

**Committee:** Executive  
**Date:** Tuesday 6 December 2011  
**Time:** 6.30 pm  
**Venue:** Bodicote House, Bodicote, Banbury, OX15 4AA

### **Membership**

<b>Councillor Barry Wood (Chairman)</b>	<b>Councillor G A Reynolds (Vice-Chairman)</b>
<b>Councillor Ken Atack</b>	<b>Councillor Norman Bolster</b>
<b>Councillor John Donaldson</b>	<b>Councillor Michael Gibbard</b>
<b>Councillor James Macnamara</b>	<b>Councillor Nigel Morris</b>
<b>Councillor D M Pickford</b>	<b>Councillor Nicholas Turner</b>

## **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 - 4)

To confirm as a correct record the Minutes of the meeting held on 7 November 2011.

## **Strategy and Policy**

6. **Local Development Framework Annual Monitoring Report** **6.35 pm**  
(Pages 5 - 14)

Report of Head of Strategic Planning and the Economy

### **Summary**

To seek approval of the Local Development Framework's Annual Monitoring Report (AMR) for submission to the Secretary of State for Communities and Local Government, and to present the district's current housing land supply position.

### **Recommendations**

The Executive is recommended to:

- (1) Approve the Annual Monitoring Report for submission to the Secretary of State and authorise the Head of Strategic Planning and the Economy, in consultation with the Lead Member for Planning, to make any necessary minor amendments prior to submission.
- (2) Note the district's housing delivery position.
- (3) Authorise the preparation of a more detailed land supply update for approval by the Executive in February 2012.

## **Value for Money and Performance**

7. **Performance and Risk Management Framework 2011/12 Second Quarter Performance Report** (Pages 15 - 54) **6.45 pm**

Report of Head of Transformation and Corporate Performance Manager

### **Summary**

This report covers the Council's performance for the period 01 July to 30 September 2011 as measured through the Performance Management Framework.

### **Recommendations**

The Executive is recommended:

- (1) To note the many achievements referred to in paragraph 1.3.

- (2) To request that officers report in the third quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues or risks.
- (3) To agree the recommendation in paragraphs 1.5 and 1.6 which notes the delivery of the improvement and value for money programme and requests that from the third quarter this update is replaced with a progress review tracking the transformation programme shared between Cherwell District Council and South Northamptonshire Council.
- (4) To agree the responses identified to issues raised in the end of year performance report in paragraph 2.1 or to request additional action or information.

**8. Draft Budget 1, Corporate Plan and Service Plans 2012 - 2013** **6.55 pm**  
(Pages 55 - 80)

Report of Head of Finance and Procurement

### **Summary**

The Council has to adopt a budget for 2012/13 as the basis for calculating its level of Council Tax and has to base that budget on its plans for service delivery during the year, recognising any changes in service demand that may arise in future years. This is the first of two opportunities that the Executive has to shape and refine the interaction between the Corporate Plan, the service plans that underpin the corporate plan and financial matters before the final budget is presented to the Council on the 27 February 2012.

### **Recommendations**

The Executive is recommended to:

- (1) Endorse the draft Council Business Plan and Strategic Priorities for 2012-13 (detailed in Appendix 2);
- (2) Endorse the proposed service priorities for 2012-13 (detailed in Appendix 3);
- (3) Consider the draft budget (detailed in Appendix 1) in the context of the Council's service objectives and strategic priorities;
- (4) Note the areas of revenue growth as detailed in the body of this report detailed in Appendix 1 – Para 1.21;
- (5) Note the areas of additional income or cost reductions that will be considered in order to get to a balanced 2012/13 budget detailed in Appendix 1 – Para 1.26
- (6) Note the recommendations of the scrutiny reviews of discretionary expenditure and the capital programme that were considered at the Resources and Performance Scrutiny Board on 22 November 2011 and detailed in Appendix 4.

- (7) Advise of any other matters they would like taken into consideration in producing a balanced budget for the meeting of the Executive on 6<sup>th</sup> February 2012;
- (8) Endorse the draft revenue and council business plan as the basis for consultation.

## **Urgent Business**

### **9. Urgent Business**

Any other items which the Chairman has decided is urgent.

**(Meeting scheduled to close at 7.15 pm)**

## **Information about this Agenda**

### **Apologies for Absence**

Apologies for absence should be notified to [democracy@cherwell-dc.gov.uk](mailto:democracy@cherwell-dc.gov.uk) or (01295) 221589 prior to the start of the meeting.

### **Declarations of Interest**

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

### **Evacuation Procedure**

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

## **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.

## **Queries Regarding this Agenda**

Please contact Natasha Clark, Legal and Democratic Services [natasha.clark@cherwell-dc.gov.uk](mailto:natasha.clark@cherwell-dc.gov.uk) (01295) 221589

**Sue Smith**  
**Chief Executive**

Published on Monday 28 November 2011

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## Cherwell District Council

### Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 7 November 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 D M Pickford  
Councillor Nicholas Turner

Also Present: Councillor Leslie F Sibley  
Councillor Tim Emptage  
Councillor Lawrie Stratford (for agenda item 6)

Officers: Sue Smith, Chief Executive  
Karen Curtin, Head of Service 3  
John Hoad, Head of Service 8 (for agenda item 6)  
Kevin Lane, Head of Service 4 / Monitoring Officer  
Martyn Swann, Strategic Housing Manager (for agenda item 6)  
Helen Town, Strategic Housing Officer (for agenda item 6)  
Natasha Clark, Senior Democratic and Scrutiny Officer

## 56 Declarations of Interest

Members declared interests in the following agenda items:

### **6. Award of Contract for the Provision of the following Voluntary Services to Cherwell District Council: 1) Debt and Money Advice; 2) Services to Increase Volunteering; 3) Voluntary Driving Service.**

Councillor John Donaldson, Personal, as the council's appointed elected member representative to Cherwell Community and Voluntary Services (CCVS) and the WRVS and as his wife is an employee of Age Concern UK.

Councillor Ken Atack, Personal, as the council's elected member representative to Cherwell Community and Voluntary Services (CCVS) and the Oxfordshire Rural Community Council (ORCC) and through this appointment a board member of this organisation.

Councillor Lawrie Stratford, Personal, as Chairman of Trustees for Bicester Citizens Advice Bureau (CAB).

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

There were no petitions or requests to address the meeting.

58 **Urgent Business**

There were no items of urgent business.

59 **Minutes**

The minutes of the meeting held on 3 October 2011 were agreed as a correct record and signed by the Chairman.

60 **Award of Contract for the Provision of the following Voluntary Services to Cherwell District Council: 1) Debt and Money Advice; 2) Services to Increase Volunteering; 3) Voluntary Driving Service**

Head of Service 8 submitted a report which sought approval for the award of a contract for the provision of voluntary services across three thematic areas:

1. Debt and money advice
2. Services to increase volunteering
3. Voluntary driving services

At the discretion of the Chairman Councillor Lawrie Stratford addressed Executive stressing the importance of transitional arrangements being put in place to ensure a smooth transfer and the need for post-transfer monitoring.

Councillor Les Sibley, Leader of the Labour Group, addressed Executive commenting that there was a lack of clarity regarding the future of voluntary organisations which had previously relied on grants and querying if the reliance on volunteers was sustainable in the long term.

Councillor Tim Emptage, Leader of the Liberal Democrats, addressed Executive querying the measures that would be put in place to ensure no cut in services.

In response to the Members' addresses, Head of Service 8 explained that the aim of the process which had been approved by Executive in May 2011 was to cease the existing funding arrangements of grants and to commission services through a tender process which adhered to EU regulations and the council's contract procedure rules. He confirmed that there would be regular post-implementation monitoring and that officers were keen to work with the new commissioning arrangements regarding volunteers. It was acknowledged that the cessation of grants may impact on voluntary organisations and a



report would be submitted to Executive in due course regarding the transport association and possible transfer to Oxfordshire County Council.

The Chairman acknowledged that the process represented a fundamental change to service delivery and would have implications on voluntary organisations which had previously relied on grants. The council was protecting service delivery through the procurement of service specific deliverables to suit the specific needs of the district which represented better value for money.

### **Resolved**

- (1) That a contract for the provision of voluntary services across all three thematic and geographical areas be awarded to Banbury CAB, whose bid involves arrangements and partnerships with five other voluntary organisations, for a period of three years from 1 April 2012 with the option to extend by up to a further two years.
- (2) That the 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 be confirmed.
- (3) That officers be requested to work with flexibility to ensure implementation of the underlying contract structures and to ensure the SLA reports evidence sub contractor performances and input to the new voluntary service ideals.

Councillor Atack requested that his abstention from the vote be recorded.

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### **2011/12 Projected Revenue & Capital Outturn at 30 September 2011**

Head of Service 3 submitted a report which summarised the Council's Revenue and Capital performance for the first six months of the financial year 2011/12 and projections for the full 2011/12 period. These were measured by the budget monitoring function and reported via the Performance Management Framework (PMF) informing the 2011/12 budget process currently underway. The report also reviewed the treasury and procurement action plan performance for the first six months of 2011/12.

Councillor Les Sibley, Leader of the Labour Group, addressed Executive regarding the financial performance update. In response to the address, the Lead Member for Financial Management confirmed that the council would recover all of the £6.5m it had invested in the failed Icelandic bank Glitnir. This money was not required for Capital schemes which would be considered through the usual process. Members thanked Head of Service 4, the Finance Team and Legal Officers for their hard work throughout the legal process.

### **Resolved**

- (1) That the projected revenue & capital position at September 2011 be noted.

- (2) That the Capital Slippage of £5.853m from the 2011/12 capital programme be noted.
- (3) That the Quarter 2 performance against 2011/12 investment strategy be noted.
- (4) That the progress against the Procurement Action plan and the savings recorded be noted.

The meeting ended at 7.37 pm

Chairman:

Date:

## Executive

### Local Development Framework Annual Monitoring Report

6 December 2011

### Report of Head of Strategic Planning and the Economy

#### PURPOSE OF REPORT

To seek approval of the Local Development Framework's Annual Monitoring Report (AMR) for submission to the Secretary of State for Communities and Local Government, and to present the district's current housing land supply position.

This report is public

#### Recommendations

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The Executive is recommended to:

- (1) Approve the Annual Monitoring Report for submission to the Secretary of State and authorise the Head of Strategic Planning and the Economy, in consultation with the Lead Member for Planning, to make any necessary minor amendments prior to submission.
- (2) Note the district's housing delivery position.
- (3) Authorise the preparation of a more detailed land supply update for approval by the Executive in February 2012.

#### Executive Summary

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##### Introduction

- 1.1 An Annual Monitoring Report (AMR) has been prepared for the period 01 April 2010 to 31 March 2011. It presents information on development that took place or was permitted over that period and provides a comprehensive review of housing land supply. The AMR also reports on progress in preparing the Local Development Framework.
- 1.2 A full paper copy of the AMR has not been attached to this report but is available electronically on the Council's website. A copy has also been placed in the Members' Room.
- 1.3 The Planning and Compulsory Purchase Act 2004 and the Town and

Country Planning (Local Development) (England) Regulations 2004 (as amended) require the Council to produce an AMR. Upon approval by the Executive, it will form part of the Local Development Framework (LDF).

- 1.4 The information contained in the AMR will be used to inform policy making for the LDF and in consultations on planning applications. The Council is required to submit the AMR to the Secretary of State by 31 December 2011. It will be made publicly available but is not subject to consultation.

#### *Housing Supply*

- 1.5 The monitoring of housing supply is a key part of the AMR. Planning Policy Statement 3 (PPS3) requires Local Planning Authorities (LPAs) to maintain a five year rolling supply of deliverable sites and states (paragraph 71) that where this cannot be demonstrated they should consider planning applications favourably having regard to other policies and considerations in the PPS. The draft National Planning Policy Framework proposes a continuation of the requirement to maintain a five-year land supply and suggests that the supply “...*should include an additional allowance of at least 20 per cent to ensure choice and competition in the market for land*”.
- 1.6 Maintaining such a housing supply is very difficult to achieve in the current market as it requires sufficient numbers of houses to be built within each five year period. This has become problematic for many LPAs as the policy was devised at a time of housing ‘boom’ rather than for the current economic situation.
- 1.7 When the 2009 AMR was presented to Members on 2 November 2009, it was reported that for first time the district did not have a 5 year land supply. Following that report a number of housing developments were permitted and several other deliverable sites came forward. These fed into a comprehensive review of housing delivery and, on 01 November 2010, the district reported a return to a 5 year housing land supply position. However, over the last year the district’s housing land supply position has continued to be very challenging.
- 1.8 On 28 June 2011, two appeal decisions were received which supported the Council’s view at that time that the district had a five-year land supply. However, in August 2011, following a local inquiry, an appeal decision for 140 homes on land south of Talisman Road, Bicester (09/01592/OUT) determined that Cherwell as a whole, and that part of the district lying within the South East Plan’s Central Oxfordshire sub-region, did not have a five-year supply. The Inspector’s conclusion was that “...*the supply of deliverable housing sites is likely to be well below the 5.2 years advanced by the Council although probably not quite so low as the 3.9 years proffered by the Appellant.*”
- 1.9 A comprehensive review of housing land supply for the AMR updates this position, taking account of observations made by the Inspector, the up-to-date position on all anticipated housing sites and current market conditions, which shape the ability of housebuilders to manage supply. The conclusion is that despite the attempts of the Council to increase and maintain delivery, there is presently a significant shortage of deliverable housing sites. This is largely a result of the effect of national economic conditions on housebuilding and lowered expectations for the delivery of major sites at Bankside (Banbury); Former RAF Upper Heyford, Gavray Drive (Bicester); and

Kingsmere (South West Bicester).

- 1.10 It is the view of officers that the district now has a supply of 2.8 years for the period 2011-2016 and 2.9 years for the period 2012-2017 (see table at Appendix 1) and a shortfall in each five-year period of just under 1600 homes. Consequently, paragraph 71 of PPS3, requiring applications to be considered favourably, should be taken into account in development management decisions. This position will now be reported to the Planning Committee as any further relevant planning applications for housing are considered.
- 1.11 It should be noted that the district's housing land supply calculations are based on a working figure of 13,400 (2006-2026), the requirement of the South East Plan. The South East Plan continues to form part of the Development Plan, although the Government has now enacted powers for the Secretary of State for Communities and Local Government to revoke the Regional Spatial Strategy, subject to procedural requirements and a current period of consultation. Revocation is expected at some point in 2012.
- 1.12 This figure will be reviewed as preparation of the LDF's Core Strategy continues, having regard to emerging national policy and statutory requirements. It is considered that at the present time, continuing to use the 13,400 figure in housing land supply calculations is the most defensible position.
- 1.13 *Managing the Housing Land Supply Position*
- 1.14 Without careful management, the current housing land supply position leaves the district vulnerable to unplanned and speculative applications. It is recommended that a detailed land supply update with policy advice be prepared to provide additional information for consideration in development management decisions. Similar approaches have been taken forward in other authorities recently and have been successful in providing greater certainty for development management decisions.
- 1.15 The land supply update will consider the whole district and will provide a more detailed framework and policy steer to inform any preferred distribution of residential development across the district. This will consider distribution to Banbury, Bicester and the Rural Areas, reflecting the work undertaken previously for the Core Strategy to assess the sustainability of villages, and maintain the stated Council position of Banbury and Bicester as the preferred locations of growth. The Cherwell rural areas integrated transport and land use study (CRAITLUS, 2009) assessed the villages to determine the most suitable locations for new housing.
- 1.16 It is likely that the land supply update will also consider other factors, including those relevant to site release, whether additional sites may be needed, an understanding of constraints on sites, deliverability, consideration of previously unidentified sites (including windfalls), and consideration of relevant planning appeal decisions.
- 1.17 The land supply update will also assist in providing a policy framework for the time up to the adoption of the Core Strategy. The planning reforms will not change the requirement that decisions on planning applications must be made in accordance with the development plan, unless material considerations indicate otherwise. It is proposed that the Core Strategy be

prepared for Submission in July 2012, with public consultation on the Core Strategy taking place during April and May 2012. This timetable will provide certainty for communities and developers as to the preferred locations of growth.

- 1.18 *Local Development Scheme / Local Development Framework*
- 1.19 Progress on the Core Strategy has been delayed over the past year due to the ongoing national review of planning policy and statutory requirements now resolved in the Localism (2011) Act. Separate public consultation was undertaken on Planning Guidance on the Residential Amenity Impacts of Wind Turbine Development.
- 1.20 Continued work on the evidence base for the LDF included further work on a Strategic Flood Risk Assessment; a Landscape Sensitivity and Capacity Assessment; a Strategic Housing Land Availability Assessment, a Habitat Regulations Assessment (Appropriate Assessment), a review of the 2006 PPS6 (Retail) Assessment, and a review of the 2006 Employment Land Review.
- 1.21 Further progress on the Core Strategy has been held up by the Government's intention to revoke the Regional Spatial Strategy and the need for the Council to review aspects of policy formerly included in the South East Plan as well as parts of its LDF evidence base, particularly those relating to determining appropriate levels of housing growth for the plan period. Changes to the plan making process and to national planning policy are also expected and the Local Development Scheme (programme) will be revised once the full implications of these changes are clear.
- 1.22 All these matters will inform the completion of the Core Strategy ready for public consultation, following consideration by the Executive in April 2012.

### **Proposals**

- 1.23 It is proposed that the Annual Monitoring Report be approved, subject to any necessary minor amendments; that the change in the district's housing land supply position be noted; and, that the preparation of a more detailed land supply update be undertaken for approval by the Executive in February 2012

### **Conclusion**

- 1.24 The Annual Monitoring Report provides important information to assist policy making and development control decision making and is a statutory mechanism for monitoring housing delivery. Its most significant conclusion is that the district cannot report a 5 year housing land supply position. Changes to the plan making process and to national planning policy are also expected and the Local Development Scheme (programme) will be revised once the full implications of these changes are clear.

## Background Information

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2.1 The AMR's key findings include the following:

### *Business Development and Town Centres*

- 22,756m<sup>2</sup> (gross) of business development (offices, industry, or storage and distribution) was completed in Cherwell during 2010-11
- 2.66ha of employment land has been lost to other uses
- 460m<sup>2</sup> (gross) of 'town centre uses' (shops, financial and professional services, offices and leisure) was completed in Banbury, Bicester and Kidlington centres, with 98,698m<sup>2</sup> (gross) completed across the district

### *Housing*

- The district presently has a 2.8 year housing land supply for the period 2011-2016 and a 2.9 year supply for the period 2012-2017
- Housing completions (net) in 10/11 were 370 compared to the South East Plan requirement of 670 per annum
- Total completions from 2006-2011 have been 2542 (an average of 508 per annum) compared to a 5 year requirement of 3350,
- 53% of housing completions (net) in 10/11 were on previously developed land
- First completions are now being recorded at the Kingsmere (South West Bicester) urban extension but overall housing completions in 11/12 are expected to be low with a projection of 222 excluding unidentified windfalls
- Net affordable housing completions in 10/11 were 96 (126 including acquisitions)

### *Other Areas*

- There have been no planning applications granted contrary to Environment Agency advice on flooding grounds
- There has been a net loss of the area of Local Wildlife Site (formerly called County Wildlife Sites) in the district due to some areas being deselected.
- There has been a decrease in the 'priority species' present within Cherwell although no change in the 'priority habitat' area. Priority species and habitats are derived from the UK Biodiversity Action Plan and are a priority for biodiversity and conservation action
- 18 renewable energy schemes have been permitted in 2010-11, an increase from 5 schemes in 2009-10
- Most of the applicable non residential schemes recorded as complete during 2010-11 provided car parking equal to or below the maximum car parking standards

## **Key Issues for Consideration/Reasons for Decision and Options**

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- 3.1 The key issues for consideration are the need to approve the Annual Monitoring Report to meet statutory requirements, to note the change in the district's housing land supply position and the recommendation to prepare a land supply update.

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

- Option One** To accept the 2011 AMR, noting the district's housing land supply position and agree that it should be submitted to the Secretary of State.
- Option Two** To seek amendment of the 2011 AMR in consultation with the Lead Member for Planning before submission to the Secretary of State.
- Option Three** To take any actions required by the Executive having considered the AMR, in addition to its submission to the Secretary of State with or without amendment.

## **Consultations**

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**Lead Member for Planning (Cllr Michael Gibbard)** Informal Briefing Noted

## **Implications**

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**Financial:** No significant direct financial implications arising from this report. The work on collecting data and preparing the AMR is met within existing budgets. There are risks of costs associated with unsuccessfully defending refusals of planning permission upon appeal particularly if the decisions made as a result of this report are not considered to be well founded.

Comments checked by Karen Muir, Corporate Systems Accountant, 01295 221559

**Legal:** The Council is required by regulations to submit an Annual Monitoring Report by 31st December each year. The district's housing land supply position and the requirements of Planning Policy Statement 3: Housing (PPS3) will often be material considerations in determining planning applications for residential development. The reasons for the refusal of planning permission need to be reasonable and capable of being substantiated upon challenge.

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



**Risk Management:** The AMR provides information that could be material in refusal of planning permission for planning applications, particularly for residential developments that are contrary to policy. The AMR must be robust to reduce the risk of the Council being unsuccessful in defending planning appeals and the associated risk of costs being awarded against the Council.

Comments checked by Claire Taylor, Corporate Performance Manager, 0300 0030113

**Equalities** There are no equality issues arising from this report.

**Wards Affected**

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All

**Corporate Plan Strategic Priorities**

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A District of Opportunity

**Executive Lead Member**

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**Councillor Michael Gibbard**  
**Lead Member for Planning**

**Document Information**

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<b>Appendix No</b>	<b>Title</b>
Appendix 1	Cherwell District Council Housing Land Supply Position (October 2011)
<b>Background Papers</b>	
Annual Monitoring Report 2011 (draft)	
<b>Report Author</b>	Adrian Colwell, Head of Spatial Planning
<b>Contact Information</b>	AMR – Amy Brent, Planning Officer, 01295 221850 <a href="mailto:Amy.Brent@cherwell-dc.gov.uk">Amy.Brent@cherwell-dc.gov.uk</a>  Housing Land Supply – David Peckford, Senior Planning Officer, 01295 221841 <a href="mailto:David.Peckford@cherwell-dc.gov.uk">David.Peckford@cherwell-dc.gov.uk</a>

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**CHERWELL DISTRICT COUNCIL HOUSING LAND SUPPLY POSITION (OCTOBER 2011)**

<b>South East Plan Requirement</b>
13,400

	COMPLETIONS					PROJECTIONS															
	2006/07	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
<b>A) South East Plan requirement annualised over 20 years</b>	670	670	670	670	670	670	670	670	670	670	670	670	670	670	670	670	670	670	670	670	
<b>B) Net additional dwellings completed in previous years</b>	853	455	426	438	370																
<b>C) Cumulative net additional dwellings completed</b>	853	1308	1734	2172	2542																
<b>D) Net projected completions for deliverable (available, suitable and achievable) sites</b>						222	360	473	500	468	438	470	470	470	444	345	273	45	45	45	
<b>E) Supply over the next 5 year years from deliverable sites (5 year rolling supply going forward e.g. 11/12 to 16/17)</b>						2023	2239	2349	2346	2316	2292	2199	2002	1577	1152	753	408	135	90	45	
<b>F) Net projected completions for other specific, developable sites (excluding other housing potential)</b>						0	0	70	183	227	209	210	100	0	0	0	0	0	0	0	
<b>G) Total projections for net additional dwellings in future years (projected completions for all deliverable and developable sites) (D+F)</b>						222	360	543	683	695	647	680	570	470	444	345	273	45	45	45	
<b>H) Cumulative projections for net additional dwellings in future years (projected completions for all deliverable and developable sites)</b>						222	582	1125	1808	2503	3150	3830	4400	4870	5314	5659	5932	5977	6022	6067	
<b>I) Cumulative shortfall or surplus in meeting South East Plan housing requirement</b>	183	-32	-276	-508	-808	-1256	-1566	-1693	-1680	-1655	-1678	-1668	-1768	-1968	-2194	-2519	-2916	-3541	-4166	-4791	
<b>J) Working annual requirement taking account of past completions (C) and projected completions for deliverable and developable sites (H)</b>	670	660	672	686	702	724	760	790	811	823	836	856	879	923	998	1109	1300	1642	2441	4836	
<b>K) Current and future calculation of 5 year rolling supply of deliverable (available, suitable and achievable) sites (E) having regard to past completions C) and (for future calculations) projected completions for deliverable and developable sites (H)</b>						2.8	2.9	3.0	2.9	2.8	2.7	2.6	2.3	1.7	1.2	0.7	0.3	0.1	0.0	0.0	

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## Executive

### Performance and Risk Management Framework 2011/12 Second Quarter Performance Report

6 December 2011

### Report of Head of Transformation and Corporate Performance Manager

#### PURPOSE OF REPORT

This report covers the Council's performance for the period 01 July to 30 September 2011 as measured through the Performance Management Framework.

This report is public

#### Recommendations

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The Executive is recommended:

- (1) To note the many achievements referred to in paragraph 1.3.
- (2) To request that officers report in the third quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues or risks.
- (3) To agree the recommendation in paragraphs 1.5 and 1.6 which notes the delivery of the improvement and value for money programme and requests that from the third quarter this update is replaced with a progress review tracking the transformation programme shared between Cherwell District Council and South Northamptonshire Council.
- (4) To agree the responses identified to issues raised in the end of year performance report in paragraph 2.1 or to request additional action or information.

#### Executive Summary

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##### Introduction

- 1.1 This is a report of the Council's performance in the second quarter of 2011/12 measured through the performance management framework. Central to this is the Corporate Scorecard, which is made up of the Council's priority performance targets. The Corporate Scorecard covers key areas of performance, these are: performance against the Council's 14 public pledges; financial performance, human resources performance and customer feedback.

The scorecard also provides a wider summary of performance covering the Corporate Plan, Priority Service Indicators, the Corporate Improvement and Value for Money Programme, the Corporate Equalities Plan, Brighter Futures in Banbury (the Council's work programme to address disadvantage in Banbury) and Significant Partnerships. The appendices to this report provide a detailed overview of performance in each of these areas.

The Council continues to develop its integrated risk and performance management framework which means that performance and risk is monitored and reviewed as part of a single process. This report includes a review of all strategic, corporate and partnership risks.

To measure performance we use a 'traffic light' system where Green is 100% of the target met, Amber 90% and above, and Red below 90% and detailed performance indicators and commentary is presented in the appendices to this report.

- 1.2 It should be noted that although this is primarily a report of corporate performance the Council's performance management framework also includes monitoring at the directorate level against service plans and strategies. The majority of operational 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.

It is also important to note that during 2010/11 significant changes were made to the national performance management regime. As a result the statutory requirement to report on national indicators was withdrawn. The Council has fully reviewed its performance management framework and streamlined its reporting focusing on key areas of public priority, and the draft framework for 2011/12 was agreed by Executive at their meeting on 7 March 2011.

The Council remains committed to publically reporting its service and financial performance and continues to do so on a quarterly basis at Executive and by providing a monthly performance summary on the Cherwell District Council website.

## **Proposals**

- 1.3 We ask the Executive to note the significant progress made in delivering the Council's objectives. Particular highlights include:

### **Cherwell: A District of Opportunity**

- Job clubs have taken place throughout the district with 5 events and 109 people supported during September. Specialist events have focused on the needs of young people and local opportunities within the retail industry. Business support work is on going with the Cherwell Investment Partnership providing advice and support to local residents and business enquiries.
- The Bicester Conservation Area Appraisal has been completed and four more appraisals are underway.

### **A Cleaner Greener Cherwell**

- The neighbourhood litter blitz programme is on track with events in Kidlington and Langford Village.
- The number of Bring Bank facilities are increasing and satisfaction with local recycling facilities (as measured through the annual survey) continues to grow.

### **A Safe, Healthy and Thriving Cherwell**

- The Council continues to offer support to the local voluntary sector through its voluntary sector forum. The work to commission advisory services and volunteering support from the local voluntary sector is underway and will result in an improved local offer.
- The Council has a strong partnership with Age UK to provide a varied programme of activities for older people across the district. This programme is on track to deliver 40 sessions a month. This work supports the Council's objectives to help older people remain active and independent within their local communities.

### **An Accessible, Value for Money Council**

- The implementation of a shared senior management team between Cherwell District and South Northamptonshire Councils has resulted in significant savings for both authorities. These savings will help ensure the long term financial sustainability of both authorities and provide additional opportunities for further sharing and efficiencies which will help ensure the protection of frontline services.
- The Council has completed its programme of customer satisfaction and budget consultation to inform the council's budget and service priorities for 2012/13. Additional public consultation events have taken place to ensure local views are heard with regards to planning (Bolton Road, the Core Strategy and Eco-Bicester) and also to inform service improvement for example within customer and leisure services.

- 1.4 The performance management framework allows Councillors to monitor the progress made in delivering our objectives and to take action when performance is not satisfactory, risks to performance are identified or new issues arise. There are a number of such items identified in this report and we recommend officers should report on the latest position, implications, and the action they are taking in the next quarterly performance report. These are:

#### **Cherwell: A District of Opportunity**

- The Brighter Futures in Banbury Programme is reporting amber in this quarter due to significant change in project manager roles. This is being reviewed in the third quarter by the steering group and a full update will be provided in the next quarterly report.

#### **A Safe, Healthy and Thriving District**

- Progress with the disabled facilities grants programme has slowed due to a decline in the rate of occupational therapy referrals. This

arises from resource and staffing pressures in the social services and health sectors. Capital spend slippage may result. The issues are being kept under review.

### **A Cleaner, Greener District**

- Customer satisfaction with street cleansing has seen a drop. As measured through the annual survey satisfaction in 2011 was 64% in comparison with 72% in 2010. However, service performance standards have been maintained and as such the drop in satisfaction was not expected. A review is being undertaken to identify any specific issues, for example local hotspots, and action required
- 1.5 As part of its improvement strategy the Council has an Improvement and Value for Money Programme which covers a series of developmental reviews and value for money assessments to help deliver the medium term financial strategy. To date all value for money reviews have been completed, savings identified and reports agreed by Executive. These savings have informed the budget preparations for 2012/13. However, a number of the improvement reviews have been on hold pending the appointment of the shared management team with South Northamptonshire Council.
- 1.6 This joint management team is now in post and the shared Programme Manager is developing a transformation programme that will cover all key improvement and development projects going forward across both Councils. As such it is recommended that the Council's improvement programme report (contained within the quarterly performance updates to Executive) is replaced by a programme update. This programme update will appear as Appendix 4 to the quarterly performance updates from the third quarter 2011/12. This report provides the final summary of performance against the improvement and value for money programme to the period 30<sup>th</sup> September 2011.

### **Conclusion**

- 1.7 In this report we show that at the second quarter Council continues to make strong progress on delivering its ambitions to improve the services delivered to the public and against key projects and priorities. Risks have been reviewed and the report highlights a small number of areas which the Council needs to keep under review to ensure targets are met. This report also identifies emerging issues which will be reported on in the next quarter.
- 1.8 This report also highlights in-year developments reflecting the Council's new shared management arrangements and makes recommendations to reflect these changes.

### **Background Information**

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#### **2.1 Progress on issues raised in the last Executive performance review**

The Executive on 5 September 2011 requested progress reports on a number of issues identified in the first quarter performance report as areas where targets had not been met or where there were emerging issues. The position in relation to these is outlined below:



## **Cherwell: A District of Opportunity**

- Temporary accommodation: In quarter 1 it was reported that the number of households living in temporary accommodation had risen during June to 36 households against a predicted number of 33.

In quarter 2 performance has moved from amber to green with 32 households in temporary accommodation against a predicted number of 33. Performance has improved due to targeting of social housing nominations, advisory and preventative work. However the numbers of people approaching the Council for assistance are still increasing and performance is being closely monitored.

- Deliver 500 new homes: in quarter 1 performance against this target was off track with 32 completions against a target of 125.

This issue has been reviewed in the context of national economic conditions and it is recognised that these continue to affect house building. There have also been delays in the delivery of major sites. The Bankside development at Banbury has yet to start and the rate of delivery at Kingsmere (SW Bicester) is presently slower than anticipated. It is possible that the projection of 500 dwellings for 11/12 will not be met. Officers are presently reviewing projections for the 2011 Annual Monitoring Report in the light of recent planning decisions and will be reporting to the Executive in December.

## **A Safe, Healthy and Thriving District**

- Leisure centre usage: visitor figures are down in comparison to the same period as last year.

The visitor figures have been reviewed by the service manager and contractor and a calculation error in the quarter 1 figures has been identified. This resulted in under recording of visits. This issue has now been rectified and training has been given to new staff to ensure correct recording in the future.

Performance figures are now showing increased attendance at all centres.

### **Attendance Summary for Leisure Centres:**

Centre	Attendance September 2010	Attendance September 2011
Spiceball Leisure Centre	47,379	49,377
Bicester Leisure Centre	26,484	27,885
Kidlington Leisure Centre	18,124	18,850

## **2.2 Overview of Performance**

Paragraphs 2.3 – 2.13 provide a more detailed summary of the Councils performance against its comprehensive performance and risk framework. The detailed performance indicators and commentary against each of these are contained within appendices one to eight.

### **2.3 Corporate Scorecard – Corporate Plan Pledges**

The Corporate Scorecard includes the 14 pledges which were included in the 2011/12 Council Tax Leaflet which was sent to every household in Cherwell. Of these 12 are Green and 2 Amber. These pledges directly reflect the Council's four strategic priorities and public priorities.

#### **Successes**

- Reducing CO2 emissions: the council is showing a 5% reduction in CO2 emissions in comparison to the same period last year.
- The council is well on track to delivering its pledge to make savings of one million pounds.
- Around 1000 homes in Bicester have taken up insulation offers.

#### **Issues**

- Recycling rates: for quarter 2 these are at 61% against a target of 60%. A number of promotional activities have taken place and whilst it is anticipated that performance will remain on track the target is being kept under review.
- Customer satisfaction: the annual satisfaction survey has shown a 68% satisfaction rating for 2011. This is disappointing as the Council was aiming to sustain performance at the 2010 level of 73%. Given the national economic context and the impact of reduced funding some reduction can be accounted for. The Council remains committed to excellent customer satisfaction and improving access and customer service remains a priority and will be reflected in improvement plans going forward.

### **2.4 Corporate Scorecard: Financial Performance**

There are two finance targets, relating to predicated variance against revenue and capital budgets. Both are Green. There are no issues of concern at this point. Work is well advanced in preparing the budget for 2012/13 including both public consultation and staff suggestions for savings. The Overview and Scrutiny Committee has established a sub-group to consider budget options and their implications.

### **2.5 Corporate Scorecard: Human Resources**

Three Human Resources indicators are monitored: staff turnover; days lost through sickness; and organisational resilience/staff satisfaction. Turnover and sickness are both green. Staff resilience and satisfaction is currently reporting as amber. This should be measured through a staff survey which hasn't yet been undertaken. This is due to opportunities now available to undertake a joint survey with South Northamptonshire Council as part of the shared arrangements which will result in more information collected with greater efficiency. The approach is currently being developed and an update will be provided in the next quarterly report.

## 2.6 Corporate Scorecard – Customer Feedback

Three key measures are covered: speed of telephone response, customer satisfaction as measured through bi-annual mystery shopping and customer complaints. All measures are on track with mystery shopping scheduled to take place in quarter 4.

### Successes

- Telephony performance has continued to show improved performance. Building on success in the last quarter the performance target has now been strengthened with a target of answering all calls within 1 minute.

*Details in Appendix 3*

## 2.7 Corporate Plan

The corporate plan is made up of 39 priority performance targets under the Council's four strategic priorities. In this quarter good progress has been made in a number of areas:

### Successes

- In spite of the challenging economic situation there remain no cases of repeat homelessness this year, preventative work continues.
- The time taken to process Housing Benefit/Council Tax Benefit new claims and change events is within target at 8.48 days against a target of 11.
- Public consultation on proposals to redevelop the Bolton Road area in Banbury is underway and has received good levels of media attention.

The Council's annual customer satisfaction survey has been completed. This year the general trend is one of consolidation with many service areas not showing statistically significant changes. However some areas have shown noticeable improvement including the food waste recycling scheme as it becomes established across the district and the improvement trend for satisfaction with leisure centres continues.

Areas which have seen a significant drop include car parking, which reflects changes to charges over the period and also street cleansing. As outlined in paragraph 1.4 this was not anticipated as general performance in the service has not declined. Causes are being investigated.

### Summary of customer satisfaction rates in 2011.

Service	% very/fairly satisfied				
	2011	2010	2009	2008	2007
Recycling centres	88	87	86	83	77
Household recycling service	82	83	78	75	76
Food and garden waste collection	80	76	N/A	N/A	N/A
Local area as a place to live	78	Not collected in previous years			

Leisure facilities	<b>74</b>	71	68	63	58
The way parks and open spaces are looked after	<b>72</b>	74	73	70	71
Street cleaning	<b>64</b>	72	67	66	63
Leisure activities	<b>56</b>	Not collected in previous years			
Local car parking facilities	<b>49</b>	63	64	63	58
Council's approach to dealing with anti-social behaviour & nuisance	<b>43</b>	44	36	36	30
Council's approach to dealing with environmental crime	<b>42</b>	Not collected in previous years			

*Details in Appendix 2*

## 2.8 Priority Service Indicators

In addition to the corporate plan the Council has identified a set of 42 priority service indicators that reflect core service provision. Full details are included in appendix 2 but highlights include:

### Successes

- Planning performance: processing of minor and other applications exceeds target for the second quarter, building on strong performance in the first quarter.
- The percentage of council tax and business rates (NNDR) collected is above target for the quarter.
- Recycling roadshows are taking place to encourage both recycling and actions to reduce carbon emissions and increase energy efficiency.
- Both fear of crime measures (feeling safe at home after dark and walking in the town centre) are on target and comparable with last year's performance.
- Increasing participation: recent actions that will contribute to increasing participation in active recreation include, facilitating sports development groups (netball, badminton, golf, hockey, cricket and rugby) and establishing the Banbury Football Partnership.

### Issues

- Planning: appeals and major applications. Both performance targets remain off track, however both have been reviewed by the senior management team. No underlying causes have been identified with regards to planning appeals and the Council remains committed to working with developers to ensure the quality of major applications is the focus rather than the speed.

*Details in Appendix 3*

## 2.9 Corporate Improvement and Value for Money Programme

The improvement and value for money programme is an important part of the Council's medium term financial strategy and improvement objectives. Projects within this programme aim to secure performance improvement and

efficiencies across the whole organisation.

### **Successes**

- All value for money reviews have been completed and savings identified. These have been used to develop the 2012/13 budget, minimising the impact on front line services.

### **Issues**

- The implementation of the shared management team for Cherwell and South Northamptonshire Councils has been completed. Given this new working arrangement a full review of significant programmes is being led by the Head of Transformation and the Programme Manager. This review is likely to result in a single shared approach to programme management that covers organisational development, the delivery of major strategic projects and the implementation of additional shared services and other activities to help ensure the long term financial sustainability of the Council.

As such it is recommended in paragraph 1.5 and 1.6 of this report that the Improvement and Value for Money programme report is replaced by a single report covering the major transformation and development programmes for both authorities. This report will replace the improvement and value for money update included as appendix 4 from the third quarter onwards.

It should be noted that a number of projects within the improvement programme have been reporting amber and have been delayed pending the implementation of the shared management team. During the third quarter these projects will be reviewed and developed as appropriate. Where they require significant cross council or departmental work they will be reflected in the new transform programme.

*Details in Appendix 4*

## **2.10 Corporate Equalities Plan**

The corporate equalities plan is a cross-council plan that aims to improve customer access, tackle inequality and disadvantage, build strong communities and improve community engagement. It also ensures that the Council is compliant with all equalities legislation.

During the last year there have been a number of changes to the legislation and the Council's plans and policies reflect this. As legislation changes Cherwell District Council equalities policies are reviewed. Second quarter performance is summarised below:

### **Successes**

- The Overview and Scrutiny Committee has reviewed the equalities work programme and self assessment and recommended it to Executive. Additional items to be included in the work plan include ensuring the Council responds to the needs of the armed forces community.
- The equality panel met and tested the council's payment kiosks and

proposals for the new Council website. Positive suggestions were received from a range of community members.

- A successful event was held with members of the deaf community highlighting issues with regards to people whose first language is sign language. The Council is working with a local company to improve speed of access to sign language for deaf customers and at a lower cost. The customer services team is also working with community volunteers to provide free translation services for non-English speakers.

### **Issues**

- There is an on-going requirement to ensure that the impact of any changes to services, especially where there is a financial implication is analysed as set out in the equalities legislation. Managers have been reminded to undertake these reviews and they are published on the council website.

*Details in Appendix 5*

## **2.11 Brighter Futures in Banbury**

The Brighter Futures in Banbury programme is a long term and strategic priority for the Council and the Cherwell Local Strategic Partnership. It is part of a wider county approach to break the cycle of deprivation and tackle disadvantage. In Banbury the programme aims to address five key themes:

- Improving financial and employment support
- Improving educational attainment and the aspirations of young people
- Improving housing and the local environment
- Improving health and wellbeing
- Supporting the development of safe and strong communities

### **Successes**

- Connecting communities: a successful event was held in Grimsbury during September, partners from all agencies were involved and customer service outreach workers were available to provide advice, activities for young people were also provided and local councillors were in attendance.
- The early intervention hubs (providing community support services for families and children) have been launched with open days held at Woodgreen in Banbury.
- The Miller Road self build project is on track with 8 of the young people in the first cohort (i.e. young people not in employment, education or training) having secured employment, apprenticeships or training placements.
- Crime rates in the Brighter Futures wards continue to drop and a successful neighbourhood action meeting has been held to encourage community involvement in community safety work.

## **Issues**

- As noted in paragraph 1.4 of this report personnel changes to the project managers running the programme have meant that there has been some delay in activities. However, project leads are being reviewed and senior commitment to the programme remains strong. The steering group will meet in the third quarter to resolve any outstanding issues.

*Details in Appendix 6*

### **2.12 Significant Partnerships**

The Council has identified 18 partnerships as significant due to the level of resources involved, and the impact on the local community. Many of the most significant and difficult issues we face, crime, the environment, economic development, can only be tackled if agencies work together. Of these partnerships 8 are county wide (including the County Local Strategic Partnership and its supporting thematic partnerships) the remaining partnerships are specific to the Cherwell district and directly support our strategic priorities.

## **Successes**

- The Cherwell Local Strategic Partnership has set out a process for allocation its remaining LAA grant funds and at its September meeting agreed to support two projects. Establishing a Community Land Trust for Cherwell and allocating £25,000 of its capital fund to help set up the trust and supporting the development of community websites and developing ICT skills for young local residents with a £12,000 grant.

*Details in Appendix 7*

### **2.13 Strategic, Partnership and Corporate Risks**

In order to effectively manage its performance and resources the Council needs to be aware of the risks it faces, the impact they may have on the delivery of strategic properties and to have arrangements in place to manage these.

21 strategic, corporate and partnership risks are identified on the register and they are reviewed on a monthly basis. The risk register is also subject to a fundamental review by the management team on an annual basis. Operational and service risks are reviewed at the directorate and service level and escalated to the strategic risk register where appropriate. The Accounts, Audit and Risk Committee also monitors the strategic, partnership and corporate risk registers.

## **Status this quarter**

- All current strategic, corporate and partnership risks and mitigation actions have been reviewed and updated on a monthly basis during the second quarter.
- Risks that have improved (i.e. the impact/likelihood has decreased) in rating this quarter include: the Local Development Framework with consultation on the revised core strategy approved.

- Risks that have worsened (i.e. the impact/likelihood has increased) in rating this quarter include: deprivation and health inequalities (this is subject to review given the new shared management arrangements at Cherwell and South Northants Councils); Information and Communications Technology, again in relation to increased workflow and complexity relating to the shared management arrangements bedding in and the Local Strategic Partnership (LSP). The LSP risk has increased due to additional funding now available to the Board, this means that additional work can be commissioned and inevitably the risks associated with this have been reviewed.
- There are no additional issues arising with regards to any of our strategic, corporate or partnership risks. However, all risks continue to be reviewed in the light of changing policy, budgetary requirements and constraints. Where risks have worsened actions are in place to mitigate or control the impact and likelihood.
- The internal audit of risk management has commenced and the Accounts, Audit and Risk Committee will review its results at their meeting in December 2011.

*Details in Appendix 8*

**Key Issues for Consideration/Reasons for Decision and Options**

3.1 This report presents the Council's performance against its corporate scorecard for the second quarter of 2011/12. It includes an overview of successes, areas for improvement and emerging issues to be considered.

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

- |                   |  |
|-------------------|--|
| <b>Option One</b> | <ul style="list-style-type: none"> <li>(1) To note the many achievements referred to in paragraph 1.3.</li> <li>(2) To request that officers report in the third quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues or risks..</li> <li>(3) To agree the recommendation in paragraphs 1.5 and 1.6 which notes the delivery of the improvement and value for money programme and requests that from the third quarter this update is replaced with a progress review tracking the transformation programme shared between Cherwell District Council and South Northamptonshire Council.</li> <li>(4) To agree the responses identified to issues raised in the end of year performance report in paragraph 2.1 or to request additional action or information.</li> </ul> |
| <b>Option Two</b> | To identify any additional issues for further consideration or review.   |



## Consultations

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No specific consultation on this report is required. However, it should be noted that several indicators are based on public consultation or customer feedback.

## Implications

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**Financial:** Financial Effects – The resource 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.

Comments checked by Karen Curtin, Head of Finance and Procurement, Tel: 0300 0030106,  
karen.curtin@cherwellandsouthnorthants.gov.uk

**Legal:** There are no legal issues arising from this report.

Comments checked by Kevin Lane, Head of Law and Governance, Tel: 0300 0030107,  
kevin.lane@cherwellandsouthnorthants.gov.uk

**Risk Management:** The purpose of the Performance Management Framework is to enable the Council to deliver its strategic objectives. All managers are required to identify and manage the risks associated with achieving this. All risks are logged on the Risk Register and there is an update on managing risks recorded at least quarterly.

The author of this report is responsible for risk management.

**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.

Comments checked by Ros Holloway, Performance and Risk Officer, 01295 221801

## Wards Affected

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All

## Corporate Plan Themes

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The Performance Management Framework covers all of the Council's Strategic Priorities

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## Executive Lead Member

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Councillor Nigel Morris  
Lead Member for Change

## Document Information

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Appendix No	Title
Appendix 1	Corporate Scorecard 2011/12
Appendix 2	Corporate Plan
Appendix 3	Priority Service Indicators
Appendix 4	Corporate Improvement and Value for Money Programme
Appendix 5	Corporate Equalities Plan
Appendix 6	Brighter Futures in Banbury
Appendix 7	Significant Partnerships
Appendix 8	Strategic, Corporate and Partnership Risks
<b>Background Papers</b>	
None	
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Corporate Scorecard 2011/2012				Total GREEN	20	18
				AMBER	1	3
				RED	0	1
				NO DATA (N/A)	1	0
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter 1	Quarter 2	
<b>Corporate Plan Pledges</b>						
<b>A District of Opportunity</b>						
Work with our partners to reduce the number of young people not in education, employment or training across the district	Strategic Director Environment & Community	Monthly	Initiatives are on-going to promote apprenticeships and other routes to work and education. Business Breakfast Event (July), Job Club specials (Sept) and Young Enterprise Event (Sept) all proved successful. Cherwell District Council has successfully recruited 7 Apprentices who will start in November.	G	G	G
Deliver 100 affordable homes in the district	Housing Services	Monthly	All delivery is currently on schedule. The first six units have been delivered at Milton Road, Bloxham and the Cassington Road, Yarnton development has now moved into the fourth of five phases with overall completion expected by March 2012. Given the status of Cherwell DC as an investment partner of the HCA project work has taken place to take forward community-led and self-build housing in the district. During the summer two Build events were held in Banbury and Bicester and over 200 local people attended the events and registered an interest.	G	G	G
Start building the new shops and cinema in Bicester Town Centre	Regeneration & Estates	Monthly	Work is scheduled to start in January 2012, and there is now very little which could prevent this occurring.	G	G	G
<b>A Cleaner, Greener Cherwell</b>						
Increase the household recycling rate to above 60%	Environmental Services	Monthly	Recycling rate running at around 61% for the first half year - this is a little behind plan - many of the promotions and activities taken place during the first half of the year will increase recycling in the second half of the year but overall a little behind plan	A	A	A
Maintain high levels of residents' satisfaction with street and environmental cleanliness	Environmental Services	Monthly	The annual customer satisfaction survey results show a drop in overall levels of satisfaction with street cleansing. However, other sources of feedback are showing good levels of satisfaction, performance will be reviewed to identify what has caused the drop.	G	R	R
Reduce the Council's carbon footprint by installing solar panels on Council buildings and generating savings in our energy costs	Environmental Services	Monthly	CO2 emissions currently running around 5% less than the same period in 10/11	G	G	G
Work with partners to improve the energy efficiency of homes and enable more residents to achieve affordable energy bills	Housing Services	Monthly	Around 1000 homes taken up insulation deals in Bicester	G	G	G
Deliver the Eco-Bicester demonstration projects	Planning Policy & Economic Development	Monthly	All projects are underway or have been completed.	G	G	G
<b>A Safe, Healthy and Thriving District</b>						
Continue to provide a wide range of recreational opportunities and activities for young people across the district.	Recreation and Health	Monthly	Significant number of activities and programmes for young people are being delivered directly and in conjunction with partners.	G	G	G
Work with partners to maintain already low levels of crime in the district	Safer Communities, Urban & Rural Services	Monthly	All crime continues to remain below last years levels and with the anticipated drop in Serious Acquisitive Crime, this will improve further.	G	G	G

Corporate Scorecard 2011/2012					Total GREEN	20	18
					AMBER	1	3
					RED	0	1
					NO DATA (N/A)	1	0
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date		Quarter 1	Quarter 2	
<b>An Accessible Value for Money Council</b>							
Secure savings of at least £1m to help meet the reduction in our government funding.	Finance	Monthly	Plans are in place and approved to deliver £1m savings		G	G	
Improve the information available to the public about our costs and performance, maintaining the publication of all items of expenditure over £500	Corporate Strategy & Performance	Monthly	Financial and performance information published monthly.		G	G	
Maintain high levels of customer satisfaction with our services	Corporate Strategy & Performance	Quarterly	The annual satisfaction survey has been completed and the results show that general satisfaction has declined from 73% to 68%. To some extent this is expected due to the national economic situation and the impact of cost savings by all public authorities locally. In terms of service areas many show maintained satisfaction and satisfaction with the food waste recycling has increased.		G	A	
Improve access to our services by increasing online payment and appointment options	Customer Services & Information Systems	Monthly	Appointments will be introduced during Q3. IT developments to deliver more online payment options has started		G	G	
<b>Corporate Scorecard</b>							
<b>Financial Performance</b>							
Percentage variance on revenue budget expenditure against profile (+2%/-5%)	Finance	Monthly	Projected to be on target at year end ( +2% / -5%)		G	G	
Percentage variance on capital budget expenditure against profile (+2%/-5%); Other projs	Finance	Monthly	Projected to be on target at year end (+2% / -5%).		G	G	
<b>Human Resources Measures</b>							
Staff turnover (voluntary leavers)	People & Improvement	Quarterly	Still within target - only 6 voluntary leavers during quarter 2.		G	G	
Number of days lost through sickness	People & Improvement	Quarterly	Average days sick absence per employee FTE = 2.71 (broken down as 1.56 days short term sick absence and 1.15 days long term sick absence).		G	G	
Organisational Resilience / Staff Satisfaction	People & Improvement	Quarterly	Pending joint approach.		n/a	A	
<b>Customer Services Measures</b>							
Speed of response to telephone calls	Customer Services & Information Systems	Monthly	Target exceeded compared to last year, therefore target from October has been changed to 1 minute		G	G	
Achieve above average performance in a nationally comparative telephone mystery shoppers survey	Customer Services & Information Systems	Monthly	Mystery Shopping will be carried out in Quarter 4 after the new phone numbers have settled in.		G	G	
Complaints	Customer Services & Information Systems	Monthly	12 stage 1 complaints received & No Ombudsman. 3 Amenity Services; 1 Customer Services; 1 Development & Major Controls; 1 Housing; 3 Urban & Rural		G	G	

Corporate Scorecard 2011/2012							Total GREEN	20	18
Measure Definition							AMBER	1	3
Responsible Service							RED	0	1
Reporting Frequency							NO DATA (N/A)	1	0
Performance Framework							Comment on Performance to date		
Performance Framework	Performance targets			Reporting Frequency	Comments	Quarter			
	% Red	Amber	Green			1	2		
Corporate Plan : Pledges	7%	14%	79%	Monthly	Of the 14 indicators due to report this time, 11 are Green, 2 Amber and 1 Red				
Corporate Plan (excluding Pledges)	5%	12%	83%	Monthly	All indicators due to report this time. Of these 34 were Green, 5 Amber and 2 Red.				
Customer, Finance and HR Measures	0%	13%	88%	Monthly	7 of the 8 indicators are Green with 1 Amber				
Priority Service Indicators	9%	12%	79%	Monthly	Of 33 indicators, 26 were Green, 4 Amber and 3 Red.				
Corporate Improvement Programme	0%	36%	64%	Monthly	All 14 indicators were reported this quarter, of which 9 were Green and 5 were Amber.				
Corporate Equalities Plan	0%	8%	92%	Quarterly	The Equality Scorecard confirms continuous commitment and successful progression on the majority of objectives. Some items have been flagged as amber but this is more precautionary due to instability during restructure/management changes and do not foresee any lasting impacts. For detailed updates on all objectives and action please refer to Q2 Equality Scorecard.				
Brighter Futures in Banbury	10%	10%	80%	Quarterly	Of the 10 indicators reported this time 8 are Green, 1 is Amber, and 1 Red.				
Significant Partnerships	0%	0%	100%	Quarterly	All of the 18 indicators due to report this time are Green				
<b>Risk Register - Summary of Changes</b>									
All risks were reviewed at the start of the year and are monitored on a monthly basis. 4 changes to net risk occurred between this quarter and last - all of which are minor. 3 increased slightly - 1 reduced slightly,									

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**Corporate Plan  
2011/2012 Action Plan**

<b>Cherwell: A District of Opportunity</b>	<b>Quarter 1 30/06/2011</b>	<b>Quarter 2 30/09/2011</b>	<b>Comment</b>
<b>Work with partners to tackle disadvantage in the District</b>			
Support vulnerable residents through challenging economic times	G	G	Affordable housing delivery and the use of temporary accommodation within targets are both being maintained. Longer term provision is being produced following the agreement of the Housing and Economic Climate Action Plan.
Support local people into work by helping another 1000 local people at our Bicester and Banbury Jobs clubs	G	G	515 job seekers helped to date in 11-12 109 job seekers helped at 5 Job Clubs held during Sept 11 (2xBanbury and 3xBicester) including 2 focusing upon the needs of young people and 1 focusing upon retail as a career.
Deliver the Brighter Futures in Banbury programme	G	A	Ongoing multi agency activities in the targeted wards. All local government tiers councillors workshops held for activity and performance update and to provide future direction. OCC's Early Intervention Hub opened at Woodgreen. Changes in theme lead and other personnel requiring review of structure and programme organisation.
<b>Balance economic development and housing growth</b>			
Deliver 500 new homes including through planned major housing projects. (01154 below refers)	R	R	National economic conditions continue to affect house building and there have been further delays in the delivery of major sites. The Bankside development at Banbury has yet to start and the rate of delivery at Kingsmere (SW Bicester) is presently slower than anticipated. It is possible that the projection of 500 dwellings for 11/12 will not be met. Officers are presently reviewing projections for the 2011 Annual Monitoring Report in the light of recent planning decisions and will be reporting to the Executive in December.
Promote local economic development through business advice and support, inward investment and the Local Enterprise Partnerships	G	G	In September 2011 6 Cherwell residents received OBE business planning advice. 7 detailed enquiries were dealt with by the Cherwell Investment Partnership Service provided through CDC Economic Development.  Cherwell Business Awards, led by CDC with support and sponsorship from the private sector, is being organised for 2011-12 to promote the District's successful businesses and encourage further success. Environment and Innovation Awards are also being organised with local partners.  Arrangements for the Banbury in Business (March 2012) Summit are again underway, plus support to other business group activity in Bicester, Kidlington and rural areas.

**Corporate Plan  
2011/2012 Action Plan**

**Develop a robust and locally determined planning framework**

Develop a clear long term local development framework for the district	G	A	Consultation on revised Core Strategy due to commence Autumn 2011
Prepare an updated policy for developer contributions and deliver at least £1million funding for infrastructure improvements	G	G	Should be achieved through permission for Phase 1 of Eco Bicester (NW) Exemplar development.
Protect and enhance the quality of the built environment	A	G	The Bicester Conservation Area Appraisal has now been completed and four more are underway.

**Work to improve the quality and vibrancy of our town centres and urban areas**

Make progress on the Canal Side Regeneration programme in Banbury	G	G	Work on the SPD is continuing, and discussions are taking place with landowners regarding potential implementation proposals
Prepare detailed planning guidance for the future redevelopment of the Bolton Road area in Banbury	G	G	The draft SPD has now been prepared, and will be reported to the Executive in October for approval prior to public consultation later in the month.

**A District of Opportunity : Performance Indicators**

	Quarter 1 Actual	Quarter 1 Target	Quarter 1 Performance	Quarter 2 Actual	Quarter 2 Target	Quarter 2 Performance	Comment
NI 156 Number of households living in temporary accommodation	36	33	A	32	33	G	Improved performance is due to the hard work of staff and the targeting of social housing nominations. Numbers of people approaching for assistance are still increasing, targets are to be closely monitored.
Housing advice: repeat homelessness cases	0	2	G	0	3	G	The hard work of officers is ensuring effective prevention of homelessness
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	10.96	11	G	8.48	11	G	Changes of circumstances continued to be processed on average in good time. The new ATLAS procedure is boosting the number of changes but also improving performance.
NI154 Net additional homes provided	32.00	125.00	R	110.00	125.00	R	National economic conditions continue to affect house building and there have been further delays in the delivery of major sites. The Bankside development at Banbury has yet to start and the rate of delivery at Kingsmere (SW Bicester) is presently slower than anticipated. It is possible that the projection of 500 dwellings for 11/12 will not be met. Officers are presently reviewing projections for the 2011 Annual Monitoring Report in the light of recent planning decisions and will be reporting to the Executive in December.



Corporate Plan 2011/2012 Action Plan		
Work with partners to deliver 40 active lifestyle sessions for older people each month	G	G
A wide range of programmes and sessions are being delivered on behalf of CDC by Age UK Oxon. Regular monitoring and review undertaken		

Corporate Plan 2011/2012 Action Plan						
A Cleaner, Greener Cherwell	Quarter 1 30/06/2011	Quarter 2 30/09/2011	Comment			
<b>Provide excellent waste collection and recycling services, working to reduce the amount of waste produced and to increase recycling across the district</b>						
Reduce the amount of waste sent to landfill	G	A	Landfill tonnages are in line with last year - disappointing that landfill tonnages have not fallen so far this year however a reduction is expected in the second half of the year			
Maintain the current high levels of customer satisfaction with our recycling and waste collection services	G	G	Awaiting the annual customer satisfaction survey results but the other indicator from cards returned from bulky household waste collections is showing high levels of satisfaction			
<b>Work to ensure our streets, town centres, open spaces and residential areas are clean, well maintained and safe</b>						
Increase the number of bring bank recycling sites in the district	G	G	Gradual growth of new sites - several more expected later in the autumn			
Work with local communities to continue the programme of neighbourhood litter blitzes	G	G	Neighbourhood blitz programme on track - next event in Langford Village in mid October			
<b>Work to reduce our impact on the natural environment, limit our use of natural resources and support others in the district to do the same</b>						
<b>All objectives within this Theme are Corporate Pledges</b>						
<b>Work with partners to support the development of Eco-Bicester, creating a centre of excellence in terms of green or sustainable living</b>						
Work with all parties to achieve an acceptable scheme on the initial 400 home development	G	G	Work is progressing to complete the legal agreement by the end of 2011.			
Ensure there are opportunities for local people to participate in the Eco-Bicester programme	G	G	Report on responses from engagement exercise "setting the parameters" on 27 July to be circulated. Database of consultees is being updated. The October newsletter is being prepared and the Engagement Strategy will be reported to the October Strategic Delivery Board			
<b>A Cleaner, Greener Cherwell : performance indicators</b>						
Quarterly	Quarter 1 Actual	Quarter 1 Performance	Quarter 2 Actual	Quarter 2 Target	Quarter 2 Performance	Comment
Residual household waste per household	5927.00	A	11,927.00	11,800.00	A	Broadly similar tonnage to last year - a project to remove up to several hundred 360 bins from properties which no longer qualify for having a larger bin will help in the second half of the year.

**Corporate Plan  
2012/2012 Action Plan**

An Accessible, Value for Money Cherwell	Quarter 1 30/06/2011	Quarter 2 30/09/2011	Comment
<b>Provide value for money and a financially sound organisation, minimising the impact of smaller council budgets on frontline and priority services</b>			
Ensure the Council's budget is matched to strategic priorities and services are able to demonstrate they provide value for money	G	G	Budgets are prepared in line with the Councils Strategic Priorities and demonstrate Value for Money
<b>Work with partners to reduce Council costs</b>			
Reduce senior management costs by implementing a single shared senior management team with South Northamptonshire Council	G	G	Shared senior management team is now in post and will deliver agreed reduction in management costs
Explore opportunities to reduce costs by working with partners including South Northamptonshire Council (SNC), to develop alternative service delivery models or shared services.	G	G	The successful appointment of the shared senior mgt team and the budget process for 2012/13 is exploring opportunities to reduce costs and share further services with the SNC
<b>Demonstrate that we can be trusted to act properly for you by being transparent about our costs and performance</b>			
Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities	G	G	Corporate consultation programme for current year completed. Service based consultations remain active.
<b>Work to ensure we provide good customer service through the delivery of high quality and accessible services</b>			
Maintain existing levels of satisfaction with information provided by the Council	G	G	Information is provided in a variety of formats. Communications material confirms with the Plain English Crystal Mark and takes into consideration a wide range of factors, ethnicity, gender and geographic location.

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## Priority Service Indicators 2011/2012

A District of Opportunity									
	Quarter 1 Actual	Quarter 1 Target	Quarter 1 Performance	Quarter 2 Actual	Quarter 2 Target	Quarter 2 Performance	Comment		
NI 159 Supply of ready to develop housing sites							Annual Target : Data not due until March 2012.		
NI 170 Previously developed land that has been vacant or derelict for more than 5 years							Annual Target : Data not due until March 2012.		
NI 157a Processing of major applications within 13 weeks	10.00	60.00	R	18.18	60.00	R	Target cannot be achieved with current low number of major applications. Management approach is that key, complex applications may over-run processing time targets in the interest of sound planning outcomes.		
NI 157b Processing of minor applications within 8 weeks	84.21	65.00	G	80.16	65.00	G	Excellent performance maintained		
NI 157c Processing of other applications within 8 weeks	87.02	80.00	G	88.59	80.00	G	Excellent performance maintained		
% Planning appeals allowed against refusal decision	38.46	30.00	R	33.33	30.00	R	Performance measure is volatile as based on low overall appeal numbers at present. No evidence of poor decisions at present. Will be carefully monitored.		
% Houses developed on previously developed land			G			G	39% of net housing completions were on previously developed land which is lower than the exceptionally high Q1 return of 78% but higher than the quarterly target of 30%. Planned greenfield development at Cassington Road, Yarnton has lowered this quarter's return.		
Contribute to the creation of 200 new jobs			A			A	During September, no additional jobs could be attributed directly to companies receiving help from CDC. General monitoring showed 11 job losses. This is likely to rebalance later in 2011-12 through the realisation of current investment enquiries being dealt with by the economic development service. Job Seekers Allowance claimants remains at 2.0% (Aug 11) whilst the economic activity rate remains strong at 82.8%. Young people not in education, employment or training (NEET) remain a concern but activity is on-going to promote apprenticeships and other routes to work. A Young Enterprise event at Tudor Hall enabled by CDC Economic Development on 23 Sept involved 85 school students and 12 volunteer advisors from local companies. Whilst all involved felt this to be successful, the effects of the skills acquired could be expected to be seen in several years time through new entrepreneurs.		
Prepare design, planning and conservation guidance documents to protect and enhance the built environment			A			G	The Energy Efficiency guidance note is due to be published mid October and two more guidance notes, Lime, Shop Fronts, are under way		

## Priority Service Indicators 2011/2012

	Quarter 1 Actual	Quarter 1 Target	Quarter 1 Performance	Quarter 2 Actual	Quarter 2 Target	Quarter 2 Performance	Comment
<b>A Cleaner Greener Cherwell</b>							
CO2 reduction from Local Authority operations (NI 185)	1.70	0.00	R	-4.54	0.00	G	Overall just over 5.5% reduction in the first two quarters compared to '10/'11. 9.5% reduction from leisure centres, 2.5% reduction from the vehicle fleet. Buildings and business mileage have however shown a rise - the rise on buildings is likely to construction work at Thorpe Lane depot & Bodicote House
NI 188 Planning to adapt to climate change (score)							Annual Target : Data not due until March 2012.
Inform all residents and businesses how to reduce carbon emissions			G			G	Number of roadshows for recycling have also incorporated energy efficiency and measures to reduce carbon emissions
NI 194i Emissions of NOx							
NI 194ii % reduction of Nox emissions							
NI 194iii Emissions of PM10							
NI 194iv % Reduction in PM10 emissions							Annual Targets: Data not due until March 2012.
Reduce the number of fly tips by 5%			G			A	Fly tips broadly on line with '10/'11 - still expected to achieve a 5% reduction during the year
<b>A Safe, Healthy and Thriving Community</b>							
Number of risk based food premises inspections completed	104.00	104.00	G	153.00	166.00	A	Still on track - year to date total is 299 (mid Oct). Variance in return figure is due to inspections being completed 28 days either side of due date which is permitted by the FSA Code of Compliance.
% of residents when asked feel safe being home alone after dark			G	90%	91%	G	Performance is comparable with last year (with statistical tolerance) .
% Residents when asked say they feel safe in town centres			G	95%	94%	G	Performance is comparable with last year (with statistical tolerance) .
Delivery of Olympic Legacy actions and events leading to 2012 and beyond			G			G	Regular planning meeting with Urban Town Council's to coordinate district wide events with a 2012 theme. Legacy leaflet produced and web site created to bring all information to one place. Leisure centre open days held and also featured olympic sports. First Cherwell Sports Awards event held at SLC, very successful.
Violence Against the Person incidents per 1,000 population	0.12	1.14	G	0.33	1.14	G	Trend indicates this figure will remain well below target. Operation Juggernauts continues to be successful.
NI 008 Increase participation in active recreation by 1%			G			G	Recent actions that will contribute to increasing participation in active recreation include, facilitating sports development groups (netball, badminton, golf, hockey, cricket and rugby) and establishing the Banbury Football Partnership.

## Priority Service Indicators 2011/2012

An Accessible Value for Money Council							
	Quarter 1 Actual	Quarter 1 Target	Quarter 1 Performance	Quarter 2 Actual	Quarter 2 Target	Quarter 2 Performance	Comment
BV009 % Council Tax collected	29.90	30.00	A	58.17	58.00	G	Performance continues to be slightly above the target which is very encouraging given the economic situation
BV010 % NNDR collected	32.42	30.00	G	59.68	58.00	G	Business rates collection is still well above target although it has dropped slightly from previous months. Still an excellent performance.....
BV078a Average time for new HB/CTB claims	16.42	18.00	G	18.99	17.00	R	Processing times for new claims are better than for the previous month but barely with the contract targets. This is because ATLAS has increased the number of changes of circumstances that have to be prioritised
BV078b Average time to process change in circumstances	9.62	13.00	G	7.05	13.00	G	Prioritisation of changes of circumstances and the new ATLAS procedure ensure that performance continues to be good in this area
BV079.i.05 % HB Recovered: Overpayment	80.10	70.00	G	69.00	78.00	R	Reduction in performance this quarter, although slight increase in September. Additional resources will be focussed on improving performance in October.
BV079.ii.05 % HB Recovered: including outstanding	13.10	11.00	G	22.02	20.00	G	Above target on BVP 079bii collection of arrears. Performing well.
BV079.iii.05 % HB O'Pay: Written Off	1.28	1.50	G	2.05	3.00	G	Although on track additional resources will be focussed on improving Housing Benefits performance in October.
% Invoices paid within 30 days	98.32	98.30	G	98.97	98.30	G	Performance on target
Deliver a council tax increase in 2012/13 which is below inflation							Commences February 2012.
% Telephone calls abandoned compared to same period last year	9.20	20.30	G	15.60	20.64	G	Compared to last year the target has been over achieved. Target has therefore been revised to 10% or less abandoned from October 2011 New targets for the second half of the year have been agreed; improvements in customer service have delivered levels of improvement far in excess of that expected.
90% of complaints are resolved within Stage One			G			G	September = 12 complaints received all stage 1. July - Sept quarter 61 complaints received 59 stage 1, 2 stage 2 12 Stage 1 complaints received:- 3 Amenity Services, 3 Benefits, 1 Customer Service, 1 Development & Major Controls, 1 Housing and 3 in urban & Rural Services

## Priority Service Indicators 2011/2012

	Quarter 1 Actual	Quarter 1 Target	Quarter 1 Performance	Quarter 2 Actual	Quarter 2 Target	Quarter 2 Performance	Comment
<b>An Accessible Value for Money Council continued</b>							
95% of all complaints that are escalated to Stage Two are resolved			G			G	2 stage 2 cases in September both resolved. No complaints were escalated to Stage 2
Number of complaints escalated from Stage Three to the Ombudsman			G			G	No stage 3 complaints in September No stage 3 complaints in quarter July - September 2 Ombudsman cases in quarter.
Produce a combined annual report of performance and finance in June 2011			G			G	Annual Report and Summary of Accounts produced and published
Increase the readership of Cherwell Link			G			G	Wide readership targeted through all publications, based on feedback from research
Develop a preventable contact measure			G			G	Task completed Q1
Preventable contact indicator: reduce footfall in one stop shops by 50%							Starts October 2011
Average speed of answer (telephones)	1.07	2.33	G	1.56	2.53	G	Target exceeded. Target revised from October to 1 minute
Car parking revenue			G			G	Income in line with budget
% of buildings audited that are accessible	100.00	0.00	G	100.00	12.50	G	Three further buildings are scheduled to be audited during the fourth quarter of the year.



## Corporate Improvement Plan and Value For Money Programme 2011/2012

Quarter	Quarter 1 30/06/2011	Quarter 2 30/09/2011	Comment
Exploiting the potential for sharing services	G	G	The new Joint Management Team (JMT) is now in post. Opportunities for sharing Democratic Services underway
2 year finance settlement	G	G	Project completed.
VFM programme	G	G	Review has been completed and will help to deliver against £1m savings pledge
New Homes Bonus use/ Budget Strategy	G	G	Project underway. Joint Management Team to review in light of Management Team changes.
Legislation changes in housing and response	G	G	The Cherwell Housing and Economic climate action plan agreed by Executive in January 2011 is continuing to make good progress and the research being collated from the exercise will be used to inform the forthcoming Cherwell Housing Strategy. The emphasis continues to be on examining the risks to delivering affordable housing options and managing the demand for affordable housing products. It is also important to ensure tenants can stay in their homes in the context of reduced personal finances.
Development Control fee / charge setting and VFM	A	A	Awaiting Government guidance. Project responsibility to be reallocated to new joint Head of Development Management.
Banbury Museum Trust Status	G	G	Report to Executive in October. There have been slight delays but this won't affect the overall project outcomes
Customer Service Improvement Programme	A	A	The departure of the project manager had impacted progress, which would be reviewed in October following the shared management team appointments.
Dealing with the impact of the Localism Bill		G	Work underway in various aspects of CDC work (especially planning).
Deprivation / Brighter Futures in Banbury (local co-ordination)	G	A	A review of the structure and programme organisation is required following changes in Theme Leads and other personnel.
Services to Young People	A	G	Project team working to a completion date end of September. Some delay with senior management changes
Community development improvement plan	G	A	Plan on hold pending JMT service allocations. Theme will be covered in prioritisation work going forward.
Managing information	A	A	Project on hold pending Joint Management Team review
Responding to the Changing Needs of an Ageing Population	G	G	The first Extra Care Housing in Cherwell has now been allocated. Tuesday October 18th will see the formal launch of the 40 apartments at Orchard Fields Banbury. HRH Princess Alexandria will be in attendance.

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## Corporate Equalities Plan 2011/2012

	Quarter 1 30/06/2011	Quarter 2 30/09/2011	Comment
<b>Fair Access and Customer Satisfaction</b>			
To ensure Cherwell District Council and our Partners treat the public fairly regardless of their background or way of life	G	G	3 large community consultation events taking place this quarter. Connecting the community in Grimsbury, Equality Panel specific to the changes taking place within the Customer Services transformation which allowed the public to try out machines etc and an internal/partners knowing you community event in relation to deaf awareness and the new contract between CDC and Lexicon.
To improve our services to the older generation within the Cherwell district	G	G	Older peoples action plan is on track.
To ensure all our services both internal and external are accessible to all Equality Groups at a high standard	G	G	All actions under this header continue with good progression.
<b>Tackling Inequality and Deprivation</b>			
To break the cycle of deprivation within the district (Brighter Futures in Banbury Programme)	G	A	Ongoing multi agency activities in the targeted wards. All local government tiers councillors workshop held for activity and performance update and to provide future direction. Oxfordshire County Council's Early Intervention Hub opened at Woodgreen. Changes in theme lead and other personnel requiring review of structure and programme organisation
<b>Building Strong and Cohesive Communities</b>			
Promote integration between communities and groups through the use of sport, leisure, cultural activities and opportunities for community involvement	G	G	The Recreation & Sport activators are working throughout the District offering free alternative sports sessions to all young people aged 8 years+ in open spaces and parks to engage and integrate young people in positive activities locally. The Activators are targeting resources at areas with additional needs and hard to reach groups including a new session working with Barnados and young people with disabilities
<b>Positive Engagement and Understanding</b>			
To continue to increase engagement and work with young people within the district	G	G	On going work with Cherwell youth forums across the district with a new partnership approach working with the new early intervention hubs in Banbury / Bicester & Kidlington.  A new youth forum has been set up to engage with the Banbury deprivation cycle wards young people, hosted at the Hill youth centre it is proving to be a great method to liaise with the young people to set up new initiatives in these areas of need.  Youth micro site has officially launched its online forum allowing young people to leave there comments / views and questions about issues facing them in the district 24/7. New topics and themes will be posted on the forum monthly in the future to encourage young people to have a voice in their community

## Corporate Equalities Plan 2011/2012

	Quarter 1 30/06/2011	Quarter 2 30/09/2011	Comment
Increase Cherwell's knowledge and understanding of the wider community to ensure we fulfil all residents' needs within our services	G	G	Research into the armed forces and their families is taking place. Contact and relationship building with Officers at Bullington Prison has taken place to support the resettlement process back into the community
Raise internal awareness of diversity within our community	G	G	Lexicon - Deaf Awareness session took place this quarter.
<b>Demonstrating Our Commitment to Equality</b>			
Review and publicise all documentation in line with government framework	G	G	Conference attendance to ensure new Equality Analysis (formally known as Equality Impact Assessment) process is correct and in line with legislation. All documents correct and available via intranet or website.
Review achieving standard to research and develop improvement programme	G	G	Equality self assessment was update during July 2011. This document was sent to Scrutiny whereby members approved and congratulated CDC's approach to Equality Performance. members to review areas for improvement during Quarter 3.
Ensure staff and services promote and embed equality into their work	G	G	Staff Fair and Aware training module included within training schedule. Further specific work being researched regarding flexible training for Customer Services as process is too long and possible change in programme to adapt to ensure take up from depot staff. Equality E-learning module has gone live for all new starters. Community module to be written in Q3 and go live Q4.
All EIA's and Equality documents to be reviewed by the Corporate Equality and Diversity Steering Group	G	G	Group discussed Fair & Aware training and have tasked the Learning & Development Manager with researching flexible training options for whole teams such as Customer Service and Depot staff where it has been identified that training is not appropriate in its current style.

## Brighter futures in Banbury Programme 2011/12

	Quarter 1 30/06/2011	Quarter 2 30/09/2011	Comment
<b>Financial &amp; Employment Support</b>			
Improve skill levels and educational attainment	G	G	Business Breakfast event held on 8 July attracting over 100 people and 47 pledges by businesses to engage with young people in a variety of ways (apprenticeships, group visits, taster visits, work trials, etc). Led by Cherwell District Council, the event was hosted by the Oxford & Cherwell Valley College (featuring catering by hospitality apprentices), chaired by Tony Baldry MP and promoted through the CDC Economic Development Team and Banbury Business Breakfast Club network. It was highly successful and resulted in the College and other providers engaging with additional employers. The impact upon individuals will be identified with partners.
Improve employability, focusing particularly on young people	G	G	Job Club 'specials' have been held for young people in both Banbury and Bicester in September 2011, providing additional guidance at this important stage in the academic year by aiming to prevent young people from becoming NEET (not in employment, education or training). Support is particularly important at this time of change for the Connexions service. Since September 1st, Connexions NEET support became the responsibility of the new Early Intervention Hubs being established locally in Banbury and Bicester.
Improve financial situations, addressing debt and financial exclusion	G	G	Progress continues on the new food bank planned to launch in Banbury in October. The new service will be run by the People's Church in partnership with the Trussell Trust Charity and Cherwell District Council. It specifically aims to help feed families whose circumstances have changed but who are not already on benefits, for three days; the time it takes for Social Services support to take effect.
<b>Young People Aspirations &amp; Attainment</b>			
Improve educational attainment through better skills in numeracy / maths and more effective family engagement	A	A	Continued increase in attainment at Banbury secondary schools. Banbury School has increased % 5 A*-C 2009-2011 from 68.5% to 82.2%. North Oxfordshire Academy increased % 5 A*-C grades including English and maths from 25.7% to 50.8%. Highest attaining school is Blessed George Napier with increased % 5 A*-C grades including English and maths from 62.3% to 67.8%.  3 of the 4 Family Learning courses were successfully completed. Many of the participants have re-engaged with education for the first time since leaving school and as well as acquiring skills to support their child's education a significant number progressed onto individual programmes of study. Difficulties in recruitment at Britannia Road meant that this course had to be merged with other Children's Centres
<b>Housing &amp; Environment</b>			
Good quality mixed housing, affordable for all income levels, and set in a well-managed environment	G	G	The allocation of extra care places at Orchard meadows is now complete and preparations are being made for the official launch for the scheme scheduled to take place on October 18th in the presence of HRH Princess Alexandra. The Miller Road young persons scheme is on-track and making excellent progress with 8 of the first cohort of students (previously NEET local young people) now having secured employment, training or apprenticeships. A lettings plan for the scheme has been agreed. The affordable housing development at Dashwood Road Primary school is on site and making excellent progress with delivery scheduled for May 2012.  The council has secured investment partner status with the Homes and Communities Agency to take forward Community-Led and Self-Build Housing projects within the district which is intended to be of particular benefit to the potential housing regeneration sites within Brighter Futures in Banbury.

## Brighter futures in Banbury Programme 2011/12

	Quarter 1 30/06/2011	Quarter 2 30/09/2011	Comment
Good access to amenities, including shops, health centres and leisure facilities		G	Plans for a Foundation Learning Centre are being developed
<b>Health &amp; Wellbeing</b>			
Improve life expectancy with improved overall health and well-being	G	G	Project to identify south Asian women invited for cervical screening who have not attended appointments. Telephone follow up by Health Advocates to support up take. Pilot in one Banbury GP Practice, now extended to second Practice, with a planned roll out. BYHP Community day held in September was supported with funds from Food Festival (and from BFIB funding) Remaining funds to be used for local projects being planned by steering group
Reducing the clear inequality gaps with low life expectancy	R	R	4 out of 5 GP Practices have now submitted data for Cardio Vascular Disease health checks. Of 149 patients offered a health check 100 attended, compared to 58 offered and 19 attended in Q1. 53 smokers were 4 week quitters across the key wards. Q2 pregnant quitters data is due in December. No trend and comparator data available this quarter.
Reducing high rates of teenage pregnancy	G	G	Plans are in place for Alcohol Awareness Week in November. Teenage pregnancy rates have dropped by 16.4% since 1999/2000. Further data will be available in Q4. (annual in arrears).
<b>Safe &amp; Strong Communities</b>			
Build a safer and more connected community, where residents feel socially included	A	G	Overall levels of reported crime and anti-social behaviour are well below the levels recorded the same time last year and are well in excess of the targets set. The only offences which have increased are those in the serious acquisitive category, and this stems from a localised issue of more vehicles being broken into on the Ruscote and Hardwick estates. A comprehensive policing response to this emerging problem is being developed to address this, and the numbers involved are a small proportion of overall crime levels. An open meeting for the local Neighbourhood Action Group attracted several new members and it is hoped that this will improve the capacity of the community to highlight and address issues. In addition, Oxfordshire county council have launched the "hub model" of service delivery which offers the potential for localised service delivery.

Significant Partnerships 2011/2012			
	Quarter 1 30/06/2011	Quarter 2 30/09/2011	Comment
<b>Sub-Regional Partnerships</b>			
Oxfordshire Partnership Board	G	G	County continues to develop its working arrangements in light of new Government Policy
Children's Trust	G	G	Cllr McNamara is now a representative on Children's Trust. Area Trust Board meetings have been postponed in recent months.
Health and Well Being Partnership Board (H&WB)	A	G	New Oxfordshire H&WB Board and partnership proposals under consideration. Specific District Council roles proposed under an Oxfordshire Health Improvement Board.
Environment and Waste Partnership	G	G	Environment & Waste Partnership performing well - no major issues
Oxfordshire Safer Community Partnership	G	G	Partnership is going through period of transition with changes to representation due to restitutions across the public sector. New Board arrangements established but first meeting not until next month. Officer Group has met and beginning to look at the new and changing agenda with issues around police crime commissioners coming to the fore.
Stronger Communities Alliance	G	G	The future provision of support to volunteers is currently being developed through the advice, volunteering, and car driving commissioning process
Local Enterprise Partnerships (Oxford City Region)	G	G	CDC has participated in early Partnership work; particularly around Regional Growth Fund and Enterprise Zone initiatives. Thus far it has been difficult to influence thinking/decisions in LEPs. Promotion of a Bicester E2 was not successful. Currently exploring new infrastructure growth fund opportunities
Local Enterprise Partnerships (South Midlands)	G	G	CDC has participated in early Partnership work; particularly around Regional Growth Fund and Enterprise Zone initiatives. Thus far it has been difficult to influence thinking/decisions in LEPs. Promotion of a Bicester E2 was not successful. Currently exploring new infrastructure growth fund opportunities
<b>Cherwell-specific Partnerships</b>			
Cherwell Local Strategic Partnership	G	G	Board vacancies were filled last quarter and the Board are now allocating LAA funding to reflect local priorities
Cherwell Safer Community Partnership	G	G	Partnership going through period of transition with partner agencies under pressure with funding squeeze. Primary Care Trust (PCT) have not been able to identify a representative and Thames Valley Police have an interim lead officer at LPA level pending appointment next month.
Cherwell M40 Investment Partnership (CHIP)	G	G	Day-to-day working continues with businesses and the property & employment sector. CHIP Working Group held in September, focussing on how to work with the new Oxon Local Enterprise Partnership. Development of the primary strategic investment site in Banbury (Origin 11) now underway with the Firstline building nearing completion, and the footings for Crompton Technology's new HQ in place. On-going discussions with other site owners, businesses and investors to enable further investment. Exporting Club met with 25 businesses, facilitated by CDC and partners. Further events on India and China being planned in conjunction with the private sector, utilising the Cherwell database to engage further local companies. Sponsorship of Banbury Old Town Association's Party on 16 July, an event to again celebrate the CDC-led investment in Parsons St and attract extra visitors and further private investment.

Significant Partnerships 2011/2012			
	Quarter 1 30/06/2011	Quarter 2 30/09/2011	Comment
Banbury Town Centre Partnership	G	G	Attendance by different officers at this meeting dependent on the agenda relevance
Bicester Vision	G	G	Successful transfer of responsibility to commercial sector continues
Kidlington Village Centre Management Board	G	G	Attendance by Head of Service at Board meetings. Recent meetings have discussed Market; Pedestrianisation; Street furniture; car parking.
Homelessness Strategy Partnership	G	G	Improved performance due to hard work of staff and targeting of social housing nominations. Numbers approaching for assistance are still increasing, targets to be closely monitored
Cherwell RSL Partnership & Sanctuary Housing Group	G	G	We received very positive feedback from Bromford about the Cherwell RSL Development Group during the annual two-way appraisal. They said it was well organised, extremely considered and useful, outcome focused and risk aware. It's one of the most effective partnerships they know
NW Bicester Strategic Delivery Board	G	G	The Strategic Delivery Board continues to meet to progress the delivery of the Eco Bicester project. The next meeting is scheduled to take place on 27 October 2011.
Banbury Brighter Futures	G	G	Work continues to progress even though there have been significant changes in Theme Leads and other personnel over the last month. New Theme Leads are now being identified and will refocus to ensure momentum is not lost.



Risk Register 2011/2012

Risk Heading	Owner	Description	Quarter 1 30 June 2011		Quarter 2 30 Sept 2011		Direction of Travel	Comments this quarter
			Gross Risk Rating	Net Risk Rating	Gross Risk Rating	Net Risk Rating		
RS01 Deprivation & Health Inequalities	Ian Davies	The risk is 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. As a result the reputation of the Council will suffer. The risk is particularly acute in areas such as the Neithrop, Ruscot 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	Medium 6	High Medium 12	Medium 9		
			A !	A	A !	A		
RS02 Bicester Eco Town	John Hood	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	Medium 9	High 16	Medium 9		
			R	A	R	A		
RS03 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	High Medium 15	High 16	High Medium 12		
			R	A !	R	A !		
RS04 Economic & Social Changes	John Hood	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	High Medium 12	High 16	High Medium 12		
			R	A !	R	A !		
RS05 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	High Medium 12	High 16	High Medium 12		New consultant delivered service models in place. CFN set up to consider wider health sector changes including the Horton. Ongoing changes at the Horton due to financial pressures at the ORHT and the need to offer same or similar services at lower cost. Changes to gynaecology services under scrutiny - service improvements proposed but at a net loss of beds.
			R	A !	R	A !		
RS06 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	Medium 9	High Medium 15	Medium 9		
			A !	A	A !	A		

Risk Register 2011/2012										
Risk Heading	Owner	Description	Quarter 1 30 June 2011			Quarter 2 30 Sept 2011			Direction of Travel	Comments this quarter
			Gross Risk Rating	Net Risk Rating	Net RAG	Gross Risk Rating	Net Risk Rating	Net RAG		
<b>Strategic Risks</b>										
RS08 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 lead to reduced 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	Medium 9	A	High 16	Medium 9	A	↑	
RS09 Shared Management Services with South Northamptonshire District Council	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"> <li>Loss of key staff and declining morale</li> <li>Loss of organisational reputation</li> <li>Legal challenges</li> <li>Decline in organisational performance</li> <li>Failure of ICT system to be effectively integrated for shared management</li> <li>Political Change</li> </ul> <p>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.</p> <p>The risk that the current plans to implement the requirements of new legislation or policy change. In addition there is a risk that the council does not capitalise on new opportunities. Key areas of change are the impact of the localism bill, the big society agenda, peer assessment, changed models of service delivery, new financial requirements etc.</p> <p>Failure to address policy change could result in the council not being legally compliant, failing to maximise new opportunities such as new funding streams or Pathfinder projects, a negative impact on the council's reputation as a high performer and a community leader, possible damage to local infrastructure.</p>	High 16	Medium 9	A	High 16	Medium 9	A	↑	Internal recruitment to new joint senior management structure completed as per the agreed timescale.
RS10 Managing Policy & Legislative Change	Claire Taylor		High 16	Medium 6	A	High 16	Medium 6	A	↑	JMT meets fortnightly keeping policy changes under review.
<b>Corporate Risks</b>										
RC01 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	High 10	A	High 20	High 10	A	↑	
RC02 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	High 12	A	High 16	High 12	A	↑	
RC03 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	Medium 8	A	High 20	High 12	A	⬇	A Data Recovery test will be scheduled for Q4 with the Business Continuity Plan officer

Risk Register 2011/2012

Risk Heading	Owner	Description	Quarter 1 30 June 2011			Quarter 2 30 Sept 2011			Direction of Travel	Comments this quarter
			Gross Risk Rating	Net Risk Rating	Net RAG	Gross Risk Rating	Net Risk Rating	Net RAG		
<b>Corporate Risks</b>										
RC04 Equalities Legislation	Claire Taylor	The risk is that the Council may be open to litigation and loss of reputation if it is not compliant with equalities legislation.	High 20	High Medium 12	A !	High 20	High Medium 12	A !	↑	risk reviewed, need to retain focus on ensuring management decisions, especially with regards to service budgets are subject to the appropriate equality analysis.
RC06 Civil Emergency	Paul Marston-Weston	The risk is that Civil Emergency arrangements are not adequate, leading to loss of property, personal injury or death, civil unrest and loss of confidence in local authority leadership.	High 15	High Medium 10	A !	High 15	High Medium 10	A !	↑	
RC07 Managing Data & Information	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 and they could be challenged. Lack of effective information management means that the Council will not be able to effectively respond to FOI or EIR requests putting CDC at risk of a complaint to the Information Commissioner. Poor information will also mean that the Council is unable to deliver against the transparency agenda.	High 16	Medium 9	A	High 16	Medium 9	A	↑	risk reviewed no changes this month
RC08 Corporate Fraud	Karen Curtin	As with other large organisations the size and nature of our services puts us at risk of loss due to fraud both from within and outside the Council. We have always taken this risk seriously and have many structures and control mechanisms in place to counter fraud. According to research, fraud in the workplace is likely to accelerate during the global economic downturn. This is because managers may falsify figures to make performance look better and debt-strapped employees are more likely to commit fraud.	High 12	Medium 9	A	High 12	Medium 9	A	↑	
<b>Partnership Risks</b>										
RP02 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 reputation. There is also a risk that with the reduced focus on partnership working, opportunities for increased efficiency and improved services are lost due to less effective networks and relationships	High 12	Low 4	G	High 12	High Medium 12	A !	⬇	Risk reviewed and membership gaps being filled currently. Risk impact has increased due to additional LA funding that is now available to the Board. The Board has agreed a process for allocating funds.
RP03 Cherwell Community Safety Partnership	Chris Rothwell	The risk is the failure of the Community Safety Partnership to work collaboratively to deliver safer communities and achieve reduction in crime and fear of crime	High 12	Medium 9	A	High 12	Medium 9	A	↑	
RP04 Local Enterprise Partnerships (Oxford City & South East Midlands)	John Head	The risk is the failure of the Local Enterprise Partnerships to establish themselves as effective bodies locally and in relations with National Government. The consequences may be reduced funding for the local area and failure to fully exploit economic growth, development and infrastructure provision opportunities. A related risk is the ability/inability of Cherwell District Council to influence the work of the Partnerships to the benefit of the District.	High 12	Medium 9	A	High 12	Medium 9	A	↑	
RP05 Oxfordshire Waste Partnership - Financial Arrangements	Ed Potter	Financial arrangements exist to regulate funds flowing between the collection authorities in Oxfordshire and the disposal authority (Oxfordshire County Council). These are legally binding. However Oxfordshire County Council have indicated that they are not prepared to continue all these payments (landfill diversion payments) in the future. This could threaten the future of the Oxfordshire Waste Partnership	High 16	High Medium 12	A !	High 16	High Medium 12	R	↑	

Risk Register 2011/2012

Risk Heading	Owner	Description	Quarter 1 30 June 2011		Controls	Quarter 2 30 Sept 2011		Direction of Travel	Comments this quarter
			Gross Risk Rating	Net Risk Rating		Gross Risk Rating	Net Risk Rating		
RP06 Health & Wellbeing Partnership	Paul Marston-Western	The risk is that failure to effectively participate in and influence new county wide partnership arrangements will put CDC at risk of not meeting its Safe, Healthy and Thriving Strategic Objective. The potential role of County Councils as the public health authority under new legislation will require effective partnership arrangements to ensure Cherwell's priorities are reflected and issues around health inequalities are addressed	Medium 9	Medium 6	<p><b>Partnership Risks</b></p> <p>RP06.a Strategic Director leadership role on health related issues</p> <ul style="list-style-type: none"> <li>• RP06.b Participation in county-wide partnership discussions</li> <li>• RP06.c support local stakeholder group to hold service commissioners and providers to account</li> <li>• RP06.d Communicate the health sector changes to the wider population</li> </ul>	Medium 9	Medium 6	↑	New H&W Board and Partnership proposals recently issued for consideration which include specific roles for District Councils via an Oxfordshire Health Improvement Board
<b>Indicated by:-</b>									
High		<b>Requires Active Management</b>							
High Medium		<b>High Impact / High Probability:</b> this risk requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.							
Medium		<b>Contingency Plans Required</b>							
		A robust contingency plan is required, together with early warning mechanisms to detect any deviation from the profile. Escalate upwards.							
Low		<b>Monitoring Required</b>							
		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.							
		<b>Review Periodically</b>							
		This risk is unlikely to require further mitigating actions, but the status should be reviewed quarterly to ensure that conditions have not changed.							
		<b>Risk rating stayed the same</b>							
		Last quarter compared to this quarter							
		<b>Risk rating improved</b>							
		Performance increased (risk rating decreased)							
		Last quarter compared to this quarter							
		<b>Risk rating worsened</b>							
		Performance declined (risk rating increased)							
		Last quarter compared to this quarter							

## Executive

### Draft Budget 1, Corporate Plan and Service Plans 2012 - 2013

6 December 2011

### Report of Head of Finance and Procurement

#### PURPOSE OF REPORT

The Council has to adopt a budget for 2012/13 as the basis for calculating its level of Council Tax and has to base that budget on its plans for service delivery during the year, recognising any changes in service demand that may arise in future years. This is the first of two opportunities that the Executive has to shape and refine the interaction between the Corporate Plan, the service plans that underpin the corporate plan and financial matters before the final budget is presented to the Council on the 27 February 2012.

This report is public

#### Recommendations

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The Executive is recommended:

- (1) to endorse the draft Council Business Plan and Strategic Priorities for 2012-13 (detailed in Appendix 2);
- (2) to endorse the proposed service priorities for 2012-13 (detailed in Appendix 3);
- (3) to consider the draft budget (detailed in Appendix 1) in the context of the Council's service objectives and strategic priorities;
- (4) to note the areas of revenue growth as detailed in the body of this report detailed in Appendix 1 – Para 1.21;
- (5) to note the areas of additional income or cost reductions that will be considered in order to get to a balanced 2012/13 budget detailed in Appendix 1 – Para 1.26
- (6) to note the recommendations of the scrutiny reviews of discretionary expenditure and the capital programme that were considered at the Resources and Performance Scrutiny Board on 22 November 2011 and detailed in Appendix 4.

- (7) to advise of any other matters they would like taken into consideration in producing a balanced budget for the meeting of the Executive on 6<sup>th</sup> February 2012;
- (8) to endorse the draft revenue and council business plan as the basis for consultation.

## **Executive Summary**

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- 1.1 This report sets out the latest projections of the Council's Revenue and Budget for the period 2012/2013. The budget strategy approved on 5 September 2011 seeks to secure the savings requirements whilst maintaining the focus on protection for front line services wherever possible.
- 1.2 In light of the severe financial challenges a huge amount of work has been progressed from May 2011 to November 2011 in order to identify actions to reduce the Council's net budget position in 2012/13 and over the medium term forecast period to 2015/16.
- 1.3 The Council has met its 2011/12 public promise to deliver at least £1m of budget reductions by April 2012 as well as delivering the 2011/12 Improvement plan which includes the completion of the Value for Money Reviews.
- 1.4 In view of the enforced government grant reduction a programme of identifying further areas of budget reductions or income generation has resulted in a comprehensive list of building blocks and general budget efficiencies. These reductions have been matched to the Council's priorities, recognise the requirements of the Corporate Plan and have focussed on minimising the impact on front line services.
- 1.5 The budget will form the financial expression of the Council's strategic priorities and service delivery plans for 2012/13; the allocation of resources against agreed service priorities (as seen in Appendix 3) is necessary in order to achieve its strategic priorities.
- 1.6 The Resources and Performance Scrutiny Board have undertaken a scrutiny role over the 2012/13 budget focusing primarily on areas of discretionary spend and the proposed Capital Programme for 2012/13. The identified areas of discretionary within the authority total £3.1m, approximately 27% of our overall net budget. The outcome of this work will be reported to the Resources and Performance Scrutiny Board meeting on 10<sup>th</sup> January 2012 and any recommendations will be considered in by the Executive for inclusion in the final drafts of the 2012/13 budget.
- 1.7 There is a statutory requirement for the Council to set a balanced budget by 11 March 2012 and this report provides a first draft of the 2012/13 revenue and capital budget.
- 1.8 The projected shortfall at draft 1 requires a further reduction in costs or increase in income of £165,228 is required.

- 1.9 A number of areas to review have been identified in Appendix 1(Para 1.26). The outcome of these reviews and their implication on the current budget shortfall will be presented to the Executive in February 2012. At this stage it is expected that we will achieve a balanced budget for 2012/13.
- 1.10 Further work will continue on identifying additional budget reductions for future years and these will be detailed in the Medium Term Forecast which will be updated and presented as part of the final budget report.
- 1.11 The draft 2012/13 revenue and capital budget and corporate plan will form the basis for consultation with our stakeholders and the output of this consultation will be considered in formulating the final 2012/13 budgets and Corporate Plan.

## **Background Information**

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### Council Business Plan and Strategic Priorities

- 2.1 The council's business plan has been reviewed for the period 2012-13. This review reflects the changing economic situation, the implications of local government grant reductions as detailed in the comprehensive spending review and significant strategic developments affecting the district such as the eco-town. For 2012/13 the joint management arrangements with South Northamptonshire Council have been included within the plan as part of the approach to securing savings and service improvements.
- 2.2 The plan also takes into account the wide range of public consultation we undertake around local priorities through both our annual satisfaction survey and budget consultation workshops.
- 2.3 The plan continues to reflect the council's four strategic priorities Cherwell, a district of opportunity, safe, healthy and thriving communities, a cleaner, greener district and an accessible, value for money council. Under each strategic priority there are a number of key objectives which will be delivered through a series of key projects, actions and targets. These will be detailed in service plans and monitored through the council's performance management framework.
- 2.4 The objectives within the council business plan for 2012-13 (and attached at appendix 2) are currently in draft form and will be confirmed after the public consultation in December. Detailed milestones and measures will be set in the final quarter of the year taking into account the latest performance information and budgetary position. The developing business plan measures will be presented to Executive and Council with the drafts of the budget in January and February 2012.
- 2.5 As in previous years a set of public pledges will be drawn from the business plan. These will form a core set of performance milestones for the council which directly reflect the strategic priorities and will be monitored through the corporate performance scorecard. They will be published within the council tax leaflet.

- 2.6 It should be noted that the term council business plan has been used for 2012/13 rather than corporate plan (which has been used in previous years). This change has been made to reflect more commonly used terminology and to ensure that the council has a publically identifiable suite of business documents setting out its strategic and financial plans which are then reviewed in the annual report. The business plan, budget and annual report will form this suite.

### Service Plans

- 2.7 Individual service plans are being developed alongside the draft budget and council business plan. They will include the detailed activities that deliver the council's strategic priorities as well as consultation feedback, a review of the strategic challenges facing each service, and actions to deliver both 'business as usual' and any significant service projects. The service plans underpin the council's business plan and provide the operational detail that ensures the council's priorities are delivered.
- 2.8 Copies of these draft service plans for 2012/13 will be made available on the Council's intranet site for Members to review in February 2012. Final drafts will form part of the background papers for the budget and council business plan reports presented to Executive and Council in February 2011.

### Current Position and Forecast Out-turn 2011-12

- 2.9 The starting position for the 2012-13 Budget is the current year's Budget for 2011-12. Latest forecasts predict services to be delivered within overall budget this financial year. A Q3 finance report will be reported in February 2012 at the same time as the final 2012/13 budget proposal along with a review of reserves.
- 2.10 In light of the challenging financial position that faces the Council over the medium term, work began on the 2012/2013 budget almost immediately after setting the 2011/2012 Budget in March 2011 in order that cost reductions could be considered well enough in advance to maximise contribution to the 2012/13 budget and understand the Medium Term Implications.

### **Local Government Resource Review**

- 2.11 The local Government Finance Settlement announced in 2011/12 provided provisional Formula Grant for 2012/13 of £7,553,058.
- 2.12 At the same time it was announced that a review of local government finance would be conducted in 2011 which will feed into the distribution of local authority resources in 2013/14. This increases the level of uncertainty around forecasting resources beyond 2012/13.
- 2.13 On 17 March 2011 the Government launched the Local Government Resource Review to consider the way that formula grant and business rates



are distributed to local authorities.

- 2.14 As a result a number of consultation papers have been published including papers on Council Tax Localisation, Business Rates Localisation and Council tax technical reforms. The Council has responded to the first two papers and will respond to the latter by the closing date of December 29th 2011.
- 2.15 Until such time as the outcome of these consultations are known and the implications of welfare reform understood there remains uncertainty for financial planning beyond setting the 2012/13 budgets. The funding situation will therefore continue to evolve for some time.
- 2.16 The current intention is that any new arrangements will be in place for the 2013/14 financial year. Until the outcome of the review is known there will be considerable uncertainty regarding resources for the Council after 2012/13.

### **Council Tax**

- 2.17 In 2011/12 the Council did not increase its Council tax and therefore received a Council Tax Freeze Grant of £155,037, equivalent to a 2.5% increase and funding for this for 2012/13.
- 2.18 On the 3<sup>rd</sup> October 2011, the Chancellor of the Exchequer announced a new support for local authorities to help them freeze council tax in 2012/13 as well. If councils decide to freeze or reduce their council tax next year, they will receive an additional one year only funding, equivalent to raising their 2011/12 council tax by 2.5%.
- 2.19 If Cherwell District Council was to freeze its council tax in 2012/13 it would receive an additional grant of c. £156,970 for 2012/13 only. The receipt of this additional grant has not been incorporated within the projected resources of the Council in this first draft of the budget.

### **New Homes Bonus**

- 2.20 As part of the 2011-12 finance settlement, the Government announced a new grant called New Homes Bonus. This effectively replaced the Housing and Planning Delivery grant as the mechanism for rewarding local authorities that were being successful in delivering growth in house numbers.
- 2.21 The new grant provides additional funding equivalent to the extra Council Tax being received from new properties, for a period of six years. Cherwell has received £439,186 as its first year allocation. On the basis of draft taxbase figures at October 2011, we expect to receive a further £680,000 in 2012-13 (£439,186 related to the second year of the 11/12 allocation plus ~£240,000 related to the first year of the 2012-13 allocation).
- 2.22 Although the Government has committed to this grant until 2015, the position beyond 2012-13 is in some doubt. No new funding is being made available,

which means that the continuation of New Homes Bonus will depend on sums being top sliced from the overall funding allocation for local government. This approach is confirmed in the Localisation of Business Rates consultation. It will therefore have a redistributive effect, rather than being seen as additional funding for the sector. On this basis, some authorities have already questioned its equity.

2.23 It would therefore be prudent at this stage to consider a strategy for use of the allocations that are most likely to be received in the current and next year. Any strategy will need to be reviewed in a year's time, when the overall shape of the finance settlement and the future of the New Homes Bonus is more certain.

2.24 This strategy is being prepared and at this stage no budgetary impact has been built into the budget.

### **Pay Deal Update**

2.25 In early 2010 the Council and Unison entered into a collective agreement which set out the local pay award for the following 3 years, as follows:

<b>Year</b>	<b>% increase</b>
2010-11	0%
2011-12	1.80%
2012-13	1.90%

2.26 This agreement was made on the basis of the known financial position at the time and was built into the Medium Term Financial Strategy. However based on the combination of the government's pay freeze in June 2011 and the Council's financial position a new agreement was reached for

**April 2011** 0% general pay award  
£250 flat rate increase applied to all grades below £25,000; this relates to FTE substantive salaries.

2.27 The budget strategy and guidelines for 2012/13 approved by Executive in September 2011 incorporated the budget assumption of a 2% pay increase and this has been built into this first draft of the budget.

2.28 Officers are shortly to commence pay negotiations with Unison with a view to reach a new local agreement for 2012/13 onwards bringing this broadly in line with both the governments' position and the council's budget position.

### **Joint Working arrangements with South Northamptonshire**

2.29 The approved business case for the joint working arrangements of the senior management team with South Northamptonshire detailed £686k worth of

savings that could be delivered for Cherwell District Council.

- 2.30 The budget for 2011/12 was based on the achievement of £333k worth of savings and we are currently projecting that we will achieve in excess of this.
- 2.31 In addition to the savings in relation to the joint management team there have also been service based joint arrangements that have been entered to deliver further efficiencies. The services are :-
- Legal & Democratic.
  - Health & Safety.
  - Elections
  - Communications
  - Building Control
- 2.32 With the Joint Management Team now fully recruited and in post we have built the remaining £353k (Full year Effect) worth of savings into the base budget for 2012/13.
- 2.33 The Medium Term Financial Forecast also assumed a further contribution of £130,000 of budget reduction in 2012/13 and although not fully identified as yet this has been built into the draft budget. These savings will arise as a result of joint working initiatives between services and in the first instance this is expected to be predominantly support functions – e.g. ICT, HR, Finance, Procurement.

#### Budget Guidelines and Timetable

- 2.34 The Executive agreed the budget guidelines, service priorities and timetable at its meeting on 5 September 2011 after considering the medium term financial forecast and underlying financial strategy.

#### The Status of the Budget

- 2.35 The draft revenue budget as presented has been left, quite deliberately, with a funding gap to emphasise that it is work in progress. This type of gap is not unusual at this stage in the process and it can be covered by considering the actions listed within Appendix 1. The funding gap in the draft budget as presented is £165,228 and it is important that Members are aware of this potential deficit before they finally commit funding against particular priorities and/or divert funding from low priority services.
- 2.36 A number of areas to review have been identified in Appendix 1(Para 1.26)
- 2.37 As in previous years, the amount available for distribution from the Collection Fund will be confirmed for the final draft of the budget.
- 2.38 There are a number of recommendations that have been proposed by the Resources and Performance Scrutiny Board from their meeting on 22nd November 2011 and if approved by the Executive they can be built into the final draft of this budget.
- 2.39 Further work will continue on identifying additional budget reductions for future years and these will be detailed in the Medium Term Forecast which will be

updated and presented as part of the final budget report.

### Budget Consultation

- 2.40 Consultation will commence following approval of this report so that views can be sought in sufficient time for them to be taken into consideration when formulating the 2012/13 budget and council tax. The general consultation will take place via the Council website and in order to meet its statutory obligation to consult with business ratepayers meetings will be held with our local chambers of commerce.

### **Key Issues for Consideration/Reasons for Decision and Options**

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- 3.1 This report presents the Council's draft 2012/13 Revenue Budget, Capital Bids for consideration and Corporate Plan.
- 3.2 The following options have been identified. The approach in the recommendations is believed to be the best way forward.

**Option One** To review draft revenue budget to date and consider actions arising.

**Option Two** To approve or reject the recommendations above or request that Officers provide additional information.

### **Consultations**

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#### **Executive**

5/9/2011, 17/11/2011

#### **Resources and Performance Scrutiny Board**

27/09/11, 11/10/11, 20/10/11, 10/11/10, 22/11/2011

#### **Corporate Management Team / Joint Management Team**

Various meetings throughout May 2011 to Nov 2011

### **Implications**

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#### **Financial:**

Financial Effects – the significant financial effects of the budget are identified in Appendix 1. Any decisions made in relation to ongoing expenditure or income in the budget for 2012/13 will have repercussions in future years when current forecasts indicate the financial environment is likely to become increasingly difficult. The Council has a statutory duty to set a balanced budget and could incur the intervention of the Secretary of State if it failed to do so.

Consideration of this item will fall within the provisions of Section 106 of the Local Government Finance Act 1992, and Members affected by those provisions should declare

accordingly and refrain from voting on the matter.

The council has developed a number of building blocks to meet the strain created through the reduction in Government grant, these in addition to the £1m public promise and additional efficiency savings have been built into this first draft of the Budget for 2012/13.

Comments checked by Karen Muir, Corporate System Accountant, 01295 221559.

**Legal:**

There is a statutory requirement for the Council to set a balanced budget by 11 March 2012 and the draft budget is part of that process.

Comments checked by Kevin Lane, Head of Law & Governance, 03000 030 107.

**Risk Management:**

The significant risks and assumptions associated with the draft budget are outlined in Appendix 1 and a risk provision has been considered. On a broader front, if due consideration is not given to matching scarce financial resources carefully against properly assessed service priorities, the Council may fail in achieving its strategic priorities and in its duty to demonstrate value for money. A full appraisal of risk will be included in the final budget report detailing mitigations and a sensitivity analysis will be included in calculating the risk provision

Comments checked by Karen Muir, Corporate System Accountant, 01295 221559.

**Wards Affected**

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All

**Corporate Plan Themes**

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All

**Executive Lead Member**

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**Councillor Ken Attack**  
**Lead Member for Financial Management**

**Document Information –**

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<b>Appendix No</b>	<b>Title</b>
Appendix 1	Draft Revenue 2011/12 Budget and Analysis
Appendix 2	Draft Council Business Plan 2012/13
Appendix 3	Service Priorities
Appendix 4	Resources and Performance Scrutiny Board – Budget Scrutiny recommendations
<b>Background Papers</b>	
2011/12 Budget Booklet	
Medium Term Financial Strategy	
Budget Guidelines	

<b>Report Author</b>	Karen Curtin, Head of Finance and Procurement Karen Muir, Corporate System Accountant Claire Taylor, Corporate Performance Manager
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## Draft Revenue 2012/13 Budget and Analysis

### The Status of the Budget

- 1.1 This is the first draft of the budget and is currently subject to scrutiny of both revenue and capital together with amendments for new information relating to economic climate, and confirmation of the amount available for distribution from the Collection Fund. The final version of the budget will be presented to the Executive on February 6th 2012 before approval by Council on February 27th 2012.

### Budget Guidelines

- 1.2 The draft General Fund Revenue budget has been prepared in accordance with the guidelines agreed by the Executive at its meeting on 5<sup>th</sup> September 2011.

### Economic Climate

- 1.3 UK economy - following the general election in May 2010, the coalition government has put in place an austerity plan to carry out correction of the public sector deficit over the next five years. The inevitable result of fiscal contraction will be major job losses during this period, in particular in public sector services.
- 1.4 This downturn in the economy has given rise to a number of unanticipated budget pressures. One of the most immediate impacts of the credit crunch in Cherwell, like elsewhere, is the housing market slowing rapidly. This has seen a reduction in the current year of planning and land charge income, increase in benefit applications, increased fuel costs and these assumptions have been assumed to continue and built into the formation of the draft budget and considered in the review of risk.
- 1.5 Following zero growth in the final half of 2010/11 the UK economy grew by a weaker than expected 0.1% in the first quarter of 2011/12, providing a knock on effect to future growth prospects. Growth prospects will be governed by UK consumer sentiment, which is currently subdued due to falling disposable income. Higher VAT, overhanging debt, high inflation and concerns over employment are likely to weigh heavily on consumers into the future.
- 1.6 The announcement by the MPC on 6 October of a second round of quantitative easing of £75bn emphasised how seriously the MPC now views recession as being a much bigger concern than inflation. Although inflation remains stubbornly high, the MPC's expectation of future falls resulting in an undershoot of its 2% target opened the way for this new round of QE. Inflation beyond 2012 is forecast to fall back towards this target but for the 2012/13 budget assumptions have been made at CPI minus 1% at September 2011.
- 1.7 Sector, the Council's Treasury Management Advisors, are currently of the view that the Bank Rate may start to increase during Q4 of the 2012/13 financial year by 0.5%. For the purpose of this draft of the budget we have assumed a reinvestment rate of 1.3% for investment income purposes.
- 1.8 The Council's decision in preparing the last full MTFs forecast not to rely on investment income to deliver services assumes a reduction over 3 years. It is assumed that a base of £300k is used in the 2012/13 budget together with an amount to cover the car parking income change. The additional investment income achieved will be used to replenish reserves and fund one off projects.

## Medium Term Financial Forecasts

- 1.9 Our medium term financial forecasts were updated as a result of the Comprehensive Spending Review and as a result we are working on the basis of a £5m cumulative savings requirement over the next 4 years. The savings identified in draft 1 of the 2012/13 will provide a substantial contribution to this and a new medium term financial forecast will be included with the budget report in February 2012.

## Investments in Iceland

- 1.10 The Council currently has a total of £6.5 million in short term investments (i.e. those with maturity periods of up to one year) with one of the affected banks Glitner. The position is that, the Council has preferential credit status and as such will recover 100% of this balance along with investment income (previously written off). It is still unclear when or how the distributions will be made and members will be provided with an update when more information is available.
- 1.11 The Council made a capitalisation request to Secretary of State to use capital receipts to offset any potential losses in relation to the Iceland deposits and processed this as part of the 2010/11 accounts. On the basis of the appeal court decision this transaction will be reversed in the 2011/12 accounts.
- 1.12 No investment income has been built into the 2012/13 budget for the return of the £6.5m principle at this stage but this will be reviewed as we prepare the final 2012/13 budget.

## General Fund Revenue Budget

- 1.13 The draft General Fund Revenue budget is shown in Table 1. The revenue budget as presented has been left, quite deliberately, with a funding gap of £165,228. This type of gap is not unusual at this stage in the process and it can be covered by considering the actions listed in 1.26.

**Table 1**

Service Area	Approved Budget 2011/12	Proposed Budget 2012/13	Movement
Community & Environment	£8,305,435	£8,128,276	-£177,159
Resources	£4,964,760	£4,658,904	-£305,856
Development	£4,215,039	£3,843,744	-£371,295
<b>Service Total</b>	<b>£17,485,234</b>	<b>£16,630,924</b>	<b>-£854,310</b>
<b>% Decrease</b>			<b>5%</b>
<b>Executive Matters</b>			
Centrally controlled Items	£1,465,845	£1,526,312	£60,467
SNDC Joint Working Savings	-£333,000	-£130,000	£203,000
<b>Credit for Capital Charges</b>	<b>-£3,218,477</b>	<b>-£3,218,477</b>	<b>£0</b>
	<b>£15,399,602</b>	<b>£14,808,759</b>	<b>-£590,843</b>
<b>Contribution to (+) / from (-) Earmarked Reserves</b>	<b>£600,000</b>	<b>-£74,245</b>	<b>-£674,245</b>
<b>Contribution to (+) / from (-) General Balances</b>	<b>-£139,664</b>	<b>£0</b>	<b>£139,664</b>
<b>Net Budget Requirement</b>	<b>£15,859,939</b>	<b>£14,734,514</b>	<b>-£1,125,424</b>
<b>RSG Settlement</b>	<b>-£8,634,458</b>	<b>-£7,553,058</b>	<b>£1,081,400</b>
<b>Council tax Compensation Grant 2011/12</b>	<b>-£155,037</b>	<b>-£155,037</b>	<b>£0</b>
<b>Council tax Single Person Discount Review</b>		<b>-£52,000</b>	
<b>Collection Fund Surplus</b>	<b>-£130,417</b>	<b>-£141,399</b>	<b>-£21,583</b>



<b>Investment Income</b>	-£723,407	-£439,811	£283,596
<b>Amount to be funded from Council Tax</b>	<b>£6,216,620</b>	<b>£6,227,982</b>	<b>£217,989</b>
<b>Potential Shortfall</b>	£0	<b>£165,228</b>	
Number of band D equivalents (taxbase confirmed in Jan 2012)	50337	50429	92
2012-13 Cost of Band D equivalent	£123.50	£123.50	
2011-12 Cost of Band D equivalent	£123.50	£123.50	
	£6,216,620	£6,227,982	

- 1.14 Our assumption for Council tax is that we will set a 0% increase for 2012/13. CSR2010 confirmed that the Government will provide a revenue grant equivalent to a 2.5% increase in Council Tax to fund this freeze for a period of 4 years; this has therefore been included within the projected resources of the Council.
- 1.15 In October 2011, the Chancellor of the Exchequer announced a new support for local authorities to help them freeze council tax in 2012/13 as well. If Cherwell District Council was to approve a freeze to its council tax in 2012/13 it would receive an additional grant of c. £156, 970 for 2012/13 only. The receipt of this additional grant has **not been** incorporated within the projected resources of the Council in this first draft of the budget.
- 1.16 The revenue budget shows an overall 5% decrease in service expenditure in comparison with the 2011/12 budget.
- 1.17 The capital charges as detailed in the table above are still to be confirmed and any variations will be incorporated into the final version of the budget. This represents an accounting entry and will not affect the bottom line.
- 1.18 In light of the challenging financial position the Council faces in both this and forthcoming years, work has been in progress on the 2012/13 budget since setting the 2011/12 budget in March 2011. The Council made a public promise to deliver £1m worth of savings and in addition has developed Building Blocks across the organisation, identifying opportunities to either reduce costs or increase income generated. The aim being to compensate for the financial pressures arising from the Comprehensive Spending review, general economic climate and our strategy to reduce our reliance on investment income.
- 1.19 This first draft of the 2012/13 revenue budget demonstrates that we have delivered in excess of the £1m public promise (£1.1m). In addition, we have also identified £664k worth of additional efficiencies which have also been built into this first draft. A detailed analysis of the efficiencies achieved will be prepared for the final version of this budget.
- 1.20 Table 2 on the following pages provides a further breakdown :-

**Table 2**

Area	Building Block Detail	Bldg Block Ref	£1m Public Promise	Efficiencies	Total	Corporate	Community & Environment	Resources	Development	Total
Corporate	Joint Senior Management Team Savings		£353,000		£353,000	£353,000				<b>£353,000</b>
Corporate	Joint Working - shared infrastructure, ICT and additional procurement savings.		£100,000		£100,000	£100,000				<b>£100,000</b>
Corporate	Joint Working Building Control		£30,000		£30,000	£30,000				<b>£30,000</b>
Finance	Review Single Person Discounts - 17,218 (33%) - assume 10% withdrawn and costs shared with County	11	£52,000		£52,000	£52,000				<b>£52,000</b>
Tourism	VFM Review - Tourism	3	£25,169		£25,169		£25,169			<b>£25,169</b>
Customer Services	VFM Review - Customer Services	15	£69,077		£69,077		£69,077			<b>£69,077</b>
Community Safety	Review of Discretionary Services	28	£4,643		£4,643		£4,643			<b>£4,643</b>
Vehicle Maintenance	VFM Review - Vehicle Maintenance	6	£15,000		£15,000		£15,000			<b>£15,000</b>
Environmental Services	Re tender and negotiation of New Recyclables Contract to take advantage of favourable market conditions.	30	£193,957		£193,957		£193,957			<b>£193,957</b>
Various	Procurement Action Plan	29	£36,427		£36,427			£36,427		<b>£36,427</b>
Public Protection	VFM Review - Public Protection	5	£34,000		£34,000				£34,000	<b>£34,000</b>
Corporate	Change in planning fees regime will result in increase to fees - guidance not yet available but assume modest 10% - 15% uplift on current income	10	£80,000		£80,000				£80,000	<b>£80,000</b>
Economic Development	VFM Economic Development	4	£15,000		£15,000				£15,000	<b>£15,000</b>
Corporate	Commissioning of advisory services Communicated to grant recipients - review all grant funding and prepare a list of proposed reductions	14	£111,051		£111,051				£111,051	<b>£111,051</b>
<b>EFFICIENCIES</b>										
Community & Environment				£258,355	£258,355		£258,355			<b>£258,355</b>
Resources				£267,293	£267,293			£267,293		<b>£267,293</b>
Development				£138,343	£138,343				£138,343	<b>£138,343</b>
<b>Total</b>			<b>£ 1,119,324</b>	<b>£ 663,991</b>	<b>£1,783,315</b>	<b>£ 535,000</b>	<b>£ 566,201</b>	<b>£ 303,720</b>	<b>£ 378,394</b>	<b>£ 1,783,315</b>
						<b>30%</b>	<b>32%</b>	<b>17%</b>	<b>21%</b>	

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1.21 The following table provides details of Growth items that have been built into the 2012/13 budget. These items represent budget pressures which are often unavoidable and have to be incorporated into our base revenue budget, many of which are of a significant nature. Examples of such are - reductions in income / funding (Revenue Support Grant) / economic pressure on income receivable (reduction in car park income) and additional costs incurred. They have been incorporated into this first draft of the budget at service level whilst those services have still delivered their building blocks, contribution to the Councils £1m public savings promise and further efficiencies.

**Table 3**

SERVICE AREA	DETAIL	Avoidable / Unavoidable	Reduction in Income	Additional Costs	Total
Corporate - Executive Matters	Reduction in Revenue Support Grant	U	£1,081,400		£1,081,400
Corporate - Executive Matters	Reduction in reliance on Investment income	A	£ 303,596		£ 303,596
Vehicle Parks	Reduced Car park Income	U	£ 251,811		£ 251,811
Corporate Debt Recovery	Reduction in Court Costs Recovered	U	£ 77,484		£ 77,484
Corporate - Executive Matters	Increase in Capital Cost of Pension	U		£ 64,791	£ 64,791
Community Services	Transition of Advisory Services	A		£ 35,000	£ 35,000
Licensing	Reduced Income	U	£ 25,358		£ 25,358
ICT Support	Gov Connect Charges	U		£ 25,000	£ 25,000
Corporate	Other minor growth items	U		£ 18,089	£ 18,089
			<b>£1,739,649</b>	<b>£142,880</b>	<b>£1,882,529</b>

1.25 In order to balance the budget a further reduction in costs or increase in income of £165,228 is required.

1.26.1 The following areas will be considered and an estimated range of contribution to the deficit is included.

**Table 4**

AREAS FOR FURTHER REVIEW	IMPACT	CONTRIBUTION RANGE
Scrutiny Recommendations re Stationary Budgets	Reduce Costs	Up to £5k reduced costs
Scrutiny Recommendations re Communications	Reduce Costs	To be agreed
Scrutiny Recommendations re Administration Review	Reduce Costs	Up to £100k reduced costs
Revenue Implications of Capital Programme	Increase / Reduce Costs	Up to £76k reduced costs
Council Tax Compensation Grant	Increase Income	Up to £156k
Review of Professional Fees	Reduce Costs	Up to £50k reduced costs

1.27 In addition further work will continue on identifying additional budget reductions for future years and these will be detailed in the Medium Term Forecast which will be updated and presented as part of the final budget report.

### **Risk**

1.28 As ever the Council needs to plan its budget amidst a high degree of uncertainty, which brings with it risks. As well as specific mitigating actions on individual issues, risks are also addressed as part of our corporate risk register, proactive budget monitoring, service planning process and consideration of risk in all key decisions and committee reports.

- 1.29 The draft budget includes a specific service risk provision of £145,000 and a general provision of £147,000 which equates to 1% of projected net expenditure and is in line with our budget planning.
- 1.30 A full appraisal of risk will be included in the final budget report detailing mitigations and a sensitivity analysis will be included to calculate the specific risk provisions.

### **Reserves**

- 1.31 In addition to the robust risk control measures it will be necessary for the Council to maintain a general fund general balance as the ultimate safeguard. This balance is projected to be circa £1m. A full review of Council reserves will be detailed in the February report to the Executive.

### **Further Document Information**

<b>Detail</b>	
<b>Scrutiny Reviews</b>	27/09/2011 , 11/10/2011 , 20/10/2011 , 10/11/2011 22/11/2011
<b>Executive Reports</b>	5/9/2011 Budget Strategy & Guidelines
<b>Building Blocks</b>	
<b>£1m Public Promise</b>	

**Corporate Plan 2012/13 DRAFT**

**Detailed measures and targets underpinning the strategic priorities and objectives are being developed and will be presented at Executive and Council meetings in during February 2012.**

<p><b>A</b></p> <p><b>A District of Opportunity</b></p>	<p><b>B</b></p> <p><b>A Cleaner Greener Cherwell</b></p>	<p><b>C</b></p> <p><b>A Safe, Healthy and Thriving Community</b></p>	<p><b>D</b></p> <p><b>An Accessible Value for Money Council</b></p>
<p><b>Work with partners to tackle disadvantage in the District.</b></p> <ul style="list-style-type: none"> <li>Support vulnerable residents through focusing on homelessness prevention and housing advice at current levels of performance</li> <li>Work with our partners to reduce the number of young people not in education employment or training across the district</li> </ul> <p>Support local people into work (job clubs and apprenticeships) and prepare for the impact of the Government reform to welfare and the benefits system</p> <ul style="list-style-type: none"> <li>Deliver the Brighter Futures in Banbury programme</li> </ul>	<p><b>Provide excellent waste collection and recycling services, working to reduce the amount of waste produced and to increase recycling across the district.</b></p> <ul style="list-style-type: none"> <li>Increase the household recycling rate to above 60%</li> <li>Reduce the amount of waste sent to landfill</li> <li>Maintain the current high levels of customer satisfaction with our recycling and waste collection services</li> </ul>	<p><b>Work with partners to support the development of safe and thriving local communities and neighbourhoods.</b></p> <ul style="list-style-type: none"> <li>Continue to provide a wide range of recreational activities and opportunities of young people across the district</li> <li>Work with partners to maintain already low levels of crime in the district</li> <li>Work with partners and businesses to support public health, safety and environmental protection</li> </ul>	<p><b>Provide value for money and a financially sound organisation, minimising the impact of smaller council budgets on frontline and priority services.</b></p> <ul style="list-style-type: none"> <li>Develop and implement an effective approach to address the financial impact of Government welfare reform</li> <li>Understand and plan for the implications of the Local Government Resources Review specifically the changes to localisation of business rates and council tax benefit</li> <li>Secure savings of £800 - £1m taking account of the national changes to Local Government Funding</li> <li>Ensure the Council's budget is matched to strategic priorities demonstrating and promoting the Council's commitment to value for money and effective service delivery.</li> </ul>
<p><b>Balance economic development and housing growth.</b></p> <ul style="list-style-type: none"> <li>Deliver x new homes including through planned major housing projects <i>(measured through the AMR- number of new homes, numerical measure)</i></li> <li>Deliver x affordable homes in the district <i>Target to be confirmed</i></li> <li>Promote local economic development through business advice and support, inward investment and the Local Enterprise Partnerships</li> <li>Progress the Community Housing</li> </ul>	<p><b>Work to ensure our streets, town centres, open spaces and residential areas are clean, well maintained and safe.</b></p> <ul style="list-style-type: none"> <li>Maintain high levels of residents' satisfaction with street and environmental cleanliness</li> <li>Work with local communities to continue the programme of neighbourhood litter blitzes</li> </ul>	<p><b>Support the local community, voluntary and not for profit sectors to play an active role in the district.</b></p> <ul style="list-style-type: none"> <li>Work with the local voluntary sector to provide advisory services for the local community</li> <li>Support volunteering across the district</li> <li>Adopt an integrated community development approach to ensure</li> </ul>	<p><b>Work with partners to reduce Council costs.</b></p> <ul style="list-style-type: none"> <li>Implement/embed shared back office systems and services to secure efficiencies</li> <li>Implement a shared ICT service</li> <li>Explore further opportunities with partners to share or provide services, reducing costs and maximising income</li> </ul>

A	B	C	D
A District of Opportunity	A Cleaner Greener Cherwell	A Safe, Healthy and Thriving Community	An Accessible Value for Money Council
<p>Project with HCA investment partner (31 dwellings in 12/13)</p> <p><b>Develop a robust and locally determined planning framework.</b></p> <ul style="list-style-type: none"> <li>Complete a draft of local development framework for the district and submit for adoption</li> <li>Prepare an Infrastructure Plan for Cherwell District and prepare for introduction of Community Infrastructure Levy</li> <li>Secure implementation of new policy for Developer contributions</li> <li>Protect and enhance the quality of the built environment by completion of Conservation Area Reviews and strong design guidance for all new developments</li> </ul>	<p><b>Work to reduce our impact on the natural environment, limit our use of natural resources and support others in the district to do the same.</b></p> <ul style="list-style-type: none"> <li>Reduce the Council's Carbon footprint by xx% (includes buildings, fleet mileage etc) (target to be confirmed)</li> <li>Work with partners to improve the energy efficiency of homes and enable more residents to achieve affordable energy bills</li> </ul>	<p>the Council's provides value for money and addresses local need</p> <p><b>Provide good quality recreation and leisure opportunities in the district.</b></p> <ul style="list-style-type: none"> <li>Progress the South west Bicester sports pitches</li> <li>Maintain current levels of visits/usage to district leisure centres</li> <li>Establish the Trust arrangements to secure the long term future of Banbury Museum and maintaining access for the community</li> </ul>	<p><b>Demonstrate that we can be trusted to act properly for you by being transparent about our costs and performance.</b></p> <ul style="list-style-type: none"> <li>Improve the information available to the public about our costs and performance, and promote understanding, accountability and opportunity</li> <li>Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities</li> </ul>
<p><b>Work to improve the quality and vibrancy of our town centres and urban areas.</b></p> <ul style="list-style-type: none"> <li>Progress the commercial development of Bicester Town Centre and consider the plans for development of the community building</li> <li>Complete a Masterplan for Bicester</li> <li>Progress the Canal side Regeneration programme in Banbury and redevelopment of the Bolton Road area in Banbury.</li> </ul>	<p><b>Work with partners to support the development of Eco-Bicester, creating a centre of excellence in terms of green or sustainable living.</b></p> <ul style="list-style-type: none"> <li>Work with partners progress the delivery of the development masterplan for Eco-Bicester</li> <li>Start work on site for initial \$00 home development</li> <li>Ensure continued opportunities for local people to participate in the Eco-Bicester programme</li> </ul>	<p><b>Support improvement of local health facilities, services and standards across the district.</b></p> <ul style="list-style-type: none"> <li>Work to promote active and independent lifestyles amongst older people</li> <li>Support the local NHS to retain and develop health services at the Horton General Hospital</li> <li>Continue to support new and improved health services in Bicester and the surrounding area</li> </ul>	<p><b>Work to ensure we provide good customer service through the delivery of high quality and accessible services.</b></p> <ul style="list-style-type: none"> <li>Maintain high rates of customer satisfaction with our Services</li> <li>Improve levels of satisfaction with and access to information provided by the Council</li> <li>Improve access to our services and advice by increasing online payment and service options</li> </ul>

## Frontline Service Priority Framework for 2012/13

Service Area	Priority Ranking 2010/11	Priority Ranking 2011/12	Priority Ranking 2012/13
Refuse collection & Recycling	1	1	1 ⇔
Strategic Housing	1	1	1 ⇔
Economic Development and Regeneration	2	2	1 ↗
Anti-social behaviour	1	2	2 ⇔
Sports facilities	3	3	3 ⇔
Local Development	3	3	3 ⇔
Community Development	3	3	3 ⇔
Housing Needs	4	3	3 ⇔
Private Sector Housing	4	3	3 ⇔
Leisure development	3	4	4 ⇔
Local Transport and Concessionary Fares	4	4	4 ⇔
Revenues & Benefits	4	4	4 ⇔
Cleansing	4	4	4 ⇔
Environmental Protection	4	4	4 ⇔
Rural Areas	4	4	4 ⇔
Car Parking	4	4	4 ⇔
Estates	4	4	4 ⇔
Safer communities	3	5	5 ⇔
Health Promotion	3	5	5 ⇔
Building Control and Engineering	5	5	5 ⇔
Public Protection	5	5	5 ⇔
Conservation & Urban Centres	4	5	5 ⇔
Planning & Enforcement:	5	5	5 ⇔
Arts	4	4	6 ↘
Planning control	6	6	6 ⇔
Diversity and equality	6	6	6 ⇔
Landscape	7	7	7 ⇔
Banbury Museum	7	7	7 ⇔
Tourism	7	7	7 ⇔
Licensing	7 Page 73	7	7 ⇔

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**APPENDIX 4**

**2012/13 Budget Scrutiny Outstanding Actions,  
Recommendations and Conclusions**

Recommendations	Reasons and Comments	Projected additional income/savings 2012/13
<p><b>Recommendations</b></p> <p>The budget scrutiny process for 2012/13 has involved a review of the current budget for 2011/12 of £15.8m with a detailed review of Discretionary areas of spend. Discretionary spend for Cherwell District Council in 2011/12 totalled a net expenditure of £3.1m (27% of the Council's net budget). and the capitals bids received as part of the 2012/13 process, the Executive is recommended to consider the following recommendations from the Resources and Performance Scrutiny Board:</p>		
<p><b>Capital Programme 2012/13</b></p>		
<p>1. That the following capital bids be included in the capital programme 2012/13:</p> <ul style="list-style-type: none"> <li>i. Biomass Heating for Bicester Leisure Centre</li> <li>ii. Recycling Bank Replacement Programme</li> <li>iii. Environmental Services Vehicle Replacement Programme</li> <li>iv. Energy Efficiency Projects</li> <li>v. Ferriston Roof Repairs</li> <li>vi. Thorpe Way Roof Repairs</li> </ul>	<p>Bid i. The Board noted that no money had been spent on heating during the refurbishment of Bicester Leisure Centre. Biomass heating would save £56k per annum and payback would be achieved in 8.6 years.</p> <p>Bids ii – vi. The Board agreed that it was better to invest in replacement equipment rather than face potentially expensive repair bills.</p> <p>Bids vii and viii. The Board noted that the Discretionary Housing Grants remained static in 2010/11 and 2011/12 but that CDC had cut its contribution for Disabled Facilities Grants by 15% in 2011/12. It was anticipated Government funding would remain static and the Board agreed that the Bids should be recommended for approval but they would look at</p>	<p>-</p> <p>£56,000</p>

<p>vii. Discretionary Housing Grants viii. Mandatory Disabled Facilities Grants</p>	<p>these areas in more detail as part of the 2013/14 budget scrutiny process.</p>	
<p>2. That the following capital bid be included in the capital programme 2012/13 subject to officers circulating additional information, including the report to Executive in May 2010 and modelling, to Members and Members being satisfied with the additional information:</p> <ul style="list-style-type: none"> <li>i. Cherwell Community Led Housing Programme</li> </ul>	<p>The Board agreed that in principle the proposal was sound and was minded to recommend the bid for approval but requested additional information be provided via email.</p>	
<p>3. That the following capital bid not be included in the capital programme 2012/13:</p> <ul style="list-style-type: none"> <li>i. Bicester Methodist Church – Redevelopment of Community Facilities</li> </ul>	<p>The Board agreed that funding for this proposal should not be provided through the Capital Programme and requested that officers investigate other sources of funding and equitable with the 2 other churches who have received similar funding.</p>	
<p>4. That recommendations on the following capital bids be deferred:</p> <ul style="list-style-type: none"> <li>i. Community Intelligence Hub</li> <li>ii. Disaster Recovery Upgrade – VMware Site Recovery Manager</li> <li>iii. Thin Client Rollout – Quest Virtual Desktop Infrastructure</li> <li>iv. IT Core Infrastructure Upgrade – New Virtual Servers, SAN (Storage Area Network) and Network Upgrade</li> </ul>	<p>Bid i. The Board requested that this bid be re-evaluated and brought back to the Board's January meeting for consideration.</p> <p>Bids ii – vi. These bids relate to ICT. The Board agreed that consideration of these bids should be deferred pending the ICT Insource and Shared Service Business Case.</p>	<p>-</p>

<p>v. Extension of Microsoft Enterprise Agreement (Software licensing) vi. Core Software Architecture vii. Telephony Development</p>	<p>Members requested that additional information relating to this bid be submitted to the Board's January meeting for consideration.</p>	
<p><b>Discretionary Spend &gt;£200k</b></p>		
<p>5. Administration Function: That a 10% saving on the controllable costs be implemented by 1 April 2012.</p>	<p>This would generate savings of approx. £99,540.</p>	<p>£99,540</p>
<p><b>Staff Think Tank Savings</b></p>		
<p>6. That the Council's overall stationery spend should be reduced by 10%</p>	<p>A 10% reduction would save £5,000</p>	<p>£5,000</p>
<p>7. That free dog waste bags be removed from Customer Service desks</p>	<p>Officers should be requested to investigate making dog waste bags available through other outlets (i.e. vets, animal charity shops) which would release the time of Customer Service Representatives</p>	
<p><b>Deferred Items</b></p>		
<p>The Resources and Performance Scrutiny Board deferred making recommendations on the following items and requested that further information be submitted to the Board's January meeting</p>		
<p><b>Discretionary Spend &gt;£200k</b></p>		
<p>1. Communications – Controllable / Uncontrollable costs</p>	<p>The Board noted that a full review of the service was being undertaken. Members requested that officers bring proposals detailing how the service could save 25% of its controllable budget to the Board's January 2012 meeting for consideration</p>	
<p>2. Distribution of Cherwell Link with Electoral Registration / Council Tax Bills (Linked to</p>	<p>The Board requested that officers consider:</p> <ul style="list-style-type: none"> <li>• further adverts / flyers be included with Cherwell Link to fund</li> </ul>	

Communications above)	<p>distribution costs</p> <ul style="list-style-type: none"> <li>consider the potential of sharing distribution costs with South Northamptonshire Council</li> </ul>
<p><b>Conclusions</b></p> <p>In addition to the recommendations detailed above, during the budget scrutiny process the Resources and Performance Scrutiny considered the areas below for which there are no recommendations. Members reached the following comments/conclusions and are chose to submit them to the Executive for information and, where appropriate, consideration during their budget discussions.</p>	
<b>Service Area / Issue</b>	<b>Conclusion / Comments</b>
<b>Discretionary Spend &gt;£200k</b>	
1. Street Wardens	The R&PSB agreed that to make no recommendation in this area. This is considered an invaluable service by residents and Members agreed it was not appropriate to reduce or remove the service. The Board noted that the Team had already reduced from 4 to 3 in 2011/12. (Also considered as a Staff Think Tank Saving)
2. Community Transport	The R&PSB agreed that to make no recommendation in this area as savings had already been generated through building block 14
3. Woodgreen Leisure	The R&PSB agreed that to make no recommendation in this area as a report considering management arrangements was being drafted
4. Spiceball Sports Centre	The R&PSB agreed that to make no recommendation in this area as the contract would be reviewed in 2012/13. The Board agreed to add this to their work programme for 2012/13.
5. Banbury Museum	The R&PSB agreed that to make no recommendation in this area as it had been subject to a Value for Money review and implementation of trust status considered. The Board agreed to add this to their work programme for 2013/14.
6. Economic Development	The R&PSB agreed that to make no recommendation in this area. Members requested that a quarterly report be submitted to the relevant scrutiny committee with regard to inward investment

	projects detailing expenditure / benefits/ success and future plans
7. Support Cost Trends 2007/08 to 2011/12	The R&PSB recognised the reduction in support costs. Members agreed that the Board should monitor this annually and add support model to their 2012/13 work programme
8. Tourist Information Centres / Courtyard	The R&PSB agreed that they would add this to their 2012/13 work programme to undertake a review
<b>Staff Think Tank Savings</b>	
1. Councillors Blackberry provision	The return of unused Blackberries would only generate savings of £200 and there was therefore no financial benefit in pursuing this. At the request of the R&PSB an email had been sent to all Members requesting that any unused Blackberries, laptops and PC's be returned. This would generate a saving in licences etc. A further request to be sent from the Leader of the Council.
2. Cease webcasting	Members agreed that webcasting of meetings was a valuable communication tool and suggested more meetings should be webcast
3. Staff holiday / pay freeze / change in working week	The R&PSB recognise the value of staff suggestions and request that the Head of Transformation submit a report to the appropriate Committee on the potential of changes to the number of hours in the working week, staff pay freezes and buying/selling holiday
4. Fast Tracking Licence/Planning Applications	No further action to be taken in this area
5. Remove Street Warden Service	The R&PSB agreed that to make no recommendation in this area. This is considered an invaluable service by residents and Members agreed it was not appropriate to reduce or remove the service. The Board noted that the Team had already reduced from 4 to 3 in 2011/12
6. Review CCTV Operation and Costs	The R&PSB agreed that to make no recommendation in this area at this time. It was agreed that the Council should await the outcome of the Thames Valley Police review and then undertake a further review within CDC in 2012/13

7. Review Opening Hours of Link Point	The R&PSB agreed that to make no recommendation in this area. A reduction in Link Point opening times was already included in building block 5 and had been approved by Executive
<b>Other</b>	
Council Tax Comparisons	The R&PSB considered council tax figures for Cherwell District Council and neighbouring/local councils and requested that when 2012/13 information was available it be circulated to all Members.