 2019-20 the Council has maximised the availability of financial reserves in order to tackle the financial challenges arising from the pandemic.

General Fund Earmarked Reserves and Working Balance

- 7 A number of requests have been made to carry forward unspent sums in respect of previously approved budgets that are started and not completed totalling £0.077 million. Details of these requests are shown in Appendix D
- 8 Subject to Cabinet approval of the carry forwards the General Fund Earmarked Reserves as at the 31 March 2020 would stand at £36.451 million, 24% of which relates to funding of the Capital Programme, 26% relates to Business Rates Retention reserve and 11% relates to External Grants reserve pending their use on projects.
- 9 The most notable net movements on Earmarked Reserves in year are:
- Capital Financing reserve – £1.367 million net increase into this reserve to fund the capital expenditure in year;
 - NDR Retention reserve – The NDR retention reserve is used to smooth out fluctuations in business rates income over the years. Accounting convention also requires that only income precepted by the Council at the beginning of the year is credited to the Revenue account and any balance arising from variation in income collected is transferred to reserves and adjusted for the following year. In addition the reserve is credited with one off income arising from the Business Rates Distribution Group. In 2019-20 additional business rates income above budget was around £1.035 million which will be transferred to this reserve.
 - Grenoble Road reserve –£0.509 million net increase representing the unspent balance on the project which has been transferred into this reserve to finance any future spend relating to this development.
 - Growth Deal – JSSP reserve – £0.687 million net increase representing the unspent balance of the grant received and transferred into this reserve to fund the JSSP (Oxfordshire Plan 2050) element of the deal.

General Fund Variations

10 At the year end the General Fund service areas spend showed an adverse variance of £0.895 million. The most significant of these variances are explained below:

- **Housing Services** – year end favourable variance of £0.118 million, due to a number of variances across the service. Property services ended with an outturn of £0.336m favourable variance due to the capitalisation of some repairs costs associated with the Town Hall and other Council building. Housing Needs has however ended with an adverse variance of £0.177m due to costs associated with the Rent Guarantee Scheme (RGS) being higher than those budgeted for. The Council's Home Choice scheme had a favourable variance from reducing homeless prevention costs and rent allowances and Temporary accommodation properties were all back in use from Quarter 3 providing increased levels of rent income, which combined off set the adverse variance of RGS and provided an overall favourable variance for the service area;
- **Regeneration and Economy** – year end favourable variance of £0.258 million, due to higher levels of commercial property income than originally budgeted for and the ability to recharge additional project and development manager time to their associated capital schemes than originally expected;
- **Oxford Direct Services client** – The Council had budgeted for the delivery of a dividend from Oxford Direct Services of £1.552 million. The impact of COVID19 from March 2020 has resulted in considerable financial challenges for the Company for 2020-21 and beyond and in assessing its financial position for the year end the Board agreed that no interim dividend would be declared for the shareholder in 2019-20. In May 2020 the Company has confirmed this position although this is subject to review later in the financial year as its financial position becomes clearer;
- **Law and Governance** - year end favourable variance of £0.105 million, due to additional unbudgeted income from Oxford City Housing Ltd -OCH(L) service level agreements and vacancies within the team;

Corporate Accounts, Contingencies and Funding

11 Other variances on Corporate Accounts are due to:

- **Interest Payable** - £0.605 million favourable due to a reduction in borrowing taken out to fund the capital programme;
- **Investment Income** - £0.551 million favourable variance, which represents unbudgeted interest from further loan advances to Oxwed and additional interest from increased cash balances held in the Housing Revenue Account;

- **Vehicle Finance Lease interest** - £0.279 million favourable variance due to an increase in vehicles being leased to ODSL and ODSLTL above those originally budgeted for;
- **Direct Revenue Funding** - £0.823 million favourable variance arising from the changes to the financing of capital expenditure to maximise the council's earmarked reserves;
- **Contingencies** - £0.181 million favourable variance where contingencies set aside for unachieved savings have not been applied;
- **Funding** - £1.035 million favourable variance mainly due to additional income received in year from the Business Rates Distribution Group. This surplus will be transferred to the earmarked reserves to cushion the impact of future fluctuations in Business Rates income which will no doubt be exacerbated by the forthcoming business rates reset scheduled by the Government for 2021-22 and the impacts of the "fairer funding" changes it proposes (which are expected to impact negatively), a date for which is to be confirmed.

Company Financial positions

- 12 The Council has five wholly owned companies, Oxford Direct Services Ltd (ODSL), Oxford Direct Services Trading Ltd (ODSTL), Oxford City Housing Development Ltd (OCH(D)L), Oxford City Housing Investment Ltd (OCH(I)L) and Holding Company Oxford City Housing Ltd (OCHL) and a joint venture, Oxford West End Development Ltd (OxWed).
- 13 ODSL and ODSTL both made a surplus in 2019/20, however this was less than originally budgeted and led to the companies being unable to pay an interim dividend to the Council. Revenue from external organisations reduced by almost 50% from £10.3 million in 2018/19 to £5.4 million in 2019/20 and subcontractor costs increased in year by £4.5 million.
- 14 OCHL group made an operating loss of £0.060 million for the year 2019/20.
- 15 OxWed made an operating loss of £1.758 million due to financing costs in servicing the loans from the shareholders mainly in respect of land assembly. The company is currently working on the approach to bring the site forward for development.

Housing Revenue Account

- 16 The HRA is showing a favourable variance on the HRA of £4.089 million above the original budgeted deficit of £1.205 million (Appendix C). This is after allowing for carry forward requests, totalling £0.722 million.
- 17 The carry forward requests for the HRA include £0.080 million for CCTV for the Tower Blocks; £0.153 million for staffing costs in the incomes and tenancy management teams to deal with backlogs due to COVID-19; £0.103 million to fund the QL support team for 6 months from Go Live and £0.300 million to build a team for development within the HRA.
- 18 The HRA working balance remains unchanged at £4.0 million.

19 The year end variance is shown as £4.809 million and the major variations include:

- **Services Charges** – favourable variance of £0.658 million, this is due to the recharges of Major Works undertaken on leaseholder properties;
- **Management and Services (Stock related)** – favourable variance of £0.729 million arising from a number of areas including less expenditure incurred on utilities and expenditure related to capital projects including homeloss / disturbance payments and building related insurance and lower than expected court costs from rent arrears recovery cases;
- **Other Revenue spend (stock related)** – favourable variance of £1.198 million represents an underspend due to regeneration schemes slowing down and therefore less spend on surveys, feasibility work and external consultation, £0.696m of this variance will be carried forward into next year to fund the expenditure as the schemes progress.
- **Depreciation** – favourable variance of £1.572 million due to the value of properties, on which depreciation is calculated, being lower than expected
- **Appropriations** - favourable variance of £0.392 million additional transfers to reserves to finance the future capital programme.

Capital

20 The Cabinet agreed a revised budget for its capital programme on 19 December 2019 of £59.962 million following a thorough review of project spend. The final outturn for capital spend is £42.776 million which is a favourable variance of £17.186 million.

21 Slippage of £13.035 million was reported to Cabinet on 11 March 2020, and there has been further slippage since this date of an additional £4.151 million as shown in the table below. Total spend represents 71.4% of the revised budget compared to 40% last year and 69% the previous year.

General Fund projects slipped and report in March 2020	Slippage as at Dec 2019 £'000	Slippage between Dec and March £'000	Total slippage for 2019/20 £'000
Windows 2008 Server Replacement	30	0	30
1-5 George Street	36	0	36
Seacourt Park and Ride Extension	2,049	-166	1,883
Floyds Row Refurbishment	928	-646	282
Planned Building Improvements		-1,048	-1,048
Gloucester street car park ventilation (H&S)	191	0	191
Disabled Facilities Grants and Renovation grants		82	82
Museum of Oxford Development		1,220	1,220
Seacourt Park and Ride	2,049	-167	1,882
Purchase of Homeless properties		100	100
Barton Park – purchase by Council		531	531
Barton Park loan to OCHL		491	491
Major Capital works at Covered Market	114	0	114
Housing Company loans	5,231	560	5,791
Oxford and Abingdon Flood Alleviation Scheme	250	0	250
OxPops (Electric Vehicle Charging)	87	0	87
Go Low Oxford Taxis		210	210
Clean Bus Technology Grants	499	0	499
Motor Transport	1,854	622	2,476
Car Park resurfacing	112	56	168
Depot Rationalisation	396	0	396
Other items of slippage/overspend	-1,914	-194	-2,108
TOTAL	11,912	1,651	13,563
HRA projects slipped and report in March 2020	Slippage as at Dec 2019 £'000	Slippage between Dec and March £'000	Total slippage for 2019/20 £'000
Tower Blocks		1,481	1,481
Structural	180	27	207
Doors and Windows	110	156	266
Communal Areas	200	219	419
Fire Doors	310	-420	-110
Energy Efficiency Initiatives	100	40	140
Extensions & Major Adaptations	305	50	355
Lift Replacement Programme	210	30	240
HRA Stock condition survey	140	29	169
Kitchens and Bathrooms		183	183
Barton Regeneration		207	207
Acquisition of additional units		500	500
Other items of slippage/overspend	-432	-2	-434
TOTAL	1,123	2,500	3,623
GRAND TOTAL	13,035	4,151	17,186

22 The new areas of slippage are detailed below:

GENERAL FUND

- Disabled Facilities Grants and Renovation grants - £0.082 million to be slipped into 2020/21
- Museum of Oxford Development - £1.220 million slippage delays due to asbestos removal works being required

- Purchase of Homeless properties - £0.100 million underspend, as remaining sum insufficient to purchase an additional unit
- Barton Park – purchase by Council - £0.531 million slippage due to delays in hand over of new dwellings
- Barton Park loan to OCHL - £0.491 million slippage due to delays in line with the purchase by Council in connection with the above
- Go Low Oxford Taxis - £0.210 million slippage due to internal resourcing issues
- Motor Transport vehicle replacement programme - £2.476 million slippage due to delays in agreeing the specification for the ordering of diesel and electric vehicles
- Seacourt Park and Ride - £1.88 million of slippages due to adverse weather conditions and the COVID pandemic
- Loans to Housing Company - £5,791 million. The need to socially distance following the outbreak of the COVID pandemic together with problems with ground conditions resulted in delays on a number of schemes including Rose Hill, Elsefield/ Cumberlege, Harts Close, Bracegirdle and the extensions programme.
- Planned building improvements (£1.048) – Capitalisation of planned maintenance works to maximise councils financial position

HRA

- Tower Blocks - £1.481 million slippage due to delays in agreeing account settlement and additional works with main contractor
- Kitchens and Bathrooms - £0.183 million slippage – project behind schedule carry forward into future years and vire to structural budget
- Barton Regeneration - £0.206 million slippage due to delays in the project
- Acquisition of additional units - £0.500 million slippage, budget re-profiled to reflect the latest development schedule and new Heads of Terms

23 We are continuing to review the capital programme to limit slippage in future years, and are currently undertaking an exercise to re-profile the capital budget for 2020/21. The revised forecast will be reported to Cabinet as part of the Quarter 1 reporting in August.

24 The largest area of slippage in 2019/20 has been in relation to the loans to the Housing Company in respect of housing developments. This is a complex area and planned developments are affected by external forces such as planning issues, poor ground conditions etc. Equally schemes in the Companies programme were slowed following the introduction of social distancing at the back end of March arising from the COVID 19 pandemic. On average schemes will have slipped by around 6-9 months. Council officers are working closely with colleagues in the Housing Company to enable the full implications of such slippages to be factored in to the Councils General Fund and HRA budget, further details on which will be outlined in the next monitoring report to Cabinet in August.

Performance Management

25 There are twelve corporate performance measures that were monitored during the year (Appendix F). Seven (58%) were delivered as planned, one (8%) was below target but within acceptable tolerance limits and four (34%) fell short of their target.

26 The four that fell short of their target are detailed below:

- a. Number of jobs created or safeguarded in the city as a result of the City Council's investment and leadership - target of 1,100 and a year end result of 830. Many of the jobs supported are those generated by the Council's capital programme spending. Less immediate inward investment and job creation interest coming to the attention of officers, possibly related to Brexit and slowing of economic growth.
- b. Amount of employment floor space permitted for development (m²) – target of 15,000 and a year end result of 6,231. Reduced pipeline of employment creating applications in year 3 and 4 of the Corporate Plan, also a notable loss of employment space to other uses;
- c. The number of people taking part in our youth ambition programme – target of 6,000 and a year end result of 5,530 – Program delivery at the end of March 2020 showed just below target. This outcome was partly influenced by the forced suspension (in mid-March 2020), of delivery sessions for Young People due to the impact of COVID-19.
- d. Number of people from our target groups using our leisure facilities – target of 798,970 with a year end result of 590,100 – Data reported by our leisure provider, Fusion, in February 2020 indicated visits increased by 1.3% for an 11 month reporting period. Fusion were reporting a positive month-on-month direction of travel between January and February 2020. This positive direction of travel was expected to continue into March 2020, however on the 20 March facilities across the physical activity landscape were forced to close due to COVID-19.

Corporate Risk

27 Corporate risks are reported in Appendix E.

28 There is one Green, ten Amber risks and one Red risk, the red risk is detailed further below:

- a. **Housing** – the Council has key priorities around housing which include ensuring housing delivery and supply for the City of Oxford and enabling sufficient house building and investment. Insufficient housing in Oxford leads to an increase in homelessness which has an impact on residents. There are also health and quality of life issues. The Council is implementing delivery methods for temporary accommodation and accommodation for homelessness prevention which include a rent guarantee scheme, a growth deal to facilitate additional affordable housing and a tranche of property purchases to be delivered via real lettings. In addition the Council's housing companies are in the process

of constructing new affordable homes and the Cabinet has approved plans which will result in the Council's Housing Revenue Account ("HRA") purchasing the social housing using its new borrowing headroom, following the removal of the HRA borrowing cap by central government.

Financial implications

29 All financial implications are covered in the body of this report and the Appendices.

Legal issues

30 There are no legal implications directly relevant to this report.

Level of risk

31 All risk implications are covered in the body of this report and the Appendices.

Equalities impact

32 There are no equalities impacts arising directly from this report.

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Background Papers: None

Appendix A

General Fund Outturn Report 19/20 @ 31 March 2020	Approved Budget (per Budget book)	Previous Months Budget	Current Month Virements & Ear Marked Reserve Transfers	Latest Budget	Actual YTD	Budget YTD	Variance YTD	% Budget Spent to date
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	%
S03 - Business Improvement	8,864	9,595	(259)	9,336	9,313	9,336	(23)	100%
S15 - Regulatory Services & Community Safety	1,316	1,380	13	1,393	1,446	1,393	53	104%
S22 - Community Services	5,028	4,850	(45)	4,805	4,711	4,805	(94)	98%
Communities & Customers	15,208	15,825	(291)	15,534	15,470	15,534	(64)	100%
S10 - Regeneration & Economy	(9,378)	(9,320)	243	(9,077)	(9,335)	(9,077)	(258)	103%
S16 - Planning Services	546	535	(562)	(27)	69	(27)	96	(256%)
Development	(8,832)	(8,785)	(319)	(9,104)	(9,266)	(9,104)	(162)	102%
S01 - Assistant Chief Executive	783	1,021	123	1,144	1,100	1,144	(44)	96%
S13 - Housing Services	5,227	5,176	870	6,046	5,928	6,046	(118)	98%
Assistant Chief Executive	6,010	6,197	993	7,190	7,028	7,190	(162)	98%
S20 - Environmental Sustainability	896	888	167	1,055	1,000	1,055	(55)	95%
S26 - Oxford Direct Services Client	9,141	9,511	2,073	11,584	13,076	11,584	1,492	113%
ODS Development Director	10,037	10,399	2,240	12,639	14,076	12,639	1,437	111%
S32 - Financial Services	3,246	3,377	(47)	3,330	3,281	3,330	(49)	99%
S34 - Law and Governance	2,745	2,688		2,688	2,583	2,688	(105)	96%
Corporate Services	5,991	6,065	(47)	6,018	5,864	6,018	(154)	97%
Directorate Total Excl SLA's & Capital Charges	28,414	29,701	2,576	32,277	33,172	32,277	895	103%
Depreciation Charge	5,994	4,822		4,822	4,913	4,822	91	102%
Depreciation Reversal	(5,994)	(4,822)		(4,822)	(4,914)	(4,822)	(92)	102%
Impairment Charge					(7,938)		(7,938)	∞
Impairment Reversal					7,938		7,938	∞
Sale of Assets					1,519		1,519	∞
Sale of Assets Reversals					(1,519)		(1,519)	∞
Rent to Mortgage					(219)		(219)	∞
Rent to Mortgage Reversal					219		219	∞
Accrued Leave Charge					87		87	∞
Accrued Leave Reversal					(87)		(87)	∞
IAS 19 Charge	(90)		8,008	8,008	8,008	8,008		100%
IAS19 Reversal			(7,656)	(7,656)	(7,656)	(7,656)		100%
IAS19 Early retirement charge			(352)	(352)	(352)	(352)		100%
REFCUS Charge					3,655		3,655	∞
REFCUS Reversal					(3,655)		(3,655)	∞
SLA Charge	13,779	13,779		13,779	13,601	13,779	(178)	99%
SLA Income	(19,964)	(19,964)		(19,964)	(19,849)	(19,964)	115	99%
SLA ODS Income	(3,441)	(3,441)		(3,441)	(3,441)	(3,441)		100%
SLA's & Capital Charges	(9,716)	(9,626)		(9,626)	(9,690)	(9,626)	(64)	101%
Corporate Accounts	3,765	3,738	(1,830)	1,908	(1,474)	1,908	(3,382)	(77%)
S25A - Local Cost Of Benefits	250	250	60	310	408	310	98	132%
S44A - Corporate Management	2,918	2,918		2,918	2,990	2,918	72	102%
S44C - Non-Distributed Costs	602	602		602	490	602	(112)	81%
S46A - Interest Payable	6,910	7,080		7,080	6,475	7,080	(605)	91%

S46B - Investment Income	(9,882)	(2,127)		(2,127)	(2,678)	(2,127)	(551)	126%
S46C - Item 8 interest receivable		(7,702)		(7,702)	(7,702)	(7,702)		100%
S46D - Vehicle Finance Lease interest		(223)		(223)	(502)	(223)	(279)	225%
S48B - Direct Revenue Funding	3,725	3,698	(1,890)	1,808	(51)	1,808	(1,859)	(3%)
S48C - Minimum Revenue Provision	204	204		204	58	204	(146)	28%
S48E - Self Balancing Items								∞
S47E - New Homes Bonus	(962)	(962)		(962)	(962)	(962)		100%
Contingencies	507	181		181		181	(181)	0%
J9001 - Utilities Inflation	125	69		69		69	(69)	0%
J9004 - Pay Inflation	128	28		28		28	(28)	0%
J9006 - Provision for High Risk Savings	84	84		84		84	(84)	0%
J9007 - NNDR Inflation	170							∞
Total Corporate Accounts & Contingencies	4,272	3,919	(1,830)	2,089	(1,474)	2,089	(3,563)	(71%)
Net Expenditure Budget	22,970	23,994	746	24,740	22,008	24,740	(2,732)	89%
S48D - Transfers To/From Earmarked Reserves	234	(790)	3,336	2,546	2,560	2,546	14	101%
Net Budget Required	23,204	23,204	4,082	27,286	24,568	27,286	(2,718)	90%
Funding								
S47B - Council Tax Funding	14,202	14,202		14,202	14,266	14,202	64	100%
S47C - Parish Precept	(260)	(260)		(260)	(270)	(260)	(10)	104%
S47D - NDR Funding	9,263	9,263	4,079	13,342	13,342	13,342		100%
Total Funding Available	23,205	23,205	4,079	27,284	27,338	27,284	54	100%
(Surplus) / Deficit for the year	(1)	(1)	3	2	(2,770)	2	(2,772)	(138500%)

Appendix B

Capital Budget and Spend as at					19/20 Outturn Position		
Cost Centre	Capital Scheme	2019/20 Agreed Budget	Latest Budget	Spend to 31/03/2020	2019/20 Variance	Carry Forward due to Slippage	Over/ Under Spend
		£	£	£	£	£	£
C3039	ICT Infrastructure - minor costs	55,582	55,582	30,543	(25,039)	-	(25,039)
C3044	ICT Software and Licences	220,000	220,000	213,921	(6,079)	-	(6,079)
C3058	CRM Lagan Replacement	-	7,994	14,192	6,198	6,198	-
C3060	End-Point Devices (Desktops/Laptops)	590,546	590,546	707,530	116,984	-	116,984
C3065	ODS Network Upgrade	-	88,000	102,425	14,425	-	14,425
C3066	Telephony Device Refresh	127,320	127,320	126,869	(451)	-	(451)
C3067	Paris Payment System, Replacement / PCI DSS	78,705	70,705	49,191	(21,514)	(21,514)	-
C3068	Windows 2008 Server Replacement	110,450	80,000	83,522	3,522	3,522	-
C3070	Business Process Automation Full Rollout	35,225	10,500	9,736	(764)	(764)	-
C3072	Council Internet Accessibility Compliance	22,375	22,375	15,870	(6,505)	(6,505)	-
C3077	Info@Work Enterprise Upgrade Rollout	17,000	17,000	15,854	(1,146)	-	(1,146)
A4845	CCTV Suite Upgrade	-	-	9,990	9,990	9,990	-
E3511	Renovation Grants	30,000	23,000	5,022	(17,978)	(17,978)	-
E3521	Disabled Facilities Grants	1,481,529	1,481,529	1,399,151	(82,378)	(82,378)	-
A4833	Horspath Sports Park	619,116	619,116	651,665	32,549	32,549	-
A4841	Manzil Way Gardens	52,860	52,860	52,699	161	-	(161)
A4847	Rose Hill Community Centre - Parking	10,000	10,000	-	(10,000)	(10,000)	-
A4848	Barton Fit Trail	-	-	-	-	-	-
A4849	Five Mile Drive Pavilion	70,000	70,000	89,421	19,421	-	19,421
B0075	Stage 2 Museum of Oxford Development	1,700,000	1,700,000	479,984	(1,220,016)	(1,220,016)	-
B0083	East Oxford Community Centre	250,000	250,000	172,642	(77,358)	(77,358)	-
B0095	Barton Community Centre	70,859	70,859	102,943	32,084	-	32,084
B0096	Bullingdon Community Centre	50,000	70,826	62,626	(8,200)	(8,200)	-
C3071	Idox / Uniform Improvement Project	70,000	70,000	68,456	(1,544)	(1,544)	-
T2305	Parks Paths	90,690	90,690	168,360	77,670	77,670	-
Communities and Customers Directorate Total		5,752,257	5,798,902	4,632,610	(1,166,292)	(1,316,330)	150,038
A4853	Cycling Infrastructure Matched Funding	30,000	30,000	-	(30,000)	(30,000)	-
B0092	Cave Street Development (Standingford House)	-	-	(51,390)	(51,390)	-	(51,390)
B0098	1-5 George Street	151,909	151,909	188,037	36,128	-	36,128
B0099	Ship Street & New Road	494	494	374	(120)	-	(120)
B0110	Covered Market Vacant Unit Works	170,000	170,000	178,041	8,041	8,041	-
B0111	Town Hall Dry Risers	-	36,000	17,480	(18,520)	(18,520)	-
B0086	Seacourt Park & Ride Extension	2,987,000	937,800	1,104,515	166,715	166,715	-
B0074	R & D Feasibility Fund	111,000	9,734	9,734	0	0	-
B0112-5	Feasibility Funding (various schemes)	-	85,000	97,399	12,399	12,399	-
B0112	ODEON Redevelopment	-	85,000	24,343	(60,657)	(60,657)	-
B0113	New Theatre Redevelopment	-	-	24,343	24,343	24,343	-
B0114	Diamond Place Redevelopment	-	-	34,343	34,343	34,343	-
B0115	Covered Market Redevelopment	-	-	14,369	14,369	14,369	-
Development Directorate Total		3,450,403	1,420,937	1,544,189	123,252	138,635	(15,382)
B0031	Planned Building Improvements	-	-	1,047,767	1,047,767	-	1,047,767
B0108	Floyds Row Refurbishment	1,845,000	916,800	1,563,426	646,626	646,626	-
B0100	Gloucester Green Car Park (H&S)	230,000	39,000	6,463	(32,537)	(32,537)	-
B0101	Major capital works at Covered Market	314,000	200,000	169,210	(30,790)	(30,790)	-
B0102	Replace or refurbish Lifts	154,000	100,000	34,516	(65,484)	(65,484)	-
B0103	6 Queen Street works	-	-	35,194	35,194	-	35,194
B0104	Old Gas Works Bridges	30,000	30,000	22,992	(7,008)	(7,008)	-
B0106	Covered Market Roof Works (Capitalised	555,623	555,623	514,125	(41,498)	(41,498)	-
F7011	Headington Environmental Improvements	59,004	28,425	950	(27,475)	(27,475)	-
M5019	Purchase of Homeless Properties	238,494	238,494	137,991	(100,503)	-	(100,503)
M5021	Equity Loan Scheme for Teachers	32,813	32,813	32,413	(400)	-	(400)
M5025	Barton Park - Purchase by Council	6,561,000	6,561,000	6,029,744	(531,256)	(531,256)	-
M5026	Housing Company Loans (excl Barton Park)	9,423,000	4,192,000	3,632,336	(559,664)	(559,664)	-
M5032	Barton Park - loan to OCHL	6,561,000	6,561,000	6,069,746	(491,254)	(491,254)	-
Director of Housing (General Fund Projects)		26,003,934	19,455,155	19,296,873	(158,282)	(1,140,339)	982,057

Cost Centre	Capital Scheme	2019/20 Agreed Budget	Latest Budget	Spend to 31/03/2020	2019/20 Variance	Carry Forward due to Slippage	Over/ Under Spend
		£	£	£	£	£	£
E3557	Oxford and Abingdon Flood Alleviation Scheme	250,000	-	-	-	-	-
E3558	Go Ultra Low Oxford - On Street	53,175	40,220	766	(39,455)	(39,455)	-
E3560	Go Ultra Low Oxford - Taxis	339,440	339,440	129,348	(210,092)	(210,092)	-
E3562	OxPops (Electric Vehicle Charging)	116,743	30,000	68,239	38,239	38,239	-
E3563	Clean Bus Technology Grants	731,760	232,699	232,699	(0)	(0)	-
C3055	Waste Management System	8,400	13,400	13,400	0	-	0
M5028	Property Rationalisation (Depot Project)	215,280	215,280	213,127	(2,153)	(2,153)	-
R0005	MT Vehicles/Plant Replacement Programme.	4,044,185	2,189,935	1,677,634	(512,301)	(512,301)	-
R0010	Electric Vehicles	293,000	293,000	183,443	(109,557)	(109,557)	-
T2273	Car Parks Resurfacing	416,707	304,820	248,476	(56,344)	(56,344)	-
T2277	Food Waste Collection from Flats	-	-	(2,867)	(2,867)	-	(2,867)
T2287	Recycling Transfer Station	100,000	18,000	-	(18,000)	(18,000)	-
T2294	Pest Control Equipment	35,000	35,000	27,110	(7,890)	-	(7,890)
T2299	Controlled Parking Zones	200,000	200,000	197,288	(2,713)	-	(2,713)
T2301	Depot Rationalisation	486,000	190,000	605,822	415,822	415,822	-
T2303	Cuttleslowe Compactor	39,000	39,000	42,229	3,229	-	3,229
T2304	Redbridge Compactor	23,000	23,000	19,750	(3,250)	-	(3,250)
T2306	Mobile Working and Handhelds	134,000	134,000	8,222	(125,778)	(125,778)	-
T2307	Transformation Funding	800,000	800,000	983,133	183,133	183,133	-
Transition Director Total		8,285,690	5,097,794	4,647,818	(449,976)	(436,486)	(13,491)
General Fund Total		43,492,284	31,772,788	30,121,490	(1,651,298)	(2,754,520)	1,103,222
Housing Revenue Account Capital Programme							
N6384	Tower Blocks	1,530,000	1,680,000	199,359	(1,480,641)	(1,480,641)	-
N6385	Adaptations for disabled	783,000	783,000	793,900	10,900	-	10,900
N6386	Structural	450,000	270,000	243,246	(26,754)	(26,754)	-
N6388	Major Voids	409,000	159,000	153,295	(5,705)	-	(5,705)
N6389	Damp-proof works (K&B)	107,000	107,000	129,514	22,514	-	22,514
N6390	Kitchens & Bathrooms	2,423,000	2,373,000	2,189,533	(183,467)	-	(183,467)
N6391	Heating	2,160,000	2,310,000	2,216,090	(93,910)	-	(93,910)
N6392	Roofing	278,000	180,000	173,857	(6,143)	-	(6,143)
N6395	Electrics	593,000	593,000	661,131	68,131	-	68,131
N6434	Doors and Windows	280,000	280,000	123,767	(156,233)	-	(156,233)
N7020	Extensions & Major Adaptions	1,005,000	700,000	650,390	(49,610)	(49,610)	-
N7026	Communal Areas	358,000	358,000	138,987	(219,013)	(204,724)	(14,289)
N7032	Great Estates Programme	850,000	850,000	1,018,052	168,052	168,052	-
N7033	Energy Efficiency Initiatives	300,000	200,000	159,744	(40,256)	-	(40,256)
N7042	Barton Regeneration	1,986,535	1,986,535	1,779,874	(206,661)	(206,661)	-
N7044	Lift Replacement Programme	240,000	30,000	-	(30,000)	-	(30,000)
N7046	Development at Mortimer Drive	-	-	7,876	7,876	-	7,876
N7047	Social Rented Housing Acquisitions	398,629	3,398,629	335,923	(3,062,706)	(3,062,706)	-
N7048	Fire doors	450,000	450,000	870,582	420,582	-	420,582
N7049	Compulsory purchase of property	112,114	112,114	3,513	(108,601)	(108,601)	-
N7051	Acquisition of Additional Units	500,000	500,000	-	(500,000)	(500,000)	-
N7052	HRA Stock Condition Survey	250,000	110,000	80,799	(29,201)	(29,201)	-
N7040	Blackbird Leys Regeneration	200,000	110,000	83,696	(26,304)	(26,304)	-
C3057	Housing System Replacement	718,045	718,045	641,470	(76,575)	(76,575)	-
Housing Revenue Account		16,381,323	18,258,323	12,654,599	(5,603,724)	(5,603,724)	(0)
Grand Total		59,873,607	50,031,111	42,776,089	(7,255,023)	(8,358,243)	1,103,222

Appendix C

HRA Report 19/20 @ 31st March 2020	Approved Budget (per Budget book)	Actual YTD	Budget YTD	Variance YTD	Carry Forward Requests	Revised Outturn	Final Variance
	£000's	£000's	£000's	£'000's	£'000's	£000's	£'000's
Dwelling Rent	(41,342)	(41,720)	(41,682)	(39)		(41,720)	(41,720)
Service Charges	(1,467)	(2,525)	(1,867)	(658)		(2,525)	(2,525)
Garage Income	(215)	(248)	(215)	(33)		(248)	(248)
Miscellaneous Income	(783)	(923)	(878)	(45)		(923)	(923)
Net Income	(43,807)	(45,417)	(44,642)	(775)		(45,417)	(45,417)
Management & Services (Stock Related)	9,529	9,437	10,166	(729)		9,437	9,437
Other Revenue Spend (Stock Related)	2,246	1,311	2,509	(1,198)	696	1,311	2,007
Misc Expenditure (Not Stock Related)	329	(210)	(143)	(67)		(210)	(210)
Bad Debt Provision	646	722	646	76		722	722
Responsive & Cyclical Repairs	12,728	13,030	12,930	100	26	13,030	13,056
Interest Paid	7,957	7,704	7,957	(253)		7,704	7,704
Depreciation	8,721	7,105	8,676	(1,571)		7,105	7,105
Total Expenditure	42,155	39,099	42,742	(3,643)	722	39,099	39,821
Net Operating Expenditure/(Income)	(1,652)	(6,318)	(1,900)	(4,417)	722	(6,318)	(5,596)
Investment Income	(153)	(268)	(157)	(111)		(268)	(268)
Other HRA Reserve Adjustment	(250)	4,923	5,026	(102)		4,923	4,923
MIRS		(5,709)		(5,709)		(5,709)	(5,709)
Impairment		2,798		2,798		2,798	2,798
Gain/Loss on sale of Fixed Asset		(2,045)	(5,292)	3,248		(2,045)	(2,045)
Transfer (to)/from MR/OR	850	605	1,119	(514)		605	605
Total Appropriations	447	304	695	(392)		304	304
Total HRA (Surplus)/Deficit	(1,205)	(6,014)	(1,205)	(4,809)	722	(6,014)	(5,292)

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Description		Total £
Financial Services		24,000
Community Services		52,780
General Fund		76,780

Description		Total £
HRA		721,860
HRA		721,860

SUMMARY OF CARRY FORWARD REQUESTS 2019/20

Financial Services

Description	Submitted By	Total £	Reason for Request
Repurposing of Universal Credit emergency hardship support	Tanya Bandekar/Paul Wilding	24,000	£12k to fund new Section 13A discount for care leavers and £12k to fund continuing emergency hardship scheme
		0	
		24,000	

SUMMARY OF CARRY FORWARD REQUESTS 2019/20**Community Services**

Description	Submitted By	Total £	Reason for Request
Oxford Town Hall Website - to bring the Town Hall's digital platforms up to date and in line with competitors	David Hunt/Ian Brooke	20,000	to have the new website live by September 2020 to include a new functionality including 'birds eye view'; interactive map; live chat function; more visuals etc
Twin City travel - trip to Perm to celebrate 25 years of twin city relationships and trip to Ramallah, both rescheduled	Angela Charlton/Ian Brooke	10,000	The perm dance project suffered delays in planning due to the Russian Government changes and the Governor of Perm being moved to Moscow with no notice resulting in all city events being placed on hold during a period of uncertainty. Palesinian Prime Minister announced a lockdown on all non-essential travel and public events due to COVID-19
Supporting vulnerale young people and their families through COVID-19	Paula Redway	22,780	May 2020 - call and assessment of project proposals to support the most vulnerable people and their families; June 2020 to March 2020 - project delivery; Benefits - reduction in related mental health, addiction, isolation, homelessness issues, building positive links in the community, providing ongoing support during and after lock-down
		0	
		52,780	

SUMMARY OF CARRY FORWARD REQUESTS 2019/20

HRA

Description	Submitted By	Total £	Reason for Request
		0	
CCTV for Tower Blocks	Bill Graves	80,000	Upgrade existing CCTV in all 5 tower blocks and riverside court and new mobile solution for sheltered schemes
Great Estates project	Ann Philips	19,960	A number of projects were taken into a wider Great Estates project. The carry forward is require to complete delayed fencing works and also works that have not commenced due to the current emergency.
Fire safety and equipment	Jon Gould	6,000	Service contractor monitoring of all areas of fire safety and equipment
Incomes team staffing	Tanya Bandekar	71,700	3 grade 7's for 6 months to deal with backlog of work in the incomes team due to COVID-19 related delays for collecting arrears, due to Courts being closed
Legal costs	Bill Graves	60,000	Legal costs in relation to on going case, could go to Court of Appeal
TMO staffin	Bill Graves	81,200	3 grade 8's for 6 months for catch up on backlog of work of the TMO team due to COVID-19
QL team	Bill Graves	103,000	to cover the costs of the QL team and backfill for a further 6 months up until go live, less permanet cost of team for 6 months, and additional data specialists costs.
Development team in HRA	Stephen Clarke	300,000	Need a team for development in HRA outside of housing company
		0	
		721,860	

Formal Risk Summary

(Oxford)

As at: Jan-2020

Appendix E

Ref	Title	Risk description	Risk			Date Raised	Owner	Gross		Current		Target		Comments	Controls				
			Opp/ threat	Cause	Consequence			I	P	I	P	I	P		Control description	Due date	Status	Progress	Action Owner
CRR-033 -18-19	Housing	The Council has key priorities around Housing including ensuring housing delivery and supply for the City and enabling sufficient house building and investment	T	Unable to deliver affordable and acceptable housing to a "required" standard	Insufficient housing in City Increase in homelessness Impact on residents Health and quality of life issues Adverse publicity Reputation Risk Perception of unfairness reinforces tensions around immigration	1-Jun-2018	Stephen Clarke	5	4	5	4	4	3		Both Real Lettings and OCCs own property fund purchases are on programme. A further tranche of property purchase to be delivered via real lettings in 19/20.	31-Mar-2020	In Progress	90%	Dave Scholes
								Continuing to work with Registered Provider partners to enable supply of more affordable housing through s.106	31-Mar-2020	In Progress	75%	Dave Scholes							
								Deliver OCHL development programme and develop new business plan to both increase and speed up delivery	31-Mar-2020	In Progress	100%	Stephen Clarke							
								Delivery of regeneration schemes, including Blackbird Leys.	31-Mar-2023	In Progress	20%	Stephen Clarke							
								Housing delivery test & housing delivery programme in planning and better joint working across organisation	31-Mar-2020	In Progress	50%	Carolyn Ploszynski							
								More Council resource towards development of homes	31-Mar-2020	In Progress	90%	Alan Wyld							
								The Council together with other Oxfordshire Councils have secured a Growth Deal including £60m to facilitate additional affordable housing. 19/20 is year 2 of the delivery programme.	31-Mar-2020	Completed	100%	Stephen Clarke							

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Current Risk Score

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Residual Risk Score

This is the risk score after mitigating actions have taken place. The residual risk score shows how effective your action plans are at managing the risk.

Formal Risk Summary

(Oxford)

As at: Jan-2020

Ref	Title	Risk description	Risk		Date Raised	Owner	Gross		Current		Target		Comments	Controls					
			Opp/ threat	Cause			I	P	I	P	I	P		Control description	Due date	Status	Progress	Action Owner	
CRR-031-18-19	Economic Growth	Local, national or international factors adversely affect the economic growth of the City	T	Terms of and impact of exit from the EU and Single Market resulting in the termination or suspension of investment decisions. Moreover structural changes and economic uncertainties are affecting consumption on the High Street and in turn affecting the viability of some retail, hospitality and catering businesses	Uncertainty and loss of market access may result in increased cost of trade with EU leading to adverse local macro-economic & operating conditions resulting in reduced economic growth for the city, a weaker local economy, hampering our ability to raise revenue through business rates as well as significant job losses. Loss of funding for key economic & research programmes and well as reduced FDI flows. Uncertainty about future visa requirements for EU workers and visitors may reduce labour supply as well as tourist flows limiting growth prospects of key economic sectors in the city. In the city centre, the structural changes being experienced, also carries a risk of higher than usual job losses and closures, vacancies in retail and restaurant uses	1-Jun-2018	Tom Bridgman	5	4	4	3	4	3		Discuss with employers & Growth Board to understand emerging impact of Brexit. Update & develop Economic Development & City Centre Vision to respond to evolving economic environment. Develop policy for "meanwhile uses" across retail & other workspace	31-Mar-2020	In Progress	30%	Tom Bridgman
CRR-032-18-19	Balancing and Delivery of the Financial Plan	Unable to balance the Medium Term Financial Plan and hence deliver the Council's Corporate Plan priorities	T	"Reduced contribution from Council companies; Business Rates reform Local Government finance reform Unachievable savings and income"	Increased use of balances to ensure that Council sets a balanced budget for next 4 years.Re-active action taken to bring budget back into line	1-Jun-2018	Nigel Kennedy	4	3	4	3	4	3		Ensure companies are on schedule to deliver returns to Council	31-Mar-2020	In Progress	50%	Nigel Kennedy
															Keep abreast of changes to Business rates reforms and Fair funding	31-Mar-2020	In Progress	20%	Nigel Kennedy
															Regular monitoring of revenue and capital budgets and ensuring savings and increased income are on target	31-Mar-2020	In Progress	10%	Nigel Kennedy

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Formal Risk Summary

(Oxford)

As at: Jan-2020

Ref	Title	Risk			Date Raised	Owner	Gross		Current		Target		Comments	Controls					
		Risk description	Opp/ threat	Cause			Consequence	I	P	I	P	I		P	Control description	Due date	Status	Progress	Action Owner
														Start budget setting early and drive savings in conjunction with members	31-Mar-2020	In Progress	10%	Nigel Kennedy	
CRR-034-18-19	Recruitment and retention of the workforce	The challenge of recruitment and retention in some service areas, and ensuring succession planning exists for critical hard to fill roles.	T	<ul style="list-style-type: none"> Proximity to London High cost of housing Congested infrastructure and transport links 	Reduced capacity to deliver, especially in high profile projects	1-Jun-2018	Helen Bishop	3	4	3	3	3	2		Develop and implement improved recruitment processes [incl. use of social media, 'staff stories' and other promotional material]	31-Mar-2020	In Progress	25%	Paul Adams
														Develop employer brand	31-Mar-2020	In Progress	25%	Paul Adams	
														Develop greater understanding of reasons for staff leaving and obtain insight into their 'work experience' whilst at council	31-Mar-2020	In Progress	40%	Paul Adams	
														Development of 'talent pipeline' including work experience, apprenticeships, graduate placement, sponsoring students through qualification, etc.	31-Mar-2020	In Progress	40%	Paul Adams	
														Review of employment offer for hard to fill and specialist roles [pay, flexible working practices, employee benefits]	31-Mar-2020	In Progress	40%	Paul Adams	
CRR-036-18-19	Resilience of Trading Models	The Council Companies are not successful and fail to deliver outputs and financial returns	T	Lack of skilled direction from Directors; Lack of capacity Lack of commercial focus Shortfalls in income forecasts Deficiencies in governance"	Reputational damage of failing companies Reduced financial returns to the Council impacting on MTFP	1-Jun-2018	Nigel Kennedy	4	3	3	3	3	3		Delivery of Improved systems	31-Mar-2020	In Progress	50%	Nigel Kennedy
														Establish robust system of shareholder and scrutiny meetings for wholly owned companies	31-Mar-2020	In Progress	75%	Anita J. Bradley	
														Governance over all joint ventures and companies	31-Mar-2020	In Progress	50%	Nigel Kennedy	
														Internal audit of companies review by BDO	31-Jul-2019	Completed	100%	Nigel Kennedy	
														Presentation of updated business plan on a quarterly basis to shareholder - OCHL	31-Mar-2020	In Progress	80%	Nigel Kennedy	
														Presentation of updated business plan on a quarterly basis to shareholder - ODS	31-Mar-2020	In Progress	80%	Nigel Kennedy	
														Reporting to shareholder for Barton	31-Jul-2019	Ongoing	100%	Nigel Kennedy	
														Reporting to shareholder for Oxwed	31-Jul-2019	Ongoing	100%	Nigel Kennedy	
														Review dividend policy - OCHL	31-Mar-2020	In Progress	10%	Nigel Kennedy	
														Strategic Review of OCHL	31-Mar-2020	In Progress	50%	Nigel Kennedy	
														Update and improve ODS Operating Model	31-Mar-2020	In Progress	30%	Nigel Kennedy	

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Formal Risk Summary

(Oxford)

As at: Jan-2020

Ref	Title	Risk description	Risk		Date Raised	Owner	Gross		Current		Target		Comments	Controls					
			Opp/ threat	Cause			Consequence	I	P	I	P	I		P	Control description	Due date	Status	Progress	Action Owner
CRR-037-18-19	Local Government Reorganisation	Risk that the reorganisation or devolution is imposed to the detriment of the Council and the City	T	The 2017 bid for an Oxfordshire-wide unitary authority has sat dormant since Government made clear it has no appetite to pursue this while Growth Board partners deliver the Growth Deal. However, the new Prime Minister and Cabinet, with ministerial changes in MHCLG, creates uncertainty over the Government's policy position on unitaries going forwards. There is also new uncertainty around the Growth Deal, given the uncertainty over the status of South Oxfordshire District Council's Local Plan	If debate is reopened: - Significant distraction of resources and focus into making City's case in argument - Significant disruption to partnership working and loss of opportunities for significant infrastructure investment - Risk of weakened focus on Oxford's priorities in a single Unitary - Potential negative impact on community though loss of local accountability for investment and services	1-Jun-2018	Caroline Green	5	3	3	3	3	3		Build understanding of new Government administration's view on devolution/unitary, Growth Deal, Ox-Cam Arc & seek levers to influence around Oxford Priorities. Maintain focus on delivering growth agenda & build consensual partnership governance	31-Mar-2020	In Progress	25%	Caroline Green
CRR-038-18-19	Business Continuity Planning and Disaster Recovery including ICT Recovery Plan	There is an adverse impact on continuous business operation due to unplanned events.	T	<ul style="list-style-type: none"> Disruptive event hindering access to building. Disruptive event affecting full functionality of building. Major technology incident (physical or cyber). 	Non-delivery of business operation	1-Jun-2018	Helen Bishop	3	3	4	3	3	2		All Services to review and sign-off their BC plans to ensure up-to-date. Assure ICT backup and restore capabilities CMT to approve software priority restoration list from all Services BC plans. Desktop review of BCP Implement alternative software to CITRIX to allow homeworking for own user devices Include ICT systems outages in business continuity plan tests. Re-establish Risk Management Group Review existing ICT recovery plan to ensure up-to-date.	30-Sep-2019 30-Sep-2018 30-Jun-2019 31-Mar-2020 31-Mar-2020 1-Oct-2018 20-Feb-2019 30-Sep-2018	Ongoing Completed Completed In Progress In Progress Completed Completed Completed	100% 100% 100% 50% 95% 100% 100% 100%	Bill Lewis Rocco Labellarte Mike Newman Bill Lewis Rocco Labellarte Mike Newman Bill Lewis Rocco Labellarte

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(Oxford)

As at: Jan-2020

Ref	Title	Risk				Date Raised	Owner	Gross		Current		Target		Comments	Controls				
		Risk description	Opp/ threat	Cause	Consequence			I	P	I	P	I	P		Control description	Due date	Status	Progress	Action Owner
CRR-040-18-19	Negative Impacts of Climate Change	Climate Change leads to a number of adverse social, health and environmental impacts on the City	T	Oxford is prone to flood risk from fluvial or river sources (Cherwell and Thames/Isis) and in specific areas to pluvial or surface flooding from heavy rainfall. For fluvial flooding heavy rainfall upstream normally gives Oxford between 24-48 hours to prepare and respond with flood protection. There is no warning for pluvial flooding. The City has a poor level of air quality largely arising from the use of vehicles within the City	Flooding, which is highly weather dependent; poor air quality	1-Jun-2018	Jo Colwell	4	3	3	3	3	3		Control measures relating to advocacy, clear communication, negotiation over our land assets, in particular at Seacourt and Redbridge Park and Ride sites (Seacourt extension/Redbridge as location for recycling transfer station)	30-Dec-2022	In Progress	50%	Jo Colwell
										Partnership with the EA led programme to deliver the Oxford Flood Alleviation Scheme	31-Mar-2020	In Progress	50%		Jo Colwell				
										Reputational risk is shared across partners.	31-Mar-2020	In Progress	50%		Jo Colwell				
CRR-042-18-19	Terrorism	Terrorist incident in the city (most likely in the city centre) that adversely affects normal life in the city, including a negative impact on the Council's business, or targets an individual event (e.g. May Morning, St Giles' Fair, events in South Park)	T	Oxford is an internationally known city and is a more likely target than cities and towns of a similar size. There are several areas where large numbers of people congregate - primary shopping areas and tourist attractions, transport hubs - that may be conducive and prone to attack	Dependent on nature of attack and where it occurs. Could result in lock down of buildings, including Council offices, severe travel disruption, need to disperse large numbers of people (to places of safety). Non-delivery of Council services	1-Jun-2018	Tim Sadler	5	2	5	2	5	2		Council's emergency plan includes link to Crowded Spaces Evacuation Plan	30-Apr-2020	Ongoing	100%	Mike Newman
										Emergency plans for Council-operated buildings include dealing with a terrorist attack.(including building lock-down procedure)	30-Apr-2020	Ongoing	100%		Mike Newman				
										Event plans include dealing with a terrorist attack.(including evacuation procedure)	30-Apr-2020	Ongoing	100%		Mike Newman				
										Physical barriers in place - temporary and permanent	30-Apr-2020	Ongoing	100%		Mike Newman				
										Respond to intelligence received	30-Apr-2020	Ongoing	100%		Mike Newman				
										Work with partners, particularly the Police and County Council, on mitigation measures	30-Apr-2020	In Progress	50%		Tim Sadler				
CRR-043-18-19	Cyber Attack	Cyber security incident which impedes the operation of the business	T	Global attack from outside the business Internal hacker	Non-delivery of business operation	1-Jun-2018	Helen Bishop	3	4	3	3	3	2		Carry out PSN remedial work.	30-Sep-2019	Ongoing	100%	Rocco Labellarte
										Ensure any security breaches are dealt with appropriately, in line with policies.	30-Jun-2018	Ongoing	100%		Helen Bishop				
										Ensure cyber defences (firewalls, anti-virus, anti-malware, password protection, two-factor authentication) is in place	30-Jun-2018	Ongoing	100%		Rocco Labellarte				

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Residual Risk Score

This is the risk score after mitigating actions have taken place. The residual risk score shows how effective your action plans are at managing the risk.

Formal Risk Summary

(Oxford)

As at: Jan-2020

Ref	Title	Risk description	Risk			Date Raised	Owner	Gross		Current		Target		Comments	Controls				
			Opp/ threat	Cause	Consequence			I	P	I	P	I	P		Control description	Due date	Status	Progress	Action Owner
														Ensure cyber security policies are in place.	30-Jun-2018	Ongoing	100%	Rocco Labellarte	
														Ensure PSN accreditation is achievable. Allocate funding as necessary to ensure remedial work can be delivered.	31-Mar-2020	In Progress	40%	Nigel Kennedy	
CRR-044-18-19	Health and Safety - Buildings	Failure to comply with the various H&S legislative requirements which ensure the safety of buildings	T	Inadequate training, poor systems and procedures, failure to robustly monitor performance and address this. Inadequate resourcing and skills. Inadequate maintenance of buildings	Corporate manslaughter. HSE investigation and substantial fines. Loss of reputation	1-Jun-2018	Stephen Clarke	4	4	4	3	3	2		Create a dedicated H&S team	30-Jun-2018	Completed	100%	Stephen Clarke
														Introduce a bespoke IT system for monitoring compliance	31-Dec-2019	Completed	100%	Stephen Clarke	
														Recruit experienced H&S Manager and other team vacancies	30-Sep-2018	Completed	100%	Stephen Clarke	
														Regular programme of audits of performance to identify gaps in Process	30-Jun-2018	Ongoing	100%	Stephen Clarke	
														Regular reporting of performance at corporate level	30-Jun-2018	Ongoing	100%	Stephen Clarke	
														Review existing processes and systems	31-Mar-2019	Ongoing	100%	Stephen Clarke	
														Works to ensure that OCC is fully compliant have been completed. Any remedial action has been prioritised and faults addressed and where necessary monitoring of these.	31-Mar-2020	Ongoing	85%	Stephen Clarke	

Current Risk Score

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Residual Risk Score

This is the risk score after mitigating actions have taken place. The residual risk score shows how effective your action plans are at managing the risk.

Formal Risk Summary

(Oxford)

As at: Jan-2020

Ref	Title	Risk description	Risk		Consequence	Date Raised	Owner	Gross		Current		Target		Comments	Controls				
			Opp/ threat	Cause				I	P	I	P	I	P		Control description	Due date	Status	Progress	Action Owner
CRR-039-18-19	Delivery of Services by External Suppliers/Partnerships / Supply Chain	The negative performance of suppliers has a direct impact on the Councils ability to achieve its goals	T	Failure of key supplier (i.e. Fusion) or reductions in funding and/or financial pressures on the councils critical service partners may place additional burdens /demands on the council and poorer services outcomes for citizens and potential risks to our supply chain.	Lack of coordinated response or weak relationships with partners leads to withdrawal of services, increasing the burden on City Council services and poorer outcomes for communities.	1-Jun-2018	Ian Brooke	3	3	2	2	2	2	We continue to closely monitor the contract with our leisure provider. Fusions independently audited accounts for the year ended 31 December 2018, showed good improvement and growth since the previous accounting year. Their recovery and restructure plan put in place at the end of 2017 delivered a financial turnaround. Fusion anticipates that this positive trends will continue in 2019. This is also reflected with Fusions Delphi Credit Report showing very low risk (since April 2019). We will continue to monitor Fusions overarching performance through the existing governance framework.	Work collectively and coherently with key partners to find solutions.Effective relationship management across partners will help to manage risks around service delivery and reputational risk.	31-Mar-2020	In Progress	60%	Ian Brooke

Current Risk Score

This is the risk score at the time that the risk is reviewed. When the risk is first identified it will be the same as the gross risk score. The current risk score is tracked to ensure that progress is being made to manage the risk and reduce the Council's exposure.

Residual Risk Score

This is the risk score after mitigating actions have taken place. The residual risk score shows how effective your action plans are at managing the risk.

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Appendix F

Performance Summary

Description	Owner	Latest Data		Comments
		Target	Result	
PA002: Number of jobs created or safeguarded in the city as a result of the City Council's investment and leadership	Matthew Peachey	1100 Number	830 Number	Many of the jobs supported are those generated by the Council's capital programme spending. Less immediate inward investment and job creation interest coming to the attention of officers, possibly related to Brexit and slowing of economic growth.
PR001: Amount of employment floor space permitted for development (m2)	Matthew Peachey	15000 Number	6231 Number	Reduced pipeline of employment creating applications in year 3 and 4 of the Corporate Plan. Also, notable loss of employment space to other uses.
ED025: The percentage of estimated HMOs in the City that are licenced	Ian Wright	85%	86%	Achieved target
HP008: Ensuring 3 year's worth of our housing requirement has an extant permission or resolution to grant planning permission	Adrian Arnold	400 Number	1123 Number	
NI 156: Limit our use of temporary accommodation at 2015 levels	Stephen Clarke	110 Number	93 Number	We continue to perform well against the corporate measure of limiting the use of temporary accommodation. 93 households were in temporary accommodation at the end of March against a target of 110, despite considerable growing pressure to temporarily house people due to the corona virus lockdown. We have seen a trend of lower numbers of households in temporary accommodation throughout the year, but there continues to be fluctuations in numbers. Having seen changing demand on the temporary accommodation stock profile and household's support needs we were ready to start reviewing what our temporary accommodation approach needed to be moving forward, but this has now been at least temporarily superseded by the ongoing crisis which is likely to put considerable pressure on temporary accommodation with increased levels of homelessness in the short to medium term due to the economic and social changes caused by the lockdown.
CoS030: % of those adults who are physically active	Ian Brooke	66%	74%	Sport England's Active Lives Survey results show that Oxford City is now the least inactive district Council area in the Country. The Council's We are currently above target. Active Communities team lead on the work in this area supported by a multitude of partners including the huge amount of work undertaken by the voluntary sector. The team have achieved "Outstanding" in their external Quest audit (the UK quality assurance scheme). This is the highest level of award and we are the first city/district to achieve this. We have just one the national quest award for Active Communities, which we will be accepting at the end of February.
LP119: The number people taking part in our youth ambition programme	Ian Brooke	6000 Number	5530 Number	<p>Program delivery at the end of March 2020 showed just below target with 5,530 participants.</p> <p>This outcome is mitigated due to the forced suspension (in mid-March 2020), of delivery sessions for Young People due to the impact of the COVID-19 pandemic.</p> <p>We are also still awaiting some performance figures from those we have awarded funding.</p>
LP220: Number of people from our target groups using our leisure facilities	Ian Brooke	798970 Number	590100 Number	<p>Data reported by our leisure provider (Fusion) in February 2020 indicated visits increased by 1.3% for an 11 month reporting period.</p> <p>Visit data for 1 March to 20 March 2020 is due from Fusion.</p> <p>Fusion were reporting a positive month-on-month direction of travel between January and February 2020. This positive direction of travel was expected to continue into March 2020, however on the 20 March 2020 facilities across the physical activity landscape were forced to close by the Government following a Coronavirus briefing.</p>
BIT019i: % all contact carried out online	Helen Bishop	38.0%	43.3%	

FN055: Efficiencies, service reductions and additional fees and charges	Nigel Kennedy	£708	£708	measure achieved in year
LG002: Achieve the electoral registration household registration rate	Anita J. Bradley	96.00%	86.50%	The outturn for 2019 was 86.50%. The Register was closed early due to the impact of the 12 December 2019 Parliamentary Election bringing the canvass to a premature end. The effect was that when the Register was initially published in November 2019 the response rate from the Canvass was reduced. However once the applications for Registration were published ahead of the Election, the Register was at its fullest since Individual Electoral Registration was brought in. This was therefore a matter of timing only and cannot be compared to previous years on a like for like basis.
PDR001: Percentage of major and non-major planning applications determined within target	Tom Bridgman	70%	92%	1st April 2019 to 31st January 2020.

To: Cabinet - 15 July 2020
Council - 20 July 2020

Report of: Head of Law and Governance on behalf of the Head of Paid Service (Chief Executive)

Title of Report: Decisions taken under Parts 9.3(b) and (c) of the Constitution

Summary and recommendations	
Purpose of report:	Cabinet and Council are asked to note the decisions taken by the Head of Paid Service (Chief Executive) using the urgency and emergency powers delegated in Parts 9.3(b) and (c) of the Constitution.
Recommendation(s): Cabinet and Council are recommended to:	
1. Note the decisions taken as set out in the report.	

Appendices	
Appendix 1	Additional decisions taken using urgency or emergency powers (if required).

Introduction and background

1. This report updates Cabinet and Council on decisions taken by the Head of Paid Service (Chief Executive) using the urgency and emergency powers delegated in the Council's Constitution.
2. Where urgency and emergency powers are used the Constitution requires the Head of Paid Service to report, in writing, as soon as practicable to the body which would otherwise have been required to give the necessary authority to act.

9.3 Role of Head of Paid Service

...

(b) The Head of Paid Service is authorised to take any urgent action necessary to protect the Council's interests and assets where time is of the essence and it is impracticable to secure authority to act where such authority would otherwise be required.

The Head of Paid Service, in so acting, will be guided by budget and the policy framework, will consult the other Statutory Officers before acting and will report, in writing, as soon as practicable to the body which would otherwise have been required to give the necessary authority to act.

(c) The Head of the Paid Service may authorise any emergency action required on any matter which shall include incurring expenditure, including those falling within the jurisdiction of a Committee or the Cabinet.

The Head of Paid Service, in so acting, will be guided by the budget and policy framework, will consult the other Statutory Officers before acting and will report, in writing, as soon as practicable to the body which would otherwise have been required to give the necessary authority to act.

Decisions taken using urgency and emergency powers

3. The following decisions have been taken using urgency and emergency powers for which Cabinet and Council would otherwise have been required to give the necessary authority to act. Cabinet is responsible for recommending the budget to Council (including extra spending outside the budget) and for granting approval for projects of £500k or over and Council is responsible for setting the budget. Cabinet and Council are asked to note these decisions.
4. Should any further decisions be taken using urgency or emergency rules after this report is published these will be set out in Appendix 1 (to be circulated separately if required).
5. This report does not list all decisions taken by officers in response to the Covid-19 outbreak only those taken by the Head of Paid Service (Chief Executive) using his urgency and emergency powers under the provisions of Parts 9.3(b) and 9.3(c) of the Constitution. This report does not include the decisions taken using emergency powers that were reported to the annual meeting of Council on 20 May 2020 since those decisions have already been reported to the body which would otherwise have been required to give the authority to act.

ITEM 1	ADDITIONAL REVENUE EXPENDITURE COMMITTED IN RESPONSE TO THE COVID-19 PANDEMIC
<p>Decision: To authorise the following spend which is outside the budget agreed by Council on 13 February 2020:</p> <ul style="list-style-type: none"> • Providing accommodation for rough sleepers and provision of meals at an estimated additional cost of £532k (this is based on initial 3 month lockdown period and does not reflect potential future requirements for rough sleepers) • Additional one-off ICT software and equipment and mobile handsets to accommodate remote working £455k • Provision of food parcels and other costs in supporting vulnerable people through the locality hubs - £115k • One off additional costs in the Benefits Team to process increased numbers of Housing benefits claims and changes in circumstances. - £50k <p>Note: the date of decision relates to the principle of releasing additional funding. A number of financial orders were issued over a period of time spanning April and</p>	

May 2020.	
Date decision made:	1 April 2020
Decision taker	Head of Paid Service (Chief Executive)
Was the decision taken under emergency or urgency rules?	Emergency – Constitution Part 9.3(c)
Is this a Key Decision?	Yes
Reasons for decision	To fund the Council's response to the Covid 19 pandemic.
Alternative options considered:	To delay committing expenditure until the normal authority could be secured from Cabinet and Council would have been detrimental to the Council's response to the Covid 19 pandemic.
Wards significantly affected	None
Declared conflict of interest:	None

ITEM 2	PAYMENT OF OXFORD DIRECT SERVICES LIMITED (ODSL) FOR SERVICES CONTRACT DURING CORONAVIRUS RESTRICTIONS
<p>Decision: To pay Oxford Direct Services Limited (ODSL) on an at cost basis for the period of the disruption.</p> <p>ODSL to mitigate costs through furloughing staff, reducing agency and vacancy control.</p> <p>ODSL to rebate to Oxford City Council furlough income and savings from fuel and materials</p>	
Date decision made:	12 May 2020
Decision taker	Head of Paid Service (Chief Executive)
Was the decision taken under emergency or urgency rules?	Emergency – Constitution Part 9.3(c)
Is this a Key Decision?	Yes
Reasons for decision	During the disruption due to the coronavirus some works have had to be stopped and others commissioned. An efficient and effective means of paying ODSL was sought during this period.
Alternative options considered:	<p>The option of utilising the Council Change and charging provision of the services contract was considered.</p> <p>This option was rejected as it would require a significant amount of bureaucracy and transaction costs to achieve broadly the same outcome.</p>
Wards significantly affected	None
Declared conflict of interest:	None

ITEM 3	AGREEMENT OF THE OXFORD CITY COUNCIL CORONAVIRUS DISCRETIONARY GRANT SCHEME
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Decision:	To agree the £1.265m Discretionary Grant scheme, for urgent launch on June 1st, in line with the other Oxon LA timescales for launch.
Date decision made:	27 May 2020
Decision taker	Head of Paid Service (Chief Executive)
Was the decision taken under emergency or urgency rules?	Urgency – Constitution Part 9.3(b)
Is this a Key Decision?	Yes
Reason for decision	To support small businesses with fixed property-related costs struggling to survive due to the coronavirus shutdown, and unable to access other grant funding.
Alternative options considered:	<p>The grant scheme must be delivered to serve the interests of local business and workers. However, different options for delivery were considered including;</p> <ul style="list-style-type: none"> • First come first serve until monies are spent. Issues include fairness, possible poor VFM, and funding going to less serious cases of loss/costs. • Widest possible interpretation with a detailed evaluation process. Issues include capacity to handle over-subscription and disappointment/wasted effort for local businesses. • Focus round 1 on the four priority groups in the BEIS guidance with a light touch evaluation where demand outstrips supply. Evaluation to focus on financial need, employment levels, supply chain, and evidence of positive environmental and social impacts. The scheme might be widened to other business cohorts in a second round, if funding remains. This approach is intended to balance demand, with a desire to support businesses where it will be likely to lead to the most positive set of triple bottom line outcomes
Wards significantly affected	None
Declared conflict of interest:	None

Financial issues

6. There are no financial issues arising beyond those set out in the documents attached to the published decisions.

Legal issues

7. The urgency and emergency powers of the Head of Paid Service (Chief Executive) are set out in the Constitution.

Report author	Andrew Brown
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Job title	Committee and Member Services Manager
Service area or department	Law and Governance
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Background Papers: None

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Minutes of a meeting of the Cabinet on Wednesday 24 June 2020

www.oxford.gov.uk



Committee members present:

Councillor Brown (Chair)	Councillor Turner (Deputy Leader)
Councillor Hayes (Deputy Leader)	Councillor Chapman
Councillor Clarkson	Councillor Hollingsworth
Councillor Rowley	Councillor Linda Smith
Councillor Tidball	Councillor Upton

Also present:

Councillor James Fry
Councillor Pat Kennedy

Officers present for all or part of the meeting:

Gordon Mitchell, Chief Executive
Tom Bridgman, Executive Director (Development)
Caroline Green, Assistant Chief Executive
Tim Sadler, Transition Director / Chairman Direct Services Companies
Nadeem Murtuja, Interim Executive Director for Communities
Nigel Kennedy, Head of Financial Services
Stephen Clarke, Head of Housing Services / Director Housing Companies
Anita Bradley, Monitoring Officer
Mish Tullar, Corporate Policy, Partnership and Communications Manager
John Mitchell, Committee and Member Services Officer

Apologies:

None.

11. Declarations of Interest

None.

12. Addresses and Questions by Members of the Public

None.

13. Councillor Addresses on any item for decision on the Board's agenda

Councillor Pat Kennedy addressed Cabinet in relation to item 7 of the agenda (April Budget Monitoring Report). The report included reference to the Bullingdon Community Centre and the proposal to include it in the list of capital projects to be paused because of the financial pressure faced by the Council as a result of Covid-19. The report made clear the profound effect Covid-19 was having on the Council finances and the need for radical steps to mitigate its consequences. Recent events had demonstrated the devastating effects of social isolation, loneliness and wellbeing. Local neighbourhoods and communities had come together to support one another at this difficult time. Community centres provided a vital resource to all members of society by offering company, activities and a safe meeting space for the City's diverse communities. The City Council had long recognised the value of community centres and was working with Community Associations to open them as soon as possible after the current lockdown. Talks were underway in relation to the Bullingdon Community Centre, the reconstruction of which was due to have started in May but had been paused as part of the package of mitigation measures mentioned. She was pleased that the Council remained committed to this important project but recognised that it had had to be paused because of the current exceedingly challenging financial circumstances. She looked forward to the opening of the centre in due course.

The Chair thanked Cllr Kennedy for her contribution, confirming that her views about the important role of community centres were shared by the Cabinet. The pause of this and other important projects was regrettable but, as recognised by Cllr Kennedy, there had been little alternative in this financially challenging time for the Council.

14. Councillor Addresses on Neighbourhood Issues

None.

15. Items raised by Board Members

None.

16. Scrutiny Committee Reports

Finance & Performance Panel

The Finance & Performance Panel of Scrutiny Committee had met on 16 June to consider item 7 of the agenda. Councillor James Fry, speaking as Chair of the Finance & Performance Panel, was pleased that the Cabinet had felt able to accept both of its recommendations in relation to the report on the April Budget Monitoring Report. He expressed concern that estimates of the extent of the deficit were perhaps too cautious. He noted that financial support from the Government to date represented just 6-7% of the anticipated deficit over the next 4 years.

Councillor Ed Turner, Cabinet Member for Finance & Asset Management, responding to the recommendations of the Finance & Performance Panel, was pleased to accept both of its recommendations.

The first recommended lobbying in favour of capitalisation. This was something which made good sense in the current climate and was something which would be happening and which had, indeed, already been raised directly with government and elsewhere. The second recommended that the £60k proposed for cycling infrastructure shouldn't be included in the pause of capital projects. There was a one-off opportunity to influence people's decisions about whether or not to cycle. Furthermore, this would be combined with additional funding for such work from the County Council, giving a strong message about the shared commitment to an important area of development. He did however sound a note of caution given that this sum was in the Medium Term Financial Strategy for several years and no guarantees could be given about its future inclusion.

17. April Budget Monitoring Report

The Head of Financial Services had submitted a report to update members on the estimated financial impact of the Coronavirus together with agreement upon mitigating actions.

Councillor Ed Turner, Cabinet Member for Finance & Asset Management introduced the report. The effects of Covid-19 on the Council's finances were profound. He drew attention to the anticipated deficits over the next 4 financial years. The Council had sought to protect frontline services by safeguarding income streams and it was precisely those income streams which were adversely affected by Covid-19. Income projections were therefore having to be revised in a wide range of areas.

It was necessary to take careful stock of the present position. The extent of support from central government was minimal as a proportion of the additional costs incurred to date and there was uncertainty about the extent of future support. It would be necessary, also, to take stock once the immediate crisis was over of the position of, for example, the property and leisure sectors. The Council was adopting a two pronged approach, first pausing non-essential expenditure which will generate in year savings to mitigate the deficit which will accrue. Secondly, the Medium Term Financial Strategy will be reshaped, with work on it starting much earlier in the financial year than hitherto. This will inevitably involve some difficult choices and would, as always, be the subject of public consultation. The focus however will remain on delivering against the Council's values, including among others, safeguarding frontline services; narrowing the gap between rich and poor; and avoiding compulsory redundancies. He concluded by paying tribute to the significant contribution of officers in the Finance Team at this challenging time.

Cabinet resolved to:

1. **Agree** the mitigating actions proposed against the financial impact of the coronavirus;
2. **Note** the additional spend commitments taken under Executive Emergency powers to commit further expenditure in 2020-21 in the order of £1.5 million as detailed in paragraph 11-12; and
3. **Agree** the strategy of a transfer from reserves by the Head of Financial Services to cover the estimated increased net expenditure in 2020-21 followed by a budget re-set for 2021-22 and beyond.

18. COVID19 update and work areas moving forward

Councillors Tidball and Turner, having previously, given their apologies, left during this item.

The Assistant Chief Executive had submitted a report to provide an update to Cabinet on the issues, challenges and opportunities arising from COVID and the work underway during a phase of transition from the emergency response, through to restart, recovery and renewal.

Councillor Susan Brown, Leader of the Council, introduced the report which set out the work of the Council over the next few months in respect of its response to Covid-19. The report was framed in terms of the language being widely used elsewhere of the three phases of restart, recover and renew. A significant unknown in relation to each phase was how long each might last in parallel with recognition that there was likely to be an overlap of them for different areas of activity. The tourist industry, for example, was likely to lag behind some others. She reminded Cabinet of some of the key principles set out in the report which will underpin the work including the importance of building on new ways of working; “building back better” with particular reference to environmental benefits; ensuring the protection of the most vulnerable in society who have been greatly affected by Covid-19; and equality, diversity and inclusion. Some of the key areas of work as set out in the report but not already touched upon included the economy; working with local business; and work on the public realm in the City Centre and local centres to ensure that people have the confidence to use local business and feel safe to go out into the community. Recent events had brought into sharp focus the importance of Health, Social Care and Wellbeing which will inform the work of building back better.

Caroline Green, Assistant Chief Executive, reminded Cabinet of the recommendations which had been made by Scrutiny in respect of the report and the responses given in the paper before Cabinet.

It was noted that the response to the recommendation in relation to the suggestion of setting up a mutual bank was informed by experience elsewhere and the significant amount of work which it would require notwithstanding clear support for the principle.

In relation to the recommendation that the Health Overview Scrutiny Committee should be asked to undertake a review of the equalities impact of Covid-19, the Health and Wellbeing Board had since noted that, while potentially valuable, it would be important not to duplicate work being done elsewhere.

Cabinet resolved to:

1. **Note** the report and comment on the areas of work outlined and the proposed next steps outlined at paragraphs 59 and 60 of the report.

19. Annual Update Report on the Corporate Plan 2016-20

The Assistant Chief Executive had submitted a report to seek approval for the 2019-2020 Annual Update on the Corporate Plan 2016-20.

The Chair introduced the report which set out what the Council had achieved against the targets set out in the Corporate Plan 2016-20. Notwithstanding that these objectives had been set some 4 years previously some important milestones had been

reached, in relation to, among others: the economy; the Covered Market; and housing in relation to which 75 units at Barton Park had now been handed over to the Council.

The Chair said that Cabinet had agreed to Scrutiny Committee's recommendations on this report.

Cabinet resolved to:

1. **Approve** the Annual Update on the Corporate Plan 2016-20, as set out in Appendix 1; and
2. **Delegate** authority to the Assistant Chief Executive to make minor textual/formatting changes to the Annual Update Report in advance of publication.

20. Appointments to Outside Bodies

The Head of Law and Governance had submitted a report to agree appointments to charities, trusts, community associations and other organisations for the 2020/21 Council Year.

Cabinet resolved to:

1. **Approve** appointments to charities, trusts, community associations and other organisations as shown in Appendices 1A – 1D; and note the appointments to partnerships as detailed in Appendix 1E;
2. **Note** the guidance for appointees as detailed in Appendix 2;
3. **Agree** to remove Council of Ruskin College from the list of charities, trusts, community associations and other organisations as detailed in the report; and
4. **Delegate** authority to the Head of Law and Governance, in consultation with the Leader of the Council, and where appropriate with other group leaders, to make any changes to appointments to Outside Bodies as may be required during the course of the Council year 2020/21.

21. Minutes

Cabinet resolved to APPROVE the minutes of the meeting held on 08 June 2020 as a true and accurate record.

22. Dates of Future Meetings

Meetings are scheduled for the following dates:

- 15 July
- 12 August
- 09 September
- 14 October
- 11 November
- 09 December

All meetings start at 6pm unless otherwise stated..

The meeting started at 4.30 pm and ended at 5.18 pm

Chair Date: Wednesday 15 July 2020