

Committee: Executive
Date: Monday 7 June 2010
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Barry Wood (Chairman)	Councillor G A Reynolds (Vice-Chairman)
Councillor Ken Atack	Councillor Norman Bolster
Councillor Colin Clarke	Councillor Michael Gibbard
Councillor James Macnamara	Councillor Nigel Morris
Councillor D M Pickford	Councillor Nicholas Turner

AGENDA

1. Apologies for Absence

2. Declarations of Interest

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

3. Petitions and Requests to Address the Meeting

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

4. Urgent Business

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

5. Minutes

** Minutes to Follow **

To confirm as a correct record the Minutes of the meeting held on 24 May 2010.

Strategy and Policy

6. Banbury Cultural Quarter (Pages 1 - 6) 6.35 pm

Report of Strategic Director Environment & Community

Summary

To consider progress of the Banbury Cultural Quarter and the Council's contribution to it.

Recommendations

The Executive is recommended:

- (1) To continue to offer its full support to delivering a Banbury Cultural Quarter in conjunction with Oxfordshire County Council and the Mill Management Committee;
- (2) To agree in principle, subject to a funding agreement, to enhance the County Council's new library/Mill project with up to £2m of capital funding; and
- (3) To authorise the Strategic Director Environment and Community in consultation with the Head of Finance and the Portfolio Holder for Environment, Recreation and Health to negotiate and conclude the final terms of the funding agreement.

7. Homes & Communities Agency (HCA) Single Conversation - Local Investment Plan and Agreement (Pages 7 - 26) 6.55 pm

Report of Strategic Director Planning, Housing & Economy

Summary

To present the results of partnership work with the Homes & Communities Agency (HCA) on the Oxfordshire Local Investment Plan (LIP) and to recommend entering into a Local Investment Agreement (LIA) based on it.

Recommendations

The Executive is recommended:

- (1) To note the partnership work recently undertaken on the HCA Single Conversation process and the resultant Local Investment Plan (LIP)
- (2) To agree that the Council enters into the proposed Oxfordshire Local Investment Agreement (LIA) (Draft at Appendix 1 to the Report).

- (3) To delegate responsibility for finalisation of the Local Investment Agreement (LIA) wording to the Chief Executive in consultation with the Leader of the Council.

8. Local Transport Plan 3 (2011-2030) Cherwell District Council Response to Consultation by Oxfordshire County Council (Pages 27 - 78) 7.05 pm

Report of Head of Planning Policy & Economic Development

Summary

To present information and update the Executive of the consultation on the emerging third Local Transport Plan (LTP3) with a view to making a further representation to the full consultation in late 2010.

Recommendations

The Executive is recommended:

- (1) To note the contents of this report and consultation to date and to agree to continue to monitor the preparation of the Local Transport Plan with a view to making a further response to the consultation on the Draft Local Transport Plan in late 2010
- (2) To agree the proposed responses set out in paragraphs 1.25 to 1.52 as the basis of the Council's response to the "scenarios" public consultation.
- (3) To comment additionally that:-
 - The scenario-based consultation is not helpful in considering the specific transport needs and issues relating to areas of Cherwell District. There should, therefore be specific consultation on scheme choices relating to specific locations in the county.
 - The final LTP should be organised district-by-district and by settlements to create a stronger spatial link with Local Development Frameworks.

9. Petitions and E-Petitions (Pages 79 - 88) 7.25 pm

Report of Head of Legal and Democratic Services

Summary

The Local Democracy, Economic Development and Construction Act 2009 introduced a duty to respond to petitions and the requirement to provide a facility for the electronic submission of petitions on the Council website. This report is the first of two reports to enable the Council to implement this legislation.

Recommendations

The Executive is recommended:

- (1) To approve the Petition Scheme set out at Appendix 1, for recommendation to Council on 19 July.
- (2) To request the Monitoring Officer to prepare the constitutional amendments required for Council to consider.
- (3) To request Officers begin work on developing the system and guidance regarding e-petitions and that this be reported to the Executive in October 2010 for consideration, prior to approval by Council in October.

Service Delivery and Innovation

10. **Sport Centre Modernisation - End of Project Appraisal** **7.35 pm**
(Pages 89 - 96)

Report of Strategic Director, Environment and Community

Summary

To provide an end of project report for the Sport Centre Modernisation Programme.

Recommendations

The Executive is recommended:

- (1) To note the end of project report and the positive outcomes that have already been achieved.
- (2) To agree that the capital under spend be returned to reserves.

Value for Money and Performance

11. **Performance Management Framework 2009/2010 End of Year Performance and Finance Report** (Pages 97 - 180) **7.45 pm**

Report of the Head of Finance and the Corporate Strategy and Performance Manager

Summary

This report covers the Council's performance in 2009/2010, as measured through the Corporate Scorecard, and summarises the Council's provisional Revenue and Capital performance for the financial year 2009/2010.

Recommendations

The Executive is recommended:

- 1) To note that, despite tougher performance targets, the Council has met or made satisfactory progress on 96% of the performance targets in the Corporate Scorecard and met or made satisfactory progress on 97% of the performance targets in the Corporate Plan.

- 2) To note that, despite tougher performance targets, the Council has met or made satisfactory progress on 98% of the targets in the Corporate Improvement Plan.
- 3) To note the progress in delivering the Council's strategic objectives and the many achievements referred to in paragraphs 1.4 and 1.5
- 4) To request an update on the issues highlighted in paragraph 1.6 in the first quarter report of 2010/11.
- 5) To note the provisional revenue out-turn position for 2009/2010 detailed in Appendix 9a.
- 6) To agree the carry forward revenue budgets which have slipped in 2009/2010 to be carried forward into the 2010/2011 revenue budget as set out in Appendix 9b.
- 7) To note the continued improvement in accuracy and reliability that the Council has made in projecting the year end position through the embedding of the Corporate Dashboard.
- 8) To note the provisional capital out-turn position for 2009/2010 detailed in Appendix 9c.
- 9) To agree the balances on capital schemes which have slipped in 2009/2010 to be carried forward into the 2010/2011 capital programme as set out in Appendix 9c(i).

Other Matters

12. Annual Review of Representation on Outside Bodies (Pages 181 - 198)

8.15 pm

Report of Head of Legal and Democratic Services

Summary

To present proposals to improve the effectiveness of the support arrangements for member representation on outside bodies prior to the appointment of representatives for 2010/2011 by the Leader of the Council.

Recommendations

The Executive is recommended:

- (1) To agree the proposals to improve the effectiveness of the support arrangements for member representation on outside bodies.
- (2) To agree the proposed changes to the list of outside bodies to which the Leader of the Council will make appointments in 2010/11.

Urgent Business

13. Urgent Business

Any other items which the Chairman has decided is urgent.

(Meeting scheduled to close at 8.20 pm)

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwell-dc.gov.uk or (01295) 221587 prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item. The definition of personal and prejudicial interests is set out in Part 5 Section A of the constitution. The Democratic Support Officer will have a copy available for inspection at all meetings.

Personal Interest: Members must declare the interest but may stay in the room, debate and vote on the issue.

Prejudicial Interest: Member must withdraw from the meeting room and should inform the Chairman accordingly.

With the exception of the some very specific circumstances, a Member with a personal interest also has a prejudicial interest if it is one which a Member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest.

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

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

Queries Regarding this Agenda

Please contact James Doble, Legal and Democratic Services james.doble@cherwell-dc.gov.uk (01295) 221587

Mary Harpley
Chief Executive

Published on Thursday 27 May 2010

Executive

Banbury Cultural Quarter

7 June 2010

Report of Strategic Director Environment & Community

PURPOSE OF REPORT

To consider progress of the Banbury Cultural Quarter and the Council's contribution to it.

This report is public

Recommendations

The Executive is recommended:

- (1) To continue to offer its full support to delivering a Banbury Cultural Quarter in conjunction with Oxfordshire County Council and the Mill Management Committee;
- (2) To agree in principle, subject to a funding agreement, to enhance the County Council's new library/Mill project with up to £2m of capital funding; and
- (3) To authorise the Strategic Director Environment and Community in consultation with the Head of Finance and the Portfolio Holder for Environment, Recreation and Health to negotiate and conclude the final terms of the funding agreement.

Executive Summary

Introduction

- 1.1 Good progress has been made with Oxfordshire County Council and the Mill Management Committee in developing plans for a Banbury Cultural Quarter. Further consideration has been given to and progress made with each component of the concept.
- 1.2 Oxfordshire County Council have confirmed their capital funding of £5.675m but from the feasibility options considered, it is clear that only a limited new library/Mill development can be progressed with this.

Proposals

- 1.3 It is proposed that this Council supplements the County Council's investment by up to £2m. This will be specifically for an enhanced performance venue with appropriate front and back stage facilities, a flexible rehearsal room and a visual arts facility.

- 1.4 The purpose of this additional District Council investment is to enhance the user experience of the new venue and improve the operational viability of the whole new library/Mill development.

Conclusion

- 1.5 The opening of the new Spiceball Leisure Centre, the ongoing success of the Banbury Museum and the County Council's intention to create a new and vibrant arts and library centre at The Mill will create sufficient collective recreational and cultural activity to form a basis of a Cultural Quarter for the town. Further developments of a complementary nature such as improved car parking and adjacent commercial developments will enhance the Cultural Quarter accessibility and attractiveness. Additional funding for the new library/Mill development is required if it is to achieve its full potential and meet more fully the future needs of local people.

Background Information

- 2.1 For many months representatives of the District Council, the County Council and The Mill have been discussing how a new integrated and refurbished Mill and new library can be developed on or near the existing site of The Mill. Several technical options have been considered which take into account the various constraints of the site regarding utilities, flooding frequency, funding and access to the new Spiceball Leisure Centre.
- 2.2 The County Council has earmarked £5.675m for this development which is planned from 2012/13 onwards. The precise timing of its proposed development is not yet established but for the purposes of this report can be assumed to be from mid 2012.
- 2.3 The District Council has approached the development of an integrated Mill and new library in a positive way with a willingness to consider permitting its development on some District Council owned land. This will necessitate a transfer of some of the Council's land to the County Council assumed at nil consideration. However, it has also been made clear that in whatever form the Cultural Quarter takes, there must be no net loss of car parking spaces and where possible, numbers of spaces should be increased.
- 2.4 In parallel with this, the District Council has opened the new Spiceball Leisure Centre and as a consequence has demolished the old sports centre and converted this site to a temporary car park pending consideration of a permanent development.
- 2.5 The opportunity to redevelop the former Spiceball Park Sports Centre site for permanent car parking plus complementary commercial development has been advertised and Expressions of Interest requested. These are currently being assessed and will be the subject of a separate report in due course.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 The feasibility options for the new library/Mill development have concluded that in addition to a new library, the County Council funding can provide a performance venue of approximately 300 but no rehearsal or visual arts spaces. From further local research associated with the Mill's catchment and local arts clubs plus an assessment of operational matters, it is clear that if the development were to include these facilities, then, as a whole, the Cultural Quarter would more closely match local needs, and viability would be improved.
- 3.2 By providing additional capital, the rehearsal and visual arts spaces can be provided to a high quality of environment and standard of finish which will enhance the user experience and assist with the operational viability of the whole development. Particular attention should be paid to the finishes, seating and acoustic qualities of the auditorium and the technical facilities of the performance venue in terms of lighting, sound, stage and backstage facilities. These principles should also apply as appropriate to the rehearsal and visual arts spaces. As a consequence, it is expected that there should be specialist theatre designer input at the next stage in the design development process to address these matters and the important relationship, nature and scale of the supporting back stage and front of house facilities. Additional funding of up to £2m from the District Council is therefore proposed for this purpose.
- 3.3 The other key issue for consideration is how best to secure the District Council's support to the new library/Mill part of the Cultural Quarter development. The first element of this is the transfer of District Council owned land to permit an extended footprint of the new development and its access. The Council has agreed this previously at nil consideration.
- 3.4 The second element is how to secure the value of its additional investment proposed in this report. In this respect, a more conventional call on the title is inappropriate due to the specific facilities proposed for investment rather than the whole development. Therefore, it is proposed that a 10 year period be applied to a funding agreement during which, if the facility were to close, repayment in full would apply.

The following options have been identified. The approach in the recommendations is believed to be the best way forward

- | | |
|---------------------|--|
| Option One | Not to invest in the new library/Mill development. |
| Option Two | Invest up to £2 m in the new library/Mill development. |
| Option Three | Invest a higher sum in the new library/Mill development. |

Consultations

None

Implications

Financial: There are two significant financial implications for the Council in supporting a Cultural Quarter development. Firstly, the potential significant capital costs in the order of £2m+ for the new decked car park of up to 200 spaces on the site of the existing Spiceball Park Sports Centre, the new pedestrian link to Spiceball Leisure Centre and associated landscaping works in the immediate vicinity of these developments. It is hoped that there would be an additional significant revenue stream from the increased car parking capacity which would support the spending of such capital sums and the potential for some enabling commercial development. Further detail is required on the extent of these capital costs prior to undertaking any cost benefit analysis in relation to the revenue stream arising. It is also intended that the possibility of the car park and bridge being built at no cost to the Council be explored through this process. The second proposal to offer up to £2m as a contribution to improve the new library/Mill development will increase the Council's capital costs by the sum finally agreed.

Comments checked by Joanne Kay, Service Accountant, 01295 221545.

Legal: The most significant legal implications arising from this report relate to the requirement by the County Council for some additional land immediately surrounding the current building footprint of The Mill which is in District Council ownership. Again, further detailed design work is required to determine the precise nature of an extended Mill footprint and the extent of any land transference or legal issue arising. In addition, a formal funding agreement to establish the basis of the Councils' investment in the new library/Mill and a Memorandum of Understanding are also proposed.

Comments checked by Liz Howlett, Head of Legal & Democratic, 01295 221686.

Risk Management: The most notable risks arising from the proposals contained in this report are to ensure that there is adequate access within the Cultural Quarter and in particular to the Spiceball Leisure Centre which is generating additional usage beyond that currently catered for by the existing Spiceball Park Sports Centre. In addition, there is almost certainly going to be a need for additional car parking to cater for more intensive use in this locality. Failure to undertake either of these could result in an adverse public reaction and could affect the overall usage of the new Spiceball Leisure Centre. The results of the flood risk assessments could restrict or alter design proposals for the site.

Comments checked by Rosemary Watts, Risk Management Insurance Officer, 01295 221566.

Wards Affected

All Northern District Wards.

Corporate Plan Themes

Safe and Healthy
District of Opportunity

Executive Portfolio

Councillor George Reynolds
Portfolio Holder for Environment, Health & Recreation

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Ian Davies, Strategic Director, Environment & Community
Contact Information	01295 221581 Ian.Davies@Cherwell-dc.gov.uk

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Executive

Homes & Communities Agency (HCA) Single Conversation – Local Investment Plan and Agreement

7 June 2010

Report of Strategic Director (Planning, Housing & Economy)

PURPOSE OF REPORT

To present the results of partnership work with the Homes & Communities Agency (HCA) on the Oxfordshire Local Investment Plan (LIP) and to recommend entering into a Local Investment Agreement (LIA) based on it.

This report is public

Recommendations

The Executive is recommended:

- (1) To note the partnership work recently undertaken on the HCA Single Conversation process and the resultant Local Investment Plan (LIP)
- (2) To agree that the Council enters into the proposed Oxfordshire Local Investment Agreement (LIA) (Draft at Appendix 1 to the Report).
- (3) To delegate responsibility for finalisation of the Local Investment Agreement (LIA) wording to the Chief Executive in consultation with the Leader of the Council.

Background Information

Introduction

- 1.1 The Government Homes & Communities Agency (HCA) is responsible for significant sources of funding for local work on built environment development schemes, particularly in respect of the National Affordable Housing Programme.
- 1.2 The HCA is currently piloting a new approach to its method of planning distribution of funding. This involves what has been termed the 'Single Conversation'. The intent is for HCA to work with local authorities to produce a comprehensive Local Investment Plan (LIP) detailing agreed priorities for government investment that can support local development and infrastructure schemes.
- 1.3 The LIP centres on a plan for funding streams directly controlled by the HCA and the local authorities. It draws links with the statutory land use planning

system and the Highway Authorities Local Transport Plan (LTP) and seeks to influence the use of developer funding contributions and affordable housing obligations in planning agreements. As the Single Conversation and LIP process is developed, the HCA's suggestion has been that a range of national government investment decisions (e.g. transport and health) can be influenced by the Single Conversation and the LIP.

- 1.4 In early 2009, Oxfordshire was invited to work with the HCA to pilot the Single Conversation. HCA had indicated that in two tier local government areas their work needed to be undertaken with a well-structured County/District partnership. It was agreed that the Oxfordshire Spatial Planning & Infrastructure Partnership (SPIP) could act collectively for the local authorities. SPIP is the relevant thematic partnership under the Oxfordshire Partnership. Chairmanship of SPIP is rotated between the local authorities and Cherwell is currently the lead council, with the Leader of the Council in the Chair.

Oxfordshire Local Investment Plan (LIP)

- 1.5 A LIP was agreed by SPIP in March 2010. It has now been submitted to HCA for their approval. The LIP is a lengthy and detailed document setting out information about priority development and infrastructure schemes across the County. A copy has been deposited in the Members' Room for reference.

Local Investment Agreement (LIA)

- 1.6 A LIA has now been prepared to commit the parties (HCA and the local authorities) to implementing the LIP. The draft agreement is at Appendix 1. The Agreement is designed to cross-reference the content of the LIP and to recognise the priorities it establishes.
- 1.7 The LIA is in the form of a 'memorandum of understanding'. It does not, therefore, bind the parties in formal legal terms. Nevertheless, it is an important statement of intent. The constituent local authorities of the Oxfordshire Partnership have taken the view that, by working together and committing to the LIA, all concerned will be best placed to secure good outcomes in respect of future Government funding allocations. This could be particularly important given the future economic climate and likely future public spending restraints.
- 1.8 Clearly the future of Government agencies and their funding mechanisms is uncertain under a new Government.. It is possible that the HCA and the Single Conversation process it has established will not continue in the future. Nevertheless, the LIP will remain a useful basis for multi-agency prioritisation of regeneration and infrastructure investment projects in the district and across district boundaries.

Key Issues for Consideration/Reasons for Decision and Options

2.1 The following options have been identified. The approach in the recommendations is believed to be the best way forward.

Option One Enter into the Local Investment Agreement with HCA and the other Oxfordshire local authorities

Option Two Decline to enter into the Local Investment Agreement

Consultations

There has been extensive consultation through the Spatial Planning & Infrastructure Partnership.

Implications

Financial: There are no direct financial implications of the recommended decision. The LIA is intended to be influential in attracting Government funding to support Cherwell's local investment priorities. In that respect, it has important financial implications.

Comments checked by Eric Meadows, Service Accountant, 01295 221552

Legal: The Agreement is a memorandum of understanding that conveys serious intent but is not binding.

Comments checked by Liz Howlett, Head of Legal & Democratic, 01295 221686

Risk Management: There is a risk to Cherwell's reputation and ability to influence future Government funding decisions if the Council does not participate in the Single Conversation process.

Comments checked by Rosemary Watts, Risk Management & Insurance Officer, 01295 221566

Wards Affected

All

Corporate Plan Themes

District of Opportunity

Executive Portfolio

Councillor Michael Gibbard
Portfolio Holder for Planning & Housing

Document Information

Appendix No	Title
Appendix 1	Draft Local Investment Agreement
Background Papers	
Oxfordshire Local Investment Plan March 2009	
Report Author	John Hoad, Director (Planning, Housing & Economy)
Contact Information	01295 221581 John.Hoad@cherwell-dc.gov.uk

1 PARTIES

- 1.1 HOMES AND COMMUNITIES AGENCY having its principal place of business at 110 Buckingham Palace Road, London SW1W 9SA (the “Agency”).
- 1.2 [OXFORDSHIRE SPATIAL PLANNING AND INFRASTRUCTURE PARTNERSHIP _ -SPIP - AND ITS CONSTITUENT COUNCILS]¹ representing Cherwell District Council, Oxford City Council, South Oxfordshire District Council, Vale of White Horse District Council, West Oxfordshire District Council and Oxfordshire County Council and their partners (the “SPIP”).

2 OBJECTS

- 2.1 The parties² have identified that the Area is in need of investment to support growth and regeneration objectives^{3, 4}:
- 2.2 The parties have previously agreed a Local Investment Plan (LIP) for the Area. This Agreement should be read in conjunction with the LIP. A copy of the LIP is attached. The Agreement sets out the respective contributions of the parties and how they will work together to achieve the vision below and objectives set out in para 2.3 for the benefit of⁵ the Area.
- 2.2.1 Create a World Class economy for Oxfordshire building particularly on the high tech sector;
- 2.2.2 Have healthy and thriving communities to sustain what is good about the City, Towns and Villages while also responding to the needs of the 21st Century including the impact of demographic and lifestyle changes;
- 2.2.3 Look after the environment and respond to the threat of climate change and the potential for more extreme weather conditions, particularly the threat of flooding;
- 2.2.4 Break the cycle of deprivation by addressing the regeneration needs of disadvantaged communities; reducing the gap between the best and worst off, and helping people maximise their talents and raise their aspirations;

Ref : Page of the LIP

- 2.3 The Agency and the SPIP will work towards achieving the following objectives:
- 2.3.1 Deliver new housing, including affordable homes
- 2.3.2 Support economic growth
- 2.3.4 Achieve regeneration and tackle deprivation
- 2.3.5 Contribute to meeting strategic infrastructure needs⁶

Ref ; Page of the LIP

¹ Insert full name of (each of) the relevant local authority/ies.

² Refer to the relevant strategy or policy document(s). If none, put “parties”.

³ State what the problems are, the principles of intervention and what type of support is required.

⁴ Set out the vision for the Area.

⁵ Include whichever is more appropriate, or delete both and replace with more relevant wording.

⁶ Insert details of all the objectives that the parties wish to achieve.

3 AREA

3.1 This Agreement relates to Oxfordshire (the “Area”). The Area is shown more particularly [edged red] on the plan attached to this Agreement⁷.

4 STATUS

4.1 This Agreement is treated as a “Memorandum of Understanding and a protocol for joint working”. It is not legally binding upon the parties except for the provisions of paragraph 12⁸.

4.2 Nothing contained in or carried out pursuant to this Agreement and no consents given by the Agency or the SPIP will prejudice the Agency's or the SPIP and its constituent local authorities (as appropriate) rights, powers or duties and/or obligations in the exercise of its functions or under any statutes, byelaws, instruments, orders or regulations.⁹

4.3 This Agreement is without prejudice to the SPIP and its constituent local authorities and/or the Agency's functions as a local planning authority, and both parties may continue to exercise such functions as if they were not a party to this Agreement.¹⁰

4.4 This Agreement is subject to the constitutional right of any future Parliament and/or the Agency's sponsor department to determine the amount of money to be made available to the Agency in any year and the purpose for which such money can be used.¹¹

4.5 This Agreement is also subject to the terms of the Framework Document between the Agency and its sponsor department, as the same may be amended or replaced from time to time.¹²

5 GOVERNANCE AND RISK

5.1 The parties agree that the SPIP will act as the appropriate governance body and mechanism for the purposes of this agreement and implementation of the LIP. The Agency and the constituent councils will each appoint senior representatives to the SPIP Board. The Board will meet quarterly and will undertake regular review and update of the LIP and this agreement. The Board will be supported by a SPIP Executive Group which will meet monthly¹³. This will be made up of officers from the 6 member authorities and the HCA and other partners. This group will be

⁷ It is useful to attach a plan showing the Area so that all parties are clear about the extent of the land covered by the LIA. If further land may be subject to the LIA in future, this could be shown differently on the plan, and the intention to add in such land recorded as a new point 3.2.

⁸ If there are any other contractually binding commitments, they need to be cross-referred to here. Please involve the HCA's legal team or external lawyers if it is intended to do this.

⁹ Do not amend this paragraph.

¹⁰ Do not amend this paragraph.

¹¹ Do not amend this paragraph.

¹² Do not amend this paragraph.

¹³ Insert frequency of meetings e.g. once a quarter / once a month.

responsible for all the operational management and monitoring arrangements for the LIP and LIA. Any party may change its representative(s) following (where possible) consultation with the other party. The SPIP governance arrangements will allow for membership by GOSE, SEEDA, Environment Agency, Highways Agency, Natural England, Oxfordshire Economic Partnership, Oxfordshire Environment & Waste Partnership, Oxfordshire PCT, SEEPB, Thames Valley Police. Additional representation can be agreed by the principal parties as appropriate¹⁴.

5.2 The items to be discussed regularly by the SPIP Executive Group are:

5.2.1 Progress in achieving the agreed outputs and delivering the LIP (including addressing risks in respect of infrastructure constraints)

5.2.2 Priorities for delivery

5.2.3 Allocation of resources

5.2.4 **Input from other public agencies on their role in assisting with implementation of the LIP...**¹⁵

5.3 Decisions of the SPIP and its Executive Group will be made by consensus.¹⁶ The local authority members of the SPIP will each nominate one of their representatives to be Chairperson on a rolling annual basis, (alphabetical order with agreed handover date). The Chair of the Executive Group will be held by the same Council as chairs the SPIP Board.

5.4 **Legal structure:** nothing in this Agreement creates the need for additional legal structures. The parties intend to use the SPIP for management of the Oxfordshire Single Conversation.¹⁷

5.5 **Approvals and consents:** individual councils responsible for locality priorities and projects may need to enter into more detailed arrangements and contracts with HCA and other partners. Before entering into any more detailed contractual commitments in relation to the Area and/or matters arising from this Agreement:

5.5.1 the Agency will need to obtain Project Executive and (where relevant) Board approval and Secretary of State consent .

5.5.2 the individual council and other partners involved will need to obtain committee / cabinet or other appropriate project approvals.

6 **STAKEHOLDERS**

6.1 Working jointly the SPIP and the Agency will engage with a wide range of public and private sector partners in order to achieve the Strategic Objectives for Oxfordshire identified within the Local Investment Plan.. This will be achieved through all

¹⁴ If other parties are to join the steering group, such as RDA's, district councils, existing delivery vehicles etc, set out how many representatives each organisation (other than HCA and the Council(s) signing this Agreement) will be asked to nominate.

¹⁵ Include items that will be subject to further discussion / agreement. These could include timetable and milestones, progress against any other relevant agreements / frameworks, how sites will be brought forward for development, input from other public agencies etc.

¹⁶ Delete whichever option is not appropriate.

¹⁷ Consider whether any new legal entities will in fact be required - although, where possible, existing entities should be used.

available consultation mechanisms (including those specific to particular locality or project requirements), but, in particular, the Partnership will hold occasional stakeholder events (known as the SPIP Forum).

7 INTERVENTIONS

- 7.1 The parties' priorities in terms of interventions are listed below from paragraph 7.11 to paragraph 7.22.
- 7.2 The parties' intend to undertake individual scheme investment appraisals. It is envisaged that legally binding agreements will be entered into in the future by the HCA and SPIP (and any other relevant parties) to regulate the carrying out of these project appraisals.
- 7.3 **Non-Negotiables**
- 7.3.1 Development achieved as a consequence of:
- 7.3.1.1 Financial Assistance provided by the HCA pursuant to the Housing and Regeneration Act 2008; and/or
 - 7.3.1.2 Where the HCA otherwise contributes to the development (e.g. by contributing land)
- Must meet the HCA Design and Quality Standards.
- 7.3.2 The HCA will expect delivery to be carried out in accordance with its procurement policies.
- 7.3.3 The SPIP must adhere to the HCA's requirements in relation to apprenticeships and skills training, including provision of Employment and Skills strategies, plans and method statements to achieve at least the HCA's minimum benchmarks and to report on monitoring and compliance.
- 7.3.4 The Agency will expect adherence in all cases to its policies on Equality and Diversity and Community Engagement
- 7.3.5 The HCA reserves the right to insist on using its standard documentation in respect of any Financial Assistance or transactions relation to HCA land resulting from this Agreement
- 7.4 **Funding:** Subject to all necessary approvals and the availability of resources the Agency will endeavour to provide the investment from the following funding streams for 2010/11 onwards:
- 7.4.1.1 National Affordable Housing Programme
 - 7.4.1.2 Property and Regeneration Programme
 - 7.4.1.3 Growth Point Funding
 - 7.4.1.4 Places for Change
 - 7.4.1.5 Eco Town Funding
 - 7.4.1.6 Decent Homes
 - 7.4.1.7 Gypsies and Travellers
 - 7.4.1.8 LA New Build
 - 7.4.1.9 Public Land Initiative

- 7.4.10 Details of the HCA’s funding commitments at the time of the initial version of this agreement (as allocated to individual localities) are contained in Appendix 1 of the LIA. This Appendix will be updated regularly through the SPIP and updates should be viewed alongside the agreement.
- 7.4.11 Decisions on funding priorities and associated specific project arrangements will be managed using the relevant assessment sheets in Appendix 5 and 6 of the LIP. The sheets include estimates of potential funding shortfalls. These Appendices in the LIP will be updated as required by the partners directly involved and details will be maintained alongside the regular update of Appendix 1 of the LIA.
- 7.5 **Other Agency resources:** Subject to all necessary approvals and the availability of resources the Agency also intends to provide:¹⁸
- 7.5.1 Land – (As of April 2010 the only land holding the HCA control in Oxfordshire is the Fair Mile Hospital Site)
 - 7.5.2 Advisory / Consultancy / Enabling / Training / Secondment / Joint Management
 - 7.5.3 Technical support – The HCA internal Land and Development Consultancy provide a range of technical advice including, design and sustainable place making, financial appraisal and viability advice, strategic planning and environmental sustainability
 - 7.5.4 Project Management
 - 7.5.5 ATLAS – enabling support on individual large scale projects based on high quality planning, transportation, urban design, infrastructure and environmental sustainability
 - 7.5.6 HCA – Skills & Knowledge Team
- 7.6 **SPIP resources:** the constituent councils intend to provide the following support¹⁹:
- 7.6.1 Funding / land / employees / use of Compulsory Purchase Powers (if considered appropriate, although nothing in this Agreement will fetter the Council’s discretion as to whether or not it will exercise its CPO powers)²⁰
- 7.7 **Leverage of third party resources:** the HCA²¹ and the SPIP will work towards procuring²²:
- 7.7.1 other public funding for economic development / business analysis / skills / education / environment / transport / health
 - 7.7.2 3rd sector involvement

¹⁸ These are examples only – delete if not appropriate. Where possible, set out the headline detail for each type of resource e.g. broadly what it will cover, how often and for how long and by whom such support will be provided.

¹⁹ See the note relating to paragraph 7.5.

²⁰ Care must be taken to avoid any perception that the Council has pre-judged whether or not to use its CPO powers for a particular scheme.

²¹ If the Agency and the Council will be jointly responsible for leveraging some/all third party resources, rephrase to state that “the Agency and the Council will work together towards procuring”.

²² See the note relating to paragraph 7.5.

7.7.3 Private sector investment

The Assessment sheets in Appendix 5 and 6 of the LIP will be used to indicate the arrangements for wider partner involvement (particularly private sector and housing association development partnerships and the role of other public agencies on infrastructure provision)

- 7.8 **Outputs and Outcomes:** The parties with lead responsibility for each locality will work together towards achieving the outcomes listed in Appendix 1 of the LIA and Part 3: Place Making of the LIP.
- 7.9 **Returns:** The HCA and SPIP will put into effect contractual arrangements to ensure that investments (other than normal scheme preparation / consultancy and grant payments) are recovered and recycled where appropriate.
- 7.10 **Timescales:** The key milestones for specific interventions are to be determined as part of detailed project management arrangements supporting the LIP (see 7.4.10/11 above). The overall LIP is managed on the basis of a 5 year plan where all schemes listed are regarded as deliverable in the short term (2010 – 2015). Detailed arrangements for interventions will be recorded and managed through update of the Assessment sheets at Appendices 5 and 6 of the Local Investment Plan as required. This will be undertaken by the partners directly involved in implementation. SPIP will receive reports on overall progress and the outcomes of progress monitoring will be included in the LIP when it is formally reviewed (see 8 below).²³

Intervention 1: Abingdon and Faringdon Locality²⁴ - (Former Nursery and Cricket Ground Faringdon, South of Park Road and Coxwell House, Coxwell Road, Faringdon, Old Gaol, Abingdon, Sutton Courtenay (2 Sites), Other Towns and Villages) (Refer to Page 21 of Local Investment Plan)

- 7.11 **Structure and Delivery:** the Agency's role in delivering interventions is to facilitate and assist the constituent council in delivering sustainable places at the local level.²⁵
- 7.11.1 The Vale of White Horse will be responsible for overall management and monitoring of the LIP and outcomes achieved.
- 7.11.2 The relevant partner (normally the lead council) identified at Appendix 5 of the LIP will designate a project manager for each specific intervention.
- 7.11.3 The SPIP Executive Group will require a monitoring report on overall progress every quarter.
- 7.11.4 Individual interventions will be sponsored by the South East Regional Director in the Agency and the relevant SPIP Executive Group representatives
- 7.11.5 The relevant partner (normally the lead council) will be the contracting party for specific interventions. It is envisaged that locally specific contracts will be required with relevant sector partners, relevant 3rd sector partners and private sector partners.

²³ List the major stages of the project along with indicative dates.

²⁴ Complete paragraphs 7.4-7.13 for each intervention envisaged.

²⁵ If the Council is not the accountable body, specify who is. State aid will need to be considered especially where the accountable body is not a public authority.

7.11.6 Either party may change the identity of the parties named above on written notice to the other, following consultation with the other party and taking their views into account.

Intervention 2 Banbury Locality²⁶ - (Bankside Urban Extension, Banbury Canalside) (Refer to Page 23 of Local Investment Plan)

7.12 **Structure and Delivery:** the Agency's role in delivering interventions is to facilitate and assist the constituent council in delivering sustainable places at the local level.²⁷

7.12.1 Cherwell will be responsible for overall management and monitoring of the LIP and outcomes achieved.

7.12.2 The relevant partner (normally the lead council) identified at Appendix 5 of the LIP will designate a project manager for each specific intervention.

7.12.3 The SPIP Executive Group will require a monitoring report on overall progress every quarter.

7.12.4 Individual interventions will be sponsored by the South East Regional Director in the Agency and the relevant SPIP Executive Group representatives .

7.12.5 The relevant partner (normally the lead council) will be the contracting party for specific interventions. It is envisaged that locally specific contracts will be required with relevant sector partners, relevant 3rd sector partners and private sector partners.

7.12.6 Either party may change the identity of the parties named above on written notice to the other, following consultation with the other party and taking their views into account.

Intervention 3 Bicester and Upper Heyford Locality²⁸ - (NW Bicester Eco Town, SW Urban Extension, Bicester Business Park, Gavray Drive, Former RAF Upper Heyford) (Refer to Page 25 of Local Investment Plan)

7.13 **Structure and Delivery:** the Agency's role in delivering interventions is to facilitate and assist the constituent council in delivering sustainable places at the local level.²⁹

7.13.1 Cherwell will be responsible for overall management and monitoring of the LIP and outcomes achieved

7.13.2 The relevant partner (normally the lead council) identified at Appendix 5 of the LIP will designate a project manager for each specific intervention

7.13.3 The SPIP Executive Group will require a monitoring report on overall progress every quarter.

7.13.4 Individual interventions will be sponsored by the South East Regional Director in the Agency and the relevant SPIP Executive Group representatives.

7.13.5 The relevant partner (normally the lead council) will be the contracting party for specific interventions. It is envisaged that locally specific contracts will be

²⁶ Complete paragraphs 7.4-7.13 for each intervention envisaged.

²⁷ If the Council is not the accountable body, specify who is. State aid will need to be considered especially where the accountable body is not a public authority.

²⁸ Complete paragraphs 7.4-7.13 for each intervention envisaged.

²⁹ If the Council is not the accountable body, specify who is. State aid will need to be considered especially where the accountable body is not a public authority.

required with relevant sector partners, relevant 3rd sector partners and private sector partners.

- 7.13.6 Either party may change the identity of the parties named above on written notice to the other, following consultation with the other party and taking their views into account.

Intervention 4 Botley Locality³⁰ - (Timbmet, Tilbury Lane, Lime Road) (Refer to Page 27 of Local Investment Plan)

- 7.14 **Structure and Delivery:** the Agency's role in delivering interventions is to facilitate and assist the constituent council in delivering sustainable places at the local level.³¹

7.14.1 Vale of White Horse will be responsible for overall management and monitoring of the LIP and outcomes achieved.

7.14.2 The relevant partner (normally the lead council) identified at Appendix 5 of the LIP will designate a project manager for each specific intervention.

7.14.3 The SPIP Executive Group will require a monitoring report on overall progress every quarter.

7.14.4 Individual interventions will be sponsored by the South East Regional Director in the Agency and the relevant SPIP Executive Group representatives .

7.14.5 The relevant partner (normally the lead council) will be the contracting party for specific interventions. It is envisaged that locally specific contracts will be required with relevant sector partners, relevant 3rd sector partners and private sector partners.

7.14.6 Either party may change the identity of the parties named above on written notice to the other, following consultation with the other party and taking their views into account.

Intervention 5 Didcot Locality³² - (Great Western Park (South), Great Western Park (Vale), Ladgrove East (South), Didcot NE Urban Extension (South)) (Refer to Page 29 of Local Investment Plan)

- 7.15 **Structure and Delivery:** the Agency's role in delivering interventions is to facilitate and assist the constituent council in delivering sustainable places at the local level.³³

7.15.1 Vale of White Horse and South Oxfordshire will be responsible for overall management and monitoring of the LIP and outcomes achieved.

7.15.2 The relevant partner (normally the lead council) identified at Appendix 5 of the LIP will designate a project manager for each specific intervention.

7.15.3 The SPIP Executive Group will require a monitoring report on overall progress every quarter.

7.15.4 Individual interventions will be sponsored by the South East Regional Director in the Agency and the relevant SPIP Executive Group representatives

³⁰ Complete paragraphs 7.4-7.13 for each intervention envisaged.

³¹ If the Council is not the accountable body, specify who is. State aid will need to be considered especially where the accountable body is not a public authority.

³² Complete paragraphs 7.4-7.13 for each intervention envisaged.

³³ If the Council is not the accountable body, specify who is. State aid will need to be considered especially where the accountable body is not a public authority.

- 7.15.5 The relevant partner (normally the lead council) will be the contracting party for specific interventions. It is envisaged that locally specific contracts will be required with relevant sector partners, relevant 3rd sector partners and private sector partners.
- 7.15.6 Either party may change the identity of the parties named above on written notice to the other, following consultation with the other party and taking their views into account.

Intervention 6 Oxford Locality[Name of place, project or theme]³⁴ - (Small/Medium Windfall Sites, Oxford West End Renaissance, Barton, Small Regeneration Projects, Blackbird/Greater Leys, New Council House, Northern Gateway, Homelessness Projects) (Refer to Page 31 of Local Investment Plan)

- 7.16 **Structure and Delivery:** the Agency's role in delivering interventions is to facilitate and assist the constituent council in delivering sustainable places at the local level.³⁵
- 7.16.1 Oxford City Council will be responsible for overall management and monitoring of the LIP and outcomes achieved.
- 7.16.2 The relevant partner (normally the lead council) identified at Appendix 5 of the LIP will designate a project manager for each specific intervention.
- 7.16.3 The SPIP Executive Group will require a monitoring report on overall progress every quarter.
- 7.16.4 Individual interventions will be sponsored by the South East Regional Director in the Agency and the relevant SPIP Executive Group representatives.
- 7.16.5 The relevant partner (normally the lead council) will be the contracting party for specific interventions. It is envisaged that locally specific contracts will be required with relevant sector partners, relevant 3rd sector partners and private sector partners.
- 7.16.6 Either party may change the identity of the parties named above on written notice to the other, following consultation with the other party and taking their views into account.

Intervention 7 Science Vale Locality³⁶ - (Science Vale UK) (Refer to Page 33 of Local Investment Plan)

- 7.17 **Structure and Delivery:** the Agency's role in delivering interventions is to facilitate and assist the constituent council in delivering sustainable places at the local level.³⁷
- 7.17.1 Vale of White Horse will be responsible for overall management and monitoring of the LIP and outcomes achieved.
- 7.17.2 The relevant partner (normally the lead council) identified at Appendix 5 of the LIP will designate a project manager for each specific intervention.

³⁴ Complete paragraphs 7.4-7.13 for each intervention envisaged.

³⁵ If the Council is not the accountable body, specify who is. State aid will need to be considered especially where the accountable body is not a public authority.

³⁶ Complete paragraphs 7.4-7.13 for each intervention envisaged.

³⁷ If the Council is not the accountable body, specify who is. State aid will need to be considered especially where the accountable body is not a public authority.

- 7.17.3 The SPIP Executive Group will require a monitoring report on overall progress every quarter.
- 7.17.4 Individual interventions will be sponsored by the South East Regional Director in the Agency and the relevant SPIP Executive Group representatives .
- 7.17.5 The relevant partner (normally the lead council) will be the contracting party for specific interventions. It is envisaged that locally specific contracts will be required with relevant sector partners, relevant 3rd sector partners and private sector partners.
- 7.17.6 Either party may change the identity of the parties named above on written notice to the other, following consultation with the other party and taking their views into account.

Intervention 8 Thame and Chinnor Locality³⁸ - (Thame Extension, Thame United Football Club, Chinnor Cement Works, Chinnor) (Refer to Page 35 of Local Investment Plan)

- 7.18 **Structure and Delivery:** the Agency's role in delivering interventions is to facilitate and assist the constituent council in delivering sustainable places at the local level. ³⁹
- 7.18.1 South Oxfordshire will be responsible for overall management and monitoring of the LIP and outcomes achieved.
- 7.18.2 The relevant partner (normally the lead council) identified at Appendix 5 of the LIP will designate a project manager for each specific intervention
- 7.18.3 The SPIP Executive Group will require a monitoring report on overall progress every quarter.
- 7.18.4 Individual interventions will be sponsored by the South East Regional Director in the Agency and the relevant SPIP Executive Group representatives
- 7.18.5 The relevant partner (normally the lead council) will be the contracting party for specific interventions. It is envisaged that locally specific contracts will be required with relevant sector partners, relevant 3rd sector partners and private sector partners.
- 7.18.6 Either party may change the identity of the parties named above on written notice to the other, following consultation with the other party and taking their views into account.

Intervention 9 Wallingford and Cholsey Locality⁴⁰ - (Fair Mile Hospital, Wallingford Extension) (Refer to Page 37 of Local Investment Plan)

- 7.19 **Structure and Delivery:** the Agency's role in delivering interventions is to facilitate and assist the constituent council in delivering sustainable places at the local level. ⁴¹
- 7.19.1 South Oxfordshire will be responsible for overall management and monitoring of the LIP and outcomes achieved.

³⁸ Complete paragraphs 7.4-7.13 for each intervention envisaged.

³⁹ If the Council is not the accountable body, specify who is. State aid will need to be considered especially where the accountable body is not a public authority.

⁴⁰ Complete paragraphs 7.4-7.13 for each intervention envisaged.

⁴¹ If the Council is not the accountable body, specify who is. State aid will need to be considered especially where the accountable body is not a public authority.

- 7.19.2 The relevant partner (normally the lead council) identified at Appendix 5 of the LIP will designate a project manager for each specific intervention.
- 7.19.3 The SPIP Executive Group will require a monitoring report on overall progress every quarter.
- 7.19.4 Individual interventions will be sponsored by the South East Regional Director in the Agency and the relevant SPIP Executive Group representatives.
- 7.19.5 The relevant partner (normally the lead council) will be the contracting party for specific interventions. It is envisaged that locally specific contracts will be required with relevant sector partners, relevant 3rd sector partners and private sector partners.
- 7.19.6 Either party may change the identity of the parties named above on written notice to the other, following consultation with the other party and taking their views into account.

Intervention 10 Wantage, Grove and Harwell Locality⁴² - (Grove Airfield, Grove, St Johns, NE, Wantage, Chilton Fields, Harwell, N Harwell Science and Innovation Campus) (Refer to Page 39 of Local Investment Plan)

7.20 **Structure and Delivery:** the Agency's role in delivering interventions is to facilitate and assist the constituent council in delivering sustainable places at the local level. ⁴³

- 7.20.1 Vale of White Horse will be responsible for overall management and monitoring of the LIP and outcomes achieved.
- 7.20.2 The relevant partner (normally the lead council) identified at Appendix 5 of the LIP will designate a project manager for each specific intervention.
- 7.20.3 The SPIP Executive Group will require a monitoring report on overall progress every quarter.
- 7.20.4 Individual interventions will be sponsored by the South East Regional Director in the Agency and the relevant SPIP Executive Group representatives .
- 7.20.5 The relevant partner (normally the lead council) will be the contracting party for specific interventions. It is envisaged that locally specific contracts will be required with relevant sector partners, relevant 3rd sector partners and private sector partners.
- 7.20.6 Either party may change the identity of the parties named above on written notice to the other, following consultation with the other party and taking their views into account.

Intervention 11 West Oxfordshire Strategic Sites Locality⁴⁴ - (Chipping Norton, Carterton Expansion, Carterton, West Witney/ North Curbridge SDA, Market Town Schemes) (Refer to Page 43 of Local Investment Plan)

7.21 **Structure and Delivery:** the Agency's role in delivering interventions is to facilitate and assist the constituent council in delivering sustainable places at the local level. ⁴⁵

⁴² Complete paragraphs 7.4-7.13 for each intervention envisaged.

⁴³ If the Council is not the accountable body, specify who is. State aid will need to be considered especially where the accountable body is not a public authority.

⁴⁴ Complete paragraphs 7.4-7.13 for each intervention envisaged.

- 7.21.1 West Oxfordshire will be responsible for overall management and monitoring of the LIP and outcomes achieved
- 7.21.2 The relevant partner (normally the lead council) identified at Appendix 5 of the LIP will designate a project manager for each specific intervention
- 7.21.3 The SPIP Executive Group will require a monitoring report on overall progress every quarter
- 7.21.4 Individual interventions will be sponsored by the South East Regional Director in the Agency and the relevant SPIP Executive Group representatives
- 7.21.5 The relevant partner (normally the lead council) will be the contracting party for specific interventions. It is envisaged that locally specific contracts will be required with relevant sector partners, relevant 3rd sector partners and private sector partners
- 7.21.6 Either party may change the identity of the parties named above on written notice to the other, following consultation with the other party and taking their views into account

Intervention 12 Rural Housing Locality⁴⁶ - (Cherwell, South, West, Vale) (Refer to Page 43 of Local Investment Plan)

7.22 **Structure and Delivery:** the Agency's role in delivering interventions is to facilitate and assist the constituent council in delivering sustainable places at the local level. ⁴⁷

- 7.22.1 SPIP will be responsible for overall management and monitoring of the LIP and outcomes achieved
- 7.22.2 The relevant partner (normally the lead council) identified at Appendix 5 of the LIP will designate a project manager for each specific intervention
- 7.22.3 The SPIP Executive Group will require a monitoring report on overall progress every quarter
- 7.22.4 Individual interventions will be sponsored by the South East Regional Director in the Agency and the relevant SPIP Executive Group representatives
- 7.22.5 The relevant partner (normally the lead council) will be the contracting party for specific interventions. It is envisaged that locally specific contracts will be required with relevant sector partners, relevant 3rd sector partners and private sector partners
- 7.22.6 Either party may change the identity of the parties named above on written notice to the other, following consultation with the other party and taking their views into account

7.23 **Change control:** if SPIP believes that the timescales and/or scheme outcomes outputs referred to in this agreement will not be achieved, they will discuss the reasons why and agree a revised programme and/or outputs. Any changes to anticipated expenditure and receipts will also need to be approved in writing by the

⁴⁵ If the Council is not the accountable body, specify who is. State aid will need to be considered especially where the accountable body is not a public authority.

⁴⁶ Complete paragraphs 7.4-7.13 for each intervention envisaged.

⁴⁷ If the Council is not the accountable body, specify who is. State aid will need to be considered especially where the accountable body is not a public authority.

relevant partners through detailed contracting arrangements for the relevant scheme and intervention. If timescales, outputs and/or anticipated expenditure/receipts are not achieved, the SPIP reserves the right to consider requiring repayment of funding and other resources provided and/or reallocation to an alternative intervention.

8 MONITORING AND REPORTING

8.1 The SPIP will collate monitoring data on a quarterly basis and share this information widely. The information for each intervention is to be collated into one report by reference back to the objectives set out in paragraph 2.3 above.

8.2 The SPIP will review the objectives report (arising from 8.1 above) regularly to consider progress made, and, at 18 month intervals, will formally decide whether the LIP itself and the terms of this Agreement should be reviewed and/or amended.

9 RISK MANAGEMENT

9.1 The SPIP has identified the following general risk factors:

9.1.1 Limited Public Sector Funding available

9.1.2 No robust regional or local level Planning Policy in place

9.1.3 Lack of Public and Political Support

9.1.4 Land Ownership Issues⁴⁸

9.2 The SPIP will manage risk using the assessment sheets at Appendices 5 and 6 of the LIP. And will undertake the following in order to mitigate the above risks:

9.2.1 Ensure early liaison with relevant public sector partners

9.2.2 Provide a strong evidence base to support the relevant planning documents

9.2.3 Undertake early, comprehensive consultation with Council Members and Local Community

9.2.4 Early engagement with landowners

9.3 The regular update of Appendices 5 and 6 of the LIP will provide an agreed current risk plan relating to individual schemes and interventions. This will support this Agreement.

10 ADDED VALUE

10.1 The parties will work to achieve the shared ambitions identified within the Local Investment Plan⁴⁹

11 TIMETABLE

11.1 This Agreement will commence on 30th June 2010 and covers the five year period 2010 – 2015. This Agreement will automatically end, or be renewed, five years from

⁴⁸ Set out the main risks - this may be by reference to individual interventions.

⁴⁹ Consider whether the additional benefits should be included in the objectives report (see paragraph 8).

that date⁵⁰. Either party can withdraw from this Agreement on written notice to the other party (subject to paragraph 12).

12 GENERAL PROVISIONS

In consideration of the parties agreeing entering into negotiations for achieving the objectives set out in paragraph 2, the parties agree to be bound by the following sub paragraphs:

12.1 **Confidentiality and Freedom of Information:** each party recognises that it may receive confidential information (which should be marked as such) belonging to the other in connection with this Agreement. Neither party will disclose any such confidential information without the other party's prior written consent subject to paragraph 13.2.

The parties are both subject to various statutory requirements including in the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, which may oblige them to disclose information if required to do so. The parties will co-operate with each other to fulfil their statutory duties.

12.2 **Publicity:** any public announcements relating to this Agreement and its subject matter must be agreed with the other party in advance of the announcement.

12.3 **Dispute resolution:** if there is a disagreement over the terms of this Agreement, it will be escalated to Chief Executive / Director levels within the SPIP. If they cannot agree within a reasonable timescale, the matter will be referred to an appropriate expert for determination.

12.4 **Governing law and jurisdiction:** the terms of this Agreement will be governed by and construed in accordance with English law.

12.5 **The parties agree to be legally bound by the provisions of this Section (12).**

13 TIMEBOUND TARGETS

13.1 *Formal review of the LIP to be completed at 18 month intervals from the date of this agreement*

13.2 *50% of the housing development sites individually identified and listed as priority projects in the LIP to be started on site by 2013⁵¹*

Signed for and on behalf of Homes and Signed:
Communities by xxxxxxxx

Name:

⁵⁰ Fix a longstop date which gives sufficient time for parties to perform.

⁵¹ Targets must be clearly defined and easily understood by both parties.

Position:

Authorised Signatory

For and on behalf of []⁵²

Date:

Date:

Annexures

Table showing current HCA Committed Funding (to be reviewed and updated quarterly)

Plan showing the extent of the Area

Local Investment Plan

[Other relevant documents, studies or reports]

Summary intervention plan

Risk plan

DRAFT

⁵² Insert full name of (each) local authority – as per point 1.2. Depending on the constitutional make up of any local authority grouping, each authority may need to sign separately.

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Executive

Local Transport Plan 3 (2011-2030): Cherwell District Council Response to Consultation by Oxfordshire County Council

7 June 2010

Report of Head of Planning Policy & Economic Development

PURPOSE OF REPORT

To present information and update the Executive of the consultation on the emerging third Local Transport Plan (LTP3) with a view to making a further representation to the full consultation in late 2010.

This report is public

Recommendations

The Executive is recommended:

- (1) To note the contents of this report and consultation to date and to agree to continue to monitor the preparation of the LTP with a view to making a further response to the consultation on the Draft LTP in late 2010
- (2) To agree the proposed responses set out in paragraphs 1.25 to 1.52 as the basis of the Council's response to the "scenarios" public consultation.
- (3) To comment additionally that:-
 - The scenario-based consultation is not helpful in considering the specific transport needs and issues relating to areas of Cherwell District. There should, therefore be specific consultation on scheme choices relating to specific locations in the county.
 - The final LTP should be organised district-by-district and by settlements to create a stronger spatial link with Local Development Frameworks.

Executive Summary

Introduction

- 1.1 Oxfordshire County Council is currently preparing its third Local Transport Plan (LTP). The LTP sets out a vision for transport in Oxfordshire. It is required to produce an LTP by April 2011 in order to meet the requirements of the Transport Act 2000 (amended by the Local Transport Act 2008). The previous two LTPs cover a 5 year period and the current LTP runs to 2011. The emerging LTP will cover a longer time period of 20 years allowing greater flexibility in its development and sets the long term strategy and transport objectives for the area. This brings it into line with the Oxfordshire Sustainable Communities Strategy ("Oxfordshire 2030") and provides some headroom beyond 2026 which is the timeframe within which LDFs are being prepared.
- 1.2 The Plan will focus on the attracting and supporting inward investment and growth whilst delivering transport improvements and the infrastructure required to support the growth. It will also aim to:
- Tackle congestion
 - Improve quality of life
 - Respond to County Council objectives to relating to reducing deprivation tackling congestion, the economy, community and climate change
- 1.3 Reports on progress and preparation of the LTP were presented to the County Council's cabinet on 15 September 2009 and 5 March 2010. The latter report set out the results of consultation on a draft set of objectives and the Strategic Environmental Assessment Scoping Report.

The role of the Local Transport Plan

- 1.4 The local transport plan is a document which sets out the vision, objectives and outcomes for transport in Oxfordshire. It also includes a programme of investment in new transport schemes and maintenance of the existing network.
- 1.5 There have been two previous LTPs. **LTP1** covered the period 2001-2006. **LTP2** (adopted in April 2006) covers the period 2006-2011. It included a programme for improvements across the County and focussed on five priority areas
- tackling congestion
 - delivering accessibility
 - safer roads
 - better air quality and
 - improving the street environment
- 1.6 **LTP3** will cover the period 2011-2030 and is due to come into effect in 2011. It will focus on attracting and supporting economic investment, growth and delivering transport infrastructure and services to tackle and improve quality

of life. It will respond to the Oxfordshire Sustainable Community Strategy, "Oxfordshire 2030" and help meet the County's strategic objectives of developing a world class economy, healthy and thriving communities, better public services, breaking the cycle of deprivation and managing the environment and climate change.

1.7 More specifically, the Plan will:-

- provide the policy and context for the Access to Oxford project
- enable the County Council to bid for additional Government funding for other major schemes over the next 20 years
- help secure funds from development and ensure these are spent effectively

1.8 The LTP will contain two parts; a long term policy/strategy document and a shorter term delivery programme currently proposed to cover a 3 to 5 year period initially and then rolled forward.

1.9 **Consultation Progress**

1.10 In preparing LTP3 the County Council is undertaking a series of consultations at key stages of the project with a final full consultation taking place in late 2010. A series of newsletters have been produced since the preparation of the LTP3 began in July 2009 and are referred to in the Appendices.

1.11 To date four out of a total of six stages to the consultation have been completed.

- Consultation 1: 27 July – 4 September 2009 (Completed) – Objectives – to agree the objectives to be used to guide the development of LTP3 to decide which improvements are made to the County's transport network and how these are prioritised. A CDC officer response was made to ensure the Council's participation in the following stages of consultation and to be kept informed of progress.
- Consultation 2: 27 July – 21 August 2009 (Completed) – Strategic Environmental Assessment (SEA) Scoping Report – asked a series of questions seeking feedback on the approach to SEA.
- Consultation 3: 23 November – 18 December 2009 (Completed) – Long list of schemes – to propose a list of transport schemes to be included in the Plan. This list, insofar as it relates to Cherwell District, is attached as appendix 2 to this report.
- Consultation 4: 18 January – 19 February 2010 (Completed) Policies – to comment on each of the policies to be developed for inclusion in the plan (see attached list) CDC officer submitted holding comments on 19 February 2010 in response to the consultation.

1.12 A draft set of policies were prepared following the consultation on the LTP objectives. These covered 19 topics, including walking cycling disability bus and rail services.

1.13 The two further periods of consultation that are/will be taking place, as

follows:-

- Consultation 5: 10 May – 20 June 2010 – Scenarios – to comment on alternative strategies for meeting objectives in each settlement type
- Consultation 6: 1 October – 2 January 2010 (to be confirmed) – Draft Local Transport Plan – to comment on the Draft Plan

- 1.14 The fifth round of consultation (“scenarios”) is in progress now. The following section considers this consultation and proposes a response from the District Council.
- 1.15 During this lengthy consultation process, it has been difficult to judge the appropriate stage at which to seek a formal Executive decision. Furthermore, given the number of previous consultations and the amount of time allowed by the County Council for each one, it would not been possible to bring reports before the Executive for every consultation. Officer comments have been made on previous consultations where possible. It has seemed sensible, however, to bring a report before the Executive now, as this provides the opportunity to comment on the County Council’s emerging ideas before a full Draft LTP is produced. A further report will be brought before members at the Draft LTP stage, almost certainly before the end of the year.

Scenario testing

- 1.16 As noted above, Oxfordshire County Council is currently consulting on a number of “scenarios”. A copy of the full consultation paper has been sent electronically to all councillors and is attached as **appendix 1** to this report.
- 1.17 In this consultation, the County Council is asking for views on what overall approaches it should follow for transport in Oxfordshire over the next 20 years. They are calling these “scenarios”. **It should be noted that the County Council says that it is not looking at specific schemes or projects as part of this stage of consultation, but the choice of scenario will influence which schemes are progressed in the future.**
- 1.18 The first comment to make on this approach is that this separation between scenarios and consideration of possible specific schemes seems artificial. Across Oxfordshire, work on LDFs is well advanced and it does not seem particularly helpful to consult with local people on a document that will have a direct bearing on these LDFs without setting out some of the clear transport choices that will influence them. This is particularly the case given that earlier consultation on the LTP did refer to scheme lists and these lists are already influencing work on LDFs and the Spatial Planning & Infrastructure Partnership’s Local Investment Plan / Local Investment Agreement work (see report elsewhere on this agenda). The strategic infrastructure schemes contained within the Local Investment Plan are listed in appendix 3.
- 1.19 The County Council has tested a number of possible scenarios for each of the four settlement types that will form the basis of the LTP. These settlement types are:-
- Oxford
 - the larger towns (including Banbury and Bicester)

- the smaller towns (including Kidlington)
 - the rural areas
- 1.20 From these, three scenarios have been selected for each settlement type. The County Council is asking for views on which of these we think would best deliver the overall objectives of the LTP for each settlement type.
- 1.21 In setting out these scenarios, the County Council wishes to make clear that it is highly likely that the funds available to the Council during the early part of the Plan will be very tight and therefore that only limited progress will be able to be made towards meeting our transport goals in the first five years, or perhaps even longer. In deciding upon preferred scenarios, consultees are asked to remember that the new Local Transport Plan is a long term document and that the preferred strategies will not be able to be delivered overnight.
- 1.22 The development of the scenarios has been guided by earlier work on the LTP which have sought to identify objectives for LTP3. A matrix of these objectives, and the relative importance they have within each of the settlement types, is shown on page 4 of appendix 1.
- 1.23 The following section considers a response from this Council to the scenarios. In doing so, attention is being focussed on those areas which directly affect Cherwell District. The proposed response is being informed by a number of documents prepared either by Cherwell District Council or the Cherwell LSP. These include the Draft Core Strategy, the Cherwell Rural Strategy, the Cherwell Economic Development Strategy and “Our District, Our Future” – the Cherwell Sustainable Community Strategy.
- 1.24 Before giving comments on each of the scenarios, some general comments on the scenarios can be made.

General comments on the scenarios

- 1.25 It is recognised that putting together a Local Transport Plan for any area is a complex task, and Oxfordshire County Council is to be commended for seeking to present some of the myriad of potential policy choices in an illustrative fashion.
- 1.26 That said, the general nature of the consultation, which explicitly and deliberately does not refer to specific schemes, makes it harder for consultees to make meaningful comments from a local perspective. This can be seen in several ways.
- There is no differentiation within any section (except, by definition, that for Oxford) between different locations. For example, scenarios are put forward for the “larger towns” en bloc, and this does not recognise that these towns vary in significantly, both in size and in the unique combination of land use and transportation issues they face. There is a very real danger that drawing too many conclusions from a “one size fits all” policy approach may not fully reflect these differences, and may therefore not do justice to the differing needs of different areas.
 - The way that the scenarios are presented may suggest that some types of schemes are unique to a particular scenario. For example, in “larger towns”, schemes to manage lorry movements are only included within the “supporting economic growth” scenario. In reality, schemes to manage

lorry movements could potentially appear as part of any of the “larger town” scenarios.

- The lack of any mention of specific schemes makes it difficult to judge the potential effectiveness and relevance of any given scenario in a given situation. For example, two specific road schemes for Banbury were included in the “long list” of schemes which was drawn up towards the end of 2009 (see appendix 2). These schemes are not, however, specifically mentioned as part of any scenario for the larger towns. The only mention of road improvement schemes comes as a general reference in the “supporting economic growth” scenario. Since the County Council has already identified these schemes (whilst not, it should be made clear, having expressed a view on them), it would be possible to include them as specific options within any scenario testing for (in this case) Banbury. As this has not been done, it is difficult to take a view on what the “supporting economic growth” scenario means for Banbury.

- 1.27 Although the County Council does not identify specific schemes within the “scenarios” consultation, it has done so in other documents. In the Oxfordshire Local Investment Plan prepared by the Spatial Planning & Infrastructure Partnership (LIP) in March 2010, a number of schemes are identified as “strategic infrastructure schemes to deliver top-priority growth schemes in the short term 2010-15”. Whilst some of these are known commitments (for example the SW Bicester perimeter road) there is reference to the “*Banbury priority north-south vehicular corridor*”. This refers to a package of measures to support the LDF which could include improvements along Concorde Avenue / Upper Windsor Street and/or Oxford Road / Southam Road. If this is clearly a County Council commitment in the LIP then it should have been included within the current scenarios consultation for the LTP.
- 1.28 It is therefore considered that the scenarios consultation has a number of shortcomings which will make it difficult for local people to meaningfully engage with the consultation process. All of the various consultations (both this one and the previous stages of the LTP) will only be brought together when the Draft LTP is produced for consultation later this year. This will be the first time that people will be able to understand the implications of the approach being taken by the County Council in its LTP, and the fear is that by that stage, it will be less easy for the LTP to change strategy if local people are unhappy with it.
- 1.29 It should be noted that the County Council is aware of these limitations, and recognises in its consultation document that in practice, it is likely that the programme of schemes within the LTP will not be as clear cut as the scenarios might suggest. The County Council also suggests that just because a particular type of scheme is not included within a scenario does not necessarily mean that it would not be able to be delivered. It would, however, be less likely to come forward compared to scheme types that are included within any scenario. What the scenarios try to indicate is what the overall balance of the County Council’s programme would be likely to be.
- 1.30 Overall, it is considered that the final LTP should be presented on a geographically specific basis with sections covering individual districts and settlements. This has been the format of previous plans and it creates a better relationship with the work of local planning authorities on LDFs at a

district level.

- 1.31 Having made these general comments, the following section considers the scenarios as they have been presented for consultation.

Comments on the detailed scenarios

1) Options for Oxford

- 1.32 This report does not propose a detailed response to the scenarios for Oxford, except where these impact upon Cherwell District. The scenarios for Oxford focus on the impacts and transport choices as they relate to the city, but clearly these will have wider implications. Of particular relevance to Cherwell District are the impacts of strategies to manage traffic arriving at the city from the north, including through the use of rail and Park & Ride facilities.
- 1.33 Members will be well aware of the proposals for a new rail station beside the Water Eaton Park & Ride which are being promoted as part of Chiltern Railways Evergreen 3 proposal. The Council has previously supported this proposal, whilst recognising its sensitive location in the Green Belt.
- 1.34 Clearly, any measures which seek to reduce congestion and promote transport choice within Oxford can be supported, provided these do not have an adverse impact on surrounding areas. Scenario A focuses on promoting walking and cycling, however says little about how vehicle movements will be managed. Scenarios 2 (increasing transport choice) and 3 (promoting public transport) both address vehicle movements more explicitly, recognising the role of Park & Rise and rail services.
- 1.35 It is suggested that the Council does not express a particular support for any one scenario, however maintains its support for the use of both bus based Park & Rise and rail services provided that:-
- these are managed in such a way as to not increase congestion on local roads, and
 - they at all times respect their sensitive location (insofar as they relate to land within Cherwell District) in the Green Belt. In considering any proposal to expand existing sites within Green Belt areas, the County Council would be expected to clearly demonstrate the “very special circumstances” that exist which would justify the development in a Green Belt location in accordance with Government Green Belt guidance.

2) Options for the larger towns

- 1.36 Within Cherwell District these include Banbury and Bicester. More information can be found on pages 10 – 14 of appendix 1.
- 1.37 The different scenarios for the larger towns can be summarised as follows.

	Scenario	What would this mean?	Possible types of schemes?
A	Promoting lower emissions	Delivering major improvements to walking and cycling reinforced by marketing and publicity	<ul style="list-style-type: none"> • Cycle networks • Better facilities for pedestrians • Encouraging people to make fewer trips by car
B	Promoting transport choice	Spreading investment over different types of transport schemes such as measures for drivers, bus users, cyclists and pedestrians.	<ul style="list-style-type: none"> • Better facilities for buses • Park & Ride • Improving traffic management • Better facilities for pedestrians • Cycle networks
C	Supporting economic growth	Direct improvements to the road and rail network and better bus services	<ul style="list-style-type: none"> • Selected road improvement schemes • Rail improvements • Better bus services • Cycling and walking network • Managing lorry movements

Options for larger towns: Comments

- 1.38 Previous work on the LTP has indicated that the top priority objectives for the larger towns are (1) reducing congestion, (2) increasing the quality and use of public transport and (3) increasing cycling and walking.
- 1.39 Within Cherwell's Draft Core Strategy our own vision statement (which mirrors much within the Cherwell Sustainable Community Strategy) aims, amongst other things, to:-
- protect our natural resources and reduce the impact of development on the natural environment
 - foster a growing economy with good transport links
 - reduce dependence on the private car by improving road, rail and public transport links and increasing access to services for those that need them. There will be a focus on measures aimed to manage road congestion, improving public transport, and improving access to town centres and other shops and services.
- 1.40 When considered against these aims, the scenario that has the "best fit" would be **scenario B: promoting transport choice**. This has a focus on improving facilities for public transport, traffic management (tackling congestion), improving facilities for pedestrians (including to town centres) and developing the cycle network. This scenario is not, however, an ideal fit for the following reasons:-
- It focuses spending on "park and ride" to cater for trips to the larger towns. This is not something which is generally being promoted within either Banbury or Bicester in the LDF or the Sustainable Community Strategy. Indeed, there are serious doubts about the economic viability and transport or environmental benefits of Park & Ride in towns of this size.
 - It does not recognise the possible need for selected road improvement schemes that may be a necessary consequence of the major growth that

our larger towns will need to accommodate under the housing targets that Cherwell needs to deliver up to 2026. In particular, as a consequence of the eco-development at North West Bicester, a number of selected road improvements may be needed.

- It does not mention “managing lorry movements” which only appears in scenario C. Schemes which help manage lorry movements may be an important part of an overall traffic solution, particularly where this helps relieve congestion and support the vitality of historic town centres such as Banbury.

3) Options for the smaller towns

1.41 Within Cherwell District this only applies to Kidlington. (NB: Although it is a village, Kidlington has been included in the “smaller towns” category in view of its size.) More information can be found on pages 15 – 19 of appendix 1.

1.42 The different scenarios for the smaller towns can be summarised as follows:-

	Scenario	What would this mean?	Possible types of schemes?
A	Promoting lower emissions	Investment on means of transport that have low or no emissions backed by education and publicity.	<ul style="list-style-type: none"> • Cycle networks • Better facilities for pedestrians • Encouraging people to make fewer trips by car
B	Promoting transport choice	Spreading investment over a wide range of different types of transport schemes.	<ul style="list-style-type: none"> • Better facilities for buses • Improving traffic management • Better facilities for pedestrians • Cycle networks
C	Supporting economic growth	Improvements to the road networks, particularly where new development puts these under pressure.	<ul style="list-style-type: none"> • Selected road improvement schemes • Improved traffic management

Options for smaller towns: Comments

1.43 Previous work on the LTP has indicated that the top priority objectives for the smaller towns are (1) improving the conditions of local roads, footways and carriageways, (2) reducing congestion and (3) increasing cycling and walking for local journeys.

1.44 Within Cherwell District, in setting a vision and spatial strategy for our villages and rural areas, the Draft Core Strategy recognised the unique role of Kidlington. Within the Draft Core Strategy and the Sustainable Community Strategy, it was recognised that for Kidlington we need to:-

- Ensure sufficient access to services
- Ensure stronger links between industrial areas, the airport and local residents and the village centre
- Position Kidlington in economic terms in view of its unique place on account of the airport, Begbroke Science Park and its proximity to Oxford and promote the sustainable commercial and recreational potential of the canal and airport.
- Continue to explore the potential for a new station
- Address the issue of the main road bisecting the village and traffic

management.

1.45 When considered against these aims, the scenario that has the “best fit” would be **scenario B: promoting transport choice**. As with the larger towns above, this has a focus on improving facilities for public transport, traffic management (tackling congestion), improving facilities for pedestrians (including to town centres) and developing the cycle network. Again, however, this scenario is not an ideal fit for the following reasons:-

- It does not address Kidlington’s unique relationship with Oxford and its public transport links.
- It does not address the aspiration within Kidlington to explore the potential for a new station.
- Although it supports better facilities for pedestrians, it does not go as far as scenario A which refers explicitly to creating “*pedestrianised areas (where appropriate), wider footways, more pedestrian crossings and higher standard links for new development*”. All of these would be worth considering in view of particular issues affecting Kidlington relating to the impact of the A4260 Oxford Road on the village, and the particular issues created by the need to secure good access to employment opportunities in Kidlington.

4) Options for Rural Oxfordshire

1.46 Within Cherwell District, this relates to everywhere outside of Banbury, Bicester and Kidlington. More information can be found on pages 20 – 24 of appendix 1.

1.47 The different scenarios for the smaller towns can be summarised as follows:-

	Scenario	What would this mean?	Possible types of schemes?
A	Promoting lower emissions	Investment on means of transport that have low or no emissions backed by education and publicity.	<ul style="list-style-type: none"> • Cycle networks • Improved connections from villages to footpaths and other rights of way • Encouraging people to make fewer trips by car • Speed reduction measures
B	Managing movements	Encouraging more efficient transport of goods around the county with the aim of reducing the number of lorries on rural roads.	<ul style="list-style-type: none"> • Transferring freight onto the railway • Improving the road network • Efficient movement of freight • Traffic management on rural roads
C	Promoting transport choice	Spreading investment over a wide range of different types of transport schemes.	<ul style="list-style-type: none"> • Improved cycle links • Better connections to rights of way from villages • Better links to rail stations • Improved bus services • Speed reduction measures where there are accident problems.

Options for rural Oxfordshire: Comments

1.48 Previous work on the LTP has indicated that the top priority objectives for

rural Oxfordshire are (1) improving the conditions of local roads, footways and carriageways, (2) improving accessibility to work, education and services and (3) increasing cycling and walking for local journeys.

- 1.49 Within Cherwell District, the Draft Core Strategy, the Sustainable Community Strategy and the Rural Strategy aim, amongst other matters, to:-
- Protect, maintain and improve local services (and, by inference, access to local services) wherever possible
 - Support a sustainable rural economy that offers local employment
 - Identify where traffic control is both desirable and beneficial
 - Improving road safety particularly arising from speeding vehicles and dangerous driving
 - Invest in community-based and alternative transport solutions
 - Improve links between villages for walkers, cyclists and equestrians
- 1.50 When considered against these aims, the scenario that has the “best fit” would be **scenario C: promoting transport choice**. This seeks to support a range of transport measures which would improve accessibility as well as reducing speed in rural areas. A shortcoming of this scenario (and indeed of this scenario in all of the settlement types) is that because investment is being spread over a range of types of schemes (bus, rail, cycle, speed reduction, rights of way) inevitably less can be done in any one specific area. In some ways, the local objectives for the rural areas are best met by scenario A (promoting lower emissions) however whilst this scenario would allow for relatively significant levels of investment, it would not focus spending on public transport improvements that would benefit real areas.

Comments on the list of schemes

- 1.51 In view of the evident difficulty in commenting sensibly on the scenarios, it is important for the Council’s consultation response to refer to the emerging schemes listed in appendix 2 and offer comments on Cherwell’s needs. This should be done with reference to the work done on the LDF Core Strategy. The Council should support inclusion of the following schemes in the LTP.
- Banbury priority north-south vehicular corridor
 - Bicester Park & Ride
 - M40 junction 9 improvements
 - Transport improvements at and around Bicester
- 1.52 This list corresponds with the recently agreed LIP. However, additional schemes will need to be considered to reflect:-
- The emerging proposals for the eco-development at North West Bicester
 - Measures to address traffic problems in the vicinity of Bicester Village
 - Strategic housing and employment allocations in Banbury and Bicester

made in the Core Strategy

- Measures to promote access to, and use of, rail stations including those arising from Evergreen 3. This will include access by all modes to the new railway station at Water Eaton Parkway.
- The need for footpath and cycleway improvements across the whole district, including in rural areas
- The need to reduce traffic speeds, including in rural areas.

Conclusion

- 1.53 The preparation of the LTP is ongoing with further consultation to take place in May and June before the publication of a Final Draft LTP3 in late 2010. Six stages of consultation are taking place with consultations one to four completed. The consultation process will culminate in a full consultation between October 2010 and January 2011. It is recommended that a further report is presented to the Executive to consider the Council's full response.
- 1.54 For now, it is recommended that the responses set out in paragraphs 1.25 to 1.52 above form the basis of the Council's response to the current "scenarios" consultation.

Background Information

- 2.1 This is the first time the Executive has considered LTP3. The Plan consultation process was reported to Oxfordshire County Council Cabinet on 15 September 2009 and subsequently on 5 March 2010. A series of newsletters have been published to support the consultation process.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 The Executive is invited to consider the contents of this report and the information contained in the supporting documents which provides further detail on the LTP3 contents and consultation process.

The following options have been identified. The approach in the recommendations is believed to be the best way forward

Option One	To endorse the views expressed in this report as the Council's response to the consultation on scenarios within the LTP3
Option Two	To amend or add to the consultation response as the Executive considers appropriate.
Option Three	Not to respond to the consultation

Consultations

Councillor Gibbard	None
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Implications

Financial: There are no direct financial implications of making a consultation response. However there may be financial implications when specific transport schemes have been identified in terms of how they will be funded through planning obligations and developer contributions for example, through a community infrastructure levy.

Comments checked by Eric Meadows, Service Accountant, 01295 221552.

Legal: There are no legal implications from this report.

Comments checked by Nigel Bell, Solicitor, 01295 221687

Risk Management: There are no risks to the Council in participating in the consultation on the emerging LTP3 at this stage. Further consideration of risk will be set out in a subsequent report when the Draft LTP3 is published for consultation.

Comments checked by Rosemary Watts, Risk

Wards Affected

All

Corporate Plan Themes

Theme 4 Promote a prosperous and sustainable economy

Theme 6 Protect and enhance the local environment

Theme 8 Rural focus

Executive Portfolio

Councillor Gibbard

Portfolio Holder for Planning, Housing and Economy

Document Information

Appendix No	Title
Appendix 1	Consultation 5 – Scenarios (produced by Oxfordshire County Council)
Appendix 2	“Long list” of schemes for consideration in LTP3
Appendix 3	Table of strategic infrastructure schemes included in Local Investment Plan.
Background Papers	
<p>Oxfordshire Local Transport Plan 2011-2030, Discussion Note 1: Agreeing the Objectives, July 2009, Oxfordshire County Council</p> <p>Strategic Environmental Assessment of Oxfordshire Local Transport Plan 3, Scoping Response Summary, September 2009, Halcrow Group Limited</p> <p>Local Transport Plan 3 Newsletter Issue 1, July 2009</p> <p>Local Transport Plan 3 Newsletter Issue 2, November 2009</p> <p>Local Transport Plan 3 Newsletter Issue 3, March 2010</p> <p>LOCAL TRANSPORT PLAN 3 (2011-2030) Cherwell District Committee/Oxfordshire County Council Bilateral Meeting 5 March 2010</p> <p>Local Transport Plan 3: Consultation on Draft Policies, Background Document</p> <p>Oxfordshire County Council Cabinet Report, Local Transport Plan 3, Objectives and Strategic Environmental Assessment, 15 September 2009</p>	
Report Author	Andrew Bowe, Implementation Officer Philip Clarke, Head of Planning Policy & Economic Development
Contact Information	01295 221842 andrew.bowe@cherwell-dc.gov.uk

Table 2: Strategic infrastructure schemes to deliver top-priority growth schemes in the short term 2010–15			
District	Infrastructure scheme	Area linked to infrastructure	Lead agency
ALL	Access to Oxford	Oxford	Oxfordshire County Council
ALL	Chiltern Railways Evergreen 3 Project	Oxford, Bicester and Upper Heyford	Chiltern Railways
ALL	East West Rail (western section)	Oxford, Bicester and Upper Heyford	East West Rail Consortium/DfT
ALL	Transport schemes identified through LTP3 process 2011 to 2030	Oxfordshire wide	Oxfordshire County Council
Cherwell	Banbury priority north-south vehicular corridor	Banbury	Oxfordshire County Council
Cherwell	Bicester Community Hospital, Bicester	Bicester and Upper Heyford	Oxfordshire PCT
Cherwell	Bicester Park and Ride Facility	Bicester and Upper Heyford	Oxfordshire County Council
Cherwell	M40 Junction 9 improvements	Bicester and Upper Heyford	Highways Agency
Cherwell	SW Bicester perimeter road	Bicester and Upper Heyford	Oxfordshire County Council
Cherwell	Transport improvements at and around Bicester	Bicester and Upper Heyford	Oxfordshire County Council
Cherwell	Primary schools (new) to support growth (Banbury 1 school, Bicester 3 schools)	Banbury, Bicester	Oxfordshire County Council
Cherwell	Secondary schools (new) to support growth (Bicester 1 school)	Bicester	Oxfordshire County Council
Oxford	Primary schools provision to support growth (Barton, Blackbird Leys, West End)	Oxford	Oxfordshire County Council

Oxford	Secondary schools (BSF) programme (2 schools – Cheney and Iffley Mead)	Oxford	Oxfordshire County Council
South	Didcot town centre phase two development	Didcot/Science Vale UK	South Oxfordshire District Council
South	Didcot northern perimeter road Phase 3	Didcot/Science Vale UK	Oxfordshire County Council
South	Cow Lane Underpass, Didcot	Didcot/Science Vale UK	Oxfordshire County Council
South	Didcot Parkway station interchange	Didcot/Science Vale UK	Oxfordshire County Council
South	Didcot Parkway (Foxhall Car Park and pedestrian improvements)	Didcot/Science Vale UK	Oxfordshire County Council
South / Vale	Accessing Science Vale UK transport package	Didcot/Science Vale UK / Wantage, Grove and Harwell	Oxfordshire County Council/Highways Agency
South /Vale	Primary schools (new) to support growth (5 schools)	Didcot	Oxfordshire County Council
South / Vale	Secondary schools (new) to support growth (1 school)	Didcot	Oxfordshire County Council
South / Vale	Science Vale UK Learning Park	Didcot/Science Vale UK	Vale of White Horse District Council/SVUK Board
South / Vale	Science Vale UK High Speed Broadband Access	Science Vale UK	SVUK Board/SEEDA
South	Thornhill Park and Ride, Oxford	Oxford	Oxfordshire County Council
South	Primary school (new) to support growth (Wallingford 1 school)	Wallingford and Cholsey	Oxfordshire County Council
Vale	Abingdon Town Centre Improvements	Abingdon and Faringdon	Vale of White Horse District Council

Vale	Primary school (new) to support growth (Faringdon 1 school)	Abingdon and Faringdon	Oxfordshire County Council
Vale	Sewage pumping station	Botley	Thames Water
Vale	Grove and Wantage Railway Station	Wantage, Grove and Harwell	Network Rail/First Great Western
Vale	Primary schools (new) to support growth (Grove 2 schools, NE Wantage 1 school)	Wantage, Grove and Harwell	Oxfordshire County Council
Vale	Secondary schools (new) to support growth (Grove 1 school)	Wantage, Grove and Harwell	Oxfordshire County Council
West	Cogges Link Road and Witney town centre enhancement, Witney	West Oxfordshire large strategic sites	Oxfordshire County Council
West	Cotswold Line redoubling	West Oxfordshire large strategic sites	Network Rail
West	Witney Downs Road A40 Junction, Witney	West Oxfordshire large strategic sites	Oxfordshire County Council
West	Primary schools (new) to support growth (Chipping Norton 1 school, Witney 1 school)	West Oxfordshire large strategic sites	Oxfordshire County Council
Total: 36 schemes			

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Appendix 2

"Long list" of schemes identified as part of the LTP3 - as they relate to Cherwell District

Larger Towns

Original long list of schemes for Larger Towns which went out to consultation	
Reference Number	Scheme Name
Not area specific	
LT1	Upgrades to bus stops on key routes that are not classed as premium routes
Banbury	
BAN1	Banbury South East relief road (Bloxham Road to Hennef Way)
BAN2	Banbury South West relief road (Stratford Road to Bloxham Road)
BAN3	Bloxham Road - improvements to junctions & associated cycle routes
BAN4	Broughton Road - improvements to junctions plus crossings
BAN5	Grimsbury Market Quarter - open up new egress
BAN6	Middleton Road - improvement to Daventry Road signals and cycle routes
BAN7	Information system and infrastructure improvements at Banbury bus station
BAN8	Child road safety improvement measures, including targeted crossings, signage, traffic calming
BAN9	A361/Wykham Lane junction remodelling to improve safety
BAN10	Banbury Footpath 92 - Clearing, levelling and surface improvement
BAN11	Banbury to Adderbury Business Park cycle route
Bicester	
BIC1	Bicester town centre cycle parking (100 stands)
BIC2	Cycle access to north east Bicester schools
BIC3	Fair Close to Cooper School cycle link
BIC4	Bucknall Road to Banbury Road/Barry Avenue cycle link
BIC5	Gavray Drive to Mallards Way cycle/pedestrian link
BIC6	London Road off-road cycle link to Town Station

BIC7	Shakespeare Road to Blenheim Drive cycle route
BIC8	Upgrading Howes Lane
BIC9	Bicester Village pedestrian cycle links
BIC10	Bicester Village - town centre pedestrian cycle links
BIC11	Bassett Avenue to Glory Farm cycle route
BIC12	Charbridge Lane A4421 Overbridge
BIC13	Bicester bus stops improvements (50 stops)
BIC14	Bicester centre electronic car park guidance signs
BIC15	A41, Bicester variable message signs
BIC16	Queens Avenue - Improvements to bus infrastructure
BIC17	St Johns Street - create bus lane(s) and filter lane for buses on to Queens Avenue
BIC18	South West Bicester Park & Ride
BIC19	Child road safety improvement measures, including targeted crossings, signage, traffic calming
BIC20	Bicester Footpath 6 - Surface improvement and lighting
BIC21	Bicester Footpath 12 - Surface improvement and upgrading to footpath/cycleway

Suggested additional schemes for Larger Towns from Consultation 3: Long list of schemes

Reference Number (if applicable)	Scheme Name/Details
Banbury	
	Residents parking permits/CPZ
	Include the width of wing mirrors of parked vehicles as obstructions when calculating the minimum pedestrian clearance on pavements
	Grimsbury Market Quarter scheme - alternative link road to relieve pressure off Merton Street
	Improvement to junctions and associated cycle routes, plus pedestrian crossings along Broughton Road
	Improvement to junctions and associated cycle routes along Bloxham Road
	Improvement to the Daventry Road signal junction with associated cycle routes along the Middleton Road Corridor
	Reconfiguration of the Hennef Way (A422)/ Ermot Way signalised junction to increase capacity
	Queue monitoring and gating on M40 Junction 11 (holding traffic on the A361 and A422 in peak periods)

	Re-lining and widening Middleton Road/Daventry Road to Daventry Road signal junction, with associated cycle routes
	Relining approach to the Queensway/Broughton Road roundabout with some geometric change
	Replacement with a signalised junction on Ruscote Avenue/Longlandes Way junction
	Grimsbury East Street One Way system (as proposed in the 2003 ITS study)
	Banbury Core Transport Corridor (N-S) - improving junctions along the existing inner relief road from Oxford Road into Windsor Street - Cherwell Street and Concorde Avenue
	Link between Hennef Way to Oxford Road (A4260)
	Improved pedestrian and cycle links between Banbury and Wroxton
	Safe cycle route east from the station onto the National Cycle Network (NCN) 536
	South East relief road from Hennef Way to Oxford Road
	Cycle route into Banbury
	College Fields canal bridge and towpath link to the town centre
	Provision of a cycle loop from Bankside to the town centre and Easington
	North-West Banbury (Harwick and Hanwell Fields) cycle routes
	West Banbury (Ruscote, Bretch Hill and Neithrop) cycle routes
	East Banbury (Grimsbury) cycle routes
	South Banbury (Easington, Calthorpe, Cherwell Heights) cycle routes
	Grimsbury cycle and pedestrian bridge over the railway line
	North-south corridor - widening and junction improvements
	Stratford Road-Warwick Road - re-lining plus widening
	Overthorpe to Oxford Road improvement with Dorcas Road roundabout spur change
	Banbury - enlarge the railway station site and install security provision
Bicester	
	Residents parking permits/CPZ
	Include the width of wing mirrors of parked vehicles as obstructions when calculating the minimum pedestrian clearance on pavements
	New short cycle access link from the Talisman Business Park to Bicester Village
	Revised cycle access to northeast Bicester schools - from Coopers green across Coopers School playing field but then Ruskins Way. The route would then join the Longfields route
	Cycle link between Bicester North Station lower car park and Roman Way
	Church Street contraflow cycle lane

	Improved link from town centre to Bicester Village
	Direct cycle and pedestrian route alongside railway from Gavray Drive to Launton
	Howes Link (western bypass) downgrading with realignment and "living street" traffic calming
	Bicester Eco Town Rapid Bus Route
	Bicester Market Square
	Bicester - relocate the Franklins Yard car park nearer to Sheep Street

Smaller Towns

<u>Suggested additional schemes for Smaller Towns from Consultation 3: Long list of schemes</u>	
Reference	Scheme Name/Details
Kidlington	
	Upgrade of the Oxford Canal towpath stretch through Kidlington
	No waiting along parts of A4260 Oxford Road service road.
	Removal of C43 Bicester Road bus lane to Kidlington roundabout.
	Remove C43 Bicester Road dangerous carriageway undulations.
	Provide right turn green arrow on C43 Bicester Road traffic signals northbound traffic turning right into old Bicester Road and
	A4260 cycle and pedestrian crossing at Garden City
	Kidlington - Relocate the Watts car park to the High Street

General Schemes	
	Contrasting horizontal lines for bollards
	Barriers and bars for people with visual impairments
	Oxford-Witney-Carterton tramtrains with longer term extensions to Cowley, Abingdon and Woodstock
	Support East West Rail
	Support Oxford-London rail services via Bicester
	Support electrification and line capacity and loading gauge enhancements
	Bus driver training on dealing with bullying and anti-social behaviour

	Space for wheelchairs and buggies on buses
	Traffic calming: replace humps and cushions with chicanes
	Cut Highways budget and therefore Council Tax
	Remove all Cyclists Dismount signs
	Promote car clubs
	Remove cues for motorised traffic e.g. centre lines and car-free developments
	Stop presenting cycling as a dangerous activity
	Provide cycle parking at community, health and retail centres in towns and villages
	Use number plate recognition technology to enforce speed and weight limits
	support minibus service from villages without shops to towns with shops
	Encourage provision of local rail services as well as long distance services, so as to relieve road pressures
	Encourage Network Rail and the train operators to provide more, and a wider variety of cycle parking at Oxford rail station
	Implement the recommendations made by Oxford Civic Society which are set out in the Society's report on bus connectivity
	Improve public transport enquiry services - providing an integrated service for information about all bus and rail services
	Improve ticketing arrangements - smartcards, interoperability of tickets across different operators' services
	Improve connectivity between public transport services, including integration between bus and rail services
	Hourly bus routes quality upgrades
	Bus Shelter Grants

Rural Areas

<u>Original long list of schemes for Rural Areas which went out to consultation</u>	
Reference Number	Scheme Name
More than one area	
RA1	Cycle parking at rural bus stops
RA2	Average speed camera provision for route(s) with above average accident rates for speeding

RA3	A4095 Downgrade to B road with weight limit(s) (Faringdon - Bampton - Witney - Long Hanborough - Bladon - Kirtlington - Bicester)
Cherwell	
CH1	B4100 - upgrade to A road - Bicester to A43
CH2	B430 - downgrade to unclassified with weight limit (A34-M40)
CH3	B4030 Weight Limit (A44-A4260)
CH4	B4027 downgrade to unclassified with weight limit (A40-A34-A44)
CH5	A4260 downgrade to B road south of A4095
CH6	Adderbury Footpath 1 Improvement - resurface in all weather material
CH7	Adderbury - safe pedestrian crossing points
CH8	Adderbury - Cycle paths
CH9	Adderbury - Reduction of speed limit from the school to the Kings Sutton turn to 30mph
CH10	Countryside access measures in vicinity of proposed Ardley Energy from Waste facility
CH11	Bridleway link between B4035/Bloxham bridleway 9 and Tadmarton
CH12	Chesterton - B430/Akeman Street junction
CH13	Cropredy - Improve road infrastructure
CH14	Cropredy - Footpath to Great Bourton
CH15	Cropredy - Change priorities at junction of Claydon and WilliamsScott Roads.
CH16	Cropredy - Illuminated speed lights at Great Bourton side of railway bridge during school drop-off and pick-up times.
CH17	Deddington - Safety improvements to Deddington pinch point
CH18	Deddington - Late night bus services to Banbury
CH19	Deddington - Removal of some through traffic from Hempton Road, particularly goods vehicles
CH20	Deddington - Provision of local traffic calming measures
CH21	Deddington - Pedestrian crossing outside the school gates
CH22	Deddington - Reduce traffic speeds in vicinity of school
CH23	Duns Tew - Footpath along the stretch of road to the A4260
CH24	Duns Tew - Retention of and improvements to the 259 bus service.
CH25	Duns Tew - X59 to pass at the same place, and wait for the 259 bus; the meeting place could be either Deddington or Steeple Aston
CH26	Fritwell - Implement traffic calming measures at the entry points of the village
CH27	Fritwell - Pavements in North Street

CH28	Fritwell - Cycle path to Ardley
CH29	Great Bourton to Cropredy convert verge to footway
CH30	Launton - New car park
CH31	Launton - Improve bus shelters
CH32	Middleton Stoney verge footway Link
CH33	Traffic signals B430/B4030 Middleton Stoney
CH34	Milcombe - create new link connecting two bridleways along disused railway
CH35	Milcombe - Combined footway and cycle track from Milcombe to Bloxham along the Bloxham Road and the A361
CH36	Shipton on Cherwell - A44260/A4095 junction safety improvement
CH37	South Newington Footpath 17- install steps and upgrade stiles
CH38	Countryside access measures in vicinity of Upper Heyford

Suggested additional schemes for Rural Oxfordshire from Consultation 3: Long list of schemes

Reference Number (if applicable)	Scheme Name/Details
More than one area	
	Include the width of wing mirrors of parked vehicles as obstructions when calculating the minimum pedestrian clearance on pavements
	Improve disabled facilities at all bus stops e.g. with full-height kerbs, wheelchair accessible bus shelters, position seats and timetables at bus stops at optimum heights
	Install Realtime displays at more bus stops throughout the county, especially in rural areas
	Make maximum use of heavy and light rail systems in Oxfordshire's public transport network
	Expansion of Real Time Information displays at rural bus stops
	Provide a budget for community-led low cost schemes
	A34 capacity improvements between East Ilsey and the M40
	Cycle rack parking at bus stops and groups of local shops.
	Cycle rack facilities on trains.
	Improve the Oxford Green Belt way with better footpath signing, publicity, replacing stiles with gates, maintaining and upgrading surfacing where heavily used

	Improve access to Oxfordshire Way footpath using existing rights of way to form circular routes from sustainable transport access points and replacing stiles with gates.
	Provision of bike racks on buses
	Green travel plans in rural areas of Oxfordshire
	Car sharing schemes in rural Oxfordshire
	Electric vehicle charging points at points throughout the county
	Better integration of bus and rail services throughout Oxfordshire
	Joint bus ticketing in Oxfordshire
	Better lighting of cycle routes
	Improved public transport in evenings, at weekends, in rural areas and to non-central leisure facilities
	Implement Quality Bus Partnerships with bus operators
Cherwell	
	Bloxham - A361 Cycleway from Bloxham to Banbury
	Bloxham - footpath along the last house along Barford Road
	Bloxham - Traffic calming along Milton Road, Barford Road and Tadmarton Road
	Bloxham - 20mph speed restriction on Tadmarton Road and Milton Lane
	Bloxham - A361 Wycombe crossroads safety scheme (central island no right turn)
	Bloxham - improve the school drop off/pick up points throughout the village
	A Bloxham bypass scheme
	Bloxham - introduce weight restrictions of the A361
	Bloxham - upgrade the Courtington Lane/ High Street junction
	Bloxham - installation of a pedestrian crossing on Church Street
	Bloxham - introduction of safe cycleways throughout the village
	Bloxham - traffic calming zones entering and leaving the village on Tadmarton Road and Milton Road
	Bloxham - improve the Wykham Lane/A361 junction by making a no right-turn into Wykam Lane from Bloxham or a central reservation
	Hook Norton - Queen Street resurfacing
	Hook Norton - Resurfacing Sibford Road leading to the Gate Hangs High public house
	Hook Norton - flooding management or improved surface drainage scheme on Junction Bourne Lane/The Bourne
	Hook Norton - resurfacing of key roads into Hook Norton
	Cropredy -

	Upgrade of footpaths and cycleways based on the Oxford Canal towpath anticipating the redevelopment of Banbury Station and surrounding area
	Oddington - maintain & improve footpaths in Oddington 2 & 6 crossing the Islip Bicester Railway.
	Stratton Audley - provision of turning lanes on the A4421 for Stratton Audley and Stratton Audley Park
	A34 entry slip roads particularly on the Islip and Kidlington junctions
	Launton - extend the footway along Station Road to the end of the village at Grange Farm Mews on the west side
	Launton - resurface the west side of Station Road for the entire length of the pedestrian refuge
	Cycle and pedestrian crossing over Bladon Roundabout
	Steeple Barton - extend cycle track along Dornford Lane to avoid Glympton

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CONSULTATION 5 – SCENARIOS

PLEASE READ THE TEXT BELOW BEFORE RESPONDING

Introduction to the third Local Transport Plan (LTP3)

The Local Transport Plan will focus on attracting and supporting economic investment, growth and delivering transport infrastructure and services to tackle congestion and improve quality of life. It will support our Sustainable Community Strategy, Oxfordshire 2030, and help us meet Oxfordshire County Council's objectives of developing our world class economy, healthy and thriving communities, better public services, breaking the cycle of deprivation and managing the environment and climate change.

It will provide the policy and strategy context for our major Access to Oxford project and enable us to bid for additional Government funding for other major schemes over the next 20 years. It will also help us secure funds from development and ensure these are spent effectively.

The Plan will be in two parts: a long term policy/strategy document and a short term delivery programme which is likely to cover a 3-5 year period. The delivery programme will be updated annually.

Consultation progress

This is the fifth of six rounds of consultation taking place on LTP3. In 2009 the Plan's objectives were agreed by the County Council's Cabinet following a series of workshops with members of the public and consultation with stakeholders. The objectives were prioritised by settlement type and can be seen on page four of this document.

Consultation has also taken place on the scoping report for the 'Strategic Environmental Assessment', a technical report which sets out the environmental objectives that are being considered in developing the Local Transport Plan, and on a long list of schemes which could be included in the delivery programme over the next 20 years, subject to funding being available. Consultation has also been undertaken on the policies that will be included in the Local Transport Plan. For further background please visit our website at www.oxfordshire.gov.uk/ltp

There will be one more consultation phase after this one. Between October 2010 and January 2011 you will have the opportunity to comment on any aspect of the full draft Local Transport Plan.

Consultation 5: Scenarios What can I comment on?

In this consultation we are asking for your views on what overall approaches we should follow for transport in Oxfordshire over the next 20 years. We are calling these scenarios. **We are not looking at specific schemes, but the choice of scenario will influence which schemes are progressed in the future.**

We have tested a number of possible scenarios for each of the four settlement types that will form the basis of our Plan (Oxford, the larger towns, the smaller towns and the rural areas). From these, three scenarios have been selected for each settlement type. **We would like your views on which of these you think would best deliver the overall objectives of the Plan for each settlement type.**

The choice of scenarios will not affect our policies on road maintenance in each area, which are guided by the County Council's Asset Management Plan. Any major schemes, such as a bypass or relief road, would need to be individually justified although the choice of scenario might influence whether particular schemes are considered to be the appropriate solution for an area.

In practice, it is likely that our programme of schemes will not be as clear cut as the scenarios might suggest - just because a particular type of scheme is not included within a scenario it does not necessarily mean that it would not be able to be delivered, although it would be less likely compared to scheme types that are included. What the scenarios do indicate is what the overall balance of the Council's programme would be likely to be.

Important Note

It is highly likely that the funds available to the Council during the early part of the Plan will be very tight and that only limited progress will be able to be made towards meeting our transport goals in the first five years, or perhaps even longer. **In deciding upon your preferred scenario please remember that the new Local Transport Plan is a long term document and that the preferred strategies will not be able to be delivered overnight.** However, even if we can only implement a small number of schemes ourselves in that time, the choice of approach will also guide us in other ways - such as in how we plan and fund infrastructure and services to support new development.

Please remember that in this consultation we are looking at overall scenarios and not individual schemes or projects.

Consultation Period

The consultation on the scenarios will close on **Sunday 20 June 2010**. If the closing date presents a significant problem for you or your organisation please do get in touch with us. You will have an opportunity to comment on the entire draft Plan between October 2010 and January 2011.

Giving your comments

Please feel free to comment on the scenarios for as many of the settlement types as you feel appropriate.

Where possible we would encourage you to make your comments online. The questionnaire is available online at:

<http://myconsultations.oxfordshire.gov.uk>

If responding to the consultation online please remember to log on using your existing registration or register on the system. This should only take a few moments. If responding by post, please return the questionnaire to the freepost address given at the end of the questionnaire.

How we will use your feedback

This is the fifth consultation that the County Council has carried out to develop the new Local Transport Plan and your views will help inform what is presented to the Council's Cabinet when they make a decision on the preferred scenarios on 20 July. The results of this and previous consultations will be taken into account when we prepare the draft document for a full public consultation to be held between October 2010 and January 2011.

We will explain what we have done with your comments in the Local Transport Plan newsletter which will be sent to you in July 2010.

Thank you for taking the time to read the documents and giving us your comments. Your involvement will help us produce a Local Transport Plan which meets Oxfordshire's needs for the future.

LTP3 Objectives – Priority by Settlement Type

Objective	Oxford	Larger Towns	Smaller Towns	Rural Oxfordshire
Improve the condition of local roads, footways and cycleways, including resilience to climate change	Medium Priority	Medium Priority	High Priority	High Priority
Reduce congestion	High Priority	High Priority	High Priority	Low Priority
Reduce casualties and the dangers associated with travel	Low Priority	Low Priority	Low Priority	Medium Priority
Improve accessibility to work, education and services	Low Priority	Low Priority	Medium Priority	High Priority
Secure infrastructure and services to support development	Medium Priority	Medium Priority	Medium Priority	Medium Priority
Reduce carbon emissions from transport	Medium Priority	Medium Priority	Medium Priority	Medium Priority
Improve air quality, reduce other environmental impacts and enhance the street environment	Medium Priority	Medium Priority	Low Priority	Low Priority
Develop and increase the use of high quality quality, welcoming public transport	High Priority	High Priority	Medium Priority	Medium Priority
Develop and increase cycling and walking for local journeys, recreation and health	High Priority	High Priority	High Priority	High Priority

OPTIONS FOR OXFORD

Background

Three options (or "scenarios") have been developed for transport in Oxford. We have called these scenarios:

- A - "Promoting Walking & Cycling",*
- B - "Increasing Transport Choice", and*
- C - "Promoting Public Transport".*

A detailed strategy will be developed for Oxford based on the chosen scenario.

These scenarios have all been developed to meet the objectives of the Plan. The top priority objectives for Oxford, identified after consultation, are:



- **reducing congestion,**
- **increasing the quality and use of public transport,** and
- **increasing cycling and walking for local journeys, recreation and health.**

Links to other projects

A detailed strategy for Oxford will be developed in association with the City Council's Local Development Framework, which will set out growth plans for the area until 2026. This consultation will guide the overall approach that we will take in developing this strategy as well as how we deal with any specific problems caused by new developments.

The County Council is working in partnership with Network Rail and the Highways Agency on the regionally funded "Access to Oxford" project to resolve the significant problems on the approaches to the city from the north and south; there will be consultation on this later in the year. We are also working with Network Rail to upgrade Oxford Rail Station, including providing a new platform. Chiltern Railways also have plans for an Oxford-London Marylebone direct rail service which include a new rail station beside Water Eaton Park & Ride. We are also working with the bus companies to improve bus services while reducing bus numbers and emissions in the city centre.

OXFORD SCENARIO A

PROMOTING WALKING & CYCLING

This scenario would reduce congestion and improve local access by encouraging more walking and cycling through intensive investment in better facilities. This could mean the development of new off-road routes as well as improvements to existing routes. This would be reinforced by widespread publicity and marketing, and working with groups and individuals on journey planning, to promote these modes. In addition air pollution issues would be tackled by measures to encourage alternative fuels and restricting use of more heavily polluting vehicles.

What types of scheme would be included?

- Development of a **high quality cycle network** across the city including improved cycle lanes alongside main roads, better connections and signing between cycle routes on less busy roads, and better cycle parking
- **Better facilities for pedestrians**, including disabled people, in the city centre and on the main walking routes into and around the city, including extending the pedestrianised area, wider footways, and better pedestrian crossings
- **Working with businesses** to provide alternatives to heavy lorries for local deliveries
- **Encouraging people** to make fewer trips by cars and to use more efficient and less polluting vehicles

Impacts

This scenario would deliver significant reductions in carbon emissions and lead to better air quality by reducing the number of vehicles in the city. Opportunities to travel around the city on foot or by cycle would be significantly improved. Overall congestion across the city would also be reduced enhancing the vitality of the city centre and the natural and human environment of the city. The scenario would be likely to bring road safety and health benefits.

OXFORD SCENARIO B

INCREASING TRANSPORT CHOICE

This scenario would encourage fewer trips to be made by car in the city by investing in improved facilities for walking, cycling and buses, including further expansion of the Park & Ride system.

This would be supported by improving how traffic moves around the city to reduce delays on the approaches to the city and on the ring road and air pollution would be tackled by restricting the use of more heavily polluting vehicles. While investment



will be spread over a number of different types of scheme this means that less can be done in each than might be the case if the expenditure was more concentrated, as is the case in other scenarios.

What types of scheme would be included?

- **Improving bus services** including extending bus priority at junctions
- **Expanding Park & Ride** through extensions of existing sites, development of new sites or introduction of new services
- **Better conditions for pedestrians**, including disabled people, in the city centre
- Improvements to the city's **cycling and walking** networks
- **Traffic management** on city approaches, including possible vehicle restrictions (such as only allowing high occupancy vehicles)
- **Encouraging people** to use more efficient and less polluting vehicles

Impacts

This scenario would reduce reductions in carbon emissions across the city and lead to some improvements in local air quality. Opportunities to travel around the city by bus, on foot or by cycle would be improved. It would bring some health benefits to the town and also improve road safety. There may be some environmental costs, although these could be reduced by careful planning and design.

OXFORD SCENARIO C

PROMOTING PUBLIC TRANSPORT

This scenario would deliver major improvements to public transport with a significant upgrade in the quality of the bus networks serving the city, together with enhancements to rail connections and services as well as expansion of the Park & Ride network. This would be likely to involve further restrictions in using roads across the city by other vehicles. This would directly improve local access and reduce congestion by providing a consistent high quality alternative.

What types of scheme would be included?

- **Major improvements to local bus services**, including introducing priority for buses on some roads or at junctions
- **Improvements to rail** services and connections with bus services at rail stations
- **Expanding Park & Ride** through extensions of existing sites, development of new sites or introduction of new services
- **Encouraging people** to use more efficient and less polluting vehicles



Impacts

In this scenario opportunities to move around the city by bus would be significantly improved. It would also deliver significant reductions in carbon emissions across the city by reducing overall traffic levels. Overall, the scenario's impact on air quality is likely to be mixed unless it is accompanied by significant reductions in the level of pollution given out by each bus. If the scenario involves new construction to improve bus flows then there may be some costs to the environment, but these could be reduced by careful planning and design. The scenario would be expected to bring some improvement in road safety.

Comparison of Oxford Scenarios

	SCENARIO		
	A	B	C
Rail			✓✓
Bus	•	✓	✓✓✓
Walking	✓✓✓	✓✓	•
Cycling	✓✓✓	✓✓	•
Highway Infrastructure			
Demand Management		✓	
Park & Ride		✓	✓
Behavioural Change	✓	✓	
Low Emission Vehicles	✓✓✓	✓✓✓	✓✓✓
Alternative Fuels			
Slower Speeds	✓	✓	✓
Freight Management	✓✓✓		

Level of investment: ✓ = Low ✓✓ = Medium ✓✓✓ = High

• = as a minimum all scenarios include (i) improvement of bus stop facilities and locations, (ii) pedestrian crossings and safe walking routes, and (iii) measures to improve cycle safety.

Comparison of impacts for Oxford Scenarios

	SCENARIO		
	A	B	C
Access by bus			
Access by cycle and on foot			
Climate change			
Air quality			
Economy			
Safety			
Natural environment			
Human environment			



Positive

No or
Mixed
Impact

Negative

N.B. In Scenario C it is assumed that the bus fleet remains as it currently is and therefore an increase in buses leads to a negative impact on air quality. Measures to reduce the emissions from buses are currently being introduced which will reduce or eliminate this negative impact.

OPTIONS FOR THE LARGER TOWNS

Background

The Larger Towns in Oxfordshire are Abingdon, Banbury, Bicester, Didcot, Wantage & Grove* and Witney. Three options (or "scenarios") have been developed to meet the Plan's objectives for the Larger Towns:

- A - *"Promoting lower emissions"*,
- B - *"Promoting transport choice"*, and
- C - *"Supporting economic growth"*.

The emphasis of the chosen scenario will vary between the Larger Towns, dependent on local issues.

The top priority objectives for the Larger Towns, identified after consultation with local people, are:

- **reducing congestion,**
- **increasing the quality and use of public transport,** and
- **increasing cycling and walking for local journeys, recreation and health.**

Links to other projects

Detailed strategies for each of the towns will be developed in association with District Council Local Development Framework, which set out growth plans for each area during the period up to 2026. This consultation will, however, guide the overall approach that we will take to develop these strategies as well as how we deal with any specific problems caused by new developments. This may include the development of other major schemes where these are required.

The County Council is working on proposals for the Cogges Link Road and A40 junction at Downs Road in Witney in association with existing and committed developments. We are also investigating options for the South Central Oxfordshire area (including Wantage & Grove and Didcot); this consultation will be used to help assess the options although decisions on which schemes to promote will only be taken after separate consideration.

* Wantage & Grove are considered together here to match their treatment in the Local Development Framework.

LARGER TOWNS SCENARIO A

PROMOTING LOWER EMISSIONS

This scenario would deliver major improvements to the walking and cycling networks in the Larger Towns reinforced by widespread publicity and marketing and working with groups and individuals to promote different types of transport.

What types of scheme would be included?

- Development of **high standard cycling networks** including cycle lanes alongside roads, new cycle paths and increased cycle parking
- **Better facilities for pedestrians**, including disabled people, in town centres including pedestrianised areas (where appropriate), wider footways and more pedestrian crossings together with high standard links from new developments
- **Encouraging people** to make fewer trips by car and to use more efficient and lower emission vehicles



Impacts

This scenario would bring considerable local economic benefits through reduced congestion and delays and would also benefit local air quality. In addition, controls on vehicles could be introduced to further promote better air quality.

Opportunities to walk and cycle around the towns would be significantly improved. The scenario would be likely to bring health benefits and also enhance the natural and built environment of the towns.

LARGER TOWNS SCENARIO B

PROMOTING TRANSPORT CHOICE

This scenario seeks to spread investment over different types of transport scheme, including measures for drivers, bus users, cyclists and pedestrians. While investment will be spread over a number of different types of scheme this means that less can be done in each than might be the case if the expenditure was more concentrated, as is the case in other scenarios.

What types of scheme would be included?

- **Better facilities for buses**, including bus lanes and priority at junctions together with better bus stops
- **Introducing park & ride** to cater for trips into the Larger Towns as well as for trips to Oxford
- **Improved traffic management** to reduce congestion at junctions or encourage traffic to use the most appropriate routes
- **Better facilities for pedestrians**, including disabled people, in town centres including wider footways, more pedestrian crossings together with high standard links from new developments
- **Development of cycle networks** including cycle lanes and increased cycle parking



Impacts

This scenario would significantly increase opportunities for travel by bus and some improvement for trips on foot and by cycle. It would also help the local economies by reducing congestion. There may be some environmental costs to the landscape from this scenario, especially if new park and ride sites are built or extra road space was needed to provide bus priority, but this could be minimised by careful planning and design.

LARGER TOWNS SCENARIO C

SUPPORTING ECONOMIC GROWTH

This focus of this scenario is on direct improvements to the road and rail networks together with better bus services and facilities and limited improvements to the walking and cycling networks in all the Larger Towns.

What types of scheme would be included?

- **Selected road improvement schemes**, such as upgraded junctions or link roads, especially in association with new developments
- **Improvements to rail** including station improvements and better connections to stations by all modes
- **Better bus services** and facilities in the towns for buses, including introducing bus priority and upgraded bus stops
- Improvements to existing **cycling and walking networks**
- **Managing lorry movements** and deliveries and other traffic management, including investigation of high occupancy lanes

Impacts

This option could support growth and economic potential across the county and improve the local economy by significantly reducing delays on local roads and increasing access to jobs and services. This would bring direct improvements in congestion and accessibility leading to local economic and environmental benefits where traffic is removed from town centres. The scenario could also improve air quality in some of the towns although it is likely to lead to an overall increase in carbon emissions across the Larger Towns. There is likely to be some impact on the environment and settings of the towns, although careful planning and design would seek to minimize this.



Comparison of Larger Towns Scenarios

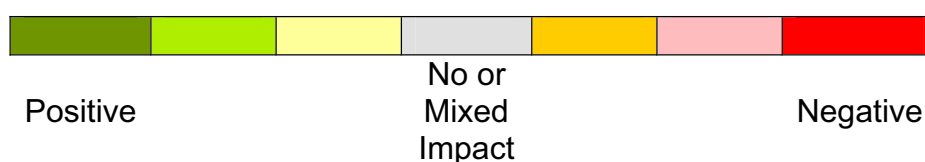
	SCENARIO		
	A	B	C
Rail			✓✓
Bus	•	✓	✓✓
Walking	✓✓✓	✓	✓
Cycling	✓✓✓	✓	✓
Highway Infrastructure			✓✓
Demand Management		✓	
Park & Ride		✓	
Behavioural Change	✓		
Low Emission Vehicles	✓✓✓		
Alternative Fuels	✓✓✓		✓
Slower Speeds			
Freight Management			✓

Level of investment: ✓ = Low ✓✓ = Medium ✓✓✓ = High

• = as a minimum all scenarios include (i) improvement of bus stop facilities and locations, (ii) pedestrian crossings and safe walking routes, and (iii) measures to improve cycle safety.

Comparison of impacts for Larger Towns

	SCENARIO		
	A	B	C
Access by bus			
Access by cycle and on foot			
Climate change			
Air quality			
Economy			
Safety			
Natural environment			
Human environment			



OPTIONS FOR THE SMALLER TOWNS

Background

The Smaller Towns in Oxfordshire are Carterton, Chinnor, Chipping Norton, Faringdon, Kidlington*, Henley, Thame and Wallingford. Three options have been developed to improve transport in the Smaller Towns. We have called these scenarios:

- A - "Promoting lower emissions",*
- B - "Promoting transport choice", and*
- C - "Supporting economic growth".*

The emphasis of the chosen scenario will vary between the Smaller Towns, dependent on local issues.

These scenarios have been developed to meet the objectives of the Plan. The top priority objectives for the Smaller Towns, identified after consultation with local people, are:

- **Improving the condition of local roads, footways and carriageways, including resilience to climate change,**
- **Reducing congestion, and**
- **Developing and increasing cycling and walking for local journeys, recreation and health.**

Links to other projects

Proposals for each of the towns will be developed in association with the District Council Local Development Frameworks, which set out growth plans for each area during the period up to 2026. This consultation will, however, guide the overall approach that we will take in developing these strategies as well as how we deal with any specific problems caused by new developments.

* Although Kidlington is a village it is included as one of the smaller towns here by virtue of its population size.

SMALLER TOWNS SCENARIO A PROMOTING LOWER EMISSIONS

This scenario focuses investment on means of transport that have low or no emissions backed up by education and publicity programmes on the options available. The scenario would introduce comprehensive cycling networks in the towns by providing cycle lanes on roads and/or constructing new cycle routes; while wider pavements and better crossing points would be provided to make it easier to walk around the towns. Either of these could require reductions in the amount of road space available for motorised traffic.

What types of scheme would be included?

- Development of **high standard cycling networks** including cycle lanes alongside roads, new cycle paths and increased cycle parking
- **Better facilities for pedestrians**, including disabled people, in town centres including pedestrianised areas (where appropriate), wider footways, more pedestrian crossings and high standard links from new developments
- **Encouraging people** to make fewer trips by car and to use more efficient and lower emission vehicles

Impacts

This scenario would considerably benefit local air quality and also deliver reductions in local carbon dioxide emissions. It would



also bring local economic benefits in terms of reduced congestion and delays. Opportunities to walk and cycle would be significantly improved and this would bring health benefits. The scenario would bring benefits to the natural and built environment of the towns particularly if opportunities for planting and improving local biodiversity were taken.

SMALLER TOWNS SCENARIO B

PROMOTING TRANSPORT CHOICE

This scenario seeks to spread investment over a wide range of different types of transport scheme. It includes measures which would seek to improve outcomes for drivers, bus users, cyclists and pedestrians. While investment will be spread



over a number of different types of scheme this means that less can be done in each than might be the case if the expenditure was more concentrated, as is the case in other scenarios.

What types of scheme would be included?

- **Better bus services** on routes to larger towns
- **Improved traffic management** to reduce congestion
- **Better facilities for pedestrians**, including disabled people, in town centres and on main roads
- Limited local improvements to **cycling facilities**

Impacts

This scenario would significantly increase opportunities to travel by bus and some increased accessibility by cycle. The scenario might give some reductions in carbon dioxide emissions and other local pollutants. Overall delay would be reduced, although across the county this change may not be significant and a small decrease in casualties might be expected. The impact on the environment is uncertain and is likely to depend on the particular programmes of schemes implemented in any area.

SMALLER TOWNS SCENARIO C

SUPPORTING ECONOMIC GROWTH

This scenario focuses on improvements to the road networks, particularly where new developments put these under pressure and measures to get the road network working efficiently. The improvement schemes could involve new link roads, relief roads or bypasses. The traffic management measures could include signing schemes, closing roads to some or all traffic, lorry restrictions or routeing measures. Schemes would need to be justified individually.

What types of scheme would be included?

- **Selected road network improvement schemes**, especially in association with new developments
- **Improved traffic management** for movements through and within the towns



Impacts

This option could improve the local economy by reducing delays on local roads. The scenario would also bring local air quality benefits and reduce overall carbon dioxide production. Any new road building is likely to have an impact on the natural environment, although careful planning and design can minimise this.

Comparison of Smaller Towns Scenarios

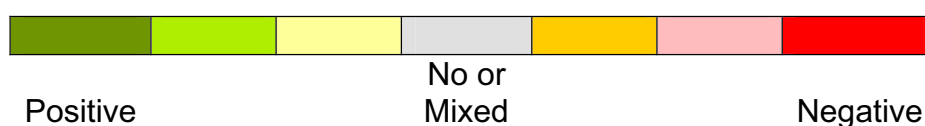
	SCENARIO		
	A	B	C
Rail			
Bus	•	✓	•
Walking	✓✓✓	✓	•
Cycling	✓✓✓	✓	•
Highway Infrastructure			✓✓✓
Demand Management		✓	✓
Park & Ride		✓	
Behavioural Change	✓		
Low Emission Vehicles	✓✓✓		
Alternative Fuels	✓✓✓		
Slower Speeds			
Freight Management			

Level of investment: ✓ = Low ✓✓ = Medium ✓✓✓ = High

• = as a minimum all scenarios include (i) improvement of bus stop facilities and locations, (ii) pedestrian crossings and safe walking routes, and (iii) measures to improve cycle safety.

Comparison of Impacts for Smaller Towns

	SCENARIO		
	A	B	C
Access by bus			
Access by cycle and on foot			
Climate change			
Air quality			
Economy			
Safety			
Natural environment			
Human environment			



OPTIONS FOR RURAL OXFORDSHIRE

Background

Rural Oxfordshire covers most of the area of the county and includes parts of the Chilterns, North Wessex Downs and Cotswolds Areas of Outstanding Natural Beauty. As well as open countryside, it includes many villages and small towns – about a quarter of the county's population live in the rural areas.

The emphasis of the chosen scenario will vary across rural Oxfordshire, dependent on local issues.

Three options have been developed to improve transport in the rural Oxfordshire. We have called these scenarios:

- A - "Promoting lower emissions",*
- B - "Managing movements", and*
- C - "Promoting transport choice".*

These scenarios have been developed to meet the objectives of the Plan. The top priorities for Rural Oxfordshire, identified after consultation with local people, are:

- **Improving the condition of local roads, footways and carriageways, including resilience to climate change,**
- **Improving accessibility to work, education and services, and**
- **Developing and increasing cycling and walking for local journeys, recreation and health.**

Links to other projects

The County Council is working on a scheme to provide a replacement to the Newbridge crossing of the River Thames because surveys have indicated that the current bridge, a Scheduled Ancient Monument, will not be able to continue to be used in the long term.

Proposals for each of the towns will be developed in association with District Council Local Development Framework, which set out growth plans for each area during the period to 2026. This consultation will guide the overall approach that we will take to meet the requirements arising from new developments.

RURAL OXFORDSHIRE SCENARIO A

PROMOTING LOWER EMISSIONS

This scenario focuses investment on means of transport that have low or no emissions. The scenario would develop routes for walkers and cyclists across the county, including new purpose-built routes where appropriate. It would also look to increase the use of the public rights of way networks by improving links to them, and by reducing the speed of traffic on rural roads where this makes their use unattractive to walkers and cyclists. The strategy would be backed up by education and publicity programmes on the range of options available for travel in these areas.

What types of scheme would be included?

- Development of **high quality cycle routes** across the county
- **Improved connections** from villages to footpaths and other rights of way
- **Encouraging people** to make fewer trips by car and the use of more efficient and lower vehicle emissions
- **Speed reduction** measures



Impacts

This scenario would increase travel and by cycle and on foot. It would bring a wide range of benefits, particularly reducing vehicle delays to improve the local economy and reducing local air pollution. The scenario would bring benefits for the natural environment, particularly if the footpath and cycleway improvements are taken as opportunities for planting and improving local biodiversity. By increasing opportunities for walking and cycling the scenario would also be likely to bring health benefits; the scenario would also be expected to reduce the number of accidents on rural roads.

RURAL OXFORDSHIRE SCENARIO B

MANAGING MOVEMENTS

This scenario focuses on encouraging more efficient transport of goods around the county with the aim of reducing the number of lorries on rural roads. This would be done by working with the freight industry to encourage



alternatives such as rail, by ensuring the most suitable roads are used and by looking to reduce lorry numbers by innovative delivery methods. Some road improvements would also be considered, although it is extremely unlikely that funding

would be available for a major programme of bypasses or route upgrading and individual schemes would still need to be justified independently.

What types of scheme would be included?

- Improved rail facilities to **transfer freight** onto the railways
- **Improving road** networks
- Measures to encourage **efficient movement of freight**
- **Traffic management** on rural roads, including investigation of high occupancy lanes on appropriate roads

Impacts

This scenario would give economic benefits from reduced congestion and a reduction in vehicle delays. It would be likely to bring a range of benefits to rural communities, particularly through reductions in traffic noise, carbon emissions and improvements in local air quality. The road improvements may have negative impacts, although these could be minimised by careful planning and design.

RURAL OXFORDSHIRE SCENARIO C

PROMOTING TRANSPORT CHOICE

This scenario seeks to spread investment over a wide range of transport schemes. It includes measures which would benefit drivers, bus users, cyclists and pedestrians. While this scenario would mean that more types of scheme could be introduced than would be the case with the other scenarios this would inevitably mean that less could be done in any particular area of investment.

What types of scheme would be included?

- **Improved cycle links**
- **Better connections** to rights of way networks from villages and towns
- **Better links to rail** stations and improved information
- **Improved bus services** on routes between towns
- **Speed reduction measures** where there are accident problems

Impact

This scenario would bring a wide range of benefits, particularly reducing vehicle delays to improve the local economy, improve road safety and reduce local air pollution problems.



Access to town centres, job opportunities and other services by bus and cycle would be improved as would access on foot to local services. There would be some local air quality

improvements and overall carbon emissions would be reduced; while there would be an opportunity to enhance the natural environment and landscape character. Encouraging more walking and cycling would bring health benefits.

Comparison of Rural Oxfordshire Scenarios

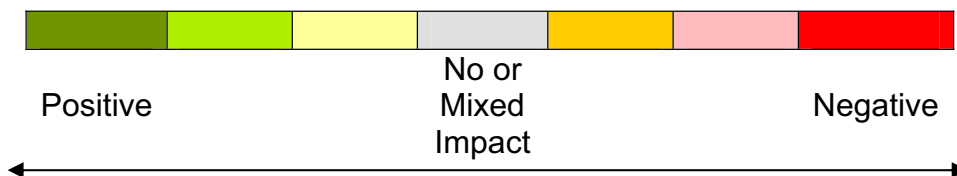
	SCENARIO		
	A	B	C
Rail		✓	✓
Bus	•	•	✓✓
Walking	✓✓	•	✓
Cycling	✓✓	•	✓
Highway Infrastructure		✓✓	
Demand Management		✓	
Park & Ride			
Behavioural Change	✓✓✓		
Low Emission Vehicles	✓✓✓		
Alternative Fuels			
Slower Speeds	✓		✓✓✓
Freight Management		✓✓✓	

Level of investment: ✓ = Low ✓✓ = Medium ✓✓✓ = High

• = as a minimum all scenarios include (i) improvement of bus stop facilities and locations, (ii) pedestrian crossings and safe walking routes, and (iii) measures to improve cycle safety.

Comparison of Impacts for Rural Oxfordshire

	SCENARIO		
	A	B	C
Access by bus			
Access by cycle and on foot			
Climate change			
Air quality			
Economy			
Safety			
Natural environment			
Human environment			



Executive

Petitions and E-Petitions

7 June 2010

Report of Head of Legal and Democratic Services

PURPOSE OF REPORT

The Local Democracy, Economic Development and Construction Act 2009 introduced a duty to respond to petitions and the requirement to provide a facility for the electronic submission of petitions on the Council website. This report is the first of two reports to enable the Council to implement this legislation.

This report is public

Recommendations

The Executive is recommended:

- (1) That the Petition Scheme set out at Appendix 1 be approved, for recommendation to Council on 19th July.
- (2) That the Monitoring Officer be requested to prepare the constitutional amendments required for Council to consider.
- (3) That the Executive request officers to begin work on developing the system and guidance regarding e-petitions and that this be reported to the Executive in October 2010 for consideration, prior to approval by Council in October.

Executive Summary

Introduction

- 1.1 The Local Democracy, Economic Development and Construction Act 2009 introduced a duty to respond to petitions and the requirement to provide a facility for the electronic submission of petitions on the Council website.
- 1.2 The Department for Communities and Local Government consulted on the proposal in the 2009 Act between December 2009 and February 2010. Cherwell District Council fed comments into the Association of Democratic Services Officers response. A number of concerns relating to: definition of a petition, role of O&S and referral route of petitions were raised in the

consultation responses. Most of these concerns have been addressed in the guidance and model scheme.

Proposals

- 1.3 The Local Authorities (Petitions) (England) Order 2010 brings the petition element of the act into force on 15 June 2010. The e-petitions element will come in to force on 15 December 2010. The council's committee management system, modern.gov has an e-petition module and has been used successfully by Councils such as Lambeth and Brighton and Hove. This module is included as part of the system and therefore can be rolled out at no additional cost. However some work will be required in testing the system and ensuring staff are trained on its operation.
- 1.4 The act requires Council to have a scheme for dealing with petitions. The scheme:
 - Must be approved by full council before it comes into force
 - Must be published on the council website and publicised by other appropriate means to bring to the attention of those who live, study or work in the area
 - Can be revised but approved and publicised as detailed above
- 1.5 The Department of Communities and Local Government has produced a model scheme, which has been adapted for Cherwell and is set out at Appendix 1 and following consideration by the Executive will be forwarded to July Council to enable the constitution to be amended. The proposed scheme, which follows the proposed national model scheme deals with paper based petitions and it is intended that following development of the e-petition software a revised scheme (including the electronic facility) will be brought to the Executive and Council in October for implementation in December 2010.

Petitions may be submitted regarding any matter which relates to an improvement in the economic, social or environmental well-being of the authority's area and/or to which any of its partner authorities could contribute. However the following issues are excluded and outside the scope of petitions under this legislation:

- Matters under other enactments e.g. petitions requesting an elected Mayor
- Any matter relating to a planning decision, including about a development plan document or the community infrastructure levy
- Any matter relating to an alcohol, gambling or sex establishment licensing decision,
- Any matter relating to an individual or entity in respect of which that individual or entity has a right of recourse to a review or right of appeal conferred by or under any enactment

Thresholds

- 1.6 The model scheme suggests a threshold of 1500 signatories to trigger a debate at full council and 750 signatories to call for evidence from a senior officer. It is

recommended that these thresholds are adopted at this time and that the Executive may request this to be reviewed after the scheme has been in operation.

Administration of the Scheme

- 1.7 Due to their link to the democratic process it is recommended that petitions be administered by Democratic Services, with the Monitoring Officer giving final decision on whether a petition is valid and which committee it should be referred to if it is under the threshold for full council debate.
- 1.8 Democratic Services will be responsible for petition acknowledgement, regardless of whether a petition is received by a member, committee or officer and with the Monitoring Officer dealing with petitions if they are considered vexatious. Democratic Services will also co-ordinate a response with other departments where necessary for example if the petition needs to be referred to another body such as Oxfordshire County Council or the PCT.

Conclusion

- 1.9 It is a legal requirement for the council to adopt a scheme for dealing with petitions. Through adoption of the recommendations set out in this report and the scheme set out at Appendix 1 the council will meet this requirement and be well placed to meet the requirements regarding e-petitions when they are implemented in December 2010.

Key Issues for Consideration/Reasons for Decision and Options

The following options have been identified. The approach in the recommendations is believed to be the best way forward

- | | |
|---------------------|----------------------------------|
| Option One | To agree the recommendations |
| Option Two | Not to agree the recommendations |
| Option Three | To amend the recommendations |

Consultations

None

Implications

- Financial:** There are no direct financial implications arising from the report, as the e-petitions module is included as part of the committee management system which the council has purchased.

Comments checked by Denise Westlake, Service Accountant 01295 221982

Legal:

It is a legal requirement to agree a process for petitions by 15 June 2010. The recommendations in this report and the attached protocol meet these requirements.

Comments checked by Liz Howlett, head of Legal and Democratic Services 01295 221686

Risk Management:

The adoption of a procedure for petitions is a legal requirement and this report mitigates that risk.

Comments checked by Rosemary Watts, Risk and Insurance Manager 01295 221566

Wards Affected

All

Corporate Plan Themes

An accessible value for money council

Executive Portfolio

Councillor Barry Wood
Leader of the Council and Portfolio holder for Policy, Community Planning and Community Development

Document Information

Appendix No	Title
Appendix 1	Petitions Scheme
Background Papers	
None	
Report Author	James Doble, Democratic, Scrutiny and Elections Manager
Contact Information	01295 221587 james.doble@Cherwell-dc.gov.uk

Cherwell District Council Petitions Scheme

Cherwell District Council welcomes petitions and recognises that petitions are one way in which people can let us know their concerns or the strength of public feeling. All petitions sent or presented to the council will receive an acknowledgement from the council within 10 working days of receipt. This acknowledgement will set out what we plan to do with the petition. We will treat something as a petition if it is identified as being a petition, or if it seems to us that it is intended to be a petition.

Paper petitions can be sent to:

Democratic Services
Bodicote House
Bodicote
Banbury
OX15 4AA

Petitions can also be presented to a meeting of the council, except planning, licensing and Standards Committees. These meeting dates and times can be found at www.cherwell.gov.uk If you would like to present your petition, or would like your councillor or someone else to present it on your behalf, please contact Democratic Services democracy@cherwell-dc.gov.uk or 01295 221587 at least 10 working days before the meeting and they will talk you through the process. If your petition has received 1500 signatures or more it will also be scheduled for a council debate and if this is the case we will let you know whether this will happen at the same meeting or a later meeting of the council.

What are the guidelines for submitting a petition?

Petitions submitted to the council must include:

- a clear and concise statement covering the subject of the petition. It should state what action the petitioners wish the council to take
- the name and address and signature of any person supporting the petition.

Petitions should be accompanied by contact details, including an address, for the petition organiser. This is the person we will contact to explain how we will respond to the petition. The contact details of the petition organiser will not be placed on the website. If the petition does not identify a petition organiser, we will contact signatories to the petition to agree who should act as the petition organiser.

Petitions which are considered to be vexatious, abusive or otherwise inappropriate will not be accepted. In the period immediately before an election or referendum we may need to deal with your petition differently – if this is the case we will explain the reasons and discuss the revised timescale which will apply. If a petition does not follow the guidelines set out above, the council may decide not to do anything further with it. In that case, we will write to the petition organiser to explain the reasons.

What will the council do when it receives my petition?

An acknowledgement will be sent to the petition organiser within 10 working days of receiving the petition. It will let them know what we plan to do with the petition and when they can expect to hear from us again. The Council may decide to verify the authenticity of the petition by performing a check (where possible) to ensure that those who have signed the petition are real signatories. The petition will also be published on our website.

If we can do what your petition asks for, the acknowledgement may confirm that we have taken the action requested and the petition will be closed. If the petition has enough signatures to trigger a council debate, or a senior officer giving evidence, then the acknowledgment will confirm this and tell you when and where the meeting will take place. If the petition needs more investigation, we will tell you the steps we plan to take.

If the petition applies to a planning or licensing application, is a statutory petition (for example requesting a referendum on having an elected mayor), or on a matter where there is already an existing right of appeal, such as council tax banding and non-domestic rates, other procedures apply. Please contact us for more information.

We will not take action on any petition which we consider to be vexatious, abusive or otherwise inappropriate and will explain the reasons for this in our acknowledgement of the petition.

To ensure that people know what we are doing in response to the petitions we receive the details of all petitions submitted to us will be published on our website, except in cases where this would be inappropriate. Whenever possible we will also publish all correspondence relating to the petition (all personal details will be removed). When you sign an e-petition you can elect to receive this information by email. We will not send you anything which is not relevant to the e-petition you have signed, unless you choose to receive other emails from us.

How will the council respond to petitions?

Our response to a petition will depend on what a petition asks for and how many people have signed it, but may include one or more of the following:

- taking the action requested in the petition
- considering the petition at a council meeting
- holding an inquiry into the matter
- undertaking research into the matter
- holding a public meeting
- holding a consultation
- holding a meeting with petitioners
- referring the petition for consideration by the council's overview and scrutiny committee*
- calling a referendum
- writing to the petition organiser setting out our views about the request in the petition

In addition to these steps, the council will consider all the specific actions it can potentially take on the issues highlighted in a petition.

*Overview and scrutiny committees are committees of councillors who are responsible for scrutinising the work of the council – in other words, the overview and scrutiny committee has the power to hold the council's decision makers to account.

Appropriate steps

If your petition is about something over which the council has no direct control (for example the local railway or hospital) we will consider making representations on behalf of the community to the relevant body. The council works with a large number of local partners and where possible will work with these partners to respond to your petition. If we are not able to do this for any reason (for example if what the petition calls for conflicts with council policy), then we will set out the reasons for this to you. You can find more information on the services for which the council is responsible at www.cherwell.gov.uk.

If your petition is about something that a different council is responsible for we will give consideration to what the best method is for responding to it. This might consist of simply forwarding the petition to the other council, but could involve other steps. In any event we will always notify you of the action we have taken.

Full council debates

If a petition contains more than 1500 signatures it will be debated by the full council unless it is a petition asking for a senior council officer to give evidence at a public meeting. This means that the issue raised in the petition will be discussed at a meeting which all councillors can attend. The council will endeavour to consider the petition at its next meeting, although on some occasions this may not be possible and consideration will then take place at the following meeting. The petition organiser will be given five minutes to present the petition at the meeting and the petition will then be discussed by councillors for a maximum of 15 minutes. The council will decide how to respond to the petition at this meeting. They may decide to take the action the petition requests, not to take the action requested for reasons put forward in the debate, or to commission further investigation into the matter, for example by a relevant committee. Where the issue is one on which the council executive are required to make the final decision, the council will decide whether to make recommendations to inform that decision. The petition organiser will receive written confirmation of this decision. This confirmation will also be published on our website.

Officer evidence

Your petition may ask for a senior council officer to give evidence at a public meeting about something for which the officer is responsible as part of their job. For example, your petition may ask a senior council officer to explain progress on an issue, or to explain the advice given to elected members to enable them to make a particular decision. If your petition contains at least 750 signatures, the relevant senior officer will give evidence at a public meeting of the council's overview and scrutiny committee. Senior staff refers to Service Heads, Strategic Directors and the Chief Executive, a list of these staff can be found on the Council website www.cherwell.gov.uk. You should be aware that the overview and scrutiny committee may decide that it would

be more appropriate for another officer to give evidence instead of any officer named in the petition – for instance if the named officer has changed jobs. The committee may also decide to call a relevant councillor to attend the meeting. Committee members will ask the questions at this meeting, but you will be able to suggest questions to the chairman of the committee by contacting Democratic Services democracy@cherwell-dc.gov.uk up to three working days before the meeting.

What can I do if I feel my petition has not been dealt with properly?

If you feel that we have not dealt with your petition properly, the petition organiser has the right to request that the council's overview and scrutiny committee review the steps that the council has taken in response to your petition. It is helpful to everyone, and can improve the prospects for a review if the petition organiser gives a short explanation of the reasons why the council's response is not considered to be adequate.

The committee will endeavour to consider your request at its next meeting, although on some occasions this may not be possible and consideration will take place at the following meeting. Should the committee determine we have not dealt with your petition adequately, it may use any of its powers to deal with the matter. These powers include instigating an investigation, making recommendations to the council executive and arranging for the matter to be considered at a meeting of the full council.

Once the appeal has been considered the petition organiser will be informed of the results within 5 working days. The results of the review will also be published on our website.

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Executive

Sport Centre Modernisation – End of Project Appraisal

7 June 2010

Report of Strategic Director, Environment and Community

PURPOSE OF REPORT

To provide an end of project report for the Sport Centre Modernisation Programme.

This report is public

Recommendations

The Executive is recommended:

- (1) To note the end of project report and the positive outcomes that have already been achieved.
- (2) To agree that the capital under spend be returned to reserves.

Executive Summary

Introduction

- 1.1 The Executive received a Sport Centre Modernisation report in November 2008 detailing the financial position. This report serves as an end of project report and appraisal and details the outcomes and objectives achieved.

Proposals

- 1.2 To review the end of project report and to consider the financial position, objectives and outcomes achieved and lessons learned.

Conclusion

- 1.3 The Sport Centre Modernisation programme has achieved the objectives and many of the outcomes set at the outset of the project with regard to improved usage, modernised/new facilities provided and reduced running costs. Furthermore the project has been delivered on time and within the agreed capital budget and has produced better than expected revenue savings.

Background Information

- 2.1 The Sport Centres Modernisation Programme (SCM) is the largest construction contract in terms of value, some £29m, and longest service contract at 25 years that this Council has ever entered into. Cherwell Leisure Limited (CLL) took over the operation of the sports centres in April 2008. Arising from this, the day to day management is being delivered by Parkwood Community Leisure (PCL) and the refurbishment and construction works has been undertaken by Kier Moss.

Modernisation/Construction/Demolition Phase

- 2.2 The modernisation works to Bicester Leisure Centre (BLC) and Kidlington and Gosford Leisure Centre (KGLC) were completed and both centres were formally opened in June 2009. The construction and handover of the new Spiceball Leisure Centre (SLC) was completed in December 2009, some 3 weeks ahead of schedule. The final phase of the contract was the demolition of the former Spiceball Sports Centre which was completed on 30 April 2010, again ahead of schedule. Work to adapt the site for use as a temporary car park has also been completed recently and this car park is now operational.

Full Service Provision

- 2.3 During the modernisation and construction phase, the contractor was working to an interim services specification as many parts of the building were being improved and the new Spiceball Leisure Centre constructed. However, full service provision commenced on the 14 December 2009 when all the planned facilities were completed and handed over to the operator. This management contract is on a full lifecycle cost basis which enables equipment to be replaced to a set schedule and the building fabric to be maintained to hand over standards and will continue for the next 25 years. Monthly operator meetings will continue as part of the monitoring process and benchmarking reviews will take place at regular predetermined intervals. PCL has performed well during the construction phase despite disruption to facilities and services and our customers have also been very understanding.

Current Performance/Customer Reaction

- 2.4 Customer reaction to the new and improved facilities has been fantastic at all centres and throughput is continuing to grow. It is too early to establish the full usage figures for a complete year but the Council has a target of increasing centre usage by 100,000 prior to investment. Usage in 2008/09 was 705,284 and this increased to 948,697 in 2009/10, however, this included the modernisation work programme with partial closures in 2008/09 and new and improved facilities becoming available part way through the year. For example, since opening, SLC has seen an increase in usage of over 40,000 admissions and an increase in health and fitness suite memberships from 1719 to 2643. BLC has health and fitness membership has gone from 631 to 1347 and the 10 pin bowling facilities have seen almost 10,000 admissions since opening. In the same period, KGLC has had 33,000 admissions to the new sports hall.

Financial Position – Capital and Revenue

- 2.5 The total project capital cost was approved by Executive in November 2008 as £29,588,966 including all set up, construction costs and provisional sums. Other than some relatively minor commitments and retention sums, all payments have now been made and a projected under spend of just under £610,000 is expected primarily from lower provisional sums and contingency costs. This sum could be returned to capital

reserves for use on future projects. The breakdown by leisure centre is shown in the table below.

	Construction	Fixtures, Fittings & Equipment	Total Cost
Spiceball Leisure Centre	16,369,524	730,379	17,099,903
Bicester Leisure Centre	4,429,302	465,786	4,895,088
Kidlington and Gosford Leisure Centre	3,702,201	198,433	3,900,634
Total Construction and FF&E	24,501,026	1,394,599	25,895,625
All Other Costs (inc set up, professional fees, fees on Financial Close, provisional sums, contingencies etc)			3,083,556
Provisional Project Total			28,979,181
Budget Approved by Executive Nov 2008			29,588,966
Projected Project Underspend			(609,785)

2.6 The annual revenue cost has remained unchanged since the last Executive report in November 2008 at £1,221,694 pa. This figure includes the unitary charge to CLL, and a capital opportunity cost. Project affordability, such an important parameter in shaping the project, was calculated in Nov 2008 as an annual saving of £86,572. If the under spend of £610,000 is returned to capital balances the affordability improves by some £30,500, making the actual affordability in the region of £117,000 p.a. less than the original annual revenue cost prior to this project. However, this figure was calculated with an opportunity cost at 5%. Since then interest rates have fallen dramatically and are more accurately between 1% - 2%, thus providing an even bigger affordability saving in reality.

Use of Natural Resources

2.7 One of the objectives of the project was to reduce the use of energy by providing a new up to date SLC and modernising the other 2 centres. SLC achieved a BREEM rating of good (a best practice standard in the building's environmental performance and design). As usage is increasing, it follows that energy consumption will increase also, but it is expected that the consumption per user will be less and will reduce over time. Initial indications are that this will be achieved through a number of initiatives and operating improvements. In addition, the Council will be working with the Carbon Trust to develop an improvement plan to reduce carbon emissions at all leisure centres. Furthermore, PCL are also committed to driving consumption of natural resources down and recent meetings with the Council have taken place to jointly progress this aim.

Project Objectives

2.8 In considering whether to proceed with this project, the Council set the following

benefits/objectives in the initial business case:

Objective	Comment
Lower running costs (staffing, energy, maintenance, management fee)	Achieved. Affordability outcome reveals this has been achieved and energy indications are promising.
Increased revenue potential (commercial activities, better quality, more attractive)	Achieved. Good feedback from customers. Usage increasing. Good quality finishes/facilities
Extended community benefit and involvement	Achieved. Usage up and some new facilities introduced. Customer forums being introduced.
Potential for reduced risk exposure for the Council (flooding, health and safety, staffing, financial stability)	Achieved. Operational risks transferred. Spiceball flood risk eliminated. Some risk could not be transferred eg utility tariff changes
Extended life expectancy of facilities. Lifecycle maintenance approach	Achieved. Full lifecycle contract now in place.
Potential for inward investment and partnership funding (grant aid)	Achieved. Multiple funding streams have been used to achieve the project.
Contribution to the Corporate CPA/LAA agenda	Achieved. Meeting customer need, opportunities for a healthy lifestyle and VFM featured highly in the CPA inspection
Benefits to health of regular users.	Achieved. Usage is increasing.
Risk transfer resulting in greater cost certainty.	Achieved. Unitary fee set with benchmarking review. Utility rates remain as a CDC risk.
Increase in sporting participation by residents.	Achieved. Clear indications are that usage is increasing significantly.
Updated partnership arrangements (OCC Joint User Agreements)	Achieved. Joint use contracts agreed with OCC.

2.9 Although very early days in the on-going lifetime of this management contract, each of these benefits/objectives has been achieved.

Lessons Learned

2.10 This project was very complex with many different facets. Lessons learned will be useful

for any future large/complex projects the Council undertakes.

Lessons Learned: Summary Log	
Issue	Comment
Project management methodology...but keep it simple.	Too much time can be spent in using over-complicated forms as per full blown Prince 2. A tailored approach according to the needs of the project works well. The Work Package log and filing was very useful.
Anticipate that initial timescales will not be achieved.	There is inevitably slippage with very complex projects.
Keep a running log of key decisions by relevant Board meetings/executive meetings.	Useful to be able to track back for decisions and when.
Dedicated project management resource for major projects	Absolutely vital to maintain progress and timescales. Secondment proved an essential resource.
Project team with elected member involvement and able to clear decisions at Board level.	Invaluable involvement of relevant portfolio holder throughout to give direct input to some difficult issues such as competing priorities.
Condition Surveys.	Place these in the requirements of submitting a tender so that the bidders agree to carry out and fund this together. Costs refunded to unsuccessful parties. If do commission surveys, ensure they include signed deed of appointment and warranty that can be transferred to the Contractor. This way an agreed condition is reached once. We ended up with our surveys. Parkwood then did one and there were differences.
Manage expectations of all stakeholders	These will be different and a possibly mutually exclusive.
Communication and public info...there can't be too much of it. Regular updates of web/hotline and occasional newsletter	Vital to keep public informed of progress.
Detailed hand over plan.	This worked extremely well, with initial brainstorming then weekly meetings with all parties...involve finance, ICT and HR. Critical for smooth transfer/handover
Last few weeks pre Financial Close huge amount of documents arrived for review. Ensure project team can be totally dedicated to these tasks (parking of the day job is required), alternatively set	Documents tend to be specialised to a particular knowledge base which means there might only be one person who can undertake the review. Need to plan for this and important not to rush this stage as it tends to be the detailed

earlier deadlines for submission of these documents and ensure that they are met.	information which is crucial.
A change in one document will probably affect several others; this can suddenly become a big cross referencing admin task in the last few weeks as documents are finalised.	Have dedicated admin support in final month.
Contractors Proposals (CP's) require massive client input to ensure we are getting what we asked for.	Important to have adequate client resources/technical advisors when needed.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 There are no key issues arising directly from this report other than what action should be taken with regard to the capital under spend.

The following options have been identified. The approach in the recommendations is believed to be the best way forward

Option One To note the report and determine what action should be taken with regard to the capital under spend.

Option Two To explore reinvesting some of the under spend in the leisure centres as a means of spend to save and/or improving energy efficiency.

Consultations

N/A

Implications

Financial: The high level financial outcome of the project is included in the body of the report. In summary, it was delivered at lower capital and revenue costs set by the Council within the affordability criteria.

Comments checked by Joanne Kaye, Service Accountant, 01295 221545

Legal: There are no notable legal implications arising from this end of project report. The many legal matters were resolved as part of the procurement process.

Comments checked by Liz Howlett, Head of Legal and Democratic Services, 01295 221686

Risk Management: There are no further risks identified from this report beyond those which have been identified in earlier reports.

Comments checked by Rosemary Watts, Risk Management and Insurance Officer, 01295 221566

Wards Affected

All

Corporate Plan Themes

A safe and healthy Cherwell

Executive Portfolio

Councillor George Reynolds
Portfolio Holder for Environment, Recreation and Health

Document Information

Appendix No	Title
Appendix [X]	None
Background Papers	
Executive report November 2008, SCM files held in Recreation and Health	
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Executive

Performance Management Framework 2009/2010 End of Year Performance and Finance Report

7 June 2010

Report of the Head of Finance and the Corporate Strategy and Performance Manager

PURPOSE OF REPORT

This report covers the Council's performance in 2009/2010, as measured through the Corporate Scorecard, and summarises the Council's provisional Revenue and Capital performance for the financial year 2009/2010.

This report is public

Recommendations

The Executive is recommended:

- 1) To note that, despite tougher performance targets, the Council has met or made satisfactory progress on 96% of the performance targets in the Corporate Scorecard and met or made satisfactory progress on 97% of the performance targets in the Corporate Plan.
- 2) To note that, despite tougher performance targets, the Council has met or made satisfactory progress on 98% of the targets in the Corporate Improvement Plan.
- 3) To note the progress in delivering the Council's strategic objectives and the many achievements referred to in paragraphs 1.4 and 1.5
- 4) To request an update on the issues highlighted in paragraph 1.6 in the first quarter report of 2010/11.
- 5) To note the provisional revenue out-turn position for 2009/2010 detailed in Appendix 9a.
- 6) To agree the carry forward revenue budgets which have slipped in 2009/2010 to be carried forward into the 2010/2011 revenue budget as set out in Appendix 9b.

- 7) To note the continued improvement in accuracy and reliability that the Council has made in projecting the year end position through the embedding of the Corporate Dashboard.
- 8) To note the provisional capital out-turn position for 2009/2010 detailed in Appendix 9c.
- 9) To agree the balances on capital schemes which have slipped in 2009/2010 to be carried forward into the 2010/2011 capital programme as set out in Appendix 9c(i).

Executive Summary

Introduction

- 1.1 This is a report of the Council's performance in 2009/10 as measured through the Performance Management Framework and the provisional revenue and capital position. Central to this is the Corporate Scorecard, which is made up of the Council's priority performance targets. The Corporate Scorecard covers seven areas of performance. These are performance against the Local Area Agreement and the Community Strategy, the Corporate Plan promises, National Indicators, priority service indicators, finance, human resource, and customer satisfaction targets. More detailed supporting information is attached in the appendices showing performance on delivering the entire Corporate Plan and all other corporate performance frameworks.
- 1.2 To measure performance we use a 'traffic light' system. Where performance is rated green 100% of the target has been met or the target has been exceeded, rated amber and performance is at 90% or above. A red rating indicates performance at below 90% of the target. This represents the second year of a tougher performance regime, in previous years green was 100% but amber only 75% and red performance below that. This is a clear demonstration of our ongoing commitment to use performance management to drive continuous improvement across the organisation, and no changes to this tougher approach are proposed.
- 1.3 It should be noted that although this is primarily a report of corporate performance the Performance Management Framework also includes monitoring at service level against service plans. The majority of performance issues are dealt with at service and directorate level. However significant service successes and issues are reported upwards and where appropriate included in this report.

Proposals

- 1.4 In the report we ask the Executive to note the significant progress made in delivering the Council's strategic and improvement objectives. Of particular note has been the ongoing response made to impact of the economic recession on local residents and businesses and in particular vulnerable groups within the community. This is in a context of increased demand for Council services and the impact on the Council's finances.

We have continued to set and meet challenging performance targets:

- The Council has met or made satisfactory progress on 96 % of the performance targets in the Corporate Scorecard and met or made satisfactory progress on 97% of the performance targets in the Corporate Plan.
- The Council has met or made satisfactory progress on 98% of the targets in the Corporate Improvement Plan.
- In the Council Tax Leaflet (February 2009) the Council published its performance promises for 2009/10. Of the 16 promises 13 have been met in full, 2 met in part and 1 narrowly missed.
- In 2009/10 the Council delivered a Value for Money programme securing savings of £503,000 to be delivered during 2009/10 and 2010/11 through reviews of support services.
- The Corporate procurement target for ongoing cashable savings in 2009/10 was £200,000 and this has now been exceeded by over £40,000. Non cashable savings of over £56,000 have been achieved due to the roll out of Procurement Cards and the impact of the procurement process on our capital programme has reduced Council expenditure by circa £300,000.

Our performance has received external recognition:

In December 2009 the Council received its Comprehensive Area Assessment (CAA) organisational rating and scored strong threes (out of possible fours) across all assessment areas, resulting in an overall strong performance.

- Managing performance 3 out of 4
- Use of resources 3 out of 4
 - Managing finances 3 out of 4
 - Governing the business 3 out of 4
 - Managing resources 3 out of 4

The CAA is a tougher test of performance than the CPA (Comprehensive Area Assessment). The Audit Commission comments that we have many characteristics of an excellent organisation and these include our performance in helping local people and businesses respond to the recession, community leadership and the pace of improvement, the way we deal with waste, clean streets, falling crime, affordable housing, homelessness and temporary accommodation performance, access to services, electronic transactions, our website and improved value for money.

1.5 Performance Highlights

We continue to improve the performance of the Council against each of our four strategic priorities and have much success to celebrate. This section provides a short summary of key achievements in 2009/10:

Cherwell: A District of Opportunity

- **Contributing to the creation of new opportunities in the district:** In spite of challenging economic circumstances the Council has focused on

supporting local residents and businesses through its activities, an apprenticeship scheme targeted at young people not in education, employment or training, supporting mentoring for young people, the job club, already noted as best practice has been expanded and now offers support for younger people. The Council's procurement strategy supports small and medium sized businesses and in 2009/10 meet the buyer events have resulted in local businesses securing work with the Council.

- **Local Housing:** The Council has delivered 495 new homes, 196 affordable houses, reduced the number of residents in temporary accommodation, has exceeded its targets for repeat homelessness cases, invested £726,000 in better quality housing for vulnerable people and provided support to nine vulnerable households through the national mortgage rescue scheme.
- **Regeneration and Growth:** The Council has successfully delivered schemes such as the pedestrianisation of Parsons Street in Banbury, successfully secured funding to make progress on the Eco Town demonstration projects, worked with developers to begin the Bicester Town Centre Redevelopment Programme, and made progress on the Banbury Cultural Quarter. Consultation on the Local Development Framework Core Strategy has taken place.

A Cleaner, Greener Cherwell

- **Waste and Recycling:** The Council has met all of its waste and recycling target, the recycling rate is now at 51.3% and the successful implementation of the food waste collection scheme will ensure that rates continue to improve.
- **Clean Streets:** The Council has met all its targets for dealing with litter, graffiti, and fly posting, and continued to undertake local environmental 'blitzes' reducing even further the low level of environmental crime.
- **Climate Change:** The Council has reduced costs and CO2 impact through the combination of the vehicle replacement programme and reduced fuel usage and is working with local business and the Local Strategic Partnership Climate Change group to reduce CO2 emissions.

A Safe and Healthy Cherwell

- **Sports Centre Programme:** In 2009/10 the Council completed its extensive programme of sports centre modernisation which has transformed the quality of leisure centre provision in the district. The new Spice Ball Centre in Banbury has been opened, the refurbished centres in Bicester and Kidlington have been opened and the Wood Green open air pool has been opened.
- **Reducing Crime and the Fear of Crime:** The Safer Community Partnership has improved CCTV coverage, undertaken a campaign to address fear of crime concerns and worked to reduce already low levels of crime with both the serious acquisitive crime and assault rates below

targeted levels, 'all crime' is down by 718 offences and anti-social behaviour down by 617 incidences this year.

- **Health and Wellbeing:** The Council has continued to work closely with partners to press for the best possible service for the district. The Banbury Health Centre opened in September 2009, an innovative partnership between the Council and the PCT offering improved value for money through effective use of Council owned assets and better access for local residents.
- The Council is leading the Brighter Futures in Banbury programme, which is a multi-agency partnership working to address long term issues of health inequalities and deprivation in Banbury.

An Accessible, Value for Money Council

- **Improving access:** The Council continues to focus on improving access for customers, especially the most vulnerable. The programme of improving access through rural link points has continued, availability of services online has improved, the Customer Services Team now has a dedicated outreach resource to work with vulnerable communities such as people with disabilities, access problems and gypsies and travellers. The Council has worked with partners to improve access to services, surgeries have taken place at the Citizens' Advice Bureaux, Sanctuary Housing have held surgeries in Bicester and Kidlington and we are working with Job Centre Plus to improve signing on facilities in Bicester.
- The Council has also continued to improve its engagement with harder to reach groups, leading the establishment of a local disability forum with local partners and community representatives, embedding the equalities panel and a 'Knowing our Community' programme for staff and partners, launching an online consultation portal and using consultation techniques to ensure the Council hears the views of vulnerable groups, including older and younger people and people from minority ethnic backgrounds.
- **Delivering Value for Money:** The Council has delivered its programme of Value for Money reviews, securing £503,000 to be delivered in 2009/10 – 2010/11 from reviews of support services (human resources, finance and legal services). Performance against the local area agreement national indicator 179 (value for money savings) has exceeded the target of £600,000 by £200,000.
- The Council's approach to workforce planning has been recognised as good practice and innovative approaches to partnerships, contracts and shared services have resulted in procurement savings, significant performance improvement in benefits assessment and the provision of new services for local people such as the Banbury Health Centre.

In 2009/10 the Council has focused on emerging priorities and allocated resources to address them. The Eco Town and the Breaking the Cycle of Deprivation programmes have become increasingly significant as major corporate objectives. Both were reflected in the 2009/10 corporate plan and

through our public consultation and refresh of the Corporate Plan for 2010/11 have been further developed as new cross cutting corporate priorities.

- **Eco Town:** the Council has secured designation of North West Bicester as one of the first eco town locations nationally and attracted £9.7m as the first tranche of funding from central government. The Council has established effective partnership and governance arrangements and has focused the attention of central government departments on the town, securing changes to the M40 junction as an important step towards facilitating further employment growth.
- **Breaking the Cycle of Deprivation:** the Council is leading the Brighter Futures in Banbury Steering Group which is a multi-agency partnership targeting issues of deprivation and health inequalities in Banbury. Based on a significant review and analysis of the issues facing local communities the group has secured additional funding to increase access to the family intervention project working directly to support the most vulnerable families, to develop a programme to prevent young people dropping out of college or employment and becoming 'neet' not in education, employment of training, and also a targeted programme to support the cohort of young people in Banbury currently not in education or employment.

1.6 The Performance Management Framework allows Councillors and officers to monitor the progress made in delivering our objectives and to take action when performance is not satisfactory or new issues arise. There are a number of issues identified in this report where performance should be monitored and reviewed to ensure we understand why performance targets are not being met and that appropriate action is being taken. These are:

- The performance for processing new benefits claims and changes in circumstances. Throughout the year monthly performance reports kept a watching brief on the performance of the service and the impact of the new service delivery contract. Performance has shown a steady trend of improvement, in March 2010 the average time to process a new claim was 18.7 days (below the target of 20 days) and the average time to process a change in circumstance was 10.97 against a target of 13. However, the Council recognises that this is an issue that needs to be kept under review and the quarter one performance report for 2010/11 will include a summary of ongoing performance.
- Planning performance in terms of appeals and major developments. An update will be given in the next quarterly report; this indicator has been kept under review in the light of the impact of the recession.
- In 2009/10 Banbury Museum and Tourist Information Centre received only 1518 fewer visits than in the previous year despite the changes to opening hours. The target for 2010/11 will be re-profiled, reflecting the Sunday closure and included within the next quarterly performance report.
- Adult and children's participation in sport and positive activities. County wide surveys indicate a possible drop in performance. We don't yet have the detailed information at a district level but this will be kept under review to identify any impacts for Cherwell.

- Percentage of invoices paid within 30 days: this target is slightly off track and actions are in place to improve performance. In addition a new target has been added to the performance management framework for 2010/11 which sets tougher targets of 14 days for local suppliers (in line with our sustainable procurement strategy). An update will be brought forward in the next quarterly performance report.
- 1.7 During the year the Performance Scrutiny Working Group continued reviewing the quarterly performance reports. They invited officers from across the council's services to discuss performance on a number of issues:
- CO2 Emissions from Council activities
 - Customer service standards
 - Fly tipping and the mobile camera unit
 - Equalities
 - The food waste pilot

2009/10 Finance Report

Revenue Out-turn 2009/10 - DRAFT

- 1.8 The provisional revenue out-turn for 2009/10 is set out in Appendix 9a and shows an overspend against budget of £394k. This is based on the latest unaudited revenue position as at 25th May 2010.
- 1.9 Appendix 9a summarises the main variances between outturn and the 2009/10 adjusted budget by directorate.
- 1.10 Appendix 9b details expenditure planned for 2009/10 that has not been incurred but is requested to slip into the 2010/11 budget.

Capital Out-turn 2009/10

- 1.11 Appendix 9c provides the provisional capital out-turn statement for 2009/10 by scheme and directorate and shows that it is within approved budget tolerances for the year.
- 1.12 Appendix 9c(i) provides details of the capital schemes that have incurred budget slippage.

Conclusion

- 1.13 In this report we show that the Council continues to make excellent progress on delivering its ambitious programme to meet its strategic objectives, improve services delivered to the public and in particular to vulnerable groups, deliver a major programme of capital projects and improve the efficiency and internal workings of the Council. Where performance has not met the target set or new issues have emerged then the performance management framework has proved effective in identifying these issues and in ensuring that corrective action is taken and progress subsequently monitored.

- 1.14 Our financial performance in terms of both capital and revenue within set tolerance targets is an area we can be proud of. Our performance demonstrates our ability to respond positively and actively to changing economic circumstances and deliver sizeable capital programmes and effective financial management.
- 1.15 The continued focus on monthly budget monitoring and introduction of the “dashboard” has enabled more efficient use of the Council’s resources.
- 1.16 The provisional year end revenue out-turn against budget shows the Council as being on target to achieve budget, after taking into account reallocations.
- 1.17 The variances on the revenue and capital out-turns are within the Council’s stated tolerances. Revenue out-turn was within 2% of budget and capital was within 3%of budget.

Background Information

2.1 Introduction

Section two of this report provides a more detailed overview of the Council's performance in 2009/10 and presents a summary of the information that underpins the finance, performance and risk review for the year.

Paragraph 2.2 reviews progress against performance risks and issues identified during 2009/10. The remainder of section two reviews the Council's performance position at year end.

Full details of the data used in each of the paragraphs in this section can be found in the appendices.

Table 1: Summary of Performance, Finance and Risk Information used in this report

Paragraph	Performance / Finance Framework	Appendix No.
2.4-.2.8	Corporate Scorecard	1
2.4	Local Area Agreement	2
2.9	Corporate Plan	3
2.10	Priority Service Indicators	4
2.11	Strategic Service Projects	5
2.12	Corporate Improvement Plan	6
2.13	Significant Partnerships	7
2.14	Strategic Risks	8

2.2 Progress on Performance Risks and Issues Raised – Annual Review

During 2009/10 the Executive requested progress reports on a number of issues where performance targets were at risk of not being met or progress was off track. A summary of the end of year position against all matters raised during the year is below.

Cherwell: A District of Opportunity

During 2009/10 performance risks were identified and addressed through the corporate performance management framework in relation to the strategic priority.

- In quarter one it was noted that the contributions received from developers to pay for infrastructure improvements were low and may be reduced further because of the impact of the recession and the reduced number of planning applications. This issue was noted and has been kept under review. There is a continuing low level of development and thus contribution levels will be reduced for the foreseeable future. The impact of planning obligation costs on viability of development proposals is increasingly under careful consideration.
- The quarter one report also highlighted issues with the County Council about who will resource the introduction of residents parking schemes and civil parking enforcement and this delaying introduction. In quarter four it

is reported that Executive agreed to progress with further design detail for the scheme, but this is an issue that has not yet been resolved.

- In the first quarter it was noted that the Oxford Economic Partnership was amending its governance arrangements and that there was a risk that district councils could lose influence. This issue was resolved by quarter 3 where it was reported that Cherwell District Council had negotiated one of two district councillor seats on the partnership. There is a continuing debate about the role and priorities of the partnership, but there is now good district council input through the District Board members and also the commissioning role of the Spatial Planning and Infrastructure Partnership.
- In quarter one the processing of major planning applications moved from green to red, with only 20% of applications processed within the set timescale against a target of 60%. It should be noted the contentious nature of the applications considered in this quarter was a major contributor to this. Throughout the year this has been kept under review and it has been noted that the recession has had an impact on the negotiation of section 106 agreements, with negotiations taking longer and proving more complex. This will be a continuing position. It is felt that it would not be in the interests of the District to apply a strict speed and procedural approach that might damage prospects of quality outcomes. At quarter four performance has improved to 48%.
- In quarter two the markets contract was highlighted as an issue. The operator was in receivership and alternative arrangements were in place to hold the Banbury market. During the year a procurement process to replace the operator was undertaken and this has resulted in new arrangements being in place from 1st April 2010.

A Cleaner, Greener Cherwell

During 2009/10 two performance risks were identified and addressed through the corporate performance management framework in relation to this strategic priority.

- In quarter two we highlighted the importance of ensuring the Council effectively demonstrates its community leadership role in tackling climate change and identified the need to review our approaches to managing natural resources, further reducing our carbon footprint and improving our energy performance. In response we noted a number of achievements in terms of our work with the Energy Saving Trust, communications through the council's residents' magazine and the Local Strategic Partnership. The Local Strategic Partnership is currently bidding for Local Area Agreement funding to support further work on climate change and the Council has completed its use of natural resources inspection and put in place an action plan to further improve performance.
- In quarter three we noted that NI195b (street and environmental cleanliness – detritus), was reporting red for second quarter running. The service expected to be on track in quarter four and our year end performance has indeed met our target.

A Safe and Healthy Cherwell

No significant performance risks or issues were identified in relation to this strategic priority during 2009/10.

An Accessible Value for Money Cherwell

Throughout 2009/10 our performance in terms of processing benefits has been kept under close review. Our performance improvement plan has focused on managing performance within the service, allocating resources where required whilst working to outsource the service to provide value for money and sustainable performance improvement.

- At year end the Council's performance continues to show a strong improvement trend and this has been maintained right through the run-up to contracting Capita on 1 February and beyond into the first months of the new contract.
- NI 181 (the time taken to process housing / council tax benefits – new claims and changes to circumstances) is within target, 13.47 days against a target of 15.00 and an improvement on quarter three performance of 14.83 days.
- Exch 003 (average time to process new benefits claims). The full year performance is 32.63 days. However, this masks significant in-year improvement; the average performance over the first six months of the year was 43.52 days, improving to 20.46 days over the last three months. The performance in March was 18.69 days for new claims and the improvement trend has continued in the early weeks of 2010/11.
- Exch 004 (average time to process changes in circumstances). Performance this quarter is 10.97 against a target of 13.00 days. Our trend of performance is continuing to improve; performance at quarter three was 11.99 days.

2.3 Overview of Performance

During 2009/10 the Council has continued to focus on its strategic priorities, delivering continuous service improvement and value for money. The Council has responded to the ongoing impact of the recession on vulnerable groups by working in partnership and ensuring resources and capacity have been re-allocated to meet the changing needs of the local community, within the context of increased demand for Council services.

Table 3 below provides a summary of performance against targets for all corporate performance frameworks. This shows that across the corporate plan, improvement priorities, service performance and partnerships the Council has delivered ongoing improvements. Where targets have not been met or are off track corrective actions have been identified. For detailed information see appendices 1-8.

Table 2: Overview of Corporate Performance Framework

	Performance Review at Year End % targets met		
	Green	Amber	Red
Corporate Scorecard	76% (22)	21% (6)	3% (1)
Local Area Agreement*	84% (10)	0% (0)	17% (2)
Corporate Plan	84% (73)	13% (11)	3% (3)
Priority Service Indicators**	65% (20)	16% (5)	19% (6)
Strategic Service Projects	88% (7)	12% (1)	0% (0)
Corporate Improvement Plan	76% (39)	22% (11)	2% (1)
Significant Partnerships	100% (17)	0% (0)	0% (0)

* 4 targets in the Local Area Agreement do not have data for 2009/10 as they are measured every two years through the place survey. They have been excluded from the figures in this table.

** 9 Priority service indicators have data that we are awaiting from third parties (e.g. police) or data that is not yet available. They have been excluded from the figures in this table.

2.4 Corporate Scorecard – Working in Partnership

Local Area Agreement

During 2009/10 Cherwell District Council has supported the county wide Local Area Agreement (LAA) by leading the performance management framework for the Oxfordshire district council's targets. This section shows how Cherwell is working in partnership and contributing to the Oxfordshire agreement:

Successes

- From August 2009 the Council has led the Spatial Planning and Infrastructure Partnership. The Partnership and its Housing Partnership arm has been successful in delivering against LAA affordable housing targets (renegotiated to with Government Office to reflect recession impacts) and steering work on the Homes and Communities Agency "single conversation" process.
- NI 156 – the number of household living in temporary accommodation. The Cherwell temporary accommodation strategy is fully operational and has successfully reduced the number of households living in temporary accommodation to 29 against a target of 33.

Issues

- NI 8 Adult participation in sport (an interim survey suggests a possible drop, the result isn't statistically significant but highlights a performance risk that will be kept under review)
- NI 110 Young People's participation on positive activities. The county wide survey indicates a drop in participation, a number of action points have been agreed including working with schools to improve take up.

Both of these indicators have been noted in paragraph 1.6 and a review will be brought forward in the next quarterly performance report.

The Cherwell Sustainable Community Strategy

During quarter three of 2009/10 the Cherwell Community Planning Partnership was formally dissolved and a new Local Strategic Partnership for Cherwell was introduced along with a new sustainable community strategy 'Our District, Our Future'. This represented the culmination of a significant project to fundamentally review the sustainable community strategy and improve the governance of the local strategic partnership to ensure an even stronger partnership going forward.

Successes

- The launch of the new sustainable community strategy 'Our District, Our Future' was attended by over 90 community representatives following consultation that included over 250 local stakeholders as part of the development. The strategy reflects the wider county priorities outlined in Oxfordshire 2030 (the sustainable community strategy for the county) and sets an ambitious new vision for the district
- As part of the development of the new local strategic partnership elected member representation has been increased. In addition the Council facilitated local voluntary sector elections to the partnership, dramatically increasing representation from the sector and increasing the capacity of the voluntary sector to participate.
- The Cherwell Local Strategic Partnership has established the Brighter Futures in Banbury sub-group (with the Council providing the Chairmanship) to lead the local delivery of the Oxfordshire 'breaking the cycle of deprivation programme'.
- The Cherwell approach to job clubs has been recognised by Progress through Partnership (PtP) as good practice and an article appeared in the PtP newsletter outlining it as an example of effective local partnership working.

Issues

- Looking forward 2010/11 will be a critical year for the new Cherwell Local Strategic Partnership. In a context of increasing financial constraint the partnership will need to focus on embedding the new Sustainable Community Strategy priorities and ensuring that by working together greater value and efficiency is delivered locally.

2.5 Corporate Scorecard – Corporate Plan Performance Promises

In 2009/10 the Council made 16 performance promises which were publicly highlighted in the council tax leaflet which was sent to every household in Cherwell. These promises reflect local priorities, are grounded within our strategic objectives and reflect the results of our corporate consultation programme.

Of the 16 promises 13 were met in full, two met in part and one narrowly missed. Full details are in appendix one.

Successes

- **Contribute to the creation of 200 new jobs in the district** 403 new jobs were created within the district
- **Help and support Cherwell's residents and businesses through uncertain times** the recession has meant that whilst some new jobs have been created others have been lost, the Council has worked with partners to support residents and business by launching an apprenticeships scheme, continuing and adapting the job club, and working to support skills and opportunities for young people not in education, employment or training.
- **Deliver 100 affordable homes** 199 new affordable homes have been delivered in 2009/10. This is a major achievement in recession conditions and results from effective use of planning powers in respect of the few new developments starting, Council capital spend with Housing Associations to buy housing for social rent and also strong promotion of government shared ownership schemes.
- **Make major improvements to Parsons Street, Banbury** the pedestrianisation street scene improvement scheme in Parsons Street has been completed. It has been well received and is a significant contribution to town centre environmental quality and will provide a boost to economic health and vitality
- **Remove 90% of fly tipping with 48 hours** over 90% of fly tips were removed with 48 hours in 2009/10.
- **Increase the household recycling rate** the recycling rate is now 51.3% exceeding the target of 50% and an improvement on last year's performance of 49.6%.
- **Reduce the Council's vehicle emissions by 10%** this year we have improved our fleet and met our performance targets on emissions.
- **Make it easier for local businesses to trade with us** we have participated in a local meet the buyers event and worked with the Oxfordshire Town Chambers Network to place tenders on their website.
- **Take steps to reduce our costs by a further £1 million by 2010/11** By 31st March we secured £1million savings.

Issues

- **Work with partners to start Bicester Town Centre Development** (met in part) progress has been made with the completion of a development agreement and some preliminary work undertaken. Infrastructure work is due between April and September 2010
- **Place 10 new 'Link Points' in rural areas to improve access to services** (met in part) 3 points are now available in local shops, kiosks have been installed in 5 rural locations and there are self service points in Kidlington, Bicester and Banbury. Plans are in place to deliver two further rural Link Points.
- **Increase residents' satisfaction with street and environmental cleanliness from 66% to 70%.** In 2009/10 we just missed this target scoring 67% satisfaction. Although this is an improvement we will continue to focus on street and environmental cleanliness through activities such as local blitzes to ensure our local environment is clean.

2.6 Corporate Scorecard – Financial Performance

There are four finance targets. Three are rated green and one is rated amber. It should also be noted we have met our Corporate Plan Promise to keep the Council Tax increase below inflation.

Successes

- We are forecasting a budget overspend of £394k which at 2% is within the budget tolerances.
- 99% of the Sports Centres Modernisation capital programme expenditure delivered to schedule.
- £309,000 of procurements savings identified, surpassing the full year efficiency target for the council of £260,000 target for full year.

Issues

- The downturn in the economy has given rise to a number of unanticipated budget pressures. One of the most immediate impacts of the credit crunch in Cherwell, like elsewhere, is the housing market slowing rapidly. There is also rising pressure on a number of Council services, notably benefits and a rise in homelessness will be expected.
- In planning the 2009/10 budget we made provision for the effects of the recession and apart from investment income we have not seen any adverse variances.

2.7 Corporate Scorecard – Human Resources Performance

Three Human Resources indicators are monitored: staff turnover, days lost through sickness, and workforce capacity. These targets are included in the scorecard as they provide an indication of organisational capacity and resource.

All are green having met targets at year end.

Successes

- Positive and proactive management of staff sickness, including a new policy, has meant that this year staff sickness has reduced and targets have been met at all quarters during the year. The average day's sickness per full time employee in 2009/10 was 7.29 in comparison to 8.87 in 2008/09.
- The Council has successfully completed its job evaluation programme and introduced a new pay structure. This has been signed off at national union level.
- The latest staff survey has been undertaken with high response rates across the Council (84%).

2.8 Corporate Scorecard – Customer Feedback

There are three customer satisfaction targets included in the Corporate Scorecard covering: satisfaction with customer service when contacting the council, feeling safe and feeling well informed about council services.

Successes

- We set a target of 90% of customers feeling satisfied with our services when asked, and we measure this on a monthly basis. Targets have been consistently met and exceeded throughout the year, with 94% of customer satisfied in March 2010.

- 83% of people when asked feel safe at home and in their community. This is measured annually through our satisfaction survey. Our target for 2009/10 was 79%.

Issues

- Ensure that 72% of customers feel well informed about council services. Our performance is measured annually through our satisfaction survey and for 2009/10 and this year our rating was 67%. The Council's management conference considered this issue and communications are being reviewed in 2010/11.

2.9 Corporate Plan Performance

The Corporate Plan is the Council's five year action plan to address our four strategic priorities. Each year the Corporate Plan is refreshed on the basis of robust public consultation and reviewed in response to changing external circumstances such as the continuing economic climate or new policy.

There are 87 targets in the Corporate Plan, 16 of which were highlighted as our public promises for 2009/10 in the council tax leaflet which was sent to every household in Cherwell, and performance is fully reviewed in paragraph 2.4.

Table 3: Summary of Corporate Plan Performance against Strategic Priorities

For each of the four Strategic Priorities the Council sets a number of targets. The table below provides an overview of our Corporate Plan Performance.

In total 83.9% of the Council Plan targets were met in full, 12.6% reported Amber (being within 10% of target) and 3.4% as having missed the target.

	A District of Opportunity	A safe and healthy Cherwell	A cleaner, greener Cherwell	An accessible value for money council	Total
No. of targets	21	25	21	20	87
Green	19	18	20 *	16	73
Amber	2	4	1	4	11
Red	0	3	0	0	3

* 4 performance targets in this priority will not have final data figures until June 2010 as they are provided by a third party. Performance is projected to be on target (green).

Full details are in appendix three.

2.10 Priority Service Indicators Performance

Our priority service indicators reflect service based priorities and are a mixture of locally determined performance indicators and retained best value

performance indicators. There are 40 targets within this framework of which 9 rely on data from third parties which is not yet available. In 2009/10 we made satisfactory progress against 80.6%

Full details are in appendix four.

Successes

- Number of repeat homelessness cases, in 2009/10 our performance was better than target, recording one repeat case against a target of five.
- NI 187 Tackling Fuel Poverty, our targets for reducing the number of dwellings with low energy efficiency ratings has been met and the percentage of dwellings with a high energy efficiency rating has increased.
- The percentage of the Council's buildings accessible to people with a disability has remained at 100% and will be subject to an ongoing programme of accessibility audits. The Council has also established a disabled person's forum to improve consultation around access and mobility issues.
- The average number of sickness days in 2009/10 was 7.29 against a target of 8 and in comparison to 8.87 in 2008/09.
- Number of pupils visiting Banbury Museum, this year the museum has achieved a record number of school visits, 3932 against a target of 3150.

Issues

- Collection of Council Tax and NDR. Our performance is slightly off track against target. For the collection of Council Tax we have matched the collection rate of last year and are only 0.19% off our target of 98.5%. For NDR performance has dipped slightly due to the business rates deferral scheme which allows customers to defer some payments.
- Percentage of invoices paid within 30 days. For 2009/10 a performance of 98.23% against a target of 99% has been recorded. This includes invoices under query which tend to take slightly longer to resolve. Recognising the importance of supporting local suppliers the Council has added a new performance target to its 2010/11 framework which aims to ensure local suppliers are paid within 14 days.
- Conservation areas: the percentage of conservation areas with an up to date character appraisals is below target at year end (41% against a target of 56%). This is due to the reallocation of council resources to high priority areas. The number of conservation areas within the district is broadly on target, with Mollington being considered by Executive in June 2010 and the number of management plans for conservation areas is on target.

2.11 Strategic Service Projects

There are 8 strategic projects highlighted in the corporate performance framework that, although service-based, are of corporate significance because of the resources involved, their impact on the Council's reputation or

their contribution to delivering the Council's corporate priorities. 7 of the projects are green and 1 amber. Full details are in appendix five.

Successes

- Pedestrianisation of Parsons Street, Banbury: The scheme was largely completed by the end of March, with only minor works and public art installation remaining to be completed. It has been undertaken well within the contract timetable, and significantly under budget, positive feedback has been received.
- Bicester town centre redevelopment: The project is on track. The development agreement has now been signed and infrastructure improvements are scheduled to take place between April and September 2010. Speed of implementation will now depend on final land acquisition.
- Eco town: The Council's bid for support funding from Government was successful with an award of £9.7 million. The project is progressing well with establishment of detailed partnership arrangements and a dedicated technical team. A start has been made on a number of demonstration projects.

Issues

- Flood Alleviation: Implementation has been delayed as a result of procedural / legal problems encountered by the Environment Agency. However the scheme is now back on track with funding secure and the compulsory purchase Inquiry complete. A revised timetable will be available shortly.

2.12 Corporate Improvement Plan

Executive agreed the 2009/10 Corporate Improvement Plan at their meeting on 27 April 2009. The eight priorities of the plan were aimed at ensuring the Council meets its objectives by maximising capacity, understanding of the local community, focusing on performance improvement and value for money:

1. Be recognised as an excellent authority.
2. Deliver value for money by achieving the optimum balance between cost, quality and customer satisfaction for all services.
3. Ensure there is a culture of continuous improvement and innovation across the Council.
4. Work in partnership with others whenever this will enable us to better deliver our objectives, meet community needs, and achieve economies of scale.
5. Recognise the diverse needs of the population and communities of Cherwell and ensure we have integrated this understanding into the way we plan and deliver services.
6. Ensure decision making is based on high quality management and demographic information.

7. Deliver our service promises and new developments and are efficient in the way we do this.
8. Recognise our staff are our greatest asset.

Of the 51 items in the Corporate Improvement Plan, at year end 39 are Green, 11 Amber and 1 Red. Full details are in appendix six.

Successes

- Four Value for Money (VFM) reviews were undertaken in 2009/10 as part of the third year of the VFM programme. These focused on support services, which had been identified as high priority in previous years' reviews. Savings totalling £503,000 were identified over two years from Insurance, Legal Services, Human Resources and Finance.
- The Council has developed a number of shared services, new contracts, and partnership activities, joining Oxford City Council's electrical supplies contract, a benefits service delivery contract with Capita, a joint section 151 officer with South Northamptonshire Council. These activities have generated savings and efficiencies and helped to ensure the Council has met its promise to reduce costs by £1 million in 2009/10.
- During 2009/10 the Council has demonstrated that it has a culture of continuous improvement, quality service delivery and innovative service development. Our approach has been externally recognised and some examples include: the receipt of a small business award from the Federation of Small Businesses, a Five Gold Star winner of the 2009 clean Britain Awards, our website has been accredited with a Crystal Mark for the use of plain English and the Local Authority Research and Intelligence Association recognised our budget consultation as good practice, inviting us to speak at their national conference.
- We continue to hold public consultation through the Equalities and Access Panel and we have improved our consultation through techniques such as booster samples for harder to reach groups, weighting data to reflect the population, and targeted recruitment to public workshops to ensure our consultation is as accessible as possible.
- In 2009/10 we launched a comprehensive consultation portal that provides a single access point for all council consultations. The portal also shows what consultation is planned and the Council's responses. The portal widens access and enables the Council to collect essential customer and community feedback.
- The Council continues to make the best use of socio-demographic information to inform its decision making and improve its understanding of the local community. Highlights in 2009/10 include an expanded 'Living in Cherwell' a full profile of the district which informs corporate and service planning, a full policy and demographic review commissioned in partnership with the Cherwell Local Strategic Partnership to underpin the new sustainable community strategy, the development of a community intelligence hub, to improve the availability of local information to support planning and decision making, working with county wide partners to commission a local information system through the Oxfordshire data

observatory, and commissioning a full review of health inequalities and deprivation in Banbury to provide the evidence base for the 'Brighter Futures in Banbury' programme.

- In 2009/10 the Council has completed an equalities profile of the district and used this to inform a new corporate equalities plan. The plan has 5 key objectives delivering fair access and customer satisfaction, tackling inequality and deprivation, building strong and cohesive communities, positive engagement and understanding, demonstrating our commitment to equality.

Issues

- Whilst the Council's customer satisfaction rating for 2009 remains stable at 67% (up from 60% in 2006 and 65% in 2007) we have not seen an improvement in our performance of 67% in 2008. Our comparative satisfaction results (as measured in the Place Survey) are strong, outperforming the district, regional and national averages and ranking 38 out of 201 districts nationally. However, we are not complacent and in 2010/11 we will aim to improve our performance of 67% by focusing on new service standards, improving our telephone answering polices and continuing to develop our online services.

2.13 Significant Partnerships Performance

The Council has identified 17 partnerships as significant due to the level of resources involved or the impact on the Council's strategic priorities. Many of the most significant and challenging issues we face, tackling crime, the environment, economic development, can only be addressed by local agencies working together.

In 2009/10 Cherwell District Council jointly led and completed a county-wide review of thematic partnerships. This has resulted in improved partnership governance arrangements including representation of elected Members, information sharing protocols.

Successes

- **Cherwell Local Strategic Partnership**
Launched a new Sustainable Community Strategy which sets out the aims and aspirations for the long term future of Cherwell. Over 250 individual and community groups were consulted as part of the development and the new strategy called our district our future was launched at an event in Kirtlington with over 90 community representatives attending.
- **Cherwell Safer Community Partnership**
This year the partnership has focused on addressing the fear of crime and anti-social behaviour, CCTV has been upgraded and expanded, community TV has been launched and in partnership with the local radio an innovative 12 month campaign is underway to address perceptions of fear of crime and anti-social behaviour.
- **Bicester Vision**
The partnership continues to work across the public and private sectors championing the growth and development of Bicester (and its town centre in particular). This year a successful retail summit was held, attracting

almost 150 retailers to learn about the redevelopment of the town centre and the actions being taken to reduce retail crime. In December 2009 the government minister for the south east attended the Bicester Summit (about Bicester's growth and development – including the Eco Town) and held a session with 25 local businesses to hear about the issues affecting them.

- **Banbury Town Centre Partnership**

The partnership has worked to support the vibrancy and development of Banbury town, focusing on the pedestrianisation of Parsons Street, establishing a new market, holding a food fair in August 2009 and supporting the farmers market.

- **Kidlington Village Centre Management Board**

This year the partnership has worked to promote Kidlington by holding a training session for private, voluntary and public sectors companies in the area to make the best of tourism opportunities. Planning permission is now in place for a market in Curtis place, the high street furniture has been replaced and the group is exploring options for further improvement such as full pedestrianisation.

- **Cherwell Homelessness Strategy Partnership**

The partnership continues to work to tackle homelessness and reducing the numbers of people living in temporary accommodation. This year a significant milestone was reached in that numbers fell to 29, below the long term strategy target of 33 for the first time. This was despite the pressures of the recession on the housing market.

2.14 **Strategic Risk Review**

We have six strategic risks identified on our register that we review as part of the integrated performance and risk management framework on a quarterly basis. Operational risks are reviewed at the service level. All strategic risks have been reviewed this quarter and there are no additional issues arising. (See appendix 8).

From 2010/11 our risk and performance management and monitoring framework will be fully integrated with shared data management software and a monthly reporting cycle for all strategic, corporate and partnership risks. This will provide an approach to risk linked to our strategic objectives and taking into account any performance issues that may have an impact. Operational risks will continue to be managed at the service level. This approach has been the product of a full review of risk and has been endorsed by the Accounts, Audit and Risk Committee. Our risk management handbook and the performance management framework have been updated to reflect these changes

Finance – Annual Report 2009/10

- 3.1 The information in this report is in the format used for budget monitoring purposes and as reported to the Executive quarterly. It does not reflect the various accounting adjustments that are required to comply with the Statement of Recommended Practice (for example the various pension adjustments required by Financial Reporting Standard 17) nor is it in the

same format as the statutory Financial Statement. These statements will be adopted by the Accounts, Audit and Risk Committee on 23rd June 2010 and then subsequently approved after audit clearance in September 2010.

Budget Process 2009/10

- 3.2 The General Fund revenue estimates were approved following a robust and detailed Service and Financial preparation process. Budget guidelines were determined by the Executive and budget holders and their service accountant prepared budget working papers, in accordance with these guidelines from September 2008 to December 2008
- 3.3 Interim revenue budget reports were made to the Executive and Scrutiny between December 2008 and February 2009. The budget position was finalised and the Council Tax was set by the Council on 23 February 2009.
- 3.4 During the course of the 2009/2010 year, a number of changes have been made to the original 2009/2010 budget. The amended full-year budget represents the original budget, as approved by the Council, the addition of supplementary revenue estimates approved during the year, agreed virements to existing budgets and the utilisation of appropriate reserves.

Budget Monitoring

- 3.5 During the period May 2009 until March 2010, budget monitoring using the “financial dashboard” has taken place which has looked at variances between actual and budget.
- 3.6 As in previous years there has been a detailed focus on the importance of accurate budgeting and appropriate monitoring. This continues to be embedded throughout the Council.
- 3.7 The dashboard analyses revenue and capital by Corporate, Directorate or Service level and contains a range of cost indicators providing an easy to understand picture of the Council’s financial position. We have actively used it within 2009/10 to monitor progress against our efficiency targets and our aim is to develop this further within 2010/11 to ensure that it remains comprehensive and meets our needs for addressing all financial challenges and pressures.
- 3.8 The budget monitoring information is available to budget holders and senior management by the end of Day 1 following the period of monitoring. Budget holders then have four working days in which to analyse the data with their Service Accountant and populate their budget monitoring reports and projections. This information, with revised forecasts is then reported to CMT during Days 6-10.
- 3.9 This tool has significantly increased the Council’s ability to manage day-to-day costs and is used to report quarterly to members through the quarterly Performance Management Framework.

Key Issues for Consideration/Reasons for Decision and Options

- 4.1 The report shows the Council’s performance against the Corporate Scorecard and Performance Management Framework in 2009/2010. From this

information the Executive can make a judgement about the progress the Council is making in meeting its objectives, identify the achievements it wishes to celebrate and the areas where action is required to improve performance.

- 4.2 This report illustrates the Council's provisional performance against the 2009/2010 Revenue and Capital Budget.

The following options have been identified. The approach in the recommendations is believed to be the best way forward

Option One To review current performance levels and consider any actions arising.

Option Two To approve or reject the recommendations above.

Consultations Not Applicable

Implications

Financial: Financial Effects – The resources required to operate the Performance Management Framework is contained within existing budgets. However the information presented may lead to decisions that have financial implications. These will be viewed in the context of the Medium Term Plan & Financial Strategy and the annual Service & Financial Planning process.

The financial effects are as outlined in the finance report. It should be noted that the information in this report is in the format used for budget monitoring purposes and, as such, it does not reflect the various accounting adjustments that are required to comply with the Statement of Recommended Practice (for example the various pension adjustments required by Financial Reporting Standard 17) nor is it in the same format as the statutory Financial Statement. It is therefore not a straightforward task to compare the figures in this report with the Council's Financial Statement for 2009/2010 because the respective reports are each designed to serve different purposes.

Efficiency Savings – There are none arising directly from this report. The Performance Management Framework is designed to improve financial management, including the avoidance of overspending and underspend, and the achievement of efficiencies. We monitor the progress against the Council's targets for annual efficiency savings and report performance through the Performance Management Framework. Some of the savings achieved in the year and detailed above may be the result of efficiencies and these will be identified in the 2009/10 "Backward Looking" Annual Efficiency Statement.

Comments checked by Karen Muir, Corporate System Account, 01295 221559

Legal:

Maintaining National Indicators is a legal requirement.

Comments checked by Liz Howlett, Head of Legal and Democratic Services, 01295 221686

Risk Management:

The Performance Management Framework is designed to assist the Council in managing and monitoring delivery of its strategic objectives and improving customer satisfaction. Services are required to maintain their sections of the risk register, and update their risks no less frequently than quarterly. The service manager should address the risks associated with performance issues. The framework may show that performance is not achieving desired levels. Managers can address this by re-assessing the level of performance required, the priority it should attract, and the level of resource available. A failure to identify and improve key drivers of customer satisfaction through an effective Performance Management Framework is one of the Council's strategic risks.

The figures in the finance report are unaudited and still subject to adjustments before submission to District Audit. If the audit subsequently identifies significant differences in the out-turn position it may be necessary to consider an alternative use of the Council's reserves.

Comments checked by Karen Curtin, Head of Finance 01295 221551

Data Quality

Data for performance against all indicators has been collected and calculated using agreed methodologies and in accordance with Performance Indicator Definition Records (PIDRs) drawn up by accountable officers. The council's performance management software has been used to gather and report performance data in line with performance reporting procedures.

Data quality issues with individual indicators are set out within the combined exceptions/successes report (appendix 2) giving Executive additional information on the reliability or accuracy of the data. This combines actions taken by individual accountable officers in services and also the improvement team as part of their data quality overview.

Comments checked by Helen Couperthwaite , lead officer on data quality, 01295 221751

Wards Affected

All

Corporate Plan Themes

The Performance Management Framework covers all of the Corporate Plan Themes

Executive Portfolio

Councillor James Macnamara
Portfolio Holder for Resources

Councillor Ken Attack
Portfolio Holder for Performance Management and Improvement

Document Information

Appendix No	Title
Appendix 1	Corporate Scorecard 2009/2010
Appendix 2	Local Area Agreement
Appendix 3	Corporate Plan
Appendix 4	Priority Service Indicators
Appendix 5	Strategic Service Projects
Appendix 6	Corporate Improvement Plan
Appendix 7	Significant Partnerships
Appendix 8	Strategic Risks
Appendix 9 a – 9b	2009/2010 Revenue outturn and Carry forward Items.
Appendix 9c & 9ci	Capital Outturn Overview and Detail
Background Papers	
Cherwell District Council – Consultation Strategy Progress Review 2009/10 http://www.cherwell.gov.uk/index.cfm?articleid=4115	
Report Author	Karen Curtin, Head of Finance Karen Muir, Corporate System Accountant Claire Taylor, Corporate Strategy and Performance Manager
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Corporate Scorecard

April 2009 - March 2010

Total GREEN	21	22
AMBER	7	6
RED	1	1
NO DATA (N/A)	0	0

Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter Three	Quarter Four
Working in Partnership					
Local Area Agreement	Community & Corporate Planning	Quarterly	Data is available for 12 of 16 indicators. The 4 indicators missing are not expected to report this time. Of the 12 reporting 10 are Green and 2 Red. The red indicators relate to adult participation in sport and positive activities for children. Both are measured by external surveys and reflect countywide trends.	A	A
Cherwell Community Plan (now Cherwell Sustainable Community Strategy)	Community & Corporate Planning	Quarterly	Of the 29 targets looked at 23 are the responsibility of Cherwell District Council in partnership with others. Other indicators include priority indicators chosen by the Local Strategic Partnership. Data was available for 23 of the 29 targets, of which 2 were red, 2 amber and 19 green. Missing data relates to indicators that are not expected to report at this time. Notable successes include Bicester Town Centre redevelopment and submitting the Local Development Core Strategy. The reds relate to teenage pregnancy and adult participation in sport.	A	A
Corporate Plan Promises					
A district of opportunity					
Work with partners to start the Bicester town centre development	Economic Development & Estates	Monthly	Very significant progress has been made with the completion of a development agreement. Some preliminary tree work was undertaken in February, and the main infrastructure work is expected to start in April 2010.	A	G
Contribute to the creation of 200 new jobs	Economic Development & Estates	Monthly	403 jobs were recorded as having been created in the District during the year, although 749 were recorded as having been lost.	G	G

Help and support Cherwell's residents and businesses through uncertain times	Economic Development & Estates	Monthly	Banbury Job Club has completed its first year of operation and has gone from strength to strength. The successful formula of offering job seekers the chance to meet directly with employers, career experts and financial advisors has proved a hit, and has been extended to cover Bicester. The Council has launched an apprenticeship scheme aimed at helping young people not currently in education, employment or training into employment, and has recruited six apprentices itself. The Council has been working with partners to set up the scheme. It was set up to remedy lack of suitably skilled and work-ready recruits highlighted at last year's Skill Summit.	G	G
Deliver 100 affordable homes	Housing Services	Monthly	196 new affordable homes have been delivered.	G	G
Make major improvements to Parsons Street, Banbury	Economic Development & Estates	Monthly	The scheme was largely completed by the end of March, with only minor works remaining to be completed. It has been widely welcomed, and is generally accepted to be a major success. It has been undertaken well within the contract timetable, and significantly under budget.	G	G
A safe and healthy Cherwell					
Work with partners to reduce crime and anti-social behaviour by 200 offences/incidents compared to 2008/09	Safer Communities & Community Development	Monthly	All Crime reduced by 718 offences against last year. Anti Social Behaviour reduced by 617 offences against last year.	G	G
Continue to support the provision of the best possible services at the Horton Hospital	Recreation & Health	Monthly	The Council has supported the Oxfordshire PCT in the activities of the Better Healthcare Programme Board and the Community Partnership Forum. The PCT has determined the need for consultant delivered paediatric and obstetric services. ORHT delivery proposals are currently under review to determine affordability.	A	G

Continue to support new and improved health care services in Bicester and surrounding area	Recreation & Health	Monthly	The Council has supported the Oxfordshire PCT in its procurement process through the Project Team and Community Forum. Invitation to Participate in Dialogue documents are being finalised calling for outline solutions for the reprovision of Bicester Hospital. The future hospital site will be determined through this process.	G	G
Open our new Spiceball leisure centre and improved Bicester and Kidlington leisure centres and re-open the Woodgreen Open Air Pool	Recreation & Health	Monthly	New Spiceball Leisure Centre opened to the public on budget and ahead of published completion date. Bicester Leisure Centre and Kidlington Green Leisure Centre continue to be well received by customers. Woodgreen open air pool opened to the public 2 August 2009. Pool very well received by customers.	G	G
A cleaner, greener Cherwell					
Increase residents' satisfaction with street and environmental cleanliness from 66% to 70% by improving the removal of dog mess and abandoned vehicles	Environmental Services	Monthly	67% satisfaction achieved.	A	A
Remove 90% of fly tipping within 48 hours	Environmental Services	Monthly	Over 90% of fly tips removed within 48 hours.	G	G
Increase the household recycling rate to 50% by 31 March 2010	Environmental Services	Monthly	Recycling rate 51.3%.	G	G
Reduce the Council's vehicle emissions by 10%	Environmental Services	Monthly	Achieved by the combination of our vehicle replacement programme and reduced fuel usage. Fuel usage fell by over 6% due to efficiencies in collection and more fuel efficient vehicles. A new refuse collection vehicle emits only 40% of the NOx and 20% of the particulates (PM10s) of the vehicle it replaces.	G	G
An accessible, value for money Council					
Make it easier for local businesses to trade with us	Finance	Monthly	Liaising with Oxfordshire Town Chambers Network over placing of tender adverts on their website. Participating in Oxford Meet the Buyer event on 29th April.	G	G
Take the steps needed to reduce our costs by a further £1m by the beginning of 2010/11	Finance	Monthly	As at 31st March 2010 we have secured the £1M (100%). This action plan is being reviewed regularly by CMT and forms part of our monthly budget monitoring Dashboard.	G	G

Place 10 new 'Link Points' in our rural areas to provide residents and businesses with a greater choice of access to our services	Customer Service & Information Systems	Monthly	Five link point kiosks have been installed in Cropredy, Deddington, Sibford Ferris, Heyford Wharf and Ambrosden. Three PayPoints, allowing customers to pay council and other bills locally, have been installed in village shops in Kirtlington, Cropredy and Ambrosden. These eight new local access points are in addition to the self-service points in our LinkPoint offices in Kidlington, Bicester and Banbury.	G	A
Performance Indicators					
Performance against Priority Service Indicators	Community & Corporate Planning	Monthly	25 of the 31 PSIs (81%) where data is available have scored Green or Amber. This is improved performance from last quarter (79%).	R	R
Financial Performance					
Percentage variance on revenue budget expenditure against profile (+2% / -5%)	Finance	Monthly	Year end position currently being finalised, we are projecting to be on track to budget. Service overspends and reduced income have been offset by reduced expenditure in other areas.	G	G
Percentage variance on capital budget expenditure against profile (+2% / -5%). Capital (a): Sports Centre Modernisation	Finance	Monthly	Project profile on track. Project nearing full completion - demolition of old Spiceball sports centre and creation of temporary car park underway. A detailed financial project review is currently being finalised.	G	G
Capital (b): Other Capital Projects	Finance	Monthly	Previously approved slippage to 10/11 totals £4.2M. A full evaluation of spend and slippage against profile is being undertaken as part of our year end procedures. Any further requirements for slippage will be thoroughly scrutinised and taken to Executive in June. All other projects will be delivered to profile.	G	A
Secure £600,000 efficiency savings of which £200,000 is procurement savings	Finance	Monthly	We are projecting to deliver £693K efficiencies against a target of £600K. A number of efficiencies included within the £1M Action plan are being considered for inclusion. Now that the budget for 10/11 has been completed a detailed review of efficiencies is being undertaken in preparation for our July return.	G	G

Human Resources					
Staff turnover (voluntary leavers)	Human Resources	Quarterly	Voluntary turnover remains low mainly due to current economic climate.	G	G
Number of days lost through sickness	Human Resources	Quarterly	Effective monitoring and management of sickness absence has contributed to the success in achieving target. Short term sickness equates to 55% of days lost and long term sickness 45%.	G	G
Workforce capacity (excluding temporary, casual and agency staff)	Human Resources	Quarterly	Well within target.	A	G
Customer Feedback					
Ensure that at least 90% of our customers when asked are satisfied with our customer service when contacting the Council	Customer Service & Information Systems	Monthly	94% customers asked in March were happy with our customer service. This target has been met consistently throughout the year.	G	G
Ensure that at least 79% of residents when asked say they feel safe at home and in the community	Safer Communities & Community Development	Annual	CDC Annual Satisfaction Survey 2009 aggregated result = 82.75%.	G	G
Ensure that 72% of our customers when asked feel well informed about the Council	Communications	Annual	67% achieved.	A	A

Collected for information only (no RAG score):

Other Surveys					
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance		
Customer Satisfaction Survey (for information purposes only)	Community & Corporate Planning	Annual	Satisfaction survey completed. General trend of improvement. Overall satisfaction: 2006 = 60% 2007 = 65% 2008 = 67% 2009 = 67%		
Inspection Scores					
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance	Rating 2008/09	Rating 2009/10
CPA	Improvement Team; Community & Corporate Planning		Awarded March 2009	Excellent	n/a
CAA - Area Assessment	Improvement Team; Community & Corporate Planning	Annual	Outcome expected October 2010	no green or red flags	n/a
CAA - Organisational Assessment	Improvement Team; Community & Corporate Planning	Annual	Outcome expected October 2010	3	n/a
Use of Resources	Finance	Annual	Awaiting national moderation	3	n/a
Data Quality	Improvement Team; Community & Corporate Planning	Annual	Latest assessment March 2009.	3	n/a
Equalities Framework	Community & Corporate Planning	Annual	Peer review due November 2010.	3 of 5	n/a
Investors in People	Human Resources	Annual	Awarded January 2009	Accredited	Accredited

Local Area Agreement 2009/2010 April 2009 - March 2010							
	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment
Cherwell: A District of Opportunity							
NI154 Net additional homes provided	348	282	G	444	376	G	Exceeding the target is largely due to the recording of unanticipated, small 'windfall' developments not included in the original projection.
NI155 Number of affordable homes delivered (gross)	159	80	G	199	100	G	CMT Success 196 new affordable homes have been delivered.
NI156 Number of households living in temporary accommodation	37	41	G	29	33	G	CMT Success The TA Strategy is fully operational and has successfully reduced the number of households in temporary accommodation to 29.
A Safe and Healthy Cherwell							
NI18 Adult participation in sport and active recreation (%)	N/A	N/A	N/A	21.22	27.30	R	Although this is a drop in performance the Active People Survey doesn't consider this to be a statistically significant change from October 2008.
NI21 Dealing with local concerns about anti-social behaviour and crime issues by the local council and police (%)	26.80	N/A	N/A	N/A	N/A	N/A	Place Survey indicator. Baseline in 2008/2009. Next report due March 2011.

Local Area Agreement 2009/2010
April 2009 - March 2010

	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment
NI110 Young people's participation in positive activities (%)	N/A	N/A	N/A		80.50	R	The result from the 2009 Tell Us 4 survey regarding take up of positive activities is very disappointing – showing 9.5% reduction across Oxfordshire (this is done countywide not by district). A number of issues have been recognised including the poor take up by schools and that only 1 school was in Cherwell. A number of follow up actions have been agreed including; contacting areas of best practice, benchmarking with others, a 'report' card is currently being completed to look at what has been done and identify what may be done, a letter sent to all schools regarding Positive Activities and Extended Services linking Positive Activities legislation to Extended Services and new inspection outcomes to encourage schools a) to understand positive activities, b) to add activities in schools to database c) use this source to identify means of opportunities. Include positive activities cards and make a reference to Year 10 TellUs in the Autumn, and local discussions with schools targeting year 10 heads to ensure schools understanding Positive Activities and TellUs Survey.
A Cleaner, Greener Cherwell							
NI185 CO2 reductions from local authority operations (%)	N/A	N/A	N/A	N/A	4	N/A	Data not available until end of May. Fleet and building emissions down, emissions from Sports Centres uncertain due to new Spiceball coming on line.
NI188 Planning to Adapt to Climate Change	N/A	N/A	N/A	2	2	G	Level 2 has been achieved. This means we have had a comprehensive risk assessment and we have an action plan in some areas for adapting to climate change. The LAA target is to achieve Level 3 by end of 2010/11.
NI191 Residual household waste per household (kg)	359.42	367.50	G	481.36	49.00	G	Residual waste per household less than 484kg/household, comfortably less than the 490kg/household target.
NI192 Percentage of household waste sent for reuse, recycling and composting	53.11	50.00	G	51.27	50.00	G	Recycling rate 51.3% - food waste recycling made a small contribution in 2009/10 but will make a big contribution in 2010/11.

Local Area Agreement 2009/2010 April 2009 - March 2010							
	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment
NI195a Improved street and environmental cleanliness (litter) (%)	3.00	4.00	G	2.00	4.00	G	98% of our Streets were litter free only 2% were below standard, this was better than expected.
NI195b Improved street and environmental cleanliness (detritus) (%)	11.00	9.00	R	8.00	9.00	G	Only 8% of our streets were below standard for detritus this was better than expected.
NI196 Improved street and environmental cleanliness - fly tipping	N/A	N/A	N/A	1.00	1.00	G	Fly tipping is substantially down on 2008/09. A fall from 670 to 448. Prosecutions and enforcement action against fly tippers also increased.
Cherwell: An Accessible, Value for Money Council							
NI15 Overall/general satisfaction with local area (%)	83.80	No target set	N/A	N/A	N/A	N/A	Place Survey indicator. Baseline in 2008/2009. Next report due March 2011.
NI140 Fair Treatment by local services (%)	74.90	No target set	N/A	N/A	N/A	N/A	Place Survey indicator. Baseline in 2008/2009. Next report due March 2011.
NI179 Value for money - total net value on ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year (£k)	450,000	450,000	G	600,000	600,000	G	The Council has overachieved against its target of £600k for efficiencies savings by £200k as a result of the £1m action plan being achieved.

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**Corporate Plan
2009/2010 Action Plan
April 2009 - March 2010**

	Quarter Three	Quarter Four	Comment
Cherwell: A District of Opportunity			
DCP01.1.2 Submit LDF Core Strategy	G	G	CMT Success Consultation on Draft Core Strategy on schedule to be completed by April 2010.
DCP01.1.3 Complete Canalside Regeneration Area Supplementary Planning Document draft	G	A	CMT Emerging Issue Public consultation completed on Supplementary Planning Document (SPD). Technical issues have arisen over flooding and viability / deliverability which will take longer to resolve. This will delay to eventual reporting of the public consultation on the Draft SPD back to Executive. This delay is not, however, critical in terms of the overall delivery of the canalside project.
DCP01.2.2 Work with partners to start Bicester town centre development	A	G	Very significant progress has been made with the completion of a development agreement. Some preliminary tree work was undertaken in February, and the main infrastructure work is expected to start in April 2010.
DCP01.2.3 LDF Core Strategy submission to include justification for new employment land provision	G	G	The Draft Core Strategy was published in February 2010 for public consultation and this consultation began on 22nd February. The Draft Core Strategy includes policies for employment land and some strategic employment allocations.
DCP01.3.1 Contribute to the creation of 200 new jobs	G	G	403 jobs were recorded as having been created in the District during the year, although 749 were recorded as having been lost.
DCP01.3.2 Help and support Cherwell's residents and businesses through uncertain times	G	G	Banbury Job Club has completed its first year of operation. The innovative club held its first meeting on 30 January 2009 and it's gone from strength to strength since then. The successful formula of offering job seekers the chance to meet directly with employers, career experts and financial advisors has proved a hit, and has been extended to cover Bicester. Cherwell District Council has launched an apprenticeship scheme aimed at helping young people into employment, and has recruited six apprentices itself. The council has been working with the Learning and Skills Council, Oxford and Cherwell Valley College, and Connexions to set up the scheme. Last year Cherwell hosted a Skills Summit that identified the lack of suitably skilled and work-ready recruits in the district. To help remedy that, the scheme will encourage recruitment of young people currently not in education, employment or training.
DCP01.4.2 Deliver £200,000 funding for transport infrastructure through developer contributions	A	A	Developer contributions are limited due to the economic climate and the reduction in significant/large scale planning applications. There has however been indication that there is potential for movement from housebuilders, this should be tempered with significant issues related to viability.
DCP01.5.2 Achieve 300 new homes	G	G	CMT Success A total of 495 gross (448 net) new homes were built during 2009/10.

DCP01.5.3 Deliver 100 affordable	G	G	CMT Success 196 new affordable homes have been delivered.
DCP01.6.4 Fully integrate Choice Based Letting and housing advice available through CCC	G	G	CMT Success Choice Based Lettings is full integrated. In March CDC met with sub-regional partners at the Sub-Regional allocations group.
DCP01.6.5 Temporary Accommodation Strategy operational	G	G	CMT Success The Temporary Accommodation Strategy is fully operational and has successfully reduced the number of households in temporary accommodation to 29.
DCP01.7.2 Spend £400,000 on investing in better quality housing for vulnerable people	G	G	CMT Success Final spend £726k.
DCP01.8.3 Make major improvements to Parsons Street, Banbury	G	G	CMT Success The scheme was largely completed by the end of March, with only minor works remaining to be completed. It has been widely welcomed, and is generally accepted to be a major success. It has been undertaken well within the contract timetable, and significantly under budget.
DCP01.8.4 Undertake improvements	A	G	Banbury market launch planned and all ready for 1 April will soft launch on Saturday 3 April 2010.
DCP01.8.5 Invest in enhancement of market square in Bicester	G	G	The scheme is being led by OCC who are contributing the majority of the budget. Following a successful public consultation in the autumn, a revised option is being worked up, and will be reported to the Executive for approval shortly. Once a detailed scheme has been approved by both CDC and OCC, it will be necessary to commence the process of revising traffic orders to suit.
DCP01.8.6 Implement the Banbury Visitor Management Plan	G	G	Plan complete, includes illustrations of three new buildings for the extended town trail and two new information panels for the new Tourist Information Points.
DCP01.8.7 Prepare a Banbury Residents Parking Scheme	R	G	Executive agreed to progress with development of further design detail and report back to a future Executive with target should implementation be approved as 2011, after Civil Parking Enforcement.
DCP01.9.3 Complete review of planning policy framework for villages through LDF	G	G	The Draft Core Strategy was published in February 2010 for public consultation and this consultation began on 22nd February. The Draft Core Strategy includes policies for creating a hierarchy of villages to which some further housing growth may be directed. It also sets out other strategic policies to guide development across the rural areas.

**Corporate Plan
2009/2010 Action Plan
April 2009 - March 2010**

National Indicators							
	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment
NI154 Net additional homes provided	348	282	G	444	376	G	Exceeding the target is largely due to the recording of unanticipated, small 'windfall' developments not included in the original projection.
NI155 Number of affordable homes delivered (gross)	177	80	G	199	100	G	CMT Success 196 new affordable homes have been delivered
NI156 Number of households living in Temporary Accommodation	37	41	G	29	33	G	CMT Success The Temporary Accommodation Strategy is fully operational and has successfully reduced the number of households in temporary accommodation to 29.

	Corporate Plan Actions	National Indicators
Number Green and Amber	18	3
Percentage	100.00%	100.00%

**Corporate Plan
2009/2010 Action Plan
April 2009 - March 2010**

	Quarter Three	Quarter Four	Comment
A Safe and Healthy Cherwell			
DCP02.1.6 Ensure at least 79% of residents say they feel safe at home and in the community	G	G	Cherwell District Council Annual Satisfaction Survey 2009 aggregated result = 82.75%.
DCP02.1.7 Work with partners to reduce crime and anti-social behaviour by 200 offences/incidents	G	G	CMT Success All Crime reduced by 718 offences against last year. Anti Social Behaviour reduced by 617 against last year.
DCP02.1.8 30% of CCTV recorded incidents to result in arrests (est target 1,400)		G	CMT Success 41.6% of total arrests made were initiated/observed/evidenced via the CCTV system.
DCP02.1.9 Invest in the digital upgrade of CCTV network and the use of fibre optic cables	G	G	CMT Success CCTV upgrade completed. Media launch planned for 15 April.
DCP02.2.3 Support 4 voluntary neighbourhood initiatives to reduce anti-social behaviour	G	G	Support for "Operation Confidence" Anti Social Behaviour (ASB) action plan involving police, street wardens and local neighbourhoods Targeted members of the community who had made frequent reports of ASB. Operation Confidence continuing with Cherwell to show positive results in increasing Public Confidence. Market Place event took place in summer 2009 with good attendance and it is intended to be repeated in 2010. NAG Conference took place in November 2009 with 80 members present held as best practice by ACC Rowell TVP and will be held again 2010. Inclusion Fusion event held in Banbury in September 2009. Kidlington NAG has now formed a 'Youth Action Tasking Group' dealing specifically with youth issues in Kidlington. Operation Confidence TVP in partnership with CDC ASB team ran an intensive enforcement operation in the RHN Ward as part of a larger TVP exercise/operation. The purpose of the Operation was to promote high visibility policing in order to increase public confidence. Support to RHN NAG to bid for funding to provide a Banbury youth bus, unfortunately it was unsuccessful.
DCP02.2.4 Invite the public to a minimum of 3 public NAG meetings to develop local priorities	A	G	AGM's held in Kidlington first of its kind, well advertised however not well attended. Bicester & Bicester Town very well attended. Banbury/Bicester Rural was attended by 30 members of the Public, RHN and Banbury Town similar. Best Practice Neighbourhood event held at CDC in November 2009. Neighbourhood management steering group continuing to meet to develop Public Engagement.
DCP02.3.1 Support the provision of the best possible services at the Horton Hospital	A	G	The Council has supported the Oxfordshire PCT in the activities of the Better Healthcare Programme Board and the Community Partnership Forum. The PCT has determined the need for consultant delivered paediatric and obstetric services. ORHT delivery proposals are currently under review to determine affordability.
DCP02.3.2 Support new and improved health care services for Bicester and surrounding areas	A	G	The Council has supported the Oxfordshire PCT in its procurement process through the Project Team and Community Forum. Invitation to Participate in Dialogue documents are being finalised calling for outline solutions for the reprovision of Bicester Hospital. The future hospital site will be determined through this process.

DCP02.3.4 Work with Primary Care Trust to deliver new GP-led health centre in Banbury	G	G	This scheme was completed and the new GP and associated services commenced in September 2009.
DCP02.3.5 Establish a programme to address health inequalities in the District	G	G	Brighter Futures in Banbury project up and running with a dedicated programme manager. It is focused on targeting key areas in Banbury as a pilot for the rest of the District.
DCP02.4.1 Help increase participation in active recreation by 1%	G	G	Although the Active People 3 results (Oct 08 - Oct 09) indicate a drop from 25.3% to 21% the results are not statistically valid so the participation rate remains unchanged. Awaiting results of the Active People survey (3).
DCP02.4.3 Increase number of new walkers participating annually in local health walks by 10%	G	G	Target exceeded. Increased both the number of health walks and the numbers attending. Nordic Walking also introduced.
DCP02.4.4 Secure funding to deliver the Bicester Multi-Sports Village project	A	A	Developing revised project programme for 2010/11 in the light of development timetable. Project Board meetings resumed. External funding streams (Sport England and the Football Foundation) have been significantly reduced but we are continuing to keep them involved in the project so they are prepared for any bids when we are at the appropriate stage.
DCP02.5.2 Open new Spiceball and improved Bicester & Kidlington leisure centres	G	G	New Spiceball Leisure Centre opened to the public on budget and ahead of published completion date. BLC and KGLC continue to be well received by customers.
DCP02.5.3 Re-open Woodgreen Open Air Pool	G	G	Woodgreen open air pool opened to the public 2 August 2009. Pool very well received by customers.
DCP02.5.4 Replace synthetic pitch surfaces at Coopers School and North Oxon Academy	G	G	Replacement synthetic pitch surfaces completed and opened in September, on time and on budget.
DCP02.6.4 Support and improve 19 community recreation venues through grant aid funding	G	G	Target achieved.
DCP02.6.5 increase numbers of new older people participating in group activities by 300	G	G	Target exceeded. In September 386 new participants, by the end of year there were 426.
DCP02.6.6 Increase participation by young people in positive activities by 1%	G	R	The result from the 2009 Tell Us 4 survey regarding take up of positive activities is very disappointing – showing 9.5% reduction. A number of issues have been identified ie only 1 of 6 schools surveyed which (Banbury School) was in Cherwell. A number of actions have been agreed to improve matters next year.
DCP02.6.7 Support Banbury Town Council in preparing football development plan for town	G	G	Have just appointed a consultant to produce the Development Plan and prepare any related funding bids.

National Indicators							
	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment
NI08 Adult participation in sport and active recreation (%)				21.22	27.30	R	Although this is a drop in performance the Active People Survey doesn't consider this to be a statistically significant change from October 2008.
NI015 Serious violent crime rate (per 1,000 population)	0.37	0.28	R	0.41	0.38	A	Cherwell has recorded only 4 offences in this category for the month of March, 3 less than this time last year. The Target YTD is 0.38 (reduce S.V.C by 2%) and with the no. of offences recorded this year Cherwell's Actual YTD end of year is 0.41 (a total of 57 offences an increase of 6 offences on last year).
NI016 Serious acquisitive crime rate (per 1,000 population)	5.72	5.82	G	7.21	7.76	G	Overall reduction of 9.1%. Burglary dwelling was up 23% due to a spike in the last quarter which was attributable to a small number of prolific offenders. However, it should be noted that a significant no. of these offenders were caught and charged with these offences with a detection rate of 19% which is up 7% on last year. Robbery of business was down 35% and Robbery of personal was down 14%. Theft from Vehicle was down by 23%. Theft of Vehicle was up 3% which was 5 more thefts on last year.
NI020 Assault with injury crime rate (per 1,000 population)	4.82	4.77	G	6.19	4.77	G	This was down nearly 6% on last year, with 38 less offences on last year. It is worth noting that there is evidence to suggest that Cherwell has a higher than average amount of alcohol related assaults that other districts in the county. The counter measures are already in place in the current TVP violent crime patrol plan and in the ASB service plans and Action groups strategies.
NI110 Young people's participation in positive activities (%)	N/A	N/A	N/A	N/A	80.50	R	The result from the 2009 Tell Us 4 survey regarding take up of positive activities is very disappointing – showing 9.5% reduction across Oxfordshire (this is done countywide not by district). A number of issues have been recognised including the poor take up by schools and that only 1 school was in Cherwell. A number of follow up actions have been agreed to make improvements for next year.

Corporate Plan Actions

National Indicators

Number Green and Amber Percentage

19
95.00%

3
60.00%

Status

Amber

Red

**Corporate Plan
2009/2010 Action Plan
April 2009 - March 2010**

	Quarter Three	Quarter Four	Comment				
A Cleaner, Greener Cherwell							
DCP03.1.3 Increase residents' satisfaction with street & environmental cleanliness from 66% to 70%	A	A	67% satisfaction achieved.				
DCP03.1.4 Remove 90% of fly tipping within 48 hours of reporting	G	G	Over 90% of fly tips removed within 48 hours.				
DCP03.1.5 Achieve 94% of land inspected at an acceptable litter standard.	G	G	97% of land clear of litter.				
DCP03.2.3 Increase the household recycling rate to 50% by 31 March 2010	G	G	Recycling rate 51.3%.				
DCP03.2.4 Reduce the amount of waste sent to landfill by 1000 tonnes by 31 March 2010	G	G	Landfill tonnages have fallen by around 1300 tonnes.				
DCP03.2.5 Introduce a food waste recycling service	G	G	Last part of district , 6000 properties in Banbury to be added first week in April. Scheme has been successfully rolled out with good participation and very few customer problems.				
DCP03.3.1 Undertake 10 county wildlife site surveys	G	G	Completed by January.				
DCP03.4.2 Reduce the Council's vehicle emissions by 10%	G	G	Achieved by the combination of our vehicle replacement programme and reduced fuel usage. Fuel usage fell by over 6% due to efficiencies in collection and more fuel efficient vehicles. A new refuse collection vehicle emits only 40% of the NOx and 20% of the particulates (PM10s) of the vehicle it replaces.				
DCP03.5.2 Inform all businesses on actions they can take to reduce carbon emissions	A	G	Businesses being contacted by Environmental Information Exchange (EiE) in late March on behalf of Cherwell regarding waste and climate change issues.				
DCP03.6.2 Achieve at least 72% resident satisfaction with green spaces and public areas	G	G	95% satisfaction achieved.				
National Indicators							
	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment
NI191 Residual household waste per household (kg)	359.42	367.40	G	481.36	490.00	G	Residual waste per household less than 484kg/household, comfortably less than the 490kg/household target.

NI192 Percentage of household waste sent for reuse, recycling and composting	53.11	50.00	G	51.27	50.00	G	Recycling rate 51.3% - food waste recycling made a small contribution in 2009/10 but will make a big contribution in 2010/11. This data is tied to NI 185 and will not be available until the end of May 2010. However performance is expected to be good due to lower emission vehicles on the fleet.
NI194i Emissions of NOx							
NI194ii Percentage reduction in NOx emissions							
NI194iii Emissions of PM10							
NI194iv Percentage reduction in PM10 emissions							
NI195a Improved street and environmental cleanliness (litter) (%)	3.00	4.00	G	2.00	4.00	G	98% of our Streets were litter free only 2% were below standard, this was better than expected.
NI195b Improved street and environmental cleanliness (debris) (%)	11.00	9.00	R	8.00	9.00	G	Only 8% of our streets were below standard for debris this was better than expected.
NI195c Improved street and environmental cleanliness (graffiti) (%)	0.00	1.00	G	0.00	1.00	G	There was very little graffiti spotted on street cleansing inspections - too low to score.
NI195d Improved street and environmental cleanliness (fly posting) (%)	0.00	1.00	G	0.00	1.00	G	There was very little fly posting spotted on street cleansing inspections - too low to score
NI 196: Improved street and environmental cleanliness - fly tipping				1.00	1.00	G	Fly tipping is substantially down on 2008/09. A fall from 670 to 448. Prosecutions and enforcement action against fly tippers also increased.

Page 141

Corporate Plan Actions

National Indicators

Number Green and Amber
Percentage

10
100.00%

7
100.00%

Status

Green

Green

**Corporate Plan
2009/2010 Action Plan
April 2009 - March 2010**

	Quarter Three	Quarter Four	Comment
Cherwell: An Accessible, Value for Money Council			
DCP04.01.2 Ensure that at least 90% of our customers are satisfied with our customer service	G	G	94% customers asked in March were happy with our customer service. This target has been met consistently throughout the year.
DCP04.01.4 Provide customers with a simple choice of numbers to access Council services	G	G	Proposal going to the Executive April 2010.
DCP04.02.2 Work towards achieving excellent status in the Equality Standard for Local Government	G	G	Preparation on track for assessment in 11/2010. Executive agreed on 1st March to aim for 'achieving' status at the first IDEA assessment.
DCP04.03.2 90% of complaints received are resolved within Stage One	G	G	All the complaints received in March were dealt with within stage one.
DCP04.03.3 95% of all complaints that are escalated to Stage Two are resolved	G	G	No complaints have been escalated to stage two in March.
DCP04.03.4 No complaints escalated from Stage Three to the Ombudsman	G	G	No complaints were escalated to the Ombudsman in March.
DCP04.04.4 Retain overall score of 3 in UoR Assessment and secure score of 4 for at least 1 KLoE	A	A	We achieved an overall 3 in UoR obtaining a score of 3 in all disciplines despite the regime being a harder test. We are hoping to achieve a score of 4 in KLOE 1 in our 2009/10 assessment.
DCP04.04.5 Secure £600,000 efficiency savings of which £200,000 procurement savings	G	G	We are projecting to deliver £693K efficiencies against a target of £600K. A number of efficiencies included within the £1M Action plan are being considered for inclusion. Now that the budget for 10/11 has been completed a detailed review of efficiencies is being undertaken in preparation for our July return.
DCP04.04.6 Make it easier for local businesses to trade with us	G	G	Liaising with Oxfordshire Town Chambers Network over placing of tender adverts on their website. Participating in Oxford Meet the Buyer event on 29th April.
DCP04.05.2 Take steps to reduce our costs by further £m by 2010/11	G	G	As at 31st March 2010 we have secured the £1M - (100%). . This action plan is being reviewed regularly by CMT and forms part of our monthly budget monitoring Dashboard.
DCP04.06.2 Produce a combined annual report of performance and finance	G	G	Approved at Audit and Risk Committee on 23 September 2009 and distributed to stakeholders and website.
DCP04.07.4 Promote the web based Positive Activities Offer to young people	G	G	Work on Youth Microsite commenced. Promoted on CDC web page, promoted on all the Youth Activator notice boards in all schools, direct link on CDC youth Face book page and cards are being distributed to every pupil across the County.

DCP04.07.5 Place 10 new 'Link Points' in rural areas	G	A	Five link point kiosks have been installed in Cropredy, Deddington, Sibford Ferris, Heyford Wharf and Ambrosden. Three PayPoints, allowing customers to pay council and other bills locally, have been installed in village shops in Kirtlington, Cropredy and Ambrosden. These eight new local access points are in addition to the self-service points in our LinkPoint offices in Kidlington, Bicester and Banbury.				
DCP04.07.6 Enable access to a limited number of our partners' services through our access points	G	G	Verbal agreement from JobCentre Plus to start operating sign-on at our Bicester LinkPoint from April 2010. Surgeries continue from CAB, and Sanctuary Housing have run surgeries during the year at Bicester and Kidlington.				
DCP04.07.7 Promote local events through the North Oxfordshire.com website	G	G	Website events section working better - still need to encourage more event promoters to include photographs but district coverage improving.				
DCP04.08.2 Increase the number of public Council meetings which are webcast	G	A	During the year Parish meetings, health meetings and a Member speaking "to camera", but the overall amount of webcasting hasn't increased significantly.				
DCP04.09.2 Ensure that 72% of our customers when asked feel well informed about the Council	A	A	CMT Exception Data measured annually, no change from previous month.				
DCP04.10.2 We will increase the percentage of transactions completed electronically to 50%	G	G	The percentage in the last quarter was 73%, boosted by a surge of online access during the snow event in January, illustrating the capacity of our customers and our online channel to take a much bigger share of customer access.				
National Indicators							
	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment
NI14 Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer (%)	6.38	15.00	G	7.23	15.00	G	Face to face - avoidable contact 381, value, 8895 total contact 9276. phones avoidable contact 1151, value 3711, total contact 4862. During March 10, awareness sessions were held to accurately record failure and value contact.
NI179 Value for money - total net value on ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year (£)	450,000	450,000	G	600,000	600,000	G	The Council has overachieved against its target of £600k for efficiencies savings by £200k as a result of the £1m action plan being achieved.

Corporate Plan Actions**National Indicators**

Number Green and Amber Percentage

18
100.00%2
100.00%**Status****Green****Green**

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Priority Service Indicators 2009/2010 April 2009 - March 2010							
	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment
Building Control and Engineering Services							
BUS 006 % of buildings accessible to people with a disability	100.00	100.00	G	100.00	100.00	G	All the Council's publicly accessible buildings have remained fully accessible but will be subject to further accessibility audits during 2010/11.
Development Control & Major Developments							
NI 157 Processing of "major" planning applications (%)	50.00	60.00	R	47.83	60.00	R	CMT Exception The 60% target was not reached with regard Major Development proposals. The problems encountered are related to the increased difficulty in concluding s106 agreements in difficult financial times. Negotiations have been longer and harder due to stricter commercial lending regimes'. Additional delays in the last month are also down to capacity issues within the Environment Agency and Oxfordshire County Council, on schemes that will bring benefit to the district and county and therefore not appropriate to refuse for failure to complete legal agreements within the 13 week timescale.
NI 157 Processing of "minor" application types (%)	84.19	65.00	G	85.83	65.00	G	CMT Success An excellent year. Performance has improved significantly and sustainably. Key improvements in process and more importantly by a strong team effort driven by Development Control & Major Developments and supported by Planning, Housing & Economy Admin support. Credit need to be given to colleagues outside the service who have supported with prompt consultation responses.
NI 157 Processing of "other" planning applications (%)	91.14	80.00	G	92.19	80.00	G	CMT Success An excellent year. Performance has improved significantly and sustainably. Key improvements in process and more importantly by a strong team effort driven by Development Control & Major Developments and supported by Planning, Housing & Economy Admin support. Credit need to be given to colleagues outside the service who have supported with prompt consultation responses.

Priority Service Indicators 2009/2010 April 2009 - March 2010							
	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment
DCMD 001 % of appeals against refusal upheld	33.33	30.00	R	33.33	30.00	R	CMT Exception Performance at appeal, has improved as the year progressed. The impact of the recession and fall in the number of appeals lodged means that the services has not made it's 30% target although reasonably close. The national performance figures will be released over the summer and only then will we be able to see our position in relation to the rest of England.
Environmental Services							
NI 185 CO2 reductions from local authority operations (%)	N/A	N/A	N/A	N/A	4.00	N/A	Data not available until end of May 2010. Fleet and building emissions down, emissions from Sports Centres uncertain due to new Spiceball coming on line.
NI 186 Per capita reduction in CO2 emissions in the LA area				0.30		N/A	Emissions are on a two year time lag. For 2007 per capita emissions fell from 9.1 tonnes to 8.8 tonnes. This represents a 3% reduction
NI 188 Planning to adapt to climate change (score)	N/A	N/A	N/A	2.00	2.00	G	Level 2 has been achieved. This means we have had a comprehensive risk assessment and we have an action plan in some areas for adapting to climate change. The LAA target is to achieve Level 3 by end of 2010/11.
ES 001 % of abandoned vehicles investigated in 24 hours	98.20	97.00	G	98.54	97.00	G	Target surpassed for year.
ES 002% of abandoned vehicles removed within 24 hours	92.31	86.00	G	91.49	86.00	G	Target surpassed for year.
Exchequer							
NI 180 The number of changes of circumstances which affect customers' HB/CTB entitlement within the year		8521	N/A	N/A	10471	N/A	Data not available until end of May 2010, but expecting an improvement in performance.
NI 181 Time taken to process Housing Benefit / Council Tax Benefit new claims and change events (days)	14.83	15.00	G	13.47	15.00	G	Increased performance due to additional support since last year.

Priority Service Indicators 2009/2010 April 2009 - March 2010							
	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment
EXCH 001 % of Council Tax collected	86.67	73.89	G	98.31	98.50	A	Performance has matched last year which given the economic climate is a good effort. we have fallen behind target at the last because of the way the target was proportioned over the year.
EXCH 002 % of NDR collected	86.83	74.25	G	97.90	99.00	A	Performance has dipped this year but may be because of the business rates deferral scheme which allows customers to defer some payments until the following years. Target has been missed because of the way it has been proportioned over the year.
EXCH 003 Average time to process new HB/CTB claims	34.88	20.00	R	32.63	20.00	R	CMT Exception Although still well below target, Capita are continuing to prioritise new claims. The performance for the month (as opposed to year to date) is 18.69
EXCH 004 Average time to process change in circumstances	11.99	13.00	G	10.97	13.00	G	Increased performance due to additional support since last year.
EXCH 005 % of HB overpayments recovered	67.32	77.50	R		77.50		Data not expected until June at the earliest.
EXCH 006 % of HB overpayments recovered including outstanding	28.10	27.00	G		36.00		Data not expected until June at the earliest.
EXCH 007 % of HB overpayments written off	3.53	3.00	R		4.00		Data not expected until June at the earliest.

Priority Service Indicators 2009/2010 April 2009 - March 2010							
	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment
Finance							
FIN 001 % of invoices paid on time	98.34	99.00	A	98.23	99.00	A	100% of invoices that can be paid on time are - invoices with queries are only paid once resolved and these impact on achieving the 99% target. In future years we will measure performance excluding invoices under query.
Human Resources							
HR 012 Work days lost due to sickness	4.94	6.03	G	7.29	8.00	G	CMT Success Target achieved due to the successful application and management of the Council's Sickness Absence Policy.
Housing Services							
NI 187 Tackling fuel poverty - people receiving income based benefits living in homes with a low energy efficiency rating:							
(a) Percentage dwellings occupied with a low energy efficiency rating;			N/A	8.62	9.87	G	Shows increased performance from last year.
(b) Percentage dwellings occupied with a high energy efficiency rating			N/A	40.21	34.01	G	Shows increased performance from last year.
HS 001 Housing advice: repeat homelessness cases	1.00	5.00	G	1.00	5.00	G	Exceeds target.
Planning & Affordable Housing Policy							
NI 159 Supply of ready to develop housing sites (%)				90.65	100.00	A	Due to the recession, the rolling supply of deliverable housing sites has for the first time fallen below the national 5 year requirement. This was reported to the Executive on 2 Nov 2009 and planning applications are presently being considered in this context as required by PPS3. One application (south of Milton Road, Bloxham) has already been approved subject to legal agreement.
NI 170 Previously developed land that has been vacant or derelict for more than 5 years (%)				0.04	0.04	G	No change since 2009 return. It is expected that more previously developed and vacant sites will affect future returns (thereby worsening performance) as other National Land Use Database sites age (particularly those identified in the Urban Housing Potential Study 2005).

Priority Service Indicators 2009/2010 April 2009 - March 2010							
	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment
PAHP 001 Number of conservation area in LA area	58.00	58.00	G	58.00	59.00	A	It was anticipated that a new conservation area would be allocated before the end of March 2010 at Mollington. As a consequence of the technical assessment and public consultation that the council carried out in Mollington, it was identified that further consultation would be required. This delayed the completion of the assessment. This work has now been completed and the new conservation area for Mollington is to be considered by the Executive on 7th June 2010.

Priority Service Indicators 2009/2010 April 2009 - March 2010							
	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment
PAHP 002 % of 219a with up-to-date character appraisals	41.38	44.83	A	41.38	55.93	R	CMT Emerging Issue Some slippage in programme for 2009/10 has arisen due to (1) loss of one post (20% of overall staff resources) in November 2009 and Council decision not to replace this post, and (2) requirement to carry out additional public consultation on one particularly controversial new CA designation (Mollington) which meant that completion of this review slipped into 2010/11.
PAHP 003 % of 219a with published management proposals	82.76	82.76	G	82.76	82.76	G	Not all conservation areas currently have management plans, however as we undertake conservation area appraisals, management plans are prepared / reviewed. At the start of 2009/10 we identified which forthcoming conservation area appraisals needed management plans preparing, and were able to ensure that these were done in accordance with our work plan.
Recreation & Health							
NI 56 Obesity among primary school age children in Year 6:							
(i) Percentage of children in Year 6 with height and weight recorded who are obese	N/A	N/A	N/A	16.40	N/A	N/A	Cherwell district = 16.4%, Oxfordshire = 16.0%, National = 18.3%.
(ii) Percentage of children in Year 6 with height and weight recorded	N/A	N/A	N/A	13.50	N/A	N/A	Cherwell district = 13.5%, Oxfordshire = 14.2%, National = 14.3%.
RH 001 Number of visits/usage's to museums in person per 1,000 population	1263.28	1351.00	A	1563.01	1782.00	R	CMT Exception Banbury Museum received 215,477 visitors in 2009/10, only 1518 visitors fewer than in 2008/09. This slight reduction is despite Sunday closure from September and the poor weather in January and February.
RH 002 Number of pupils visiting museums	2602.00	2300.00	G	3932.00	3150.00	G	CMT Success Banbury Museum achieves a record - almost 4000 school children visited the museum in organized school parties in 2009/10. Of these, approximately 90% booked workshops. Schools pay for this service, the fee covering the staffing costs to deliver the workshop and materials. This success is notable as it bucks a regional trend, and is delivered without cost to Cherwell tax payers.

Priority Service Indicators 2009/2010
April 2009 - March 2010

	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment
(what was) Safer Communities & Community Development							
NI 32 Repeat incidents of domestic violence						N/A	Thames Valley Police indicator. No data available yet.
NI 35 Building resilience to violent extremism: (a) Understanding of, and engagement with, Muslim communities;	N/A	N/A	N/A	3.00	4.00	R	Cherwell continue to have strong demographic data and working relationships with the Muslim community and local partnerships which ensures that we are consistent with our engagement opportunities with the Muslim Community.
(b) Knowledge and understanding of the drivers and causes of violent extremism;	N/A	N/A	N/A	4.00	4.00	G	Cherwell is a low risk area in relation to violent extremism, however through strong partnership, engagement and communication processes we are able to act and resolve underlying community tensions.
(c) Development of a risk-based preventing violent extremism action plan;	N/A	N/A	N/A	1.00	1.00	G	Cherwell is a low risk area and focuses it priorities towards community tension monitoring and improving cohesion.
(d) Effective oversight, delivery and evaluation of projects and actions.	N/A	N/A	N/A	2.00	2.00	G	Cherwell is a low risk area in relation to violent extremism, however through strong partnership, engagement and communication processes we are able to act and resolve community underlying community tensions.
NI 184 Food establishments in the area which are broadly compliant with food hygiene law (%)	N/A	N/A	N/A	93.58	85.00	G	Good performance as a result of maintaining a strong enforcement profile and the launch of the www.scoresonthedoors.org.uk website.
Cross-Service Indicator							
NI 182 Satisfaction of business with local authority regulation services (%)	91	91	G	91	91	G	High satisfaction from respondees. Continued effort required to improve response rates.

Number Green and Amber
Percentage

25
80.65%

Overall Status

Red

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Strategic Service Projects 2009/2010 April 2009 - March 2010			
	Quarter Three	Quarter Four	Comment
Banbury Canalside	G	G	Project proceeding generally as planned. The principal concerns are remaining uncertainty of the FAS until the public inquiry in June has been held, and the outstanding objections of the Environment Agency.
Banbury Cultural Quarter	A	G	Joint work with OCC and The Mill underway to deliver a new Library/Mill redevelopment following OCC approval of £5.6m funding. Regular tri partite meeting to progress and coordinate all cultural quarter components. Executive approval December 2009 to develop a new car park with enabling commercial provision as part of overall cultural quarter concept.
Banbury Pedestrianisation	G	G	The project is nearing completion, and has been very well received overall. An event to mark completion is being planned.
Bicester Town Centre Redevelopment	A	G	CMT Success The project is on track, and Sainsbury's will undertake the infrastructure improvements between April and September 2010. Before work on site can commence some outstanding land acquisitions are necessary, and it may be necessary for the Council to assist by using its Statutory powers. This could delay the start of on site works.
Flood Alleviation	A	A	CPO Inquiry scheduled to start on 5 May 2010 and to last 9 days. Construction programme to follow inquiry.
RAF Upper Heyford	A	G	Discussions continue with the Dorchester Group as the new owners of the site.
SW Bicester Development	A	G	We are continuing to work with the developers to ensure an early site start. Significant progress has been made with regard to the clearance of conditions. Work continues on reserved matters applications.
Eco Town	G	G	Pre application discussions ongoing relating to detailed on site demonstration scheme of up to 350 homes and outline masterplan to be submitted in summer 2010 and end of 2010 respectively.

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Corporate Improvement Plan 2009/2010 April 2009 - March 2010			
	Quarter Three	Quarter Four	Comment
Be Recognised as an Excellent Authority			
CIP01.1.3 Respond to the Place Survey findings.	G	G	Place Survey results included within corporate and financial planning processes.
CIP01.1.4 Achieve improvement in satisfaction with the performance of Council	R	R	CMT Exception Performance in terms of customer satisfaction has remained stable rather than improved as measured by the 2009 survey. The 2010 survey has been commissioned.
CIP01.1.5 Achieve improvement in satisfaction with the performance of individual services	G	G	CMT Success Good progress in the satisfaction ratings of individual services as measured through the 2009 survey. 2010 survey commissioned.
CIP01.2.3 Achieve a 'Performs Excellently' rating under CAA	A	A	Achieved an overall score of 3 out of 4 with many positive comments about overall performance.
CIP01.2.4 Retain an overall score of 3 in the Use of Resources assessment	G	G	The Council is expected to retain an overall 3 in UOR and is hoping to achieve a 4 on KLOE 1.
CIP01.2.5 Secure a score of 4 for at least one of the 3 lines of enquiry	A	A	Awaiting the outcome of the 2009/10 Use of Resources Inspection.
CIP01.2.6 Develop strategic approach to procurement by linking with current and future partners	G	G	Liaising with other members of the Oxfordshire Procurement Hub over the property services tenders.
CIP01.2.7 Monitor and review Member T&D plans to ensure individual actions achieved	A	A	Initial work has taken place to monitor and review member training and development plans and in light of this a new member development strategy has been drafted and was agreed by the Executive. Officers responsible for member training are meeting monthly with the portfolio holder and in addition group leaders and secretaries are being provided with a list of members who have booked but not attended training. Following this, the member training and development programme will be reviewed and updated in light of member training and development plans. The first quality monitoring report was received by the Executive in February and the Council has now signed up to and is implementing work on achieving Charter accreditation.
Deliver Value for Money			
CIP02.1.2 Deliver the first year actions in the Management Information Strategy	G	G	The majority of actions for year one of the strategy have either been achieved or are on target. This was reported to CMT on 2 December 09.
CIP02.2.2 Deliver the 2009/10 VFM Programme	G	G	Programme completed.

Corporate Improvement Plan 2009/2010
April 2009 - March 2010

	Quarter Three	Quarter Four	Comment
A Culture of Continuous Improvement and Innovation Across the Council			
CIP03.1.4 Achieve performance targets for each National Indicator	A	A	Targets were met or exceeded for many of the National Indicators. Of those reporting this time 26 were green (81%), 2 amber and 4 red. Details of those not met can be found elsewhere in this report.
CIP03.1.5 Deliver the LAA targets	A	A	Data is available for 12 of 16 indicators. The 4 indicators missing are not expected to report this time. Of the 12 reporting 10 are Green and 2 Red. The red indicators relate to adult participation in sport and positive activities for children. Both are measured by external surveys and reflect countywide trends. Monthly reports are submitted to District Chief Executives.
CIP03.1.6 Achieve a further 10% overall improvement in the performance of National Indicators	A	A	Targets were met or exceeded for many of the National Indicators. Further details can be found throughout this report.
CIP03.1.7 Achieve a further 10% overall improvement in the performance of retained BVPIs	A	A	Targets were met or exceeded for many of the retained BVPIs. Further details can be found throughout this report.
CIP03.1.8 Work with partners to improve the public's perceptions of crime and anti-social behaviour	G	G	12 month PR strategy developed with Heart FM. Community TV launched.
CIP03.2.3 Continue to identify and implement best practice as part of VFM reviews	G	G	All reviews completed.
CIP03.2.4 Continue to identify and implement best practice as part of continuous service improvement	G	G	Annual corporate, financial and service planning facilitates this process. New corporate improvement plan and VFM programme agreed for 2010/11 and this will utilise best practice and benchmarking.
CIP03.3.3 External recognition of our achievements and innovation	G	G	Number of achievements including recognition from the federation of small businesses, and for the accessibility of the Council's website and budget consultation exercise.
Working in Partnership			
CIP04.1.3 Increase the number of significant partnerships rated 'Good' from 4 to 10	A	A	This year we have improved our performance management arrangements of all significant partnerships with quarterly updates to Executive. Cherwell District Council jointly led a full refresh of the Oxfordshire wide significant partnerships. In 2010/11 the next phase will be to review district wide partnerships.
CIP04.1.4 Monitor the significant partnerships through PMF and report quarterly to Executive	G	G	Ongoing and 2010/11 corporate PMF score card includes partnerships.
CIP04.2.2 Improve partnership working and seek new opportunities through S&FP and best practice	G	G	Completed as part of service and financial planning process.
CIP04.2.3 Introduce performance management & information sharing with Oxon significant partnerships	A	A	Data sharing protocol has been agreed. Work is still ongoing to embed.
CIP04.2.4 Introduce training for Members involved in partnerships through Member T&D Programme	A	G	Complete.
CIP04.3.4 Complete shared service assessment for Revenues & Benefits	G	G	This is completed and the contract went live on February 1st 2010.

Corporate Improvement Plan 2009/2010 April 2009 - March 2010			
	Quarter Three	Quarter Four	Comment
CIP04.3.5 Complete shared service assessment for Property Services	G	G	Have joined Oxford City Council's Electrical Supplies contract. Scheduled to advertise two more tenders in April and beginning of May.
CIP04.3.6 Explore other options for shared service delivery	G	G	Opportunities for shared services are currently being assessed for a number of services.
Recognise the Diverse Needs of the Community			
CIP05.1.5 Complete research into needs of communities (including BME groups, deprivation, etc)	G	G	Completed as part of equalities mapping.
CIP05.1.6 2009/10 Service Plans directly informed by Equality Impact Assessments 3 year action plan	G	G	completed as part of service and financial planning round.
CIP05.2.3 Complete roll out of service standards for all services	A	G	Background work all complete and Comms Team will be taking this to the first EMT in the new year. Meanwhile, a new voicemail policy has been pulled together which, if agreed in principle by the Executive on April 12, will need to be included.
CIP05.3.2 Continue to develop role of Equalities & Access Advisory Panel	G	G	Last meeting held in March 2010. Focus on deprivation and the LDF.
CIP05.3.3 Implement actions outlined in Consultation Strategy	G	G	CMT Success 2009/10 actions completed. Refresh for 2010/11 underway. 2009 Budget consultation recognised as good practice by LARIA. CDC invited to speak at the LARIA Annual Conference.
CIP05.3.4 Ensure that the corporate consultation programme engages harder to reach groups	G	G	Booster samples, population weighting, targeted recruitment: techniques used to enhance response from harder to reach groups.
Ensure Decision Making is Based on High Quality Management and Demographic Information			
CIP06.1.4 Implement a Community Information Hub for community safety incidents	G	G	Community intelligence hub has now been built.
CIP06.1.5 Make performance information available on the Intranet	G	A	Performance info pages will be updated for new intranet.
CIP06.2.4 Work with our LAA partners to introduce an Oxfordshire Local Intelligence System	G	G	On track for county wide launch in summer 2010.
CIP06.2.5 Arrange to regularly update our demographic profile through Oxfordshire Data Observatory	G	G	Living in Cherwell annually updated. Equalities profile also undertaken in 2009/10. In addition focused profiling work has been undertaken, e.g. Banbury Deprivation profile.
CIP06.2.6 Develop and implement a strategic risk based approach to improving data quality	G	G	Improvement Plan in place and health checks commissioned.
CIP06.3.4 Compare performance and research best practice as part of S&FP process	G	G	On going as part of service and financial planning.

Corporate Improvement Plan 2009/2010
April 2009 - March 2010

	Quarter Three	Quarter Four	Comment
Deliver our service promises and new developments and be efficient in the way we do this			
CIP07.1.2 Refresh the corporate scorecard to reflect new priorities including partnership working	G	G	Undertaken for 2009/10. 2010/11 score card includes partnerships.
CIP07.1.3 Monitor performance against Service Plans using PerformancePlus	A	A	Most services on P+ in 2009/10. Outstanding services will be supported in early 2010/11 to get plans inputted.
CIP07.1.4 Achieve regular monitoring of performance at service and directorate level	G	G	Ongoing, new arrangements in place to undertaken monitoring in corporate centre.
CIP07.1.5 Combine reporting of performance management framework and risk management	G	G	The Council's performance on managing its strategic risks are included in the quarterly performance report to the Executive. Project to transfer reporting of all risks through Performance Plus from 01/04/10 is on schedule.
CIP07.1.6 Regular Scrutiny review of Executive performance reports	G	G	Ongoing.
CIP07.2.2 Introduce an equal pay structure	A	G	CMT Success Following National Unison sign off, successful conclusion to project.
CIP07.2.3 Introduce a Total Reward Approach to pay	A	G	CMT Success Pay structure agreed and successfully implemented from 01-Apr-10 although EU Car allowances, Stand By Allowance and career progression criteria yet to be agreed. Long term effects yet to be seen but may result in higher turnover and staff demotivation. However in the longer term benefits package would be seen as attractive to new recruits.
Recognise our Staff are our Greatest Asset			
CIP08.1.2 All services to engage staff in the 2010/11 S&FP Process	G	G	Completed for 2010/11 planning round.
CIP08.2.2 Continue the Staff Cascade	G	G	Cascade continues to be delivered every fortnight.
CIP08.2.3 Continue CEX Staff Briefings	G	G	Briefings continued through the year.
CIP08.2.5 Ensure effective communication with staff around individual events as they occur	G	G	Ongoing.
CIP08.2.6 Work with managers to improve communication within individual services	G	G	Ongoing.
CIP08.3.3 Continue to develop the programme to enhance staff skills to meet our objectives	G	G	Corporate Schedule for April - July has now been developed and will be published shortly and includes Management Development programme.

Number Green and Amber
Percentage

50
98.04%

Status

Amber

Significant Partnerships 2009/2010 April 2009 - March 2010			
	Quarter Three	Quarter Four	Comment
Oxfordshire-wide Partnerships			
Supporting People	G	G	CDC has contributed to the Countywide Mental Health and Housing Strategy: From Supported to Independent Living. The commissioning will be collaborative between the PCT and Supporting People with stakeholder involvement. There is an intention to provide one block of high support accommodation in each of the rural districts.
Children and Young People's Partnership	G	G	CDC continues to support the CYP and contribute to opportunities for young people within the district. Area action plan being developed.
Oxfordshire Housing Partnership	G	G	Cherwell has facilitated the Spatial Planning and Infrastructure Partnership (SPIP) during 2009/10 which has been chaired by Councillor Barry Wood, Council Leader. The SPIP has overseen the development of the Oxfordshire sub-region pilot Single Conversation, which is a Homes and Communities Agency (HCA) business process that enables partners to achieve their vision through a shared investment agreement - this includes the full range of housing, infrastructure, regeneration and community activities that are within its scope. The OHP now sits under the SPIP providing a focus for the full range of housing activities. As well as Cherwell exceeding its targets on affordable housing delivery and reductions in temporary accommodation, the Council has also secured £324,000 of Local Area Agreement (LAA) reward funding to provide a young persons self build scheme at Miller Road, Banbury which will give work training and employment and affordable housing opportunities to young people and create a model that can be replicated elsewhere across the county.
Oxfordshire Waste Partnership	G	G	All key performance measures on track - overall there has been a large reduction (approx 5%) in overall arisings across the County and this with members increasing recycling has produced a significant fall in the amount of waste sent to landfill.
Oxfordshire Economic Partnership	G	G	OEP has secured LAA monies for various activities, including future funding for the OBE service, previously financed by the Council. They continue to grow their area of activity.
Oxfordshire Safer Communities Partnership	G	G	Attendance at senior level to all Partnership meetings and County Tactical Business Group meetings. New scrutiny arrangements finalised and new Draft Constitution for the Partnership produced. Partnership developing spending plans for ABG reward and long term funding for TBG's agreed. NI21 Public Confidence Steering Group on track, communications project with Data Observatory and TVP Analysts stage one completed. Have Your Say Event took place on 18/05/10 over 100 attendees. ASB minimum standards presented by all CDRP's. Oxfordshire 2030 refresh nearing completion. Oxfordshire MANTRA initiative complete.

Significant Partnerships 2009/2010 April 2009 - March 2010			
	Quarter Three	Quarter Four	Comment
Oxfordshire Voluntary Sector Development Partnership (OVSDP)	G	G	The Oxfordshire Voluntary Sector Development Partnership has now been developed into the Oxfordshire Stronger Communities Alliance to take a stronger role in the voluntary sector and community priorities. The key achievements in 2009/10 include the completion of the Building Better Neighbourhoods Report which covers the contribution that faith communities make, the contribution to the development of the Oxfordshire Voluntary Sector Compact, and the awarding of a contract to Grantscape for the management and delivery of a Community and Voluntary grant scheme.
Health and Well Being Partnership Board	G	G	Ongoing work associated with a county wide Ageing Successfully Strategy and tackling obesity. Some concern about the change necessary and service effect of future PCT funding difficulties.
Cherwell-specific Partnerships			
Cherwell Local Strategic Partnership	G	G	CMT Success The new governance arrangements have been agreed and have been running since November. The three key elements of the new Cherwell Local Strategic Partnership have all met and continue to develop. The new Cherwell Sustainable Community Strategy, Our District, Our Future, was launched in February and delivery plans are in the process of being finalised.
Cherwell Safer Community Partnership	G	G	Attendance at all Partnership meetings. Partnership reported 10% reduction in serious acquisitive crime . All crime (-7%) and ASB (-617 offences) down on last year. Effective joint agency operational meetings take place bi weekly. Deter Young Offenders programme reporting a 70% reduction in re-offending. Cherwell is the only district at this time to run such a programme. Community TV continuing across the district with the addition of a screen in the Horton General in the near future. Performance Group Monitoring Action Groups activities continuing. Risk Management exercise carried out and agreed risks to be included and managed by CDC (in P+ system). Neighbourhood management steering group continuing to meet in order to standardise all Neighbourhood Action Groups. LAA1 reward received from Oxfordshire County Council for successes in delivering targets therein.
Homelessness Strategy Partnership	G	G	CMT Success CDC has successfully helped 9 households access the national mortgage rescue scheme. Not a single case referred by CDC has ben rejected. The Council hosted an Engage event in September 2009 which brought together homelessness partners in the delivery of homelessness services. The event included a range of capacity-building initiatives and was re-inforced by a number of other training initiatives that were held later during the year. Excellent progress has been made in implementing both the homelessness strategy and the temporary accommodation strategy. The number of households living in temporary accommodation has reduced to 29 which is lower than the Council's target of 33. In addition 17 of the 33 Temporary accommodation units needed have been provided through 4 purpose build flats at Warwick Road Banbury, 2 flats at Merton Street, and 11 acquisition units in Bicester.

Significant Partnerships 2009/2010 April 2009 - March 2010			
	Quarter Three	Quarter Four	Comment
Cherwell Registered Social Landlords Partnership and Sanctuary Housing Group	G	G	CMT Success The 2009/10 workplan for the RSL Development Partnership has been delivered. Key achievements led by the partnership include 196 units of affordable housing delivered; of which 36 units were delivered as part of a rural exception site. Also the group monitored the Council's Affordable Housing and the Recession action plan which has helped ensure a steady supply of affordable housing in difficult times. The partnership has supported the development of the LDF which has included a stakeholder workshop on the financial viability study and the implementation of a financial viability toolkit to ensure more thorough and evidence-based discussions with developers and RSLs in bringing forward new affordable housing.
Cherwell M40 Investment Partnership	G	G	The partnership met twice during the period since December 2009, and was consulted on the Economic Development Strategy, and briefed on the LDF core strategy. It continues to act as a useful sounding board for the Council's promotional activities.
Kidlington Village Centre Management Board	G	G	Attendance at all Board meetings across the year. Consultation on street furniture, parking, pedestrianisation, markets, CCTV, In Bloom.
Banbury Town Centre Partnership	G	G	Attendance at all Partnership meetings during the year. Contribution to events within the year. Consultation with the partnership on markets, parking, car parks.
Bicester Vision	G	G	The partnership has continued to operate effectively, and has held a number of well attended meetings and events. They worked with the Council to make a success of the Bicester Summit in December.
Spatial Planning and Infrastructure Partnership	G	G	The Partnership is being led by Cherwell DC in its first year. Current business involves: agreement with HCA on Local Investment Plan for Oxfordshire local authorities under "single conversation"; Economic Assessment for County; Local Transport Plan 3; Review of South East Plan (single Regional Strategy).

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**Risk Management 2009/2010
January - March 2010**

Risk Heading	Description	Net Risk Rating	Net Risk Rating or Changes since last Quarter	Risk Mitigation this Quarter /Comments
Strategic Risks				
RM001 Council fails to deliver its community leadership role	Changes resulting from Local Government White Paper and new emphasis on improved 2 tier working fail to deliver the best outcome for local residents and other stakeholders in terms of improved service and/or increased efficiencies.	Medium	No Change	No issues arising.
RM002 Failure to deliver fair and equitable access to services to everyone	Failure to deliver fair and equitable access to services to everyone and meet legislative requirements and CPA expectations re equality and accessibility	Medium	No change	No issues arising.
RM003 Failure to demonstrate continuous improvement/meet public expectations for a cleaner District	Failure to demonstrate continuous improvement and to meet public expectations for a cleaner District.	Medium	No change	No issues arising.
RM004 Failure to have robust financial arrangements in place to deliver the Council's Strategic Agenda	As the Council's available capital reduces with investment so must our dependency on interest to support revenue expenditure and our capital assets will need to be rebuilt to fund future infrastructure investments.	Medium	No Change	Not reported on.

**Risk Management 2009/2010
January - March 2010**

Risk Heading	Description	Net Risk Rating	Net Risk Rating or Changes since last Quarter	Risk Mitigation this Quarter /Comments
RM005 (Partnership) Failure to adapt to the economic issues and pressures in the District	General economic conditions create a more or less favourable backdrop to Council activities.	High Medium	No Change	Not reported on.
RM006 Failure to adapt to social issues and pressures in the District	Failure to understand the needs and issues facing the Council's diverse communities and lack of effective engagement with hard-to-reach groups. Failure to fulfil the community leadership role in the event of a significant social issue (eg closure of large employer in the district,	Medium	No Change	No issues arising.

**Risk Management 2009/2010
January - March 2010**

Risk Heading	Description	Net Risk Rating	Net Risk Rating or Changes since last Quarter	Risk Mitigation this Quarter /Comments
'High' Rated Risks				

Indicated by:-

High
High Medium
Medium
Low

How the risk should be managed

<p>Requires Active Management. High impact / High Probability: this risk requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.</p>
<p>Contingency Plans Required. A robust contingency plan is required, together with early warning mechanisms to detect any deviation from the profile. Escalate upwards.</p>
<p>Monitoring Required. This risk may require some additional risk mitigation to reduce the likelihood (if it can be done cost effectively), but good housekeeping to ensure that the impact remains low should be adequate. Monitor to identify any change in the risk.</p>
<p>Review Periodically. This risk is unlikely to require further mitigating actions, but the status should be reviewed quarterly to ensure that conditions have not changed.</p>

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Draft Revenue 2009/2010 Outturn and Analysis

Background

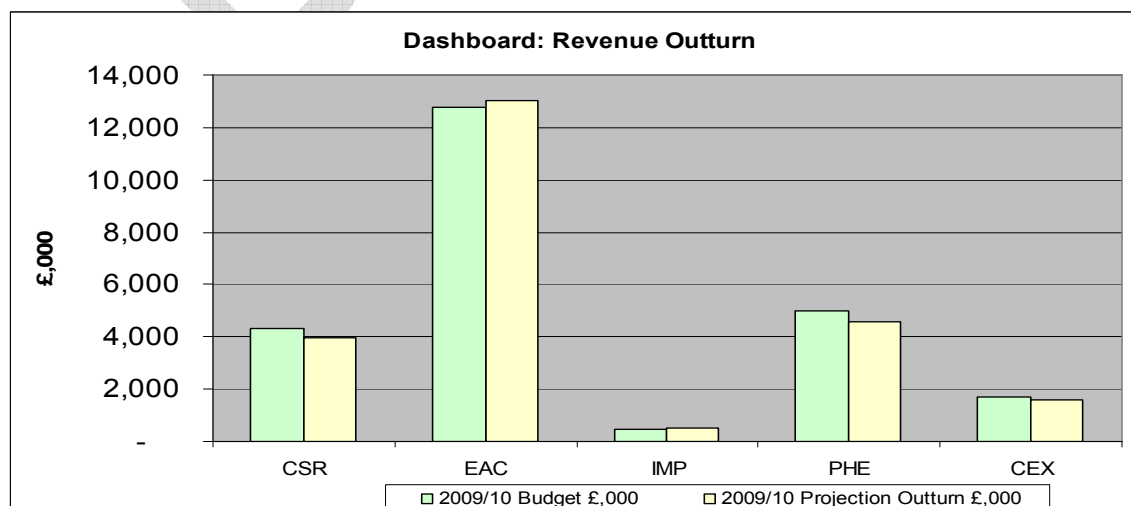
- 1.1 In line with good practice budget monitoring is undertaken on a monthly basis within the Council. The revenue and capital position is reported monthly to the Corporate Management Team and formally to the Executive on a quarterly basis. This is the Q4 provisional outturn report for financial year 2009/2010.

General Fund Revenue Budget

- 1.2 The draft General Fund Revenue budget is shown below.

	Adjusted Budget 2009-10 £,000	Draft Outturn 2009-10 £,000	Variance £,000	Variance
SERVICE EXPENDITURE				
Services	24,264,674	23,666,914	-597,760	-2%
Capital Charges Reversed	-3,082,663	-3,082,663	0	0%
Net Expenditure Services	21,182,011	20,584,251	-597,760	-3%
			0	
Reserves and Provisions	-2,071,968	-1,230,836	841,131	41%
	19,110,044	19,353,415	243,371	1%
Investment Income	-2,225,631	-2,074,517	151,114	7%
Government Grant	-10,610,609	-10,610,609	0	0%
Collection Fund	-108,313	-108,317	-4	0%
Council Tax	-6,165,491	-6,165,491	0	0%
	-19,110,044	-18,958,934	151,110	1%
Provisional Overspend	0	394,481	394,481	2%

- 1.3 The draft outturn presented above illustrates an overall overspend of £394,481 representing a budget variance of 2%.
- 1.4 There is an underspend within Service Expenditure of £597,760 – this is shown in detail in the chart below and corresponding table. The service underspends identified are after the cost of buy out of the Council's Car Scheme – totalling £684k.
- 1.5 The performance by Directorate against budget can be seen in the chart below:



1.6 The underspend in services of £597,760 is split between directorates as follows:

	2009/10 Budget £,000	2009/10 Projection Outturn £,000	Variance £,000	% Variance	Primary Drivers
CSR	4,343	3,988	- 355	-8.2%	<ul style="list-style-type: none"> • Buyout of council Car Scheme • Underspends in salaries and vacant posts • Reduced office accommodation and energy costs • Additional land charges income • Underspends in both Legal salaries and fees. • Additional subsidy arising from final subsidy Claim.
EAC	12,768	13,010	242	1.9%	<ul style="list-style-type: none"> • Buyout of council Car Scheme • Reduction in market income due to bankruptcy of existing provider • Reduction in car park income due to external economic pressures.
IMP	477	498	21	4.4%	<ul style="list-style-type: none"> • Buyout of council Car Scheme
PHE	4,993	4,596	- 397	-7.9%	<ul style="list-style-type: none"> • Buyout of council Car Scheme. • Increased planning fees in excess of budget (which had been set pessimistically given the economic climate) • Salary savings across the directorate. • Savings within Housing consultancy. • Savings - OSLA (Oxford Social Lettings Agency) • Savings - Rent deposit scheme.
CEX	1,684	1,575	- 109	-6.5%	<ul style="list-style-type: none"> • Buyout of council Car Scheme. • Savings in training expenditure. • Savings in design, printing and consultancy • Communications – savings in consultancy.
Services	24,265	23,667	-598	-2.5%	

1.7 The variance within reserves and provisions can be summarised as follows:-

Reserves & Provisions	Variance	Detail
	£'000's	
Charter Vat Share	450	This item was included within the budget for 2009/10 as a revenue item; however within our 08/09 Statutory Accounts it was processed as a Capital Receipt according to financial regulations. We received X in 2009/10 and this has been recorded as a receipt.
Procurement Savings	180	These savings have been incorporated directly into the services and therefore are reflected within Service Underspends identified above. In future this will be offset at the point that the saving is made.
Supplementary Estimates (09/10)	143	£132k b/f budget from 2008/09 and £11k PHE compensation payment.
Area Based Grant	26	Incorporated directly into Service area as detailed above
Various	42	Other
Total – (as detailed above)	841	

Economic Impact – Interest Rates

- 1.8 The downturn in the economy has given rise to a number of unanticipated budget pressures. One of the most immediate impacts of the credit crunch in Cherwell, like elsewhere, is the housing market slowing rapidly. There is also rising pressure on a number of Council services, notably benefits and a rise in homelessness will be expected.
- 1.9 In planning the 2009/10 budget we made provision for the effects of the recession and apart from investment income we have not seen any adverse variances. The budget assumed a investment rate of 2% for any new deals brokered in the year however as the base rate has been at 0.5% for the last 13 months this was not achieved. Investment income was expected to achieve £2.8m however this included a risk provision of £600k. This has been fully utilised and the variance reduced to £151k.

Investments in Iceland

- 1.10 Cherwell District Council is one of at least 123 local authorities that have been affected by the collapse of Icelandic banking institutions. The Council currently has a total of £6.5 million in short term investments (i.e. those with maturity periods of up to one year) with one of the affected banks Glitnir.
- 1.11 The position relating to the recovery of Council investments in Icelandic banks and the associated interest is uncertain and we are currently a test case challenging the decision regarding preferential creditor status through the Icelandic District Court with the support of the LGA and our legal counsel

Bevan Brittan. We expect this process to take at least 12 months. All interest at risk was written off in 2008/09.

- 1.12 The fact that we have no access to this money at the moment makes absolutely no difference to our ability to deliver services or meet operational costs.
- 1.13 Although the Council remains confident of getting 100% of its investment back a plan has been drawn up to deal with any loss via use of the Council's reserves. This strategy has been built into the MTFS.
- 1.14 Within the statutory accounts for 2009/10 we will follow the guidance from CIPFA in relation to presenting this investment and make any impairment calculations as per this advice.

Budget Mitigations

- 1.15 The increased focus on budget monitoring and introduction of the "dashboard" has enabled more efficient use of the Council's resources and enabled action to be taken to promptly identify and mitigate against economic issues.
- 1.16 A decision was taken within 2009/10 to buy out the Council's Lease car and car allowance scheme. The early identification of service underspends through effective budget monitoring highlighted the feasibility of making this decision, which in turn will reduce ongoing service costs in future years.

Summary

- 1.17 The variances on the revenue are within the Council's stated tolerances and within 2% of budget provision.
- 1.18 The General Fund reserve is adequately funded to meet the overall deficit.
- 1.19 The Council continues to make excellent progress on delivering against its revenue budget. Our financial performance in terms of revenue performance; in the context of the one of the most challenging economic climates of our times is an area we can be proud of. Our performance demonstrates our ability to be nimble in responding to changing circumstances, improved capacity to deliver sizeable capital programmes and effective financial management.
- 1.20 The information in this report is in the format used for budget monitoring purposes and as reported to the Executive quarterly. It does not reflect the various accounting adjustments that are required to comply with the Statement of Recommended Practice (for example the various pension adjustments required by Financial Reporting Standard 17) nor is it in the same format as the statutory Financial Statement. These statements will be adopted by the Accounts, Audit and Risk Committee on 24th June 2010 and then subsequently approved after audit clearance in September 2010. A detailed analysis of income and expenditure will be included within these accounts.

2009/10 Revenue Budgets to be carried forward

Background

- 1.1 Expenditure of £17,000 was budgeted to be spent in 2009/10 on the Job Evaluation project but due to project timings this has not occurred. It is therefore requested that a supplementary estimate is approved for this funding to be made available in 2010/11 for the conclusion of this project.

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Draft Capital Outturn 2009/10

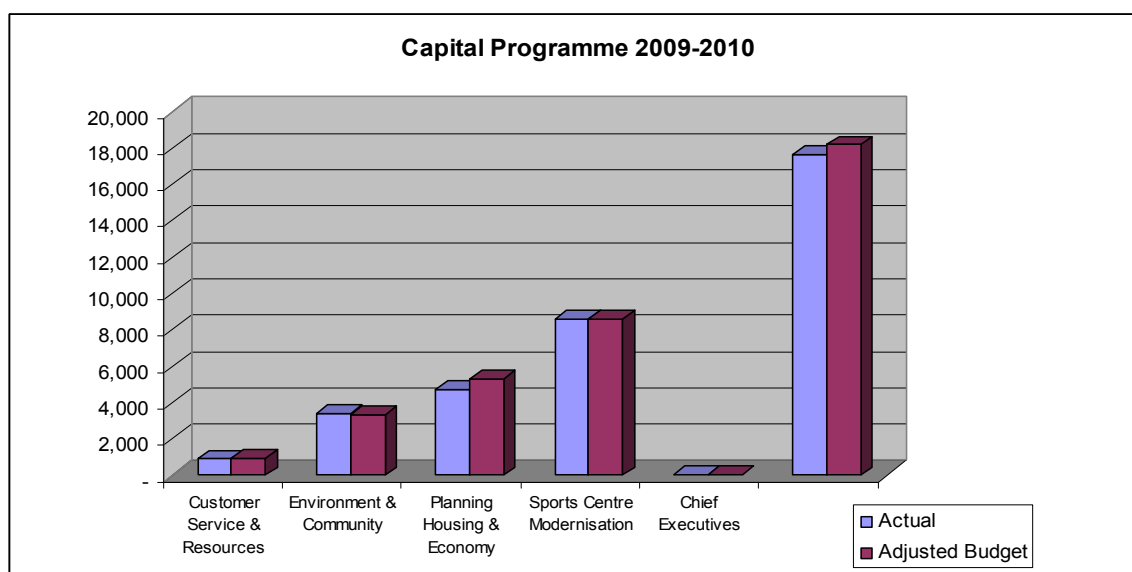
1.1 The adjusted capital budget for 2009/10 equated to £ 18,200,468 which represents the capital budget approved in February 2009 and all supplementary estimates and capital slippage approved by , (to be approved) the Executive during the year. The adjusted budget can be summarised as follows: -

SUMMARY	£000s
Adjusted 2009/10 Budget	23,909
Previously approved Slippage into 10/11 Capital Programme	-4,179
Additional Slippage requested into 10/11 capital Programme	-1,530
Adjusted 2008/09 Capital Programme	<u>18,200</u>

1.2 The table attached Appendix 9c (i) provides the provisional capital out-turn statement for 2009/10 by scheme and directorate and details the additional slippage / slippage adjustments for which approval is requested.

1.3 The summary below details at a directorate level expenditure against revised budget and variances arising. It can be seen that, at 3%, these are within budget tolerances for the Capital Programme.

1.4 This performance against budget, by directorate, can be seen in the chart below :-



1.5 The main drivers for variances identified can be explained as follows.

	Adjusted Budget year to date	Less Approved Slippage	Requested additional Slippage	Revised Budget	Period actual £	Variance	Variance	Main drivers for Variances
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	%	
Customer Service & Resources	1,374	-381	-60	932	903	-30	-3%	Savings achieved in the delivery of a variety of ICT projects
Environment & Community	4,040	-517	-178	3,345	3,397	52	2%	Savings were achieved in the Waste Services Vehicle Replacement project and Food waste Recycling however these have been offset by overspends in other areas – namely Woodgreen Leisure Centre and other smaller projects.
Planning Housing & Economy	9,522	-3041	-1181	5,299	4,756	-543	-10%	Significant procurement savings within the Banbury Pedestriansation project have offset other project overspends and provide the major element of the variance from budget.
Sports Centre Modernisation	8,935	-240	-110	8,585	8,585	0	0%	Slippage requested to cover final project costs and retentions
Chief Executives	39	0	0	39	34	-4	-11%	Savings achieved through project delivery
	23,909	-4179	-1529	18,200	17,676	-525	-3%	

1.6 The budget variance of £524,814, is within budget tolerances. This is the second successive year that the capital programme has been delivered within budget tolerances and this is as a result of the increased monitoring on the capital programme during the year. The capital programme has been subject to monthly review by Corporate Management Team and 3 reviews by the Executive.

1.7 The capital programme has been financed using government grants, third party contributions, capital receipts and revenue contribution and is analysed by category below:

CAPITAL PROGRAMME AND FINANCING STATEMENT

	Scheme Cost £'000's
Capital Programme Delivered in 2009/10	9,091
Sports Centre Modernisation	<u>8,585</u>
Total Capital Programme	17,676
Financed by:	
Capital Receipts	16,897
Government Grants and Other Contributions	455
Direct Revenue Financing/Use of Reserves	<u>324</u>
	<u><u>17,676</u></u>

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Capital Detail 2009/10

Capital spend 2009/2010

SUMMARY	Adjusted Budget 2009/10	Approved Slippage	Additional Requested Slippage	Adjusted Budget 2009/2010	Actual Expenditure 2009/10	Variance
	£	£	£	£	£	£
Customer Service & Resources	1,373,774	(381,000)	(60,432)	932,342	902,696	(29,646)
Environment & Community	4,040,239	(517,000)	(177,773)	3,345,466	3,397,331	51,866
Planning Housing & Economy	9,521,660	(3,041,000)	(1,181,383)	5,299,277	4,756,318	(542,959)
Sports Centre Modernisation	8,934,883	(240,000)	(110,000)	8,584,883	8,584,883	0
Chief Executives	38,500	0	0	38,500	34,425	(4,075)
TOTAL	23,909,056	(4,179,000)	(1,529,588)	18,200,468	17,675,653	(524,814)

	Budget year to date	Less Slippage	Additional Slippage	Adjusted Budget	Final Expenditure	Variance
Customer Service & resources						
Business Services						
Access to Highfield Depot	22,100	(22,000)		100		(100)
Depots - Redevelopment/ Changes	26,360			26,360		(26,360)
Town Centre Offices - Refurbishment	56,520			56,520	15,072	(41,448)
Town Centre Offices - Roof Repairs	28,758			28,758	40,162	11,404
Bodicote House- Accommodation Changes	0			0	26,935	26,935
Bodicote House- Window Replacement	30,000			30,000		(30,000)
Old Bodicote House Garage	29,920			29,920	24,410	(5,510)
Minor Works	0			0		0
Local Land Charges	22,200	(6,000)	300	16,500	16,500	0
Acquisition of High Volume Shredding Machine - Con	15,000			15,000		(15,000)
Replacement of Vehicle Fuel Installation - Highfield	70,000			70,000	90,681	20,681
Staircase Works New Bodicote House	0			0	112,721	112,721
Finance						
Financial Ledger - Agresso 5.5	50,000	(50,000)		0		0
Budget Module	15,000	(15,000)		0		0
Legal						
Legal/Democratic IT Investment	14,700		(14,700)	0		0
ICT - Business Services						
Uniform Modules (Various)	19,822	(15,000)		4,822	4,098	(724)
Iclipse Software Upgrade	25,000	0	(25,000)	0		0
ICT - Customer Services						
CSC Government Connect	31,637	0		31,637	27,344	(4,293)
Area One Stop Shops	5,000	0		5,000	5,000	0
ICT - Home and Remote Working						
Home & Remote Working	6,126			6,126	2,494	(3,632)
ICT - Infrastructure						
Replacement Air - Conditioning in Data Centre	30,000	(30,000)		0		0
Network Recabling	6,433			6,433	6,433	0
ICT - Operational						
Replacement of Clients PC's	4,979			4,979	3,125	(1,854)
Reserve Servers	2,866			2,866		(2,866)
Renewal of PC's	40,000			40,000	29,226	(10,774)
Corporate Data Storage & Access (Sharepoint)	33,028			33,028	33,028	0
Service Desk Software	25,000			25,000	24,840	(160)
Data Encryption Software	2,487			2,487	2,487	0
Netbackup Upgrade to Backup Drives and Robot Replacement	35,000			35,000	34,417	(583)

	Budget year to date	Less Slippage	Additional Slippage	Adjusted Budget	Final Expenditure	Variance
Remote and mobile working (including Netilla Replacement)	18,774			18,774	15,941	(2,833)
Disaster Recovery [Was Filestore]	40,000			40,000	41,547	1,547
Sunray and Mitel Integration (supporting hotdesk & Telephone Voice Recording)	15,000	(15,000)		0	0	0
Telephony Decommissioning and Upgrades to Switches	35,000	(35,000)		0	0	0
Telephony support for customer service (improvement)	20,000		(5,150)	14,850	14,850	0
Upgrades to Microsoft Office 2003	12,000		(4,567)	7,433	7,433	0
Increased Storage Area Network Capacity [SAN]	16,514			16,514	16,514	0
100mbs Weblink Bodicote House	16,000			16,000	19,949	3,949
Full Architecture & Capacity Plan for potential Vi TLD Business Continuity [ISDN30 phone line & 10mbs]	32,000	(32,000)	170	170	170	0
CDC Website Enterprise License	10,000			10,000		(10,000)
Virtualisation	30,000	(20,000)	8,268	18,268	18,268	0
	15,000			15,000	17,382	2,382
	150,000	(22,000)	(19,753)	108,247	108,247	0
<u>ICT - Information Services</u>						
Ariel Imagery	15,000			15,000	7,952	(7,048)
GIS	35,000			35,000	13,590	(21,410)
Data Security (Govt Connect)	20,000			20,000	15,173	(4,827)
Audio Visual Equipment in Council Chamber	45,000			45,000	45,000	0
Self Service Terminals	40,000	(26,000)		14,000	1,052	(12,948)
Online Service Provision via Forms	50,000	(43,000)		7,000	105	(6,895)
Scanning at the point of entry	20,000	(20,000)		0	0	0
Sharepoint extension	60,550			60,550	60,550	0
System Integration for Customer Relationship Management	30,000	(30,000)		0	0	0
	1,373,774	(381,000)	(60,432)	932,342	902,696	(29,646)

Environment & Community

Safer Community & Community Development

CCTV	374,604			374,604	396,270	21,666
Hanwell Fields Community Centre	5,727		(5,727)	0	0	0
Community Centre Refurbishments	28,010		(28,010)	0	0	0
SSCF	0			0	36,000	36,000
Replacement Cabling Infrastructure for CCTV and Of	95,000	(95,000)		0	0	0
Community Intelligence Hub	95,000			95,000	98,189	3,189

Environmental Services

Fuel Tank	20,000			20,000	11,224	(8,776)
Climate Change Initiatives Fund	128,221	(71,000)	5,071	62,292	62,292	0
Vehicle Replacement Programme	637,000			637,000	594,949	(42,051)
Recycling Bins	65,000	(20,000)		45,000	68,647	23,647
Environmental Services Waste Management IT System	56,000			56,000	58,030	2,030
Food Waste Recycling Service	250,000			250,000	146,138	(103,862)

Health & Recreation

Tooleys/ Museum	65,960	0		65,960		(65,960)
North Oxfordshire Academy Track/ Throw Cage	0	0		0	1,210	1,210
Hanwell Fields Sports Pavilion	0	0		0	7,243	7,243
Village Hall, Recreation Play Grants	139,073	0	(104,355)	34,718	34,717	(1)
Football Development Plan in Banbury	20,000	0		20,000		(20,000)
Refurbishment/Improvement to Willy Freund Youth Centre	33,160	0		33,160	73,316	40,156
Roof Repairs at Spiceball Park Sports Centre	10,000	0		10,000	8,585	(1,415)
Wheeled Sports Facilities in Banbury	25,000	0		25,000	25,000	0
Woodgreen Leisure Centre inc Car Parks & Footways	953,000	0		953,000	1,036,999	83,999
PLAY WELL IN CHERWELL GRANT	35,432	0		35,432	87,360	51,928
Banbury Visitor Management Plan	14,000	0	(4,000)	10,000	10,000	0

	Budget year to date	Less Slippage	Additional Slippage	Adjusted Budget	Final Expenditure	Variance
Banbury Museum Roof and Building Fabric	45,000	0	(3,972)	41,028	41,028	0
North Oxfordshire Academy Astro turf	150,000	0		150,000	109,788	(40,212)
North Oxfordshire Academy Site Safety & Security	60,000	0		60,000	53,594	(6,406)
Relaying the Astro turf at Cooper School - Bicester	150,000	0		150,000	169,805	19,805
South West Bicester Sports Village	170,000	(170,000)		0		0
Urban & Rural						
Off Road Parking Facilities	234,408	(51,000)	(36,780)	146,628	146,628	0
Circular Walks DDA Works	14,293	(5,000)		9,293	3,364	(5,929)
Town Centre Environmental Improvements	0			0	19,961	19,961
Street Scene Replacement Programme	40,000			40,000	79,441	39,441
Christmas Illuminations	51,351	(51,000)		351		(351)
Implementation of Banbury Residents Parking - Sign	30,000	(27,000)		3,000		(3,000)
Urban Centres Improvements	45,000	(27,000)		18,000	17,553	(447)
	4,040,239	(517,000)	(177,773)	3,345,466	3,397,331	51,865

Planning Housing & Economy

Economic Development & Estates

Watts Way Car Park Kidlington	5,000	0		5,000		(5,000)
Banbury Pedestrianisation	2,040,302	(235,000)	(85,000)	1,720,302	961,151	(759,151)
Bicester Cattle Market Car Park Phase 2	363,500	(334,000)	10,160	39,660	39,660	0
Bicester Pedestrianisation	25,000	(25,000)		0		0
St Mary's Churchyard Wall Repairs	0	0		0		0
Castle Quay Refurbishment	675,000	0		675,000	675,313	313
Bicester Town Centre Redevelopment	0	0		0		0
Future Regeneration Schemes Preliminary Prof Fees	50,000	0	(50,000)	0		0
Access to 60 Tadmerton Road, Bloxham	0	0		0		0
Bicester Town Centre Redevelopment Scheme	60,000	0		60,000	62,580	2,580
Thorpe Lane Depot Refurbishment Scheme	1,134,000	(1,084,000)	(29,296)	20,704	20,704	0
Hurrans Garden Centre	350,000	0		350,000	350,000	0
Old Bodicote House	0	0		0		0
Bicester Town Centre Redevelopment	0	0		0		0
Highfield Depot Repairs	0	0		0		0
Units 1-7 Thorpe Way Repairs	0	0		0		0

Housing Services

LASHG - Ploughley Road Ambroseden	0	0		0		0
LASHG - London Road Bicester	0	0		0		0
LASHG - Spirit Motor Site	0	0		0		0
Choice Based Lettings	35,106	(21,000)	4,707	18,813	18,813	0
Disabled Facilities Grants	950,000	(50,000)	50,000	950,000	950,353	353
Other Discretionary Grants	110,000	0		110,000	102,033	(7,967)
Housing Paradigm	0	0		0		0
LASHG - AYNHO ROAD ADDERBURY	0	0		0		0
PRIVATE SECTOR GOLDING STRATEGY	0	0		0		0
Merton Street Flats	50,000	0		50,000	50,000	0
Local Authority Social Housing Grant	0	0		0		0
THE SANCTUARY ACQUISITION SCHEME	41,000	(5,000)	500	36,500	36,500	0
GOSE Capital Grant	0	0		0	10,739	10,739
Acquisitions Scheme - to extend RSL Housing	1,000,000	(697,000)	118,750	421,750	421,750	0
Discretionary Grants for Domestic Properties - Es	440,000	0	(102,278)	337,722	275,398	(62,324)
Housing Overcrowding Pilot scheme	30,000	(30,000)		0		0
Temporary Accommodation Acquisition Scheme	0	0		0	297,250	297,250
365 Warwick Road	74,000	0		74,000	74,000	0
Bicester Acquisition 2nd Scheme	430,000	(21,000)	1,074	410,074	410,074	0
Young Persons Acquisition Scheme	352,500	(352,000)		500		(500)
Land Claypits Lane Bicester	187,250	(187,000)		250		(250)
Orchard Way Banbury Redevelopment	1,100,000	0	(1,100,000)	0		0

	<u>Budget year to date</u>	<u>Less Slippage</u>	<u>Additional Slippage</u>	<u>Adjusted Budget</u>	<u>Final Expenditure</u>	<u>Variance</u>
<u>Planning & Affordable Housing</u>						
Traffic Calming in Villages	15,000			15,000		(15,000)
The Granary Manor Farm	4,002			4,002		(4,002)
	9,521,660	(3,041,000)	(1,181,383)	5,299,277	4,756,318	(542,959)
<u>Sports Centre Modernisation</u>						
Sports Centre Modernisation Programme	8,934,883	(240,000)	(110,000)	8,584,883	8,584,883	0
SCM PRIORITY WORKS	0	0		0		0
	8,934,883	(240,000)	(110,000)	8,584,883	8,584,883	0
<u>Chief Executives</u>						
Intranet	38,500	0		38,500	34,425	(4,075)
	38,500	0	0	38,500	34,425	(4,075)
Total Capital	23,909,056	(4,179,000)	(1,529,588)	18,200,468	17,675,653	(524,815)

Executive

Annual Review of Representation on Outside Bodies

7 June 2010

Report of Head of Legal and Democratic Services

PURPOSE OF REPORT

To present proposals to improve the effectiveness of the support arrangements for member representation on outside bodies prior to the appointment of representatives for 2010/2011 by the Leader of the Council.

This report is public

Recommendations

The Executive is recommended:

- (1) to agree the proposals to improve the effectiveness of the support arrangements for member representation on outside bodies;
- (2) to agree the proposed changes to the list of outside bodies to which the Leader of the Council will make appointments in 2010/11.

Executive Summary

Introduction

- 1.1 The 2008/09 Annual Partnership Report was considered by the Executive on 16 March 2009. The Executive agreed a number of recommendations to improve partnership working and specifically requested:

“That the Executive receive a report setting out how the Council will effectively support member representatives on partnerships and all outside bodies, including providing appropriate training, strengthening staff support for members, advice on council policy with regard to issues within the remit of partnerships and outside bodies and providing feedback mechanisms from issues raised on partnerships on outside bodies”.

- 1.2 It was subsequently agreed that in advance of the 2010/11 appointments to outside bodies there would be a review of the current councillor representation on outside bodies to establish if this was an

appropriate level of commitment and a good use of resources. This report presents the conclusions of that review.

- 1.3 This report is concerned primarily with the Council's support arrangements for member representation on outside bodies. However, the issues and principles apply equally to the Council's member representation on Oxfordshire's strategic partnerships.

Proposals

- 1.4 This report proposes that the Council should implement a number of actions to improve the effectiveness of the Council's support arrangements for member representation on outside bodies.
- 1.5 This report proposes changes to the list of outside bodies to which the Leader of the Council will make appointments in 2010/11.

Conclusion

- 1.6 The continued focus at all levels of government on the value and benefits to be derived from working in partnership to achieve shared objectives and common goals reaffirms the importance of this review of the Council's support arrangements for member representation on outside bodies. The introduction of clear processes will allow the Council to build strong and structured relationships with outside organisations across the community.

Background Information

- 2.1 In response to the specific issues raised by the Executive the following improvements are proposed for 2010/11:
 - a) Democratic Services will maintain a database of all the outside bodies on which the Council is represented. For each outside body it is intended that there will be summary information (current and historic) on: the elected representative, the portfolio holder, the lead officer, the financial support provided by the Council, the purpose of the outside body, what it expects to achieve in the year ahead, and what has been achieved in the past year.
 - b) A lead officer will be assigned to all outside bodies. They will be responsible for maintaining contact with the outside body and providing support to the member representative.
 - c) The level and nature of support required by the member

representative (for example background information, briefings on current issues) will be agreed between the councillor and lead officer. The level of support required will range from the negligible, where the Council's commitment is not significant and primarily one of goodwill, to substantial where major resources and service delivery is involved. In future details of the level of resource committed by the Council in terms of member and officer time and funding will be captured and reviewed.

- d) A training seminar for councillors involved in partnerships and serving as representatives of the Council on outside bodies will be available through the Member Development Programme. This will be scheduled at the start of the year to coincide with the notice of appointments. The lead officers will also attend the seminar. The seminar will be held on Thursday 7 July 2010.
- e) A statement of "roles and responsibilities" for councillors representing the Council on outside bodies has been prepared (Appendix 1). This supplements the guidance in the Constitution (Appendix 2). These documents will be circulated to all councillors on their appointment to an outside body and they will be discussed at the training seminar.
- f) There will continue to be an annual review of the Council's involvement with outside bodies but from 2011/12 this will be expanded to include feedback from the outside bodies themselves and from the lead officers supporting the Council's involvement with the outside bodies. The information collected from the annual review will be presented to the Executive each spring and will inform the decisions on representation on outside bodies for the following year.
- g) The appointment of member representatives on outside bodies will be made by the Leader of the Council as a portfolio holder decision (which may be subject to call in under the Council's constitution).

2.2 In future the Council will build on these proposed improvements and be more proactive in its management of its representation on outside bodies to ensure that the benefits to the organisations and the Council are optimised. This new approach will be underpinned by coherent processes to ensure that appointments are regularly reviewed and properly resourced (illustrated at Appendix 3).

Appointments to outside bodies in 2010/11

2.3 Traditionally this Council has published a Portfolio Holder Decision Notice listing the appointments of member representatives to outside bodies in June or July each year. The list of 52 appointments made in July 2009 (Appendix 4) is very similar to those of previous years and contained some anomalies, which suggests that this review of the

current councillor representation on outside bodies was needed.

- 2.4 Using the July 2009 list of appointments as the starting point the Portfolio Holder for Performance Management and Improvement consulted the elected members, Strategic Directors and Service Heads to determine which outside bodies the Council should continue to appoint to.
- 2.5 The conclusions of that review are detailed at Appendix 5 but in summary the proposals are to:
 - a) Continue member representation on 34 outside bodies.
 - b) Introduce member representation on 5 new outside bodies.
 - c) Delete 11 outside bodies (mainly because the organisation no longer exists or has merged with another organisation).
 - d) Withdraw member representation on 3 outside bodies (because officer involvement is more appropriate).
- 2.6 Previously all outside bodies have been assigned to one of five categories. The review proposes that the categorisation should be simplified and reduced from five to three. The proposed categories are:
 - A an outside body important to the development or implementation of Council policy and/or one or more of the Council's service delivery objectives but which is not statutory.
 - B an outside body on which representation is desirable and should be maintained as a matter of local goodwill and for as long as a nomination or nominations are forthcoming from members.
 - P A statutory partnership which the Council is obliged to be part of.

Next Steps

- 2.7 Assuming that the conclusions of this review and the proposals set out in this report are agreed then the next step will be for the Leader of the Council to appoint member representatives to the outside bodies in late May/early June. The appointments will be published in a Portfolio Holder decision notice and confirmed in letters of appointment to the member representative and to the outside body.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 In the past some councillors have expressed concern about the lack of guidance and support available to them when appointed to an outside body.
- 3.2 In the past the three way relationship between the member representative, the service officer and the outside organisation has not been as effective as it might have been.

The following options have been identified. The approach in the recommendations (Option Two) is believed to be the best way forward

Option One	To continue with the present arrangements for outside organisations to which appointments are currently made.
Option Two	To adopt the proposals to improve the effectiveness of the support arrangements for member representation on outside bodies and to agree the proposed changes to the list of outside bodies to which the Leader of the Council will make appointments in 2010/11.

Consultations

Internal	The Council's elected members serving as representatives on outside organisations, Strategic Directors and Service Heads.
External	Under the terms of this review it was decided not to consult with representatives from the current list of outside bodies about the nature of the Council's involvement. The conclusion was that it would be better to clarify our internal arrangements first and then to consult with the representatives from the outside bodies as part of the new procedures introduced in 2010/11.

Implications

Financial:	There are no financial implications arising directly from this report. Comments checked by Denise Westlake, Service Accountant, 01295 221982
Legal:	Representation on outside organisations presents significant legal implications for the Council if the roles and responsibilities of those involved are not fully defined and the arrangements are not

adequately resourced and managed.

Comments checked by Liz Howlett, Head of Legal and Democratic Services, 01295 221686

Risk Management: Representation on outside organisations should result in some benefit to both the Council and the organisation concerned. There is a risk (which is difficult to quantify) that such benefit may be lost to either or both parties if representation is withdrawn or inadequately resourced.

Comments checked by Rosemary Watts, Risk Management and Insurance Officer, 01295 221566

Wards Affected

All

Document Information

Appendix No	Title
Appendix 1	Councillor Representation on Outside Bodies ~ Roles and Responsibilities
Appendix 2	Constitution, Codes and Protocols, (e) Elected members serving on bodies external to the council
Appendix 3	Councillor Representation on Outside Bodies ~ Process Note
Appendix 4	Appointments to Outside Bodies, Portfolio Holder Decision Notice Pol 67, July 2009
Appendix 5	Review of Outside Bodies 2009/10
Background Papers	
(1)	Working in Partnership Annual Report to Executive, 16 March 2009
(2)	The 2009/10 annual report forms submitted by Members serving on outside organisations. Copies are available from the Democratic, Scrutiny and Elections Manager.
Report Author	Catherine Phythian, Senior Democratic and Scrutiny Officer
Contact Information	01295 221583 catherine.phythian@cherwell-dc.gov.uk

Councillor Representation on Outside Bodies - Roles and Responsibilities

Partnerships are arrangements with one or more organisations, from any sector, who share the responsibility for agreeing and/or then delivering a set of planned actions or outcomes.

Most such partnerships will share risks and resources to some extent, and their work will have an identifiable impact on the Council's services and corporate priorities.

Purely contractual arrangements with another party to provide goods and/or services will not be a partnership for the purposes of this review, even when that party is a public or voluntary sector body.¹

Outside Bodies are bodies or organisations (other than partnerships) which the Council has agreed to appoint representatives to.

Each outside body on which the Council is represented is assigned one of the following categories:

- A - an outside body important to the development or implementation of Council policy and/or one or more of the Council's service delivery objectives but which is not statutory.
- B - an outside body on which representation is desirable and should be maintained as a matter of local goodwill and for as long as a nomination or nominations are forthcoming from Members.
- P - A statutory partnership which the Council is obliged to be part of.

Role and responsibilities of representatives

- Representatives on partnerships and outside bodies shall at all times act in the best interests of the district and residents of the district.
- Representatives on partnerships and outside bodies shall act as a conduit in keeping the Council informed of the work of the body to which they are appointed and the outside body informed of the work of the Council.
- Representatives on partnerships and outside bodies shall act in accordance with the advice note for elected members on bodies external to the Council as set out in the constitution.
- Unless expressly given the power in accordance with the constitution, representatives on partnerships and outside bodies may not commit the Council to any course of action or indicate the support of the authority for any policy or decision.
- Each outside body to which an appointment is made by the Council will have a designated Council contact officer. This officer will provide practical support to the Councillor representative appointed to that outside body.
- Individual partnerships and outside bodies may have specific requirements for the role and responsibilities of its representatives. In such cases these will be set out in the governance document of that partnership or outside body and the representatives will be provided with a copy on appointment. Councillors should refer any queries or concerns about such documents to the Democratic Services, Scrutiny and Elections Manager.

¹ Partnership definition agreed by Executive, 16 March 2009

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Outside Bodies

Organisation name	Link Officer	Description	Suggested Member Rep 2010/11	Category	Comments	CDC grant funding 2009/10 &/or cost of officer support	Proposed Action
Banbury Town Centre Partnership	Chris Rothwell	Working with Town Council and other interested parties to address issues which impact on the town centre.	Cllr Morris				Appointment required
Bicester Market Square Project Group	Lisa Chaney	Working with Town Council, Bicester Vision under chairmanship of Oxfordshire County Council. To ensure CDC's contribution to Market Square Bicester improvements is used correctly.	Cllr Bolster				Appointment required
Cherwell Community Safety Partnership	Chris Rothwell	Delivery of community safety agenda	Cllr Morris				Appointment required
Edlington Village Centre Management Board	Chris Rothwell	Working with Parish Council and other interested parties to address issues which impact on the vilage centre.	Cllr Morris				Appointment required
RAF Bicester Community Liaison Group	Linda Rand	Chaired by Bicester Town Council, the Liason Group is composed of representatives of community interests wishing to be involved in the future of the site	Cllr Gibbard				Appointment required
South East Forum	Chris Rothwell	Forum in which rural authorities can discuss issues of common concern. Issues raised by the Forum are referred to the Minister for Ruaral Affairs.	Cllr Morris		Added by Chris Rothwell. CDC tends to rely on ORCC to represent our interests. But we could send a member representative ~ other authorities do.		Appointment required
Akeman TRUST	Paul Marston Weston	A group seeking a performance space for amateur dramatics & musical leisure activities.	Cllr Bolster	B			Continue
Banbury and District Community Bus Project	Jon Wild	Play buses are community buildings on wheels. They offer venues, staff and services where there aren't enough community buildings to provide necessary services.	Cllr Mrs Heath	B		Officer time ~ 12 hours	Continue

Outside Bodies

Organisation name	Link Officer	Description	Suggested Member Rep 2010/11	Category	Comments	CDC grant funding 2009/10 &/or cost of officer support	Proposed Action
Banbury Charities	Gillian Greaves	Delivery Christmas grants to elderly, inspection of properties owned by charities. Requiring home visits time taken 2hrs. Old charitable organisation with a good number of assets & has performed a valuable contribution to the elderly and needy in the town	Cllr Morris, Cllr Mallon, Cllr Clarke	B		N/A	Continue
Banbury Citizens Advice Centre	Gillian Greaves	Provides free, independent, confidential & impartial advice to everyone on their rights & responsibilities.	Cllr O'Sullivan	A		£106,968 via Service Level Agreement.	Continue
Banbury in Bloom Working Party	Chris Rothwell	Working party ensuring Banbury is presentable for the people who live, work and visit the Town.	Cllr Milne Home				Continue
Banbury Integrated Transport and Land Use Study	Andrew Bowe	Consideration of the study data provided by consultants for use in informing CDC's local Development framework. Study now complete and incorporated as evidence in CDC's LDF Core Strategy	Cllr Blackwell, Cllr Gibbard, Cllr Mallon	A			Continue
Banbury Traffic Advisory Committee	Tony Brummell	To address and review traffic issues in Banbury. Local members a chance to discuss local traffic issues with members & officers from all 3 level of local authorities. Members able to bring residents traffic concerns & issues to the table	Cllr Milne Home, Cllr Morris, Cllr Illot	B		Officer time = 8 - 10 hours. No direct funding.	Continue
Banburyshire Community Transport Association	Gillian Greaves	Dial A Ride services	Cllr O'Sullivan	A	Essential - Vital service to the elderly across the district	£187,000	Continue
Bicester and District Chamber of Commerce	David Marriott	Work with local businesses to help them grow and develop	Cllr Mrs Stratford	B			Continue
Bicester Citizens' Advice Bureau	Gillian Greaves	Provides free, independent, confidential & impartial advice to everyone on their rights & responsibilities.	Cllr Mrs Stratford	A		£86,263 via Service Level Agreement.	Continue
Bicester Integrated Transport and Land Use Study	Andrew Bowe		Cllr L Stratford, Cllr Gibbard, Cllr Mrs Fulljames	A			Continue

Page 06 of 09

Outside Bodies

Organisation name	Link Officer	Description	Suggested Member Rep 2010/11	Category	Comments	CDC grant funding 2009/10 &/or cost of officer support	Proposed Action
Bicester Stakeholder Group (Oxfordshire Primary Care Trust)	Wendy Kingsbeer	Working with PCT to promote physical and mental well being and prevent ill health.	Cllr Mrs Stratford	A		Officer time ~ 12 hours	Continue
Bicester Traffic Advisory Committee	Tony Brummell	To address and review traffic issues in Bicester. Local members a chance to discuss local traffic issues with members & officers from all 3 level of local authorities. Members able to bring residents traffic concerns & issues to the table	Cllr Steward, Cllr Hurle, Cllr Mrs Stratford	B		Officer time = about 8 - 10 hours. No direct funding.	Continue
Charter Community Housing Board.	Gillian Greaves	CDC's key partner RSL. Gives members the chance to get involved with the social housing provision within the District. Bring any resident concerns to the table.	Cllr Cullip, Cllr Sibley, Mrs Stratford	Cllr A	CDC has constitutional rights to 3 membership places on Charter Community Housing Board.		Continue
Chasewell Community Association	Gillian Greaves		Cllr Milne-Home	B			Continue
Cherwell Community and Voluntary Service	Gillian Greaves	Recruits & places volunteers within local charitable & voluntary organisations.	Cllr Mrs Heath	A			Continue
Cotswolds AONB Conservation Board	Chris Rothwell	Board encourages all those who work, play and develop to not only respect the AONB but also to enhance it	Cllr Reynolds	A		£2,388	Continue
Courtyard Youth Arts Centre	Nicola Riley	Provide arts activities, development & support for young people in Bicester and the surrounding areas.	Cllr Mrs Stratford	P		£34000 Officer time = 12 hours	Continue
Gypsy and Travellers' Steering Group	David Peckford	The Steering Group put together Oxfordshire's response to Gypsy & Travellers provision in the SE Plan. Steering Group on hold pending completion of Examination into partial review.	Cllr Gibbard	A			Continue
Health Overview and Scrutiny Committee (Oxfordshire County Council)	Wendy Kingsbeer	Looking at and scrutinising healthcare across the county. Brief cover all health related services including hospital, dentist & ambulance and public health issues. Appointment must be made at Annual Council.	Cllr Mrs Stratford	A		Officer time ~ 12 hours	Continue

Outside Bodies

Organisation name	Link Officer	Description	Suggested Member Rep 2010/11	Category	Comments	CDC grant funding 2009/10 &/or cost of officer support	Proposed Action
Kidlington and District Information Centre	Gillian Greaves	Voluntary information service on council matters, benefits, form filling etc ~ potentially a key component of CDC's eventual One Stop Shop at Kidlington.	Cllr Gibbard	B		£10,938 via Service Level Agreement.	Continue
Kidlington Traffic Advisory Committee	Tony Brummell	Provide advice, local knowledge, concerns of local residents and act as facilitator on some matters. Follow up meetings with Kidlington PC & Gosford PC & OCC Highways.	Cllr Gibbard Cllr Stevens	B		Officer time = 6 - 8 hours of his time per year. No direct funding.	Continue
Otmoor Group	Chris Rothwell	Looks after the interests of all the ancient "Otmoor Town" including Beckley in S Oxfordshire.	Cllr Hallchurch	B	The appointee is the Otmoor Ward Member. No officer involvement to date.	N/A	Continue
Oxford Airport Consultative Committee	Chris Rothwell	As aircraft activity & noise can have effects on residents in the proximity of the Oxford Airport we should have some representation.	Cllr Stevens, Cllr O'Sullivan, Cllr Gibbard	A			Continue
Oxfordshire Age Concern	Phil Rolls	Is an independent local charity in promoting the well-being of older people throughout Oxfordshire and helping to make life a fulfilling and enjoyable experience.	Cllr O'Sullivan	A		£5500 Officer time = 40hrs	Continue
Oxfordshire Association of Local Councils	Liz Howlett	OALC is a membership organisation that represents the interest of affiliated parish and town councils and parish meetings. OALC provides training and an expert advice service to member parishes and promotes best practice.	Cllr Hallchurch	B		N/A	Continue
Oxfordshire Museums Council	Paul Marston Weston	Brings together all 4 Districts and City Members plus Museums staff & OCC officers to discuss activities, projects plans & problems within the County	Cllr Mrs Stratford	A		Officer time ~ 12 hours	Continue
Oxfordshire Rural Community Council	Chris Rothwell	The aim is to promote thriving, sustainable rural communities and to alleviate the disadvantage experienced by many people who live in them.	Cllr Atack	P		£46,300	Continue

Outside Bodies

Organisation name	Link Officer	Description	Suggested Member Rep 2010/11	Category	Comments	CDC grant funding 2009/10 &/or cost of officer support	Proposed Action
Oxfordshire School Organisation Committee	Paul Marston Weston	Reviews primary and secondary schools in Oxfordshire. Gives members the chance to get round table with all stakeholders involved in education.	Cllr Macnamara, Cllr Mrs Stratford (Sub)	B	Not sure of value of organisation to CDC		Continue
Oxfordshire Supporting People Commissioning Body	Gillian Greaves	A commissioning body that plans and commissions services to prevent and address housing crisis and enable vulnerable residents to live independently.	Cllr Gibbard	P	Key forum of County and District Councils to deliver the supporting people grant		Continue
The Mill Community Education & Arts Centre Management Committee	Nicola Riley	Performance & Cultural Centre which provides a range of education/arts services to community in particular those vulnerable to society.	Cllr Donaldson	A	(4 Years) Donaldson (2008 - 2012)	£38000 Officer time = 24 hrs	Continue
Upper Heyford Base Working Group	Jameson Bridgwater Phil Clarke	All meetings on hold pending the outcome of the public inquiry which will determine the future of the site	Cllr Blackwell, Cllr Gibbard, Cllr Macnamara, Cllr Mrs Fulljames	A			Continue
Vision for Bicester Group	Mary Harpley	A group set up by Bicester businesses to promote Bicester as a place to do business. Involves all 3 layers at local govt. Also looks at concerns of business with regard to education, transport and infrastructure.	Cllr Bolster	P			Continue
Stratfield Brake Management Committee	Sharon Bolton	Sport and social facility for Kidlington area. Important for CDC to have representation as we have responsibilities for some of the fabric of the facility.	Cllr Gibbard	A		Officer time ~ 12 hours	Continue.

Outside Bodies Ceased

Organisation name	Link Officer	Description	Suggested Member Rep 2010/11	Category	Comments	CDC grant funding 2009/10 &/or cost of officer support	Proposed Action
Oxfordshire Playing Fields Association	Phil Rolls	Officer network. To ensure that people of all ages living in urban and rural communities...have access to good quality facilities for, and opportunities to take part in a range of sports and recreational activities					Assign to officer role
Oxfordshire Rural Committee	Chris Rothwell	Provides the forum in which rural authorities can discuss matters of common concerns and exchange good practice and experience.		B			Assign to officer role
Oxfordshire Rural Housing Partnership	Martyn Swann	This is now an officer group with no direct member involvement at this level. Member involvement is at the strategic level via Spatial Planning and Infrastructure Partnership (Oxfordshire Thematic Partnership)					Assign to officer role
ACTVAR (Assoc of Councils for Thames Valley Region)	Mary Harpley		Cllr Wood	A	Will be disbanded from 1 April 2010 ~ Ian Davies		Cease involvement
Affordable Housing Group			Cllr Gibbard		PfH and Officers do not recognise this. Included in appointments list for 2009.		Cease involvement
Banbury and District Coalition of Churches and World Faith Groups (Rent Deposit Scheme Man. Cttee)	Gillian Greaves		Vacancy		Vacant since 2006.		Cease involvement
Banbury Bluecoat Foundation	Paul Marston Weston	One of the oldest charities in Banbury link to education at St Mary's Primary	Cllr Mallon	B	Due to Councillor Keiron Mallon's work commitments he feels he is unable to carry on as the Cherwell District Council Representative on this organisation. Letter sent 19.01.10 Cllr Mallon suggests that this could be re-allocated to Banbury Town Council	N/A	Transfer to Banbury Town Council

Page 19

Outside Bodies Ceased

Organisation name	Link Officer	Description	Suggested Member Rep 2010/11	Category	Comments	CDC grant funding 2009/10 &/or cost of officer support	Proposed Action
Banbury Community Education Council	Paul Marston Weston		Vacancy	B	Vacant since 2005		Cease involvement
Central Oxfordshire Member Steering Group	Philip Clarke		Cllr Gibbard		No longer operational. Replaced by Spatial Planning and Investment Partnership ~ John Hoad.		Cease involvement
LGA Rural Commission	Kevin Larnar	Provides the forum in which rural authorities can discuss matters of common concerns and exchange good practice and experience.	Cllr Macnamara				Cease involvement
Oxford Inspires Cultural Platform	Paul Marston Weston	Promotes the city and county cultural activities	Cllr Hallchurch		In 2009 Cllr Hallchurch was advised that as CDC does not contribute financially he would not be invited to meetings. Cllr Hallchurch considers further membership unnecessary		Cease involvement
Oxfordshire Advice Centre	Gillian Greaves	State benefit advice available to all comers.	Vacancy		Was Banbury Benefits Advice Project.		Cease involvement
South East Employers' Organisation	Mary Harpley	SEE is one of the nine regional employers organisations which represent the interest of public sector bodies in England.	Cllr Irvine		CDC no longer a member of SEE.		Cease involvement
South East England Regional Assembly	Mary Harpley		Cllr Wood		No longer operational.		Cease involvement
Sunshine Group Banbury	Gillian Greaves		Cllr Tompson	B	Cllr very positive about work of organisation. Service officers = unaware of appointment or role of organisation.		Transfer to Banbury Town Council
Thames Valley Waste Forum	Ed Potter	Forum to consider strategic waste issues in the Thames Valley	Cllr Reynolds	A	Subset of ACTVAR Likely to be disbanded in early 2010.		Cease involvement

Organisation name	Link Officer	Description	Member rep	Category	Governance arrangements & contact	Councillors Comments Councillors Activities Other Comments
Children's Trust ~ North Area Board (Oxfordshire Thematic Partnership)	Paul Marston Weston		Cllr Morris	P	Member and contact officer appointments rotate alphabetically through Councils. Duration 1 year. Diana Shelton (WODC Lead Officer for Children and Young People)	CDC rep = substitute for WODC in 2010/11. CDC will be main representative in 2011/12.
Environment and Waste (Oxfordshire Thematic Partnership)	Ian Davies		Cllr Reynolds as PfH	P	Member and contact officer appointments for 1 year. Should be Executive Board Member. Contact = Tim Sadler, Director, Oxford City	
Health and Well Being Partnership (Oxfordshire Thematic Partnership)	Ian Davies		Cllr Reynolds as PfH	P	Member and contact officer appointments for 1 year. Should be Executive Board Member. Contact = Matt Prosser, Strategic Director South/Vale	
Local Strategic Partnership	Claire Taylor / Phil Clarke		Cllr Wood	P		
Oxfordshire Economic Partnership (Oxfordshire Thematic Partnership)	John Hoad		Cllr Bolster	P	Member and contact officer appointments for 1 year. Contact officer = John Hoad.	
Oxfordshire Partnership Board (Oxfordshire Thematic Partnership)	Claire Taylor		Leader of the Council: Cllr Wood	P	Member and contact officer appointments for 1 year. No substitutes. Contact officer = Val Johnson (Partnership Development Manager)	

Strategic Partnerships

ExecutivereportAppendix20.xls

Oxfordshire Waste Partnership	Ed Potter	OWP is a partnership of the county and district council of Oxfordshire who are working together to continuously improve waste management services with in the county	Cllr Reynolds, Cllr Wood (Sub)	P	Must be an Executive Member	
Public Service Board (Oxfordshire Thematic Partnership)	Claire Taylor		Leader of the Council: Cllr Wood	P	Member and contact officer appointments for 1 year. No substitutes. Contact officer = Val Johnson (Partnership Development Manager)	
Safer Communities Partnership (Oxfordshire Thematic Partnership)	Chris Rothwell		Cllr Morris	P	Member and contact officer appointments for 1 year. Should be Executive Board Member. Contact = Bill Oddy, WODC	
Spatial Planning and Infrastructure Partnership (Oxfordshire Thematic Partnership)	John Hoad	Covers sub-regional and cross boundary liaison on planning, housing, economic development and infrastructure issues.	Cllr Wood (serving as Chair for 2009/10)	P	Member and contact officer appointments for 1 year. Contact officer = John Hoad.	

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