

Committee: Executive
Date: Monday 4 July 2011
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 John Donaldson	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** (Pages 1 - 10)

To confirm as a correct record the Minutes of the meeting held on 23 May 2011.

Strategy and Policy

6. **Response to Department for Transport Consultation on High Speed Rail**
(Pages 11 - 120) **6.35 pm**

Report of Strategic Director, Planning, Housing and Economy

Summary

To enable Members to agree the proposed responses to the seven questions posed in the Department for Transport's consultation upon High Speed Rail with respect to both the proposed national high speed rail strategy and on the recommended line of route for an initial London to West Midlands section of the railway.

Recommendations

The Executive is recommended:

- (1) To agree that the Council should make representations in response to Consultation questions 1-3 objecting to the national high speed rail strategy in general accordance with the comments expressed in Section 3 of this report, those made by the "51M" group to the Transport Select Committee, and subject to the agreement of the Lead Member for Planning, in accordance with the "51M" group's further comments on this matter
- (2) To agree that the Council should make representations in response to Consultation questions 4-6 expressing severe concerns about the paucity of information and concerns about several details of the scheme as consulted upon in general accordance with the comments contained in sections 4-6 of this report, and subject to the agreement of the Lead Member for Planning in accordance with any further representations made on behalf of "51M" as a critique of the Appraisal of Sustainability
- (3) To agree that the Council should make representations in respect of Consultation question 7 in accordance with the comments in Section 4.33-4.34 of this report
- (4) To delegate to the Strategic Director of Planning Housing and Economy, in consultation with the Lead Member for Planning, the final wording of the consultation responses to be made in general accordance with recommendations 1-3 above

7. **Armed Forces Community Covenant** (Pages 121 - 130) **6.50 pm**

Report of the Chief Executive and the Corporate Strategy and Performance Manager

Summary

This report provides an update on the Oxfordshire Armed Forces Community Covenant and Cherwell District Council's response to it.

Recommendations

The Executive is recommended:

- 1) To note the importance of the Armed Forces Community Covenant and request that officers work across all Council services to ensure there are clear plans in place to deliver the aspirations of the Covenant.

Service Delivery and Innovation

8. Horton General Hospital and Health Sector Changes

(Pages 131 - 142)

6.55 pm

Report of Strategic Director Environment and Community

Summary

To consider the progress and current position regarding the implementation of alternative service models for the Horton General Hospital. To consider also the radical changes in the health sector and the latest position in changes locally.

Recommendations

The Executive is recommended:

- (1) To note the good progress in implementing sustainable service delivery models at the Horton General Hospital.
- (2) To urge the Oxford Radcliffe Hospitals Trust to implement as soon as possible the revised model for maternity and gynaecology.
- (3) To support the establishment of a Community Partnership Network with membership drawn from local health and social care service commissionaires and providers plus relevant stakeholders.

Value for Money and Performance

9. Value for Money Review of Economic Development

(Pages 143 - 158)

7.10 pm

Report of Strategic Director Planning, Housing & Economy, Head of Planning Policy & Economic Development and Improvement Project Manager

Summary

To consider the findings of the Value for Money Review of Economic Development and the recommendations arising from the report.

Recommendations

The Executive is recommended:

- (1) To note that the Value for Money Review concludes that Economic Development Service is a top performer, making a real difference to Cherwell's businesses and residents affected by the downturn.
- (2) To adopt the Economic Development Service Vision to 2016 which sets out a forward looking framework, drawing on the Council's contribution to the emerging Economic Development Strategy.
- (3) To accept gross savings of £35,000 with immediate effect, as a contribution towards the Council delivering its Medium Term Financial Strategy, recognising this reduces the flexibility of the service to undertake economic development activity in the future.

10. 2010/2011 End of Year Finance and Medium Term Financial Strategy Update Report (Pages 159 - 192) 7.20 pm

Report of the Head of Finance

Summary

This report summarises the Council's provisional Revenue and Capital performance for the financial year 2010/2011 and reports on performance against the procurement action plan. The figures are still subject to further validation work to ensure compliance with statutory requirements and proper accounting practices. The report also considers the process and timetable for refreshing our Medium Term Financial Strategy

Recommendations

The Executive is recommended:

- 1) To note the provisional revenue out-turn position for 2010/2011 detailed in Appendix 1.
- 2) 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.
- 3) To note the provisional capital out-turn position for 2010/2011 detailed in Appendix 2a.
- 4) To agree the balances on capital schemes which have slipped in 2010/2011 to be carried forward into the 2011/2012 capital programme as set out in Appendix 2b
- 5) To note progress against the Councils Procurement Action plan – Appendix 3 and savings achieved Appendix 4.
- 6) To note the Medium Term Financial Strategy Update.

11. **Performance Management Framework 2010/2011 End of Year Performance Report** (Pages 193 - 248) 7.35 pm

Report of Chief Executive and Corporate Strategy and Performance Manager

Summary

This report covers the Council's performance in 2010/2011, as measured through the Corporate Performance Management Framework.

Recommendations

The Executive is recommended:

- 1) To note that, despite tough performance targets and a challenging economic environment, the Council has met or made satisfactory progress on 97% of the performance targets in the Corporate Scorecard (the basket of priority measures) and met or made satisfactory progress on 95% of the performance targets in the Corporate Plan which sets out activities and targets under each of the Council's four strategic priorities.
- 2) To note that the Council has delivered a challenging programme of improvement projects and value for money reviews. Of the 22 projects and reviews scheduled for 2010/11 21 were completed with good or satisfactory outcomes and only 1 delayed due a changing government policy. The improvement programme has directly contributed to the delivery of savings and efficiencies to balance the Council's budget.
- 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 2011/12.

Urgent Business

12. **Urgent Business**

Any other items which the Chairman has decided is urgent.

13. **Exclusion of the Press and Public**

The following report(s) contain exempt information as defined in the following paragraph(s) of Part 1, Schedule 12A of Local Government Act 1972.

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

Members are reminded that whilst the following item(s) have been marked as exempt, it is for the meeting to decide whether or not to consider each of them in private or in public. In making the decision, members should balance the interests of

individuals or the Council itself in having access to the information. In considering their discretion members should also be mindful of the advice of Council Officers.

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

“That, in accordance with Section 100A(4) of Local Government Act 1972, the press and public be excluded from the meeting for the following item(s) of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraph(s) 2 of Schedule 12A of that Act.”

14. Value for Money Review of Tourism (Pages 249 - 276)

7.50 pm

Report of Strategic Director Environment and Community

Summary

To consider the findings of the Value for Money (VFM) Review report and the recommendations arising from the report.

Meeting scheduled to close at 8.05 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

Evacuation Procedure

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Access to Meetings

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

Mobile Phones

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

Sue Smith
Chief Executive

Published on Friday 24 June 2011

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Agenda Item 5

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 23 May 2011 at 6.30 pm

Present: Councillor Barry Wood (Chairman)
Councillor G A Reynolds (Vice-Chairman)

Councillor Ken Atack
Councillor Norman Bolster
Councillor John Donaldson
Councillor Michael Gibbard
Councillor James Macnamara
Councillor Nigel Morris
Councillor Nicholas Turner

Also Present: Councillor Colin Clarke
Councillor Kieron Mallon
Councillor Leslie F Sibley
Councillor Andrew Beere
Councillor Patrick Cartledge

Apologies for absence: Councillor D M Pickford

Officers: Sue Smith, Chief Executive
Ian Davies, Strategic Director - Environment and Community
John Hoad, Strategic Director - Planning, Housing and Economy
Karen Curtin, Head of Finance / Section 151 Officer
Nigel Bell, Solicitor and Interim Monitoring Officer
Gillian Greaves, Head of Housing Services
Paul Marston-Weston, Head of Recreation & Health
Ed Potter, Head of Environmental Services
Alison Davies, Project Manager
Claire Taylor, Corporate Strategy and Performance Manager
Shona King, Planning Officer
Craig Knight, Strategic Housing Facilitator
Richard McIntyre, Senior Housing Options Officer
Philip Rolls, Recreation & Health Improvement Manager
Martyn Swann, Strategic Housing Manager
Helen Town, Strategic Housing Officer
James Doble, Democratic, Scrutiny and Elections Manager

1 **Declarations of Interest**

Members declared interests in the following agenda items

6. Commissioning of Advice, Volunteering and Voluntary Car Driving Schemes in Cherwell.

Councillor G A Reynolds, Personal, as a County Councillor.

Councillor John Donaldson, Personal, as a management board member of CCBS and WRVS.

Councillor Ken Atack, Personal, as a board member of Oxfordshire Rural Communities Council and CCBS.

Councillor Michael Gibbard, Personal, as a County Councillor.

Councillor Nicholas Turner, Personal, as a County Councillor.

Councillor Norman Bolster, Personal, as a County Councillor.

8. Local Development Framework (LDF) - Next Steps.

Councillor Barry Wood, Personal, due to persons known to him having a land interest in land outside but in the vicinity of Eco-Bicester.

Councillor G A Reynolds, Personal, as Drayton Parish Clerk.

Councillor Nicholas Turner, Personal, due to interest in Drayton Manor Golf, should this issue arise a prejudicial interest will be declared.

Councillor Nigel Morris, Personal, due to interest in a site within the report.

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

The Chairman confirmed there were no petitions and that he had agreed to Councillors Beere, Cartledge and Clarke to address the meeting.

3 **Urgent Business**

There were no items of urgent business.

4 **Minutes**

The minutes of the meeting held on 4 April 2011 were agreed as a correct record and signed by the Chairman.

5 **Commissioning of Advice, Volunteering and Voluntary Car Driving Schemes in Cherwell**

The Head of Housing Services submitted a report to consider a commissioning exercise to deliver a consistent and equitable approach to the funding of advice, volunteering and volunteer driving services in Cherwell and to consider the implications for a potential countywide Dial-a-Ride service.

Councillor Cartledge addressed the Executive as a ward member and officers agreed to provide further details to him on the issues he raised.

In the course of the debate the Leader of the Council confirmed that he would like the Council to look hard at the relationship between the council and Banbury Community Transport and additionally he would like Overview and Scrutiny to help ensure the engagement of all councillors on this issue.

Resolved

- (1) To signify a likely cessation of existing funding arrangements for organisations funded through the Council's Voluntary Sector (Community Development) Grants Programme and Community Transport Grants Programme as from 31 March 2012.
- (2) To commence a commissioning process to fund strategically relevant Advice, Volunteering and Volunteer Car Driving services across three geographical areas within Cherwell.
- (3) To note ongoing officer discussions with Oxfordshire County Council regarding County Council proposals to develop a countywide Dial-a-Ride Service and how this might serve District residents most in need of this service.
- (4) To receive a further report on the outcome of this exercise as part of the 2012/13 Service and Financial Planning process in the Autumn.

Reasons

This proposal marks a shift from grant funding organisations to commissioning strategically relevant services. We are in a time when it is important that the Council funds services which target those most in need, are delivered on an equitable basis and support the Council to deliver its statutory responsibilities. This proposal sets out to do this in the context of a national agenda of Localism and Big Society.

Options

- Option One** Continue current arrangements. This would not deliver the 24% savings nor provide an opportunity to target funding at services which support the Council's statutory responsibilities and improve cost effectiveness and a more equitable distribution of resources.

- Option Two** Delay the proposed commissioning arrangements until the County Reviews for both Community Transport and Advice Services are complete. It should be noted though that the risk of entering into a county procurement exercise are a) further delays, b) significant officer time, c) potential compromise between county and district priorities.
- Option Three**
- To cease existing funding arrangements for organisations funded through the Council's Voluntary Sector (Community Development) Grants Programme and Community Transport Grants Programme as from 31 March 2012 – as listed in Appendix One
 - To commence a competitive commissioning process to fund a strategically relevant Advice, Volunteering and Volunteer Car Driving Service across three Community Advice Centres in Cherwell.
 - Through undertaking the above achieve an efficiency saving.

6 **Planning Obligations Draft Supplementary Planning Document**

The Strategic Director, Planning, Housing and Economy submitted a report to report back on the progress of the Planning Obligations Draft Supplementary Planning Document (SPD) and to approve the use of the draft SPD as informal guidance with immediate effect. The Strategic Director, Planning, Housing and Economy drew members' attention to the Planning Obligations Draft Supplementary Planning Document, which had published separately

Resolved

- (1) That the use of the draft Supplementary Planning Document (annex 1 to the minutes as set out in the minute book) as informal guidance with immediate effect be approved.

Reasons

There is an urgent need to replace the now outdated current guidance 'Planning Obligations – Interim Planning Guidance 2007'. The draft SPD can be used as a practical and up to date basis for development control negotiations whilst the document is finalised and formalised through the LDF process. The draft SPD replaces and supersedes all previous documents relating to planning obligations including the Affordable Housing Code of Practice Supplementary Planning Guidance (SPG) 2004 (with addendum 2007) and the Residential and Amenity Open Space Provision SPG (2004 and revised adoption procedures 2006)

Options

- Option One** To approve the use of the draft SPD as informal guidance for development control purposes with immediate effect.
- Option Two** To approve the use of the draft SPD as informal guidance for Development Control purposes following amendment.
- Option Three** Not to approve the use of the draft SPD as informal guidance for Development Control purposes.

7 Local Development Framework (LDF) - Next Steps

The Head of Planning Policy and Economic Development submitted a report to agree to undertake an informal consultation on locally generated population and household growth projections, a responding development strategy and other revisions to the Draft LDF Core Strategy.

Resolved

- (1) That a revised development strategy as set out below be agreed and to include the PPS Eco-Town Standards as a new policy element of the Core Strategy also be agreed:

“Work be undertaken regarding revisions to Policy RA2 (Distribution of Housing in the Rural Areas) in the Draft Core Strategy. This option incorporates all of the proposed strategic sites in the Draft Core Strategy:

Eco-Town NW Bicester 3000 dwellings - during plan period

Canalside Banbury 1200 dwellings

Bankside Phase 2 Banbury 400 dwellings

Bretch Hill Banbury 400 dwellings

This gives a total development programme on identified sites of 5000 dwellings to set against projections which show a potential need of approximately 5600. The balance (c600) would be met within the rural areas and Kidlington.

Neighbourhood planning initiatives will be encouraged in rural locations. This, combined with the expectation of acceptable planning application proposals, will deliver sufficient new village housing and ensure that there is some scope for continued rural development.

No further strategic employment land allocations are proposed other than land included in the Eco-Town proposal.”

- (2) That it be agreed to progress an informal public consultation on a Revised Draft Core Strategy which incorporates locally generated population and household growth projections and a revised development strategy set out in this report and:
- (3) That the preparation of the detailed wording of the Revised Draft Core Strategy and any consultation material to the Head of Planning Policy & Economic Development be delegated in consultation with the Portfolio Holder for Planning and Housing.
- (4) That the Head of Planning Policy and Economic Development in consultation with the Lead member for Planning be delegated to agree the presentation and apportionment of the housing numbers for Kidlington and rural areas within the ceiling as set out in the report.

Reasons

The preparation of the Local Development Framework is a statutory requirement. However, the Government has proposed that changes to the statutory procedures for the preparation of Local Development Frameworks will be introduced in April 2012. These changes are expected to include greater responsibility for local planning authorities in assessing their local housing needs.

Options

- | | |
|---------------------|--|
| Option One | To agree the recommendations as set out in the report. |
| Option Two | To amend the recommendations |
| Option Three | Not to agree the recommendations. |

8 Use of Natural Resources Project

The Head of Environmental Services submitted a report that considered the progress of the Use of Natural Resources Delivery Group and the overall progress of the Council in responding to climate change and energy efficiency within its own operations.

Resolved

- (1) That the achievements of the Use of Natural Resources project be noted.
- (2) That Cherwell's Carbon Management Plan (annex 2 to the minutes as set out in the minute book) reducing 22% of the Council's carbon emissions by 2014/15 through improving the energy efficiency of its own operations be supported.

- (3) That the Energy Policy (annex 3 to the minutes as set out in the minute book) which sets out the how the Council will use energy efficiently be approved.

Reasons

A co-ordinated cross-service approach has been employed to take action and to drive forward and support Cherwell's Carbon Management Plan reducing 22% of its carbon emissions by 2014/15. The strategic themes of the Carbon Management Plan will derive largely from the Use of Natural Resource Delivery Group and its work streams. A new Energy Policy will help further the success of carbon reduction work as part of the Carbon Management Plan.

Options

- Option One** To approve the proposed Carbon Management Plan and Energy policy, and agree the 22% target reduction in CO₂ emissions by 2014/15
- Option Two** To reject the proposed Carbon Management Plan and Energy policy and rely on improvements in energy consumption and carbon emissions made to date. This is forecast to cost the council £1,000,000 more by 2015.
- Option Three** To ask officers to modify the proposals to set a lower emissions target, recognising that this would conflict with public and national government expectations

9

Bicester Multi-Sport Village

The Strategic Director Environment and Community submitted a report o provide an update on the development of the Bicester Multi-Sports Village project, to award the contract for the construction of Phase 1 (construction of grass pitches and landscaping) and to consider the revenue implications of the project when it becomes operational in 2014.

In the course of consideration the Executive noted the exempt annex to the report.

Resolved

- (1) That a contract for the construction of Phase 1 of the Sports Village, subject to planning consent for the outstanding reserved matters, be awarded to Agripower Ltd.
- (2) That Bicester Town Council be requested to consider funding for the revenue implications from 2014/15.

- (3) That the design of Phase 2 be progressed and funding opportunities investigated to deliver the full scheme.

Reasons

The Sports Village development is soon to begin the construction phase and a realistic timetable to deliver the project has been established. The project is being progressed in three phases, Phases 1 and 2 would ensure that planning obligations are met with Phase 1 commencing this summer. Phase 3 will only be progressed if the relevant funding can be secured.

Options

Option One Award the contract for Phase 1 and continue to investigate options for the delivery of Phases 2 and 3.

Option Two To consider alternative schemes which, because of planting seasons, would delay any work on site until June 2012.

Option Three Not to progress the project but to provide a reduced scheme that would only meet the needs of the Kingsmere Development meeting the legal obligations of the Section 106 agreement.

10

Brighter Futures in Banbury Programme

The Strategic Director Environment and Community submitted a report to consider a review of the first year of the Brighter Futures Programme in Banbury and the proposed emphasis in the second and subsequent years.

Councillor Clarke addressed the meeting at the discretion of the Chairman as the former portfolio holder with responsibility for Brighter Future in Banbury.

Councillors Beere and Cartledge addressed the Executive as ward members and officers agreed to provide them with further details on the issues they raised.

Resolved

- (1) That the very good progress made in the first year of the Brighter Futures Programme be noted.
- (2) That the areas of emphasis and proposed activity in 2011/12 be supported.
- (3) That further reports be received as appropriate on progress.

Reasons

The proposals in this report are about making a difference to those families and individuals in greatest need. They include continued effectiveness of multi-agency working, helping those in greatest need, having a common purpose and understanding, taking a long-term approach, making best use of current and anticipated reducing resources and engaging with local people and communities in Banbury.

Options

- Option One** Adopt the recommendations as set out
- Option Two** Amend/add to the areas of focus for 2011

11 **Review of Reserves**

The Head of Finance submitted a report to seek endorsement from the Executive, following a review by the Head of Finance – in association with the Portfolio Holder for Resources – of the Councils revenue reserves, to determine whether they are set an appropriate level with regard to purpose, anticipated timing of need, degree of risk and level of potential expenditure.

Resolved

- (1) That the contents of the report be noted and endorsed.
- (2) That the transfers between earmarked reserves and the creation of 1 new reserve detailed in annex 4 to the minutes (as set out in the minute book) be approved.
- (3) That the Head of Finance, in consultation with the Portfolio Holder for Resources, be delegated to transfer sufficient funds from earmarked reserves to general fund balances as part of the closedown processes for 2010-11 to avoid general fund balances falling below the minimum amount stated in the medium term financial strategy.

Reasons

Cherwell District Council is required to maintain adequate financial reserves to meet the needs of the organisation. The purpose of the reserves policy is to set out how the Council will determine and review the level of general fund reserves. The Council's general fund is where all the revenue income and expenditure of the Council is accounted for. It does not include specific funds such as the collection fund or the housing revenue account. Sections 32 and 43 of the Local Government Finance Act 1992 require local authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.

Options

- Option One** To endorse the review of reserves undertaken and the proposed adjustments.

Option Two To reject the recommendation above.

12 **Exclusion of the Press and Public**

Resolved

That, in accordance with Section 100A(4) of Local Government Act 1972, the press and public be excluded from the meeting for the following item of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of that Act.

13 **Community Led and Self-Build Housing**

The Head of Housing Services submitted a report to update the Executive on work on community led and self build housing development opportunities following the approach agreed in a report to January Executive on "Housing in Cherwell and the Current Economic Climate".

Resolved

That the resolutions as set out in the exempt minute be approved.

The meeting ended at 9.04 pm

Chairman:

Date:

Executive

Response to Department for Transport Consultation on High Speed Rail

4 July 2011

Report of Strategic Director, Planning, Housing and Economy

PURPOSE OF REPORT

To enable Members to agree the proposed responses to the seven questions posed in the Department for Transport's consultation upon High Speed Rail with respect to both the proposed national high speed rail strategy and on the recommended line of route for an initial London to West Midlands section of the railway.

This report is public

Recommendations

The Executive is recommended:

- (1) To agree that the Council should make representations in response to Consultation questions 1-3 objecting to the national high speed rail strategy in general accordance with the comments expressed in Section 3 of this report , those made by the "51M" group to the Transport Select Committee, and subject to the agreement of the Lead Member for Planning, in accordance with the "51M " group's further comments on this matter
- (2) To agree that the Council should make representations in response to Consultation questions 4-6 expressing severe concerns about the paucity of information and concerns about several details of the scheme as consulted upon in general accordance with the comments contained in sections 4-6 of this report, and subject to the agreement of the Lead Member for Planning in accordance with any further representations made on behalf of "51M" as a critique of the Appraisal of Sustainability
- (3) To agree that the Council should make representations in respect of Consultation question 7 in accordance with the comments in Section 4.33-4.34 of this report
- (4) To delegate to the Strategic Director of Planning Housing and Economy , in consultation with the Lead Member for Planning, the final wording of the consultation responses to be made in general accordance with recommendations 1-3 above

Executive Summary

Introduction

1.1 The Executive considered a report on 7 March 2011 informing them of the Department for Transport's then recently commenced consultation. The Executive resolved to:

- (i) Agree to join with other local authority along the preferred route to campaign against the proposals.
- (ii) Agree to make available up to £50k from the Planning Control Reserve
 - a) as a contribution towards the fund being formed to campaign against the proposals.
 - b) to fund ancillary work required to assist in the detailed assessment of the impact upon individual properties and amenities
 - c) delegate to the SDPHE and portfolio holder the final distribution of the funding.
- (iii) to ask the Planning Committee to steer the detailed assessment of impact and to make the Council's representations thereon
- (iv) to require the SDPHE to bring a further detailed report to the Executive towards the end of the consultation period to enable consideration of the Council's formal response to the consultation.

This report seeks to cover (iii) and (iv) above. The Chairman of Planning Committee has agreed that consideration of this report by the Planning Committee would be repetitious and superfluous.

1.2 The Department of Transport issued copious amounts of documentation to assist in considering the consultation.

These are listed and explained at para 2.1 below.

They can be viewed on the library pages of the DFT website (<http://www.highspeedrail.dft.gov.uk>) and a full hard copy set is available in the Members Room.

1.3 Conclusions

- Based on the analysis undertaken by the "51M" group of Councils your officers consider that the economic case for the London-Birmingham and Y network proposed is seriously flawed and that the Council should object to the proposals
- There are substantial concerns about the impact of these proposals upon communities and individual properties in the District as set out in Sections 4-6 of this report. Furthermore the Consultation lacks the level of detail necessary for precise impacts upon individual properties to be ascertained. As a result the Consultation is seriously flawed

Background Information

2.1 The Department of Transport has issued a suite of documents to support and explain their case for the proposition of a high speed rail network in the UK and for the specific first phase of the construction of HS2 from London to the West Midlands. The documents are:

- (i) the main consultation document which sets out the case for the national high speed rail network and the national high speed rail strategy in Part 1 and explains the government's proposals for HS2 London-West Midlands.
- (ii) a consultation summary document (which is attached as Appendix 1)
- (iii) the economic case for HS2 (the Y network and London – West Midlands). This deals with passenger demand, the benefits, costs and economic impact of the proposed Y network, presents an economic appraisal and the case for a new conventional speed line and tests their assumptions.
- (iv) the London-West Midlands Appraisal of Sustainability (AOS). This consists of a main report (in two volumes) which provides a scheme description, explains the process policy drivers, sustainability baseline, and looks at a wide variety of sustainability issues ranging from archaeology and biodiversity impacts to noise and vibration and waste generation. The AOS also has six separately bound appendices dealing with 1) the appraisal process, 2) Greenhouse gas emissions, 3) socio-economic report, 4) associated assessment reports, 5) technical reports and 6) preferred scheme and main alternatives. There is also a non-technical summary which I have attached as Appendix 2.
- (v) HS2 Route Engineering Report which describes the proposals section by section of the line. At Appendix 3 I provide the four pages dealing with the section through Cherwell's area. There is also a general description of the proposed railway construction.
- (vi) HS2 Strategic Alternatives Study which provides an explanation of the London to West Midlands rail alternatives and is also an update to the Economic Appraisal.

2.2 In October 2010 the Council resolved that:

"This Council notes the Government proposal for a high speed rail route from London to Birmingham and that the publicised route impacts on villages in this District. This Council believes that there is an insufficient business case for this proposal. This Council therefore instructs officers to prepare a report to the Executive setting out how the Council will campaign with like minded neighbouring Councils to stop HS2".

2.3 In March 2011 a report was presented to Executive. As noted at 1.1 above the Executive agreed to the Council joining a grouping of Councils all along the line whose aim was to oppose the proposal. This group is now known as "51M". The name derives from the cost of this proposal to every constituency in the United Kingdom of £51m. Oxfordshire County Council is not a part of this grouping, but they have recently resolved "to oppose the proposals on the grounds that over £750m will apparently be spent on developing the scheme when that money could provide better value for money by implementing

schemes already worked up that will deliver economic growth across South East England and Oxfordshire”. The Spatial Planning and Infrastructure Partnership (SPIP) are also considering their position, and are likely to have concluded similarly by the date of the Executive.

- 2.4 Given the complexity of assessing the business case, which needs specialist transport economic knowledge, and the complexity of assessing some of the technical aspects of the case which are common to all the authorities conjoined as “51M”, the group has instructed a range of consultants to prepare reports that provide a critique of the business case, and enable a cogent argument to be deployed. Consultants will also provide the group with other technical reports assisting in the overall consultation response.
- 2.5 Alongside the governments’ consultation the House of Commons Transport Select Committee is also looking at the governments’ high speed rail proposals. The work of the consultants instructed by “51M” has been first used to make a submission to that Committee. I provide at Appendix 4 the covering letter and main arguments which have been submitted by 51m on this Council’s behalf (with the Lead Member’s agreement.) to the Transport Select Committee. These arguments were supplemented by a 200 page 15 chapter document.
- 2.6 Further work is underway to add to the above document to complete “51M”’s submissions to the DFT consultation. It is hoped that this will be available during June to enable the Executive to endorse that document as representing this Council’s position on the part one questions posed in the consultation. It is also hoped that 51m will provide a critical analysis of the Appraisal of Sustainability in the same timescale.
- 2.7 It will be seen on page 23 of the consultation summary (Appendix 1 of this report) that the government seeks views upon the consultation under seven headings/questions.

1. This question is about the strategy and wider context:

Do you agree that there is a strong case for enhancing the capacity and performance of Britain’s inter-city rail network to support economic growth over the coming decades?

2. This question is about the case for high speed rail:

Do you agree that a national high speed rail network from London to Birmingham, Leeds and Manchester (the Y network) would provide the best value for money solution (best balance of costs and benefits) for enhancing rail capacity and performance?

3. This question is about how to deliver the Government’s proposed network:

Do you agree with the Government’s proposals for the phased roll-out of a national high speed rail network, and for links to Heathrow Airport and to the High Speed 1 line to the Channel Tunnel?

4. This question is about the specification for the line between London and the West Midlands:

Do you agree with the principles and specification used by HS2 Ltd to underpin its proposals for new high speed rail lines and the route selection process HS2 Ltd undertook?

5. This question is about the route for the line between London and the West Midlands:

Do you agree that the Government's proposed route, including the approach proposed for mitigating its impacts, is the best option for a new high speed rail line between London and the West Midlands?

6. This question is about the Appraisal of Sustainability:

Do you wish to comment on the Appraisal of Sustainability of the Government's proposed route between London and the West Midlands that has been published to inform this consultation?

7. This question is about blight and compensation:

Do you agree with the options set out to assist those whose properties lose a significant amount of value as a result of any new high speed line?

The Case Against a New High Speed Rail Network

- 3.1 The economic case for HS2 is made in the consultation document of that name referred to in para 2.1(iii) above. It concludes that there is a strong case for a high speed rail network based on the Y configuration. They say that a cautious strategic level assessment of the Y configuration shows a Benefit Cost Ratio (BCR) of 2.6. BCR represents the level of benefit per pound spent by government e.g. if a scheme generates £2 for every £1 spent that gives a BCR of 2.0. The London – Birmingham section as a stand-alone proposition falls down to 2.0 (still offering a positive economic case). By their own figures if one excludes wider economic impacts (which are highly unpredictable and difficult to measure) this falls even lower to 1.6.
- 3.2 "51M"s experts however fundamentally disagree with this conclusion. In their analysis the following issues arise:
- a) There are much cheaper incremental alternatives, which can best meet the forecast demand but in a quicker and more responsive manner.
 - b) Demand forecasts are optimistic.
 - c) The rail industry has a poor record of passenger forecasting.
 - d) The level of service provision proposed is over optimistic and undeliverable.
 - e) High speed rail will not achieve modal shift from air and therefore will not achieve the climate change benefits ascribed to it.
 - f) The benefits assumed are too high.
 - g) The scheme will have little impact upon rebalancing the current regional economic imbalances.
 - h) It will have negative impacts upon existing rail users in many cases.
 - i) Little or no justification proven for the Heathrow or HS1 links proposed.

- j) HS2 is critically different to the European examples that DfT rely upon to justify their regional economic case.

In the following paragraphs I seek to expand upon each of these issues/criticisms. More detail can be found in Appendix 4 and even more in the source document of “51M” ’s full submission to the Transport Select Committee.

- 3.3 The DfT’s economic analysis is based upon an unrealistic “do-minimum” comparator to test the business case for HS2 against. There are better alternatives that could have been used as comparators. The chosen approach is contrary to the basic principles of undertaking a business case analysis and has led to a distorted picture as to the need for and benefits of HS2. Issues about the level of passenger growth and the value of time saved are open to subjective judgement. Huge increases in capacity can be produced on the relevant parts of the network with relatively simple and far cheaper steps than HS2, which will address current overcrowding issues earlier than the 2026 opening of HS2. These incremental steps include the impact of Evergreen 3 on providing alternative and almost as quick journeys between Birmingham – London as on the main line, thereby relieving pressure on Euston; changing configuration and lengthening West coast main line trains; managing peak demand through ticket pricing; and undertaking infrastructure capacity improvements at pinch points. These measures could produce over 200% capacity improvement at substantially lower cost (see para 13 and Table 1 in Appendix 4).
- 3.4 Demand growth – The DfT have used assumptions of growth derived from extrapolating forward for 35 years a level of growth for long distance rail travel over the last 15 years which has been unprecedented. Forecasting is inherently uncertain but to take a period of exceptionally high growth is certainly not a conservation approach. A significant error of this type in growth forecasting undermines the Benefit Cost Ratio (BCR) which would fall to a level below the normal test for government supported projects.
- 3.5 Furthermore, the rail industry has a poor record of forecasting demand for major rail projects. For example on HS1 it was predicted that by 2006 25 million passengers would be using that system, whereas the true figure is only 9 million. It would appear that lessons have not been learned from that mistake. It is considered that the international examples that DfT utilise are not reliable comparisons as they sit differently in high speed and classic rail contexts and should not be used to base assumptions about traffic growth.
- 3.6 Service provision – The business case is based on being able to operate up to 18 trains per hour in each direction, and is said to be based upon technological improvements to signalling systems. Based on experience in other countries the maximum realistic capacity is 12-15 trains per hour. A reduction of this order, together with the use of some of the train paths for trains to/from Heathrow and to enable connection to HS1 will significantly reduce the available range and frequency of HS2 services between London and West Midlands. This reduction in train numbers will have a major impact on the business case. Concern is also expressed about the reliability of the service when high speed trains are entering the system having been utilised for part of their overall journey on the classic rail network further north. This is likely to result in these trains being late causing severe issues for the high

speed service.

- 3.7 Modal shift – There are no air services from Birmingham to London. Whilst Manchester is served from London other air routes are from further north. Therefore in Phase 1 (London – West Midlands) it is highly unlikely to achieve any shift, and even on the Y only Manchester really represents a possibility as the journey time savings from further north are not significant.
- 3.8 Benefits – In the economic case the DfT have assumed that time spent on trains is wasted for business travellers. They have taken no account of modern technology which allows such travellers to use their time on the train productively. This assumption seriously undermines the benefits assigned to HS2 in their business case. £18bn of the £44bn benefits are said to be from the benefit of shorter journey times, of which £14bn is based on business traveller's time. If this benefit is removed the BCR is seriously undermined still further (potentially to less than 1.0 for Phase 1 and 1.2 for the Y system).
- 3.9 Rebalancing the national economy – The DfT emphasises the desirability of rebalancing the economy and reshaping the economic geography of the UK. However it is well established in academic literature that the benefits of high speed rail between regional centres and a dominant capital city are likely to go to the capital rather than the regional centres. Therefore whilst the regional centres may gain something from the new network a significantly greater benefit will be seen in London.
- 3.10 Impact upon existing rail users. Considerable research has been undertaken by Christopher Stokes (a consultant acting for "51M") into the service disbenefits of HS2. In the main documentation submitted to the Transport Select Committee (supporting Appendix 4 to this report) a large number of individual impacts upon West Coast main line services, the West Midlands suburban network, Midland main line, East Coast main line and Great West main line are itemised. As far as Cherwell is concerned it is predicted that there will not be any negative impacts upon the Chiltern Rail service, although I think it can be envisaged that there may be a small diversion of current trade onto HS2, dependent upon the pricing structures of the two lines.
- 3.11 Justification/impacts of HS1 and Heathrow links. The DfT proposal involves linking HS2 to Heathrow and to HS1. The passenger forecasts are far too low to make this an economically viable proposition. Train paths made available for trains going to and from Heathrow and to and from HS1 (i.e. through trains to/from continental Europe) will detract from the number of London – Y network and West Midlands trains, to the detriment of the business case.
- 3.12 It is recommended that the above comments in Section 3, be used as the Council's responses to the first 3 questions in the consultation, together with the endorsement of the 51m comments which will be reported upon when received.

Anticipated Impact Upon Cherwell

- 4.1 The second part of the DfT's consultation concerns the specific proposals concerning the HS2 proposal between London and the West Midlands and seeks opinions about the principle and specification chosen, the route

selection process, the specific route, and about mitigation measures. (Questions 4 and 5 in para 2.7 above).

- 4.2 At Appendix 5 I attach plans showing the alignment being promoted by DfT. Travelling south to north the line would first enter the district for a short section to the north of Godington. The proposed line is generally following the former Great Central railway line, but north of Godington it will deviate further north on new viaducts (approx 3 metres high) over the Padbury Brook. It is assumed, but not confirmed, that the former railway embankment and bridge will remain in situ and thereby shield the village of Godington to some extent.
- 4.3 The route then passes back into Aylesbury Vale DC's area passing the village of Chetwode before passing back into Cherwell to the east of the main part of Newton Purcell village. The line would travel on a raised embankment parallel to, and just to the north of, the former railway embankment. It is not clear if the former railway embankment adjacent will stay or go. The line would then pass over the existing A4421 just to the north of the existing redundant railway bridges and abutments. No information is available whether these former structures will stay or go. The plans submitted with the consultation show a diversion of the A4421 to the north west of the current alignment to pass over the new rail line (8 metres above the new rail height. Long embankments to north and south lift the road to that level. Accommodation works to the existing roadway are needed so that the existing road can still function as the access to houses north and south of the HS2 line and to serve the end of the Barton Hartshorn Road.
- 4.4 Proceeding north-westwards the proposed HS2 line regains the Great Central alignment (albeit in wider cutting) and travels in low cut to the A421. A new bridge to take the A421 across the railway would be needed. The line continues north westwards in increasingly deep cutting passing between Warren Farm and The Oaks Farm. Just short of the Mixbury Lodge to Fulwell Road the line would start to deviate north eastwards from the former railway line remaining in deep cutting as it passes under that road and north of Tibbetts Farm. To the north-east of Mixbury the line would need to come out of cutting and pass over a short viaduct to cross the deep valley of a small brook flowing eastwards to the Great Ouse River at Fulwell. The line would then pass back into deep cutting for 300-400m (8 metres deep approx) before re-emerging onto embankment and viaduct (10 metres high) as it crosses the Great Ouse River heading onto Aylesbury Vale again to pass between Westbury and Turweston and hence into South Northamptonshire Council's area to the north-east of Brackley.
- 4.5 When trying to assess the impact of a new engineering project of this scale there are a whole range of issues that have to be looked at. The proposal will need a full Environmental Assessment (EA) to be undertaken upon it before it is able to proceed to a Hybrid Bill stage. This EA has yet to be done. Consultees are restricted to the information available from the engineering and line drawings, and from the Appraisal of Sustainability (AOS). The AOS, whilst containing some useful information, is lacking the impact information which would be available with an Environmental Statement. This provides the Council, and local residents, with a difficulty. It is not possible to be definite about the degree of impact upon residential amenity, biodiversity etc. without the fuller information. Therefore you will see in the following paragraphs that a repeated statement that more

information is needed and that therefore an objection has to be raised at this time.

4.6 Section 2 of the AOS provides HS2 Ltd's overview of the potential impacts (attached as Appendix 6 to this report). This report will now provide relatively brief comments upon the range of impact issues as they affect Cherwell communities and individuals and environment, before addressing the issues of specification, route selection and mitigation. The issues to be covered are:

- Landscape impact
- Noise and vibration
- Biodiversity
- Cultural heritage i.e. listed buildings, conservation areas, archaeology
- Water resources and flooding
- Highway issues (including footpaths)
- Residential amenity
- Community integrity
- Air quality
- Soil and land resources
- Local economic impacts upon farms and businesses

4.7 Landscape Impact – The Council's Landscape Planning Officer has commented as follows

I have visited all the points at which there is public access to the proposed line and also Fringford and Cottisford due to their association with Flora Thompson.

The line dissects a relatively small area on the eastern side of Cherwell district and although the route physically only occupies 5.5km the visual impacts extend well beyond this.

The landscape character is one of unspoilt undulating arable and pasture land with good hedgerow and associated tree cover. In places there are small to substantial blocks of woodland. A number of small villages are relatively sparsely located within 5km of the line.

Accessible points

1. Godington Footpaths. The line will be on a viaduct at this point as it travels through the valley. From the Cherwell side approaching from Godington there will be some screening provided by the disused rail track which I estimate to be 6m high and has some scrub cover making the screen higher. The power line gantries are likely to be visible. The existence of a disused line very close to a new one may well have the effect of making the area look quite degraded visually as there will be an area of dead ground between the two lines. It would be preferable to remove the original line and utilise the spoil in constructing the new line. Visual Impact substantial

2. Newton Purcell. A sizeable part of the village is within the 500m examination zone of the line. The line is 3.5m above grade with a bridge over track plus power lines. This will necessitate a considerable bridge and engineering works which will be intrusive on a small village which is very close. I would assume that some properties will be too close to be retained as the ground re-modelling required will be considerable. Substantial impact +!

3. Footpath at 627 319 The track is almost at grade here where it runs along the line of the disused railway. Here the impact will be caused by the overhead power lines. The existing track at this point is currently well screened by vegetation but it is not clear if it will be possible to retain this. I think possibly on one side of the track but not

the other as there will be some cutting which there is not at present. Impact moderate to substantial.

4. Footpath at 624 325. the track will be slightly cut in here. Again due to the earthworks required it may not be possible to retain all the existing screening. Impact moderate to substantial

5. A421. The proposed line crosses the A421 by way of a bridge. The landscape is relatively flat and the approach to the bridge along a long straight road. The bridge will rise above the A421 creating a large structure over the road. Substantial impact.

6. Featherbed lane. The line will be in cut, not significantly visible at this point but a new bridge will be required with associated earthworks. Impact moderate to substantial

7. Mossycorner Lane. In cutting as it passes directly past Mixbury with a small length of viaduct before passing into cutting again. Unlikely to be visible in summer due to intervening vegetation. Likely to be visible in winter. The village is just outside the 500m examination zone. Moderate visual impact, possibly substantial in winter.

8. Fringford. The periphery of Fringford is approx 2.7km from the proposed route. I don't think that it will be visible due to intervening vegetation.

9. Cottisford. The periphery of Cottisford is approx 3.7km from the rail route. Due to the topography and intervening tree cover I don't believe the line will be visible from the village.

The line ploughs through valleys and raised ground, from cut to viaduct and back, completely dissecting the landscape and interrupting the landscape pattern.

There will be considerable localised impacts wherever there are substantial sections of cut or fill. In Cherwell the maximum extent of these is 10m. Allowing for 1:5 slopes this could mean cutting or filling for up to 50m either side of the rail corridor. At this stage none of this has been identified and considered. Much less any mitigation of the scars.

There will be very significant earth moving required in the construction process. Roads in the vicinity of the line are narrow country lanes unsuited to heavy traffic. Construction impacts will be considerable due to noise, dust, traffic and visual scaring.

The visual impact of the line will be much greater than shown on the sections as these just illustrate the impact for track levels and does not include the overhead power lines which add further 9-10m of structure above ground. There are also the possibility of noise baffles to reduce the sound impacts creating a landscape impact which will require mitigation in itself.

Mitigation of landscape and visual effects is most effective if it is designed into a project at inception stage as this gives opportunities to avoid, reduce, offset and if possible remedy the effects of the development. Adding on cosmetic measures such as screen planting is likely to be least successful.

The landscape is very sensitive to this development because of its nature and scale. The distribution of visual receptors and the extremely limited scope for mitigation. Accommodating a development like this without a detrimental effect to the landscape character of the area is impossible in my opinion.

It is difficult to assess the scheme at this stage due to limited information. It would be very useful to have the Zone of Visual Influence identified at this stage. The Appraisal of Sustainability Technical report Appendix 5 assumes a ZVI of 3km from

the 100m route corridor. This is a blunt instrument and very much depends on topography. This must be included in the EIA.

This is a major project in terms of size and scale. It will create a significant artificial linear structure in landscape and visual terms and a resulting substantial adverse impact with few if any benefits. Protection and enhancement of the landscape is one of the objectives of the Transport Analysis Guidance. I cannot see how this project achieves these aims.

- 4.8 All of the area of Cherwell through which the line passes is a locally designated Area of High Landscape in the adopted Cherwell Local Plan. This is not recognised in the AOS at all. As described in paras 4.2 to 4.4 the line will be in a mixture of cutting and embankment. The new construction will be a raw feature in the landscape which on-site planting will do little to alleviate in the short to medium term. The impact is not only from the new engineering structures of the line (embankments, cuttings and viaducts) but also from the view of the trains themselves and the overhead gantries. In addition one has to consider the structures that will carry roads and footpaths across the line. In our area the over bridge at Newton Purcell will be particularly obvious as will the viaduct across the Great Ouse River. Of lesser visual significance will be the A421 over bridge and the Padbury Brock viaduct but these are still substantial new structures in the AHLV. With regards to the cuttings if cannot be established, on the basis of the submitted drawings, what the land take will be as some are quite deep around Mixbury. It is therefore difficult to assess the true impact. The Council will need to seek mitigation of these impacts both on and off site.
- 4.9 A further significant consideration in landscape impact terms is the loss of tree cover. The existing cuttings and embankments provide strong linear features containing established trees. Where the existing alignment is being re-used or the line runs close to and parallel to the former line, it is considered that most of these landscape features will be lost. This will cause significant harm. In addition between Newton Purcell and Mixbury the line would run adjacent to and through two plantations. These would be severely affected as landscape features. North east of Mixbury the line has to cross a sharp sided valley on a viaduct between two deep cuttings. This is likely to be a significant feature when viewed from the footpath which runs north from Beaumont Lodge.
- 4.10 A final potential concern relates to the possibility of a site in the district being used as a power take off point. It is known that the HS2 will be electrified and will need connection to the National Grid with suitably located transformer compounds. No information is available about the location of these sites which will also need road access for maintenance. To the east and north of Mixbury an existing high voltage pylon-line crosses the proposed railway and then runs along the former Great Central railway line. At least one pylon would need to be relocated to facilitate the building of the railway. This is at the point where the Mixbury Lodge to Fulwell road crosses the line, and therefore is road served. From seeing such power take-off compounds in Kent when viewing HS1 it is considered that this feature would also be harmful to the visual amenity of this part of the countryside which is classified as being of high landscape value.
- 4.11 Noise and vibration – the AOS identifies 3 or 4 properties at Newton Purcell

as potentially experiencing high noise levels, with further housing nearby potentially eligible for noise insulation (implying relatively high noise levels). The same plans show four properties in Godington, all the remaining properties in Newton Purcell and five outlying properties (Cross Farm, Widmore Farm, The Oaks Farm, Warren Farm (4 properties), Tibbetts Farm, and Beaumont Lodge) as potentially experiencing a noticeable noise increase. It is not explained why the The Oaks Farm, which is located immediately adjacent to the line is not categorised as experiencing high noise levels. Two areas, close to the railway at Newton Purcell, and around Warren Farm are also annotated as “preliminary candidate areas for mitigation”.

4.12 In your officer’s initial view there are two other potential areas for concern. Firstly as mentioned in para 4.9 above to the north east of Mixbury the line crosses a short viaduct between two cuttings. It is thought likely that high speed trains crossing this at full speed will send a pulse of noise up and down the valley to each side, with properties at Mixbury and Fulwell likely to experience this sudden repetitive noise event. This could have a significant detrimental affect. To a lesser extent Fulwell may also experience noise from the much longer viaduct across the Great Ouse River. The AOS recognises the potential for noticeable noise in Westbury, but not in Fulwell.

4.13 The Council’s Anti-Social Behaviour Manager comments:

In their Appraisal of Sustainability document at Appendix 5.4 the HS2 organisation sets out the criteria it proposes to assess the impact of noise and vibration generated by the planned high speed rail project.

In the opening paragraphs of the report the case is made for the use of the LAeq unit of noise measurement to assess and quantify the noise levels produced by trains. A time period of 18 hrs has been chosen as the appropriate averaging period over which the LAeq is to be applied. The 18 hr time period is defined as ‘daytime’ between 06:00 and 00:00 (midnight). It is suggested that the LAeq measure ‘correlates best with the annoyance caused to humans by noise’

Whilst it is accepted that LAeq is a commonly used noise measurement the claim that it correlates as an index of annoyance is to be questioned particularly in the case of rail noise where individual noise events typically involve large amounts of sound over short periods of time followed by periods of time when the ‘nuisance’ is entirely absent. In these circumstances the use of a maximum event noise level such as LAmay may more accurately reflect the noise impact. Equally the LAeq measurement does not accurately reflect the additional impact caused when for example a train emerges from a cutting or tunnel and a nearby sensitive receptor is suddenly exposed to a significant volume of noise. This effect is in part addressed later in the report when the issue of tunnel boom is considered. It is felt that due to the depth of some of the cuttings to be employed this effect or elevated levels of noise could be a problem in these locations.

In addressing ground borne vibration mention is made of the variation in effect that can arise as a result of the underlying geology. Whilst the report is by nature general in its terms it is felt that this point is significant and should have been addressed in more detail with reference being made to specific rather than general local conditions.

Another significant omission is an appraisal of noise impacts on non residential receptors as the affect of noise on the ability for individuals to work productively and effectively should not be under estimated.

In predicting noise levels that are likely to be generated by the HS2 rolling stock reference is made to quantitative noise measurements obtained from a survey of operation of TGV rolling stock. These trains typically operate at speeds up to 300 km/hr yet the aspiration for HS2 is for trains to operate at 360 km/hr or faster. The report does concede that data for aerodynamic noise from trains travelling at 360 km/hr or faster is not currently available and as a consequence modifications to the Calculation of Rail Noise Methodology cannot be made at this time. This shortcoming does call in to question any use of an unmodified model for predicting noise levels.

4.14 Noise from the operation of the high speed railway originates from a number of sources:

- Mechanical noise from motors, fans and ancillary equipment
- Rolling noise from wheels
- Aerodynamic noise from airflow
- Catenary noise from the power pick up from the overhead lines.

The documentation does not provide noise contours so it is not possible to make any accurate assessment of the noise impact upon individual properties. This is a significant failing. We are told such information will not be available until the Environmental Statement is published. This is considered unacceptable. It is worth remembering that the operational times of the railway are proposed to be from 5am to midnight and would ultimately be carrying 18 trains per hour (at peak) in each direction. There will be a lot of noise events and they will start early and run into the night time. Maintenance to the track will take place at night, and may be the occasional source of yet more noise nuisance.

4.15 Whilst noise mitigation is referred to in the AOS no specific proposals are given, and no assumption can therefore be made of the effectiveness of such measures. In your officer's opinion it is considered that lowering the height of the line may assist further around Mixbury/Finmere, with perhaps the use of a "green" (cut-and-cover) tunnel to avoid the deep cuttings. This would have the added advantage of lowering the viaduct over the Great Ouse River. Particular concern is also expressed about the noise impacts at Newton Purcell. As the line is elevated relative to the nearest properties, noise barriers would be the only technical solution, but it is not possible to assess their effectiveness on the basis of the information currently provided.

4.16 Biodiversity. The Council's Ecologist has reviewed the records of species and habitats likely to be affected and comments as follows

*We have the following **records** of species and areas of ecological/ biodiversity interest within 500m either side of the proposed line within Cherwell District:*

Protected Species:

- Water vole (protected under Wildlife and Countryside Act 1981 as

amended)

- *Badger* (Protected under Protection of Badgers Act 1992)
- *Grass snake* (protected under Wildlife and Countryside Act 1981 against killing and injury)
- *Common Lizard* (protected under Wildlife and Countryside Act 1981 against killing and injury)

BAP Priority/ Section 41 Species and notable species:

- *Water flax beetle* – Nationally Notable invertebrate
- *Small Heath* - BAP/ Section 41 NERC Act species
- *Cinnabar* - BAP/ Section 41 NERC Act species
- *Wall* - BAP/ Section 41 NERC Act species
- *Shaded Broad-bar* - BAP/ Section 41 NERC Act species
- *Basil Thyme* - BAP/ Section 41 NERC Act species
- *Wood White* - BAP/ Section 41 NERC Act species
- *Dingy Skipper* - BAP/ Section 41 NERC Act species
- *Grizzled Skipper* - BAP/ Section 41 NERC Act species
- *Small Blue* - BAP/ Section 41 NERC Act species
- *Four-spotted* - BAP/ Section 41 NERC Act species
- *Figure of eight* - BAP/ Section 41 NERC Act species
- *Cuckoo* - BAP/ Section 41 NERC Act species
- *Lebia chlorocephala* (ground beetle) – Nationally notable
- *Stenus butrintensis* – Nationally notable
- *Psallus albicinctus* – Nationally notable B
- *Kingfisher* – amber list bird

The route passes within close proximity to a number of large ponds and lagoons (close to Finmere and Godington). There may therefore be issues with amphibians, most notably Great Crested Newts to be addressed, which could be using areas to be affected as terrestrial habitat. The lagoons may also be important for water birds which could be impacted by disturbance. The route also appears to pass through or directly adjacent to a couple of plantation and woodland areas near Finmere. There may be important nesting birds or roosting bats in these areas which would need to be surveyed for.

Bats – there are no specific records for bats but they are likely to be foraging along the watercourses and hedgerows throughout the area as well as the old LNER railway as this forms a major vegetated corridor across the wider landscape and therefore could be important for commuting and foraging bats, which may be difficult to mitigate for.

We have records of water vole throughout the district and it is likely they are present on some of the other watercourses to be affected (I identified 9 crossings of watercourses of various sizes) in addition to on the River Great Ouse where we have specific records from surveys. Similarly Otters may be present on any of these watercourses.

Badgers are likely to be widespread.

Impacts:

For all these species the principal impacts both during construction and in the long-term when trains are running will be

- *direct destruction and loss of habitat*
- *direct and indirect disturbance due to noise, lighting and habitat*

destruction/modification

- *fragmentation and loss of connectivity of habitats*
- *isolation of populations*
- *potentially direct injury and killing of individuals both during construction and when trains are running*

Protected habitats:

There is only one specifically highlighted habitat in our records namely a District Wildlife Site – the Old LNER railway LN2/3. This was previously of LWS value but has been downgraded due to loss of ecological interest. It still contains Lowland Calcareous grassland of BAP priority habitat quality and is important for butterflies and likely to be important for other invertebrates. There would be direct land loss of this area. BBOWT suggest there is a second area in proximity but I do not have records of this.

The proposed route would necessitate the loss of a number of hedgerow sections which are also likely to be BAP priority habitat and similarly a number of woodland areas which may qualify under lowland deciduous woodland.

The closest LWS is Spilsmere wood 850m to the West. I would not foresee any impacts on this however there may be disturbance from noise if it travels that far.

Likely mitigation required:

Creation of new habitats as a replacement for those lost, potentially fencing during construction and removal of reptiles/amphibians to receptor sites. Replacement bat roosts and bird nesting opportunities. Timing restrictions on work to avoid or coincide with breeding/hibernation times. Bridge designs to cater for bats, otter passes etc...

- 4.17 Attention has already been made above (in para 4.9 above) about the loss of tree cover. There is a potential for further hedgerow loss as well. The Council should be concerned that the level of information provided is currently poor. We will need to ensure that the Environmental Statement is based on current and up to date survey information to ensure compliance with the EEC Directives on the conservation of natural habitats and of wild flora and fauna.
- 4.18 Cultural Heritage – As a generality the AOS significantly underplays the significance of local designation such as conservation areas. Mixbury Conservation Area should have been recognised as a heritage asset. Mixbury also has a Grade II* listed building and the Beaumont Castle Scheduled Monument. Given the distance and intervening land form it is not considered that the impact upon the listed building and Conservation Area is likely to be significant. It is assumed that English Heritage have been asked for their comments upon the setting of the Scheduled Ancient Monument. Grade II buildings are recorded, but in our opinion an assessment of their significance should be made and so should an assessment of the impact of the proposal upon them. There are two Grade II listed building in Godington, 8 in Newton Purcell and 4 in Mixbury which

should be taken into account.

- 4.19 Archaeology. Impact information is awaited from OCC
- 4.20 Water and flooding – Detailed consideration will need to be given in the development of the project concerning:
- River crossings
 - Vulnerable flood risk areas
 - Impact upon aquifers and compliance with the water directive
 - Impact upon rivers, streams and ponds
- 4.21 Whilst the AOS maps the flood plains (Padbury Brook north of Godington, the River Great Ouse north of Mixbury/Fulwell, and its small tributary running from Fulwell towards Mixbury) and comments briefly on the aquifer situation the documentation is short on detail information and impact assessment. This will of necessity follow in the Environmental Statement. However, with particular regard to the protection of water quality this makes assessment at this time difficult. This part of Cherwell, together with the adjacent areas of Aylesbury Vale and South Northamptonshire is a high water quality area by virtue of its position at the top of the river catchment area. Article 4.7 of the Water Framework Directive states that there can be no diminution of that high water standard from high to good as a result of development without meeting the provisions of that Article.
- 4.22 Highways and footpaths – Progressing from south to north the following highway crossings are affected by the proposals:
- a) Bridlepath north of Godington – currently passes under Great Central line by underbridge – would need to be accommodated under the new viaduct.
 - b) A4421 Newton Purcell Road currently passes under Great Central line with redundant bridges still in place. Proposal appears to be to leave underbridge but stop through traffic under new line (?). New overbridge with lengthy approach embankments and diversion of line of A4421 to west proposed.
 - c) Bridlepath from Home Farm Shelswell to Finmere crosses line of old railway. No accommodation works shown. Bridge would be required.
 - d) Bridlepath from Widmore Farm to Finmere crosses line of old railway. No accommodation works shown. Bridge would be required.
 - e) A421 near Warren Farm. Relatively recent diversion of road south of old bridge point on embankment. Old bridge works remain. New bridge proposed still further south. Unclear what happens to old bridge works.
 - f) Footpath from Tibbetts Farm to Warren Farm alongside (north) of former railway line. Will need accommodation works associated with (g) below.
 - g) Roadway from Mixbury Lodge to Fulwell. Current overbridge over dismantled railway will need to be replaced.
 - h) Bridlepaths north from Beaumont Lodge and north east from Mixbury Lodge meet and continue to Westbury. The meeting point will be at a deep cutting point on new line. Will need overbridge.

- 4.23 It is considered important to ensure that all existing footpaths/bridlepaths are properly accommodated during construction of, and after the opening of, any new railway line. Members may recall that during the M40 construction, another government promoted scheme, a large number of footpaths were truncated or had significant diversions made to them. These were never replaced satisfactorily. Objections should be raised if assurances are not forthcoming that this will not be repeated as a function of this scheme.
- 4.24 Of particular concern are the proposals relating to the routing of the A4421 across the proposed railway at Newton Purcell. Rather than take the road under the railway as currently the proposal is to divert the road over the line further to the west. No explanation has been given as to why it is not possible to continue with an underbridge. Because of the height of the line relative to surrounding land levels the bridge has to be approached via lengthy and high embankments. These would be harmful to the character and appearance of the landscape. The embankments will also have a significant impact upon the amenity of the two houses on the western side of the A4421 at this point. Indeed it must be questioned whether these will be viable houses after this construction, particularly that one to the south of the railway line, Station House, which will be dominated by the new railway and road infrastructure and suffer high noise levels. The raising of the road will also have the effect of raising the road noise source and may have an effect upon the amenity of the houses in the vicinity. The plans available do not make it plain whether the existing roadway under the railway will remain open; presumably not. This will impact upon community integrity - see later.
- 4.25 The amenity of rural footpaths and bridleways will be fundamentally affected by the proposal. The footpath north of Godington has a particularly remote and tranquil feel to it. This will be lost completely. Similarly the two footpaths/bridleways north and east of Mixbury, which form part of a well used dog-walking loop, will have an entirely different character once the railway is constructed. They will no longer be a source of tranquil remote recreation, but will instead be subjected to the frequent passage of trains travelling at maximum speed. Again similar expressions of concern should be expressed about the footpaths which cross or are close to the line between Mixbury and Newton Purcell.
- 4.26 Residential amenity – The impact of the new railway upon residential amenity is greater than the imposition of noise nuisance at whatever level it is experienced. It is also the affect upon the tranquility of a rural location, or the interruption of a rural landscape by modern transportation infrastructure. This impact affects communities/properties such as:
- Godington – A remote village accessed off of a dead end lane. The village which contains 15-20 properties, is tranquil and unaffected by road noise. It will in the future, if this proposal goes ahead, have significant train noise albeit that the trains will not be visible.
 - Newton Purcell – A small village astride the A4421 and suffering train the noise/disturbance and division by a road carrying relatively high volumes of HGV and other traffic transiting from the A34/M40 to Milton Keynes and the M1. The imposition of frequent train noise is an unreasonable extra burden.

- Warren Farm/The Oaks Farm – A secluded group of former farm buildings and working farm north of the A421. The proposed line charges between them in low cutting. The noise, visibility of the overhead lines/tops of trains and the accommodation works to ensure that the private access road is maintained will have a significant affect upon the whole group, especially The Oaks Farm which will be very close to the line.
 - Mixbury – A Conservation Area, which is predominately an old estate village. Despite the relatively close proximity of the A43 and A421 roads the village is relatively tranquil. The train noise which will be apparent will detract from this heritage asset and the residential amenity of villages.
 - Fulwell – A remote hamlet in a secluded and tranquil location. Concern is expressed that sudden noise events will result from the proposed track configuration near Mixbury, and longer noise occurrences from the River Great Ouse viaducts which are both up-wind of the hamlet.
- 4.27 Community Integrity – This is an issue where a community is sub-divided by transport infrastructure. It is considered that this is a significant concern in two locations. Firstly, at Newton Purcell. The few properties to the north of the proposed railway line will be segregated from the remainder of the village if the existing route under the Great Central Railway is to be blocked and a long and circuitous journey by foot or vehicle is necessary to get from these properties to the Church, public house, or other houses. This is unfortunate and at the very least consideration should be given to providing a footpath connection under the line.
- 4.28 The second location of concern is at Warren Farm/The Oaks Farm north of the A421. These isolated properties form a small integrated grouping. The railway will split them apart, and unless the accommodation works for the access is well done they will feel dislocated from one another, and the Warren Farm set of properties will be further removed from the main road.
- 4.29 Soil and land resources – None of the affected land is Grade 1 or II so this issue is not significant in Cherwell's case. Some concern needs to be expressed however about the relationship of the proposed line to the Finmere Quarry landfill site. Information will be required to ascertain if there will be any impact upon the usefulness of the cells of that landfill which are nearest to the line. Impacts by reason of vibration or affect upon water table would need technical assessment. This matter will have to be covered in detail in the Environmental Statement. Impact upon the use of cells may have a wider impact upon the landfill resource of the County.
- 4.30 Local economic impacts – In much the same way as a motorway it is possible that a new railway line may cut off one part of a farmer's land from the rest of his land or his farmstead. It has not been possible to establish this type of impact, but it is known that in some locations the farmers make use of the former railway to transit between parts of their holdings. It may be necessary to consider if further accommodation bridges or underbridges are necessary to ensure the continuation of those farm enterprises without detriment to their viability. Such bridges may of course add to the visual harm of the railway by introducing yet more transport infrastructure into open landscape.

- 4.31 There are storage activities being undertaken on the old station site at Newton Purcell. It has not been possible to establish what these are (or indeed if they have planning permission!) but the proposed alignment and the overbridge for the A4421 seems to eliminate this as a business enterprise.
- 4.32 The proximity of the line to the farmhouse at The Oaks Farm seems to call into question it's viability as a dwelling. It is believed that this is the only house associated with this farm business. If this enterprise cannot function without a dwelling it may be necessary to fundamentally change the farming enterprise, or consider the construction of a replacement dwelling further from the line.

Mitigation

- 4.33 Question 5 of the DfT's consultation also seeks comments upon the intended approach to mitigation. This is dealt with in 5 paragraphs and one figure in the AOS (Section 9 – which I attach as Appendix 7). This is an understandable and appropriate approach, trying to avoid the need for mitigation as a first step and then proceeding down a hierarchy of minimising impact, abating impact, repairing and compensating.
- 4.34 The AOS contains some generic information about mitigation methods and implementation. There is nothing specific to individual locations. As with other areas this lack of information is unhelpful in formulating opinions about the impact of the proposal upon communities and individuals. Significantly more information, specific to locations is necessary in any next step towards a Hybrid Bill.

Principle and Specification

- 5.1 Question 4 of the DfT's consultation seeks opinions about the principle and specification chosen for the proposal. I comment below about the consideration of alternatives but it is also considered worth seeing if the lessons of the protracted consideration of the HS1 route through Kent are being utilised in this proposal. A fundamental criterion in Kent was that existing transport corridors should be utilised (the HS1 line closely follows the M2 along much of its length). HS2 does not follow this desirable criterion. Whilst the route through Cherwell roughly follows the alignment of the former railway, this has been disused for over 50 years, has largely become re-integrated as part of the rural landscape, and was of course of a much simpler and smaller form of railway engineering. The land taken for HS2 of a minimum of 22 metres with additional width needed for cuttings, embankments and landscaping will create a new strong feature through the landscape. This is unfortunate. However, in Cherwell's case care has to be taken in how strongly this view is expressed as another alignment, say parallel to the M40, could have significantly greater impact upon the District especially in the Cherwell Valley past Banbury.
- 5.2 Aspects of the specification which may require comment relate to:
- Speed
 - Operating hours
 - Frequency of trains
 - Infrastructure design

- 5.3 The speed chosen for the operation (up to 250 mph – albeit max speed of 225 mph upon opening) has a significant effect upon the horizontal and vertical alignment of the railway proposed in that at such speeds the tightness of the radii of corners and the gradients suitable are restricted. The line therefore has to be as straight as possible (free of sinuous bends) and as flat as possible. The scheme has already been amended from that first published in March 2010 to seek to avoid settlements and to minimise the height of viaducts. A lower design speed would facilitate greater sinuosity, allowing greater avoidance of property, but would affect the basic offer of journey time reduction. It is unlikely that any reduction of speed that we encouraged would change the impact of the proposal if they are seeking to generally follow this alignment through Buckinghamshire, Oxfordshire and Northamptonshire.
- 5.4 As noted above when discussing noise nuisance the operating hours of 5am to midnight do give us cause for concern. Both early hours operation and evening/night operation will be at times when the background noise level is low and the consequent impact of the noise generated by the trains will be higher and more harmful to the quiet enjoyment of nearby houses. It is suggested that we make representations to shorten the operating hours.
- 5.5 Noise nuisance is also a function of the frequency of the noise events – the number of trains per hour and per day. The 18 trains per hour in each direction which is proposed at peak hours i.e. 36 trains (less than 2 minutes between each noise event potentially) is considered excessive and unreasonable to endure for the occupiers of nearby properties.
- 5.6 The visual impact of the railway upon the countryside can be reduced by high quality design of bridges and noise mitigation. No information has been provided on this. We will require the highest standards to be utilised so that whenever possible the infrastructure that cannot be hidden from view is attractive and with high quality materials.

The Appraisal of Sustainability

- 6.1 Question 6 of the DfT's consultation asks for comments upon the Appraisal of sustainability. In a number of places comments in Section 4 above included criticism of the availability of information and the need for an increased level of work needed in an Environmental Statement. This lack of information is considered to be a fundamental flaw in the consultation. Whilst seeking the public's and stakeholder's comments upon the economic case and upon the route published insufficient information is available to truly assess the specific impact upon individual communities or properties. If the Minister, after considering the consultation responses, gives the go ahead for a Bill to be formulated the route will have become further fixed and it is unlikely that anymore than cosmetic changes will be able to be made subsequently, and yet other than objecting because the impact cannot be quantified how is an individual, (or the Council looking to act in the best interests of its residents) meant to be able to respond?
- 6.2 Consultants acting for 51m have been instructed to provide an overall critique of the AOS. It is hoped that this will be available before the Executive Meeting.

Compensation Proposals

7.1 The final question in the DfT consultation relates to the compensation proposals which are set out in Annex A to the consultation (not included in the consultation summary). This makes the following statements:

- If, following public consultation, a decision is taken to proceed with the high speed line, at the point the Secretary of State for Transport confirmed the line of the route the next step would be to safeguard the line. The safeguarding of land is an established process within the planning regime in which the Secretary of State directs local authorities to safeguard portions of land for a particular development
- For home owners, the safeguarding area would be the first formal indication of where the land and property might need to be compulsorily purchased in order to build a new line
- Statutory blight provisions would become available to qualifying property owners within a safeguarded area from the date of which any safeguarding directions are made.
- Under Part 1 of the Land Compensation Act 1973 people would be entitled to claim for loss of value on their property due to the impact of physical factors from the operation of any new high speed rail line. Physical factors mean noise, dust and vibration, smell, fumes, smoke, artificial lighting, and the discharge of substances onto land. Compensation is available for owner-occupiers of residential properties, small businesses and agricultural units.
- Claims could be submitted once the railway had been open for one year – this allows the actual impact to be understood, and gives time for the impact to be reflected in the property market. It is typical for affected property prices to recover somewhat during this period – as the uncertainty effect disappears.
- Generalised blight is a term used to describe the impact on the property market in a certain area as a result of the perceived impacts of a proposed or planned new development
- Blight of this kind is strongly associated with fear of the perceived impacts from a future development before the actual impacts are known, often coupled with uncertainty as to what property owners who do experience impacts once a development is built would be entitled to claim in compensation.
- The Government recognises that the proposals for a new high speed rail line have inevitably given rise to generalised blight in some areas along the proposed line of route. Experience of past major infrastructure projects has shown that the effect of blight is strongest at the point of most uncertainty and least definitive information
- At this formative stage of the high speed rail proposals there is understandably a considerable amount of fear and uncertainty within communities about what impact a line, if built, would have on the areas along the route, the blight situation in these areas would be expected to improve over time as more became known about plans for any new high speed rail line and more detailed measures were developed to mitigate impacts such as noise. But the Government is aware that if a decision is made to go ahead with a new high speed line, blight may well continue to have a detrimental effect upon the property market in areas along the proposed route.

-
- Because of this, the Government is considering whether additional support arrangements for property owners may be appropriate, if a decision is taken to go ahead with a new high speed line, in addition to those already provided under the statutory blight and compensation provisions.

7.2 The Government is considering the following issues with regard to the need for discretionary support arrangements namely:

- Assisting those whose properties lose significant value
- Enabling the normal functioning of the property market
- Reassuring now that fair compensation will be paid
- Enabling people to stay in their homes and communities
- Avoiding the government owning large numbers of properties

This will be the subject of further consultation early in 2012 if the Minister has indicated that he wishes the process to continue towards a Hybrid Bill.

7.3 Initial comments should be made that the statutory blight provisions (only available to those whose properties are actually on the line promoted) are very restricted and apply to very few, whilst statutory compensation is only claimable once the line has been open for one year i.e. 2027 or thereabouts.

7.4 Given the potential generalised blight that may occur and the significant impact this will have upon the local operation of the housing market and the likely depression of house values of properties perceived to be affected it is vital that some discretionary support arrangement is put in place as soon as possible. This needs to be as generous and easy as possible to enable those who need or want to move can do so without financial loss.

Implications

Financial:

Nothing directly arising out of this report. If the proposal continues forward it may be necessary for the Council to instruct consultants to act for it in assessing the details of an Environmental Statement. The "51M" group is likely to continue to oppose the proposals at each stage, and the Council may therefore be asked to make further financial contributions.

The Council has an earmarked reserve of £50,000 set aside to meet any costs related to making representations in relation to HS2. At present there has been no expenditure incurred.

Comments checked by Joanne Kaye, Service accountant
01295 221545

Legal:

Nothing directly arising out of this report. It is known that "51M" is likely to consider a judicial review of the Ministers decision to proceed if he reaches that conclusion

Comments checked by Nigel Bell, Team Leader Planning and Litigation 01295 221687

Risk Management: Nothing directly arising out of this report
Comments checked by Claire Taylor Corporate Strategy and Performance Manager, 01295 221563

Wards Affected

Fringford

Corporate Plan Themes

**A safe and healthy Cherwell
A cleaner, greener Cherwell**

Executive Portfolio

**Councillor Gibbard
Lead Member for Planning and Housing**

Document Information

Appendix No	Title
Appendix 1	Consultation summary document
Appendix 2	Non-technical summary of Appraisal of Sustainability
Appendix 3	Extract from HS2 Route Engineering Report
Appendix 4	Summary of "51M" submission to Transport Select Committee
Appendix 5	Route plans
Appendix 6	Overview of potential impacts
Appendix 7	Mitigation section of AOS
Background Papers	
Department for Transport consultation papers as set out in para. 2.1 of report	
Report Author	Bob Duxbury, Development Control Team Leader
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High Speed Rail: Investing in Britain's Future

Consultation Summary

February 2011

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Summary

The Government believes that a national high speed rail network offers a once-in-a-generation opportunity to transform the way we travel in Britain.

High speed railways were first built in Japan in the 1960s, and now span countries across Europe and Asia. The pace of development shows no sign of slowing, and China, France and Spain, amongst other countries, are all pressing ahead with ambitious plans. Britain cannot afford to be left behind. Our current railway system dates back to the Victorian era and will not be sufficient to keep Britain competitive in the twenty-first century.

A new high speed rail network would transform the country's economic geography. It would bring our key cities closer together, enable businesses to operate more productively, support employment growth and regeneration, provide a genuine alternative to domestic aviation, and create a platform for delivering long-term and sustainable economic growth and prosperity.

A Y-shaped national high speed rail network linking London to Birmingham, Manchester and Leeds, and including stops in the East Midlands and South Yorkshire, as well as direct links to the HS1 line and into Heathrow Airport, would cost £32 billion to construct, and would generate benefits of around £44 billion, as well as revenues totalling a further £27 billion.

It would deliver a huge increase in rail capacity to meet rising demand for long-distance rail travel, and ease overcrowding on existing railways.

It would slash journey times between cities, bringing London within 49 minutes of Birmingham, and to within 80 minutes or less of both Manchester and Leeds. Travel times between regional centres would be cut equally sharply, so that Birmingham would be only around 50 minutes from Manchester and just over an hour from Leeds.

By linking the high speed network to the existing East Coast and West Coast Main Lines, London would be brought within around three and a half hours of both Glasgow and Edinburgh – significantly reducing the demand for internal UK flights. Short-haul aviation could be reduced further by international high speed rail services from cities across the country using a direct link via the High Speed 1 line to the Channel Tunnel.

The Government's proposed network also includes a direct link to Heathrow, which would bring Manchester and Leeds city centres within around 70 and 75 minutes of the country's main hub airport respectively.

High speed rail also has the potential to play a central role in promoting long-term and sustainable economic growth. The first phase alone of a national network would support the creation of around 40,000 jobs and contribute to major regeneration programmes in Britain's inner cities.

New high speed links would enable the UK's key urban economies to improve their productivity, attract new businesses, and access more directly the economic strength of London and the South East.

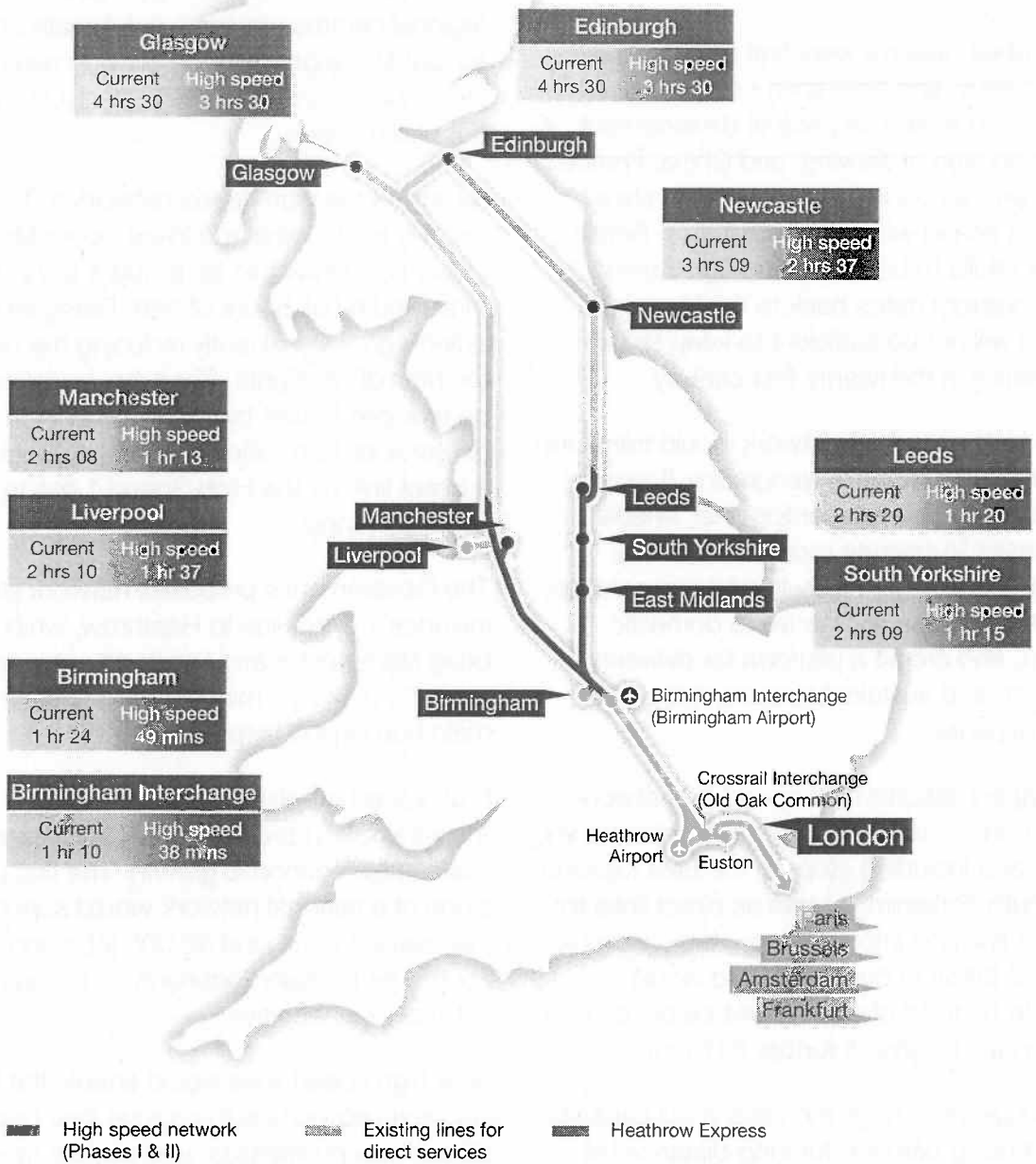


Figure 1 – Journey time savings to and from London by train

The Government believes that a high speed rail network would be a transformational investment in Britain's future and help to bridge the north-south divide. This consultation document sets out the basis on which the Government has reached that view, and seeks your views on its proposed way forward.

Part 1 of this summary document sets out the Government's proposed high speed rail strategy, and describes:

- the wider context in which high speed rail has been considered;
- why additional rail capacity is needed;
- the options for providing additional capacity and the case for high speed rail; and
- the Government's strategy for delivering a national high speed rail network, including links to Heathrow and to the Channel Tunnel.

Part 2 explains how the Government's recommended route for an initial high speed line from London to the West Midlands has been identified. It describes the core principles underpinning this work, and sets out the proposed route in detail, including its sustainability impacts. It also explains the main alternatives considered and why these were rejected.

Part 3 sets out the questions on which the Government is seeking views through this consultation process, and explains how to respond.

PART 1 – THE CASE FOR HIGH SPEED RAIL

The Fast Track to Prosperity

The Government is committed to providing a strong basis for long-term and sustainable economic growth by creating the right environment for private enterprise to flourish and by re-balancing our economy.

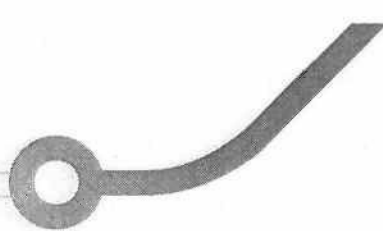
High speed rail can play a key strategic role in delivering these objectives.

For Britain and its major cities to compete effectively in the 21st century, it is vital that the right infrastructure is in place. Infrastructure helps promote competitiveness – by boosting productivity, reducing costs and increasing efficiency, and expanding business and labour markets.

The National Infrastructure Plan sets out the Government's strategy to deliver the infrastructure our economy needs to compete in the modern world. Investment in transport is a core element.

The UK's transport networks provide the crucial links that enable firms to operate efficiently. The business sector consistently underlines the importance of reliable transport systems, with an October 2010 survey finding that 95 per cent of companies agree that the UK's road and rail network is important to their business and its productivity.

The central role played by the country's rail links cannot be overstated. Rail commuter networks support the deep labour markets that underpin the productivity of the UK's cities. Inter-city lines have an unrivalled capacity to enable rapid and direct journeys between central business districts – avoiding traffic jams and the difficulties of finding parking space. And the rail



freight industry is playing an ever stronger role in ensuring goods and raw materials get to the right place at the right time.

The Capacity Challenge

Britain's rail network is seeing a continuing pattern of steeply rising demand. As a result, rail capacity is under increasing strain and services are growing more crowded.

Between 1994/95 and 2009/10, total passenger miles travelled rose from 18 billion to almost 32 billion. The fastest growth of all has been in demand for long distance travel, which continued to rise even through the recent recession. The total number of long distance journeys made more than doubled in the period from 1994/95 to 2009/10.

Standing room only

As capacity on the network becomes ever more intensively used, the scope to meet rising demand by running additional services and longer trains is becoming increasingly limited. This means that some of the country's key rail routes are forecast to be completely full in peak hours in the next 20 years.

High levels of crowding are already being seen, particularly in the peak, across a growing proportion of the network. Many services on the West Coast, East Coast and Midland Main Lines are already extremely full. Despite the capacity increases provided by the West Coast Route Modernisation programme, long distance services on this route are regularly overcrowded. Almost half of all long distance Midland Main Line trains arriving into St Pancras International in the peak have passengers standing.

This picture of rising demand is underpinned not only by growth in inter-city travel but also very significant increases in long-distance

commuting from places such as Milton Keynes, Northampton, Peterborough and Kettering.

If demand carries on rising in this way, it is clear a substantial long term expansion in capacity will be needed to enable the rail network to respond.



The Long-Term Challenge

Industry and government forecasts show that these patterns of growing demand for rail travel are set to continue.

Some of the highest levels of future demand growth are anticipated on the West Coast Main Line. Network Rail forecast that demand on the London-Manchester route will grow by around 60 per cent by 2024.

High levels of demand growth are also expected on the East Coast and Midland Main Lines, on both of which Network Rail predicts overall long-distance growth of more than 70 per cent in the period from 2007 to 2036. Even higher levels are forecast over the same period on specific routes including from London to Nottingham, Sheffield and Leeds.

The Government is currently investing heavily in projects to enhance the capacity of the network, for instance through the Thameslink project and the electrification of key intercity and suburban lines.

In the longer-term, however, the scope to increase capacity on the main routes out of London will be increasingly constrained and eventually exhausted, with Network Rail recently concluding that by 2024 "the West Coast Main Line, particularly at the southern end of the route, is effectively full and subsequent additional capacity could only be provided by exceptionally expensive infrastructure solutions."¹

Whilst the capacity challenge is most severe on the West Coast Main Line, forecasts of demand growth carried out for HS2 Ltd indicate that over the coming decades all three main north-south routes out of London will become very highly congested, particularly in peak hours.

This would lead to unprecedented levels of crowding, worsening reliability and a deteriorating travel experience.

The Government's view is that significant investment will be needed to tackle the capacity challenges set out above. Because major rail infrastructure projects take many years to develop and implement,

decisions on how such investment should be taken forward cannot be postponed or delayed.

The Government believes the priority should be the main north-south inter-city routes out of London – beginning with the West Coast Main Line corridor.

Enhancing Network Performance

Rising demand for travel and increasing overcrowding are not the only challenges facing Britain's rail networks.

Experience on the West Coast Main Line following the completion of the route modernisation programme indicates the value placed by travellers on reducing journey times and improving reliability.

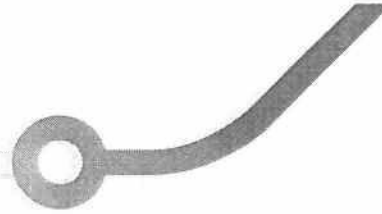
But maintaining current levels of reliability is likely to become increasingly challenging as more services are accommodated on the network, and enhancements to transport and communications networks are leading to ever rising public expectations about the speed and convenience of travel – particularly as other countries are seen to invest in improving connectivity.

High Speed Rail

High speed rail has provided a highly effective answer to these challenges in countries across Europe and Asia. It has improved the capacity, speed and reliability of rail journeys, with demand rising sharply as a result. Significant shifts away from aviation have been achieved.

International experience also shows that high speed rail can be a powerful tool for supporting city economies and drawing in new investment.

¹ Network Rail, *Draft West Coast Main Line Route Utilisation Study*, December 2010; available at www.networkrail.co.uk



Lille has seen increasing demand for office space and growth in urban tourism as a result of its location at the centre of the European high speed rail network. And in Zaragoza high speed rail links have supported a major programme of regeneration and contributed to the city's success in hosting Expo 2008.

The Government believes that Britain cannot afford to be left behind; cannot afford to ignore the benefits offered by high speed rail.

Britain needs a rail network which matches its growing ambitions:

- enabling rising numbers of journeys to be comfortably accommodated;
- improving the speed, convenience and reliability of links between our big cities and international gateways;
- supporting sustainable growth – given the UK's Climate Change commitments; and
- keeping pace with developments in other countries.

The following sections set out the basis on which the Government has reached this view.

The Case for a National High Speed Rail Network

Britain's road network cannot offer an effective solution to the rail capacity issues described above. The unreliability and delay caused by congestion in cities, and particularly in central London, make road travel an unattractive option for the journeys into city centres which are seeing the highest levels of demand growth on the rail network.

Therefore the Government has focused on reviewing the costs and benefits of the key strategic rail options for meeting the capacity

challenge. These include new lines – both high speed and conventional – and upgrades to existing infrastructure.

Its assessment is that a new high speed rail network would generate significantly greater benefits for travellers in terms of capacity, connectivity and reliability than any of the other options considered, as well as offering valuable potential to support the Government's wider strategy to promote long-term and balanced economic growth.

The strategic case for high speed rail

The Government believes that high speed rail can play an important role in promoting valuable strategic change in the economic geography of Britain, supporting sustainable long-term growth and reducing regional disparities.

By bringing the major cities of the Midlands and the North closer to the capital, and by ensuring that capacity is available to handle high levels of demand growth, high speed rail could benefit thousands of businesses by improving access to the huge and internationally-competitive markets of London and the South East – just as service sector firms in Lyon have benefited from enhanced access to Paris. And by bringing the major regional conurbations closer together, boosting productivity and enabling greater economic specialisation, high speed rail could put them in a strong position to compete effectively in those markets.

High speed rail would also act as a catalyst for regeneration, as has been seen in cities across Europe, such as Lille, where the arrival of high speed rail drove the development of the major Euralille complex. A British high speed rail network could contribute strongly to regeneration in our major cities, for example at Old Oak Common in West London and in the Eastside district of Birmingham. A London – West Midlands

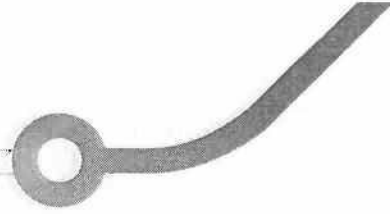
line alone could support the creation of around 40,000 jobs.

Successive governments have sought to bridge the north-south divide – a national high speed rail network could provide a unique opportunity to finally ensure it happens.

Assessing costs and benefits – high speed rail

The Government favours a Y-shaped high speed rail network, comprising a line from London to the West Midlands and onward legs to Manchester and Leeds. This network would cost around £32 billion to construct, and would deliver very significant benefits for rail travellers, including unprecedented increases in capacity and reductions in journey times, as well as making a major contribution to economic growth, job creation and regeneration. These benefits are set out in more detail below:

- **Increased capacity:** A national high speed network would transform rail capacity between London and the major cities of the Midlands and the North. New high speed lines would enable 14 or more additional train services per hour and be designed to accommodate larger and longer trains able to carry up to 1,100 passengers.
- Transferring long-distance services to this network would also enable capacity to be released on the West Coast, East Coast and Midland Main Lines, which could be used to increase the number of services to other important destinations. HS2 Ltd's modelling suggests, for example, that enough capacity could be released to increase service levels to Milton Keynes to as many as 12 trains per hour.
- **Faster journeys:** Speeds of 225 miles per hour (and potentially faster in future) would transform journey times, bringing Birmingham within 49 minutes of London, and Manchester and Leeds within 80 minutes. Travelling from Birmingham to Manchester would take around 50 minutes and to Leeds just over an hour.
- Stops in the East Midlands and South Yorkshire would provide reductions in travel times for cities in these regions. And links back onto the West Coast and East Coast main lines would enable through running services to reach Liverpool, Newcastle, Glasgow and Edinburgh – cutting journey times from London to Scotland's major cities to around 3 hours 30 minutes.
- **Enhanced integration:** Links to urban transport networks (such as Crossrail at Old Oak Common) would further reduce end-to-end journey times – bringing Leeds and Manchester within 1 hour and 40 minutes of Canary Wharf.
- **Modal shift:** This enhanced capacity and connectivity could see as many as 6 million air trips and 9 million road trips a year shift onto rail.
- **Improved Reliability:** High speed rail can deliver high levels of reliability. The High Speed 1 line to the Channel Tunnel has an annual average of just 6.8 seconds delay per train due to infrastructure incidents.
- **Wider economic benefits:** The additional capacity and connectivity created by new high speed links would generate valuable wider economic benefits, for instance by contributing to increased business productivity. A London – West Midlands line alone would deliver benefits of this kind worth approximately £4 billion.



The construction of a Y-shaped network linking London, Birmingham, Manchester and Leeds, as well as the Channel Tunnel and Heathrow, would cost £32 billion. In total, and on conservative assumptions, it would generate estimated benefits with a net present value of around £44 billion, plus fares revenues with a net present value of approximately £27 billion.

A national high speed rail network could deliver these very significant benefits whilst remaining broadly carbon neutral, despite a significant increase in passenger miles. At best, high speed rail has the potential ultimately to deliver valuable carbon reductions, depending in particular on the level of modal shift achieved from aviation.

Over a 60-year period, which is the standard approach to appraising major transport infrastructure schemes, its net present cost to the public purse (calculated as capital and

operating costs with a net present value of £44.3 billion less fare revenues with a net present value of £27.2 billion) would be £17.1 billion. The net present value of benefits generated over the same timescale would total £43.7 billion. This results in a benefit:cost ratio (BCR) of 2.6.

This BCR is important, but it is not, by any means, the whole story. The Government believes that high speed rail would deliver significant non-monetised benefits, such as its contribution to job creation and regeneration and its potential to promote sustainable and balanced economic growth. It is these non-monetised benefits which underpin the strategic case for high speed rail.

There are also, however, important non-monetised costs which must be considered, particularly in relation to high speed rail's potential impacts on the local environment and communities.



HS2 Ltd's proposed London – West Midlands route, for example, would generate noticeable noise increases in a number of areas, as well as having an impact on the landscape, including in the Chilterns Area of Outstanding Natural Beauty (AONB). The redevelopment of Euston Station would require the demolition and replacement of a significant number of homes in four local authority blocks. A more detailed summary of these impacts and the Government's planned approach to mitigating them is provided in Part 2 of this document.

Although such impacts cannot be eliminated entirely, HS2 Ltd's recent work to review and improve its proposed alignment demonstrates that sensitive route design and refinement can substantially reduce them. Work on assessing the opportunities for noise mitigation, for example, has seen the number of homes potentially affected by 'High Noise' levels fall from 350 to around 10.

Taking account of these non-monetised costs and also the significant non-monetised benefits that have been identified, the Government considers that the overall case for high speed rail is strong.

Assessing costs and benefits – alternatives to high speed rail

New conventional speed lines would not be able to offer the same value for money as high speed rail. They would not be significantly cheaper to construct and operate than high speed lines, and any reduction in environmental impacts would be relatively small, but they would generate far fewer benefits and revenues. In respect of a London – West Midlands line, HS2 Ltd estimate that reducing line speed would deliver only a 9 per cent cost reduction, whereas

fare revenues would drop by 24 per cent and overall benefits by 33 per cent.

With regard to enhancements to existing infrastructure, the Government has commissioned a strategic analysis of three enhancement scenarios on the key north-south inter-city routes out of London.² These aim to deliver longer trains, high frequency services and reduced journey times respectively.

The capacity and journey time benefits which these scenarios would be able to deliver are in all cases much smaller than those from high speed rail, and the works required to deliver them would be very substantial, affecting all three main north-south routes out of London. As a result, only the higher frequency scenario would generate benefits in excess of its costs.

The net present cost to the public purse of this scenario, calculated over 60 years, would be £7.7 billion (£18.7 billion capital and operating costs less £11.0 billion fares revenues). The transport benefits from this scenario have a net present value of £10.9 billion – less than a quarter of those potentially delivered by a new high speed rail network. This results in a BCR of 1.4.

In addition, whilst they would have lower impacts than new infrastructure in respect of factors such as visual impact, land take and noise, the level of disruption caused to travellers as a result of enhancements on this scale to existing lines would be extremely high. Although the works on any individual line would not be as substantial as those carried out under the recent West Coast Main Line route modernisation, the network is now being used much more intensively, which would increase the level of disruption caused.

² *High Speed Rail Strategic Alternatives Study: Strategic Alternatives to the Proposed Y Network.*



The Government's view therefore is that such enhancements cannot provide a strategic value for money alternative to high speed rail.

A National High Speed Rail Strategy

Delivering a national high speed rail network

The previous section set out why the Government supports a Y-shaped core high speed rail network, which would link the UK's largest conurbations, enhancing capacity, transforming journey times and promoting growth.

The Government proposes that this network should be delivered in phases, beginning with an initial London-West Midlands line. This is for four reasons:

- First, phasing the project would help to ensure rapid and early progress in developing high speed rail in the UK. Under the previous Government, initial work was commenced on the London-West Midlands line, which could now be taken forward.
- Second, the parliamentary process for securing powers is likely to be complex and lengthy. Seeking powers at a later stage for the subsequent legs of the network would help to reduce the scale of the task and speed up the commencement of construction.
- Third, as developing a major piece of new infrastructure on this scale involves significant cost, the impact on the public finances would best be managed by a phased approach to construction.
- Fourth, the task of constructing the network would also be best managed through a phased construction programme.

The initial London-West Midlands phase could be operational by 2026, with the second

phase to Manchester and Leeds opening in around 2032-33.

Whilst work was underway on designing and constructing the two phases of the Y, the Government would expect to work with the Scottish Government and others to identify and evaluate options for developing the network further.

Connecting to international gateways

The Government considers that there is a strong strategic case for linking a UK high speed rail network to the country's major international gateways. Future patterns of economic activity are likely to depend increasingly on international connectivity. The Government also believes that we should be seeking alternatives to flying, which high speed rail is well-suited to deliver.

For this reason, the Government commissioned HS2 Ltd in June 2010 to provide advice on the options for direct links to Heathrow and to the High Speed 1 line to the Channel Tunnel. This section sets out its preferred way forward.

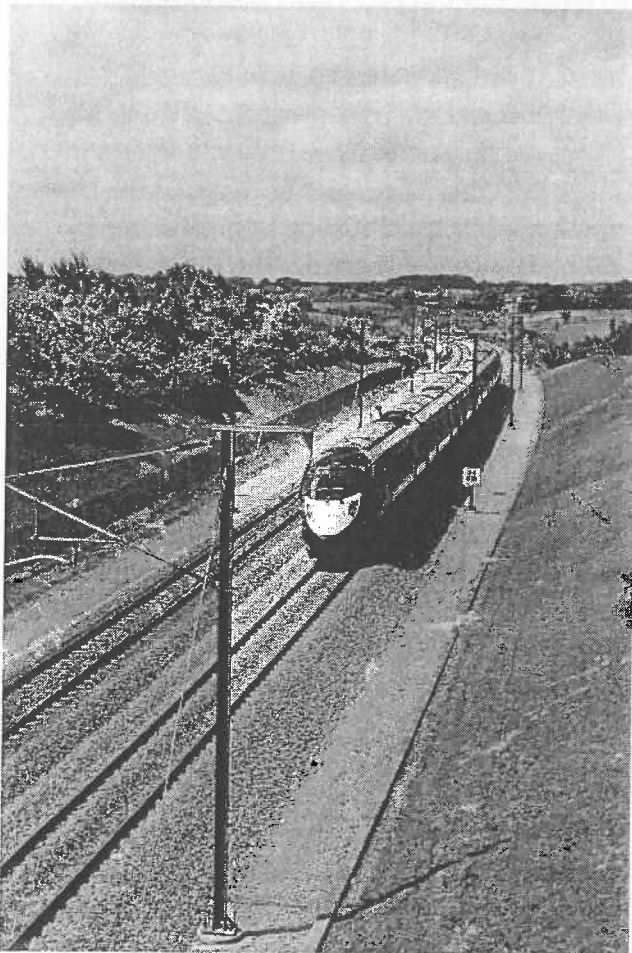
Heathrow

The Government considers that a direct link between the high speed rail network and Heathrow would have important strategic advantages:

- Releasing capacity at the airport through mode shift from short-haul aviation to rail would provide an opportunity to boost its resilience and potentially to develop its route network.
- A direct link would transform the accessibility of Heathrow from the Midlands and the North. This could generate valuable economic opportunities for these regions, making them more attractive locations for investment.

- It would also contribute to Heathrow's future development as a multi-modal transport hub, further boosting demand for high speed rail access to and from the airport.

The Government favours serving Heathrow by a spur from a main London-West Midlands high speed line. Such a spur would retain the flexibility to be extended to form a loop back onto the main line in future, enabling through services via the airport to London. The Government proposes to work with BAA and others to determine the optimal location for a station at the airport, and HS2 Ltd has been commissioned to develop route proposals for a spur by the end of 2011.



As with the main network, the Government prefers a staged approach to connecting Heathrow to a high speed rail network. Whilst only the London-West Midlands line was operating, the station at Old Oak Common would be the most appropriate option for serving Heathrow, given likely passenger demand. Passengers could change here for frequent and fast Heathrow Express services into the airport.

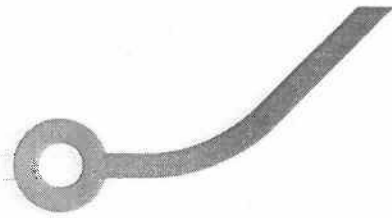
A full Y-shaped network would be likely to generate additional mode-shift from aviation. Demand to access Heathrow would be expected to grow accordingly, and so it is at this stage that the Government favours the construction of the direct link to Heathrow. To anticipate this development and reduce potential disruption to a new London-West Midlands line, the junctions for the spur from the main line would be constructed as part of the first phase.

High Speed One

At present, services on HS1 and the Channel Tunnel are relatively inaccessible for those outside London and the South East. By providing direct access to the wider European rail network for services from Manchester, Birmingham and other cities, a link between a national high speed rail network and the current HS1 line could address this.

The Government favours a direct rail link between HS2 and HS1, which would run in tunnel from Old Oak Common to the North London Line and then use existing infrastructure to reach the HS1 line north of St Pancras International.

This would enable direct high speed services from across Britain to European destinations via the Channel Tunnel. An indirect link – such as improving the interchange connectivity between the respective London termini of the two lines – would come at a lower cost than a direct link



but would not deliver the same strategic benefits, particularly in terms of reduced dependency on aviation.

It is not possible to adopt a staged approach to linking HS2 to HS1. For technical reasons, it would be necessary to complete construction of a tunnel linking Old Oak Common to the North London Line before services became operational. Therefore, any link between HS2 and HS1 would be constructed as part of Phase 1, the line between London and the West Midlands.

Other international connections

The Government will also explore the case for high speed rail links to other international gateways. The Birmingham Interchange station would bring Birmingham International Airport within 40 minutes of central London, and HS2 Ltd is considering the case for stations serving Manchester and East Midlands Airports as part of its current work on route proposals for the legs to Manchester and Leeds.

Next steps

The Secretary of State for Transport will announce the outcome of this consultation process and the Government's final decisions on its strategy for high speed rail before the end of 2011.

The Government proposes to seek the necessary powers and consents for constructing any new high speed lines via the hybrid Bill process. This was the approach adopted for both the HS1 line to the Channel Tunnel and for Crossrail, and allows those affected by the proposals to petition Parliament directly to seek amendments to the proposals or assurances and undertakings.

Subject to the outcome of this consultation, the Government's intention is that the necessary

preparations, including a full Environmental Impact Assessment, should be carried out in time to introduce a hybrid Bill for the initial London-West Midlands phase of the proposed network in October 2013, with a view to achieving Royal Assent at the beginning of 2015. On this basis, construction of a new line could begin early in the next Parliament. The construction process would be expected to last in total approximately seven to eight years (although on most parts of the line, construction would only be underway for a period of two years or so), and would be followed by a period of testing and commissioning, with the proposed line opening by 2026.

In respect of the proposed second phase to Manchester and Leeds, following receipt of detailed advice from HS2 Ltd later this year, which will include assessments of route and station options, the Government's intention is to consult on its preferred way forward and subsequently to introduce a second hybrid Bill in the next Parliament. The Government expects that construction could commence on this basis in the mid-2020s, allowing the lines to open by 2032-33.

Property impacts

The Government and HS2 Ltd would ensure that timely and full information is made available to those affected by proposals for any new high speed line. Minimising uncertainty and protecting the legitimate interests of private property owners would be of paramount importance.

If the Government decides, following consultation, to go ahead with any new high speed line, it would aim to safeguard land from future development. Details of the statutory provisions on blight and compensation that would apply for any new high speed line are set out in an annex to the main consultation document.

The Government is also considering what additional measures may be appropriate to help those whose properties would be unlikely to need to be compulsorily purchased in order to build a new line, but who may still experience a significant loss in the value of their property as a result of its proximity. For the purposes of this consultation, the Government has identified a range of approaches that it is considering applying to any additional discretionary arrangements and these are also set out in the annex to the main consultation document, along with some options for how such arrangements might operate.

Conclusion

A national high speed rail network would deliver unprecedented improvements in rail capacity and connectivity, as well as supporting job creation, urban regeneration and business productivity. Such a network could also promote longer-term strategic changes to Britain's economic geography – with potential to enhance economic growth and help to bridge the north-south divide.

The network would be delivered in two phases, with the first phase being a high speed line from London to the West Midlands, including links to Crossrail and HS1, and connecting back to the West Coast Main Line in order to provide improved journey times to a wide range of cities on that corridor.

Part two of this document explains the work that HS2 Ltd has undertaken to identify and consider route options for that initial line, and then sets out the Government's proposed route and its potential impacts in detail.

PART 2 – HS2: LONDON TO THE WEST MIDLANDS

Developing a new high speed line

The Government's proposed route for a new high speed line from London to the West Midlands, and the first phase of a national high speed rail network, is based on work carried out by HS2 Ltd over the past two years.

The focus has been on developing proposals for a safe and reliable railway, using proven European standards, technology and practice. Key aspects include:

- **Speed:** A line capable of up to 250 miles per hour but with a maximum train speed of 225 mph assumed at opening.
- **Capacity:** Up to 400 metre long trains with as many as 1,100 seats, and up to 14 trains per hour in each direction; developments in train control technology are expected to see that increase to 18 trains per hour on a wider network.
- **Minimising impacts on the environment:** For instance, by following existing rail or road transport corridors, using deep cuttings and tunnels, and avoiding sensitive sites wherever possible.
- **Controlling Cost:** Balancing cost and the other design aims.

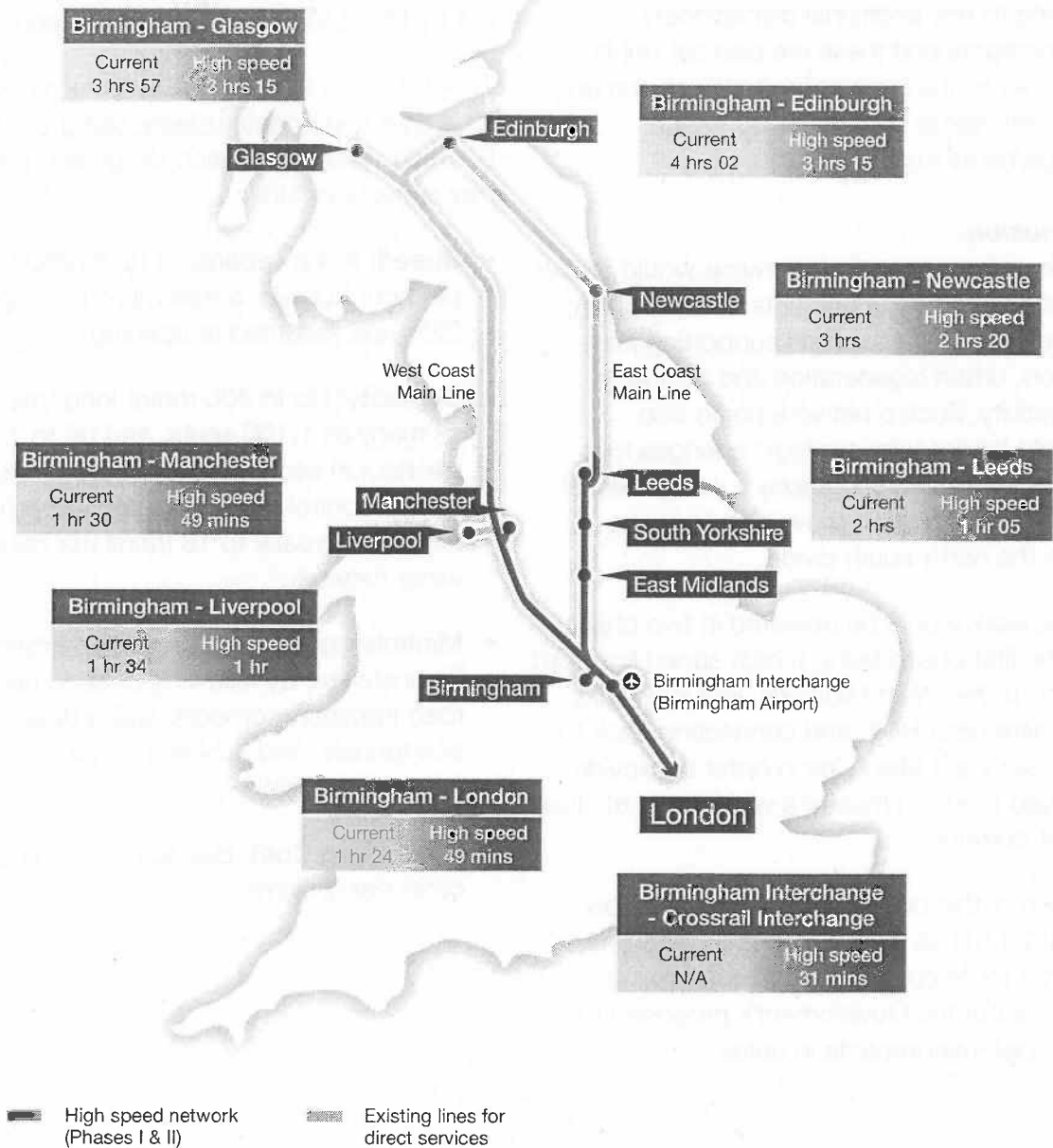


Figure 2 – Journey time savings to and from Birmingham by train

Designing HS2

The economic case for HS2 relies heavily on ensuring that decisions are informed by the journeys that people want to make. Route design focused mainly on city centre station locations with high quality onward transport links.

Sustainability issues have been addressed in detail through an Appraisal of Sustainability (AoS) covering the four principles of sustainable development:

- reducing greenhouse gas emissions and combating climate change;
- protecting natural and cultural resources and enhancing the environment;
- creating sustainable communities (including noise); and
- achieving sustainable consumption and production.

The full AoS, together with a non-technical summary, has been published to inform this consultation.

In sifting route and station options, HS2 Ltd considered cost and engineering feasibility, demand (i.e. how well they would serve the journeys people want to make), and environmental impacts. More than 90 options were considered for stations and line of route sections during the selection process.

Recommended and alternative routes were submitted to Government by HS2 Ltd in December 2009, and were published in March 2010.

Additional advice was provided between September and December 2010, including on options for environmental mitigation, and the Government has now identified its preferred route for consultation.

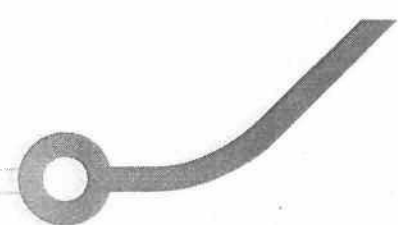
The Government's Preferred Route for HS2 (London – West Midlands)

HS2's London terminus would be a redeveloped Euston station serving both high-speed and conventional lines. The station would need to be extended to the south and the west and the platforms would be built two metres below the current level, allowing new development above them and the opening up of east-west routes across the site, which is largely occupied currently by a Royal Mail shed.

Leaving Euston, the route would descend into tunnel for about four and a half miles, surfacing at a new interchange station at Old Oak Common in west London. Passengers would be able to interchange here with Crossrail, the Heathrow Express, the Great Western Main Line and other local public transport. A direct link to HS1 would also run from the main high speed line at Old Oak Common.

From Old Oak Common towards the M25, the route would run along the Chiltern Line corridor to West Ruislip and then cross the Colne Valley on a two-mile long viaduct. Junctions for a future connection to Heathrow would be provided in this section.

Immediately before the M25, the line would enter a six-mile long tunnel, emerging just north of Amersham. It would continue towards Aylesbury, largely in tunnel or cutting, along the A413 corridor. Beyond Aylesbury it would broadly follow the disused Great Central Line corridor to Calvert, and pass to the east of Brackley.



The line would head north-west towards the gap between Kenilworth and Coventry, before curving north to Coleshill. A new interchange station would be constructed where the line of route passes the National Exhibition Centre (NEC) and Birmingham Airport.

North of the interchange station the route would pass west of Tamworth to Lichfield, where it would join the West Coast Main Line for services to Manchester, Liverpool and Scotland. A junction at Water Orton would provide a link into Birmingham city centre, which would follow the existing rail corridor and terminate at a new high speed station at Curzon Street.

Protecting the Environment and Promoting Growth

Mitigating the impacts of HS2 (London – West Midlands)

Since recommending the route to Government in December 2009, HS2 Ltd has identified refinements to around half its recommended route, including more than a mile and a half of “green-tunnels” to maintain local access and minimise noise and visual impacts, lowering large sections of the proposed line and reducing the number of viaducts, while some changes to the alignment have moved it further away from settlements and important heritage sites. HS2 Ltd’s analysis of the sustainability impacts of its refined route is set out below.

Sustainable Communities

HS2 stations could act as a catalyst for major regeneration in London and the West Midlands. The proposed station at Old Oak Common in West London would contribute to the regeneration of the surrounding area and would support planned employment growth of up to 20,000 jobs. HS2 could also support growth in employment of more than 8,000 jobs in the West Midlands around the proposed Curzon

Street terminus and the interchange station near to Birmingham International Airport; and it could support a further 2,000 jobs around Euston.

Released capacity on the West Coast Main Line could provide additional fast commuter services in and out of London and Birmingham, supporting major growth areas, such as Northampton, Rugby and Milton Keynes.

HS2 would, however, require a number of property demolitions, particularly around Euston where around 200 mainly local authority owned homes would need to be demolished and replaced with new, high quality, social housing. HS2 Ltd intends to work closely with the London Borough of Camden and the GLA with the intention of agreeing a joint strategy for the Euston area, including through engagement with local people, businesses and community representatives.

Around 30 dwellings would need to be demolished to make way for the proposed rolling stock maintenance depot at Washwood Heath in Birmingham. Elsewhere, property demolitions, although significant to those people directly affected, would be relatively low in number.

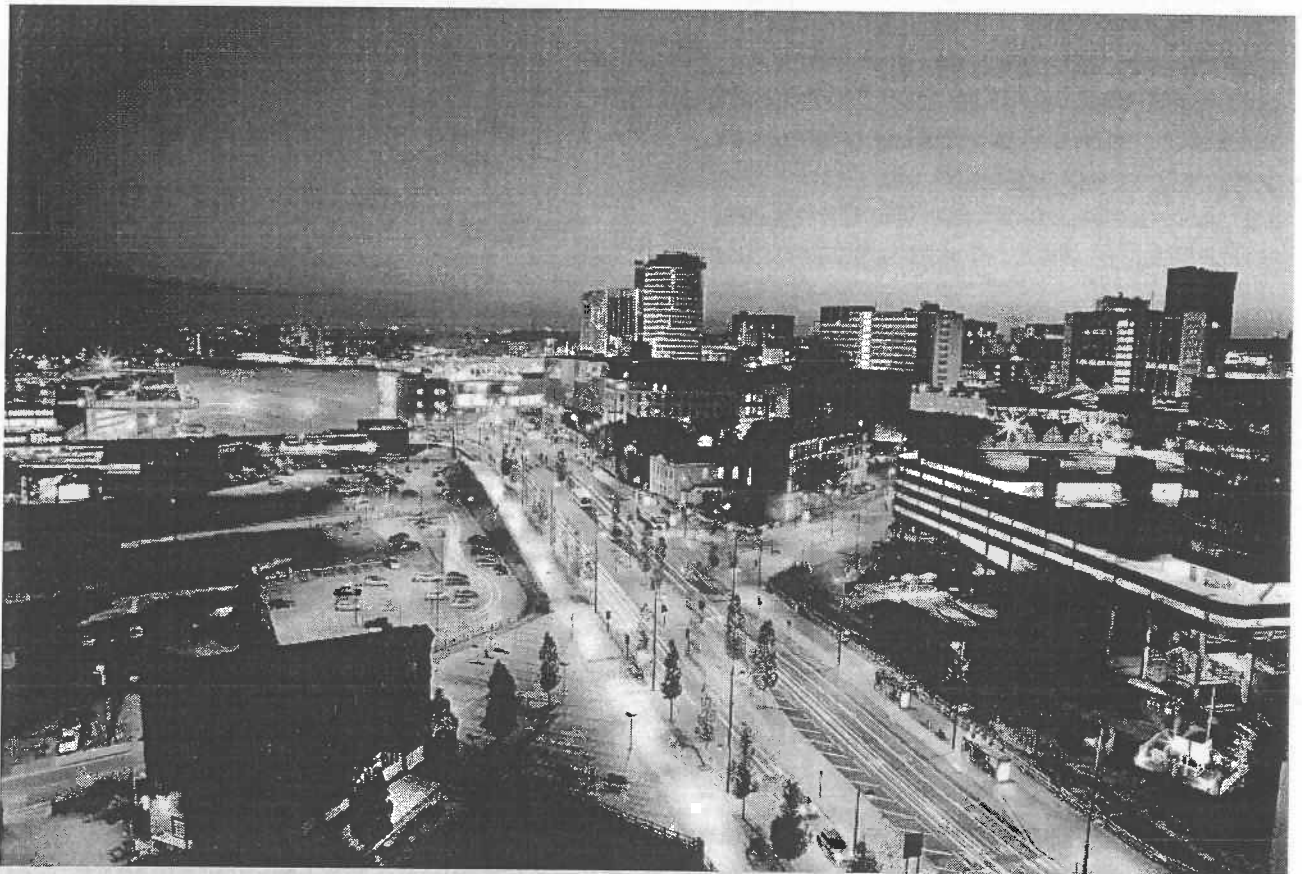
HS2 Ltd’s work on mitigation has substantially reduced potential noise impacts. Around 10 dwellings would be likely to be affected by high noise levels, with around 150 additional properties likely to experience levels of noise which would qualify for noise insulation under Noise Insulation Regulations, and around 4,700 properties potentially experiencing some noticeable increase in noise levels.

Experience from HS1 and other high speed railways shows that significant effects from vibration and ground-borne noise in properties over tunnels can be avoided. The engineering design of HS2 will build on this experience and it is not expected that there will be significant effects on properties above tunnels.

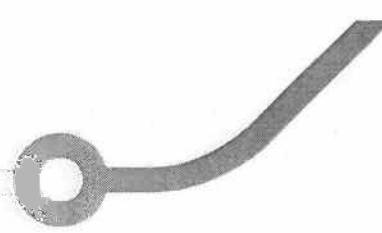
For the construction phase, HS2 Ltd would develop and implement a code of practice for its contractors to reduce impacts to a practicable minimum and protect the environment and the amenity of people along the proposed route.

Landscape, townscape and Cultural Heritage

The Chiltern Hills would be crossed predominantly in tunnel and deep cutting with short elevated sections on embankment or viaduct to the south of Wendover where the proposed route is in close proximity to the A413 and Chiltern Railway. Extensive tree planting, as well as the creation of planted earth mounds or 'bunds', carefully blended into the natural contours of the land, would help to reduce noise, screen views and integrate the railway into the landscape. Overall HS2 Ltd expect to plant more than two million trees along the proposed line from London to the West Midlands.



Birmingham's Eastside: the location of the proposed Birmingham terminus for HS2



No Grade I or Grade II* buildings would be demolished, although a number of Grade II buildings would need to be demolished or relocated. The route would pass through three Registered Parks and Gardens, and two scheduled monuments would be directly affected. HS2 Ltd would work with relevant partners to ensure these effects were minimised. Although no internationally protected sites of ecological interest would be adversely affected, partial landtake would be required from one site of special scientific interest (SSSI).

Sustainable consumption and production

The proposed new railway would make good use of land that has had a previous industrial or railway use, although some productive agricultural land would be lost. Construction of the proposed scheme would generate and consume large quantities of excavated materials and opportunities would be taken to re-use spoil as part of embankments and landscaping.

If the scheme is taken forward, further detailed consideration would be given to mitigation and how this is best developed, refined and incorporated into the design and into the way that HS2 would be built and operated, with tailored solutions for the specific characteristics and challenges of each section of the route. Appropriate local mitigation would be discussed and agreed with local authorities and communities through additional targeted consultation processes.

Alternative Routes and Stations

HS2 Ltd considered a number of alternatives to the key elements of its recommended scheme. Two main alternatives were considered to the recommended option for a single-deck extended station at Euston: a double-deck solution on a smaller footprint at Euston was found to cost more to construct, would be very

intrusive in the local area and would impose unacceptable disruption to existing services during construction, while an alternative location on the Kings Cross Lands would have serious impacts on developments currently underway.

HS2 Ltd identified two main alternative lines of route, plus a later consideration of a further route via Heathrow.

- The Government considers that there is a compelling strategic case for being able to link the high speed network to Heathrow. HS2 Ltd's Route 4, which follows the West Coast Main Line corridor more closely through the Chilterns, would make this impractical. It would also cost more and mean longer journey times, and therefore lower benefits.
- The alternative route through the Chilterns, Route 2.5, would create an entirely new transport corridor through the Chilterns Area of Outstanding Natural Beauty and would be very intrusive in the Hughenden Valley. It would cost more and lengthen journey times, reducing overall benefits.
- The alternative route via Heathrow would be substantially more expensive and its longer journey times would lead to reduced benefits. Although it would have less direct impact on the Chilterns AONB, it would adversely affect other sensitive areas.

In Birmingham, HS2 Ltd considered a new station at Warwick Wharf, but the Curzon Street site was found to have less effect on local conservation areas and would require fewer demolitions. HS2 Ltd also considered an approach along the Coventry (West Coast Main Line) corridor, but the Water Orton corridor performed better in terms of sustainability.

In addition to the above options, HS2 Ltd and the Government reviewed the proposed site put forward independently by Arup for an interchange near Iver in Buckinghamshire, with a light rail link to Heathrow. Routing the line via this site shared many of the disadvantages of a direct Heathrow route without offering the benefits of an on-airport station.

Conclusion

The Government's view is that the route recommended by HS2 Ltd, following its additional work on mitigating environmental impacts, appropriately balances the benefits and impacts of such a line, and provides a better solution than any of the alternatives considered.

For this reason, the Government believes that this route for an initial London-West Midlands high speed line should be taken forward, as the first phase in the development of a national high speed rail network.

Part 3 explains the questions on which the Government is seeking views on both its high speed rail strategy and on the proposed route described above, and sets out how to respond to this consultation.

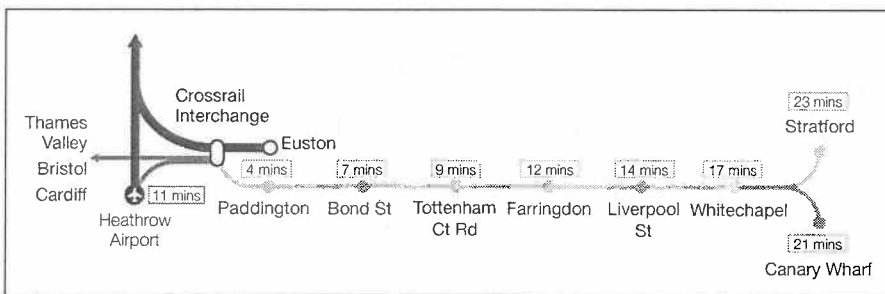
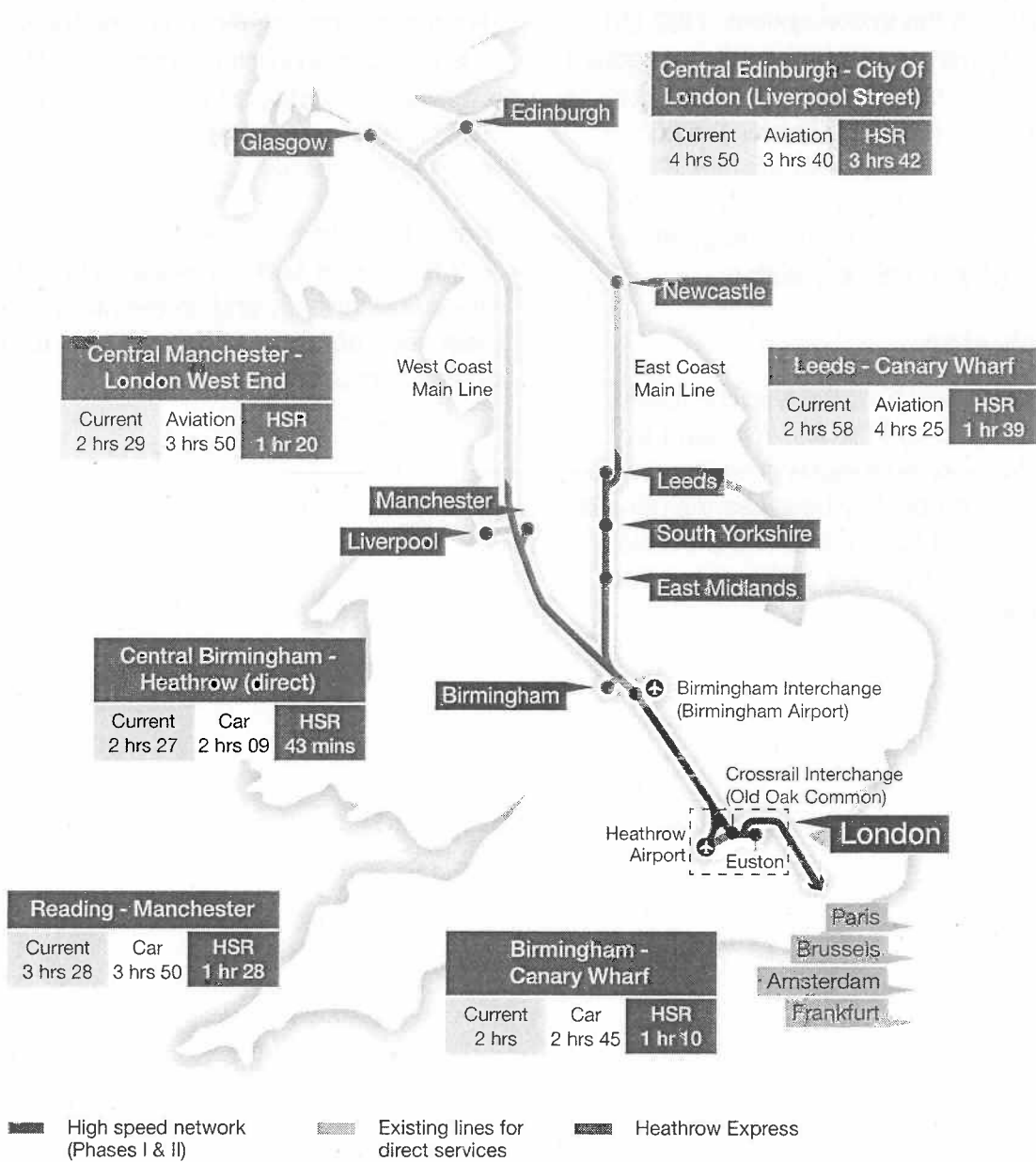


Figure 3 – Journey time savings via Crossrail Interchange

PART 3: RESPONDING TO THE CONSULTATION

This consultation seeks views on the proposed national high speed rail strategy described in Part 1 and on the recommended line of route for an initial London-West Midlands line set out in Part 2.

The questions on which the Government is seeking views are set out below. In each case, the Government is interested in whether or not you agree with its proposals and why, as well as in any additional evidence that you feel it should consider in reaching its final decisions.

1. This question is about the strategy and wider context:

Do you agree that there is a strong case for enhancing the capacity and performance of Britain's inter-city rail network to support economic growth over the coming decades?

2. This question is about the case for high speed rail:

Do you agree that a national high speed rail network from London to Birmingham, Leeds and Manchester (the Y network) would provide the best value for money solution (best balance of costs and benefits) for enhancing rail capacity and performance?

3. This question is about how to deliver the Government's proposed network:

Do you agree with the Government's proposals for the phased roll-out of a national high speed rail network, and for links to Heathrow Airport and to the High Speed 1 line to the Channel Tunnel?

4. This question is about the specification for the line between London and the West Midlands:

Do you agree with the principles and specification used by HS2 Ltd to underpin its proposals for new high speed rail lines and the route selection process HS2 Ltd undertook?

5. This question is about the route for the line between London and the West Midlands:

Do you agree that the Government's proposed route, including the approach proposed for mitigating its impacts, is the best option for a new high speed rail line between London and the West Midlands?

6. This question is about the Appraisal of Sustainability:

Do you wish to comment on the Appraisal of Sustainability of the Government's proposed route between London and the West Midlands that has been published to inform this consultation?

7. This question is about blight and compensation:

Do you agree with the options set out to assist those whose properties lose a significant amount of value as a result of any new high speed line?

You can provide your answers online via the consultation website at:

<http://highspeedrail.dft.gov.uk>

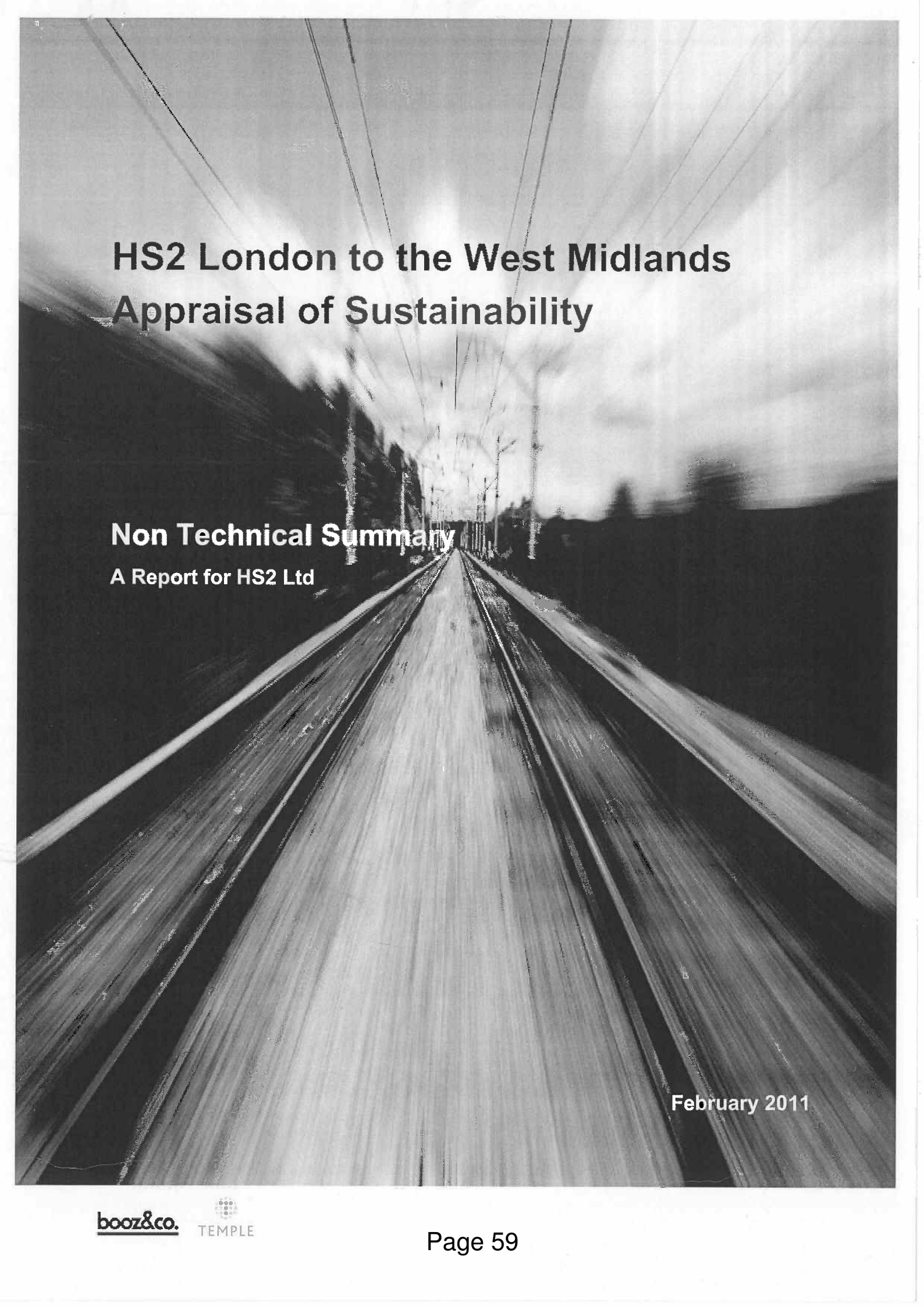
or you can send written responses to:

Freepost RSLX-UCGZ-UKSS
High Speed Rail Consultation
PO Box 59528
LONDON
SE21 9AX

Responses must be received by:

Friday 29 July 2011.





HS2 London to the West Midlands Appraisal of Sustainability

Non Technical Summary

A Report for HS2 Ltd

February 2011

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1 Purpose of the Appraisal of Sustainability report

- 1.1.1 This document summarises the HS2 Appraisal of Sustainability (AoS) report, which describes how the proposed new high speed railway between London and the West Midlands would support objectives for sustainable development. Sustainable development embraces considerations of economic development and job opportunities, and effects on communities, as well as environmental considerations such as landscape, natural environment and climate change.
- 1.1.2 The Government's preference for the proposed route described here is based on how well it would fulfil a number of considerations when compared with other alternatives: its achievement of wider transport and economic objectives, its construction costs, its operational requirements, the practicalities of building it and its sustainability performance, including its environmental effects.
- 1.1.3 The proposed scheme has been developed by HS2 Ltd, a company set up by the Government. It has been developed since 2009, but now accommodates design changes from the route published in March 2010 that were made to reduce further the effect of the railway on local communities and the natural environment.
- 1.1.4 This non-technical summary, prepared by Temple Group Ltd and Booz and Co. (UK) Ltd, who undertook the AoS on behalf of HS2 Ltd, describes the proposed route at this stage of development, how sustainability issues have been considered and incorporated to assist decision making, and highlights the key sustainability impacts – both beneficial and adverse - that are envisaged at this stage.

2 Refinements of the proposed scheme

- 2.1.1 The Government's proposed route follows the same corridor as the scheme published in March 2010. It has however been modified in response to the Government's request to investigate some additional options, considering in particular how London Heathrow Airport might best be served. The Government's proposed strategy for a national high speed network includes a direct spur to Heathrow to be constructed as part of the second phase. Therefore HS2 Ltd has made provision in its plans to allow for the addition of a connection to the airport at that point.
- 2.1.2 The proposed route now also includes a direct connection to HS1 and it includes changes that mitigate particular impacts in response to the early discussions undertaken by the Secretary of State. In particular the design has been altered wherever practicable to move further away from towns and villages, and other sensitive sites. The proposed route has been lowered along much of its length to reduce its environmental impacts. Many new cuttings have been incorporated that would help to screen views of the new railway and integrate it better into the landscape. Potentially high structures such as viaducts and elevated road bridges have been avoided where possible. Some new 'green bridges' (where the alignment is lowered, covered over and re-planted) have been introduced; this would help to maintain the local outlook, reduce noise and maintain access for people and animals.

Green bridges like this one on HS1 would help to provide local mitigation for settlements [Arup]



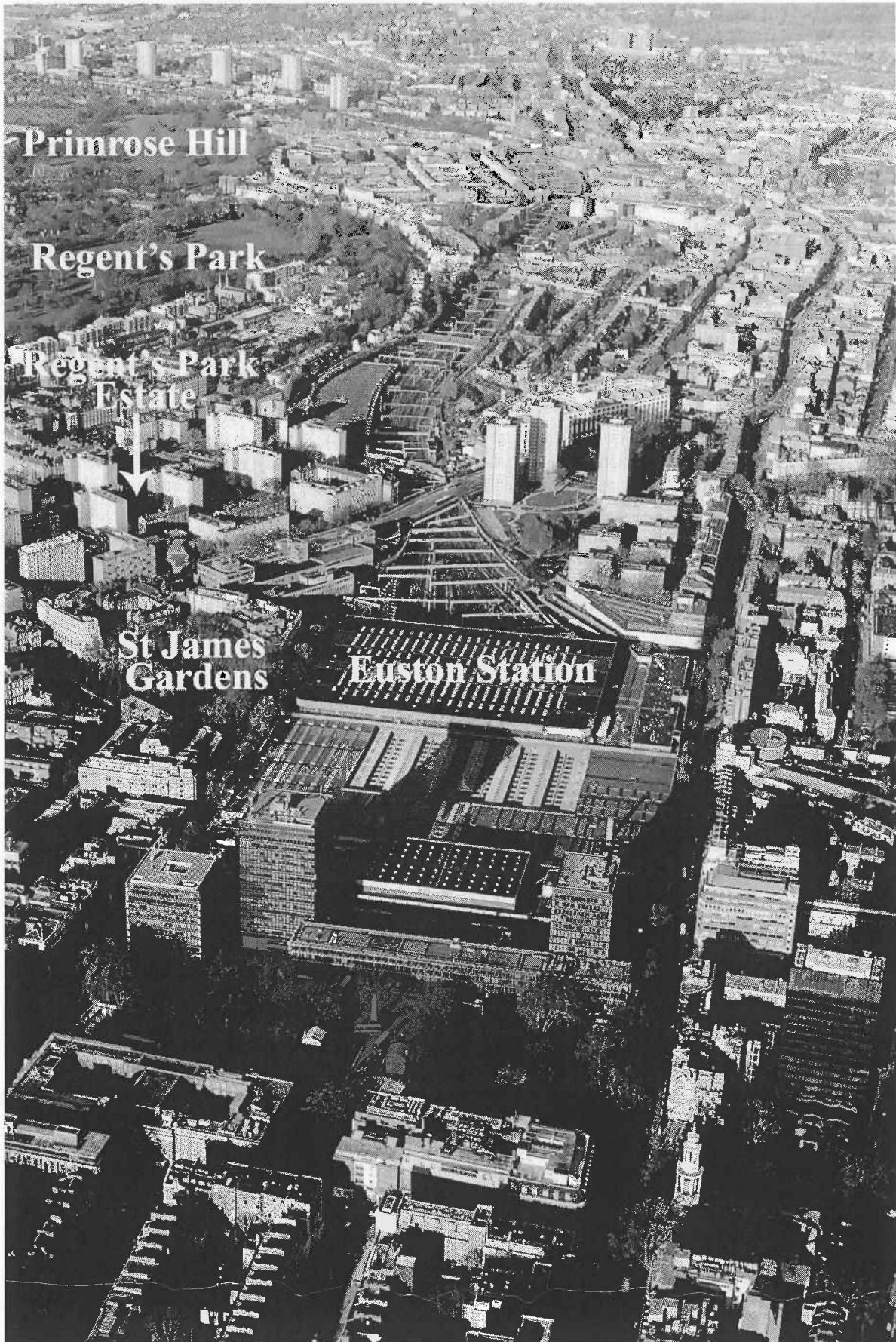
- 2.1.3 Should the scheme be taken forward, opportunities to make further reductions in the environmental impact of the proposed scheme are expected to arise as the design progresses. Public consultation provides local people, local authorities and interest groups with the opportunity to put forward their views which, amongst other things, may assist the development of the railway's design and further mitigation. Local engagement would continue as the design, approval process, construction and operation are progressed. At each stage HS2 Ltd would seek to ensure that the scheme would be constructed and operated so as to overcome or minimise adverse environmental effects locally; and would work with other organisations to realise or enhance the transport and regeneration benefits regionally and nationally.

3 Overview of the proposed scheme's potential impacts

- 3.1.1 HS2 would have a number of sustainability impacts - some beneficial, some adverse.
- 3.1.2 The proposed HS2 route and stations and the new transport opportunities that the proposed scheme would create would enhance economic competitiveness, support wider economic growth and bring about enhanced employment opportunities. In supporting economic competitiveness, the benefits to businesses which would arise directly from the faster journeys potentially enabled by HS2 are valued at some £11.0 billion over 60 years.
- 3.1.3 Further economic benefits would accrue by HS2 effectively bringing cities closer together and by encouraging businesses (as well as workforces) to cluster around HS2 and, particularly, West Coast Main Line (WCML) stations. These businesses would operate more efficiently and competitively by being closer to one another. Such benefits could be worth a further £3.0 billion over 60 years. By opening up areas to the effects of wider competition and wider markets, the proposed scheme would be expected to deliver a further £1.0 billion of benefits. There could also be economic benefits due to transport improvements encouraging more people to work, although these would be relatively minor.

- 3.1.4 HS2 would also be expected to benefit people making commuting, leisure and other personal journeys. Over 60 years this is estimated to be worth some £6.4 billion of additional benefits. In total, when all of these factors are added together and benefits from fewer road accidents and better air quality are taken into account, economic benefits for the wider UK community from the London to West Midlands phase of the project are estimated to be £21.8 billion over 60 years.
- 3.1.5 The new railway stations would be the catalyst for new commercial enterprise and, over time, would stimulate opportunities for businesses to relocate and prosper at Euston as part of the over-site station development; at Old Oak Common where an interchange station would influence the development of the Park Royal Opportunity Area; in the West Midlands where the interchange station would support the development and connections with the National Exhibition Centre (NEC) and airport, and at Curzon Street in central Birmingham where HS2 passengers would have immediate access to the city centre's new proposed commercial quarter as well as its existing facilities.
- 3.1.6 Overall, it has been forecast that HS2 could attract some 30,000 jobs from the planned growth in employment for London and the West Midlands to the areas around the proposed HS2 stations. The scheme is also expected to provide 1,500 permanent operational employment opportunities, many of which would be new jobs. An estimated 9,000 jobs would also be created during construction. HS2 would displace a number of businesses and associated jobs, for example at Washwood Heath and Old Oak Common. However, it is likely that many of these displaced jobs would be re-established elsewhere. Close working between HS2 Ltd, local councils and local businesses would be undertaken to help to reduce the potential for adverse impacts on those affected.
- 3.1.7 As HS2 replaced some of the existing fast services on the WCML, space would be created on the WCML to allow new services for towns and cities between London and the West Midlands and additional commuter, local and regional services as well as opportunities for freight services. This would offer further stimulation to business.
- 3.1.8 Both HS2 and new services on the WCML would offer opportunities for a low carbon form of transport. The extent to which CO₂ emissions would be reduced, however, would crucially depend on how carbon-efficient electricity generation becomes in the future. It would also depend on any reduction in the number of flights (due to people switching to high speed train services) being maintained, as well as on the resulting available take-off and landing slots remaining vacant.
- 3.1.9 The redevelopment of Euston station has been recognised by the Mayor of London and Camden Council as a potential catalyst for the regeneration of the Euston area as a whole. But, in order to achieve this, substantial property demolition would be required, including some 190 dwellings on the Regent's Park Estate and some 25 further dwellings. The immediate effect of this upon the local community at Euston would be significant. HS2 Ltd would be committed to working closely and at an early stage with the London Borough of Camden and the GLA and with community groups, residents' associations and affected residents generally to ensure that effective arrangements are in place to meet the housing needs of those affected by demolition of these dwellings, and to help to address wider impacts on the local community. At Washwood Heath in Birmingham, the construction of a new train depot would require the demolition of around 30 dwellings and the loss of a number of commercial premises. A similar approach to Euston, involving close working between HS2 Ltd and Birmingham City council and with local residents and businesses would be undertaken to help to minimise disruption to this community.
- 3.1.10 Elsewhere property demolitions, although significant to those people directly affected, would be reasonably low in number given the scale of the scheme.

Aerial view of Euston station [HS2 Ltd]



- 3.1.11 There would be some localised disruption along the route during construction. The main centres of population are in the greater London and greater Birmingham areas. The route would also pass in the vicinity of a number of more dispersed villages, hamlets and isolated farmsteads in the countryside. For the purposes of construction HS2 Ltd would develop and implement a code of practice that would contractually bind the companies building the route to reduce impacts to a practicable minimum.
- 3.1.12 Similarly, during operation, railway noise would affect some people living along the proposed route. Further appraisal work has made assumptions about what could realistically be achieved through additional mitigation, such as noise barriers. On this basis, 'high' noise levels would affect fewer than 10 dwellings. Approximately 150 properties would be likely to experience levels of noise which would qualify for noise insulation payments under existing statutory compensation arrangements. There would be up to 4,700 dwellings identified on the proposed route corridor that would be likely to experience a noise change of 3 decibels or more (3dB being a just perceptible change in total noise over an assessment period) that results in a daytime noise level of 50 decibels or more (referred to in this document as a 'noticeable' noise change).
- 3.1.13 Experience from HS1 and other high speed railways shows that potentially significant effects from vibration and ground-borne noise (audible vibration) in properties over tunnels can be avoided. HS2 Ltd is committed to ensuring that no significant effects occur over tunnels through London and the Chilterns.

Cuttings, like those used on HS1, would help to screen views [Arup]



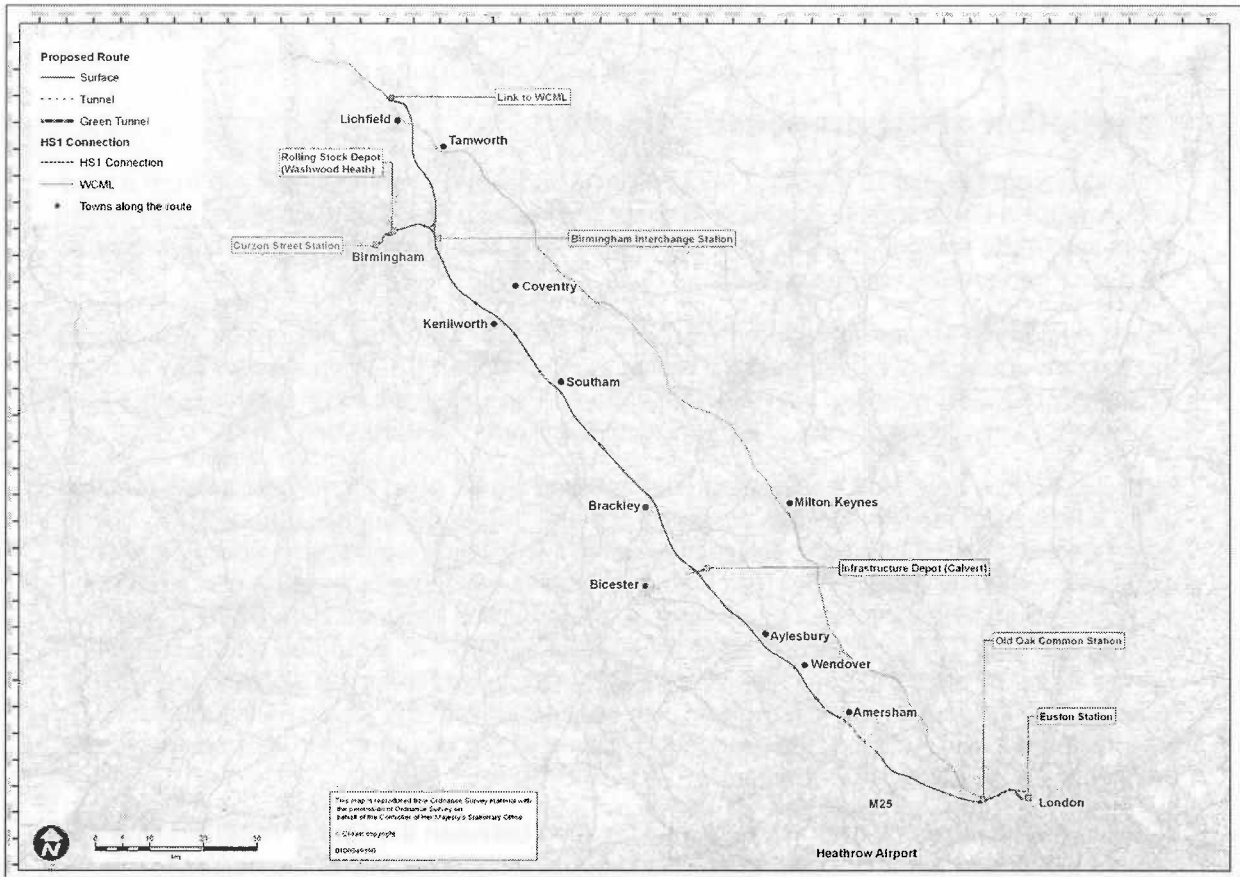
- 3.1.14 The proposed route between London and the West Midlands would include some 225km of new railway, passing through a variety of metropolitan, suburban and rural areas. Surface sections have been located alongside existing railways and roads over some 55km. Tunnels, totalling some 29km, would be provided to pass through hilly ground and to avoid the densest population in London. The proposed route has been lowered in places and 90km would be in deep or very deep cutting. Some 2km of cutting near to certain villages in rural areas would be covered for environmental benefits to form 'green bridges'.

Elsewhere, approximately 85km of the proposed route would be at ground level or on embankment and 21km would be on viaduct.

- 3.1.15 The Chiltern Hills, much of which is designated as an area of outstanding natural beauty (AONB), would be crossed predominantly in tunnel and deep cutting with short elevated sections variously on embankment and viaduct to the south of Wendover where the route would be in close proximity to the A413 and Chiltern Railway. Some visual impact would be inevitable but of the 20.5km of railway through the AONB, all but 2km would be either in tunnel, in cutting and/or alongside the A413 main road. Extensive tree planting, as well as the creation of planted earth mounds or 'bunds' would help to further screen views and integrate the railway into the landscape.
- 3.1.16 Refinements to the proposed route have ensured that no Grade I and II* listed buildings would be demolished, although the setting of three Grade II* buildings would be likely to be affected. Fifteen Grade II listed buildings would need to be demolished. Some listed structures in the Euston area would need to be relocated and the design of Euston Station and its associated over-site development would need to take into account the setting of Euston Gardens and the northern part of the Bloomsbury Conservation Area.
- 3.1.17 Three Registered Parks and Gardens would be physically impacted. However in each case further route refinement has been undertaken to limit the landtake and effects upon the settings of these features.
- 3.1.18 Two protected sites of archaeological importance would be physically impacted. These scheduled monuments, Grim's Ditch in the Chilterns and a Roman villa site in the vicinity of Edgcote would be subject to prior archaeological investigation and academic study, in line with Government guidance.
- 3.1.19 The proposed new railway would present a significant opportunity to reinforce and enhance biodiversity. It would provide a green corridor to be colonised by plants and animals, and could link with and form connections between existing habitats. There would, however, be adverse effects at a number of sites.
- 3.1.20 No internationally protected sites of ecological interest would be adversely affected and impacts to nationally protected sites would be restricted to a small number of locations. Partial landtake would be required from two sites of special scientific interest (SSSI). A number of locally designated sites and important habitats, such as ancient woodlands, would be physically impacted. Where sites of ecological interest and local importance are considered likely to be affected, further work would be undertaken during more detailed design, and management plans would be drawn up and implemented to help minimise the adverse effects on biodiversity.
- 3.1.21 Where the proposed route would cross rivers it has been designed to take account of future flood risks by the inclusion of structures to bridge these areas. In some places, the proposed route would pass in tunnel through important ground water resources. Construction techniques would be implemented to reduce such risks to a practicable minimum.
- 3.1.22 The proposed new railway would make good use of land that has had a previous industrial or railway use. However, some productive agricultural land would be lost. Although the most important Grade 1 land would not be affected, the proposed route would pass across Grade 2 agricultural land for some 20km. Further work would be undertaken during later design stages to seek to reduce agricultural landtake and severance.
- 3.1.23 Construction of the proposed scheme would generate and consume large quantities of materials. HS2 Ltd would seek to re-use as much of this as possible within the scheme design, for embankments and landscape proposals. Opportunities would be sought to use any surplus spoil within other schemes and proposals; disposal to landfill would be used as a last resort.

4 Description of the proposed scheme

- 4.1.1 Travelling from London to the West Midlands, the proposed scheme would run from a new and expanded London Euston station to a connection with the WCML, allowing high speed trains to join the existing network near Lichfield. Central Birmingham would be accessed via a spur into a new terminus station.
- 4.1.2 There would also be new interchange stations at Old Oak Common in west London and on the eastern outskirts of Birmingham. The station at Old Oak Common would allow people to transfer between HS2 and services to Heathrow (via Crossrail and Heathrow Express) and South Wales and the west of England (via the Great Western Main Line).
- 4.1.3 Between Euston and Old Oak Common the scheme would be in tunnel and would require three emergency intervention and ventilation shafts, one approximately every 2km. These would service the HS2 tunnels, as well as the HS1 link which would run broadly parallel with them. The line through Old Oak Common station would be in an open box structure and would then follow the Northolt corridor, a 14km stretch between Park Royal (just beyond Old Oak Common) and West Ruislip Station. The route would be on the surface alongside the existing London Underground Central Line to Ruislip. It would follow this route as far as West Ruislip having now also converged with the Chiltern Line corridor. Beyond West Ruislip station, the proposed scheme would diverge north-westwards across the Colne Valley towards the Chilterns.
- 4.1.4 Junctions at Northolt, West Ruislip and at a location between the Colne Valley and the M25 would be included in the designs where the proposed route passes to the north of Heathrow. These would allow the extension of a direct spur to Heathrow to be constructed as part of the second phase of the Government's proposed strategy for a national high speed network.
- 4.1.5 The proposed scheme would be in tunnel under the south-eastern part of the Chilterns, entering just to the east of the M25 and emerging to the west of Amersham. It would follow the A413 corridor mostly in cutting before passing to the south-west of Wendover and Aylesbury. The surface route would continue across Buckinghamshire and the north-east corner of Oxfordshire into Northamptonshire, passing to the east of Brackley.
- 4.1.6 The scheme would pass to the east of Banbury and to the south-west of Southam and between Coventry and Kenilworth before passing to the north-east of Balsall Common to join the M42 corridor near junction 6 (A45).
- 4.1.7 An interchange station on the outskirts of Birmingham would provide a connection to the NEC and to Birmingham International Airport. At Water Orton (north of Coleshill), a junction would provide the spur into central Birmingham. The spur line would follow the existing rail corridor into central Birmingham where a new terminus station would be provided at Curzon Street. It would also provide access to a train maintenance depot in the Washwood Heath area.
- 4.1.8 The main HS2 line would continue north from Water Orton passing to the west of Tamworth and to the east of Lichfield before linking into the WCML.



Aerial view of proposed Washwood Heath depot site [HS2 Ltd]



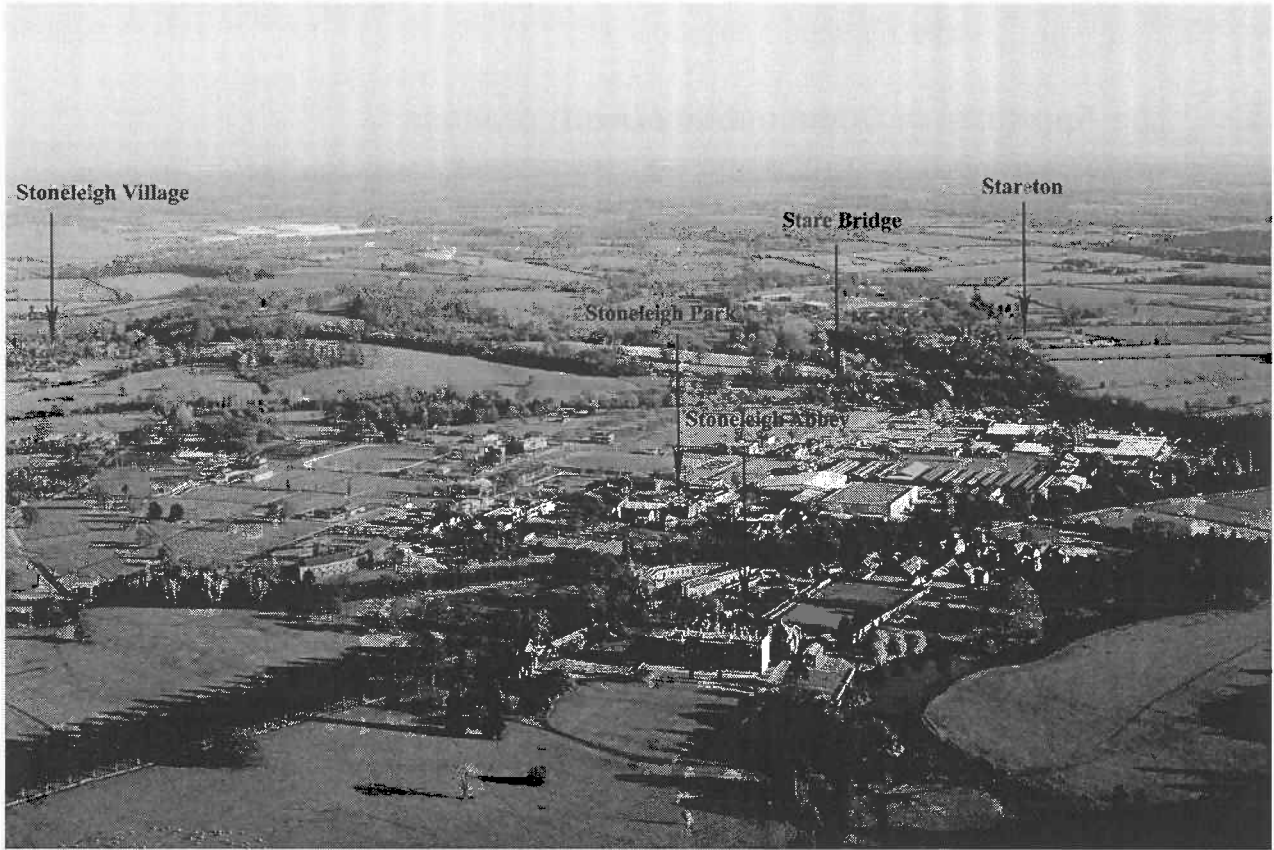
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Changes incorporated within the proposed route from that published in March 2010

The proposed scheme incorporates a number of changes to the one published in March 2010 that help to reduce its environmental impacts.

- Minor changes on the route in the Northolt area would help to reduce landtake from properties next to the route and to avoid the need to reconstruct one of the road bridges over the railway at Hanger Lane, a major road junction between the A40 and the North Circular Road (A406). A new surface proposal in this area would see the HS2 tracks pass under the Chiltern Line junction, which is to be remodeled as part of the Chiltern Line upgrade (Evergreen 3 Scheme). The new Chiltern Line would pass over HS2 on a low viaduct.
- Between Old Amersham and Little Missenden, the cutting would be covered to form a green bridge so allowing continued access over the railway and minimising visual impacts. It would also now largely preserve the landscape and wider setting of the historic stately home of Shardeloes. The short tunnel north of Little Missenden would be lengthened slightly.
- Past South Heath in the Chilterns, the proposed route has been lowered by about 5m and covered by a 900m long green bridge, screening the most densely populated part of the village from noise, maintaining views south of the village, avoiding raised bridge structures over the railway and mitigating noise and visual impacts on a number of dispersed farms and houses.
- Near Aylesbury the proposed route past Hartwell House has moved eastwards by 75m to 85m to reduce impacts on views from the stately home. This route would avoid some of the more mature trees and would be easier to integrate into the landform. The realignment would bring the line slightly closer to the outskirts of Aylesbury.
- The proposed route has moved eastwards away from Mixbury to pass in deep cutting east of Turweston and further east of Brackley and Greatworth. It would be a little closer to Radstone but in deeper cutting. This would help to reduce noise and visual impacts at Mixbury, Turweston, Brackley and Greatworth and would avoid the proposed development area north and east of Brackley. It would, however, now affect a SSSI on a disused railway that was previously avoided.
- Between Greatworth and Wormleighton the proposed route has moved some 100m north-east, thus avoiding the impacts on the Grade I listed Edgcote House and its ornamental lake, but now physically impacting the site of a protected Roman villa. A new green bridge at Chipping Warden is now also proposed.
- The proposed route has moved eastwards away from the village of Ladbroke to a position halfway between Ladbroke and Southam. It avoids the flood plain and with it, the need for a lengthy elevated viaduct across the open valley. Although now closer to Southam, the surface alignment would be easier to screen using earth bunds that better fit this rural location.
- Near Kenilworth, the proposed alignment has been lowered by some 5m to 10m and moved slightly westwards. This would greatly reduce severance of the historic parkland at Stoneleigh and maintain the outlook of the protected monument of Stare Bridge. The route moves further away from Stoneleigh Village, but closer to the eastern edge of Kenilworth and Cubbington, requiring more detailed noise and landscape mitigation. The proposed route now avoids the historic hamlet of Stareton and reduces landtake from Long Itchington and Ufton Woods SSSI. It would, however, demolish a listed building; and it would have a bigger impact on the Stoneleigh Park Exhibition and Conference Centre.
- At Burton Green, a lowered alignment and the introduction of a green bridge would reduce impacts on the village and provide noise and visual mitigation.
- Between the village of Hints in Staffordshire and HS2's connection with the WCML, the proposed route has been moved eastwards, further away from Lichfield. This would reduce potential noise and visual impacts. The proposed connection of HS2 with the WCML has been moved some 1.5km northwards.

Aerial view of Stoneleigh Park [HS2 Ltd]



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5 The Appraisal of Sustainability (AoS) process

- 5.1.1 To determine the extent to which the proposed scheme may be considered a sustainable development it was necessary first to define 'sustainability' as it is relevant to high speed rail. The AoS process has adapted for its own use the four sustainable development priorities from the *UK Sustainable Development Strategy: Securing the Future*¹. These have formed the overarching structure for considering sustainability impacts.
- 5.1.2 The AoS then used a series of increasingly more detailed issues, objectives and criteria that further defined the concept of sustainability and helped to appraise the impacts and benefits of the scheme. The four main sustainability headings and their underlying issues and objectives are shown below. These were discussed and agreed with government departments and key environmental bodies at the commencement of the AoS.

Key sustainability issue	Sustainability objective
1. Reducing greenhouse gas emissions and combating climate change	
Climatic factors and adaptability	<ul style="list-style-type: none"> • Improve resilience of rail network against extreme weather events
Greenhouse gases	<ul style="list-style-type: none"> • Contribute to the reduction of greenhouse gas emissions by facilitating modal shift from road and air to rail • Reduce relative contribution made by rail to greenhouse gas emissions by promoting energy efficient technologies
2. Natural and cultural resource protection and environmental enhancement	
Landscape and townscape	<ul style="list-style-type: none"> • Maintain and enhance existing landscape character • Maintain and enhance existing townscape character
Cultural heritage	<ul style="list-style-type: none"> • Preserve and protect archaeological assets • Preserve and protect historic buildings • Preserve and protect historic landscapes
Biodiversity	<ul style="list-style-type: none"> • Maintain and enhance biodiversity
Water resources	<ul style="list-style-type: none"> • Protect surface water resources • Protect groundwater resources
Flood risk	<ul style="list-style-type: none"> • Conserve and enhance the capacity of flood plains
3. Creating sustainable communities	
Air quality	<ul style="list-style-type: none"> • Maintain and enhance local air quality
Noise and vibration	<ul style="list-style-type: none"> • Maintain and enhance the local noise environment • Maintain the local vibration environment
Community integrity	<ul style="list-style-type: none"> • Maintain and enhance community integrity
Accessibility	<ul style="list-style-type: none"> • Maintain and enhance pedestrian access • Maintain and enhance access to public transport • Maintain and enhance public transport interchange
Health and well-being	<ul style="list-style-type: none"> • Maintain and improve mental well-being • Maintain and improve physical health • Reduce health inequalities

¹ *Securing the Future*, produced by the previous Government, provided the policy framework for consideration of sustainability issues throughout the course of the HS2 scheme design.

Key sustainability issue	Sustainability objective
Security and safety	<ul style="list-style-type: none"> • Contribute to the reduction of road traffic accidents • Protect against crime and fear of crime
Economic prosperity	<ul style="list-style-type: none"> • Support economic competitiveness and make efficient use of public funds • Support wider economic growth and maintain and enhance employment opportunities
Economic welfare	<ul style="list-style-type: none"> • Support wider economic welfare growth • Support planned developments • Maintain and enhance regeneration
4. Sustainable Consumption and Production	
Soil and land resources	<ul style="list-style-type: none"> • Maintain and enhance land resources • Encourage the use of brownfield sites
Waste generation	<ul style="list-style-type: none"> • Prevent and minimise waste production
Resource use	<ul style="list-style-type: none"> • Conserve and protect primary material resources

6 The AoS and consideration of alternatives

6.1 Strategic and route alternatives

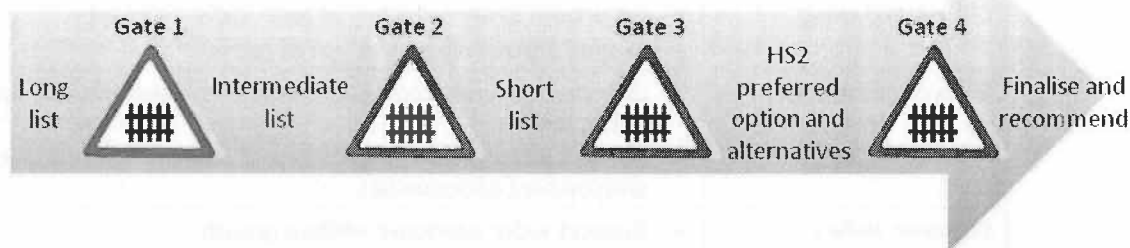
6.1.1 The Government considers that increasing demand will create a need over the next twenty to thirty years for additional capacity to cater for inter-city journeys between London and the major conurbations in the Midlands and the North. It does not, however, believe transferring rail demand to road travel or domestic aviation to be an appropriate solution. It also considers that the benefits of a new high speed rail network would be significantly greater than those offered by any other option. These matters are described in more detail within *High Speed Rail Strategic Alternatives Study: Strategic Alternatives to the proposed Y Network*.

6.1.2 The Government's proposed scheme is the product of some two years of work by HS2 Ltd to examine a large number of possible alternative routes and stations. This preference reflects its strategic transport and economic merits, its operational capabilities, the practicalities and costs of building it, its sustainability performance and its overall environmental impacts. The main alternatives that have been considered are reported in the consultation document, *High Speed Rail: Investing in Britain's Future*.

6.2 AoS support to option development

6.2.1 A large number of possible options were developed for HS2, including termini in London and the West Midlands and approaches to these, lines of route between them, and stations in between. Work on HS2 culminated at the end of 2009 in the identification of a scheme between London and the West Midlands, which HS2 Ltd preferred because of the clearest overall benefits it was considered to offer. A number of possible alternatives and additions to this scheme were also proposed.

6.2.2 However, to get to this stage, a detailed sifting of options was required. This involved a successive reduction in the number of options over three stages, marked by a series of 'gates' at which HS2 Ltd agreed on options which merited further appraisal.



- 6.2.3 The AoS has provided input to the development and evaluation of options at each stage by highlighting their relative performance against the stated sustainability objectives.
- 6.2.4 It was important to feed in appraisal information to the design at the right level of detail and at the right time. At the outset, designs amounted to a large number of possible line options. The AoS provided fundamental information about environmental and community features along the notional routes and gave information about the relative importance of the main features and the impacts on them. As a result, sustainability considerations contributed to the decisions about which routes and station options should be taken forward for further appraisal.
- 6.2.5 At the next stage more detailed designs were developed showing more precisely where route options passed, whether these were on embankment, viaduct, cutting, tunnel or at grade. This supported a more detailed appraisal of most of the sustainability issues where information was available.
- 6.2.6 Following publication of the HS2 Summary Report in March 2010, HS2 Ltd has undertaken several rounds of further design work and option comparison, prompted by requests from both the previous Government and the current Government. Sustainability impacts have continued to be a key consideration in this work, and indeed have prompted much of this work in the first place.

7 Mitigating impacts

- 7.1.1 During the options sifting process, the AoS process helped to bring about specific changes to certain options; for example: speed considerations on the approaches into London to limit noise impacts; avoidance of properties and key features such as listed buildings and SSSIs along the line of route; and through the Chilterns where route options were modified to reduce possible adverse impacts on landscape. It is expected that continued refinement would enable these and other impacts to be reduced further.
- 7.1.2 If the proposed scheme is taken forward, the design would be developed further. This would allow more detailed mitigation proposals and confirmation of specific construction techniques. Such mitigation options cannot be identified in full or committed to at this stage, since they rely on design detail that has not yet been developed. However, such mitigation options, examples of which are given in the main report, are all measures that have been applied successfully on other rail schemes, including HS1. HS2 Ltd would look to build on experience and best practice both on HS1 and other more recent rail projects.
- 7.1.3 The next four sections summarise the main sustainability effects of HS2 under the headings of climate change, natural and cultural resources, sustainable communities and sustainable consumption and production.

8 HS2 and climate change

8.1.1 The appraisal considered climatic factors in two ways: the impact that a changing climate might have on HS2 and the impact HS2 itself might have on climate change.

8.2 Resilience to climate change

8.2.1 The future climate in Britain over the next 50 years or so, when HS2 could be in operation, is likely to be different from now – with generally hotter, drier summers and warmer, wetter winters combined with a possible increase in extreme weather events. To help ensure the climate resilience of HS2, it would be designed, built and operated to take account of projected impacts of climate change over the scheme's operational lifespan. In particular, in areas already likely to flood now and increasingly so in the future, HS2 would be constructed on viaduct. Additional protection would be given to particularly vulnerable parts of the network such as tunnel entrances and electricity supply locations.

8.3 Greenhouse gases

8.3.1 The rail sector is a relatively small contributor to greenhouse gases and gives rise to some of the lowest per-passenger CO₂ emissions compared with other transport modes. The impact of HS2 on climate change would depend on the amount of CO₂ it would produce, both from construction and operation, compared with the amount it would save by attracting people away from more carbon polluting forms of transport. This is very difficult to predict as it relies heavily on other factors beyond the control of HS2. Relatively modest CO₂ savings would be likely to come from people moving from road to rail. However, the biggest CO₂ savings would come from attracting air passengers to HS2, as air domestic travel gives rise to very high CO₂ emissions. Because of the faster journeys that would be offered by HS2 on the high speed leg between London and the West Midlands, some people making journeys between London and Manchester or Glasgow would use the train in preference to flying. A reduction in emissions would, however, only be realised if the number of domestic flights was reduced as a result and if the landing and take-off slots that were freed up were not then used for wholly new international flights (i.e. not displaced from other airports).

8.3.2 Were HS2 to extend further north, journeys would become even quicker which would encourage more air passengers to switch to high speed rail. As a result the potential carbon benefits of HS2 would be expected to be greater.

8.3.3 The way that electricity used to power the trains would be generated is also a consideration. The Government has ambitious plans to increase the contribution of renewables and nuclear generation at the expense of burning fossil fuels, such as coal and gas. Depending on how successful this is, it would have a significant influence on how much CO₂ HS2 produces.

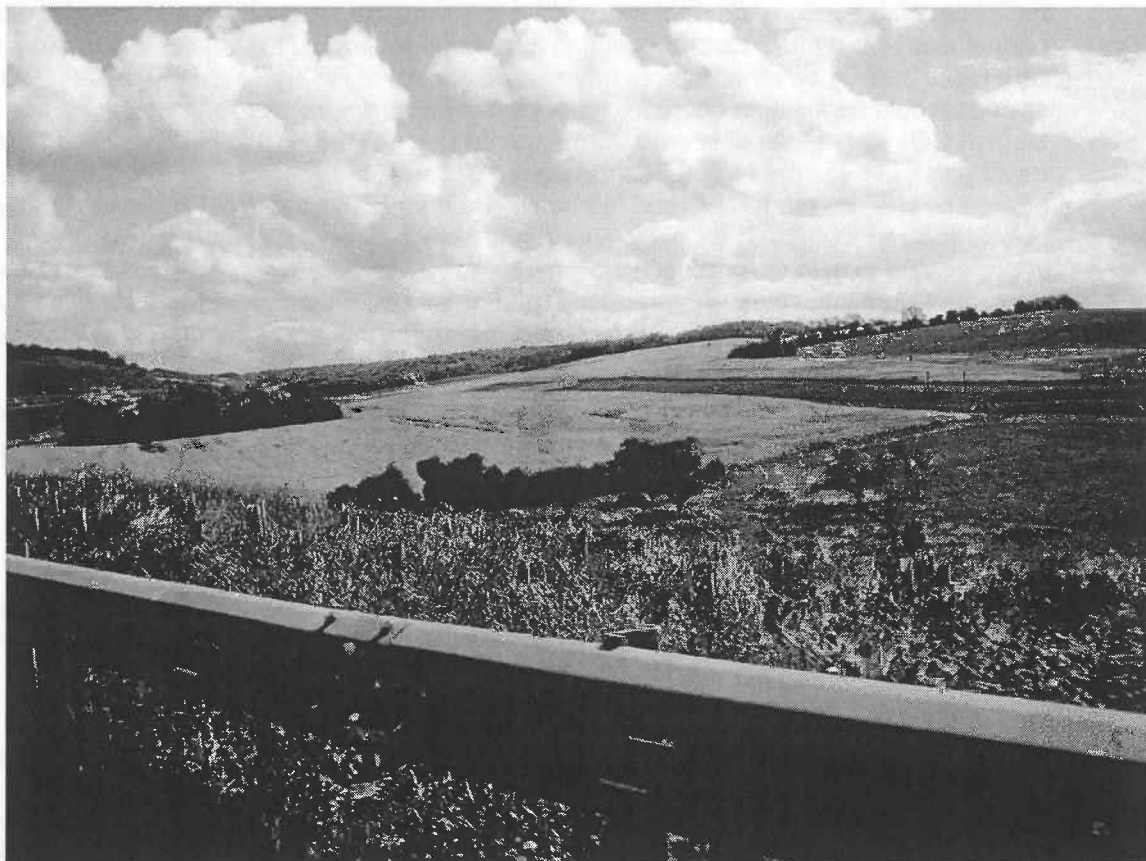
8.3.4 Taking all of these into account, HS2 could result in either an increase or a decrease in CO₂. At worst, over 60 years HS2 could result in an overall increase in CO₂ emissions of 24 million tonnes; at best it could result in an overall decrease of 27 million tonnes. Whichever scenario takes shape, the contribution of HS2 would be insignificant when compared to other transport, especially conventional road vehicle emissions in the UK.

9 HS2 and the natural and cultural environment

9.1 Landscape, townscape and cultural heritage

- 9.1.1 Along the proposed route of HS2 between London and the West Midlands there are areas of dense urban development including historic quarters and suburbs. And there are areas of countryside, including the broad valley of the River Colne, the Chiltern Hills, the agricultural expanse of the Vale of Aylesbury, the Northamptonshire Uplands that extend north from the Cotswolds and the wooded farmland of Dunsmore and Arden around Coventry.
- 9.1.2 A key landscape impact from HS2 would occur in the Chiltern Hills, much of which are designated an AONB. These extend for some 75km between Hitchin in the north and the River Thames in the south. Any direct route between London and the West Midlands would inevitably need to pass through this area. Considerable work was undertaken initially to ensure any adverse changes to this nationally protected landscape would be minimised. As a result, some 6.5km of the proposed route would be in tunnel, over 5km would be alongside the A413, and over 9km would be in cutting, which would reduce views of the scheme.

Cuttings would help to integrate HS2 into the landscape [Arup]



- 9.1.3 A number of refinements to the scheme design have further reduced potential impacts; for example lowering the proposed route so that it sits more within the landscape, and introducing 'green bridges' at Little Missenden and South Heath. Overall, of the 20.5km of railway through the AONB all but 2km would benefit from being in tunnel, cutting and/or existing transport corridor. Extensive tree planting, as well as the creation of planted earth

- bunds, carefully blended into the landform, would help to screen views and integrate the railway into the landscape.
- 9.1.4 Within the Chilterns a protected Iron Age bank and ditch known as Grim's Ditch would be directly affected. Further north-west, near Banbury, realignment of the scheme to reduce its impacts on the Grade I listed Edgcote House has resulted in the route impacting the protected site of a Roman villa.
- 9.1.5 Impacts on townscape would generally be avoided with few areas of particular note potentially affected. At Euston a large new station would involve a major change within an area where numerous listed buildings and conservation areas reflect the area's long history of settlement and its importance as a railway terminus. A large number of demolitions would be required and this, together with a new station building, would result in townscape change that could affect views from conservation areas. This could result in both adverse and beneficial change, depending on the design of any new structures and the location and setting of the existing buildings potentially affected. With the removal of certain buildings, such as the existing station concourse, and the implementation of high quality and sensitive redevelopment there is potential for enhancement of the local setting.
- 9.1.6 Direct adverse impacts would include loss of some locally important features, such as the majority of St James Gardens and six Grade II listed buildings and structures. The Euston Square Gardens in front of the existing station would be retained, as would the Grade II* listed 194a Euston Road, although it would be very close to the new station and, as it is attached to the Grade II listed 9 Melton Street which would be demolished, would require very careful protection during construction. The new station concourse would offer opportunities to create a more open route through an area severed by the existing station building.
- 9.1.7 The London Borough of Camden has set out a vision for wider change in this area and proposes to use a new station as a springboard for local regeneration. This would be expected to yield substantial improvements through the redevelopment of more run-down parts around the station, and there is a clear opportunity to ensure that HS2 both develops in harmony with these and stimulates positive townscape change.
- 9.1.8 The proposed new buildings and compounds constructed over the ventilation shafts for the London tunnels would give rise to some visual impacts for nearby residents, but the sites are generally amidst industrial land uses and/or close to existing railway. Over the Chilterns tunnel, there is greater scope to vary the location of shaft site compounds. The areas currently proposed have been selected to minimise environmental impact but further work would be undertaken to refine these locations and layouts.
- 9.1.9 West of Old Oak Common the new surface route would run on the north side of the existing Northolt corridor. The widening of the rail corridor would be needed in places. A focus of recent attention by HS2 Ltd has been to reduce potential landtake as far as possible, but a number of demolitions between here and West Ruislip would still be required.
- 9.1.10 Several protected stately homes and grounds lie near to the proposed route, and considerable work has been undertaken to mitigate potential impacts to these. Shardeloes near Amersham, Hartwell House near Aylesbury and Stoneleigh Abbey near Kenilworth, would all now be protected through changes in the alignment and, at Shardeloes, the use of a green bridge structure over the railway. At Stoneleigh, the revised alignment would now avoid the village of Stareton, and, although closer to the listed and scheduled Stare Bridge, the bridge would be well screened by woodland. The connection between the bridge and Stoneleigh village would also now be maintained. However, a Grade II listed building would be demolished.
- 9.1.11 A Grade II listed barn at Lavender Hall Farm in Berkswell would be likely to be demolished, with potential adverse impacts on the settings and context of the Grade II* listed Lavender

Hall farmhouse. A Grade II* listed farmhouse at Hampton in Arden, is close to the proposed car park for Birmingham Interchange Station, and construction would need to be carefully managed to minimise potential impacts on this building. Impacts on the setting of this building would occur however.

9.1.12 In Birmingham the Curzon Street terminus lies within a townscape whose immediate character has declined in recent years. HS2 would result in a number of demolitions, including three Grade II listed buildings, as well as some modern structures. However, the area is subject to extensive redevelopment as part of the Birmingham Eastside proposals. These would be significantly affected by HS2, but this could result in improvements to the townscape were the two schemes to be coordinated; indeed the City Council has commissioned a new Masterplan to reconfigure proposals around HS2.

9.2 Wildlife and biodiversity

9.2.1 Early route development has managed to avoid most potential impacts on designated habitats and sites. No sites of international significance would be adversely affected and impacts to nationally protected sites would be restricted to just a few locations: river crossings at the Colne Valley and River Blythe would have small impacts on SSSIs here, but designs would seek to minimise these. The potential impact previously envisaged at Long Itchington and Ufton Wood SSSI would now be largely avoided through extension of the proposed tunnel beneath them. However, south of Radstone, a realignment to take the proposed route away from settlements results in it crossing in cutting the southern end of the Helmdon Disused Railway SSSI. There could be minor landtake from Sheephouse Wood SSSI.

9.2.2 A number of impacts on local and regional sites are also likely, including some loss of ancient woodland in the Chilterns. As the design develops it would seek to reduce these effects.

9.2.3 Landscape mitigation involving planting over two million trees, as well as other opportunities for habitat creation and extension, would result in benefits for wildlife that would help offset some of these adverse effects.

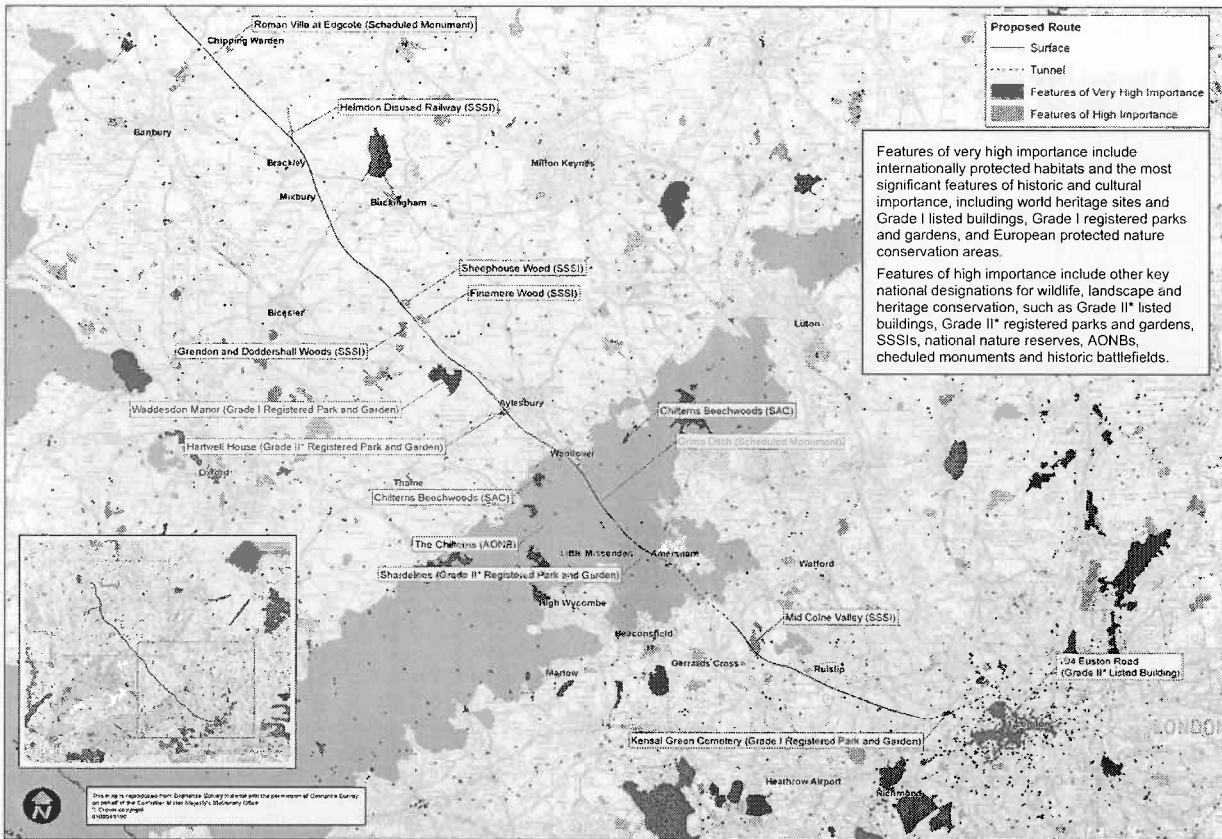
A tunnel like this on HS1 would take the proposed scheme beneath Long Itchington and Ufton Wood [Arup]



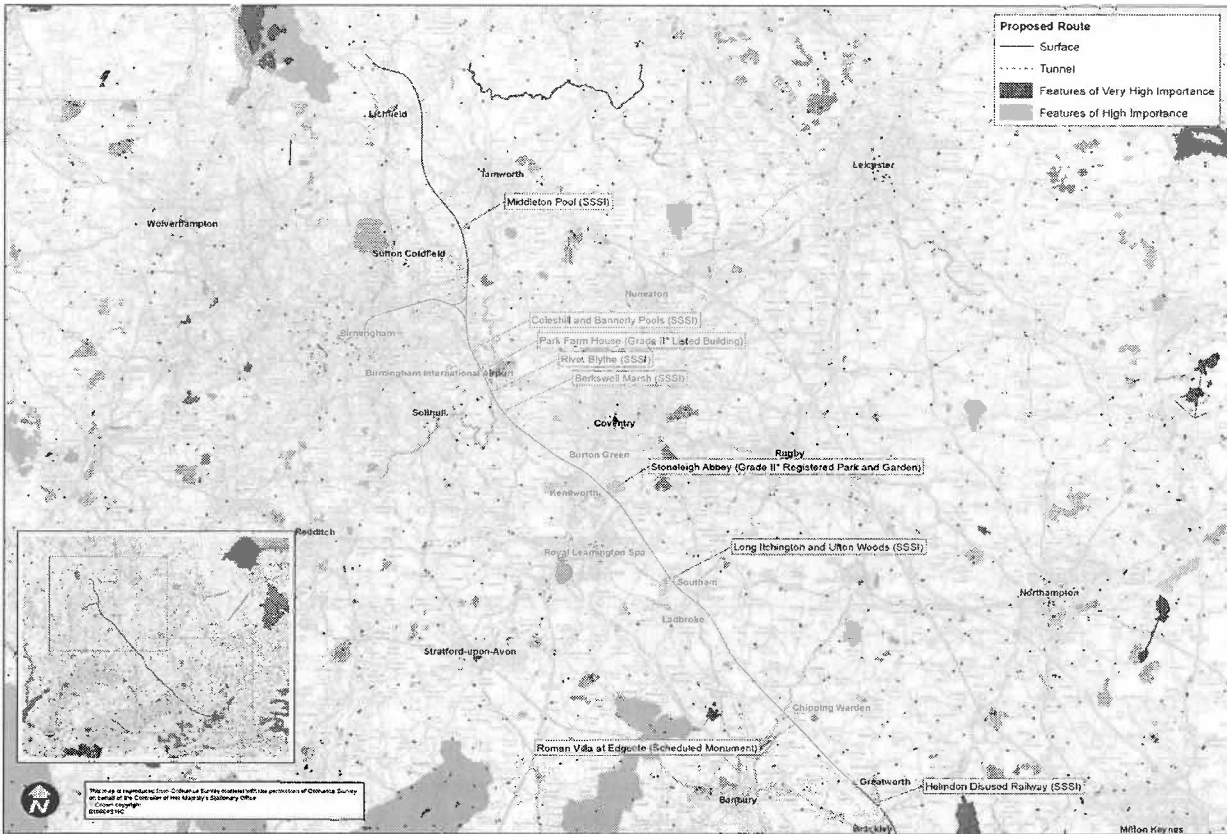
9.3 Water and flooding

- 9.3.1 Direct impacts on water resources such as rivers, streams, lakes and underground water supplies (aquifers) have been avoided where possible. But these features are numerous between London and the West Midlands and are difficult to avoid completely. It is possible that adverse impacts may arise at locations where rivers would be crossed. Where the proposed route could interrupt flows into rivers, river diversions would be undertaken; for example for short sections of the Colne, the Cole, the Tame and the Rea. The necessary protective action would be taken in order to avoid or minimise any adverse impact on water quality.
- 9.3.2 Passage of the proposed scheme over or through aquifers or areas with vulnerable groundwater would require careful management and mitigation in accordance with current best practice. This would be the case in particular across the Colne Valley, and between Brackley and Kenilworth, where there are important aquifers.
- 9.3.3 HS2 would also cross areas that are at a relatively high risk of flooding. The railway would be raised onto low piers to ensure flood water is not impeded or diverted and that the scheme does not increase flood risk to other areas and communities. In total the proposed route passes across 16km of the highest flood risk areas.

Key sustainability features along the proposed scheme (south)



Key sustainability features along the proposed scheme (north)

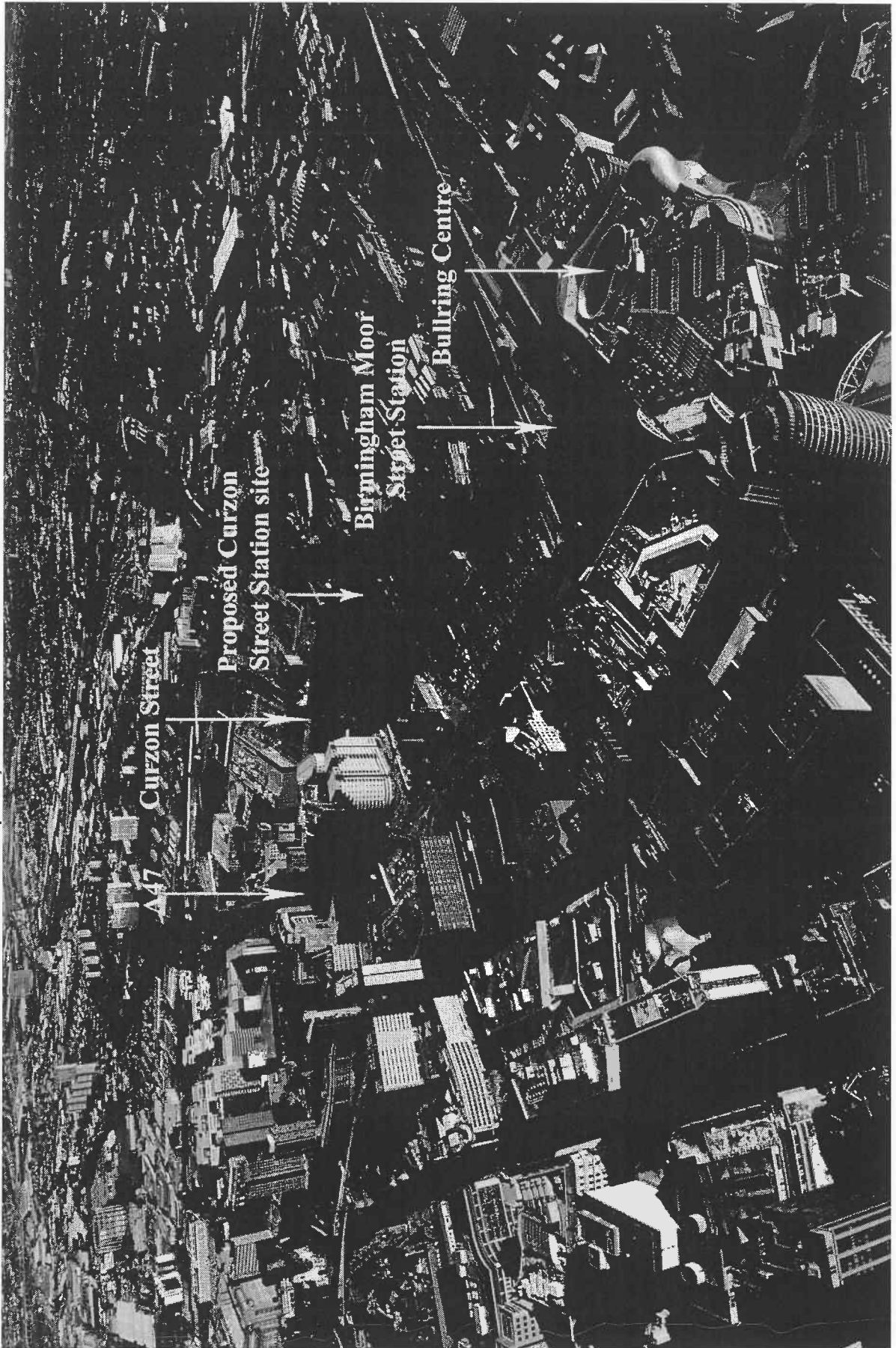


10 HS2 and Sustainable Communities

10.1 Impacts on properties

- 10.1.1 Private home-owners whose properties would need to be demolished to make way for the proposed scheme would be compensated through compulsory purchase procedures. The main area of demolition would be at Euston with approximately 190 residential dwellings in the Regents Park Estate affected by the loss of four blocks of flats. Approximately 25 further dwellings and a community hall in the area would also be demolished and a large part of St James Gardens would be lost. Residents of some further 170 dwellings would have their living conditions potentially affected by proximity to the railway. People living here are in a relatively more deprived part of the country and this is likely to make them and the communities they live in particularly vulnerable to these impacts. HS2 Ltd would be committed to working closely and at an early stage with the London Borough of Camden and the GLA and with community groups, residents' associations and affected residents generally to ensure that effective arrangements are in place to meet the housing needs of those affected by demolition of these dwellings, and to help to address wider impacts on the local community. Agreement of a joint ambition for the Euston area would form part of this work, and would include, amongst other things, replacement of the open space lost at St James Gardens.
- 10.1.2 Approximately 20 demolitions, including an estimated seven dwellings, would be required to construct the vent shaft at Alexandra Place West.
- 10.1.3 At Old Oak Common, approximately 25 dwellings would be at risk of landtake from shallow tunnels to the west of the railway lands, although it may be possible to avoid these. Other communities affected by potential demolitions include those along the route between Old Oak Common and West Ruislip where around 15 residential properties would be demolished.
- 10.1.4 Along the route between the M25 and M42, through Buckinghamshire, Northamptonshire, Oxfordshire and Warwickshire, residential demolitions are limited to approximately 35.
- 10.1.5 In Birmingham, 32 dwellings would be demolished for a new depot along with a number of commercial properties, which would require close working between HS2 Ltd, the local authority and local residential and business community. Five student accommodation blocks would be demolished within central Birmingham to make way for the new terminus station at Curzon Street.
- 10.1.6 In a few places the route of HS2 could impose a sense of isolation for residents where properties become 'islanded' by HS2 in combination with roads and other railways, although physical access to these areas would be maintained. Recent revisions to the scheme design have significantly mitigated these impacts. Residual impacts remain in the West Midlands in the Hampton-in Arden and Water Orton areas, where approximately 40 and 30 dwellings respectively would be affected. These are already subject to significant levels of physical isolation from existing roads

Aerial view of proposed Curzon Street station site [HS2 Ltd]



10.2 Environmental impacts on people

- 10.2.1 The most densely populated areas occur in London and its north and west outskirts, and in Birmingham and its outskirts. Other key settlements near the proposed scheme include Amersham, Wendover, Aylesbury, Brackley, Leamington and Kenilworth. In total, some 7,400 dwellings are located within 100m of the proposed surface route. Many would be largely unaffected by the scheme, but at this stage of the appraisal, these dwellings are considered to be at a risk of disturbance, particularly during construction. As such HS2 Ltd would use control measures consistent with best practice to ensure that impacts from construction activity, such as noise or dust, were kept as low as possible.
- 10.2.2 Similarly, during operation, railway noise could affect people living along the proposed route. Further appraisal work has made assumptions about what could realistically be achieved through additional mitigation, such as noise barriers and bunds. On this basis 'high' noise levels (i.e. greater than an equivalent average of 73dB(A)²) would affect fewer than 10 dwellings. In addition, it is considered that approximately 150 properties would be likely to qualify for noise insulation i.e. secondary glazing and ventilation or grant to implement such mitigation. There are up to 4,700 dwellings identified on the proposed route corridor that would be likely to experience a noticeable (although not necessarily significant) noise change, meaning both a noise increase of 3dB(A)³ or more and a resultant daytime noise level of 50dB(A)⁴ or more. Determination of significant effects would be undertaken during formal environmental impact assessment were the scheme to be progressed further.
- 10.2.3 Experience from HS1 and other high speed railways has shown that potentially significant effects from vibration and ground-borne noise (audible vibration) in properties over tunnels can be avoided. Using specially designed and mounted tracks such impacts are not expected in residential areas in London. For the Chilterns tunnels, mitigation of potentially adverse effects at dwellings closest to the tunnel and at certain other sensitive facilities would be more challenging, due to the faster trains through these areas and the nature of the chalk geology. But again, major project experience suggests that mitigation would be possible and HS2 Ltd is committed to ensuring that no such impacts occur.
- 10.2.4 In terms of air quality, HS2 would be electrically powered and so would not directly result in air pollution; impacts at the power stations used to generate the additional electricity for the service would not be significant. There is a risk that, at HS2 stations, increases in road traffic might cause more local air pollution, but this is not expected to be significant as most stations would have good public transport links. Change in the number of vehicles on motorways as a result of people opting to travel by train in preference to car would not be sufficient to have any noticeable impact on air quality.

10.3 Access to public transport

- 10.3.1 As well as people in London and Birmingham, those in Liverpool, Manchester and Glasgow would also have access to HS2 from the day of opening through connection to the WCML, representing a significant proportion of the UK population. Other people would benefit from the new services that are anticipated on the WCML between Lichfield and London to fill the slots vacated by current fast inter-city services.
- 10.3.2 At Euston there would be an interchange with other surface rail, as well as with London Underground and bus services. At Old Oak Common a major new interchange would allow access to Crossrail and, as a result, to Heathrow, as well as domestic and international

² Total equivalent ('average') daytime noise levels ($L_{Aeq,18hr}$)

³ 3dB is a just perceptible change in total noise over an assessment period.

⁴ 50dB(A) is based on a World Health Organisation threshold, below which few people would be expected to be 'moderately annoyed'.

surface rail and underground rail services. Birmingham Interchange would offer access to aviation, bus and rail services. Birmingham Curzon Street would offer interchange with rail, bus and proposed future metro services. The scheme may also offer opportunities to improve existing interchange arrangements at HS2 stations by providing enhanced passenger facilities, traveller information, more station staff and other aspects to improve the interchange experience.

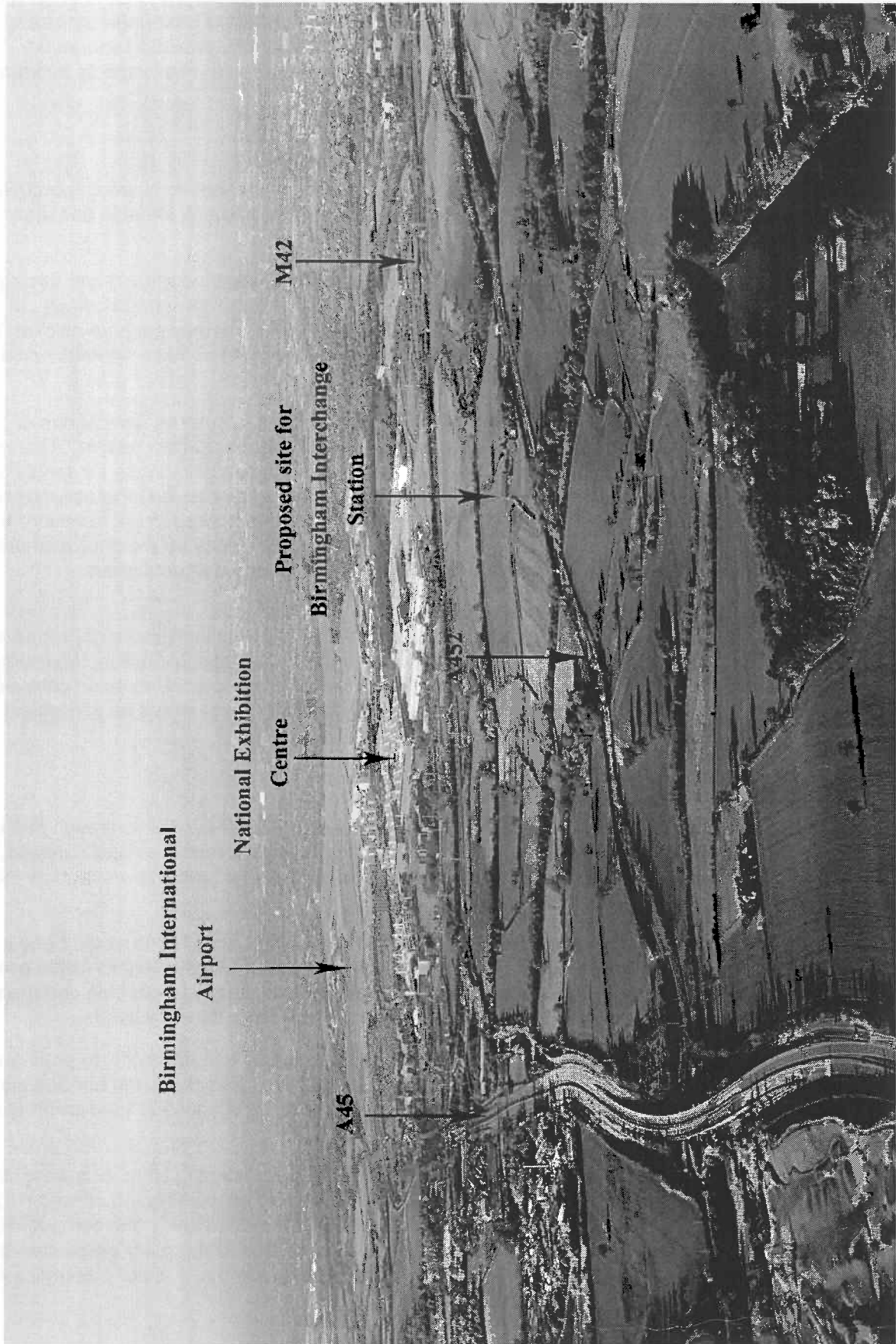
10.4 Health and well-being

- 10.4.1 Effects on people's health and well-being, both beneficial and adverse, would potentially result from other impacts – chiefly environmental impacts, property impacts and socio-economic impacts.
- 10.4.2 Benefits would stem from improvements in accessibility (described above) and through the economic prosperity and welfare brought about by the scheme (described below). In addition, journeys would be expected to be more enjoyable, as they become quicker (on a new HS2 service) and less crowded (on existing services). All of these benefits could have secondary benefits for health and well-being.
- 10.4.3 Risks to health and well-being would stem from single issues such as demolitions or operational noise, or where these different impacts cumulatively affect people. This risk is considered to be highest around Euston station, where demolitions on the Regents Park Estate would affect a community with a high level of dependencies on local services or social infrastructure. A commitment to careful and sensitive management to ensure that this impact is minimised would be required. Local authority plans for the improvement and development of this area, supported by HS2, are likely to see eventual wider improvements.
- 10.4.4 Apart from these general matters, particular risks may arise for individuals or groups at relevant locations, such as elderly or disabled persons who may be disproportionately vulnerable to health-associated impacts. The locations of people within these categories cannot be known at this stage, but the risk of differential impacts would be addressed through further stages of appraisal and assessment.

10.5 Economic impacts

- 10.5.1 HS2 would enhance economic competitiveness, support wider economic growth and bring about enhanced employment opportunities. In supporting economic competitiveness, the potential benefits to businesses arising directly from the faster journeys enabled by HS2 are valued at some £11.0 billion over 60 years.
- 10.5.2 HS2 would also free up space on the WCML for new rail services. This would benefit business, especially for trips originating in London, which would give rise to a little over a third of these benefits; about a quarter of the benefits would derive from trips commencing in the North-west and about a fifth from trips originating in the West Midlands.
- 10.5.3 There is potential for HS2 to encourage businesses, directly and indirectly, to grow and prosper around locations served by improved rail services. Businesses in London and Birmingham would be able to draw on a workforce from a wider area to the benefit of both the businesses and the workforce.
- 10.5.4 Further economic benefits could accrue by HS2 effectively bringing cities closer together. It could also result from the clustering of businesses (as well as workforces) around HS2 and, particularly, WCML stations, and which would operate more efficiently and competitively by being close to one another. These benefits could be worth a further £3.0 billion over 60 years. By opening up areas to the effects of wider competition and wider markets, a further £1.0 billion of benefits could accrue.

Aerial view of proposed Birmingham interchange station site [HS2 Ltd]



- 10.5.5 HS2 would also be expected to benefit people making commuting, leisure and other personal journeys. Over 60 years this is estimated to be worth some £6.4 billion of additional benefits. In total, when these are added to business and other benefits to the economy, and benefits from reduced accidents and better air quality are taken into account, gross economic benefits for the wider UK community are estimated to be £21.8 billion over 60 years.
- 10.5.6 HS2 stations within or near areas of deprivation would bring about some local job opportunities. But greater employment opportunities would derive from the regeneration stimulated around the HS2 stations. These opportunities would provide greatest benefit for residents outside the immediate station catchment rather than the existing local residents, particularly at Euston and Birmingham Curzon Street. Enhanced commuter services on the WCML and better connections with London and Birmingham would, similarly, support local development around stations and the social and economic benefits that this results in.
- 10.5.7 The best regeneration opportunity would be around the proposed Old Oak Common station, where wider access to Heathrow, central London and London Docklands through the interchange with Crossrail, would be a particular incentive for local development and growth.
- 10.5.8 At Curzon Street, the proposed new station and railway would conflict with developments currently planned within Birmingham Eastside, including the major office, retail and leisure proposals, and new facilities for Birmingham City University. However, the city council is revising the Masterplan for Eastside to take account of HS2, which would see significant overall benefits building on the regeneration stimulated by a new high speed service.
- 10.5.9 In supporting planned employment growth in London and the West Midlands, the potential for some 30,000 jobs around HS2 stations (2,000 at Euston; 20,000 at Old Oak Common; 3,800 at Birmingham Interchange and 4,500 at Curzon Street) has been forecast.
- 10.5.10 The proposed scheme is also expected to provide the equivalent of 1,500 permanent jobs, including an estimated 250 at Euston, 90 at Old Oak Common, 250 at the maintenance depot at Calvert, 300 at the rolling stock depot at Washwood Heath and 120 at Birmingham Curzon Street station. An estimated 9,000 jobs would also be created during construction. For operational employment, it is not clear at this stage what proportion represents new job opportunities in the rail sector.
- 10.5.11 HS2 would displace a number of businesses and associated jobs, for example at Washwood Heath and Old Oak Common. However, it is likely that many of these displaced jobs would be re-established elsewhere. Close working between HS2 Ltd, local councils and local businesses would be undertaken to reduce the potential for adverse impacts on those affected.

11 HS2 and sustainable consumption and production

- 11.1.1 HS2 would affect the land resource both adversely and beneficially. It would result in a number of previously developed 'brownfield' sites, totalling at least 146 hectares in extent, being brought back to productive use, with others potentially be to identified through more detailed study at a later stage.
- 11.1.2 Although it would affect none of the most productive Grade 1 farmland, it would cross some 20km of slightly less productive Grade 2 farmland. Further work will be undertaken during later design stages to examine how as much as possible of the agricultural land affected by the proposed route could remain in production. The only significant impact to green belt is likely to arise around the Birmingham Interchange Station, where an area would be lost to accommodate the station and associated facilities. In terms of the waste generated by the scheme, mostly during its construction, almost two million cubic metres of spoil would arise

from tunnel excavation. HS2 Ltd would seek to re-use as much of this as possible within the scheme design, for embankments and landscape proposals. Opportunities would be sought to use any residual spoil within other schemes and proposals; disposal to landfill would be used as a last resort.

12 Further mitigation and monitoring

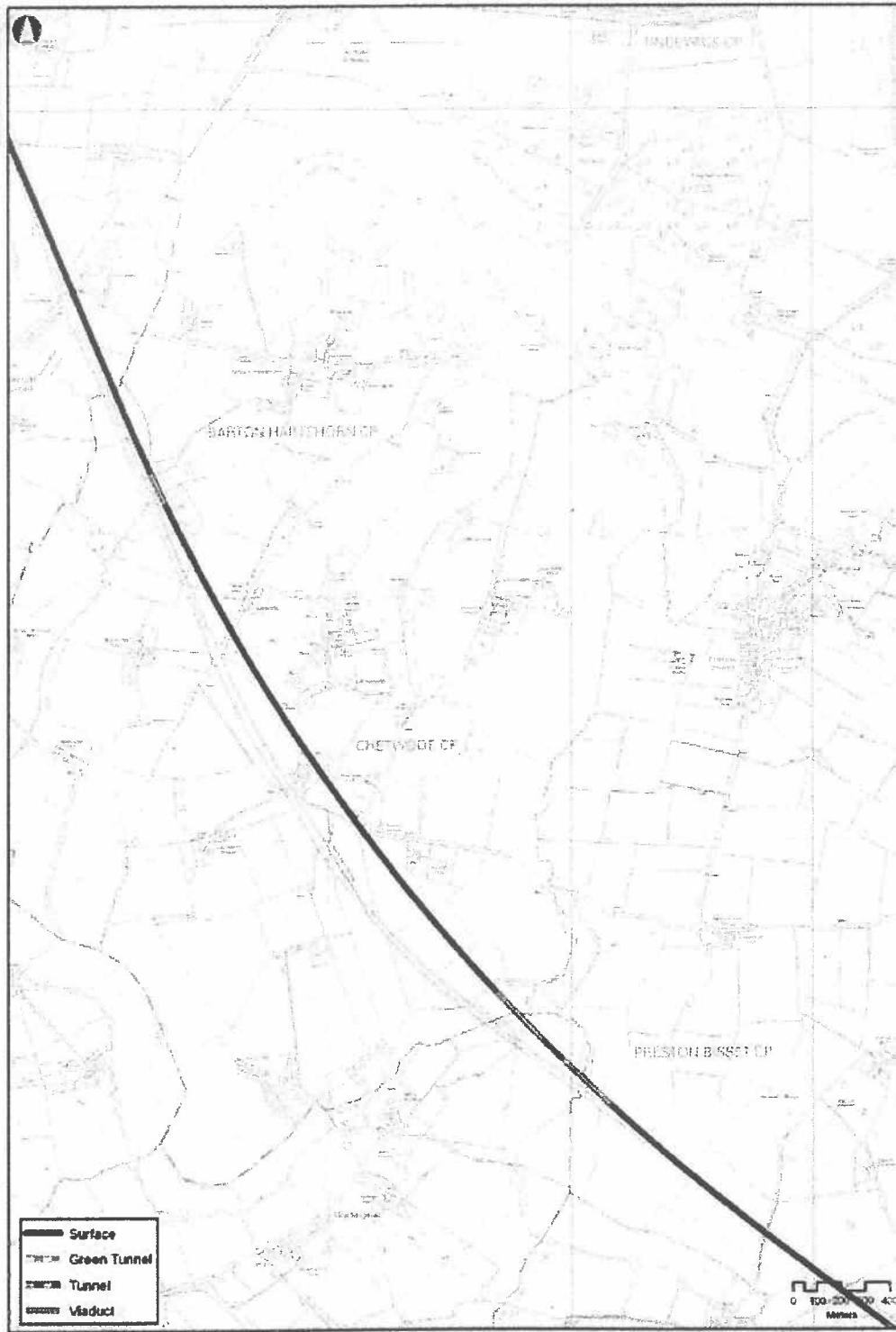
- 12.1.1 The mitigation of adverse impacts has been fundamental to HS2 Ltd since work to identify and design a proposed scheme commenced in spring 2009. In the development of HS2 to date, mitigation has focused on avoiding impacts (mostly through option selection and through the use of tunnels and changes in horizontal and vertical alignment) and minimising impacts; for example, through reducing the width of the rail corridor within sensitive environments to minimise landtake. As the general alignment becomes fixed and the design more detailed, further opportunities to mitigate would be sought through the abatement of impacts (for example through the use of noise barriers or landscape planting), the remediation of impacts (for example by recreating habitat that becomes damaged) or through compensation (for example by compensating business losses following land acquisition or by creating new habitat elsewhere).
- 12.1.2 HS2's impacts would be assessed in detail as part of the environmental impact assessment that would be undertaken if, following consultation, a decision is taken to proceed with high speed rail and once a preferred route is confirmed by Government. The impacts would be monitored as part of the routine project planning process.

10.4 Twyford to Newton Purcell

North of Twyford, at Chetwode, the curve required to sustain 400kph speeds is such that the Great Central corridor could no longer be directly followed. The route would take a smoother alignment to the east.

The route would regain the GC formation at Newton Purcell, crossing the A4421, which would have to be diverted to the north over a length of about 1.5km.

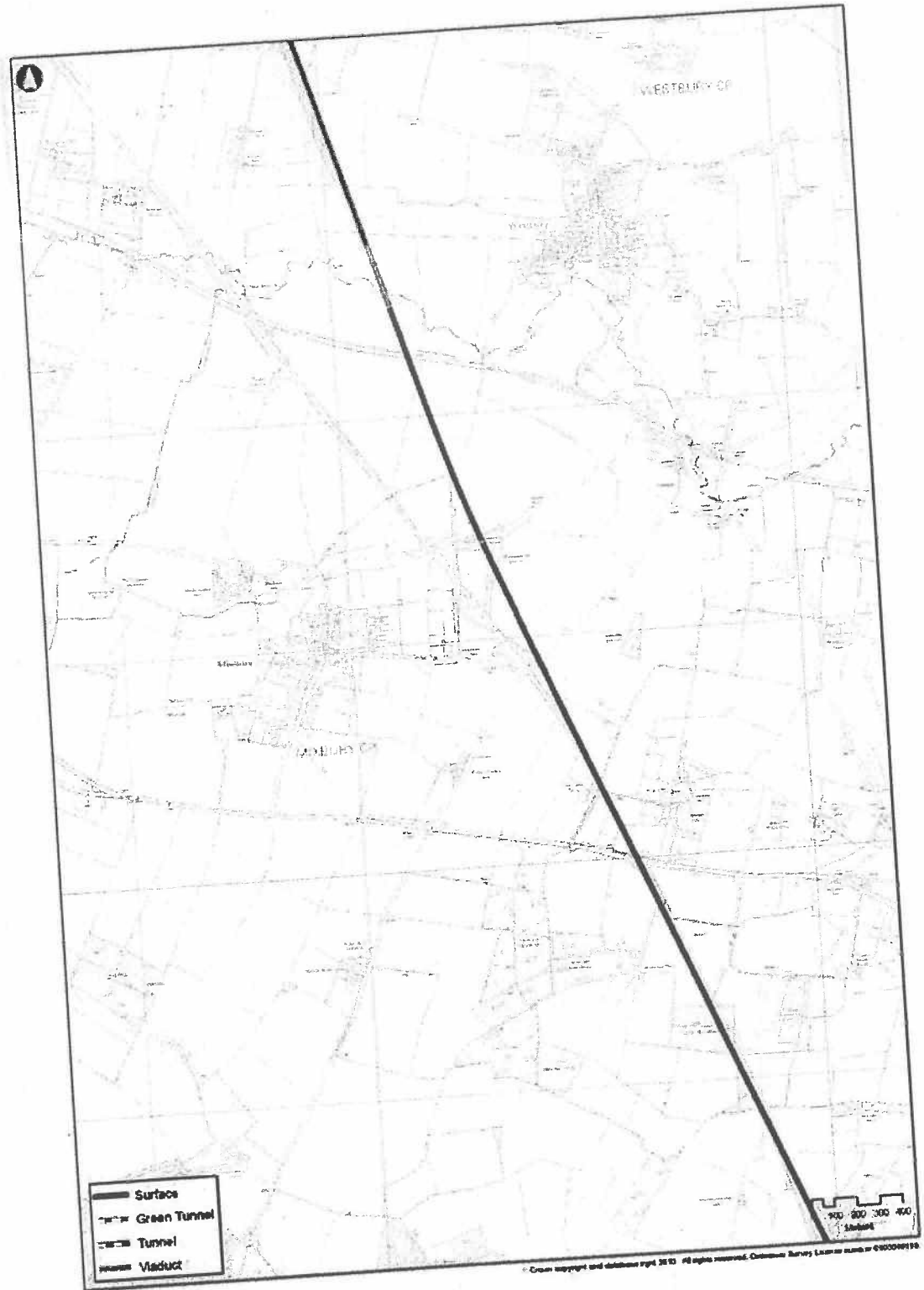
The route would then be on the GC alignment to Mixbury.



11 Mixbury/Brackley to Lower Boddington

11.1 Mixbury – the End of the Great Central Corridor

The route, approaching this area from the south, could no longer follow the alignment of the Great Central railway corridor through Brackley. The route would therefore deviate to the east of Mixbury, leaving the GC corridor from this point north.





Dear *Transport Select Committee Chair*

Please find attached the submission from 51m to the Transport Select Committee in response to the questions posed.

51m represents the following 13 Local Authorities who are aligned in their response to the HS2 consultation:

- Buckinghamshire County Council
- Aylesbury Vale District Council
- Chiltern District Council
- South Bucks District Council
- Wycombe District Council
- London Borough of Hillingdon
- Cherwell District Council
- Lichfield District Council
- South Northants District Council
- Warwick District Council
- North Warwickshire Borough Council
- Warwickshire County Council
- Stratford-on-Avon District Council

The 51m name represents the equivalent of how much HS2 will cost each and every Parliamentary Constituency...£51million. The group wants to emphasise the impact this proposed scheme will have on every taxpayer in the country for years to come.

51m are opposed to the current High Speed rail proposals as they are presently outlined and do not believe that they are in the best interests of the UK as a whole in terms of the benefits claimed in the business case.



51m are not opposed to higher speed rail per se and fully acknowledge the need for strategic improvement to the national rail infrastructure. However, we do not believe that all the other alternatives to achieve the transport capacity, regeneration and environmental benefits have been fully explored by the Government and with in excess of £30billion proposed to be invested, we owe it to the nation to ensure these are fully explored. Due to the reasons outlined above and in the enclosed report, we cannot support the current proposals suggested by Government and are actively working on a plan to strongly object to them.

This submission has been formatted as a single strategic response to Question 1 (What are the benefits and drawbacks of HSR) together with amplification of the issues raised in the subsequent chapters.

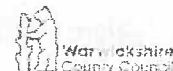
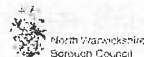
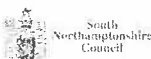
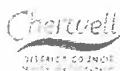
Yours faithfully

A handwritten signature in black ink, appearing to read 'Valerie A. Letheren'. The signature is written in a cursive, slightly slanted style.

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51m RESPONSE TO TRANSPORT SELECT COMMITTEE ON HS2

May 2011



MAIN ARGUMENTS AGAINST HS2 – QUESTION 1

Introduction

1. 51m is a consortium of Local Authorities between London and Birmingham on the HS2 route. The Group is called 51m because £51m is the cost to each Parliamentary constituency in the UK of the HS2 project.
2. This document is 51m's response to Question One, and will set out the overall arguments against HS2. It will cross refer to the supporting evidence, which form the chapters of this report and which in turn cross-refer to the TSC's questions, although not in the same order, so that the Committee can see where we have dealt with the relevant issues.
3. HS2 is an enormously expensive (£30bn Net Present Value) and environmentally damaging piece of infrastructure, which requires £17bn (NPV) of public subsidy. Even on the DfT's own case, the Y has a benefit cost ratio ("BCR") of only 2.2 (excluding Wider Economic Impacts – WEI) and 2.6 (including WEI) and this reduces to 1.6 and 2.0 respectively for Phase 1, and these are based on some over optimistic assumptions. HS2 should only be given the go ahead if there is a clear case in the national interest, which has been robustly and independently scrutinised. The DfT case is fundamentally flawed in a large number of respects and has not been adequately scrutinised and tested.
4. 51m is not against high speed rail per se, but it must be the right project and properly justified. The Government should not spend £billions, simply because HSR is a modern and glamorous form of infrastructure, particularly where smaller and less expensive transport schemes would give far greater benefits in environmental, social and transport terms. As Sir Rod Eddington said in his 2007 Transport Study;

"because the UK is already well connected, the key economic challenge is therefore to improve the performance of the existing network... There are very high returns from making best use of existing networks [with...]large

projects with speculative benefits and relying on untested technology, are unlikely to generate attractive returns."

5. The evidence shows that HS2 would largely be used by those in the highest income brackets (and many of those for leisure purposes). In essence HS2 is a massive public subsidy to the well off, with at best some doubtful economic benefits.
6. There is a long history of over optimistic forecasting by the rail industry, both in terms of passenger forecasts and costs. The Committee should bear in mind that schemes such as this are developed by those who have a strong interest in them, as is recognised by international studies.
7. The issues which arise on the DfT's case are:
 - a) There are much cheaper incremental alternatives, which can meet the forecast demand, but in a quicker and more responsive manner.
 - b) Demand forecasts are optimistic.
 - c) The rail industry has a poor record on passenger forecasting.
 - d) HS2 service provision of 18tph is undeliverable.
 - e) It won't reduce overall air travel and will have no climate change benefits
 - f) The benefits assumed are too high, particularly as assumptions about time spent on trains being wasted are out of date.
 - g) The scheme will have little impact in rebalancing the regional economy, in contrast to local and regional schemes that offer practical benefits.
 - h) It creates large disbenefits to many existing rail users.
 - i) Major construction impacts at Euston.
 - j) No justification for Heathrow and HS1 links.
 - k) HS2 is critically different from the European examples DfT rely upon.

Unrealistic Comparators/Better Alternatives – Chapters 1 & 10

8. Probably the most fundamental problem with the DfT's economic analysis is that they have not used the best alternative as their comparator with which

to test the business case, instead using a wholly unrealistic “do-minimum” comparator with almost no changes over 30 years. The DfT’s principal alternative, Rail Package 2 “RP2”, fails to optimise the opportunity for extending and reconfiguring trains; includes unnecessary and costly infrastructure; and fails to apply a consistent approach to the infrastructure which is needed between it and HS2. This is contrary to basic principles on carrying out a business case such as this, and has led to a wholly distorted picture as to the need for, and benefits of, HS2.

9. DfT have used different do minimum cases for their evaluation of HS2 and their alternative RP2 which results in the overestimation of the benefits of HS2.
10. Issues about the level of passenger growth, how time is spent and the value of time saved are inevitably open to subjective judgement, and ultimately guesswork. But it is a simple fact that huge increases in capacity can be produced on the relevant parts of the rail network, with relatively simple and far cheaper steps than HS2, and which address crowding issues earlier.
11. There are a series of incremental improvements to the existing network which can deliver more than sufficient to meet the forecast demand. These steps have 4 major advantages over HS2. Firstly, they can be introduced incrementally so that if the massive demand increases forecast by HS2 do not materialise there is no wasted investment. Secondly, they are far cheaper than HS2. Thirdly, they can be introduced much more quickly than HS2, so can deal with existing overcrowding issues, rather than having to wait until 2026 (at the earliest). Fourthly, they are very low risk.
12. In summary the incremental ways to increase capacity over the DfT base case are:
 - a) Take account of Evergreen 3 (line speed increase from London Marylebone- Birmingham), which will be completed this year and provides journey speeds to Birmingham only a few minutes longer than those on Virgin trains, thereby reducing demand from Euston and

increasing capacity including at peak times. This scheme was deliberately ignored in the DfT business case.

- b) Change the train configuration on Pendolinos to change at least one carriage from first to standard. The overcrowding issues only arise in standard class;
- c) Lengthen existing Pendolinos, all to 11 car and then most to 12 car. The combination of (b) and (c) produces 9 standard cars per train, in contrast with 5 at the moment;
- d) Introduce “smart” ticketing and demand management, to reduce peak demand, for example eliminating the artificial peak on Friday after 7pm at Euston;
- e) Carry out a series of relatively “minor” infrastructure capacity improvements at pinchpoints, including a grade separated junction south of Milton Keynes, to allow improved separation between fast and slow lines.

13. The cumulative capacity increases of these measures over the 2008 base case demand would be in the order of trebling (211%), see table below, at a total capital cost in the region of £2bn. Of course these steps would not provide the journey time improvements of HS2. But once it is understood that the majority of the benefits from the journey time reductions are dependent on the assumption that business people do not work on trains, it can be seen that spending £30bn (NPV) for this gain is a very poor use of public money.

Interventions	Daily trains	Daily standard class seats	% increase above 2008 base	Comments
Train investment with no/little infrastructure investment				
HS2 2008 Base		59,298		Base used by DfT for evaluation of HS2. Predates full WCML upgrade timetable
Current timetable	286	81,924	38%	Includes Voyager services (30 daily)
Evergreen 3	[68]	[28,900] ¹	[55%]	Committed scheme – complete in 2011
Committed lengthening project	286	105,924	79%	Committed scheme – implemented from 2012
December 2013 additional services	306	113,769	92%	Additional hourly off-peak train each way
First class reconfiguration	306	134,379	127%	One car converted from first to standard
12 car sets (except Liverpool)	306	166,908	181%	Major physical constraints at Liverpool
Infrastructure Investment				
Additional services	336	184,326	211%	30 additional daily trains following investment to relieve pinchpoints

14. These improvements would cause no disruption at Euston, as opposed to HS2's disruption which will be massive for 7-8 years. It is also important to stress that the alternative would cause minimal disruption to the WCML and is in no way comparable with the WCML upgrade which took place a few years ago.

Demand Growth² - Chapter 2

15. DfT forecast is for 102% "background" demand growth to 2043, and 209% including the additional growth generated by HS2. The DfT describe this as "conservative", but that is misleading. They justify this by reference to high

¹ Illustrative Evergreen 3 figures assume Chiltern trains currently 4 car class 168 units (275 seats), lengthened to 6 car class 168 (425 seats) and this capacity increase is not included in 211%

levels of growth on long distance rail travel in the last 15 years and a very strong relationship between increased wealth and increased long distance rail trips. But this must be seen in the context of overall long distance trips on all modes per person remaining constant since 1995; no rail growth in the period 1952-1995; and rail travel being strongly influenced by investment (including public subsidy) post privatisation. It is wholly unsound to assume that the factors which led to rapid growth post 1995 will continue to 2043.

16. The DfT have used assumptions on growth derived from the rail forecasting manual (PDFH) for the period up to 2043, even though this is contrary to their own normal forecasting practice; to Sir Rod Eddington's recommendations and to Network Rail's position. To take a period of exceptionally high growth, based on very particular factors, extrapolate it forward for 35 years, and then to suggest that this is a conservative approach is not justified.
17. Forecasting is inherently uncertain, and in recognition of this DfT's own Guidance imposes a cap of demand growth in 2026. DfT in its original evaluation extended this to 2033, because of the long lead in time for HS2. However, they have now extended the forecast period to 2043 and then capped the forecast at double the current levels. The DfT has therefore applied its high growth figures for 35 (2008-2043) years. This leads to a highly uncertain forecast. The failure to carry out any proper sensitivity testing exacerbates the inadequacies of the forecast.
18. Even if one were to take a half way point between the growth forecast by the DfT and the work carried out on behalf of 51m, the Benefit Cost Ratio would fall to below 1.5 (excl. WEI), and therefore fails any normal test for Government supported projects.

Rail Industry history of poor forecasting – Chapter 3

19. 51m's concern that the passenger forecasts are seriously over optimistic, is strongly supported by the rail industry's very poor record on forecasting

demand for major rail projects. CTRL (now HS1) predicted demand in 2006 of 25 million passengers, whereas the actual traffic is around 9 million. The Public Accounts Committee in 2006 reported that the DfT had told them that they had learnt from their mistakes and next time would factor in more severe downside assumptions, but they have notably failed to do so, on HS2.

20. Comparisons with HSR internationally are often cited, implying that we are a long way behind other countries, however there are fundamental differences between virtually all HSR networks and the UK: elsewhere their rail journey times were much slower pre-HSR than in the UK, where WCML is a modern 125mph railway; post-HSR their journey times are all more than halved; and with the exception of Frankfurt - Cologne the distances are much longer. The table below sets out the impact of HSR routes on journey times for a number of international networks.

	Distance	Pre – HSR	Post – HSR
Tokyo – Osaka	515km	6hrs 30mins	3hrs 10mins (now 2hrs 30mins)
Madrid – Seville	472km	6hrs 30mins	2hrs 45 mins (now 2hrs 30 mins)
Paris – Lyon	431km	4hrs	1hrs 55 mins
Frankfurt – Cologne	180km	2hrs 20 mins	1hr 2 mins
London – Manchester	296km	2hr 08mins	1hr 13 mins proposed (from 2032)
London – Birmingham	182km	1hr 24 mins	49 mins proposed

21. On the face of it, the Cologne – Frankfurt route appears to be equivalent to London – Birmingham, at essentially the same distance. However, Cologne – Frankfurt is part of a much wider network, with almost all trains going to or coming from somewhere else, as part of longer distance routes such as Amsterdam – Basel and Dortmund – Munich. The HSR route also gives proportionately much greater time savings than HS2 to Birmingham, with Cologne – Frankfurt times of 62 minutes, compared with timings on the tortuous classic route of 140 minutes. But London – Birmingham is only 84

minutes today, and Virgin Trains say that they could deliver 70 minutes on the existing track.

22. The DfT has placed great reliance on international examples to support its case, however the evidence does not support this conclusion. The Dutch HSR has financial problems, the President of SNCF has stated that the network is decaying as investment is focused on TGV lines, distances between stations on TGV lines are much greater than in the UK, and in Germany the classic network is slow and not comparable with the UK mainlines.

HS2 Service Provision – Chapter 4

23. The DfT passenger forecasts are reliant upon their assumptions about the number of trains that can be provided, their speed and reliability. However, their entire case rests on assuming 18tph for the full network, which is a figure that has never been achieved anywhere in the world for high speed infrastructure. High speed rail worldwide only has 12 -15 tph maximum. Industry experts place no reliance on being able to achieve 18tph in the foreseeable future.
24. In terms of reliability, the DfT assume a very high level of reliability, although even on the full “Y” scheme many of the high speed trains will be coming from the classic network and will be using train paths shared with other users. This raises major doubts over the robustness of the assumptions about reliability.
25. The entire forecasting exercise is therefore based on untried (indeed un-invented) technology and unjustified assumptions about other train operators.

Modal Shift from Air – Chapter 11

26. The DfT forecast only 6% of HS2 passengers are switching from air. Domestic demand to all London airports has fallen by 26% since 2004 and it is therefore very difficult to reconcile this with DfT predictions of 128%

growth to 2043. Journey times from Glasgow/Edinburgh to Paris/Brussels will remain over 6 hours and therefore no modal shift can be assumed.

27. It is interesting to note that even on Madrid-Barcelona, where the high speed rail link reduced journey times from around 6 hours to 2 hrs 40mins hours, there remain 25 flights per day, each way, on the route.

Benefits - Chapter 2

28. The key benefit of HS2 in its economic case is the value of shorter journey times, which accounts for £18bn of the £44bn benefits. £14bn of this depends on the assumption that time savings translate into greater productivity for business travellers. This is because in the economic case the DfT have assumed that time spent on trains is wasted, and have taken no account of modern technology which allows business travellers to use train time productively. This is considered in detail in "*51m Economic Case*".
29. The DfT seek to rebut this by saying that if one does assume that time on trains is used productively then that is simply recovered by the benefits of reducing overcrowding. But this is flawed. The much cheaper alternative proposals reduce overcrowding more than HS2 (HS2 predicts load factor of 58% in 2043, whereas the Optimised Alternative has about 52% and even the DfT alternative RP2 has 51%) , and can provide additional capacity sooner.
30. Given the above concerns, if you undertake a 50% downside sensitivity test on the benefits in the business case (between DfT's and work done for 51m) the BCR falls to less than 1.0 (excl. WEI) for Phase 1 and about 1.2 (excl. WEI) for the Y.
31. Importantly the DfT in the business case has ignored price competition from the classic network which post HS2 will have much spare capacity. It is difficult to see why those who are getting the benefit from high speed rail should not be paying premium fares for those benefits, or to believe that this will not happen in practice. But the DfT business case rests on there being no premium fares, and the shortfall being made up by public subsidy.

Without this assumption the business case would fall much further because the passenger forecasts would reduce significantly.

Economic Rebalancing and Regeneration – Chapters 3 & 5

32. The DfT now places great emphasis on the desirability of “rebalancing the economy”, and “reshaping the economic geography” of the UK. It is well established in the academic literature that the benefits of high speed rail between regional centres and a dominant capital city are likely to accrue significantly more to the capital than to the regions. Essentially the argument is that if you provide very good transport links from the hub to spokes, there is some benefit to spokes but most benefit to the hub. So regional centres will gain something but most of the gain will fall to London and SE, as by far and away the strongest areas of the national economy. Even on the DfT’s case 7 out of 10 jobs are created in the South East and twice as many new trips are generated to, compared with from London.
33. If Government wishes to prioritise rebalancing the economy, and regenerating the Northern cities, then the way to achieve this is through significant investment in transport between the northern cities, and within their travel to work areas. This has been the clear aspiration of those regions as set out in the Northern Way strategy and transport priorities.

Impacts Carbon – Chapter 6

34. In terms of carbon emissions the DfT’s own case is that HS2 will only be carbon neutral. Given the massive public investment in the scheme, and the overall contribution of transport to carbon emissions it seems odd that the Government should support a scheme with so little carbon benefit. HS2 also generates a very large number of new trips, i.e. people who are not currently choosing to travel, and only achieves 7% of HS2 passenger shifting from car use. Emerging Government policy is to encourage people to travel less; and to prioritise schemes which achieve a reduction in carbon emissions. HS2 does neither.

35. But in any event the forecast of HS2 being carbon neutral is itself extremely optimistic. This forecast rests entirely on high assumptions about modal shift from air see above, and most critically on making the assumption that airport slots which are freed up by the reduction in domestic flights would not be re-used. In reality it is quite clear that those slots, particularly at Heathrow will be filled with long haul flights, which are both more profitable for the airlines and much more carbon emitting. Aviation growth is constrained by the number of runways in the SE of England. If HS2 frees up slots at those airports then the inevitable consequence will be a growth in carbon emissions.

Impact on Freight – Chapter 7

36. The current Network Rail freight strategy does envisage freight tonnage growing in the next 30 years with the highest growth in containerised traffic from the ports of Felixstowe, Southampton and Thames Gateway. The current Felixstowe – Nuneaton freight upgrade project will take some 20 trains per day off the southern part of the WCML releasing capacity for freight growth. Other investments are being made in the freight network including Southampton – West Midlands gauge enhancement.
37. Freight almost exclusively uses the slow lines on WCML, so has little impact on fast lines services and capacity except when it has to cross the fast lines on a flat junction or there are short 2 or 3 track sections. This happens at certain pinch points: south of Nuneaton, Colwich and Stafford Infrastructure works currently being delivered or proposed in alternatives would in any event address the pinchpoints for freight.

Impacts on the Classic Network – Chapters 8, 9 &10

38. The HS2 case is based on no investment beyond those already committed by 2015 on the WCML, MML or ECML, until the completion of HS2, even though they are predicting major growth on these routes in the intervening years. This will lead to major overcrowding issues and is an unsustainable position. Overcrowding currently exists on the commuter route between

Northampton/Milton Keynes and London and will not be addressed until 2026 at the earliest when Phase 1 of HS2 is proposed to open.

- a) HS2 results in the WCML only having an average load factor of 31%. £9bn has recently been invested in this route to make it the most modern in the UK.
 - b) There will be capacity and/or frequency reduction to some cities, for example Coventry, Wolverhampton, Stoke-on-Trent, Leicester, Chesterfield, Peterborough and Doncaster. These reductions are included in the business case, because there is an assumed saving of around £5bn (NPV) in operating costs. Any promises to maintain existing service levels to these cities would have serious impact on the business case.
 - c) As Heathrow Express (HEX) trains to stop at Old Oak Common, all GWML services will also have to stop otherwise capacity on the route will be reduced. This would add approximately 5mins to all journey times to/from the West and Wales.
39. There will be massive disruption throughout the construction period at Euston station, for about 8 years. The scheme involves the reconstruction and lowering of all the existing platforms and major changes to the approach tracks. It is inconceivable that this can be achieved without extensive track closures.
40. The creation of a station at Old Oak Common will have significant impacts on the operation of the GWML, HEX and Crossrail services. The paucity of detail on the Old Oak Common proposals make it impossible to predict what will happen there, but both the Crossrail services and its depot are likely to suffer major disruption.
- Links to Heathrow and HS1 – Chapters 11 & 12*
41. The DfT proposal involves linking HS2 to Heathrow and HS1. It is beyond any possible doubt there is no economic case for providing such links, a view

held by the rail industry as well – the passenger forecasts are far too low.

Further, there are no train paths available for these services in any event.

42. This merely provides an example of how poorly thought out HS2 is, and how proposals for expenditure of £billions of public funds have not been properly appraised.

Environmental Impacts – Chapter 13

43. HS2 have provided little detail on the environmental costs, benefits and mitigation (apart from saying there will be some and allocating funding) for London to Birmingham (Phase 1). No details have been provided for the Y (Phase 2) and the route has not even been identified, although HS2 have indicated that this will be divulged at the end of this year after the consultation has been completed. This is the only opportunity for the benefits and drawbacks to be understood and considered, before the principle is fixed. The lack of information makes any valid consultation or assessment impossible.

44. Any project of this magnitude will inevitably have significant environmental impacts and HS2 will be no different, indeed its Appraisal of Sustainability scores all aspects negatively. Due to the lack of information and the fact that HS2 has not offered any mitigation measure, two authorities south of Birmingham have undertaken their own initial investigations to reach an initial understanding of the impacts. Buckinghamshire have major concerns about impacts upon the AONB, local hydrology, habitats, heritage assets and the wider landscape. Similarly Hillingdon and South Bucks have significant concerns with regard to the Colne Valley Park, a vital local resource.

45. Given that the route goes through four other rural counties, as well as densely populated urban areas, it would not be unreasonable to assume that the number of adverse impacts on environmental assets would be very substantial.

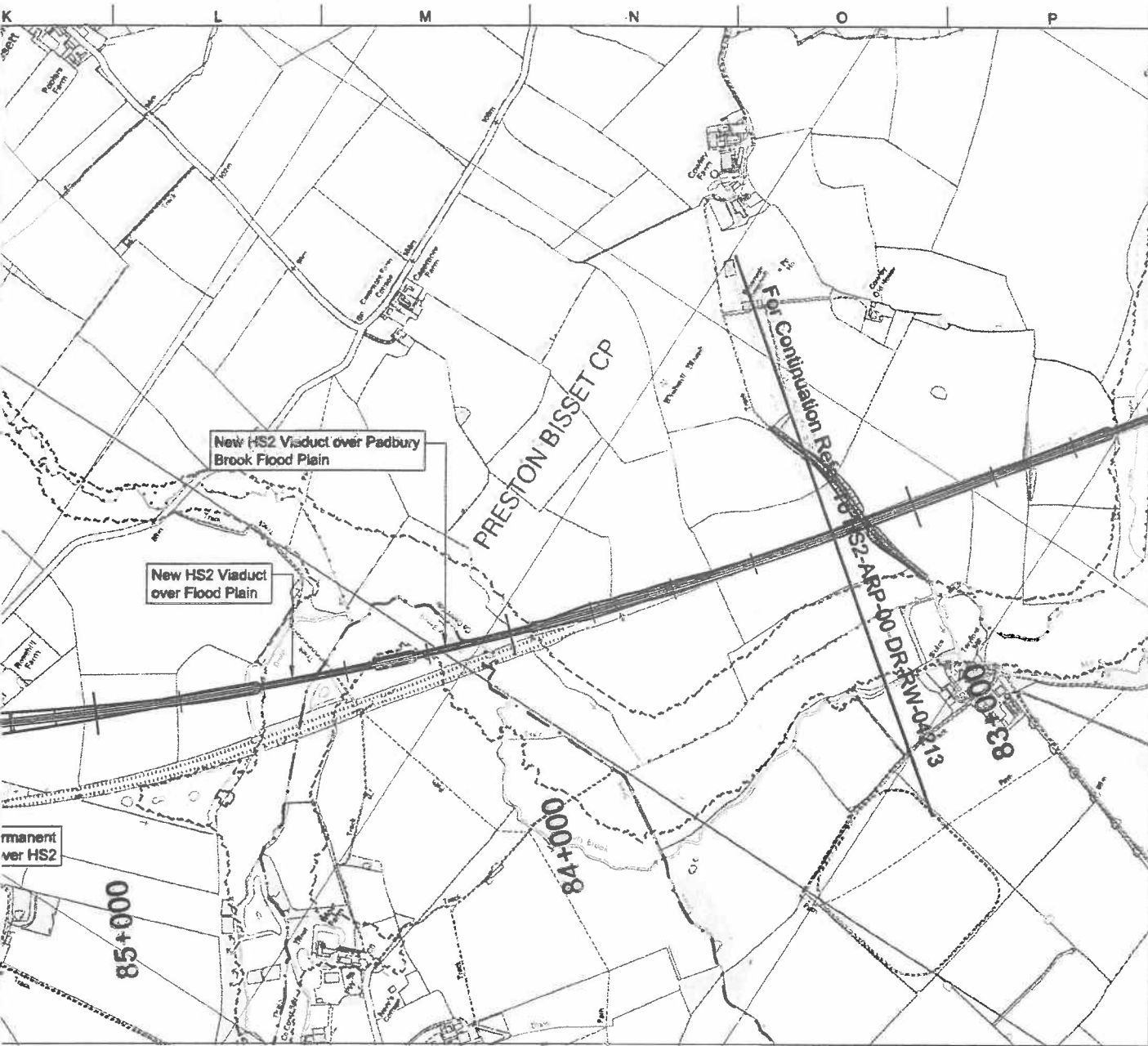
46. It is also important to remember the impact on people's lives, both in terms of noise and disruption, but also the 100s of dwellings to be demolished.
47. HSR has specific noise characteristics compared with classic rail and although HS2 have focused a lot on noise in their road shows with the noise booth, it is clear that this does not provide a true reflection of the impacts. They have provided little detail on the real impacts in the areas either side of the route. Fundamental to understanding the impact of noise on dwellings, business, schools, AONB etc is the production of noise contours.
48. For these reasons it is not possible to understand the real environmental costs and benefits of HS2 as little or no information has been provided.

Government Transport and Environmental Policy – Chapter 14 & 15

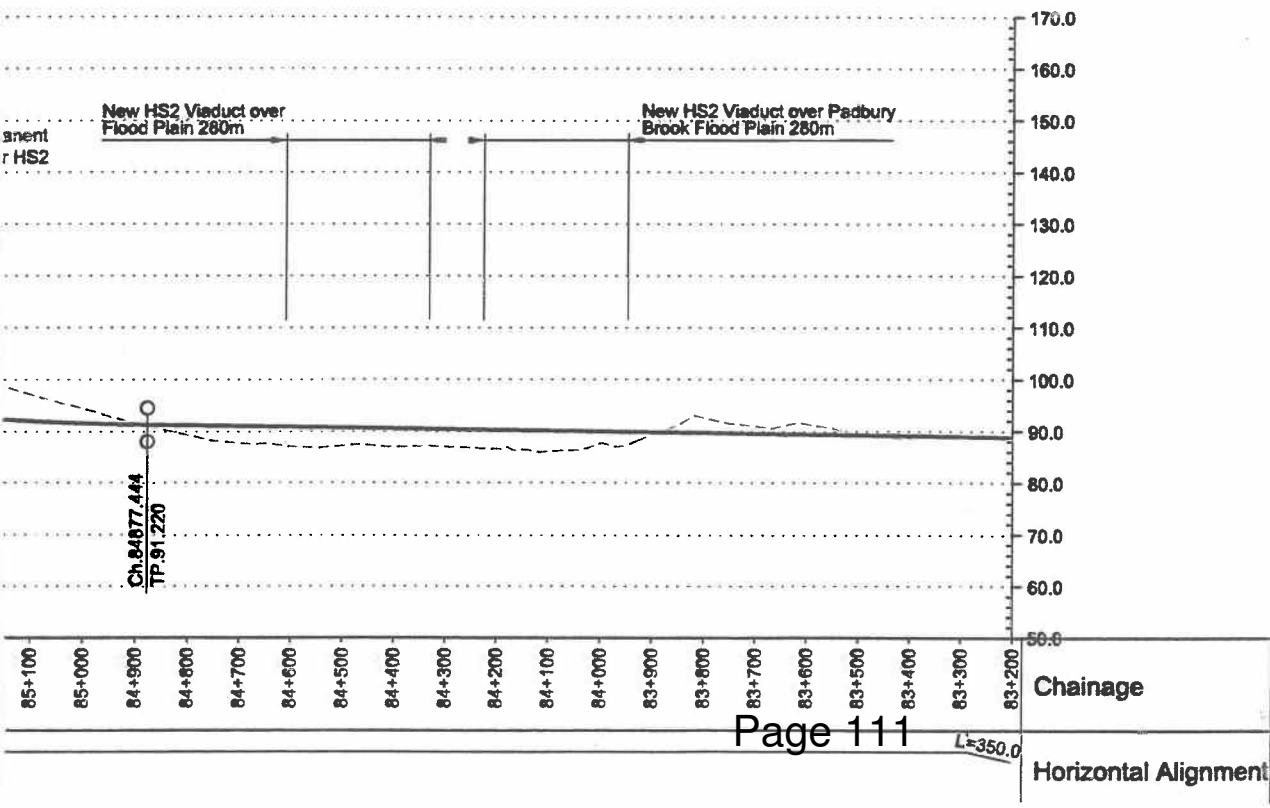
49. In the most fundamental aspects this proposal appears to be contrary to key parts of Government policy
- a) It involves a major subsidy into rail transport at a point in time when the Government is seeking to reduce subsidy to the rail industry.
 - b) It encourages people to travel more, indeed relies upon them doing so, when Government policy is moving towards encouraging less trips and more use of alternative technology.
 - c) It involves a relatively small modal shift, when Government transport policy is supposed to be focused on sustainable development.
 - d) It has neutral or negative carbon impact.
 - e) It produces highly speculative regeneration benefits and will be far less effective in achieving the policy objective of rebalancing the economy, than would far less expensive regional investments. This is contrary to the policy priorities of the Northern Regions Development Agencies.
 - f) Although the capital costs of HS2 will fall outside this spending review, £750m is to be spent in this parliament simply on achieving the Hybrid Bill.

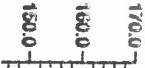
Conclusions

50. For all these reasons 51m is of the view that the case for the HS2 scheme does not begin to be made. Not only are there serious doubts over the validity of the HS2 case but there is a real practical and low risk alternative, which can meet the need as it arises and relatively cheaply. This is not as exciting or high profile as HS2 but far better value for money. The Committee is asked to request the DfT to undertake a fundamental reappraisal.
51. *“the risk is that transport policy can become the pursuit of icons. Almost invariably such projects – ‘grand projects’ – develop real momentum, driven by strong lobbying. The momentum can make such projects difficult – and unpopular – to stop, even when the benefit:cost equation does not stack up, or the environmental and landscape impacts are unacceptable”.* Sir Rod Eddington – The Transport Study.



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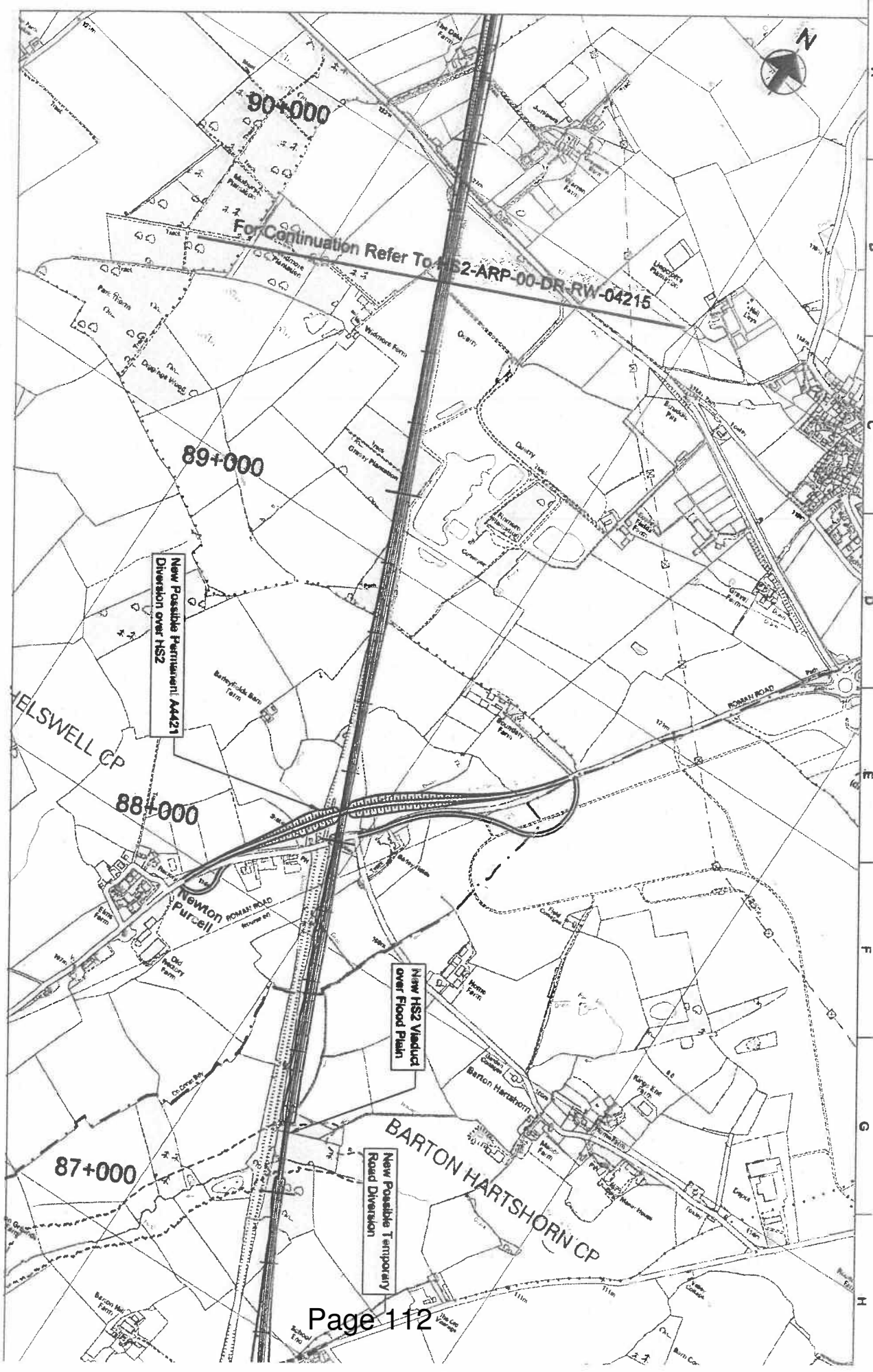




New Possible Permanent AA421

New HS2 Viaduct over Flood Plain 150m

New Road Diversion

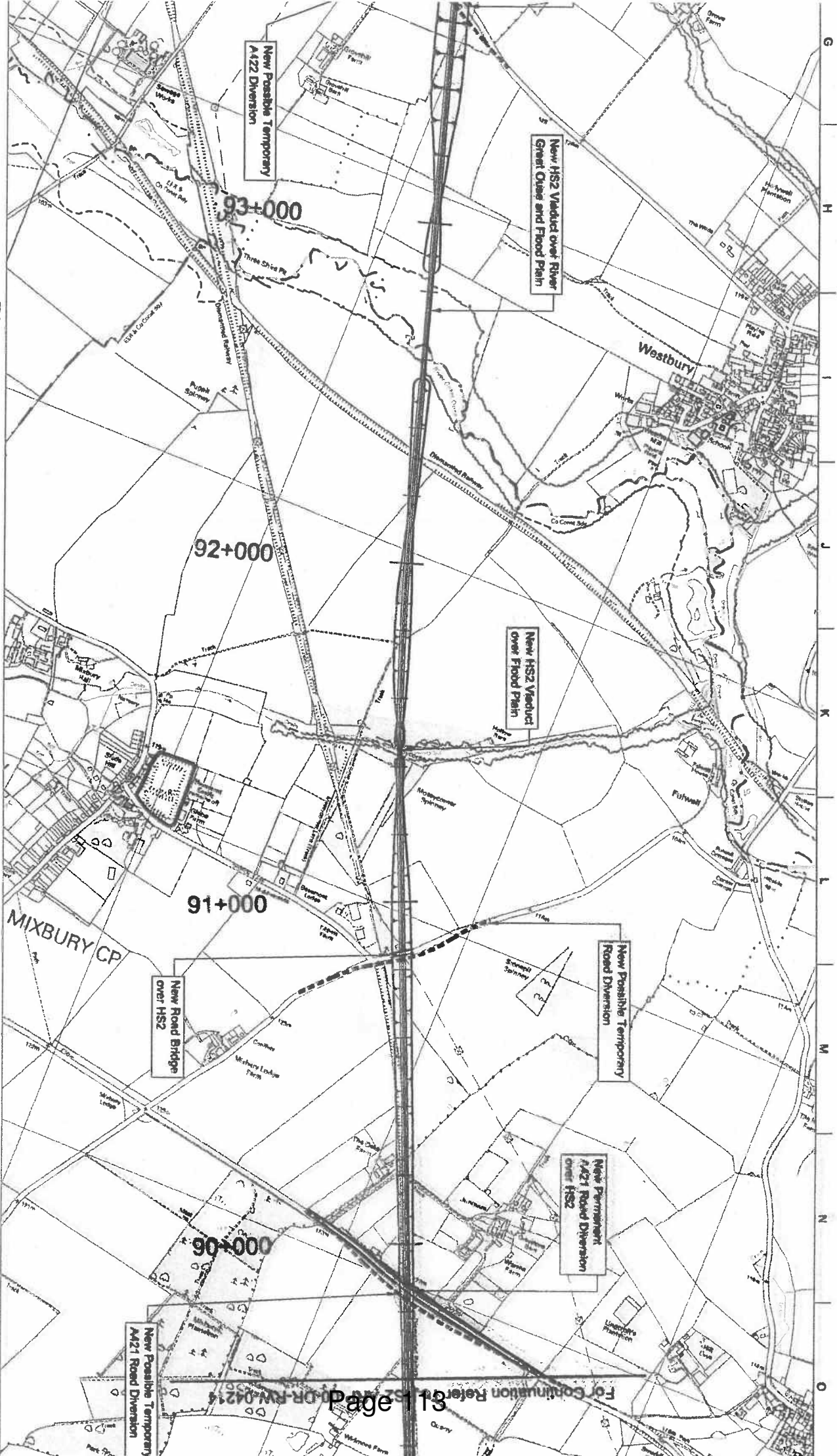


For Continuation Refer To HS2-ARP-00-DR-RW-04215

New Possible Permanent AA421
Diversion over HS2

New HS2 Viaduct
over Flood Plain

New Possible Temporary
Road Diversion



Plan

Scale 1:10000

New HS2 Viaduct over River Great Ouse and Flood Plain 300m

New HS2 Viaduct over Flood Plain 35m

New Road Bridge over HS2

New Permanent A421 Road Diversion over HS2

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2 Overview of the proposed scheme's potential impacts

- 2.1.1 HS2 would have a number of sustainability impacts - some beneficial, some adverse.
- 2.1.2 The proposed HS2 route and stations and the new transport opportunities that the proposed scheme would create would enhance economic competitiveness, support wider economic growth and bring about enhanced employment opportunities. In supporting economic competitiveness, the benefits to businesses which would arise directly from the faster journeys potentially enabled by HS2 are valued at some £11.0 billion over 60 years.
- 2.1.3 Further economic benefits would accrue by HS2 effectively bringing cities closer together and by encouraging businesses (as well as workforces) to cluster around HS2 and, particularly, West Coast Main Line (WCML) stations. These businesses would operate more efficiently and competitively by being closer to one another. Such benefits could be worth a further £3.0 billion over 60 years. By opening up areas to the effects of wider competition and wider markets, the proposed scheme would be expected to deliver a further £1.0 billion of benefits. There could also be economic benefits due to transport improvements encouraging more people to work, although these would be relatively minor.
- 2.1.4 HS2 would also be expected to benefit people making commuting, leisure and other personal journeys. Over 60 years this is estimated to be worth some £6.4 billion of additional benefits. In total, when all of these factors are added together and benefits from fewer road accidents and better air quality are taken into account, economic benefits for the wider UK community from the London to West Midlands phase of the project are estimated to be £21.8 billion over 60 years.
- 2.1.5 The new railway stations would be the catalyst for new commercial enterprise and, over time, would stimulate opportunities for businesses to relocate and prosper at Euston as part of the over-site station development; at Old Oak Common where an interchange station would influence the development of the Park Royal Opportunity Area; in the West Midlands where the interchange station would support the development and connections with the National Exhibition Centre (NEC) and airport, and at Curzon Street in central Birmingham where HS2 passengers would have immediate access to the city centre's new proposed commercial quarter as well as its existing facilities.
- 2.1.6 Overall, it has been forecast that HS2 could attract some 30,000 jobs from the planned growth in employment for London and the West Midlands to the areas around the proposed HS2 stations. The scheme is also expected to provide 1,500 permanent operational employment opportunities, many of which would be new jobs. An estimated 9,000 jobs would also be created during construction. HS2 would displace a number of businesses and associated jobs; for example at Washwood Heath and Old Oak Common. However, it is likely that many of these displaced jobs would be re-established elsewhere. Close working between HS2 Ltd, local councils and local businesses would be undertaken to help to reduce the potential for adverse impacts on those affected.
- 2.1.7 As HS2 replaced some of the existing fast services on the WCML, space would be created on the WCML to allow new services for towns and cities between London and the West Midlands and additional commuter, local and regional services as well as opportunities for freight services. This would offer further stimulation to business.
- 2.1.8 Both HS2 and new services on the WCML would offer opportunities for a low carbon form of transport. The extent to which CO₂ emissions would be reduced, however, would crucially depend on how carbon-efficient electricity generation becomes in the future. It would also depend on any reduction in the number of flights (due to people switching to high speed train services) being maintained, as well as on the resulting available take-off and landing slots remaining vacant.
- 2.1.9 The redevelopment of Euston station has been recognised by the Mayor of London and Camden Council as a potential catalyst for the regeneration of the Euston area as a whole.

- But, in order to achieve this, substantial property demolition would be required, including some 190 dwellings on the Regent's Park Estate and some 25 further dwellings. The immediate effect of this upon the local community at Euston would be significant. HS2 Ltd would be committed to working closely and at an early stage with the London Borough of Camden and the GLA and with community groups, residents' associations and affected residents generally to ensure that effective arrangements are in place to meet the housing needs of those affected by demolition of these dwellings, and to help to address wider impacts on the local community. At Washwood Heath in Birmingham, the construction of a new rolling stock depot would require the demolition of around 30 dwellings and the loss of a number of commercial premises. A similar approach to Euston, involving close working between HS2 Ltd and Birmingham City Council and with local residents and businesses would be undertaken to help to minimise disruption to this community.
- 2.1.10 Elsewhere property demolitions, although significant to those people directly affected, would be reasonably low in number given the scale of the scheme.
- 2.1.11 There would be some localised disruption along the route during construction. The main centres of population are in the greater London and greater Birmingham areas. The route would also pass in the vicinity of a number of more dispersed villages, hamlets and isolated farmsteads in the countryside. For the purposes of construction HS2 Ltd would develop and implement a code of practice that would contractually bind the companies building the route to reduce impacts to a practicable minimum.
- 2.1.12 Similarly, during operation railway noise would affect some people living along the proposed route. Further appraisal work has made assumptions about what could realistically be achieved through additional mitigation, such as noise barriers. On this basis, 'high' noise levels would affect fewer than 10 dwellings. Approximately 150 properties would be likely to experience levels of noise which would qualify for noise insulation payments under existing statutory compensation arrangements. There would be up to 4,700 dwellings identified on the proposed route corridor that would be likely to experience a noise change of 3 decibels or more (3dB being a just perceptible change in total noise over an assessment period) that results in a daytime noise level of 50 decibels or more (referred to in this document as a 'noticeable' noise change).
- 2.1.13 Experience from HS1 and other high speed railways shows that potentially significant effects from vibration and ground-borne noise (audible vibration) in properties over tunnels can be avoided. HS2 Ltd is committed to ensuring that no significant effects occur over tunnels through London and the Chilterns.
- 2.1.14 The proposed route between London and the West Midlands would include some 225km of new railway, passing through a variety of metropolitan, suburban and rural areas. Surface sections have been located alongside existing railways and roads over some 55km. Tunnels, totalling some 29km, would be provided to pass through hilly ground and to avoid the densest population in London. The proposed route has been lowered in places and 90km would be in deep or very deep cutting. Some 2km of cutting near to certain villages in rural areas would be covered for environmental benefits to form 'green bridges'. Elsewhere, approximately 85km of the proposed route would be at ground level or on embankment and 21km would be on viaduct.
- 2.1.15 The Chiltern Hills, much of which is designated as an area of outstanding natural beauty (AONB), would be crossed predominantly in tunnel and deep cutting with short elevated sections variously on embankment and viaduct to the south of Wendover where the route would be in close proximity to the A413 and Chiltern Railway. Some visual impact would be inevitable but of the 20.5km of railway through the AONB, all but 2km would be either in tunnel, in cutting and/or alongside the A413 main road. Extensive tree planting, as well as the creation of planted earth mounds or 'bunds', carefully blended into the landform, would help to further screen views and integrate the railway into the landscape.

Figure 1 – Cuttings, like those used on HS1, would help to screen views [Arup]



- 2.1.16 Refinements to the proposed route have ensured that no Grade I and II* listed buildings would be demolished, although the setting of three Grade II* buildings would be likely to be affected. Fifteen Grade II listed buildings would need to be demolished. Some listed structures in the Euston area would need to be relocated and the design of Euston Station and its associated over-site development would need to take into account the setting of Euston Gardens and the northern part of the Bloomsbury Conservation Area.
- 2.1.17 Three Registered Parks and Gardens would be physically impacted. However in each case further route refinement has been undertaken to limit the landtake and effects upon the settings of these features.
- 2.1.18 Two protected sites of archaeological importance would be physically impacted. These scheduled monuments, Grim's Ditch in the Chilterns and a Roman villa site in the vicinity of Edgcote would be subject to prior archaeological investigation and academic study, in line with Government guidance.
- 2.1.19 The proposed new railway would present a significant opportunity to reinforce and enhance biodiversity. It would provide a green corridor to be colonised by plants and animals, and could link with and form connections between existing habitats. There would, however, be adverse effects at a number of sites.
- 2.1.20 No internationally protected sites of ecological interest would be adversely affected and impacts to nationally protected sites would be restricted to a small number of locations. Partial landtake would be required from two sites of special scientific interest (SSSI). A number of locally designated sites and important habitats, such as ancient woodlands, would be physically impacted. Where sites of ecological interest and local importance are considered likely to be affected, further work would be undertaken during more detailed design, and management plans would be drawn up and implemented to help minimise the adverse effects on biodiversity.
- 2.1.21 Where the proposed route would cross rivers it has been designed to take account of future flood risks by the inclusion of structures to bridge these areas. In some places, the proposed route would pass in tunnel through important ground water resources.

Construction techniques would be implemented to reduce such risks to a practicable minimum.

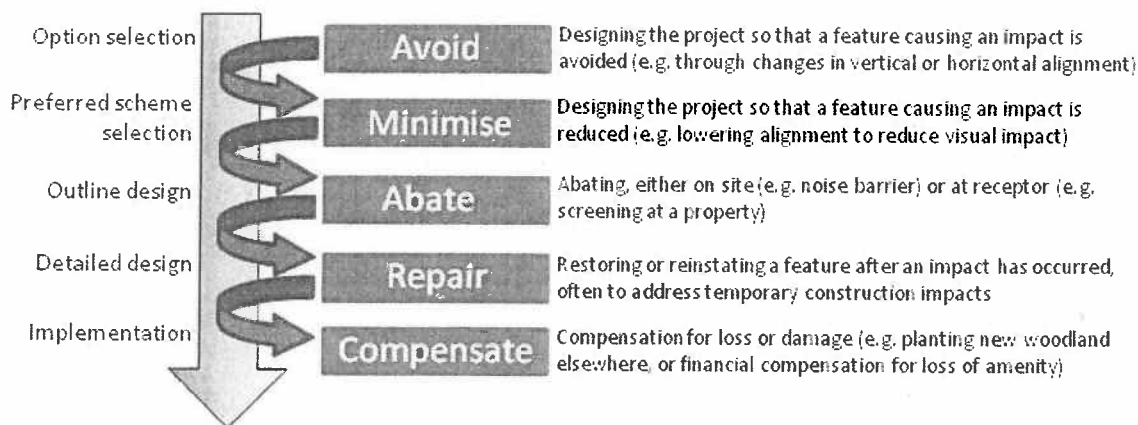
- 2.1.22 The proposed new railway would make good use of land that has had a previous industrial or railway use. However, some productive agricultural land would be lost. Although the most important Grade 1 land would not be affected, the proposed route would pass across Grade 2 agricultural land for some 20km. Further work would be undertaken during later design stages to seek to reduce agricultural landtake and severance.
- 2.1.23 Construction of the proposed scheme would generate and consume large quantities of materials. HS2 Ltd would seek to re-use as much of this as possible within the scheme design, for embankments and landscape proposals. Opportunities would be sought to use any surplus spoil within other schemes and proposals; disposal to landfill would be used as a last resort.

9 Mitigation and monitoring

9.1 Mitigation

- 9.1.1 The AoS has established key design principles and supported the options sifting process. It has also identified potential adverse effects and helped guide refinements in the route alignment, as well as the introduction of specific mitigation features, such as tunnels and green bridges.
- 9.1.2 Different general types of mitigation are set out within a mitigation hierarchy, illustrated in **Figure 36**. The different types are shown in order of preference, with avoidance the most preferred and compensation the least preferred. The opportunity to apply each of these types of mitigation tends to vary with the stage in the scheme life cycle. At the earliest stages, and well before any designs are fixed, potentially adverse impacts may be avoided; for example by rejecting a damaging option in favour of a benign one. As scheme design increases in detail, flexibility to change it would decrease and alternative mitigation strategies become appropriate. In the latest stages of the project lifecycle, with any design fixed and agreed, mitigation might only be possible by providing compensation for an adverse impact that is otherwise deemed unavoidable. EIA would be fundamental in helping to establish the need for further mitigation and in determining the potential form of this.
- 9.1.3 In the development of HS2 proposals to date, mitigation has focused on avoiding impacts (mostly through option selection and through the use of tunnels and changes in horizontal and vertical alignment) and, to some extent, minimising impacts; for example through reducing the width of the proposed rail corridor within sensitive environments to minimise landtake.

Figure 36 – The mitigation hierarchy



- 9.1.4 Since the publication of HS2 proposals in March 2010, various refinements to the design have been undertaken. These refinements are described within the text boxes in Section 3. They have almost all been undertaken to incorporate environmental mitigation, by way of small changes in alignment (avoidance and minimisation) or introduction of particular mitigation features, such as green bridges (abatement). Further opportunities to abate, repair or compensate for potential impacts would be sought in later stages of scheme development if HS2 progresses further.
- 9.1.5 Consultation will identify additional opportunities to mitigate the impact of any scheme. Once consultation has been completed, further design would commence and the engineers would further refine the scheme. This work would carefully consider issues that were raised in consultation, and would work to further reduce impacts on the environment. An EIA would then be undertaken which would provide a further opportunity to incorporate mitigation within the design.

9.2 Monitoring

- 9.2.1 HS2 Ltd would monitor the significant environmental effects of the implementation of the project in order to identify at an early stage unforeseen adverse effects, and to be able to undertake appropriate remedial action. Unforeseen effects are often interpreted as being underlying assumptions that turn out to have been incorrect or outside the context of the appraisal, for instance about population changes or economic growth.
- 9.2.2 In particular, EIA would identify the significant residual effects of HS2 (after mitigation measures have been incorporated) and set in train the process by which they could be monitored as part of the routine project planning process. This includes impacts on landscape/townscape, historic and archaeological heritage, biodiversity, water resources, flood risk, air quality, noise and vibration, health, security, land use, waste generation and resource use.
- 9.2.3 HS2 could also have some national level impacts; and some of the assumptions on which it is based could affect the development of future rail lines (conventional as well as high speed) in the UK. Going forward, a monitoring programme could be established which would address these strategic impacts and define mechanisms for dealing with them.

Executive

Armed Forces Community Covenant

4 July 2011

Report of the Chief Executive and the Corporate Strategy and Performance Manager

PURPOSE OF REPORT

This report provides an update on the Oxfordshire Armed Forces Community Covenant and Cherwell District Council's response to it.

This report is public

Recommendations

The Executive is recommended:

- 1) To note the importance of the Armed Forces Community Covenant and request that officers work across all Council services to ensure there are clear plans in place to deliver the aspirations of the Covenant.

Executive Summary

Introduction

- 1.1 Oxfordshire is amongst the first counties to launch the Armed Forces Community Covenant, and on 20 June, Cherwell's Chairman, Councillor Hallchurch MBE joined the County's other District Council Chairmen, and County Council leader Cllr Keith Mitchell CBE, in signing it.
- 1.2 The Armed Forces Community Covenant reinforces the bond between the local community and the armed services. It reflects the national covenant between the military and the nation and gives local expression to how the public, private and voluntary sectors can support the men and women of our armed focuses along with their families and children. This includes current service personnel, reservists and veterans.
- 1.3 The high level covenant is attached at Appendix 1. This encapsulates the commitment and aspirations behind the covenant and acts as a county wide framework for plans and actions at a local level.

- 1.4 The County Council will be coordinating the covenant and in the coming weeks asking for pledges and actions from those who have signed up to it, including district councils and the voluntary/community sector.

Proposals

- 1.5 Cherwell District Council has signed up to the county wide covenant and therefore does not need to draft an additional local version. However it is important that the Council takes steps to ensure the commitments outlined in the county wide covenant are met. To this end the Council will:
- Ensure that we continue to build strong links with armed forces representatives and work with regional and local bodies to develop these relationships.
 - Ensure services support current and ex armed services personnel by considering their needs through service planning, community development and engagement work.
 - Participate in the cross county partnership to ensure the covenant is developed, implemented and makes a difference to the armed forces community in the district and across Oxfordshire.
 - Ensure Councillors, employees and partners are aware of the covenant its importance and implications for the Cherwell District.

Conclusion

- 1.6 The Armed Forces Community Covenant is an important commitment on the part of the District Council to support armed services personnel, their families, children, reservists and veterans. The Council views the local military as an important part of the community and part of the tradition within the District and will continue to work in local partnerships and across the County to ensure the commitments outlined in the covenant are met.

Background Information

2.1 An overview of the Armed Forces Community Covenant

The Community Covenant is a voluntary statement of mutual support between a civilian community and its local Armed Forces Community. It is intended to complement the Armed Forces Covenant, which outlines the moral obligation between the Nation, the Government and the Armed Forces, at the local level. The aim of the Community Covenant is to encourage local communities to support the Service community in their area and nurture understanding and awareness amongst the public of issues affecting the Armed Forces community.

The Community Covenant complements the national Armed Forces Covenant but enables service providers to go beyond the national commitments. It allows for measures to be put in place at a local level to support the Armed Forces. The Community Covenant encourages local communities to develop a relationship with the Service community in their area; this enables support to be tailored according to need.

2.2 Policy Context

Nationally the Community Covenant is a new initiative and Oxfordshire has been recognised as a front runner in signing up to a county wide document, other leading authorities are Hampshire, Portsmouth and North Yorkshire. The launch on 20th June included a video address from the Prime minister recognising the already strong local connections and important role that the armed services play in the community life of Oxfordshire.

The national aspiration is that the community covenants reflect the local community and are shaped by local partners to ensure that community needs are met. To this end the covenant is flexible and will be further developed in the coming months.

2.3 Future Funding Opportunities

The Defence Secretary has announced that £30M of central Government funding has been allocated over the next four years to support the Community Covenant. The details of the grant scheme have not yet been published. However it is likely that the scheme's aims will be defined in terms of supporting projects, at the local level, which strengthen the ties or the mutual understanding between members of the Armed Forces Community and the wider community in which they live.

Cherwell District Council will work with cross county partners on any projects bids as they are developed.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 The report highlights the importance of the Armed Forces Community Covenant for Cherwell and outlines the steps the Council will take to ensure that its commitments and aspirations are embedded in its work and its partnerships.

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

Option One	To approve the recommendations above
Option Two	To amend or reject the recommendations above.
Consultations	Not Applicable

Implications

Financial: None arising from this report. Future financial impacts will be considered as the policy and approach develops.

Comments checked by Karen Curtain, Head of Finance ,
01295 221559

Legal: None
Comments checked by Nigel Bell, Principal Solicitor, 01295 221687

Risk Management: Failure to adhere to the Community Covenant will result in reputational damage to the Council. Failure to deliver effective services to armed forces personnel will result in poor performance and negative outcomes for the affected community.
The author of this report is responsible for the performance and risk management framework, Claire Taylor, Corporate Strategy and Performance Manager, 01295 221563.

Equalities Signing up to the Armed Forces Community Covenant supports the Council's corporate equality action plan and priorities within the Sustainable Community Strategy for Cherwell.
Comments checked by Caroline French, Partnership and Equalities Officer, 01295 221586

Wards Affected

All

Corporate Plan Themes

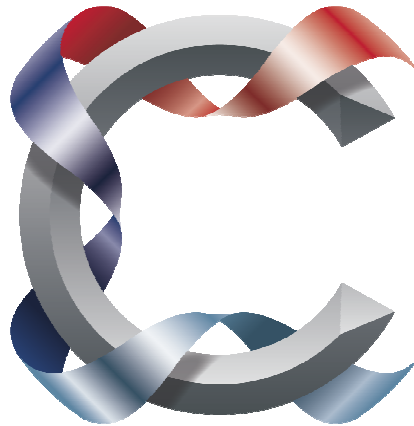
The Armed Forces Community Covenant covers all of the Corporate Plan themes

Executive Lead Member

Councillor Barry Wood
Leader of the Council, Executive Lead for Partnerships

Document Information

Appendix No	Title
Appendix 1	The Oxfordshire Armed Forces Community Covenant
Background Papers	
More details regarding the covenant can be found at www.mod.uk/covenant	
Report Author	Claire Taylor, Corporate Strategy and Performance Manager
Contact Information	01295 221563 claire.taylor@cherwell-dc.gov.uk



Community Covenant

AN ARMED FORCES COMMUNITY COVENANT

BETWEEN

Oxfordshire County Council, the District Councils of Oxfordshire,
representatives of the Armed Forces Charities and the Business
Community of Oxfordshire.

AND

The Armed Forces Community in Oxfordshire

**We, the undersigned, agree to work and act
together to honour the Armed Forces
Community Covenant**

Signatories

Cllr Keith R Mitchell CBE
Leader
Signed on behalf of Oxfordshire
County Council

Joanna Simons CBE
Chief Executive
Signed on behalf of Oxfordshire
County Council

Commodore Timothy Hennessey DL
BSc MA
Signed on behalf of the Royal Navy

Brigadier Neil Baverstock OBE MA
Signed on behalf of the Army

Group Captain Dominic Stamp MA
Signed on behalf of the Royal Air
Force

Cllr Bob Price
Leader
Signed on behalf of:
Oxford City Council

Cllr Timothy Hallchurch MBE
Chairman
Signed on behalf of:
Cherwell District Council

Cllr Felix Bloomfield,
Chairman
Signed on behalf of:
South Oxfordshire District Council

Cllr Alison Thomson
Chairman
Signed on behalf of:
Vale of White Horse District Council

Cllr Derek Cotterill
Chairman
Signed on behalf of:
West Oxfordshire District Council

Dr Martin Dare-Edwards
Chairman, Oxfordshire Local
Enterprise Partnership
Signed on behalf of:
The Business Community

Rt Revd Colin Fletcher OBE
Bishop of Dorchester

Brigadier Michael (M J F) Stephens
MA CEng MICE
Chairman, SSAFA Forces Help
Oxfordshire
Signed on behalf of:
The Armed Forces Charities

Michael Henderson
Oxfordshire County Chairman, Royal
British Legion
Signed on behalf of the Armed
Forces Charities

Signed on 20th June 2011

SECTION 1: PARTICIPANTS

This Armed Forces Community Covenant is made between:

The serving and former members of the Armed Forces and their families working and residing in Oxfordshire

And

Oxfordshire County Council

And

District Councils of Oxfordshire

And

The Armed Forces Charities

And

The Business Community

SECTION 2: PRINCIPLES OF THE ARMED FORCES COMMUNITY COVENANT

2.1 The Armed Forces Community Covenant is a voluntary statement of mutual support between a civilian community and its local Armed Forces Community. It is intended to complement the Armed Forces Covenant, which outlines the moral obligation between the Nation, the Government and the Armed Forces, at the local level.

2.2 The purpose of this Community Covenant is to encourage support for the Armed Forces Community working and residing in Oxfordshire and to recognise and remember the sacrifices made by members of this Armed Forces Community, particularly those who have given the most. This includes in-Service and ex-Service personnel their families and widow(er)s in Oxfordshire.

2.3 For Oxfordshire County Council and partner organisations, the Community Covenant presents an opportunity to bring their knowledge, experience and expertise to bear on the provision of help and advice to members of the Armed Forces Community. It also presents an opportunity to build upon existing good work on other initiatives such as the Welfare Pathway.

2.4 For the Armed Forces community, the Community Covenant encourages the integration of Service life into civilian life and encourages members of the Armed Forces community to help their local community.

SECTION 3: OBJECTIVES AND GENERAL INTENTIONS

Aims of the Community Covenant

3.1 The Armed Forces Community Covenant complements the principles of the Armed Forces Covenant which defines the enduring, general principles that should govern the relationship between the Nation, the Government and the Armed Forces community

3.2 It aims to encourage all parties within a community to offer support to the local Armed Forces community and make it easier for Service personnel, families and veterans to access the help and support available from the MOD, from statutory providers and from the Charitable and Voluntary Sector. These organisations already work together in partnership at local level.

3.3 The scheme is intended to be a two-way arrangement and the Armed Forces community are encouraged to do as much as they can to support their community and promote activity which integrates the Service community into civilian life.

CONTACT PERSONNEL AND TELEPHONE NUMBERS

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THE ARMED FORCES COVENANT

An Enduring Covenant Between

The People of the United Kingdom
Her Majesty's Government

– and –

All those who serve or have served in the
Armed Forces of the Crown and their Families

The first duty of Government is the defence of the realm. Our Armed Forces fulfil that responsibility on behalf of the Government, sacrificing some civilian freedoms, facing danger and, sometimes, suffering serious injury or death as a result of their duty. Families also play a vital role in supporting the operational effectiveness of our Armed Forces. In return, the whole nation has a moral obligation to the members of the Naval Service, the Army and the Royal Air Force, together with their families. They deserve our respect and support, and fair treatment.

Those who serve in the Armed Forces, whether Regular or Reserve, those who have served in the past, and their families, should face no disadvantage compared to other citizens in the provision of public and commercial services. Special consideration is appropriate in some cases, especially for those who have given most such as the injured and the bereaved.

This obligation involves the whole of society: it includes voluntary and charitable bodies, private organisations, and the actions of individuals in supporting the Armed Forces. Recognising those who have performed military duty unites the country and demonstrates the value of their contribution.

This has no greater expression than in upholding this Covenant.

Executive

Horton General Hospital and Health Sector Changes

4 July 2011

Report of Strategic Director of Environment & Community

PURPOSE OF REPORT

To consider the progress and current position regarding the implementation of alternative service models for the Horton General Hospital. To consider also the radical changes in the health sector and the latest position in changes locally.

This report is public

Recommendations

The Executive is recommended:

- 1) To note the good progress in implementing sustainable service delivery models at the Horton General Hospital.
- 2) To urge the Oxford Radcliffe Hospitals Trust to implement as soon as possible the revised model for maternity and gynaecology.
- 3) To support the establishment of a Community Partnership Network with membership drawn from local health and social care service commissioners and providers plus relevant stakeholders.

Executive Summary

Introduction

- 1.1. Following the intervention of the Independent Reconfiguration Panel in 2007, Oxfordshire Primary Care Trust (PCT) was tasked with coming up with a new sustainable service model for the Horton General Hospital (HGH) jointly with the Oxford Radcliffe Hospitals Trust (ORHT). Since this time, a significant programme of activity has been undertaken which has been successfully concluded.
- 1.2. The Coalition Government announced in 2010 radical changes to the way the NHS is structured and the way it commissions and delivers health and social care services. This report outlines the changes and local proposals.

Proposals

- 1.3. The implementation of the new service models at the HGH is largely complete: The outstanding appointments to maternity and gynaecology are necessary for a sustainable service model and therefore the ORHT should complete the recruitment process for this as soon as possible.
- 1.4. It's proposed to establish a new stakeholder body with its primary aim to act as a local focal point to understand, influence and support the many changes taking place in the health and social care sector.

Conclusion

- 1.5. With the successful completion of the new service delivery models for the HGH, the focus of attention needs to shift to the wider changes taking place in the health and social care centre.

Background Information

The Horton General Hospital

- 2.1. The Independent Reconfiguration Panel published its report on proposed changes to services at the HGH on 20 March 2008. This report rejected the proposals made by the ORHT and presented a number of recommendations for taking the work forward. This included a recommendation that the Oxfordshire PCT should carry out further work with the ORHT to set out the arrangements and investment necessary to retain and develop services at the HGH. Patients, the public and other stakeholders should be fully involved in this work.'
- 2.2. A Better Healthcare Programme in Banbury and Surrounding Areas was established by the PCT to deliver this recommendation. The formal governance of this programme involved an operational Project Team, a formal Programme Board and an advisory Community Partnership Forum.
- 2.3. In June 2010, a consultant delivered model was agreed to sustain paediatrics and obstetrics at the HGH requiring substantial additional investment. The Anaesthetics service has been running since the start of November 2010 with consultants taking on extra sessions. No additional appointments were needed. The Paediatrics service required 11 new posts and recruitment to these has been completed.
- 2.4. The Obstetrics & Gynaecology service has proven more complicated. This service was progressing more slowly, partly due to the national reduction in number of trainees in this specialism. The current position is that after the development of different service models, no decision has yet been taken on which is most appropriate and is dependent on national direction and Oxfordshire wide application. In the meantime, the ORHT has put in place interim measures which provide the required level of service robustness and quality whilst the longer term service model is finalised.
- 2.5. As a consequence of this overall position, the PCT's Better Healthcare in Banbury Programme was ceased in March 2011 and with it, the Community Partnership Forum.

Changes in the Health and Social Care Sector

2.6. The main changes originally proposed by the Coalition Government are as follows:-

The National Health Service (NHS):

- Will retain its traditional values of universality and care which is free at the point of delivery.
- Will have a clear commissioning-provider split with more autonomy for NHS trusts.
- Will have its commissioning function coordinated nationally by a new commissioning board.
- Will be delivered at local level by GP commissioning consortia but there is no requirement to have co-terminus boundaries with local government.

Local Authorities:

- Will have increased responsibilities to coordinate overall health policy for an area, joining together in particular the work of local government, the NHS and the new National Public Health service. The favoured option for doing this is through a Health and Well-being Board led by top tier local councils which in our case will be OCC. This is proposed to incorporate the current Health Scrutiny Function.
- Will have increased responsibilities for ' health improvement '.
- Will employ the local Director of Public Health, who will be jointly appointed by the National Public Health service.
- Will oversee a new ring-fenced budget which will be managed by the Director of Public Health.
- Be accountable for achieving improved outcomes for the public's health.

The National Public Health Service (PHS):

- Will have clear managerial ' line-of-sight ' from the Secretary of State and the Chief Medical Officer down to local authorities, the local Director of Public Health and thus to the public.
- Will be accountable for a range of activities including: health promotion, disease prevention, health inequalities, immunisation, screening, assessing local needs, control of communicable diseases, emergency planning in the NHS and specialist support to the local commissioning of organisations.
- Will bring together a number of existing bodies, including Public Health services which are currently within the NHS, regional Public Health Observatories and the Health Protection Agency.

These relationships are summarised in the diagram at Appendix 1 and Appendix 2 contains more detail about these proposals.

2.7. Last month, the NHS Future Forum released its recommendations of changes needed to the Government's health reform proposals following its 'listening' exercise. This was followed quickly by the Government's response to the recommendations which is summarised as follows:

- **Wider involvement in clinical commissioning groups.** A wider range of experts will be given the power and freedom to make decisions about health services for their local community by, for example, including nurses and specialists on the boards of clinical commissioning groups.
- **Stronger safeguards against a market free-for-all.** The health care regulator Monitor's core duty will be to protect and promote patients' interests, it won't be required to promote competition as if it were an end in itself.
- **Additional safeguards against privatisation.** It is not the Government's intention to privatise the NHS, and will create a genuine level playing field to stop private companies 'cherry-picking' profitable NHS business. Competition will be on quality, not price.
- **Evolution, not revolution.** It is proposed that allow clinical commissioning groups take charge of commissioning when they are ready and able, and a more phased approach to the introduction of Any Qualified Provider.
- **Greater information and choice for patients.** The Government will make clear that the people who make decisions about local services have a duty to promote patient choice. And following current pilots, the Government will make it a priority to extend personal health budgets including across health and social care.
- **Breaking down barriers within and beyond the NHS.** A new duty for clinical commissioning groups will be to promote joined up services both within the NHS and between health, social care and other local services.
- **Whole population approach.** Clinical commissioning groups will be responsible for their whole population rather than just registered patients.
- **Public Involvement.** Health and Well Being Boards will have a new duty to involve users and the public.
- **Transparency and Public Accountability.** Every commissioning group will have a governing body to oversee its decisions and its use of funds. This body will include at least two lay members and will be required to meet in public.

2.8. In Oxfordshire, OCC are in the process of considering the nature and structure of the new Health and Well Being Board plus Healthwatch and the scrutiny function and will now take the above changes into account. In relation to the new GP commissioning consortia arrangements, GPs have agreed a county-wide GP commissioning consortium model supported by six local consortia of GP practices with devolved power and responsibility for commissioning services in order to shift decision-making as close as possible to patients. These will now be called clinical commissioning groups. In Cherwell, this means building on the current GP practice based commissioning arrangements and will result in two local consortia – North Oxfordshire based on Banbury and North East based on Bicester.

A Proposed New Stakeholder Body – a Community Partnership Network

- 2.9. The Better Healthcare Programme Board was advised by a Community Partnership Forum. One of the many benefits which arose from the Better Healthcare Programme was the effectiveness of community engagement and involvement in the changes at the Horton General Hospital. This has arisen largely through the work of the Community Partnership Forum in developing a strong sense of trust between relevant health sector partners, offering strong leadership and support in finding solutions and effective communication during times of change and uncertainty.
- 2.10. Whilst the work of the Better Healthcare Programme has reached a successful conclusion, it is clear that the health and social care sector as a whole is about to enter a further period of change and uncertainty particularly around new commissioning responsibilities through GPs. During the period of the Better Healthcare Programme activities, many Forum members and partners have developed a wider understanding of the different aspects of the health sector and a range of skills which are transferrable and relevant to the forthcoming changes.
- 2.11. It is therefore proposed to establish a new body - the Community Partnership Network, to focus on these changes and in so doing, ensuring that these local strengths are used to best effect in supporting health and social care sector and to consolidate the work of the Better Healthcare Programme into the new world of health and social care in North Oxfordshire and surrounding areas. It is intended to have an initial 2 year life from mid 2011 to 2013 following which it will be necessary to review in light of the new health sector commissioning arrangements, the anticipated ORHT Foundation Trust status and Healthwatch having been implemented. This Network is not intended to cut across or replace the specific public and patient involvement responsibilities of healthcare providers.
- 2.12. North Oxfordshire and surrounding areas is suggested as the correct geographic focus for this new body as this best reflects the traditional 'Banburyshire' geography which is so relevant to the uniqueness of this locality because of the Horton's catchment and the likely influence of this on the new GP commissioning arrangements. This geography extends into the catchment for Bicester GPs as part of the NE Oxfordshire GP Commissioning Consortia. It also reflects where the strength of the current partner and community engagement functions lie arising from the Better Healthcare Programme.
- 2.13. The aims of the new body are;
- 1) To act as the focal point for stakeholder engagement and communication associated with changes in the local health sector.
 - 2) To support the ORHT in its Foundation Status
 - 3) To support the ORHT in the development of the agreed vision for the HGH and the new consultant delivered service models.
 - 4) To support the local GP Commissioning Consortia in delivering the best primary health care locally and the seamless links to secondary healthcare.
 - 5) To support the County Council in developing effective local links between social care and primary and secondary healthcare

- 6) To support the County Council in developing the local Healthwatch plus the role, remit and networks for the Health and Wellbeing Board.
- 2.14. The Network will challenge, question and understand how commissioners and providers allocate funds and deliver health services to the communities they serve. Whilst an appropriate level of challenge should prevail, it is important that the three primary stakeholders of the Network – ORHT/GP Commissioners/OCC – sign up to an ethos of co-operation, so that meetings are more than just a talking shop, and genuinely exist to ensure that best use is made of health and social care resources. Being innovative, creating new and better ways of working together, encouraging accountability and authenticity should be the accepted modus operandi of the group, so that it is a genuine partnership model.
- 2.15. In order to ensure the membership numbers of the Community Partnership Network are manageable, membership is restricted to representatives of key local stakeholders which include the commissioners and providers of health and social care services. However, one of the major successes of the Better Healthcare Programme was the public access to and involvement in almost all its activities. This approach developed trust and maintained transparency. In order to maintain this benefit, proposed quarterly meetings of the Community Partnership Network will be meetings in public where the members of public attending will have the opportunity to ask questions and to contribute to the debate and challenges of the Network's business. The Council's representative will be the Lead Member for the Environment.
- 2.16. It is intended that Cherwell District Council will continue to host and provide administrative support for this activity in a similar manner as it did for the former Community Partnership Forum. All Network documents to be available on the Council, ORHT and other appropriate websites. A new Chairman will need to be recruited and again the Council plans to do this on behalf of the Network.
- 2.17. The first meeting of the Community Partnership Network has been held recently where there was widespread support for the arrangements as described.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1. A key issue associated with the HGH is the ongoing sustainability of the agreed service levels when the commissioning body and arrangements will be changing. There is a perceived threat that the health sector reforms will provide greater competition from the private sector which could impact on the HGH. By having a stakeholder group which brings together the key commissioners and providers i.e. GPs, ORH & OCC, there will be a local focus and dialogue on how this works in practice and to attempt to influence the future commissioning of services from the HRH.
- 3.2. A further issue relates to the extent of public involvement in the services and the new Community Partnership Network. Each commissioner and service provider is expected to have their own arrangements for this and it will be important not to duplicate and have clarity of responsibility. Past experience does indicate that there is not wide public understanding of the

structure and responsibilities of the current health service. In such circumstances and with so much significant change about to happen, it is important at the very least that the new Network does attempt to improve this position.

- 3.3. The principle behind the Community Partnership Network is to have meetings in public with managed, but considerable public participation during the meeting. This worked well for the previous Forum and it is intended to continue for this new body, thereby allowing wider public participation for the sector issues as a whole.

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

- Option One** To support the Community Partnership Network.
- Option Two** To withdraw from involvement in public engagement, communication and changes in the health and social care sector.
- Option Three** To attempt to engage partially with the health and social care sector through individual organisations rather than a collective stakeholder group.

Consultations

- Better Healthcare Board/Community Partnership Forum** The former Better Healthcare Programme Board and community Partnership Forum were consulted on these proposals and were supportive.

Implications

- Financial:** There are no financial implications arising from this report. The support which the Council provides is hosting meetings and the involvement of the Strategic Director Environment & Community and is therefore provided within approved budgets. The cost of recruiting and engaging a Chairman is to be funded equally between OCC, the local GP Consortia and the ORHT.

Comments checked by Karen Curtin, Head of Finance, 01295 221551.

- Legal:** There are no legal implications arising from this report. Comments checked by Nigel Bell Team Leader – Planning & Litigation / Interim Monitoring Officer , 01295 221686

- Risk Management:** There are no notable risks arising from this report. Comments checked by Claire Taylor, Corporate Strategy and Performance Manager (01295 221563).

Wards Affected

Most District Wards

Corporate Plan Themes

A Safe and Healthy Cherwell

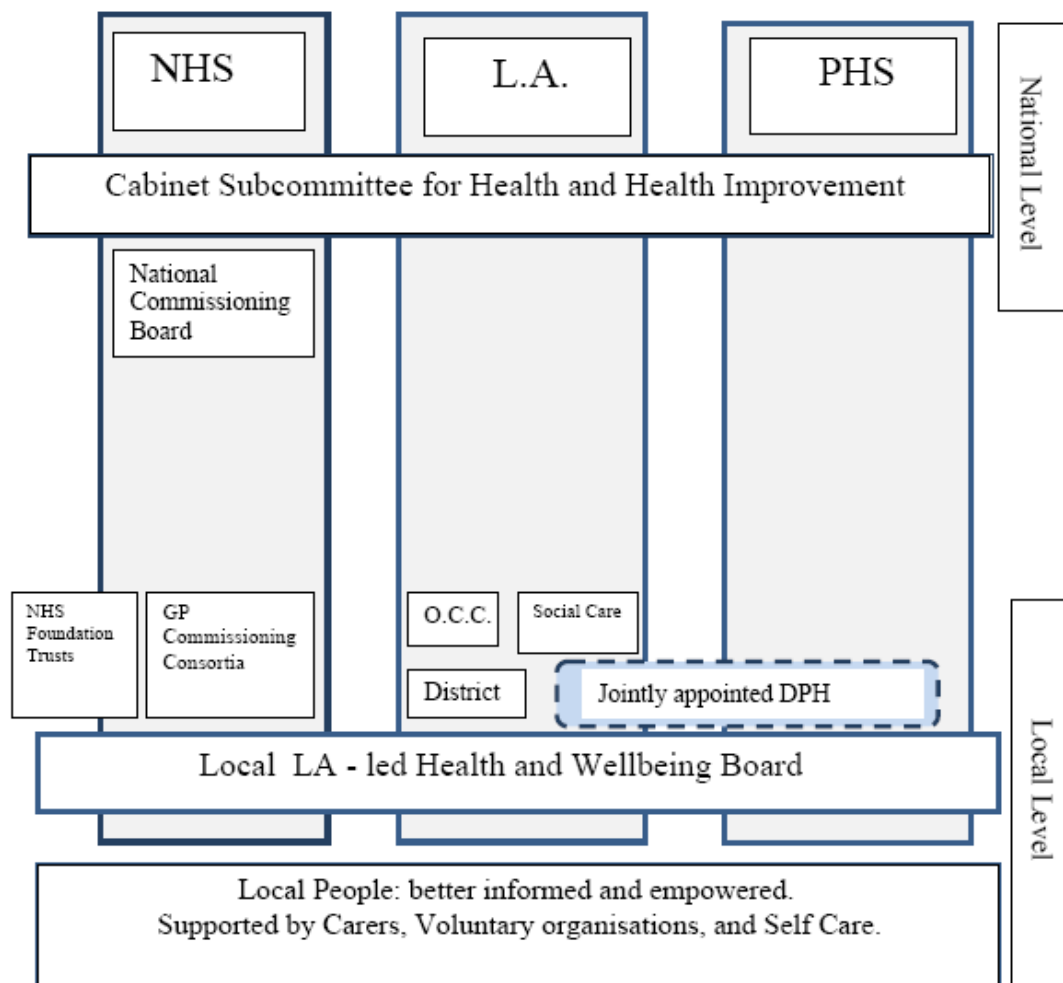
Executive Portfolio

Councillor James Macnamara
Lead Member for the Environment

Document Information

Appendix No	Title
Appendix 1	Diagram summarising coalition government proposals for the main health organisations
Appendix 2	NHS white paper July 2010 – summary of key changes
Background Papers	
Report Author	Ian Davies, Strategic Director Environment and Community
Contact Information	01295 221698 ian.davies@cherwell-dc.gov.uk

Diagram Summarising Coalition Government Proposals for the Main Health Organisations



The diagram shows the three main 'pillars' of the 'health system' in coalition thinking, namely the National Health Service (NHS), local authorities (LA) and the National Public Health Service (PHS). The national level is shown at the top of the diagram and the local level at the bottom. The known components of each pillar are set out in boxes on the respective pillar.

The two horizontal boxes which cut across all pillars show the two main mechanisms proposed to join-up public sector action. These are the Cabinet Sub-Committee at national level and the Health and Wellbeing Boards at local level.

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NHS White Paper July 2010 – Summary of Key Changes

GP Commissioning

- Devolved commissioning responsibilities and budgets to GP consortia with full financial responsibility by April 2013
- A comprehensive system of GP consortia in place in shadow form during 2011/12, taking on progressively increased responsibility from PCTs
- GP commissioning to have statutory footing
- Every GP practice to be a member of a consortia
- Consortia to be accountable to NHS Commissioning Board.

Local Authority / Social Care

- PCT responsibilities for local health improvement to transfer to local authorities (OCC)
- New statutory arrangements in local authorities (OCC) to take on the function of joining up commissioning of local NHS services, social care and health improvement - to be established as "health and wellbeing boards" or in existing strategic partnerships
- Ring-fenced public health budget available to jointly appointed local DPH including health premium for reducing health inequalities
- Use of powers that enable joint working between the NHS and local authorities to be simplified and extended
- Local Authorities to be responsible for:
 - Promoting integration and partnership working between NHS, social care, public health and other local services and strategies;
 - Leading joint strategic needs assessments, and promoting collaboration on local commissioning plans, including by supporting joint commissioning arrangements where each party so wishes; and
 - Building partnership for service changes and priorities - there will be an escalation process to the NHS Commissioning Board and the SoS, which will retain accountability for NHS commissioning decisions.
- These functions to replace the current statutory functions of Health Overview and Scrutiny Committees
- Wide consultation on options for more integrated health and social care services
- Long-term care commission to be established to report within a year
- Continued work on social care law reform with the Law Commission.

QIPP – Quality, Innovation, Productivity, Prevention

- QIPP initiative to continue with a stronger focus on general practice leadership
- PCTs and SHAs to seek to devolve leadership of QIPP to emerging GP consortia and local authorities as rapidly as possible, wherever they are willing and able to take this on
- SHAs and PCTs to be required by DH to have an increased focus on maintaining financial control during the transition period.

PCTs / SHAs / NHS Trusts

- Separation of PCT commissioning and provider arms to be completed by April 2011 and all community services to be provided by foundation trusts or other types of provider
- Separation of SHAs commissioning and provider oversight functions by end 2010
- SHAs to be abolished during 2012/13
- PCTs to be abolished by April 2013
- All NHS Trusts to become, or be part of, a foundation trust by 2013/14.
- Consult on options for increasing foundation trusts' freedoms
- NHS's management costs to be reduced by more than 45% over 4 years.

Regulation, Inspection and Performance

- Independent NHS Commissioning Board established in shadow form as a special health authority from April 2011
- Board to take over the current CQC responsibility of assessing NHS commissioners and will hold GP consortia to account for their performance and quality
- Strengthened role for MONITOR as economic regulator by 2012.
- Strengthened role for CQC as quality regulator
- Health Watch England consumer champion to be placed in CQC
- LINKs to become the local Health Watch 'local authorities to be able to commission local Health Watch or Health Watch England to provide advocacy and support
- Current performance regime to be replaced with separate frameworks for outcomes that set direction for the NHS, for public health and social care
- The SoS, through the Public Health Service, to set local authorities national objectives for improving population health outcomes
- Expanded role of NICE to develop quality standards for social care.

Executive

Value for Money Review of Economic Development

4 July 2011

Report of Strategic Director for Planning, Housing & Economy, Head of Planning Policy & Economic Development and Improvement Project Manager

PURPOSE OF REPORT

To consider the findings of the Value for Money Review of Economic Development and the recommendations arising from the report.

This report is public

Recommendations

The Executive is recommended:

- (1) To note that the Value for Money Review concludes that Economic Development Service is a top performer, making a real difference to Cherwell's businesses and residents affected by the downturn.
- (2) To adopt the Economic Development Service Vision to 2016 which sets out a forward looking framework, drawing on the Council's contribution to the emerging Economic Development Strategy.
- (3) To accept gross savings of £35,000 with immediate effect, as a contribution towards the Council delivering its Medium Term Financial Strategy, recognising this reduces the flexibility of the service to undertake economic development activity in the future.

Executive Summary

- 1.1 The Corporate Improvement Plan 2011/12 includes a number of Value for Money (VFM) Reviews aimed at contributing to the Council's public promise to save £1m 2012/13.
- 1.2 Economic Development has been selected for a full VFM Review as the area is above average expenditure in comparison Cherwell's CIPFA family group of similar authorities. Also, the function received additional financial support from 2009/10 in response to the economic recession.
- 1.3 The Review assesses the value for money of this service since additional Council resource was allocated, develops a vision for the service to 2016 and considers cost savings available.

- 1.4 The Value for Money Review conclusions are attached in Annex 1 and a full copy of the Review is in deposit in the Members' Room and available on-line. The Review found Cherwell's Economic Development Service is a top performer, making a real difference to Cherwell's businesses and residents affected by the downturn and:
- offered the greatest range and depth of services to residents and businesses in comparison to other authorities
 - leveraged in multiple additional resources, both finance and in-kind, to support Cherwell's priorities
 - offers a high quality service, demonstrated through excellent feedback
 - is helping generate positive performance in the local economy where the service has focused since 2008/09, with additional Council resources, especially in areas of unemployment and number of businesses, though the overall skill level in the local economy is not improving in-line with the national and South East regional trend
 - has received external validation for its efforts to make Cherwell more resilient, as part of the Centre for Local Economic Strategies Resilience Study in 2010
 - Despite similar staffing structures to comparator authorities, Cherwell is the highest cost service per head of population; this position is distorted by greatly differing interpretations of the CIPFA costing definition and the significant income generated by many of the comparator authorities who undertake commercial lettings, run conference centres and receive government growth funding which helps offset expenditure considerably.
- 1.5 A Vision to 2016 for the future Economic Development Service is set out in Annex 2 and aims to support the new Economic Development Strategy being developed, particularly focusing on a Cherwell that is resilient and develops people, businesses - and Cherwell as a place.
- 1.6 This Review sets out a range of savings options from £20k to £200k to contribute towards the Council's Medium Term Financial Strategy; however, taking savings may have implications on the Council's ability to deliver its economic development service in line with the Vision to 2016.
- 1.7 A full copy of the Economic Development Value for Money Review is on deposit in the Members Room at Bodicote House and available on-line.

Proposals

- 1.8 To adopt the recommendations of the VFM Review in full:
- note the Value for Money conclusion reached by this Review
 - adopt the Vision to 2016 for the future Economic Development Service
 - agree to gross saving of £35,000 with immediate effect from within the 2011/12 budget.

Conclusion

- 1.9 The Cherwell's Economic Development Service is a top performer, making a real difference to Cherwell's businesses and residents affected by the downturn.
- 1.10 The Vision sets out a forward looking framework drawing on the Council's contribution to the new Economic Development Strategy, within which the service can undertake its annual service and budget setting activity.
- 1.11 Agreeing to the level of savings proposed by this review assists the Council in delivering its Medium Term Financial Strategy, but reduces the flexibility of the service to undertake economic development activity in the future.

Background Information

Overview of the Area

- 2.1 There is an expectation that local authorities will undertake economic development activities within their areas. The importance placed by Cherwell on this discretionary activity is embedded in the Council's Corporate Plan through its District of Opportunity Strategic Priority; specifically the objectives for 2011/12 to "*promote local economic development through business advice and support, inward investment and the Local Enterprise Partnership*" and "*work with partners to tackle disadvantage in the district*".
- 2.2 The Economic Development VFM Review covers a range of activities:
- (i) Support and advice to Cherwell's businesses
 - (ii) Oxfordshire Business Enterprises, supporting new businesses in Cherwell
 - (iii) The new Economic Development Strategy and actions to 2016
 - (iv) Job Clubs in Banbury and Bicester and other recession responses
 - (v) Cherwell M40 Investment Partnership (CHIP) promoting Cherwell
 - (vi) Local Enterprise Partnerships and Cherwell's membership of two LEPs
 - (vii) Economic development activity, such as information management
 - (viii) Partnership working – with organisations like Chambers of Commerce and delivery of key business events in Cherwell.
- 2.3 The service employs just over 5 full-time equivalent members of staff and operates a net budget of over £400k of which just over £200k represents the controllable expenses by the service in 2011/12.
- 2.4 The service faces the following external issues:
- a) The economic downturn has challenged the 'resilience' of the local economy
 - b) Adjustment of strategy to tougher economic conditions with uncertainties over whether there will be a return to growth conditions or a deepening of problems
 - c) Resource constraints in the public sector, downsizing or closure of existing services, such as regional Business Link during 2011
 - d) Changing regional/sub-regional structures - Local Enterprise Partnerships (LEPs) and support for young people by the County (such as those not in employment, education or training - NEETs) through new hub structures.
- 2.5 Internal issues facing the service include:
- a) High political support to create a 'District of Opportunity' with a number of pledges, for example, to help young people into work and training and enable business growth
 - b) High profile service with the public, achieving high user satisfaction
 - c) Leadership of the emerging Cherwell Economic Development Strategy on behalf of the Local Strategic Partnership (and its Sustainable Community Strategy)
 - d) A clear challenge: "*The catalytic elements are in Cherwell, it just needs gluing together*" from an external assessment of the service, as part of the Centre for Local Economic Strategies Resilience Study in 2010
 - e) Ensuring that 'eco-Bicester' achieves its aims to provide new jobs in the town

- f) Sustaining current activities within a tighter Cherwell budget and with less external funding support (especially the recession response initiatives).

VFM Review Findings

- 2.6 In reaching a value for money conclusion, the Council has been compared with its family of similar local authorities as defined by CIPFA and other local authorities and regional statistics. The Review's Executive Summary and Recommendations are attached as Annex 1.
- 2.7 The Value for Money Review found the Economic Development service is a top performer, making a real difference to Cherwell's businesses and residents affected by the downturn and:
- offered the greatest range and depth of services to residents and businesses in comparison to other local authorities
 - leveraged in multiple additional resources, both finance and in-kind, to support Cherwell's priorities
 - offers a high quality service, demonstrated through excellent feedback
 - is helping generate positive performance in the local economy where the service has focused since 2008/09, with additional Council resources, especially in areas of unemployment and number of businesses, though the overall skill level in the local economy is not improving in-line with the national and South East regional trend
 - has received external validation for its efforts to make Cherwell more resilient, as part of the Centre for Local Economic Strategies Resilience Study in 2010
 - despite similar staffing structures to comparator authorities, Cherwell is the highest cost service per head of population; this position is distorted by greatly differing interpretations of the CIPFA costing definition and the significant income generated by many of the comparator authorities who undertake commercial lettings, run conference centres and receive government growth funding which helps offset expenditure considerably.

Vision for Cherwell's Economic Development Service to 2016

- 2.8 The Review sets out a Vision to 2016 for the Economic Development Service, attached to this report as Annex 2. The Vision sets out aims to supporting the new Economic Development Strategy being developed, particularly focusing on a Cherwell that is resilient and develops people, businesses - and Cherwell as a place.
- 2.9 The Vision sets out a rowing back on general inward investment activity, a preservation of current support for businesses and the Council's response to the recession, and a gearing up to support the Eco Bicester business growth potential, through specific inward investment activity, and the Council's presence in two Local Enterprise Partnerships.
- 2.10 By 2016 the Economic Development Service will have contributed towards and be able to evidence a range of strategic benefits to Cherwell:
- Increased resilience and diversity of the business community across Cherwell
 - Balanced economic development and housing growth
 - Gains from Eco-Bicester

- Added value through partnership working, including:
 - added value to the Brighter Futures in Banbury Programme
 - reduced number of young people not in education, employment or training across the district.
 - support for local people into work – such as creation of apprenticeships and co-ordination of Job Clubs

2.11 The delivery of the Vision will be measured against local outcomes, against baseline data, with annual targets, so that by 2016 Cherwell can show we have contributed towards and are able to evidence:

Savings Options

2.12 This Review sets out a range of savings options to contribute towards the Council's Medium Term Financial Strategy; however, taking savings may have implications on the Council's ability to deliver its economic development service in line with the Vision to 2016:

- Savings to discretionary budgets within the control of the service, ranging from £20k - £65k gross (Options 1a to 1d)
- Ceasing to contribute to Bicester Vision, saving up to £15k (Option 2)
- Reducing staffing, saving up to £20k (Option 3)
- Cease provision of the service totally, saving up to £200k (Option 4)
- Opportunities for increasing income (Option 5).

2.13 Savings are offered by this Review in recognition of the Council's requirement to achieve its Medium Term Financial Strategy; however, taking savings may have implications on the Council's ability to deliver its economic development service in line with the Vision, particularly in the developing areas of economic development support for "eco-Bicester" and the two Local Enterprise Partnerships.

2.14 The savings options set out above have been framed in the context of the scope of the current services and the vision for the service through to 2016. A strategy is recommended to withdraw discretionary spend, preserving those areas of spend best able to support the Vision and a rowing back on general inward investment activity in particular.

2.15 The overall recommendation is a saving of £35k gross (Option 1b), with immediate effect within this current financial year of 2011/12. Taking the saving with immediate effect will generate an in-year saving from the 2011/12 budget and savings from subsequent years' budgets.

2.16 In detail, the savings will be spread across the following business areas:-

- (i) Continue to distribute the "Business Moves" magazine in electronic format only and cease to produce the printed version. This magazine is published by Cherwell Investment Partnership and moving across to electronic only will save £6,000. This saving option was identified as part of the VFM Review of Communications undertaken in 2010/11.
- (ii) Reducing financial support for the Cherwell Investment Partnership by £24,000. This would reduce the money available for inward investment activities such as advertising and exhibitions.
- (iii) Reducing spending on the Economic Development Strategy by £5,000. This has been a major piece of work in 2010/11 and is currently being finalised. It will require being kept under review and up-to-date but limited further expenses in the future can be taken as a saving from 2011/12

onwards.

- 2.17 Delivery of this saving being achieved by reducing the unrestricted “supplies and services” budgets by a gross amount of £35,000, recognising that £20,000 has already been taken from this budget in anticipation of savings from this VFM Review (therefore a net additional saving of £15,000 is being offered).
- 2.18 Note that in agreeing to this savings recommendation, the impact would be limited in the short-term; however, three key risks and opportunities should be noted:
- The savings offered will mean that the Council will retain a reduced degree of flexibility to deploy initiatives and interventions as needs dictate across the district. This reduced flexibility will not allow for significant spending on any new key initiatives which may emerge. An example of this could be economic promotion of eco-Bicester which may warrant a range of potentially costly activities. Therefore, the savings offered would seriously affect the Council’s ability to fund such initiatives in the future.
 - Key elements of the current Economic Development service are currently supported financially from external sources. The savings offered are based on an assumption that these funding sources continue and if they ceased it would put additional burden on the reduced budget and spending priorities would need to be re-assessed.
 - Cherwell’s in-house reserve fund LABGI (generated from Government grants no longer available) is ring-fenced for economic development purposes and stands at just under £100k of unreserved funds. This reserve offers an opportunity to fund new initiatives or provide short-term, temporary funding for services where external funding has been withdrawn. It is clear that this one-off fund would not last long if required to fund multiple priorities.

Implications

- Financial:** The review has demonstrated that Economic Development service is delivering high value for its cost to the Council and, while its staffing structure is similar to other, comparable local authorities, it does not benefit from the significant income streams that some others attract.
- The savings contributions offered by this review will assist the Council to deliver its Medium Term Financial Strategy.
- If external agencies withdraw funds this will increase the financial pressure on this budget and this needs to be monitored. The Council has available a limited pot of funds (LABGI) set aside to support Economic Development activity which it can call on to support initiatives in the short-term while longer term, sustainable financial arrangements are established.
- Comments checked by Karen Curtin, Head of Finance 01295 221551
- Legal:** As this service is discretionary there are limited legal implications, however, the Council does have contractual

commitments associated with hosting services.

Comments checked by Nigel Bell, Solicitor, Legal & Democratic Services 01295 221686

Risk Management:

The savings offered will mean that the Council will retain a reduced degree of flexibility to deploy initiatives and interventions as needs dictate across the district. This reduced flexibility will not allow for significant spending on any new key initiatives which may emerge. An example of this could be economic promotion of eco-Bicester which may warrant a range of potentially costly activities. Therefore, the savings offered would seriously affect the Council's ability to fund such initiatives in the future.

Comments checked by Claire Taylor, Corporate Strategy and Performance Manager 01295 221566

Data Quality

Base data for comparison has been the Revenue Estimates 2010/11 from the Council's CIPFA defined group of similar authorities. In reaching conclusions, the final data used has been augmented with contributions received direct from a number of the comparator authorities. Other source information has been used that follows best practice guidelines such as the Council's own satisfaction surveys. Financial data/comparison has been prepared by the relevant service accountant.

Comments checked by Neil Lawrence, Project Manager, Improvement 01295 221801

Wards Affected

All

Corporate Plan Themes

A District of Opportunity

Executive Portfolio

Councillor Norman Bolster

Lead Member for Estates

Councillor Nigel Morris

Lead Member for Change

Document Information

Appendix No	Title
Annex 1	VFM Review Executive Summary & Recommendations
Annex 2	Vision 2016
Background Papers	
Full VFM Review of Economic Development (on deposit in the Members' Room)	
Report Author	Alison Davies, Improvement Project Manager
Contact Information	01295 221580 Alison.davies@cherwell-dc.gov.uk

1. Purpose of this report

This Value for Money (VFM) Review forms part of the Council's VFM Review Programme. This Review:

- Assesses the service's value for money (in terms of performance, quality and cost) since additional resources were allocated due to the economic downturn
- Develops a Vision for the service to 2016
- Considers cost savings available to contribute towards the Council's Medium Term Financial Strategy.

2. VFM Conclusion: Cherwell's Economic Development Service is a top performer, making a real difference to Cherwell's businesses and residents affected by the economic downturn:

- **Offers the greatest range and depth of services** to residents and businesses, against the CIPFA family group of similar authorities, where a detailed assessment has been made.
- Is **leveraging in multiple additional resources**, both finance and in-kind, to support Cherwell's priorities, such as the Job Clubs and Oxfordshire Business Enterprises service.
- Is offering a **high quality** service to Cherwell's existing businesses, start-ups and residents, demonstrated through excellent feedback and real outcomes from customers, businesses & partners.
- Is **helping generate positive performance in the local economy** where the service has focused since 2008/09, with additional Council resources, supporting local businesses and local people affected by the economic downturn, such that by 2010/11:
 - Cherwell is the second fastest to return to its Dec 2008 level of unemployment among its CIPFA comparators.
 - Cherwell's unemployment has recovered fastest among the Districts in Oxfordshire over the same time period.
 - VAT and PAYE registered businesses have remained constant since 2008, however, the number of businesses registered for Non Domestic Rates declined in the early part of the economic downturn, but has made a strong recovery during 2010/11, which indicates an increasing confidence among businesses.
 - However, skill levels in Cherwell (at NVQ level 3 and above) took a dip in 2008 to 2009, but by 2010 have recovered to 2007 levels. Cherwell has now returned to being in front of the Great Britain average, but remains just behind the South East average, and Cherwell does not building on its skill position year-on-year, which is the regional and national trend.
- Has received **external validation** for its efforts to make Cherwell more resilient as part of the Centre for Local Economic Strategies Resilience Study in 2010 which found:

"To determine resilience, the strength of relationship and level of interaction between the private, public and social sector is key to being able to determine how a locality will react to counter economic and environmental shocks. Cherwell as a locality can be seen as a resilient place when integrating the findings from the statistical analysis with the interviews that were carried out to provide a strategic insight into how Cherwell as a place functions. However, there is still room for improvement.

'The catalytic elements are in Cherwell, it just needs gluing together.'

This key area for improvement is addressed in the new Economic Development Strategy.
- Despite similar staffing structures to comparator authorities, Cherwell is the **highest cost service per head of population**; this position is distorted by greatly differing interpretations of the CIPFA costing definition and the significant income generated by many of the comparator authorities who undertake commercial lettings, run conference centres and receive government growth funding which helps offset expenditure considerably.

3. Recommendations

- (i) Note the Value for Money conclusion reached by this Review.
- (ii) Adopt the Vision to 2016 for the future Economic Development Service, aimed at supporting delivery of the emerging Economic Development Strategy (focusing on a Cherwell that is resilient and develops people, businesses - and Cherwell as a place) and supporting key themes in the Council's Strategic Priority of a District of Opportunity.
- (iii) Recognise that this Review offers savings arising from the Council's requirement to achieve its Medium Term Financial Strategy; however, taking savings may have implications on the Council's ability to deliver its economic development service in line with the Vision set out in the Vision, particularly in the developing areas of economic development support for "eco-Bicester" and the two Local Enterprise Partnerships.
- (iv) Consider the saving options ranging from £20k - £200k and agree to:
 - Implement Option 1b), reducing the spend budgets by a gross amount of **£35,000**
 - Take the saving with immediate effect generating an in-year saving from the 2011/12 budget and savings from subsequent years' budgets.
 - Deliver this saving by pursuing a strategy of preserving areas of spend best able to support the Vision and rowing back particularly on inward investment activity. Consequently, reducing the unrestricted "supplies and services" budgets by a gross amount of £35,000, recognising that £20,000 has already been taken from this budget in anticipation of savings from this VFM Review (therefore a net additional saving of £15,000 is being offered).
 - In detail, the savings will be spread across the following business areas:-
 - a) Continue to distribute the "Business Moves" magazine in electronic format only and cease to produce the printed version. This magazine is published by Cherwell Investment Partnership and moving across to electronic only will save £6,000. This saving option was identified as part of the VFM Review of Communications undertaken in 2010/11.
 - b) Reducing financial support for the Cherwell Investment Partnership by £24,000. This would reduce the money available for inward investment activities such as advertising and exhibitions.
 - c) Reducing spending on the Economic Development Strategy by £5,000. This has been a major piece of work in 2010/11 and is currently being finalised. It will require being kept under review and up-to-date but limited further expenses in the future can be taken as a saving from 2011/12 onwards.
- (v) Note that in agreeing to this savings recommendation, the impact would be limited in the short-term; however, three key risks and opportunities should be noted:
 - The savings offered will mean that the Council will retain a reduced degree of flexibility to deploy initiatives and interventions as needs dictate across the district. This reduced flexibility will not allow for significant spending on any new key initiatives which may emerge. An example of this could be economic promotion of eco-Bicester which may warrant a range of potentially costly activities. Therefore, the savings offered would seriously affect the Council's ability to fund such initiatives in the future.
 - Key elements of the current Economic Development service are currently supported financially from external sources. The savings offered are based on an assumption that these funding sources continue and if they ceased it would

put additional burden on the reduced budget and spending priorities would need to be re-assessed.

- Cherwell's in-house reserve fund LABGI (generated from Government grants no longer available) is ring-fenced for economic development purposes and stands at just under £100k of unreserved funds. This reserve offers an opportunity to fund new initiatives or provide short-term, temporary funding for services where external funding has been withdrawn. It is clear that this one-off fund would not last long if required to fund multiple priorities.

1. Strategic Context:

Cherwell's Economic Development Service plays a key role, working with employers and partner organisations, to support delivery of the Cherwell Community Strategy's overall Vision to 2030 of "a diverse economy with opportunities for all, vibrant communities connected by a sense of pride, place and purpose".

The draft Cherwell Economic Development Strategy to 2016, being developed by partners across Cherwell and led by the District Council, sets out a vision for the aspiration and needs of the local economies of Banbury, Bicester, Kidlington and rural areas, as well as Cherwell-wide issues of:

- supporting existing companies to be successful and productive, especially in international markets, aiming to reverse the relatively low-wage local economy
- selective encouragement of inward investment, supporting diversity
- identification of development sites for economic growth
- strengthening technical capacity, leading expansion of high-technology, specialised sectors
- balancing population and business growth with infrastructure requirements
- Overall, maintaining Cherwell as a good place to live and work

Whilst intended as a Strategy delivered by many employers and partners working together, the themes for delivering the Economic Development Strategy directly shape much of the future leadership and delivery role of Cherwell's Economic Development Service:

1.1 Strategy Delivery Theme A: Resilience

- A diverse and resilient economy
- Strong and flexible partnerships that add value by working together
- Maximise the gain from the "green economy" arising from Eco-Bicester
- Responding to the challenge from the Centre for Local Economic Strategies in 2010: 'The catalytic elements are in Cherwell, it just needs gluing together.'

1.2 Strategy Delivery Theme B: People, Business and Place

Developing People: Our people are our greatest asset in our community, we will:

- create employment
- provide access to employment
- enhance skills
- improve the life chances of people living in some of Cherwell's less prosperous areas
- ensure wages keep pace with local costs of living

Developing Business: Businesses will work with public and social partners, each other to become stronger and more diverse, we will:

- promote business start-ups and entrepreneurship
- develop local procurement and supply chains
- promote business & cluster development
- attract new investment
- develop a "World Class" business community and develop the visitor economy

Developing Place: So Cherwell is an even better place to live, work and play, we will:

- promote employment sites & premises
- manage infrastructure development
- support rural areas and urban centres.

2. Economic Development Service: Vision 2011 – 2016

The service aims to lead and shape delivery of significant elements of the Cherwell Economic Development Strategy to 2016, contributing to its delivery to the best of its ability within available resources.

2.1 Strategic Benefits

By 2016 the Economic Development Service will have contributed towards and be able to evidence a range of **strategic benefits** to Cherwell:

- **Increased resilience and diversity of the business community across Cherwell:** How the economy has become more diverse and resilient over the 5 years of the Economic Development Strategy.
- **Balanced economic development and housing growth:** through promotion of economic development through business advice and support, inward investment and Local Enterprise Partnerships (Cherwell's Corporate Plan 2011/12)
- **Gains from Eco-Bicester:** Demonstrable economic gain from the significant opportunities offered by the exemplar national Eco-Bicester project of 5,000 homes and at least 5,000 jobs.
- **Work with partners to tackle disadvantage in the District:**
 - added value to the Brighter Futures in Banbury Programme (Cherwell's Corporate Plan 11/12).
 - Work with our partners to reduce the number of young people not in education, employment or training across the district. (Cherwell's Corporate Plan 2011/12).
 - A programme of support for local people into work – such as creation of apprenticeships and co-ordination of Job Clubs (Cherwell's Corporate Plan 11/12).
- **Value added through Partnerships:** The value added by the partnerships in Cherwell that are created or remain in place.

2.2 Local outcomes, measured against baseline data, with annual targets, so that by 2016 we can show we have contributed towards and are able to evidence:

- Numbers of employment opportunities created.
- Increased number of VAT and NNDR registered local businesses.
- Reduced number of young people not in education, employment and training (Cherwell's Pledges 2011/12) – both 16-18 year olds and under 25s.
- Retention of the low level of unemployment, experienced in 2010.
- Increased qualifications among residents of working age – particularly NVQ 3 plus.
- Wage rate levels
- Outcomes focused in priority areas: Bicester Eco Town and Brighter Futures for Banbury Wards

3. Achieving the Vision:

Taking a Strategic Lead for delivering the Economic Development Strategy:

- We will champion the overall delivery of the Economic Delivery Strategy 2016 and respond to the challenge to bringing the catalytic elements in Cherwell together.
- We will commit to deliver annual plans representing Cherwell's contribution.
- We will review progress each year through the Local Strategic Partnership which will hold partners to account for their contribution.

3.1 Strategic Delivery Theme A: Resilience

- A1. Supporting the development of a diverse and resilient economy
- We will promote cohesion of the business community through close working with organisations like the Chambers of Commerce.
 - We will provide a network of support to local businesses of information, advice and guidance.
 - We will connect local businesses together to increase the knowledge of what is available locally.
 - We will encourage local procurement and procure locally ourselves wherever we are able.
- A2 Leading or contributing significantly to Partnerships that we consider add value:
- We will prioritise the following Partnerships:
 1. Local Enterprise Partnerships – both SEMLEP & Oxford City Region LEP
 2. Cherwell Job Club Strategic Alliance of Partners
 3. Brighter Futures in Banbury Steering Group
 4. Oxfordshire Business Enterprises
 5. Bicester Vision
 6. Cherwell Investment Partnership
 7. Cherwell Local Strategic Partnership
 8. Cherwell Skills Board
 - We recognise the networking value associated with Partnerships, and value this benefit in the context of supporting outcomes and delivering benefits.
 - We will maximise the gain for Cherwell from Partnerships to which we have agreed to be members, such as drawing on our regional professional and employers' networks.
 - Where we lead, we will be clear of the objectives of the Partnership and its aims for the year with appropriate, focussed forward planning and reporting back in the Annual Report.

Future funding of OBE may become an issue as early as April 2012 and Cherwell is already in discussions with key partners. The Council may need to look to alternative partnership funding sources or fill the funding gap from its own resources (as it has done previously).

- A3 Maximising the economic development gains from Eco Bicester:
- We will explore joint marketing with P3Eco of Bicester as the eco destination for commercial investment.

- We will use our unique position to promote Eco Bicester to our business contacts, particularly new business start-ups such as to clients of Oxfordshire Business Enterprises.
- We will support our partners to maximise their offer, such as the College's plan for eco skills training centres in Bicester.

3.2 Strategy Delivery Theme B: People, Business and Place

B1 Developing People

(i) Get local people back into local jobs:

- We will co-ordinate Cherwell's Job Clubs and the associated website, while resources allow and until such time as the economic situation improves.
- We will re-focus Cherwell's support for Job Clubs towards "special events":
 - specific employment sectors (e.g. Health & Social Care) or employers
 - specific groups of clients (e.g. young people or graduates)
- We will look to Partners to increase co-ordination of "routine" elements of the regular Job Clubs, particularly developing the offer at alternative venues such as libraries. This will need to be actively considered during 2011/12.

Future funding for Job Club is a key issue to be addressed. The Council will need to seek increased sponsorship, greater self help and also make more of its remaining project budgets available to support this service. It is to be hoped that an improving economic climate will allow a careful re assessment of the form of service needed.

(ii) Careers Advice: improving skills and access to jobs

- We will support local co-ordination of careers advice for the benefit of Cherwell's residents.
- We will work with partners, like JCP and local GPs, to increase resident referrals for support in access skills and jobs.
- We will work with partners to increase local, accessible venues for careers advice.

(iii) Employer Support:

- We will work with employers with local vacancies looking to recruit local people.
- We will co-ordinate special recruitment events for significant opportunities.
- We will work with local employers looking to make redundancies, tailoring the package accordingly, co-coordinating Partners to support employees.

(iv) Supporting Young People:

- We will focus our economic development activity towards supporting young people not in employment, education and training, specifically we will:
 - host Young People's Job Clubs with our partners.
 - encourage employers to take on apprentices and work-based training.
 - We will employ apprentices ourselves.
 - We will support mentoring schemes through the local schools and encourage schemes such as Young Enterprise.

B2 Developing Businesses

- We will support existing businesses in Cherwell, prioritising supporting local businesses ahead of attracting new businesses into Cherwell (inward investment).
- We will increase the profile of what we have to offer existing businesses, recognising the withdrawal of regional Business Link support, such as:
 1. Support and advise local businesses looking to expand or relocate.

2. Host business events & clubs to support business growth, such as the Export Club and Cherwell Investment Partnership.
3. Support new businesses starting up with free, expert advice and information from Oxfordshire Business Enterprises.
4. Promote Cherwell M40 Investment Partnership, its website and Working Group as a portal for businesses to find answers to their queries and help to invest.
5. We will maintain an up-to-date database of businesses in Cherwell and available land and premises.

B3 Developing Place

- We will support Bicester Vision and Banbury Town Centre Partnership as they develop the sense of place and identity of these Towns.
- Offer use of our premises to Partners if it helps our residents affected by the economic downturn, such as Jobseeker Allowance claimants signing-on at Cherwell's Bicester Linkpoint and expert careers advisors from the Government's Next Step Service using the Council's Linkpoints to offer free, confidential careers advice to Cherwell's residents.

3.3 Funding the Vision

The Vision will need to be funded from existing resources. The most significant element of spending is staff costs and discretionary spend on "supplies and services". Some current activities rely on other funding (either internal funds for Job Clubs or external funding for OBE and Job Club expenses). The continued availability of this funding will need to be assessed on an annual basis and will be considered through the annual budget and service planning process.

Executive

2010/2011 End of Year Finance and Medium Term Financial Strategy Update Report

20th June 2011

Report of the Head of Finance

PURPOSE OF REPORT

This report summarises the Council's provisional Revenue and Capital performance for the financial year 2010/2011 and reports on performance against the procurement action plan. The figures are still subject to further validation work to ensure compliance with statutory requirements and proper accounting practices. The report also considers the process and timetable for refreshing our Medium Term Financial Strategy

This report is public

Recommendations

The Executive is recommended:

- 1) To note the provisional revenue out-turn position for 2010/2011 detailed in Appendix 1.
- 2) 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.
- 3) To note the provisional capital out-turn position for 2010/2011 detailed in Appendix 2a.
- 4) To agree the balances on capital schemes which have slipped in 2010/2011 to be carried forward into the 2011/2012 capital programme as set out in Appendix 2b
- 5) To note progress against the Councils Procurement Action plan – Appendix 3 and savings achieved Appendix 4.
- 6) To note the Medium Term Financial Strategy Update.

Executive Summary

Introduction

- 1.1 Three reports relating to the 2010/11 accounts have been considered by the Executive since the budget was approved in February 2010. This End of Year Finance report details the provisional revenue and capital outturn as at Quarter 4 and also incorporates the current position of the Procurement Action Plan.

2010/11 Finance Report

Revenue Out-turn 2010/11- DRAFT

- 1.2 The provisional revenue out-turn for 2010/11 is set out in Appendix 1 and shows an overspend against budget of £58,832 which is within budget tolerances and taking into consideration the impact of IFRS adjustments is in line with Q3 projection. This can be funded from the general fund revenue reserve.
- 1.3 Appendix 1 summarises the main variances between outturn and the 2010/11 adjusted budget by directorate.

This outturn is based on the latest unaudited revenue position as at 31st May 2011 and these figures are still subject to potential change.

Capital Out-turn 2010/11

- 1.4 Appendix 2a provides the provisional capital out-turn statement for 2010/11 by scheme and directorate and shows that it is within approved budget tolerances for the year.
- 1.5 Appendix 2b provides details of the capital schemes that have incurred budget slippage.

Procurement

- 1.6 Progress against the Council's procurement action plan is detailed in Appendix 3. A record of savings achieved is detailed in Appendix 4.

Medium Term Financial Strategy

- 1.7 In finalising the budget for 2011/12 the budget book referred to a refresh of the MTFs and a plan to publish this in May 2011. Given the uncertainty about the level of local government funding from 2013/14 onwards and the outcome of phase 1 of the Local Government Resource Review will not be known until end of July 2011 we will delay the review until Q3. This review and updated forecast will then inform the 2012/13 budget process.

Conclusion

- 2.1 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.
- 2.2 The continued focus on monthly budget monitoring and introduction of the “dashboard” has enabled more efficient use of the Council’s resources.
- 2.3 The provisional year end revenue out-turn against budget shows the Council as being on target to achieve budget, after taking into account reallocations.
- 2.4 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.
- 2.5 The General Fund reserve is adequately funded to meet the overall deficit.
- 2.6 The procurement target for securing ongoing cashable savings in 2010/11 was £225,000 and the end of year total achieved was £316,111. The full detail behind the savings can be seen in Appendix 4. This has ensured that the procurement team remains self funded for the third year running and continues to contribute to the Council’s focus on protecting frontline services.

Background Information

International Financial Reporting Standards (IFRS) – Accounting Changes 2010/11

- 3.1 Members have been informed previously that there will be significant changes to the Authority’s accounts for 2010/11. For the 2010/11 financial year there are new accounting requirements which mean that the Authority must comply with International Financial Reporting Standards (IFRS).
- 3.2 In order to make this transition we have to change the way in which a number of items are treated through the accounts and this has led to implications for the outturn.
- 3.3 What this means in practice is that a substantial piece of work has been undertaken to ensure that the accounts will be compliant. Members should note that there is no impact on the actual balances of the Authority. Further details of the impact of implementing the new standards will be reported to the Accounts Audit and Risk Committee on 22nd June 2011 when the Statement of Accounts are made available.

Budget Process 2010/11

- 3.4 The General Fund revenue and capital 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 2009 to December 2009

- 3.5 Interim revenue budget reports were made to the Executive and Scrutiny between December 2009 and February 2010. The budget position was finalised and the Council Tax was set by the Council in February 2010.
- 3.6 During the course of the 2010/2011 year, a number of changes have been made to the original 2010/2011 revenue and capital budgets. 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

- 3.7 During the period May 2010 until March 2011, budget monitoring using the “financial dashboard” has taken place which has looked at variances between actual and budget.
- 3.8 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.
- 3.9 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 2010/11 to monitor progress against our efficiency targets and our aim is to develop this further within 2011/12 to ensure that it remains comprehensive and meets our needs for addressing all financial challenges and pressures.
- 3.10 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.
- 3.11 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.
- 3.12 The Finance Scrutiny Working Group review both Revenue and Capital Budgets throughout the year with specific emphasis on income and budget variations.

Efficiencies

- 3.13 The removal of the requirement to submit Annual Efficiency Returns through NI179 removes a minor burden but the intention is still to record and track efficiency savings across the authority as part of sound financial management as reported to members previously.

- 3.14 Planned efficiency savings from the 2010/11 budget have been achieved. The Public Promise of £800K was successfully delivered and forms a significant element of the 15% (£2.7M) reduction in our approved budget for 2011/12.

Procurement

- 3.15 Progress against the 2010/11 procurement action plan is detailed in Appendix 3.
- 3.16 Collaboration continues apace with Councils across Oxfordshire, Buckinghamshire and Northamptonshire via the Strategic Procurement Partnership for Oxfordshire, the Milton Keynes Oxfordshire and Buckinghamshire Procurement Partnership and the former members of the Northamptonshire Areas Procurement Service.
- 3.17 The following shared procurement projects have been put in place in 2010/11:
- Cleansing of public conveniences (South, Vale and West)
 - Confidential shredding (Oxfordshire County)
 - Cash collection (Countywide)
 - Cleaning materials (Northamptonshire authorities)
 - Agency staff (Countywide)
 - Treasury management (Oxford City Council)
 - Bailiff and debt recovery services (Oxford City Council).
- 3.18 Initial consultation on procurement opportunities with South Northamptonshire Council have identified 15 projects with particular focus being given to a range of property maintenance contracts, telephony maintenance, the upgrade of the financial management system, payroll and postal services. The Officer Procurement Partnership Group appointed by the Joint Arrangements Steering Group will review progress and focus on areas such as sharing best practice and the harmonisation of procurement rules and thresholds.
- 3.19 The procurement target for securing ongoing cashable savings in 2010/11 was £225,000 and the end of year total achieved was £316,111. The full detail behind the savings can be seen in Appendix 4. This has ensured that the procurement team remains self funded for the third year running.
- 3.20 Total cashable savings of £0.9m have been achieved from April 2008 to March 2011 with the cumulative cashable savings total for contracts let for more than a year over this period totalling £1.5m. Further non-cashable savings of more than £160,000 and capital savings of some £720,000 have been achieved over the same period.
- 3.21 A growing percentage of the cashable savings have been secured by including a range of initiatives within tender documents:
- Fixed pricing for the second and third year of the contract or at least fixing increases by 1% below the Consumer Price Index (CPI) in place of the previously used Retail Price Index: the current CPI is at 4.5% while RPI is at 5.2% with CPI inflation likely to rise further this year and remain above the government's 2% target.
 - Agreeing prompt payment discounts against invoice payments – the average being 3% but discounts offered being as high as 5%.

- Requiring the contract to be made available to other local authorities and public bodies with retrospective discounts agreed in the event that there is an increase in expenditure over the year.
- 3.22 By involving potential suppliers in looking at where costs can be removed from operations without endangering front line services savings such as the £33,317 achieved with the insurance services tender continue to be made even after highly effective efficiencies have already been put in place.
- 3.23 These savings have resulted in budget reductions in the formulation of the 2011/12 budget and have contributed to in year cost reductions.

Medium Term Financial Strategy Update

Process Update

- 3.24 The draft 2012/13 forecast presented in Annex 3 of the 2011/12 budget book shows a savings requirement of £1.4m in 2012/13 and a cumulative target for the 4 years of £5.3m. This assumes that the Council does not rely on any investment income to balance the revenue budget and uses the provisional settlement figure for 2012/13 and then a range of assumptions.
- 3.25 The Council has pledged to reduce net expenditure by £1m by April 2012 and action plans are in place to achieve this. The Corporate Improvement programme is also considering the use of New Homes Bonus, impact of changes to setting planning fees and the use of investment income.
- 3.26 In finalising the budget for 2011/12 the budget book referred to a refresh of the MTFs and a plan to publish this in May 2011. Given the uncertainty about the level of local government funding from 2013/14 onwards and the outcome of phase 1 of the Local Government Resource Review will not be known until end of July 2011 we will delay the review until Q3. This review and updated forecast will then inform the 2012/13 budget process.

The Local Government Resource Review (LGRR)

- 3.24 The government has launched the Local Government Resources Review, which will start with a consultation on the best way to allow councils to repatriate their business rates and the extent to which local authorities should rely on central government grants.
- 3.25 The government is asking for views on the best way to balance funding between councils that would raise little income from business rates and those that would raise substantial amounts.
- 3.26 They are also consulting on ways to implement tax increment financing (TIF), which would allow councils to invest in infrastructure and other developments in their area, using funds borrowed against the likely rise in rates these developments would generate.
- 3.27 The review's terms of reference are attached in Appendix 5 and also include:

- the localisation of council tax from 2013/14, as outlined in the recent Welfare Reform Bill
- implications that the move away from central grants might have on other policies, such as the New Homes Bonus
- further scope for financial freedoms for local government; how future business rate revaluation and relief should work.

- 3.28 This first phase of the review will conclude in July 2011 while a second phase will be launched focusing on the rollout of community budgets.
- 3.29 Currently, the business rates collected locally are paid over to the government. These are then redistributed back to individual councils through the formula grant system. In 2011/12 Cherwell will collect £67m but only receive back £6.6m (<10%). Of course, in a two tier system, part of the business rate income should also benefit the County Council.
- 3.30 Members should be aware that the localisation of business rates is likely to be accompanied by some form of equalisation. The disparity of business rate income is so great between Councils that the Local Government Finance System would fall apart without equalisation.
- 3.31 The indications are that ministers want to take Councils out of taxation if possible, however any change is unlikely to be implemented until 2013/14 at the earliest.
- 3.32 The outcomes from the consultation and implications on Cherwell District Council funding will be considered in the MTFS update.

Key Issues for Consideration/Reasons for Decision and Options

- 4.1 This report illustrates the Council's provisional performance against the 2010/2011 Revenue and Capital Budget and progress achieved against our Procurement action plan and targets.

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: There are no financial implications arising directly from the production of this report. It should be noted that the information in this report is in the format used for budget

monitoring purposes and, although adjustments have been made for the requirements of IFRS, 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 2010/2011 because the respective reports are each designed to serve different purposes.

Efficiency Savings – There are none arising directly from this report. We monitor the progress against the Council's targets for annual efficiency savings and report performance through the Performance Management Framework.

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

Legal:

The Council has a duty to prepare Financial Statements by the 30th June.

Comments checked by Nigel Bell, Interim Head of Legal and Democratic Services, 01295 221687

Risk Management:

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 Muir, Corporate System Accountant 01295 221559

Wards Affected

All

Corporate Plan Themes

The Council's Budget covers all of the Corporate Plan Themes

Executive Portfolio

Councillor Ken Attack
Lead Member for Financial Management

Document Information

Appendix No	Title
Appendix 1	2010/2011 Revenue outturn.
Appendix 2a	Capital Outturn Overview
Appendix 2b	Capital Outturn Detail
Appendix 3	Procurement – action plan
Appendix 4	Procurement – savings
Appendix 5	Local Government Resource Review Terms of Reference
Background Papers	
Budget 2010/11 Local Government Settlement Statement 13th December 2010 Final thoughts on the final settlement – Looking Forward to the Local Government Finance Review (Adrian Jenkins and Neil Benn) Local Government Resource Review Consultation Paper	
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Draft Revenue 2010/11 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 2010/2011.

General Fund Revenue Budget

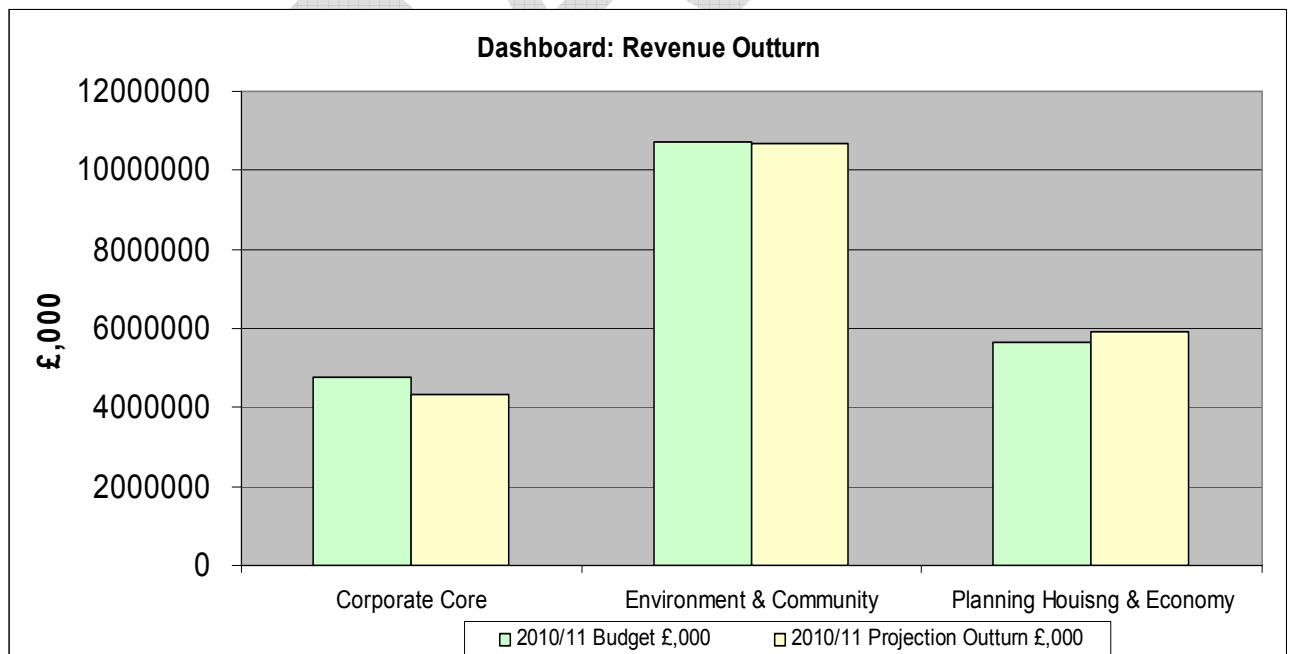
- 1.2 The draft General Fund Revenue budget is shown below.

	Adjusted Budget 2010-11 £	Draft Outturn 2010-11 £	Variance £	%
SERVICE EXPENDITURE				
Services				
Corporate Core	4,771,275	4,336,341	-434,934	-9%
Environment & Community Planning , Housing & Economy	10,739,549	10,669,648	-69,902	-1%
Services Total	21,167,574	20,936,645	-230,929	-1%
Capital Charges Reversed	-3,278,962	-3,278,962	0	
Net Expenditure Services	17,888,612	17,657,683	-230,929	-1%
Reserves and Provisions	638,914	956,351	317,438	50%
	18,527,526	18,614,034	86,508	0%
Investment Income	-1,348,753	-1,376,330	-27,577	2%
Government Grant	-10,905,340	-10,905,340	0	0%
Collection Fund	-84,477	-84,477	0	0%
Council Tax	-6,188,956	-6,188,956	0	0%
	-18,527,526	-18,555,102	-27,576	0%
Provisional Underspend	0	58,932	58,932	

- 1.3 The draft outturn presented above illustrates an overall overspend of £58,932 representing a budget variance of 0.3%.
- 1.4 There is an underspend within Service Expenditure of £230,929 – this is shown in detail in the chart below and corresponding table. At the start of the financial year members made it clear that as well as addressing the financial deficit for future years, expenditure in the current year should be reduced where possible in order to replenish general fund balances and provide further one-off funds to deliver future savings as part of the medium term financial strategy.
- 1.5 The Service Expenditure forecast Outturn throughout the year predicted the following:-
- **Quarter 1** £0.07m underspend
 - **Quarter 2** £0.23m underspend

- **Quarter 3** £0.36m underspend
- **Provisional Quarter 4** £0.23m underspend

- 1.6 The provisional Outturn at Quarter 4 has moved from our Quarter 3 projection as it takes into account adjustments required to be in line with the requirements of IFRS (International Financial Reporting Standards). The council has had to adopt these new accounting principles within its accounts for the first time this year. As such, adjustments have been made in relation to accounting for Grants and Contributions received.
- 1.7 The underspend against budget has arisen through a variety of reasons. With the key drivers detailed on a Directorate level in the table below. In addition to increased income levels and reduced expenditure the movement also represents the outcome of the completion of several value for money reviews that have been undertaken in 2010/11 and delivered in year savings.
- 1.8 In 2010/11 the VFM Review Programme comprised 10 reviews which involved re-visits of previous high cost services as well as reviews of large areas of spend not previously subject to a review. The review areas included Housing, Recreation and Sport, Culture and Heritage, Planning Policy, Development Control, ICT, Urban and Rural Services, Democratic Services, Corporate Strategy and Performance and Customer Services.
- 1.9 The performance by Directorate against budget can be seen in the chart below:



- 1.10 The underspend in services of **£230,929** is split between directorates as follows:

Directorate	2010/11 Budget	2010/11 Projection Outturn	Variance	% Variance	Primary Drivers
	£'s	£'s	£'s		
Corporate Core	4,771,275	4,336,341	-434,934	-9.1%	<ul style="list-style-type: none"> Reduction in Court Costs recovered – Finance £108K offset by Increased Rent Allowances (£54K) / Council tax and NNDR Subsidy adjustments (£133k) Legal & Democratic Services – VFM savings (salaries , Fees , Books and Publications etc)/ Additional grant and fee income – net reduction (£296K) People & Improvement – Training underspends (£53K) and JE underspends (£26k) Additional External Audit fees and bank charges £87K
Environment & Community	10,739,549	10,669,648	-69,902	-0.7%	<ul style="list-style-type: none"> Reduction in Car Park income £208K Reduction in landscape Agency re-imbursements, car park contributions received and Insurance Income (£178K). Savings in salaries / supplies and services and Maintenance across Safer Communities Urban & Rural services (£84K) Increased landscape maintenance and NNDR £71K Environmental Services – Reduction in Consultancy and Salaries (£116K) Health & Recreation – Increased Sports Centre Management Fees £91K and NNDR £40K offset by Salary Savings/ Increase in grants and course income of (£132K)
Planning Housing & Economy	5,656,750	5,930,656	273,907	4.8%	<ul style="list-style-type: none"> IFRS accounting adjustments – Eco town and Housing Planning Delivery Grant funding. £385K Reduction in Rental Income in Regeneration and Estates £279K. Reduction in salaries and consultancy in Development Control and Major Developments of (£71K) and increased fee income of (£90K.). IFRS accounting adjustments – Housing - Grant Funding (£129K). Reduction in Salaries and related costs (£35K) Rent Deposits (£45K) and other efficiencies (£48K) Housing
TOTAL SERVICES	21,167,574	20,936,645	-230,929	-1.1%	

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

Reserves & Provisions	Variance	Detail
	£'000's	
Net Reserves & Provisions – unused as at 31-3-2011	237	Created as element of 2010/11 budget – not required.
IFRS transition adjustments	80	Net effect within Reserves and Provisions for IFRS adjustments.
Total – (as detailed above)	317	

1.12 There has been an overall net increase in projected interest receivable / payable of £28K which is related primarily to larger than budgeted cash balances.

Budget Mitigations

1.13 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.

Investments in Iceland

1.14 Cherwell District Council is one of at least 123 local authorities that have been affected by the collapse of Icelandic banking institutions. The Council has three deposits with the failed Icelandic bank Glitnir totalling £6.5 million. The bank was originally expected to confirm preferential creditor status to all UK local authorities meaning we would see the return of the full investment plus interest and costs during 2009/10.

1.15 However the bank's winding-up board is treating all local authority demands as general unsecured claims which would mean a return of only 29 per cent of the original investment only. All local authorities that have invested with Glitnir have been working with the Local Government Association and law firm Bevan Brittan to resolve this issue over the last 18 months.

1.16 On 1 April 2011 the Council was successful in the Icelandic Court in securing preferential creditor status but there remains the possibility of an appeal against this decision to the Icelandic Supreme Court so the final position cannot yet be stated with certainty.

1.17 The latest estimates provided by CIFPA in LAAP Bulletin 82 published in May 2011 indicate that total assets of the bank only equate to 29% of its liabilities. Therefore, if preferential creditor status is not achieved the recoverable amount may only be 29p in the £ indicating a potential liability of £4.6 million.

1.18 Although the Council remains confident of getting 100% of its investment back a plan was drawn up to deal with any loss via a capitalisation request and use of the Council's reserves. This strategy was been built into the MTFS.

1.19 The Council has written off £4.6million in the 2010/11 accounts – should the decision stand and 100% recovery is made then this will be treated as windfall income in 2011/12 accounts.

- 1.20 We will continue to work with the Local Government Association and Bevan Brittan to achieve the best possible return from our investment within the shortest possible timescales.

Summary

- 1.21 The variances on the revenue are within the Council's stated tolerances and within 2% of budget provision.
- 1.22 The General Fund reserve is adequately funded to meet the overall deficit.
- 1.23 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.
- 1.24 The information in this report is in the format used for budget monitoring purposes and as reported to the Executive quarterly. It does reflect the various accounting adjustments required for IFRS but not those 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 22nd June 2010 and then subsequently approved after audit clearance in September 2011. A detailed analysis of income and expenditure will be included within these accounts.

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Draft Capital Outturn 2010/11

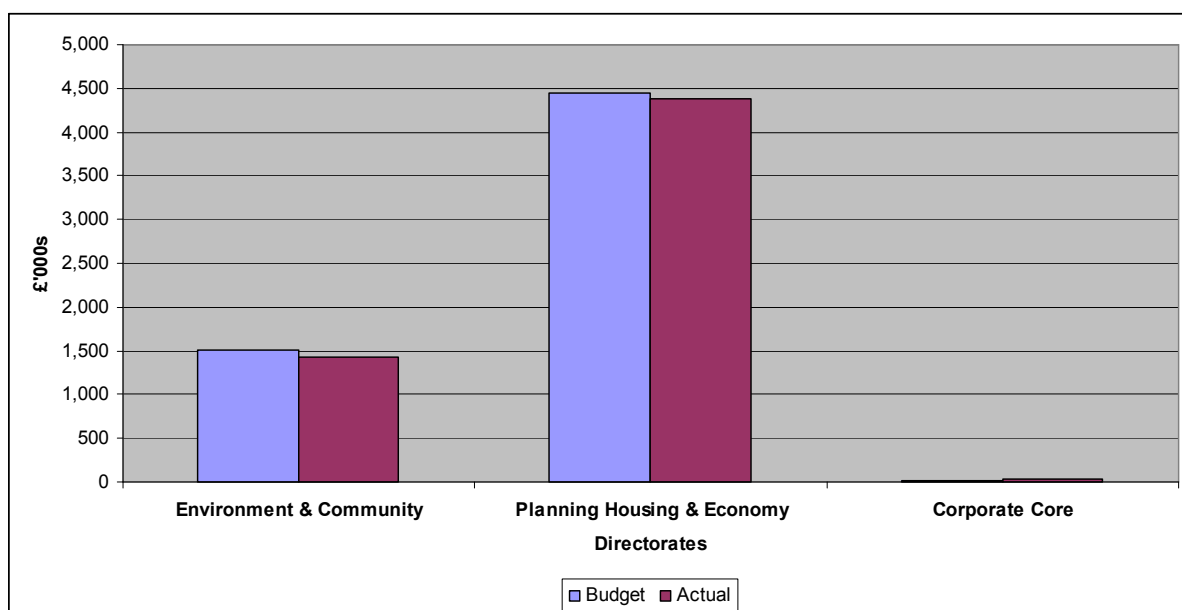
1.1 The adjusted capital budget for 2010/11 equated to £5,981,280 which represents the capital budget approved in February 2010 and all supplementary estimates and capital slippage approved by , (to be approved) the Executive during the year. The adjusted budget can be summarised as follows: -

SUMMARY	£000s
2010/11 Budget (including Supplementary)	15,650
External Funding	635
Total Slippage into 11/12 Capital Programme	-10,337
Total Cancelled Projects	-66
Adjusted 2010/11 Capital Programme Budget	<u>5,981</u>

1.2 The table attached Appendix 9c (i) provides the provisional capital out-turn statement for 2010/11 by scheme and directorate and details the total 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 a net 2% 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 At a Directorate level this can be analysed as follows.

	Budget year to date £000s	External Funding	Total Slippage Required £000s	Cancelled Projects £000s	Total Adjusted Budget 2010/11 £000s	Final Spend 2010/11 £000s	Variance £000s	%
Environment & Community	2,669	0	1,200	51	1,518	1,429	-89	
Planning Housing & Economy	12,880	635	9,072	0	4,443	4,377	-66	
Corporate Core	101	0	65	15	21	26	5	
	15,650	635	10,337	66	5,981	5,832	-149	2%

1.6 The budget variance of £149,522, 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
Total Capital Programme Delivered in 2010/11	5,832
 Financed by:	
Capital Receipts	4,509
Government Grants and Other Contributions	383
Direct Revenue Financing	333
Use of Reserves	607
	5,832
	5,832

Appendix 9c (i)

Capital Summary 2010/11

	Budget year to date £000s	External Funding	Total Slippage Required £000s	Cancelled Projects £000s	Total Adjusted Budget 2010/11 £000s	Final Spend 2010/11 £000s	Variance £000s
Environment & Community	2,669	0	1,200	51	1,518	1,429	-89
Planning Housing & Economy	12,880	635	9,072	0	4,443	4,377	-66
Corporate Core	101	0	65	15	21	26	5
	15,650	635	10,337	66	5,981	5,832	-149

Capital Detail 2010/11

PROJECT	Budget year to date £s	External Funding	Total Slippage Required £s	Cancelled Projects £s	Total Adjusted Budget 2010/11 £s	Final Spend 2010/11 £s	Variance £s
<u>Environmental Services</u>							
Fuel Tank	0				0	1,520	1,520
Climate Change Initiatives Fund	65,929		59,003		6,926	6,926	0
Vehicle Replacement Programme	421,000				421,000	419,826	-1,174
Environmental Services Waste Mgmt IT System	38,000		1,530		36,470	36,470	0
Fleet Management System	28,000		28,000		0	0	0
Recycling Bottle Banks	25,000				25,000	23,820	-1,180
<u>Recreation & Health</u>							
Village Hall, Recreation Play Grants	104,355		37,685		66,670	62,670	-4,000
Football Development Plan in Banbury	20,000		20,000		0	0	0
Refurb @ Willy Freund Youth Centre	34,000				34,000	34,480	480
PLAY WELL IN CHERWELL GRANT	0				0	10,420	10,420
Banbury Visitor Management Plan	4,000				4,000	4,210	210
Banbury Museum Roof and Building Fabric	4,000				4,000	0	-4,000
North Oxfordshire Academy Astroturf	0				0	3,483	3,483
North Oxon Academy Site Safety & Security	0				0	4,460	4,460
Relaying the Astroturf at Cooper School - Bicester	0				0	2,650	2,650
South West Bicester Sports Village	370,000		348,675		21,325	21,325	0
Athletics Track Refurbishment - North Oxfordshire	30,000		30,000		0	0	0
SCMP - Spiceball Car Park	350,000		248,965		101,035	101,000	-35
<u>Customer Services and Information Systems</u>							
Uniform Modules (Various)	15,000				15,000	15,324	324
Iclipse Software Upgrade	25,000		12,533		12,467	12,467	0
Replacement Air - Conditioning in Data Centre	30,000				30,000	36,136	6,136
Sunray and Mitel Integration (supporting hotdesk)	15,000				15,000	0	-15,000
Telephone Voice Recording	35,000				35,000	0	-35,000
					0		
Telephony Decommissioning + Upgrades to Switches	5,000				5,000	0	-5,000
Telephony support for customer service	5,000				5,000	0	-5,000

PROJECT	Budget year to date £s	External Funding	Total Slippage Required £s	Cancelled Projects £s	Total Adjusted Budget 2010/11 £s	Final Spend 2010/11 £s	Variance £s
TLD Business Continuity	0		6,482		-6,482	3,235	9,717
CDC Website Enterprise License	0				0	23,410	23,410
Virtualisation	42,000				42,000	42,794	794
Data Security (Govt Connect)	25,000				25,000	20,484	-4,516
Self Service Terminals	26,000			24,280	1,720	1,720	0
Online Service Provision via Forms	43,000		20,636		22,364	17,364	-5,000
Scanning at the point of entry	20,000				20,000	12,100	-7,900
System Integration for CRM	50,000				50,000	60,083	10,083
Capita Hosted Payments System	20,000				20,000	23,681	3,681
Encrypted USB keys	17,000				17,000	18,199	1,199
Microsoft Licensing Agreement	110,000				110,000	110,618	618
Upgrade to Localview Fusion Platform GIS	35,000				35,000	12,000	-23,000
Thin Client Extension	150,000		91,469		58,531	58,531	0
Communications Review WAN	58,562		56,300		2,262	2,263	1
Uniform Kirona Mobile Working	15,000				15,000	14,800	-200
Lagan Mobile Working	5,000				5,000	5,000	0
Backup Project	20,000				20,000	21,308	1,308
Autoteller Kiosks	100,000		17,493		82,507	82,507	0
Remote Access DR Project	20,000				20,000	6,586	-13,414
Sharepoint	20,000				20,000	15,200	-4,800
					0		
<u>Safer Communities, Urban & Rural Services</u>					0		
CCTV	0				0	129	129
Replacement Cabling Infrastructure for CCTV	95,000		55,000		40,000	0	-40,000
Community Intelligence Hub	0				0		0
Off Road Parking Facilities - Banbury & Bicester	87,780		23,446		64,334	64,334	0
Circular Walks DDA Works	5,000		2,328		2,672	2,672	0
Street Scene Replacement Programme	0				0		0
Christmas Illuminations	51,000		51,000		0	0	0
Implementation of Banbury Residents Parking	27,000			27,000	0	0	0
Urban Centres Improvements	27,000		15,128		11,872	11,872	0
Car Park Refurbishments	25,000		24,496		504	504	0
Implementing Vehicle Parks Proposals	-50,000		49,500		500	500	0
Environment & Community Total	2,668,626	0	1,199,669	51,280	1,517,677	1,429,081	-88,596
<u>Economic Development & Estates</u>							
Banbury Pedestrianisation	320,000		20,000		300,000	268,792	-31,208
Bicester Cattle Market Car Park Phase 2	324,000		95,000		229,000	214,346	-14,654
Bicester Pedestrianisation	250,000		250,000		0	0	0
Future Regeneration Schemes Prelim. Prof Fees	100,000		100,000		0	0	0
Bicester Town Centre Redevelopment Scheme	40,000		15,000		25,000	19,970	-5,030
Thorpe Lane Depot Refurbishment Scheme	1,113,000		315,186		797,814	797,814	0
Bridge Street Upgrade	0				0	8,882	8,882
Old Bodicote House	871,000		861,000		10,000	8,452	-1,548
Bicester Town Centre Redevelopment	5,000,000		5,000,000		0	0	0
Highfield Depot Repairs	15,000		6,000		9,000	9,152	152
Units 1-7 Thorpe Way Repairs	15,000		15,000		0	0	0
Kidlington High Street Pedestrianisation	25,000		23,000		2,000	1,834	-166
Purchase of Bodicote Park	347,190				347,190	347,190	0

PROJECT	Budget year to date £s	External Funding	Total Slippage Required £s	Cancelled Projects £s	Total Adjusted Budget 2010/11 £s	Final Spend 2010/11 £s	Variance £s
Access to Highfield Depot	22,000		22,000		0	0	0
Town Centre Offices - Roof Repairs	0				0	996	996
Old Bodicote House Garage	0				0	3,568	3,568
Hanwell Fields Community Centre	5,727		5,647		80	80	0
Community Centre Refurbishments - Southwold	28,000				28,000	24,984	-3,016
Eco Town - Energy Saving Schemes	0	168,595			168,595	168,595	0
Eco Town - Exhibition House	0	14,549			14,549	14,549	0
Eco Town - Travel Behaviour	0	76,360			76,360	76,360	0
					0		
<u>Housing Services Total</u>					0		
Choice Based Lettings	16,000		2,000		14,000	13,737	-263
Disabled Facilities Grants	575,000	375,000			950,000	951,022	1,022
The Sanctuary Acquisition Scheme	4,000		4,000		0	0	0
Acquisitions Scheme - to extend RSL Housing	578,000		99,000		479,000	479,500	500
Discretionary Grants for Domestic Properties - Es	427,000		42,000		385,000	359,742	-25,258
Housing Overcrowding Pilot scheme	30,000		30,000		0	0	0
Bicester Acquisition 2nd scheme	20,000		20,000		0	0	0
Young Persons Acquisition Scheme	352,000		217,000		135,000	135,000	0
Land Claypits Lane Bicester	187,000		187,000		0	0	0
Banbury Foyer & Banbury Youth Hub	169,000		68,000		101,000	101,400	400
Funding- Mollington & Hornton Rural Exception S	120,000		80,000		40,000	40,000	0
Purchase of Temp Acc Bryant House & Edward St	660,000		495,000		165,000	165,000	0
Orchard Way Banbury Redevelopment	1,100,000		1,100,000		0	0	0
Miller Road Youth Self Build	166,015		0		166,015	166,015	0
Planning, Housing & Economy Total	12,879,932	634,504	9,071,833	0	4,442,603	4,376,980	-65,623
<u>Finance</u>							
Financial Ledger - Agresso 5.5	50,000		50,000		0	0	0
Budget Module	15,000		15,000		0	0	0
Asset Register	15,000				15,000	15,197	197
<u>Legal & Democratic</u>							
Local Land Charges	6,000				6,000	5,500	-500
Legal/Democratic IT Investment	15,000			15,000	0	0	0
<u>Chief Executive</u>							
Intranet	0		0		0	5,000	5000
Corporate Core Total	101,000	0	65,000	15,000	21,000	25,697	4,697
Grand Total	15,649,558	634,504	10,336,502	66,280	5,981,280	5,831,758	-149,522

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Appendix 3 - Record of Progress for the Corporate Procurement Action Plan for the year of 2010 to 2011 as at 31st March 2011

Action	Status	Narrative on Progress
<p>7.1 Deliver the Council's procurement strategy ensuring that the key objectives are understood and embedded across the Council</p> <p>Action</p> <ul style="list-style-type: none"> • Rollout the Procurement Strategy in conjunction with the Procurement Guide via workshops and on project training: <ul style="list-style-type: none"> • Hold three overview workshops by end June 2010 with follow-ups in between October and December 2010 with focus on: <ul style="list-style-type: none"> ○ Options appraisals ○ Price/quality ratios and evaluation criteria ○ Sustainability considerations and calculating full lifetime costs ○ Specification writing ○ Key performance indicators and contract management ○ Nomination of Procurement Champions by service. • Improve procurement options appraisal process via further development of stakeholder questionnaires by end May, ensuring their use for all procurement exercises at project commencement, recording project objectives for meeting Procurement KPIs. • Introduce price/quality ratios into project planning to ensure evaluation criteria other than price are given due consideration. • Train officers in the calculation of whole life costing, including the initial purchase cost, operating, management and disposal costs. • Provide specification writing training for key projects. • Promote consideration of key performance indicators and contract management consideration at project planning stage. 	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>	<p>Move away from workshops to on the project training resulting in more positive outcomes in Q4:</p> <ul style="list-style-type: none"> • Environmental Services – saving £9500 on personal protective equipment and uniforms; • Finance saving £33,177 on insurance services £33,177 & £1125 on bank charges; <p>Procurement Champions role is to be combined with that of the Council's green champions.</p> <p>Focus on removing costs from contracts without affecting frontline services – e.g. £18,440 saved on public convenience cleaning.</p> <p>Used effectively with electricity & gas for Wood Green leisure centre with over £20,000 saved.</p> <p>Successfully applied on Bodicote Old House Refurbishment – biomass boiler, energy & water efficiency.</p> <p>Successfully provided for property, telephony maintenance, asset register & insurance.</p> <p>Working effectively with property maintenance.</p>

Appendix 3 - Record of Progress for the Corporate Procurement Action Plan for the year of 2010 to 2011 as at 31st March 2011

7.2 Governance and compliance		
Action	Status	Narrative on Progress
<ul style="list-style-type: none"> Ensure all operational procurement and contract management activity complies with the Council's Contract Procedure Rules and statutory regulations by providing a checklist for retention in the project file. Enhance the scrutiny and policy development role of the Procurement Steering Group Strategy. Monitor procurement indicators with an agreed recording mechanism in place by December 2010. A "No Purchase Order No Pay" policy is proposed whereby all expenditure is approved before it is committed. Retrospective Purchase Orders i.e. those raised after the commitment has been made should be discouraged and in due course sanctions should be considered for non compliance. Any tendering and contract management should be managed using a robust project plan, with responsibilities clearly outlined and clearly laid out targets, milestones, timescales and identification of resources. Such a project plan should be monitored regularly by the project team and failure to achieve timescales rectified immediately. 	<p>Completed</p> <p>Carried forward</p> <p>Carried forward</p> <p>Carried forward</p> <p>Completed</p>	<p>Indicators will be produced quarterly in 2011</p> <p>Work is underway to promote the use of purchase orders. This project is being led by Controls team Leader.</p> <p>This is being monitored on a project by project basis with the Procurement Manager having regular meetings with Heads of Service and sitting on groups such as the ICT Capital Programme Monitoring Group and VFM reviews – such as Urban and Rural.</p>
7.3 Achieve greater efficiency and demonstrate improved value for money		
Action	Status	Narrative on Progress
<ul style="list-style-type: none"> Deliver VFM savings associated with best practice procurement for all categories with a lifetime contract value of more than £10,000 per annum with records maintained for anticipated and actual savings. Cashable savings target of £225,000 for 2010/11. Further develop additional savings strategies such as prompt payment discounts and retrospective discounts for additional expenditure on existing and contracts with bi-monthly updates on progress. 	<p>Completed</p> <p>Completed</p>	<p>Narrative on Progress</p> <ul style="list-style-type: none"> Total cashable in year savings of £316,111 against a target of £225,000 Total non-cashable savings: £70,219 Refer to Appendix 3 for a breakdown. <p>Prompt payment discounts requested with each tender – average offer is 3%. All new contractors signing up to 1% below CPI formula for all new contracts.</p>

Appendix 3 - Record of Progress for the Corporate Procurement Action Plan for the year of 2010 to 2011 as at 31st March 2011

7.3 Achieve greater efficiency and demonstrate improved value for money		Status	Narrative on Progress
Action		Completed.	Only one duplicate payment discovered in last three years emphasizing effectiveness of Creditors team.
<ul style="list-style-type: none"> Further develop spend analysis via participation in a project recover duplicate payments to suppliers and identify cost reduction opportunities via identifying lower commodity prices. Continue supplier rationalisation and elimination of spend with non-approved suppliers. 	Carried forward	Reduction of multiple suppliers for four property maintenance areas to one corporate supplier for each.	

7.4 Understand the contract management requirements of the Council and identify ways to streamline the process and promote best practice		Status	Narrative on Progress
Action		Completed	The Register has been re-categorised and is now hosted on the South East Business Portal to increase transparency.
<ul style="list-style-type: none"> Maintain a Council wide register of all contracts/agreements for all significant contracts (over £10K) and monitor procurement performance and activity, including savings and benefits tracking. Clarify the contract management role for the Council and the resources required for effective monitoring. Improve contract management knowledge via rollout of a user manual & workshops across the service areas. 	Completed	Scoping report presented to CMT at the end of October 2010. To be moved forward in 2011.	
		Carried forward	Templates being produced by steering group in 2011.

7.5 Sustainability		Status	Progress to date
Action		Completed	The importance of sustainability covered in workshops and on projects.
<ul style="list-style-type: none"> Embed the Sustainable Procurement Strategy via the Procurement Guide workshops. Ensure full lifetime cost calculations carried out on all projects – as per 7.1 Consider the costs and benefits of environmentally preferable goods/services as alternatives as part of the full lifetime cost calculation process. 	Completed	Applied for window cleaning and stationery contracts.	

Appendix 3 - Record of Progress for the Corporate Procurement Action Plan for the year of 2010 to 2011 as at 31st March 2011

7.5 Sustainability	
Action	Status
<ul style="list-style-type: none"> Promote awareness, train and encourage buyers to review their consumption of goods and services, reduce usage and adopt more environmentally friendly alternative products. 	Completed
<ul style="list-style-type: none"> Promote the Sustainable Procurement Strategy with the market place via pre-tender market engagement exercises. 	Completed
<ul style="list-style-type: none"> Encourage buyers to break down larger contracts to match SME and Social Enterprise capacity where appropriate. 	Completed
	Progress to date
	<p>Successfully implemented with the Bodicote Old House refurbishment (water saving devices, zoned lighting, better insulation, biomass boiler).</p> <p>Well received at six pre-tender exercises over the year.</p> <p>Implemented with public toilet cleansing, heating & cooling, fire & intruder tenders, window, graffiti, gum removal and photovoltaic panel installation.</p>

7.6 Collaboration	
Action	Status
<p>Develop further strategic links with the following procurement partners to share best practice, reduce duplication and administration costs and release additional savings:</p> <ul style="list-style-type: none"> Oxfordshire Procurement Hub Strategic Procurement Partnership for Oxfordshire (SPPO) Milton Keynes, Oxfordshire and Buckinghamshire Procurement Partnership (MKOB) Procurement arm of Improvement and Efficiency South East (IESE) 	Completed
	Narrative on Progress
	<p>Continuing to share work programmes across Oxfordshire, Buckinghamshire & Northants with the following projects put in place in 2010/11:</p> <ul style="list-style-type: none"> Cleansing of public conveniences (South, Vale and West) Confidential shredding (Oxfordshire County) Cash collection (Oxfordshire County, Oxford City, South, Vale and West) Cleaning Materials (Northamptonshire authorities); Agency staff (Countywide).

7.7 Continuous improvement	
Action	Status
<ul style="list-style-type: none"> Effective benchmarking of current contracts against other authorities in the South East. 	Completed
	Narrative on Progress
	<p>Undertaken for public convenience cleansing, supply of wheelie bins, stationery, window cleaning, gum and graffiti removal.</p>

Appendix 3 - Record of Progress for the Corporate Procurement Action Plan for the year of 2010 to 2011 as at 31st March 2011

7.7 Continuous improvement		
Action	Status	Narrative on Progress
<ul style="list-style-type: none"> Actively engage with local suppliers and seek feedback on how we can improve our contracting processes – as per 7.8 Support the delivery of services to end users, ensuring stakeholder involvement and customer satisfaction surveys are routinely included. 	<p>Completed</p> <p>Carried forward</p>	<p>Positive feedback received for many tenders including the hosted payments contract – especially on the evaluation methodology.</p> <p>Introducing customer satisfaction questionnaires in 2011.</p>
7.8 Mixed Economy		
Action	Status	Narrative on Progress
<ul style="list-style-type: none"> Maximise options for procuring from a diverse and competitive range of suppliers including minority businesses, voluntary and community sector groups, small firms and social enterprises by: <ul style="list-style-type: none"> Encouraging breaking down of projects into lots where appropriate; Including local SMEs on invitation to quote exercises; Considering Selling to the Council workshops for all relevant projects; Participating in and hosting further Meet the Buyer events; Explore how we developing closer strategic and operational working arrangements with the Voluntary and Community Sectors: Partner with the Economic Development team to provide further support for social enterprises within the district. 	<p>Carried forward</p>	<p>Have moved to more engagement on a project by project basis, offering supplier workshops with all relevant projects - such as the PV Installation project and the online Corporate Sales and Booking System.</p> <p>Projects are being broken down into lots where appropriate – e.g. public convenience cleansing, heating & cooling, fire & intruder maintenance.</p> <p>For each invitation to quote exercise there is a conscious effort to source local SME's – as with the Mobile Security contract.</p> <p>Regular liaison with Economic Development – particular over free of charge alerts to opportunities via the South East Business Portal & central government Contracts Finder service.</p>

Appendix 3 - Record of Progress for the Corporate Procurement Action Plan for the year of 2010 to 2011 as at 31st March 2011

7.9 E-Commerce		Narrative on Progress
Action	Status	
<ul style="list-style-type: none"> Undertake an options appraisal to determine the cost benefits of an e tendering system in partnership with other Oxfordshire authorities. 	Completed	Options appraisal has determined that at present the cost benefits do not justify the investment.
<ul style="list-style-type: none"> Exploitation of South East Business Portal via loading of forward plans and adverts. 	Completed	Using portal to host contracts register, advertise and manage the pre-qualification process.
<ul style="list-style-type: none"> Explore the use of e-auctions wherever appropriate, in collaboration with other Oxfordshire or wider SE authorities. Include bids of £20k pa in future capital programmes for e-procurement initiatives, such as e-auctions, where these have the potential to deliver revenue savings. 	Carried forward	Watching brief being kept on those provided by Buying Solutions.
<ul style="list-style-type: none"> When appropriate, include in the specification for corporate contracts requirements for web-based or similar e-ordering as a means of streamlining ordering procedures. 	Completed	Tracking and knowledge functionality is being made available with the insurance services contract.
<ul style="list-style-type: none"> Continue to monitor available options for e-sourcing/e-tendering, particularly in collaboration with other authorities. 	Completed	Agency staff tender undertaken using Oxford City Council's e-tendering system.
7.10 Corporate Procurement Resources		Narrative on Progress
Action	Status	
<ul style="list-style-type: none"> Raise the profile of the Procurement Service and its achievements, both internally and with external stakeholders. 	Completed	Workshops followed up by updates with Heads of Service and attendance at team meetings.
<ul style="list-style-type: none"> Recruitment, retention and development of capable procurement staff in all procurement-related posts. 	Carried forward	All three members of the team scheduled to be MCIPS qualified within 2011/12.
<ul style="list-style-type: none"> Development and delivery of a procurement training programme; providing training and supporting professional procurement staff in obtaining core qualifications and keeping their skills up-to-date through Continuous Professional Development. 	Completed	Options appraisal and contract management training is being provided with all projects.

Appendix 3 - Record of Progress for the Corporate Procurement Action Plan for the year of 2010 to 2011 as at 31st March 2011

7.10 Corporate Procurement Resources		
Action	Status	Narrative on Progress
<ul style="list-style-type: none"> Ensure effective use of the Corporate Procurement Team to provide a range of services, from advice and guidance to undertaking full procurement processes for departments on specific projects to seek Value for Money in all contracts let. 	Completed	<p>Three tiers of reporting are in place:</p> <ul style="list-style-type: none"> High level annual procurement forward plan – all procurement projects with a value of £10k or more: Departmental forward plan – including responsibilities under the strategy action plan; Individual work plans – providing wider project details such a contract management and reviews.
<ul style="list-style-type: none"> Consider an “apprentice” procurement officer as part of the Oxfordshire Hub 	Completed	<p>This was reviewed as part of the 2011/12 Budget and for now additional support resource is being sought from within the Finance department.</p>
<ul style="list-style-type: none"> Allocate procurement team members to provide support for particular directorates on significant projects. 	Completed	<p>This is being done by Service Area at present:</p> <ul style="list-style-type: none"> Corporate Contracts Officer is focused on Environmental Services and Regeneration & Estates; Corporate Purchasing Officer focuses on corporate contracts, Safer Communities, Urban and Rural and Finance.

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**Appendix 4 -Procurement Cashable and Non-Cashable Savings Achieved for Financial Year 2010 to 2011 as at
31 March 2011**

Service Area	Contract Description	Cashable with budget reduction	Non-cashable	Capital
Various	Use of Purchasing Cards (reducing processing costs)		£55,426	
Community Safety	CCTV Maintenance	£8,225		
Environmental Services	Supply of Wheelie Bins	£7,500		
Environmental Services	Cleansing of Public Conveniences	£18,400		
Regeneration and Estates	Supply of Mobile Security Service	£12,153		
Regeneration and Estates	Out of Hours Telephone Answering Service	£10,000		
ICT & Customer Services	Mobile Solutions (phones & blackberries)	£8,000		
Engineering	Cattle Market Car Park Extension - interest rate for cashable saving worked out as 1.5%	£1,090		£100,000
Environmental Services	Glass Recycling - fixed price for 2nd year - CPI saving of 2.4%	£2,100		
Environmental Services	Vehicle Spare Parts - price increase 1% below CPI - i.e. 1.4% & 2.5% prompt payment discount	£2,730		
Regeneration and Estates	PAT Testing - fixed price for 2nd year - CPI saving of 2.4%	£100		
Regeneration and Estates	Water machines fixed price for 2nd year - CPI saving of 2.4%	£100		
Regeneration and Estates	Furniture - additional expenditure savings from 09/10 (£2500) + price increase 1% below CPI	£2,780		
	Eco Town Consultants - rates kept at 2009 level - i.e. CPI saving of 2.4% on £10,000	£240		
50/50 - Finance and Urban & Rural	Cash Collection - 6 month extension agreed at existing prices	£1,127		
Various	Prompt payment discount exercise	£331		
Environmental Services	Dry Recyclables	£33,000		
Leisure	Banbury Football consultancy	£250		
Regeneration and Estates	Cleaning materials	£290		
Regeneration and Estates	Confidential Shredding	£9,958		
Regeneration and Estates	Heating	£8,321		
Regeneration and Estates	Cooling	£3,137		
ICT & Customer Services	ICT Hardware and Software via Buying Solutions	£10,000		
Finance	Treasury Management	£5,000		
Regeneration and Estates	Thorpe Lane Phases 3 & 4	£883		£81,000
Regeneration and Estates	Bodicote Old House Refurbishment	£2,575		£236,268
Regeneration and Estates	Coffee Machine supplies	£100		
Regeneration and Estates	Washrooms (Museum/TIC)	£527		
Regeneration and Estates	Fire Systems	£2,554		
Regeneration and Estates	Intruder and CCTV	£3,541		
Leisure	Electricity savings Woodgreen L C	£20,000		
Leisure	Gas savings Woodgree L C	£890		
	Voice and Data	£60,857		
ICT and Customer Services	Sale of Print Room Equipment (Guillotine, Punch & Folder)			£2,000
ICT and Customer Services	Presentation equipment servicing (Reflex)	£2,800		
50/50 - Finance and Urban & Rural	Cash Collection - New Contract	£7,472		
Communications	Printed Media Advertising	£4,100		
Finance	Hosted Payments Solution		£5,199	
Customer Services	Self Service Payment Kiosks		£9,594	
Urban and Rural	Bedding Plants	£9,070		
ICT and Customer Services	Telephony Maintenance	£4,351		
Finance	Bank Charges (Jan - March)	£1,125		
Regeneration and Estates	Washroom services - Bodicote House	£2,339		
Regeneration and Estates	Window Cleaning services	£3,870		
Finance	Insurance Services	£33,177		
Environmental Services	Graffiti Removal	£525		
Environmental Services	Gum Removal	£985		
Environmental Services	PPE/Uniforms	£9,500		
Leisure	Refurbishment of North Oxfordshire Academy Athletics Track	£39		£3,550
	Total:	£316,111	£70,219	£422,818
	Notes			
	1) P Cards - Savings are calculated as £50(CIPFA average) per transaction			
	2) Cashable savings from capital projects - calculated as a saving of 1.09% to reflect the interest earned per annum.			
	3) Prompt Payment Discounts - 15 companies have signed up to date. Savings shown are for discounts received against the glass recycling contract.			
	4) Further £12,000 electricity savings for Woodgreen to be recorded for next year.			

**Appendix 4 -Procurement Cashable and Non-Cashable Savings Achieved for Financial Year 2010 to 2011 as at
31 March 2011**

Service Area	Contract Description	Cashable with budget reduction	Non-cashable	Capital
	5) Further £2,000 gas savings for Woodgreen for next year			

LOCAL GOVERNMENT RESOURCE REVIEW: TERMS OF REFERENCE

Phase 1

The first phase of the Review will consider the way in which local authorities are funded, with a view to giving local authorities greater financial autonomy and strengthening the incentives to support growth in the private sector and regeneration of local economies.

It will look at ways to reduce the reliance of local government on central government funding, increase local accountability and ensure that the benefits of economic growth are reflected in the resources authorities have.

The review will include consideration of changes to the business rates system, and focus in particular on:

- a) the optimum model for incentivising local authorities to promote growth by retaining business rates, whilst ensuring that all authorities have adequate resources to meet the needs of their communities and to deliver the commitments set out in the Spending Review;
- b) the extent to which these proposals can set local authorities free from dependency on central funding;
- c) considering how to fund authorities where locally raised funding would be insufficient to meet budget requirements and control council tax levels, as well as councils who do not collect business rates, such as upper tier authorities, recognising that some parts of the country are currently more dependent on government funding;
- d) reviewing the scope for greater transparency and localisation of the equalisation process;
- e) the position of councils whose business rate yield would be significantly higher than their current spending;
- f) how to ensure appropriate protections are in place for business, within a framework of devolving power to the lowest level possible;
- g) how to deliver Tax Increment Financing proposals against a context of greater retention of business rate revenues;
- h) how various aspects of the business rate system, including business rate revaluation and reliefs, should be treated;
- i) examining the scope for further financial freedoms for local authorities, while standing up for and protecting the interests of local taxpayers, and

- j) the wider implications of rates retention for related policies, including the work of the Commission on the Funding of Care and Support and the Government's other incentive schemes (the New Homes Bonus and the commitment to allow communities to keep the business rates for renewable energy projects).

The Review will take account of the responses made to the questions in "*Local growth: realising every place's potential*". It will also conduct extensive engagement with interested parties, including businesses of all sizes, to ensure that all views and perspectives are taken into account.

Following the announcements at the Spending Review and through introduction of the Welfare Reform Bill that Government will localise Council Tax Benefit, the Review will also consider the design of the new scheme (to be launched in 2013-14) and what flexibilities local authorities should have to help keep overall council tax levels down.

The first phase of the Review will conclude by July 2011, followed by the necessary steps to implement the concluded reforms.

Phase 2

The second phase of the Local Government Resource Review will commence in April 2011 and will focus on Community Budgets. It will be taken forward in parallel with the continued roll out of these Budgets. Detailed Terms of Reference will be published shortly.

Executive

Performance Management Framework 2010/2011 End Of Year Performance Report

4 July 2011

Report of Chief Executive and Corporate Strategy and Performance Manager

PURPOSE OF REPORT

This report covers the Council's performance in 2010/2011, as measured through the Corporate Performance Management Framework.

This report is public

Recommendations

The Executive is recommended:

- (1) To note that, despite tough performance targets and a challenging economic environment, the Council has met or made satisfactory progress on 97% of the performance targets in the Corporate Scorecard (the basket of priority measures) and met or made satisfactory progress on 95% of the performance targets in the Corporate Plan which sets out activities and targets under each of the Council's four strategic priorities.
- (2) To note that the Council has delivered a challenging programme of improvement projects and value for money reviews. Of the 22 projects and reviews scheduled for 2010/11 21 were completed with good or satisfactory outcomes and only 1 delayed due a changing government policy. The improvement programme has directly contributed to the delivery of savings and efficiencies to balance the Council's budget.
- (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 2011/12.

Executive Summary

Introduction

- 1.1 This is a report of the Council's performance in 2010/11 as measured through the Performance Management Framework. Central to this is the Council's Corporate Performance 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 During 2010/11 there have been a series of national policy changes that have had an impact on the way in which local authorities are required to report performance. These include the ending of the national inspection and assessment regime including the national indicators and the comprehensive area assessment (CAA). Cherwell District Council has a strong track record of performance management and has worked to remain focused on service delivery whilst reducing the costs and bureaucracy associated with performance reporting. During 2010/11 the Council reduced its expenditure in this area by approximately £35,000. This report provides a summary of the Council's performance in terms of its local priorities and the national performance reporting requirements that were in place during 2010/11.
- 1.3 To measure performance a 'traffic light' system is used. 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.
- 1.4 It should be noted that although this is primarily a report of corporate performance it 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 climate 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. Furthermore the Council has adapted to the impact of reduced public expenditure in terms of its service delivery in 2010/11 and its financial planning for 2011/12.

We have continued to set and meet challenging performance targets:

- The Council has met or made satisfactory progress on 92% of all the performance targets set out in the Corporate Performance Management Framework. With regards to the Corporate Scorecard 97% of targets have

been met or made satisfactory progress, and in relation to the Corporate Plan, 95% of the performance targets met or made satisfactory progress.

- The Council has delivered its challenging corporate improvement and value for money programme. This has meant the pledge to reduce costs by £800,000 has been exceeded helping to balance the budget for 2011/12 and meet significant savings targets.
- In the Council Tax Leaflet (published in February 2010) the Council outlined its performance promises for 2010/11. Of the 16 promises all have been met with strong performance in some areas and minor issues arising in two. A full summary is given at paragraph 2.5.

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 2010/11:

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. The successful job club partnership has continued with targeted events to improve access and an apprenticeship scheme targeted at young people not in education, employment or training has been continued. The Council's work in this area has been recognised as national good practice and its approach cited by the Centre for Local Economic Strategies.
- **Local Housing:** The Council has delivered 370 new homes, 126 affordable houses, including 40 extra care units, maintained the low number of residents in temporary accommodation at 29, and invested £950,000 in better quality housing for vulnerable people including warm front top up grants, and emergency repairs.
- **Regeneration and Growth:** The Council has 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 Local Development Framework Core Strategy in spite of significant national policy change and reduced resources. High profile projects such as the Miller Road Self-Build scheme are supporting local people to develop new skills and employment opportunities whilst providing affordable housing and work has started on the South West Bicester development.

A Cleaner, Greener Cherwell

- **Waste and Recycling:** The Council has implemented a food waste recycling scheme and exceeded its recycling target. Recycling in Cherwell is now at over 57%.

- **Clean Streets:** The Council has met all its targets for dealing with litter, graffiti, and fly posting, improved enforcement and continued to undertake local environmental 'blitzes' reducing even further the low level of environmental crime. Residents' satisfaction with green spaces in Cherwell has also improved.
- **Climate Change:** The Council has improved its environment credentials by rolling out a new scheme at its depot. This includes greatly improved insulation, low energy lighting and energy saving controls, photovoltaic solar panels, a biomass boiler for heating, a water recycling vehicle wash to save water, together with a much improved fuel installation. This initiative has been short listed for the Environment and Energy Awards for the Best Energy-Efficient Project 2011.

The Cherwell Climate Partnership has undertaken communications activities to inform local people about the impacts of climate change and further reductions in the Council's Co2 emissions from its fleet and offices have been made.

A Safe and Healthy Cherwell

- **Sports and Leisure:** During 2010/11 there were over 1.2 million visits to Cherwell leisure centres and nearly 700 new participants in activities for older people. The 'Play Well' project has been completed and assessed as outstanding, the 'Get Oxfordshire Active' project (aimed at increasing adult participation in sport) has seen 1840 participants and high levels of satisfaction with the programme. Usage of the Council supported sports sites at the North Oxfordshire Academy and Cooper School have also increased during the year with over 75,000 visits recorded.
- **Reducing Crime and the Fear of Crime:** The Cherwell Community Safety Partnership continues its focus on tackling crime, anti-social behaviour and working to combat fear of crime. Crime figures for 2010/11 show a 20% reduction in serious acquisitive crime and 30% reduction in serious violent crime (in comparison with 2009/10). In relation to fear of crime the residents' survey shows that 88% of residents feel safe in their community and at home up from 82% in 2009/10. In terms of Anti-Social behaviour Thames Valley Police have recorded a 15% drop in incidents when comparing 2009/10 and 2010/11. This has been achieved through effective enforcement and a strong partnership between the local policing team and the Council.
- **Health and Wellbeing:** The Council has continued to work closely with partners to press for the best possible services for the district. A variety of health improvement activities have been delivered including, health trainers working to address health inequalities issues in higher risk wards, the health bus providing a one-stop shop services, increased visits to sports centres and an accessible range of activities such as women only swimming sessions.

An Accessible, Value for Money Council

- **Improving access:** the Council continues to focus on improving access for customers, especially the most vulnerable. During 2010/11 over 60 community groups have been visited by outreach specialists to help improve access. 22 Parish Councils have been supported to develop websites helping to improve local information and the Council has also improved its online access to services with over 100 services now available along with a specialist youth website.
- The Council has also continued to improve its engagement with harder to reach groups, supporting the establishment of a Cherwell Faith Forum with local partners and community representatives, embedding the equalities panel and running a 'Knowing our Community' programme for staff and partners, increasing the number of consultations available on the 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. Innovative examples of consultation this year include developing a greater understanding of fear of crime issues in urban and rural areas, public budget consultation and the Connecting Communities programme in Banbury.
- **Delivering Value for Money:** the Council has delivered its programme of Value for Money reviews, meeting the challenge of significantly reducing the Council's budget whilst minimising the impact on frontline services. As a result the Council has exceeded its public pledge to reduce costs by £800,000.
- The Council's innovative "invest to save" approach of creating a corporate procurement team with annual targets ensuring the operation is both self-funding and provides additional returns has secured cashable savings of £0.9m against a target of £625,000 from April 2008 to March 2011 with £306,000 achieved in year against a target of £225,000. Further non-cashable savings of more than £160,000 and capital savings of some £720,000 have been achieved over the same period. The cumulative total for contracts let for more than a year from April 2008 to March 2011 is £1.5m. The 2011/12 Procurement Strategy and Action Plan further develops the Council's approach to long-term planning and collaboration – particularly with South Northamptonshire Council – allowing the team to continue to be self funded and guarantee year on year savings.

In 2010/11 the Council adopted two additional cross cutting priorities reflecting the importance of the Eco Bicester project and a pilot programme of work which aims to tackle deprivation and disadvantage in Banbury.

- **Eco Bicester:** The Eco Bicester Project is the Council's initiative to develop the town as a housing and employment growth location with improved infrastructure and facilities and a special environmental awareness and protection objective. It encompasses the national Eco Town initiative, with a new Eco Town development proposed at North West Bicester and a number of demonstration schemes around the town. The work is already having an impact in "putting Bicester on the map", with both national level and international interest. It is fair to say that

Bicester appears to be at the most advanced stage of planning amongst the four nationally designated Eco Towns.

Over the course of the year the project has continued to make strong progress. Highlights are: approval by all three councils involved in the Strategic Delivery Board of "Eco Bicester - One Shared Vision"; Cooper School, the Garth Eco House, Catholic Church Community Hall demonstration projects approaching completion; award of an additional £3.3M of government pump priming money; the commitment of the Homes and Community Agency additional capital funding to make the early social housing happen; submission of the 400 home exemplar planning application.

There have also been a number of successful consultation and community involvement events including the Eco Bicester Day, the aim of which was to let people know more about the Eco Bicester concept. The event took place in Sheep Street, and outlined some of the things people can do to be more eco-friendly. There was consultation over bus and cycle routes, and more than 200 people completed Love Food Hate Waste pledges.

- **Breaking the Cycle of Deprivation:** during 2010/11 the focus of the Brighter Futures in Banbury programme has been supporting families, children and young people, particularly those not in employment, education or training, referred to as "NEETs". The Council continues to lead the Brighter Futures in Banbury Steering Group, a multi-agency partnership targeting issues of need and health inequalities in Banbury.

The programme is 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, increased community engagement and access to services, public health campaigns and steps to address issues such as anti-social behaviour.

The programme is piloting improved multi-agency working and learning points will be rolled out across the rest of the district in the coming year. A full annual review of this programme has been undertaken was reported to Executive at its meeting on 23rd May 2011.

- 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:

- **Delivery of the Rural Strategy:** A small number of activities programmed for 2010/11 have slipped and will be picked up in 2011/12. This area will be kept under review and a progress report given in the next quarterly briefing.

- **Reduce the amount of waste being sent to landfill:** At year end this measure is reporting amber. The target of reducing the amount of waste sent to landfill by 4000 tonnes is slightly off track with a reduction of 3700 tonnes. Reducing waste and increasing recycling remain strong priorities for the Council and continued focus will be given to meeting targets during 2011/12. It is worth noting that the national trend for the amount of tonnage is reducing and that Cherwell continues to set challenging targets for waste reduction and recycling.
- **NI 187 (a & b) - Tackling Fuel Poverty:** Both parts of this indicator are reporting red at year end this is not unexpected due to the rising costs of energy and benefits dependency. The housing team have undertaken a survey to increase understanding of the issue and is currently developing a series of anti-fuel poverty actions that will be included in the new housing strategy. Measures such as the £99 insulation deal have also been put in place to help support local residents.

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:

- The use of contractors and consultants
- The Council's value for money programme
- Sickness and absentee management
- Food waste processing

The Performance Scrutiny Working Group continues to provide a good opportunity for Councillors to be involved in both reviewing performance information and working in more detail on performance related matters where required.

Conclusion

1.8 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.

Background Information

2.1 Introduction

Section two of this report provides a more detailed overview of the Council's performance in 2010/11 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 2010/11. 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 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 2010/11 the Executive requested progress reports on a number of issues where performance targets were at risk of not being met, progress was off track or there were other issues or risks identified. A summary of the end of year position against all matters raised during the year is below.

Cherwell: A District of Opportunity

During 2010/11 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 target to achieve 300 new homes was off track. At year end performance has picked up and the target has been exceeded with a result of 370 new homes delivered.
- Throughout the year Executive Reports have highlighted issues with regards to the Local Development Framework (LDF - Core Strategy). The development of the LDF has been subject to delays due to changing national policy requirements and the impact of the localism bill. During the fourth quarter of 2010/11 the Executive received a report on the Draft Core Strategy and work was progressed with regards to population and demographic projections. At their meeting on 23rd May 2011 the Executive agreed a development strategy based on the new household and population projections.

- In quarter two the report highlighted issues with the target to help support job creation in the District with the announcement from Vodaphone that it would close its Banbury Office significant redundancies expected. The Council provided support to Vodaphone including hosting an onsite Job Club for employees.
- The percentage of planning appeals allowed against a refusal decision. This indicator has been kept under review during the course of 2010/11 including a full review of all planning appeals decisions commissioned by the Corporate Management Team. No single underlying cause was found and it is acknowledged that this is an indicator that can be easily affected by adverse outcomes measured against a low number of appeal cases.

A Cleaner, Greener Cherwell

No significant performance risks or issues were identified in relation to this strategic priority during 2010/11.

A Safe and Healthy Cherwell

No significant performance risks or issues were identified in relation to this strategic priority during 2010/11.

An Accessible Value for Money Cherwell

- In quarter 1 it was noted that the ambition to publish an additional edition of the Council's magazine Cherwell Link would not be met. This was due to budgetary constraints. At year end this position remains and no additional editions of Cherwell Link are planned for 2011/12.
- In quarter 2 issues around partnership working were highlighted. This included the impact national policy changes on partnerships and the challenging funding decisions being made that were likely to affect partnership programmes. Many of the implications have been felt first at the County level and changes in the role of the Health and Well Being Partnership, the Public Service Board and the Economic Partnership have been noted. Cherwell District Council has decided to retain its partnership register and continue monitoring performance against its core partnerships, highlighting changes in performance reports where appropriate. Partnership risks have also been updated in the risk register. For Cherwell specific partnerships many continue as they continue to key strategic objectives.
- Strategic Risks: given the significant changes facing the Council in terms of reducing budgets and shared management the Extended Management Team undertook a full review of the strategic risks facing the Council in quarter four of 2010/11. The updated risk register has also been reviewed by the Accounts, Audit and Risk Committee.

2.3 Overview of Performance

During 2010/11 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 and reducing public expenditure.

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 by			No. of targets set
	Green	Amber	Red	
Corporate Scorecard	90%	7%	3%	28
Local Area Agreement*	67%	8%	25%	12
Corporate Plan **	83%	12%	5%	94
Priority Service Indicators***	66%	14%	20%	35
Strategic Service Projects	72%	14%	14%	7
Corporate Improvement Plan	91%	4.5%	4.5%	22
Significant Partnerships	79%	16%	5%	19
Total targets by Green/Amber/Red status number (%)	173 (80%)	25 (12%)	19 (8%)	217 (100%)

* 3 targets in the Local Area Agreement do not have data as the place survey on which they are based is no longer a requirement. They have been excluded from the figures in this table. 1 target relies on data from central government that has not yet been provided.

** 2 national indicators that were part of the corporate plan have been discontinued in year. They have been excluded from the figures in this table.

*** 3 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 2010/11 the Government revoked the requirement to undertake a Local Area Agreement. Cherwell District Council continued to monitor its LAA targets as they were embedded in the Council's corporate plan and reflected local priorities particularly in relation to housing and the environment.

Successes

- The cleaner, greener targets around improving street cleanliness in terms of litter, detritus and fly tipping have all been met.
- NI 156 – the number of households 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

- Several of the indicators in the LAA (measured by the national place survey) have been dropped during 2010/11 and no data will be published. These are clearly marked in appendix 2.

The Cherwell Sustainable Community Strategy

2010/11 has been the Cherwell Local Strategic Partnership's first full year. The Board has focused on its role as a community leader by establishing two major consultative forums for local residents. These are the disability forum and the faith forum. Both provide a good opportunity for local partners to work with community representatives to help improve public services and provide opportunities for improved engagement.

The Cherwell Local Strategic Partnership has also continued to work with the Brighter Futures in Banbury group (with the Council providing the Chairmanship) to lead the local delivery of the Oxfordshire 'breaking the cycle of deprivation programme'. Key achievements include:

Successes

- Opening of 'The Hill' Youth Centre including funding for a youth worker to support young people and their families and work in schools to help prevent youth homelessness
- The first *Prince's Trust Programme* for Banbury, offering intensive supporting and transforming the lives of a group of Banbury's NEET young people
- Funding for two *Transition Workers* from September, so far supporting 75 young Banbury people from dropping out and becoming NEET from college or employment, with a long term estimated saving of over £12m in average lifetime cost to the public purse
- An increasing spotlight on volunteering, successfully enrolling young volunteers at a Making a Difference *Volunteering Day* at the local college (OCVC)
- A new family learning course for parents and carers in four Banbury Children's Centres
- Intensive support programme for 20 families in Banbury to help them help themselves and reduce the cost and impact of their problems on the community and service providers (estimated at £55,000 per family per year)

Issues

- Looking forward 2011/12 will be a critical year for the Cherwell Local Strategic Partnership. In a context of increasing financial constraint the partnership will need to focus on its priorities and ensure that it focuses on areas of most need. It is likely that there will be some new members of the LSP Board and they will need support to develop their roles.

2.5 **Corporate Scorecard – Corporate Plan Performance Pledges**

In 2010/11 the Council made 16 performance pledges 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 14 were met in full with issues arising in two. Full details are in appendix one.

Successes

- **Contribute to the creation of 200 new jobs in the district** during 2010/11 the Council has met its target of contributing to the creation of 200 new jobs in the district. However, economic conditions remain challenging for residents and local businesses with some jobs lost. The economic development team continue to support local businesses through advisory services.
- **Help another 1000 local people at the Bicester and Banbury Job Clubs.** The Council has worked with partners to support the job clubs. In the past year they have been successful with 1,568 visits by job seekers. The model has also been adopted by other authorities recognised as a national good practice.
- **Deliver 100 affordable homes** 123 new affordable homes have been delivered in 2010/11. This includes 40 extra care units in Banbury completed in March 2011.
- **Launch a new programme of work to tackle disadvantage in Banbury.** The programme has commenced with successful projects to support apprenticeships and training for young people not in education, employment or training, to improve health and access to local services.
- **Make significant progress on the Eco Bicester demonstration projects.** All of the demonstration projects are underway and on track for completion.
- **Work with partners to deliver another year of reduction in crime and anti-social behaviour.** Anti-social behaviour in Cherwell is down by 15%, criminal damage down by 9.4% and serious acquisitive crime is down by 20%. CCTV which is owned by the Council and operated in conjunction with Thames Valley Police was responsible for 466 arrests with nearly a third directly attributable to the operators witnessing a crime.

- **Continue to support the provision of the best possible services at the Horton Hospital.** The Council has continued its role as a community champion for retaining services at the Horton. Progress has been made during 2010/11 with regards to paediatrics and anaesthetic services.
- **Attract an extra 100,000 visits to new and refurbished leisure centres and Woodgreen Pool.** During 2010/11 more than 1.2 million visits were recorded significantly exceeding the target.
- **Increase satisfaction with street and environmental cleanliness from 67% to 69% of residents satisfied.** In our annual survey 72% of respondents said they were satisfied or very satisfied with street and environmental cleanliness.
- **Increase household recycling rates to 55%.** A rate of 57.3% has been achieved.
- **Deliver a further year of reduced Co2 emissions.** Both the Council's buildings and vehicles are showing good reductions. Sports centres emissions are up slightly, however this reflects increased usage and capacity following the development programme.
- **Reduce our costs by a further £800,000.** This has been achieved through the Council's programme of value for money reviews.
- **Deliver a below inflation Council Tax increase for 2011/12.** The Council has taken advantage of the national council tax freeze and the budget for 2011/12 has been prepared with a 0% increase in council tax.
- **Double the number of Council services that can be booked, paid or applied for online.** More than 100 Council services are now available online.

Issues

- **Work with partners to make significant progress on the Bicester Town Centre Development.** Good progress has been made on the infrastructure works but there are some delays relating the outstanding land acquisition. These will be resolved through a Planning Inquiry.
- **Continue to support new and improved health services for Bicester and the surrounding areas.** The Council continues to work with Oxfordshire NHS to improve health services. Some delays to the programme mean that the proposed procurement process will now start in 2011.

2.6 Corporate Scorecard – Financial Performance

There are two finance targets in the corporate scorecard (revenue and capital variance against projected budget) and both are rated green.

Successes

- 2010/11 has been a challenging year with some cuts to the budget required as a result of the national economic position. In spite of these challenges the Council is forecasting a budget outturn within its 2% tolerances. In 2010/11 the Council also reviewed its medium term financial strategy, in the light of reducing grant allocations for the forthcoming years and has produced a balanced budget for 2011/12 whilst minimising the impact on frontline services.

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 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 2010/11 was 7.15 in comparison to 7.29 in 2009/10

2.8 Corporate Scorecard – Customer Feedback

There are four customer satisfaction targets included in the Corporate Scorecard covering: satisfaction with customer service when contacting the Council, the results of a mystery shoppers survey, 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.
- Increased press coverage and the Council's quarterly newsletter, focused on our services and strategic priorities have resulted in 69% of residents feeling well informed about the services the Council offers. An improvement on performance in 2009/10 which was 65%.

Issues

- Mystery Shoppers: The telephone mystery shopping survey that the Council usually undertakes has been delayed. This decision was undertaken in order to measure the impact of planned improvements in the service and the survey will be undertaken in 2011/12. Face to face mystery shopping was completed and results show an improvement in performance in comparison with 2009/10.

2.9 Corporate Plan Performance

The Corporate Plan is the Council's five year action plan to address its 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 economic climate or new government policy.

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.

Table 3: Summary of Corporate Plan Performance against Strategic Priorities

In total 77 of the Council Plan targets were met in full, 12 reported Amber (being within 10% of target) and 5 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	30	20	20	24	94
Green	23	18	16	20	77
Amber	5	2	3	2	12
Red	2	0	1	2	5

In 2010/11 two cross cutting priorities were added to the corporate plan. These were to support the delivery of Eco Bicester and to establish a programme of work aimed at breaking the cycle of deprivation. Table 4 provides a summary of the Council's performance against these two priorities.

Table 4: Summary of Corporate Plan Performance against Cross Cutting Priorities

	Eco Bicester	Breaking the Cycle of Deprivation	Total
No. of targets	5	3	8
Green	4	3	7
Amber	1	0	1
Red	0	0	0

Full details are in appendix three.

2.10 Priority Service Indicators Performance

Our priority service indicators are a mixture of locally determined measures and performance indicators that have previously been measured at a national level. There are 35 targets within this framework of which 3 rely on data from third parties which is not yet available. In 2010/11 we made satisfactory progress against 28 of the indicators and missed 7 of our targets.

Full details are in appendix four.

Successes

- NI 181 Time taken to process benefits claims: Progress has been made in 2010/11 in all areas of benefits processing. This has been due to the bedding-in of the contract with Capita and the continued focus of performance improvement.
- Number of repeat homelessness cases, in 2010/11 our performance was better than target, recording one repeat case against a target of five.
- Percentage of invoices paid within 30 days: performance for 2010/11 was at 98.6% against a target of 98%. This follows a series of actions to improve performance including discussions at scrutiny committee and guidance for managers.
- 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.
- Number of pupils visiting Banbury Museum, this year the museum has achieved an excellent record of school visits both in terms of numbers and feedback from visitors.

Issues

- Collection of Council Tax and NNDR: our performance is slightly off track against target. However NNDR collection rates are up on 2009/10 and at 98.6% against a target of 99%. The Council is continuing to work with Capita to improve its performance and meet its challenging targets.
- NI 182 - Satisfaction of business with local authority regulation services: Although satisfaction remains high performance is slightly off track. Steps are being taken to improve performance and response rates to satisfaction surveys.
- NI 157a - Processing of major applications within 13 weeks: A continued low level of major applications coupled with a number of key applications requiring additional negotiations beyond 13 weeks means that this target has not been met. The Council has reviewed performance during 2010/11 in terms of planning and has not identified any additional causes underlying this issue.

2.11 Strategic Service Projects

There are seven 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. Five of the projects are reported as green, one amber and one red. Full details are in appendix five.

Successes

- Eco Bicester: the demonstration projects are progressing well. The Garth demonstration house opened in May, funding for Bryan House has been

secured and the Cooper School Sixth form is due to complete in September 2011.

- Flood Alleviation Project: construction has now started on site and completion is expected in early 2012.
- South West Bicester Development: housing development is now underway

Issues

- Banbury Cultural Quarter: the project has been deferred as a result of County Council funding decisions.
- Bicester town centre redevelopment: the main infrastructure works have been completed but the need to make a compulsory purchase order has slowed progress on the rest of the project. It is hoped that the scheme will proceed later in 2011.

2.12 Corporate Improvement Plan

Executive agreed the 2010/11 Corporate Improvement Plan and Value for Money review programme at the end of 2009/10. The priorities of the plan were aimed at ensuring the Council meets its objectives by focusing on the strategic challenges facing Cherwell. These include services for younger and older people, improving community cohesion, improving data quality and customer information, promoting equality and managing assets. The wider context of reducing public expenditure required a proactive approach to finding efficiencies and a challenging programme of 10 value for money reviews was set.

Full details are in appendix six.

Successes

- Eight Value for Money (VFM) reviews were completed during 2010/11 and two are on track to be completed in the first quarter of 2011/12. The reviews have exceeded targets and the savings have helped contribute to meeting the Council budget targets in 2011/12.
- The Council has appointed a shared Chief Executive with South Northamptonshire Council, the first step in a shared management programme that will deliver significant cost reduction for both authorities. During the year several shared service opportunities have also been achieved, including a joint building control service.
- Equalities: the Council continues to make good progress on its equalities action plan. A full programme of impact assessments have been undertaken, the consultation equalities and access panel continue to meet regularly and contribute to improving customer service and access. During 2010/11 an equalities inspection was planned. However, it was decided that the Council would not commission this inspection and takes the costs associated as an efficiency saving (in the order of £5000). A full self assessment was undertaken instead, using the national standards, and areas of strength were identified along with areas for improvement. These

have been included in the corporate equalities plan for 2011/12. The equalities self assessment is available as a background paper to this report.

Issues

- **Community Cohesion:** as the year progressed it has become clear that a wider scope for this project was required. The removal of the community cohesion grant and the emerging Big Society policy agenda means that this project has been broadened to address community development fundamentally and forms part of the 2011/12 improvement programme.
- **Services for Young People:** as the County Council is changing the way services for young people will be delivered Cherwell District Council will need to review its work in the light of these changes.

2.13 **Significant Partnerships Performance**

The Council has identified 19 partnerships as significant due to the level of resources involved or the impact on the Council's strategic priorities. Of these nine are partnerships at the county-wide level. 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.

To support this work there is time in the annual internal audit programme to review partnerships and training is made available for Members involved in partnerships and outside bodies. During 2011/12 the role of partnerships will continue to evolve as national policy guidance changes, partnership working will continue to be a focus of the performance management framework.

Successes

- **Cherwell Local Strategic Partnership**
During 2010/11 the partnership has established a faith forum for Cherwell, supported by the Council and led by the LSP faith representative. The partnership has been given a clean bill of health in its audit and has also coordinated local consultation responses to the Local Transport Plan, the County Council proposals for new children and young people services hubs. The Board is also keeping a watching brief on the implications of funding reductions locally and the impact of these on the local voluntary sector.
- **North West Bicester Strategic Delivery Board**
The Board has met four times and continues to oversee the delivery of Eco Bicester. Work has been undertaken to develop a single shared vision for the programme, demonstration projects are well underway as are proposals for the eco development.
- **Kidlington Village Centre Management Board**
This year the Partnership has contributed to the development of major projects such as the pedestrianisation scheme, Watts Way parking and market operations.

- **The M40 Investment Partnership**
The Partnership has continued to deal with day to day commercial property enquiries and input into major business investments at the pre-planning application stage.
- **Cherwell Homelessness Strategy Partnership**
The Partnership continues to work to tackle homelessness and the current focus is on outreach work to support victims of domestic violence.

Issues and Opportunities

- **County wide partnerships**
Given the significant amount of national policy change in relation to partnerships and associated requirements many county wide partnerships are in a state of flux. The public service board has been put on hold and the spatial and infrastructure partnership is now working with the Oxfordshire Local Enterprise Partnership (LEP) on matters relating to Economic and Infrastructure development. The Health and Wellbeing Board will be reviewing its terms of reference to taken into consideration the impact of NHS changes. As such, a close watching brief of partnerships is ongoing and an update will be provided in the next quarterly Executive performance report.

It is also worth noting that Cherwell is a member of both the Oxfordshire LEP and the South Midlands LEP, the rationale for this is to maximise the opportunities generated by our geographic location on the border of both areas. Future quarterly reports will provide an update on progress in relation to both LEPs.

2.14 Strategic Risk Review

During 2010/11 the Council's risk and performance management and monitoring framework were fully integrated with shared data management software and a monthly reporting cycle for all strategic, corporate and partnership risks. This approach has proved successful with reports received by Executive and the Accounts, Audit and Risk Committee. In the last quarter the Council's extended management team (EMT) met and undertook a full review of all strategic, corporate and partnership risks and updated the register for 2011/12.

The Council has 19 strategic risks identified on its risk register that are reviewed as part of an integrated performance and risk management framework on a quarterly basis. During 2010/11 two additional risks were identified and added to the register, these were the strategic risk of the shared management programme and the corporate risk of fraud. Operational risks are reviewed at the service level. All strategic risks have been reviewed this quarter and there are no significant additional issues arising. (See appendix 8).

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 2010/2011. 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.

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

Efficiency Savings – There are none arising directly from this report. The Performance Management Framework is designed to improve performance and financial management, including the avoidance of overspending and under spend, 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. .

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

Legal: Maintaining National Indicators is no longer a legal requirement.

Comments checked by Nigel Bell, Team Leader - Planning and Litigation / Interim Monitoring Officer, 01295 221687

Risk Management: The Performance and Risk Management Framework is designed to assist the Council in managing and monitoring delivery of its strategic objectives. Managers are required to maintain their sections of the risk register, and update their risks no less frequently than quarterly, strategic risks are updated monthly. 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.

The author of this report is responsible for the performance and risk management framework, Claire Taylor, Corporate Strategy and Performance Manager, 01295 221563.

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. A set of performance measures is audited each year as part of the internal audit programme to spot check data quality issues.

Comments checked by Ros Holloway, interim officer for data quality, 01295 221751

Wards Affected

All

Corporate Plan Themes

The Performance Management Framework covers all of the Corporate Plan Themes

Executive Portfolio

Councillor Nigel Morris
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
Background Papers	
Cherwell District Council – Consultation Strategy Review 2010/11	
Cherwell District Council – Equalities Self Assessment	
Cherwell District Council – Brighter Futures in Banbury Annual Report	
Report Author	Claire Taylor, Corporate Strategy and Performance Manager
Contact Information	01295 221563 claire.taylor@cherwell-dc.gov.uk

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Corporate Scorecard 2010/2011		April 2010 - March 2011		Total GREEN	22	25	
				AMBER	5	2	
				RED	1	1	
				NO DATA (N/A)	0	0	
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date				Quarter Four
Working in Partnership							
Local Area Agreement	Corporate Strategy, Performance & Partnerships	Quarterly	The Local Area Agreement is no longer being monitored by the Oxfordshire Public Services Board. However, as the indicators within it reflect local priorities, Cherwell and the other Oxfordshire District Councils continue to monitor progress.				A
Cherwell Sustainable Community Strategy	Corporate Strategy, Performance & Partnerships	Quarterly	Delivery on the Sustainable Community Strategy continues to be monitored. Progress is good but further work needed to ensure the delivery of the aspirations in the Sustainable Community Strategy, especially in the light of new policy agendas.				G
Corporate Plan Pledges							
A District of Opportunity							
Contribute to the creation of 200 new jobs	Planning Policy & Economic Development	Monthly	During March, 9 jobs were gained and 157 were lost. In quarter 4, 83 jobs were identified through Cherwell's Economic Development Service contacting businesses directly. In 2010/11 3560 jobs were gained and 2673 lost. Net: 887 gains.				G
Help another 1000 local people at our Bicester and Banbury job clubs	Planning Policy & Economic Development	Monthly	1,568 visits by job seekers during 2010-11 112 Job seekers helped in March 2011 82 in Banbury, including a retail special, 30 in Bicester 1,568 visits by job seekers were made to the weekly Job Clubs for the 12 months to the end of March 2011. Of 24 job seekers completing a satisfaction survey, 11 had found jobs and 19 would recommend Job Clubs to other job seekers. Whilst some job seekers are disappointed not to have employers at each Job Club, the coaching and skill development support offered is particularly appreciated.				G
Deliver 100 new homes for those in need of better housing	Housing Services	Monthly	Successful delivery of affordable housing continues. Following the completion of 40 units of Extra Care housing on schedule by March 2011, total completions stand at 123. With regard to the coming year delivery for 2011/12 is currently expected within the range of 125 to 236 units.				G
Work with partners to make significant progress on completion of Bicester town centre development	Regeneration & Estates	Monthly	The on-site construction depends on the final land acquisitions being completed, and the Council has made a Compulsory Purchase Order to ensure this is achieved. The Order cannot be confirmed until a public inquiry has been held, and that inquiry will commence on 17 May 2011.				G
Launch new programme of work to tackle deprivation in Cherwell	Strategic Director - Environment & Community	Monthly	Good progress on multi agency actions. Further communications activity being developed. Concern regarding the impact of and change resulting from reduced future public sector resources. New children, young people and families hub proposed for Banbury to focus resources on those most in need.				G
Make significant progress on all the Bicester eco town demonstration projects	Planning Policy & Economic Development	Monthly	All the eco town demonstration projects are making significant progress.				G
A Safe and Healthy Cherwell							
Work with partners to deliver yet another reduction in crime & ASB offences	Safer Communities, Urban & Rural Services	Monthly	Continued trend of crime reduction with serious acquisitive crime showing a 20% reduction between 2009/10 and 2010/11				G
Continue to support the provision of the best possible services at the Horton Hospital	Recreation & Health	Monthly	Good progress on paediatrics and anaesthetics where recruitment process and implementation almost complete for new service delivery models. Concern about maternity due to uncertainty over loss of training roles arising from changes at a national level which are an essential part of the agreed future service model. Clarity being sought and alternative options being progressed.				A
Continue to support new and improved health services for Bicester and surrounding areas	Recreation & Health	Monthly	Procurement delay. Soft market testing undertaken from early 2011 which has concluded in the Oxfordshire PCT Board supporting a Stage 2 Business Case to proceed to a formal procurement process during 2011.				A
Attract an extra 100,000 visits to new & refurbished leisure centres and Woodgreen Pool	Recreation & Health	Monthly	Over 1,136,795 visits were recorded at March 2011 against target total of 1,078,566				G

Corporate Scorecard 2010/2011							Total GREEN	22	25
April 2010 - March 2011							AMBER	5	2
							RED	1	1
							NO DATA (N/A)	0	0
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date				Quarter Three	Quarter Four	
A Cleaner, Greener Cherwell									
Increase satisfaction with street & environmental cleanliness from 67% to 69%	Environmental Services	Monthly	Customer satisfaction 72% in annual customer satisfaction survey				G	G	
Increase household recycling rate to 55% by 31 March 2011	Environmental Services	Monthly	Recycling rate of 57.3% achieved				G	G	
Deliver a further year of CO2 emissions reductions from the council	Environmental Services	Monthly	Buildings and fleet showing good reduction in emissions. Sports Centre emissions up - overall a very small reduction is expected although all data not ready until mid May				A	G	
An Accessible, Value for Money Council									
Reduce our costs by a further £800,000	Finance	Monthly	Public promise of £800K has been achieved.				G	G	
Deliver a council tax increase in 2011/12 which is below inflation	Finance	Monthly	The Council has taken advantage of the Council Tax Freeze Grant and the budget for 2011/12 has been prepared with a 0% increase in Council Tax.				G	G	
Double the number of council services that can be booked, paid for or applied for online from 50 to 100	Customer Services & Information Systems	Monthly	More than 100 online services are now available on our website. Top five online services for 2010/11 year are:- Bin calendar collection: 4034 Report a missed bin: 860 Parking excess charge notice appeal: 707 Council Tax Direct Debit: 525 Bin Ordering: 374 During 2011/12 more fully integrated services will be developed as part of the customer service improvement programme				G	G	
Priority Service Indicators									
Performance against the basket of Priority Service Indicators	Corporate Strategy, Performance & Partnerships	Monthly	80% of Priority Service Indicators reported at year end were Green or Amber				R	R	
Financial Performance									
Percentage variance on revenue budget expenditure against profile (+2%/-5%)	Finance	Monthly	Outturn will be within approved budget tolerances				G	G	
Percentage variance on capital budget expenditure against profile (+2%/-5%); Other projs	Finance	Monthly	On target at year end taking into account previously approved slippage at Executive. The Outturn Report to go to Executive in June will provide the actual year end position and any additional slippage that may be required.				G	G	
Human Resources									
Staff turnover (voluntary leavers)	People & Improvement	Quarterly	Staff turnover very low due to current economic climate				G	G	
Number of days lost through sickness	People & Improvement	Quarterly	Sickness is broken down as 57% short term and 43% long term. Slight overall reduction on last year.				G	G	
Workforce capacity (excluding temporary, casual and agency staff)	People & Improvement	Quarterly	Corporate capacity remains high - well within target.				G	G	

Corporate Scorecard 2010/2011											
April 2010 - March 2011											
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter Three			Quarter Four				
				Total GREEN	AMBER	RED	NO DATA (N/A)	Total GREEN	AMBER	RED	NO DATA (N/A)
				22	5	1	0	25	2	1	0
Customer Feedback											
Ensure at least 82% of residents say they feel safe at home and in the community	Safer Communities, Urban & Rural Services	Monthly	Survey results show 88% of residents feel safe	G				G			
Ensure that 66% of our customers when asked feel well informed about the Council	People & Improvement	Monthly	Increased press coverage across the district has kept customers informed of decisions that affect our services to them. The figure for 2010/11 was 69%.	G				G			
Ensure that at least 95% of our customers are satisfied with our customer service when contacting the Council	Customer Services & Information Systems	Monthly	This has consistently remained over 95% satisfaction	G				G			
Achieve above average performance in a nationally comparative mystery shoppers survey	Customer Services & Information Systems	Monthly	This target has been rolled forward to align with the timescale for the customer service improvement programme.	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)	Corporate Strategy, Performance & Partnerships	Annual	Satisfaction survey completed. General trend of improvement. Overall satisfaction: 2006 = 60% 2007 = 65% 2008 = 67% 2009 = 67% 2010 = 73%								

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Local Area Agreement 2010/2011 April 2010 - March 2011									
	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment		
Cherwell: A District of Opportunity									
N1154 Net additional homes provided	195	136	G	370	181	G	End of year figure of 370 net completions exceeds the 2009 Annual Monitoring Report forecast of 181 by 189 dwellings. The main reasons for this are faster than expected progress in the delivery of housing at Cassington Road, Yarnton, and the contribution made by small unidentified windfall sites which are not included in forecasts of supply from specific sites.		
N1155 Number of affordable homes delivered (gross)	48	28	G	126	100	G	The affordable housing delivery for 2010/11 reached 126, exceeding the target of 100.		
N1156 Number of households living in temporary accommodation	24	33	G	29	33	G	The work of housing services has continued to maintain historically low usage levels of expensive temporary accommodation.		
A Safe and Healthy Cherwell									
N1008 Adult participation in sport and active recreation (%)	N/A	N/A	n/a	20.4	24.2	R	Cherwell Active People Survey (APS) result for survey 4 (Oct 09 - Oct 10) was 20.4% which although lower is not considered a statistically significant change from APS 3. This is a national survey which is undertaken by Sport England across each county and district area.		
N1021 Dealing with local concerns about ASB and crime	N/A	N/A	n/a			n/a	No data due - Place Survey has been discontinued.		
N1110 Young People's participation in positive activities (%)	N/A	N/A	n/a	56.7	78.5	R	The previous data collection survey "Tell Us" has been declared inaccurate with flawed methodology. Subsequently, OCC has now undertaken a new survey (PIPA) to determine the current baseline. The PIPA survey undertaken in Oct/Nov 2010 to measure Positive Activities for young people shows 63.5% of year 10 students in Oxfordshire had, in the previous 4 weeks, taken part in group activity led by an adult outside of school. The target was 57.9%.		

Local Area Agreement 2010/2011 April 2010 - March 2011									
	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment		
A Cleaner, Greener Cherwell									
N1185 CO2 reduction from Local Authority operations	N/A	N/A	n/a		4.00	n/a	Data not yet available.		
N1188 Planning to Adapt to Climate Change	2.00 March 2010	2.00 March 2010	G	2.00	3.00	R	This National Indicator has been scrapped. The score relates to meeting some criteria and it being verified by Department for Environment, Food & Rural Affairs (DEFRA) - this will no longer occur. However generally services have adapted to climate change and many of the requirements for level 3 have been met but to meet them all would have had a revenue implication		
N1191 Residual household waste per household (kg)	300.03	296.25	A	415.28	395.00	A	The food recycling was successfully launched but the reduction in waste to landfill particularly in the last three months was less than expected. Target data amended as incorrect as at Q3 end.		
N1192 Percentage of household waste sent for reuse, recycling and composting	59.27	58.00	G	57.43	56.00	G	Significant rise on 51% in 2009/10 - recycling rate of 58% expected but recycling rate for the last few months slightly below expectations		
N1195a Improved street and environmental cleanliness (litter) (%)	2.00 (Nov)	4.00 (Nov)	G	2.00	4.00	G	Around 98% of all streets clean at any time		
N1195b Improved street and environmental cleanliness (detritus) (%)	6.00 (Nov)	9.00 (Nov)	G	8.00	9.00	G	Around 8% of all areas inspected have detritus levels below standard - this is a good performance in a rural area		
N1196 Improved street and environmental cleanliness - fly tipping	1.00 March 2010	1.00 March 2010	G	1.00 March 2011	1.00 March 2011	G	Overall number of fly tips showing a small fall. Enforcement actions still at a good level. The '1' score means falling fly tips and increasing enforcement action - its the highest score.		
Cherwell: An Accessible, Value for Money Council									
N1005 Overall/general satisfaction with local area	N/A	N/A	n/a	n/a	n/a	n/a	No data due - Place Survey has been discontinued.		
N1140 Fair Treatment by local services	N/A	N/A	n/a	n/a	n/a	n/a	No data due - Place Survey has been discontinued.		
N1179 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)	800000.00	600000.00	G	800000.00	800000.00	G	Public promise target of £800k savings was achieved successfully by November 2010		

Corporate Plan 2010/2011 Action Plan April 2010 - March 2011			
	Quarter Three	Quarter Four	Comment
Cherwell: A District of Opportunity			
Submit LDF Core Strategy	A	A	Work is progressing on the population and demographic projections that will underpin the re-assessment of the development strategy in the Draft Core Strategy. A report was approved by the March Executive, and it is hoped that a further report will be brought to the May Executive.
Start Eco Bicester Demonstration Projects	A	G	All off site projects underway. Demonstration building at the Garth due to open in May 2011. Homes and Communities agency funding secured for Bryan House project. Cooper School Sixth Form due to complete in September 2011. Travel Behaviour project progressing
Strategy in place for Canalside Banbury	A	A	Progress on the Supplementary Planning Document (SPD) has been halted while work is done to assess the flooding risk to the area and further advice is received from the Homes and Communities Agency (HCA) on delivery models. Model expected from the Environment Agency (EA) imminently and this will reactivate work on the SPD.
Significant construction progress on Eco Bicester development	G	G	An implementation brief for NW Bicester has been prepared by the applicants with completions commencing in Q1 2012. Hybrid planning application for housing led mixed use development submitted and expected to be determined in May 2011.
LDF draft to include proposals for at least two major new business sites	A	A	Work is progressing on the population and demographic projections that will underpin the re-assessment of the development strategy in the Draft Core Strategy. A report was approved by the March Executive, and it is hoped that a further report will be brought to the May Executive.
Maintain the partnership delivering job clubs in Banbury and Bicester	G	G	Review agrees to develop Job Clubs further. The partnership has been maintained. A review meeting, Chaired by the MP, agreed to develop the service throughout 2011-12, looking at special events and increasing use of libraries for enhanced support to job seekers. Banbury and Bicester Job Clubs have provided the basis of a national Work Club programme and during 2010-11 were recognised by the Centre for Local Economic Strategies as being 'best practice'.
Initiate direct local job creation & skill development scheme	G	G	The apprentices have had their contracts extended until September this is a reflection of skills and development since being at CDC. To their credit they started their journey March 2010 as school leavers with very little work experience and have progressed to young capable working adults. The apprentices have been given the opportunity to become Poll Clerks for the coming local elections. They have all achieved their NVQ level 2 in Business and Administration along with the Technical Certificate and Key Skills and whilst employed by CDC will be able to attend in house training courses.
Focus economic development & housing support for disadvantaged individuals in Banbury	G	G	Brighter Futures in Banbury is overseeing a programme of activities to support vulnerable Cherwell residents, the good practice is being rolled out across the rest of Cherwell.

Corporate Plan 2010/2011 Action Plan April 2010 - March 2011			
Deliver £300,000 funding for transport infrastructure through developer contributions	A	G	Achieved (Upper Heyford permission). Full report on planning obligations achieved during year to be prepared.
Achieve 300 new homes	R	G	This year has seen wide fluctuations in housing completions which have been reflected in differing RAG scores over the course of the year. The end of year figure of 370 net completions is better than expected and exceeds the 2009 Annual Monitoring Report forecast of 181 by 189 dwellings. The main reasons for this are faster than expected progress in the delivery of housing at Cassington Road, Yarnton, and the contribution made by small unidentified windfall sites which are not included in forecasts of supply from specific sites.
Deliver 100 affordable homes	G	G	Successful delivery of affordable housing continues. Following the completion of 40 units of Extra Care housing on schedule by March 2011, total completions stand at 123. With regard to the coming year delivery for 2011/12 is currently expected within the range of 125 to 236 units.
85% customer satisfaction with Choice Based Letting Scheme	G	G	Housing Services standards for processing housing applications continue to be met
Revise Cherwell Housing Strategy responding to the recession	G	G	Plans are on course. Interim measures in place. Revised plans to bring forward a Cherwell Housing Strategy were agreed by the Council Executive in January 2011. A new Housing Strategy will be become effective in 2012 and in the interim the Cherwell and Economic Climate Action Plan sets out the Council's priorities for Housing Services in the context of the full range of national changes underway
Temporary Accommodation Strategy outcomes achieved	G	G	The pro-active efforts of Housing Services are maintaining a low level use of temporary accommodation: 29. Where temporary accommodation is required, there will be an improved supply of 6 units at Bicester in conjunction with the Bryan House development.
Spend £420,000 on investing in better quality housing for vulnerable people	G	G	Investment continues to make a real difference The £950k Disabled Facility Grants Budget has been fully spent. A further £270k of discretionary grants for vulnerable people has been spent (made up of £121k landlords home improvement grants, £108k emergency repair grants, £39k discretionary DFGs and £1.5k warm front top-up grants)
Start Banbury Flood Alleviation Scheme	G	G	Environment Agency Contract started on site 21/3/2011
Prepare the outline strategy for the future of Banbury Town Centre	G	G	The preparation of this is proceeding as planned
Start scheme for enhancement of Market Square in Bicester	G	G	Although plans have been prepared and consulted upon, it will not be possible to implement any works until after the town centre development has ceased using the area as a temporary bus station, in early 2013 at the earliest. Meanwhile Oxfordshire County Council (OCC) are reviewing their proposals with local traders. No action currently required.
Develop implementation plans for Civil Parking Enforcement	R	R	No further action planned due to costs and risks. Review position later in 2011/12.
Decide on a Banbury Residents Parking Scheme	R	R	On hold pending outcome of Civil Parking Enforcement review.

Corporate Plan 2010/2011 Action Plan April 2010 - March 2011									
Implement revised Bicester Residents Parking Scheme	G	G	G	Completed with new scheme roll out from 1 April 2011.					
Implement a new Banbury Market operation	G	G	G	Completed					
Planning policy framework for villages through LDF published	A	A	A	Work is progressing on the population and demographic projections that will underpin the re-assessment of the development strategy in the Draft Core Strategy. A report was approved by the March Executive, and it is hoped that a further report will be brought to the May Executive.					
Rural affordable housing action plan embedded	G	G	G	Solid partnership working continues. A member of the Strategic Housing team along with a representative of Development Control, and a local housing association, attended Parish Council meetings at Middleton Stoney and Bletchington in March. The aim was to support rural affordable housing in a sustainable way.					
Working with arts partners improve the creative offer in village halls and rural schools	G	G	G	Scheme showcase planned for May. 31 village communities across the County want to be a part of the scheme					
Implement actions in the Rural Strategy Delivery Plan	A	A	A	A small number of actions programmed for the year have not been completed and will be carried forward into 2011/12.					
Support rural communities in implementing improved ICT access for older people & disadvantaged people	G	G	G	We have signed up to the Race Online programme and will be looking at making use of redundant PCs (where we are replacing with thin clients) in the community.					
A District of Opportunity : 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	195.00	136.00	G	370.00	181.00	G	End of year figure of 370 net completions exceeds the 2009 Annual Monitoring Report forecast of 181 by 189 dwellings. The main reasons for this are faster than expected progress in the delivery of housing at Cassington Road, Yarnton, and the contribution made by small unidentified windfall sites which are not included in forecasts of supply from specific sites.		
NI155 Number of affordable homes delivered (gross)	48.00	28.00	G	126.00	100.00	G	The affordable housing delivery for 2010/11 reached 126, exceeding the target of 100.		
NI156 Number of households living in Temporary Accommodation	24.00	33.00	G	29.00	33.00	G	The work of housing services has continued to maintain historically low usage levels of expensive temporary accommodation.		
Number Green and Amber Percentage	25 92.59%			National Indicators 3 100.00%					

Corporate Plan 2010/2011 Action Plan April 2010 - March 2011				
	Quarter Three	Quarter Four	Comment	
A Safe and Healthy Cherwell				
Work with partners to reduce crime and anti-social behaviour by 200 offences/incidents	G	G	Continued reduction in crime with latest performance at 19% reduction	
Work with partners to deliver yet another reduction in crime and antisocial behaviour offences	G	G	Continued trend of crime reduction	
Enable understanding and awareness between diff. cultures and minority groups	G	G	Knowing our communities programme successful with good attendance from CDC staff and partners. Cohesion group and Hard to Reach Group continue to meet to improve understanding and share learning.	
Invite the public to a minimum of 4 Neighbourhood Action Group (NAG) meetings	G	G	Neighbourhood Action Group meetings held quarterly. Market Place event in Banbury was a success	
Deliver the programme to address health inequalities in the District	G	G	A number of health improvement initiatives have been implemented over the year in accordance with the Joint Public Health Strategy.	
Support the local health sector in developing services at Horton General Hospital	A	G	Good progress on paediatrics and anaesthetics where recruitment process and implementation almost complete for new service delivery models. Concern about maternity due to uncertainty over loss of training roles arising from changes at a national level which are an essential part of the agreed future service model. Clarity being sought and alternative options being progressed.	
Support the Primary Care Trust (PCT) in developing new and improved Bicester Hospital services	A	G	Procurement delay. Soft market testing undertaken from early 2011 which has concluded in the Oxfordshire Primary Care Trust Board supporting a Stage 2 Business Case to proceed to a formal procurement process during 2011.	
Deliver 3 new health improvement initiatives across the district	G	G	Targeted health improvement work in key Banbury wards by Health Trainers, women only swimming session at Spiceball Leisure Centre and peripatetic one-stop-shop service using the Health Bus to improve access to information and services.	
Work with the Primary Care Trust (PCT) to address health inequalities and deprivation in the district	G	G	Good progress on multi agency actions. Further communications activity being developed. Concern regarding the impact of and change resulting from reduced future public sector resources. New children, young people and families hub proposed for Banbury to focus resources on those most in need	
Increase participation in active recreation by 1%	G	A	National survey indicates no significant change. However, local measures such as increased use of sports centres, sports sites and health walks suggest an increase in those involved in participation. Cherwell will be developing more robust local indicators for 2011/12.	
Increase income at joint use sports sites by 2.5%	G	G	North Oxfordshire Academy 10/11 year end total 33,142 against target of 25,484 Cooper School 10/11 year end total 42,540 against target of 25,007	
Promote the events section of www.visitnorthoxfordshire.com	G	G	Events section established and 2012 pages also added	
Increase the number of new walkers participating in local health walks by 10%	G	G	The 10% target was achieved by September 2010. A total of 130 new walkers representing an increase of 32% participated during the year.	

Corporate Plan 2010/2011 Action Plan April 2010 - March 2011						
Attract an extra 100,000 visits to new and refurbished leisure centres and Woodgreen Pool	G	G	G	Over 1,136,795 visits were recorded at March 2011 against target total of 1,078,566		
Increase numbers of new older people participating in group activities by 500	G	G	G	Total new users to end of March - 698.		
Increase participation by young people in positive activities by 1%	G	G	G	Tell Us' survey is now recognised as being flawed however local measures suggest an increase in those involved in positive activities.		
Develop and deliver programmes of events/activities in our urban centres	G	G	G	Programme of events delivered. In Bicester we have supported young people to participate in Town Council events and in Banbury we have managed the Old Town Party and Lighting up Bretch Hill		
Develop and implement a new Older Persons strategy	G	G	G	This is now to be part of a broader strategy being developed this summer which Recreation and Health will be contributing towards.		
Support and improve 18 community recreation venues through grant aid funding	G	A	G	No issues with delivery. Only 14 applications were made and all of these were effectively provided for and all grant monies allocated.		

A Safe & Healthy Cherwell : National Indicators						
	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance
NI015 Serious violent crime rate	N/A	N/A	N/A			N/A
NI016 Serious acquisitive crime rate	4.49	5.77	G	5.79	7.70	G
NI020 Assault with injury crime rate	N/A	N/A	N/A			N/A
<p>Comment</p> <p>No targets set by Thames Valley Police (TVP). However TVP figures for serious violent crime show a 30.2% reduction between 2009/10 and 2010/11</p> <p>Due to the crime data being subject to regular review to ensure compliance with the Home Office Counting Rules for Recording Crime, some of the monthly figures have now been adjusted to reflect actual crime numbers</p> <p>No targets set by Thames Valley Police against this National Indicator. TVP data for crime figures for violence against the person (with injury) show a 21.6% drop between 2009/10 and 2010/11.</p>						
Corporate Plan Actions			National Indicators			
19			1			
100.00%			100.00%			
Green			Green			
Number Green and Amber Percentage Status						

Corporate Plan 2010/2011 Action Plan April 2010 - March 2011			
	Quarter Three	Quarter Four	Comment
A Cleaner, Greener Cherwell			
Remove 92% of fly tipping within 48 hours of reporting	G	G	Fly tipping removal is on track
Achieve 95% of land inspected at an acceptable litter standard.	G	G	98% of land inspected is at an acceptable litter standard
Reduce the amount of fly tipping by 5% on 2009/10 levels	A	G	5% reduction of fly tipping achieved
Reduce the amount of waste sent to landfill by 4000 tonnes by 31 March 2011	G	A	Around 3700 tonnes of waste diverted from landfill
Produce a Biodiversity Statement and Delivery Plan and implement year 1	G	G	Completed
Commission 6 farm advisory visits	G	A	5 farm visits have taken place with outstanding to be carried forward into 2011/12 and undertaken as part of the Northern Valleys Conservation Target Area work
Inform all residents how to reduce carbon emissions	G	G	Residents information : New Cherwell Community Planning partnership leaflet on climate change launched
Achieve at least 73% resident satisfaction with green spaces and public areas	G	G	Cherwell Satisfaction survey results identified satisfaction at 74%
Negotiate significant green spaces in developments through S106 agreements	G	G	Completed for the year and ongoing as new development applications come in.

Corporate Plan 2010/2011 Action Plan April 2010 - March 2011									
A Cleaner, Greener Cherwell : National Indicators									
Quarterly	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	300.03	296.25	A (amended)	415.28	395.00	A	The food recycling was successfully launched but the reduction in waste to landfill particularly in the last three months was less than expected. Target data amended as incorrect as at Q3 end.		
NI192 Percentage of household waste sent for reuse, recycling and composting	59.27	58.00	G	57.43	56.00	G	Significant rise on 51% in 2009/10 - recycling rate of 58% expected but recycling rate for the last few months slightly below expectations		
4 Monthly Next Due: November 2010	November Actual	November Target	November Performance	March Actual	March Target	March Performance	Comment		
NI195a Improved street and environmental cleanliness (litter)	2.00	4.00	G	2.00	4.00	G	Around 98% of all streets clean at any time		
NI195b Improved street & environmental cleanliness (detritus)	6.00	9.00	G	8.00	9.00	G	Around 8% of all areas inspected have detritus levels below standard - this is a good performance in a rural area		
NI195c Improved street and environmental cleanliness (graffiti)	0.00	0.00	G	0.00	0.00	G			
NI195d Improved street and environmental cleanliness (fly posting)	0.00	0.00	G	0.00	0.00	G			
Annual	2010 Actual	2010 Target	End of Year Performance	2011 Actual	2011 Target	2011 Performance	Comment		
NI194i Emissions of NOx	11180.45	12644.00	G	10839.22	10845.00	G	Target met		
NI194ii % reduction in NOx emissions	16.00	5.00	G	3.05	3.00	G	Target met		
NI194iii Emissions of PM10	305.21	359.00	G	320.27	296.00	G	Small rise largely due to Leisure Centres		
NI194iv % reduction in PM10 emissions	19.32	5.00	G	-4.93	3.00	R	Small rise largely due to Leisure Centres		
NI196 Improved street and environmental cleanliness - fly tipping	1.00	1.00	G	1.00	1.00	G	Overall number of fly tips showing a small fall. Enforcement actions still at a good level. The '1' score means falling fly tips and increasing enforcement action - its the highest score.		
Corporate Plan Actions	9	100.00%		9	100.00%			Corporate Plan Actions	9
National Indicators	10	90.91%		10	90.91%			National Indicators	10

Corporate Plan 2010/2011 Action Plan April 2010 - March 2011
Green
Amber

Status

**Corporate Plan
2010/2011 Action Plan
April 2010 - March 2011**

	Quarter Three	Quarter Four	Comment
An Accessible, Value for Money Cherwell			
Seek accreditation for customer service - customer service excellence award	A	A	This target has been rolled forward to 2012/13 in line with the customer service improvement programme timeframe
Support for parishes and community groups to have a website	G	G	22 Parish Councils have had a website developed this year. This number does not include a range of other specialist websites that have been created e.g., Cherwell youth etc.
Carry out website testing to ensure it is user friendly	G	A	Our site has been assessed as having 2 stars by the national "Better Connected" survey. Along with most other councils this assessment was one star lower than last year, as the measurement criteria have been altered to continue encouraging improvement. The assessment has provided an action plan which we will implement as part of the customer service improvement programme.
Retain the Crystal Mark for our website	G	G	Retained
Undertake a peer review of our performance in terms of equality	R	R	Task completed. Self assessment done, external assessment not undertaken as savings requirement. Areas of strength and development opportunities identified.
Develop a 'hardest to reach' action plan to improve access and take up of our services	G	G	More than 60 community groups and activities have been visited by our outreach specialists (LinkPoints on Legs) this year, including seniors' groups, young people's groups, disability groups, and BME groups.
90% of complaints received are resolved within Stage One	A	G	23 complaints received in March. 22 stage 1
95% of all complaints that are escalated to Stage Two are resolved	G	G	1 stage 2 received in March
No complaints escalated from Stage Three to the Ombudsman	G	G	No ombudsman complaints received in March. Full breakdown report will be provided.
Maintain our score of 3 in UoR Assessment and secure score of 4 for at least 1 KLoE	G	G	Complete

Corporate Plan 2010/2011 Action Plan April 2010 - March 2011			
Address the Medium Term Financial Strategy (MTFS) by developing a clear action plan which will reduce Council expenditure	G	G	Medium Term Financial Strategy refresh May 2011
Produce a combined annual report of performance and finance in June 2010	G	G	Completed
Improve access to our services by delivering a 'link points-on-legs' service	G	G	The LinkPoints on legs were appointed by end May 2010 and are developing a comprehensive programme of work. Examples of real change to people's circumstances are already coming out.
Promote access to cultural and sporting facilities to Looked after Children	G	G	Supporting role by CDC of actions within the Childrens and young peoples action plan.
Expand access to services provided by our partners through Council access points	G	G	Whilst Charter used Linkpoints for a time they found the drop-in model was not effective for them. Although they occasionally still use our offices to meet tenants they found it more beneficial to visit them at home. DWP are operating from Bicester. CAB are operating from Kidlington. Next Steps are operating from Bicester and Banbury but have ceased at Kidlington for operational reasons.
Establish a procedure for members of the public to submit petitions to the council	G	G	Petitions scheme is available on the internet and e-petitions went live in December. However, it should be noted that the government has withdrawn the statutory guidance on petitions and e-petitions and the Localism Bill revoked these requirements
Provide more information to local people about how to become a councillor	G	G	Completed. Information is available on the internet and was also published in February
Possible increase in the number of Cherwell Links produced	R	R	Budgetary restrictions prevent an increase in the number of Cherwell Link magazines issued each year.
Increase the readership of Cherwell Link	G	G	Cherwell Link has developed over the past 12 months. Each issue demonstrates diversity across a range of indicators, including, age, gender, physical abilities and geographic location. Research into the publications demonstrated it was well received and the negative elements of not engaging with a younger audience has been addressed.
Extend opportunities for customers to feed back their experiences of our services	G	G	Completed

Corporate Plan 2010/2011 Action Plan April 2010 - March 2011		
Ensure we use customer information to develop and improve our services	G	Using Customer Intelligence to Improve Service Delivery project has now reported to Executive along with the Customer Services Value for Money (VFM). This has recommended a specific programme be delivered in 2011/12 as part of the Corporate Improvement Plan to improve the use of customer intelligence and improve customer service moving forward.
Make our annual satisfaction survey available to all residents	G	Completed

An Accessible, Value for Money Cherwell : National Indicators						
Quarterly	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance
NI014 Avoidable contact: the proportion of customer contact that is of low/no value to the customer	6.85	12.50	G	7.15	12.50	G
NI179 Value for Money: net value for money cash-releasing gains for the current financial year	800,000	600,000	G	800,000	800,000	G
Corporate Plan Actions			National Indicators			
Number Green and Amber 20 90.91% Amber			2 100.00% Green			
Status						

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Priority Service Indicators 2010/2011 April 2010 - March 2011													
Building Control & Engineering Services													
Quarterly	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment	Corporate Strategy & Performance				Comment	
								2010 Actual	2010 Target	End of Year Performance	2011 Actual		2011 Target
BCES 006 % of buildings accessible to people with a disability	100.00	100.00	G	100.00	100.00	G	All buildings have good standard of access						
Annual													
NI 35 Building resilience to violent extremism: (a) Understanding of, & engagement with, Muslim communities; (b) Knowledge and understanding of the drivers and causes of violent extremism;	3.00	4.00	R	3.00	3.00	G	The Council has continued its programme of engagement and consultation activities.						
(c) Development of a risk-based preventing violent extremism action plan; (d) Effective oversight, delivery & evaluation of projects & actions	4.00	4.00	G	4.00	4.00	G	During 2010/11 the Local Strategic Partnership has set up a faith forum and Cherwell District Council has worked with Thames Valley Police on Community Safety projects as well as the Oxfordshire Cohesion Plan.						
	1.00	1.00	G	1.00	1.00	G							
	2.00	2.00	G	2.00	2.00	G							
Quarterly													
NI157a Processing of major applications within 13 weeks	57.14	60.00	A	44.74	60.00	R	Continued low level of major applications necessitates pragmatic approach to achievement against this target. A number of important applications require negotiations extending beyond the 13 week target						
NI157b Processing of minor applications within 8 weeks	89.92	65.00	G	89.25	65.00	G	Consistently strong performance despite growing work pressures on major schemes						
NI157c Processing of other applications within 8 weeks	94.62	80.00	G	95.15	80.00	G	Consistently strong performance despite growing work pressures on major schemes						
DCMD 001 % Planning appeals allowed against refusal decision	38.89	30.00	R	29.17	30.00	G	Whilst performance is now improving, performance has been affected by several adverse outcomes against low overall number of decisions. No indication of trend to poor quality decisions						

Environmental Services									
Annual	2010 Actual	2010 Target	End of Year Performance	2011 Actual	2011 Target	2011 Performance	Comment		
NI 185 CO2 reductions from local authority operations (%)		4.00			4.00	No Data	Data not available until mid May 2011		
NI 186 Per capita reduction in CO2 emissions in the LA area	0.30	None set			2.00	No Data	Data use to be provided by Central Government		
NI 188 Planning to adapt to climate change (score)	2.00	2.00	G	2.00	3.00	R	This National Indicator has been scrapped. The score relates to meeting some criteria and it being verified by Defra - this will no longer occur. However generally services have adapted to climate change and many of the requirements for level 3 have been met but to meet them all would have had a revenue implication		
Quarterly	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment		
ES 001 % of abandoned vehicles investigated in 24 hours	100.00	98.00	G	100.00	98.00	G	Levels of abandoned vehicles fairly low due to good scrap prices		
ES 002 % of abandoned vehicles removed within 24 hours	96.30	88.00	G	91.18	88.00	G	Number of vehicles lifted and removed fallen to around 5 per month		
Finance									
Quarterly	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment		
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	12.73	11.00	R	3.82	11.00	G	The contract with Capita has now bedded in well. Although the performance in March has been boosted by the large number of advance changes (rent increases, benefit rate changes) processed at this time of year, performance is still ahead of target even allowing for these changes. We can be optimistic about performance going forward into the new year.		
BV009 % Council Tax collected : EXCH001	86.69	74.00	G	98.39	97.70	A	Council Tax collection: 98.39% represents an improvement on last years performance. It is the first full year of the Capita contract so is a very good result		
BV010 % NNDR collected : EXCH002	86.97	74.10	G	98.63	99.00	A	Business Rates collection: An increase on last year performance which represents an excellent effort given the general economic situation and the fact this was the first full year of the Capita contract		
BV078a Average time for new HB/CTB claims EXCH003	18.74	20.00	G	14.60	20.00	G	An excellent end to the first year of the contract with Capita. Problems inherited from the previous year and teething problems in the first few months have been overcome. Annual billing has caused minimal disruption to service. We can be optimistic that this performance will continue into the new year.		
BV078b Average time to process change in circumstances : EXCH004	11.31	13.00	G	3.00	13.00	G	Reported performance has been boosted by the number of advance changes always processed at this time of the year (rent increases and benefit rate changes). Nevertheless, even if these are excluded then performance is well ahead of target. This bodes well for the new year		

Appendix 4

BV079bi.05 % HB Recovered: Overpayment EXCH005	64.26	78.00	R	71.27	78.00	A	Caught up slightly from the previous month. The Corporate Debt Recovery Team recognise that the performance in this area is slightly down and new ways of debt recovery in this area are being explored.
BV079bii.05 % HB Recovered: including outstanding EXCH006	32.64	27.00	G	40.63	35.00	G	The performance for the year on this target was exceeded and the Corporate Debt Recovery Team will now analyse if the target for 2010/11 was too low and if a higher more stretching target needs to be set for 2011/12.
BV079biii.05 % HB O'Pay: Written Off EXCH007	2.97	4.00	G	3.07	5.00	G	This target looks as if it was under-achieved as the target was 5% and we reached 3%. This is in fact good news as it means we wrote-off less than we were predicted to and therefore lose less income.
FIN 001 % Invoices paid within 30 days	98.39	98.00	G	98.59	98.00	G	Target achieved for 2010/11. As this is already a very high target it would be unrealistic to set it higher for 2011/12.
Housing Services							
Quarterly	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment
HS 001 Housing advice: repeat homelessness cases	1.00	4.00	G	1.00	5.00	G	Figures have remained very low due to the solution focused approach of the caseworkers and use of alternative housing options such as negotiation with landlords to re-consider notice on tenants, improved links with Housing Benefit and use of rent deposit (PALS) to secure private rented accommodation. The teams ability to manage applicants expectation is responsible for those approaching being more realistic about their options and so more willing to engage in other options available to them. There were 310 new caseloads from Jan - April 2010 and 354 between Jan - April 2011. The numbers applying to join the Housing Register applicants is also rising - now 3686 applications.
Annual	2010 Actual	2010 Target	End of Year Performance	2011 Actual	2011 Target	2011 Performance	Comment
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;	8.62	9.87	G	11.97	8.40	R	A survey has been undertaken to help CDCs understanding of fuel poverty. The increase in fuel poverty among the survey sample is not unexpected given rising fuel costs and benefit dependency. The Private Sector Housing Team is currently engaged in developing a fuel poverty plan as part of the housing strategy, and major measures have been implemented such as the Cherwell £99 insulation deal and the Bicester £49 insulation deal.
(b) Percentage dwellings occupied with a high energy efficiency rating	40.21	34.01	G	27.07	41.00	R	A survey has been undertaken to help CDCs understanding of fuel poverty. The increase in fuel poverty among the survey sample is not unexpected given rising fuel costs and benefit dependency. The Private Sector Housing Team is currently engaged in developing a fuel poverty plan as part of the housing strategy, and major measures have been implemented such as the Cherwell £99 insulation deal and the Bicester £49 insulation deal.

People & Improvement									
Quarterly	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment		
HR 012 Work days lost due to sickness	5.28	6.03	G	7.15	8.00	G	Sickness is broken down as 57% short term and 43% long term. This is a slight reduction on last year		
Planning Policy & Estates									
Annual	2010 Actual	2010 Target	End of Year Performance	2011 Actual	2011 Target	2011 Performance	Comment		
N1159 Supply of ready to develop housing sites	90.65	100.00	A	117.06	100.00	G	As a result of a fall in the supply of deliverable sites, during 2010 planning permission was granted for housing in the interests of increasing supply and other sites came forward that contribute to supply.		
N1170 Previously developed land that has been vacant or derelict for more than 5 years	0.04	0.04	G	2.13	0.04	R	In 2005 new information on vacant and derelict land became available as historic returns to the National Land Use Database (NLUD) were revisited and as work on a new Urban Housing Potential Study developed. New sites were added to NLUD and some of these have now remained vacant or derelict for more than 5 years. The Shipton-on-Cherwell Quarry is one of these sites and heavily influences the return. The LDF will consider how best to bring vacant and derelict sites into appropriate use. However, sites such as Shipton are influenced by the County Council as Minerals Planning Authority		
PAHP 001 No of Conservation Areas	59 Sept	59 Sept	G	59.00	59.00	G	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.		
PAHP 002 % Conservation Areas with up to date Character Appraisals	47.46 Sept	55.93 Sept	A	45.76	61.02	R	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 Conservation Areas with published Management Plans	82.76 Sept	82.76 Sept	A	77.97	91.53	R	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									
Quarterly	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment		
RH 001 Number of visits to Banbury Museum in person (per 1000 population)	1098.97	1123.92	A	1424.74	1440.92	A	Despite just missing the target, the Museum has had a successful year, welcoming almost 200,000 visitors. This figure excludes Link Point users. This is the first complete year of Sunday closure, a measure introduced to reduce costs. The modest reduction in Museum usage is entirely due to reduced accessibility, Sunday closure and the poor weather in December.		
RH 002 Number of pupils visiting Banbury Museum (per 1000 population)	2136.00	2250.00	A	3473.00	3150.00	G	Our Education Programme has been very successful throughout a difficult year. Other museums have experienced a reduction in school visits. Our success can be attributed to good marketing, and the careful design and redesign of programmes, tuned to school needs, the requirements of the curriculum, and feedback from users.		
Annual	2010 Actual	2010 Target	End of Year Performance	2011 Actual	2011 Target	2011 Performance	Comment		
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	16.40	no target		13.00	14.90	G	This years actual of 14.9% (Oxon 15.1%) compares favourably against last years figure of 16.4% (Oxon 15.8%).		
NI 104 Food establishments in the area which are broadly compliant with food hygiene law (%)	93.58	85.00	G	93.00	87.00	G	Although this NI has been withdrawn, Cherwell continues to monitor food establishments compliance.		
Safer Communities , Urban & Rural Services									
NI054 Repeat incidents of domestic violence						No Data	No data available. Thames Valley Police do not capture data true to the definition of the NI		
Cross-Service Indicator									
Quarterly	Quarter Three Actual	Quarter Three Target	Quarter Three Performance	Quarter Four Actual	Quarter Four Target	Quarter Four Performance	Comment		
NI182 Satisfaction of business with LA regulation services	90.72	92.00	A	91.52	92.00	A	Satisfaction remains high. Continued effort required to improve response rates.		

Number Green and Amber Percentage

28
80.00%

Overall Status

Red

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Strategic Service Projects 2010/2011
April 2010 to March 2011

	Quarter Three	Quarter Four	Comment
Banbury Canalside	G	G	Progress has been delayed pending further work on the flood risk with the Environment Agency. Meanwhile there have been discussions with landowners keen to implement as soon as possible.
Banbury Cultural Quarter	R	R	Project deferred due to Oxfordshire County Council funding difficulties
Bicester Town Centre Redevelopment	A	A	The main infrastructure works were completed in the first week of April 2011. The need to make a Compulsory Purchase Order has resulted in slower delivery of the main works than first hoped. However, the CPO Inquiry will be held in May, and hopefully the scheme will proceed late in the year.
Flood Alleviation	A	G	The Department of Environment, Food and Rural Affairs (DEFRA) has confirmed the Compulsory Purchase Order. Construction has started on site and due to complete in early 2012.
RAF Upper Heyford	A	G	Revised master plan application permitted subject to planning agreement.
Bicester Development	G	G	Housing development now underway.
Eco Bicester	G	G	Demonstration projects progressing, proposals for on site demonstration project submitted with supporting masterplan. First completions on NW Bicester site expected in Q1 2012.

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Corporate Improvement Plan & Value For Money Programme (VFM) 2010/2011
April 2010 - March 2011

	Quarter Three	Quarter Four	Comment
Corporate Improvement Plan			
Reducing Fear of Crime and Anti social Behaviour improvement plan project	A	A	Funding confirmed for next year which will enable priorities to be met. Still awaiting Coalition Policy Guidance, particularly with regard to the revised tool kit of powers to tackle Anti-Social Behaviour.
Deprivation (including health inequalities) plan project	G	G	Good progress on multi agency actions. Further communications activity being developed. Concern regarding the impact of and change resulting from reduced future public sector resources. New children, young people and families hub proposed for Banbury to focus resources on those most in need.
Changing needs of an ageing population plan project	G	G	40 units of Extra Care housing were completed at Orchard Fields in Banbury in March 2011. The Project Group for 70 units of Extra Care housing planned for Stanbridge Hall Banbury has been set up. Completion is expected in March 2012.
Cohesive Communities plan project	R	R	Project not completed due to change of scope in year. Cohesion issues will be integrated into the new community development strategy which is to be developed during 2011/12 and forms part of the 2011/12 corporate improvement plan.
Use of Natural Resources plan project	G	G	Report on progress due at Executive in May
Value for Money Review Programme	G	G	Programme has progressed largely as planned with eight reviews completing within the financial year and two to complete (Tourism and Economic Development) within Q1 of 2011/12. The programme has exceeded savings targets set as part of the corporate £0.8m savings promise
Strategic Management of Assets plan project	G	G	The Asset Management Plan has been updated. Task completed.
Improve Data Quality plan project	G	G	Audits completed. Minor issues identified and actioned, audits reviewed by the Accounts, Audit and Risk Committee. DQ audits continue to form part of the audit programme for 2011/12.
Customer Intelligence to Drive Improvement plan project	G	G	Successfully reported to Executive and now the basis of a new Corporate Improvement Plan project in 2011/12
Flexibility in response to recession & LA Grant decisions project	G	G	Work on 12/13 budget has begun to consider grant reductions and economic conditions
Promote Equality and Diversity plan project	G	G	Project completed. Equality Impact Assessment programme is underway. Good progress on Equalities Plan.
Improving Services for Young People plan project	G	G	Continuing to progress through partnerships with Oxfordshire County Council and other local groups.

Corporate Improvement Plan & Value For Money Programme (VFM) 2010/2011
April 2010 - March 2011

	Quarter Three	Quarter Four	Comment
Value for Money Review Programme			
Housing VFM review	G	G	Update VFM review completed and reported to Executive as scheduled. A further £100k efficiency savings were identified as part of the review
Corporate and Democratic Core VFM review	G	G	The review comprised three elements (Democratic Services, Corporate Strategy & Performance and Treasury Management) and reported to Executive in December 2010. It identified a combined total of £223,023 in savings
Culture and Heritage VFM review	G	G	The review reported in January 2011 and identified £183,130 in efficiency savings against a target of £134,000
Customer services VFM review	A	G	The review reported in March 2011 and set a two-year savings target of £257,462 for the service
Economic Development and Tourism VFM review	G	G	Review is progressing well and expected to report in Q1 of 2011/12
Planning Policy VFM review	G	G	The update review reported in November 2010 and identified means to offset the reduction of income through the loss of the Planning and Housing Delivery Grant of £167,000
Support Services Recharges VFM review	A	G	Full review of support services not required due to previous individual VFM reviews. Further consideration required as part of MTFS
Urban and Rural VFM review	G	G	The review reported in December 2010 and identified potential savings totalling £744,584 (made up of savings £616,750 and budget reductions £127,834) against a target of £730,096. However, not all of these have been realised through implementation.
Development Control & Major Developments Review	G	G	Government Guidance expected 4 April 2011
Recreation & Sport VFM Review	G	G	The review reported in December 2010 and identified savings of 208,894 against a target of £175,000

Number Green and Amber
Percentage

21
95.45%

Status

Amber

Significant Partnerships 2010/2011
April 2010 - March 2011

	Quarter Three	Quarter Four	Comment
Oxfordshire-wide Partnerships			
Oxfordshire Partnership Board	G	G	Oxfordshire Partnership has begun a further review of some thematic partnerships reporting to it to ensure that they provide optimum value for money with their partnership working.
Public Services Board	R	R	The Public Services Board has now been put on hold and whilst it hasn't been formally disbanded it doesn't have any further meetings scheduled.
Spatial Planning & Infrastructure Partnership (SPIP)	A	A	SPIP now operating as Local Authority partnership with Oxfordshire City Region Local Enterprise Partnership. Effectiveness of new arrangements still to be assessed.
Children's Trust	G	G	CDC continues to contribute to the work of the Trust including serving on the main board (Cllr Reynolds) and the North and West Area Board (Cllr Sames) with relevant officer support.
Health and Well Being Partnership Board	G	A	Good progress on cross county activity. Need for change of terms of reference, membership and structure in the future due to new statutory functions.
Environment and Waste Partnership	G	G	Tensions which arose regarding changes to the Household Waste Recycling Centres have eased following County Council proposals being modified and a consultation on provision of facilities being carried out.
Oxfordshire Safer Community Partnership	G	G	Attendance at the partnership meetings and contribution to the Action Groups
Stronger Communities Alliance	G	G	The future proposed plans for working with the voluntary and community sectors are currently being drafted in the context of revised arrangements from April 2012 onwards.
Oxfordshire Economic Partnership	A	G	OEP no longer a LA/Business Partnership. LEPs have taken this role.

Significant Partnerships 2010/2011
April 2010 - March 2011

	Quarter Three	Quarter Four	Comment
Cherwell-specific Partnerships			
Cherwell Local Strategic Partnership	G	G	The Board have been involved in various county wide consultations and is currently reviewing the districts priorities within Oxfordshire 2030. Research and discussions have taken place regarding the 'Big Society', localism and the possible implication from the PCT review. The Board continues to lead the development of the new Economic Development Strategy. The Wider Cherwell Community has continued to contribute through the various forums
Brighter Futures in Banbury Steering Group	G	G	Good progress on multi agency actions. Further communications activity being developed. Concern regarding the impact of and change resulting from reduced future public sector resources. New children, young people and families hub proposed for Banbury to focus resources on those most in need.
Cherwell Safer Community Partnership	G	G	Continued engagement with the partners through quarterly meetings. NAG review undertaken and some refocusing achieved. Budget review and priority setting put in place for reduced budget level. Re focusing of agenda will continue as new policy from central government emerges and increases the role of the CSP.
Cherwell M40 Investment Partnership	G	G	Partnership continued to deal with day-to-day commercial property enquiries and input to major business investments at pre-planning application stage.
Banbury Town Centre Partnership	G	G	Attendance at the quarterly partnership meetings and progress on partnership issues
Bicester Vision	G	G	Work within this partnership continues to go well. More than 50% of the funding now comes from the private sector, and the partnership has given the Council a good opportunity to develop strong links with major employers in Bicester. The partnership manager role supports town centre management as well as community liaison and communications. This post was originally developed as a three year contract which comes to an end in May 2011 however there is strong private and public sector financial support to give encouragement that the post can continue for a further period.
Kidlington Village Centre Management Board	G	G	Contribution through regular reports and attendance at Board meetings. Main projects have been the Pedestrianisation scheme; discussions around Watts Way parking; and the market operations.
Homelessness Strategy Partnership	G	G	The partnership remains firm. Cherwell's Homelessness Strategy is up for review, and the current focus is outreach services for victims of domestic abuse.
Cherwell RSL Partnership & Sanctuary Housing Group	G	G	Commitment to the Cherwell area continues in the face of organisational change. Charter Community Housing ceased operating on March 31st 2011 and it's responsibilities were transferred through a transfer of engagements to it's parent body Sanctuary Housing Group from April 1st 2011. Members and officers are working with Sanctuary to ensure a confirmed priority for Sanctuary working in the Cherwell District and supporting local objectives.
NW Bicester Strategic Delivery Board	G	G	The Board has met 4 times and a report reviewing its progress will be presented to the meeting in May 2011. It continues to oversee the delivery of Eco Bicester through the implementation of the Eco Bicester One Shared Vision, delivery of the demonstration projects and proposals for the NW Bicester eco development

Risk Management 2010/2011
April 2010 - March 2011

Risk Heading	Owner	Description	Q3 : December 2010			Controls	Q4 : March 2011			Direction of Travel	Comments this quarter	
			Gross Risk Rating	Gross RAG	Net Risk Rating		Gross Risk Rating	Gross RAG	Net RAG			
Strategic Risks												
STRAT01 Deprivation & Equalities	Ian Davies	The risk in not breaking the cycle of deprivation and addressing inequalities across the District is that the life opportunities of residents in the greatest need will not be improved and as a result the reputation of the Council will suffer. The risk is particularly acute in areas such as the Neithrop, Ruscombe and Grimsbury wards in Banbury where there is a high level of deprivation as measured by the Government's indices of multiple deprivation.	High Medium 12	A !	Medium 9	A	High Medium 12	A !	Medium 9	A	↑	
STRAT02 Eco Town	John Hoad	The risks are that national and local policy support and resources will be inadequate to support the development of the NW Bicester Eco-Town. As a result the Council may fail to fully exploit the Eco-Town as an opportunity to develop a centre of excellence in terms of sustainable living.	High 16	R	Medium 8	A	High 16	R	Medium 8	A	↑	Government intent is to review national planning policy framework, including Eco-town's PPS supplement. Local policy development in LDF Core Strategy and 'Eco-Bicester' - one shared vision is needed to ensure direction for the project
STRAT03 Local Development Framework	Philip Clarke	The risks are that the Local Development Framework is not prepared adequately, in time, or is found unsound at public examination. Such outcomes would result in further risks arising from speculative planning applications, undesirable major developments and / or expense for the Council in contesting planning appeals. An unsound plan would mean that the Council would have to repeat 2 to 3 years work at high cost.	High 20	R	High Medium 15	A !	High 20	R	High Medium 15	A !	↑	
STRAT04 Economic & Social Changes	John Hoad	The risk is that the Council does not identify and respond to general economic and social changes and as a result would not fulfil its role as a community leader and a provider of top quality services driven by a clear understanding of community and individual needs.	High 16	R	High Medium 12	A !	High 16	R	High Medium 12	A !	↑	Note: review of Economic Development Strategy via LSP in progress. Final strategy to be published May 2011. Strategy indicates response to changing economic conditions. Public sector spending restraint will impact on ability of CDC / partners to respond to local issues.
STRAT05 Horton Hospital	Ian Davies	The risks to maintaining the Horton Hospital as a facility that meets community aspirations for local health provision are the deliverability and affordability of a revised consultant delivered service model for paediatrics and obstetrics. Failure of either will jeopardise current service provision and could result in a service reduction from the Horton.	High 16	R	Medium 9	A	High 16	R	Medium 9	A	↑	
STRAT06 The Natural Environment	Ed Potter	The risk is that the Council does not take the necessary actions to meet its obligation, as set by National Government, to ensure its own operations and that of its District's residents and businesses reduce their carbon footprints.	High Medium 15	A !	Medium 9	A	High Medium 15	A !	Medium 09	A	↑	
STRAT07 Managing Change	Anne-Marie Scott	The risk is that the Council does not adequately manage the impact of major change programmes on organisational performance and individual morale.	High 16	R	High 16	R	High 16	R	Medium 9	A	↗	
STRAT08 Financial Resources	Karen Curtin	The risk is that in an uncertain economic and financial climate the Council will not have the resources to deliver its corporate priorities. Poor economic conditions also tend to produce increased demand on services. As the Council's income from capital reduces our dependency on interest to support revenue expenditure must also reduce and capital assets will need to be rebuilt to fund future infrastructure investments. Failure to do either will result in budgetary shortfall, service reductions, above inflation increases to council tax and lack of capital to fund future community schemes.	High 16	R	High Medium 12	A !	High 16	R	High Medium 12	A !	↑	Continue to monitor regularly. New MTFS being prepared for May Executive will consider this further

Risk Management 2010/2011 April 2010 - March 2011												
Risk Heading	Owner	Description	Q3 : December 2010			Controls	Q4 : March 2011			Direction of Travel	Comments this quarter	
			Gross Risk Rating	Gross RAG	Net Risk Rating		Net RAG	Gross Risk Rating	Gross RAG			Net Risk Rating
STRAT09 Shared management with South Northants District Council Resources	Ian Davies	The risk that the shared management arrangements fail to be effectively managed and implemented and will adversely impact upon the Council's financial position and ability to balance its budget with further cutting service budgets. Other potential adverse affects include: <ul style="list-style-type: none"> Loss of key staff and declining morale Loss of organisational reputation Legal challenge Decline in organisational performance Failure of ICT system to be effectively integrated for shared management There is a comprehensive list of risks established in the development of the shared management business case and these are detailed in Appendix 6 of the business case and contain details of risk, controls and mitigations.	High 20	R	High Medium 10	A !	High Medium 16	R	Medium 6	A !	New risk added First Report	
Corporate Risks												
CORP01 Health & Safety	David Marriott	The risk is that a failure to comply with health and safety and welfare legislation and policies could lead to injuries and death, high sickness absence and claims and litigation against the Council.	High 20	R	High Medium 10	A !	High 20	R	High Medium 10	A !	↕	
CORP02 Capital Investments	Karen Curtin	The risk is to the Council's ability to fund its activities because of a reduction in investment income or income from other capital assets such as buildings.	High 16	R	High Medium 12	A !	High 16	R	Medium 9	A !	↗	Use of investment income remains under review and will be considered in MTFS refresh in May 2011.
CORP03 ICT Systems	Pat Simpson	1) ICT unable to provide Disaster Recovery Services as required by the Business Continuity Plan. 2) Loss of ICT systems that would have a significant negative impact on service delivery and cause exceptional costs to the Council.	High 20	R	Medium 8	A	High 20	R	Low 4	A	↗	A successful test invocation at the request of Elections was carried out this month. A full test is planned for after the work at Thorpe Lane is complete
CORP04 Equalities Legislation	Claire Taylor	The risk is the Council may be open to litigation and loss of reputation if it is not compliant with equalities legislation.	High 15	A !	High Medium 12	A	High Medium 15	A !	High Medium 12	A	↕	Risk associated with EIAs still increased. Review of EIAs taken place as part of service planning.
CORP05 Job Evaluation	Anne-Marie Scott	The risk is the impact of a significant number of appeals arising from the Job Evaluation scheme on the resources of the Council and Human Resources in particular. Also there is a risk that Job Evaluation may encourage staff to pursue equal pay claims due to greater awareness.	High 12	A !	Medium 6	A	High Medium 12	A !	Low 4	A !	↗	

Risk Management 2010/2011 April 2010 - March 2011												
Risk Heading	Owner	Description	Q3 : December 2010			Controls	Q4 : March 2011			Direction of Travel	Comments this quarter	
			Gross Risk Rating	Gross RAG	Net Risk Rating		Gross Risk Rating	Gross RAG	Net Risk Rating			
CORP06 Civil Emergency	Paul Marston-Weston	Civil Emergency	High Medium 15	A !	Medium 5	A !	High Medium 15	A !	High Medium 10	A !	↑	
CORP07 Data Quality	Claire Taylor	The risk is that unreliable data sources are used to support decision and policy making putting the Council at risk of making poor decisions. Decisions are made on the basis of information about the population and the nature of the district. If data is out of date, incomplete or inaccurate, those decisions may turn out to be inappropriate.	High Medium 12	A !	High Medium 12	A	High Medium 12	A !	High Medium 12	A !	↑	
Partnership Risks												
PART01 Local Area Agreement	Claire Taylor	The risk is the failure to deliver the Council's elements of the Local Area Agreement having a negative impact on service delivery to the public, the Council's reputation with other local authorities and this being reflected in national inspection regimes.	High Medium 12	A !	Medium 9	A	High Medium 12	A !	Medium 9	A	↑	LAA will cease to exist at year end. Risk will be removed from the register.
PART02 Local Strategic Partnership	Claire Taylor	The risk is the failure of the Local Strategic Partnership to deliver its objectives having a negative impact on service delivery to the public, the Council's reputation with other local agencies and this being reflected in national inspection regimes.	Medium 9	A	Medium 9	A	Medium 9	A	High Medium 12	A !	↑	LSP retains watching brief on policy changes. Commitment to partnership has been reiterated.
PART03 Community Safety Partnership	Chris Rothwell	Failure of the Community Safety Partnership to deliver a continuous reduction in crime and the fear of crime.	High Medium 12	A !	High Medium 12	A	High Medium 12	A !	High Medium 12	A	↑	
PART04 Spatial Planning & Infrastructure Partnership	John Hoad	The risk is the failure of the Spatial Planning and Infrastructure Partnership to establish itself as an effective body locally and in relations with National Government. The consequences are reduced funding for the local area and failure to fully exploit development and infrastructure provision opportunities.	High Medium 12	A !	Medium 8	A	High Medium 12	A !	High Medium 12	A	↑	SPR role/work plan currently under review in light of new partnership, environment and emergence of Local Enterprise Partnerships. This may eventually necessitate revision of this risk.
Indicated by:-		How the risk should be managed										
High		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.										
High Medium		Contingency Plans Required A robust contingency plan is required, together with early warning mechanisms to detect any deviation from the profile. Escalate upwards.										
Medium		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.										
Low		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.										
↑		Risk rating stayed the same Last quarter compared to this										
↗		Risk rating improved Performance increased (risk rating decreased) Last quarter compared to this										
↘		Risk rating worsened Performance declined (risk rating increased) Last quarter compared to this										

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