

Committee: Executive
Date: Monday 9 January 2012
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

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

AGENDA

1. **Apologies for Absence**

2. **Declarations of Interest**

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

3. **Petitions and Requests to Address the Meeting**

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

4. **Urgent Business**

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

5. **Minutes** (Pages 1 - 8)

To confirm as a correct record the Minutes of the meeting held on 6 December 2011.

Strategy and Policy

6. ICT Insource and Shared Service Business Case (Pages 9 - 86) 6.35 pm

Report of Head of Finance and Procurement

Summary

This exempt report seeks support for the business case to implement a shared ICT service across Cherwell District Council (CDC) and South Northamptonshire Council (SNC), and agreement to fund the set up costs of such a service.

Recommendations

The Executive is recommended, subject to approval of the staffing implications by Personnel Committee and similar approval by the respective SNC decision making bodies, to:

- (1) Endorse the appended business case for insourcing the ICT function at the end of the current SNC contract with Capita.
- (2) Request that the ICT Programme Board progress the insource.
- (3) Approve revised Terms of Reference for the ICT Programme Board as set out in the business case and delegating the authority to take all necessary non staffing decisions to implement it to the Director of Resources in consultation with the Board Chairman.
- (4) Approve the supplementary capital estimate to fund the investment required to develop a shared platform and delegate authority to the Director of Resources in consultation with the Lead Member for Financial Management to fund the one off revenue costs from ICT earmarked reserves.

7. Health Sector Reforms and Emerging New Local Arrangements (Pages 87 - 94) 6.50 pm

Report of Director of Environment and Community

Summary

To consider the changes to the local health sector as a consequence of the health sector reforms and the resultant new structures and functions

Recommendations

The Executive is recommended to:

- (1) Note the new Oxfordshire and local arrangements for the Health and Wellbeing Functions, Healthwatch and Clinical Commissioning.
- (2) Support and promote the District Council's involvement in the appropriate parts of the Health & Wellbeing partnerships structure.

- (3) Continue to support the Community Partnership Network as a means of ensuring that local issues are adequately addressed in all parts of the health and social care sector.

Value for Money and Performance

8. Council Tax Base for 2012/13 (Pages 95 - 106) 7.00 pm

Report of Head of Finance and Procurement

Summary

To consider the calculation of the council tax base for 2012/13.

Recommendations

The Executive is recommended to:

- (1) Approve the report of the Head of Finance and Procurement, made pursuant to the Local Authorities (Calculation of Tax Base) Regulations 1992, as amended, and the calculations referred to therein for the purposes of the Regulations.
- (2) Resolve that, in accordance with the Regulations, as amended, the amount calculated by the Cherwell District Council as its council tax base for the year 2012/2013 shall be 50,615.
- (3) Resolve that the tax base for parts of the area be in accordance with the figures shown in column 13 of Appendix 1b.
- (4) Resolve to continue with the discretionary awards that it resolved to give on December 1 2009.

9. Resource Review (Pages 107 - 118) 7.15 pm

Report of Chief Executive

Summary

This report seeks support for the proposals to address the gaps in skills or capacity identified following the appointment to the posts in the new Joint Management Team.

Recommendations

The Executive is recommended to:

- (1) Note the outcome of the resource review.
- (2) Approve the proposals for the one-off funding requirement (6.1).
- (3) Note that business cases for any further funding requirements are being developed for member consideration.

- (4) Ask Overview and Scrutiny Committee to review the joint working arrangements during 2012/13.

Urgent Business

10. Urgent Business

Any other items which the Chairman has decided is urgent.

11. Exclusion of the Press and Public

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

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

Members are reminded that whilst the following item has been marked as exempt, it is for the meeting to decide whether or not to consider it in private or in public. In making the decision, members should balance the interests of individuals or the Council itself in having access to the information. In considering their discretion members should also be mindful of the advice of Council Officers.

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

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

12. Community Led Housing and Self Build Housing (Pages 119 - 166) 7.35 pm

Report of Interim Head of Regeneration and Housing

(Meeting scheduled to close at 7.50 pm)

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to 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 (01295) 221589

Sue Smith
Chief Executive

Published on Friday 30 December 2011

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Agenda Item 5

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 6 December 2011 at 6.30 pm

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

Councillor Ken Atack, Lead Member for Financial Management
Councillor Norman Bolster, Lead Member for Estates
Councillor John Donaldson, Lead Member for Banbury Brighter Futures
Councillor Michael Gibbard, Lead Member for Planning
Councillor James Macnamara, Lead Member for the Environment
Councillor Nigel Morris, Lead Member for Change
Councillor D M Pickford, Lead Member for Housing
Councillor Nicholas Turner, Lead Member for Customer Services

Also Present: Councillor Leslie F Sibley
Councillor Tim Emptage
Councillor Nicholas Mawer

Officers: Sue Smith, Chief Executive
Calvin Bell, Director of Development
Ian Davies, Director of Community and Environment
Martin Henry, Director of Resources / Section 151 Officer
Kevin Lane, Head of Law and Governance / Monitoring Officer
Claire Taylor, Corporate Performance Manager
Karen Muir, Corporate System Accountant
Natasha Clark, Senior Democratic and Scrutiny Officer

62 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

64 **Urgent Business**

There were no items of urgent business.

65 **Minutes**

The minutes of the meeting held on 7 November 2011 were agreed as a correct record and signed by the Chairman.

66 **Local Development Framework Annual Monitoring Report**

The Head of Strategic Planning and the Economy submitted a report which sought 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.

In introducing the report, the Lead Member for Planning explained that the Local Development Framework's Annual Monitoring Report (AMR) presented information on development that had taken place or was permitted over the period from 1 April 2010 to 31 March 2011, provided a comprehensive review of housing land supply and reported on progress against the Local Development Framework. The Council was required to submit the AMR to the Secretary of State by 31 December 2011.

In terms of housing supply, the Lead Member for Planning reported that Planning Policy Statement (PPS) 3 required Local Planning Authorities to maintain a five year rolling supply of deliverable sites and states 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 would retain this requirement of a five year rolling supply plus an additional 20% above that level. The Council currently had a supply of 2.8 years for 2011-2016 and 2.9 years for 2012-2017. Members were advised that a detailed report on housing land supply would be submitted to Executive for consideration in February 2012. The Council was currently on target to bring the Core Strategy to Executive for consideration in April 2012. Should this be approved, it would then be subject to public consultation prior to submission to the Government Inspector in July 2012.

Members raised concerns that there was too much emphasis on housing land supply and the hard work Members and officers had undertaken on the Local Development Framework was not taken into consideration. In the course of the discussion, Members commented that sustainability should take precedence over housing supply figures, particularly in the current economic climate. Members also commented on the application of the Planning Obligations Supplementary Planning Document and its impact on small schemes and the Lead Member for Planning agreed to discuss its use as a tool for negotiation further with the relevant officers.

Resolved

- (1) That the Annual Monitoring Report be approved for submission to the Secretary of State and that authority be delegated to 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) That the district's housing delivery position be noted.
- (3) That the preparation of a more detailed land supply update showing details at a sub-district level for approval by the Executive in February 2012 be authorised.

Reasons

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.

Options

- | | |
|---------------------|---|
| 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. |

(Martin Henry joined the meeting during the discussion on this item. Councillor Macnamara left the meeting at the end of this item.)

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

The Head of Transformation and the Corporate Performance Manager submitted a report which presented the Council's performance for the period 1 July to 30 September 2011 as measured through the Performance Management Framework.

In introducing the report, the Lead Member for Change reported that the Joint Management Team was now in post and the Corporate Programme Manager was developing a transformation programme which would cover all key improvement and development projects going forward across both Cherwell District Council and South Northamptonshire Council. An update on the transformation programme would be presented as part of the quarterly

performance monitoring in place of the Council's improvement programme report.

In response to the address of Councillor Sibley, Leader of the Labour Group, regarding the drop in satisfaction with street cleansing and car parking in the Council's annual customer satisfaction survey, the Lead Member for Change reported that street cleansing would be reported on in the Quarter 3 performance report. The Deputy Leader reminded Executive that the Council had acknowledged that there had been dissatisfaction with the changes to parking fees and amended the parking policy accordingly.

Resolved

(1) That the following achievements be noted:

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.

- (2) That officers be requested to report in the third quarter on the following items where performance was below target or there are emerging issues or risks:

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.

- (3) That the update on the delivery of the improvement and value for money programme be noted and that officers be requested from the third quarter to replace this update with a progress review tracking the transformation programme shared between Cherwell District Council and South Northamptonshire Council.

- (4) That the responses identified to issues raised in the 2011/12 Quarter One performance report be agreed.

Reasons

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.

Options

- Option One**
- (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.
- Option Two** To identify any additional issues for further consideration or review.

68

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

The Head of Finance and Procurement submitted a report which presented the first draft of the budget, Corporate Plan and Service Plans 2012-13 and provided the first of two opportunities for the Executive 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 would be presented to full Council on the 27 February 2012.

In introducing the report, the Lead Member for Financial Management explained that whilst there was a currently a shortfall, it was anticipated that a balanced budget would be presented to the February 2012 meeting of Executive for consideration and recommendation to full Council.

Councillor Nick Mawer, Chairman of the Resources and Performance Scrutiny Board, presented the recommendations and conclusions of the Boards budget scrutiny review. He explained that a small number of recommendations would be presented to Executive in due course as Board members had requested supplementary information for consideration. On behalf of the Board, Councillor Mawer thanked the Head of Finance and Procurement, her team

and all Lead Officers who had supported and contributed to the 2013-13 budget scrutiny process.

The Chairman thanked Councillor Mawer and the Resources and Performance Scrutiny Board for their hard work undertaking the budget scrutiny review. He endorsed the sentiments of the Lead Member for Financial Management that a balanced budget would be achieved by February 2012.

Resolved

- (1) That the draft Council Business Plan and Strategic Priorities for 2012-13 (set out as an annex to the Minutes in the Minute Book) be endorsed.
- (2) That the proposed service priorities for 2012-13 (set out as an annex to the Minutes in the Minute Book) be endorsed.
- (3) That the draft budget be noted in the context of the Council's service objectives and strategic priorities.
- (4) That the areas of revenue growth be noted.
- (5) That the areas of additional income or cost reductions that will be considered in order to get to a balanced 2012/13 budget be noted.
- (6) That 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 (set out as an annex to the Minutes in the Minute Book) be noted.
- (7) That at this stage no other matters be taken into consideration in producing a balanced budget for the meeting of the Executive on 10 January 2011.
- (8) That the draft revenue and council business plan (set out as an annex to the Minutes in the Minute Book) be endorsed as the basis for consultation.

Reasons

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.

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.

Options

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.

The meeting ended at 8.00 pm

Chairman:

Date:

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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Executive

Health Sector Reforms and Emerging New Local Arrangements

9 January 2012

Report of Director of Community & Environment

PURPOSE OF REPORT

To consider the changes to the local health sector as a consequence of the health sector reforms and the resultant new structures and functions

This report is public

Recommendations

The Executive is recommended to:

- (1) Note the new Oxfordshire and local arrangements for the Health and Wellbeing Functions, Healthwatch and Clinical Commissioning.
- (2) Support and promote the District Council's involvement in the appropriate parts of the Health & Wellbeing partnerships structure.
- (3) Continue to support the Community Partnership Network as a means of ensuring that local issues are adequately addressed in all parts of the health and social care sector.

Executive Summary

Introduction

- 1.1 The Healthy Lives, Healthy People White Paper 2010 sets out the Government's long-term vision for the future of public health in England. It builds on the Health and Social Care Bill 2011 regarding the modernisation of the NHS so that it is built more around patients and led by health professionals. The legislation contains provisions for strengthening commissioning of NHS services and increasing democratic accountability and public voice.
- 1.2 These health sector reforms have resulted in three key areas of change:
 - new clinical commissioning arrangements
 - a new Health and Wellbeing Board and partnership structure;
 - a new body to reflect the patient and public voice in Healthwatch.

Proposals

- 1.3 The Oxfordshire proposals arising from the health sector reforms provide many opportunities for the Council and its partners to make a contribution to and influence what and how health and social care services are provided in Cherwell. The Community Partnership Network can and indeed should contribute to the Oxfordshire Healthwatch. Similarly, it should be supporting the local arrangements for the new clinical commissioning arrangements for the purposes of communication and community engagement in North Oxfordshire and provide a unique and valuable input as local stakeholders to the work of the Public Involvement Board.
- 1.4 The wider wellbeing benefits arising from the Council's leisure, housing, health improvement and regulatory functions should play a significant role in the work of the Health Improvement Board and, in a similar way, the activities arising from the Council's housing and older people services will dovetail and contribute to the activities within the remit of the Adult Health and Social care Board.
- 1.5 The Brighter Futures in Banbury Programme with an emphasis on improving the life chances and wellbeing of local young people will contribute and report to the Children and Young People's Board as will the Council's services for young people contribute to the work of this Board.

Conclusion

- 1.6 The changes to the local health and social care sector are very significant and provide a range of opportunities for the Council and its partners to influence what and how services are provided to meet local needs in a much more coherent and joined up way.

Background Information

New Oxfordshire Clinical Commissioning Arrangements

- 2.1 Probably the biggest change in the health sector reforms is the change from the commissioning of services by primary care trusts to more local arrangements. In order to shift decision-making as close as possible to patients, power and responsibility for commissioning services will be devolved to local consortia of GP practices. As such, by April 2013, there will be a comprehensive system of clinical commissioning consortia, supported by and accountable to a new independent NHS Commissioning Board.
- 2.2 Clinical commissioning builds on Practice Based Commissioning (PBC) and the key role that GP practices already play in coordinating patient care and acting as advocates for patients. It gives groups of GP practices financial accountability for the consequences of their decisions.
- 2.3 Since the publication of the White Paper, current PBC GP consortia leads and NHS Oxfordshire have been working together to explore possible future models for clinical commissioning. Work has also been undertaken to look at the functions and responsibilities of NHS Oxfordshire and the governance needed to support the transition. GPs throughout Oxfordshire have been widely consulted on proposals by

their PBC Leads and their views have informed the thinking behind the county wide model.

- 2.4 The result of this work is an Oxfordshire wide clinical commissioning model which features six strong localities of similar size to the current PBC consortia which will commission local health services for the public. An Oxfordshire GP Consortium Board has been established and is developing a work programme through the transition period. Board membership includes GPs and members of NHS Oxfordshire's executive team.
- 2.5 The localities relevant to Cherwell are the North (based around Banbury) and North East (based around Bicester). Each will have a locality board for business purposes and a locality forum for communication and engagement purposes.

Health & Wellbeing Board & Partnership Structure

- 2.6 Health and Wellbeing Boards are a significant element in the Government's strategy of joining up the health policy of the NHS and local government, working alongside other partners including the new Healthwatch organisation. In Oxfordshire, the County Council is required by statute to create a Health and Wellbeing Board, the responsibilities of which are:
- preparing a Joint Health and Wellbeing Strategy (JHWS) for the whole population of Oxfordshire, covering all age groups. This will drive the development and delivery of services to meet agreed priorities;
 - ensuring that there is a Joint Strategic Needs Assessment (JSNA) that provides for the Board a strong evidence base and a clear analysis of population need. This will help in agreeing priorities and objectives, for the Board.
 - having oversight of the joint commissioning arrangements for health and social care across the County;
 - building on and developing further a range of partnership arrangements to drive the strategy and service delivery;
 - having in place robust arrangements for the involvement of Healthwatch in establishing and agreeing the Board's objectives and priorities.
 - oversight of the involvement of the new Clinical Commissioning Groups (i.e. the new GP commissioners) in joint planning across the County
- 2.7 The Government stresses the importance of partnership and joint working as being fundamental to achieving better and more efficient use of resources and meeting peoples' needs. The improvement and further development of partnership working across Oxfordshire will be a fundamental objective for the new Board.

- 2.8 The structure set up by the County consists of:

A) A small, strategic **Health and Wellbeing Board** which steers practical Partnership work on health and wellbeing across the County and ensures service improvement through demonstrable improvement in outcomes. This will be a formal committee of the County Council.

B) Supporting this will be three Partnership Boards to deliver the service change required and to deliver improved outcomes through partnership working. The three Partnership Boards will include NHS Trusts, local authorities, clinicians, and voluntary organisations in their membership. The proposals for the three Partnership Boards are as follows:

- a new **Health Improvement Board** - This board will take forward a work programme to develop health in the broadest sense, incorporating, the new Local Authority responsibilities for public health, housing issues, recreation, leisure, use of green spaces etc. This agenda builds on work that has partly been carried out by the previous Health and Wellbeing Partnership and also by Local Strategic Partnerships. This is a very broad agenda which requires local leadership and it is therefore proposed that the chairmanship should be from the district councils on a rotating basis. It is expected that this agenda will be developed fully during the next year. The board will wish to consider how it works with Local Strategic Partnerships & GP clinical commissioning localities. This should help to take forward much existing work for example work with sports partnerships, housing associations, support for older people in rural areas and regeneration programmes.
- To consolidate the existing statutory and other health and social care partnership groups into a new **Adult Health and Social Care Board**. This board will commence work as soon as possible as it is proposed that it will be responsible for delivery of existing key performance targets for the NHS and County Council and for the joint governance of pooled budgets.
- To incorporate the existing Children's Trust into a **Children and Young Peoples' Board**. This board will be established quickly and will continue and develop the existing work programme of the Children's trust.

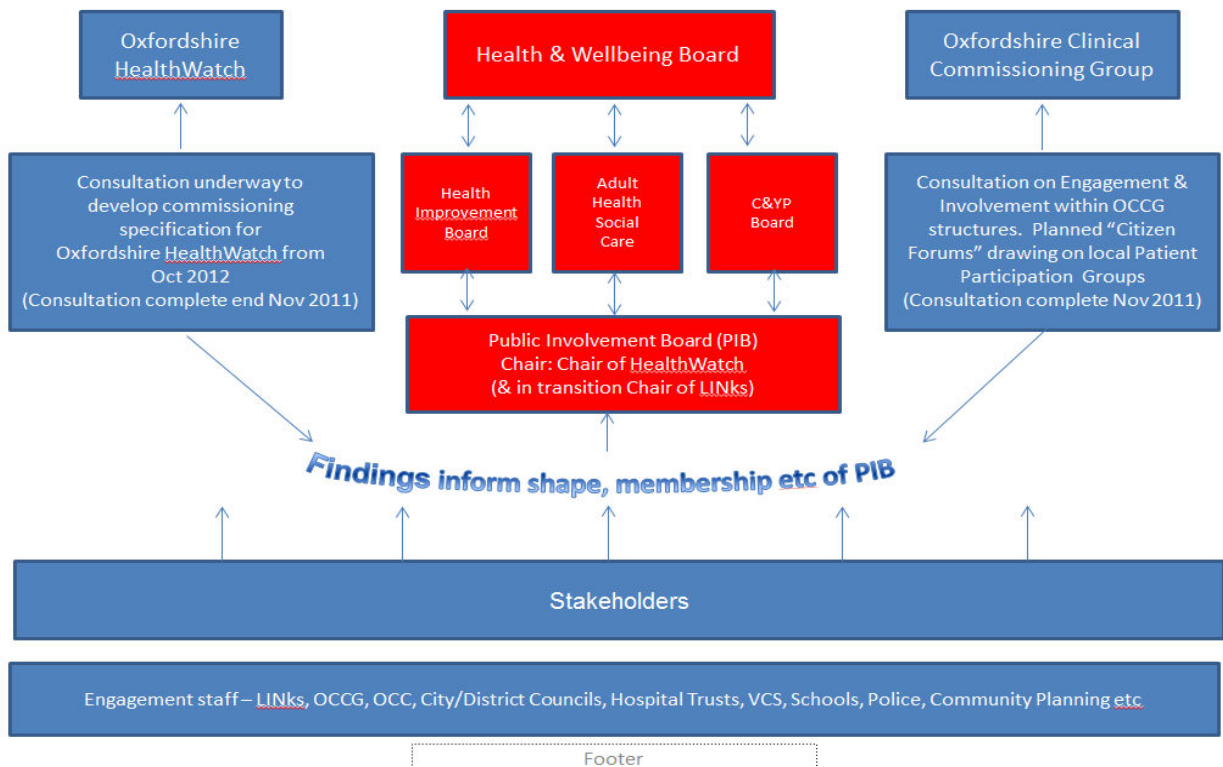
C) A new **Public Involvement Board** under the guidance of the new Healthwatch organisation (LINK in the interim). The detailed development of the Public Involvement Board is currently underway. This will incorporate Healthwatch, service users, the advocacy role of the voluntary sector, advocacy groups and the carers' voice. This is seen as a real step-change and will become an innovative way of strengthening and formalising the voice of the public in service planning and overall strategy.

Healthwatch

- 2.9 Healthwatch is set to become the new independent voice and consumer champion for patients, service users and the public in health and adult social care, replacing the Oxfordshire Local Involvement Networks (LINKs). HealthWatch will exist locally as a local HealthWatch, and nationally as HealthWatch England. The County Council has the funding and the responsibility to ensure that Oxfordshire has its own local HealthWatch, which will launch in October 2012. LINKs will operate until then.
- 2.10 The Oxfordshire HealthWatch will ensure that the views and experiences of patients, carers and other service users are taken into account when local needs assessments and strategies are prepared, giving it an important role in promoting and improving public health, and tackling health inequalities. It will engage more adults, young people and children in planning and checking health and social care services, and enable them to challenge and influence decisions about their provision. The precise nature and details of the Oxfordshire Healthwatch body is currently the subject of a consultation exercise.

An Integrated Structure

2.11 The overall governance structure of all the above would be as follows:



Key Issues for Consideration/Reasons for Decision and Options

- 3.1 There are a number of issues which affect the Council either directly or indirectly arising from the Oxfordshire proposals for health and social care sector reforms.
- 3.2 The first of these relates directly to the Council's own services. The Council has many services which impact on the health and wellbeing of Cherwell residents. The wider wellbeing benefits arising from the Council's leisure, community safety, housing, health improvement, regulatory functions such as planning, licensing and environmental health and its services to young people and older people should play a significant role in the work of the Health Improvement Board. In a similar way, the activities arising from the Council's housing and older people services should dovetail and contribute to the activities within the remit of the Adult Health and Social Care Board.
- 3.3 The Brighter Futures in Banbury Programme is a long term programme aimed at providing more targeted and effective support for those families and individuals in greatest need in three of the town's wards. Whilst the programme is quite diverse which reflects the variety of support required, there is an emphasis on the needs of children and young people to provide them with the greatest life chances, opportunity for success and wellbeing in future years. In this respect, the programme will contribute and report to the Children and Young People's Board. The Council's services for young people will also contribute to the work of this Board.

- 3.4 One of the many benefits which arose from the Better Healthcare Programme in Banbury was the effectiveness of community engagement and involvement in the changes at the Horton General Hospital. This arose largely through the work of the Community Partnership Forum in developing a strong sense of trust between relevant health sector partners, offering strong leadership and support in finding solutions and effective communication during times of change and uncertainty. Whilst the work of the Better Healthcare Programme has reached a successful conclusion, with the further period of change and uncertainty of the health and social care sector particularly around new commissioning responsibilities through GPs, there is an on going need for this form of engagement. During the period of the Better Healthcare Programme activities, many Forum members and partners have developed a wider understanding of the different aspects of the health sector and a range of skills which are transferrable and relevant to the forthcoming changes.
- 3.5 The proposals underpinning a new Community Partnership Network (CPN) are about ensuring that these local strengths are used to best effect in supporting the forthcoming changes and to consolidate the work of the Better Healthcare Programme into the new world of health and social care in North Oxfordshire and surrounding areas. It is intended to have an initial 2/3 year life from mid 2011 to 2013 following which it will be necessary to review in light of the new health sector commissioning arrangements, the anticipated Oxford University Hospitals Trust foundation status, the new Health and Well Being structure and Healthwatch having been implemented.
- 3.6 From the local proposals for Oxfordshire, the CPN can and indeed should contribute to the Oxfordshire Healthwatch. Similarly, it should be supporting the local arrangements for the new clinical commissioning arrangements for the purposes of communication and community engagement and provide a unique and valuable input as local stakeholders to the work of the Public Involvement Board. The CPN is currently engaged with all these elements of change to determine how best it can contribute.
- 3.7 The detail of how the above is to be achieved is still to be determined including the role of District Councillors in what is largely an Oxfordshire wide or County Council structure.

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

- Option One** To fully engage with this change process and with partners, to influence future service provision as much as possible. This option is the basis of the report recommendations.
- Option Two** To withdraw from health and social care sector matters and not become involved. Given the good work associated with the Horton Hospital, this option is not proposed.
- Option Three** To engage only on an invited basis. Again, a passive approach such as this is not recommended as it is likely to result in only limited benefit.

Consultations

Various There have been several county wide consultation processes run by Oxfordshire County Council or Oxfordshire NHS associated with the new clinical commissioning arrangements, Healthwatch and the Public Involvement Board.

Implications

Financial: There are no direct financial consequences arising from this report. The contribution to the new structures and involvement of the Council included in the recommendations are based on the staff and other resources in the 2012/13 draft budget and the continuation of support for the Community Partnership Network

Comments checked by Karen Curtin, Head of Finance and Procurement, 0300 0030106

Legal: There are no legal implications arising from this report.

Comments checked by Kevin Lane, Head of Law and Governance, 0300 0030107

Risk Management: The only notable risk arising from this report is reputational should the Council decide not to participate in the health and social care changes. This arises from the Council's current active role and any diminution of this is likely to be perceived negatively.

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

Wards Affected

All wards

Corporate Plan Themes

A Safe and Healthy District

Executive Lead Member

Councillor James Macnamara
Lead Member for the Environment

Document Information

Appendix No	Title
None	
Background Papers	
None	
Report Author	Ian Davies, Director Community and Environment
Contact Information	0300 0030101 ian.davies@cherwellandsouthnorthants.gov.uk

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Executive

Council Tax Base for 2012/13

9 January 2012

Report of Head of Finance and Procurement

PURPOSE OF REPORT

To consider the calculation of the council tax base for 2012/13

This report is public

Recommendations

The Executive is recommended to:

- (1) Approve the report of the Head of Finance and Procurement, made pursuant to the Local Authorities (Calculation of Tax Base) Regulations 1992, as amended, and the calculations referred to therein for the purposes of the Regulations;
- (2) Resolve that, in accordance with the Regulations, as amended, the amount calculated by the Cherwell District Council as its council tax base for the year 2012/2013 shall be 50,615; and
- (3) Resolve that the tax base for parts of the area be in accordance with the figures shown in column 13 of Appendix 1b.
- (4) Resolve to continue with the discretionary awards that it resolved to give on December 1 2009.

Executive Summary

Introduction

- 1.1 The Council is required to calculate its tax base for each financial year in advance of the start of the year and notify its major precepting authorities and local precepting authorities accordingly.
- 1.2 The background information forming part of this report provides all the necessary calculations together with an explanation of how each has been arrived at.

- 1.3 There are various powers contained within the Council Tax, Housing Benefit and Business Rates legislation, all of which are reviewed annually.
- 1.4 Any resolution to amend a discretionary power relating to Council Tax must be made before the Council Tax for the next financial year is set. Similarly, with Business rates, it is important to establish the criteria that will apply for all classes of discretionary relief prior to the annual billing process.

Proposals

- 1.5 To consider the calculation of the council tax base for 2012/2013 as set out in the background information and decide whether to vary the estimated figures of adjustments for changes in property information during the year, e.g. new properties or discount changes, as well as the collection rate used in the attached Appendix 1 to this report.
- 1.6 It is proposed that no variations are made to either the estimated adjustments or the collection rate used in Appendix 1. The estimated adjustments have been made to take into account the potential slow down in the building of new properties resulting from the change in the economic climate. The role of inspector has now been deleted and there is no role responsible for carrying out the estimate of new properties. However, the Service Assurance Team will work in conjunction with other internal and external partners to carry out this annual task.
- 1.7 There are no proposals to amend any of the discretionary powers in relation to the council tax, business rates or housing and council tax benefit from those agreed by the Executive in December 2009.

Conclusion

- 1.8 The attached background information and Appendices provide the most up to date view of the tax base and the adjustments that have been made to allow for changes effective during 2012/2013 are based on the current understanding of the effects the recession is likely to have on properties. On this basis the Executive is invited to approve the recommendations set out at the beginning of this report.

Background Information

COUNCIL TAX BASE CALCULATIONS FOR 2012/13

Valuation Banding and Notification to Preceptors

- 2.1 The billing authority is obliged to notify major precepting authorities of the tax base set, by 31 January 2012. In practice, it is important that they, and the local precepting authorities, are given more time to determine their precepts, in order that they are able to levy them on this Council in time for the council tax level to be considered at the Executive meeting to be held on 6 February

2012 and for the Council to set the council tax at its meeting on 27 February 2012.

- 2.2 To give all precepting authorities (including parish and town councils) sufficient time to determine their precepts it would seem appropriate to notify all precepting authorities of their proposed tax bases following this meeting of the Executive.

The Requirements of the Tax Base Calculation

- 2.3 The Local Authorities (Calculation of Tax Base) Regulations 1992 (S.I. No 612 of 1992) as amended by S.I. 1742 and S.I. 2943 (both of 1992), S.I. 3123 and 3437 (both of 1999) and S.I. 3012 of 2003 set out the necessary calculations and it is a clear intention that the Council should be seen to perform a series of calculations, which follow.

- 2.4 The first step is to establish the relevant amount (band D equivalents) for 2012/13. Regulation 5AA provides the following formula:

the relevant amount for a valuation band = (H-Q + J) x F/G

Where -

H is the number of chargeable dwellings

Q is a factor to take account of the various discounts

J is an amount of adjustments for changes in property information during the year e.g. new properties or discount changes

F is the proportion relevant to the band e.g. 6 for band A

G is the number relevant to band D i.e. 9

- 2.5 Appendix 1 to this report shows a summary of the information resulting in the following totals:

59,150 properties on the list

51,508 band D equivalents (the relevant amount)

- 2.6 Appendix 2 to this report provides the calculation of the tax base for each town and parish
- 2.7 Regulation 3 of The Local Authorities (Calculation of Council Tax Base) Regulations 1992 provides for each billing authority to determine a collection rate. It requires the authority to estimate the amounts, which are likely to be paid, expressed as a proportion of its estimate of what should be paid. It is estimated that in accordance with the calculations under regulation 3, the Collection Rate for this authority should be 98%.
- 2.8 Because there is a need to calculate the tax base at individual town and parish level the Collection Rate has been applied to the net band D equivalents in Appendix 1b and the MOD property added back to arrive at a tax base of 50,615 compared to 50,337 in the current financial year

Calculation of the Tax Base for a Part of the Area

- 2.9 Regulation 6 requires that the tax base be determined for each local precepting area. Appendix 2 provides this for the 78 distinct parts of the

District's area.

- 2.10 Column 1 shows the band D equivalents of properties in each part net of exemptions, disabled relief and discounts. The Local Authorities (Calculation of Council Tax Base) (Amendment) (England) Regulations 1999 (Statutory Instrument No 3123 of 1999) provide for disabled relief to be allowed on properties in band A. Instead of being charged at 6/9 of band D they are charged at 5/9 of band D
- 2.11 Column 2 adds in MOD property to arrive at the 'relevant amount', which totals to 51,508.2 in column 3
- 2.12 Columns 4 to 7 deal with any adjustments expected during the year. It is almost impossible to predict changes to discounts and reductions in property numbers but an estimate has been included of additional properties. The figures in column 4 have been taken from Inspectors' records and have been converted to an estimated band D equivalent. In all cases properties have been assumed to be billed for a half year only. Columns 4 and 6 also take into account the movement of any properties (at band D equivalent) between parishes and any properties to be demolished
- 2.13 Column 8 provides a sub-total
- 2.14 Column 9 takes the MOD property back out again to give the net figure again in column 10
- 2.15 Column 11 applies the Collection Rate. This has been maintained at 98%, the same figure used for the current year. This is considered reasonable given the 98.38% collection rate achieved in 2010/11, whilst also allowing for any shortfall that may arise if the recession results in local residents finding it difficult to meet all their financial commitments and falling into arrears with their council tax payments
- 2.16 Column 12 adds back the MOD property and column 13 shows the tax base for billing purposes for 2012/2013.
- 2.17 Column 14 shows the tax base for 2011/2012 for comparison purposes

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 The Collection Rate to be used in the tax base calculation is a best estimate of the percentage of the total amount due for 2012/2013 that will be collected. It is based on the level of in-year collection achieved in previous years. Over recent years the in-year collection rate has increased each year, from 95.75% in 2000/01 to 98.38% last year. The Collection Rate was last increased, from 97 to 98%, in the tax base calculation for 2007/08. Actual in-year collection for 2010/11 was 98.38% and it is on target to achieve the same for 2011/12 financial year.
- 3.2 The issues that affect the collection rate estimate centre around the ability to pay. With a recession beginning there will be a number of local residents whose ability to pay their council tax will be affected over the next year and

these residents may not qualify for help through council tax benefits, in which case they may find it difficult to maintain their outgoings.

- 3.3 Given the unknown factors that will arise from the current economic situation in the next year it is to be recommended that the collection rate used in the tax base calculation remain at 98%.
- 3.4 The estimate of adjustments applied to take account of new properties likely to become available during the next year could also be varied. The adjustments made, on the basis of the information obtained by the Service Assurance team take into account known planning applications and the progress that is to be made on them during the remainder of this year and next.

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

Option One The majority of figures used in the calculation are obtained from the billing system for council tax and as such are a matter of fact. The Executive could vary the estimated figures of adjustments for changes in property information during the year e.g. new properties or discount changes as well as the collection rate used in this report.

Option Two The Council may vary the discounts for second homes and long-term empty dwellings this report proposes that the rates for 2012/13 continue unchanged from those approved for 2011/12 as approved by the Executive at its meeting on 1 December 2009

Consultations

None

Implications

Financial: The tax base determines the potential income from each £1 of council tax set. If the tax base, as calculated in column 13 of Appendix 1b, were to be set, it would result in £50,615 being raised per £1 of council tax set (for budget purposes).

(Section 106 of the Local Government Finance Act 1992 applies to decisions taken on matters contained in this report and any Member affected by it is obliged to disclose the fact and refrain from voting.)

Comments checked by Karen Muir, Corporate System Accountant 01295 221559

Legal: The calculations required to be undertaken by the Council in order to arrive at its council tax base are set out in the legislation referred to in paragraphs 2 and 3.1 of this report. Failure to set a council tax base for 2012/13 would

result in the Council being unable to set its council tax for 2012/13

Comments checked by Kevin Lane, Head of Law & Governance, 0300 0030106

Risk Management:

The adjustments made, in columns 4 and 6 of Appendix 1b, to the data supplied by the council tax system, to allow for new and demolished properties occurring in 2012/13, is an estimate based on existing planning permissions. There is a risk that new properties will not be built or may not sell and become occupied as soon as the builders expect, this estimate is therefore reduced by 50% to allow for possible delays in these new properties being built and occupied in 2012/13

Comments checked by Karen Muir, Corporate System Accountant 01295 221559

Wards Affected

All

Corporate Plan Themes

An Accessible, Value for Money Council

Executive Lead Member

Councillor Ken Atack
Lead Member for Financial Management

Document Information

Appendix No	Title
Appendix 1 & 2	Council Taxbase Calculations
Background Papers	
Reports RRV708 and RKC 023D from the Northgate Revenues computer system	
Report Author	Karen Curtin Head of Finance and Procurement
Contact Information	Karen Muir, 01295 221559 karen.muir@cherwell-dc.gov.uk Leanne Lock, 01295 227098 leanne.lock@cherwell-dc.gov.uk

ADJUSTMENTS	2012/13 Appendix 2 COUNCIL TAX BASE CALCULATIONS						
	column 1	column 2	column 3	column 4	column 5	column 6	column 7
Parish/Town	Band D Equivalents	MOD in Band D Equivalents	Band D Equivalent Sub Total	Full Year Equivalent Of Additional Properties	Reduction In Discounts	Full Year Equivalent Of Reduction In Properties	Increase In Discounts
Adderbury	1203.7		1203.7	0.6			
Ambrosden	356.3	236.6	592.9				
Ardley	264.1		264.1				
Arncott	299.8	1.8	301.6				
Banbury	14929.7		14929.7	48.4			
Barford	261.2		261.2				
Begbroke	360.5		360.5				
Bicester	10492.4		10492.4	8.4			
Blackthorn	148.6		148.6				
Bletchington	352.0		352.0	0.4			
Bloxham	1371.3		1371.3	2.6			
Bodicote	857.4		857.4	1.2			
Bourton	303.6		303.6				
Broughton	134.2		134.2				
Bucknell	110.8		110.8				
Caversfield	417.2	1.7	418.9				
Charlton on Otmoor	198.5		198.5				
Chesterton	352.7		352.7	51.4			
Claydon	141.8		141.8				
Cottisford	73.3		73.3				
Cropredy	314.5		314.5				
Deddington	943.5		943.5				
Drayton	93.4		93.4				
Duns Tew	226.4		226.4				
Epwell	142.8		142.8				
Fencot and Murcott	131.0		131.0				
Finmere	216.0		216.0	1.0			
Fringford	270.5		270.5				
Fritwell	292.3		292.3				
Godington	20.2		20.2				
Gosford and Water Eaton	554.9		554.9				
Hampton Gay and Poyle	76.2		76.2				
Hanwell	134.5		134.5				
Hardwick with Tusmore	35.3		35.3				
Hethe	118.9		118.9				
Hook Norton	936.8		936.8	1.5			
Horley	160.6		160.6				
Hornton	167.5		167.5				
Horton cum Studley	249.4		249.4				
Islip	323.4		323.4	1.0			
Kidlington	5062.7		5062.7	0.9			
Kirtlington	451.6		451.6	2.2			
Launton	508.2		508.2				
Lower Heyford	225.5		225.5				
Merton	135.5	5.0	140.5	1.5			
Middle Aston	66.1		66.1				
Middleton Stoney	153.7		153.7				
Milcombe	224.3		224.3				
Milton	124.9		124.9				
Mixbury	118.3		118.3				
Mollington	221.2		221.2	0.7			
Newton Purcell	44.2		44.2				

ADJUSTMENTS	2012/13 Appendix 2 COUNCIL TAX BASE CALCULATIONS						
	column 1	column 2	column 3	column 4	column 5	column 6	column 7
Parish/Town	Band D Equivalents	MOD in Band D Equivalents	Band D Equivalent Sub Total	Full Year Equivalent Of Additional Properties	Reduction In Discounts	Full Year Equivalent Of Reduction In Properties	Increase In Discounts
Noke	79.9		79.9				
North Aston	90.6		90.6				
North Newington	154.5		154.5				
Oddington	65.6		65.6				
Piddington	179.2		179.2				
Prescote	6.3		6.3				
Shenington	222.1		222.1	0.5			
Shipton on Cherwell	147.2		147.2				
Shutford	209.8		209.8	1.0			
Sibford Ferris	194.8		194.8				
Sibford Gower	255.4		255.4				
Somerton	142.3		142.3				
Souldern	203.8		203.8				
South Newington	160.3		160.3				
Steeple Aston	433.6		433.6				
Stoke Lyne	105.6		105.6				
Stratton Audley	213.3		213.3				
Swalcliffe	111.4		111.4				
Tadmarton	266.4		266.4				
Upper Heyford	395.6		395.6				
Wardington	247.7		247.7	0.7			
Wendlebury	198.1		198.1				
Weston on the Green	247.2		247.2				
Wiggington	112.5		112.5				
Wroxton	295.4		295.4				
Yarnton	1151.1		1151.1	2.7			
	51263.1	245.1	51508.2	126.7			

	column 8	column 9	column 10	column 11	column 12	column 13	column 14	
Parish/Town	Adjusted Band D Equivalents	MOD in Band D Equivalents	Net Band D Equivalents	98% Tax Base	MoD Class O Properties	Tax Base For 2012/13	Tax Base For 2011/12	
Adderbury	1204.3		1204	1180		1,180	1,188	-0.67%
Ambrosden	592.9	-237	356	349	237	586	588	-0.34%
Ardley	264.1		264	259		259	260	-0.38%
Arncott	301.6	-2	300	294	2	296	302	-1.99%
Banbury	14978.1		14978	14678		14,678	14,607	0.49%
Barford	261.2		261	256		256	261	-1.92%
Begbroke	360.5		361	354		354	362	-2.21%
Bicester	10500.8		10501	10291		10,291	10,261	0.29%
Blackthorn	148.6		149	146		146	142	2.82%
Bletchington	352.4		352	345		345	340	1.47%
Bloxham	1373.9		1374	1347		1,347	1,356	-0.66%
Bodicote	858.6		859	842		842	834	0.96%
Bourton	303.6		304	298		298	294	1.36%
Broughton	134.2		134	131		131	128	2.34%
Bucknell	110.8		111	109		109	110	-0.91%
Caversfield	418.9	-2	417	409	2	411	409	0.49%
Charlton on Otmoor	198.5		199	195		195	199	-2.01%
Chesterton	404.1		404	396		396	345	14.78%
Claydon	141.8		142	139		139	136	2.21%
Cottisford	73.3		73	72		72	73	-1.37%
Cropredy	314.5		315	309		309	310	-0.32%
Deddington	943.5		944	925		925	914	1.20%
Drayton	93.4		93	91		91	92	-1.09%
Duns Tew	226.4		226	221		221	221	
Epwell	142.8		143	140		140	139	0.72%
Fencot and Murcott	131.0		131	128		128	127	0.79%
Finmere	217.0		217	213		213	214	-0.47%
Fringford	270.5		271	266		266	265	0.38%
Fritwell	292.3		292	286		286	282	1.42%
Godington	20.2		20	20		20	21	-4.76%
Gosford and Water Eaton	554.9		555	544		544	555	-1.98%
Hampton Gay and Poyle	76.2		76	74		74	73	1.37%
Hanwell	134.5		135	132		132	128	3.13%
Hardwick with Tusmore	35.3		35	34		34	36	-5.56%
Hethe	118.9		119	117		117	117	
Hook Norton	938.3		938	919		919	925	-0.65%
Horley	160.6		161	158		158	158	
Hornton	167.5		168	165		165	157	5.10%
Horton cum Studley	249.4		249	244		244	247	-1.21%
Islip	324.4		324	318		318	316	0.63%
Kidlington	5063.6		5064	4963		4,963	4,948	0.30%
Kirtlington	453.8		454	445		445	445	
Launton	508.2		508	498		498	495	0.61%
Lower Heyford	225.5		226	221		221	221	
Merton	142.0	-5	137	134	5	139	140	-0.71%
Middle Aston	66.1		66	65		65	61	6.56%
Middleton Stoney	153.7		154	151		151	149	1.34%
Milcombe	224.3		224	220		220	222	-0.90%
Milton	124.9		125	123		123	118	4.24%
Mixbury	118.3		118	116		116	116	
Mollington	221.9		222	218		218	213	2.35%
Newton Purcell	44.2		44	43		43	44	-2.27%
Noke	79.9		80	78		78	78	
North Aston	90.6		91	89		89	88	1.14%
North Newington	154.5		155	152		152	152	
Oddington	65.6		66	65		65	62	4.84%
Piddington	179.2		179	175		175	173	1.16%
Prescote	6.3		6	6		6	6	
Shenington	222.6		223	219		219	214	2.34%
Shipton on Cherwell	147.2		147	144		144	144	

BILLING TAX BASE

2012/13 Appendix 2 COUNCIL TAX BASE CALCULATIONS							
	column 8	column 9	column 10	column 11	column 12	column 13	column 14
Parish/Town	Adjusted Band D Equivalents	MOD in Band D Equivalents	Net Band D Equivalents	98% Tax Base	MoD Class O Properties	Tax Base For 2012/13	Tax Base For 2011/12
Shutford	210.8		211	207		207	205
Sibford Ferris	194.8		195	191		191	193
Sibford Gower	255.4		255	250		250	249
Somerton	142.3		142	139		139	136
Souldern	203.8		204	200		200	203
South Newington	160.3		160	157		157	157
Steeple Aston	433.6		434	425		425	422
Stoke Lyne	105.6		106	104		104	104
Stratton Audley	213.3		213	209		209	206
Swalcliffe	111.4		111	109		109	108
Tadmarton	266.4		266	261		261	260
Upper Heyford	395.6		396	388		388	393
Wardington	248.4		248	243		243	245
Wendlebury	198.1		198	194		194	196
Weston on the Green	247.2		247	242		242	243
Wiggington	112.5		113	111		111	106
Wroxton	295.4		295	289		289	283
Yarnton	1153.8		1154	1131		1,131	1,047
	51634.9	-246.0	51,392	50,369	246	50,615	50,337

0.98%
-1.04%
0.40%
2.21%
-1.48%

0.71%

1.46%
0.93%
0.38%
-1.27%
-0.82%
-1.02%
-0.41%
4.72%
2.12%
8.02%

50,615

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Executive

Resource Review

9 January 2012

Report of Chief Executive

PURPOSE OF REPORT

This report seeks support for the proposals to address the gaps in skills or capacity identified following the appointment to the posts in the new Joint Management Team.

This report is public.

Recommendations

The Executive is recommended to:

- (1) Note the outcome of the resource review.
- (2) Approve the proposals for the one-off funding requirement (6.1).
- (3) Note that business cases for any further funding requirements are being developed for member consideration.
- (4) Ask Overview and Scrutiny Committee to review the joint working arrangements during 2012/13.

Executive Summary

1. Introduction

- 1.1. The creation of the Joint Management Team (JMT) on 1 October 2011 resulted from the decision taken by Cherwell District Council and South Northants Council to achieve efficiencies by reducing senior management capacity by approximately half.
- 1.2. A review has been conducted to identify any gaps in skills or capacity following the appointment to the posts in the new JMT.
- 1.3. This report concerns the outcomes of that review and recommendations to address requirements.

Proposals

- 1.4. That the outcome of the resource review is noted.
- 1.5. That the proposal for the one-off funding requirements are approved.
- 1.6. That Members note that business cases for any future funding requirements are being developed for member consideration.
- 1.7. That the Overview and Scrutiny Committee are asked to review the joint working arrangements in 2012/13.

Conclusion

- 1.8. The route set out in the recommendations is believed to be the best way forward.

Background Information

2. Update on appointments to JMT

- 2.1. Appointments were made in September from the pool of people whose posts were at risk as a consequence of the management restructure to all but two of the new posts, namely Head of Regeneration and Housing, and the Communications Manager. The position of Communications Manager was advertised and Janet Ferris has been appointed to the post.
- 2.2. Twelve members of staff were not placed in the new JMT, two of whom applied, in advance of the recruitment process, for voluntary redundancy. The other ten staff applied for a post or posts but were unsuccessful. Discussions have been held with each person regarding future options and a summary of the status of these talks as of 21 December is given below:

Voluntary Redundancy	2
Left	8
On redeployment register	1
Seconded to NCC (for up to 1 year)	1
Total	12

- 2.3. Since making the appointments to the new structure, the Head of Transformation has resigned to take up a post with another local authority and so the post will become vacant in January. Therefore there are two vacancies in the new JMT structure and recruitment has commenced for the permanent replacements. Veredus were engaged in July to conduct the recruitment process for the establishment of the JMT and they have advertised the posts and been searching for candidates. A long list will be prepared for consideration by members of the Joint Personnel Committee

and final interviews will be held in the last week of January and the first week of February.

- 2.4. In the meantime there is a requirement to fill the Head of Regeneration and Housing post immediately therefore an interim appointment has been made to ensure that work continues on the major projects and other top priorities in the service area. Russell Eacott has been appointed on a part time basis to the interim role.
- 2.5. There will be a gap between the departure of the current Head of Transformation post holder and the commencement of the new appointee. This will be at an important phase in the timescale for the development and implementation of business cases for joint working which are being developed initially in the Resources Directorate. This work will need to have a high level lead and therefore an appointment will be made to a project role on a part time basis to lead on the progress of this work as a key strand of the transformation programme.
- 2.6. A review of the administrative requirements arising from the creation of the new JMT has been initiated. Appropriate administrative support is critical to the smooth and effective working of each member of JMT. Previously at SNC Heads of Service did not have identified administrative support and therefore there is no budget provision for such a resource. Going forward it will be necessary to provide support to all members of JMT, and also to continue to support the two leaders and two Chairmen and for the cost to be shared equally between the two authorities. The outcome of the review will be presented initially to the Joint Arrangements Steering Group (JASG) on 26 January and will identify the resources required. Subject to the approval of JASG, the report will then be considered by the appropriate committees at Cherwell and South Northamptonshire. In the meantime, interim arrangements are in place in order to provide administrative support to the two leaders, chairmen and JMT.
- 2.7. Once all of the posts in JMT have been filled, there will be sufficient senior management capacity in place to ensure the delivery of the core functions and business of SNC and CDC. This is the underlying assumption in the business case for joint working and there is no evidence to suggest that the assumption is flawed or unsound. However the reduction in senior management capacity of 50% does require a more structured and rigorous approach to project management, programme management and performance management. This is highlighted across the two councils because of the large number of major projects which form part of the current workload. The approach being taken is set out in the section below.
- 2.8. The effectiveness of the joint working arrangements will be reviewed on an on-going basis and the outcome reported to the Joint Arrangements Steering Group, however it is also proposed that Overview and Scrutiny Committee be asked to conduct a review during 2012/13.

3. Project and Programme Management Programme

- 3.1. Effective programme and project management is essential both to the transformation agenda and to effective on-going management of the business. Having a common approach and standard which is based on PRINCE2 methodology will ensure that we are able to effectively plan

resource against corporate objectives, manage risk and drive improvement. This is now even more important given the reduction in senior management capacity.

- 3.2. Although project tools and methodologies have been used in both organisations there is a lack of a consistent approach between projects and across both councils.
- 3.3. The establishment of the shared Programme Manager post, combined with a shared approach to performance management and risk all embedded within the transformation agenda presents an opportunity to bring this consistency.
- 3.4. A standardised approach to project management will be used, based on PRINCE2 methodology and using Microsoft Project software for scheduling and resource management. Standardised terminology will also be used. The outcomes from projects will feed into our existing performance management methodology which will help map resources and track progress of projects. Project boards will be established for each of the designated major projects. The Project Boards will be responsible for the governance of each project and for communicating with members, all relevant service areas, other stakeholders and partners and the communities. Key decisions will continue to be taken by members in formal decision making roles in Council, Cabinet (SNC) or Executive (CDC). Project boards will focus on the delivery of agreed projects against the timescale and budget as defined in the original decision to proceed.

Project Roles and Responsibilities

- Project Board:
 - Sponsor: individual with overall responsibility for ensuring the project meets its objectives and that the project makes the specified contribution to programme benefits. Represents the whole organisation's strategic interests.
 - Senior Supplier: provides knowledge and experience of the main disciplines involved in delivering the project's main outputs.
 - Senior User/Customer: accountable for ensuring user needs are specified correctly and that the outputs meet those needs
- Project Manager:
 - Individual with authority from the Board to manage the project day-to-day, delivering the specified outputs within the constraints agreed by the Board.

- 3.5. The proposed approach has the dual objective of providing additional project resource and also developing project management skills broadly across the organisation through a programme of secondments of existing staff to specific project roles, supported by training in project methodology. There may be numerous project managers / officers seconded at any one time and for varying lengths of time according to delivery of a project or work stream. Other staff who have skills and resources required by a project within their

substantive post may also need skills development, training/coaching on project methodology and broader change management skills. The proposal is that a fund comprising of £50,000 be made available as a resource to be drawn down as required to support this approach to project delivery and training.

- 3.6. The benefits of this organisational development approach includes flexibility, direct involvement from many officers across the organisations, wide development of project and change management skills and increased capacity to respond to and deliver against corporate objectives. Management will be broadly by matrix arrangements generally with retention of substantive line management responsibilities. The Head of Transformation will be the budget holder for the fund. Additional resources may be required to provide sufficient capacity and skills for the major projects and these more specific resources will be detailed in section 4.

4. Major Projects and one-off pieces of work

- 4.1 Each major project and one-off piece of work has been reviewed and assessed in relation to the availability of appropriate skills and the capacity required to deliver pre-agreed outcomes for each project. Service specific requirements have been considered along with project and programme management aspects. There are six projects which have been designated as 'major', namely the Eco-town, Bicester town centre, Brighter Futures in Banbury, Moat Lane/Towcester regeneration, ICT and the transformation programme.
- 4.2 The six major projects will be organised into two programmes, namely Transformation (to include service reviews and joint working) and Place, to include a range of projects such as the Eco-town and Moat Lane Regeneration.
- 4.3 Each programme will be governed by a Programme Board which has overall responsibility for making sure the projects deliver as expected and that the planned for outcomes are achieved. A Senior Responsible Owner is ultimately accountable for the programme's success and this proposal requires Elected Members to be part of these programme boards as key stakeholders, and to ensure delivery in line with the Council's objectives. This approach has been tested through the first stages of the ICT Programme and proved very beneficial, and a chart setting out what such an organisation would look like is given at **Appendix 1**. Standalone projects would have Member involvement as co-sponsors, alongside a member of the Joint Management Team.

Programme roles and Responsibilities

- Senior Responsible Owner: single individual accountable for the design and approval of the programme, and compliance with corporate controls and governance.
- Member Stakeholder(s): provide the link with corporate governance and direction
- Business Change Manager (for transformation programme): single individual directing how the changes are implemented in the

organisation and making sure the planned-for-benefits are achieved.

Additional support will be required to support the major projects and it is proposed that a fund of £200,000 is established for this purpose.

Summary of the Place Programme

- 4.4 Brighter Futures in Banbury – the lead officer (project sponsor) will continue to be Ian Davies and he will work closely with the Lead Member on this project and will have a virtual team, comprising of staff from CDC and Oxfordshire County Council, to deliver this project in Banbury. This type of team has in effect been in operation for some time, but three of the theme leads (two from CDC as a consequence of the restructuring and one from OCC) have left, one of whom also did the coordination. Two new theme leads from CDC have been identified and brought in to the virtual team. External funding has been secured for a part time coordination role to complete the team.
- 4.5 Moat Lane/Towcester regeneration – the portfolio holder works closely with the lead officer (senior responsible owner), the Director of Development, and the team includes the Head of Law and Governance and Head of Regeneration and Housing, although as the project progresses through different stages, the composition of the team will change to reflect the changing resource requirement. There will be a need for a clerk of works, for which a growth bid has been submitted for consideration in the setting of SNC's budget for next year. There will also be a need for project management support from the central pool.
- 4.6 Eco-town – The Leader of CDC is the lead member for this project and he chairs the Eco-Bicester Strategic Delivery Board. The project team is led by the Director of Development and will be boosted by bringing in communications and project management resources.
- 4.7 Bicester town centre – the lead member will work closely with the officer team, led by the Head of Regeneration and Housing and also including communications and project management resources.
- 4.8 By linking these four projects as part of the 'Place' programme, all will report key outputs and milestones, tasks and targets through a single 'programme scorecard' within the performance management system, allowing Members to see clearly where resources are having the right beneficial effect, in the context of other projects, and where there is contention and issues to be resolved.

Summary of the Transformation Programme

- 4.9 The Service Transformation programme will have a number of different strands as business cases are prepared for consideration following the service reviews, and ultimately through to implementation. A project team will be established to lead on the work arising for each business case which is approved by JASG. Project management resources will be required in each team.
- 4.10 All services will be reviewed during the course of the next twelve months to establish the potential for joint working starting with the services within the

Resources directorate although other services will be considered ahead of the programmed review as opportunities arise.

4.11 ICT – there are two elements to this project, the exit from the Capita contract at SNC, in train now for delivery by the end of April, and the move to joint working which that insource will enable. The work is being led by the ICT Steering Group, which is a sub-group of the Joint Arrangements Steering Group. The lead officer (project sponsor) role is now being taken by the Head of Finance and Procurement (previously it was with the Head of Transformation). The project team comprises of staff from the service areas, the Programme Manager and interim project management support recruited for this project with the cost being met from the ICT budget for the transition.

4.12 Linking these two strands of work as a single programme will enable service changes and ICT changes to be linked, reducing the risk of either the service being led by ICT or technology opportunities being missed by service reviews.

5. Communications

5.1. The extent of the Communications team at SNC is a single Communications and PR Officer and half the time of the Communications Manager. This resource is proving too lean given the agenda the Council is facing and the need for proactive, positive communications activities, advice and campaigns.

5.2. At the same time member scrutiny at Cherwell has led to a requirement to present proposals to reduce the cost of Cherwell communications by £50,000. This is likely to include a proposal to reduce the number of newsletters produced for residents in the District but could also be partly addressed by sharing some resources with SNC.

5.3. A detailed business case will be presented to JASG in January for consideration.

6.0 Financial implications

6.1 The following table details the funding one-off requirements described above.

One-off Funds required

	CDC	SNC	Total	
Interim HR Manager	14,400	14,400	28,800	Estimate - Closing date 22 December 2011
Interim Housing and Regeneration Manager	14,400	14,400	28,800	Estimate
Project Management	25,000	25,000	50,000	Split equally between councils
Major Projects	100,000	100,000	200,000	Assumed equal split but will depend on where the project resource is utilised.
Total	153,800	153,800	307,600	

These costs can be met through the following underspends and earmarked reserves:

Proposed Funding	CDC	SNC	Total	Comment
2011-12 JMT balance	£125,897	£36,805	£162,702	Underspend related to JMT c/f
Joint Management Team Provision estimated residual balance	£69,310	£46,207	£115,517	Estimated uncommitted balance - split 60:40
Transitional Reserve		£70,788	£70,788	
Total	£195,207	£153,800	£349,007	

6.2 In addition to the above, permanent additional funding is likely to be required for the:

- Administration review (Stage 1 – PA support)
- Communications review

These will be the subject of separate reports.

6.3 The costs of implementation of the Joint Management Team are reported to the Joint Arrangements Steering Group on a regular basis.

7.0 Conclusion

7.1 The joint management arrangements are still new and are being embedded in both organisations, whilst also delivering services. Each council also has a number of major projects and in addition there are many changes at national level that will have an impact on all councils, such as localism, the Local Government Resource Review and the changes to the planning regime. However, the implementation of the first phase of the business case for joint working has been delivered on time and within budget, but will be kept under review as future phases are delivered.

Key Issues for Consideration/Reasons for Decision and Options

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

- Option One** To agree all or some of the recommendations as set out.
- Option Two** To amend all or some the recommendations.
- Option Three** Not to agree the recommendations.

Implications

Financial: The financial implications are as set out in section 6.0 of the report.

Comments checked by Martin Henry, Director of Resources.

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Legal:

There are no legal implications arising from this report.

Comments checked by Kevin Lane, Head of Law and Governance –

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Risk Management:

If the additional resource detailed in this report are not agreed the risk is that the Senior Managements Team and the delivery of the priorities they are working to will not be delivered as effectively.

Comments checked by Martin Henry, Director of Resources.

martin.henry@cherwellandsouthnorthants.gov.uk

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Wards Affected

All

Corporate Plan Themes

All

Executive Lead Member

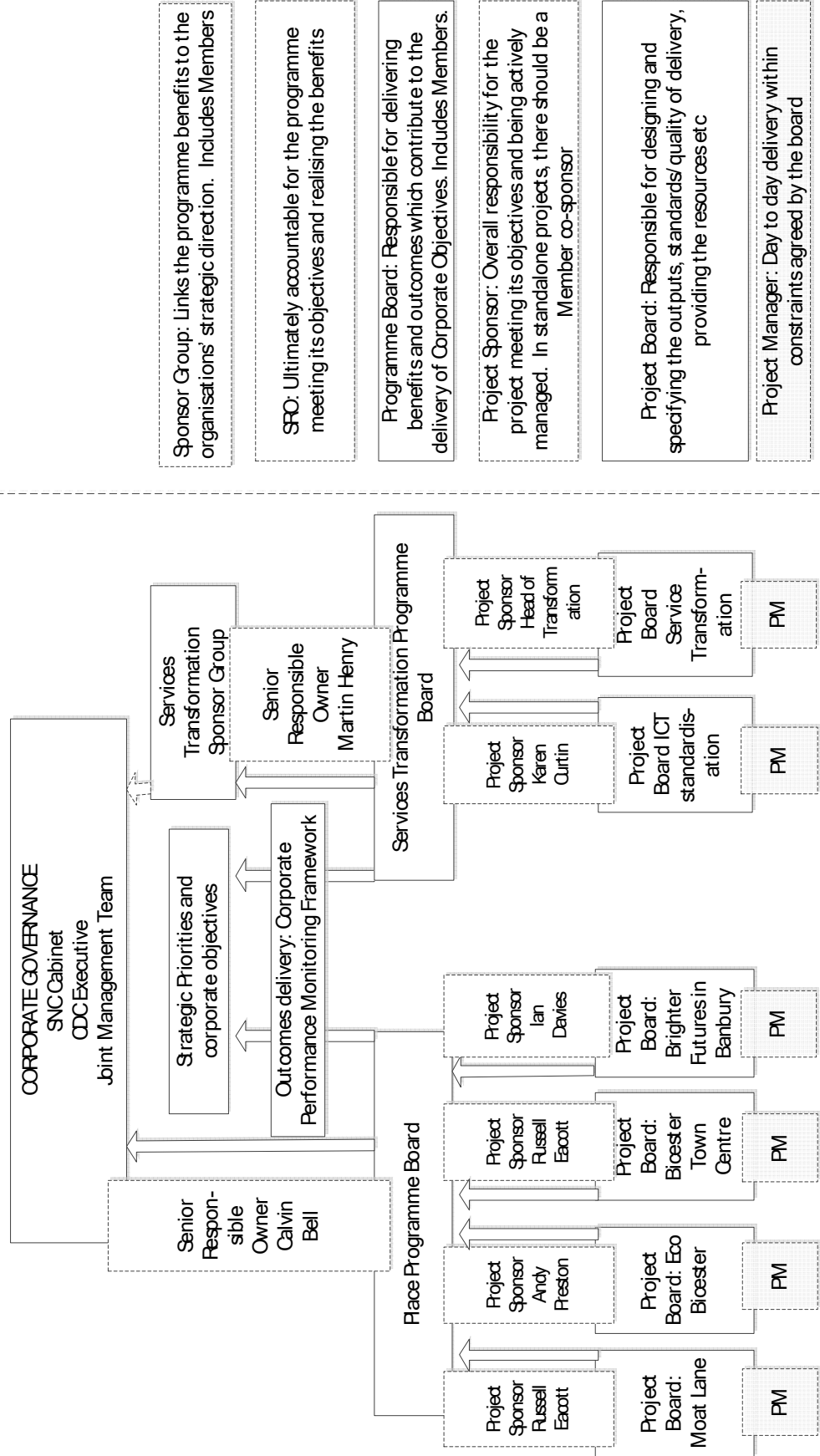
Councillor Barry Wood
Leader of the Council

Document Information

Appendix No	Title
Appendix 1	South Northants and Cherwell District Council Strategic Programme Delivery
Background Papers	
None	
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South Northants and Cherwell District Council Strategic Programme Delivery



Sponsor Group: Links the programme benefits to the organisations' strategic direction. Includes Members

SRO: Ultimately accountable for the programme meeting its objectives and realising the benefits

Programme Board: Responsible for delivering benefits and outcomes which contribute to the delivery of Corporate Objectives. Includes Members.

Project Sponsor: Overall responsibility for the project, meeting its objectives and being actively managed. In standalone projects, there should be a Member co-sponsor

Project Board: Responsible for designing and specifying the outputs, standards/ quality of delivery, providing the resources etc

Project Manager: Day to day delivery within constraints agreed by the board

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